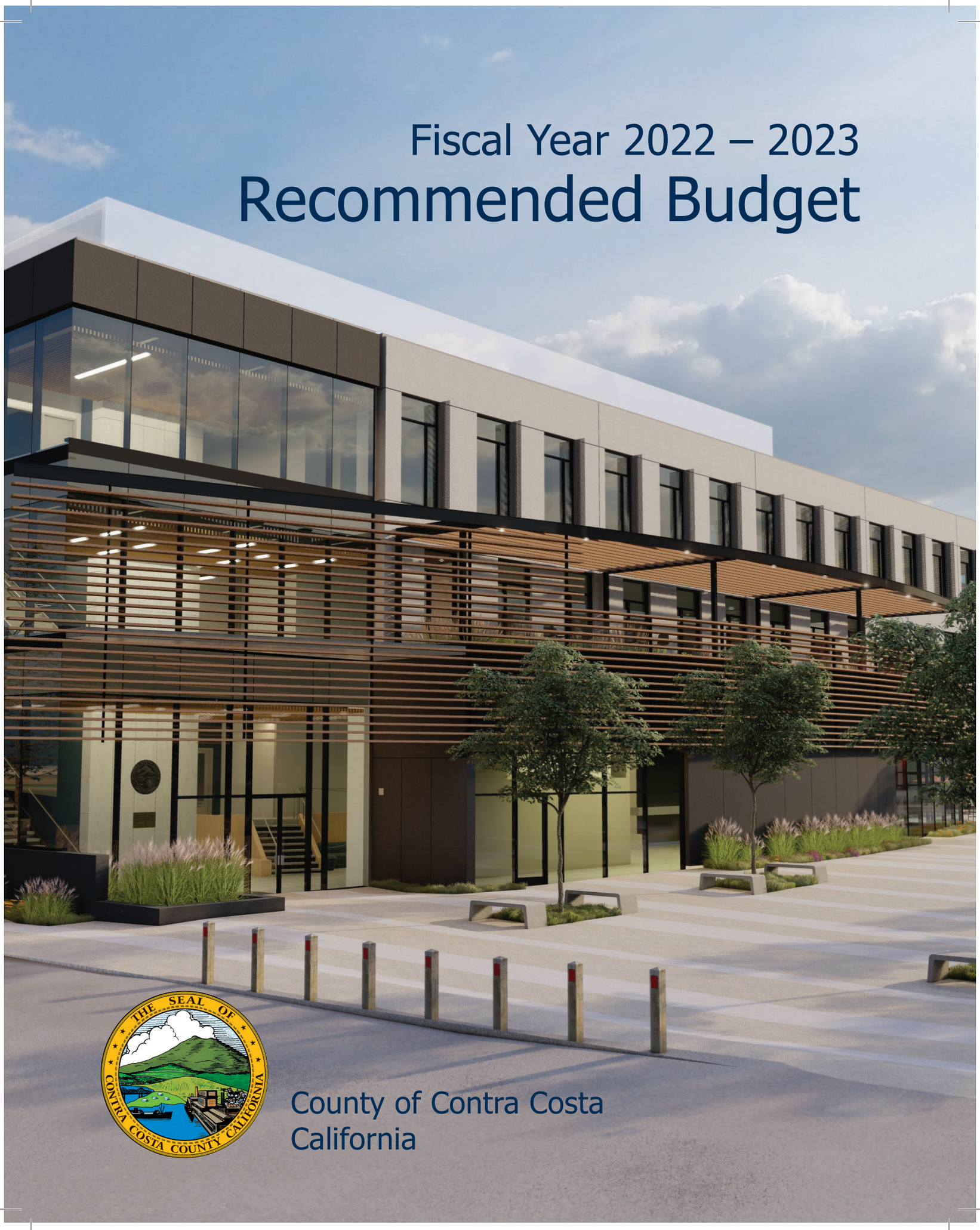

Fiscal Year 2022 – 2023
Recommended Budget

County of Contra Costa
California

COUNTY OF CONTRA COSTA

RECOMMENDED BUDGET
2022-2023

Presented to the Board of Supervisors

KAREN MITCHOFF
Chair
Supervisor, District IV

JOHN M. GIOIA
Supervisor, District I

CANDACE ANDERSEN
Supervisor, District II

DIANE BURGIS
Supervisor, District III

FEDERAL D. GLOVER
Supervisor, District V

By Monica Nino
County Administrator

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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County of Contra Costa

California

Fiscal Years Beginning July 1:

2011, 2012, 2013, 2014

2015, 2016, 2017, 2018

2019, 2020, 2021

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County Administrator

County Administration Building
1025 Escobar Street, 4th Floor
Martinez, California 94553-1229
(925) 655-2075

Monica Nino
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 25, 2022

Board of Supervisors
Contra Costa County
Martinez, CA 94553

Dear Board Members:

As we put the finishing touches on the fiscal year 2022-23 Recommended Budget totaling $4.429 billion, a spending plan I am confident will get us through our fiscal year ending June 30, 2023, we must recognize what is happening around us. Currently in the Bay Area, the average price of a regular gallon of gas is $5.80; a week ago the average price was $5.39. Our local, state and national economics are being greatly affected by a 40-year high inflation rate of 7.9%, and supply chain delays will continue to add pressure on next year's spending plan and likely into future budget years.

Our Board of Supervisors and Department Heads have continued to remain fiscally vigilant and focused on delivering quality health and human services to our community. Over the last two years of responding to the COVID-19 pandemic, the County has spent millions of dollars of federal, state and local one-time funding focused on combating the virus. Going forward, we will be required to shift the emergency response footing to an endemic phase and continue to plan for the foreseeable expiration of related one-time funds in 2024. This will require a thoughtful and measured approach to continue delivering structurally balanced budgets, while maintaining service levels to the best of our ability.

In the meantime, our County continues to leverage every dollar possible to maximize the cost recovery related to COVID-19 and limit the impact on our most vulnerable populations. A prime example of this is our Federal Emergency Management Agency (FEMA) claiming activities for response efforts such as the Great Plates Delivered program, which provided nutritious meals to homebound seniors, and our Non-Congregate Shelter program, which relocated populations in County shelters to hotels across the County. To date, the County estimates FEMA claims of $67 million for such activities. Of that amount, the County has only received $3.4 million, which represents a good example of that effort and the impacts to the General Fund of covering this amount until full reimbursement is achieved over the next twenty-four to thirty-six months.

To date the County has received $112.0 million in a direct distribution of American Rescue Plan Act (ARPA), Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) in May 2021 and 100% was allocated to the Health Services department. It is anticipated that the Department will not spend all of the funds during the current fiscal year 2021-22 and an estimated amount of $30.0 million will be proposed to be carried forward into fiscal year 2022-23. In May 2022, the County is scheduled to receive an additional $112.0 million of CSLFRF allocation and the Recommended Budget proposes that the Health Services Department receive an additional $53.0 million from that allocation. Together, the Health Services Department budget will include approximately $83.0 million in ARPA CSLFRF funds in fiscal year 2022-23, which will not be available beginning in fiscal year 2023/24 for ongoing operations.

Historically, the County General Fund has provided a general fund subsidy to the Hospital and Clinics and County health plan. For the 2022-23 fiscal year, General Purpose Revenue subsidy to the County hospital and County health plan is recommended at $113.2 million. This figure includes the $40 million added for hospital operations and $750,000 for the Contra Costa Cares Program from Measure X revenues. The County is currently at its maximum subsidy considering all County service priorities. It should be noted that the California Nurses Association (CNA) labor contract expired September of 2021 and the County continues to negotiate with this bargaining unit.

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 $4.429 billion ($2.025 billion General Fund) for FY 2022-23 and beyond.

The Recommended Budget includes funding for 10,066.8 full-time equivalent positions, 6,669.7 of which are in the General Fund. The recommendation includes 76 new positions recommended to be added for the 2022-23 fiscal year. In order to achieve a structurally balanced budget, a number of our General Fund departments continue to have vacancy factors built into their recommended budget allocations. A vacancy factor accounts for cost savings related to personnel vacancies occurring within departments during the fiscal year. During development of the FY 2022-23 Recommended Budget, there were approximately 1,085 vacant positions in the General Fund totaling $142.6 million. Due to difficulties in recruitments, retention, and normal turnover, five departments are maintaining vacancy factors totaling $11.7 million. Those impacted are the Sheriff-Coroner, Probation, Employment and Human Services, District Attorney, and Assessor. 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.

Measure X funding included in the recommended budget for fiscal year 2022-23 was previously approved by the Board of Supervisors and is included at a total of $78.15 million. The total amount of Measure X sales tax generated for the new fiscal year is estimated at $107.0 million, the additional appropriations were included in the 2021-22 fiscal year for one-time programs. For more information regarding Measure X allocations see Page 169.

The recommended budget is structurally balanced, however the following items are potential pressures to the recommended spending plan.

- The state of the current local, state and national economies impacted as a result of inflation and supply chain, unanticipated increases in costs of goods;
- Unanticipated impacts from the State May Revised proposed budget;
- Underestimated revenue losses;
- Labor contract negotiations – over 90% of our labor agreements are either open or will expire by June 30, 2022; and
- Greater than anticipated pandemic related expenses.

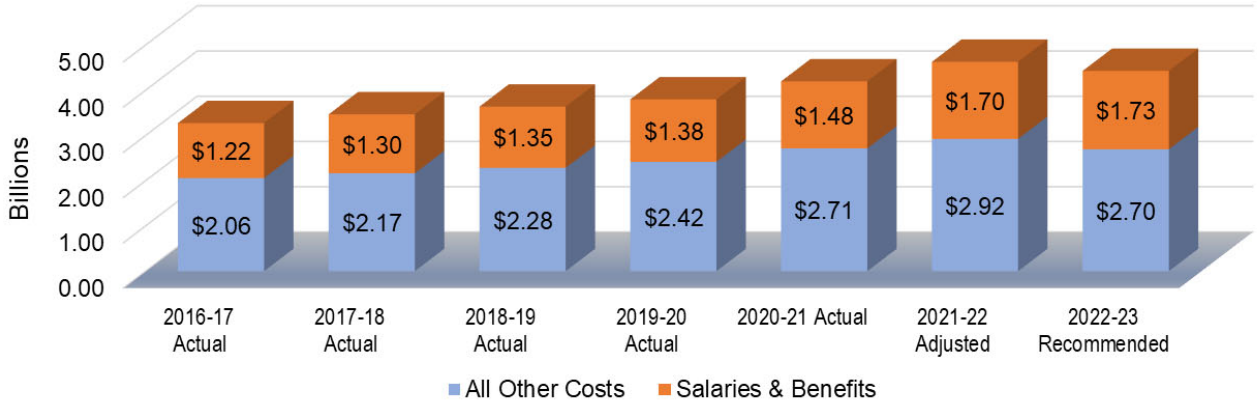
The County's long-term strategic goal continues to be the provision of public services that improve the quality of life of our residents and the economic viability of our businesses. This goal provides the context for decisions regarding this Recommended Budget. The FY 2022-23 Recommended Budget continues 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 Recommended Budget represents a work plan to achieve our mission, priorities and goals in the coming year. Beginning on Page 13 is a discussion of a number of Key Budget Issues affecting the County.

The following chart depicts appropriation/spending trends for the last five years, the budget year, and the $4.429 billion included in the FY 2022-23 Recommended Budget. Of the $4.429 billion, $3.295 billion or 74% is mandated by law (not a Board mandate). Only $663.6 million of the $4.429 billion is funded with General Purpose Revenues. The majority of the budget ($2.483 billion) is funded from State and Federal revenues. This means that for the majority of the programs funded, a program cut would also result in a loss of the revenue associated with the program. Salary and Benefit costs are broken-out to show the growth in the single most costly expense of the County, which consumes 39% of the County budget.

Appropriation/Expenditure Trend



In Billions	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Adjusted	2022-23 Recommended
Salaries & Benefits	$1.22	$1.30	$1.35	$1.38	$1.48	$1.70	$1.73
Total	$3.27	$3.47	$3.64	$3.80	$4.19	$2.92	$4.42
% of S&B to Total Expense	37%	38%	37%	36%	35%	38%	39%

Economic Projection

The economy in Contra Costa County and the Bay Area is heavily dependent on the national and state economies. As we enter FY 2022/23, perhaps the biggest national issue facing policymakers is the sharp increase in consumer prices, which have jumped by almost 7%, year-over-year, the fastest pace in over four decades. This is prompting the Federal Reserve to start reigning in their current approach to monetary policies resulting in multiple interest rate hikes forecasted for 2022, including a 0.25% increase recently approved on March 16, 2022 - the first increase since December 2018. It is unclear just how much higher rates and inflation will impact aggregate demand given the pent-up demand already in the system. Regardless, the County's economist, Beacon Economic, LLC maintains an outlook for growth in 2022 suggesting a 4% plus growth in real GDP.

At some point in the future much of the current stimulus will have to be removed from the economy – possibly creating a situation where inflation begins to hit double digits and the Federal debt burden starts to increase sharply, putting pressure on spending in other parts of the budget. This scenario would slow the nation's economy and could cause a more traditional demand-shock-led recession. But it is still too early to call this turning point.

Each department was asked to submit a budget that balanced its requirements to provide services with the County's goals of adopting a FY 2022-23 budget that balances annual expenses and revenues, addresses revenue constraints and benefit cost increases, and includes an appropriation for capital replacement, and debt service payments. As requested by the Board, the recommended budget includes 34 additional unincorporated patrol positions for improved response times. Only partial funding, totaling $3,997,000, is included due to the timing of the Department being able to fill the positions. The remaining portion will be included in the 2023-24 fiscal year. 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 in a structurally balanced budget.

Each year produces new challenges and changing circumstances that are not always known. The County has and will continue to adapt to these changes. Our strategy over the last several years has served us well during these truly unprecedented times over the last two years. We have continued to depend upon 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 dedicated workforce, sound financial foundation and the continuation of that strategy.

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. The County Administrator staff are competent and creative at what they do, when they are being pulled multiple directions, they remained focused on the preparation of this document. Our goal has been to ensure a fair and transparent budget process and to produce a user-friendly budget document.

The following Fiscal Year 2022-23 Proposed Budget is recommended to the Contra Costa County Board of Supervisors.

Sincerely,

MONICA NINO
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, Monica Nino, 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 6, 2025
Diane Burgis	Supervisor, District III	January 6, 2025
Karen Mitchoff	Supervisor, District IV	January 2, 2023
Federal D. Glover	Supervisor, District V	January 6, 2025
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 1,153,854 as of January 1, 2021. 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, light industrial and commercial. 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)

	2017 [2]	2018 [2]	2019 [2]	2020 [2]	2021
Antioch	112,280	113,266	112,423	112,236	112,848
Brentwood	61,383	62,140	64,365	65,263	66,097
Clayton	11,342	11,631	11,347	11,290	11,268
Concord	128,282	129,493	130,435	129,453	129,273
Danville	44,048	45,103	43,923	43,840	43,906
El Cerrito	24,674	25,192	24,852	24,835	24,846
Hercules	26,185	25,964	25,488	25,494	25,864
Lafayette	25,416	26,077	25,644	25,321	25,358
Martinez	37,831	38,406	37,424	36,946	36,827
Moraga	16,866	16,886	16,939	16,756	16,820
Oakley	41,116	40,949	41,979	42,268	42,895
Orinda	19,012	19,331	18,911	18,984	19,078
Pinole	19,101	19,458	19,563	19,390	19,369
Pittsburg	71,342	72,006	73,565	74,501	74,498
Pleasant Hill	34,944	34,969	34,286	34,127	34,133
Richmond	110,114	110,128	110,793	110,288	110,130
San Pablo	31,383	31,737	31,481	31,078	31,041
San Ramon	81,354	83,179	82,100	83,376	83,863
Walnut Creek	70,558	69,498	70,958	70,592	71,317
Subtotal	**967,231**	**975,413**	**976,476**	**976,038**	**979,431**
Unincorporated	172,082	172,466	174,145	173,815	174,423
Total	**1,139,313**	**1,147,879**	**1,150,621**	**1,149,853**	**1,153,854**

[1] Columns may not total due to independent rounding

[2] Revised

Source: California Department of Finance

Population Demographics

Gender	
Male	48.8%
Female	51.2%

Age	
Under 5 years	5.6%
5 - 19 years	12.8%
20 - 64 years	58.9%
65+ years	16.2%

Race and Hispanic Origin*		
One Race	93.7%	
White		52.1%
Asian		17.8%
Black or African American		8.8%
American Indian and Alaskan Native		0.5%
Native Hawaiian and Other Pacific Islander		0.4%
Some other race		14.1%
Two or More Races	6.3%	

*Hispanics may be of any race and are included in applicable race categories (26.0%)

Source: *US Census Bureau, 2019 American Community Survey 1-Year Estimates, Contra Costa County*

Educational attainment of a bachelor's degree or higher, according to the latest information available from the U.S. Census Bureau (2019 American Community Survey 1-Year Estimates) was 56.1% of the County population up from 46.2% in 2010.

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 following tables highlight the principal industry and employers in the County.

Employment by Industry

Annual Averages - Ranked for 2020

	2016	2017	2018	2019	2020	
Wage & Salary Employment						
Educational & Health Services	67,300	69,300	70,700	72,400	68,900	20.0%
Trade, Transportation & Utilities	64,900	65,200	64,200	61,900	58,600	17.0%
Professional & Business Services	52,100	54,300	55,300	56,600	55,800	16.2%
Government	50,400	50,500	50,800	50,700	47,500	13.8%
Goods Producing	40,200	41,100	41,800	42,100	39,300	11.4%
Leisure & Hospitality	40,500	40,700	41,300	43,000	31,200	9.1%
Financial Activities	27,000	27,400	27,000	27,000	25,400	7.4%
Other Services	13,000	13,000	13,500	13,700	10,500	3.1%
Information	8,100	8,000	7,800	7,100	5,900	1.7%
Farm	800	800	700	800	700	0.2%

Source: State of California, Employment Development Department, Labor Market Information Division, March 2020 Benchmark, revised June 2021

Principal Employers in the County

(Excluding Government Employers)

Current Year and Nine Years Ago

Employer	2021 [1] Estimated Employees	2012 [2] Estimated Employees	Rank
Chevron Corporation	10,000+	1,329	3
Kaiser Permanente	10,000+	2,000	2
Bio-Rad Laboratories, Inc.	1,000 - 4,999	900	9
John Muir Medical Center	1,000 - 4,999	2,200	1
La Raza Market	1,000 - 4,999		
USS POSCO Industries	1,000 - 4,999		
Target Corporation		1,262	4
Walmart Stores, Inc.		1,150	5
Doctors Medical Center		937	7
Contra Costa Newspapers, Inc.		1,140	6
Shell/Martinez Refinery		900	8
Texaco Inc.		800	10
All Others	466,700	465,281	
Total	**498,700**	**477,899**	

[1]Source: *State of California Employment Development Department, June 2021*

[2]Source: *Harris Info Source, January 2012 - Contra Costa County*

Between 2015 and 2019 the County's jobless rate decreased from 5.1% to 3.1%, below the statewide averages of 6.3% and 4.20%, respectively (not seasonally adjusted). The impact of the COVID pandemic dramatically increased the unemployment rates in both the County and the State to 8.9% and 10.1%, respectively. However, as reflected on the following table, the County continues to achieve 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

	2015*	2016*	2017*	2018*	2019*	2020
County Civilian Labor Force	544,600	553,200	558,200	560,300	559,700	541,300
Employment	517,000	528,400	536,700	542,200	542,100	493,200
Unemployment	27,600	24,800	21,600	18,100	17,600	48,000
Unemployment Rate						
County	5.1%	4.5%	3.9%	3.2%	3.1%	8.9%
State of California	6.3%	5.5%	4.8%	4.3%	4.2%	10.1%

* 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 2016 through 2020.

Personal Income
Calendar Years 2016 through 2020

	2016*	2017*	2018*	2019*	2020†
Personal Income (thousands of dollars)					
County	81,451,804	86,986,057	91,653,896	97,550,344	106,318,748
California	2,218,457,774	2,318,644,417	2,431,821,953	2,544,234,978	2,763,311,977
Per Capita Income (dollars)					
County	71,621	75,929	79,641	84,614	92,264
California	56,667	58,942	61,663	64,513	70,192

*Revised

† Most recent year for which annual data is available

Source: *United States Department of Commerce, Bureau of Economic Analysis, November, 2021*

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.

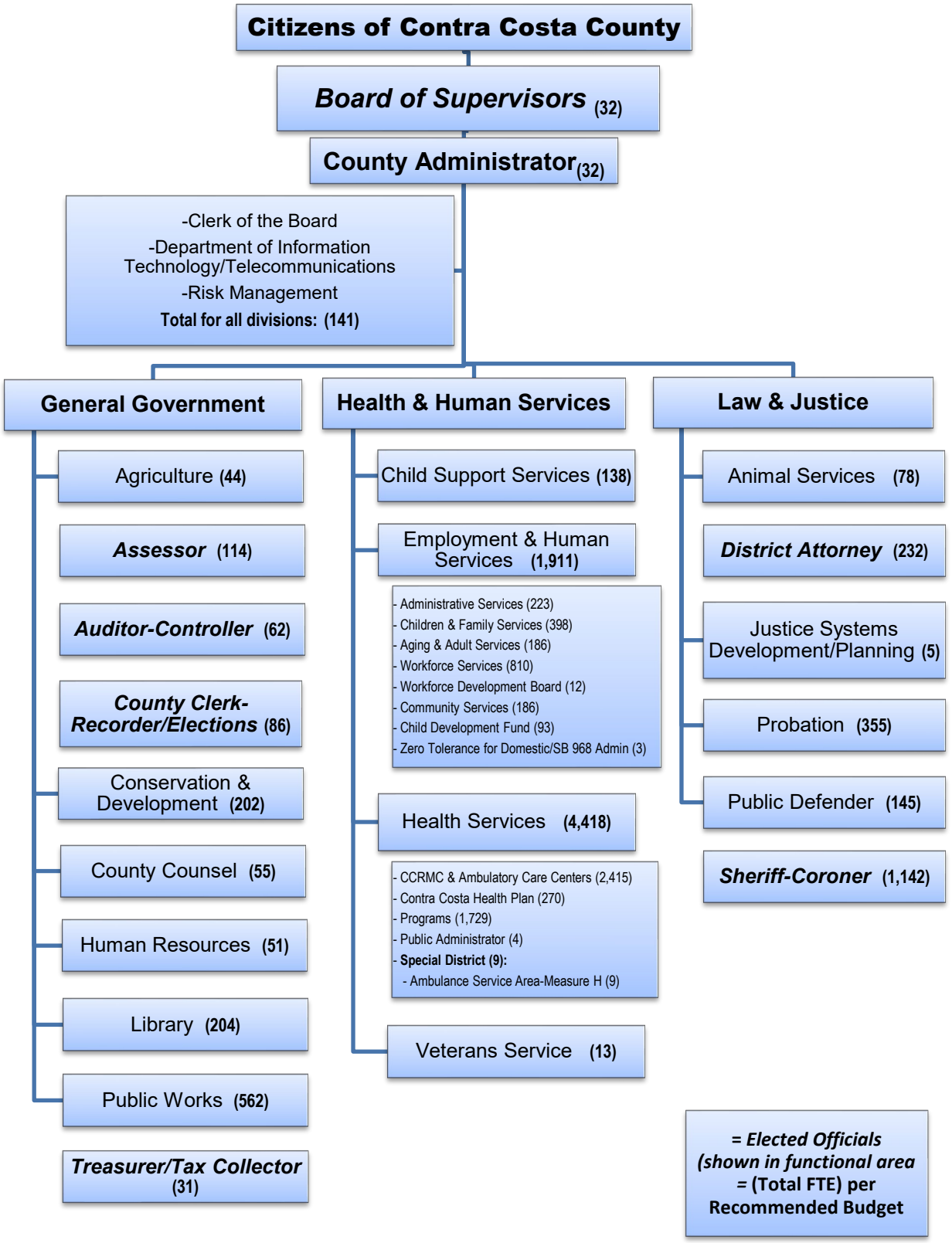
Principal Property Taxpayers - Ranked by Assessed Value[(1)]
Current Year and Ten Years Ago (in Thousands)
(unaudited)

	FY Ended June 30, 2021			FY Ended June 30, 2011		
Taxpayer	Taxable Assessed Value Secured and Unitary	Rank	% of Taxable Assessed Value	Taxable Assessed Value Secured and Unitary	Rank	% of Taxable Assessed Value
Chevron USA	$3,436,950	1	1.55	2,606,791	1	1.91
Equilon Enterprises LLC	1,573,436	2	0.71	1,597,132	2	1.17
Phillips 66 Company	1,139,678	3	0.51			
Tesoro Refining Marketing	1,019,739	4	0.46	1,018,440	5	0.74
Golden Rain Foundation	911,609	5	0.41			
SDC 7	817,540	6	0.39			
Mcd-Rcca-El Cerrito LLC	643,315	7	0.29			
BRE Properties, Inc.	635,235	8	0.29			
Sierra Pacific Properties, Inc.	583,565	9	0.26			
NRG Delta LLC	456,000	10	0.21			
Pacific Gas & Electric				1,317,359	3	0.96
Tosco Corporation				1,092,519	4	0.80
Sunset Land Company				725,259	6	0.53
Seeno Construction Co.				646,178	7	0.47
Mirant Delta/Delta Energy Ctr				527,275	8	0.39
AT&T/Pacific Bell				497,573	9	0.36
Shappell Industries, Inc.				466,898	10	0.34
Total	$11,217,067		5.06%	$10,495,424		7.67%

[1]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*

ORGANIZATIONAL CHART OF CONTRA COSTA COUNTY



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.

- **Bonded Debt Limitation and Assessed Valuation Growth:** The statutory debt limitation for counties is 5% of assessed valuation (Government Code Section 29909), but it is actually 1.25% of assessed valuation pursuant to the California Constitution which requires taxable property to be assessed at full cash value rather than ¼ of that value. 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, 2021, the County's outstanding bonded debt was $44.9 million leaving a statutory margin of $11.45 billion and a Constitutional margin of $2.86 billion. (See Current Debt Position, Page 593 for details.)

- **Capital Improvement Plan:** The County continues to manage its inventory of facilities to provide high quality and accessible services to our residents. This budget includes $14.8 million allocated to capital expenditures to lower the deferred maintenance level and making improvements to extend the useful life of County Facilities and to promote the health and safety of employees and the public who utilize our facilities. The County has one major capital project under construction involving the demolition and redevelopment of the previous administration building and old jail complex. The County has also begun the design validation and early construction of a mental health treatment facility, re-entry services area and housing at the West County Detention Facility. In addition, the County is updating the Master Plan for the County Costa Regional Medical Campus in anticipation of starting the design of approximately $75 million of new construction and upgrades approved for funding under Measure X to improve the campus. The County completed a comprehensive update of its Master Facilities Plan including an updated Facilities Condition Assessment of the approximately 4 million square feet of County owned and leased facilities in June, 2022. The results of both those activities will be used this Fiscal Year to improve future budgeting for capital expenditures. For detailed information on the County's capital program and progress see the Capital Improvements Departmental Budget Summary, Page 57, and the Capital Improvement Plan Page 587.

- **Contra Costa Regional Medical Center (CCRMC):** The Contra Costa Regional Medical Center is a 167-bed acute care public hospital owned and operated by the County; the ten stand-alone Federally Qualified health care centers, which are licensed as outpatient departments of the hospital, provide over 500,000 physician visits annually. The Medical Center employs primary care physicians and contracts for specialist physicians to work on site in the ambulatory care centers, acute care units and the emergency room.

  CCRMC's operating budget of $784 million is financed primarily with Hospital/Health Plan Medi-Cal revenues, with the County General Fund, inclusive of Measure X, subsidizing 14% of CCRMC's budget, or $113.2 million planned for FY 2022-23. The Hospital Enterprise Fund receives, through the general fund subsidy, 17.0% of the County's $663 million general purpose revenues.

  CCRMC serves a diverse, low-income patient population who are generally more at risk for poor health outcomes and often experience health disparities. For people in low-income communities, medical problems can be caused and exacerbated by factors related to poverty such as poor nutrition, lack of safe and stable housing, incarceration, unemployment, and the

chronic anxiety of income insecurity. The medical cost associated with treating this patient population reflects the level of social need.

The vast majority of the CCRMC patient population have health insurance coverage through the State Medi-Cal program. Medi-Cal is a state-federal partnership, requiring the State to provide matching funds in order to receive federal funding. The matching rate for California is 50% for traditional patient populations. In California, almost all matching funds, or non-federal share, for services provided under the Federal 1115 waivers are provided by the Public Hospitals inclusive of CCRMC; this is a self-financing mechanism that has the impact of lowering the net amount of revenue available to the facility.

The County General Fund allocation had been significantly reduced prior to the last two years following the implementation of the Affordable Care Act (ACA); however, ACA revenues declined in FY 2018-19 as a result of the loss in one-time funding and a designed reduction in the enhanced Federal Matching Percentage. The ACA impact coupled with significant labor agreement costs created a need for additional subsidy in FY 2019-20 with a corresponding return to the historical level of General Fund support.

The COVID-19 pandemic put even more pressure on the CCRMC to provide needed services and support. As the "safety net" delivery system, ensuring that low- income individuals across the County can receive timely high-quality health care services is now more important than ever and is the on-going goal for the Medical Center. Funding strategies to support CCRMC deal with the Bay Area cost of doing business (including maintaining competitive salaries) must include maximizing all available State and Federal funding sources coupled with Measure X to fill the inevitable shortfall.

According to the Measure X ballot measure the first stated goal was "To keep Contra Costa's regional hospital open and staffed". Contra Costa County faced extreme public health risks arising from shortages in county budgeting and spending. The anticipated budget gap at CCRMC between need and available resources had to be addressed. Coupled with a lack of funding for necessary medical practitioners and community-based health resources, it was clear that the emergency preparedness for the county and residents must be addressed. To shore up access to medical and behavioral health services, and bolster county safety-net programs, the Board of Supervisors pursued a ½ sales tax (Measure X). The hospital was granted an ongoing subsidy of $40 million from this revenue sources beginning in FY 2022-23.

- **County Administration (new Executive Team member)**: Adam Nguyen was appointed as County Finance Director on February 14, 2022. Prior to his appointment, Mr. Nguyen served the City and County of San Francisco for 16 years. Mr. Nguyen was the Director of Finance & Planning for the City Administrator's Office for the last 10 years, overseeing the budget, accounting, and IT project management for 25+ city departments and programs. Previously, he was a Fiscal Manager and Senior Analyst in the Human Services Agency. Before joining the City and County of San Francisco, Mr. Nguyen was a Peace Corps Volunteer attached to the Ministry of Health in Kenya.
- **COVID-19/Funding**: COIVD-19 is the disease causing the novel coronavirus global pandemic. Since 2020, the County and its employees have worked diligently to continue to provide services to the residents of Contra Costa County while keeping its employees safe. As of March 16, 2022, 80.9% of Contra Costa residents had been fully vaccinated and 50.3% of residents ages 12 and over had received a booster/additional dose of the vaccine. This is a monumental achievement in the fight against COVID-19. In mid-February, Governor Gavin Newsom launched the "S.M.A.R.T.E.R" plan for transitioning the statewide response to COVID-19 from the pandemic phase to the endemic phase – the first state in the nation to do

so. Continued recovery and economic stabilization from the effects of COVID-19 remain the focus of the County for FY 2022-23 and will continue in subsequent years.

Over the course of the response to COVID-19, several stimulus packages have been passed providing additional funding to state and local governments to assist in the response to the pandemic. The largest funding sources include, the CARES Act, the Consolidated Appropriations Act, 2021 and the American Rescue Plan Act (ARPA). Each of these funding packages provided new funding streams and increased funding to existing grant programs.

The County's COVID-19 cost recovery is driven by four primary revenue sources identified below:

Authorizing Legislation	Funding Program	Contra Costa Allocation
CARES Act	Coronavirus Relief Fund	$227,827,652
American Rescue Plan Act (ARPA)	Coronavirus State and Local Fiscal Recovery Fund	224,058,903
Consolidated App. Act, 2021 & ARPA	Emergency Rental Assistance Program	147,427,324
Stafford Act	FEMA Public Assistance Program*	67,743,013
	Total	**$667,056,892**

*FEMA Public Assistance program provides reimbursement for disaster response. This figure is an estimate.

Coronavirus Relief Fund (CRF) - $227.8 million

In FY 2019-20, the County was allocated $227.8 million in CRF funding ($201.3 million from Federal direct allocation and $26.5 million from State sub-recipient allocation). All CRF funds have been fully spent and were applied to various permitted purposes, including: payroll for public health and safety employees; improvements to telework capabilities; medical expenses; and public health expenses.

In FY 2019-20 the County spent $87.6 million and in FY 2020-21 the County spent the remaining $140.2 million of its CRF allocation. Subsequent reclassification of CRF claims have been made to maximize cost recovery related to the FEMA Public Assistance program, which is discussed further in that section.

Coronavirus State and Local Fiscal Recovery Fund (CSLFRF) - $224.1 million

Similar to the CRF, the CSLFRF allows for broad flexibility in how state and local governments may allocate this funding. There are four primary authorized uses of the funding: 1) Public Health and negative economic impacts of COVID-19, 2) provision of premium pay to certain eligible workers, 3) revenue loss and government services, and 4) water, sewer and broadband infrastructure projects. Funds must be obligated by December 31, 2024 and spent by December 31, 2026.

Funds are to be allocated in two, equal tranches with the first allocation of $112 million having been distributed to the County in May 2021. A subsequent allocation is anticipated in May 2022.

On August 3, 2021, the Board of Supervisors hosted an ARPA workshop to educate the community regarding ARPA programs and consider allocating funds from the legislation. At the conclusion of the workshop, the Board allocated the full $112 million of the first tranche to the Health Services department to continue funding the one-time costs to respond to the COVID-19 pandemic. Later, on January 25, 2022, the Board acknowledged that the County Administrator would be recommending an additional allocation of $53 million to the Health Services department from the anticipated second tranche to be received in May 2022. This would fund continued COVID-19 response activities in FY 2022/23.

FEMA Public Assistance Program Claims - $67.7 million (Estimate)

The County is pursuing claims with the Federal Emergency Management Agency (FEMA) through its Public Assistance program authorized by the Robert T. Stafford Act for certain COVID-19 response costs not covered by other federal or state funding sources. FEMA has authorized 100% reimbursement for the majority of COVID-19 emergency related eligible expenses through July 1, 2022. Below is a table illustrating the status of reimbursements for Contra Costa County by expenditure category, obligation status and receipt of funds as of March 16, 2022:

Claim Category	Estimate	Claimed	Obligated	Received
Non-Congregate Shelter	29,966,832	17,899,847	0	0
COVID Testing Costs	17,958,576	0	0	0
Incremental Cleaning Costs	9,546,103	0	0	0
Great Plates	6,415,043	6,415,043	6,415,043	3,464,038
Cleaning, Materials, PPE	2,000,000	0	0	0
Consultant Costs	1,000,000	0	0	0
Vaccination (Fire Mutual Aid)	820,000	0	0	0
General Costs-Rental Equipment, Other Costs	36,459	0	0	0
Total	**$67,743,013**	**$24,314,890**	**$6,415,043**	**$3,464,038**

The County will continue to track FEMA eligible expenses through the July 1, 2022 expiration and prepare claims for reimbursement where appropriate and not covered by other external funding sources. The FEMA claiming process typically takes 24-36 months to complete from incurring costs to receiving funding. This period of time will likely increase as the federal emergency response to COVID-19 comes to a close and jurisdictions across the nation make reimbursement filings with FEMA.

- **Emergency Rental Assistance Program (ERAP):** Contra Costa County has been allocated a total of $147,427,324 for rental and utility assistance funding available to residents, landlords and utility providers. The funding total has been allocated between two pieces of federal legislation; the Consolidated Appropriations Act, 2021 and the American Rescue Plan Act. In March 2021, the County opted to participate in a coordinated statewide rental assistance program facilitate by the California Department of Housing and Community Development. As of March 15, 2022, $131,600,839 in assistance has been paid out to 11,046 households within Contra Costa County. The average amount of assistance per household was $11,914.

  The State has announced that the rental assistance program will sunset on March 31, 2022 and that all approved claims filed by that date will be paid. To facilitate the cashflow required to honor that commitment, the Legislature passed Senate Bill 115 (Skinner), which provides for a supplement of State General Fund resources to cover payments to households over and above the allocation of Federal ERAP dollars. Based on the State's current position, it is likely that Contra Costa County households will receive rental assistance reimbursement in excess of the $147 million of federal ERAP funds originally allocated.

- **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. For the period FY 2008-09 through FY 2021-22, the County had budgeted a $20 million allocation for pre-funding the OPEB liability and

subsequently deposited each annual contribution into the County's OPEB irrevocable trust. Health plan changes, caps on County contributions and labor concessions, in addition to the annual pre-funding contributions, have assisted in reducing the County's 2006 OPEB Unfunded Actuarial Accrued Liability (UAAL) from $2.57 billion to a net OPEB liability of $433.3 million as of June 30, 2021. The County completed its latest bi-annual OPEB actuarial valuation as of January 1, 2020 and the next OPEB actuarial valuation as of January 1, 2022 is currently in production. The actuarial valuation rolled forward as of June 30, 2021, indicated that the County had prefunded 50.6% of its OPEB liability, with total OPEB trust assets of $444.7 million. This resulted in the prefunded amount exceeding the County's OPEB prefunding target established by the Board of Supervisors on June 26, 2007. Because the OPEB funding target had been met, on February 1, 2022 the Board of Supervisors adopted Ordinance No. 2022-08 discontinuing further prefunding of the County's OPEB liability; however, the County still budgets the "PAYGO" cost of retiree health benefits and assets in the County's OPEB irrevocable trust will continue to appreciate over time and be available for future funding of OPEB related costs when needed.

As the County enters into bargaining with the majority of its labor partners this year, continued negotiations towards Countywide health care cost containment strategies remain key to maintaining the progress made in managing our OPEB liability. The challenge of offering quality health care options to our employees that are both affordable and competitive remains an important focus in negotiations. The Board of Supervisors and our employees have made significant progress towards solving one of the most significant fiscal challenges the County has faced to date, but we must remain focused on maintaining that progress going forward.

- **Federal Budget/Omnibus Appropriations Package:** On March 15, the President signed a $1.5 trillion FY 2022 omnibus appropriations package to fund the federal government through September 30. The bipartisan legislation (H.R. 2471) provides funding for every federal department and agency, as well as emergency humanitarian assistance and military aid to Ukraine. Billions of dollars of supplemental COVID-19 funding was stripped from the bill, however, in response to concerns from some members of Congress that the funding would come from repurposing previously allocated coronavirus relief funds.

  All told, the Omnibus provides $730 billion in funding for non-defense discretionary programs, a $46 billion increase over FY 2021 spending levels (or a roughly 6.7 percent funding boost). As anticipated, the final legislation provides significant funding increases for a number of programmatic areas of importance to California's counties, including transportation and housing, human services, health, climate resiliency, natural resources, and others. The bill also fully funds for FY 2022 the array of programs that were authorized under the landmark *Infrastructure Investment and Jobs Act* (IIJA; P.L. 117-58).

  The Omnibus budget bill also includes billions of dollars in congressionally directed spending for more than 4,000 local and regional projects, including $4.7 million in requests submitted by Contra Costa County for projects such as Veterans Memorial Building Improvements ($1 million), Just Transition Economic Revitalization Plan ($750,000), Collaborative Care Implementation ($900,000), Contra Costa Crisis Services Hub ($1 million), and Health Services' Mobile Crisis Response Team Expansion ($1.1 million). Also included in the Omnibus bill was funding to address Harmful Algal Blooms in the Delta and dredging projects in the Suisun Bay Channel, San Pablo Bay, and Mare Island Strait.

- **Juvenile Justice Realignment Block Grant Program:** In September 2020, California Governor Newsom signed Senate Bill 823, which set forth provisions for the closure of the State Division of Juvenile Justice (DJJ) and created a new state department, the Office of Youth and Community Restoration (OYCR). DJJ has historically provided education and trauma informed treatment to California's youth, up to the age of 25, who have the most serious criminal backgrounds and most intense treatment needs. This legislation included

transferring the responsibility for the care, custody, and supervision of youth from DJJ to the counties. Effective July 1, 2021, with very limited exceptions, the DJJ no longer accepted intakes and county probation departments became responsible for the supervision and aftercare needs of this realigned population, including any related contracting initiatives to support their successful transition back into the community. The DJJ is proposed to formally cease operations on June 30, 2023.

The bill also established the Juvenile Justice Realignment Block Grant program to provide funding to counties for this realigned youth population. To be eligible for funding allocations associated with this grant program, the County was required to establish a DJJ Realignment Planning Subcommittee, a subcommittee of the Juvenile Justice Coordinating Council, who was then required to develop a plan describing the facilities, programs, placements, services, supervision and reentry strategies that are needed to provide appropriate rehabilitative services for the realigned youth. The initial plan for FY 2021-22 has been developed by the DJJ Realignment Planning Subcommittee and submitted to the Public Protection Committee (PPC) of the Board of Supervisors, and subsequently submitted to the OYCR. An allocation of approximately $4.3 million is anticipated for Contra Costa County through the Juvenile Justice Realignment Block Grant for FY 2022-23. In subsequent fiscal years, annual plans will continue to be submitted to the PPC and OYCR.

- **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.
- **Measure X Funding:** Contra Costa County voters passed Measure X, a ½ cent sales tax levied countywide (exempting food sales), in November 2020 with a vote of 58.45% (50% required). The ballot measure language stated the intent of Measure X is "to keep Contra Costa's regional hospital open and staffed; fund community health centers, emergency response; support crucial safety-net services; invest in early childhood services; protect vulnerable populations; and for other essential county services." The tax became effective April 1, 2021. In the 2021-22 year, revenues were appropriated from both FY 2020-21 and FY 2022-23 for one-time allocations. The annual on-going revenue for FY 2022-23 is estimated at $107 million, which is expected to grow by approximately 3% each year. The total estimated revenue and appropriations that the Board has specifically funded with Measure X General Purpose Revenues is $107 million. Because the on-going program expenses will take time to 'ramp-up', $78,150,000 was approved for these programs in FY 2022-23. These activities, without inflation or cost-of-doing-business increases, will cost approximately $107 million in FY 2023-24. This information is provided by fiscal year in the table on Page 171.
- **Office of Racial Equity and Social Justice**: Racism, inequity, injustice, and disparities persist, unfortunately, throughout the United States and here in Contra Costa County. Building on the County's efforts to eliminate systemic racism, discrimination and bias and to advance racial equity and social justice, and responding to increased community demands to take additional actions, on November 10, 2020 the Board of Supervisors authorized the establishment of an Office of Racial Equity and Social Justice in the County Administrator's Office, with direct accountability to the Board of Supervisors.

  The mission and goals of the Office, as described in the authorizing Board Order, include:

- to make a transformation shift within County government to eliminate inequity, harm, discrimination, and bias (implicit and explicit) based on race, ethnicity, gender, sexual orientation, language, immigration status, socio-economic status, and for people with disabilities by focusing County efforts on understanding what it takes to achieve equity with a priority focus on racial equity;
- acknowledge and eliminate inequities, disparities, and harm that exist in Contra Costa County, including inequities and disparities in health outcomes, resource and service allocation, land use decisions (environmental justice), and law enforcement and criminal justice system practices;
- create a sense of urgency for change so that we cultivate and sustain a County ecosystem rooted in belonging, mutuality, equity, and justice. The need for change is urgent; and the opportunity for change is now.

An inclusive and robust community engagement and planning process, funded by community-based organizations and businesses, is currently underway to determine how the Office will be structured and operated and, ultimately, to determine the name of the Office. The FY 2022-23 Recommended Budget includes $600,000 of Measure X funding to launch the Office in 2022-23; the Board of Supervisors has allocated $1,200,000 of on-going Measure X funding to support the Office's operations.

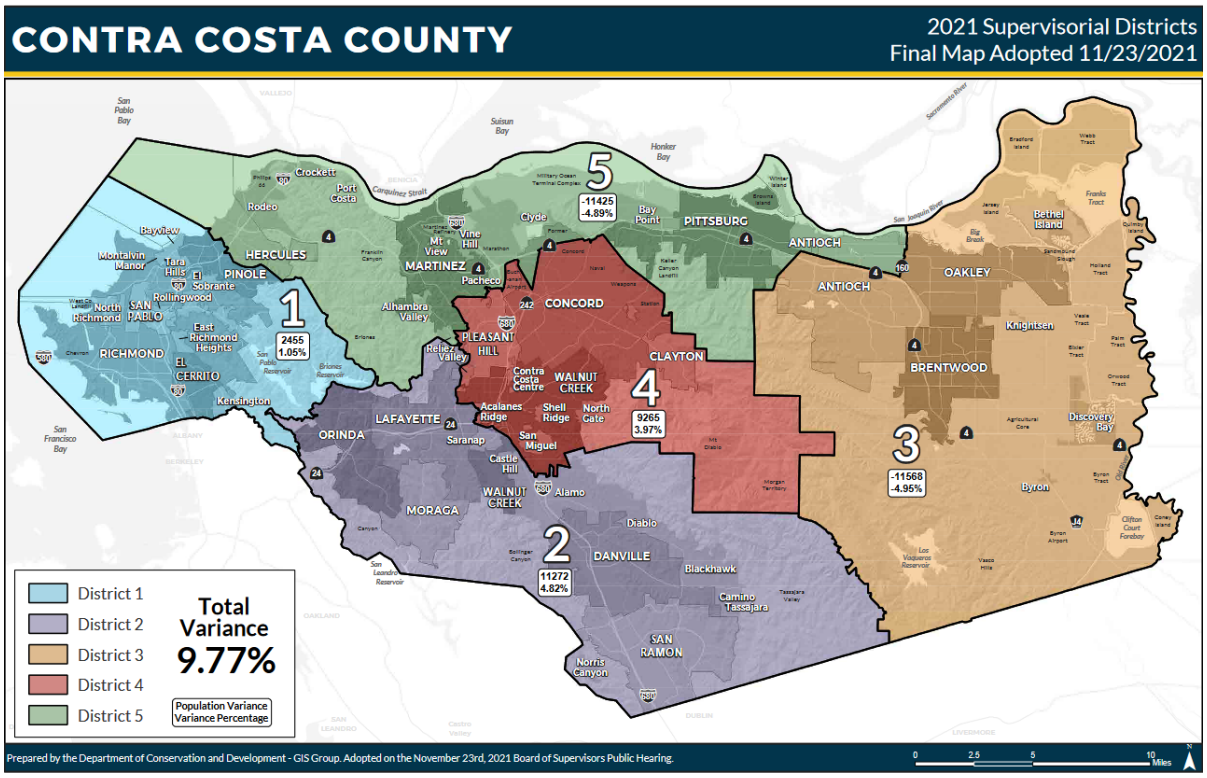
- **Property Tax Recovery/Revenue** The Contra Costa County economy is heavily dependent on the national and state economies. Our economist, Beacon Economics, LLC, tells us that while 2020 was a truly unprecedented year in terms of the 10% economic contraction that occurred as a result of the pandemic, the long-term harm to the economy predicted by many government agencies and financial firms failed to materialize. That theme continued to be true in 2021 and remains in 2022. Even with the thriving economy, federal policy actions resulted in over $2.5 trillion in direct subsidies to support U.S. households – that's $2.6 for each $1 of lost income. The result has been record levels of disposable income and savings resulting in inflationary pressures. As we predicted last year, inflation has taken off and is at 40-year highs putting more pressure on the local housing market. The median price of a home in Contra Costa County has risen to $885,000, up 35% in just two years.

  But housing price growth is decelerating. Prices in Contra Costa County are up 35% over two years, but only 12% in the past year. With inflation running hot, the Federal Reserve has started to reverse course on its monetary policies and announced up to three possible rate hikes in 2022, one of which occurred on March 16, 2022 – the first increase since December 2018. This will continue to drive up interest rates in coming years and cause home price growth to slow further. It is unlikely that home prices will fall in the County due to continued supply and demand imbalances. But an economic slowdown, driven by the withdrawal of stimulus, will cause a chill in the pace of real estate transactions and new home permits.

  The FY 2021-22 assessment roll is the highest to date in Contra Costa County's history. The County is projecting growth of 6.0% for FY 2022-23 based on the significant appreciation of home values and transactions; however, future years will likely not see this pace. We must remain prepared for reduced growth levels in future years as interest rates increase to fight off inflation. This will be an important factor as we approach labor negotiations to manage expectations around general purpose revenue growth in future years.

- **Redistricting:** Every ten years Contra Costa County must redraw the boundaries for the County Supervisorial Districts so that they have substantially equal populations and that they comply with the federal Voting Rights Act of 1965 and California State Laws. In November 2021, the Board of Supervisors adopted new Supervisorial District maps informed by several public hearings and workshops held across the County and virtually. The FY 2022-23 Recommended Budget does not include appropriations for Redistricting since this process

has been completed. Below is a map of the new Supervisorial boundaries established as part of the Redistricting process:



- **Retirement/Pension Costs - Future Year Projections/Budgets:** 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, 2020, the Contra Costa County Employees Retirement Association (CCCERA) reported a UAAL of $859 million and a funded ratio of 95.6%. At the end of 2020, the County's portion of the UAAL was $557.3 million (the Contra Costa County Fire Protection District's portion of UAAL was $121.2 million). Those figures do not include $71.5 million in outstanding pension obligation bonds as of June 30, 2021 ($44.9 million in County bonds and $26.6 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 PEPRA pension plans and has negotiated a 2% cost of living adjustment to the PEPRA plans with all of its bargaining units. In addition, the average employer rate has decreased due to several factors, including an investment return on actuarial value (after smoothing) greater than the 7.00% assumed rate of return. It is important to note that, due to the COVID-19 pandemic, market conditions have changed significantly. The plan's funded status does not reflect short-term fluctuations of the market, but rather is based on the market values on the last day of the plan year. As of the end of calendar year 2021, the plan is approaching fully funded status—when the smoothed valuation value of assets exceeds actuarial accrued liability.

Although the cost of pensions as a percentage of wages has been going down, the costs of pension benefits remain fiscally significant 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 (note 2021 data is estimated):

Calendar Year	Gross Market Value Investment Returns	Assumed Investment Rate	Net Impact
2008	(26.50%)	7.80%	(34.30%)
2009	21.90%	7.80%	14.10%
2010	14.00%	7.75%	6.25%
2011	2.70%	7.75%	(5.05%)
2012	14.10%	7.75%	6.35%
2013	16.50%	7.25%	9.25%
2014	8.40%	7.25%	1.15%
2015	2.40%	7.25%	(4.85%)
2016	7.40%	7.00%	0.40%
2017	14.20%	7.00%	7.20%
2018	(2.70%)	7.00%	(9.70%)
2019	14.60%	7.00%	7.60%
2020	16.20%	7.00%	9.20%
2021	20.90%	7.00%	13.90%

In a letter dated March 16, 2022, CCCERA's actuary issued a report which projected employer contribution rate changes based on an estimated 13.9% net market value investment return for 2020 and other changes in economic assumptions. The projection is derived from the December 31, 2020 actuarial valuation results, which are the most current available. A new five-year projection will be available in the fall using December 31, 2021 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.

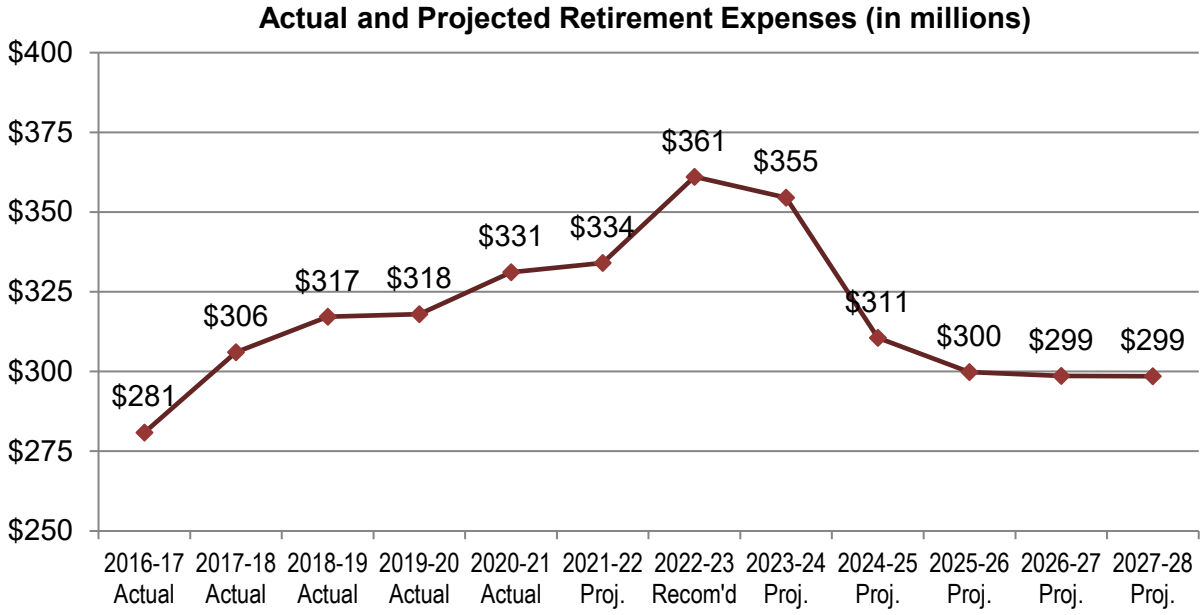
As can be seen in the chart below, the cumulative impact of smoothing gains and losses for the aggregate plan is projected to be a decrease of 18.10% (as of December 31, 2025). These projected rate changes are implemented 18 months after the actuarial date. Therefore, the projected decrease of 1.82% in the chart below for 2021 will be implemented on July 1, 2023. Note that we no longer show the rate changes by component as the rate changes due to full funding could overwrite the impact of the other rate change components.

Note that because the actuary estimated the allocation of the rate changes across the cost groups, the actual rate changes by group will differ from those shown in the exhibit, even if the plan-wide rate changes are close to those shown below. For instance, the cost of a General Tier III employee is projected to decrease by 1.43% for 2021 (rate decrease date of July 1, 2023), a County Safety employee by 3.60%, and a Contra Costa County Fire District Safety employee by 1.32%. The total impact to the County, all things considered, is expected to be very close to these figures.

Valuation Date (12/31)	2021	2022	2023	2024	2025
Incremental Rate Change	(1.82%)	(12.39%)	(3.48%)	(0.40%)	(0.01%)
Cumulative Rate Change	(1.82%)	(14.21%)	(17.69%)	(18.09%)	(18.10%)

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 five years of actual data, a projection of the current year (straight-lining eight months of actual data), the Recommended Budget for FY 2022-23, and a projection based on the Recommended Budget of FY 2022-23 and beyond (no increases in FTE for FY 2023-24 and beyond). The five-year projection uses the 7.00% assumed investment rate of return, all pension obligations bonds and 2021 market impacts. A significant note is that the chart includes five 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.

The significant spike that occurs each year in the Recommended Budget figure is due to the Recommendation including funding and revenues supporting currently vacant positions ($173.1 million for FY 2022-23). The chart includes a reduction in vacancy funding of $11.7 million for the General Fund. Of the total Recommendation, approximately $9.2 million is from Special Districts. Vacancy factors are detailed in departmental write-ups.



- **State Budget/Impacts:** The Governor's FY 2022-23 proposed budget includes estimated total expenditures of $286.5 billion, including $213.1 billion General Fund, and a projected $45.7 billion surplus. This is a record-high budget for the state, an increase of 9.1 percent over the current fiscal year. It is notable, however, that the Administration's economic forecast was finalized before the Omicron variant of COVID-19 was identified and its impacts felt throughout the world.

  Under the proposed FY 2022-23 budget, the state's budget resilience is stronger than ever; the state's overall reserves would reach $34.6 billion—including $20.9 billion in the rainy day fund, which would be funded up to its constitutional limit. The Governor's budget allocates 86 percent of the discretionary surplus to one-time investments and is projected to be structurally balanced in 2025-26, the last year in the multi-year forecast. Of concern, however, is the projection that the State Appropriations Limit or "Gann Limit" will be exceeded in 2020-21 and 2021-22 by approximately $2.6 billion. If updated projections in the May Revision necessitate it, a plan to address the Gann Limit will be included at that time.

  The major investments areas of the Proposed Budget for 2022-23 include:

  - $2.7 billion General Fund for COVID-19 response, including increased vaccines, testing, and medical personnel
  - Homelessness, including mental health housing and encampments
  - $22.5 billion over five years for Climate Change, including forest management and drought response
  - Affordability, including healthcare coverage, child care, housing, and small business relief
  - Safer Streets, including local law enforcement grants and gun buybacks.

  Of particular interest to counties, the Governor proposes the following new investments:

  - $1.3 billion for additional emergency COVID-19 response,
  - $2 billion over two years for homeless behavioral health bridge housing and encampment cleanup,
  - $200 million ongoing for local public health infrastructure,
  - $1.2 billion over two years for wildfire and forest resilience,
  - $247 million for wildfire engines, helicopters, and additional fire crews for surge capacity,
  - $750 million for drought,
  - $2 billion for affordable housing over two years, and
  - $571 million ongoing for a variety of felony Incompetent to Stand Trial solutions.

- **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 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 2021-22 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 since 2011.

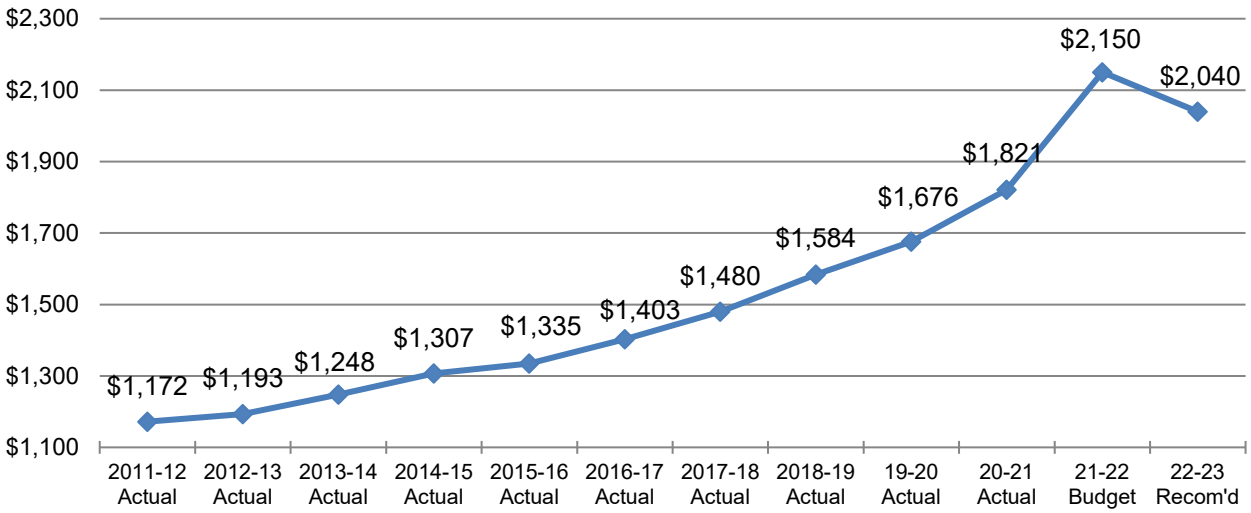
The Public Protection Committee met on February 28, 2022, to review the FY 2022-23 funding recommendations from the CCP. The Public Protection Committee ultimately approved a $34.1 million budget package to continue funding critical program infrastructure put in place following 2011 Realignment. The FY 2022-23 budget provides an increase in appropriations of $4.1 million, or 13.9%, across all initiatives funded with the community corrections allocation of AB 109 dollars. The increase was primarily due to the elimination the 10% budget reduction implemented in FY 2021-22. Funding allocations approved by the Public Protection Committee have been integrated into departmental budgets reflected in the FY 2022-23 Recommended Budget.

HISTORICAL PERSPECTIVE

General Fund

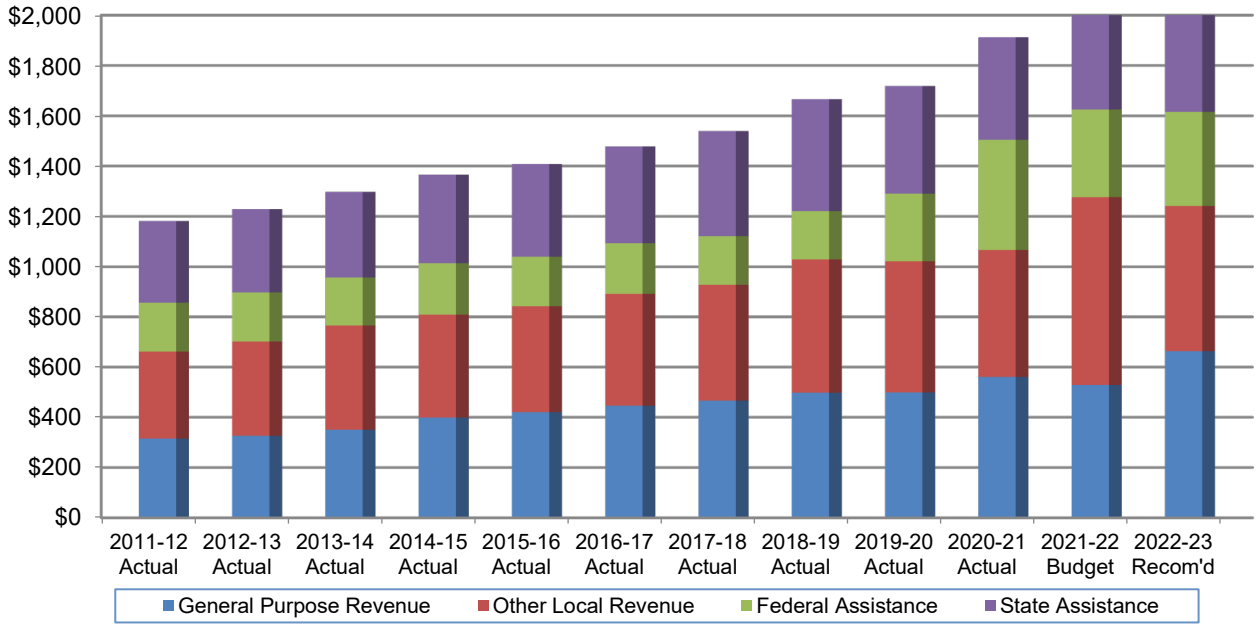
After several years of decline, growth has been both steady and significant since FY 2011-12. The current year budget shown in the following graph displays more growth in expenditures than expenditure projections indicate. This is due to the number of vacant positions and reserve funding. Note that the FY 2021-22 budget includes $92.5 million in fund balance budgeted in four general categories of restricted funds, computer system/cyber security/venture capital costs, facility costs, and “other” costs. If the fund balance were not included, the total budgeted amount would be $2,057 million (continuation of the curved increase). The Recommended Budget is projecting normal growth over FY 2021-22 projected actuals for FY 2021-22. However, all of these projections are being impacted by the COVID-19 pandemic and pandemic recovery and will likely change.

10 Year Actual Expenditure History (in millions)



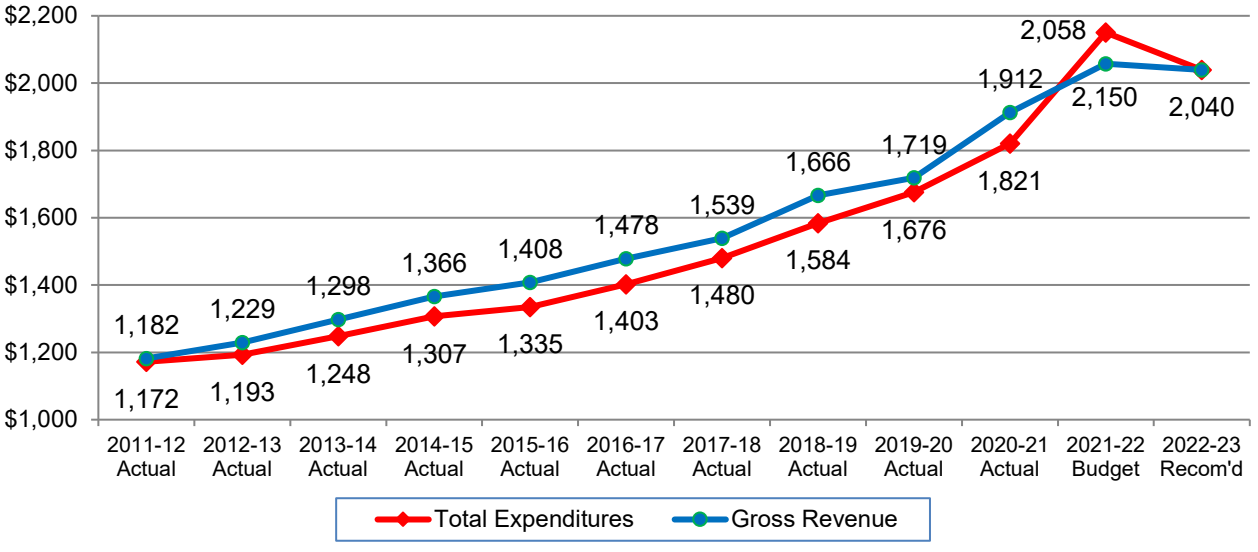
As depicted in the following chart, total revenues were relatively flat until FY 2012-13 when they began to steadily increase. Revenue is expected to be relatively flat in the next year. These revenues are projected based on historical trends, which have been impacted by property tax and general economic 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 FY 2021-22 Budget figures reflect capital carryover funding and fund balance use. State impacts on FY 2022-23 are currently unknown. Appropriations for Contingency have been budgeted at $15 million to address mid-year unanticipated issues. As noted earlier, federal and state revenues supporting the COVID pandemic recovery have been significant, and the total impacts are yet unknown.

Change in General Fund Actual Status (in millions)



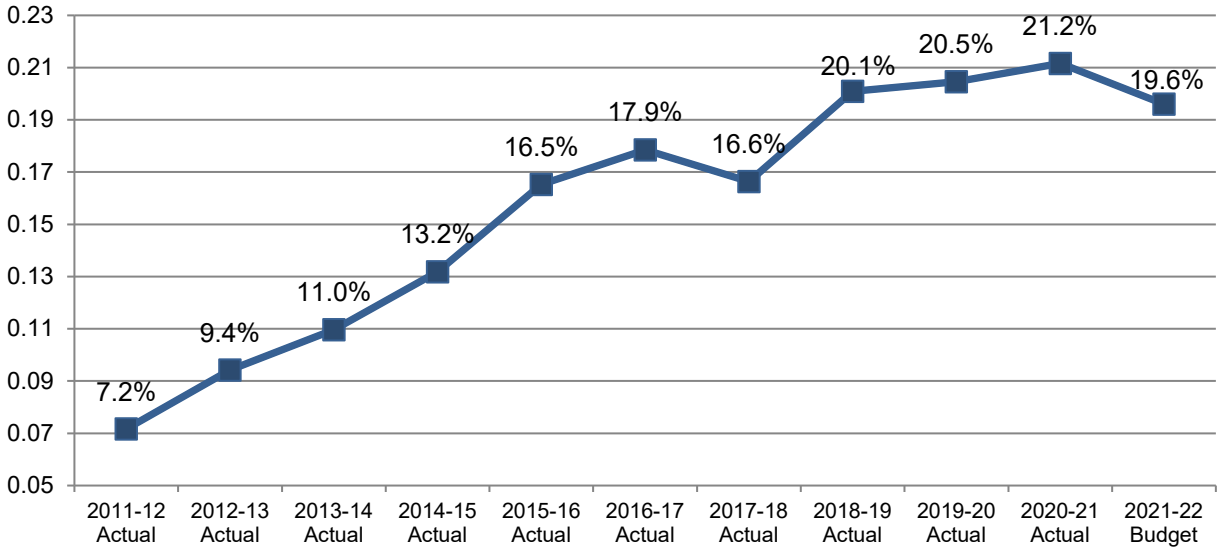
Overview

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 for FY 2021-22 at $1.0 million is the final, therefore these revenues are not included in the recommendation as revenue.

The following chart depicts ten-years of history of unreserved balance pursuant to County policy. The County is exceeding the minimum 5% target (Unassigned Fund Balance was 21.2% of total General Fund Revenues on June 30, 2021).

The graph depicts no budgeted growth in reserves, and although actuals are historically higher than projected due to vacant positions, the unknowns associated with the pandemic make projections extremely unreliable. Fund balance is shown as a percentage of total General fund revenue. Although it is anticipated that unassigned fund balance will increase as an absolute dollar amount in the future, growth in the ratio to revenues is not expected as revenue will grow as well.

Unreserved/Unassigned Fund Balance (as of June 30)

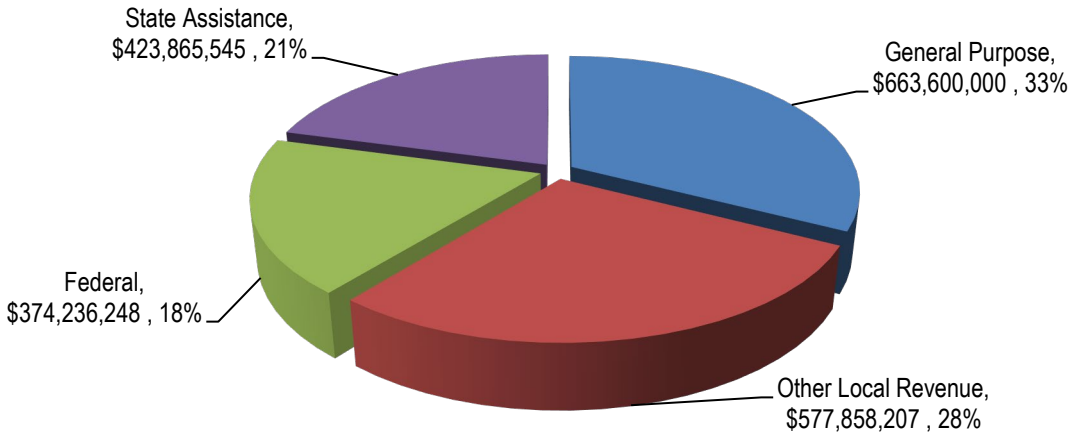


General Fund Revenue and Appropriations

The County Summary Information available beginning on Page 515 depicts history and recommendations for all revenue sources and uses for all County funds. The recommended General Fund budget of $2.039 billion is supported by local, federal, and State resources. A large portion of the revenue, $799.7 million, or 39.2%, is dependent upon State and federal allocations (very close to the 41.9% of last year). General Purpose revenue available from sources such as property tax and interest income is $663.6 million, all but $1.6 million (State revenue) is categorized as Other Local Revenue. The remaining 'Other Local Revenue' is generated primarily by fees, fines, and licenses. Sales tax from Measure X is included at $107.0 million. 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.

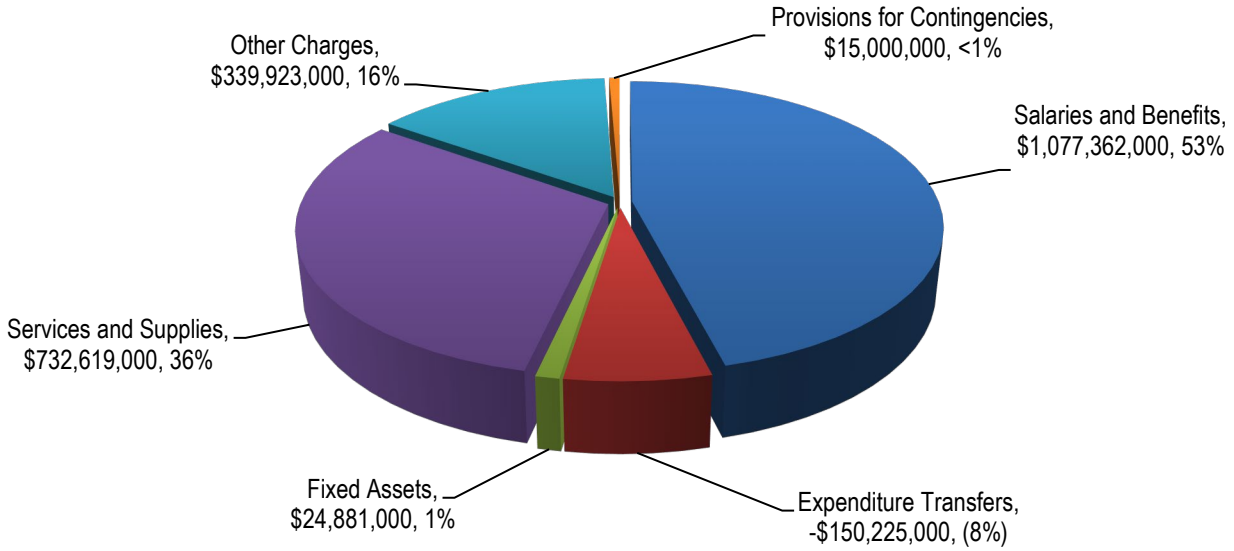
This trend has turned around and the County is experiencing consistent revenue growth. However, current worldwide issues may affect this outlook. These revenue sources are used to fund programs throughout the County.

Total Revenues: $2.039 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.

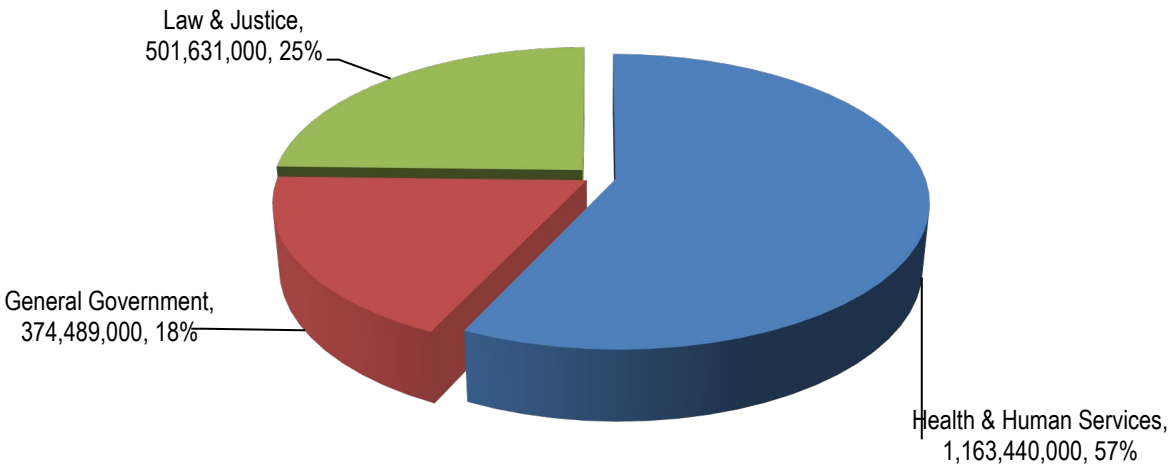
Total Appropriations: $2.039 Billion



Overview

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 2022-23 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.

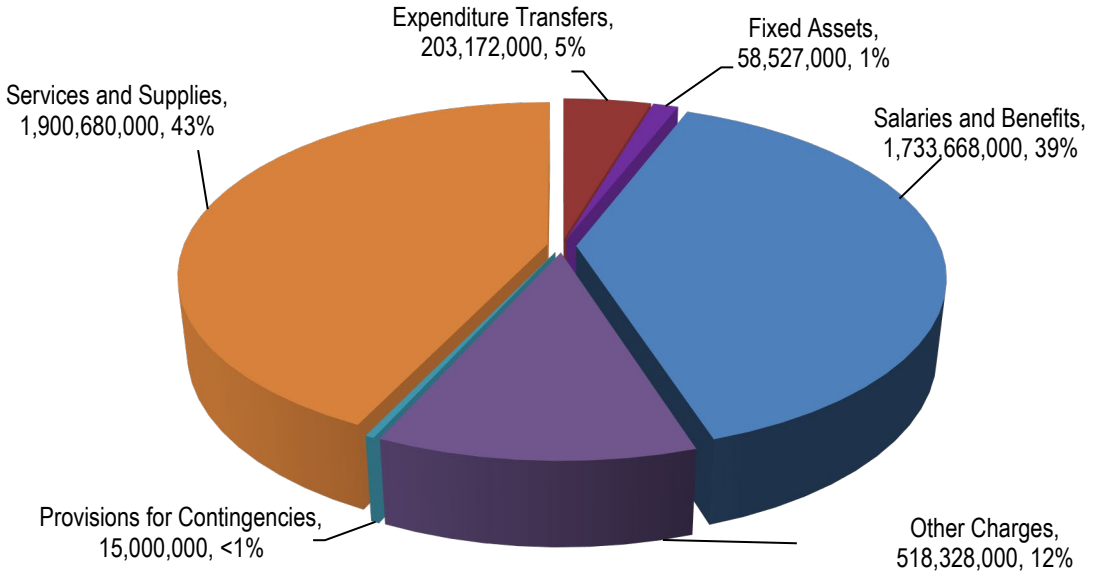
Distribution of Appropriations: $2.039 Billion



All County Funds (excluding Special Districts)

The County Summary Information beginning on Page 515 depicts history and recommendations for all revenue sources and uses for all County funds. Of the $4.429 billion represented, $2.039 billion is within the General Fund, $2.357 billion is from other funds, and $32.59 million is from fund balance. Additionally, there are seven County Enterprise funds, which makeup $1.776 billion of the $2.135 billion in non-general funds. Total recommended appropriations are $4.429 billion.

Total Appropriations: $4.429 Billion



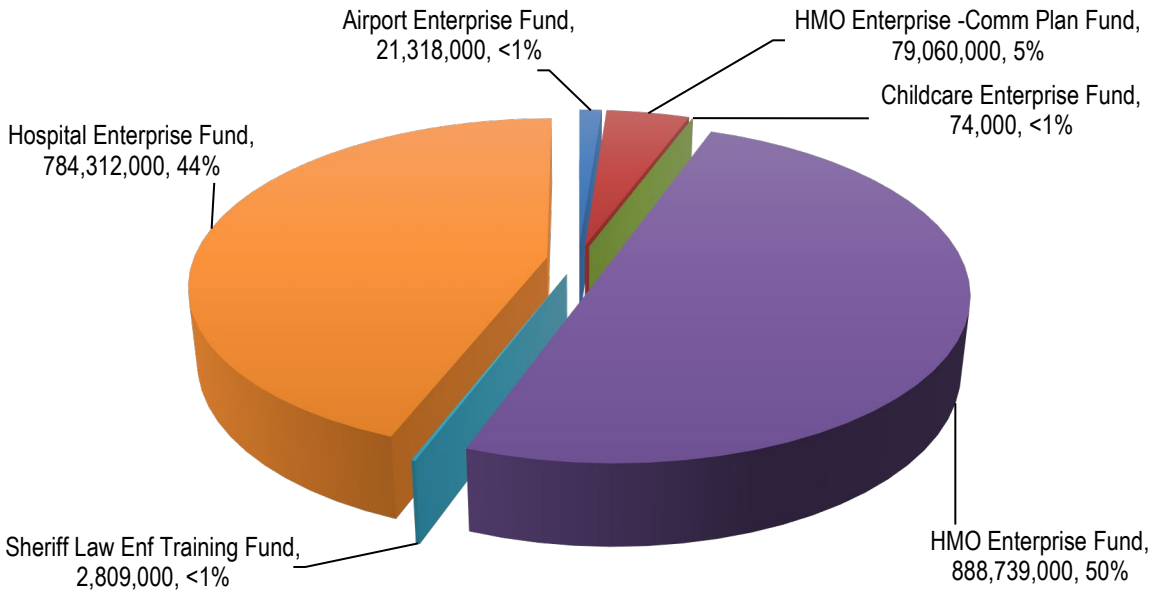
Enterprise Funds

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 276
2) HMO Enterprise, Page 284
3) HMO Enterprise-Community Plan, Page 288
4) Major Risk Medical Insurance (no appropriations since FY 2019-20)
5) Airport Enterprise, Page 194
6) Sheriff Law Enforcement Training Center, Page 489
7) Childcare Enterprise, Page 254

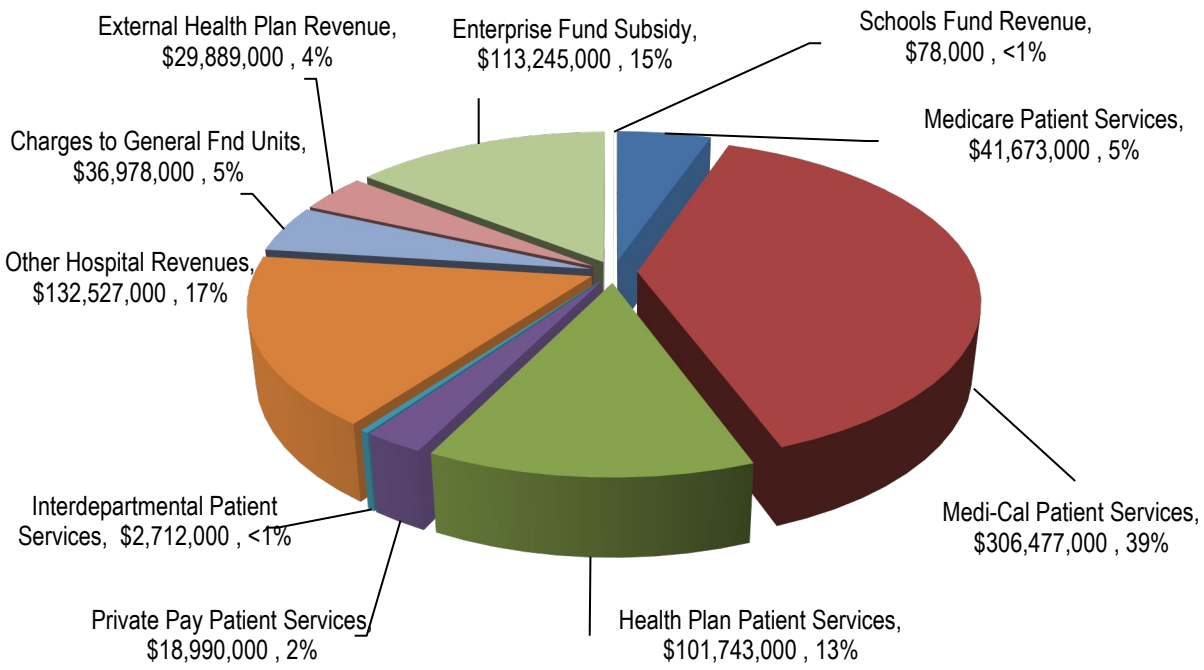
The total Recommended Budget for Enterprise Funds is $1.776 billion.

Enterprise Fund Appropriations: $1.776 Billion



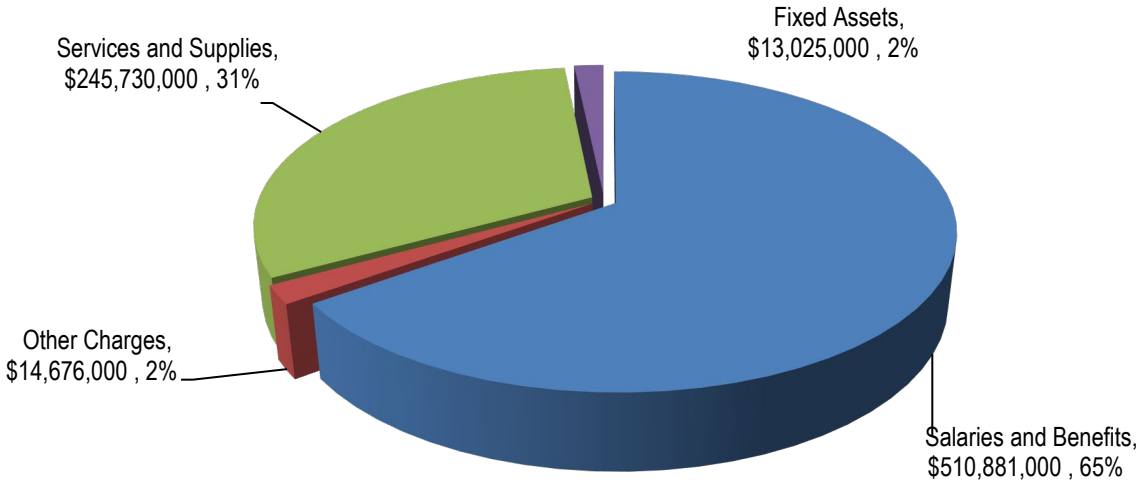
The largest of the Enterprise funds are the HMO Enterprise and Hospital Enterprise Funds. The HMO fund is used to account for all the premiums and expenditures related to Medi-Cal enrollees. The fund includes the Contra Costa Health Plan and Medi-Cal products. The Contra Costa Health Plan is a County-operated,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

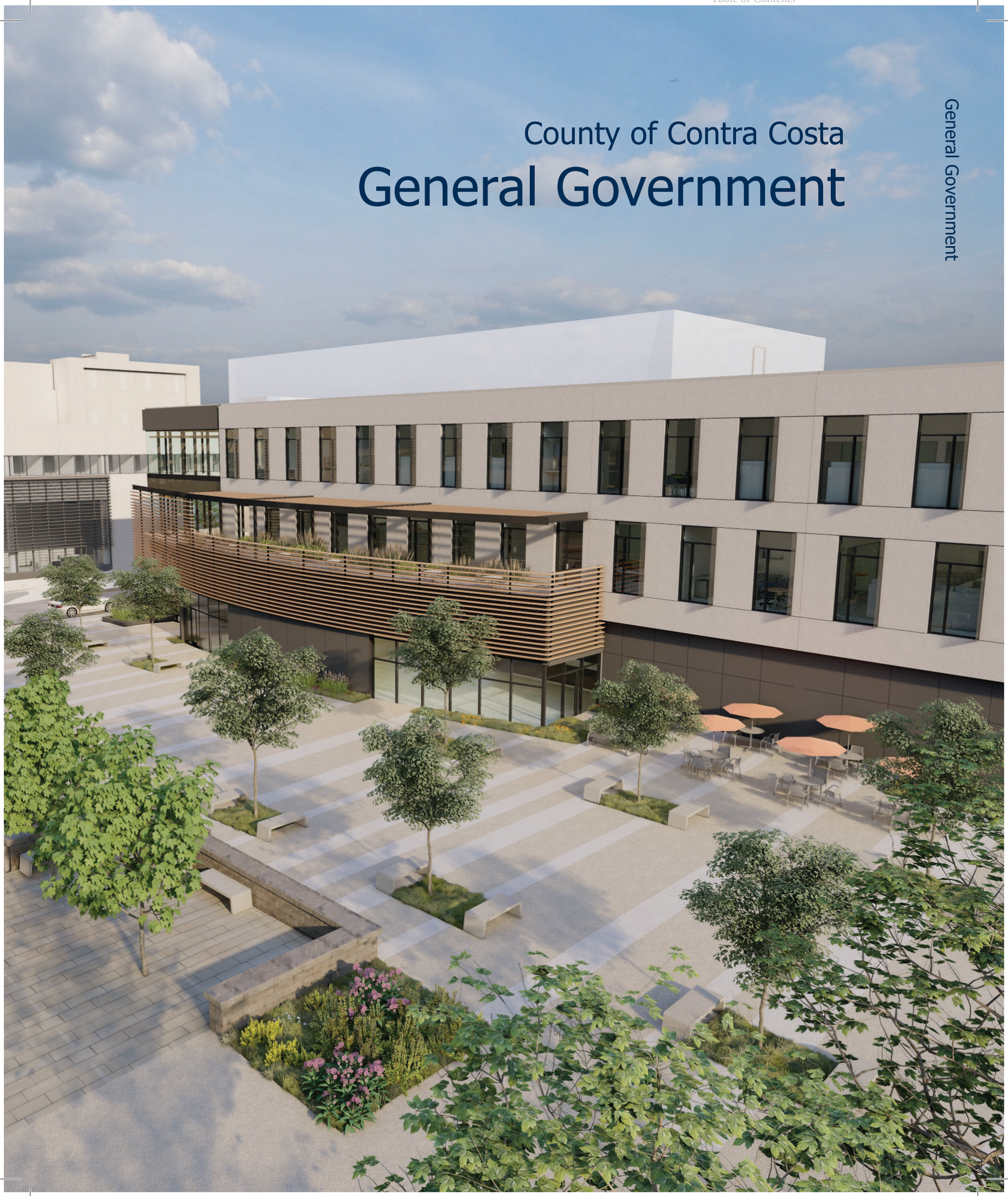
Hospital Enterprise Fund Total Revenues: $784.3 Million



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

Total Appropriations: $784.3 Million





County of Contra Costa

General Government

Functional Group Summary
General Government

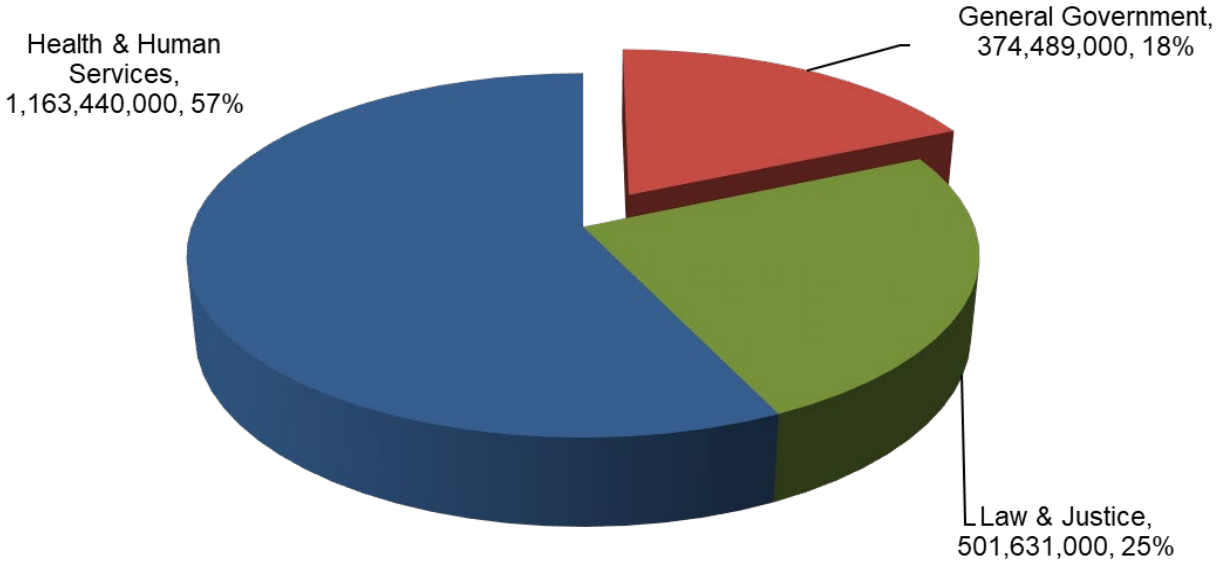
Table Description

This table presents information in aggregate format summarizing specifically General Fund expenditures, revenues, and Net County Cost for the ***General Government Functional Group***. Included is data for the following departments: Agriculture/Weights and Measures, Assessor, Auditor-Controller, Board of Supervisors, Capital Improvements, Central Support Services, Clerk-Recorder-Elections, Conservation and Development, Contingency Reserve, County Administrator, County Counsel, Crockett/Rodeo Revenues, Debt Service, Department of Information Technology, Employee/Retiree Benefits, General Purpose Revenue, Human Resources, Public Works, and Treasurer-Tax Collector. (Some departments may have non-General Fund activity as well.) The Recommended Net County Cost figure includes $663.3 million in General Purpose Revenue.

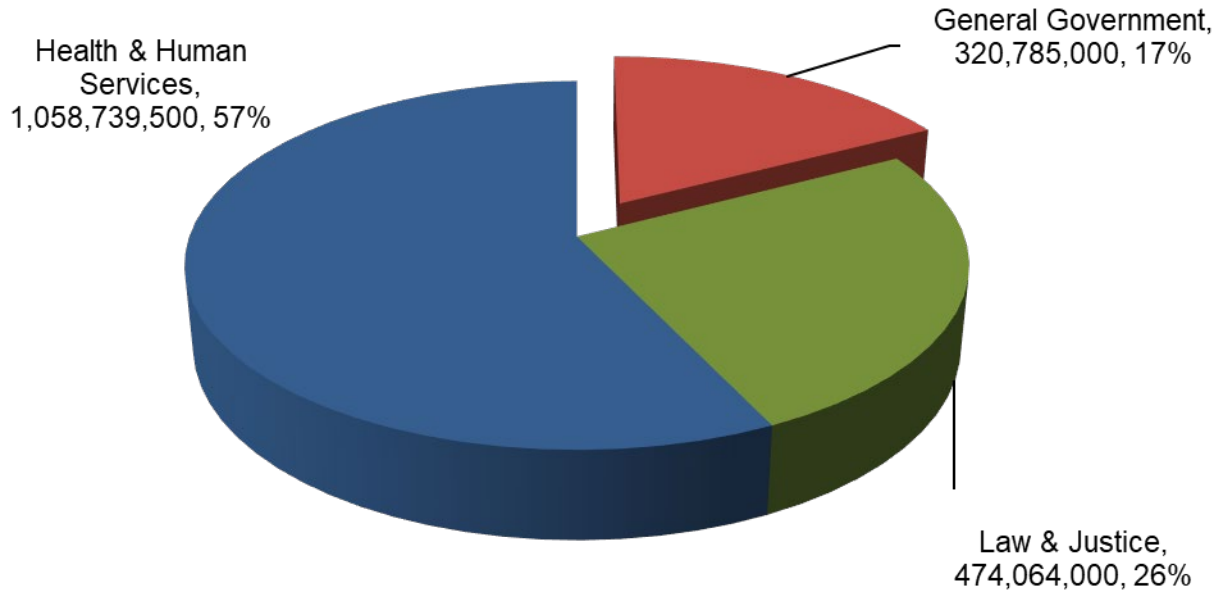
General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	146,156,322	175,432,527	176,718,000	178,825,000	2,107,000
Services And Supplies	231,078,385	250,858,011	225,036,000	224,691,000	(345,000)
Other Charges	46,496,592	50,103,000	49,979,000	49,979,000	0
Fixed Assets	44,696,696	52,819,000	17,952,000	17,952,000	0
Provisions For Contingencies	0	8,120,600	15,000,000	15,000,000	0
Expenditure Transfers	(38,756,911)	(88,886,027)	(111,807,000)	(111,958,000)	(151,000)
Expense Total	**429,671,084**	**448,447,111**	**372,878,000**	**374,489,000**	**1,611,000**
Revenue					
Other Local Revenue	735,867,205	890,569,200	825,970,000	826,701,000	731,000
Federal Assistance	132,016,875	36,301,000	22,721,000	22,721,000	0
State Assistance	5,866,417	5,213,800	5,102,000	5,102,000	0
Revenue Total	**873,750,498**	**932,084,000**	**853,793,000**	**854,524,000**	**731,000**
Net County Cost (NCC):	**(444,079,413)**	**(483,636,889)**	**(480,915,000)**	**(480,035,000)**	**880,000**
Allocated Positions (FTE)	**1,133.6**	**1,143.6**	**1,144.1**	**1,159.1**	**15.0**
Financial Indicators					
Salaries as % of Total Exp	34%	39%	47%	48%	
% Change in Total Exp		4%	(17%)	0%	
% Change in Total Rev		7%	(8%)	0%	
% Change in NCC		9%	(1%)	0%	
Compensation Information					
Permanent Salaries	85,589,656	103,506,180	110,301,133	111,661,945	1,360,812
Temporary Salaries	2,524,124	1,923,404	1,422,204	1,422,449	244
Permanent Overtime	1,976,374	2,039,500	1,172,144	1,172,144	(0)
Deferred Comp	1,269,872	1,654,579	1,859,653	1,875,595	15,942
Comp & SDI Recoveries	(143,034)	(77,620)	(77,620)	(77,620)	0
FICA/Medicare	6,535,792	7,727,946	8,054,782	8,155,087	100,305
Ret Exp-Pre 97 Retirees	242,514	298,581	296,581	296,581	0
Retirement Expense	24,738,865	30,141,358	26,502,423	26,797,763	295,340
Excess Retirement	38,614	4,100	4,200	4,200	0
Employee Group Insurance	12,909,799	17,664,385	18,201,626	18,473,658	272,032
Retiree Health Insurance	6,139,687	6,134,619	6,067,119	6,106,875	39,756
OPEB Pre-Pay	2,629,727	2,574,146	0	0	0
Unemployment Insurance	97,149	210,362	219,927	221,603	1,676
Workers Comp Insurance	1,467,693	1,630,988	2,693,826	2,714,719	20,893
Labor Received/Provided	139,492	0	0	0	0

Functional Group Summary
General Government

FY 2022-23
Recommended General Fund Expenditures



FY 2021-22
Recommended General Fund Expenditures



Agriculture/Weights and Measures

Matthew Slattengren, Agriculture Commissioner *General Government*

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	4,793,586	5,180,000	5,156,000	5,263,000	107,000
Services And Supplies	1,157,978	1,349,000	1,247,000	1,247,000	0
Fixed Assets	48,695	9,000	0	0	0
Expenditure Transfers	534,002	624,000	674,000	674,000	0
Expense Total	**6,534,262**	**7,162,000**	**7,077,000**	**7,184,000**	**107,000**
Revenue					
Other Local Revenue	865,554	1,205,000	1,160,000	1,160,000	0
State Assistance	3,379,431	3,474,000	3,502,000	3,502,000	0
Revenue Total	**4,244,985**	**4,679,000**	**4,662,000**	**4,662,000**	**0**
Net County Cost (NCC):	**2,289,277**	**2,483,000**	**2,415,000**	**2,522,000**	**107,000**
Allocated Positions (FTE)	**44.3**	**44.3**	**44.3**	**44.3**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	73%	72%	73%	73%	
% Change in Total Exp		10%	(1%)	2%	
% Change in Total Rev		10%	0%	0%	
% Change in NCC		8%	(3%)	4%	
Compensation Information					
Permanent Salaries	3,122,686	3,403,743	3,523,556	3,582,357	58,801
Permanent Overtime	1,414	0	0	0	0
Deferred Comp	36,360	38,359	47,793	50,286	2,493
FICA/Medicare	238,146	260,478	265,544	271,154	5,610
Ret Exp-Pre 97 Retirees	7,388	9,350	9,350	9,350	0
Retirement Expense	758,815	798,798	672,063	685,170	13,107
Employee Group Insurance	340,145	387,670	394,221	421,210	26,989
Retiree Health Insurance	162,340	167,388	176,035	176,035	0
OPEB Pre-Pay	82,252	67,944	0	0	0
Unemployment Insurance	3,426	6,887	7,136	7,136	0
Workers Comp Insurance	40,613	39,383	60,301	60,301	0

Department Description

The preceding table is a summary of expenditures, revenues and net County costs for budget units administered by the Agriculture/Weights and Measures Department.

Included is data for the following budgets: Administration, Agriculture & Pest Detection Management, Weights & Measures, and the University of California (UC) 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 nutrition education.

Administration

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

Administration Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$2,164,700
Financing:		0
Net County Cost:		2,164,700
Funding Sources:		
General Fund	100.0%	$2,164,700
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, Industrial Hemp, 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.

Agricultural Division Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$3,639,100
Financing:		3,842,400
Net County Cost:		(203,300)
Funding Sources:		
State	90.6%	$3,480,600
Fees	6.8%	261,456
Interfund Revenue	2.0%	77,544
Other	0.5%	20,000
Forfeitures/Penalties	0.1%	2,800
FTE: 32.3		

Agriculture/Weights and Measures
General Government

Weights and Measures

Description: Provides assurance of fair business practices by performing routine inspection of all weighing and measuring devices such as delicatessen 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 ensure accurate units of measure and accurate pricing charged to consumers at automated point-of-sale systems.

Weights and Measures Summary

Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$1,179,300
Financing:		819,600
Net County Cost:		359,700
Funding Sources:		
Fees	65.7%	$775,000
Forfeitures/Penalties	2.0%	23,200
State	1.8%	21,400
General Fund	30.5%	359,700
FTE: 7.0		

Cooperative Extension

Description: For over 100 years, University of California Agriculture and Natural Resources (UC ANR) has been the local UC connection, delivering the power of UC research in agriculture, natural resources, nutrition, and youth development to Californians to improve community lives and livelihoods.

The statewide network of UC Cooperative Extension (UCCE) specialists work as liaisons, connecting communities with cutting-edge science-based strategies and technologies, developed alongside UC academics, faculty, and researchers. These efforts safeguard healthy and affordable food access, provide clean drinking water, support the economic vitality of our state, protect natural resources, prevent wildfires, improve college readiness, develop future leaders through 4-H, help to prevent childhood obesity, deliver culturally relevant materials and workshops, and develop proactive policies to increase diversity and inclusiveness. UC ANR delivers its mission through 11 statewide programs including 4-H Youth Development, UC Master Gardeners, UC Integrated Pest Management, and the Expanded Food and Nutrition Education Program.

In addition to the budgeted amount below, the County provides indirect support to this program by providing facility space. The total indirect and direct support to this program is approximately $465,000.

Cooperative Extension Summary

Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$200,900
Financing:		0
Net County Cost:		200,900
Funding Sources:		
General Fund	100.0%	$200,900
FTE: 1.0		

Agriculture/Weights and Measures
General Government

CAO's Recommendation

For the FY 2022-23 Recommended Budget, expenditures and revenues are increased nominally. State funding through unclaimed gas taxes, industrial hemp regulation, canine detection, and high-risk pest exclusion programs increased this fiscal year. This additional revenue has helped fund increased personnel costs. An elimination of the Department's existing vacancy factor of $107,000 is also recommended, which will allow the Department to bring back the seasonal weed and vertebrate pest control technician and clerk in administration.

The Weights and Measures Division is expected to continue to experience increased workload and costs as new weighing, measuring and transaction technology is developed. Some of this new technology includes transportation network systems, hydrogen dispensers, and electric charging stations. The CAO will work with the Department to continue to explore new technologies to increase efficiencies and generate new sources of revenue.

The Department of Agriculture/Weights and Measures has several Standard Agreements and other revenue distributions from the California Department of Food & Agriculture and the Department of Pesticide Regulation, as well as pass–through money from the United States Department of Agriculture (USDA). California Food and Agricultural Code section 224(g) states that counties must maintain a specified level of County General Fund support for the Agriculture Department. Reductions in General Fund support would place Unclaimed Gas Tax revenue in jeopardy.

Performance Measurements

- Contra Costa County is regulated for *Phytophthora ramorum*, the plant pathogen responsible for Sudden Oak Death (SOD). Following the USDA SOD protocol, the Department will monitor, inspect and test nurseries in the county to ensure compliance with State and federal regulations. This pest-free certification allows nurseries to ship to uninfested areas within California, other states, and countries.

- The Department ensures the Pest Detection program meets State protocols and is working to prepare for new technology. The State has been brought in to conduct training with staff and check the work of staff to ensure they are keeping up with State standards. The Department places and services 16 different types of exotic insect traps with over 7,500 individual traps. Additional funding has allowed for additional traps to monitor three new invasive insects.

- The Glassy-Winged Sharpshooter/Pierce's Disease Control Program continues to be a very successful program in Contra Costa County. Through the diligence of staff, three insects were detected in nursery shipments saving nurseries from quarantining and having eradication programs in place. Failure to detect these insects would have resulted in increased costs and pesticide use.

- The Department continues to work closely with the Integrated Pest Management Coordinator to improve the Department and County's pest management programs.

- The Department surveyed and/or treated 34 historically invasive noxious weed infested sites for the three target species of the pest management program and decreased treated acreage from last year.

- The Department continues to receive a contract to conduct a trapping program for Asian Citrus Psyllid. This citrus pest infests much of Southern California and was detected at one location in Contra Costa County last year. The department continued to monitor for the insect with no additional finds. The area is not considered eradicated, and trapping is at a normal level.

- The pesticide use enforcement program involves inspections of operations by growers, pest control operators, agencies and others that use and store pesticides. The program completed 446 inspections and 17 investigations of alleged misuse or exposure. Education is a key component of the enforcement program. The Department reached 134 individuals through 9 training sessions, some of which were given in Spanish. However, there were still fewer

trainings, lower attendance in trainings, and fewer inspections due to COVID. One virtual training was conducted with some success.

- The Weights and Measures Division conducted 52 investigations last year and issued 200 notices of violations to correct problems. These actions serve to protect consumers and businesses in the county.

- The Department currently has two Weights and Measures staff in Heavy Capacity and Industrial Scales Inspection and several in the process of being trained. All Weights and Measures staff attend training for different aspects of Weights and Measures programs, including administrative hearings and investigations, to keep current with the ever-changing industry.

- Staff performed 169 point-of-sale (Price Verification) inspections in 2021. Inspections resulted in 33 violations, though, many stores were difficult to inspect due to social distancing requirements and the increase in COVID surges.

- Despite another year in a pandemic, the agriculture detector dog intercepted 1,084 shipments containing plant or fruit material held for inspection at Post Office distribution centers in Oakland and San Jose. Additionally, several dozen packages were intercepted at FedEx and UPS shipping terminals. Of these 1,084 shipments, 828 were unmarked packages. Inspections resulted in 103 actionable pest and disease finds including but not limited to Caribbean Fruit Fly, Huanglongbing (citrus greening disease), and sweet orange scab. All of the pests are extremely detrimental to the agricultural industry and natural environment in California. These numbers show that at least 15% of unmarked plant or fruit shipments contain actionable pests that are harmful to California agriculture. Without the work of the Detector Dog Team, none of these shipments would have been found and serious repercussions would have ensued.

- Programmatic goals and objectives support ANR's Sustainable Food Systems, Endemic and Invasive Pests, and Water Quantity, Quality and Security Strategic Initiatives.

Through research and creative activities, education, monitoring and training, optimal and sustainable use of natural resources promotes use of integrated pest management practices and processes to minimize pesticide impacts. Partnerships and collaborations increase the success and reach of Contra Costa's local and regional agricultural sector and allied industries.

During the course of this year the following were accomplished:

  - Growers were educated on orchard management and pest management issues through two virtual workshops.
  - County winegrowers were educated on the latest research and technology with Virtual UC Davis Viticulture and Enology on the Road.
  - 108 county growers and partners were educated on the benefits and practices of cover cropping through a series of ten webinars developed in collaboration with the UCCE Bay Area Urban Agriculture Program.
  - Ten webinar recordings were published, along with seven virtual site visit videos describing detailed methods for planting, maintaining, and terminating cover crops in annual, orchard, vineyard, small farm, and urban farm crop systems.
  - County residents and crop producers were engaged through calls and in-person visits, providing evidence-based information on issues such as production goals, pest and disease management, irrigation, and new interest in agriculture. All these contacts contribute to the ongoing needs assessment.

- The UC Master Gardener Program has 244 active Master Gardener volunteers in the county. These volunteers contributed 29,284 hours valued at $984,235, educating local residents on promoting healthy and sustainable homes and communities. The UC Master Gardener volunteers had 10,083 direct contacts with county residents answering questions on home horticulture, integrated pest management and sustainable landscape practices.

Program highlights include:

Agriculture/Weights and Measures
General Government

- "Speakers Bureau" which saw attendance Skyrocket, reaching over 5,000 individuals via live webinars, YouTube, and demo garden talks.
- Webinars in Spanish "El Huerto cada Estación".
- "Growing Gardeners", a 12-hour public class on Vegetable Gardening Basics in both virtual and hybrid sessions.
- "Ask a Master Gardener", a popular information table at Farmers Markets in a virtual format. A panel of trained volunteers answered client questions via zoom, and provided participants links to pertinent UC agriculture information.
- Community Garden Support via virtual education, mentoring via text, phone, and email.
- Demonstration Gardens offering education on best practices and donations of over 14,000 pounds of fresh produce to local crises center.
- New Volunteer Training Class and refresher courses in a virtual format.

- The 4-H Youth Development Program is a hands-on exploration to project-based skill building for young people. During the 2021-2022 program year:
  - 462 youth were enrolled in the yearlong Contra Costa youth program focusing on STEM (Science, Technology, Engineering and Mathematics), Agriculture, Healthy Living, Civic Engagement and Leadership.
  - 102 Youth Leaders served as teachers and peer advisors providing opportunities to lead, share their knowledge and give back to the community.
  - 161 volunteers assisted with the program
  - 75 volunteer hours were donated to the 4-H program for a total of 12,075 hours valued at $405,841.
  - 102 projects were offered from computers to cows. Youth learn record keeping, public speaking, business and life skills.
  - 14 clubs were served countywide, from Richmond to Brentwood and Martinez to San Ramon.

- The Nutrition, Family, and Consumer Sciences Advisor provides academic and administrative support for two extension programs and conducts research projects to improve the health status of Contra Costa residents. Research/Publication Highlights include:
  - Co-authoring manuscripts for two research projects for submission to the Journal of Nutrition Education and Behavior. (Trends in the Statewide EFNEP Program and Evaluation of a Hybrid EFNEP Delivery Model).
  - Initiation and contribution to the development of an ENFEP video mini-lesson on food budgeting.
  - The development of a remote series for the adult EFNEP program incorporating recorded EatFresh.org modules and synchronous group lessons.
  - Co-authoring leader's guides and participant guides for two Money Talks curriculum units targeting young adults living on their own.
  - Co-authoring a Disaster Preparedness for Consumers newsletter series.

- Due to COVID-19 restrictions, the UCCE Expanded Food and Nutrition Education Program provided nutrition education lessons and healthy recipe demos remotely. The reach was lower than prior to the pandemic due to the challenges of accessing students and parents.

- The UCCE Urban IPM (Integrated Pest Management) Program, led by the UCCE Advisor trained 853 clients in the San Francisco Bay Area: including structural pest control operators, professional landscape managers, housing providers, childcare providers, pest control advisers, urban agriculture practitioners, municipal staff, UC Master Gardeners and the general public.

  The UC Berkeley Richmond Field Station, located in the Richmond Annex in Contra Costa County, hosts the main research laboratory for the SF Bay Area Urban IPM Program as well as important field sites for yellowjacket, termite, and cockroach research projects. Ongoing research projects in the

Urban IPM Program include field sites in Martinez and Richmond.

- The UCCE Urban Forestry Program Provided multiple consultations to residents and urban tree managers on arboriculture (specific issues in this period: continued Bay-Area-wide decline in Acacia and Eucalyptus; Eucalyptus long horned borer in Regional Parks; multiple boring beetles on olives and maples; managing poorly-placed palm trees; and UC Master Gardener-related consultations).

- The Urban Agriculture and Food System Program collaborated with over 60 organizations and institutions in the state, nation and around the world. This was accomplished by increasing education, outreach and extension services to a direct contact network of 1,932 urban farmers, community leaders, education professionals, non-profit directors, city councils and USDA staff.

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.

- 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 the 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.

- 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 professional 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.

Agriculture
General Government

FY 2022-23
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1-2	All divisions	Salaries and Benefits	0.0	107,000	Elimination of the existing Vacancy Factor.
			Total	**0.0**	**107,000**	

Assessor

Gus Kramer, Assessor *General Government*

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	13,732,725	15,755,000	16,469,000	17,015,000	546,000
Services And Supplies	2,996,949	2,786,000	2,974,000	2,974,000	0
Other Charges	0	5,000	5,000	5,000	0
Fixed Assets	0	10,000	10,000	10,000	0
Expenditure Transfers	(249,806)	(246,000)	(253,000)	(253,000)	0
Expense Total	**16,479,868**	**18,310,000**	**19,205,000**	**19,751,000**	**546,000**
Revenue					
Other Local Revenue	1,166,903	1,644,000	1,476,000	1,476,000	0
Revenue Total	**1,166,903**	**1,644,000**	**1,476,000**	**1,476,000**	**0**
Net County Cost (NCC):	**15,312,964**	**16,666,000**	**17,729,000**	**18,275,000**	**546,000**
Allocated Positions (FTE)	**112.0**	**109.0**	**109.0**	**114.0**	**5.0**
Financial Indicators					
Salaries as % of Total Exp	83%	86%	86%	86%	
% Change in Total Exp		11%	5%	3%	
% Change in Total Rev		41%	(10%)	0%	
% Change in NCC		9%	6%	3%	
Compensation Information					
Permanent Salaries	7,805,296	8,557,802	10,040,238	10,410,252	370,014
Temporary Salaries	277,327	267,259	267,259	267,259	0
Permanent Overtime	12	15,000	15,000	15,000	0
Deferred Comp	120,255	174,360	183,476	189,559	6,083
Comp & SDI Recoveries	(1,656)	(9,120)	(9,120)	(9,120)	0
FICA/Medicare	599,348	727,227	751,481	776,396	24,915
Ret Exp-Pre 97 Retirees	23,306	41,027	41,027	41,027	0
Retirement Expense	2,385,358	2,900,878	2,556,544	2,641,303	84,759
Employee Group Insurance	1,250,086	1,784,139	1,637,777	1,692,077	54,300
Retiree Health Insurance	829,197	807,347	806,481	806,481	0
OPEB Pre-Pay	346,560	348,492	0	0	0
Unemployment Insurance	8,634	19,392	20,094	20,760	666
Workers Comp Insurance	89,004	121,198	158,743	164,006	5,263

Department Description

This table represents information in aggregate format summarizing expenditures, revenues and net County cost for four budget units: 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:		$9,001,800
Financing:		778,050
Net County Cost:		8,223,750
Funding Sources:		
Transfers	1.3%	$113,850
Prop Tax Admin	3.6%	328,500
Fees	3.7%	335,700
General Fund	91.4%	8,223,750
FTE: 51.0		

Business

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

Business Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$1,600,320
Financing:		138,320
Net County Cost:		1,462,000
Funding Sources:		
Transfers	1.3%	$20,240
Prop Tax Admin	3.6%	58,400
Fees	3.7%	59,680
General Fund	91.4%	1,462,000
FTE: 9.0		

Support Services

Description: Enroll all valid exemptions on the annual and supplemental local assessment rolls; provide data entry and drafting services to the department; review policies and procedures and make changes where necessary; and provide service to agencies, private organizations and to the public.

Support Services Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$8,401,680
Financing:		726,180
Net County Cost:		7,675,500
Funding Sources:		
Transfers	1.3%	$106,260
Prop Tax Admin	3.6%	306,600
Fees	3.7%	313,320
General Fund	91.4%	7,675,500
FTE: 48.0		

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:		$1,000,200
Financing:		86,450
Net County Cost:		913,750
Funding Sources:		
Transfers	1.3%	$12,650
Prop Tax Admin	3.6%	36,500
Fees	3.7%	37,300
General Fund	91.4%	913,750
FTE: 6.0		

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:		$3,160,174
Financing:		0
Net Fund Cost:		3,160,174
Funding Sources:		
Net Fund Cost	100.0%	$3,160,174
Fund: 115100		

CAO's Recommendation

The County Assessor is an elected official and is governed by the California Constitution, the laws passed by the Legislature, and the rules adopted by the State Board of Equalization.

The main function of the Assessor's Office is to discover and assess all property within the county and to produce the annual County Assessment Roll. This function provides the largest revenue source for the County General Fund and, thereby, funds most County operations.

The FY 2022-23 baseline net County cost is increased by $1,063,000 over FY 2021-22. Salary and benefit costs are increased by a net of $714,000 to reflect anticipated wage adjustments as of July 1, 2022. This amount also includes the elimination of appropriations to prepay Other Post-Employment Benefits (OPEB), as the County has now met the minimum funding target for OPEB established by the Board of Supervisors. Operational costs, including interdepartmental charges for information technology support and building costs, are increased by $188,000. Revenue from fees and expenditure transfers is reduced overall by $161,000 to reflect estimates for FY 2022-23.

The Assessor's Office continues to experience a high level of staff turnover from resignations and retirements. Difficulties in hiring and maintaining adequate staffing makes it difficult for the Department to close the regular and supplemental assessment rolls in a timely manner and meet the statutory program obligations of the office. Additionally, the passage of Proposition 19: Home Protection for Seniors, Severely Disabled, Families and Victims of Wildfire or Natural Disasters Act, which permits eligible taxpayers to transfer their primary residence's property tax base value to a replacement residence of any value anywhere in the state, has increased staffing needs in the Department.

The Recommended Budget includes funding in the amount of $546,000 for five additional positions to assist with the administration of

Assessor
General Government

Proposition 19 and the overall increase in workload for the Assessor's Office.

Performance Measurement

- Continued to promote the usage of the Electronic Standard Data Record system to enable taxpayers to file business property statements (form 571L) electronically by assisting taxpayers with the process. Approximately 83% 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.

- Established new procedures with the Local Exemptions Unit to reduce the amount of missed or incorrect exemptions for exempted business accounts.

- Established procedures to review assessments for businesses impacted by the COVID-19 shutdown in lieu of having taxpayers file assessment appeal applications. This saves time for both staff and taxpayers that would have otherwise been spent preparing for and going through a formal hearing process.

- Filled an Auditor-Appraiser II position through flexible promotion. The individual that is assigned to the position can now work on the more complex audits and Assessment Appeals Board Hearings.

- Hired and trained seven new Junior Appraisers. These appraisers were assigned to the Department's Residential Division to maintain sufficient staffing.

- The Department implemented new policies and procedures related to Proposition 19. The Standards Division successfully trained and educated staff of the new laws, updated Board of Equalization and internal forms, applications and letters, and created a new database to manage Proposition 19 Base Transfers.

- The Residential and Commercial and Industrial Divisions worked with various agencies to increase the number of plans and permits that are received and stored electronically. Over the last year, there has been an increase from 55% to 73%.

Administrative and Program Goals

- Work with County Human Resources to recruit and fill vacant Auditor-Appraiser I positions. Once these positions are filled, and the incumbents are trained, the goal is to increase the number of assessments and audits being completed to ensure compliance with Board of Equalization audit requirements.

- Fill a Real Property Technical Assistant position in the Business Division. The incumbent will be trained and then assigned to review leasing accounts and research values of the leased equipment that is in our county for potential escape assessments. The goal is to increase the number of reviews of these accounts and reduce the number of accounts that have not been valued in the Division due to insufficient staffing.

- The Department will continue to navigate and implement new policies and procedures regarding Proposition 19. The goal is to build on what we have accomplished so far and develop procedures to address the large number of applications received. The Department will also update new procedures as the law is amended; continue to have ongoing training and education for staff of the new laws; continue to update the Board of Equalization and internal forms, applications, and letters; and continue to update the database for Proposition 19 Base Transfers.

- The Residential and Commercial and Industrial Divisions will continue to work with additional agencies to increase the number of plans and permits that are

received and stored electronically. The goal is to increase these efforts and the overall percentage to 85%.

FY 2022-23
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	Appraisal	Salaries and Benefits	3.0	464,000	Add 2 Supervising Appraisers and 1 Clerk-Specialist to the Residential and Standards Division
2	2	Business	Salaries and Benefits	1.0	85,000	Add 1 Real Property Technical Assistant to the Business Division
3	2	Business	Salaries and Benefits	0.0	-70,000	Vacancy factor for first year funding of new positions
4	3	Support Services	Salaries and Benefits	1.0	67,000	Add 1 Clerk-Experienced Level to the Public Service Division
			Total	**5.0**	**546,000**	

Assessor
General Government

Auditor-Controller

Robert R. Campbell, Auditor-Controller — *General Government*

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	7,544,005	8,364,000	9,283,000	9,346,000	63,000
Services And Supplies	2,172,190	2,317,000	2,019,000	2,019,000	0
Fixed Assets	5,827	0	0	0	0
Expenditure Transfers	(366,001)	(380,000)	(386,000)	(386,000)	0
Expense Total	**9,356,022**	**10,301,000**	**10,916,000**	**10,979,000**	**63,000**
Revenue					
Other Local Revenue	6,776,789	6,992,000	7,454,000	7,517,000	63,000
Revenue Total	**6,776,789**	**6,992,000**	**7,454,000**	**7,517,000**	**63,000**
Net County Cost (NCC):	**2,579,233**	**3,309,000**	**3,462,000**	**3,462,000**	**0**
Allocated Positions (FTE)	**61.0**	**61.0**	**61.0**	**62.0**	**1.0**
Financial Indicators					
Salaries as % of Total Exp	81%	81%	85%	85%	
% Change in Total Exp		10%	6%	1%	
% Change in Total Rev		3%	7%	1%	
% Change in NCC		28%	5%	0%	
Compensation Information					
Permanent Salaries	4,635,715	4,849,978	6,036,044	6,077,594	41,550
Temporary Salaries	0	27,500	27,500	27,500	0
Permanent Overtime	17,679	0	0	0	0
Deferred Comp	82,958	106,680	118,956	119,722	766
Comp & SDI Recoveries	0	(5,000)	(5,000)	(5,000)	0
FICA/Medicare	339,149	422,543	444,908	447,908	3,000
Ret Exp-Pre 97 Retirees	13,337	19,616	19,616	19,616	0
Retirement Expense	1,375,323	1,676,993	1,478,210	1,493,509	15,299
Excess Retirement	12,602	0	0	0	0
Employee Group Insurance	672,371	862,389	870,082	872,031	1,949
Retiree Health Insurance	253,762	251,723	243,135	243,135	0
OPEB Pre-Pay	113,379	109,668	0	0	0
Unemployment Insurance	4,872	11,482	12,085	12,135	50
Workers Comp Insurance	22,859	30,427	37,464	37,850	386

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

Auditor-Controller
General Government

Development, and Automated Systems Development.

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 non-County regional 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:		$1,513,246
Financing:		1,829,830
Net County Cost:		(316,584)
Funding Sources:		
Property Tax Admin	120.9%	$1,829,830
General Fund	(20.9%)	(316,584)
FTE: 8.0		

Payroll

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

Payroll Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$2,496,394
Financing:		1,534,593
Net County Cost:		961,801
Funding Sources:		
Charges for Service	60.5%	1,509,593
Miscellaneous	1.0%	25,000
General Fund	38.5%	961,801
FTE: 14.0		

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.

General Accounting & Accounts Payable Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$2,846,439
Financing:		3,592,939
Net County Cost:		(746,500)
Funding Sources:		
Charges for Service	126.2%	$3,592,939
General Fund	(26.2%)	(746,500)
FTE: 20.0		

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 Annual Comprehensive Financial Report.

Internal Audit Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$994,055
Financing:		36,754
Net County Cost:		957,301
Funding Sources:		
Charges for Service	3.7%	$36,754
General Fund	96.3%	957,301
FTE: 6.0		

Special Accounting

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

Special Accounting Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$543,735
Financing:		278,599
Net County Cost:		265,136
Funding Sources:		
Charges for Service	51.2%	$278,599
General Fund	48.8%	265,136
FTE: 3.0		

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:		$2,971,131
Financing:		630,285
Net County Cost:		2,340,846
Funding Sources:		
Charges for Service	14.5%	$430,285
Miscellaneous	6.7%	200,000
General Fund	78.8%	2,340,846
FTE: 11.0		

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:		15,000
Net Fund Cost:		185,000
Funding Sources:		
Interest Earnings	7.5%	$15,000
Fund Balance	92.5%	185,000
Fund 115000		

CAO's Recommendation

The Office of the Auditor-Controller is responsible for ensuring the fiscal integrity of the County's financial activities through the efforts of all program areas. The Office is also in the process of implementing a new County Finance System. The system will be cloud-based and will eliminate many of the County's current manual processes. The project is scheduled to go live in January 2023. The implementation of the new County Finance System is funded by General Fund Reserves and costs will be tracked through Central Support Services – Management Information Services.

The Auditor-Controller's baseline net County cost is increased by $153,000 from FY 2021-22.

Baseline salary and benefit costs are increased by $919,000, reflecting estimated wage adjustments as well as the elimination of costs of prefunding the County's Other Post Employment Benefit (OPEB) trust. The County has now met the minimum funding target for OPEB established by the Board of Supervisors

Services and supplies are reduced by $298,000 to reflect estimated interdepartmental charges from the Department of Information Technology.

Expenditure transfers and revenues are anticipated to increase by $468,000. The Department receives funding through a combination of auditing and accounting fees, as well as charges for service through the Countywide cost allocation plan.

The Recommended Budget is increased by an additional $63,000 in appropriations and revenue to add two payroll technician positions. The cost will be offset by the elimination of one accountant/auditor position and increased fees for FY 2022-23.

The recommended net County cost of $3,462,000 will provide funding necessary for the Auditor-Controller's Office to maintain mandated functions in fiscal year 2022-23.

Performance Measurement

- Utilized documented finance business procedures in the planned January 2023 transition to Workday Financials from the current mainframe systems.
- Started discussions with the Treasurer-Tax Collector to identify business requirements for the replacement of the mainframe property tax allocation, apportionment, and collections systems.
- Continued to meet operational requirements including but not limited to payroll and accounts payable disbursements despite the negative impacts of COVID-19.
- Updated the employee W2 process to provide this information through the Employee Self Service portal.
- Successfully transitioned to new software that aides in the preparation of the Annual

Comprehensive Financial Report as well as received a clean opinion from the County's independent Auditors for fiscal year 2020-21.

- Adapted to new state laws regarding employee COVID Supplemental Leave Banks.

Administrative and Program Goals

- Finalize the Workday Financial System for the planned go live in January of 2023.
- Continue to meet the Office mandates such as preparing an Annual Comprehensive Financial Report, issuing payroll, apportioning property taxes, and making vendor payments despite the ongoing challenges from COVID-19.
- Work with the Assessor's Office on the implementation of Proposition 19 and prepare for the reporting requirements to the State.
- In coordination with the Treasurer-Tax Collector, issue a Request for Proposals for a replacement of the County's property tax mainframe systems.
- Evaluate ways to reduce technology-related costs

FY 2022-23
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	2	Payroll	Salaries and Benefits	2.0	200,000	Add two (2) Payroll Technicians.
2	2	Payroll	Salaries and Benefits	-1.0	(137,000)	Eliminate one (1) Accountant Auditor III
3	3	Accounts Payable	Auditing & Accounting Fees	0	63,000	Increased fee revenue
			Total	**1.0**	**0**	

Auditor-Controller
General Government

Board of Supervisors
General Government

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	4,938,277	5,231,000	5,261,000	5,261,000	0
Services And Supplies	2,536,738	4,544,727	2,698,000	2,698,000	0
Other Charges	8,000	1,000	0	0	0
Expenditure Transfers	62,779	(56,000)	(76,000)	(76,000)	0
Expense Total	**7,545,795**	**9,720,727**	**7,883,000**	**7,883,000**	**0**
Revenue					
Other Local Revenue	541,619	494,000	493,000	493,000	0
State Assistance	18,130	0	0	0	0
Revenue Total	**559,749**	**494,000**	**493,000**	**493,000**	**0**
Net County Cost (NCC):	**6,986,045**	**9,226,727**	**7,390,000**	**7,390,000**	**0**
Allocated Positions (FTE)	**31.8**	**31.8**	**31.8**	**31.8**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	65%	54%	67%	67%	
% Change in Total Exp		29%	(19%)	0%	
% Change in Total Rev		(12%)	(0%)	0%	
% Change in NCC		32%	(20%)	0%	
Compensation Information					
Permanent Salaries	3,081,989	3,266,256	3,383,105	3,383,105	0
Temporary Salaries	87,177	21,093	10,840	10,840	0
Deferred Comp	113,975	117,660	123,060	123,060	0
FICA/Medicare	234,078	252,469	262,472	262,472	0
Ret Exp-Pre 97 Retirees	8,788	12,867	12,867	12,867	0
Retirement Expense	904,748	978,385	853,518	853,518	0
Employee Group Insurance	432,233	503,000	545,343	545,343	0
Retiree Health Insurance	46,038	42,917	46,203	46,203	0
OPEB Pre-Pay	15,485	17,860	0	0	0
Unemployment Insurance	2,625	6,605	6,839	6,839	0
Workers Comp Insurance	11,140	11,888	16,755	16,755	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, 13 Municipal Advisory Councils, Unfunded Mandates and Redistricting.

Board of Supervisors
General Government

Major Department Responsibilities

As defined by general law, the duties of the Board of Supervisors include: appointing most County department heads, except elected officials, and providing for the appointment of all other County employees; providing for the compensation of all County officials and employees; creating offices, boards and commissions as needed, including appointing members and fixing the terms of office; awarding all contracts for Public Works projects and all other contracts exceeding $200,000; adopting an annual budget; sponsoring an annual audit of all County accounts, books, and records; supervising the operations of departments and exercising executive and administrative authority through the County 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 and general support of the Board of Supervisors. Salary and benefit costs for each Supervisorial district office include 5.0 full-time equivalent staff positions and 1.0 County Supervisor 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:		$7,645,000
Financing:		354,000
Net County Cost:		7,291,000
Funding Sources:		
Intergovernmental	2.7%	$209,000
Property Tax Admin	1.4%	109,000
Transfers	0.5%	36,000
General Fund	95.4%	7,291,000
FTE: 31.8		

Municipal Advisory Councils

Description: Advise the Board of Supervisors on matters that relate to their respective unincorporated areas concerning services, which are or may be provided to the area by the County or other local government agencies, including but not limited to public health, safety, welfare, public works, and planning.

The Recommended Budget includes appropriations for the thirteen Municipal Advisory Councils (MACs) in the amount of $3,000 each for FY 2022-23. MACs may seek and apply for funding from non-County sources to supplement their budgets. Each Supervisorial district office administers budgets for MACs that fall within their 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:		$100,000
Financing:		40,000
Net County Cost:		60,000
Funding Sources:		
Transfers	40.0%	$40,000
General Fund	60.0%	60,000

Board Mitigation Programs

Description: Provide funding from solid waste transfer facility mitigation fees related to West Contra Costa Sanitary Landfill Inc. for benefit of the incorporated and unincorporated North Richmond area. Funding is currently used to partially fund a resident deputy sheriff position in North Richmond.

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

Board Mitigation Program (Non-General Fund)

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

North Richmond Waste & Recovery Mitigation Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$1,360,000
Financing:		1,360,000
Net Fund Cost:		0
Funding Sources:		
No. Richmond Waste & Recovery Mitigation	55.7%	$757,000
Measure X-Transfer	44.1%	600,000
Use of Money	0.2%	3,000

CAO's Recommendation

The FY 2022-23 Recommended Budget funds the administrative requirements of the Board of Supervisors' operations, including District office operations and Municipal Advisory Councils (MACs). Each of the Board's thirteen MACs are proposed to continue receiving an allocation of $3,000 for operating expenses, which is consistent with prior budget years.

Board of Supervisors
General Government

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.

The FY 2022-23 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 (Walnut Creek area) 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.

In addition, the North Richmond Waste & Recovery Mitigation Fund includes an appropriation of $600,000 from Measure X sales tax revenue to fund illegal dumping abatement activities conducted by the Department of Conservation and Development in partnership with the Sheriff's Office pursuant to Board policy.

Capital Improvements
General Government

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	1,570,087	1,374,000	1,150,000	1,150,000	0
Fixed Assets	42,619,737	48,363,000	16,250,000	16,250,000	0
Expenditure Transfers	(5,870,522)	(2,550,000)	(2,550,000)	(2,550,000)	0
Expense Total	**38,319,302**	**47,187,000**	**14,850,000**	**14,850,000**	**0**
Revenue					
Other Local Revenue	13,530,319	0	0	0	0
Revenue Total	**13,530,319**	**0**	**0**	**0**	**0**
Net County Cost (NCC):	**24,788,983**	**47,187,000**	**14,850,000**	**14,850,000**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		23%	(69%)	0%	
% Change in Total Rev		(100%)	0%	0%	
% Change in NCC		90%	(69%)	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:

- Minor Non-Capital Improvement
- Facilities Lifecycle Investment Program
- 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:		$1,150,000
Financing:		0
Net County Cost:		1,150,000
Funding Sources:		
General Fund	100.0%	$1,150,000

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. Funds the Real Asset Management Program (RAMP) to maximize the value of unused and vacant County-owned office space by avoiding and terminating leases.

Capital Projects – Plant Acquisition Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$3,700,000
Financing:		0
Net County Cost:		3,700,000
Funding Sources:		
General Fund	100.0%	$3,700,000

CAO's Recommendation

The FY 2022-23 baseline net County cost is reduced by $32,337,000 from the FY 2021-22 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.

The budget for Minor Non-Capital Improvements totals $1,150,000, 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 Capital Projects - Plant Acquisition of $3,700,000 is intended as an on-going resource for construction and repair of County facilities. The monies can be used for capital projects and/or debt service for a future infrastructure borrowing program and supports the RAMP program.

The recommended net County cost of $14,850,000 will provide the funding necessary to continue capital improvement efforts in fiscal year 2022-23.

For more detailed information on the County Capital Improvement Plan, including a description of major capital projects currently underway in the County as well as the sources of funding, please see Page 587.

Central Support Services
General Government

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	5,344,480	6,406,500	6,329,000	6,596,000	267,000
Services And Supplies	60,842,500	9,358,473	2,229,000	2,229,000	0
Other Charges	4,738,126	6,673,000	6,673,000	6,673,000	0
Fixed Assets	1,006,649	20,000	20,000	20,000	0
Expenditure Transfers	82,467,513	(238,000)	30,000	30,000	0
Expense Total	**154,399,268**	**22,219,973**	**15,281,000**	**15,548,000**	**267,000**
Revenue					
Other Local Revenue	5,714,373	6,712,000	6,532,000	6,799,000	267,000
Federal Assistance	120,695,545	0	0	0	0
State Assistance	69,430	39,800	0	0	0
Revenue Total	**126,479,349**	**6,751,800**	**6,532,000**	**6,799,000**	**267,000**
Net County Cost (NCC):	**27,919,919**	**15,468,173**	**8,749,000**	**8,749,000**	**0**
Allocated Positions (FTE)	**45.0**	**45.0**	**45.0**	**47.0**	**2.0**
Financial Indicators					
Salaries as % of Total Exp	3%	29%	41%	42%	
% Change in Total Exp		(86%)	(31%)	2%	
% Change in Total Rev		(95%)	(3%)	4%	
% Change in NCC		(45%)	(43%)	0%	
Compensation Information					
Permanent Salaries	2,903,646	3,818,018	4,002,171	4,171,150	168,979
Temporary Salaries	189,553	70,000	70,000	70,000	0
Deferred Comp	47,275	70,860	76,700	79,700	3,000
Comp & SDI Recoveries	(8,439)	0	0	0	0
FICA/Medicare	231,466	288,781	300,512	307,705	7,193
Ret Exp-Pre 97 Retirees	8,355	10,557	10,557	10,557	0
Retirement Expense	856,356	1,119,526	985,228	1,025,228	40,000
Employee Group Insurance	374,855	640,711	623,647	664,931	41,284
Retiree Health Insurance	249,430	255,147	230,671	230,671	0
OPEB Pre-Pay	100,241	106,184	0	0	0
Unemployment Insurance	3,409	7,634	7,977	8,197	220
Workers Comp Insurance	10,822	19,083	21,538	27,862	6,324
Labor Received/Provided	377,513	0	0	0	0

Department Description

The preceding table represents information in aggregate format summarizing expenditures, revenues, and net County costs for five budget units:

Clerk of the Board
Local Agency Formation Commission
Management Information Systems
Insurance/Risk Management
Economic Promotion

Central Support Services
General Government

Clerk of the Board of Supervisors

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	916,755	993,500	987,000	987,000	0
Services And Supplies	233,705	216,500	303,000	303,000	0
Expenditure Transfers	(749)	0	0	0	0
Expense Total	**1,149,712**	**1,210,000**	**1,290,000**	**1,290,000**	**0**
Revenue					
Other Local Revenue	98,555	90,000	90,000	90,000	0
Revenue Total	**98,555**	**90,000**	**90,000**	**90,000**	**0**
Net County Cost (NCC):	**1,051,157**	**1,120,000**	**1,200,000**	**1,200,000**	**0**
Allocated Positions (FTE)	**7.0**	**7.0**	**7.0**	**7.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	80%	82%	77%	77%	
% Change in Total Exp		5%	7%	0%	
% Change in Total Rev		(9%)	0%	0%	
% Change in NCC		7%	7%	0%	
Compensation Information					
Permanent Salaries	579,121	604,907	655,904	655,904	0
Deferred Comp	10,670	12,060	11,706	11,706	0
Comp & SDI Recoveries	(8,439)	0	0	0	0
FICA/Medicare	41,895	44,376	46,642	46,642	0
Ret Exp-Pre 97 Retirees	1,716	1,221	1,221	1,221	0
Retirement Expense	173,587	184,591	167,020	167,020	0
Employee Group Insurance	72,532	95,583	72,668	72,668	0
Retiree Health Insurance	29,364	32,855	27,086	27,086	0
OPEB Pre-Pay	13,658	13,673	0	0	0
Unemployment Insurance	633	1,210	1,285	1,285	0
Workers Comp Insurance	2,019	3,025	3,468	3,468	0

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 FY 2022-23 recommended budget increased by $80,000 from the FY 2021-22 baseline budget. The increase reflects estimated telecommunications and information technology charges. Revenue is received from a portion of property tax assessment appeal fees, a portion of subdivision fees, general County overhead, and a share of property tax administrative cost recoveries.

Impact: The recommended net County cost of $1,200,000 will provide the minimum level of

general fund resources needed to maintain mandated services in FY 2022-23.

Clerk of the Board Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$1,290,000
Financing:		90,000
Net County Cost:		1,200,000
Funding Sources:		
Assmnt Appeals	2.9%	$37,000
Intergovernmental	2.6%	33,000
Property Tax Adm	1.5%	20,000
General Fund	93.0%	1,200,000
FTE: 7.0		

Central Support Services
General Government

Local Agency Formation Commission

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Other Charges	264,961	270,000	290,000	290,000	0
Expense Total	**264,961**	**270,000**	**290,000**	**290,000**	**0**
Net County Cost (NCC):	**264,961**	**270,000**	**290,000**	**290,000**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		2%	7%	0%	
% Change in Total Rev					
% Change in NCC		2%	7%	0%	

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 $20,000 to reflect the anticipated County's share of LAFCO activity for FY 2022-23. 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 2022-23. 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:		$290,000
Financing:		0
Net County Cost:		290,000
Funding Sources:		
General Fund	100.0%	$290,000

Management Information Systems

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	2,999,061	7,496,143	313,000	313,000	0
Other Charges	0	503,000	0	0	0
Expenditure Transfers	(360,000)	(262,000)	0	0	0
Expense Total	**2,639,061**	**7,737,143**	**313,000**	**313,000**	**0**
Revenue					
Other Local Revenue	205,000	180,000	0	0	0
Revenue Total	**205,000**	**180,000**	**0**	**0**	**0**
Net County Cost (NCC):	**2,434,061**	**7,557,143**	**313,000**	**313,000**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		193%	(96%)	0%	
% Change in Total Rev		(12%)	(100%)	0%	
% Change in NCC		210%	(96%)	0%	

Description: Provides funding for the most critical and cost beneficial automation projects which have no other funding source, including the Board of Supervisors Agenda System, the County Budget System, and the County Finance System replacement project.

Adjustment: The baseline net County cost decreased by a net of $7,244,143 from FY 2021-22 due to the elimination of prior year fund balance rebudgeted for the Venture Capital, Geographic Information Systems (GIS), and County Finance System replacement project.

Impact: Funding for the GIS system will be centralized in the Department of Information Technology (IT) going forward. All Departments will be charged a percentage of the cost based on employee count. The recommended net County cost of $313,000 will provide needed resources in FY 2022-23 to fund maintenance costs of the agenda system and budget system as well as for other automation projects for which there is no other funding source. Remaining costs for the County Finance System replacement project (originally approved by the Board of Supervisors in FY 2020-21) will be funded out of General Fund Capital Reserves at year-end.

Management Information Systems Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$313,000
Financing:		0
Net County Cost:		313,000
Funding Sources:		
General Fund	100.0%	313,000

Central Support Services
General Government

Insurance/Risk Management

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	4,427,725	5,413,000	5,342,000	5,609,000	267,000
Services And Supplies	57,509,664	1,289,000	1,363,000	1,363,000	0
Other Charges	4,173,165	5,600,000	6,083,000	6,083,000	0
Fixed Assets	1,006,649	20,000	20,000	20,000	0
Expenditure Transfers	82,828,262	24,000	30,000	30,000	0
Expense Total	**149,945,464**	**12,346,000**	**12,838,000**	**13,105,000**	**267,000**
Revenue					
Other Local Revenue	5,410,818	6,442,000	6,442,000	6,709,000	267,000
Federal Assistance	120,695,545	0	0	0	0
Revenue Total	**126,106,363**	**6,442,000**	**6,442,000**	**6,709,000**	**267,000**
Net County Cost (NCC):	**23,839,101**	**5,904,000**	**6,396,000**	**6,396,000**	**0**
Allocated Positions (FTE)	**38.0**	**38.0**	**38.0**	**40.0**	**2.0**
Financial Indicators					
Salaries as % of Total Exp	3%	44%	42%	43%	
% Change in Total Exp		(92%)	4%	2%	
% Change in Total Rev		(95%)	0%	4%	
% Change in NCC		(75%)	8%	0%	
Compensation Information					
Permanent Salaries	2,324,525	3,213,110	3,346,266	3,515,245	168,979
Temporary Salaries	189,553	70,000	70,000	70,000	0
Deferred Comp	36,605	58,800	64,994	67,994	3,000
FICA/Medicare	189,571	244,406	253,870	261,063	7,193
Ret Exp-Pre 97 Retirees	6,639	9,336	9,336	9,336	0
Retirement Expense	682,769	934,934	818,208	858,208	40,000
Employee Group Insurance	302,323	545,129	550,979	592,263	41,284
Retiree Health Insurance	220,065	222,292	203,585	203,585	0
OPEB Pre-Pay	86,583	92,511	0	0	0
Unemployment Insurance	2,776	6,424	6,692	6,912	220
Workers Comp Insurance	8,803	16,059	18,069	24,393	6,324
Labor Received/Provided	377,513	0	0	0	0

The preceding table represents information summarizing expenditures, revenues, and net County cost related to functions of the Insurance/Risk Management Department. Included is information for the following: Insurance/Risk Management and Equal Employment Opportunity.

Insurance/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: Baseline salaries and benefits decreased by $80,000 from FY 2021-22 to reflect the elimination of the Other Post Employment Benefit prepay. Operating costs increased by $563,000 primarily to fund interdepartmental charges for communications, Information Technology and Public Works.

The Recommended Budget includes funding in the amount of $267,000 to add one Administrative Services Officer and one Safety Services Specialist. The positions are need for administrative support and public facilities ADA (Americans with Disabilities Act) program support. Costs will be reimbursed from the County Self-Insurance Internal Service Funds.

Impact: The recommended net County cost of $6,080,000 reflects the General Fund subsidy of the County Self-Insurance Funds for fiscal year 2022-23. All other operating costs are reimbursed from the County Self-Insurance Internal Service Funds.

Insurance/Risk Management Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$12,789,000
Financing:		6,709,000
Net County Cost:		6,080,000
Funding Sources:		
Liability & Benefit Fees	52.5%	$6,709,000
General Fund	47.5%	6,080,000
FTE: 38.0		

Equal Employment Opportunity

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

Adjustment: Salaries and benefits increased by $9,000 to reflect estimated wage adjustments.

Impact: The recommended net County cost of $316,000 funds two positions. This office was previously part of the County Administrator's Office and was transferred to the Insurance/Risk Management Department during FY 2020-21.

Equal Employment Opportunity Office Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$316,000
Financing:		0
Net County Cost:		316,000
Funding Sources:		
General Fund	100.0%	316,000
FTE: 2.0		

Central Support Services
General Government

Economic Promotion

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	100,070	356,830	250,000	250,000	0
Other Charges	300,000	300,000	300,000	300,000	0
Expense Total	**400,070**	**656,830**	**550,000**	**550,000**	**0**
Revenue					
State Assistance	69,430	39,800	0	0	0
Revenue Total	**69,430**	**39,800**	**0**	**0**	**0**
Net County Cost (NCC):	**330,640**	**617,030**	**550,000**	**550,000**	**0**
Financial Indicators					
Salaries as % of Total Exp	0%	0%	0%	0%	
% Change in Total Exp		64%	(16%)	0%	
% Change in Total Rev		(43%)	(100%)	0%	
% Change in NCC		87%	(11%)	0%	

Description: To promote the arts throughout the County via support of the Arts and Culture Commission and to support the Northeast Antioch Joint Powers Agreement (JPA).

Adjustment: The baseline net County cost decreased by $67,030 from the current year, reflecting the elimination of restricted funding that had been rebudgeted for the Arts and Culture Commission.

The budget for the Arts and Culture Commission includes $250,000 of Measure X funding for the following:

$100,000 Support Staff:
- Supplement existing funding for a full-time Managing Director and part-time Communication and Marketing support.

$100,000 District Public Art Program:
- District Public Art Program: Contra Costa County's first public art program following Bay Area Counties ($20,000 each District investment).
- Addresses District public art requests through an application process for artists and art organizations.

$50,000 New Programs:
- Youth Advisor in each District: Expand equity and opportunity to every District.
- Arts Connection: Connect artists and art organizations for quarterly meetings for advocacy, opportunities, and data collection.

AIRS (Artist-in-Residency in the School) pilot program: Place teaching artists in CCC schools to work with students to create art projects.

Impact: The recommended net County cost of $550,000 will fund the Arts and Culture 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:		$550,000
Financing:		0
Net County Cost:		550,000
Funding Sources:		
General Fund Total*	100.0%	$550,000
[*Measure X-Allocation	45.5%	250,000]

CAO's Recommendation

The Recommended Budget for Central Support Services reflects a net County cost of $8,749,000. This amount will fund the aforementioned departments, enabling them to provide core services into FY 2022-23.

Insurance/Risk Management

Performance Measurement

	FY 2018-19	FY 2019-20	FY 2020-21
Workers Compensation Program			
Average loss per $100 of payroll	1.25%	1.32%	1.26%
Property Program			
Total Insured Value	$1,566,560,563	$1,632,899,794	$1,656,199,447
Number of policies procured in a fiscal year	21	21	22

Administrative and Program Goals

Provide County employees with resources and services to reduce the cost of liability, prevent injuries and promote a safe workplace.

- **Upgrade the Claims Management Information System**
  - Upgrade of the Claims Enterprise includes Digital and Content Management to move towards a more paperless environment.
- **Develop County-wide Compliance Programs and Training**
  - Identify, develop, and maintain mandated and county required training
  - Work with Human Resources to ensure compliance training is a component of on boarding
  - Continue to work on updating the County's Public Faculties ADA Program
- **Continue to maintain Insurance and Self Insurance Programs**
  - Continue to audit all insurance renewal for appropriateness and completeness
  - Continue to manage self-insurance reserves to comply with targeted minimum confidence levels
  - Continue to work with the insurance pool and broker to identify cost savings opportunities during a hard market
  - Meet with Additional Named Covered Parties and develop annual meetings to review insurance coverage.
- **Continue to support department's contractual risk transfer**
  - Continue to provide contract review
  - Develop and manage insurance clearance training to allow departments

to participate in limited insurance clearance and reduce amount of time to process invoices

- Continue to work with County Counsel on indemnity language revision request and review and update contract cyber insurance requirements.

- **County Employee Emergency Alert System**
  - Continue to work with the Department of Information Technology to deploy a County Employee Emergency Alert System and develop the Use Policy.

- **County Cyber Security Strategy**
  - Work with the Department of Information Technology CyberSecurity to develop and support loss prevention measures.

Clerk of the Board

Performance Measurement

In the past fiscal year, the Clerk of the Board's Office has:

- Scanned and digitized a total of 8,141 documents including 80 agenda documents, 2,543 minutes documents, 74 ordinance documents, and 5,444 resolution documents.
- Received and processed more than 800 Assessment Appeal applications.
- Received and processed 871 Form 700 filings.
- Processed 218 appointments and vacancies on advisory bodies.
- Received and processed over 230 advisory body applications

Administrative and Program Goals

Provide Board of Supervisors with high quality support:

- **Staff Ad Hoc and standing Board of Supervisors Committees.**
  - Conduct research and provide staff reports on committee agenda items.
  - Provide administrative support, including maintaining agendas and minutes, for 9 standing committees.
- **Manage Board of Supervisors agenda development process, including automation of agenda process.**
  - Continue to develop a system improvement plan to upgrade from the current agenda management system to the Granicus Legistar system. Implementing the Legistar agenda management system will result in a fully integrated agenda system that will allow the agenda management software and meeting management software to automatically interface.
  - The Clerk of the Board's Office publishes approximately 32 Board of Supervisors agendas per year and manages more than 400 agenda management system users. Additionally, over the course of a year, the Clerk of the Board's Office manages more than 130 publications for agenda items such as public hearings and notices to bid.
- **Provide research, information and recommendations on issues as requested by Board members.**
- **Provide administrative support for Board of Supervisors meetings.**
  - Continue to manage meetings including public comment, Board votes, and meeting minutes detailing Board actions.
  - Provide research and information regarding language interpretation services for Board of Supervisors meetings.
- **Keep all Board members consistently informed of new policies/practices.**
- **Manage Advisory Committee tasks, in compliance with applicable requirements and Board of Supervisors' policies.**

  - Continue to assist in managing the 76 active advisory bodies included in the “Maddy Book” Local Appointments List.
  - With more than 730 seats across all advisory bodies combined, more than 200 appointments are typically made per year.

- **Manage Assessment Appeals and provide administrative support for the Assessment Appeals Board.**
  - Continue to provide administrative support for the Assessment Appeals Board, including clerking meetings, processing appeals, and collecting fees.

- **Manage Conflict of Interest Code updates and the annual, leaving, and assuming office filing requirements for Form 700 (Statement of Economic Interests) filers.**
  - Continue to provide support for and manage conflict of interest codes for 142 agencies/departments and over 2,500 Form 700 filers.

- **Provide countywide record keeping and document management through the Clerk of the Board’s Office.**
  - Continue to maintain records through the online Laserfiche database. The searchable Laserfiche database is regularly updated and currently includes 33,054 resolutions and 4,616 ordinances.
  - Continue to provide public access to records through Public Records Act (PRA) requests. The Clerk of the Board’s Office completes more than 200 research requests and more than 120 PRA requests per year.

Central Support Services
General Government

FY 2022-23
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	5	Insurance/Risk Management	Salaries and Benefits	2.0	267,000	Add one (1) Administrative Services Officer & one (1) Safety Services Specialist – B position
2	5	Insurance/Risk Management	Revenue	0.0	(267,000)	Increased charges to Self-Insurance funds
			Total	**2.0**	**0.0**	

Deborah Cooper
Clerk-Recorder and Registrar of Voters

Clerk-Recorder-Elections

General Government

Clerk-Recorder-Elections Budget Summary

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	8,073,344	9,240,000	9,120,000	9,414,000	294,000
Services And Supplies	6,797,509	5,106,000	7,327,000	7,327,000	0
Other Charges	0	1,000	1,000	1,000	0
Fixed Assets	710,416	3,325,000	941,000	941,000	0
Expenditure Transfers	30,601	25,000	30,000	30,000	0
Expense Total	**15,611,871**	**17,697,000**	**17,419,000**	**17,713,000**	**294,000**
Revenue					
Other Local Revenue	16,104,389	8,645,000	12,046,000	12,113,000	67,000
Revenue Total	**16,104,389**	**8,645,000**	**12,046,000**	**12,113,000**	**67,000**
Net County Cost (NCC):	**(492,519)**	**9,052,000**	**5,373,000**	**5,600,000**	**227,000**
Allocated Positions (FTE)	**70.5**	**70.5**	**71.5**	**73.5**	**2**
Financial Indicators					
Salaries as % of Total Exp	52%	52%	52%	53%	
% Change in Total Exp		13%	(2%)	2%	
% Change in Total Rev		(46%)	39%	1%	
% Change in NCC		(1,938%)	(41%)	4%	
Compensation Information					
Permanent Salaries	4,338,329	5,280,160	5,398,033	5,576,896	178,863
Temporary Salaries	774,912	457,892	458,946	459,190	244
Permanent Overtime	80,569	42,000	80,000	80,000	(0)
Deferred Comp	77,435	103,680	117,900	117,900	(0)
Comp & SDI Recoveries	(14,348)	(23,500)	(23,500)	(23,500)	0
FICA/Medicare	382,269	391,856	395,645	413,672	18,027
Ret Exp-Pre 97 Retirees	12,273	13,486	13,486	13,486	0
Retirement Expense	1,267,588	1,535,062	1,253,555	1,274,665	21,110
Employee Group Insurance	742,222	1,015,125	1,092,224	1,128,224	36,000
Retiree Health Insurance	264,449	263,194	256,980	296,736	39,756
OPEB Pre-Pay	111,796	109,750	0	0	0
Unemployment Insurance	5,653	10,576	11,040	11,040	0
Workers Comp Insurance	30,197	40,719	65,691	65,691	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:

Elections

- Clerk-Recorder Administration
- Elections Equipment Replacement
- Election Services
- HAVA (Help America Vote Act) /Other Governmental Reimbursement

Recorder

Recorder Modernization

Recorder Modernization 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, secure and timely manner;
- Conduct outreach to maximize voter registration, particularly to underrepresented community members;
- Ensure that all eligible citizens of Contra Costa County can exercise their right to vote, according to federal and State requirements;
- Maximize opportunities for voting: by mail, in person, online, and at early voting locations;
- 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;
- Explore innovative ways to provide access to department services including online and at remote locations in our communities; and
- Provide access to public documents, while preserving the confidential and/or restricted components of such documents.

Elections

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	4,469,909	4,811,000	4,949,000	5,006,000	57,000
Services And Supplies	6,318,498	4,275,000	6,626,000	6,626,000	0
Fixed Assets	710,416	3,325,000	941,000	941,000	0
Expenditure Transfers	34,105	34,000	39,000	39,000	0
Expense Total	**11,532,928**	**12,445,000**	**12,555,000**	**12,612,000**	**57,000**
Revenue					
Other Local Revenue	5,368,304	1,641,000	4,782,000	4,782,000	0
Revenue Total	**5,368,304**	**1,641,000**	**4,782,000**	**4,782,000**	**0**
Net County Cost (NCC):	**6,164,624**	**10,804,000**	**7,773,000**	**7,830,000**	**57,000**
Allocated Positions (FTE)	**32.5**	**32.5**	**33.5**	**33.5**	**0**
Financial Indicators					
Salaries as % of Total Exp	39%	39%	39%	40%	
% Change in Total Exp		8%	1%	0%	
% Change in Total Rev		(69%)	191%	0%	
% Change in NCC		75%	(28%)	1%	
Compensation Information					
Permanent Salaries	2,263,991	2,735,179	2,902,826	2,938,690	35,863
Temporary Salaries	699,102	350,000	350,572	350,572	0
Permanent Overtime	32,258	22,000	50,000	50,000	0
Deferred Comp	35,465	45,360	54,504	54,504	(0)
Comp & SDI Recoveries	(2,679)	(15,000)	(15,000)	(15,000)	0
FICA/Medicare	217,867	198,702	208,254	208,281	27
Ret Exp-Pre 97 Retirees	6,535	5,782	5,782	5,782	0
Retirement Expense	672,207	806,549	702,451	723,561	21,110
Employee Group Insurance	349,738	463,118	529,632	529,632	0
Retiree Health Insurance	123,414	123,621	119,946	119,946	0
OPEB Pre-Pay	51,338	49,087	0	0	0
Unemployment Insurance	3,231	5,485	5,760	5,760	0
Workers Comp Insurance	17,443	21,118	34,272	34,272	0

Clerk-Recorder-Elections
General Government

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

- Conduct federal, State, county, local and district elections in an accurate, timely and secure manner, according to State and federal law;
- Maximize opportunities for voter registration, particularly to our underrepresented community members;
- 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 increasing access to services, including registration and voting;
- Process and verify initiative, referendum, and recall petitions;
- Issue and process vote-by-mail, provisional, precinct, and early voting ballots, including verification of all signatures prior to counting;
- Prepare and mail sample ballots and voter information material for each election;
- Recruit and train poll workers and staff at regional early voting locations, on election rules and ballot processing activities;
- Locate and inspect polling places, mitigate issues to meet Americans with Disabilities Act requirements; and
- Update all precinct and district file databases to align with the new district lines created by city, school, and special districts after the 2020 Census.

Elections Summary

Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$12,612,000
Financing:		4,782,000
Net County Cost:		7,830,000
Funding Sources:		
Election Svcs	31.4%	$3,966,000
Interfund Revenue	4.9%	616,000
Candidate Fees	1.2%	150,000
Misc. Revenue	0.4%	50,000
General Fund	62.1%	7,830,000
FTE: 33.5		

Clerk-Recorder

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	3,603,435	4,429,000	4,171,000	4,408,000	237,000
Services And Supplies	479,011	831,000	701,000	701,000	0
Other Charges	0	1,000	1,000	1,000	0
Expenditure Transfers	(3,504)	(9,000)	(9,000)	(9,000)	0
Expense Total	**4,078,942**	**5,252,000**	**4,864,000**	**5,101,000**	**237,000**
Revenue					
Other Local Revenue	10,736,085	7,004,000	7,264,000	7,331,000	67,000
Revenue Total	**10,736,085**	**7,004,000**	**7,264,000**	**7,331,000**	**67,000**
Net County Cost (NCC):	**(6,657,143)**	**(1,752,000)**	**(2,400,000)**	**(2,230,000)**	**170,000**
Allocated Positions (FTE)	**38**	**38**	**38**	**40**	**2**
Financial Indicators					
Salaries as % of Total Exp	88%	84%	86%	86%	
% Change in Total Exp		29%	(7%)	5%	
% Change in Total Rev		(35%)	4%	1%	
% Change in NCC		(74%)	37%	(7%)	
Compensation Information					
Permanent Salaries	2,074,338	2,544,981	2,495,206	2,638,206	143,000
Temporary Salaries	75,810	107,892	108,374	108,618	244
Permanent Overtime	48,311	20,000	30,000	30,000	0
Deferred Comp	41,970	58,320	63,396	63,396	0
Comp & SDI Recoveries	(11,669)	(8,500)	(8,500)	(8,500)	0
FICA/Medicare	164,402	193,155	187,391	205,391	18,000
Ret Exp-Pre 97 Retirees	5,739	7,704	7,704	7,704	0
Retirement Expense	595,381	728,513	551,103	551,103	0
Employee Group Insurance	392,484	552,008	562,592	598,592	36,000
Retiree Health Insurance	141,035	139,573	137,034	176,790	39,756
OPEB Pre-Pay	60,458	60,663	0	0	0
Unemployment Insurance	2,422	5,091	5,280	5,280	0
Workers Comp Insurance	12,754	19,600	31,418	31,418	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;
- Produce, preserve, and maintain indices of all records held by the County Clerk-Recorder;
- Issue marriage licenses, conduct civil marriage ceremonies;
- Register notary public commissions/oaths,
- Accept Fictitious Business Name filings,
- Register Process Servers, Legal Document Assistants, and Unlawful Detainer Assistants;
- Develop and oversee the Recorder Records Management and Archives Program;
- Other County Clerk responsibilities as designated by code.

Clerk-Recorder Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$ 5,110,000
Financing:		7,340,000
Net County Cost:		(2,230,000)
Funding Sources:		
Fees	143.4%	$ 7,331,000
Cost Transfers	0.2%	9,000
General Fund	(43.6%)	(2,230,000)
FTE: 40.0		

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

Recorder Modernization Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	1,204,888	1,427,000	1,405,000	1,618,000	213,000
Services And Supplies	1,309,563	9,863,229	9,865,000	9,865,000	0
Other Charges	331,725	477,000	443,000	443,000	0
Fixed Assets	73,270	250,000	250,000	250,000	0
Expense Total	**2,919,446**	**12,017,229**	**11,963,000**	**12,176,000**	**213,000**
Revenue					
Other Local Revenue	3,371,831	2,120,000	2,470,000	2,470,000	0
Revenue Total	**3,371,831**	**2,120,000**	**2,470,000**	**2,470,000**	**0**
Net Fund Cost (NFC):	**(452,385)**	**9,897,229**	**9,493,000**	**9,706,000**	**213,000**
Allocated Positions (FTE)	**11**	**11**	**11**	**12**	**1**
Financial Indicators					
Salaries as % of Total Exp	41%	12%	12%	13%	
% Change in Total Exp		312%	(0%)	2%	
% Change in Total Rev		(37%)	17%	0%	
% Change in NFC		(2,288%)	(4%)	2%	
Compensation Information					
Permanent Salaries	707,859	759,882	785,762	925,536	139,774
Temporary Salaries	0	77,000	77,000	77,000	0
Permanent Overtime	20,686	37,000	37,000	37,000	0
Deferred Comp	11,820	11,820	15,194	15,194	0
Comp & SDI Recoveries	(3,738)	0	0	0	0
FICA/Medicare	55,066	58,154	60,129	73,129	13,000
Ret Exp-Pre 97 Retirees	2,012	2,000	2,000	2,000	0
Retirement Expense	206,730	225,782	194,307	235,771	41,464
Employee Group Insurance	156,029	186,397	193,255	212,017	18,762
Retiree Health Insurance	29,139	47,225	29,427	29,427	0
OPEB Pre-Pay	14,258	14,367	0	0	0
Unemployment Insurance	802	1,520	1,572	1,572	0
Workers Comp Insurance	4,225	5,853	9,353	9,353	0

Clerk-Recorder-Elections
General Government

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

- Provide support, improvement, and operation of a modernized recording system; including infrastructure, technology, equipment and staff to efficiently process, organize, maintain, preserve, and have official documents and records in the Clerk-Recorder Division readily available to the public;
- Improve vital records and recordkeeping;
- Develop and maintain a Recorder Records Management and Archives Program;
- Redact a portion of Social Security numbers and offensive language from public documents;
- Establish and maintain an electronic recording program.

Recorder Modernization includes several restricted funds.

- Micrographics
- Recorder Modernization
- Vital Records Improvement Program
- Recorder Redaction Program
- 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:		$12,176,000
Financing:		2,470,000
Net Fund Cost:		9,706,000
Funding Sources:		
Fees	20.3%	$2,470,000
Fund Balance	79.7%	9,706,000
FTE: 12.0		
Fund 110000		

CAO's Recommendation

The Clerk-Recorder-Elections Department provides a variety of services to the constituents of Contra Costa County and comprises the County Recorder, County Clerk, and County Registrar of Voters mandated functions previously described.

To provide these services, the Department relies on a staff of 82.5 full time equivalent positions, supplemented by over 100 temporary and seasonal election employees, and up to 1500 volunteers and poll workers during election time. These services are funded through a combination of County general funds, charges for services, and special-purpose revenues.

The Department experienced an unprecedented change in leadership over the last two years with the departure of the former elected Clerk-Recorder, and appointed Assistant County Registrar and Assistant Clerk-Recorder. With new leadership in place, the Department is in the process of reorganizing key administrative functions.

The Clerk-Recorder Division has realized an increase in document recordings and revenue due to the low interest rates and high volume of home sales. As interest rates are expected to escalate in the new year, this trend may slow or even reverse. The department has no control over recording volume.

The Clerk-Recorder Division is striving to implement AB 1466, which requires County Recorders to identify and redact unlawfully restrictive covenants from real property records in California, such as discriminatory restrictions based on race, religion, or gender in Covenants, Conditions and Restrictions related to housing developments. This unanticipated legislation has counties, recording system vendors, the State Recorders Association, title/escrow companies, and the real estate industry collaborating to meet the July 1, 2022 deadline to have a program in place. While Optical Character Recognition technology could be utilized for recordings made after 1920 (when the typewriter came into general use), handwritten recordings must be manually inspected for detection of unlawful restrictive covenants. This is an emerging issue with many unknowns, including costs and fees to recoup costs.

The Elections Division's efforts to accommodate redistricting will be largely complete for the November general election. This takes into consideration the many cities, schools, and special districts whose district-based elections take place in November. The late delivery of census data has compounded the delivery of new district lines from these jurisdictions. There is no margin of error for this critical work, which ensures that voters will receive ballots with the correct races based on their residence and district lines.

A dramatic increase in costs of paper and postage coupled with increases in voter registration and the mandate to mail Vote by Mail ballots to all voters have significantly driven up the cost to conduct elections. In November 2020, the requirement to send all voters Vote by Mail ballots increased the number of Vote by Mail ballots typically mailed out by 125,000 to a total mailout of approximately 700,000 ballots. Over 90% of voters voted by mail in November 2020 as compared to 75% historically.

Addressing voters' concerns about the safety and security of the County's election systems and processes is a continual challenge. There is abundant mis-, dis-, and mal-information proliferating the internet; spread both intentionally and unintentionally. The concept of "pre-bunking" is one of the Department's focused initiatives. Likewise, cybersecurity remains a high priority. It takes time, knowledgeable technology staff, software, and systems to protect the Department's facilities, systems, and data. Training for all staff on the basic ways to prevent unauthorized access is a continuous process. Such protections are expensive and time consuming but essential. The Department will be working with the Department of Homeland Security, the Cybersecurity & Infrastructure Security Agency, the Center for Internet Security's Multi-State Information Sharing and Analysis Center and the Election Information Sharing and Analysis Center for system vulnerability scanning and penetration testing as well as monitoring for emerging issues.

The department successfully navigated the new service delivery processes necessitated in response to the COVID-19 pandemic. Over the last two years, Department staff have continued to provide full services to the public despite vacancies and often-changing COVID restrictions. Federal Homeland Security designates Election Services as "critical infrastructure" of the United States. Clerk and Recorder services are listed as essential to the financial and legal infrastructure of this State, including real estate transactions, vital records, marriage licenses, and other critical services. All Department staff are designated as essential workers, required to interact face-to-face with voters and customers.

The Recorder's Office was required to add additional steps to its transaction processes during the height of the pandemic as it transitioned from in-person to by-mail or electronic services. Digital and mail transactions consume more staff time than in-person transactions. Local health orders necessitated having customers remain outside the office until they could be admitted to the lobby for service.

COVID restrictions also hampered the Department's outreach activities; however, during the new fiscal year, the Department plans to resume voter education and registration events, ballot drop off events, Operation Documentation (in cooperation with Veterans

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Services), Destination Weddings, the Countywide Block Party, extended summer hours and Records within Reach events.

The Department will conduct the November 2022 Consolidated General Election, which will include the Governor and other State offices, potentially two members of the Board of Supervisors and six County Department Heads, dependent upon whether those contests are decided in June by receiving at least 50%+1 votes, and other local measures. Additionally, requests for consolidation with the November election are anticipated from potentially 50 school district, city, and special districts.

The Baseline Net County Cost is reduced by $3,679,000 reflecting:

- a net decrease in personnel costs of $120,000;
- increases in elections costs totaling $3,288,000;
- the removal of one-time allocations of $3,000,000 for fixed assets and $452,000 for facility improvements;
- an increase in charges from other county departments of $5,000;
- an offsetting increase in elections revenue of $3,100,000; and
- an offsetting increase in recording revenue of $300,000.

Increased employee compensation costs are mitigated by the discontinuation of OPEB (Other Post-Employment Benefits) supplemental contributions, with remaining costs recoverable through increased Elections and Recorder fees. The Baseline budget provides for election costs resulting from the 2021 State mandate (AB 37) requiring the County to mail a ballot to all eligible voters and the 2018 State mandate (AB 216) to pay return postage on every mail ballot. Printing ballots and voter information in three languages (English, Spanish, Chinese) continues to be expensive.

The Baseline budget reflects the current year addition of one Network Administrator II position to support network security and monitoring.

Baseline revenues are increased by $3,400,000 reflecting anticipated revenue recovery from 22/23 elections and an uptick in the number of recordings and SB 2 recording fees. Though nearly all the SB 2 revenue is deposited with the State for affordable housing (over $21 million in 2021), the Clerk-Recorder Division receives a small portion as a program administrative fee.

The County must cover the cost of County, State, and federal elections. For a large portion of the General Election, the County receives no reimbursement.

The Recommended Budget includes an additional General Fund contribution of $227,000 to help fund three new positions to manage the increased volume of recordings, the new responsibilities because of SB 2, and to support a proposed Recorder records management and archival program. The funding for these positions is a combination of general fund augmentation and general and dedicated fund revenues from SB 2 (2018) and AB 212 (2019).

SB 2 took effect in January 2018 and obligates the County to collect a $75 surcharge on certain real estate transaction documents when they are recorded, capped at $225 per transaction. In 2021, the Department collected more than $21 million on behalf of the State Affordable Housing program, as well as an administrative fee to help cover the costs. Two additional positions – a Clerk-Recorder Supervisor and an Accountant I position – are recommended to support the additional volume of recording and revenue collection transactions and additional staff training and development on the highly specialized document recording function.

AB 212 took effect in 2019 and expanded, until January 2026, use of the existing $1 fee per document filed to include restoration and preservation of the county recorder's permanent archival microfilm, implementation of a county recorder archive program or implementation, maintenance, or utilization of a trusted system for the permanent preservation of recorded document images. A new position is recommended to develop and oversee this new program. An organized records management and preservation program will be able to inventory, prioritize, and follow through with a

logical and staged restoration and preservation program over the next decade.
The Recommended Budget makes no provision for additional special elections during the upcoming fiscal year. Jurisdictions that consolidate their elections with countywide elections pay their proportional share of the total cost of the elections. It is unknown how many jurisdictions will consolidate their elections in November, thus the true amount of reimbursement the County may receive from those jurisdictions cannot be reliably estimated for budget planning.

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 that was purchased in February 2018 and the new high-speed ballot scanner/ sorter. 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 capital replacement funds each year.

In addition to cost recovery from local jurisdictions, the Department will continue to request reimbursement for qualifying expenditures from the State when possible and will participate in pursuing State reimbursements for State election costs. The Department strives to identify new revenue sources and minimize election and Department costs whenever possible.

Performance Measurements

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

- During the pandemic shelter order, the Department continued to provide its full range of services to the public, albeit by new and creative means including remote work, virtual and online services, by-mail services and drop-off/pick-up through its closed front door and new pass-through window.

- The Department's cross-training program enhances 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 workload 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, the County Recorder's Association of California, the national Elections Center, and the International Association of Government Officials.

- The Clerk-Recorder Division completed necessary office modifications to allow for social distancing of all staff and readied the office for the return of customers by installing Plexiglas dividers between each service window. The first contact with customers is now through an outside walk-up window, which was designed and constructed into its existing building. An awning was also installed to protect the Department's customers from the elements. The office re-opened to the public on April 19, 2021 and served a total of 25,287 customers through the end of the year.

- The Elections Division successfully prepared for and conducted the September 14, 2021 Gubernatorial Recall Election. This was the first statewide Gubernatorial Recall Election since 2003. This election was successfully conducted with only 75 days to prepare, create, and conduct the election.

- With passage of AB 37, every active, registered voter was mailed a ballot for the September 14, 2021 election. The Elections Division provided 153 polling places and 8 early voting locations for in-person voting. Staff reviewed all polling place locations for

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accessibility and created plans to mitigate potential accessibility and social distancing issues.

- Piloted in 2020, the Elections Division continued its innovative hybrid training model to instruct the 890 poll workers who served on Election Day. Six classes were held via Zoom to instruct poll workers on procedures and to answer questions. Poll workers also attended one of 76 small in-person training classes to gain hands-on experience with electronic poll books. Each class was led by two instructors and attendees wore masks and were spaced at least six feet apart.

- The Elections drop boxes continue to be popular. 37 permanent drop boxes are now located throughout the County. During the 2021 Gubernatorial Recall, 27% of vote by mail ballots cast were returned to a drop box.

- The Elections Division met regularly via Zoom with its Elections Citizens Engagement Group to partner with community civic engagement groups and conduct dialogue about the democratic process. This forum allowed attendees to offer feedback and suggestions about upcoming policies and programs.

- Recordings increased from 384,381 in 2020 to 415,116 in 2021. To meet COVID restrictions, the Department stationed its outreach trailer in the parking lot with recording staff at hand to allow customers to submit official record documents in person. The trailer was utilized through May to reduce the number of customers inside the office obtaining other Clerk services, in observance of County health orders.

- The Clerk-Recorder Division continued to perform ceremonies in the office during the COVID-19 closure, however no guests were permitted to join the couple being married. In October, the ceremony rooms were modified to comply with social distancing protocols, and couples were once again able to invite guests to witness their ceremony. Marriage licenses and ceremonies continued to be popular, allowing the Division to perform 1,991 ceremonies, a 13.5% increase from 2020.

- The Clerk-Recorder Division transitioned from CeRTNA to SECURE as its electronic recording portal vendor. The transition to SECURE was implemented in May 2021.

- The Clerk-Recorder began to collect funds from e-recording agents via ACH (Automated Clearinghouse) directly from their accounts, as opposed to receiving payments from e-recording agents. This improvement enables the Clerk-Recorder's office to receive funds more quickly and efficiently. Eighty-two percent (82%) of all real property documents were submitted electronically for recording in 2021, an increase of 8.9% from 2020.

- The Clerk-Recorder Department implemented the cybersecurity platform CrowdStrike, completed a UPS (Uninterrupted Power Supply) and Network refresh, and upgraded NetApps to the most current version. These were much needed technical upgrades that will allow the office to run more smoothly and securely.

- Nemo Q, the public service queuing system within the office, was upgraded in October 2021. This upgrade enabled customers to receive text messages about their visit and to safely wait outside until their number was called to be served.

- The Clerk-Recorder Division implemented a new phone system as of August 2021. The phone system, called InContact, utilizes a web-based interface that is more user friendly than prior systems. Between August 17, 2021 through the end of the year, 21,023 phone calls were answered.

- The Clerk-Recorder Division continues to offer the purchase of real property documents and vital records via electronic commerce. 11,718 official record requests and 14,865 vital record requests were submitted online in 2021. The office processed a total of 41,240 vital record requests and provided 101,651 total pages

of official record copy requests to customers in 2021.

- The Clerk-Recorder Division verifies the index of official records to ensure accuracy of the public record before the original document is returned to the customer. The projected goal is to return documents within four weeks from the date of recording. With its recently implemented system, the Clerk-Recorder developed a new process to ensure that verification of the images and index of the official records is completed in a timely manner. Staff worked diligently to achieve the goal and met the office expectation on November 1, 2021.
- The Clerk-Recorder Division continues to collaborate with the District Attorney (DA) and Assessor in the Real Estate Fraud Notification Program to decrease real estate fraud. Since the program's 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 Department of Motor Vehicles to issue vital records on designated Saturdays for customers applying for REAL-ID cards. Prior to the COVID-19 pandemic, 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 Division looks forward to resuming its partnerships and offering services throughout the community post-pandemic.

Administrative and Program Goals

- Continue to implement policies and procedures to enhance customer service and offer additional opportunities to serve the public.
- Resume outreach programs that were cancelled due to the pandemic, including Destination Weddings, Extended Hours, and Records Within Reach.
- 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 for career advancement.
- 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 seek new sources of revenue and areas of potential savings in the operations of both divisions.
- Complete redistricting and re-precincting following the 2020 Census.
- Prepare for and conduct the November 2022 Consolidated General Election and special elections as needed.
- Participate with a coalition of Bay Area Election Officials to educate the public about what Elections Departments do to conduct elections and protect the election processes. This coalition will work with local media (TV, print, web) to get out the message that local elections officials are the trusted source for accurate and current information regarding elections. The Department hopes to combat mis-, dis- and mal- information regarding elections processes by showing what elections departments do and to "pre-bunk" with accurate information before bad information is distributed.
- Expand department physical security and cyber security of its networks and systems, facilities, processes, staff, and citizen information.
- Continue to pursue reimbursement for mandated election services. State suspension of mandate reimbursements for services provided has placed a burden on the Elections Division.

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- Continue to collect and accumulate the Elections Capital Replacement surcharge for future replacement of voting systems and equipment.

- Continue implementation of the Department Strategic Communication Plan.

- Continue to develop and implement the Civic Outreach and Engagement Program, with a focus on underrepresented populations.

- Continue to 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. Focus on providing ongoing information throughout the year with increased exposure during peak election times.

- Continue the search for a suitable warehouse facility for storage and records management/archival needs. The current location at Metro lacks a temperature and climate-controlled environment and, as a result, the County's historic records are deteriorating. The current warehouse that stores the elections voting equipment is near the end of the lease term and is at a remote location distant from the main office.

- Complete the inventory and analysis of the Department's historic records, many of which the County Clerk-Recorder is responsible to preserve in perpetuity.

- Create the class of Recorder Records Manager/Archivist. Develop and implement a records management and archive program, as well as a long-range plan 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 AB 12, the Clerk-Recorder can use dedicated Micrographics funds for County Recorder records management and archival preservation. This will provide a dedicated source of revenue to help offset a portion of these costs.

- Develop a program to identify and redact restrictive covenants. AB 1466, Chapter 359 approved by Governor Newsom on September 28, 2021, requires the Clerk-Recorder Division to develop a program to locate all documents that include restrictive language. The program, once implemented, will include partnerships with local title companies, electronic recording agents, and County Counsel, to ensure all documents that are submitted to remove restrictive language are properly recorded.

- Recruit to fill staff vacancies to optimize and enhance services to the public. The Clerk-Recorder Division has been working at a 20% staff vacancy rate in multiple job classes.

- Decrease the number of and opportunities to fraudulently record documents by collaborating with the District Attorney and the Assessor on the Real Estate Fraud Notification Program in the Clerk-Recorder Division.

- Update the building surveillance system. The new system will permit the District Attorney access to video of individuals who are attempting to record fraudulent documents, offer constituents and election observers the ability to monitor the election process in real time, and enable guests of couples getting married to view the wedding ceremonies live via the internet.

- Move the secondary disaster recovery server that mirrors the production environment to an external secure location. In the event of a disaster that damages the main building, restoration of all files will be accessible safely and securely.

FY 2022-23
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
General Fund						
1	1	Elections	Salaries and Benefits	0.0	57,000	Position reclassifications due to reorganization
2	2	Recorder	Salaries and Benefits	2.0	170,000	Add one Clerk-Recorder Supervisor position and one Accountant I position
			Total	**2.0**	**227,000**	
Special Fund						
3	3	Recorder Micrographics / Modernization	Salaries and Benefits	1.0	173,600	Add one Recorder Records Manager/Archivist position (class to be developed)
4	3	Recorder Micrographics / Modernization	Services and Supplies	0.0	39,400	Software and professional services to support a records management program
			Total	**1.0**	**213,000**	

Clerk-Recorder-Elections
General Government

Land Development Fund Summary

Conservation & Development Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	22,783,910	28,890,000	30,147,000	30,147,000	0
Services And Supplies	10,370,781	24,202,000	25,341,000	25,341,000	0
Other Charges	2,159,049	2,320,000	2,731,000	2,731,000	0
Fixed Assets	81,458	650,000	650,000	650,000	0
Expenditure Transfers	(5,259,856)	(6,432,000)	(7,189,000)	(7,189,000)	0
Expense Total	**30,135,342**	**49,630,000**	**51,680,000**	**51,680,000**	**0**
Revenue					
Other Local Revenue	33,683,295	49,630,000	51,680,000	51,680,000	0
Revenue Total	**33,683,295**	**49,630,000**	**51,680,000**	**51,680,000**	**0**
Net Fund Cost (NFC):	**(3,547,954)**	**0**	**0**	**0**	**0**
Allocated Positions (FTE)	**188.0**	**188.0**	**198.0**	**198.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	76%	58%	58%	58%	
% Change in Total Exp		65%	4%	0%	
% Change in Total Rev		47%	4%	0%	
% Change in NFC		(100%)	828%	0%	
Compensation Information					
Permanent Salaries	13,977,809	17,789,467	19,182,595	19,182,595	0
Temporary Salaries	3,350	0	0	0	0
Permanent Overtime	8,028	0	0	0	0
Deferred Comp	185,129	263,520	307,488	307,488	0
Comp & SDI Recoveries	(9,769)	0	0	0	0
FICA/Medicare	1,042,551	1,332,963	1,454,270	1,454,270	0
Ret Exp-Pre 97 Retirees	40,610	45,066	45,066	45,066	0
Retirement Expense	4,175,992	5,158,173	4,688,584	4,688,584	0
Excess Retirement	10,370	0	0	0	0
Employee Group Insurance	2,030,069	2,934,166	3,372,843	3,372,843	0
Retiree Health Insurance	800,859	778,254	821,840	821,840	0
OPEB Pre-Pay	334,279	327,558	0	0	0
Unemployment Insurance	15,389	35,248	38,366	38,366	0
Workers Comp Insurance	169,243	225,585	235,948	235,948	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.

– Land Development Operations
– Energy Efficiency Programs
– 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
– Vehicle Abatement Program
– Service Contracts/Satellite Locations
– Multi-Year Special Projects
– Energy Efficiency Programs
– Measure WW Grant

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:		$2,271,810
Financing:		2,271,810
Net Fund Cost:		0
Funding Sources:		
Cost Transfers	68.7%	$1,559,810
Measure X-Transfer	22.0%	500,000
Misc. Revenue	9.3%	212,000

FTE: 2.0

Current Planning

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

Current Planning Summary

Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$8,706,000
Financing:		8,706,000
Net Fund Cost:		0
Funding Sources:		
Planning Services	100.0%	$8,706,000

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:		$381,000
Financing:		381,000
Net Fund Cost:		0
Funding Sources:		
Licenses & Permits	100.0%	$381,000

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.

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General Government

Water Planning & Habitat Conservancy Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$1,118,000
Financing:		1,118,000
Net Fund Cost:		0
Funding Sources:		
Charges for Services	73.4%	$820,895
Misc. Revenue	26.6%	297,105
FTE: 5.0		

Conservation & Solid Waste

Description Administer curbside collection franchises (including rate reviews) and implement waste reduction and recycling programs in unincorporated areas of the County. Monitor use permit compliance at solid waste landfills and transfer stations.

Conservation & Solid Waste Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$3,435,000
Financing:		3,435,000
Net Fund Cost:		0
Funding Sources:		
Charges for Services	50.6%	$1,740,000
Licenses & Permits	39.3%	1,350,000
Misc. Revenue	10.1%	345,000
FTE: 7.0		

Transportation Planning

Description Develop an effective transportation network throughout the County by planning for roads transit, bicycle/pedestrian facilities and other types of transportation systems on countywide corridors and within local and neighborhood areas. Administer programs related to growth management.

Transportation Planning Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$3,504,000
Financing:		3,504,000
Net Fund Cost:		0
Funding Sources:		
Measure X-Transfer	40.0%	$1,400,000
Misc. Revenue	30.0%	$1,054,000
Charges for Services	30.0%	1,050,000
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 for low-income residents and households.

Community Development Block Grant Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$13,263,000
Financing:		13,263,000
Net Fund Cost:		0
Funding Sources:		
Measure X-Transfer	75.4%	$10,000,000
Misc. Revenue	17.6%	2,340,543
Charges for Services	7.0%	922,457
FTE: 15.0		

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.

Business & Information Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$6,392,000
Financing:		6,392,000
Net Fund Cost:		0
Funding Sources:		
Expenditure Transfers	97.6%	$6,237,000
Charges for Services	1.7%	110,000
Misc. Revenue	0.7%	45,000
FTE: 32.0		

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:		$9,199,000
Financing:		9,199,000
Net Fund Cost:		0
Funding Sources:		
Licenses & Permits	71.7%	$6,591,363
Misc. Revenue	24.1%	2,212,637
Expenditure Transfers	4.3%	395,000
FTE: 30.0		

Conservation and Development
General Government

Code Enforcement

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

Code Enforcement Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$1,600,000
Financing:		1,600,000
Net Fund Cost:		0
Funding Sources:		
Licenses & Permits	49.7%	$795,000
Charges for Services	32.1%	514,000
Misc. Revenue	15.0%	240,000
Expenditure Transfers	3.2%	51,000
FTE: 10.0		

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:		$1,255,000
Financing:		1,255,000
Net Fund Cost:		0
Funding Sources:		
Misc. Revenue	100.0%	$1,255,000
FTE: 12.0		

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:		$6,045,000
Financing:		6,045,000
Net Fund Cost:		0
Funding Sources:		
Expenditure Transfers	58.6%	$3,540,000
Licenses & Permits	41.4%	2,050,000
FTE: 41.0		

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

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:		$135,000
Financing:		135,000
Net Fund Cost:		0
Funding Sources:		
State DMV Fees	100.0%	$135,000

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:		$4,933,000
Financing:		4,933,000
Net Fund Cost:		0
Funding Sources:		
Licenses & Permits	99.9%	$4,930,500
Misc. Revenue	0.1%	2,500
FTE: 4.0		

Multi-Year Special Projects

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

Multi-Year Special Projects Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$30,000
Financing:		30,000
Net Fund Cost:		0
Funding Sources:		
State Aid	100.0%	$30,000

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General Government

Energy Efficiency Programs

Description Provide energy efficiency resources to residents, businesses, and local governments with funding from the California Public Utilities Commission through the Bay Area Regional Network, with the Association of Bay Area Governments as the program administrator.

Energy Efficiency Programs Summary	
Service:	Discretionary
Level of Service:	Mandatory
Expenditures:	$447,000
Financing:	447,000
Net Fund Cost:	0
Funding Sources:	
Charges for Services 100.0%	$447,000
FTE: 1.0	

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

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

Measure WW Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$733,000
Financing:		733,000
Net Fund Cost:		0
Funding Sources:		
Misc. Revenue	100.0%	$733,000

General Fund Summary – Federal and Other Specific Grant Programs

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	354,749	705,000	677,000	677,000	0
Services And Supplies	9,839,476	38,565,923	21,421,000	21,421,000	0
Other Charges	105,781	213,000	213,000	213,000	0
Expenditure Transfers	1,610,511	2,114,000	2,189,000	2,189,000	0
Expense Total	**11,910,517**	**41,597,923**	**24,500,000**	**24,500,000**	**0**
Revenue					
Other Local Revenue	1,660,120	3,099,000	3,345,000	3,345,000	0
Federal Assistance	10,381,227	34,508,000	20,473,000	20,473,000	0
Revenue Total	**12,041,347**	**37,607,000**	**23,818,000**	**23,818,000**	**0**
Net County Cost (NCC):	**(130,829)**	**3,990,923**	**682,000**	**682,000**	**0**
Allocated Positions (FTE)	**4.0**	**4.0**	**4.0**	**4.0**	**0**
Financial Indicators					
Salaries as % of Total Exp	3%	2%	3%	3%	
% Change in Total Exp		249%	(41%)	0%	
% Change in Total Rev		212%	(37%)	0%	
% Change in NCC		(3,150%)	(83%)	0%	
Compensation Information					
Permanent Salaries	241,473	465,670	469,193	469,193	0
Deferred Comp	3,840	7,440	6,419	6,419	0
FICA/Medicare	18,181	35,635	35,944	35,944	0
Ret Exp-Pre 97 Retirees	689	0	0	0	0
Retirement Expense	71,127	130,811	104,588	104,588	0
Employee Group Insurance	16,250	58,549	54,147	54,147	0
Unemployment Insurance	267	932	938	938	0
Workers Comp Insurance	2,922	5,962	5,771	5,771	0

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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

HOME	Home Investment Partnership
HOPWA	Housing Opportunities for People with AIDS
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:		$2,000,000
Financing:		2,000,000
Net County Cost:		0
Funding Sources:		
Charges for Services	100.0%	$2,000,000

2. Economic Development / Sustainability

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

Economic Development/Sustainability Summary

Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$2,026,000
Financing:		1,344,000
Net County Cost:		682,000
Funding Sources:		
Charges for Services	66.3%	$1,344,000
General Fund	33.7%	682,000

FTE: 4.0

3. HOPWA Grant

Description: Support stable, affordable housing for people with HIV/AIDS.

HOPWA Grant Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$736,000
Financing:		736,000
Net County Cost:		0
Funding Sources:		
Federal Aid	100.0%	$736,000

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:		$10,788,000
Financing:		10,788,000
Net County Cost:		0
Funding Sources:		
Federal Aid	100.0%	$10,788,000

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:		$4,950,000
Financing:		4,950,000
Net County Cost:		0
Funding Sources:		
Federal Aid	100.0%	$4,950,000

6. HOME Investment Partnership Program

Description: Provide grants for acquisition, rehabilitation, or new construction of housing for rent or ownership, tenant-based rental assistance, and assistance to homebuyers.

HOME Investment Partnership Program Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$4,000,000
Financing:		4,000,000
Net County Cost:		0
Funding Sources:		
Federal Aid	100.0%	$4,000,000

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Other Special Revenue Programs

- AVA Service Authority (Trust 814000)
- SB1186/SB1379 Cert Access Program
- Used Oil Recycling Grant
- Fish and Game Protection
- Livable Communities
- HUD Neighborhood Stabilization Program
- Housing Successor Agency
- HOME Investment Partnership Act
- Private Activity Bonds
- 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:		Discretionary
Expenditures:		$39,000
Financing:		39,000
Net Fund Cost:		0
Funding Sources:		
Licenses	100.0%	$39,000
Fund 116200		

3. Used Oil Recycling Grant

Description: Aid the establishment or enhancement of permanent, sustainable used oil recycling programs through funding provided by the Department of Resources Recycling and Recovery (CalRecycle) Used Oil Recycling Grants.

Used Oil Recycling Grant Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$72,000
Financing:		72,000
Net Fund Cost:		0
Funding Sources:		
Intergovernmental	100.0%	$72,000
Fund 111900		

4. Fish and Game Protection

Description: Provide programs promoting the propagation and conservation of fish and game in the County with funding from fines levied for violation of the California Fish and Game Code.

Fish & Game Protection Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$253,000
Financing:		253,000
Net Fund Cost:		0
Funding Sources:		
Fines	100.0%	$253,000
Fund 110200		

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:		$1,900,000
Financing:		218,000
Net Fund Cost:		1,682,000
Funding Sources:		
Livable Com Fund	88.5%	$1,682,000
Developer Fees	11.5%	218,000
Fund 133700		

6. HUD Neighborhood Stabilization Program

Description: Aid the County's acquisition and redevelopment of foreclosed properties that might otherwise become sources of abandonment and blight within the community.

HUD Neighborhood Stabilization Program Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$1,110,000
Financing:		1,110,000
Net Fund Cost:		0
Funding Sources:		
Federal Aid	100.0%	$1,110,000
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:		$11,256,000
Financing:		11,256,000
Net Fund Cost:		0
Funding Sources:		
Misc. Revenue	100.0%	$11,256,000
Fund 115900		

8. HOME Income Investment Account

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

HOME Income Investment Account Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$683,000
Financing:		683,000
Net Fund Cost:		0
Funding Sources:		
Misc. Revenue	100.0%	$683,000
Fund 116100		

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9. Private Activity Bonds

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 Bonds Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$1,526,000
Financing:		1,526,000
Net Fund Cost:		0
Funding Sources:		
Misc. Revenue	100.0%	$1,526,000
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:		$410,000
Financing:		410,000
Net Fund Cost:		0
Funding Sources:		
Misc. Revenue	100.0%	$410,000
Fund 111300		

11. HUD Neighborhood Preservation

Description: Provide funding for the Neighborhood Preservation Program loans and grants to low-income homeowners, and program administration funded by 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:		$4,000,000
Financing:		4,000,000
Net Fund Cost:		0
Funding Sources:		
Measure J	100.0%	$4,000,000
Fund 110900		

CAO's Recommendation

The Department of Conservation and Development (DCD) is responsible for facilitating land use and development consistent with the County General Plan; administering and enforcing the Building and Zoning Codes; and coordinating various functions and programs for the County including the following: land use and transportation planning, housing, economic development, infrastructure, solid waste, habitat conservation, building inspection, and code enforcement.

The following is a sampling of several major initiatives the Department has in progress. The Department commenced "Envision Contra Costa 2040" in 2018, the effort to update the County's General Plan, Zoning Code, Climate Action Plan, and associated Environmental Impact study. The County's General Plan provides guidance for decisions concerning land use planning and expresses the County's long-term vision for its future development. The General Plan will contain the following eight elements: Stronger Communities; Land Use; Transportation; Housing; Public Facilities and Services; Health and Safety; Conservation, Open Space, and Working Land; and Growth Management. Due to the breadth of the project, the Plan is being updated in increments and is expected to continue to require significant resources throughout FY 2022-23.

A continuing high priority is the Board's 2020 adoption of the Climate Emergency Resolution calling for the implementation of a Climate Action Plan to achieve greenhouse gas reductions in a manner that promote equity and social justice. The Department coordinates and staffs the Board's Climate Action Task Force made up of County department representatives and has spearheaded the launch of the County's Green Government Champions group. These County staff meet regularly to identify additional actions, policies, and programs the County can undertake to reduce and adapt to the impacts of a changing climate.

A key objective of the General Plan Update and the Climate Emergency Resolution is to help the County anticipate and plan for an economy that is less dependent on fossil fuels and help plan for a "Just Transition" away from a fossil-fuel dependent economy. To advance that objective, the Department is heavily engaged in reviewing plans of two local refineries to reposition from petroleum processing to production of renewable diesel, renewable gasoline and other renewable fuels from used cooking oils, fats, greases, and soybean oils. The transition and potential downsizing of county refineries points to the need for industrial land policies, which will likely become of focus of the Department's work in the ensuing years.

The Department leads a countywide consortium oriented to creating more jobs in the county overall, and along the Highway 4 corridor specifically, under the umbrella of the Northern Waterfront Economic Development Initiative. The Initiative incorporates resident and business feedback gathered over a series of public meetings to sustain and create new jobs in advanced manufacturing, bioscience, food/agriculture technology, transportation technology, and clean technology as the County's avenues to greater economic opportunity. The initiative is a collaboration between the County and seven partner cities, who work together on diverse actions to enhance the economic vitality of the region. The Department provides staff support and research for the leadership partners

Since the passage of the County's Cannabis Zoning Ordinance and completion of the 2019 process to select applicants to apply for the limited number of commercial cannabis activity land use permits, the Department has been reviewing and processing permit applications. The County's commercial cannabis implementation has been a tremendous learning experience and continues to evolve amid adopted and proposed changes to cannabis laws. Commercial cannabis activities and code enforcement are expected to remain a significant responsibility in the new budget year and beyond.

In addition to long-term projects and major initiatives, the Department is regularly called to develop and recommend land use policies to the Board on any number of issues arising from current issues or events, such as short-term vacation rentals, accessory dwellings, illegal

dumping, temporary events, nuisance abatement, tree protection and preservation, cell tower placement, etc.

The COVID-19 pandemic had a transformative impact on the Department. Long-range plans to transition the Application and Permit Center from paper-based and in-person service to electronic or web-based service were, by necessity, accelerated. Post-pandemic, customers can electronically submit building and use permit applications on a 24/7 basis via a dynamic application portal that adjusts to the application type. Plan check and review can now be performed without paper. Routine transactions can be processed more quickly, while more complex transactions can be discussed via email, phone, or virtual meeting platform, relieving customers from having to travel to Martinez for service. The new virtual processes provided greater opportunity for staff to work remotely when practical or necessary.

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

DCD's Baseline and Recommended Budget of $58,869,000 reflects an increase in gross expenditures of $2,807,000 from the current year adjusted budget. Salaries and benefits are increased by $1,257,000, primarily attributable to ten FTE positions added this fiscal year (three Structural Engineers, two Planners, two Building Plan Checkers, two Information Systems Programmer Analysts, and one Information Systems Specialist), as well as negotiated salary increases. Services and Supplies are increased by $1,139,000 primarily due to increased professional and administrative services. Other Charges are increased by $411,000 reflecting anticipated increases in communications expense. Land development revenues and cost transfers are anticipated to increase by $2,807,000 because of a variety of land use projects, an uptick in permitting activities, and increases in administrative costs, resulting in a balanced budget overall.

The Recommended Budget for DCD includes $11.9 million in Measure X funds authorized by the Board of Supervisors in November 2021 for three priority program areas:

- **$10 million for Year 1 to the Local Housing Trust Fund.** This would fund a broad variety of urgent housing needs. The top priority for use of the fund is the building of permanent housing for people earning less than 50% of the Area Median Income. Additional elements of the Fund will include technical assistance to build capacity of non-profit housing developers and homeless service providers to expand to underserved geographic areas; homelessness prevention, such as legal services and rental assistance as well as homeless crisis response solutions including emergency and interim housing; operating subsidies, strategic use (lease, sale, or joint ventures) of County-owned surplus land and other underutilized land, and grant-writing. An initial interdisciplinary staff team will work through a designated Board committee to bring a full proposal and annual/multi-year allocations to the Board for review and approval.

- **$1.4 million for implementation of the Accessible Transportation Strategic (ATS) Plan.** The ATS Plan defines how Contra Costa will improve transportation options for older adults, persons with disabilities, and veterans. The plan will be implemented under the guidance of a newly formed Task Force. Plan cornerstones include centralized phone and internet resource for all modes of transportation serving target populations, transportation subsidies for low-income individuals, and one-seat ridership.

- **$0.5 million for Climate Equity and Resilience.** The additional funds will provide staff to support new community planning initiatives that will advance the County's progress and leadership on climate change issues such as sea level rise, clean energy and building retrofit, a transition away from fossil fuels to renewable fuels, clean energy financing programs, and support for urban agriculture projects.

The Board also approved a $600,000 annual allocation to the Board of Supervisors administration budget for the County's Illegal

Dumping Task Force and a $2,500,000 annual allocation to Public Works Department to establish a Sustainability Fund for improvements to County facilities infrastructure and operations to reduce Greenhouse Gas emissions and meet the County's Climate Action Plan goals and initiatives.

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 budgets for the General Fund programs are decreased by $17,097,923 to $24,500,000, reflecting the removal of one-time fund balance, federal program funding and expenses by other government entities, such as HUD, primarily due to the CARES Act.

Other Special Revenue Programs
DCD administers, as the local fiscal agent, several special revenue funds for the collection and disbursement of State funds to the cities and County for costs related to program administration.

Performance Measurements

The following is a progress report of the goals identified in FY 2021-22:

- **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.**

  The Department successfully adapted to the COVID-19 pandemic by converting the land use planning and building permit issuance process to a fully digital process that minimizes in-person contact and maintains social distancing. The Department has continued to operate at levels of activity consistent with conditions prior to the pandemic using these new digital work processes.

- **Continue to refine the innovative processes developed during the COVID-19 pandemic, including the use of digital and internet-based services, to issue planning approvals and building permits which increase customer service and convenience as well as protect public health.**

  In FY 2021-22, DCD implemented an online appointment system enabling the public to schedule appointments to meet with Department staff in person, by phone or by video conference. This system allowed DCD to safely reopen its permit center to in-person appointments.

- **Continue to enhance and improve the Department's website to communicate more effectively with the public and make services more accessible.**

  Significant work to overhaul the DCD website continued in FY 2021-22, with a focus on improving the digital application process.

- **Continue implementing and enforcing the 2019 California Building Standards Code and other applicable laws and regulations relating to building construction by continuing to provide staff trainings and advising applicants.**

  The Department has implemented the 2019 California Building Standards Code.

- **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.**

  The elimination of the minimum acreage requirement for proposed P-1 developments will be scheduled for an additional hearing before the County Planning Commission in early calendar year 2022 and will include not only the elimination of the minimum acreage requirement but also time limits for extensions.

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- **Review and revise the Surface Mining and Reclamation Ordinance in accordance with the new changes to the Surface Mining and Reclamation Act of 1975.**
  The Department continues to work on this goal.

- **Continue to initiate revisions to the County's Tree Preservation and Protection Ordinance to make it a more effective, efficient tool for regulating impacts to significant resources.**

  The Department continues to work on this goal.

- **Continue to support the State of California's goals to address climate change by reducing greenhouse gas emissions and criteria pollutants by various means, including expanding availability of clean, renewable fuels, with which the Department assists by efficiently processing land use entitlements that enable greater production; distributing and using renewable fuels; supporting the transition away from fossil fuels and providing increased job opportunities within the County.**

  DCD continued processing and environmental review of projects that will convert two refineries from the refinement of fossil fuels to the production of renewable diesel. Prepared an earmark request for funding for Just Transition Planning that has been proposed by Representative DeSaulnier for inclusion in an upcoming federal appropriations measure.

- **Continue to support state and local efforts in administering AB617 in the North Richmond/San Pablo area by collaborating with the AB 617 Steering Committee and developing air quality mitigations.**

  DCD continued to support this work in FY 2021-22.

- **Continue to review and update the County's Sign Ordinance including the Offsite Advertising Sign Ordinance and revised provisions wayfinding signage.**

  The Sign ordinance was scheduled before the Planning Commission in late 2021 and will go to Board of Supervisors in early 2022.

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

  This effort proceeded despite the challenges posed by COVID-19. The various associated public meetings and workshops changed to a virtual format which may have helped further boost attendance. Comprehensive review of the General Plan land use designations is underway as are a series of community meetings on key policy components such as environmental justice.

- **Continue to implement the recommendations from the County Board of Supervisors to reform agricultural policies by drafting ordinances and taking other planning actions, including zoning updates to address lodging and food service uses.**

  The Board approved the agricultural recommendations developed by County staff and a public task force in February 2020. The first component of these recommendations to be considered by the Board will be the update to Sign Ordinance related to wayfinding signs which will go the Board in early 2022. Two sets of ordinance changes to provide new tools to address the impacts of unpermitted rural parties will be next followed later in 2022 by an Ordinance related to lodging and food service uses.

- **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.**

Staff continues to administer permits issued for commercial cannabis businesses and to process new requests.

- **Assist the County with developing new regulations for commercial hemp.** DCD developed a zoning ordinance to regulate the production of commercial hemp. The Board adopted this ordinance on July 27, 2021, replacing the urgency ordinance which had been in place since late 2020.

- **Continue to refine new California Environmental Quality Act (CEQA) traffic impact protocols implemented in compliance with Senate Bill 743 (2013), regarding assessment of Vehicle Miles Travelled thresholds of significance and mitigation measure reduction strategies instead of the Level of Service analysis that has previously been employed.**

  On June 23, 2020, the Board of Supervisors adopted guidelines and associated metrics that brought the County into compliance with SB 743 requirements. The Department continues to work to implement the new metrics which require a significantly different approach to analysis and mitigation. Staff updated the Board's Transportation, Water and Infrastructure Committee on this work on November 23, 2021.

- **Manage the Contra Costa County Groundwater Sustainability Agency (GSA) and continue to participate in the development of the Groundwater Sustainability Plan (GSP) 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.**

  The GSP was adopted by the Board in December 2021 and submitted to DWR on January 25, 2022.

- **Initiate update of the Board adopted Delta Water Platform (DWP) and update the Water Agency webpage.**

  The draft DWP will be presented to the Transportation, Water and Infrastructure Committee (and subsequently the full Board). Website updates are ongoing as work continues.

- **Assist the Board with its efforts to oppose the "Delta Conveyance Project," (DCP) 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.**

  The County and Water Agency submitted comments on the Notice of Preparation for the DCP's Environmental Impact Report and is prepared to engage as more opportunities to comment on the DCP become available.

- **Continue to support maintaining the Federal navigation channels along Contra Costa's western and northern borders. Continue to track the study of deepening the federal navigation channels and provide support where applicable.**

  The Department continues to support federal channel maintenance efforts and has tracked federal efforts at channel deepening.

- **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.**

  DCD staff to continue to join the Board in engaging with the other Delta Counties on these issues.

- **Continue to pursue County safe school goals by engaging the State on the reform of school siting in collaboration with the Health Services Department.**

  In cooperation with Contra Costa Health Services and at the direction of the Board of Supervisors, the Superintendent of Public

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Instruction was contacted to discuss the State and County's school safety policies. The State appears to have suspended its planned revisions to school siting policies which began 2012. This goal will be continued for FY 2022-23.

- **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.**

  The East Contra Costa County Habitat Conservancy acquired 80 acres of land to be added to the HCP/NCCP Preserve System, constructed repairs on one previously constructed wetland restoration projects, and continued design on two large wetland restoration projects. The Conservancy also provided streamlined permit coverage for 15 projects, providing a range of benefits for the communities of East Contra Costa County.

- **In cooperation with the Contra Costa Transportation Authority, finalize the Countywide Accessible Transportation Strategic (ATS) Plan, and participate in the implementation process including the draft recommendations relative to Task Force deliberations regarding the new Coordinated Entity.**

  The ATS Plan process was finalized and approved by the Board of Supervisors and CCTA in early 2021. Implementation began in 2021 and will continue in 2022.This will work will improve accessible transportation services for older persons and those with disabilities.

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

  New funding stream proposals were developed and considered during the ATS plan process and the State's Master Plan on Aging process. The Board approved an annual allocation of $1.4M of Measure X funds for ATS implementation in November 2021. Exploration of additional long-term funding streams will continue in 2022-23. The Master Plan on Aging process was completed last year, and the State rejected any new funding streams, but the dialog will continue at the state in 2022-23.

- **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.**

  This effort will continue into FY 2022-23.

- **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.**

  The Board of Supervisors adopted County Complete Streets Policy in 2016 (Reso. 2016/374) and County staff continues to implement Complete Streets in land development and transportation projects (e.g., Complete Streets Checklist). The Board will consider adoption of the Contra Costa County Vision Zero Action Plan in March 2022

- **Collaborate with the Public Works Department in reviewing the Capital Road Improvement and Preservation Program to support General Plan consistency reporting, timely review of project design, and transparency on the relationship of capital expenditures to adopted County policy.**

  This collaborative work occurred in FY 2021/21.

- **Update the Airport Land Use Compatibility Plan.**
  This effort will be completed in FY 2022-23.

- **Finalize and approve the Marsh Creek Corridor Active Transportation Study and Carquinez Strait Scenic Loop Trail Study.**

  The Marsh Creek Study and Carquinez Strait Scenic Loop Trail Gap Closure Study continue and will be taken to the Board of Supervisors in Calendar Year 2022.

- **Consistent with County policies relative to environmental justice and complete streets, seek implementation funds (grants) for capital projects that increase bike/pedestrian safety and increase usage including but not limited to the I-680/Treat Boulevard Bicycle and Pedestrian Improvement Study, Iron Horse Corridor Study recommendations, and Olympic Corridor Trail Connector Project.**
  Funding for I-680/Treat Boulevard Bicycle and Pedestrian improvements was secured through the 2020 State Transportation Improvement Program (STIP) Program ($1.6M with funds being available in FY 2023/24).

- **In cooperation with the Contra Costa Transportation Authority, adopt regulations for shared mobility devices (e.g., docked and dockless bikeshare, scooters) in unincorporated Contra Costa County.**

  The regulations were finalized and provided to the Contra Costa Transportation Authority (CCTA) who indicated they are developing a countywide model ordinance using the County's version as a starting point. The Transportation, Water and Infrastructure Committee advised staff to postpone adoption until completion of the CCTA model ordinance. CCTA work on this advanced with the assistance of a staff working group in 2021 and will continue in to 2022.

- **Continue collaboration with the Contra Costa Transportation Authority (CCTA), MCE, and other potential partners to implement the CCTA Electric Vehicle Readiness Blueprint.**
  Work to support implementation continues.

- **In cooperation with the Public Works Department, finalize and implement the Contra Costa Active Transportation Plan.**

  Progress was made with this plan in FY 2021-22 and will be finalized in 2022.

- **Coordinate with the Auditor-Controller to staff the Countywide Oversight Board for 14 Successor Agency jurisdictions in the County, as required by the Redevelopment Dissolution Act, Section 34179(11)(j) of the Government Code.**

  During FY 2021-22, the Department held two Countywide Oversight Board meetings. Both meetings were for consideration of the Recognized Obligation Payment Schedules (ROPS) during their cycle.

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

  Additional sites not currently covered by an Exclusive Negotiating Agreement are being positioned for a request for proposals to identify a proposed developer.

- **Finalize and implement Disposition and Development Agreements (DDA) with developers for the Bay Point Orbisonia Heights project (now called Ambrose Village), the Rodeo Town Center Project, Rodeo Senior Housing – Phase 2 Project, and the Contra Costa Centre Block D project.**

  The Department continued work on all four sites. Specific milestones recently completed include Board authorization of a DDA for Rodeo Senior Housing - Phase 2 on February 1, 2022.

Conservation and Development
General Government

- **In coordination with the County Administrator's Office, facilitate the redistricting process of the County Board of Supervisors based on the 2020 population count.**

  DCD staff assisted the Board with completion of the Redistricting process, including analysis of new population data, development of multiple alternatives, and facilitation of public engagement through many public meetings, a continuously updated website and provision of an interactive mapping tool.

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

  The Department continues to work on this ongoing goal.

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

  In 2021, four households received the mortgage credit, a value of over $350,000 in assistance.

- **Continue to assist in the production and preservation of affordable housing and address other vital community needs by administering federal and state financing programs including multi-family housing revenue tax-exempt bonds, HOME Investment Partnerships Act, Community Development Block Grant (CDBG), Housing Opportunities for Persons with AIDS, and various State of California grant programs.**

  In FY 2020-21, the Housing and Community Improvement Division prepared a new Action Plan for the upcoming year and continued to administer the five-year Consolidated Plan for the multi-jurisdictional federal funding consortium. The Department managed a Notice of Funding Availability process to attract the best possible projects to our community. The Department disbursed more than $10 million in Federal funds in FY 2020-21, supporting the work of more than 60 non-profits, as well as the administrative support for $15 million in Coronavirus Relief funds through the CDBG and Emergency Solutions Grant (ESG) programs, with the supplemental funding slated to continue into calendar year 2022.

  The Department also collaborated with Contra Costa Health Services and Contra Costa County Housing Authority to develop a proposal for creation of a Local Housing Trust. The Board approved an annual allocation of $10M to $12M for this purpose in November of 2021.

- **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 Waste and Recovery Mitigation Fund.**

  The Keller Canyon Mitigation Fund (KCMF) allocated just under $1.5 million in grants to 67 distinct programs and projects in FY 2021-22. All of these programs and projects provide community beautification, community services, public health/safety services, youth services, and/or code enforcement services to the KCMF target area. During the prior fiscal year, some of our grantees were unable to expend funds due to the impacts of the COVID-19 pandemic on their organization and services. Unused grant funds were recaptured by the KCMF and continue to recirculate within the program, creating the opportunity for additional and/or larger awards in the future. By the end of the fiscal year, nearly all the grant allocation for FY 2021-22 will have been expended. CDBG expenditures are summarized above. Several non-profit organizations continued to receive North Richmond Mitigation Fund monies to implement selected community clean-up projects and community garden projects.

- **Continue to develop the County's new economic development program to**

promote economic growth and jobs and implement the County-led Northern Waterfront Economic Development Initiative.
In FY 2020-21, all seven partner cities were invited to coordination meetings with the County to plan collaborative economic development activities. Additionally, DCD convenes quarterly meetings of economic development staff countywide to keep partnerships going and remove barriers to productive development.

- **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 requirements.**

  The Department continues to work on this ongoing goal.

- **Continue to develop and implement the County's Illegal Dumping Initiative in partnership with the District Attorney's Office, Sherriff's Office, Health Services Department and Public Works Department.**

  The Department continued partnering on numerous multi-departmental efforts as part of the County's Illegal Dumping Initiative, including staffing the Illegal Dumping Ad-Hoc Committee, reporting to the Board of Supervisors, and seeking grant opportunities to maximize leveraging of funds. The Board approved an annual Measure X allocation of $600,000 to continue and augment the Illegal Dumping Initiative in November of 2021.

- **In coordination with the Public Works Department and Contra Costa Environmental Health, work to implement the Short-Lived Climate Pollutants (SLCP): Organic Waste Reductions legislation (SB 1383).**

  In December 2021, the Board of Supervisors adopted the County's Organic Waste Disposal Reduction Ordinance and approved the purchasing policy required by SB 1383 in January 2022. The Department 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.**

  The Department continued to support the work of the Committee, including conducting the 2020 grant application process that resulted in the Committee recommending, and the Board approving, full or partial funding for 8 proposals totaling $60,831.

- **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, Board's Open Space/ EBRPD Liaison Committee, East Contra Costa County Habitat Conservancy Governing Board and Public Advisory Committee, Pleasant Hill BART Leasing Authority, Dougherty Valley Oversight 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, Historic Landmarks Advisory Committee, and the Sustainability Commission.**

  The Department continued to provide staff support to these bodies, including support for ongoing virtual meetings.

Conservation and Development
General Government

- **Attract and retain staff needed to provide adequate service levels to the public in an increasingly competitive job market.** The Department continued to hire and promote staff for various positions throughout the department. Additionally, the Department added additional positions as necessary for department operations and began work to implement recommendations of the Inclusion Committee convened by the Department related to expanding outreach in hiring efforts.

- **Provide training and career development opportunities to existing staff in anticipation of upcoming retirements among senior staff within the department.**

  The Department continues to pursue staff training and career development opportunities in multiple disciplines and continues to emphasize succession planning.

- **Implement upgrades to the Department's automated permitting system.**

  Upgrades were successfully made to the automated permitting system, including improved, more interactive tools to guide applicants through the submission of applications.

- **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.**

  The Department continued to implement the goals of the Climate Action Plan (CAP) while also working to update the CAP as a part of the Envision Contra Costa 2040 process. The Department proposed new sustainability planning initiatives and the Board approved a $500,000 annual allocation of Measure X funds in November of 2021 for staff necessary to pursue this additional work.

- **Implement actions named in the Climate Emergency Resolution adopted by the Board of Supervisors in September 2020.**

  DCD continued to work with the Public Works Department to facilitate an inter-departmental working group focusing on implementation of the CAP. That work contributed to development of a proposal for Sustainability Fund to make County facilities more climate friendly and sustainable. The Board approved an annual allocation of $2.5M for the Sustainability Fund in November 2022. In addition, the Department developed a Building Electrification Ordinance that was approved by the Board in January of 2022.

- **Seek opportunities to expand the use of renewable energy within the County.**

  DCD continues to process applications for ground-mounted solar energy projects from developers using the solar overlay zoning ordinance adopted in February 2020.

- **Develop a feasibility study for sequestering greenhouse gas emissions with a grant from the State of California's Sustainable Agricultural Lands Conservation program.**

  In 2021, the grant agreement was signed, cooperative agreements with agency partners to implement the grant were executed and a solicitation for a consultant to complete the study was successfully completed.

- **Continue to develop a Green and Healthy Homes Initiative (also known as the Contra Costa Asthma Initiative) in coordination with the Health Services Department and other departments to seek out additional resources to improve housing quality and health outcomes.**

  The Department assisted the Health Services Department in submitting and obtaining grants from the Sierra Health Foundation and Bay Area Air Quality Management District to fund implementation of the Contra Costa Asthma Initiative, a comprehensive home-based asthma program.

- **Continue to partner with the County Library to educate the public and promote the benefits of home energy efficiency.**
  The Department continues to ensure each County Library has energy efficiency toolkits available for check-out to educate the public about the benefits of home energy efficiency.

- **Provide education and outreach to residents, businesses, and cities throughout the County about the energy efficiency programs and incentives offered through the Bay Area Regional Energy Network.**

  The Department continues to provide information and resources to the public about these energy efficiency incentives.

- **Pursue new funding streams to expand existing energy efficiency program offerings.**

  The Department continued to pursue new funding streams.

- **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, energy efficiency and habitability of their homes.**

  The Department continued to try to refine and improve its outreach efforts while at the same time continuously adapting operation of the program to the changing health and safety requirements related to COVID-19.

- **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, energy efficiency, habitability of the home as well as health of the medically vulnerable low-income residents of the County.**

  This is an ongoing area of work.

Administrative and Program Goals

DCD has identified the following administrative and program goals for FY 2022-23:

- 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 refine the innovative processes developed during the COVID-19 pandemic, including the use of digital and internet-based services, to issue planning approvals and building permits which increase customer service and convenience as well as protect public health.

- Continue to enhance and improve the Department's website to communicate more effectively with the public and make services more accessible.

- Implement the 2022 California Building Standards Code, anticipated to become effective statewide on January 1, 2023.

- Continue to update the County's Planned Unit District (P-1) ordinance to make it a more helpful tool for planning new developments, including but not limited to 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.

- Adopt revisions to the County's Tree Preservation and Protection Ordinance to make it a more effective, efficient tool for regulating impacts to significant resources.

Conservation and Development
General Government

- Continue to support the State goals to address climate change by reducing greenhouse gas emissions and criteria pollutants by various means, including expanding availability of clean, renewable fuels, with which the Department assists by efficiently processing land use entitlements that enable greater production; distributing and using renewable fuels; supporting the transition away from fossil fuels and providing increased job opportunities within the County.

- Continue to review and update the County's Sign Ordinance including the offsite Advertising Sign Ordinance and revised provisions for wayfinding signage.

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

- Continue to implement the recommendations from the County Board of Supervisors to reform agricultural policies by drafting ordinances and taking other planning actions, including zoning updates to address lodging and food service uses.

- Facilitate the establishment and growth of a legal commercial cannabis and hemp industry within the unincorporated area of the County through the administration and enforcement of the County's adopted ordinances on these matters.

- Continue to manage the Contra Costa County Groundwater Sustainability Agency and implement the adopted Groundwater Sustainability Plan for the East Contra Costa subbasin.

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

- Assist the Board with its efforts to oppose the "Delta Conveyance Project", a 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 maintaining the Federal navigation channels along Contra Costa's western and northern borders. Continue to advocate for the study of deepening the federal navigation channels and provide support where applicable.

- Continue to participate with the Delta Counties Coalition to protect the County's water quality, ecosystem, and economy from State plans to build new Delta water conveyance systems for Southern California and the Central Valley.

- Continue to 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.

- Continue to refine new California Environmental Quality Act (CEQA) traffic impact protocols implemented in compliance with Senate Bill 743 (2013) that require assessment of vehicle miles travelled instead of the level of service analysis that has previously been employed.

- Continue to pursue County safe school goals by engaging the State on the reform of school siting in collaboration with the Health Services Department.

- In cooperation with the Contra Costa Transportation Authority, implement the Countywide Accessible Transportation Strategic (ATS) Plan. Manage expenditure of the Measure X funds allocated toward this effort and pursue additional, long-term funding streams.

- 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 Marsh Creek Corridor Active Transportation Study and Carquinez Strait Scenic Loop Trail Gap Closure Study.

- Consistent with County policies relative to environmental justice, equity, vision zero and complete streets, seek implementation funds (grants) for capital projects that increase bike/pedestrian safety and increase usage including but not limited projects in the County's Capital Road Improvement and Preservation Program (CRIPP).

- In cooperation with the Contra Costa Transportation Authority, develop and adopt regulations for shared mobility devices (e.g., docked and dockless bikeshare, scooters) in unincorporated Contra Costa County.

- Coordinate with the Auditor-Controller to staff the Countywide Oversight Board for 14 Successor Agency jurisdictions in the County.

- 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 (Ambrose Village), and the Rodeo Town Center Project, Rodeo Senior Housing Project – Phase 2.

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

- Continue to assist in the production and preservation of affordable housing and address other vital community needs by administering federal, state, and local financing programs including multi-family housing revenue tax-exempt bonds, HOME Investment Partnerships Act, Community Development Block Grant, Housing Opportunities for Persons with AIDS, various State of California grant programs and the County's new Local Housing Trust Fund.

- Continue to fund important community services programs and 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 implement the County-led Northern Waterfront Economic Development Initiative.

- 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), Short-Lived Climate Pollutant Reduction Strategy (SB 1383) 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.

- Continue to implement the County's Illegal Dumping Initiative in partnership with the District Attorney's Office, Sherriff's Office, Health Services Department and Public Works Department.

- Assist the Contra Costa County Fish and Wildlife committee with making and implementing recommendations to the Board of Supervisors on grants from the Fish and Wildlife Propagation Fund to support local natural resources.

Conservation and Development
General Government

- 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, Board's Open Space/ EBRPD Liaison Committee, East Contra Costa County Habitat Conservancy Governing Board and Public Advisory Committee, Pleasant Hill BART Leasing Authority, Dougherty Valley Oversight 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 Expenditure Planning Committee, Historic Landmarks Advisory Committee, and the Sustainability Commission.

- Continue to implement the goals of the County's Climate Action Plan, including the actions proposed to be carried out with the Measure X allocation, and continue the process underway to update the County's Climate Action Plan.

- Implement actions called for in the Climate Emergency Resolution adopted by the Board of Supervisors in September 2020.

- Develop a feasibility study for sequestering greenhouse gas emissions with a grant from the State's Sustainable Agricultural Lands Conservation program.

- Continue to develop a Green and Healthy Homes Initiative (also known as the Contra Costa Asthma Initiative) in coordination with the Health Services Department and other partners to seek out additional resources to improve housing quality and health outcomes.

- Provide education and outreach to residents, businesses, and cities throughout the County about the energy efficiency programs and incentives offered through the Bay Area Regional Energy Network and 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, energy efficiency 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, energy efficiency and habitability of the home as well as health of the medically vulnerable low-income residents of the County.

- 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.

Contingency Reserve
General Government

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Provisions For Contingencies	0	8,126,600	15,000,000	15,000,000	0
Expense Total	**0**	**8,126,600**	**15,000,000**	**15,000,000**	**0**
Net County Cost (NCC):	**0**	**8,126,600**	**15,000,000**	**15,000,000**	**0**
Financial Indicators					
% Change in Total Exp		0%	85%	0%	
% Change in NCC		0%	85%	0%	

Contingency Reserve

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

Contingency Reserve Summary		
Level of Discretion:		Discretionary
Level of Service:		Discretionary
Expenditures:		$15,000,000
Financing:		0
Net County Cost:		15,000,000
Funding Sources:		
General Fund	100.0%	$15,000,000

CAO's Recommendation

The $10 million contingency reserve was eliminated in FY 2006-07 after remaining basically unchanged for 16 years. The County Administrator's Office recommended that the practice of appropriating $10 million for contingency be discontinued and that the funds be designated for Contingency on the General Ledger. The recommendation was implemented to offset a portion of the County's $45 million budget reduction in that year.

The 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 $15 million be appropriated for FY 2022-23. The appropriation, which represents less than 0.74% of the general fund appropriations, 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 reserves; and 3) appropriations for technology projects to increase efficiencies and economies.

Note that actual expenses are shown where expended and not in the actuals in this report. The original budget for FY 2021-22 was $10 million.

Contingency Reserve
General Government

County Administrator

Monica Nino, County Administrator

General Government

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	6,386,344	7,727,000	7,581,000	7,581,000	0
Services And Supplies	4,121,065	12,125,056	2,804,000	2,804,000	0
Other Charges	396,543	0	0	0	0
Expenditure Transfers	(147,833)	(62,000)	(64,000)	(64,000)	0
Expense Total	**10,756,119**	**19,790,056**	**10,321,000**	**10,321,000**	**0**
Revenue					
Other Local Revenue	3,193,177	3,896,000	2,571,000	2,571,000	0
Revenue Total	**3,193,177**	**3,896,000**	**2,571,000**	**2,571,000**	**0**
Net County Cost (NCC):	**7,562,942**	**15,894,056**	**7,750,000**	**7,750,000**	**0**
Allocated Positions (FTE)	**32.6**	**32.6**	**32.0**	**32.0**	**0**
Financial Indicators					
Salaries as % of Total Exp	59%	39%	73%	73%	
% Change in Total Exp		84%	(48%)	0%	
% Change in Total Rev		22%	(34%)	0%	
% Change in NCC		110%	(51%)	0%	
Compensation Information					
Permanent Salaries	4,340,452	5,237,008	5,322,824	5,322,824	0
Temporary Salaries	0	21,000	0	0	0
Deferred Comp	74,855	49,500	63,782	63,782	0
FICA/Medicare	274,594	291,333	296,416	296,416	0
Ret Exp-Pre 97 Retirees	12,643	7,500	7,500	7,500	0
Retirement Expense	1,259,357	1,371,428	1,208,783	1,208,783	0
Employee Group Insurance	423,336	502,351	479,080	479,080	0
Retiree Health Insurance	156,981	152,922	167,612	167,612	0
OPEB Pre-Pay	61,989	61,695	0	0	0
Unemployment Insurance	4,840	9,218	9,461	9,461	0
Workers Comp Insurance	15,317	23,045	25,543	25,543	0
Labor Received/Provided	(238,021)	0	0	0	0

Department Description

The preceding table represents information summarizing expenditures, revenues, and net County cost related to functions of the County Administrator's Office. Information for the following divisions is included: General Administration, Labor Relations, Office of Communications and Media, and the Office of Racial Equity and Social Justice.

County Administrator
General Government

Major Department Responsibilities

As defined by County Ordinance, the duties of the County Administrator include:

- staffing the Board of Supervisors and Board committees;
- overseeing implementation of Board directives;
- planning, monitoring, and overseeing County operations;
- ensuring that Board policies are carried out in the most efficient, cost-effective, and service-oriented manner;
- supervising appointed Department Heads and performing general administrative duties;
- preparing the annual budget; and
- administering the County's labor management relations program, including managing the collective bargaining process, grievance investigations, and providing training and counseling to managers and employees, as well as problem resolution.

Board Support and General Administration

Description: Acts as the principal staff advisor to the Board of Supervisors and administers County operations. The duties of this office include furnishing reports to the Board, providing information and recommendations, implementing policy directives adopted by the Board, coordinating the work performed by County departments and special districts, and preparing and monitoring the annual County budget.

Board Support & General Administration Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$6,262,000
Financing:		288,000
Net County Cost:		5,974,000
Funding Sources:		
Charges for Svc	4.6%	$288,000
General Fund Total*	95.4%	5,974,000
[*Measure X-Allocation	3.8%	225,000]
FTE: 16.5		

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:		$1,980,000
Financing:		804,000
Net County Cost:		1,176,000
Funding Sources:		
Charges for Svc	40.6%	$804,000
General Fund	59.4%	1,176,000
FTE: 6.5		

CCTV & Public Information

Description: Office of Communications and Media administers cable franchises and community access television (known as CCTV) and disseminates and coordinates public information. Supported primarily by franchise fees and Public, Education and Government (PEG) Fees.

CCTV & Public Information Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$1,479,000
Financing:		1,479,000
Net County Cost:		0
Funding Sources:		
Franchise Fees	67.5%	$998,000
PEG Fees	24.4%	361,000
Charges for Svc	8.1%	120,000
FTE: 9.0		

Office of Racial Equity and Social Justice

Description: Enable the County, working with community organizations, community leaders, cities and school districts, to better coordinate, strengthen, and expand the County's existing work on equity and inclusion; create new opportunities to deepen the work; and allow the County to better partner with the community in prioritizing and implementing this work.

Office of Racial Equity and Social Justice Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$600,000
Financing:		0
Net County Cost:		600,000
Funding Sources:		
General Fund*	100%	$600,000
[*Measure X-Allocation	100%	600,000]
FTE: 0.0		

CAO's Recommendation

The FY 2022-23 baseline net County cost is reduced by $8,144,056 from FY 2021-22. The reduction derives from a combination of the elimination of restricted prior-year fund balance of $3,230,856 from CCTV fees, removal of one-time Measure X allocations from FY 2021-22, and miscellaneous adjustments in other special programs and projects.

Baseline costs for salaries and benefits are reduced by $146,000 primarily due to staffing adjustments. Baseline costs for services include $25,000 of Measure X funded translation and interpretation services to provide language access equity for Measure X Community Advisory Board meetings and $200,000 of Measure X funded sales tax administration services.

Additionally, pending the outcome of the community engagement and planning process for the Office of Racial Equity and Social Justice, whose name, structure, and operations will be determined through that process, the Recommended Budget includes a Measure X funded allocation of $600,000 to support the establishment of the Office in FY 2022-23. In FY 2023-24, the Measure X allocation increases to $1,200,000.

The recommended net County cost of $7,750,000 will provide the funding necessary to maintain current service levels in FY 2022-23.

County Administrator
General Government

Performance Measurements

County Administrator accomplishments during fiscal year 2021-22 include:

- Continued a coordinated a Countywide response to the unprecedented ongoing COVID-19 pandemic, in accordance with county Health Orders and public health guidance to protect lives and continued and enhanced county services to assist the Department Heads and public with information and resources.

- Continued to administer the countywide cost recovery for COVID-19, including federal grant programs totaling approximately $664 million, including the Coronavirus Relief Fund ($227 million), the Emergency Rental Assistance Program ($147 million), the Coronavirus State and Local Fiscal Recovery Fund ($224 million), and Federal Emergency Management Agency Public Assistance reimbursement program (estimated at $66 million).

- Developed and implemented department wide Remote Work and Mandatory Vaccination policies.

- Continued coordinated countywide response and public communications for weather-related events, including a National Weather Service Tsunami Advisory.

- Conducted recruitments of five new Department Heads: County Librarian, Director of Child Support Services, Director of Employment and Human Services, Director of Human Resources, and Public Defender.

- Completed the County's Redistricting process following the release of Census 2020 data; the Board adopted a new 2021 Supervisorial District Map on November 23, 2021. Public education and input opportunities included a dynamic, online mapping submission tool, and a dedicated Redistricting website.

- Hosted the County's inaugural Lunar New Year Celebration honoring the cultures and traditions of Asian Americans and Pacific Islanders in Contra Costa County.

- Sponsored AB 389 (Grayson), a bill signed by the Governor that continues to allow a county to contract for emergency ambulance services with a fire protection district and to provide those services through a subcontract with a private ambulance service.

- Maintained the AAA bond rating from Standard and Poor continuing to cite the County's robust financial position, including strong tax base and wealth and income profile.

- Continued to work with the Board and Departments to fund enhanced detention health initiatives and the construction of an acute psychiatric care unit to serve patient-inmates within the adult detention facilities.

- Balanced the budget eleven consecutive years and received Government Finance Officers Association Distinguished Budget Presentation for each of those years.

- Continued to implement the County's Other Post-Employment Benefits (OPEB) Strategic Plan. Exceeded the initial OPEB pre-funding target established June 26, 2007, of funding 100% of the potential liability for the retiree population. At the time, that figure was approximately 40% of the total liability. As of June 2021, the fiduciary net position as a percentage of total OPEB liability was 50.6% and the potential liability associated with the retiree population was 43.6%.

- Provided staff support to the Measure X Community Advisory Board (MXCAB), ultimately leading to the Board of Supervisors allocating $107 million in ongoing funding and $136.9 million in one-time funding to priority areas identified by the MXCAB.

- Provided staff support to the Ad Hoc Committee on COVID-19 Economic Impact and Recovery.
- Successfully implemented a new cloud-based countywide automated warrant management system to replace a 35+ year old legacy system, serving the County criminal justice departments, the Superior Court, and all local law enforcement agencies.
- Produced a countywide Master Facilities Planning Guide for the next 5-10 years.

Contra Costa County Website Traffic, Fiscal Years 2018-2021			
	FY18-19	FY19-20	FY20-21
Visits	1,722,706	1,945,717	3,802,687
Page views	4,272,661	4,642,042	9,329,434
Source: Civic Plus			

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
- Accurate and timely fiscal reporting on State and Federal pandemic funding
- Develop effective reporting of Measure X outcomes.

Provide Board of Supervisors with high quality support:

- Staff Ad Hoc and standing Board of Supervisors Committees
- Manage Board of Supervisors agenda development process, support automation of agenda process, and the preparation of clear and concise agenda items
- 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
- Support and inform new Department Head leadership
- 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, and Teamwork/ Organizational Development:

- Continue to work with the Board of Supervisors, Unions, and Departments to address pension liability
- 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, public television, and online content
- Complete negotiations and implement new labor agreements for over 80% of the County workforce.

County Administrator
General Government

Capital Projects Management:

- Begin Construction of the West County Reentry and Treatment Facility at West County Detention Campus
- Continue work on the demolition and redevelopment of the previous Administration Building and old jail complex, Pine Street, Martinez
- Begin implementing policy recommendations of the Master Facilities Plan.

County Counsel

Mary Ann Mason, County Counsel

General Government

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	11,769,813	12,906,027	13,670,000	13,670,000	0
Services And Supplies	782,440	982,000	1,206,000	1,206,000	0
Fixed Assets	0	62,000	0	0	0
Expenditure Transfers	(5,993,084)	(6,496,027)	(6,902,000)	(6,902,000)	0
Expense Total	**6,559,169**	**7,454,000**	**7,974,000**	**7,974,000**	**0**
Revenue					
Other Local Revenue	5,644,420	6,087,000	6,516,000	6,516,000	0
Revenue Total	**5,644,420**	**6,087,000**	**6,516,000**	**6,516,000**	**0**
Net County Cost (NCC):	**914,749**	**1,367,000**	**1,458,000**	**1,458,000**	**0**
Allocated Positions (FTE)	**53.0**	**55.0**	**55.0**	**55.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	179%	173%	171%	171%	
% Change in Total Exp		14%	7%	0%	
% Change in Total Rev		8%	7%	0%	
% Change in NCC		49%	7%	0%	
Compensation Information					
Permanent Salaries	7,786,436	8,444,871	9,371,850	9,371,850	0
Temporary Salaries	109,360	153,857	44,857	44,857	0
Permanent Overtime	381	0	0	0	0
Deferred Comp	69,700	75,060	86,414	86,414	0
Comp & SDI Recoveries	(3,559)	0	0	0	0
FICA/Medicare	485,867	504,248	564,289	564,289	0
Ret Exp-Pre 97 Retirees	22,039	24,616	24,616	24,616	0
Retirement Expense	2,276,354	2,568,239	2,396,312	2,396,312	0
Employee Group Insurance	749,443	859,058	956,995	956,995	0
Retiree Health Insurance	163,329	157,077	160,827	160,827	0
OPEB Pre-Pay	67,858	65,370	0	0	0
Unemployment Insurance	8,624	16,760	18,810	18,810	0
Workers Comp Insurance	33,979	36,872	45,029	45,029	0

County Counsel
General Government

Department Description

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

General Law

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

General Law Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$7,069,606
Financing:		5,611,606
Net County Cost:		1,458,000
Funding Sources:		
Charges for Svcs.	72.3%	$5,111,606
Property Tax Admin	7.1%	500,000
General Fund	20.6%	1,458,000
FTE: 27.0		

Child Protective Services and Probate

Description: Provides mandatory legal services for Employment and Human Services Department activities (adoptions, dependent children, etc.) and Health Services Department activities (conservatorships, Laura's Law, involuntary medication hearings, etc.)

Child Protective Services-Probate Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$5,219,680
Financing:		5,219,680
Net County Cost:		0
Funding Sources:		
Charges for Svcs.	100.0%	$5,219,680
FTE: 18.0		

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:		$2,586,714
Financing:		2,586,714
Net County Cost:		0
Funding Sources:		
Liability Insurance Internal Service Fund	100.0%	$2,586,714
FTE: 10.0		

CAO's Recommendation

The County Counsel's Office, in the role as legal advisor to the County, maintains a staff of 37 attorneys and 18 support staff. Most costs are recovered through charges for services. Costs for departments and programs whose legal services are supported by the general fund are offset by the budgeted net County cost. The Department's FY 2022-23 baseline net County cost is increased by $91,000 from FY 2021-22.

Salary and benefit costs are increased by $763,973, reflecting estimated wage increases as well as an additional attorney position. The position was approved by the Board of Supervisors after the baseline budget was established and, therefore, not included in the current year baseline costs. Operating costs, including interdepartmental charges for Information Technology, Telecommunications, and Public Works are increased by $224,000. Fixed assets appropriated in FY 2021-22 for the purchase of a new file server are reduced by $62,000.

Revenue offsets and expenditure transfers are increased by $834,973 to reflect the estimated charges for services in FY 2022-23.

The County Counsel recommended net County cost of $1,458,000 will provide the funding necessary to maintain County Counsel's current level of services in FY 2022-23.

Performance Measurement

Records Management and Case Management Systems

The County Counsel's Office converted closed case and department files to a Laserfiche document management system. This system enables the Office to retain closed case and department files in digital formats for historical reference, eliminating the need for offsite storage of hard-copy closed files. The Laserfiche system further improves efficiencies by permitting remote access to the files.

Recruitment and Staffing

The County Counsel's Office received funding from the Health Services Department and hired an additional attorney to support an increase in conservatorship/mental health services. Despite the impact of COVID-19 on the pool of eligible clerical candidates, the Office successfully filled two legal assistant positions and one of three clerical vacancies.

Administrative and Program Goals

Records Management and Case Management Systems

In the coming year, the Office plans to finish modernizing its record management. At the same time, the Office will work with the Department of Information Technology to replace the Office's separate case file management, time keeping and calendaring systems with a single integrated case management system. This modernized system will further reduce the Office's reliance on paper-based systems and improve efficiencies by enabling staff to carry out multiple functions on a single platform.

To accommodate the digital storage needs of day-to-day work, the Office has received funding to replace an aging server. The new server will immediately benefit the Office by providing increased storage for the office's paperless efforts. Finally, the Office will work with Ray Morgan Company, LLC and the Department of Information Technology to establish procedures for ongoing document management.

Litigation Cost Savings Initiative

The County Counsel's Office has a three-pronged approach to reducing costs associated with litigation. First, the Office will continue its goal of handling at least 90% of the cases assigned to its Tort and Civil Rights Litigation Division in-house, which provides a considerable cost savings to the County. Second, the Office will aim to achieve a result of no liability in 80%

of assigned civil rights cases. Lastly, the Office will continue to actively engage with various County departments to help them understand limitations and weaknesses in their practices and policies that can lead to lawsuits. The Office will work with the departments to upgrade their policies and procedures to both provide better services and to avoid future lawsuits.

In-House Legal Training

The Office will provide up to four internal Continuing Legal Education training sessions during the coming year on topics such as implicit bias, drafting ordinances, accessing juvenile court records, and ethics. The in-house trainings ensure that attorneys receive complete and internally consistent training on these subjects, as well as maintaining the Office's status as a Continuing Legal Education provider. Additionally, the Office will ensure that all new deputies attend the County Counsel Association's "boot camp" training. This training covers the basics of practicing law for a county government, such as the scope of county authority and issues concerning the attorney-client relationship.

Countywide Trainings

In 2022-23, the County Counsel's Office will provide countywide training sessions on various topics, including the Public Records Act, the Brown Act and contracting. With a growing number of Public Record Act requests, departments will be trained on how to respond to such requests, how to search for responsive records, when to redact information or withhold records, and when to contact the County Counsel's Office for assistance, among other subjects. The Office will also provide training about the Brown Act, which guarantees the public's right to attend and participate in meetings of local legislative bodies. The Brown Act training will focus on recent changes to the Act that temporarily make it easier for legislative bodies to meet by teleconference, as well as cover topics concerning the content of an agenda, items that may be discussed in closed session, the public's right to participate, and how to avoid Brown Act violations. The contracting training will teach the basics concerning the types of contracts, the proper parties to a contract, essential contracting terms and how to use the County's standard form contract templates.

Crockett/Rodeo Revenues
General Government

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	123,637	756,000	276,000	276,000	0
Other Charges	163,891	284,000	284,000	284,000	0
Expense Total	**287,528**	**1,040,000**	**560,000**	**560,000**	**0**
Net County Cost (NCC):	**287,528**	**1,040,000**	**560,000**	**560,000**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		262%	(46%)	0%	
% Change in Total Rev					
% Change in NCC		262%	(46%)	0%	

Crockett/Rodeo Revenues

Description: To account for expenditure of 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, including additional hours for the Crockett Library, capital improvements for the Crockett Community Foundation and capital equipment for the Crockett Carquinez Fire Department. The remaining 57% is 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 recommended budget is based on prior year trends of assessed valuations. The actual return-to-source shares are determined each year upon notification from the County Assessor's Office.

The FY 2022-23 budget is reduced by $480,000 from FY 2021-22, reflecting the elimination of prior year fund balance. Any unspent appropriations at year-end are carried over to the following year.

Crockett/Rodeo Revenues
General Government

Debt Service
General Government

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Revenue					
Other Local Revenue	3,963,347	1,000,000	0	0	0
State Assistance	30,365	0	0	0	0
Revenue Total	**3,993,712**	**1,000,000**	**0**	**0**	**0**
Net County Cost (NCC):	**(3,993,712)**	**(1,000,000)**	**0**	**0**	**0**
Allocated Positions (FTE)					
Financial Indicators					
% Change in Total Rev		(75%)	(100%)	0%	
% Change in NCC		(75%)	(100%)	0%	

Debt Service/General Fund

County/State West Contra Costa Healthcare District (WCCHCD)

Description: To account for the West Contra Costa Healthcare District's reallocation of property tax revenue through an exchange agreement. This exchange agreement is not an on-going source of revenue and replaces reserves transferred to the District as bridge funding prior to the medical center closing in 2015. FY 2021-22 was the final year of transfer.

County/State WCCHCD IGT Summary	
Service:	Discretionary
Level of Service:	Mandatory
Expenditures:	$ 0
Financing:	0
Net County Cost:	0
Funding Sources:	N/A

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 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.

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: This department was used to accumulate and pay out 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 was adjusted each year to take into account the prior year's variances in operational costs and recovery. The bonds will be paid off June, 2022.

Retirement UAAL Bond Summary	
Service:	Discretionary
Level of Service:	Mandatory
Expenditures:	$0
Financing:	0
Net Fund Cost:	0
Funding Sources:	N/A

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 County is expected to receive $1.4 million ad valorem property tax from the exchange agreement with the West Contra Costa Healthcare District in FY 2021-22. It is anticipated that the agreement will be fulfilled in FY 2021-22.

Transfers for the Retirement UAAL Bond and Retirement Litigation Settlement Debt service expenses were budgeted in each department as a compensation expense. UAAL Bond fund expenses grew according to the debt services schedule. The FY 2021-22 principal and interest payment are the final payments for the UAAL debt.

We do not anticipate issuing Tax Revenue Anticipation Notes (TRANs) in FY 2022-23.

For detailed information of the County's overall current debt position, please see Page 593.

Department of Information Technology

Marc Shorr, Chief Information Officer *General Government*

Department of Information Technology Summary

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	12,425,357	15,716,000	15,625,000	16,156,000	531,000
Services And Supplies	14,396,198	20,228,378	18,018,000	17,673,000	(345,000)
Other Charges	1,661,756	1,960,000	2,118,000	2,118,000	0
Fixed Assets	118,197	444,000	144,000	144,000	0
Expenditure Transfers	(20,893,429)	(24,440,000)	(27,162,000)	(27,162,000)	0
Expense Total	**7,708,079**	**13,908,378**	**8,743,000**	**8,929,000**	**186,000**
Revenue					
Other Local Revenue	7,674,191	8,410,000	8,648,000	8,834,000	186,000
Revenue Total	**7,674,191**	**8,410,000**	**8,648,000**	**8,834,000**	**186,000**
Net County Cost (NCC):	**33,888**	**5,498,378**	**95,000**	**95,000**	**0**
Allocated Positions (FTE)	**88.0**	**91.0**	**91.0**	**94.0**	**3.0**
Financial Indicators					
Salaries as % of Total Exp	161%	113%	179%	181%	
% Change in Total Exp		80%	(37%)	2%	
% Change in Total Rev		10%	3%	2%	
% Change in NCC		16,125%	(98%)	0%	
Compensation Information					
Permanent Salaries	7,380,852	9,502,405	9,923,160	10,276,250	353,090
Temporary Salaries	257,535	70,003	70,003	70,003	0
Permanent Overtime	91,968	123,000	123,000	123,000	0
Deferred Comp	102,560	138,060	144,610	144,610	0
Comp & SDI Recoveries	(16,190)	0	0	0	0
FICA/Medicare	571,072	710,061	745,184	772,042	26,858
Ret Exp-Pre 97 Retirees	19,900	22,068	22,068	22,068	0
Retirement Expense	2,053,784	2,726,988	2,374,018	2,452,706	78,688
Excess Retirement	21,896	0	0	0	0
Employee Group Insurance	1,058,007	1,512,272	1,553,673	1,622,950	69,277
Retiree Health Insurance	585,540	596,872	595,860	595,860	0
OPEB Pre-Pay	245,416	247,023	0	0	0
Unemployment Insurance	8,439	19,099	19,844	20,166	322
Workers Comp Insurance	44,579	48,148	53,579	56,344	2,765

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:

- Information Technology
- Telecommunications

Department of Information Technology
General Government

Information Technology Budget

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	9,490,543	12,184,000	12,198,000	12,729,000	531,000
Services And Supplies	7,011,474	9,158,000	8,353,000	8,008,000	(345,000)
Other Charges	1,094,772	957,000	957,000	957,000	0
Fixed Assets	118,197	432,000	132,000	132,000	0
Expenditure Transfers	(12,360,151)	(15,056,000)	(16,967,000)	(16,967,000)	0
Expense Total	**5,354,834**	**7,675,000**	**4,673,000**	**4,859,000**	**186,000**
Revenue					
Other Local Revenue	3,650,401	4,440,000	4,673,000	4,859,000	186,000
Revenue Total	**3,650,401**	**4,440,000**	**4,673,000**	**4,859,000**	**186,000**
Net County Cost (NCC):	**1,704,433**	**3,235,000**	**0**	**0**	**0**
Allocated Positions (FTE)	**67.0**	**70.0**	**70.0**	**73.0**	**3.0**
Financial Indicators					
Salaries as % of Total Exp	177%	159%	261%	262%	
% Change in Total Exp		43%	(39%)	4%	
% Change in Total Rev		22%	5%	4%	
% Change in NCC		90%	(100%)	0%	
Compensation Information					
Permanent Salaries	5,644,782	7,454,346	7,854,547	8,207,637	353,090
Temporary Salaries	257,535	70,003	70,003	70,003	0
Permanent Overtime	4,862	6,000	6,000	6,000	0
Deferred Comp	82,670	112,620	117,724	117,724	0
Comp & SDI Recoveries	(16,190)	0	0	0	0
FICA/Medicare	434,589	554,736	588,306	615,164	26,858
Ret Exp-Pre 97 Retirees	15,243	16,988	16,988	16,988	0
Retirement Expense	1,576,086	2,116,248	1,849,950	1,928,638	78,688
Excess Retirement	21,896	0	0	0	0
Employee Group Insurance	734,049	1,108,015	1,152,918	1,222,195	69,277
Retiree Health Insurance	487,407	486,340	483,446	483,446	0
OPEB Pre-Pay	203,878	205,792	0	0	0
Unemployment Insurance	6,450	15,003	15,708	16,030	322
Workers Comp Insurance	37,287	37,908	42,410	45,175	2,765

Department of Information Technology
General Government

Information Technology

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

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

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

Major Department Responsibilities

The Department of Information Technology provides a full portfolio of technology and business productivity 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 cloud technologies. This encompasses the Wide Area Network spanning 8,421 devices that connect 162 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:		$851,258
Financing:		851,258
Net County Cost:		0
Funding Sources:		
Charges for Services	100.0%	$851,258
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 risks 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

Information Security Summary		
Level of Discretion:		Discretionary
Level of Service:		Discretionary
Expenditures:		$1,860,708
Financing:		1,860,708
Net County Cost:		0
Funding Sources:		
Charges for Services	100.0%	$1,860,708
FTE: 2.5		

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:		$2,934,440
Financing:		2,934,440
Net County Cost:		0
Funding Sources:		
Charges for Services	100.0%	$2,934,440
FTE: 12.0		

Operations

Description: Responsible for the County's Central Data Center that houses the IBM mainframe, AS/400s, 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:		$3,577,964
Financing:		3,577,964
Net County Cost:		0
Funding Sources:		
Charges for Services	100.0%	$3,577,964
FTE: 9.2		

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:		$1,422,418
Financing:		1,422,418
Net County Cost:		0
Funding Sources:		
Charges for Services	100.0%	$1,422,418
FTE: 4.1		

Systems and Programming

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

Systems and Programming Summary		
Level of Discretion:		Discretionary
Level of Service:		Discretionary
Expenditures:		$6,221,131
Financing:		6,221,131
Net County Cost:		0
Funding Sources:		
Charges for Services	100.0%	6,221,131
FTE: 25.7		

Wide Area Network (WAN)

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

Wide Area Network Summary		
Level of Discretion:		Discretionary
Level of Service:		Discretionary
Expenditures:		$4,958,083
Financing:		4,958,083
Net County Cost:		0
Funding Sources:		
Charges for Services	100.0%	$4,958,083
FTE: 7.5		

Telecommunications Budget

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	2,934,814	3,532,000	3,427,000	3,427,000	0
Services And Supplies	7,384,724	11,070,378	9,665,000	9,665,000	0
Other Charges	566,985	1,003,000	1,161,000	1,161,000	0
Fixed Assets	0	12,000	12,000	12,000	0
Expenditure Transfers	(8,533,278)	(9,384,000)	(10,195,000)	(10,195,000)	0
Expense Total	**2,353,245**	**6,233,378**	**4,070,000**	**4,070,000**	**0**
Revenue					
Other Local Revenue	4,023,790	3,970,000	3,975,000	3,975,000	0
Revenue Total	**4,023,790**	**3,970,000**	**3,975,000**	**3,975,000**	**0**
Net County Cost (NCC):	**(1,670,545)**	**2,263,378**	**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	125%	57%	84%	84%	
% Change in Total Exp		165%	(35%)	0%	
% Change in Total Rev		(1%)	0%	0%	
% Change in NCC		(235%)	(96%)	0%	
Compensation Information					
Permanent Salaries	1,736,070	2,048,059	2,068,613	2,068,613	0
Permanent Overtime	87,106	117,000	117,000	117,000	0
Deferred Comp	19,890	25,440	26,886	26,886	0
FICA/Medicare	136,483	155,325	156,878	156,878	0
Ret Exp-Pre 97 Retirees	4,658	5,080	5,080	5,080	0
Retirement Expense	477,699	610,740	524,068	524,068	0
Employee Group Insurance	323,958	404,257	400,755	400,755	0
Retiree Health Insurance	98,132	110,532	112,414	112,414	0
OPEB Pre-Pay	41,538	41,231	0	0	0
Unemployment Insurance	1,989	4,096	4,137	4,137	0
Workers Comp Insurance	7,293	10,240	11,169	11,169	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:		$14,265,000
Financing:		14,170,000
Net County Cost:		95,000
Funding Sources:		
Charges for Services	92.4%	$13,180,000
Rent	6.9%	990,000
General Fund	0.7%	95,000
FTE: 21.0		

CAO's Recommendation

The Department of Information Technology's activities encompass countywide information security, desktop and network services, systems and programming, and telecommunications - including the East Bay Regional Communications Public Safety Radio System (EBRCS). All costs, except for a General Fund allocation of $95,000 for unreimbursed EBRCS costs, are offset by user fees.

The FY 2022-23 baseline net County cost decreased by $5,403,378 from the FY 2021-22 budget. The reduction reflects the elimination of restricted prior year fund balance that had been carried over for various projects including cybersecurity and various software and hardware upgrades.

Baseline salaries and benefits decreased overall by $91,000. This amount reflects an increase of $156,023 for estimated cost of living increases as well as a reduction of $247,023 to eliminate the cost of prefunding Other Post-Employment Benefits (OPEB). The County has now met the minimum funding target for OPEB established by the Board of Supervisors.

Baseline services and supplies, debt service charges and fixed assets (net of the elimination of restricted prior year fund balance) increased by $3,051,000. Included in this amount is software supporting cybersecurity, endpoint device patching and software distribution, and implementation of cloud-based disaster recovery services. New data circuits will be implemented to provide redundant connections to County and cloud-based applications and data. Outdated equipment supporting the Unified Communications (UC) phone system will be upgraded in FY 2022-23 as the Voice Over IP phone implementation is completed. The Department will also have increased costs supporting the Health Services-Home Key initiatives in Richmond and Brentwood, the new Child Health Center in Concord, and support of new construction at the 651 Pine Street, Martinez location.

Revenue and expenditure transfers increased by $2,960,000 to fund the increased costs of operations. The Department offsets the costs of operations through charges to customers. The General Fund allocation of $95,000 reflects unreimbursed costs related to the East Bay Regional Communications System.

The Department is requesting to add five positions as part of the Recommended Budget. The requested positions will support Enterprise Infrastructure (Wide Area Network) services and technology projects, as well as operation of the County data center. As part of this request, two positions will be eliminated and the provision for outside professional, specialized services will be reduced. This request will result in increased salaries and benefits of $531,000 and decreased costs for contracted services of $345,000. The net increase of $186,000 will be funded by network fees.

Performance Measurement

- **Change Requests/Enterprise Management System –** Manage and track application changes. The annual change requests count is 290 with incremental load for additional system feature upgrades.

  Law and Justice-LIS Change Requests System – Customer care tickets and the number of Closed/ Pending requests in the LIS CR system.

  FY 2021-22
  Pending Closure - 3
  Pending Callback - 1
  Open tickets - 125
  Closed tickets - 76

  Mainframe Jobs Processed per year 65,000 or 250 per workday.

- **System Upgrades -** As part of continual improvements, initiate and manage system upgrades. Completed the PeopleTools upgrade.

- **Helpdesk Support -** Support County departments, County employees, and Cloud Vendor partners.

  Open Tickets – 1367
  Closed Tickets – 5119

  July 1, 2020 through February 17, 2022

- **Service Level Agreements (SLA)** - DOIT has updated its SLA to include metrics for performance and cost. Services include Customer Care (Helpdesk) support, maintenance, administration, troubleshooting, and resolution of problems.

- **Radio Code Plug -** Number of code upgrades requested, number completed, number of consoles completed.

- **UC Jabber -** Increased uptime to 99% from 90%.

- **New IT platforms**: **Endpoint Visibility & Management platform (Tanium).** Tanium is a platform solution allowing for endpoint device visibility and management at speed and scale. Tanium has allowed DoIT to patch vulnerabilities, deploy and manage software, provide cybersecurity remediation to the endpoints in real-time. To date DoIT has deployed Tanium to over 7054 devices across 16 of the 27 County Departments. Tanium is deployed 100% across DoIT hosted departments.

- **New IT platforms: Endpoint Visibility & Management platform (Jamf).** Jamf is an Apple-only enterprise management platform specifically designed to remotely manage and protect Apple users and their devices. Jamf operates on both the iOS and MacOS platforms. To date DoIT has deployed Jamf to 53% of supported iOS devices and 86% of supported Mac OS devices.

- **Team member training**: Information technology is a dynamic field, thus creating new opportunities and challenges every day. Developing current DoIT staff is essential to the County's efforts to attract and retain qualified IT professionals. Earning IT certifications are vital to these efforts. To date, all members of the Network and Endpoint Services staff have received the necessary curriculum training to prepare for their IT certifications in either Network+, A+, or Security+

DoIT Performance Data, FY20-21

Operations Indicators	Count
Helpdesk Tickets	9,198
Interdepartmental work orders	2,231
Systems / applications launched	4
Systems / applications deprecated	12

Performance Measures	Actual	Target
Wide Area Network Availability	99%	99%
Mainframe Enterprise Server Availability	97%	97%

Department of Information Technology
General Government

Administrative and Program Goals

- **Application Support** - Ensure a consistent and cost-effective level of availability for County's mission critical applications that include Countywide personnel management and payroll systems.

- **Business Continuity** - Provide business continuity procedures if a critical application or system fails. Work with County departments and cloud vendors to actively pursue the processes and activities required to ensure that a business resumption plan is in place for mission-critical functions should any critical component fail or become unavailable.

- **Create Dashboards** – Offer a single point of truth and transparency, a place to view all activities.

- **Security** - The adoption and execution of the County's Information Security Strategy sets the vision and groundwork in place to have a standardized countywide approach to addressing cybersecurity risks, and legal and regulatory compliance. The Strategy ensures that the County has a common vision and framework to protect County intellectual property and assets as well as assure the citizens of the County's commitment to their well-being and the public trust.

- **12 new Unified Communications site deployments –** A combination of converting existing sites and adding new sites.

- **12 Radio towers -** Upgrade to Multiprotocol Label Switching (MPLS). This will be a coordinated effort with all EBRCS subscribers. 911 emergency call center consoles, and base station and handheld portables will require upgrade and a new set of code plugs. Channels will be rolled from the outdated TDM to MPLS, then tested and applied incrementally.

- **12 Microwave -** Sites will be upgraded from analog to MPLS/ethernet service. As part of the 651 Pine St. Martinez tower relocation and upgrade, the County Constellation microwave ring will be upgraded to allow for real time failover and the use of ethernet services. This in turn will enable DoIT's WAN and Telecom groups to seek out over the air redundant pathways for networking services.

- **Telecom Network Map -** Work with WAN team to develop a complete countywide network map to include departmental name, organization numbers, locations, circuit information, equipment deployed, IP addressing, and call processing backup and 911 information.
- **AVST to EMS -** Move all remaining voicemail and call processor servers and appliances from the current AVST servers onto the EMS application.

- **AV RFP -** Complete and issue an Audio Video Request for Proposals covering all currently deployed equipment, all new construction, monitoring, and maintenance.

- **651 Pine St. Martinez Replacement -** Complete all departmental reviews of space and requirements, main computer room and remote computer room generator requirements, audio/visual solutions, networking, and communication needs. The estimated time of completion is currently 2024.

- **Create a culture of learning -** Create an environment where learning will be an important aspect of the Department culture. Divisional leaders will assume a shared responsibility towards team member development wherein staff development is an essential and worthy business investment.

- **Improve the innovation-development-diffusion process**: As new IT challenges arise, so do new opportunities. DoIT's current ecosystem requires new operational and organizational IT adoption paths. Divisional leaders will champion the adoption of new technologies while retiring outdated systems to enhance the maturity and stability of the county's IT environment.

- **Work with various departments on County application initiatives for modernization, integrations and implementations.** Examples include but are not limited to:
  - Workday Finance
  - CALWIN-CALSAWS
  - Court Migrations
  - ASD Applications and Reporting
  - SQL Server upgrades
  - SharePoint applications
  - TTC Tax Payment systems
- **Provide County Departments the high-quality systems support** and maintenance for their technology on County systems.

FY 2022-23
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	4	Operations	Salaries and Benefits	0.0	37,281	Add 1 IT Customer Operations Manager, Cancel 1 Computer Operations Analyst
2	6	Systems & Programming	Salaries and Benefits	1.0	194,128	Add 2 Information Systems Project Managers, Cancel 1 Information Systems Programmer Analyst IV
3	6	Systems & Programming	Non-County Professional Specialized Services	0	(345,148)	Reduction to outside contractor services
4	8	Wide-Area-Network Services	Salaries and Benefits	2.0	299,739	Add 1 Network Analyst I & 1 Network Analyst II
5	8	Wide-Area-Network Services	Revenue	0.0	186,000	Increase wide-area-network fees to customers
			Total	**3.0**	**0**	

Department of Information Technology
General Government

Employee/Retiree Benefits
General Government

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	322,884	163,000	218,000	218,000	0
Services And Supplies	2,472,100	23,895,811	3,375,000	3,375,000	0
Expenditure Transfers	(58,846)	(59,000)	(59,000)	(59,000)	0
Expense Total	**2,736,138**	**23,999,811**	**3,534,000**	**3,534,000**	**0**
Revenue					
Other Local Revenue	1,780,552	34,000	34,000	34,000	0
Revenue Total	**1,780,552**	**34,000**	**34,000**	**34,000**	**0**
Net County Cost (NCC):	**955,587**	**23,965,811**	**3,500,000**	**3,500,000**	**0**
Financial Indicators					
Salaries as % of Total Exp	12%	1%	6%	6%	
% Change in Total Exp		777%	(85%)	0%	
% Change in Total Rev		(98%)	0%	0%	
% Change in NCC		2,408%	(85%)	0%	
Compensation Information					
Retirement Expense	(206,258)	(349,776)	(134,212)	(134,212)	0
Retiree Health Insurance	364,525	361,266	352,212	352,212	0
OPEB Pre-Pay	164,617	151,510	0	0	0

Program Description

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

Employee Benefits

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

Employee Benefits Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$2,611,000
Financing:		93,000
Net County Cost:		2,518,000
Funding Sources:		
Interdept Charges	3.6%	$93,000
General Fund	96.4%	2,518,000

Employee/Retiree Benefits
General Government

Retiree Health Benefits

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

Retiree Health Benefits Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$982,000
Financing:		0
Net County Cost:		982,000
Funding Sources:		
General Fund	100.0%	982,000

CAO's Recommendation

The Recommended budget for Employee/ Retiree Benefits funds the staff and equipment costs for maintaining the County payroll and benefits system and funds retiree health care costs for certain court employees and other retirees that cannot be attributed to current County departments.

The FY 2022-23 Baseline budget is reduced by $20.5 million from FY 2021-22 to reflect the elimination of prior year fund balance carried over from restricted Medicare Part D Reimbursements.

The FY 2022-23 Recommended budget reflects staff costs from the Department of Information Technology, costs for software consultants along with the costs of licenses, maintenance and support for the County payroll and benefits system. Charges to departments for payroll infrastructure costs total approximately $93,000 annually.

General Purpose Revenue
General Government

General Fund Total	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Revenue					
Other Local Revenue	534,479,352	527,300,000	555,000,000	555,000,000	0
Sales Tax Measure X	24,078,616	198,846,200	107,000,000	107,000,000	
Federal Assistance	7,039	0	0	0	0
State Assistance	2,369,061	1,700,000	1,600,000	1,600,000	0
Revenue Total	**560,934,069**	**727,846,200**	**663,600,000**	**663,600,000**	**0**
Net County Cost (NCC):	**(560,934,069)**	**(727,846,200)**	**(663,600,000)**	**(663,600,000)**	**0**
Financial Indicators					
% Change in Total Rev		30%	(9%)	0%	
% Change in NCC		30%	(9%)	0%	

General Purpose 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.

Sales Tax Measure X Revenues

Description: To receive revenues which are attributable to the Measure X general purpose ½ cent sales tax levied countywide (exempting food sales) approved by the Contra Costa County voters on November 3, 2020. The ballot measure language stated the intent of Measure X is "to keep Contra Costa's regional hospital open and staffed; fund community health centers, emergency response; support crucial safety-net services; invest in early childhood services; protect vulnerable populations; and for other essential county services."

The tax became effective April 1, 2021. In the 2021-22 year, revenues were appropriated from both FY 2020-21 and FY 2022-23 for one-time allocations. The annual on-going revenue for FY 2022-23 is estimated at $107 million, which is expected to grow by approximately 3% each year.

Information regarding the appropriations associated with these revenues can be found in the Measure X Allocation write-up on Page 169.

General Purpose Revenue Summary		
Level of Discretion:		Mandatory
Level of Service:		Discretionary
Expenditures:		$ 0
Financing:		663,600,000
Net County Cost:		(663,600,000)
Funding Sources:		
Property Taxes	70.4%	$467,000,000
Sales Tax-MX	16.1%	107,000,000
Other Taxes	5.0%	33,400,000
Fines Penalties	3.1%	20,250,000
Intergovernmental	1.4%	9,600,000
License Franchise	1.4%	9,450,000
Charges for Service	1.3%	8,600,000
Use of Money	1.2%	8,000,000
Miscellaneous Rev	0.1%	300,000

General Purpose Revenue
General Government

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 increase of 5.561%, accordingly the assessment roll inflation will increase by the full legal limit of 2% for FY 2022-23. Due to extremely high activity in the last year, the County Administrator's Office is projecting that total assessed value growth for FY 2022-23, will be 6.0%. The 6.0% figure compares to:

- FY 2021-22 growth of 3.44%
- FY 2020-21 growth of 4.87%
- FY 2019-20 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%
- FY 2012-13 growth of 0.86%

The inflation factor increase in base year value is limited to 2% by California Constitution, Article XIII A, section 2(b)).

The FY 2021-22 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 2022-23.

It should be noted that revenues associated with Earnings on Investment have been increased from $3.9 million to $8 million due to changes in the economy and inflation. Additionally, non-Measure X sales tax has increased significantly due to changes in consumer behavior impacting the "point-of-sale" for certain goods during the pandemic. "Point-of-sale" refers to the location where merchandise was purchased from, which impacts how the sales tax proceeds are allocated for a given transaction. Generally, if the merchandise is inventoried and delivered from within California, the tax goes to the jurisdiction where the order was placed or if there is no in-state order desk, to the jurisdiction where the merchandise is inventoried. If the merchandise is inventoried and delivered from out of state, the tax is allocated via the county pools except for transactions over $500,000, which are allocated to the jurisdiction of first delivery.

As stated above, the information regarding the appropriations associated with Measure X sales tax revenues can be found in the Measure X Allocation write-up on Page 169.

Human Resources

Ann Elliott, Director *General Government*

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	6,067,963	7,860,000	7,874,757	8,023,000	148,243
Services And Supplies	3,459,690	5,907,814	4,645,000	4,645,000	0
Fixed Assets	26,224	0	0	0	0
Expenditure Transfers	(144,003)	(589,000)	(842,000)	(842,000)	0
Expense Total	**9,409,874**	**13,178,814**	**11,677,757**	**11,826,000**	**148,243**
Revenue					
Other Local Revenue	8,089,911	8,992,000	8,665,757	8,814,000	148,243
Revenue Total	**8,089,911**	**8,992,000**	**8,665,757**	**8,814,000**	**148,243**
Net County Cost (NCC):	**1,319,964**	**4,186,814**	**3,012,000**	**3,012,000**	**0**
Allocated Positions (FTE)	**50.0**	**50.0**	**50.0**	**51.0**	**1.0**
Financial Indicators					
Salaries as % of Total Exp	64%	60%	67%	68%	
% Change in Total Exp		40%	(11%)	1%	
% Change in Total Rev		11%	(4%)	2%	
% Change in NCC		217%	(28%)	0%	
Compensation Information					
Permanent Salaries	3,715,019	4,875,738	5,067,370	5,161,028	93,658
Temporary Salaries	19,968	12,800	12,800	12,800	0
Permanent Overtime	205	4,500	4,500	4,500	0
Deferred Comp	74,910	93,960	99,504	101,304	1,800
Comp & SDI Recoveries	(765)	0	0	0	0
FICA/Medicare	279,185	362,692	378,265	385,617	7,352
Ret Exp-Pre 97 Retirees	10,183	13,321	13,321	13,321	0
Retirement Expense	1,059,643	1,377,295	1,191,428	1,212,305	20,877
Employee Group Insurance	621,870	805,935	828,960	851,593	22,633
Retiree Health Insurance	180,416	176,456	176,699	176,699	0
OPEB Pre-Pay	76,980	73,435	0	0	0
Unemployment Insurance	4,162	9,751	10,090	10,308	218
Workers Comp Insurance	26,188	54,116	91,821	93,526	1,705

Department Description

This table represents information in aggregate summarizing expenditures and revenue for the Human Resources Department.

Human Resources
General Government

Administration

Develops, administers and monitors the annual budget, general purchasing, contracts and accounts payable activities. Formulates County-wide Human Resources policies and procedures, consults on Human Resources and Merit Board issues, administers the Countywide Contracted Temporary Help Program, and the coordinates pre-employment process.

Administration Summary

Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$1,434,760
Financing:		2,533,376
Net County Cost:		(1,098,616)
Funding Sources:		
Charges for Svc	130.8%	$1,877,000
Cost Transfers	45.6%	654,000
Miscellaneous	0.2%	2,376
General Fund	(76.6%)	(1,098,616)
FTE: 4.0		

Employee Benefits

Description: Formulates and implements policies for the administration of benefit programs and services that assist the County in maintaining a competitive compensation package and that contribute to the health and wellbeing 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. Provides support, training, and guidance to departments on Leave Administration and the Americans with Disabilities Act & Amendments Acts Title I (ADA) and Fair Employment & Housing (FEHA) procedures and obligations specific to reasonable accommodations for employees and applicants.

Employee Benefits Administration Summary

Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$6,934,624
Financing:		6,934,624
Net County Cost:		0
Funding Sources:		
Charges for Svc	100.0%	$6,934,624
FTE: 25.0		

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, professional and organizational development, diversity outreach, approval of all personnel actions, management of the lay-off processes and outplacement activities, as well as the maintenance of all personnel history files and records.

Personnel Services Summary

Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$4,298,616
Financing:		188,000
Net County Cost:		4,110,616
Funding Sources:		
Charges for Svc	4.4%	$188,000
General Fund	95.6%	4,110,616
FTE: 22.0		

CAO's Recommendation

The FY 2022-23 budget for the Human Resources Department, which comprises Administration, Personnel Services and Employee Benefits divisions, is reduced overall by a net of $1,174,814 from FY 2021-22. The reduction reflects the elimination of prior year fund balance that had been carried over for various benefit programs. Any surplus tied to administration of deferred compensation, health care spending and dependent care assistance programs is rebudgeted to the next fiscal year for related costs.

The baseline budget includes estimated cost of salary and benefit increases and interdepartmental charges from servicing departments (e.g. Information Technology, Public Works, Telecommunications, County Counsel). Appropriations set aside for Other Post-Employment Benefits (OPEB) in the amount of $73,000 were eliminated as, in June 2022, the County will meet the minimum pre-funding target for OPEB established by the Board of Supervisors.

Baseline revenue reflects a decreased share of the Countywide administrative and overhead costs for FY 2022-23.

The Recommended budget includes additional funding of $148,243 for an employee benefits analyst position to support employee leave and Americans with Disabilities Act programs.

The Recommended net County cost of $3,012,000 will provide the funding necessary for Human Resources to provide personnel services and benefits administration in FY 2022-23.

Performance Measurement

Personnel Services

- Conducted Executive recruitments for the following key positions:
  - Assistant County Registrar
  - Deputy County Clerk-Recorder
  - Community Services Deputy Director
  - GIS Manager
  - Human Resources Manager – Benefits
  - Information Systems Division Director
- Processed 33,262 employment applications and conducted 209 recruitments. Administered recruitment for 23 classifications with over 200 applications:

Job Title	Applications Received
Sheriff's Dispatcher I	2487
Eligibility Worker I	1485
Eligibility Worker I	886
Juvenile Institution Officer I	765
Social Service Program Assistant	635
Social Worker II	402
Sheriff's Aide	392
Social Worker	369
Administrative Services Assistant III	353
Clerk - Experienced Level	334
Human Resources Technician	323
Clerical Supervisor	183
Firefighter – 56 Hour (Lateral)	283
Fingerprint Technician I	261
Clerk-Recorder Services Technician	242
Detention Services Worker	223
Administrative Analyst	219
Victim Witness Assistance Program Specialist	219
Executive Assistant II to the County Administrator - Exempt	216
Library Assistant - Journey Level	214
Social Worker III	213
Fire District Dispatcher	212
Information Systems Technician II	200

- Processed over 180 Personnel Adjustment Resolutions (P300's).

Human Resources
General Government

- Continued the use a more robust job analysis process rooted in collaborative partnering with departmental representatives and job experts in departments, completing 118 new job analyses.

- Partnered with the Public Works Department to conduct an organizational needs assessment and develop customized training to address culture and communication issues within one of its divisions.

- Coordinated with Risk Management to develop a plan to transition the new supervisor and manager training program to the Human Resources Professional & Organization Development team for next fiscal year.

Performance Measurement: Time to Hire
Time to Hire measures the average number of days between requisition by a department to completion of all pre-employment processes for merit system recruitments.

Calendar Year	Average Time to Hire (Days)
2019	308
2020	217
2021	199

In late 2018 the Human Resources Department reviewed and redesigned recruitment processes to expedite hiring and better match candidates with County departments' business needs. Collaborating with stakeholders over the course of 18 months, numerous improvement strategies were developed and implemented, ultimately reducing the average time to hire from 308 days to 217 days in 2020. In 2021 the Department shifted focus from reducing timelines to improving the quality of the merit system assessment process and the candidate experience and saw a modest reduction in time to hire with an average 199 days.

Technology

- Implemented an upgrade to the HireVue online video-based interview platform. HireVue facilitates both live and "on-demand" video interviews, working toward the Department's goal to make the hiring process more flexible and accessible to candidates. The upgrade incorporates the County's Competency Framework into the platform and further streamlines the structured interview process.

- Supported 7,636 life event and enrollment transactions in Benefits Administration.

- Monitored and processed 9,098 manager self-service transactions and 10,500 job data transactions.

- Collaborated with the Department of Information Technology (DoIT) on 114 Peoplesoft system change requests.

- Provided 250 analytic data requests to County departments.

- Improved the integration reporting process to minimize data submission errors.

- Implemented Health Profile component in PeopleSoft to record COVID vaccination and exemption status.

- Implemented Deferred Compensation 457 Roth contribution to give employees an additional option for their retirement saving.

- Implemented Family First Corona Virus Act leave plan to support COVID-related absences.

- Implemented Deferred Compensation Re-Opener plans for five unions.

- Contributed to WORKDAY project consulting on HR Data integration.

Benefits

- Increased percentage of employees participating in IRS 457 retirement accounts from 69% in calendar year 2020, to 72% in calendar year 2021.

- Collaborated with the Employment and Human Services Department (EHSD) and Health Services Department Leaves Teams to

develop a Leave of Absence (LOA) Training specific for their managers' and supervisors' procedures and coordinating LOAs with their departments' Ecotime and iSite tracking systems.

- Reviewed and processed over 1,000 COVID-19 Vaccination exemption Reasonable Accommodation requests. Established a reliable and efficient tracking system in PeopleSoft.
- Established initial Americans With Disabilities Act tools for Countywide use including the Reasonable Accommodation FAQs (Frequently Asked Questions), Interactive Process overview chart, documentation guidance for interactive process appointments and completion of summary reporting of the interactive process.
- Provided Reasonable Accommodations training to Health Services and EHSD, and individualized training for smaller departments.
- Began the review and creation of a process to manage long-term leaves that exceed mandatory leave laws.

Human Resources Department - Operations Indicators 2012-2021

Operations Indicator	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Employment applications processed	29,068	39,726	32,076	37,865	28,623	26,368	28,933	31,692	30,813	33,462
Examinations conducted	185	131	137	179	169	166	168	241	204	275
Personnel transactions processed	19,310	23,472	24,313	21,206	29,693	31,319	32,193	30,791	26,959	30,516
Appointments	1,129	1,254	1,514	1,659	1,654	1,542	1,387	1,762	1,343	1,487

Administrative and Program Goals

Personnel Services

- Continue to increase the County's use of unproctored testing and other innovative assessment strategies.
- Begin offering training for Hiring Managers throughout the County so they can serve as a liaison to their candidates through the pre-employment process.
- Develop strategies to collect and analyze data on the impact of the "Great Resignation" on County recruitment and retention activities.
- Launch the Professional & Organizational "POD Cast".
- Transition the delivery of new supervisor and manager training from Risk Management to Human Resources.
- Partner with Labor Relations, the HRIS Team, and the County Administrator's Office to identify a Countywide performance management platform and begin implementation.

Technology

- Complete SmartERP (enterprise resource planning) project and initiate countywide onboarding implementation with departments along with stabilizing the SmartERP platform. Initiate efforts to convert paper forms to electronic forms. Transition NeoGov transactions that need Peoplesoft integration into Peoplesoft component utilizing SmartERP forms and workflow.
- Continue to evaluate and improve the requisition and Personnel Action Form and associated approval workflows in NeoGov to further streamline the process and create a more intuitive user experience for hiring managers and approvers.
- Create specialized tracking process within PeopleSoft for recording ADA Reasonable Accommodations for employees to generate accurate reporting.

Human Resources
General Government

Benefits

- Initiate the Request For Proposal (RFP) process for Employee Assistance Program, COBRA, and Flexible Spending Account vendors.
- Expand PeopleSoft benefits Employee Self Service online open enrollment to include retirees.
- Create one-hour quarterly trainings on specific LOA topics with detailed information for leave coordinators, analysts, and managers to assist with the proper implementation of employees' LOAs and maintain compliance.
- Continue to develop and strengthen relationships with leave coordinators and analysts by holding semi-annual meetings asking for input on processes and trainings for themselves and for managers.
- Develop Universal MOU (Memoranda of Understanding) Language for LOAs to be presented at upcoming MOU reviews. Language will differentiate between protected, mandated LOAs and general LOAs.
- Finalize Leave Guide update and provide training to managers, supervisors and departmental human resources staff on leave management requirements, processes and procedures.
- Continue to collaborate with the County's 27 departments to implement a consistent, good faith, and well-documented ADA program consistent with obligations established under the ADA Title I and Fair Employment and Housing Act. Foster partnership and collaboration. When requested, facilitate interactive process meetings as a modeling/training tool for departments.
- Provide ongoing training and consultation to County departments on return-to-work processes and expectations for employees; support supervisors and departments in the management of absences.
- Complete an ADA Interactive Process and Reasonable Accommodations Reference Guide for employee and supervisor use.
- Review and update the process for Essential Job Functions relevant to specific job assignments. This is critical for effective accommodation considerations.
- Continue to partner with Risk Management in the administration of the Return to Work (RTW) Policy and RTW Committee to support cost-containment of absences. Partner with Workers' Compensation and departments in navigating the ADA process for occupational injuries.

Other

- Continue updating the Personnel Management Regulations and Salary Regulations to align with modern human resources best practices and ensure consistency with MOUs and County Administrative Bulletins.
- Continue to deepen working relationships with departmental personnel staff by soliciting input and engaging in collaborative discussions to improve efficiencies and consistency across all departments in Human Resources functions.
- Revise Bridge to Success processes to incorporate lessons learned from the pilot program with Library and Health Services, and develop strategies to incentivize and increase departmental participation.
- Develop data analytics capability and meaningful metrics to support strategic decision-making and improved service.

FY 2022-23
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	148,243	Add 1 Employee Benefits Analyst
2	2	Employee Benefits Administration	Revenue	0	148,243	Increased Benefits Administration Fees
			Total	**1.0**	**0**	

Human Resources
General Government

Library Budget Summary

County Library Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	22,599,614	28,795,100	28,313,000	28,313,000	0
Services And Supplies	6,426,282	11,564,749	6,956,000	6,956,000	0
Other Charges	3,373,767	3,335,790	2,898,000	2,898,000	0
Fixed Assets	268,080	846,000	170,000	170,000	0
Expenditure Transfers	55,440	49,000	70,000	70,000	0
Expense Total	**32,723,183**	**44,590,639**	**38,407,000**	**38,407,000**	**0**
Revenue					
Other Local Revenue	39,157,410	35,932,876	38,122,000	38,122,000	0
Federal Assistance	81	0	0	0	0
State Assistance	301,419	275,124	285,000	285,000	0
Revenue Total	**39,458,909**	**36,208,000**	**38,407,000**	**38,407,000**	**0**
Net Fund Cost (NFC):	**(6,735,726)**	**8,382,639**	**0**	**0**	**0**
Allocated Positions (FTE)	**195.5**	**195.5**	**203.6**	**203.6**	**0**
Financial Indicators					
Salaries as % of Total Exp	69%	65%	74%	74%	
% Change in Total Exp		36%	(14%)	0%	
% Change in Total Rev		(8%)	6%	0%	
% Change in NFC		(224%)	(100%)	0%	
Compensation Information					
Permanent Salaries	13,238,996	17,242,109	16,598,876	16,598,876	0
Temporary Salaries	935,881	2,111,997	2,111,997	2,111,997	0
Permanent Overtime	71,260	66,900	64,000	64,000	0
Deferred Comp	174,295	201,660	301,668	301,668	0
Comp & SDI Recoveries	(31,950)	0	0	0	0
FICA/Medicare	1,058,684	1,308,493	1,448,210	1,448,210	0
Ret Exp-Pre 97 Retirees	36,242	40,631	42,900	42,900	0
Retirement Expense	3,738,118	4,091,030	3,871,998	3,871,998	0
Employee Group Insurance	2,145,272	2,593,034	2,909,465	2,909,465	0
Retiree Health Insurance	754,338	716,803	780,609	780,609	0
OPEB Pre-Pay	331,978	302,616	0	0	0
Unemployment Insurance	15,536	28,194	31,599	31,599	0
Workers Comp Insurance	130,963	91,632	151,678	151,678	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 Department:

– Administration and Support Services
– Library Community Services
– Revenue - County Library Taxes
– Plant Acquisition – Library Fund

Most expenses of the County Library are funded with property taxes. The Net Fund Cost shown for Administration, Support Services, and Library Community Services are funded with the property taxes shown in “Revenue – County Library Taxes”.

Major Department Responsibilities

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

Countywide Library Services Summary

Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$38,407,000
Financing:		38,407,000
Net Fund Cost:		0
Funding Sources:		
Property Taxes	90.7%	$34,822,000
Intergovernmental	7.4%	2,853,000
Misc. Revenue	1.1%	409,000
Measure X-Transfer	0.5%	200,000
Fees	0.3%	123,000

FTE: 203.6

Library Administration and Support Services Budget

County Library Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	8,276,254	9,639,604	9,385,000	9,385,000	0
Services And Supplies	5,276,258	6,665,178	3,849,000	3,849,000	0
Other Charges	1,781,883	2,196,000	1,797,000	1,797,000	0
Fixed Assets	241,928	778,000	170,000	170,000	0
Expenditure Transfers	55,440	49,000	70,000	70,000	0
Expense Total	**15,631,762**	**19,327,782**	**15,271,000**	**15,271,000**	**0**
Revenue					
Other Local Revenue	3,294,245	840,701	384,000	384,000	0
State Assistance	114,473	82,299	91,000	91,000	0
Revenue Total	**3,408,718**	**923,000**	**475,000**	**475,000**	**0**
Net Fund Cost (NFC):	**12,223,045**	**18,404,782**	**14,796,000**	**14,796,000**	**0**
Allocated Positions (FTE)	**60.4**	**60.4**	**60.5**	**60.5**	**0**
Financial Indicators					
Salaries as % of Total Exp	53%	50%	61%	61%	
% Change in Total Exp		24%	(.021%)	0%	
% Change in Total Rev		(.073%)	(.049%)	0%	
% Change in NFC		51%	(.020%)	0%	
Compensation Information					
Permanent Salaries	4,643,285	5,608,371	5,600,508	5,600,508	0
Temporary Salaries	45,602	157,326	157,326	157,326	0
Permanent Overtime	18,174	15,000	10,000	10,000	0
Deferred Comp	49,083	60,660	82,656	82,656	0
FICA/Medicare	344,094	400,980	435,863	435,863	0
Ret Exp-Pre 97 Retirees	13,439	14,101	16,400	16,400	0
Retirement Expense	1,372,190	1,516,102	1,380,482	1,380,482	0
Employee Group Insurance	655,763	804,806	858,841	858,841	0
Retiree Health Insurance	754,338	716,803	780,609	780,609	0
OPEB Pre-Pay	331,978	302,616	0	0	0
Unemployment Insurance	5,142	10,080	10,744	10,744	0
Workers Comp Insurance	43,167	32,759	51,572	51,572	0

Library
General Government

Library Administration & Support Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$15,271,000
Financing:		475,000
Net Fund Cost:		14,796,000
Funding Sources:		
Property Taxes	96.9%	$14,796,000
Measure X-Transfer	1.3%	200,000
Intergovernmental	0.8%	121,000
Fees	0.7%	100,000
Misc. Revenue	0.3%	54,000
FTE: 60.5		

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:		$6,951,223
Financing:		43,800
Net Fund Cost:		6,907,423
Funding Sources:		
Property Taxes	99.4%	$6,907,423
Misc. Revenue	0.6%	43,800
FTE: 27.1		

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:		$6,017,251
Financing:		31,000
Net Fund Cost:		5,986,251
Funding Sources:		
Property Taxes	99.5%	$5,986,251
Intergovernmental	0.5%	31,000
FTE: 22.0		

Countywide Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$2,302,526
Financing:		400,200
Net Fund Cost:		1,902,326
Funding Sources:		
Property Taxes	82.6%	$1,902,326
Measure X-Transfer	8.7%	200,000
State Aid	4.0%	91,000
Fees	3.4%	77,200
Misc. Revenue	1.3%	32,000
FTE: 11.4		

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 Lesher 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	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	14,323,361	19,155,496	18,928,000	18,928,000	0
Services And Supplies	1,150,024	4,899,571	3,107,000	3,107,000	0
Other Charges	1,591,884	1,139,790	1,101,000	1,101,000	0
Fixed Assets	0	68,000	0	0	0
Expense Total	**17,065,269**	**25,262,857**	**23,136,000**	**23,136,000**	**0**
Revenue					
Other Local Revenue	2,290,243	1,777,000	2,456,000	2,456,000	0
Revenue Total	**2,290,243**	**1,777,000**	**2,456,000**	**2,456,000**	**0**
Net Fund Cost (NFC):	**14,775,026**	**23,485,857**	**20,680,000**	**20,680,000**	**(0)**
Allocated Positions (FTE)	**135.1**	**135.1**	**143.1**	**143.1**	**0**
Financial Indicators					
Salaries as % of Total Exp	84%	76%	82%	82%	
% Change in Total Exp		48%	(8%)	0%	
% Change in Total Rev		(22%)	38%	0%	
% Change in NFC		59%	(12%)	0%	
Compensation Information					
Permanent Salaries	8,595,711	11,633,738	10,998,368	10,998,368	0
Temporary Salaries	890,280	1,954,671	1,954,671	1,954,671	0
Permanent Overtime	53,086	51,900	54,000	54,000	0
Deferred Comp	125,212	141,000	219,012	219,012	0
Comp & SDI Recoveries	(31,950)	0	0	0	0
FICA/Medicare	714,590	907,514	1,012,347	1,012,347	0
Ret Exp-Pre 97 Retirees	22,803	26,530	26,500	26,500	0
Retirement Expense	2,365,929	2,574,928	2,491,517	2,491,517	0
Employee Group Insurance	1,489,509	1,788,229	2,050,624	2,050,624	0
Unemployment Insurance	10,394	18,115	20,855	20,855	0
Workers Comp Insurance	87,796	58,873	100,106	100,106	0

Library
General Government

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

Library Community Services Summary

Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$23,136,000
Financing:		2,456,000
Net Fund Cost:		20,680,000
Funding Sources:		
Property Taxes	89.4%	$20,680,000
Intergovernmental	9.0%	2,077,749
Misc. Revenue	1.5%	355,451
Fees	0.1%	22,800

FTE: 143.1

Library
General Government

Revenue – County Library Taxes

County Library Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Revenue					
Other Local Revenue	33,572,922	33,315,175	35,282,000	35,282,000	0
Federal Assistance	81	0	0	0	0
State Assistance	186,946	192,825	194,000	194,000	0
Revenue Total	**33,759,948**	**33,508,000**	**35,476,000**	**35,476,000**	**0**
Net Fund Cost (NFC):	**(33,759,948)**	**(33,508,000)**	**(35,476,000)**	**(35,476,000)**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp					
% Change in Total Rev		(1%)	6%	0%	
% Change in NFC		(1%)	6%	0%	

Description: The Library Fund receives an apportionment, in accordance with State law, of approximately 1.5% of the countywide 1% property tax revenue. Note that these revenues fund the "net Fund costs" in the preceding budget schedules.

Revenue – County Library Taxes Summary

Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$0
Financing:		35,476,000
Net Fund Cost:		(35,476,000)
Funding Sources:		
Property Taxes	99.5%	$35,282,000
State Aid	0.5%	194,000

Plant Acquisition – Library Fund

County Library Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Fixed Assets	26,151	0	0	0	0
Expense Total	**26,151**	**0**	**0**	**0**	**0**
Net Fund Cost (NFC):	**26,151**	**0**	**0**	**0**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(100%)	0%	0%	
% Change in Total Rev		0%	0%	0%	
% Change in NFC		(100%)	0%	0%	

Description: Funds the acquisition and maintenance of County-owned Library System capital assets. The County owns library facilities in the unincorporated areas of El Sobrante, Kensington and Rodeo, and in the cities of Antioch, Pinole, and Walnut Creek (Ygnacio Valley).

In February 2022, the Board approved a one-time allocation of $4 million of Measure X Sales Tax funds to address much-needed and long-overdue facility repairs and upgrades at the County-owned facilities. Improvements may include installation of HVAC in some branches and replacement of aged, out-of-date plumbing, data and electrical systems to improve energy and water efficiency and result in long-term cost savings. HVAC improvements will enable libraries to act as cooling centers during extreme heat events and ensure the libraries can stay open during those extreme heat events. Upgraded data and electrical systems will increase the capacity for modern technology and allow patrons and staff the flexibility to use devices where they are needed for public events or personal computing. Addressing these deferred maintenance needs will create more uplifted and inviting spaces, put into place systems, fixtures and technology that will use the public's money more efficiently, ensure the long-term stability of the facilities, and support library patrons' current technology needs.

Plant Acquisition – Library Fund

Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$0
Financing:		0
Net Fund Cost:		0
Funding Sources:		
Fund Balance Avail.	0.0%	$0

Library
General Government

Other Funds

Casey Library Gift

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

Casey Library Gift 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 funds 40 base hours each week. 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 and meeting rooms.

On July 1, 2021, the County-funded base level of open hours increased from 35 to 40 for all full-service libraries. City partners were provided options to increase their funding to support 46, 52, or 56 total open hours for their locations. City contributions increased total library hours from 985.5 to 1,138.5 weekly, as illustrated in the following table.

County Branch	Base Weekly Hours	Extra Hours Funded by Cities	Weekly Open hours
Antioch	40	0	40
Bay Point	34.5	0	34.5
Brentwood	40	12	52
Clayton	40	0	40
Concord	40	12	52
Crockett*	18	6	24
Danville	40	16	56
Dougherty Station	40	6	46
El Cerrito	40	6	46
El Sobrante	40	0	40
Hercules	40	6	46
Kensington	40	0	40
Lafayette	40	16	56
Martinez	40	0	40
Moraga	40	0	40
Oakley	40	0	40
Orinda	40	16	56
Pinole	40	0	40
Pittsburg	40	0	40
Pleasant Hill	40	0	40
Prewett	35	0	35
Rodeo*	18	5	23
San Pablo	40	12	52
San Ramon	40	16	56
Walnut Creek	40	12	52
Ygnacio Valley	40	12	52
Total Weekly Open Hours	985.5	153	1,138.5

**Crockett and Rodeo received local source grant funding for extra hours above 18.*

The COVID-19 pandemic continued to limit library services throughout FY 2020-21 as the Library primarily provided materials to patrons through front-door service. In April 2021, the Library welcomed in-library visits for the first time since March 16, 2020,

with an emphasis on materials lending, computer use, and study space.

The Library began migration to CENIC, a cost-effective, high-speed broadband network provided through a partnership of education and governmental institutions throughout the state. The Library migration, completed in early 2022, is a unique partnership of the Library, County Department of Information Technology, and commercial contractors. The project also helped achieve considerable rebuilding and enhancing of the public and administrative networks severely compromised in the January 3, 2020, ransomware attack.

The City of Pleasant Hill continues work on the new 23,500 square foot facility anticipated to open in Spring 2022. The Town of Moraga will be replacing carpet in 2022. The Library is working with the Town and a library design consultant to modernize patron service points.

Recognizing increases in vacant positions, the library began assessing barriers to recruitment and retention across the department. As a result of this work, all clerk positions were realigned with clerk positions in other county departments and the librarian classification was restructured to make the library more competitive with surrounding libraries.

The Library's Baseline budget is reduced by $6,183,639 as compared to the current year adjusted budget, due primarily to the removal of one-time fund balance in the following areas: temporary salaries in the amount of $482,100; purchases of equipment, computers, and materials in the amount of $4,608,749; building maintenance and the costs associated with the closure of the Pleasant Hill Library in the amount of $437,790; and expenses to restore and strengthen the library information network in the amount of $676,000. Expenditure transfers are increased by $21,000.

The Baseline budget reflects the net addition of 8.1 FTE positions during the current fiscal year: one Librarian, one Library Assistant, three Experienced Level Clerks, and the equivalent of 3.1 FTE increase from miscellaneous changes in hours and position additions and cancelations.

The Library relies primarily on property tax revenue to fund services. The Baseline budget assumes an increase of 6.0% or $2,189,124 in property tax revenue, which, along with city contributions and grant funding, will enable the Library to fully fund salaries and benefits costs and maintain a structurally balanced budget. The Baseline budget also includes the Board's February 2022 allocation of Measure X Sales Tax funds of $200,000 annually to the Library to establish dedicated staffing to operate the early literacy outreach program.

The Board additionally allocated one-time appropriations of Measure X funds to the Library of $4 million to address deferred maintenance items at County-owned library facilities and $50,000 seed money to facilitate the establishment of a Library Foundation, an independent non-profit organization that works with the community to raise funds for critically needed programs and services delivered by the library system.

The Recommended Budget is equivalent to the Baseline Budget and will permit the Library to continue current operations, enhance the early literacy program, and innovate new programs to promote public service.

Performance Measurements

- *Library Visits*
  Visits to libraries declined significantly in FY 2019-20 as COVID-19 closed or limited access to public places. The trend continued in FY 2020-21.

Fiscal Year	Visits	% Change
FY 2018-19	3,540,968	
FY 2019-20	2,709,288	-23.5%
FY 2020-21	2,405,208	-11.2%

- *Items Circulated*
  Items circulated includes physical items and digital checkouts. In FY 2020-21, e-book and e-audiobooks use accounted for over 1.4 million circulations, which was 32.5% of all circulation.

Fiscal Year	Circulation	% Change
FY 2018-19	6,511,239	
FY 2019-20	4,603,662	-29.3%
FY 2020-21	4,468,315	-2.9%

Library
General Government

- *Annual Hours Open*
  After a decrease in open hours in FY 2019-20, hours increased due to county funding of 40 hours weekly and city funding of additional hours.

Fiscal Year	Hours	% Change
FY 2018-19	56,875	
FY 2019-20	42,042	-26.1%
FY 2020-21	52,202	24.2%

- *Facilities*
  - Pinole Library opened as a State COVID-19 testing center on May 11, 2020. Pinole Library reopened for library services on July 1, 2021.
  - Ygnacio Valley Library opened as a State COVID-19 testing center on August 23, 2020. The testing center closed in March 2021; however, the library remained closed as of March 23, 2021, while the parking lot was replaced for ADA improvements.
  - Concord Library closed for asbestos removal and new flooring installation from November 9, 2020, through November 29, 2020.
  - Antioch Library closed for asbestos removal from June 29, 2020, through July 15, 2020. Antioch Library closed again April 21, 2020, through June 7, 2021, to allow new paint and carpeting.

- *Enhanced Library Services During COVID-19*
  - All patron library cards were automatically renewed through January 1, 2022.
  - The Library shifted from purchasing predominantly print resources to electronic resources to increase availability of electronic materials during the pandemic. The increased shift to electronic resources yielded over 1.4 million uses of Overdrive e-books and audiobooks, over 579,000 views of the *East Bay Times*, and over 758,000 views of the *New York Times.*
  - The Library added programming on social media platforms to best reach children and others, reaching approximately 33,000 participants through its video and streaming programs.

- *Social Equity*
  - To meet the need of those without connectivity, the Library began circulating WiFi hotspots, which library patrons can check out at their convenience.
  - In FY 2020-21, libraries piloted free scanning and limited free printing for those in the community needing these services including Antioch, Bay Point, Concord, Hercules, Pittsburg, and San Pablo. After a successful pilot, the program was extended to all libraries and will be made permanent in FY 2021-22.
  - The Library received a grant from the California State Library to provide remote lockers at the North Richmond Senior Center.
  - The Library was awarded a grant from the Bella Vista Foundation to purchase an Early Literacy Outreach van that will bring services to children aged 0-5 in areas that are not easily able to use the library.
  - 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 with books for children, toys that support early learning, and an early literacy computer.
  - The Library will be conducting a diversity audit of the library's physical collection. Findings will be used to reassess collection practices across all libraries.

- Library Lease and Services Agreements were completed with the City of Orinda and the City of San Ramon for the Dougherty Station Library. A Joint Use Agreement was completed with Mount Diablo Unified School District for the Bay Point Library. A Library Maintenance and Services Agreement was completed with the City of Antioch.

- In keeping with the Library Strategic Plan 2019, marketing and communication efforts continue. The Library has a monthly column in the East Bay Times. The Library web site continues as the principal source for library news in each community. Library social media accounts promote library activities across the county.

- The 2021 Summer Reading Program featured a wide variety of virtual events, “grab and go” projects, and an exciting new online tracking software for all ages. Countywide, more than 5,000 readers and pre-readers finished their reading and received prizes.

- In response to library user needs, the Library continues to update its online and downloadable resources. The Library added Lynda.com for online learning. The department extended its subscription to Ancestry.com to allow remote use by the public. The Foundation Directory Online was also made available to remote users. The Library continued to offer Overdrive Instant Digital Card for instant remote access to downloadable e-books and e-audiobooks for Contra Costa residents who do not yet have a library card.

- The 2021 Lunch at the Library program provided critically needed meals to children. Over 12,000 meals were served at seven library locations.

Administrative and Program Goals

- Continue to evaluate and enhance library services to best address patrons’ in-person and virtual needs after the COVID-19 pandemic.

- 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 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.

- Continue to review library staffing and open hours to maximize services for the public, predicated on analysis of measurable and quantifiable data 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.

- Review programs and services reimagined during the COVID-19 pandemic to keep or expand when in-person visits are resumed.

- Continue implementation of a marketing and communications plan.

- Work collaboratively with the Public Works Department to make infrastructure improvements to County-owned library facilities.

Library
General Government

Measure X Allocations
General Government

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	0	0	30,850,000	30,850,000	0
Expenditure Transfers	0	39,300,000	20,700,000	20,700,000	0
Expense Total	**0**	**39,300,000**	**51,550,000**	**51,550,000**	**0**
Net County Cost (NCC):	**0**	**39,300,000**	**51,550,000**	**51,550,000**	**0**
Financial Indicators					
% Change in Total Exp		0%	31%	0%	
% Change in NCC		0%	31%	0%	

Measure X Allocations

Description: To track appropriations and transfers of Measure X revenues, which are attributable to the Measure X general purpose ½ cent sales tax levied countywide (exempting food sales) approved by the Contra Costa County voters on November 3, 2020. The ballot measure language stated the intent of Measure X is "to keep Contra Costa's regional hospital open and staffed; fund community health centers, emergency response; support crucial safety-net services; invest in early childhood services; protect vulnerable populations; and for other essential county services." The tax became effective April 1, 2021. In the 2021-22 year, revenues were appropriated from both FY 2020-21 and FY 2022-23 for one-time allocations. The annual on-going revenue for FY 2022-23 is estimated at $107 million, which is expected to grow by approximately 3% each year.

More detailed information regarding the revenues associated with these appropriations can be found in the write-up for General Purpose Revenue on Page 145.

The $51.55 million budgeted here is to support non-general fund activities. The vast majority of these appropriations are also budgeted in multiple County departments as a revenue reimbursement or subsidy. For this reason, it may seem as though these funds are "double-counted"; however, this is not the case.

These revenue reimbursements serve as pass-throughs to support the operating budgets of those departments performing programs or departments serving as host agencies to community-based organizations (CBSs). Host agencies are County agencies that will contract provision of services. For the 2022-23 year only, there is an allocation of $28.817 million, which was appropriated previously for one-time expenditures. Although the revenue has not yet been received, the expenditures have begun in the current fiscal year. The total estimated revenue and appropriations that the Board has specifically funded with Measure X General Purpose Revenues is $107 million. Because the on-going program expenses will take time to 'ramp-up', $78,150,000 was approved for these programs in FY 2022-23. These activities, without inflation or cost-of-doing-business increases, will cost approximately $107 million in FY 2023-24. This information is provided by fiscal year in the table on Page 171.

Appropriated FY 2021/22 as one-time	$28,817,000
Local Housing Trust Fund	10,000,000
Fire/wildfire mitigation/fuel reduction	4,500,000
CCC Fire - open fire stations	3,500,000
Pinole Fire – increase to service	2,000,000
Accessible Transportation	1,400,000
Illegal Dumping Initiative	600,000
Climate Equity & Resilience	500,000
Library Literacy Program	200,000
Not yet allocated-one-time	33,000
Total	$51,550,000

Measure X Allocations
General Government

Additionally, for FY 2022-23, there are allocations directly to general fund host departments:

Health Services Subsidy	$40,750,000
Employment & Human Services	9,284,000
Public Works	2,500,000
Sheriff-Coroner	1,841,000
County Administration	1,075,000
Total	$55,450,000

These allocations are clearly identified in each host agency's departmental write-up.

Measure X Allocation Summary		
Level of Discretion:		Discretionary
Level of Service:		Discretionary
Expenditures:		$51,550,000
Financing:		
Net County Cost:		51,550,000
Funding Sources:		
General Purpose/ Measure X	100.0%	$51,550,000

CAO's Recommendation

The Board of Supervisors heard presentations regarding Measure X resources on October 12th, November 16th, and December 14th, of 2021, and February 22, 2022, and made the allocations summarized in the table on the next page. The budget included here represents those adopted allocations.

In summary, the FY 2022-23 Recommended Budget from Measure X supports 84 full-time equivalent (FTE) positions, which are identified in individual departmental write-ups:

- Health Services – 64.0
- CCCFPD – 11.0
- Employment & Human Services – 5.0
- Sheriff-Coroner – 3.0
- Library – 1.0

Additional information regarding Measure X can be found at this link:

https://www.contracosta.ca.gov/8530/Measure-X

It should be noted that the Board of Supervisors created a Measure X Community Advisory Board to:

- Oversee an annual assessment of community needs, focusing primarily on the priority areas identified in the original Needs Assessment, including emergency response (fire/medical), health care, safety net services, preventative care, affordable housing, and supports for early childhood, youth, families, and seniors, and to
- Create detailed priority lists of the top ten service gaps (county- and community-provided) based on the results from the needs assessment, and to
- Provide an annual report on the outcomes and impact of allocated funds.

Additional information regarding the Measure X Community Advisory Board (MXCAB) can be found at this link:

https://www.contracosta.ca.gov/6408/Boards-and-Commissions-Database

The following table is color coded to identify the County Agency/Special District responsible for providing and/or contracting for services:

CCC Fire Protection District
Conservation and Development
County Administration
Employment and Human Services
Health Services
Library
Probation
Public Works
Sheriff-Coroner

Measure X Allocations
General Government

Measure X Allocations	One-Time	FY 2022/23	Total Allocation	On-Going FY 2023-2024
A3 Contra Costa Community Crisis Initiative	5,000,000		5,000,000	20,000,000
Accessible Transportation Strategic Plan		1,400,000	1,400,000	1,400,000
Arts and Culture Programs		250,000	250,000	250,000
Body Worn and In-Car Cameras	720,000	1,841,000	2,561,000	1,841,000
Build, Reopen and Staff Fire Stations	18,800,000	3,500,000	22,300,000	7,000,000
CCRMC Capital Projects	80,000,000		80,000,000	
Children with Disabilities/Childcare Support		450,000	450,000	450,000
Climate Equity and Resilience Investment		500,000	500,000	500,000
Climate Sustainability-Sustainability Trust		2,500,000	2,500,000	2,500,000
Community Based Restorative Justice	2,000,000		2,000,000	
Contra Costa CARES		750,000	750,000	750,000
Contra Costa Regional Medical Center		40,000,000	40,000,000	40,000,000
County Facilities Deferred Maintenance	3,750,000		3,750,000	
County Youth Centers (two)	10,000,000	1,750,000	11,750,000	3,500,000
Develop Additional Childcare Providers		1,500,000	1,500,000	1,500,000
Early Childhood Education/Childcare		4,000,000	4,000,000	4,000,000
EPSDT Leverage Fund/Children's MH Services	3,250,000		3,250,000	
Family Navigators		584,000	584,000	584,000
Fire/Wildland Mitigation/Fuel Reduction		4,500,000	4,500,000	4,500,000
Illegal Dumping Initiative		600,000	600,000	600,000
Innovation Fund (Pilots and Innovative Projects)	2,000,000		2,000,000	
Language Access Equity for the MXCAB	50,000	25,000	75,000	25,000
Library Building Improvements	4,000,000		4,000,000	
Library Literacy Program		200,000	200,000	200,000
Local Housing Trust Fund		10,000,000	10,000,000	12,000,000
Master Plan for Aging/Community Based Services	250,000	1,000,000	1,250,000	2,000,000
Measure X Needs Assessment Report Writer	20,000		20,000	
Permanent Supportive Housing (Net of Match)	5,200,000		5,200,000	
Pinole Fire – Increase Service		2,000,000	2,000,000	2,000,000
Racial Equity and Social Justice		600,000	600,000	1,200,000
Refugee Resettlement Resources	1,000,000		1,000,000	
Sales Tax Consulting Administrative Expense	65,000	200,000	265,000	200,000
SRVFPD Behavioral Health Crisis Response	740,200		740,200	
Startup Costs for the Library Foundation	50,000		50,000	
Totals	**136,895,200**	**78,150,000**	**215,045,200**	**107,000,000**

Measure X Allocations
General Government

Public Works General Fund Summary

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	60,606,276	75,979,000	75,114,000	75,265,000	151,000
Services And Supplies	113,806,570	117,018,000	118,703,000	118,703,000	0
Other Charges	39,415,956	40,959,000	40,678,000	40,678,000	0
Fixed Assets	160,950	586,000	587,000	587,000	0
Expenditure Transfers	(89,862,040)	(95,870,000)	(97,174,000)	(97,325,000)	(151,000)
Expense Total	**124,127,711**	**138,672,000**	**137,908,000**	**137,908,000**	**0**
Revenue					
Other Local Revenue	97,332,521	103,988,000	101,849,000	101,849,000	0
Federal Assistance	291,215	1,040,000	1,495,000	1,495,000	0
Revenue Total	**97,623,736**	**105,028,000**	**103,344,000**	**103,344,000**	**0**
Net County Cost (NCC):	**26,503,975**	**33,644,000**	**34,564,000**	**34,564,000**	**0**
Allocated Positions (FTE)	**511.0**	**519.0**	**519.0**	**520.0**	**1.0**
Financial Indicators					
Salaries as % of Total Exp	49%	55%	54%	55%	
% Change in Total Exp		12%	(1%)	0%	
% Change in Total Rev		8%	(2%)	0%	
% Change in NCC		27%	3%	0%	
Compensation Information					
Permanent Salaries	34,015,212	43,398,576	45,110,017	45,206,117	96,100
Temporary Salaries	808,292	822,000	460,000	460,000	0
Permanent Overtime	1,781,947	1,853,000	947,645	947,645	0
Deferred Comp	414,188	621,780	722,683	724,483	1,800
Comp & SDI Recoveries	(97,426)	(40,000)	(40,000)	(40,000)	0
FICA/Medicare	2,721,806	3,290,230	3,420,098	3,427,448	7,350
Ret Exp-Pre 97 Retirees	97,096	117,173	115,173	115,173	0
Retirement Expense	10,009,051	12,527,464	10,895,369	10,916,869	21,500
Excess Retirement	4,116	4,100	4,200	4,200	0
Employee Group Insurance	5,899,193	8,334,365	8,687,739	8,707,339	19,600
Retiree Health Insurance	2,662,433	2,685,589	2,639,204	2,639,204	0
OPEB Pre-Pay	1,144,426	1,122,791	0	0	0
Unemployment Insurance	40,017	86,821	90,291	90,491	200
Workers Comp Insurance	1,105,923	1,155,112	2,061,581	2,066,031	4,450

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 ten General Fund budget units administered by the Public Works Department. Included are data for the following budget units:

- Public Works
- County Drainage Maintenance
- Facilities Maintenance
- Fleet Services
- General County Building Occupancy
- General Services Department (GSD) – Outside Agencies Services
- Keller Surcharge/Mitigation Program
- Print & Mail Services
- Purchasing
- 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 reported in a separate document.

Major Department Responsibilities

Deliver cost effective, safe, reliable and sustainable projects, programs and quality services with a focus on our communities and provide support services that are competitive, attentive, responsive, efficient and safe to enable County Departments to provide high quality services to the public.

Public Works

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	33,761,774	42,693,000	42,993,000	42,993,000	0
Services And Supplies	10,366,266	15,337,000	16,000,000	16,000,000	0
Other Charges	388,352	72,000	173,000	173,000	0
Fixed Assets	0	200,000	200,000	200,000	0
Expenditure Transfers	(6,390,561)	(9,521,000)	(9,244,000)	(9,244,000)	0
Expense Total	**38,125,830**	**48,781,000**	**50,122,000**	**50,122,000**	**0**
Revenue					
Other Local Revenue	36,755,408	45,106,000	46,446,000	46,446,000	0
Revenue Total	**36,755,408**	**45,106,000**	**46,446,000**	**46,446,000**	**0**
Net County Cost (NCC):	**1,370,422**	**3,675,000**	**3,676,000**	**3,676,000**	**0**
Allocated Positions (FTE)	**278.0**	**279.0**	**279.0**	**279.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	89%	88%	86%	86%	
% Change in Total Exp		28%	3%	0%	
% Change in Total Rev		23%	3%	0%	
% Change in NCC		168%	0%	0%	
Compensation Information					
Permanent Salaries	19,886,805	25,245,998	26,236,569	26,236,569	0
Temporary Salaries	103,315	122,000	150,000	150,000	0
Permanent Overtime	223,618	298,500	276,500	276,500	0
Deferred Comp	235,199	348,300	405,858	405,858	0
Comp & SDI Recoveries	(94,961)	0	0	0	0
FICA/Medicare	1,486,301	1,900,615	1,975,921	1,975,921	0
Ret Exp-Pre 97 Retirees	58,346	77,600	75,600	75,600	0
Retirement Expense	5,991,714	7,428,636	6,452,319	6,452,319	0
Excess Retirement	4,116	4,100	4,200	4,200	0
Employee Group Insurance	3,137,087	4,469,077	4,731,058	4,731,058	0
Retiree Health Insurance	1,466,191	1,470,340	1,434,132	1,434,132	0
OPEB Pre-Pay	631,582	603,789	0	0	0
Unemployment Insurance	22,020	50,456	52,446	52,446	0
Workers Comp Insurance	610,440	673,590	1,198,397	1,198,397	0

Description: Public Works is the main operating department for the Public Works Agency. It contains the operating costs, including salaries and benefits, for the divisions and programs, including Administration, Real Property, Engineering, Transportation, Records,

Public Works
General Government

Information Technology, Flood Control, Maintenance, Special Districts and Design/Construction. Costs are recovered through charge-outs to operating divisions. The general fund support (net County cost) is specific to the Land Surveyor function ($100,000), Special Districts Administration ($201,000), local matching funds for Special Districts projects ($300,000) and County Roads Maintenance of Effort ($575,000). FY 2022-23 includes an allocation of $2.5 million of Measure X proceeds to fund Climate Sustainability efforts.

Public Works Summary

Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$59,366,000
Financing:		55,690,000
Net County Cost:		3,676,000
Funding Sources:		
Reimb Gov/Gov	75.0%	$44,521,000
Charges for Svc	18.5%	10,963,000
Miscellaneous	0.3%	206,000
General Fund Total*	6.2%	3,676,000
[*Measure X-Allocation	4.2%	2,500,000]
FTE: 279.0		

County Drainage Maintenance

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	662,497	650,000	804,000	804,000	0
Other Charges	32	0	1,000	1,000	0
Expenditure Transfers	116,860	60,000	105,000	105,000	0
Expense Total	**779,390**	**710,000**	**910,000**	**910,000**	**0**
Revenue					
Other Local Revenue	7,075	10,000	210,000	210,000	0
Revenue Total	**7,075**	**10,000**	**210,000**	**210,000**	**0**
Net County Cost (NCC):	**772,315**	**700,000**	**700,000**	**700,000**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(9%)	28%	0%	
% Change in Total Rev		41%	2,000%	0%	
% Change in NCC		(9%)	0%	0%	

Description: County Drainage Maintenance provides drainage maintenance for County owned drainage facilities in the unincorporated areas.

County Drainage Maintenance Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$910,000
Financing:		210,000
Net County Cost:		700,000
Funding Sources:		
Interfund Reimb	23.1%	$210,000
General Fund	76.9%	700,000

Public Works
General Government

Facilities Maintenance

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	23,976,058	29,985,000	28,693,000	28,844,000	151,000
Services And Supplies	72,587,364	65,582,000	65,794,000	65,794,000	0
Other Charges	39,025,891	40,301,000	39,898,000	39,898,000	0
Fixed Assets	112,856	355,000	371,000	371,000	0
Expenditure Transfers	(79,331,932)	(81,561,000)	(83,705,000)	(83,856,000)	(151,000)
Expense Total	**56,370,236**	**54,662,000**	**51,051,000**	**51,051,000**	**0**
Revenue					
Other Local Revenue	56,709,695	54,407,000	51,051,000	51,051,000	0
Revenue Total	**56,709,695**	**54,407,000**	**51,051,000**	**51,051,000**	**0**
Net County Cost (NCC):	**(339,459)**	**255,000**	**0**	**0**	**0**
Allocated Positions (FTE)	**204.0**	**211.0**	**211.0**	**212.0**	**1.0**
Financial Indicators					
Salaries as % of Total Exp	43%	55%	56%	57%	
% Change in Total Exp		(3%)	(7%)	0%	
% Change in Total Rev		(4%)	(6%)	0%	
% Change in NCC		(175%)	(100%)	0%	
Compensation Information					
Permanent Salaries	12,507,578	16,289,158	16,880,984	16,977,084	96,100
Temporary Salaries	699,441	665,000	275,000	275,000	0
Permanent Overtime	1,548,730	1,544,900	661,980	661,980	0
Deferred Comp	147,817	236,220	276,319	278,119	1,800
Comp & SDI Recoveries	(2,372)	(40,000)	(40,000)	(40,000)	0
FICA/Medicare	1,112,644	1,247,057	1,291,620	1,298,970	7,350
Ret Exp-Pre 97 Retirees	34,260	35,903	35,903	35,903	0
Retirement Expense	3,550,858	4,568,835	3,969,647	3,991,147	21,500
Employee Group Insurance	2,377,424	3,409,089	3,448,692	3,468,292	19,600
Retiree Health Insurance	1,074,845	1,095,209	1,086,592	1,086,592	0
OPEB Pre-Pay	462,531	469,225	0	0	0
Unemployment Insurance	16,173	32,638	33,812	34,012	200
Workers Comp Insurance	446,129	431,767	772,452	776,902	4,450

Description: Facilities Maintenance 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. This budget unit also includes traffic signal maintenance for the County, ten contract cities and the California Department of Transportation.

Facilities Maintenance Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$134,907,000
Financing:		134,907,000
Net County Cost:		0
Funding Sources:		
Charges for Svc	99.5%	$134,239,000
Fees	0.5%	668,000
FTE: 212.0		

Public Works
General Government

Fleet Services

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Other Charges	0	580,000	600,000	600,000	0
Expense Total	**0**	**580,000**	**600,000**	**600,000**	**0**
Revenue					
Other Local Revenue	594,623	580,000	600,000	600,000	0
Revenue Total	**594,623**	**580,000**	**600,000**	**600,000**	**0**
Net County Cost (NCC):	**(594,623)**	**0**	**0**	**0**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		100%	3%	0%	
% Change in Total Rev		(2%)	3%	0%	
% Change in NCC		(100%)	0%	0%	

Description: Fleet Services 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 (Fund 150100).

Fleet Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$600,000
Financing:		600,000
Net County Cost:		0
Funding Sources:		
Charges for Svc	100.0%	$600,000

General County Building Occupancy

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	24,461,581	27,941,000	28,618,000	28,618,000	0
Expenditure Transfers	(30,019)	131,000	802,000	802,000	0
Expense Total	**24,431,562**	**28,072,000**	**29,420,000**	**29,420,000**	**0**
Revenue					
Other Local Revenue	202,178	168,000	205,000	205,000	0
Federal Assistance	998	0	0	0	0
Revenue Total	**203,176**	**168,000**	**205,000**	**205,000**	**0**
Net County Cost (NCC):	**24,228,385**	**27,904,000**	**29,215,000**	**29,215,000**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		15%	5%	0%	
% Change in Total Rev		(17%)	22%	0%	
% Change in NCC		15%	5%	0%	

Description: General County Building Maintenance funds general funded building maintenance, utilities, insurance and debt services for County properties and departments.

General County Building Occupancy Summary

Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$29,420,000
Financing:		205,000
Net County Cost:		29,215,000
Funding Sources:		
Fees	0.7%	$205,000
General Fund	99.3%	29,215,000

Public Works
General Government

Outside Agency Services

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	353,668	549,000	445,000	445,000	0
Expenditure Transfers	203,682	200,000	221,000	221,000	0
Expense Total	**557,351**	**749,000**	**666,000**	**666,000**	**0**
Revenue					
Other Local Revenue	559,324	749,000	666,000	666,000	0
Revenue Total	**559,324**	**749,000**	**666,000**	**666,000**	**0**
Net County Cost (NCC):	**(1,974)**	**0**	**0**	**0**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		34%	(11%)	0%	
% Change in Total Rev		34%	(11%)	0%	
% Change in NCC		(100%)	0%	0%	

Description: Outside Agency Services 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:		$666,000
Financing:		666,000
Net County Cost:		0
Funding Sources:		
Fees	100.0%	$666,000

Keller Surcharge/Mitigation Program

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	343,119	373,000	373,000	373,000	0
Expenditure Transfers	(50,000)	0	0	0	0
Expense Total	**293,119**	**373,000**	**373,000**	**373,000**	**0**
Revenue					
Other Local Revenue	373	80,000	80,000	80,000	0
Revenue Total	**373**	**80,000**	**80,000**	**80,000**	**0**
Net County Cost (NCC):	**292,746**	**293,000**	**293,000**	**293,000**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		27%	0%	0%	
% Change in Total Rev		21,344%	0%	0%	
% Change in NCC		0%	0%	0%	

Description: The Keller Surcharge/Mitigation Program 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:		$373,000
Financing:		80,000
Net County Cost:		293,000
Funding Sources:		
Fees	21.4%	$80,000
General Fund	78.6%	293,000

Public Works
General Government

Print and Mail Services

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	2,049,348	2,317,000	2,385,000	2,385,000	0
Services And Supplies	3,613,460	3,642,000	3,736,000	3,736,000	0
Other Charges	4	0	0	0	0
Fixed Assets	48,095	31,000	16,000	16,000	0
Expenditure Transfers	(4,164,550)	(4,926,000)	(5,105,000)	(5,105,000)	0
Expense Total	**1,546,356**	**1,064,000**	**1,032,000**	**1,032,000**	**0**
Revenue					
Other Local Revenue	1,366,881	949,000	1,032,000	1,032,000	0
Revenue Total	**1,366,881**	**949,000**	**1,032,000**	**1,032,000**	**0**
Net County Cost (NCC):	**179,475**	**115,000**	**0**	**0**	**0**
Allocated Positions (FTE)	**22.0**	**22.0**	**22.0**	**22.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	133%	218%	231%	231%	
% Change in Total Exp		(31%)	(3%)	0%	
% Change in Total Rev		(31%)	9%	0%	
% Change in NCC		(36%)	(100%)	0%	
Compensation Information					
Permanent Salaries	1,126,703	1,266,591	1,344,051	1,344,051	0
Temporary Salaries	5,536	35,000	35,000	35,000	0
Permanent Overtime	9,599	9,600	9,165	9,165	0
Deferred Comp	23,940	27,240	30,004	30,004	0
Comp & SDI Recoveries	(93)	0	0	0	0
FICA/Medicare	85,328	96,871	102,954	102,954	0
Ret Exp-Pre 97 Retirees	3,176	3,670	3,670	3,670	0
Retirement Expense	328,532	364,095	322,285	322,285	0
Employee Group Insurance	291,710	341,402	379,408	379,408	0
Retiree Health Insurance	97,342	96,269	94,627	94,627	0
OPEB Pre-Pay	41,819	39,920	0	0	0
Unemployment Insurance	1,272	2,533	2,737	2,737	0
Workers Comp Insurance	34,483	33,810	61,100	61,100	0

Description: Print and Mail Services 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:		$6,137,000
Financing:		6,137,000
Net County Cost:		0
Funding Sources:		
Charges for Svc	83.2%	$5,105,000
Fees	16.8%	1,032,000
FTE: 22.0		

Public Works
General Government

Purchasing

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	819,096	984,000	1,043,000	1,043,000	0
Services And Supplies	387,233	377,000	296,000	296,000	0
Expenditure Transfers	(213,877)	(244,000)	(244,000)	(244,000)	0
Expense Total	**992,453**	**1,117,000**	**1,095,000**	**1,095,000**	**0**
Revenue					
Other Local Revenue	395,765	415,000	415,000	415,000	0
Revenue Total	**395,765**	**415,000**	**415,000**	**415,000**	**0**
Net County Cost (NCC):	**596,688**	**702,000**	**680,000**	**680,000**	**0**
Allocated Positions (FTE)	**7.0**	**7.0**	**7.0**	**7.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	83%	88%	95%	95%	
% Change in Total Exp		13%	(2%)	0%	
% Change in Total Rev		5%	0%	0%	
% Change in NCC		18%	(3%)	0%	
Compensation Information					
Permanent Salaries	494,126	596,829	648,414	648,414	0
Permanent Overtime	0	0	0	0	0
Deferred Comp	7,232	10,020	10,502	10,502	0
FICA/Medicare	37,533	45,688	49,604	49,604	0
Ret Exp-Pre 97 Retirees	1,314	0	0	0	0
Retirement Expense	137,947	165,898	151,118	151,118	0
Employee Group Insurance	92,973	114,797	128,581	128,581	0
Retiree Health Insurance	24,054	23,771	23,853	23,853	0
OPEB Pre-Pay	8,494	9,857	0	0	0
Unemployment Insurance	551	1,194	1,297	1,297	0
Workers Comp Insurance	14,872	15,946	29,633	29,633	0

Description: Purchasing provides a program of centralized purchasing of goods, equipment and services for the County and fire districts.

Purchasing Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$1,339,000
Financing:		659,000
Net County Cost:		680,000
Funding Sources:		
Charges for Svc	43.2%	$579,000
Rebates	6.0%	80,000
General Fund	50.8%	680,000
FTE: 7.0		

Public Works
General Government

Road Construction

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	1,031,381	2,567,000	2,637,000	2,637,000	0
Other Charges	1,678	6,000	6,000	6,000	0
Expenditure Transfers	(1,644)	(9,000)	(4,000)	(4,000)	0
Expense Total	**1,031,415**	**2,564,000**	**2,639,000**	**2,639,000**	**0**
Revenue					
Other Local Revenue	741,198	1,524,000	1,144,000	1,144,000	0
Federal Assistance	290,217	1,040,000	1,495,000	1,495,000	0
Revenue Total	**1,031,415**	**2,564,000**	**2,639,000**	**2,639,000**	**0**
Net County Cost (NCC):	**0**	**0**	**0**	**0**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		149%	3%	0%	
% Change in Total Rev		149%	3%	0%	
% Change in NCC		0%	0%	0%	

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

Road Construction Summary

Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$2,643,000
Financing:		2,643,000
Net County Cost:		0
Funding Sources:		
Federal Funding	56.6%	$1,495,000
Local Revenue	43.3%	1,144,000
Cost Transfers	0.1%	4,000

Fleet Services Internal Service Fund Summary

Fleet Internal Service Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	2,888,504	3,443,000	3,396,000	3,396,000	0
Services And Supplies	8,959,060	8,326,000	8,346,000	8,346,000	0
Other Charges	4,400,183	4,173,000	4,339,000	4,339,000	0
Fixed Assets	0	3,766,415	4,030,000	4,030,000	0
Expenditure Transfers	(1,617,916)	(1,000,000)	(891,000)	(891,000)	0
Expense Total	**14,629,831**	**18,708,415**	**19,220,000**	**19,220,000**	**0**
Revenue					
Other Local Revenue	15,169,324	18,708,415	19,220,000	19,220,000	0
Revenue Total	**15,169,324**	**18,708,415**	**19,220,000**	**19,220,000**	**0**
Net Fund Cost (NFC):	**(539,493)**	**0**	**0**	**0**	**0**
Allocated Positions (FTE)	**21.0**	**24.0**	**24.0**	**24.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	20%	18%	18%	18%	
% Change in Total Exp		28%	3%	0%	
% Change in Total Rev		23%	3%	0%	
% Change in NCC		(100%)	110%	0%	
Compensation Information					
Permanent Salaries	1,541,180	1,874,441	1,936,436	1,936,436	0
Temporary Salaries	63,625	55,000	55,000	55,000	0
Permanent Overtime	77,330	120,000	94,056	94,056	0
Deferred Comp	26,645	33,420	33,420	33,420	0
Comp & SDI Recoveries	(13,364)	0	0	0	0
Vacation/Sick Leave Accrual	38,026	0	0	0	0
FICA/Medicare	128,561	143,776	148,137	148,137	0
Ret Exp-Pre 97 Retirees	4,263	4,000	4,000	4,000	0
Retirement Expense	442,688	535,437	458,223	458,223	0
Employee Group Insurance	392,454	488,506	494,604	494,604	0
Retiree Health Insurance	93,842	93,500	79,756	79,756	0
OPEB Pre-Pay	40,621	42,868	0	0	0
Unemployment Insurance	1,831	3,759	3,873	3,873	0
Workers Comp Insurance	50,801	48,292	88,495	88,495	0

Public Works
General Government

Description: The Fleet Services Internal Service Fund (ISF) provides maintenance, repair, acquisition, and management of the County's fleet of vehicles and equipment. The Fleet Services Division became an Internal Service Fund in FY 2008-09. The fleet consists of eight classes of vehicles: Patrol, Sedan, SUV, Compact Truck, Full-size Truck, Full-size 4X4 Truck, Cargo Van, and Passenger Van. Departments with vehicles assigned to the ISF 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). Departments with non-ISF vehicles and equipment are charged actual costs for maintenance, repair, fuel, insurance, and depreciation. The acquisition costs for replacement vehicles for the eight classes in the ISF is budgeted by Public Works. Any acquisition costs for vehicles being added to the fleet or replaced outside the Fleet ISF are the responsibility of the individual department.

Fleet Services ISF Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$20,111,000
Financing:		20,111,000
Net Fund Cost:		0
Funding Sources:		
Charges for Service	100.0%	$20,111,000
FTE: 24.0		

The Fleet ISF budget includes replacing 125 ISF vehicles with a budget of $3.8 million. Following is a breakdown by vehicle classification:

43	SEDAN
33	PATROL
8	TRUCK FULL SIZE
2	TRUCK MID SIZE
9	TRUCK UTILITY
10	SUV
11	CARGO VAN
9	PASSENGER VAN
125	TOTAL

Road Fund Summary

Road Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	18,277,392	39,459,000	28,380,000	28,380,000	0
Other Charges	4,158,983	7,664,000	10,147,000	10,147,000	0
Fixed Assets	0	249,000	300,000	300,000	0
Expenditure Transfers	23,236,955	46,864,251	25,482,000	25,482,000	0
Expense Total	**45,673,330**	**94,236,251**	**64,309,000**	**64,309,000**	**0**
Revenue					
Other Local Revenue	11,033,718	17,768,956	6,248,740	6,248,740	0
Federal Assistance	4,578,299	13,856,044	11,671,260	11,671,260	0
State Assistance	36,048,270	41,498,000	46,389,000	46,389,000	0
Revenue Total	**51,660,287**	**73,123,000**	**64,309,000**	**64,309,000**	**0**
Net Fund Cost (NFC):	**(5,986,957)**	**21,113,251**	**0**	**0**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		106%	(32%)	0%	
% Change in Total Rev		42%	(12%)	0%	
% Change in NCC		(453%)	(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:

- General Road Fund Revenue
- Road Construction
- Road Maintenance
- Miscellaneous Property
- 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:		$39,941,000
Financing:		39,941,000
Net Fund Cost:		0
Funding Sources:		
Road Fund Revenue	60.1%	$24,022,000
Federal Funding	29.2%	11,671,260
Reimbursements	6.2%	2,468,000
Charges for Svcs.	4.0%	1,585,740
Miscellaneous	0.5%	194,000

Public Works
General Government

Miscellaneous Property & Maintenance

Description: Provides 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:		$24,368,000
Financing:		24,368,000
Net Fund Cost:		0
Funding Sources:		
Road Fund Revenue	92.2%	$22,482,000
Miscellaneous Govt	7.7%	1,875,000
Rent – Real Estate	0.1%	11,000

Road Fund Revenue

Description: Receives Highway Users Tax funding from State and other revenues to support road construction and maintenance. Note that these new revenues and available fund balance are used to fund construction and Maintenance costs. This detail is shown to break-out Other State Revenue from Highway Taxes. These revenues are included in the Financing details in the Construction and Maintenance Summary boxes.

Road Fund Revenue Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$0
Financing:		46,504,000
Net Fund Cost:		(46,504,000)
Funding Sources:		
Other State Revenue	58.9%	$27,422,179
Highway Taxes	40.8%	18,966,821
Interest Earnings	0.3%	115,000

Public Works Land Development

Land Development Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	47,276	151,000	101,000	101,000	0
Other Charges	65,201	80,000	80,000	80,000	0
Expenditure Transfers	3,308,855	3,093,360	3,092,000	3,092,000	0
Expense Total	**3,421,333**	**3,324,360**	**3,273,000**	**3,273,000**	**0**
Revenue					
Other Local Revenue	3,513,369	3,173,000	3,273,000	3,273,000	0
Revenue Total	**3,513,369**	**3,173,000**	**3,273,000**	**3,273,000**	**0**
Net Fund Cost (NFC):	**(92,037)**	**151,360**	**0**	**0**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(3%)	(2%)	0%	
% Change in Total Rev		(10%)	3%	0%	
% Change in NCC		(264%)	(100%)	0%	

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

Public Works Land Development Summary

Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$3,273,000
Financing:		3,273,000
Net Fund Cost:		0
Funding Sources:		
Development Fees	100.0%	$3,273,000

Public Works
General Government

Airport Enterprise Fund Summary

Airport Enterprise Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	2,819,362	3,193,000	3,148,000	3,148,000	0
Services And Supplies	1,422,936	1,566,000	2,134,000	2,134,000	0
Other Charges	1,865,987	755,000	887,000	887,000	0
Fixed Assets	0	8,544,000	14,916,000	14,916,000	0
Expenditure Transfers	289,429	228,000	233,000	233,000	0
Expense Total	**6,397,714**	**14,286,000**	**21,318,000**	**21,318,000**	**0**
Revenue					
Other Local Revenue	5,448,083	5,182,000	9,946,000	9,946,000	0
Federal Assistance	4,725,232	7,627,827	11,241,500	11,241,500	0
State Assistance	18,708	186,173	130,500	130,500	0
Revenue Total	**10,192,023**	**12,996,000**	**21,318,000**	**21,318,000**	**0**
Net Fund Cost (NFC):	**(3,794,309)**	**1,290,000**	**0**	**0**	**0**
Allocated Positions (FTE)	**18.0**	**18.0**	**18.0**	**18.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	44%	22%	15%	15%	
% Change in Total Exp		123%	49%	0%	
% Change in Total Rev		28%	64%	0%	
% Change in NCC		(134%)	(100%)	0%	
Compensation Information					
Permanent Salaries	1,445,210	1,701,308	1,763,192	1,763,192	0
Temporary Salaries	0	0	0	0	0
Permanent Overtime	95,567	48,000	56,000	56,000	0
Deferred Comp	17,470	20,280	24,660	24,660	0
Vacation/Sick Leave Accrual	36,702	25,000	25,000	25,000	0
FICA/Medicare	63,972	76,270	80,346	80,346	0
Ret Exp-Pre 97 Retirees	6,924	6,225	6,225	6,225	0
Retirement Expense	714,887	824,316	713,985	713,985	0
Employee Group Insurance	225,225	281,158	288,485	288,485	0
Retiree Health Insurance	113,575	114,126	106,018	106,018	0
OPEB Pre-Pay	51,611	47,495	0	0	0
Unemployment Insurance	1,690	3,402	3,526	3,526	0
Workers Comp Insurance	46,531	45,420	80,563	80,563	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:

- Airport Operations
- Airport Fixed Assets
- Mariposa Project Community Benefit

Airports Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$21,318,000
Financing:		21,318,000
Net Fund Cost:		0
Funding Sources:		
Federal	52.7%	$11,241,500
Aviation Operations	46.7%	9,946,000
State	0.6%	130,500
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:

- Plant Acquisition/Sans Crainte Drainage
- Survey Monument Preservation
- Bailey Rd Maintenance Surcharge
- Walden Green Maintenance
- Tosco/Solano Transportation Mitigation

Other Special Revenue Fund Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$4,188,000
Financing:		760,000
Net Fund Cost:		3,428,000
Funding Sources:		
Licenses, Permits, Franchises	10.8%	$454,000
Charges for Service	7.0%	294,000
Investment Earnings	0.3%	12,000
Fund Balance	81.9%	3,428,000

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:

- CDD/PWD Joint Review Fee
- Drainage Deficiency
- Public Works/Land Development
- Road Improvement Fee

Development Funds Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$6,299,000
Financing:		3,078,000
Net Fund Cost:		3,221,000
Funding Sources:		
Charges for Svcs.	37.3%	$2,350,000
Miscellaneous Rev	8.7%	550,000
State Aid	1.6%	100,000
Investment Earnings	1.0%	57,000
Licenses, Permits Franchises	0.3%	21,000
Fund Balance	51.1%	3,221,000

Southern Pacific Railway (SPRW)

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

SPRW Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$4,747,000
Financing:		504,000
Net Fund Cost:		4,243,000
Funding Sources:		
Investment Earnings & Real Estate Rental	10.6%	$504,000
Fund Balance	89.4%	4,243,000

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:		$4,277,000
Financing:		50,000
Net Fund Cost:		4,227,000
Funding Sources:		
Investment Earnings	1.2%	$50,000
Fund Balance	98.8%	4,227,000

Area of Benefit Fees/Road Development Fees

Description: This program area includes 14 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:		$1,148,000
Financing:		513,000
Net Fund Cost:		635,000
Funding Sources:		
Developer Fees	41.1%	$472,000
Investment Earnings	3.6%	41,000
Fund Balance	55.3%	635,000

CAO's Recommendation

The total FY 2022-23 budget for Public Works anticipates gross expenditures of $332,304,000. This amount includes numerous Special Districts, including Flood Control Districts, Stormwater Utility Districts and Service Areas, as well as the County funds detailed below. Most expenditures are funded with restricted revenues from dedicated taxes and assessments, grant funds, and through charges to requesting County departments, local agencies and/or property developers.

General Fund

The FY 2022-23 recommended budget includes gross costs of $235,233,000 and revenue offsets (including expenditure transfers) of $200,669,000. The recommended net County cost is $34,564,000 and includes an increase of $920,000 over the current year. The adjustments include estimated salary and benefit increases, decreased costs for Other Post-Employment Benefits, and the elimination of appropriations carried over from the prior year for one-time equipment and services costs.

Most costs are recovered from charges for services and transfers from other special revenue funds, projecting at $200,669,000 for FY 2022-23.

The net County cost of $34,564,000 will fund the following:

- $29,215,000 for general property costs including facility debt service, energy costs, and property insurance. This includes maintenance costs of 3 adult and 2 juvenile detention facilities.
- $680,000 to fund a portion of centralized County purchasing
- $293,000 to fund a portion of materials management and recycling services
- $700,000 for maintenance of County-owned drainage facilities
- $100,000 to fund a portion of the County Surveyor function
- $500,000 to support Special District activities
- $576,000 to meet the County Road Maintenance of Effort requirement

- $2,500,000 to support the County Sustainability Fund (provided by Measure X funding)

The FY 2022-23 Recommended budget includes increased appropriations and revenue of $151,000 to add one Facilities Maintenance Supervisor position to support both general Facilities Maintenance as well as the Contra Costa Regional Medical Center.

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

Fleet Internal Service Fund
The recommended budget for Fleet Services (Internal Service Fund) increased by $511,585 reflecting increased costs for salaries and benefits, estimated vehicle purchases and repairs in FY 2022-23. 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).

Road Fund
Net expenditures for the Road Fund decreased by $29.9 million related to planned road maintenance and road improvement projects, as well as prior year fund balance, included in FY 2021-22. These projects included Vasco Road Safety Improvement, Camino Tassajara Safety Improvement, and Bailey Road / State Route 4 Interchange Project. The FY 2022-23 budget includes $5 million for the Marsh Drive Bridge Replacement, a reduction of $3 million from the current year.

Land Development Fund
The Land Development Fund, which supports engineering functions, decreased by a net of $151,360 to reflect anticipated expenditures and revenues generated from land development permits.

Airport Enterprise Fund
The Airport Enterprise fund, which supports airport operations and capital development at the Buchanan and Byron Airports, increased expenditures by $7 million and revenue by $8.3 million (a net decrease of $1.3 million). The increases are primarily due to capital improvement projects including the new Aircraft Rescue and Fire Fighting (ARFF), Terminal Building and Administration Office project.

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. The Department continues to review and implement better ways to recruit, retain, and prepare staff to meet the Department's goals and deliver the mission. Public Works continually reviews Department initiatives to promote work/life balance, employee morale and "fun in the workplace." Staff workload has increased and the Department looks for ways to improve any intangible benefits that can be provided to increase staff retention. A training program has been developed that looks at Department and employees' needs for professional development and improvements are being made with input from staff within the organization to ensure the creation a meaningful training program for now and into the future. The Department anticipates a large number of senior level staff retiring within the Department and recognizes that this trend will continue in the coming years. Therefore, a succession planning effort has been implemented as a priority to ensure that 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 to Public Works 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.

- **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" in previous years to help guide the County in managing its building assets as well as initiating a Countywide Facilities Master Planning effort. In tandem with this effort, every County building asset was inspected to develop County Building Facility Condition Assessments (FCAs). The purpose of these FCAs is to document and evaluate the general conditions of buildings and their facility systems (electrical, plumbing, HVAC). The FCA database establishes current facility conditions, identifies deferred maintenance needs, and assists in prioritizing maintenance budgets This tool will assist Public Works in working with the County 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 Capital Improvements Program (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, our ability to fund these services has been very challenging. Given these funding challenges, appropriate levels of preventative maintenance for flood control and stormwater facilities are not possible. The deferred maintenance backlog is growing and will continue to grow without an infusion of revenue. In addition, the new Municipal Regional Stormwater Permit requirements costs are well beyond current funding. Staff has been working at the State level to support legislation to resolve this funding inequity, while working locally with our Board of Supervisors and the Bay Area Flood Protection Agencies Association. The Flood Control District completed Facility Condition Assessment of critical flood control infrastructure. This data 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 the 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. The Department will continue to work with County partners, including the Department of Conservation and Development and County Administrators Office to implement the Climate Action Plan (CAP) adopted by the Board of Supervisors in 2016. The Municipal Regional Stormwater Permit required the County to develop and adopt a Green Infrastructure Plan to implement "green" sustainable infrastructure over the next 20 years. The plan was adopted in August 2019 and is now in the implementation phase, which will require funding and participation from many departments. The Board approved an annual allocation of $2.5 million of Measure X funding for Sustainability projects. The Climate Action Plan and Sustainability Fund Report includes installation of solar panels, additional electric vehicle chargers and other distributed energy improvements at County facilities to support greater independence from carbon-based fuel. The Department is prioritizing electric vehicle charger projects for the first Measure X funding allocation and will be collaborating with the County Administrators Office on future projects and opportunities.

- **Transportation and Building Infrastructure Funding**
  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 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.

In addition to SB1 funding, the recently signed Infrastructure Investment and Jobs Act will provide much needed federal funding to California and Contra Costa County to achieve the goal of a safe, reliable, efficient, sustainable and accessible transportation network. The bill provides additional funding for bridge, Active Transportation, pavement maintenance, congestion relief, and safety improvements. The County is currently prioritizing projects for the various programs and positioning itself to compete for the competitive grant opportunities that are part of the bill.

On the County buildings side, the County has allocated $10 million a year for facility deferred maintenance work over the last 9 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 estimated $500 million deferred maintenance needs for County buildings. Public Works will be working with the County Administrators 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. The County and the Public Works Department will be focusing on the Facilities Master Planning effort and the Facility Condition Assessment data. Sufficient funding to operate and maintain County buildings continues to be a challenge.

- **Traffic Safety**
  The Department is looking at ways of reducing fatal and major injury collisions on unincorporated County roads. The County adopted a Vision Zero approach to traffic safety. The goal of the Vision Zero program is to reduce fatal and major injury collisions to zero. Public Works has identified a high incident road network map, identified countermeasures, and selected the top 10 safety projects for implementation. The goal is to leverage gas tax funds with safety grant funds to implement these 10 projects as soon as possible. The Vision Zero goal is to use Engineering, Enforcement, Education, and Emergency Response to find solutions in reaching a goal of zero fatal and major injury collisions.

- **County Airports**
  Contra Costa County owns Buchanan Field (CCR) in Concord, California and Byron Airport (C83) in Byron, California. The Airports are managed by the Contra Costa County Department of Public Works – Airports Division, which operates within an enterprise fund system. Both Buchanan Field and Byron Airport are experiencing dynamic development growth with multiple projects planned and underway, positioning the airports for future success and revenue generation. Both are General Aviation (GA) reliever airports serving commercial service, charter, business, recreational, flight instruction, military and emergency service users in the San Francisco Bay and San Joaquin Valley.

  The Contra Costa County Airports Division proactively promotes its airports and services to attract aviation emerging innovation and technology businesses. Together these airfields offer businesses a unique opportunity to design, develop, and test in both environments in the heart of the

Bay Area. In partnership with the University of Alaska Fairbanks and the Pan-Pacific Unmanned Aerial System Test Range Complex, Contra Costa County Airports are official Federal Aviation Administration unmanned aerial system (UAS) test sites in the United States. The goal of the Airports Division is to continue to provide state of the art facilities and services for customers involved in various aspects of the aviation industry.

Performance Measures

Department Goal: Improve recruitment and retention of Public Works employees through improved communication, succession planning, training and professional development.

Performance Measure: Percentage of employees that left the department due to other job opportunities, retirements and rejections on probation.

	FY 2020-21	FY 2021-22
Target	7-8% (industry standard)	7-8% industry standard
Actual	7%	

Performance Measure: The employee engagement survey conducted annually by calendar year provides the department valuable input in determining our Strengths, Weaknesses, Opportunities and Threats. The metric is the eNPS score, or Employee Net Promoter Score with a range from -100 to +100.

	FY 2020-21	FY 2021-22
Target	10 to 50	10 to 50
Actual	8	

Performance Measure: Percentage of department vacant positions.

	FY 2020-21	FY 2021-22
Target	Less than 15%	15%
Actual	19.67%	

Department Goal: Development of a Countywide Facilities Master Plan to help guide the County to effectively manage County building and facilities assets. The Public Works Department is working with the County Administrator's Office to develop a County Facilities Master Plan and Facility Condition Assessments for owned and leased buildings. The FCA will assist in the planning of deferred maintenance efforts in County buildings.

Performance Measure: Completion of the Countywide Facility Master Plan and Facility Condition Assessments for all County buildings.

	FY 2020-21	FY 2021-22
Target	Begin assessment	Complete
Actual	In progress	

Department Goal: Implementation of the Sustainability Program/Fund which includes an annual allocation of Measure X funds of $2.5 million. The Public Works Department is prioritizing electric vehicle charger projects for the first funding allocation in FY 2022-23. Performance Measure: Implementation of sustainability projects. There is no data for FY 2021-22 since the funding is approved for FY 2022-23.

Department Goal: Continue to seek additional infrastructure funding through grants and advocacy at the state level. Senate Bill 1 improved funding for road maintenance, however there are additional needs identified through the Local Streets and Roads Needs Assessment report prepared by the California State Association of Counties and League of Cities.

Performance Measure: The Transportation Program actively looks for grant opportunities and has a goal of receiving a minimum of $4 for every $1 spent in staff time to prepare the grant applications.

Public Works
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	FY 2020-21	FY 2021-22
Target	$4 for every $1 in staff time	$4 for every $1 in staff time
Actual	$16 for every $1 in staff time	

Performance Measure: Leverage local funds in order to receive additional federal and state grants for road projects.

Calendar Year 2021: $4.7 million in gas tax funds was used to receive $20.7 in additional federal and state grant funds.

Performance Measure: Bridge Index Rating. New bridges typically have a sufficiency rating of 90-100. Once a bridge reaches a sufficiency ration of 50 or less, it is eligible for federal highway bridge replacement funding.

	FY 2020-21	FY 2021-22
Target	<5% with sufficiency rating of <50	<5% with sufficiency rating of <50
Actual	7.9% with sufficiency rating of <50	

Performance Measure: The Road Pavement Condition Index (PCI) measures the condition of arterials, collectors, and residential roads within unincorporated Contra Costa County.

	FY 2020-21	FY 2021-22
Target	Arterial – 80	Arterial – 80
	Collector – 80	Collector – 80
	Residential - 75	Residential - 75
Actual	Arterial – 76	
	Collector – 68	
	Residential - 65	

Performance Measure: County Parking Lot Pavement Condition Index

	FY 2020-21	FY 2021-22
Target	65	65
Actual	55	

Department Goal: Continue to look 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.

Performance Measure: We have identified our high incident road network map and are currently developing countermeasures to address any safety concerns with the map. The Department will prioritize key areas where improvements are needed and use the Vision Zero approach to justify grant funding applications.

	Calendar Year 2021	Calendar Year 2022
Target	0 Collisions	0 Collisions
Actual	Total Collisions – 327	
	Fatal Collisions – 14	
	Major Injuries – 61	
	Bikes – 21	
	Pedestrians - 17	

Department Goal: Continue to provide state of the art facilities and services for customers involved in various aspects of the aviation industry.

Performance Measure: The Airports conducts an annual customer satisfaction survey with airport tenants that measure customer service, interpersonal skills and approach, and professionalism.

	FY 2020-21	FY 2021-22
Target	90%	90%
Actual	100%	

FY 2022-23
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	151,000	Add one (1) Facilities Maintenance Supervisor
2	3	Facilities Maintenance	Expenditure Transfers	0.0	(151,000)	Increased Facility Maintenance Charges
			Total	**1.0**	**0.0**	

Public Works
General Government

Treasurer –Tax Collector

Russell V. Watts, Treasurer *General Government*

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	3,796,520	4,200,000	4,340,000	4,340,000	0
Services And Supplies	1,695,221	1,771,000	1,696,000	1,696,000	0
Other Charges	6,540	7,000	7,000	7,000	0
Expenditure Transfers	2,985	3,000	4,000	4,000	0
Expense Total	**5,501,266**	**5,981,000**	**6,047,000**	**6,047,000**	**0**
Revenue					
Other Local Revenue	3,265,180	3,225,000	3,180,000	3,180,000	0
Revenue Total	**3,265,180**	**3,225,000**	**3,180,000**	**3,180,000**	**0**
Net County Cost (NCC):	**2,236,086**	**2,756,000**	**2,867,000**	**2,867,000**	**0**
Allocated Positions (FTE)	**30.5**	**30.5**	**30.5**	**30.5**	**0**
Financial Indicators					
Salaries as % of Total Exp	69%	70%	72%	72%	
% Change in Total Exp		9%	1%	0%	
% Change in Total Rev		(1%)	(1%)	0%	
% Change in NCC		23%	4%	0%	
Compensation Information					
Permanent Salaries	2,222,552	2,405,954	2,653,331	2,653,331	0
Temporary Salaries	0	0	0	0	0
Permanent Overtime	2,199	2,000	2,000	2,000	0
Deferred Comp	51,560	57,180	68,356	68,356	0
Comp & SDI Recoveries	(651)	0	0	0	0
FICA/Medicare	160,630	190,392	194,025	194,025	0
Ret Exp-Pre 97 Retirees	6,516	7,000	7,000	7,000	0
Retirement Expense	667,619	779,268	667,021	667,021	0
Employee Group Insurance	329,787	398,822	477,737	477,737	0
Retiree Health Insurance	221,249	216,721	215,201	215,201	0
OPEB Pre-Pay	98,728	92,424	0	0	0
Unemployment Insurance	2,181	5,206	5,320	5,320	0
Workers Comp Insurance	34,149	45,034	50,009	50,009	0

Treasurer –Tax Collector
General Government

Department Description

This table represents information in aggregate format summarizing expenditures, revenues, and net County costs for three divisions: Treasurer, Tax Collection and Business Licenses.

Major Department Responsibilities

The Treasurer-Tax Collector's Office is responsible for providing financial services to County departments, schools and Special Districts; to safely 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 principal, 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, 2021, the Treasury managed over $4.9 billion in its investment pool.

Treasurer Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$1,552,857
Financing:		115,000
Net County Cost:		1,437,857
Funding Sources:		
Investment Fees	7.4%	$115,000
General Fund	92.6%	1,437,857
FTE: 8.7		

Tax Collection

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

Tax Collection Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$4,251,056
Financing:		2,942,050
Net County Cost:		1,309,006
Funding Sources:		
Tax Admin. Fees	43.9%	$1,865,000
Property Svc Cost	11.1%	473,000
State	8.5%	363,000
Other Admin Fees	5.7%	241,050
General Fund	30.8%	1,309,006
FTE: 19.8		

Business License

Description: County Ordinance requires the Tax Collector to levy and collect various business taxes from entities engaged in any business activity in an unincorporated area.

Business License Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$243,087
Financing:		122,950
Net County Cost:		120,137
Funding Sources:		
Administrative Fees	48.1%	$117,000
License Fees	2.5%	5,950
General Fund	49.4%	120,137
FTE: 2.0		

CAO's Recommendation

The mission of the County Treasurer-Tax Collector's Office is to bill, collect, invest, borrow, safeguard and disburse monies and properties. The Office is operationally split into three divisions: Treasurer, Tax Collection, and Business Licenses. Salary and benefit costs reflects the majority of expenses and funds a staff of 30.5 full-time equivalent positions. Revenue is received from investment services, business licenses, delinquent tax penalties, and compensation for tax and assessment collection.

The baseline net County cost is increased by $111,000 from the FY 2021-22 Budget. Total salary and benefits costs are increased by a net of $140,000. This includes an increase of $232,424 for estimated salaries and benefits as well as a reduction of $92,424 to eliminate the cost of prefunding Other Post-Employment Benefits (OPEB), as the County has now met the minimum funding target for OPEB established by the Board of Supervisors. Operating costs are decreased overall by $74,000 to reflect the elimination of $123,000 of fund balance rebudgeted from the prior year for facility improvements as well as an increase of $49,000 for postage and printing costs.

Revenue is received from investment services, business licenses, delinquent tax penalties, and commissions/collections. Revenue estimates for FY 2022-23 decreased by $45,000 as interest rates are anticipated to remain at historic lows due to the pandemic.

Performance Measurement

- The Treasurer-Tax Collector's Office issued 376,780 Secured and 43,259 Unsecured tax bills through February 11, 2022. Collections through February 15, 2022 were 59.96% of secured taxes and 95.8% of unsecured taxes, which is 0.01% less for Secured and 0.01% more for Unsecured than the same timeframe last year, respectively. The collaboration with the California Franchise Tax Board's Personal Income Tax Intercept program was put on hold when the shelter in place order was implemented. The program was recently reinstated. The department completed $43.1 billion in banking transactions, processed $9.2 billion deposits and funded $8.5 billion pay warrants during the FY 2020-2021. Despite another volatile year for the financial markets, the Treasurer received affirmation for its rating of AAAf/S1+ which is the highest level of credit quality and lowest level of volatility of securities rating for a local government investment pool.

- The entire Office staff successfully completed the five online Smart Customer Service series in the County's internal training program. Highlights of each course were reviewed in subsequent monthly staff meetings. Additionally, staff completed training on COVID19- Tailgating Trainings, Wildfire Smoke Safety, and Surviving an Active Shooter event.

- The Treasurer-Tax Collector's efforts to promote paperless billing and online payment processing exceeded prior years'

Treasurer –Tax Collector
General Government

adoption levels. With minimal advertising, there were 211,135 electronic transactions resulting in more than $859.5 million in online property tax payments for FY 2020-2021. Through February 16, 2022, there were 162,357 transactions for over $639.5 million, which is a 21% increase in the number of online transactions and nearly $109.1 million in property tax revenues for the same period ending February 17, 2021. The Electronic Billing subscription increased by 6,589 parcels 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 now serves over 35,000 parcels subscribed or 7.9% of all secured tax bills, which helps to contribute to more timely payments of property taxes.

- The Office completed contract negotiations and execution with Emphasys Computer Solutions, Inc., and the installation and testing of SymPro Treasury Management Software system, developed by Emphasys. SymPro will integrate with the Auditor-Controller's new finance system after the new finance system goes live, and provide greater efficiencies in cash flow analysis, reconciliations, and reporting. Mission-critical software and services for tax collection includes cashiering and online payment processing. With increasing annual maintenance costs and end-of-life hardware, the Office replaced its cashiering application with a Cloud-based software system. In addition, the property tax online payment processor was replaced by the same company that supports the new cashiering system, thereby creating better cohesiveness between the two applications while increasing the potential for scaling upward with other mission-critical software and services.

- The Secured and Unsecured tax bills layout was changed to include information about online payment services. There was an increase year-over-year in online payments and e-billing and e-reminders subscriptions.

The Business License Tax, Cannabis Tax, and Transient Occupancy Tax software was integrated with the aforementioned payment processor and now includes the ability to make such tax payments by electronic check (E-Check). This additional functionality provides better public service, reduces costs, and increases efficiencies in the Office by virtually eliminating the prior paper-based processes and providing faster turnaround of business license approvals and payments.

Administrative and Program Goals

- Carry out the mission of the Treasurer-Tax Collector, which is to administer all 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 applying for a business license and online payment.

- Explore ways and means to discover and locate short-term rentals in the unincorporated area of the county.

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

- Manage the Electronic Deposit Permits (EDP) system in-house and enhance the system. Integrate the EDP system with the County's new finance system.

- Develop Contra Costa County Tax and Treasurer's Standard Operating Procedures.

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

- Conduct a Request for Proposals to replace the County's legacy tax system.

County of Contra Costa

Health & Human Services

Health &
Human Services

Functional Group Summary
Health and Human Services

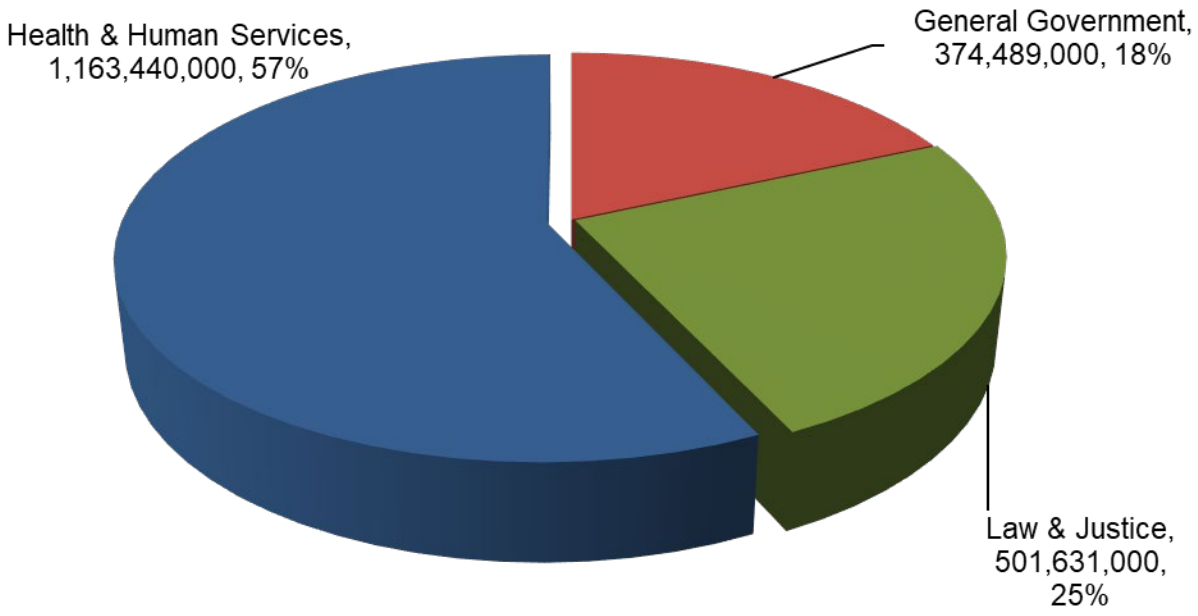
Table Description

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.

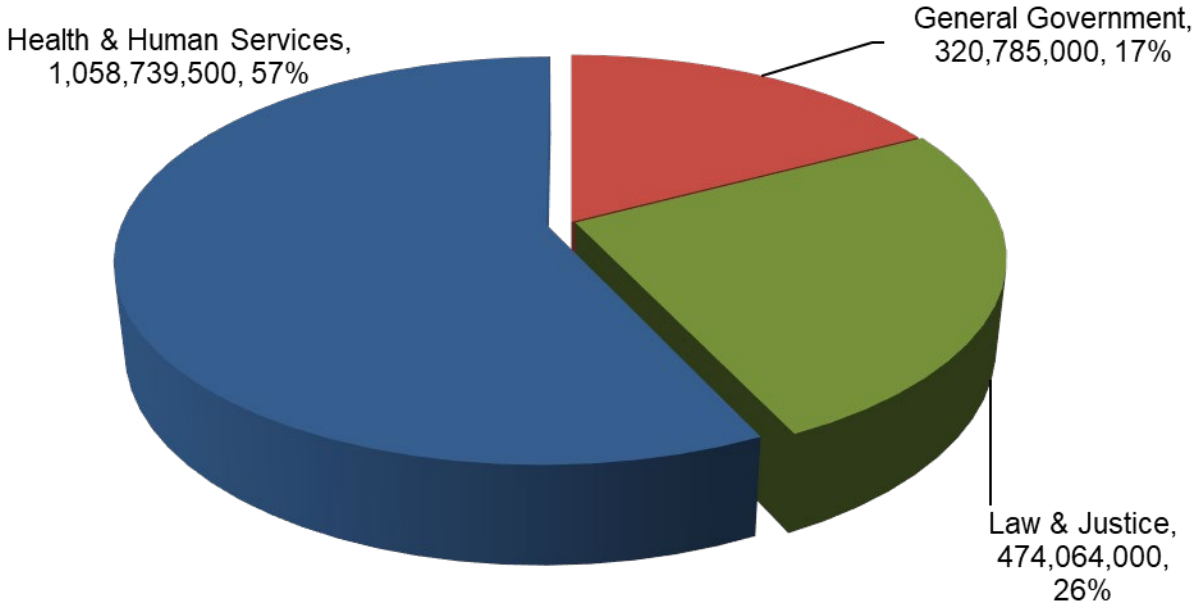
General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	412,778,954	487,353,553	496,117,000	495,855,000	(262,000)
Services And Supplies	413,004,952	434,454,336	437,895,000	437,895,000	0
Other Charges	221,894,750	352,893,200	269,137,000	269,137,000	0
Fixed Assets	18,887,881	3,214,300	3,488,000	3,488,000	0
Expenditure Transfers	(74,732,152)	(65,809,889)	(42,935,000)	(42,935,000)	0
Expense Total	**991,834,386**	**1,212,105,500**	**1,163,702,000**	**1,163,440,000**	**(262,000)**
Revenue					
Other Local Revenue	218,407,881	253,283,882	274,585,547	274,585,547	0
Federal Assistance	304,202,485	309,147,964	348,675,100	348,675,100	0
State Assistance	289,675,065	313,217,994	294,611,353	294,611,353	0
Revenue Total	**812,285,431**	**875,649,840**	**917,872,000**	**917,872,000**	**0**
Net County Cost (NCC):	**179,548,955**	**336,455,660**	**245,830,000**	**245,568,000**	**(262,000)**
Allocated Positions (FTE)	**3,349.3**	**3,401.6**	**3,562.1**	**3,561.1**	**(1.0)**
Financial Indicators					
Salaries as % of Total Exp	42%	40%	43%	43%	
% Change in Total Exp		22%	(4%)	0%	
% Change in Total Rev		8%	5%	0%	
% Change in NCC		87%	(27%)	0%	
Compensation Information					
Permanent Salaries	241,940,230	280,901,018	304,624,323	304,442,746	(181,577)
Temporary Salaries	8,636,490	11,419,390	4,609,759	4,609,759	0
Permanent Overtime	4,647,560	3,824,436	2,767,787	2,767,787	0
Deferred Comp	2,876,259	3,669,959	4,744,159	4,742,359	(1,800)
Hrly Physician Salaries	121,656	84,034	106,999	106,999	0
Perm Physicians Salaries	2,660,260	6,899,060	5,643,859	5,643,859	0
Perm Phys Addnl Duty Pay	84,769	33,180	114,771	114,771	0
Comp & SDI Recoveries	(706,955)	(725,936)	(716,390)	(716,390)	0
FICA/Medicare	18,723,688	21,736,115	23,069,356	23,057,298	(12,058)
Ret Exp-Pre 97 Retirees	699,045	815,057	826,419	826,419	0
Retirement Expense	71,783,819	85,479,137	75,551,310	75,510,835	(40,475)
Employee Group Insurance	40,712,214	51,658,332	56,617,630	56,596,859	(20,772)
Retiree Health Insurance	11,113,794	11,107,034	11,400,550	11,400,550	0
OPEB Pre-Pay	4,665,976	4,699,976	0	0	0
Unemployment Insurance	292,385	592,447	634,432	634,069	(363)
Workers Comp Insurance	4,804,963	5,304,270	6,265,991	6,261,035	(4,957)
Labor Received/Provided	(277,200)	(143,956)	(143,956)	(143,956)	0

Functional Group Summary
Health and Human Services

FY 2022-23
Recommended General Fund Expenditures



FY 2021-22
Recommended General Fund Expenditures



Child Support Services

Lori A. Cruz, Director *Health and Human Services*

Department of Child Support Services Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	16,765,146	18,642,724	18,203,000	18,509,000	306,000
Services And Supplies	732,666	345,243	713,000	713,000	0
Other Charges	536,190	569,000	596,000	596,000	0
Expenditure Transfers	309,894	323,000	323,000	323,000	0
Expense Total	**18,343,897**	**19,879,967**	**19,835,000**	**20,141,000**	**306,000**
Revenue					
Other Local Revenue	8,499	0	0	0	0
Federal Assistance	18,343,543	19,163,643	20,141,000	20,141,000	0
Revenue Total	**18,352,042**	**19,163,643**	**20,141,000**	**20,141,000**	**0**
Net Fund Cost (NFC):	**(8,144)**	**716,324**	**(306,000)**	**0**	**306,000**
Allocated Positions (FTE)	**134.0**	**135.0**	**135.0**	**138.0**	**3.0**
Financial Indicators					
Salaries as % of Total Exp	91%	94%	92%	92%	
% Change in Total Exp		8%	0%	2%	
% Change in Total Rev		4%	5%	0%	
% Change in NFC		(8,895%)	(143%)	(100%)	
Compensation Information					
Permanent Salaries	9,748,935	11,166,792	11,063,000	11,206,000	143,000
Temporary Salaries	37,982	0	0	0	0
Permanent Overtime	28,245	0	40,000	40,000	0
Deferred Comp	136,551	135,099	204,000	204,000	0
FICA/Medicare	713,315	762,563	818,000	818,000	0
Ret Exp-Pre 97 Retirees	29,003	55,818	56,000	56,000	0
Retirement Expense	2,975,319	3,190,802	2,819,000	2,886,000	67,000
Employee Group Insurance	1,841,381	2,081,130	2,164,000	2,260,000	96,000
Retiree Health Insurance	678,317	677,377	688,000	688,000	0
OPEB Pre-Pay	294,436	275,202	0	0	0
Unemployment Insurance	10,768	15,497	22,000	22,000	0
Workers Comp Insurance	270,895	282,445	329,000	329,000	0

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.

Services to Contra Costa County include:

- Location services,
- 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 payments due, and
- Modifying court orders when appropriate.

Program oversight is provided by the State Department of Child Support Services.

In FY 2022-2023 with an increase in state and federal funding, the Department proposes to add two Child Support Specialist I positions and one Child Support Assistant position. These positions were eliminated due to state funding cuts in FY 2020-21. The new Child Support Specialists are needed to reduce the caseload size managed by caseworkers on the Operations Teams and increase collections. The Child Support Assistant will provide additional clerical support to the department.

Child Support Services Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$20,141,000
Financing:		20,141,000
Net Fund Cost:		0
Funding Sources:		
Federal	100.0%	$20,141,000
FTE: 138.0		

CAO Recommendation

The fiscal year 2022-23 Baseline Budget expenditures reflect a decrease of $44,967 compared to FY 2021-22. This decrease is due to reduction in salaries and benefits expenses. Federal Revenue is anticipated to increase by $977,357. The increase in federal revenue will fund an additional 3.0 FTEs, resulting in zero net fund costs for FY 2022-23.

The Recommended Budget for FY 2022-23 includes an additional $306,000 in salaries and benefits to support 3.0 FTEs. The FY 2022-23 Recommended Budget for the Department of Child Support Services maintains current service levels.

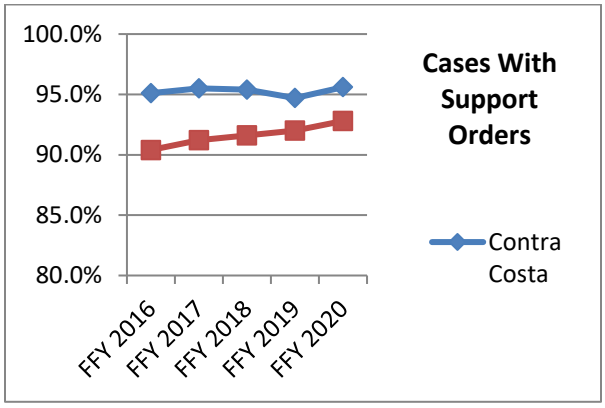
Performance Measures

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

1. **Child Support Orders**

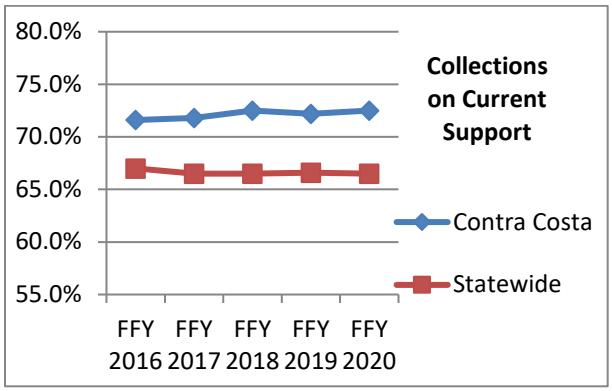
   Status of FFY 2021 Goals: Achieved 95.6% of cases with a child support order.

   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 was 2.8% greater than the statewide average.



2. Current Child Support Collections

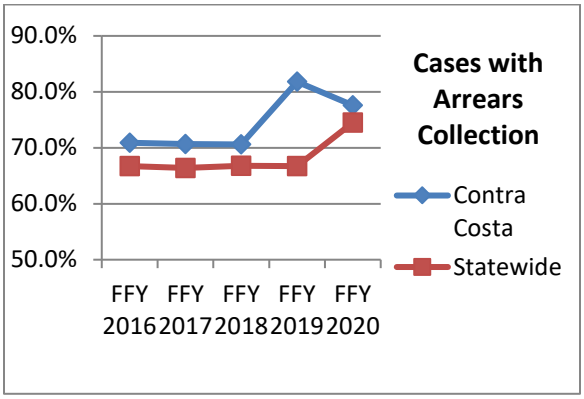
Status of FFY 2021 Goals: Achieved 72.5% of cases with current support collected, 6% greater than the statewide average.



3. Arrears Collections

Status of FFY 2021 Goals: Achieved 77.6% of cases with arrearage collections, a decrease of 4.2% over the last year.

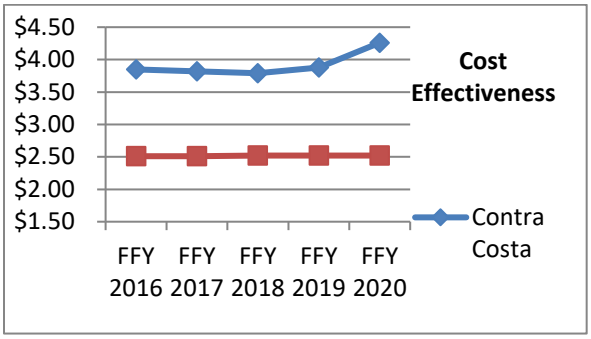
DCSS is focused on engaging parents with delinquent accounts to make child support payments. The statewide average of cases paying on arrears is 74.5%. DCSS has consistently maintained participation above the statewide average.



4. Operational Cost-effectiveness

Status of FFY 2021 Goals: Achieved $4.26 in cost effectiveness, an increase of $0.23 compared to last year.

The cost effectiveness of the program is measured by how much money is collected for each dollar spent on Child Support operations. In FFY 2021, the California State average was $2.74 collected for each dollar expended. Contra Costa DCSS is 55% more cost effective than the State average, collecting $4.26 for each dollar spent on operations.



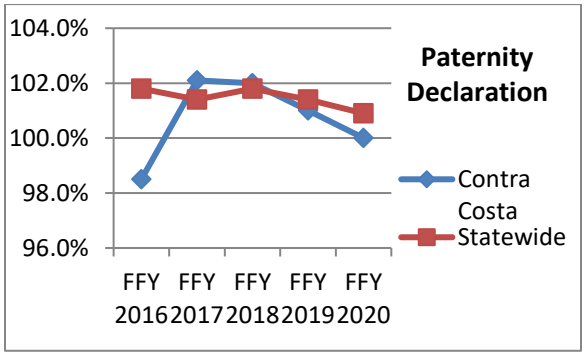
5. Statewide Paternity Establishment Percentage (PEP)

Status of FFY 2021 Goals: Achieved 100% in statewide PEP.

Paternity is the establishment of fatherhood for a child, either by court determination, administrative process, or voluntary acknowledgement. Statewide PEP is calculated as the total number of children

Child Support Services
Health and Human Services

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

The Department of Child Support is committed to the following goals for FY 2022-23:

- **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 2022 by**:
  - Maintaining distributed collections of at least $3.95 in cost effectiveness;
  - Increasing the percentage of current support collected to 73%;
  - Maintaining the percentage of cases with arrearages collection at 72%;
  - Increasing the percentage of cases with child support orders to 96%; and
  - Maintaining statewide PEP at 100% or above.

FY 2022-23
Program Modification List

Order	Reference to Mand/ Disc List	Program Name	Services	FTE	Net Fund Impact	Impact
1	1	Child Support Services	Add Staff	3.0	306,000	Add two (2) Child Support Specialist I positions and one (1) Child Support Assistant position
			Total	**3.0**	**306,000**	

Employment and Human Services General Fund Summary

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	204,131,144	236,242,226	233,178,000	232,916,000	(262,000)
Services And Supplies	112,297,902	150,230,406	151,479,000	151,479,000	0
Other Charges	140,829,481	150,822,200	147,396,000	147,396,000	0
Fixed Assets	44,012	1,705,300	2,863,000	2,863,000	0
Expenditure Transfers	2,411,017	2,123,208	7,369,000	7,369,000	0
Expense Total	**459,713,556**	**541,123,340**	**542,285,000**	**542,023,000**	**(262,000)**
Revenue					
Other Local Revenue	89,731,501	110,587,034	112,208,000	112,208,000	0
Federal Assistance	146,833,911	188,967,001	186,184,000	186,184,000	0
State Assistance	201,075,914	202,356,305	207,020,000	207,020,000	0
Revenue Total	**437,641,327**	**501,910,340**	**505,412,000**	**505,412,000**	**0**
Net County Cost (NCC):	**22,072,230**	**39,213,000**	**36,873,000**	**36,611,000**	**(262,000)**
Allocated Positions (FTE)	**1,808.5**	**1,810.5**	**1,815.5**	**1,814.5**	**(1.0)**
Financial Indicators					
Salaries as % of Total Exp	44%	44%	43%	43%	
% Change in Total Exp		18%	0%	0%	
% Change in Total Rev		15%	1%	0%	
% Change in NCC		78%	(6%)	(1%)	
Compensation Information					
Permanent Salaries	118,653,955	136,217,408	142,020,564	141,838,987	(181,577)
Temporary Salaries	3,224,215	3,391,816	1,771,992	1,771,992	0
Permanent Overtime	1,476,791	1,775,955	1,735,872	1,735,872	0
Deferred Comp	1,523,104	1,927,927	2,613,256	2,611,456	(1,800)
Comp & SDI Recoveries	(540,178)	(550,622)	(550,622)	(550,622)	0
FICA/Medicare	9,173,481	10,590,611	10,850,586	10,838,529	(12,058)
Ret Exp-Pre 97 Retirees	343,776	429,019	430,891	430,891	0
Retirement Expense	35,241,951	41,190,180	35,085,842	35,045,367	(40,475)
Employee Group Insurance	21,987,233	27,687,535	28,176,036	28,155,265	(20,772)
Retiree Health Insurance	6,997,081	6,977,753	6,879,364	6,879,364	0
OPEB Pre-Pay	3,005,336	3,024,695	0	0	0
Unemployment Insurance	134,495	280,264	284,378	284,015	(363)
Workers Comp Insurance	3,043,148	3,299,685	3,879,842	3,874,885	(4,957)
Labor Received/Provided	(133,244)	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:

– Administration
– Children and Family Services
– Aging and Adult Services
– Workforce Services
– Ann Adler Children and Family Trust
– Workforce Development Board
– Community Services
– 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 the following bureaus/divisions 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. Most 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 funds. Most of the 5% County general funding 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.

Administrative Services

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	36,689,967	40,019,000	39,308,000	39,046,000	(262,000)
Services And Supplies	14,435,572	32,883,000	22,972,000	22,972,000	0
Other Charges	522,832	495,000	552,000	552,000	0
Fixed Assets	31,461	0	0	0	0
Expenditure Transfers	(51,097,328)	(57,361,000)	(57,187,000)	(56,925,000)	262,000
Expense Total	**582,504**	**16,036,000**	**5,645,000**	**5,645,000**	**0**
Revenue					
Other Local Revenue	222,025	0	0	0	0
State Assistance	2,502,733	3,732,000	3,482,000	3,482,000	0
Revenue Total	**2,724,758**	**3,732,000**	**3,482,000**	**3,482,000**	**0**
Net County Cost (NCC):	**(2,142,255)**	**12,304,000**	**2,163,000**	**2,163,000**	**0**
Allocated Positions (FTE)	**221.0**	**224.0**	**224.0**	**223.0**	**(1.0)**
Financial Indicators					
Salaries as % of Total Exp	6,299%	250%	696%	692%	
% Change in Total Exp		2,653%	(65%)	0%	
% Change in Total Rev		37%	(7%)	0%	
% Change in NCC		(674%)	(82%)	0%	
Compensation Information					
Permanent Salaries	18,492,086	19,795,639	21,414,632	21,233,055	(181,577)
Temporary Salaries	1,091,204	1,400,000	216	216	0
Permanent Overtime	179,091	145,820	105,821	105,821	0
Deferred Comp	228,670	263,459	340,348	338,548	(1,800)
Comp & SDI Recoveries	(5,774)	(15,820)	(15,820)	(15,820)	0
FICA/Medicare	1,461,734	1,593,056	1,598,993	1,586,935	(12,058)
Ret Exp-Pre 97 Retirees	55,199	73,886	73,886	73,886	0
Retirement Expense	5,677,147	6,588,467	5,508,449	5,467,974	(40,475)
Employee Group Insurance	2,772,956	3,514,026	3,508,437	3,487,665	(20,772)
Retiree Health Insurance	6,322,124	6,256,220	6,277,640	6,277,640	0
Unemployment Insurance	21,667	42,651	42,829	42,466	(363)
Workers Comp Insurance	489,298	503,274	584,619	579,662	(4,957)
Labor Received/Provided	(95,435)	(141,678)	(132,048)	(132,048)	0

Employment and Human Services
Health and Human Services

Description: EHSD's Administrative Services Bureau provides support services to all Departmental programs. Services 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, the California Statewide Automated Welfare System administration, fixed assets, vehicles, safety and disaster preparedness and readiness, and building occupancy. Overhead administrative costs are billed out to all EHSD Bureaus through transfers.

Measure X funding in the amount of $1,750,000 is allocated to this bureau in FY 2022-23 for EHSD to act as the host agency for the development and operation of two new youth centers in East and Central Contra Costa County.

The FY 2022-23 Recommended Budget includes a decrease in expenditures of $10,391,000 compared to FY 2021-22 primarily due to the removal of one-time-only Measure X funding of $10,000,000 allocated in FY 2021-22 for the capital costs related to the youth centers and a decrease in the expenditure transfers out of Administrative Services to program bureaus.

The change from Baseline to Recommended Budget for FY 2022-23 includes the deletion of one vacant position and a corresponding shift of overhead with other program bureaus.

Administrative Services Summary

Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$62,570,000
Financing:		60,407,000
Net County Cost:		2,163,000
Funding Sources:		
Transfers	91.0%	$56,925,000
State	5.5%	3,482,000
General Fund Total*	3.5%	2,163,000
[*Measure X-Allocation	2.8%	1,750,000]

FTE: 223.0

Children and Family Services Bureau

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	48,574,227	54,307,000	55,589,000	55,589,000	0
Services And Supplies	19,282,188	22,834,000	23,534,000	23,534,000	0
Other Charges	49,832,447	53,447,000	49,913,000	49,913,000	0
Expenditure Transfers	8,150,536	4,934,088	5,282,000	5,193,000	(89,000)
Expense Total	**125,839,398**	**135,522,088**	**134,318,000**	**134,229,000**	**(89,000)**
Revenue					
Other Local Revenue	52,955,583	66,830,609	70,440,000	70,440,000	0
Federal Assistance	37,643,657	34,715,096	34,695,000	34,695,000	0
State Assistance	31,711,282	27,523,383	24,105,000	24,105,000	0
Revenue Total	**122,310,523**	**129,069,088**	**129,240,000**	**129,240,000**	**0**
Net County Cost (NCC):	**3,528,875**	**6,453,000**	**5,078,000**	**4,989,000**	**(89,000)**
Allocated Positions (FTE)	**397.5**	**397.5**	**397.5**	**397.5**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	39%	40%	41%	41%	
% Change in Total Exp		8%	(1%)	0%	
% Change in Total Rev		6%	0%	0%	
% Change in NCC		83%	(21%)	(2%)	
Compensation Information					
Permanent Salaries	30,012,220	33,289,626	35,802,143	35,802,143	0
Temporary Salaries	373,799	275,000	0	0	0
Permanent Overtime	90,747	229,269	229,151	229,151	0
Deferred Comp	362,873	419,040	623,694	623,694	0
Comp & SDI Recoveries	(161,961)	(115,106)	(115,106)	(115,106)	0
FICA/Medicare	2,273,516	2,574,175	2,736,197	2,736,197	0
Ret Exp-Pre 97 Retirees	84,145	4,493	4,493	4,493	0
Retirement Expense	8,690,906	9,760,929	8,658,805	8,658,805	0
Employee Group Insurance	5,154,291	6,095,336	6,600,621	6,600,621	0
OPEB Pre-Pay	906,086	911,923	0	0	0
Unemployment Insurance	33,153	67,368	71,604	71,604	0
Workers Comp Insurance	751,896	794,946	977,398	977,398	0
Labor Received/Provided	2,555	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 wellbeing of children residing in Contra Costa County.

The Children and Family Services (CFS) Bureau receives and investigates reports of possible child maltreatment and/or neglect. When abuse is substantiated and intervention is necessary, CFS engages families to plan how to address and resolve safety concerns so that children can remain in the home. When children cannot safely remain in the home, CFS arranges for children to live with a relative, with a foster family, or in short-term congregate care facilities that offer higher levels of care while working with the family to resolve issues that will allow reunification. When it is determined that reunification is not feasible, CFS arranges for alternate permanent safe and stable homes for children.

The core service components for these activities include Emergency Response, Family Maintenance, Family Reunification, Permanency Planning, and Extended Foster Care. Adoption Services are provided when the permanency decision is adoptive placement. The Juvenile Court provides court oversight of cases in these programs.

The Independent Living Skills Program focuses on training and connecting youth to resources prior to, during, and after youth exit foster care at age 18. CFS also provides a program, Extended Foster Care (Supported Transition), for former foster youth between the ages of 18 and 21 to provide financial and housing support for successful transitions out of foster care.

Aligned with these programs are various models and initiatives with specific goals. One key initiative is the Continuum of Care Reform (CCR), authorized by AB 403 in October 2015, which focuses on increased engagement and support for children, youth and families; enhanced support for home-based family care; and limited use of congregate care.

Interventions under this model include trauma informed family-based case services such as Intensive Care Coordination for children with mental health service needs and Child and Family Team meetings for comprehensive assessments of children's strengths and needs and coordinated individualized case planning. A new State program, Family First Prevention Services Act of 2018, is currently under way, offering enhanced prevention services to help children remain in their homes and avoid unnecessary congregate care placements.

In addition to the intervention services, CFS manages contracts to provide prevention services to families to sustain safety and wellbeing of children residing in the county.

To meet placement needs, CFS is responsible for the recruitment and approval of Resource Family Homes (following CCR Guidelines) and for services and financial support for placement.

Benefit programs include Foster Care, Aid to Adoptive Parents, and the Kinship Guardianship Assistance Payment (Kin-GAP).

The FY 2022-23 Recommended Budget includes a net decrease of $1,293,088 in expenditures compared to FY 2021-22 due primarily to a decrease in assistance payments.

The change from the Baseline to the Recommended Budget for FY 2022-23 includes a decrease of $89,000 in expenditure transfers related to the elimination of one Deputy Director position in the Administrative Services Bureau.

1. Child Welfare Services

Description: The administrative budget for Child Welfare Services includes the core services components of Child Welfare. These programs are described below.

In FY 2020-21, approximately 1,685 children received intervention services from Children and Family Services under one or more service components. Statistics on the number of children served in each of the service components are provided below.

a. Emergency Response - Emergency Response provides 24-hour, 365 days per year response to allegations of child abuse and neglect. Social Workers assess and determine the level of response (either 24-

hour emergency response or 10-day response). Assessments of potential safety risk to children are investigated and interventions are initiated as necessary.

In FY 20-2021, there were approximately 13,980 calls to the Child Abuse Hotline. This is a decrease of 1,240 calls from the prior fiscal year (teachers and school personnel are the highest reporter type, and schools were either closed or held virtually due to COVID-19). Calls to the Child Abuse Hotline resulted in approximately 6,578 referrals of suspected abuse. Of these, approximately 3,040 referrals required further investigation to assure the safety of children; 380 required immediate 24-hour response investigations. Approximately 428 new cases were opened for children, an average of 36 new cases 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 2020-21 there were approximately 603 children who received FM services with their families for periods up to one year. An average of 212 children were served by FM per month.

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. In Family Reunification, the family is engaged, and a reunification plan is developed to resolve issues. Services include child and family team meetings, assessment of children's strengths and needs, identifying and addressing children's health, behavioral and mental health needs, supporting placement homes and substitute care providers, and monthly visits with children, parents and substitute care providers. Collaboration with agency partners such as Probation, Mental Health and Health Services facilitates ongoing evaluation and informed case planning.

In FY 2021-22, approximately 614 children received FR services for up to one year. An average of 260 children were served by FR programs per month.

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. Ongoing services are provided until permanency is achieved.

In FY 2020-21, approximately 625 children in out-of-home care received ongoing PP services. An average of 399 children were served by PP each month.

e. Extended Foster Care (Supported Transition) – Foster youth ages 18-21 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 youths served in Extended Foster Care in FY 2020-21 was 223. An average of 151 youths were served by Extended Foster Care each month. In addition, COVID-19 funding continued payments for youth in this program who turned 21. At the beginning of FY 2020-21, there were 4 young adults whose payments were continued beyond age 21. By June 2021, there were 48 young adults receiving the continued payments beyond age 21.

Employment and Human Services
Health and Human Services

Child Welfare Services Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$71,290,354
Financing:		68,447,935
Net County Cost:		2,842,419
Funding Sources:		
Local	64.4%	$45,884,401
Federal	20.6%	14,711,424
State	11.0%	7,852,110
General Fund	4.0%	2,842,419
FTE: 355.6		

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 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 2020-21, approximately 108 adoptions were finalized.

Adoption Administration Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$2,732,358
Financing:		2,719,239
Net County Cost:		13,119
Funding Sources:		
Local	60.3%	$1,647,352
Federal	39.2%	1,071,887
General Fund	0.5%	13,119
FTE: 13.5		

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.

In FY 2020-21, approximately 2,267 Foster Care providers and Adoptive parents 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
Expenditures:		$5,298,804
Financing:		4,753,995
Net County Cost:		544,809
Funding Sources:		
Local	47.1%	$2,493,931
Federal	40.4%	2,141,085
State	2.2%	118,979
General Fund	10.3%	544,809
FTE: 22.4		

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

Description: Resource Family Approval supports approval and ongoing review and assessments for all types of out-of-home placements including relative and non-relative placements for children who are not able to remain in family-of-origin homes.

In FY 2020-21, approximately 646 children per month resided in various types of placement homes (excluding Guardian Homes) that required approval, review, and ongoing support. This included an average of 515 children in family home placements, 64 in congregate care placements and 67 in youth transition homes. An average of 27 new placements and 28 placement moves were approved each month.

Resource Family Approval Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$1,006,751
Financing:		898,446
Net County Cost:		108,305
Funding Sources:		
Local	60.5%	$609,737
Federal	18.9%	190,526
State	9.8%	98,183
General Fund	10.8%	108,305
FTE: 1.0		

Adoption/Foster Care Payments

Description: 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.

5. Adoption Assistance Program

Description: The Adoption Assistance Program provides payments to families in the adoption process or who have adoptive children in their care.

In FY 2020-21, approximately 1,516 families per month received Aid to Adoptions payments.

Adoption Assistance Program Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$22,080,379
Financing:		21,841,444
Net County Cost:		238,935
Funding Sources:		
Local	42.4%	$9,359,229
Federal	37.1%	8,189,562
State	19.4%	4,292,653
General Fund	1.1%	238,935

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. Benefit Programs include:

a. County Board and Care – County Board and Care provides for children not eligible for federal or state foster care.

In FY 2020-21, County Board and Care funding supported an average of 17 children per month.

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 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 2020-21, approximately 303 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 2020-21, approximately 662 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 2020-21, an average of 17 children per month received ARC funding.

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 quality for other federally funded foster care programs. If continued foster care is needed at the end of 12 months, it is funded by Title IV-E foster care.

A monthly average of 89 children received EA in FY 2020-21.

Foster Care and Other Out-of-Home Care Payments Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$28,803,539
Financing:		27,910,216
Net County Cost:		893,323
Funding Sources:		
State	40.7%	$11,743,075
Local	30.3%	8,718,949
Federal	25.9%	7,448,192
General Fund	3.1%	893,323

Additional Child Welfare and Supportive Services

Description: This budget category supports Child Abuse prevention and early intervention, as well as independent living skills training and planning 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 (CBOs). 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.

In FY 2020-21, seven CBOs were funded.

Child Abuse Prevention, Intervention and Treatment Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$463,400
Financing:		417,060
Net County Cost:		46,340
Funding Sources:		
Local	90.0%	$417,060
General Fund	10.0%	46,340

8. Family Preservation Program Promoting Safe and Stable Families

Description: The Promoting Safe and Stable Families (PSSF) program 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 to administer and oversee PSSF funds. Children and Family Services utilizes the request for proposal bid process to solicit CBOs 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.

In FY 2020-21, five CBOs were funded.

Family Preservation Program Promoting Safe and Stable Families Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$1,645,834
Financing:		1,344,084
Net County Cost:		301,750
Funding Sources:		
Federal	42.8%	$704,084
Local	38.9%	640,000
General Fund	18.3%	301,750

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 2020-21, ILSP conducted outreach and offered services to over 435 youth and non-minor dependents: 186 youth between the ages of 15 and 17 and 249 non-minor dependents between 18 and 21.

Independent Living Skills Program Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$907,581
Financing:		907,581
Net County Cost:		0
Funding Sources:		
Local	66.7%	$605,257
Federal	33.3%	302,324
FTE: 5.0		

Employment and Human Services
Health and Human Services

Aging and Adult Services Bureau

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	22,674,936	24,784,000	23,982,000	23,982,000	0
Services And Supplies	31,216,844	32,075,556	35,027,000	35,027,000	0
Other Charges	31,347,135	32,896,000	38,488,000	38,488,000	0
Expenditure Transfers	1,685,205	(424,474)	1,050,000	1,020,000	(30,000)
Expense Total	**86,924,119**	**89,331,082**	**98,547,000**	**98,517,000**	**(30,000)**
Revenue					
Other Local Revenue	6,866,855	5,634,384	5,300,000	5,300,000	0
Federal Assistance	17,153,893	15,994,274	16,634,000	16,634,000	0
State Assistance	49,188,660	52,690,424	61,053,000	61,053,000	0
Revenue Total	**73,209,408**	**74,319,082**	**82,987,000**	**82,987,000**	**0**
Net County Cost (NCC):	**13,714,711**	**15,012,000**	**15,560,000**	**15,530,000**	**(30,000)**
Allocated Positions (FTE)	**186.0**	**186.0**	**186.0**	**186.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	26%	28%	24%	24%	
% Change in Total Exp		3%	10%	0%	
% Change in Total Rev		2%	12%	0%	
% Change in NCC		9%	4%	0%	
Compensation Information					
Permanent Salaries	13,937,740	15,795,261	16,033,478	16,033,478	0
Temporary Salaries	273,244	39,125	97,571	97,571	0
Permanent Overtime	92,038	96,274	96,704	96,704	0
Deferred Comp	167,609	192,240	274,835	274,835	0
Comp & SDI Recoveries	(104,006)	(102,799)	(102,799)	(102,799)	0
FICA/Medicare	1,067,429	1,206,874	1,224,437	1,224,437	0
Ret Exp-Pre 97 Retirees	40,414	218,638	220,510	220,510	0
Retirement Expense	4,155,644	4,668,363	3,974,524	3,974,524	0
Employee Group Insurance	2,314,836	2,805,262	2,934,435	2,934,435	0
Retiree Health Insurance	0	36,678	0	0	0
OPEB Pre-Pay	1,012,938	1,019,463	0	0	0
Unemployment Insurance	15,597	31,591	32,067	32,067	0
Workers Comp Insurance	353,586	372,764	437,714	437,714	0
Labor Received/Provided	(652,131)	(1,595,734)	(1,241,477)	(1,241,477)	0

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

The FY 2022-23 Recommended Budget includes an expenditure net increase of $9,185,918 compared to FY 2021-22. The increase is due to increased Services and Supplies costs, increased Other Charges costs due to the Maintenance of Effort for IHSS and an increase in transfers of overhead expenditures from other EHSD bureaus.

The change from the Baseline to the Recommended Budget for FY 2022-23 includes a decrease of $30,000 in expenditure transfers related to the elimination of 1 Deputy Director position in the Administrative Services 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 aged 18 or over who are unable to protect their own interests, have been harmed, or are threatened with harm. 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 2020-21, APS received over 3950 reports of abuse.

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 2020-21, there were a total of 212 SSI applications filed and an average monthly caseload of 226 individuals.

b. Cal-OES Grant

Description: California Office of Emergency Services 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 2020-21, the program served approximately 815 people. The two grants are funded for one year each with an end date of December 2022. EHSD has submitted renewal applications for both programs.

c. Whole Person Care

Description: Whole Person Care (WPC) is a statewide 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. Called CommunityConnect in Contra Costa County, WPC strives to provide client-centered services coordination and benefit counseling/assistance to high-risk Medi-Cal patients. In 2017, EHSD entered into an interagency agreement with Health Services to co-locate 17 EHSD staff to provide coordinated health care from a social services perspective. Since 2017, 10 additional positions have been added bringing the total number of EHSD CommunityConnect staff to 27.

In FY 2020-21, EHSD Social Work staff within CommunityConnect served 2,835 out of the 22,573 clients / patients served by all

CommunityConnect case managers throughout the County.

Adult Protective Services Summary		
Service:		Mandatory
Level of Service:		Discretionary/Mandatory
Expenditures:		$18,334,003
Financing:		16,561,099
Net County Cost:		1,772,904
Funding Sources:		
Transfers	47.3%	$8,663,021
Local	26.4%	4,847,000
State	13.3%	2,445,059
Federal	3.3%	606,019
General Fund	9.7%	1,772,904
FTE: 77.9		

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 aged 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 2020-21, HICAP provided focused outreach, dissemination of information, and counseling through virtual and online platforms due to the pandemic. HICAP provided close to 3,000 one-on-one online counseling sessions, conducted 1,443 virtual presentations, and posted bus billboards, TV commercials, and newspaper and other print media advertisements that garnered over 1 million in countable impressions. Online traffic to HICAP website increased by 68% from the prior year from 5,404 users to 9,052 users.

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 Adult Protective Services (APS) and initial intake for In-Home Supportive Services (IHSS).

In FY 2020-21, I&A handled over 16,603 calls. The top needs in FY 2020-21 were home care/IHSS (43%), abuse/APS (18%), housing (9%), and insurance (7%).

c. Older Americans Act Grants and COVID Relief Funds for Community Programs on Aging – Older Americans Act and Older Californians Act provide grants for home- and community-based services and supports for seniors and family caregivers. 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 aims to improve 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.

In FY 2020-21, AAA had 19 Older Americans Act grants to community-based agencies, administered 13 CARES Act funding grants, and served 307,749 meals through the Great Plates Delivered Program at the height of the pandemic.

Area Agency on Aging Summary		
Service:		Discretionary/Mandatory
Level of Service:		Discretionary/Mandatory
Expenditures:		$7,028,241
Financing:		6,657,457
Net County Cost:		370,784
Funding Sources:		
Federal	57.1%	$4,015,777
State	31.4%	2,208,135
Local	6.2%	433,545
General Fund	5.3%	370,784
FTE: 10.8		

3. General Assistance Eligibility

Description: This program 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
Expenditures:		$5,773,121
Financing:		883,245
Net County Cost:		4,889,876
Funding Sources:		
State	15.3%	$883,245
General Fund	84.7%	4,889,876
FTE: 22.9		

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 2020-21, the average monthly GA caseload decreased by 38% as a result of the pandemic and unemployment benefit extensions. As of June 2021, there were 430 active GA cases, with 151 of those individuals considered "homeless" receiving GA benefits.

General Assistance Cash Assistance Summary		
Service:		Mandatory
Level of Service:		Discretionary
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 2020-21, there were 72 requests for interments of indigent individuals of which 20 were approved, 4 were referred to the Public Administrator's Office, and 1 was referred to the Sherriff's Coroner's Office. 7 applications were not completed due to loss of contact with next of kin, 2 were withdrawn, and 38 were denied. Most of the denials were due to the next of kin being over minimum income level.

Employment and Human Services
Health and Human Services

Indigent Interment Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$111,888
Financing:		19,455
Net County Cost:		92,433
Funding Sources:		
Local	17.4%	$19,455
General Fund	82.6%	92,433

6. In-Home Supportive Services

Description: This program provides administration of the In-Home Supportive Services (IHSS) program and determines eligibility for services, assesses the need for in-home services, and processes payments to those who provide services.

As of June 30, 2021, there were 12,154 aged, blind, and disabled IHSS recipients who remain safely in their own homes and avoid institutionalization.

In-Home Supportive Services Administration Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$14,329,370
Financing:		12,654,090
Net County Cost:		1,675,280
Funding Sources:		
State	88.3%	$12,654,090
General Fund	11.7%	1,675,280
FTE: 74.4		

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 recipients.

In-Home Supportive Services Payments Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$57,822,009
Financing:		54,874,675
Net County Cost:		2,947,334
Funding Sources:		
State	74.1%	$42,862,471
Federal	20.8%	12,012,204
General Fund	5.1%	2,947,334

8. Master Plan for Aging

Description: An Executive Order issued by Governor Newsom in June 2019 set in motion an unprecedented undertaking that elevates the health and promotes equitable aging for all Californians. The Master Plan for Aging (MPA) is a 10-year blueprint to prepare for the rapidly graying California and to continue the state's leadership in aging, disability, and equity through five bold goals around housing, health, caregiving, affordable aging, and equity and inclusion.

On June 24, 2021, more than 150 stakeholders representing public, private, nonprofit, elected office, and communities in Contra Costa participated in a forum that identified 15 local MPA priorities. On November 16, 2021, the Board of Supervisors adopted the Measure X expenditure plan, which includes support for the local implementation of the MPA in Contra Costa County.

Master Plan for Aging Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$1,000,000
Financing:		0
Net County Cost:		1,000,000
Funding Sources:		
General Fund Total*	100.0%	$1,000,000
[*Measure X-Allocation	100.0%	1,000,000]

Employment and Human Services
Health and Human Services

Workforce Services Bureau

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	78,082,889	91,970,000	90,881,000	90,881,000	0
Services And Supplies	24,847,654	30,500,000	30,953,000	30,953,000	0
Other Charges	58,643,612	63,374,000	57,973,000	57,973,000	0
Expenditure Transfers	38,860,650	41,311,553	44,940,000	44,797,000	(143,000)
Expense Total	**200,434,805**	**227,155,553**	**224,747,000**	**224,604,000**	**(143,000)**
Revenue					
Other Local Revenue	21,779,545	23,813,041	20,958,000	20,958,000	0
Federal Assistance	54,852,954	81,564,014	79,359,000	79,359,000	0
State Assistance	117,613,953	118,190,498	118,160,000	118,160,000	0
Revenue Total	**194,246,451**	**223,567,553**	**218,477,000**	**218,477,000**	**0**
Net County Cost (NCC):	**6,188,353**	**3,588,000**	**6,270,000**	**6,127,000**	**(143,000)**
Allocated Positions (FTE)	**805.0**	**805.0**	**810.0**	**810.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	39%	40%	40%	40%	
% Change in Total Exp		13%	(1%)	0%	
% Change in Total Rev		15%	(2%)	0%	
% Change in NCC		(42%)	75%	(2%)	
Compensation Information					
Permanent Salaries	46,198,706	53,483,640	55,522,035	55,522,035	0
Temporary Salaries	681,243	647,230	267,230	267,230	0
Permanent Overtime	1,100,822	1,281,533	1,281,138	1,281,138	0
Deferred Comp	651,812	835,560	1,147,088	1,147,088	0
Comp & SDI Recoveries	(203,888)	(286,533)	(286,533)	(286,533)	0
FICA/Medicare	3,574,620	4,194,904	4,265,999	4,265,999	0
Ret Exp-Pre 97 Retirees	133,379	91,442	91,442	91,442	0
Retirement Expense	13,742,159	16,066,964	13,698,003	13,698,003	0
Employee Group Insurance	9,379,700	11,650,525	11,895,569	11,895,569	0
OPEB Pre-Pay	857,432	862,955	0	0	0
Unemployment Insurance	52,274	109,716	111,046	111,046	0
Workers Comp Insurance	1,180,567	1,294,653	1,514,457	1,514,457	0
Labor Received/Provided	734,062	1,737,412	1,373,526	1,373,526	0

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 2022-23 Recommended Budget reflects a net expenditure decrease of $2,551,553 compared to FY 2021-22 mainly due to reduced Other Charges related to decreased CalWORKs caseload because of COVID-19. The Baseline Budget also includes the addition of five (5) Measure X-funded Social Services Program Assistants (Family Navigators).

The change from the FY 2022-23 Baseline Budget to the Recommended Budget includes a decrease of $143,000 in expenditure transfers related to the elimination of 1 Deputy Director position in the Administrative Services Bureau.

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. Funding for staff development and welfare fraud investigation is included in this program component. In FY 2020-21, applications for CalWORKs decreased 7% year-over-year, and an average of 6,104 households received CalWORKs cash aid each month, a 4% year-over-year caseload decline.

b. Home Visiting Program – Provides in-home services to pregnant and parenting women, families, infants and children born into poverty. This voluntary program matches eligible clients with trained professionals to support families with one or more children under 24 months. A total of 30 families were served between July 2020 and June 2021.

CalWORKs Eligibility Services and Home Visiting Services Summary

Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$33,172,245
Financing:		33,114,047
Net County Cost:		58,198
Funding Sources:		
Federal	47.5%	$15,781,705
Transfers	46.4%	15,388,722
State	5.9%	1,943,620
General Fund	0.2%	58,198
FTE: 134.0		

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, diaper stipend, childcare, and behavioral health support.

In FY 2020-21, there was an average of 1,936 registered WTW recipients monthly. Overall, approximately 678 of those individuals entered employment and 248 exited CalWORKs due to employment. Per an Executive Order issued by Governor Newsom in March 2020, participants were given good cause for non-participation in WTW due to the coronavirus pandemic, which resulted in over 1,500 individuals not participating in the program each month.

Employment and Human Services
Health and Human Services

CalWORKs Employment Services Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$42,757,079
Financing:		42,757,079
Net County Cost:		0
Funding Sources:		
Federal	47.7%	$20,408,482
Transfers	46.4%	19,835,161
State	5.9%	2,513,436
FTE: 97.0		

CalWORKs Childcare Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$13,037,882
Financing:		13,037,882
Net County Cost:		0
Funding Sources:		
Federal	47.7%	$6,223,142
Transfers	46.4%	6,048,320
State	5.9%	766,420
FTE: 13.7		

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 168 teens participating in the Cal-Learn Program in FY 2020-21.

CalWORKs Cal-Learn Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$30,974
Financing:		30,974
Net County Cost:		0
Funding Sources:		
Federal	89.0%	$27,578
State	11.0%	3,396
FTE: 0.2		

e. CalWORKs Childcare – Provides subsidized full-time childcare for CalWORKs recipients until they stabilize and exit CalWORKs due to increased earnings.

In FY 2020-21, there were 248 CalWORKs childcare cases, a 62% decrease from the previous year due to COVID.

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 2020-21, EHSD CalWORKs staff referred 139 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 Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$2,447,019
Financing:		2,447,019
Net County Cost:		0
Funding Sources:		
State	100.0%	$2,447,019

g. CalWORKs Trafficking and Crime Victims Assistance Program (TCVAP) – Provides non-citizen victims of trafficking, domestic violence, and other serious crimes with state-funded cash assistance, food benefits, employment and social services to assist in becoming self-sufficient.

In FY 2020-21, 191 individuals received TCVAP services.

CalWORKs Trafficking and Crime Victims Assistance Program (TCVAP) Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$186,006
Financing:		186,006
Net County Cost:		0
Funding Sources:		
Federal	89.0%	$165,610
State	11.0%	20,396
FTE: 0.6		

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 2020-21, 30 families were served in Family Stabilization.

CalWORKs Family Stabilization Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$268,169
Financing:		268,169
Net County Cost:		0
Funding Sources:		
Federal	89.0%	$238,764
State	11.0%	29,405
FTE: 0.2		

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 proficiency, veterans, domestic violence victims, disabled individuals, pregnant and parenting teens, and individuals with a criminal history. In FY 2020-21, 8 individuals were placed in subsidized employment positions. The FY 2022-23 Recommended Budget reflects an increase of approximately $700,000.

CalWORKs Expanded Subsidized Employment Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$3,536,978
Financing:		3,536,978
Net County Cost:		0
Funding Sources:		
Federal	81.1%	$2,869,754
State	18.9%	667,224
FTE: 13.6		

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 CalWORKs Housing Support 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 2020-21, 95 participants received housing assistance through CalWORKs Housing Support.

CalWORKs Housing Support Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$2,677,908
Financing:		2,677,908
Net County Cost:		0
Funding Sources:		
Federal	89.0%	$2,384,270
State	11.0%	293,638

2. CalWORKs Cash Assistance

Description: Provides cash assistance to eligible families based on income levels. In FY 2020-21, the average monthly CalWORKs cash assistance grant per case was $686. The average monthly caseload was 6,104, a 7% decrease from the previous year.

CalWORKs Cash Assistance Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$50,543,884
Financing:		49,933,556
Net County Cost:		610,328
Funding Sources:		
State	45%	$22,779,360
Local	41.2%	20,805,525
Federal	12.6%	6,348,671
General Fund	1.2%	610,328

3. CalFresh and Workforce Incentive Nutritional Supplement (WINS) Eligibility

Description: Provides application processing, eligibility determination and ongoing case management for the CalFresh food assistance program, including the Work Incentive Nutritional Supplement (WINS) for low-income families and individuals.

In FY 2020-21, the average amount of CalFresh food assistance per household was $281. During FY 2020-21, 45,428 CalFresh applications were received, and the average CalFresh caseload grew by 20% to 42,080, representing over 75,000 county residents.

CalFresh and Workforce Incentive Nutritional Supplement Eligibility Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$49,638,885
Financing:		44,850,043
Net County Cost:		4,788,842
Funding Sources:		
Federal	50.0%	$24,779,964
State	40.4%	20,070,079
General Fund	9.6%	4,788,842
FTE: 224.0		

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 2020-21, 17,637 cases received the SUAS benefit, an 8% increase from the previous year. WINS provides $10 per month additional food supplement for eligible CalFresh and California Food Assistance Program households. In FY 2020-21, 2,854 cases received the WINS benefit.

SUAS and WINS Supplement Cash Assistance Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$533,820
Financing:		533,820
Net County Cost:		0
Funding Sources:		
State	100.0%	$533,820

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.

During the COVID-19 public health emergency, the California Department of Health Care Services restricted negative actions on Medi-Cal recipients. Consequently, while there was a 9% year-over-year decrease on Medi-Cal applications in FY 2020-21, Medi-Cal caseloads grew by 16% year-over-year, averaging 140,770 cases each month. At the end of the fiscal year, 285,042 county residents were enrolled in Medi-Cal.

Medi-Cal Eligibility Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$65,772,950
Financing:		65,772,950
Net County Cost:		0
Funding Sources:		
State	100.0%	$65,772,950
FTE: 319.5		

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 2020-21, General Assistance staff processed 175 CAPI applications, and 4,949 individuals were served by CAPI.

Refugee Programs Eligibility Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$319,236
Financing:		319,236
Net County Cost:		0
Funding Sources:		
State	100.0%	$319,236
FTE: 1.5		

7. Refugee Programs Cash Assistance

Description: This program provides payments for the Refugee Cash Assistance (RCA). In FY 2020-21, 64 individuals received cash assistance through the RCA program.

Refugee Programs Cash Assistance Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$131,060
Financing:		131,060
Net County Cost:		0
Funding Sources:		
Federal	100.0%	$131,060

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 Bay Point FJC locations. The staff provide intensive case management and holistic wrap-around services to eligible families. Under a renewed agreement this partnership has been extended through 2022. Over 400 individuals received services at the Richmond SIT site in FY 2020-21.

b. SparkPoint: SparkPoint Contra Costa (SPCC) provides a host of services through a partnership of public and private community-based organizations, including public benefits, SparkPoint financial services, workforce development, legal consultation, year-round free tax preparation, Individual Tax Identification Number application, and resource giveaways (e.g. turkeys, bikes, toys, and food boxes). In response to COVID-19, SPCC also secured new funding to add the distribution of direct cash assistance and rental assistance to its clients most in need. In the past year, 41% of SparkPoint clients were enrolled in public benefits (Medi-Cal, SSI/SSDI, WIC, CalWORKs).

Approximately 515 clients were served by SPCC 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. Last year, 87% of SPCC clients showed an improvement in their debt, income, savings, and/or credit within a three-month time frame. SparkPoint clients looking for employment were placed in jobs earning an average of $17.16 per hour, well above minimum wage.

Also included here is the addition of 5 Family Navigator positions funded by Measure X to be used in high-needs school areas. Each County Supervisor will be allocated one navigator for assignment within his or her District. Their focus will be to improve the lives of students and their families and to ensure successful learning and improved academics performance by the students.

Service Integration Team / SparkPoint Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$644,000
Financing:		0
Net County Cost:		644,000
Funding Sources:		
General Fund Total*	100.0%	$644,000
[*Measure X-Allocation	90.7%	584,000]

FTE: 5.0 (All funded from Measure X)

9. Community Corrections Partnership

Description: Through the local Community Corrections Partnership recommendations, Public Safety Realignment AB 109 funds a 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
Expenditures:		$178,107
Financing:		152,475
Net County Cost:		25,632
Funding Sources:		
Local	85.6%	$152,475
General Fund	14.4%	25,632

FTE: 0.7

Employment and Human Services
Health and Human Services

Ann Adler Children and Family Trust

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	17,941	50,000	70,000	70,000	0
Expense Total	**17,941**	**50,000**	**70,000**	**70,000**	**0**
Revenue					
Other Local Revenue	17,941	50,000	70,000	70,000	0
Revenue Total	**17,941**	**50,000**	**70,000**	**70,000**	**0**
Net County Cost (NCC):	**0**	**0**	**0**	**0**	**0**
Financial Indicators					
% Change in Total Exp		179%	40%	0%	
% Change in Total Rev		179%	40%	0%	
% Change in NCC		0%	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.

The FY 2022-23 Baseline Budget maintains the current level of services.

No adjustment from Baseline to Recommended Budget for FY 2022-23 is required.

Ann Adler Children and Family Trust

Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$70,000
Financing:		70,000
Net County Cost:		0
Funding Sources:		
Local	100.0%	$70,000

Workforce Development Board

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	1,650,609	1,837,000	1,968,000	1,968,000	0
Services And Supplies	5,209,301	4,731,000	5,356,000	5,356,000	0
Other Charges	409,981	539,000	405,000	405,000	0
Expenditure Transfers	(62,885)	2,000	14,000	14,000	0
Expense Total	**7,207,006**	**7,109,000**	**7,743,000**	**7,743,000**	**0**
Revenue					
Other Local Revenue	417,778	548,000	1,370,000	1,370,000	0
Federal Assistance	6,735,009	6,543,000	6,359,000	6,359,000	0
Revenue Total	**7,152,787**	**7,091,000**	**7,729,000**	**7,729,000**	**0**
Net County Cost (NCC):	**54,219**	**18,000**	**14,000**	**14,000**	**0**
Allocated Positions (FTE)	**12.0**	**12.0**	**12.0**	**12.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	23%	26%	25%	25%	
% Change in Total Exp		(1%)	9%	0%	
% Change in Total Rev		(1%)	9%	0%	
% Change in NCC		(67%)	(22%)	0%	
Compensation Information					
Permanent Salaries	993,242	1,164,651	1,189,644	1,189,644	0
Temporary Salaries	82,962	0	167,947	167,947	0
Deferred Comp	20,445	24,360	22,807	22,807	0
FICA/Medicare	80,898	88,582	103,894	103,894	0
Ret Exp-Pre 97 Retirees	2,890	3,455	3,455	3,455	0
Retirement Expense	297,088	346,498	291,566	291,566	0
Employee Group Insurance	120,963	155,511	149,520	149,520	0
OPEB Pre-Pay	23,981	24,135	0	0	0
Unemployment Insurance	1,187	2,329	2,716	2,716	0
Workers Comp Insurance	26,582	27,480	36,453	36,453	0
Labor Received/Provided	371	0	(2)	(2)	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.

Employment and Human Services
Health and Human Services

The WDB envisions a county and region where all job seekers can easily access the education, training, support services and quality jobs they need to succeed in the labor market and become self-sufficient – and where all businesses are able to hire the skilled workers they need to compete in the global economy.

The FY 2022-23 Baseline Budget compared to FY 2021-22 is increased by $634,000. This is primarily due to anticipated new grant funding.

No adjustment from Baseline to Recommended Budget for FY 2022-23 is required.

1. Workforce Innovation and Opportunity Act

Description: The Workforce Innovation and Opportunity Act (WIOA) of 2014, authorizes funding from the Department of Labor.

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.

The WIOA's three hallmarks of excellence are:

- The needs of businesses and workers drive workforce solutions, and local boards are accountable to their local communities.

- 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.

In FY 2020-21, the WDB served over 8,000 individuals, of whom 7,100 received basic career services and 911 received individualized career services through one of the programs below.

a. Adult Program - Through the local network of EASTBAY *Works* America Job Center of California (AJCC) and partner access sites throughout the county, in FY 2020-21, 525 people enrolled in this program and received individualized services. Individualized Career Services include Case Management and may include Training Services and Supportive Services.

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 2020-21, 240 individuals were enrolled. Rapid Response funding augments this program by providing outplacement services to those impacted by a layoff or business closure.

c. Youth Program - Provides services for low-income youth and young adults 14-24 years old (in-school or out-of-school). Services include work experience, tutoring, alternative school, mentoring, career and skills training, and counseling. The goal is to get clients into good jobs on a career pathway or enrolled in post-secondary education. In FY 2020-21, 146 youth were enrolled. Normally, WIOA requires that 75% of youth funding be used for out-of-school youth and 20% be used for work-based learning. For FY 2020-21, the WDB had a waiver to spend only 50% of funding on out-of-school youth.

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 will receive $190,221 of AB 109 funding in FY 2022-23 to support capacity building and business engagement, focusing on supporting the needs of the reentry population. In FY 2022-23, the WDB will receive $220,140 in funding from the Employment Training Panel to provide training in a health-care setting.

e. ***Business Services –*** In FY 2020-21, the WDB served over 5,500 businesses. The WDB provides a variety of services to businesses:

- Recruitment assistance such as candidate screening and referral, job postings and space for recruitment events.
- Hiring incentives such as training wage reimbursement and information on tax credits.
- Employer hotline to answer HR questions, and a Resources hotline to answer general questions posted by businesses affected by the pandemic.
- Information on Unemployment Insurance and Disability Insurance as well as labor market data through our EDD partner.

The WDB also provides Layoff and Out-placement Services for businesses that are downsizing or closing.

In FY 2020-21, the WDB processed a total of 314 Worker Adjustment and Retraining Notifications (WARNs) out of which 201 businesses reported layoffs of 17,596 employees. These services are supported by federal and State Rapid Response and Layoff Aversion funding. In FY 2020-21, the WDB received Rapid Response funds of $216,826. Layoff Aversion funding allowed the WDB to award $74,870 in small grants (up to $5,000) to 21 small businesses.

In FY 2021-22, Rapid Response funding is allocated at $144,557.

Workforce Innovation & Opportunity Act and Grants Summary

Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$7,743,000
Financing:		7,729,000
Net County Cost:		14,000
Funding Sources:		
Federal	82.1%	$6,359,000
Local	17.7%	1,370,000
General Fund	0.2%	14,000

FTE: 12.0

Employment and Human Services
Health and Human Services

Community Services Bureau

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	16,458,517	23,325,226	21,450,000	21,450,000	0
Services And Supplies	14,980,471	24,758,850	31,169,000	31,169,000	0
Other Charges	73,474	71,200	65,000	65,000	0
Fixed Assets	12,552	1,705,300	2,863,000	2,863,000	0
Expenditure Transfers	4,746,370	13,627,041	13,236,000	13,236,000	0
Expense Total	**36,271,384**	**63,487,617**	**68,783,000**	**68,783,000**	**0**
Revenue					
Other Local Revenue	7,471,773	13,711,000	14,070,000	14,070,000	0
Federal Assistance	29,806,549	49,397,617	48,384,000	48,384,000	0
State Assistance	59,286	220,000	220,000	220,000	0
Revenue Total	**37,337,608**	**63,328,617**	**62,674,000**	**62,674,000**	**0**
Net County Cost (NCC):	**(1,066,224)**	**159,000**	**6,109,000**	**6,109,000**	**0**
Allocated Positions (FTE)	**187.0**	**186.0**	**186.0**	**186.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	45%	37%	31%	31%	
% Change in Total Exp		75%	8%	0%	
% Change in Total Rev		70%	(1%)	0%	
% Change in NCC		(115%)	3,742%	0%	
Compensation Information					
Permanent Salaries	9,019,961	12,688,591	12,058,632	12,058,632	0
Temporary Salaries	721,765	1,030,461	1,239,028	1,239,028	0
Permanent Overtime	14,094	23,059	23,059	23,059	0
Deferred Comp	91,695	193,268	204,484	204,484	0
Comp & SDI Recoveries	(64,549)	(30,364)	(30,364)	(30,364)	0
FICA/Medicare	715,285	933,021	921,067	921,067	0
Ret Exp-Pre 97 Retirees	27,749	37,105	37,105	37,105	0
Retirement Expense	2,679,006	3,758,959	2,954,495	2,954,495	0
Employee Group Insurance	2,244,486	3,466,874	3,087,454	3,087,454	0
Retiree Health Insurance	674,958	684,855	601,724	601,724	0
OPEB Pre-Pay	204,899	206,219	0	0	0
Unemployment Insurance	10,617	26,609	24,116	24,116	0
Workers Comp Insurance	241,218	306,569	329,200	329,200	0
Labor Received/Provided	(122,666)	0	1	1	0

Description: The 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 2022-23 Baseline Budget reflects a net increase in operating expenses of $5,295,383 from the FY 2021-22 Budget due primarily to increased contract services and supplies to support the Measure X funded programs. The FY 2022-23 Baseline revenues reflect a decrease of $654,617 from the FY 2021-22 Budget due to lower federal COVID-19 funding. An increase of $5,950,000 in Net County Cost is due to Measure X funding for various childcare initiatives.

No adjustment from Baseline to Recommended Budget for FY 2022-23 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 $3.2 million in Head Start revenue is transferred to the Child Development Fund to support staff costs for services provided to 506 of the 1,351 children in full-day childcare. Head Start revenue also funds enhancement services to three partnering childcare agencies.

Added to the Head Start FY 2022-23 budget is $4,000,000 of Measure X allocation to fund up to 500 childcare slots through a voucher program primarily for infants and toddlers in families who are over-income and do not currently qualify for a childcare subsidy.

Head Start Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$27,900,000
Financing:		23,900,000
Net County Cost:		4,000,000
Funding Sources:		
Federal	84.9%	$23,680,000
State	0.8%	220,000
General Fund Total*	14.3%	4,000,000
[*Measure X-Allocation	14.3%	4,000,000]
FTE: 67.0		

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

Description: The Comprehensive Funding Model combines Head Start, Early Head Start and Child Development Funds to provide year-round childcare (10.5 hours per day) for about 655 children of low-income working parents. This program also funds family development services including employment assistance, health access, food referrals and housing support. Services are available at 13 centers with 42 classrooms in, or close to, neighborhoods where the children live.

Comprehensive Funding Model Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$10,665,072
Financing:		10,665,072
Net County Cost:		0
Funding Sources:		
Local	88.1%	$9,402,097
Transfers	11.8%	1,262,827
Federal	0.1%	148
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. Approximately $766,000 in Early Head Start revenue is transferred to the Child Development Fund to support staff costs for services provided to 149 of the 573 children in full-day childcare. Early Head Start revenue also funds enhancement services to seven partnering childcare agencies.

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 wellbeing 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.

Added to the Early Head Start FY 2022-23 budget is $1,950,000 of Measure X allocation to increase the number of childcare slots and support teaching staff retention and recruitment.

Early Head Start Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$21,036,000
Financing:		19,086,000
Net County Cost:		1,950,000
Funding Sources:		
Federal	90.7%	$19,086,000
General Fund Total*	9.3%	1,950,000
[*Measure X-Allocation	9.3%	1,950,000]
FTE: 21.0		

4. Child Nutrition

Description: Child Nutrition prepared and delivered approximately 90,387 meals (breakfast, snacks, and lunch) to the children enrolled in Head Start and Child Development childcare centers throughout the County.

Childhood Nutrition Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$1,854,474
Financing:		1,854,474
Net County Cost:		0
Funding Sources:		
Local	81.7%	$1,514,252
Transfers	18.3%	340,222
FTE: 12.0		

Anti-Poverty Programs

5. Community Action Programs

Description: Community Action Programs (CAP) aid 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, Comprehensive Health Services, Food & Nutrition, and Employment & Training. Community Services Bureau operates an in-house job-training program funded by CSBG and subcontracts with 14 community-based agencies to support work in the four priority areas stated above.

Community Action Programs Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$5,534,292
Financing:		5,375,292
Net County Cost:		159,000
Funding Sources:		
Local	57.0%	$3,153,651
Federal	25.4%	1,406,303
Transfers	14.7%	815,338
General Fund	2.9%	159,000
FTE: 19.0		

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 5,410 low-income households of the county. The average grant for energy assistance in Contra Costa County is $551 per household, per year.

Housing & Energy Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$4,211,549
Financing:		4,211,549
Net County Cost:		0
Funding Sources:		
Federal	100.0%	$4,211,549
FTE: 4.0		

Employment and Human Services
Health and Human Services

Contra Costa Alliance to End Abuse

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	2,307,931	2,398,000	2,398,000	2,398,000	0
Expenditure Transfers	128,468	34,000	34,000	34,000	0
Expense Total	**2,436,399**	**2,432,000**	**2,432,000**	**2,432,000**	**0**
Revenue					
Federal Assistance	641,850	753,000	753,000	753,000	0
Revenue Total	**641,850**	**753,000**	**753,000**	**753,000**	**0**
Net County Cost (NCC):	**1,794,550**	**1,679,000**	**1,679,000**	**1,679,000**	**0**
Financial Indicators					
% Change in Total Exp		0%	0%	0%	
% Change in Total Rev		17%	0%	0%	
% Change in NCC		(6%)	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.

The FY 2022-23 Baseline Budget includes no net change in contracted expenditures. No adjustment from Baseline to Recommended Budget for FY 2022-23 is required.

Two Grants, Development of Human Trafficking Task Force from the US Department of Justice and Improving Criminal Justice Responses from the US Department Office on Violence Against Women, expired on September 30, 2021. The Abuse in Later Life Grant from the U.S. Department Office on Violence Against Women, was awarded on October 1, 2020.

Contra Costa Alliance to End Abuse Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$2,432,000
Financing:		753,000
Net County Cost:		1,679,000
Funding Sources:		
Federal	31.0%	$753,000
General Fund	69.0%	1,679,000

County Children's Trust

County Children's Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	117,694	136,000	216,000	216,000	0
Other Charges	0	84,193	0	0	0
Expense Total	**117,694**	**220,193**	**216,000**	**216,000**	**0**
Revenue					
Other Local Revenue	174,863	136,000	216,000	216,000	0
Revenue Total	**174,863**	**136,000**	**216,000**	**216,000**	**0**
Net Fund Cost (NFC):	**(57,169)**	**84,193**	**0**	**0**	**0**
Financial Indicators					
% Change in Total Exp		87%	(2%)	0%	
% Change in Total Rev		(22%)	59%	0%	
% Change in NFC		(247%)	(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, and 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 2022-23 Baseline Budget maintains the current level of services.

No adjustment from Baseline to Recommended for FY 2022-23 is required.

County Children's Trust - Fund 132800		
Service:		Discretionary
Level of Service:		Discretionary
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	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	1,592,208	1,849,000	1,883,000	1,883,000	0
Services And Supplies	185,385	189,000	230,000	230,000	0
Other Charges	560,014	535,000	567,000	567,000	0
Expenditure Transfers	0	53,203	0	0	0
Expense Total	**2,337,607**	**2,626,203**	**2,680,000**	**2,680,000**	**0**
Revenue					
Other Local Revenue	358,950	407,000	481,000	481,000	0
Federal Assistance	1,113,470	1,281,000	1,281,000	1,281,000	0
State Assistance	937,602	885,000	918,000	918,000	0
Revenue Total	**2,410,022**	**2,573,000**	**2,680,000**	**2,680,000**	**0**
Net Fund Cost (NFC):	**(72,415)**	**53,203**	**0**	**0**	**0**
Financial Indicators					
Salaries as % of Total Exp	68%	70%	70%	70%	
% Change in Total Exp		12%	2%	0%	
% Change in Total Rev		7%	4%	0%	
% Change in NFC		(173%)	(100%)	0%	
Compensation Information					
Permanent Salaries	961,566	1,113,404	1,134,295	1,134,295	0
Permanent Overtime	0	0	71	71	0
Deferred Comp	16,920	19,847	20,228	20,228	0
FICA/Medicare	72,630	84,449	86,069	86,069	0
Retirement Expense	326,901	381,466	388,783	388,783	0
Employee Group Insurance	196,877	232,276	236,731	236,731	0
Retiree Health Insurance	16,254	17,000	16,254	16,254	0
Unemployment Insurance	1,061	558	569	569	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 FY 2020-21, the IHSS Public Authority received 179 provider applications and added 85 new providers to the Public Authority 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 2022-23 Baseline Budget reflects an overall expenditure increase of $53,797 compared to FY 2021-22 due to increased salaries and benefits costs.

No adjustment from Baseline to Recommended Budget for FY 2022-23 is required.

IHSS Public Authority Summary - Fund 115500		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$2,680,000
Financing:		2,680,000
Net Fund Cost:		0
Funding Sources:		
Federal	47.8%	$1,281,000
State	34.3%	918,000
Local	17.9%	481,000

* 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	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	7,857,528	9,825,200	9,311,000	9,311,000	0
Services And Supplies	4,805,648	6,221,733	6,254,000	6,254,000	0
Other Charges	8,656,584	11,739,921	11,811,000	11,811,000	0
Fixed Assets	0	300,000	300,000	300,000	0
Expenditure Transfers	7,234,581	9,865,000	9,906,000	9,906,000	0
Expense Total	**28,554,340**	**37,951,854**	**37,582,000**	**37,582,000**	**0**
Revenue					
Other Local Revenue	4,389,215	8,544,133	7,314,000	7,314,000	0
State Assistance	23,594,170	30,038,800	30,268,000	30,268,000	0
Revenue Total	**27,983,385**	**38,582,933**	**37,582,000**	**37,582,000**	**0**
Net Fund Cost (NFC):	**570,955**	**(631,079)**	**0**	**0**	**0**
Allocated Positions (FTE)	**93.0**	**93.0**	**93.0**	**93.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	28%	26%	25%	25%	
% Change in Total Exp		33%	(1%)	0%	
% Change in Total Rev		38%	(3%)	0%	
% Change in NFC		(211%)	(100%)	0%	
Compensation Information					
Permanent Salaries	3,920,180	4,742,253	4,565,521	4,565,521	0
Temporary Salaries	739,247	1,289,816	1,290,246	1,290,246	0
Permanent Overtime	13,205	8,731	8,731	8,731	0
Deferred Comp	38,794	65,531	97,292	97,292	0
Comp & SDI Recoveries	(8,235)	(32,304)	(32,304)	(32,304)	0
FICA/Medicare	339,825	378,028	370,865	370,865	0
Ret Exp-Pre 97 Retirees	9,738	23,202	23,202	23,202	0
Retirement Expense	1,166,828	1,410,442	1,106,075	1,106,075	0
Employee Group Insurance	1,201,669	1,546,221	1,419,237	1,419,237	0
Retiree Health Insurance	266,084	271,993	328,365	328,365	0
Unemployment Insurance	5,001	9,359	9,131	9,131	0
Workers Comp Insurance	113,935	111,928	124,639	124,639	0
Labor Received/Provided	51,257	0	0	0	0

Description: The Child Development Fund provides funding for the California State Preschool Program and General Child Care & Development Program that serves about 1,289 children of low- and middle-income families in 13 directly operated centers with 42 classrooms and eleven partner centers 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 2020-2021, 1,172 children participated.

FY 2022-23 Child Development Fund Baseline Budget reflects a decrease in operating expenses of $369,854 from FY 2021-22 Budget. The decrease is due to lower projected expenditures stemming from vacancies in teaching positions. Baseline revenues are projected to decrease by $1,000,933 from the FY 2021-22 Budget due to lower projected CAPP Essential Childcare COVID funding.

No adjustment from Baseline to Recommended Budget for FY 2022-23 is required.

Child Development Fund Summary - Fund 111600		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$37,582,000
Financing:		37,582,000
Net Fund Cost:		0
Funding Sources:		
State	80.5%	$30,268,000
Local	19.5%	7,314,000
FTE: 93.0		

Employment and Human Services
Health and Human Services

Childcare Enterprise Fund

Childcare Enterprise Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	0	1,000	1,000	1,000	0
Other Charges	0	1,000	1,000	1,000	0
Expenditure Transfers	0	72,000	72,000	72,000	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					
% Change in Total Exp		0%	0%	0%	
% Change in Total Rev		0%	0%	0%	
% Change in NFC		0%	0%	0%	

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

The FY 2022-23 Baseline Budget maintains the current level of services.

No adjustment from Baseline to Recommended Budget for FY 2022-23 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

Contra Costa Alliance to End Abuse - Special Revenue Fund

Domestic Violence Victim Asst Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	230,710	332,090	353,000	353,000	0
Expenditure Transfers	72,660	50,000	50,000	50,000	0
Expense Total	**303,371**	**382,090**	**403,000**	**403,000**	**0**
Revenue					
Other Local Revenue	274,953	400,000	403,000	403,000	0
Revenue Total	**274,953**	**400,000**	**403,000**	**403,000**	**0**
Net Fund Cost (NFC):	**28,418**	**(17,910)**	**0**	**0**	**0**
Financial Indicators					
% Change in Total Exp		26%	5%	0%	
% Change in Total Rev		45%	1%	0%	
% Change in NFC		(163%)	(100%)	0%	

Description: Provides funding for emergency shelter, counseling, health, and social welfare services to victims of domestic violence as mandated by Welfare and Institutions Code §18290-18308. Twenty-three dollars of each marriage license fee has been dedicated to fund these services. Additional funds are 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 2022-23 Baseline Budget includes an expenditure increase of $20,910 and an increase in revenue of $3,000. A new Blue Shield Grant was awarded on April 1, 2021.

No adjustment from Baseline to Recommended Budget for FY 2022-23 is required.

Contra Costa Alliance to End Abuse – Special Revenue Fund Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$403,000
Financing:		403,000
Net Fund Cost:		0
Funding Sources:		
Local	100%	$403,000

Employment and Human Services
Health and Human Services

Contra Costa Alliance to End Abuse SB 968 Administration

Zero Tolerance- Domestic Violence Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	421,187	539,000	589,000	589,000	0
Services And Supplies	101,748	1,145,395	207,000	207,000	0
Other Charges	34,447	47,000	47,000	47,000	0
Expense Total	**557,382**	**1,731,395**	**843,000**	**843,000**	**0**
Revenue					
Other Local Revenue	601,103	1,108,000	843,000	843,000	0
Revenue Total	**601,103**	**1,108,000**	**843,000**	**843,000**	**0**
Net Fund Cost (NFC):	**(43,721)**	**623,395**	**0**	**0**	**0**
Allocated Positions (FTE)	**4.0**	**3.0**	**3.0**	**3.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	76%	31%	70%	70%	
% Change in Total Exp		211%	(51%)	0%	
% Change in Total Rev		84%	(24%)	0%	
% Change in NFC		(1,526%)	(100%)	0%	
Compensation Information					
Permanent Salaries	276,447	353,775	393,268	393,268	0
Deferred Comp	6,420	8,220	7,200	7,200	0
FICA/Medicare	21,551	27,020	30,085	30,085	0
Ret Exp-Pre 97 Retirees	719	695	1,101	1,101	0
Retirement Expense	74,597	94,626	87,423	87,423	0
Employee Group Insurance	34,311	45,622	58,400	58,400	0
Unemployment Insurance	312	706	786	786	0
Workers Comp Insurance	6,828	8,336	10,737	10,737	0

Description: The purpose of the Contra Costa Alliance to End Abuse is to affect 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 2022-23 Baseline Budget includes an expenditure decrease of $888,395 and a revenue decrease of $265,000. The decreases are due to grants that expired on 9/30/21.

No adjustment from Baseline to Recommended Budget for FY 2022-23 is required.

Contra Costa Alliance to End Abuse - SB 968 Administration Summary – Fund 112700		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$843,000
Financing:		843,000
Net Fund Cost:		0
Funding Sources:		
Local	100%	$843,000
FTE: 3.0		

Employment and Human Services
Health and Human Services

CAO's Recommendation

The Recommended net County cost of $36,611,000 will provide the funding necessary to maintain current service levels in FY 2022-23 and expand services with Measure X funding. The FY 2022-23 Recommended net County cost is decreased by $2,602,000 from FY 2021-22, which is mainly due to additional state revenue. The FY 2022-23 Recommended Budget for salaries and benefits is decreased by $3,756,426, providing funding for 1,910.5 FTE authorized positions. The Services and Supplies budget is increased by $484,376 reflecting additional operating costs for the department and contractors due to the COVID-19 pandemic. Since July 1, 2021, 164 positions have been filled and an additional 193 positions are currently in the process of being filled.

During FY 2022-23, the Department expects increases in local and state funding and decreases in federal funding. The FY 2022-23 Recommended Budget includes increased revenues of $3.5 million in General Fund bureaus and an overall increase of $2.4 million across the agency.

A vacancy factor accounts for cost savings related to staff attrition 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 2022, the Department had 257 vacant positions at an FY 2021-22 cost of $15.6 million. The vacancy factor for FY 2022-23 is the same as FY 2021-22 at $6.1 million, which amounts to approximately 61 FTE positions. The County Administrator's Office will closely monitor the department's budget and adjust the vacancy factor if necessary.

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 budgets 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 2022-23 Recommended Budget project a $1.6 million increase of locally sourced revenue; a $2.8 million decrease from federally sourced revenue, and a $4.7 million increase from State revenues compared to the FY 2021-22 budget.

The FY 2022-23 Baseline Budget for the Administrative Services Bureau includes a Measure X allocation of $1.75 million for EHSD to act as the host agency for the development and operation of two new youth centers in East and Central Contra Costa County. Overhead costs from this bureau are transferred to all EHSD bureaus.

With the anticipation of the recovery of the economy and the improved employment levels after the pandemic, the Workforce Services Bureau caseload is expected to decrease, as well as the corresponding federal, State and local revenue for the provision of those services. The FY 2022-23 Baseline Budget includes Measure X allocation in the amount of $584,000 to fund an additional 5 FTE positions in the Bureau as compared to FY 2021-22. This will provide additional Family Navigators in high-needs school areas throughout the county to improve the lives of students and their families and to ensure successful learning and improved academic performance by the students.

Referrals for services provided by the Children and Family Services Bureau decreased during the pandemic due to school closures and reduced interactions with children outside their homes. The FY 2022-23 Recommended Budget includes a net decrease of $1.3 million in expenditures due to a projected decrease in assistance payments.

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 continue in FY 2022-23. The FY 2022-23 Recommended Budget includes an increase of $9.2 million in expenditures in this bureau. On the other hand, the State revenue allocated for IHSS increased by approximately $479,000. The State Realignment Revenue increased by $6.2 million, partially shifting the effects of mandated increases away from

general purpose revenue. The increase in both expenditures and revenues resulted in an overall increase of $518,000 in net County cost for the Bureau. The FY 2022-23 Recommended Budget also includes a Measure X allocation of $1 million for the local implementation of the Master Plan for Aging in Contra Costa County.

The Community Services Bureau Early Head Start Program projects receiving $5.2 million in additional federal revenue for FY 2022-23 for additional childcare slots and enhanced services. A Measure X allocation of $1.95 million was added to the Early Head Start program budget to provide additional compensation to providers who hold non-traditional hours of care and to those who care for infants, children with special needs, and other special populations. It is also to provide consultation and guidance services to childcare providers in support of service and program modifications to build on inclusivity of all children. An additional $4 million of Measure X allocation was allocated to the Head Start program budget to fund up to 500 childcare slots through a voucher program primarily for infants and toddlers in families who are over-income and do not currently qualify for a childcare subsidy.

As in past years, EHSD does not yet have a finalized State funding allocation for FY 2022-23. The Department has included estimated revenue based on the Governor's FY 2022-23 Proposed Budget and historical allocation information. The General Fund revenue 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.

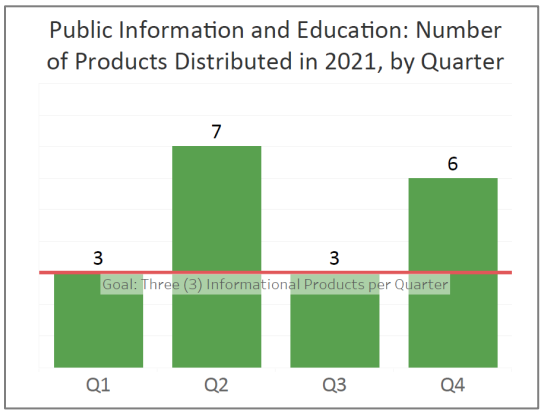
Performance Measures

In 2021, the Employment and Human Services Department (EHSD) set forth five organizational goals. The following is an update on those goals:

1. **EHSD will develop products for public information and education.**

   EHSD aimed to distribute at least 3 informational products and/or trainings in each quarter of 2021; conduct outreach to 500 elected officials, county leaders, department heads, and community partners; and advance GIS maps detailing enrollment of major public benefits programs by supervisorial districts to EHSD.org.

   EHSD met and exceeded its goal to publish at least 3 informational products in each quarter of 2021:



   EHSD released the following informational products and/or trainings in 2021 using a variety of mediums, including the use of social media and traditional media outlets, and e-mail distribution:

   - Fact Sheets – *Public Charge* memo to staff and website updates in response to March 2021 Supreme Court and Department of Homeland Security actions, and a *Public Charge* Fact Sheet to summarize these changes; Fact Sheet and press release to accompany the *Contra Costa Domestic Violence Death Review* report; Fact Sheet on the *CalFresh Benefits Increase* issued with a Director message to community partners.

   - Text Campaigns – *GetConnected Contra Costa* (low-cost internet) text campaign to EHSD benefit recipients and a message from the Director to community partners; *Child Tax Credit* text campaign to promote the benefit and connect customers with GetCTC.org to sign up.

- Community Presentations – *Measure X* PowerPoint presentations to the Board of Supervisors and Measure X Community Advisory Board; *Human Trafficking and Family Justice Center* PowerPoint presentation to the Family and Human Services Committee; *American Rescue Plan Act and Public Charge* PowerPoint presentation to Healthy Richmond; PowerPoint presentation *to Contra Costa CARES Work Group* with new-to-community Medi-Cal data for estimates of remaining uninsured/undocumented individuals.

- Data Products – *2020 COVID Snapshot Report*, distributed by the Director to community partners and posted on website, and *EHSD Program Data Dashboards* for the full years of 2020 and 2021 monthly updates posted to EHSD.org.

- Diversity, Equity, and Inclusion Products – Created an *Immigrant Welcoming Flyer*, which lists key resources for new immigrants to Contra Costa County; worked with *Gateways for Growth* representative on content for their blog about *Contra Costa County digital equity efforts*; drafted an *Afghan Benefits Dashboard*, responded to community inquiries, and posted information and links on EHSD.org.

- Other Public Information Products – Published an EHSD Headlines article for Workforce Development Board to introduce its *new strategic plan* and website; sent a memo to all staff to promote the *Emergency Broadband Benefit* for customers and published information on EHSD.org.

2. EHSD will enhance customer remote access to EHSD services and programs

EHSD aimed to incorporate remote communication with customers in most of its bureaus; released a customer satisfaction survey measuring remote service delivery and received a response from 10% of eligible EHSD customers; and created efficiencies from growing customer remote access that will result in the closure of one County-owned building.

By the end of 2021, four EHSD bureaus had incorporated remote customer communication to their workflows:

- Aging and Adult Services started offering General Assistance applications online through MyBenefitsCalWIN.org and the IHSS Public Authority started offering remote orientations to caregivers.

- The Workforce Services Bureau offered 100% remote access for Medi-Cal, CalFresh, and CalWORKs applications and redeterminations.

- The Community Services Bureau provided distance learning while transitioning back to classrooms and provided resources using a multi-layered approach that included e-mail, text, social media, and information on its new website www.CSBConnect.org.

- The Workforce Development Board offered remote services to businesses and job seekers via its *Bounce Back Contra Costa* hotline, social media, newsletters, and webinars.

In November 2021, EHSD launched a survey to identify remote access needs and preferences for customers served by Workforce Services, Aging and Adult Services, and the Workforce Development Board. The survey was deployed to customers in two ways: SurveyMonkey versions of the survey were distributed to customers who opted-in to texting and/or e-mail, and telephonic versions of the survey were deployed through call centers in the above three bureaus.

EHSD received 3,850 responses out of the 47,271 customers who received the remote access survey. This translates to a response

rate of 8.14%. EHSD will analyze the results of this survey to understand customer preferences and needs related to remote service delivery across its various programs. EHSD's plans to close a County-owned building were delayed to balance service delivery needs with the ongoing transition into a remote/hybrid work environment.

3. EHSD will develop an initiative that will define remote work, by bureau and classification, across the organization.

EHSD aimed to initiate work study surveys to all EHSD staff, and to define and incorporate remote work as a work option for designated segments of EHSD.

In 2021, EHSD initiated a "Pathways Initiative" to research and understand implications of remote work to EHSD, and to consider how EHSD will efficiently serve the needs of the community post-COVID-19. In May 2021, EHSD launched a Remote Work Survey to all EHSD staff.

In September 2021, EHSD established a department Remote Work Policy, consistent with County policy, which established departmental remote work guidelines, approval forms, and instructions. Completed forms received from staff are currently being reviewed and approved by the EHSD Director.

4. EHSD will engage its staff in racial equity and social justice issues through its Equity and Inclusion Core Team

In 2021, EHSD's Equity and Inclusion Core Team aimed to administer surveys to customers and/or staff to solicit input, submit recommendations to be incorporated into EHSD policy and practice, develop a strategy to ensure professional development opportunities for staff, provide support for staff who are interested in promotions, and conduct trainings on racial equity and social justice with all staff.

Through August 2021, EHSD's Equity and Inclusion Core Team continued to meet twice a month and achieved the following:

- Developed operating guidelines including a consensus-based decision-making protocol.
- Held two half-day retreats and one full-day retreat to discuss priorities, goals, values, communication, and future participation from staff.
- Started planning to use EHSD Headlines for updates of the work being done through the Equity & Inclusion Core Team.
- Planned for launching an intranet page to house materials and resources for all EHSD employees to access and utilize.
- Interviewed and selected an equity and inclusion consultant to help guide this work across EHSD.
- Generated a list of priority areas that need attention. The Team will take these priorities and incorporate them into a racial equity action plan for EHSD that is responsive to input and aligns with the County's larger efforts on equity and inclusion.

EHSD will continue efforts related to this goal with its 2022 goal – *EHSD will continue to work with our Equity and Inclusion Core Team to improve and secure fair treatment, access, opportunity, and advancement of all EHSD employees and our clients.*

5. EHSD will build staff trust by studying and responding to staff preferences in workplace culture

In 2021, EHSD aimed to increase its staff retention rate to 75% or more, achieve a response rate to its Stay Survey of 60% or more, and increase the response rate to Exit Surveys by at least 20%.

In 2021, EHSD developed an on-line, fillable, and PDF-enabled Exit Survey to allow EHSD to gather data and statistics on those leaving the department. EHSD has also continued to conduct in-person Exit Interviews for those employees who prefer

an in-person exit interview, through the Ombudsman.

EHSD is continuing to work on an internal process for the Exit interviews and hopes to launch the process in the spring of 2022. The previously scheduled 2021 launch date was postponed due to the Department's response to COVID-19.

Administrative and Program Goals

For 2022, EHSD identified four organizational goals:

1. **Improve Inter-Departmental Collaboration with a Customer-Centric Focus**

   In 2022, EHSD aims to expand collaboration with other County departments, focusing on shared customers and exploring customer-centric service models. EHSD will know it has achieved its goal when it has implemented key CalAIM objectives among EHSD, Contra Costa Health Services, and Probation including:

   - Initiate planning meetings and work plans for at least 75% of the data-sharing agreements needed to support the "whole person care" objectives of CalAIM.

   - Implement at least 75% of the new business processes needed to meet new requirements for initiating Medi-Cal enrollment, care coordination, and services for county incarcerated individuals before their release.

2. **Promote Diversity, Equity, and Inclusion**

   In 2022, EHSD aims to work with the Equity and Inclusion Core Team to improve and secure fair treatment, access, opportunity, support, and advancement of all EHSD employees and clients. EHSD will know it has achieved its goal when:

   - The Equity and Inclusion Core Team has developed a data strategy to address ongoing staff and customer issues around diversity, equity, and inclusion.

3. **Continue Building Staff Trust**

   In 2022, EHSD aims to sustain its work to build staff trust by studying and responding to staff preferences in workplace culture.

   EHSD will know it has achieved its goal when:

   - An internal process for Exit Surveys has been finalized and launched.

   - The response rate to Exit Surveys has increased by at least 20% compared to pre-launch, and an annual report with suggested improvements from the surveys is reviewed with the Executive Team.

4. **Implement Social Services Investment Provided Through Measure X Funding**

   In 2022, EHSD aims to implement social services investment made possible through the allocation of Measure X funds. EHSD will know it has achieved its goal when:

   - The Local Playbook, a plan with bold, innovative, and sustainable strategies and action steps which fulfills the Master Plan for Aging's vision for a healthy equitable aging for all Contra Costa residents, has been finalized and distributed to at least 250 stakeholders, community partner agencies, and elected officials.

   - An implementation plan will have been developed, approved, and implemented for new youth centers in East and Central County.

FY 2022-23
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	Admin Services	Salaries and Benefits	0.0	(262,000)	Delete one Deputy Director position.
2	1	Admin Services	Expenditure Transfers	0.0	262,000	Decrease in overhead charges out to other program bureaus.
3	2	Children & Family Services	Expenditure Transfers	0.0	(89,000)	Decrease in overhead in Children & Family Services.
4	16	Aging & Adult Services	Expenditure Transfers	0.0	(30,000)	Decrease in overhead in Aging & Adult Services.
5	19	Workforce Services	Expenditure Transfers	0.0	(143,000)	Decrease in overhead in Workforce Services.
			Total	**0.0**	**(262,000)**	

Employment and Human Services
Health and Human Services

Health Services

Anna Roth, Director *Health and Human Services*

General Fund Summary

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	207,340,383	249,643,327	261,249,000	261,249,000	0
Services And Supplies	302,643,524	286,026,270	288,426,000	288,426,000	0
Other Charges	81,065,269	202,071,000	121,741,000	121,741,000	0
Fixed Assets	18,843,869	1,509,000	625,000	625,000	0
Expenditure Transfers	(77,014,028)	(67,908,097)	(50,287,000)	(50,287,000)	0
Expense Total	**532,879,016**	**671,341,500**	**621,754,000**	**621,754,000[B]**	**0**
Revenue					
Other Local Revenue	128,489,557	142,571,848	162,177,547	162,177,547	0
Federal Assistance	158,010,423	120,933,963	163,244,100	163,244,100	0
State Assistance	88,381,708	110,704,689	87,246,353	87,246,353	0
Revenue Total	**374,881,688**	**374,210,500**	**412,668,000**	**412,668,000[B]**	**0**
Net County Cost (NCC):	**157,997,328**	**297,131,000[A]**	**209,086,000**	**209,086,000[C]**	**0**
Allocated Positions (FTE)	**1,529.3**	**1,579.6**	**1,733.6**	**1,733.6**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	39%	37%	42%	42%	
% Change in Total Exp		26%	(7%)	0%	
% Change in Total Rev		0%	10%	0%	
% Change in NCC		88%	(30%)	0%	
Compensation Information					
Permanent Salaries	122,471,956	143,766,284	161,511,386	161,511,386	0
Temporary Salaries	5,401,607	8,013,792	2,823,985	2,823,985	0
Permanent Overtime	3,170,769	2,048,481	1,031,915	1,031,915	0
Deferred Comp	1,333,671	1,719,952	2,104,741	2,104,741	0
Hrly Physician Salaries	121,656	84,034	106,999	106,999	0
Perm Physicians Salaries	2,660,260	6,899,060	5,643,859	5,643,859	0
Perm Phys Addnl Duty Pay	84,769	33,180	114,771	114,771	0
Comp & SDI Recoveries	(166,776)	(175,314)	(165,768)	(165,768)	0
FICA/Medicare	9,485,840	11,076,393	12,139,418	12,139,418	0
Ret Exp-Pre 97 Retirees	353,011	383,671	393,161	393,161	0
Retirement Expense	36,310,605	44,026,018	40,234,083	40,234,083	0
Employee Group Insurance	18,610,029	23,841,347	28,243,459	28,243,459	0
Retiree Health Insurance	4,083,546	4,096,473	4,486,878	4,486,878	0
OPEB Pre-Pay	1,647,496	1,662,116	0	0	0
Unemployment Insurance	156,974	310,375	347,980	347,980	0
Workers Comp Insurance	1,758,927	2,001,421	2,376,088	2,376,088	0
Labor Received/Provided	(143,956)	(143,956)	(143,956)	(143,956)	0

A. Includes one-time Measure X funding of $93,450,000
B. Includes American Rescue Plan Act funding of $83,000,000.
C. Includes ongoing Measure X funding of $40,750,000.

Health Services
Health and Human Services

All Funds Summary Schedule

Budget Unit Description	2021-22 Adjusted Budget Expenditure Authority (1)	Less Revenue Collections (2)	Required General Fund Contribution (3)	2022-23 Recommended Budget Expenditure Authority (4)	Less Revenue Collections (5)	Required General Fund Contribution (6)	GF Change – FY 21-22 Adopted to Rec'd (Col 6 minus Col 3)
Enterprise Funds:							
Hospital & Clinics EF-1 [A]	$883,090,939	$689,845,939	$193,245,000	$784,312,000	$671,067,000	$113,245,000	($80,000,000)
Medi-Cal Plan EF-2	803,960,000	803,960,000	0	888,739,000	888,739,000	0	0
Commercial Plan EF-3 [B]	76,103,000	71,367,000	4,736,000	79,060,000	74,324,000	4,736,000	0
Major Risk Ins. Program	0	0	0	0	0	0	0
Sub-Total Enterprise Funds[(A)]	**1,763,153,939**	**1,640,172,939**	**$197,981,000**	**$1,752,110,000**	**$1,634,130,000**	**$117,981,000**	**($80,000,000)**
General Fund Units:							
Behavioral Health:							
Mental Health [C]	$251,952,000	$226,397,000	$25,555,000	$268,710,000	$251,405,000	$17,305,000	($8,250,000)
Alcohol & Other Drugs	26,349,000	24,414,000	1,935,000	33,136,000	31,201,000	1,935,000	0
Homeless Programs [D]	22,822,000	14,938,000	7,884,000	19,126,000	16,442,000	2,684,000	(5,200,000)
Public Health	92,456,000	70,216,000	22,240,000	97,922,000	75,682,000	22,240,000	0
Environmental Health	25,445,000	25,410,000	35,000	24,138,000	24,138,000	0	(35,000)
Detention	36,525,000	1,458,000	35,067,000	42,229,000	1,722,000	40,507,000	5,440,000
Conservatorship	4,414,500	762,500	3,652,000	4,501,000	849,000	3,652,000	0
California Children's Services	12,721,000	10,283,000	2,438,000	13,307,000	10,869,000	2,438,000	0
Public Administrator	676,000	332,000	344,000	704,000	360,000	344,000	0
Sub-Total General Fund	$473,360,500	$374,210,500	$99,150,000	$503,773,000	$412,668,000	$91,105,000	($8,045,000)
Total General & Enterprise Funds	**$2,236,514,439**	**$2,014,383,439**	**$297,131,000**	**$2,255,884,000**	**$2,046,798,000**	**$209,086,000**	**($88,045,000)**
Other Special Revenue Fund Units:							
	Expenditures	**Revenue**	**Net Fund Cost**	**Expenditures**	**Revenue**	**Net Fund Cost**	**Change**
Emergency Medical Services	$1,568,387	$1,192,000	$376,387	$1,336,000	$1,336,000	$0	($376,387)
Ambulance Service Area	9,756,554	4,959,000	4,797,554	5,654,000	5,654,000	0	($4,797,554)
West Contra Costa Healthcare District	14,976,147	7,614,000	0	13,417,000	13,417,000	0	($7,362,147)
Total Special Funds:	**$26,301,088**	**$13,765,000**	**$5,173,941**	**$20,407,000**	**$20,407,000**	**$0**	**($12,536,088)**
Grand Total All Funds:	**$2,262,815,527**	**$2,028,148,439**	**$302,304,941**	**$2,276,291,000**	**$2,067,205,000**	**$209,086,000**	**($100,581,088)**

A. Includes Measure X funding: $80,000,000 one-time in 2021-22 (Column 3) and $40,000,000 ongoing in 21-22 and 22-23 (Columns 3 and 6).
B. Includes Measure X funding: $750,000 in ongoing funding in 21-22 and 22-23 (Columns 3 and 6).
C. Includes Measure X funding: 2021-22 = $8,250,000 one-time in 2021-22 (Column 3).
D. Includes Measure X funding: 2021-22 = $5,200,000 one-time in 2021-22 (Column 3).

General Fund Summary Schedule Description

This summary table provides information in aggregate format summarizing expenditures and revenues in the General Fund budget units administered by the Health Services Department. This table includes only the General Fund subsidy provided to the Contra Costa Regional Medical Center and Health Centers and the Contra Costa Health Plan and does not include the expenditures, revenue, or approved positions for the operation of these units. 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 and the Contra Costa Community Health Plan.

Included in the General Fund Summary 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

All Funds Summary Schedule Description

The All Funds Summary Schedule provides information by specific budget unit summarizing expenditures, revenues, and the general fund contribution for each of the units administered by the Health Services Department (inclusive of the Regional Medical Center and Health Plan) and compares the 2021-22 Adjusted Budget with the 2022-23 Recommended Budget.

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
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
7136 – West Contra Costa Healthcare District Debt Services

Department Mission:

The mission of the Health Services Department 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, the Health Services Department is the safety net, providing medical services not available to them elsewhere.

2022-23 Budget Development:

The 2022-23 Recommended Budget for the Health Services Department (HSD) was developed assuming COVID-19 expenses would continue at approximately $83 million annually. Budgeted American Rescue Plan Act (ARPA) funding from the 2021-22 first tranche in the amount of $30 million would be available for rollover use in FY 2022-23, and per the Board direction of January 25, 2022, $53 million from the second ARPA tranche would be available for HSD use in FY 2022-23, resulting in a total ARPA allocation of $83 million. COVID-19 costs will continue to be offset through specific COVID-19 related "cascading" revenue streams i.e., Medicare, Medi-Cal, state allocations, federal allocations and then Federal Emergency Management Agency (FEMA) as a last resort.

The budget assumes all programs in operation in fiscal year 2021-22 will continue through fiscal year 2022-23. Funding for new or expanded

programs such as by Measure X, CalAIM or other programs with discrete sources of known funding have been included in the various Division budgets. Certain programs are pending either state or federal budget approval or assignment of specific County allocations. These programs are not included in the budget request and will have no impact on the County General Fund contribution if approved. A budget appropriation adjustment may be needed when the final program allocations are known.

COVID-19:

COVID-19 placed extraordinary demands on the HSD - demands that could have crippled its ability to deliver health services if not for HSD's integrated health system and robust infrastructure that gives it the flexibility to weather a pandemic and still provide the essential services necessary to protecting the community's health.

This structure enables HSD to provide the scope of medical care essential to addressing a global pandemic. The FY 2022-23 ARPA allocations will support COVID-19 operations in the following divisions: $59,645,810 in Hospital and Clinics, $21,268,341 in Public Health, $1,451,226 in Alcohol and Other Drugs, $438,419 in Environmental Health, and $196,204 in Mental Health.

With its full range of services, including emergency care, psychiatric care, newborn labor and delivery, medicine and surgery, the Contra Costa Regional Medical Center became the health hub for COVID-19 care throughout the pandemic. The ten satellite clinics in the county's most vulnerable regions serve as the backbone of much of HSD's COVID-19 work, including testing and vaccinations.

The Contra Costa Health Plan, the nation's first federally qualified, state-licensed, county-sponsored Health Maintenance Organization, enabled Contra Costa County to address the needs of its 220,000 members rapidly and efficiently, insuring primarily people who are eligible for Medi-Cal. This structure facilitated rapid approval of federal and state COVID-19 funding, while making sure that low-income individuals and families received the care they needed. In this way, Contra Costa County was able to reach, treat, and vaccinate the more vulnerable sectors within the county - those populations on the edges of society, including the poor, elderly, homeless and undocumented. The Behavioral Health and Health, Housing and Homeless Services (H3) divisions were especially valuable entities in helping to locate and support people who would have easily fallen through the cracks in a crisis.

Despite tackling the largest pandemic in a hundred years, Health Services staff continued addressing the daily essential responsibilities that protect the health, safety, and well-being of the community. As a result, Health Services staff juggled a variety of jobs simultaneously. In many cases, this meant adopting new approaches and technology. Face-to-face interactions that were largely the norm didn't fit in a county under stay-at-home orders. Telemedicine, by necessity, suddenly became the norm. New equipment, training and procedures were required to make this all work, and as a result, many of these new approaches are now becoming standard practices, bringing greater convenience to the people served and increased efficiencies to the Department's work.

One example of deploying new technology was Contra Costa Health's use of data and mapping to pinpoint communities in special need to maximize the efficacy of vaccination efforts. The use of dashboards had long helped individual divisions prioritize and evaluate their work, but that capacity was expanded to the public to provide real-time data on the impact of the virus and tracking of vaccine and testing efforts. This transparency and emphasis on data-driven decisions was closely followed, as evidenced by the over 8.5 million views of the COVID-19 dashboard on the County's COVID-19 website.

Concerns about the Omicron variant and a winter surge continued to drive the County's efforts to promote vaccines. Those efforts have proven largely successful with approximately 80% of eligible residents now vaccinated, and efforts to reach highly vulnerable populations have seen similar success. A new wave of effort is now in place to encourage all people in Contra Costa County to get vaccine booster doses to ensure optimal protection from COVID-19.

Racial Equity:

Although Contra Costa Health has long worked to address the health disparities faced by communities of color, seniors, youth, and economically disadvantaged households, the pandemic took an especially hard toll on the county's most vulnerable communities.

Under the leadership of the County and Board of Supervisors, the Health Services Department mobilized assets to ensure that no community was left behind in the extensive COVID-19 outreach, testing and vaccination efforts. This was not easy, as reaching and working with historically disadvantaged communities demanded sensitivity, trust, and cultural competency. To earn the trust and support of these communities, the Department leveraged its longstanding partnerships with community-based organizations throughout the county to gain that trust and make inroads.

Community organizations, including faith communities, city leaders, businesses, schools, and community advocacy groups opened the door to communities reluctant to work with government entities. Thanks to their counsel, Contra Costa Health successfully tailored interventions appropriate to and embraced by these communities. This not only allowed the Department to make stronger connections with these communities and better understand their challenges, but it allowed the Department to align activities to maximize reach and impact, including:

- With input from community members, creation of the Ethical and Equitable Vaccine Allocations Committee to help ensure a fair, transparent, and evidence-based approach to distributing COVID-19 vaccine in Contra Costa County.
- Creation of new relationships and partnerships with community members and organizations to reach those who have been hardest hit by the COVID-19 pandemic.
- To support equity in vaccine distribution, the Contra Costa Health Data and Informatics team used advanced statistical analysis, geo-mapping, and epidemiological tools to develop precise actionable outreach information. This included a walking list for door-to-door outreach, phone call lists for staff, a list of patients who are homebound or have chronic health conditions, automated telephonic and text-based outreach, and an entire new referral program, "Helping Hands." Over half a million outreach attempts were completed.
- An increased focus on increasing access and outreach to African American, Latinx, the unhoused, non-English speakers, the disabled, the elderly, and rural populations through a series of engagement activities and services. From the period of vaccine scarcity to that of vaccine surplus, Contra Costa Health's efforts aimed to close the equity gap and meet people "where they are" by establishing strategies and policies to reach those communities.
- With the help of the Medical Reserve Corp, the Department built a mobile vaccination model to place vaccination teams at workplaces, marketplaces, and other high-traffic community settings.
- Continual modification of vaccine distribution strategies, adapting with vaccine eligibility and using data-driven approaches to specifically reach neighborhoods and micro areas with the largest disparities.
- Placement of vaccine sites in areas with disproportionately high COVID-19 rates and in zip codes in the lower quartiles of the Healthy Places Index (HPI). Since location alone could not address the equity gaps that were seen in early 2021 when demand for vaccine was high, Contra Costa Health created a waitlist where appointments were equitably distributed based on eligibility, location, and other demographics to prioritize vaccinations for historically marginalized communities.
- Increased vaccine access where people live, work, and gather, with over 248,000 COVID-19 vaccine doses given at over 300 neighborhood health clinics, pop-up clinics, and mobile clinics at businesses, schools, and places of worship across Contra Costa County.

Health Services
Health and Human Services

Measure X:
On November 3, 2020, voters in Contra Costa County approved Measure X, a countywide, 20-year, half-cent sales tax. The ballot measure stated the intent of Measure X is "to keep Contra Costa's regional hospital open and staffed; fund community health centers, emergency response; support crucial safety-net services; invest in early childhood services; protect vulnerable populations; and for other essential county services."

A Measure X Community Advisory Board consisting of 17 members, comprising ten Supervisorial District appointees (two per District) and seven At-Large members was established on February 2, 2021 to advise the Board of Supervisors on the use of Measure X funds. The Advisory Board began meeting on April 13, 2021 and spent countless hours reviewing information regarding unmet community needs and developing goals and funding recommendations.

On October 12, 2021, the Measure X Community Advisory Board presented its report to the Board of Supervisors. The Advisory Board specifically recognized that the need for a strong hospital and clinic system was a key element in the Measure X ballot measure language. The Contra Costa Regional Medical Center and Health Centers (and related clinics) provide critical services to the most vulnerable county residents, and it is imperative that the Centers remain financially viable. As noted in the Operating Principles of the Advisory Board, "Sustaining a strong social safety net is important for the health and prosperity of all." In addition, the Healthy Communities goal specifies: "We strive to be a community in which all residents have access to affordable, timely, culturally-responsive healthcare; adequate housing; high-quality childcare; and nutritious food, all of which has become more urgent as we address the ravages of the pandemic."

On November 16 and December 14, 2021, the County Board of Supervisors awarded Health Services $154,200,000 in Measure X funding. Of this allocation, $93,450,0000 was awarded for one-time projects starting April 1, 2022, $40,750,000 was awarded for the first allocation of ongoing funding starting FY 2022-23 and $20 million was awarded for Mental Health in FY 2023-24 and annually thereafter. The Department anticipates significant portions of the one-time awards will be unspent by the last quarter of FY 2021-22. Therefore, any unspent balance will be rolled over into FY 2022-23 and subsequent fiscal years as needed for project completions.

Approved Projects:

$80,000,000 One-time Allocation for Contra Costa Regional Medical Center and Health Centers (CCRMC/HC) Capital Projects:
As the primary Medi-Cal hospital and clinic delivery system for Contra Costa County, the current facilities are inadequate in size and scope to accommodate the hospital and health centers' continued need to provide clinical and health services to its assigned patient population. Over the last two decades, after construction of the Martinez Medical Campus, CCRMC/HCs empaneled patient assignment has grown over 540% to well over 142,000 individuals. An additional 78,000 individuals seek specialty services, care coordination services, and hospital services within CCRMC/HCs infrastructure.

The following capital projects to be funded with the one-time allocation of $80,000,000 include:
- New Medical Clinic and Office Complex: 40,000 square feet - $30,000,000.
- New Parking Structure: 325 spaces - $15,000,000.
- New Interventional Radiology Suite: 5,000 square feet - $5,000,000.
- Psychiatric Emergency Services Remodel: 3,000 square feet - $5,000,000.
- New Public Health Lab: 15,000 square feet - $25,000,000.

$25,000,000 Allocation for the A3 Contra Costa Community Crisis Initiative:
The A3 (Anyone, Anywhere, Anytime) Contra Costa Community Crisis Initiative, designed by the Health Services Department, city managers, and a consortium of community partners including individuals with lived experience, family members, law enforcement, fire and emergency medical responders, and community-based organizations, requested funding to implement the model of providing

appropriate behavioral health crisis services in Contra Costa County for anyone, anywhere, anytime. (Note: $5 million is allocated for the period April 1, 2022 through June 30, 2023, and the $20 million ongoing allocation will begin in FY 2023-24.)

$3,250,000 One-time Allocation for Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Leverage Funding for Children's Mental Health Services:
The one-time funding of $3,250,000 will be used to match a like amount in federal funding to provide up to a 10% Cost of Living Adjustment for EPSDT providers effective July 1, 2022, through increased rates and contract payment limits.

$40,000,000 Ongoing Allocation for Contra Costa Regional Medical Center (CCRMC/HC) Operational Stability:
The CCRMC/HCs support the most vulnerable and low-income population in the county, including a high number of homeless and immigrant residents and others who traditionally have a high prevalence of mental health and co-occurring conditions. As an organization, CCRMC/HC strives to create optimal health for all through respectful relationships and high-quality service. Goals to achieve optimal community health include being patient and family centered, fostering continuous improvement, and delivering value and safe care. The allocation will ensure operational stability and begins in FY 2022-23

$5,200,000 One-time Allocation for Permanent Supportive Housing:
Lack of affordable housing continues to be a significant contributing factor to homelessness across the county. A one-time allocation of $5,200,000 in Measure X funds will be used to leverage $16.8 million in Homekey funding to build two permanent supportive housing programs in the county for a total of 84 affordable housing units for residents who are unhoused in the county. The proposed housing projects are El Portal Micro-housing in San Pablo and Brookside Single Room Occupancy in Richmond.

$750,000 Ongoing Allocation for the Contra Costa Community Health Plan (CCHP) for Expanded Comprehensive Healthcare for the Uninsured:
In 2015, the CCHP established a pilot program, Contra Costa CARES, to provide primary care services to adults not covered by the Affordable Care Act. 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. The ongoing allocation begins in FY 2022-23.

California Advancing and Innovating Medi-Cal (CalAIM) – State 2022-23 Program:
The CalAIM initiative is a far-reaching set of reforms to expand, transform, and streamline Medi-Cal service delivery and financing that impacts most of the Health Services Department divisions. The state has recently received federal approval from the Centers for Medicare & Medicaid services that authorizes the CalAIM section 1115 and CalAIM section 1915(b) waivers from January 1, 2022 through December 31, 2026.

The major policy goals of the program are:

a) **Increasing the Focus on High-Risk, High-Cost Populations:**

Impacts CCHP, CCRMC, Homeless, and Public Health.
- Create new enhanced care management benefit.
- Ensure enrollment assistance for individuals transitioning from incarceration.
- Reimburse managed care plans to provide nonmedical "in lieu of services."
- Require managed care plans to develop population health management programs.
- Convene foster care workgroup.

b) **Transforming and Streamlining Managed Care:**

Impacts CCHP, CCRMC.
- Transition certain benefits and enrollee populations from fee for service to managed care and vice versa.

- Modify approach to coordinating care of beneficiaries eligible for both Medi-Cal and Medicare.
- Set capitated rates on a regional rather than county basis.
- Require National Committee for Quality Assurance (NCQA) accreditation of Medi-Cal managed care plans; deem as meeting most federal and state standards.
- Consider creation of a full integration pilot.

c) Rethinking Behavioral Health Service Delivery and Financing:

Impacts Mental Health and Alcohol and Other Drugs.

- Streamline behavioral health financing.
- Seek new federal funding opportunities for residential mental health services.
- Change medical necessity criteria for beneficiaries to access services.
- Implement “no wrong door” approach for children obtaining mental health services.
- Integrate County administration of specialty mental health and substance use disorder services.

d) Extending Components of the Current 1115 Waiver:

Impacts CCRMC and Alcohol and Other Drugs.

- Continue public hospital funding under other programs.
- Maintain expansion of substance use disorder services begun under Drug Medi-Cal Organized Delivery System (DMC ODS).
- Extend certain components of the Dental Transformation Initiative and provide a new covered benefit, silver diamine fluoride.

e) Implementation:

The program envisions a multi-year rollout with the first component slated for implementation in January 2022. The proposal is extremely ambitious and includes several items beneficial to the Health Services Department delivery system e.g., the inclusion of enhanced care management as a Medi-Cal benefit, which will allow the Whole Person Care pilot program (Community Connect) to continue indefinitely.

f) Outlook:

The overall budgetary impact of the program to the Health Services Department is favorable. The full roll-out of the new program will occur over the next twelve to eighteen months.

Health Services
Health and Human Services

Major Department Responsibilities

Contra Costa County is one of few counties across the nation to offer the full spectrum of health-related services under one organizational structure. The Health Services Department (HSD), represents the largest department under the County infrastructure, employing approximately 4,705 individuals and 4,267 Full-Time Equivalent (FTE) employees. Approximately 9% of the HSD budget is provisioned with 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.

HSD 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. Using technology, including its extensive website and social media, HSD has reached county residents with critical health care information on a daily basis.

HSD is an integrated system of health care services, comprising 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 the Department's family practice residency program. The Contra Costa Regional Medical Center 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 the county 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.

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 103,000 Medi-Cal members since the implementation of the ACA, and now provides comprehensive, quality health coverage to approximately 207,000 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 divisions 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 the county's 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 can provide enhanced coordination and collaboration when caring for the whole individual; this approach recognizes the increasing challenges in serving complex populations with multiple disorders.

For budgetary purposes the Mental Health and Alcohol and Other Drugs divisions are reported separately.

Health Services
Health and Human Services

The **Health, Housing and Homeless Services** (H3) Division integrates housing and homeless services across the county's health system, and 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 wellbeing 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 wellbeing and not merely the absence of disease or infirmity.

As part of the integrated health system, Public Health employs a broad spectrum of strategies and offers an array of programs that focus on public health issues such as communicable and sexually transmitted diseases, 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 Department's 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 applies 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) System is a public-private partnership that acts to deliver 9-1-1 services to communities under Local EMS Agency policies and procedures that provide a uniform level of response and prompt patient transport to emergency departments and specialty centers for definitive care.

The EMS Division is the designated governmental Local EMS Authority (LEMSA) responsible for providing regulatory and medical oversight of medical dispatch, pre-hospital patient care delivered by fire and law first responders, and ambulance personnel. As the EMS Authority, the Division is charged with conducting emergency and non-emergency ambulance permitting and emergency ambulance contract compliance, as well as setting standards to assure that pre-hospital personnel involved in an emergency response are properly trained and equipped to provide timely, efficient, and professional medical care in the field.

Conclusion:

There are over a million people living in Contra Costa County, many of whom are facing numerous health challenges. Meeting these challenges while delivering world-class health is a daunting task on the best of days. It's even more challenging when doing this during a global pandemic.

Measuring up to these challenges demands a host of skills and expertise. In addition to HSD's doctors, nurses, and other trained medical professionals, its integrated health system includes teams of environmental experts, hazardous materials responders, public health professionals, community educators, behavioral health counselors, homeless advocates and

others who work to protect the health of the county's citizens in many obvious ways, and some not so apparent ways.

What makes the County's system unique is its integrated approach to health. Contra Costa County sets itself apart with a health system that strategically looks at the myriad health challenges its residents face and aligns appropriate responses and services. Unlike most other counties, Contra Costa combines not only a public health system with a health delivery system, but also operates its own health plan. This integration maximizes the County's reach, increases its efficiency and, most importantly, allows it to leverage services across the entire system to meet the diverse health needs of the county's diverse community.

The Health Services Department operates as the health safety net for the county, safeguarding its most vulnerable and underserved communities, which ultimately elevates the health of the entire county. It isn't enough to simply provide medical care for these individuals. Contra Costa Health seeks out and implements ways to help them build safer, healthier lives.

This also means working with partners to find housing, address food insecurity, and create job opportunities. It also means addressing unsafe environments that threaten their wellbeing and, at other times, it means building complex governmental/private and nonprofit coalitions that ensure people facing mental health crisis get the right care at the right time by the right experts.

Programs like these are the hallmark of the Health Services Department and its constant efforts to align work, break down artificial silos, and tap into the ingenuity that arises when different disciplines are merged. At the Health Services Department, this alignment saves lives and reduces suffering.

Health Services
Health and Human Services

Hospital Enterprise Fund Summary (Operations and Capital)

Hospital Enterprise Fund (Enterprise Fund I)[A]	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	457,731,947	523,814,329	510,881,000	510,881,000	0
Services And Supplies	262,446,586	252,808,610	245,730,000	245,730,000	0
Other Charges	3,437,836	13,240,000	14,676,000	14,676,000	0
Fixed Assets	0	93,228,000	13,025,000	13,025,000	0
Expense Total	**723,616,370**	**883,090,939**	**784,312,000**	**784,312,000**	**0**
Revenue					
Other Local Revenue	284,278,861	238,247,644	287,861,223	287,861,223	0
Federal Assistance	40,372,224	40,454,000	41,673,000	41,673,000	0
State Assistance	338,317,860	336,144,295	341,532,777	341,532,777	0
General Fund Subsidy[B]	73,245,000	193,245,000	113,245,000	113,245,000	
Revenue Total	**736,213,945**	**883,090,939**	**784,312,000**	**784,312,000**	**0**
Net Fund Cost (NFC):	**(12,597,576)**	**0**	**0**	**0**	**0**
Allocated Positions (FTE)	**2,409.1**	**2,409.1**	**2,414.7**	**2,414.7**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	63%	59%	65%	65%	
% Change in Total Exp		22%	(11%)	0%	
% Change in Total Rev		10%	(3%)	0%	
% Change in NFC		(695%)	0%	0%	
Compensation Information					
Permanent Salaries	206,879,000	260,511,453	245,604,751	245,604,751	0
Temporary Salaries	35,125,934	43,993,395	43,993,395	43,993,395	0
Permanent Overtime	11,000,601	10,991,441	10,991,441	10,991,441	0
Deferred Comp	1,387,743	1,504,797	2,162,588	2,162,588	0
Hourly Physician Salaries	2,127,829	2,346,484	2,346,484	2,346,484	0
Perm Physicians Salaries	47,358,334	48,090,244	50,421,303	50,421,303	0
Perm Phys Addnl Duty Pay	4,130,855	4,529,558	4,529,558	4,529,558	0
Comp & SDI Recoveries	(752,218)	(572,635)	(572,635)	(572,635)	0
Vacation/Sick Leave Accrual	3,181,576	0	0	0	0
FICA/Medicare	20,409,761	20,497,537	20,248,170	20,248,170	0
Ret Exp-Pre 97 Retirees	688,980	674,197	674,197	674,197	0
Retirement Expense	71,298,019	74,515,833	70,485,410	70,485,410	0
Excess Retirement	153,311	306,622	306,622	306,622	0
Employee Group Insurance	38,189,082	39,642,319	45,884,283	45,884,283	0
Retiree Health Insurance	8,728,079	8,529,772	9,066,203	9,066,203	0
OPEB Pre-Pay	3,487,667	3,514,225	0	0	0
Unemployment Insurance	320,684	362,531	581,501	581,501	0
Workers Comp Insurance	4,016,711	4,376,556	4,157,729	4,157,729	0

A. Includes Hospital and Health Centers (0540) and Hospital Fixed Assets (0853).
B. 2021-22 Budget column includes $80,000,000 one-time Measure X allocation.

Contra Costa Regional Medical Center & Ambulatory Care Centers

Hospital Enterprise Fund (Enterprise Fund I)	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	457,731,947	523,814,329	510,881,000	510,881,000	0
Services And Supplies	262,443,115	252,808,610	245,730,000	245,730,000	0
Other Charges	1,232,734	0	1,233,000	1,233,000	0
Fixed Assets	0	1,000,000	1,000,000	1,000,000	0
Expense Total	**721,407,796**	**777,622,939**	**758,844,000**	**758,844,000**	**0**
Revenue					
Other Local Revenue	270,367,431	292,431,939	267,646,484	267,646,484	0
Federal Assistance	40,372,224	40,454,000	41,673,000	41,673,000	0
State Assistance	334,767,223	331,492,000	336,279,516	336,279,516	0
General Fund Subsidy	73,245,000	113,245,000	113,245,000	113,245,000	0
Revenue Total	**718,751,878**	**777,622,939**	**758,844,000**	**758,844,000**	**0**
Net Fund Cost (NFC): [A]	**2,655,918**	**0**	**0**	**0**	**0**
Allocated Positions (FTE)	**2,409.1**	**2,409.1**	**2,414.7**	**2,414.7**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	63%	67%	67%	67%	
% Change in Total Exp		8%	(2%)	0%	
% Change in Total Rev		9%	(3%)	0%	
% Change in NFC		(288%)	0%	0%	
Compensation Information					
Permanent Salaries	206,879,000	260,511,453	245,604,751	245,604,751	0
Temporary Salaries	35,125,934	43,993,395	43,993,395	43,993,395	0
Permanent Overtime	11,000,601	10,991,441	10,991,441	10,991,441	0
Deferred Comp	1,387,743	1,504,797	2,162,588	2,162,588	0
Hrly Physician Salaries	2,127,829	2,346,484	2,346,484	2,346,484	0
Perm Physicians Salaries	47,358,334	48,090,244	50,421,303	50,421,303	0
Perm Phys Addnl Duty Pay	4,130,855	4,529,558	4,529,558	4,529,558	0
Comp & SDI Recoveries	(752,218)	(572,635)	(572,635)	(572,635)	0
Vacation/Sick Leave Accrual	3,181,576	0	0	0	0
FICA/Medicare	20,409,761	20,497,537	20,248,170	20,248,170	0
Ret Exp-Pre 97 Retirees	688,980	674,197	674,197	674,197	0
Retirement Expense	71,298,019	74,515,833	70,485,410	70,485,410	0
Excess Retirement	153,311	306,622	306,622	306,622	0
Employee Group Insurance	38,189,082	39,642,319	45,884,283	45,884,283	0
Retiree Health Insurance	8,728,079	8,529,772	9,066,203	9,066,203	0
OPEB Pre-Pay	3,487,667	3,514,225	0	0	0
Unemployment Insurance	320,684	362,531	581,501	581,501	0
Workers Comp Insurance	4,016,711	4,376,556	4,157,729	4,157,729	0

Health Services
Health and Human Services

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 Budget is based on an average daily inpatient census of 133.6 patients, and 512,536 annual outpatient visits.

Impact: The Recommended Budget maintains the current level of services.

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 in an average of 34,000 visits per year. Additionally, the Psychiatric Emergency Services Unit provides crisis intervention and stabilization, psychiatric diagnostic assessment, medication, emergency treatment, screening for hospitalization and intake, disposition planning, and placement/referral services and has an average of 10,000 visits per year.

CCRMC recently expanded psychiatry services, re-opening 4D, a 20-bed inpatient psychiatry unit last fiscal year. CCRMC plans to expand Psychiatric Emergency services and Crisis Stabilization Services for pediatrics. CCRMC will begin a 3,000 square foot expansion project to remodel the Psychiatric Emergency Room to meet current demands, address overcrowding, and increase therapeutic spaces for the county's only designated psychiatric intake unit, which receives over 95% of the county's patients with psychiatric emergencies on legal holds or presenting for voluntary services. CCRMC is also working with Behavioral Health Services to increase access for Crisis Stabilization Services for pediatrics by creating a designated and separate space for all minors arriving for crisis stabilization and psychiatric evaluation.

CCRMC provides award winning labor and delivery and perinatal services. Nearly 18% of all county births take place at CCRMC. Newsweek and Leapfrog rated CCRMC as one of the Best Maternity Care Hospitals in 2020 and it is one of the only designated Baby Friendly Hospitals in the county.

CCRMC now provides molecular testing in the clinical lab and expanded laboratory services with new equipment and analyzers. Patients are now able to get these services at the County's lab, which results in decreased turnaround time for results.

CCRMC expanded imaging services by purchasing a second CT scanner and upgraded the MRI suite capability resulting in increased patient access to modern diagnostic imaging.

CCRMC continues COVID-19 pandemic response and is preparing for ongoing endemic efforts. CCRMC provides COVID-19 testing and vaccines to patients, staff, healthcare colleagues, and Contra Costa County community members. CCRMC provides inpatient and outpatient treatment for patients with COVID-19. CCRMC conducts asymptomatic testing for all CCRMC patients including pre-operative, labor and delivery, Emergency Department admissions, and medical/surgical admissions. Additionally, CCRMC develops COVID-19 treatment protocols aligned with Center for Disease Control and California Department of Public Health guidance, leading to better patient outcomes and low mortality rate of hospitalized patients.

CCRMC prides itself on offering holistic care that treats patients and their families with respect and dignity. Being focused on patient-centered care often means getting the patients to the intervention that is medically indicated. However, it also means, when the circumstances arise, ethical transition of patients

to a form of medical care that focuses on their comfort rather than on their disease process. CCRMC's palliative care physicians are at the forefront of this conversation not only by working closely with patients and their families in the hospital, but also by increasingly shifting the palliative care conversations to primary care providers in outpatient settings. This is all in line with the evolving guidance from state and federal levels around end-of-life care.

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.

Hospital and Emergency Care Services Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$354,516,002
Financing:		308,252,227
Net Fund Cost:		46,263,775
Funding Sources:		
State	47.8%	$169,548,660
Local	33.2%	117,675,492
Federal	5.9%	21,028,075
Measure X-Transfer	4.6%	16,341,127
General Fund Subsidy	8.4%	29,922,648
FTE: 1,143.7		

2. Ambulatory Care Centers

Description: The ten ambulatory care Federally Qualified Health Centers in East, West and Central Contra Costa County are licensed as an outpatient department of CCRMC. The clinics provide family practice oriented primary care, geriatrics, dental, rehabilitation, prenatal, pediatric and adult medical services, as well as medical and surgical specialty clinical services in an average of 500,000 visits per year. Specialty clinics include podiatry, infectious disease, eye, dermatology, orthopedics, urology; Ear, Nose and Throat (ENT); gynecology, general surgery, plastic surgery, nephrology, neurology, rheumatology, and other services. All age groups are served.

CCRMC/HCs are adopting best practices in Primary Care and expanding successful pilot programs of Patient-Centered Health Homes at several clinics. Over the last two decades, CCRMC/HCs empaneled patient assignment has grown over 540% to well over 142,000 individuals and is expected to continue to grow in the years to come. Implementing this model will address routine healthcare maintenance care gaps, centralize care around the patients' needs, and coordinate access to multidisciplinary care.

CCRMC/HCs provide integrated behavioral health in primary care. Mental health clinicians are available at each clinic for warm hand-offs, evaluation, and referral to specialty services. Utilizing a universal behavioral health services referral process, patients needing psychology services are scheduled directly into co-located mental health clinician rosters for initial face to face visits. This process has improved timely access to care and maximizes direct patient care.

CCRMC/HCs have one of the state's top performing cancer programs. The accredited program has twice received the Outstanding Achievement Award from the American College of Surgeons' Commission on Cancer. CCRMC actively participates in clinical trials, giving its primarily low-income patients access to cutting-edge treatments. CCRMC/HCs are recognized as leaders for high clinical trial participation rates

and exceed the national average for enrollments for a community hospital. Other services offered include chemotherapy and immune therapy, radiation therapy, medical oncology, palliative care, surgical oncology, nutritional support, and social services.

The County has seen an increase in demand for infusion services especially for immune therapies for cancer treatment and the novel COVID-19 monoclonal antibody treatments. HSD anticipates this area to continue to grow as with advancements in immunotherapy and a shift to these modalities for cancer treatment.

The ambulatory care centers serve as an integrated care delivery system with the hospital, behavioral health clinics, and detention health centers. The delivery system is served by an electronic medical record that allows for communication between all sites and providers.

Telehealth appointments, and 'Short Notice Respiratory Clinics' are available at all ambulatory sites to serve symptomatic patients during the cold and flu season. To support these opportunities to communicate with patients in new ways, CCRMC also implemented a Bilingual MyChart and Telehealth Patient-Facing Help Desk to help patients navigate the new ways of seeing and connecting with their providers.

Ambulatory Care Centers Summary

Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$225,471,295
Financing:		201,471,745
Net Fund Cost:		23,999,550
Funding Sources:		
State	50.2%	$113,256,621
Local	33.2%	74,841,321
Federal	5.9%	13,373,803
Measure X-Transfer	3.8%	8,477,037
General Fund Subsidy	6.9%	15,522,513

FTE: 691.2

3. Physician Services

Description: The interdisciplinary medical staff at CCRMC/HCs 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 resident physicians who rotate through all inpatient acute services, the emergency department, and ambulatory care centers. It is ranked as a Top 10 program by U.S. News and World Report and has been a national leader in global health and point of care ultrasonography.

CCRMC continues to recognize the need for operational management of physician clinical practices. The Division is also responsible for the authorization and oversight of Air Medical Providers, Continuing Education, and Emergency Medical Technician and Paramedic training programs in the county.

Physician Services Summary

Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$122,585,130
Financing:		101,435,384
Net Fund Cost:		21,149,746
Funding Sources:		
State	43.6%	$53,474,235
Local	33.2%	40,690,027
Federal	5.9%	7,271,122
Measure X-Transfer	6.1%	7,470,439
General Fund Subsidy	11.2%	13,679,307

FTE: 237.1

4. Emergency Medical Services

Description: This Division provides comprehensive coordination of Contra Costa's Emergency Medical System (EMS). 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 treatment guidelines, certifies pre-hospital personnel, authorizes and provides medical control and oversight for emergency medical dispatch, paramedic provider agency programs, Emergency Medical Technician (EMT) and Paramedic Training Programs, and first-responder defibrillation programs; plans and coordinates medical disaster response, and reviews interfacility patient transfers.

EMS is responsible for certification and accreditation of EMTs, 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 pre-hospital 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 a disaster, acting as the EMS Agency, coordinates the countywide medical health system and works with hospitals, long-term care facilities, ambulatory care settings, and residential care settings in response 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:		$1,469,703
Financing:		1,469,703
Net Fund Cost:		0
Funding Sources:		
Local	100.0%	$1,469,703
FTE: 4.0		

5. Support Services

a. *Administrative Services*

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

Administrative Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$32,969,941
Financing:		32,969,941
Net Fund Cost:		0
Funding Sources:		
Local	100.0%	$32,969,941
FTE: 338.7		

Health Services
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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:		$21,831,929
Financing:		0
Net Fund Cost:		21,831,929
Funding Sources:		
Measure X-Transfer	35.3%	$7,711,397
General Fund Subsidy	64.7%	14,120,532

Charges from other County departments include:

Auditor	$1,156,575
Public Works Purchasing	266,979
County Counsel	1,639,891
Human Resources	2,000,818
Telecommunication	1,353,186
Public Works Courier Service	38,550
Sheriff's Office	4,680,440
Dept of Information Tech.	1,934,856
PW Occupancy-owned	171,000
PW Occupancy-rented	186,357
Medical Liability Insurance	5,000,000
Public Liability. Insurance	3,167,797
Public Works Fleet	235,480
Total	$21,831,929

Hospital Capital Cost

Hospital Enterprise Fund (Enterprise Fund I)	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	3,471	0	0	0	0
Other Charges	2,205,102	13,240,000	13,443,000	13,443,000	0
Fixed Assets	0	92,228,000	12,025,000	12,025,000	0
Expense Total	**2,208,573**	**105,468,000**	**25,468,000**	**25,468,000**	**0**
Revenue					
Other Local Revenue	13,911,431	20,815,705	20,214,739	20,214,739	0
State Assistance	3,550,637	4,652,295	5,253,261	5,253,261	0
General Fund Subsidy[A]	0	80,000,000	0	0	
Revenue Total	**17,462,068**	**105,468,000**	**25,468,000**	**25,468,000**	**0**
Net Fund Cost (NFC):	**(15,253,494)**	**0**	**0**	**0**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		4,675%	(76%)	0%	
% Change in Total Rev		46%	0%	0%	
% Change in NFC		(624%)	0%	0%	

A. 2021-22 Budget includes $80,000,000 one-time Measure X allocation.

1. Capital Cost

Description: Capital cost includes leases and bond debt repayment, capital projects and equipment acquisition.

The budgeted amount for debt service (leases and bonds) is $13,443,487; capital projects is $6,270,000; and equipment acquisition is $5,754,513.

An $80,000,000 construction project using Measure X funds has been approved by the Board of Supervisors to help construct a medical office building, a new Public Health laboratory, a parking structure, an expansion to psychiatric emergency services, and an interventional radiology suite. CCRMC will begin master planning for this construction beginning in 2022.

Hospital Capital Cost		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$25,468,000
Financing:		25,468,000
Net Fund Cost:		0
Funding Sources:		
Local	79.4%	$20,214,739
State	20.6%	5,253,261

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.

Health Services
Health and Human Services

Contra Costa Health Plan

CCHP Medi-Cal (Enterprise Fund II)[A]	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	29,532,925	31,144,000	45,180,000	45,180,000	0
Services And Supplies	880,126,427	632,978,000	726,240,000	726,240,000	0
Other Charges	167,494,236	139,838,000	117,319,000	117,319,000	0
Expense Total	**1,077,153,587**	**803,960,000**	**888,739,000**	**888,739,000**	**0**
Revenue					
Other Local Revenue	(6,658,624)	2,000,000	1,205,181	1,205,181	0
State Assistance	1,103,923,683	801,960,000	887,533,819	887,533,819	0
Revenue Total	**1,097,265,059**	**803,960,000**	**888,739,000**	**888,739,000**	**0**
Net Fund Cost (NFC):	**(20,111,472)**	**0**	**0**	**0**	**0**
Allocated Positions (FTE)[B]	**184.7**	**184.7**	**269.9**	**269.9**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	3%	4%	5%	5%	
% Change in Total Exp		(25%)	11%	0%	
% Change in Total Rev		(27%)	11%	0%	
% Change in NFC		(100%)	0%	0%	
Compensation Information					
Permanent Salaries	15,892,530	17,659,362	31,382,035	31,382,035	0
Temporary Salaries	3,146,609	2,112,084	2,201,131	2,201,131	0
Permanent Overtime	429,138	674,539	674,539	674,539	0
Deferred Comp	147,144	169,965	243,752	243,752	0
Perm Physicians Salaries	189,358	0	0	0	0
Perm Phys Addnl Duty Pay	100	0	0	0	0
Comp & SDI Recoveries	(14,407)	(22,790)	0	0	0
Vacation/Sick Leave Accrual	328,444	0	0	0	0
FICA/Medicare	1,426,815	1,577,136	1,760,454	1,760,454	0
Ret Exp-Pre 97 Retirees	42,572	42,744	35,712	35,712	0
Retirement Expense	4,486,908	5,060,222	4,660,578	4,660,578	0
Employee Group Insurance	2,622,319	3,080,587	3,512,994	3,512,994	0
Retiree Health Insurance	403,880	390,081	428,988	428,988	0
OPEB Pre-Pay	152,744	167,468	0	0	0
Unemployment Insurance	21,302	40,892	45,537	45,537	0
Workers Comp Insurance	257,469	191,711	234,280	234,280	0

A. This table reflects figures for the Contra Costa Health Plan Medi-Cal product line only
B. Numbers shown serves both Enterprise II and III Funds of the Contra Costa Health Plan.

Description: The Contra Costa Health Plan (CCHP) is a County-operated prepaid health plan. Enterprise Fund II is used to account for the premiums and expenditures related to Medi-Cal enrollees. Enterprise Fund III is used to account for the premiums and expenditures related to employees of participating employers and In-Home Supportive Services providers. The Health Plan also acts as the Third-Party Administrator for the Contra Costa CARES program.

Medi-Cal: Includes Aid to Families with Dependent Children members, Low-Income Child Program, Medi-Cal Expansion 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. CCHP Medi-Cal members are served by three contracting networks of providers: 1) Contra Costa Regional Medical Center (CCRMC) and Health Centers, 2) Contra Costa Health Plan's (CCHP) Community Provider Network, and 3) Kaiser Permanente.

Currently, 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 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 1, 2022, 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 percent 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, 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 Budget is based on an average monthly enrollment of 196,100 Medi-Cal enrollees. The FY 2022-23 Medi-Cal enrollment budget increased 0.7 percent compared to the FY 2021-22 Medi-Cal enrollment budget.

Impact: The Recommended Budget maintains the current level of services, except for pharmacy benefits carved out effective January 1, 2022.

1. AFDC/CalWORKs and Other Medi-Cal (excludes Seniors and Persons with Disabilities)

Description: The Aid to Families with Dependent Children (AFDC) serves Contra Costa residents who qualify for Medi-Cal through the Public Assistance and Medically Needy Only categories of the AFDC 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 except for 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.

New Benefits for 2022 Medi-Cal members include

California Advancing and Innovating Medi-Cal (CalAIM)

After several years of planning, DHCS launched the CalAIM initiatives on January 1, 2022. CalAIM is the transformation of the Medi-Cal delivery system. It is the vehicle to move Medi-Cal to a population health strategy that supports equity and the whole person concept. It has a

community-based approach and focuses on the Social Determinants of Health.

CalAIM entails a better vision to meet people where they are in life, address social drivers of health, make health care equitable, and address long term health disparities. The Medi-Cal system becomes a cradle-to-grave approach to prevention and enhances the quality of life for the most vulnerable populations in the county and state-wide.

Enhanced Care Management
Enhanced Care Management is person-centered care management provided to the highest-need Medi-Cal enrollees, primarily through in-person engagement where enrollees live, seek care, and choose to access services.

Community Supports (also known as "In Lieu of" Services)
CCHP will offer "Community Supports," such as housing supports and medically tailored meals, which will play a fundamental role in meeting enrollees' needs for heath and health-related services that address social drivers of health.

Major Organ Transplant Program (MOT)
Effective January 1, 2022, CCHP offers the MOT benefit for adult and pediatric transplant recipients and donors, including related services such as organ procurement and living donor care. CCHP will authorize, refer, and coordinate the delivery of the MOT benefit and all medically necessary services associated with MOTs, including, but not limited to, pre-transplantation assessments and appointments, organ procurement costs, hospitalization, surgery, discharge planning, readmissions from complications, postoperative services, medications.

Doula Services will start on July 1, 2022. These services include emotional and physical support to women and families throughout a woman's pregnancy, labor, birth, and the postpartum period. Doula services must be recommended by a physician or other licensed practitioner.

Undocumented Immigrants aged 50 and Older access to Medi-Cal
In May 2022, eligible Contra Costa County residents 50 years and older will transition to full scope Medi-Cal benefits regardless of their immigration status.

Community Health Workers (CHW)
CHW will become a benefit starting July 1, 2022. This will greatly enhance member outreach in many of HSD's Quality Initiatives.

To allow for the successful implementation of the CHW benefit, the California Department of Healthcare Services is adjusting the launch date from January 1, 2022 to July 1, 2022.

Medi-Cal Members Summary (Excluding SPD)

Service:		Mandatory per DHCS and DMHC Standards
Level of Service:		Mandatory
Expenditures:		$672,429,000
Financing:		672,429,000
Net Fund Cost:		0
Funding Sources:		
State Assistance	99.9%	$672,197,819
Local (Premiums)	0.1%	$231,181
FTE: 269.9		

2. Seniors and Persons with Disabilities (SPD's)

Seniors and Persons with Disabilities are entitled to the same services listed under AFDC/CalWORKS.

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 their 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 Emergency Room 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 Budget is based on an average monthly enrollment of 29,000 SPD enrollees.

Medi-Cal SPD Members Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$211,000,000
Financing:		211,000,000
Net Fund Cost:		0
Funding Sources:		
State Assistance	100.0%	$211,000,000

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:		$5,310,000
Financing:		5,310,000
Net Fund Cost:		0
Funding Sources:		
State Assistance	81.7%	$4,336,000
Local (Premiums)	18.3%	974,000

Charges from other County departments include:

Auditor	$3,689,000
Human Resources	$152,000
Telecommunication	$690,000
Public Works Courier Service	$15,000
Dept of Information Tech.	$66,000
PW-Occupancy Owned	$518,000
PW-Occupancy Rented	$176,000
PW-Fleet Services	$0
Interest	$4,000
Total	$5,310,000

Health Services
Health and Human Services

Contra Costa Health Plan (Enterprise Fund III)

CCHP Community Plan (Enterprise Fund III)	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	75,038,156	76,103,000	79,060,000	79,060,000	0
Expense Total	**75,038,156**	**76,103,000**	**79,060,000**	**79,060,000**	**0**
Revenue					
Other Local Revenue	71,590,182	71,367,000	74,324,000	74,324,000	0
General Fund Subsidy	3,986,000	4,736,000	4,736,000	4,736,000	0
Revenue Total	**75,576,182**	**76,103,000**	**79,060,000**	**79,060,000**	**0**
Net Fund Cost (NFC):	**(538,026)**	**0**	**0**	**0**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		1%	4%	0%	
% Change in Total Rev		1%	4%	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, including Contra Costa County.

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).

Workload Indicator: The Recommended Budget is based on an average monthly enrollment of 7,400 enrollees.

Impact: The Recommended Budget maintains the current level of services.

1. Commercial Members Coverage, Basic Health Care, and Contra Costa CARES

a. Commercial Coverage

Description: Provides coordinated comprehensive health benefits from physical check-ups to treatment of major health problems. There is an array of benefits, premiums, and co-payments depending on the plan chosen. Premiums are paid by the members or their employers.

The County Employee Plans serve full time, part time and temporary employees and retirees of Contra Costa County, and some plans cover their eligible dependents in the Contra Costa Health Plan.

b. 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 percent of the Federal Poverty Level. It offers limited health benefits compared to other groups.

Services are primarily provided at the Contra Costa Regional Medical Center and Health Centers.

c. 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.

In 2015, Contra Costa County and local hospital systems came together with community health centers and advocates to develop a system of primary and preventive care for uninsured residents of Contra Costa County – those who were not eligible for coverage expansion under the Affordable Care Act. In collaboration with these stakeholders, the CCHP established a pilot program, Contra Costa CARES, to providing primary care services to the remaining uninsured, income-eligible for Medi-Cal residents of Contra Costa County. CCHP coordinates the program for primary care services with three community health center providers: La Clínica de la Raza, Lifelong Medical Care, and Brighter Beginnings. The health centers receive a capitated payment on a per member per month basis for a basic scope of primary and preventive services. Enrollment is now capped at 4,464 members and community health center providers payments have not changed since CARES' inception.

The Contra Costa CARES budget has historically included a County general purpose revenue contribution of $250,000, CCHP revenue contribution of $500,000, and $750,000 in private hospital matching donations for a total annual program budget of $1,500,000. Since the private hospital system will no longer provide funding to support the program after FY 2021-22, an ongoing Measure X allocation of $750,000 was approved by the Board of Supervisors to maintain the current year service levels. The Department will keep the Board of Supervisors apprised of possible membership expansion and benefit enhancement opportunities for the program.

Commercial Members, Basic Health Care, and Contra Costa CARES Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$56,525,000
Financing:		55,525,000
Net Fund Cost:		1,000,000
Funding Sources:		
Local (Premiums)	98.2%	$55,525,000
Measure X-Transfer	1.3%	750,000
General Fund Subsidy	0.5%	250,000

2. In-Home Supportive Services (IHSS)

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.

In-Home Support Services		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$22,535,000
Financing:		18,799,000
Net Fund Cost:		3,736,000
Funding Sources:		
Local (Premiums)	83.4%	$18,799,000
General Fund Subsidy	16.6%	3,736,000

Health Services
Health and Human Services

Behavioral Health Division - Mental Health

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	65,890,147	85,420,188	86,185,000	86,185,000	0
Services And Supplies	178,231,414	172,073,817	187,889,000	187,889,000	0
Other Charges	3,613,821	3,945,000	3,614,000	3,614,000	0
Fixed Assets	2,809	0	0	0	0
Expenditure Transfers	(15,434,327)	(9,487,005)	(8,978,000)	(8,978,000)	0
Expense Total	**232,303,864**	**251,952,000**	**268,710,000**	**268,710,000**	**0**
Revenue					
Other Local Revenue	95,447,621	100,237,073	119,953,647	119,953,647	0
Federal Assistance	72,600,388	91,853,882	97,708,000	97,708,000	0
State Assistance	47,037,967	34,306,045	33,743,353	33,743,353	0
Revenue Total	**215,085,975**	**226,397,000**	**251,405,000**	**251,405,000**	**0**
Net County Cost (NCC):[A]	**17,217,889**	**25,555,000**	**17,305,000**	**17,305,000**	**0**
Allocated Positions (FTE)	**564.2**	**564.2**	**639.0**	**639.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	28%	34%	32%	32%	
% Change in Total Exp		8%	7%	0%	
% Change in Total Rev		5%	11%	0%	
% Change in NCC		48%	(32%)	0%	
Compensation Information					
Permanent Salaries	38,947,263	47,447,147	50,654,439	50,654,439	0
Temporary Salaries	1,202,854	1,517,848	1,173,286	1,173,286	0
Permanent Overtime	236,961	349,335	205,596	205,596	0
Deferred Comp	484,324	689,020	784,581	784,581	0
Hourly Physician Salaries	2,013	0	0	0	0
Perm Physicians Salaries	1,340,182	4,945,629	4,208,578	4,208,578	0
Perm Phys Addnl Duty Pay	32,820	22,584	47,971	47,971	0
Comp & SDI Recoveries	(71,657)	(114,768)	(114,768)	(114,768)	0
FICA/Medicare	3,074,587	3,860,153	4,285,497	4,285,497	0
Ret Exp-Pre 97 Retirees	113,124	146,212	146,606	146,606	0
Retirement Expense	11,733,986	15,064,464	12,748,716	12,748,716	0
Employee Group Insurance	6,381,995	8,958,410	9,789,688	9,789,688	0
Retiree Health Insurance	1,385,825	1,344,998	1,505,687	1,505,687	0
OPEB Pre-Pay	577,086	554,955	0	0	0
Unemployment Insurance	45,629	105,156	109,600	109,600	0
Workers Comp Insurance	547,113	673,000	783,479	783,479	0
Labor Received/Provided	(143,956)	(143,956)	(143,956)	(143,956)	0

A. The 2021-22 Budgeted Net County Cost of $25,555,000 includes Measure X funding of $8,250,000. Any unspent balance will be rolled over into Fiscal Year 2022-2023.

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

Workload Indicator: The Recommended Budget is based on 380,302 Mental Health encounters; an average daily census of 36 patients at the CCRMC inpatient psychiatric unit; 22,808 days in Institute for Mental Disease (IMD); 66,516 days in Board and Care; and 188 days in state hospitals.

Impact: The Recommended Budget maintains the current level of services. The budget includes:

1. Child and Adolescent Services

Description: Provides services to children under the age of 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 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: The Mental Health Division works in collaboration with placing agencies (Probation, Social Services and Education) to support young people in need of residential out-of-home care. The Division supports the mental health components of these highly structured, Short-Term Residential Treatment Program (STRTP) services for seriously emotionally disturbed (SED) children and adolescents. STRTPs provide mental health services, crisis intervention, case management, and psychiatric services. The Division plans to increase the number of contracts for STRTP mental health services to assure timely access for this level of support.

c. Qualified Individual Program: With the implementation of Families First Prevention Services Act (FFPSA) and in compliance with federal law, the Division introduced a mandate that a Qualified Individual (QI) complete a mental health assessment for any young person referred to a STRTP by a placing agency (Child & Family Services and Probation). A QI Assessment Report determines whether the youth would benefit from residential treatment over a family-based placement. Collaborations between Mental Health, the Employment & Human Services Department (EHSD) Child Welfare Division, and the Probation Department have established procedures to comply with the timeliness and process requirements of the mandate. The Division successfully identified staff to fulfill this highly specialized role.

d. Outpatient Clinic Treatment and Outreach Services: 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. In 2020, the Division reconstituted its Mentorship Program to help youth struggling with severe emotional disturbance improve family, school, and social functioning by providing non-traditional therapeutic support. Hiring Mental Health Specialist I and II positions was completed to bring necessary mentors on board.

e. Child/Adolescent Case Management Services: Case managers provide screening, assessment, evaluation, advocacy, placement, and linkage services to assist children and adolescents in obtaining continuity of care within the mental health, Juvenile Probation Health Care, and social services systems. Community and school-based prevention and advocacy programs provide community education, resource development, parent training, workshops, and development of ongoing support/advocacy/action groups. Services are provided to enhance the child's or adolescent's ability to benefit from their education, stay out of trouble, and remain at home.

f. Early and Periodic Screening Diagnosis and Treatment (EPSDT) Program: Provides comprehensive mental health services to Medi-Cal eligible severely emotionally disturbed persons under age 21 and their families. Services include assessment; individual, group and family therapy; crisis intervention;

medication; day treatment; and other services as needed. The Board of Supervisors has approved a one-time allocation of Measure X funds to create a revolving fund account for future rate increases. A one-time fund was approved to match the Federal Financial Participation to provide up to 10% Cost of Living Adjustment for EPSDT providers effective July 1, 2022.

***g. Therapeutic Behavior Services* (TBS):** Provides one-on-one behaviorally focused shadowing of children and adolescents on a short-term basis to prevent high-level residential care or hospitalization, and to ameliorate targeted behaviors preventing success.

***h. Mobile Response Team**:* The Mobile Crisis Response Team 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 to prevent acute psychiatric crises and subsequent hospitalization. The 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 expanded 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.

The Mobile Response Team will be instrumental in creating a county-wide Family Urgent Response Team (FURS) to respond to family crises of children/youth who were at any point in their lives involved with the foster care system. SB 80 (2019) obligates placing agencies (Child Welfare and Probation) and Behavioral Health to establish FURS.

i. Mental Health Services for Children 0-5 Years of Age: Several contract agencies provide a wide array of outpatient and in-home services to SED children, children in foster care, or children at risk of significant developmental delays and out-of-home placement. In collaboration with the EHSD Community Services Bureau, mental health supports are provided to preschoolers at Head Start program sites throughout the county. In 2021, a mental health services contract was awarded (via competitive application process) to a local coalition of early childhood mental health providers to implement a Prevention & Early Intervention program that includes: Family Engagement and Outreach, Early Childhood Mental Health Home-based Support, and Parent Education and Empowerment.

j. School-Based Partnerships for School-Based Mental Health Services and Educationally Related Mental Health Services (ERMHS): Schools are a place of academic learning, as well as a place of social/emotional growth. Supporting the mental health of students is critical for all domains of development.

In FY 2020-2021, the Division continued to foster collaborative relationships between Behavioral Health and Local Educational Agencies (LEAs) for the 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, Mt. Diablo Unified School District, Pittsburg Unified School District, and Antioch Unified School District.

The Children's Behavioral Health unit supports the mental health component of various levels of educational intervention, including general education, counseling enriched classrooms, and day treatment programs in non-public schools by contracting with Community Based Organizations (CBOs) to provide onsite mental health services. Providers work with the care teams of schools to identify mental health challenges of students early and refer them for services. Services include individual, family, and group therapy; care coordination; and consultation regarding student mental health needs.

In 2021, the Division received a grant aimed at building a collaborative between the county, the Contra Costa Office of Education, and local school districts. The goal of the collaborative is to build out school based mental health supports. With the help of the grant the Collaborative has created the Wellness in Schools Program (WISP) and expanded mental health services at Antioch Unified School District middle schools.

k. Pathways to Wellbeing (Katie A. Programming): Following the 2011 court settlement in Katie A. v Bonta, the Children's Mental Health unit, in partnership with EHSD Children and Family Services (CFS) and the Probation Department, developed a legally mandated service delivery system to serve youth needing augmented supports, particularly youth involved with CFS and the Probation Department. These services are identified as Intensive Care Coordination (ICC) and In-Home Behavioral Services (IHBS). All youth who meet specified eligibility criteria are offered ICC services. The need for IHBS is determined by the Child and Family Team.

l. Probation Mental Health: In collaboration with and supported by funding from the Probation Department, the Division provides a full range of services to youth involved in the justice system. The Children's Mental Health unit provides assessment, treatment, and case management to youth in detention and diversion programs. Mental Health is contracting with Embrace Mental Health (formerly Community Options for Families and Youth [COFY]) to provide Functional Family Therapy (FFT) and Multi-Systemic Therapy (MST) aimed at reducing recidivism for youth struggling with mental illness and delinquent behavior.

With SB 823, the State of California transfers the responsibility for managing all youthful offenders from the State to local jurisdictions (DOJ realignment). Due to this reform, Juvenile Probation is expecting a significant increase in volume and acuity of mental health treatment needs. Juvenile Probation is partnering with the Division to expand mental health services in Juvenile Detention and the community to meet these increased needs.

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 EHSD Child Welfare, the Probation Department, and the Mental Health Division.

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 CFS, the Probation Department and the Mental Health Division have worked very closely in rolling out CCR. In response to this need, the Division expanded services for foster youth to support home-based treatment.

In 2018, the Division pursued phase two of CCR expansion by increasing staffing for Wraparound, the Family Partner program, and Utilization Review. The Division and EHSD also renewed their Interagency Agreement whereby $2 million 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. The Division contracts with providers that successfully transitioned their group homes to STRTPs. The Division has selected a provider for Therapeutic Foster Care (TFC) and entered a contract to provide TFC services.

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. To resolve financial demands between counties and due to 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: The Division 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 of Eating Disorder (FBT) and Wraparound Services. EBPs are 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 FEP 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 FEP started providing services in 2019.

q. CANS Implementation. Following a state mandate, Mental Health implemented the Child/Adolescent Needs and Strengths (CANS) assessment. Regulations require monthly reporting to the state. The Division 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:		$80,401,019
Financing:		79,181,120
Net County Cost:		1,219,899
Funding Sources:		
Local	51.0%	$40,974,896
Federal	39.4%	31,670,047
Transfer	5.0%	3,998,189
State	3.1%	2,537,988
General Fund	1.5%	1,219,899
FTE: 117.5		

Note: Excludes Support Services costs included under the Administrative component of the budget.

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 Don Brown 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 county 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 & 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:

- Adult Felony Probation involvement (AB109 and General Supervision),
- Court Ordered and court-involved services, (Restoration for Incompetent to Stand Trial (IST) misdemeanor cases, Assisted Outpatient Treatment, and Mental Health Diversion), and
- Co-responding with local law enforcement agencies.

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. Per the SMART Reentry MOU between the Behavioral Health Division and the Office of Reentry and Justice (ORJ), Forensic staff provide mental health services to East County Transitional Age Youth (TAY) referred from the Probation Department during their reentry to the community from custody. Services include medication support, case management, Wellness Recovery Action Planning, and Seeking Safety groups.

Court-ordered and court-involved services include Restoration for Incompetent to Stand Trial (IST) misdemeanor cases, the implementation of Assisted Outpatient Treatment (AOT), also known as Laura's Law and Mental Health Diversion. 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 the criteria.

j. Mental Health Diversion provides pre-trial Mental Health Diversion services via AB 1810 funding for individuals referred from the court with serious mental illness. Per penal code 1001.36, clients charged with a misdemeanor or felony, who suffer from a serious mental disorder listed in the DSM5, the symptoms of which could respond to treatment, are eligible to receive Mental Health Diversion if the mental disorder played a significant part in the commission of the charged offense. The Forensic Diversion team provides mental health treatment and wraparound services across a continuum of care to meet clients' needs to effectively manage their mental health symptoms and live successfully in the community. Services include medication evaluation and ongoing medication support, assessment, and group and individual therapy.

Mental Health Evaluation Teams (MHETs), pair a licensed clinician with a police officer to engage with a target population of individuals with mental illness who have frequent contact with law enforcement. Via MOUs with three police departments (Pittsburg, Walnut Creek, and Richmond) the MHETs provide clients and families across the three County regions with psychiatric follow-up and much needed linkage to services and community resources. Via a recent grant from the Concord Police Department, one MHET clinician was funded to partner with a Concord police officer. Additionally, three MHET clinicians will be funded by AB 109 funds to partner with Sheriff's deputies across the three regions of the county supported by the Sheriff's Department.

k. A3 (Anyone, Anywhere, Anytime) Community Crisis Initiative: A Board of Supervisors approved initiative funded by Measure X. This initiative is designed to develop a system where timely and appropriate behavioral health crisis services can be accessed in Contra Costa County by anyone, anywhere, at any time. The following are the initiative's projected results:

- Create the conditions for wellness and provide for the safety of individuals who are most in need of critical mental health and substance use services.
- Enhance community safety and well-being through culturally sensitive therapeutic response.
- Address the identified community need of alternative destinations for people in crisis.
- Provide a new level of care for those seeking behavioral health services.
- Expand the current limited system to a comprehensive crisis response available across Contra Costa.
- Reduce involvement of other local government resources including dispatch services, law enforcement and emergency medical services to respond to behavioral health crises.
- Reduce the number of emergency medical calls related to behavioral health, acute crisis episodes, and involuntary psychiatric holds.

Planning is underway to develop the Miles Hall Community Crisis Hub to house a multi-disciplinary crisis response hub which will house a continuum of behavioral health crisis services to support the A3 Community Crisis Initiative. The ***Mobile Crisis Response Team (MCRT***) will be part of the Miles Hall Community Crisis Hub.

Measure X will provide ongoing funding to support a robust array of services that will be deployed to the community in new and unique ways, including the initial creation of 73 staff positions (administrative support staff, peer support specialists, and licensed clinicians).

Miles Hall Crisis Call Center staffing will include medical and psychiatric oversight, administrative and project management support and licensed and peer staff to answer the calls and triage and dispatch mobile crisis teams; Mobile crisis teams that are stationed and available 24 hours a day, 7 days a week across the county with flexible staffing to meet the needs of the community; Development of additional community crisis services as alternative destinations to emergency rooms, psychiatric emergency services and detention facilities that provide multi-disciplinary medical and psychiatric support; Expanded outreach and

education across the county of existing and new crisis and behavioral health resources; Ongoing administration, program support, infrastructure maintenance and quality improvement activities for A3 Community Crisis Initiative.

In addition, Measure X provided one-time funding in FY 2021-22 in support of one-time startup costs. The unused portion of this funding will be rolled over to FY 2022-23

The MCRT provides crisis intervention response to clients experiencing mental health crises seven days a week, Monday through Friday from 8:30 am to 10:30 pm and Saturday and Sunday from 8:30 am to 5:00 pm. MCRTs 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.

l. 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.

m. 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 individuals aged 55 and older with moderate to severe depression, anxiety, and PTSD. 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.

n. Transition Team: Provides short-term intensive case management services and linkage to ongoing services for severely and persistently mentally ill adults ages 18-59 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 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 the county's outpatient mental health clinics for ongoing treatment and support.

o. 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), Wellness Recovery Action Plan (WRAP), and Multifamily Groups in the Treatment of Severe Psychotic Disorders. 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).

The Adult Needs and Strengths Assessment (ANSA) was implemented across the Adult System of Care in December 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. Behavioral Health contracts with vendors for data gathering, reporting systems, and ongoing technical assistance regarding ANSA implementation.

***p. Augmented Board and Cares for Older Adult Mental Health Clients*:** The Division's Adult System of Care expanded its bed capacity for older adult Behavioral Health consumers requiring supports for activities of daily living and medical care as well as supports for their mental health needs. Increasing the bed capacity has greatly reduced wait lists for older adult clients needing specialized care services. Case management services are provided by Older Adult Mental Health.

q. Trauma Informed Systems of Care: Behavioral Health's strategic plan identifies trauma informed care as a priority. Behavioral Health strives to deliver trauma informed care through the adoption of a strengths-based framework for service provision, grounded in an understanding of and responsiveness to the impact of trauma on client behavioral health and recovery. Behavioral Health coordinates with system partners – EHSD, H3, Public Health, First Five, Primary Care - to provide trauma-informed trainings and activities via trauma informed learning collaboratives and trauma informed leadership trainings.

Adult Services Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$67,799,657
Financing:		67,134,109
Net County Cost:		665,548
Funding Sources:		
State	44.5%	$30,173,042
Federal	41.6%	28,203,026
Local	5.9%	4,030,243
Transfer	7.0%	4,727,798
General Fund	1.0%	665,548
FTE: 230.4		

Note: Excludes Support Services costs included under the Administrative component of the budget.

3. Support Services

Description: Functions include personnel administration, staff development training, procuring services and supplies, physical plant operations, contract negotiations and administration, program planning, development of policies and procedures, preparation of grant applications, requests for proposals, monitoring service delivery and client complaints, utilization review and management, quality assurance and management, quality improvement, computer system management, and interagency coordination.

ccLink Optimization Efforts:
The Behavioral Health Division has been using ccLink (Electronic Health Record) for clinical documentation since late 2017, and as a result, is more effectively coordinating care with providers across all divisions of Health Services. Since the implementation and subsequent enhancements, clients have benefited from improved access to and understanding of their own care, as well as more efficient workflows for staff providing services to clients. ccLink has also helped to support data collection and outcomes-oriented program evaluation for the benefit of clients served. In 2020 and 2021

there were numerous significant enhancements to ccLink including but not limited to:

- A Community Based Organization (CBO) Portal for all MH and AOD CBOs: The Provider Portal allows designated staff members at each CBO to "view" necessary medical and mental health information for the purpose of coordinating care.
- Clinical Services Information (CSI) Timeliness workflows to capture CSI Timeliness for foster youth, including the implementation of the Acuity Screening and timeliness data captured for children referred to Emergency Foster Care and Community Wide Assessment Team.
- New ccLink departments for Youth Hospital and Residential, Child and Family MH, and countywide Wraparound.
- Automatic sharing of the Behavioral Health Partnership Plan notes through MyChart to comply with the 21st Century Cures Act: Interoperability, Information Blocking, and the ONC Health IT Certification Program regulations.
- Adult Needs and Strengths Assessment (ANSA) implementation.
- Implemented Utilization Review (UR) Chart Alerts system across all Behavioral Health System programs for clinicians and psychiatrists to more effectively track UR documentation that requires action; this replaced the prior UR checklist which previously replaced the "red sticker" on the paper chart.
- COVID-19 related enhancements:
    - Implemented method for tracking in-person, telephone, and video visits based on patient preference.
    - Implemented Zoom software to clinicians, nurses, and psychiatrists for the purpose of telehealth due to COVID-19.
- COVID-19 vaccinations and testing/ telehealth:
    - Vaccinated over 1,100 county and CBO staff with first and second round doses of the Moderna vaccine.
    - Vaccinated over 100 BHS clients with Janssen vaccine at BHS clinics.
    - Conducted outreach, organized and arranged transportation through RoundTrip, and scheduled appointments in ccLink for BHS clients to receive their COVID-19 vaccination at County Public Health, Ambulatory and BHS clinics.
    - Implemented appointment eCheck-In and beneficiary eSignature through MyChart for HIPAA, Patient Rights, Advanced Directives, and Consent for Services forms for clients 18 and older.
    - Implemented Epic's Haiku across the system for all clinical staff. Haiku allows for mobile access to clinical records in the EHR for staff working in the field or remote from an office setting.
    - Promoted client access to health records with the client portal, MyChart. Currently approximately 50% of adult clients have a MyChart account.
    - Began testing new software for Mobile Community Response (A3) initiative for Call Center Hub as well as Field Dispatch management and communication.
    - Developed changes necessary for CalAIM Medical Necessity criteria, including assessment and Acuity Screening updates; and went live in January 2022.
    - EHR Vendor Selection and Preparation for CalAIM 2022 and 2023 Requirements.
    - Participated in CalMHSA EHR Vendor review process, including participation in demos by 4 EHR vendors.
    - Initiated gap analysis to determine whether Epic can meet the needs for replacing ShareCare and implementing requirements for CalAIM Payment reform, state, and regulatory reporting.

Health Services
Health and Human Services

Support Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$19,567,836
Financing:		9,627,662
Net County Cost:		9,940,174
Funding Sources:		
Federal	40.0%	$7,823,009
State	5.3%	1,031,970
Local	3.3%	650,368
Transfer	0.6%	122,315
General Fund	50.8%	9,940,174
FTE: 96.4		

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.

In October 2020, the expansion of the inpatient psychiatric care unit increased bed capacity by an additional twelve (12) beds. The purpose of this expansion was to improve access to acute services and overcrowding and wait times for acute in-patient hospital admissions for adults.

Local Hospital Inpatient Psychiatric Services Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$19,038,430
Financing:		17,058,403
Net County Cost:		1,980,027
Funding Sources:		
Federal	81.0%	$15,427,616
Local	7.9%	1,501,089
Transfer	0.7%	129,698
General Fund	10.4%	1,980,027

5. Outpatient Mental Health Crisis Services

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:		$16,039,349
Financing:		14,257,816
Net County Cost:		1,781.533
Funding Sources:		
Federal	69.5%	$11,150,000
Local	19.4%	3,107,816
General Fund	11.1%	1,781,533

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 to meet the needs of its patients.

The Behavioral Health Division also maintains a network of over 200 contracted outpatient providers (therapists and psychiatrists) 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:		$11,571,709
Financing:		9,853,890
Net County Cost:		1,717,819
Funding Sources:		
Local	55.5%	$6,419,588
Federal	29.7%	3,434,302
General Fund	14.8%	1,717,819
FTE: 21.0		

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 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 Behavioral Health programs and fund approximately 173.7 FTEs.

The first yearly MHSA Program and Expenditure Plan for Community Services and Supports was approved by the Board of Supervisors and submitted to the State Department of Mental Health on December 22, 2005. The Prevention and Early Intervention component was added in 2009, and the remaining components of Innovation, Workforce Education and Training, and Capital Facilities/Information Technology were added in FY 2010-11. Each subsequent year an annual update was approved, which included program refinements, program changes when indicated, and the development of new programs identified by a local stakeholder-driven community program planning process. Contra Costa's first integrated Three-Year Program and Expenditure Plan was submitted and approved for Fiscal Years 2014-17.

For the most recent 2021-22 Plan Update, the statutorily required Community Program Planning process concluded with a 30-day public comment period and public hearing which took place on July 7, 2021. Responses to substantive stakeholder input were incorporated into the final Three-Year Plan Update that was approved by the Board of Supervisors on August 3, 2021.

Revenues to the MHSA Trust Fund tend to change from year to year due to the dynamic nature of the revenue source. Any expenditures

in excess of annual MHSA revenues can be funded from the Trust Fund carryover surplus. The following table summarizes a budget estimate of total MHSA spending authority by component for FY 2022-23.

Program Type	$ in Millions
Community Support System	$47,899,000
Prevention and Early Intervention	9,849,000
Work Force Education & Training	2,943,000
Capital Facilities	250,000
Innovation	2,329,000
Total MHSA Allocation	$63,270,000

Mental Health Services Act

Service: Mandatory
Level of Service: Discretionary

Expenditures: $63,270,000
Financing: 63,270,000
Net County Cost: 0

Funding Sources:
Local 100.0% $63,270,000
(Transfers from the MHSA Fund)

FTE: 173.7

Mental Health Services Act (MHSA) Trust Fund/Proposition 63

Mental Health Services Act Fund (PROP 63)	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Expenditure Transfers	60,439,665	54,397,000	63,270,000	63,270,000	0
Expense Total	**60,439,665**	**54,397,000**	**63,270,000**	**63,270,000**	**0**
Revenue					
Other Local Revenue	432,978	1,458,000	243,000	243,000	0
State Assistance	69,870,758	52,939,000	63,027,000	63,027,000	0
Revenue Total	**70,303,736**	**54,397,000**	**63,270,000**	**63,270,000**	**0**
Net Fund Cost (NFC):	**(9,864,071)**	**0**	**0**	**0**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		(10%)	16%	0%	
% Change in Total Rev		(23%)	16%	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:		$63,270,000
Financing:		63,270,000
Net Fund Cost:		0
Funding Sources:		
State	99.6%	$63,027,000
Local	0.4%	243,000

Health Services
Health and Human Services

Behavioral Health – Alcohol and Other Drugs

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	6,454,999	7,972,000	8,084,000	8,084,000	0
Services And Supplies	21,468,164	24,537,122	27,080,000	27,080,000	0
Other Charges	1,643	0	0	0	0
Expenditure Transfers	(7,211,174)	(6,160,122)	(2,028,000)	(2,028,000)	0
Expense Total	**20,713,632**	**26,349,000**	**33,136,000**	**33,136,000**	**0**
Revenue					
Other Local Revenue	5,619,933	7,262,388	8,347,000	8,347,000	0
Federal Assistance	8,274,071	6,819,060	18,872,000	18,872,000	0
State Assistance	4,792,844	10,332,552	3,982,000	3,982,000	0
Revenue Total	**18,686,847**	**24,414,000**	**31,201,000**	**31,201,000**	**0**
Net County Cost (NCC):	**2,026,785**	**1,935,000**	**1,935,000**	**1,935,000**	**0**
Allocated Positions (FTE)	**59.0**	**60.8**	**61.8**	**61.8**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	31%	30%	24%	24%	
% Change in Total Exp		27%	26%	0%	
% Change in Total Rev		31%	28%	0%	
% Change in NCC		(5%)	0%	0%	
Compensation Information					
Permanent Salaries	3,820,045	4,821,784	5,047,971	5,047,971	0
Temporary Salaries	82,906	80,075	80,075	80,075	0
Permanent Overtime	82,096	23,232	23,465	23,465	0
Deferred Comp	71,354	89,220	102,372	102,372	0
FICA/Medicare	301,267	366,664	383,827	383,827	0
Ret Exp-Pre 97 Retirees	10,145	10,017	10,017	10,017	0
Retirement Expense	1,049,733	1,319,539	1,153,336	1,153,336	0
Employee Group Insurance	654,488	864,480	986,097	986,097	0
Retiree Health Insurance	219,542	227,789	214,559	214,559	0
OPEB Pre-Pay	106,832	97,839	0	0	0
Unemployment Insurance	4,279	9,643	10,096	10,096	0
Workers Comp Insurance	52,314	61,719	72,186	72,186	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 operate 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, AODS received a contract from the Federal Centers for Medicare and Medicaid Services (CMS) for the Drug Medi-Cal Organized Delivery System (DMC-ODS) Plan to provide a continuum of care of SUD treatment services to Medi-Cal beneficiaries modeled after the American Society of Addiction Medicine (ASAM) Criteria.

In FY 2017-18, Contra Costa County became the fifth county in the state to participate in the DMC-ODS Waiver as a Prepaid Inpatient Hospital Plan (PIHP), which requires greater administrative oversight and utilization controls to improve care and maximize efficiency. In 2020, DHCS negotiated with the CMS to update and combine all waivers under the 1915(b) waiver, which governs the DMC-ODS. This multi-year initiative, also known as Medi-Cal Healthier California for All or CalAIM. Under CalAIM and after six years of demonstrating efficiency and effectiveness, CMS eliminated the DMC-ODS demonstration status and fully adopted it as a managed care plan.

The DMC-ODS has given the county 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. AODS is responsible for the implementation and management of the DMC-ODS, which constitutes a comprehensive approach for providing SUD prevention, diversion, outpatient, intensive outpatient, residential treatment, case management, recovery services as well as withdrawal management, and Medication Assisted Treatment (MAT) which includes Narcotic Treatment Programs (NTP). A vital function of the DMC-ODS is to provide timely and adequate access to the network of SUD services throughout Contra Costa.

Workload Indicator: COVID-19 infections, outbreaks, staff shortages, etc. had significantly negative impacts on all SUD programs. AODS staff worked actively and closely with Health Deputy Officers and the Public Health Division to protect the safety of clients and establish infection control strategies to prevent the spread.

Budget proposals for AODS services has been challenging over the past couple of years. For example, the number of clients admitted into treatment in FY 2020-21 dropped significantly. During FY 2019-20, AODS served a total of 2,967 clients. For the preparation of the FY 2021-22 budget, 2020 data corresponding to a six-month period was reported at 2,357 admissions. It was anticipated that COVID-19 would subside, and the Division would resume normal activities. Therefore, the FY 2020-21 budget was projected by doubling the 6-month projection period amount of admissions. By the end of FY 2020-21, the actual number of unduplicated clients admitted into treatment in was 2,731. Though much lower than assumed, based on DHCS calculations for Medi-Cal beneficiaries, penetration rates were on par with comparable counties and statewide averages. Similarly, in FY 2020-21, AODS served a total of 2,066 prevention participants, resulting in a difference of 5,344 less individuals served. The number of parents that were served also dropped by two thirds. The reduction of services required rate adjustments for some providers, to balance the shortfall they were experiencing while stabilizing services and avoiding potential closures. Still, in the fall of 2021, AODS closed an Outpatient clinic in the Concord area.

The FY 2022-23 Recommended Budget is based on an average caseload of 5,463 unduplicated clients projected to be served in treatment. It assumes COVID-19 and the current surge the county is experiencing plateaus in the upcoming months. The caseload is based on data from July 1, 2021 through early January 2022, in which AODS served 2,145 unduplicated clients. The projected prevention caseload for FY 2022-23 will remain lower due to COVID-19 and the Omicron surge and restrictions in schools and community settings.

In addition to the impact of COVID-19 on SUD services, another significant challenge that impacted AODS services has been the major delays in filling vacancies. Challenges with filling fully funded positions significantly impacted administrative processes, exacerbating fatigue in the already limited staffing structure.

Contra Costa's DMC-ODS continues to expand services within existing Behavioral Health Division structures to further its integration and leverage resources even though COVID-19 impacted the overall number of residents served. In late September 2021, the External Quality Review Organization (EQRO) reported that while the county's penetration rate for treating Medi-Cal beneficiaries with SUD was on par with statewide averages, Latino/Hispanics are the largest Medi-Cal beneficiaries in Contra Costa, yet under-represented in the use of DMC-ODS services in calendar year 2020. According to the report, in Contra Costa 32.1% of eligible beneficiaries are Latino/Hispanic, but they only received 13.7% of the DMC-ODS services. The average penetration rate for Latino/Hispanics in comparable size counties is 0.76%, Contra Costa's is 0.46%.

In addition to measuring quality, another performance indicator is the number of unduplicated beneficiaries served by the DMC-ODS plan and the number of Medi-Cal claims submitted and approved by the state. This indicator measures the expansion of needed SUD treatment. While AODS processes the bulk of Medi-Cal claims for SUD treatment there are other programs available in the county providing services to individuals with substance use and contributing to the expansion. Programs such as the Bridge program, Choosing Change, La Clínica and Lifelong are considered outside of the DMC-ODS plan, and their services are not claimed through DMC.

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. To support and ensure model integrity, AODS administration is able to access free technical assistance through the DHCS Substance Use Disorders Prevention branch. Ongoing training and monitoring ensure that programs maintain fidelity.

DHCS requires counties to develop a Prevention Strategic Plan for the implementation of SUD prevention services by engaging community residents throughout the county 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 covers the period of 2018-2023. It was developed in partnership with parents, youth, educators, police officers, medical staff, counselors, and residents. In addition to underage drinking, the PSP addresses issues related to the legalization of cannabis, as well as the impact of the opioid epidemic in the county. It is anticipated that efforts to update the County's Prevention Strategic Plan will begin in the Summer of 2022 with a strong community engagement process.

Prevention Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$3,554,000
Financing:		3,554,000
Net County Cost:		0
Funding Sources:		
Federal	95.4%	$3,390,000
Local	4.6%	164,000
FTE: 3.7		

Information, Screening and Referral into SUD Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$685,000
Financing:		685,000
Net County Cost:		0
Funding Sources:		
State	100.0%	$685,000
FTE: 6.0		

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 serves as the single point of entry to access SUD services. Substance Use 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. Consistent with CalAIM, the no wrong door to services approach effectively engages hard to reach populations. The SUD Transition Team comprised of counselors, conducts ASAM screenings at touchpoint locations such as the courts, homeless shelters, jails, West County Reentry Center and at Employment and Human Services Department locations. Similar to the Behavioral Health Access Line staff, screeners in the field directly schedule intake appointments with treatment providers via warm transfers.

3. DMC Waiver and Non-DMC Waiver Services

Description: The DMC Waiver and Non-DMC Waiver Treatment services are comprised of four 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 the following sections.

4. 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. Since FY 2018-19 Naloxone has been added to the NTP's contract for the prevention of opioid overdoses. In FY 2020-21 the Division added a new NTP service provider to its network in Central County. The DMC-ODS plan also serves Contra Costa residents who receive MAT services in other counties. This budget includes services contracted with out of county providers.

Narcotic Treatment Program Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$7,640,000
Financing:		7,640,000
Net County Cost:		0
Funding Sources:		
Local	50.0%	$3,820,000
Federal	50.0%	3,820,000

5. Outpatient and Intensive Outpatient Treatment

Description: Provides Outpatient 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 Outpatient 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.

Outpatient and Intensive Outpatient Program Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$3,668,000
Financing:		3,668,000
Net County Cost:		0
Funding Sources:		
Federal	41.7%	1,529,000
Local	34.0%	$1,246,000
State	24.3%	893,000
FTE: 6.8		

6. 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 treatment. In the fall of 2021 CMS, through the CalAIM initiative, eliminated the cap on the number of admissions in residential treatment which had been two admissions of 60 days annually. Residential treatment 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. Other mandated services and established in the county are low and medium intensity residential services. As with other covered benefits under the DMC-ODS, 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 2020-21, Discovery House became the first ASAM tri-level program in the county officially providing services for individuals with Co-Occurring Disorders. Hence, clients step down from PES to Hope House, to Discovery House, then into Outpatient Programs and linked to a Recovery Residence. In the fall of 2020, AODS restored residential and detoxification services in West County through the Richmond Health and Wellness Center. The Center added 12 detox beds and 10 residential beds for low and medium intensity services.

Residential Treatment and Withdrawal Management Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$9,345,000
Financing:		8,303,000
Net County Cost:		1,042,000
Funding Sources:		
Federal	35.5%	$3,320,000
Local	28.3%	2,644,000
State	25.0%	2,339,000
General Fund	11.2%	1,042,000
FTE: 17.0		

7. Case Management, Recovery Support, and Recovery Residences

Description: 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 care. Case management involves coordination, communication, referrals, and related activities needed by the beneficiary 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.

Recovery Residences, formerly Sober Living Environments (SLE), allow beneficiaries to transfer from a residential treatment facility to a safe, clean, and sober living housing as they step down and continue outpatient treatment. Recovery Residences are not covered by DMC; however, counties operating a DMC-ODS plan are authorized to use discretionary funding sources to ensure that Medi-Cal eligible individuals can receive these benefits. For three years the Division maintained small contracts with Support4Recovery (S4R), Oxford Houses and Bi-Bett for the implementation of Recovery Residence services. In the fall of 2021, S4R gave the county notice of contract termination, and the Division quickly identified a new provider to prevent service disruption.

Case Management, Recovery Support and Recovery Residences Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$1,611,000
Financing:		1,611,000
Net County Cost:		0
Funding Sources:		
Federal	76.1%	$1,226,000
Local	19.9%	320,000
State	4.0%	65,000

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, there are plans to increase the number of Adolescent Outpatient Treatment services in the county. In late 2020, AODS successfully partnered with the county's Juvenile Probation Division, which funds SUD intervention services for youth in the Concord and Richmond area and brought La Familia, a new service provider to Contra Costa.

b. **SAMHWORKS (CalWORKs):** The program is a partnership between the Health Services Department and the Employment and Human Services Department (EHSD) to provide an array of behavioral health services to CalWORKs eligible participants with SUD to reduce barriers to employment. The services include the assessment of all SAMHWORKS participants.

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, the state 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, most treatment contracts include AB 109 thereby widening AB 109 admissions across the DMC-ODS and maximizing local available resources.

Although DUI programming is self-funded 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 Penal Code Section1000. AODS offers intakes in all county courts and provides referrals to all DUI programs.

Time-Limited Grants to Serve Special Populations: In the fall of 2020, the Division received a grant through Proposition 64 to address Youth Cannabis Use and in the Summer of 2021, a grant to implement SUD treatment in the Richmond jail was awarded. The AOD Advisory Board has been a strong proponent and advocate of bringing much needed services in custody. This grant will sunset in 2024. The inability to fill positions has delayed the implementation; however, the Division intends to coordinate with the County's Office of Reentry and Sheriff Department.

Special Programs (Non-DMC Waiver) Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$5,549,000
Financing:		5,086,000
Net County Cost:		463,000
Funding Sources:		
Federal	54.6%	$3,032,000
Transfer	35.2%	1,955,000
Local	1.8%	99,000
General Fund	8.4%	463,000
FTE: 16.1		

9. Program and System Support

Description: The AODS Administration has a state-mandated responsibility to provide oversight and management of all SUD treatment and recovery services and Non-Medi-Cal 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, and 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.

Lastly, to demonstrate the effectiveness and efficiency of this historical paradigm shift, the DMC-ODS is rigorously monitored by external evaluators and by the External Quality Review Organization (EQRO) and expected to adhere to the Managed Care Network Adequacy Certification requirements. 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.

Program and System Support Summary

Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$3,112,000
Financing:		2,682,000
Net County Cost:		430,000
Funding Sources:		
Federal	82.1%	$2,555,000
Transfer	2.4%	73,000
Local	1.7%	54,000
General Fund	13.8%	430,000
FTE: 12.2		

Health Services
Health and Human Services

Health, Housing and Homeless Services

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	1,820,198	2,402,000	2,517,000	2,517,000	0
Services And Supplies	49,075,756	28,141,000	26,385,000	26,385,000	0
Fixed Assets	17,441,739	65,000	65,000	65,000	0
Expenditure Transfers	(7,726,400)	(7,786,000)	(9,841,000)	(9,841,000)	0
Expense Total	**60,611,293**	**22,822,000**	**19,126,000**	**19,126,000**	**0**
Revenue					
Other Local Revenue	1,037,625	1,309,000	1,185,900	1,185,900	0
Federal Assistance	55,089,679	8,687,000	10,112,100	10,112,100	0
State Assistance	(10)	4,942,000	5,144,000	5,144,000	0
Revenue Total	**56,127,294**	**14,938,000**	**16,442,000**	**16,442,000**	**0**
Net County Cost (NCC):[A]	**4,483,999**	**7,884,000**	**2,684,000**	**2,684,000**	**0**
Allocated Positions (FTE)	**16.0**	**17.0**	**18.0**	**18.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	3%	11%	13%	13%	
% Change in Total Exp		(62%)	(16%)	0%	
% Change in Total Rev		(73%)	10%	0%	
% Change in NCC		76%	(66%)	0%	
Compensation Information					
Permanent Salaries	1,202,527	1,561,043	1,669,984	1,669,984	0
Temporary Salaries	650	0	0	0	0
Permanent Overtime	5,654	0	0	0	0
Deferred Comp	20,231	26,940	33,304	33,304	0
FICA/Medicare	90,308	118,819	127,142	127,142	0
Ret Exp-Pre 97 Retirees	3,367	2,992	2,993	2,993	0
Retirement Expense	342,838	454,605	394,358	394,358	0
Employee Group Insurance	137,509	214,504	261,992	261,992	0
Retiree Health Insurance	0	(1)	0	0	0
Unemployment Insurance	1,297	3,122	3,341	3,341	0
Workers Comp Insurance	15,818	19,975	23,886	23,886	0

A. The 2021-22 Budget Net County Cost includes one-time Measure X funding of $5,200,000. Any unspent balance will be rolled over into Fiscal Year 2022-2023.

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.

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 Housing and Urban Development (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 Recommended Budget is based on the provision of 151,110 annual shelter bed-days.

Impact: The Recommended Budget maintains the current level of services.

1. Administration

Description: Administration includes staffing of the H3 home administrative office and costs associated with grant writing, grant administration, budgeting, contracting and consultation.

Administration Summary

Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$1,458,000
Financing:		1,335,000
Net County Cost:		123,000
Funding Sources:		
State	68.7%	$1,001,000
Transfer	18.2%	266,000
Other Local	4.7%	68,000
General Fund	8.4%	123,000

FTE: 8.0

2. Continuum of Care (CoC) Planning

Description: Costs incurred for Continuum of Care planning as described below. H3 serves as the lead agency (CoC Coordinator) for Contra Costa County and oversees all CoC activities including:

- Evaluating the outcomes of CoC- and ESG-funded projects;
- Preparing and submitting an application to HUD on behalf of the entire Continuum of Care membership;
- Conducting a sheltered and unsheltered point-in-time count; and
- Monitoring recipients and subrecipients and enforcing compliance with CoC program requirements.

The CoC's Executive Committee, with the CoC Coordinator, coordinates and implements the activities. Partners include the Department as the CoC Coordinator and Collaborative Applicant, all CoC member providers, and the CoC Executive Committee.

a. Contra Costa Council on Homelessness: The Council is staffed by H3 and is appointed by the Contra Costa County Board of Supervisors to assist and provide guidance in the development and implementation of long-range planning and policy formulation of homeless services and housing in Contra Costa County.

b. Equity Initiatives: The CoC, which covers the entire Contra Costa County region, has identified and begun implementing multiple racial equity strategies to mitigate and improve the homeless services experience and outcomes for persons experiencing homelessness in the CoC. The strategies include:

- expert consulting,
- continuous quality improvement,
- system tool redesign,
- community and stakeholder planning.

There are also multiple activities completed, planned or underway in service of those strategies.

Contra Costa's racial equity strategies (and activities) are in service of several primary objectives:

- to prevent, reduce and eliminate inequities created or perpetuated by the system of care;
- increase meaningful engagement for consumers and communities of color;
- increase capacity of organizations led by and serving communities of color;
- increase leadership and organizational accountability for diversity, equity and inclusion in staffing and client services; and
- train those involved in the system to monitor, evaluate and address discrimination and disparities and to scale equitable practices.

CoC Planning Summary

Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$935,000
Financing:		475,000
Net County Cost:		460,000
Funding Sources:		
Federal	50.8%	$475,000
General Fund	49.2%	460,000

FTE: 2.5

3. 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 Coordinated Assessment Resource (CARE) Centers, and linkages to the Coordinated Outreach Referral and Engagement (CORE) outreach teams.

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 County.

Warming Centers offer temporary overnight accommodation 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. Diversion/Prevention Services: Diversion/Prevention keeps people from experiencing homelessness for the first time or returning to it after being permanently housed.

e. Rapid Exit Services: Rapid Exit assists homeless individuals to exit to temporary or permanent housing using housing problem solving and one-time financial assistance if needed.

f. 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.

g. Rapid Rehousing Assistance: Rapid re-housing 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:		$6,986,000
Financing:		6,565,000
Net County Cost:		421,000
Funding Sources:		
Transfer	47.4%	$3,314,000
Federal	38.1%	2,658,000
Other Local	8.5%	593,000
General Fund	6.0%	421,000
FTE: 1.0		

4. 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: Provides 24-hour non-congregate shelter facilities in Richmond and Concord that focus on housing search assistance with case management and other wraparound services including meals, laundry facilities, mail, and telephone services. The program has evolved to meet the health needs of residents during the COVID-19 pandemic and the combined capacity is now 93 men and women in their own sleep stations, including specialized services for veterans.

b. Philip Dorn Respite Center: A twenty-six 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 fifteen 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: Opened September 2020, the program serves homeless youth ages 18-24-years old. This 11-bed program provides transition-age youth with support, guidance, and skills 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 from foster care. This program provides transition-age youth with the support, guidance, and skills development over a two-year period that will support them in their wellness and recovery and lead them to permanent housing.

f. Delta Landing (formerly East County Interim Housing Program): The County acquired a 174 room Motel 6 located in Pittsburg to continue its use as interim housing program for 200 homeless people each year. In addition to providing shelter, the county provides essential behavioral health, health care and other services to program clients through the co-located health center.

Interim Housing and Support Services Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$11,744,000
Financing:		10,510,000
Net County Cost:		1,234,000
Funding Sources:		
Federal	42.8%	$5,025,000
Transfer	22.5%	2,648,000
State	19.7%	2,312,000
Other Local	4.5%	525,000
General Fund	10.5%	1,234,000
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. 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 wraparound 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.

b. Permanent Connections: Provides ten units of permanent supportive housing linked to services for homeless youth with chronic mental illness, HIV/AIDS, or developmental or physical disabilities. Youth ages 18-24 receive wraparound support services that assist them to not only maintain, but also thrive in their housing.

c. High Utilizers of Multiple Systems (HUMS): Similar in approach to Destination Home, HUMS provides 30 units of permanent supportive housing for chronically homeless, disabled individuals. Participants of the project receive a safe, permanent place to live as well as wraparound services to help stabilize their lives.

Supportive Housing Program Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$4,514,000
Financing:		4,338,000
Net County Cost:		176,000
Funding Sources:		
Federal	39.4%	$1,778,000
Transfer	56.7%	2,560,000
General Fund	3.9%	176,000
FTE: 1.5		

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 the Health Services Department Information Technology unit, and utilized by community-based homeless service providers, and Public Health and Behavioral Health divisions. HMIS enables service providers to collect and share uniform client information.

Homeless Management Information System		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$767,000
Financing:		497,000
Net County Cost:		270,000
Funding Sources:		
Transfer	41.9%	$321,000
Federal	22.9%	176,000
General Fund	35.2%	270,000
FTE: 4.0		

7. State of California One-Time Homelessness Assistance Funding

Description: The State of California released more than $20 million in one-time funding, authorized by state legislation to Contra Costa County's homeless continuum of care to enhance the homeless crisis response system or infrastructure across the County.

a. ***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 $1.3 million must be expended by June 30, 2025.

b. ***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 first round allocation of $5.2 million must be expended by June 30, 2025. The second-round allocation of $2.4 million must also be spent by 2025. A third allocation of $6.6 million must be expended by October 2026.

c. ***Measure X Allocation for Permanent Supportive Housing:*** In response to the ongoing COVID-19 pandemic emergency, hotel rooms were procured to house individuals at high-risk of contracting the virus. The Division continues to transition from the emergency hotel rooms, while planning to increase interim housing in the coming year. Any unspent FY 2021-22 Measure X allocations will be rolled over at year-end into FY 2022-23 to support these Division efforts.

State of CA One-Time Homeless Assistance		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$2,263,000
Financing:		2,263,000
Net County Cost:		0
Funding Sources:		
State	80.9%	$1,831,000
Transfer	19.1%	432,000

Health Services
Health and Human Services

8. Housing Security Fund

Description: A flexible source of funds to help consumers obtain and maintain stable housing of their choice. The HSF is a combination of private and state funds that when paired with Housing Navigation and Rapid Resolutions services can rapidly house or divert persons from homelessness and the emergency shelter system.

Housing Security Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$300,000
Financing:		300,000
Net County Cost:		0
Funding Sources:		
Transfer	100.0%	$300,000

Public Health

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	78,751,877	89,123,904	93,703,000	93,703,000	0
Services And Supplies	34,915,867	39,354,951	29,363,000	29,363,000	0
Other Charges	12	0	0	0	0
Fixed Assets	1,294,644	1,244,000	360,000	360,000	0
Expenditure Transfers	(39,128,162)	(37,266,855)	(25,504,000)	(25,504,000)	0
Expense Total	**75,834,238**	**92,456,000**	**97,922,000**	**97,922,000**	**0**
Revenue					
Other Local Revenue	5,569,487	6,632,387	6,684,000	6,684,000	0
Federal Assistance	22,046,285	13,574,021	36,552,000	36,552,000	0
State Assistance	25,886,543	50,009,592	32,446,000	32,446,000	0
Revenue Total	**53,502,315**	**70,216,000**	**75,682,000**	**75,682,000**	**0**
Net County Cost (NCC):	**22,331,923**	**22,240,000**	**22,240,000**	**22,240,000**	**0**
Allocated Positions (FTE)	**557.5**	**570.5**	**645.9**	**645.9**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	104%	96%	96%	96%	
% Change in Total Exp		22%	6%	0%	
% Change in Total Rev		31%	8%	0%	
% Change in NCC		0%	0%	0%	
Compensation Information					
Permanent Salaries	46,560,013	51,399,615	59,141,000	59,141,000	0
Temporary Salaries	2,817,764	5,175,570	1,062,000	1,062,000	0
Permanent Overtime	1,407,233	807,096	496,000	496,000	0
Deferred Comp	533,025	607,649	739,000	739,000	0
Hrly Physician Salaries	85,084	71,554	73,999	73,999	0
Perm Physicians Salaries	630,454	887,093	810,000	810,000	0
Perm Phys Addnl Duty Pay	51,719	10,596	62,000	62,000	0
Comp & SDI Recoveries	(41,320)	(60,546)	(51,000)	(51,000)	0
FICA/Medicare	3,707,058	4,143,294	4,323,000	4,323,000	0
Ret Exp-Pre 97 Retirees	544,114	121,189	127,000	127,000	0
Retirement Expense	12,650,114	14,749,903	14,251,000	14,251,000	0
Employee Group Insurance	7,104,626	8,338,794	10,203,000	10,203,000	0
Retiree Health Insurance	1,420,291	1,455,087	1,476,000	1,476,000	0
OPEB Pre-Pay	534,586	569,498	0	0	0
Unemployment Insurance	67,256	114,620	134,000	134,000	0
Workers Comp Insurance	679,860	732,891	856,000	856,000	0

Health Services
Health and Human Services

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: As was experienced across most fiscal years 2020-21 and 2021-22, efforts to address COVID-19 may continue to disrupt workload indicators in many programs within the Public Health Division. This is due to both the transition to remote/distance service provision and a percentage of staff and their time being re-assigned to fluctuating COVID-19 efforts. Furthermore, some community members have avoided healthcare facilities out of concern for COVID-19, resulting in greater public health care needs in the coming year for immunizations, underreported diagnoses, and lab orders for tuberculosis and other reportable, acute communicable diseases.

The Recommended Budget is based on: reducing the rate of illegal tobacco sales to minors; over 27,000 clinic visits; over 50,000 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; conducting outreach and education to over 13,000 residents and 600 community groups and businesses; serving or delivering 600,000 meals to seniors; providing nearly 6,000 childhood and adult immunizations to the community, 12,000 oral health assessments, and 4,300 sealants and fluoride varnish applications for children; issuing a monthly average of 16,959 electronic food benefits to women, infants, and children; management and control of newly diagnosed active cases of tuberculosis in the community; responding to over 3,500 reports of communicable disease received from health care providers and labs, including outbreaks, rabies testing, animal bite reports, or bat exposures; performing over 90,000 clinical tests; case management of approximately 1,536 appointments and home visits with high-risk pregnant women and babies; providing support services to low-income HIV positive individuals; conducting health screenings and follow-up care for refugees, asylees, and victims of trafficking; as well as providing translation and interpreting services to all of HSD, including 137,028 medical interpretation encounters per year. The Division will continue to provide COVID-19 tests and COVID-19 vaccinations to the community.

Impact: The Recommended Budget maintains the current level of services.

1. Public Health Support Services

Description: Public Health Administration includes the Public Health Director, administrative and support staff, and the Finance unit. Functions include budgeting, billing, accounting, purchasing, contract management, personnel, facilities, safety, performance improvement and project management. In addition, the Division administers several other important programs including:

a. ***Vital Registrations:*** The Vital Registrations Office (VR) is a state-mandated function of local public health departments. In 2021 VR was responsible for registering approximately 8,902 births, including 115 out of hospital births, 7,497 deaths and 29 fetal deaths occurring in the County; issuing 8,849 permits for the disposition of human remains; and providing 53,064 certified copies of birth and death certificates. VR 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 10 Declaration of Paternity forms, and issued 83 Medical Marijuana ID cards. (Note: these statistics only account for January-November 2021.)

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 the Health Services Department to guide and improve services throughout the system.

The EPE Unit:
- Identifies and statistically analyzes useable versions of standardized databases, including birth, death, hospitalizations, and demographic data;
- Summarizes this data in presentations, reports, tables, graphs and maps;
- Provides guidance on the accurate interpretation of data and how findings can be used to improve services;
- Designs and implements evaluation activities for individual programs and initiatives to meet grant requirements, monitor success and suggest areas of improvement;
- Works with the managers to collect and analyze information for their use in the development of federal, state, and foundation grant applications;
- Guides the public health accreditation process and develops community health assessments and other plans to support continuous quality improvement; and
- Responds to multiple data and mapping requests each year from the community and from colleagues throughout the County.

For the Communicable Diseases, STD, and HIV Programs, the EPE Unit:
- Supports surveillance activities, including active surveillance for HIV programs, partner notification for HIV, data entry, and TB surveillance.
- Conducts regular and special analysis to calculate prevalence, rates, and demographic and geographic factors associated with disease.
- Identifies at-risk populations to guide preventative interventions.
- Supports clinical services including TB patient monitoring, HIV testing and linkage to care.
- Supports emergency preparedness by producing maps of County services and resources and by participating in drills and trainings.

For the Family, Maternal & Child Health Programs, the EPE Unit provides:
- Regular analysis of birth and death data, including teen birth rates, reasons for infant mortality, prenatal care, and 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 other Health Services Department partners to create an Opioid Prevention Blueprint to 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 Office of Statewide Health Planning & Development 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 planning efforts including developing project plans, timelines, and action steps;
- Develops foundational documents, such as the Continuous Quality Improvement Plan, a Workforce Development Plan, a Community Health Assessment, a Community Health Improvement Plan, and a Strategic Plan;
- Works collaboratively with other Health Services Department divisions 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. The programs include:

- **The Navigation Team: African American Health Conductors**, **Reentry Health Conductors, Oncology Navigators and Promotoras:** During FY 2021-22, the navigation team continued to provide navigation services –connecting clients and patients to public benefits and community resources – despite being impacted by COVID-19. The navigation staff provided resource linkages and application assistance for CalFresh and SSI to 1,974 families and individuals, including those re-entering their communities from jail and prison. Navigators completed 2,529 Medi-Cal applications for families, individuals and reentry populations. Most of the navigation assistance continues to be done over the phone, and the unit will continue its walk-in availability. Providing programs and community resources remotely have been necessary due to COVID-19 impacts. Resuming service delivery at its work sites will support the unit's ability to provide seamless warm hand offs of clients and patients to community resources.

- **The Reentry Health Program includes the REMEDY support groups and Transitions Clinic:**
  In FY 2020-21, Reentry Health Conductors assisted 196 returning citizens (also known as formerly incarcerated) with navigation assistance and resource linkages that range from health coverage assistance and other public benefit programs, including job training opportunities, job referrals and housing. Returning citizens are assisted through the following pathways: The Transitions Medical Clinic at the West County Health Center and the Pittsburg Health Center, the Statewide Reentry Hotline, the REMEDY support groups at Behavioral Health Court, the Reentry Success Center in West County, Rubicon Programs and the Martinez Detention Center.

  COVID-19 made it very difficult to provide outreach services to the reentry population. Service delivery shifted to staff providing assistance and support via telephone, and contacting and coordinating assistance via Probation, Parole and the Reentry Success Center. The REMEDY Support Groups in West and East County were able to operate with the help of Zoom video sessions.

- **The Transitions Medical Clinics for returning community members (formerly incarcerated):** In FY 2020-21 the West County Health Center and Pittsburg Health Center Transitions Clinics combined provided 130 completed medical appointments. Medical care was exclusively provided via telehealth due to COVID-19. Telehealth appointments were not conducive for the reentry population and it impacted the number of patients usually seen in the Transitions Clinic. Despite

COVID-19 limitations, the Transitions clinic team provided medical treatment to 100% of their patients.

d. ***Violence Prevention Reentry Efforts Program:*** Works with HSD divisions to monitor and respond to community violence and create a seamless pathway for individuals released from prison to a medical home. HSD 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 HSD 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 the Health Services Department. The program includes the Refugee Health program and the Medical Interpreters who staff the Health Care Interpreter Network (HCIN). Both state and federal law mandate these language services. The program currently has 24 qualified medical interpreters who speak more than 14 different languages and assist with interpretation for an average of 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 HSD 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 HSD for patients who prefer a language other than English or who are deaf or hearing impaired. This service incorporates network partners from throughout the state and nationally to ensure that meaningful communication between the patient and the health care provider is available at all times. Qualified medical interpreters provide interpretation through a telephone and video network directly into the provider examination room or wherever patients access the HSD health system.

Public Health Support Services		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$9,289,261
Financing:		1,015,320
Net County Cost:		8,273,941
Funding Sources:		
Local	9.1%	$846,477
State	1.8%	168,843
General Fund	89.1%	8,273,941
FTE: 43.9		

2. Senior Nutrition Program

Description: Provides hot nutritious daily meals to the elderly population in the county. Meals are provided in both the congregate (Café Costa) and home delivery (Meals on Wheels) models utilizing over 500 individual volunteers and bus transportation services annually to deliver services. The program currently serves approximately 317,427 meals in a congregate setting and over 575,000 meals delivered to homebound elders annually. The primary funding source for the program comes from Federal Title IIIC-1 and Title IIIC-2 of the Older Americans Act. Private sector fundraising is a significant funding source for the Title IIIC-2 Home Delivered (Meals on Wheels) Program and participant contributions are the third largest

funding source. This year there was additional funding from the Coronavirus Aid, Relief, and Economic Security Act (CARES Act).

In addition to elderly participants, approximately 8,817 meals are delivered to homebound AIDS/HIV clients annually through separate funding. Due to the COVID-19 pandemic senior centers were not fully open. Because of the partial closures five frozen meals are continuing to be delivered once a week directly to the homes of the homebound and are available for pickup for congregate meal participants.

Senior Nutrition Program		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$5,774,704
Financing:		5,275,129
Net County Cost:		499,575
Funding Sources:		
Transfer	53.6%	$3,097,363
Local	37.7%	2,177,766
General Fund	8.7%	499,575
FTE: 4.7		

3. Communicable Disease Programs

Description: Works to prevent and control the spread of communicable diseases through health education, vaccination, epidemiological surveillance and investigation, case management and laboratory testing. 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 works closely with the County Animal Services Department on rabies control and also collaborates with the Environmental Health Division to investigate food-borne illnesses. Provides consultation 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. To reduce the incidence of all communicable disease, emphasizes early identification and investigation of a communicable disease, outbreak, or trend; prevention of transmission; identification of the source; and elimination of that source of disease.

a. ***Disease Investigation and Control Unit:*** Responds to lab and provider reports of nearly 90 reportable diseases by investigating the reports, confirms the information, educates the person impacted, provides prophylactic treatment so that the disease does not spread, and provides consultation to medical facilities and providers. As of October 18, 2021, the Disease Investigation and Control Unit received over 3,500 reports of communicable diseases (excluding COVID-19). Staff also investigated 11 outbreaks, which occurred in a variety of settings including health care facilities, adult residential communities, public pools, restaurants, and schools. Staff also handled 170 reports of animal bites or bat exposures, some of which needed investigation to ascertain rabies risk. Five of these reports involved an animal that was later determined to be positive for rabies. Nine rabies vaccination exemption requests were reviewed and approved or denied. Finally, staff responded to 16 reports of first responder occupational exposure to communicable diseases, providing consultation, and recommendations for appropriate post-exposure prophylaxis.

b. ***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. As of October 1, 2021 a total of 5,888 immunizations were given by Public Health weekly and community clinics to 1,915 patients.

c. ***Tuberculosis (TB) Control Program:*** Provides Public Health Nurse (PHN) case management for people with active TB, their contacts, and others with TB infection who are at high-risk for progression to TB disease. As of October 7, 2021, Contra Costa identified 35 newly diagnosed TB cases, and provided case management services to 60 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. 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 October 7, 2021, 200 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. TB cases were down 33% in 2020, likely due to underdiagnosis secondary to the onset of the COVID-19 pandemic. Similar trends were seen statewide and nationally. Also, patients were likely not seeking care for symptoms or exposures.

d. ***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. The Public Health lab provides COVID-19 testing five days a week to support community demand. 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 October 8, 2021, the Public Health lab performed over 90,000 clinical and surveillance tests. Of those, over 70,000 were for COVID-19 and 155 were rabies tests associated with bats or animal bites.

Communicable Disease Control Summary

Service:		Mandatory/Discretionary
Level of Service:		Discretionary
Expenditures:		$11,356,856
Financing:		6,461,519
Net County Cost:		4,895,337
Funding Sources:		
Local	26.3%	$2,984,794
State	16.3%	1,856,600
Federal	14.2%	1,610,442
Transfer	0.1%	9,683
General Fund	43.1%	4,895,337

FTE: 54.9

4. HIV/AIDS and STD Programs

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. Prior to COVID-19, mobile HIV rapid testing was offered at fixed

sites throughout the community. During the COVID-19 pandemic, the HIV Prevention and Testing Program has offered free, contactless, at-home HIV and Sexually Transmitted Infections (STI) testing for gonorrhea and chlamydia called the "Home is where the Swab is" program. The program continues to provide linkage-to-care services for individuals newly diagnosed with HIV, as well as technical assistance to clinicians on methods to increase opt-out testing, a process to improve the number of individuals aware of their HIV status, and RAPID antiretroviral (ARV) initiation.

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. During COVID-19, medical case management services have been conducted remotely via phone or licensed Zoom accounts. Some support services, including food voucher distribution, have continued while adhering to social distancing and other safety protocols. Medical case managers and outreach workers have provided virtual support to the Positive Health clinics during the COVID-19 response. Community planning services open to all interested parties provide an opportunity for consumers, providers, and others to offer recommendations for service delivery system improvements. A quality management program reviews clinical records for consistency with national guidelines, and a continuous quality improvement program conducts regular analysis of key clinical and service indicators to discuss on monthly calls with County HIV clinicians.

a. ***Sexually Transmitted Disease Program:*** Works to reduce Sexually Transmitted Diseases (STDs) by identifying new cases of STDs and their sexual contacts and ensuring appropriate treatment of reported cases. Prior to COVID-19, STD Program staff supported bi-weekly STD clinic operations. However, due to clinic staff shortages, the County STD clinics are currently incorporated into women's health clinics, where STD Program staff can schedule appointments for STD treatment and testing. The STD Program also provides health education and risk reduction services, as well as referrals to testing and HIV care for individuals coinfected with HIV and another STD. These diseases can cause serious health problems in young men and women, as well as in the newborn of an infected and untreated mother. The STD program also conducts case investigations and follows people with syphilis to ensure timely and appropriate treatment and partner services.

In addition to providing partner notification and follow-up, the STD team works closely with the HIV surveillance and prevention team to conduct targeted education and risk reduction calls to individuals at high-risk for HIV, including linking them to PrEP, a daily pill that helps HIV negative people remain negative.

b. ***HIV/AIDS Program*** : Reduces the transmission of HIV and improves health outcomes for HIV positive individuals in Contra Costa through the provision of individual and community education and prevention services, home and clinic-based case management, clinic navigation services, and clinical quality assurance activities and agency capacity building.

Targeted rapid HIV test services support healthier behaviors by encouraging people of all ages and orientations to know their HIV status. HIV and Hepatitis C testing services are confidential and quick (results in about 20 minutes), and results from self-swab tests for gonorrhea and chlamydia are available within a few days. Due to COVID-19, the HIV/AIDS Program is not currently offering anonymous community-based testing. The program created "Home is where the Swab is" in 2020 to provide free, contactless testing for clients in their homes or private spaces. 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) PrEP related medical services, and 2) medications on the PrEP-AP formulary for the prevention of HIV and treatment of STIs, excluding Truvada/Descovy, which are provided, free to uninsured individuals by the drug manufacturer. Individuals who are interested in the program are screened and enrolled in the program by a certified enrollment worker who is a staff member of the HIV/AIDS and STD programs. The enrollment worker will also be responsible for scheduling appointments for patients to be seen at one of the four county health centers or coordinating a referral with a contracted telemedicine provider. In addition to coverage for PrEP related medical expenses, the PrEP-AP also covers PEP if clinically indicated, as well as one-time 30-day antiretroviral therapy for any client who seroconverts to HIV while on PrEP.

Enrollment in the PrEP-AP program continued in 2020, but adjustments had to be made to due to the COVID-19 pandemic. Prior to the shelter in place, the PrEP-AP enrollment was done in person to gather eligibility documentation and signatures. CDPH has allowed enrollments to be handled over the phone with their enrollment worker. Despite this accommodation, it has been challenging to obtain documentation substantiating client eligibility for PrEP-AP in a secure manner. There have been challenges sending encrypted emails that the recipient can open, as well as obtaining signatures if the client does not have the ability to print and scan or e-sign. The enrollment worker is keeping track of documents that will need a signature when it is safe to do so. The enrollment worker has also been referring all new clients to the telemedicine provider as there is no protocol in place to register these clients at HSD county clinics.

In 2020, the PrEP Navigator provided PrEP education and navigation to 47 clients who were referred to services from the focused community testing program, medical case managers, and prevention subcontractors. The total is less than last year given the effects of the COVID-19 pandemic. In mid-March 2020, all client-facing services were halted, and most staff was reassigned to COVID-19 contact tracing efforts. At the same time, community partner sites were closed. Despite these challenges, the Division enrolled eight new clients into PrEP-AP in 2020, six of whom were enrolled during the shelter in place.

In calendar year 2020, the HIV/AIDS and STD programs served over 650 people with HIV or AIDS. Approximately 90 percent of those served were at or below 300% of the federal poverty level (FPL), and 77% were at or below 200% of the FPL. Forty-eight individuals were newly enrolled in the program during the year, six of whom were newly diagnosed with HIV.

Services are provided throughout the county and reach over 130 women each year. Services include nurse and community-based case management and clinic-based social work, benefits counseling, and support for accessing health care coverage, outreach to individuals newly infected with HIV and those lost to care, medication adherence counseling and education, and enrollment in the AIDS Drug Assistance Program (ADAP).

Referrals are provided for food, medical nutrition therapy, transportation assistance, substance use and mental health counseling, home health care services, oral healthcare, housing assistance, psychosocial support groups 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 300 individuals at risk for poor health outcomes and provides support to clinicians and patients through case conferencing and outreach support services.

This year the HIV/AIDS Program received supplemental CARES Act funds for COVID-19 relief specifically for people living with HIV. With these funds, the program purchased necessary telework technology, PPE kits for all clients and staff in conjunction with targeted health education and outreach to clients most at risk for COVID-19. COVID-19 relief funding helped reduce the impacts of substantially increased emergency short-term rent and mortgage costs, as well as provided utility assistance to 84

clients affected by COVID-19 related job loss and other hardships. Additionally, Housing Opportunities for Persons With HIV (HOPWA) COVID-19 funds were spent on bolstering housing advocacy services by adding an additional .75 FTE, and providing early intervention, medical and non-medical case management, medical nutrition therapy, and outreach services to current clients, newly diagnosed people in the community, and those at risk of acquiring a STI. An additional 14 clients received boxes of food from the HIV Program's Extra Helpings Program, 10 additional clients received Meals on Wheels support, and 81 additional clients received food vouchers.

Local planning efforts through the HIV/AIDS quarterly Consortium and monthly Oakland Transitional Grant Area Planning Council (OTGA) meetings help identify highest risk populations for prevention and resources for services for people with HIV and AIDS. Both meetings include People Living With HIV AIDS (PLWHA), program staff, and the program's subcontracted staff. 2020 presentations and/or topics were diverse and included information about needle exchange and harm reduction services, PrEP and PEP programs, COVID-19 prevention/safety, behavioral health, Client Satisfaction Survey results, client testimonies, subcontractor services, system of care updates and more. These efforts have expanded the community's ability to serve people with HIV or at-risk for HIV. In 2020, the program began an in-house psychosocial support services program that provided Zoom-based individual and group support as well as art therapy. The services were provided by a mental health clinical specialist. Participant feedback was overwhelmingly positive, with everyone affirming that they got what they needed from the groups and felt better able to manage their behavioral health concerns after participating.

Community and staff trainings include cultural competency skills training, Partner Counseling and Referral Services, initiation of Rapid Anti-retroviral Therapy to reduce community viral load, intensive HIV/STD Partner Services training, rapid syphilis testing and other competency training.

The program collaborates with the Health, Housing and Homelessness, Community Connect, Alcohol and Other Drugs, and Public Health Clinic Services divisions of HSD, as well as multiple CBOs providing an extensive variety of services to shared clients. The program also provides data and subject matter expertise to support various HSD programs to strengthen department-wide understanding and competency to serve similar and overlapping populations.

HIV/AIDS and STD Program Summary

Service:		Mandatory/Discretionary
Level of Service:		Discretionary
Expenditures:		$5,519,518
Financing:		3,792,634
Net County Cost:		1,726,884
Funding Sources:		
Federal	49.6%	$2,734,164
State	12.9%	714,470
Transfer	6.2%	344,000
General Fund	31.3%	1,726,884
FTE: 31.2		

5. Family, Maternal and Child Health Programs

Description: The Family, Maternal and Child Health (FMCH) Programs work in partnership and collaboratively with community members, county programs, and community organizations to provide support, resources, and services to eliminate health inequities and improve the quality of life for all children, youth, and families in Contra Costa County. Program staff focus their efforts on home visiting and case management with low-income, at-risk pregnant and parenting women, outreach and education for a range of county services; implementing community-based and community-driven projects; providing training and technical assistance to individuals, health care providers, and community groups on maternal and child health data, practice and policy issues; interfacing with other counties, local and national

maternal and child health programs, and policy makers; and conducting data collection and analysis.

The following programs are part of the network of safety-net services offered by the FMCH unit:

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 beliefs and cultural values, while promoting overall health and wellness. Services are provided in West and East County and reach 96 women each year through a group intervention. State funding increases support case management services for an additional 50 additional, as well as transportation and child care assistance to decrease the barriers to attendance at groups. During the pandemic, all group activities and individual case management services have been provided using telehealth technology. Contactless drop-off of essential supplies, health and safety items for mothers and babies have also been provided to families by Black Infant Health Program staff.

b. ***Community Oral Health Program:*** In 2017, HSD received five years of funding from State Proposition 56 to conduct needs assessments and to develop a strategic plan to improve oral health in the communities of Contra Costa. Implemented by the Community Oral Health Program, the first three years have focused on pregnant women, children, and youth. In future years, the Division will expand services to address the needs of seniors and other vulnerable adults. The program has developed 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.

c. ***The Children's Oral Health Program (COHP)***, which has been in Contra Costa County for more than 30 years, is 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 children (ages 3-19 years) throughout the County. Due to the COVID-19 pandemic, staff were unable to reach as many children as in prior years. The number of students educated prior to March 15, 2020 was 8,340. The staff have made 12,000 oral health kits which include toothbrushes, toothpaste, floss, timers, and educational materials for the families who would normally have received services from the program. These have been developed with the support of the John Muir Community Health Foundation and are being distributed through collaborative agreement with school principals and staff at county schools. Services typically provided at elementary schools, community centers, and homeless shelters have been suspended due to COVID-19, but will resume as soon as it is safe to do so. The program will continue to educate pregnant and parenting women on oral health by collaborating with perinatal providers and home visitors since these educational efforts can be conducted virtually.

d. ***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.

e. ***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.

f. ***Nurse-Family Partnership (NFP) Program:*** A team of Public Health Nurses provide ongoing evidence-based home visiting program services to low-income, first-time mothers during pregnancy through two years post-partum. Due to COVID-19, all home visits have been replaced with telehealth video visits with enrolled program participants. Contactless drop off of essential supplies, health and safety items for mothers and babies have also been provided to families by Nurse-Family Partnership staff. 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. State funding has increased to expand the program on an ongoing basis, and additional funding from EHSD will support services to CalWORKs participants.

g. ***Prenatal Care Guidance Program: home visiting services for pregnant women:*** Offers short-term and crisis support for low-income, at-risk women during their pregnancy. Due to COVID-19, the efforts of the Lift Every Voice program staff, which previously supported pregnant women who are incarcerated, have been redirected and the long-term case management work of Healthy Families America staff has been refocused to serve more pregnant women through the Prenatal Care Guidance Program. During COVID-19 all home visits with program participants have been replaced with telehealth video visits. Contactless drop-off of essential supplies, health and safety items for mothers and babies have been provided to families by staff.

h. ***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.

i. ***Women, Infants, and Children (WIC) Special Supplemental Food Program:*** 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. Program impacts include significant 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. This health and nutrition program targets 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 an average of 16,959 participants per month uploading electronic benefits onto their CA WIC card to buy healthy foods from WIC-authorized vendors.

j. ***Perinatal Health Equity Initiative:*** 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 through June 2023. Two community interventions were implemented in FY2020-21, 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:		$15,362,468
Financing:		11,630,634
Net County Cost:		3,731,834
Funding Sources:		
Federal	66.2%	$10,162,076
State	7.3%	1,124,819
Transfer	2.2%	343,739
General Fund	24.3%	3,731,834
FTE: 100.9		

6. Public Health Clinic Services (PHCS)

Description: Programs include Public Health Clinics, Public Health Nursing - Home Visiting, Enhanced Care Management, 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 HSD health centers and are jointly operated with the Ambulatory Care Division, Additionally, services are provided in 7 licensed mobile medical and dental units, in school-based health centers, as well as in the field or in homeless shelters. Services include medical, dental, behavioral health, health education, and other enabling and supporting services. While many of these services were reduced during COVID-19 or became telephonic, most services have resumed and are now provided in-person. Below is a list of the clinics where services are provided:

- Women's Health clinics – over 9,500 appointments available per year.
- Pediatrics clinics operated by Clinic Services – over 5,000 appointments available per year
- Immunizations and TB clinics – over 5,200 appointments available per year.
- School-based clinics – 20 schools – approximately 15,000 appointments per year for medical, dental, and behavioral health services.
- Employee Occupational Health Program – approximately 2,500 appointments available per year.
- Sexually Health Clinics – approximated 800 appointments available per year.
- Health Care for the Homeless/Respite Clinics – over 10,000 appointments annually.
- Choosing Change Clinics – over 6,900 appointments annually.
- Total clinic visits approximately 57,100.
- Public Health Clinic Services has played a pivotal role in the COVID-19 response. Clinic Services continues to provide clinical and administrative oversight to the COVID-19 Testing, Vaccination, Contact Tracing and Investigation, and COVID-19 call center. Public Health Clinic Services operates two COVID-19 testing sites, three COVID-19 vaccination sites, multiple mobile vaccination and testing teams and conducts COVID-19 coordination with state and local agencies throughout Contra Costa County. Since January 1, 2021, these sites have performed over 178,749 COVID-19 tests and over 350,000 COVID-19 vaccinations.
- Health Care for the Homeless provides medical, dental and behavioral health services for people experiencing homelessness throughout Contra Costa County.

Note: The Recommended Budget includes $3 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 the Health Services Department 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 health promotion needs of the client, preventing disease disability and premature death, and assuring 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 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; as well as health education services to schools, community residents, foster care facilities, other county programs serving children, and community-based organizations.

d. Enhanced Care Management (ECM): Formerly known as Whole Person Care (Community Connect), ECM provides in-person case management services to high-risk Medi-Cal patients. The program delivers comprehensive case management, resource linkage, navigation and education 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.

e. Overdose Prevention Initiative: PHCS receives multiple Overdose Prevention Initiative grants from the California Department of Public Health and Substance Abuse and Mental Health Services Administration. Funding is used to continue the multi-agency opioid response initiative that integrates Contra Costa County Public Health, Local Emergency Medical Services and 911 transport agencies. These agencies work together to reduce opioid overdoses and deaths in Contra Costa County. The Division is moving into year three of this grant and continues to make progress.

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. 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; educating and collaborating with health care providers; and providing lead education to county residents, individually and through collaboration with other local agencies and organizations.

Public Health Clinic Services Summary

Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$72,771,688
Financing:		70,500,357
Net County Cost:		2,271,331
Funding Sources:		
State	37.9%	$27,553,453
Transfer	29.8%	21,709,215
Federal	28.7%	20,890,128
Local	0.5%	347,561
General Fund	3.1%	2,271,331
FTE: 390.3		

7. The Community Wellness and Prevention Program

Description: The primary goals of the Community Wellness and Prevention Program (CW&PP) are to examine and address the social determinants of health through policy, systems, and environmental changes that support factors promoting community health, to reduce risk factors that contribute to chronic diseases and injuries, the leading causes of death, and disability in the United States.

CW&PP works in collaboration with cities, other county agencies and a diverse array of community and health system partners and stakeholders. CW&PP uses a variety of prevention strategies from education to organizational policy and system change to accomplish its goals. However, CW&PP's ability to provide traditional in-person education to the community and facilitate policy, systems, and environmental change has been greatly impacted due to COVID-19.

a. ***Tobacco Prevention Program (TPP):*** Works with community partners to reduce health disparities and increase health equity through tobacco prevention policy adoption and implementation. Specific issues of focus include reducing youth access to tobacco, tobacco influences in the community, and exposure to secondhand smoke among residents, workers, and visitors. TPP provides technical assistance to Contra Costa cities and increases the capacity of community organizations, with 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 helped contribute to a decrease in the county smoking rate by more than 31% since 1990 and recorded at 10.6% in 2018. As more time was spent indoors due to COVID-19, TPP responded to 94 second-hand smoke complaints from residents throughout the county. TPP staff continue working with communities and the Tobacco Coalition to pass tobacco control policies regarding tobacco retail licensing in East Contra Costa which is anticipated to pass by early 2022. A tobacco retail license policy that limits the sale of flavored tobacco products and vape devices to protect the health of youth was passed in the City of Walnut Creek. TPP staff addressed the relationship between tobacco, cannabis and vape devices and provide further education and clarification regarding its connection to existing tobacco control policies. The emerging issue of cannabis will be a part of the focus for the project moving forward to ensure that young people in particularly are educated about potential negative health impacts associated with its use.

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 a significant (50 percent or greater) low-income population. The target audience for the program are Supplementary Nutrition Assistance Program (SNAP) eligible individuals. The program leverages SNAP-Ed participating households in addressing food insecurity to improve nutrition and prevent or reduce diet-related chronic disease and obesity among SNAP recipients.

The SNAP-Ed 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-or seniors serving organizations, retailers, and food distribution pantry outlets.

The program leverages its collaboration activities with community local subcontractors to provide health promotion programming to over 30,000 SNAP-Ed eligible adults and children throughout the year. Throughout the COVID-19 pandemic, the program has successfully pivoted its work to meet the needs of the SNAP-Ed communities. Social media platforms enabled more interactive virtual learning modules and supported efficient program evaluation using quantitative and qualitative data. Programmatic system changes continued to thrive virtually, and activities were maintained with an expansion of new partnerships.

The program has supported over 20 policy systems and environmental (PSE) changes that reduce the overconsumption of unhealthy foods and beverages; increase 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; increase opportunities for physical activity; and enhance the built environment.

Examples of PSEs include improving school lunchroom environments through the placement of healthy foods at the point of sale, the implementation of hydration stations in schools, and increasing opportunities for active play at early childhood development centers by providing playground stencils for partner sites.

In response to the recovery of COVID-19, the program maintained its support to educate the SNAP communities about President Biden's American Rescue Plan and its health emergency Pandemic EBT (P-EBT), the 15 percent increase in SNAP benefits for all participants, its investments to expand SNAP, and its online food purchasing opportunities with local food retailers. The program also maintained efforts to address food insecurities by partnering with local school districts to distribute much needed food to students as they sheltered in place. School District partners served over 1 million meals to students during the school year and the summer months. Furthermore, the existing network of food providers across the county, including the Food Bank of Contra Costa, Mt. Diablo Meals on Wheels, Salvation Army, Monument Crisis Center, as well as Contra Costa Voluntary Organizations Active in Disasters (VOAD), continued to respond during COVID-19 recovery to maintain its abilities to increase food access and support to their communities.

During the COVID-19 recovery, the program began examining the US food system and the impacts that led to the grocery shortages for the SNAP-Ed populations. As a result of the programs food system findings and barriers, the program grew stronger in its partnerships to create a food security taskforce to share knowledge and respond to the hunger crisis beyond the pandemic. The taskforce entailed working alongside colleagues from the Employment and Human Services Department CalFresh Program, Meals on Wheels, 211, and the Area Agency on Aging. Collectively, the taskforce formalized a network of support and resources for its clientele. Collaborations such as this were also replicated with the CalFresh Healthy Retail program, which supports promoting healthier options at local markets and has evolved as the Healthy Stores Healthy Collaborative (HSHC). The HSHC is a county partnership with other HSD divisions, such as the HIV/AIDS Prevention Program, Alcohol and Other Drugs, and CWPP's Tobacco Prevention Program. The goal of the HSHC taskforce is aimed to increase access to healthier foods and water while also decreasing access to unhealthy foods, beverages, alcohol, and tobacco. Recognizing that health incudes sexual health and its impact on an individual's overall health, the HSHC included condom accessibility at retail point of sales.

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 to low-income children, 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 began implementing a Safe Routes to School program in 2018 in collaboration with school districts and the Public Works Department in communities

throughout Contra Costa. During 2021, key staff remained deployed to the county's COVID-19 response while management resumed normal program duties. On-site activities involving schools were postponed until the school districts returned to in-person instruction in the Fall of 2021. To compensate for school closures, the IPPP provided virtual bike and pedestrian safety education in partnership with EHSD. They also participated in the county's Vision Zero planning process that will lead to new policies to prevent traffic-related bike and pedestrian injuries county-wide. During 2021, the IPPP launched "Walk and Bike Leaders" (WABL), an innovative Safe Routes to School and leadership development program implemented at all 7 West County High Schools, launched a bus and BART ad campaign promoting active transportation in Bay Point which was linked to bike and pedestrian improvements on Bailey Road, participated in several "Do It Yourself" walk audits in San Pablo, and provided comments on several Safe Routes to School and Active Transportation Plans for local jurisdictions.

d. ***The Building Healthy Communities Program:*** Works with a variety of partners including elected officials, County staff, city staff, community organizations, schools, and residents 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 helps 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 developed the 2040 update to the County General Plan. The Building Healthy Communities Program will coordinate and work collaboratively with other programs in HSD to bring a public health, equity, and environmental justice lens to Envision 2040, the county's new General Plan as its being developed and finalized in 2021. The project was selected by the Centers for Disease Control and Prevention (CDC) in 2021 to receive one of 20 grants across the US, to develop a social determinants of health accelerator plan for Contra Costa County in partnership with Healthy and Active Before 5. The focus will be on promoting long-term health and chronic disease prevention among young children and their families in East County.

e. ***COVID-19 Youth/Young Adult Ambassadors (YYA) Project:*** COVID-19 offered CW&PP the unique opportunity in 2020 to expand upon previous youth focused endeavors and the innovative strategies of the Tobacco Prevention Project to educate youth and young adults about the harmful effects of tobacco use which resulted in the development of an educational social media campaign utilizing "micro-influencers" to counteract COVID-19 misinformation among youth and young adults ages 14-25. CW&PP staff facilitated a pilot project focused on recruiting 25 COVID-19 Youth/Young Adult Ambassadors (YYA) who would be responsible for providing their peers throughout Contra Costa County with factual information regarding COVID-19, based on science, data, and the County Health Officer's guidance. The project has grown to include co-sponsorships with the cities of San Pablo, Antioch, and Pittsburg. Ninety youth have participated in the program since its inception during the Summer of 2020. The program has also provided additional opportunities for youth and young adults interested in professional health careers. Three of the YYAs went on to become interns for CW&PP's Tobacco Prevention Program, and several others have been hired by sister health agencies such as Kaiser and Healthy Richmond. The reach of COVID-19 YYAs through "micro-influencers" has been estimated to be more than 200,000 through social media. The program has expanded to include peer workshops and community presentations to local city councils, as well as community and youth serving agencies. Finally, the YYAs were provided the opportunity by HSD health officers to design and implement promotional outreach and

engagement activities at two successful vaccine clinics in West and East Contra Costa County, which were focused on increasing vaccination rates among youth and young adults.

f. ***Violence Prevention Initiative:***
A manager for CW&PP's Violence Prevention Initiative was hired in October 2021 and this position will utilize the Contra Costa County' Call to Action – Preventing Interpersonal Violence as the foundation for the project's design.

Community Wellness & Prevention Program Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$3,351,505
Financing:		2,510,407
Net County Cost:		841,098
Funding Sources:		
Federal	34.4%	$1,155,190
State	30.7%	1,027,815
Local	9.8%	327,402
General Fund	25.1%	841,098
FTE: 20.0		

Environmental Health

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	17,805,107	21,378,235	20,470,000	20,470,000	0
Services And Supplies	2,778,491	5,331,812	3,583,000	3,583,000	0
Other Charges	50,006	2,000	3,000	3,000	0
Fixed Assets	88,828	200,000	200,000	200,000	0
Expenditure Transfers	(1,767,899)	(1,467,047)	(118,000)	(118,000)	0
Expense Total	**18,954,532**	**25,445,000**	**24,138,000**	**24,138,000**	**0**
Revenue					
Other Local Revenue	18,796,661	25,183,000	23,861,000	23,861,000	0
State Assistance	223,845	227,000	277,000	277,000	0
Revenue Total	**19,020,506**	**25,410,000**	**24,138,000**	**24,138,000**	**0**
Net County Cost (NCC):	**(65,975)**	**35,000**	**0**	**0**	**0**
Allocated Positions (FTE)	**100.0**	**100.0**	**101.0**	**101.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	94%	84%	85%	85%	
% Change in Total Exp		34%	(5%)	0%	
% Change in Total Rev		34%	(5%)	0%	
% Change in NCC		(153%)	(100%)	0%	
Compensation Information					
Permanent Salaries	10,401,434	12,459,476	12,635,815	12,635,815	0
Temporary Salaries	101,885	415,796	200,000	200,000	0
Permanent Overtime	532,373	259,553	300,000	300,000	0
Deferred Comp	87,124	106,881	124,388	124,388	0
FICA/Medicare	606,958	737,514	734,642	734,642	0
Ret Exp-Pre 97 Retirees	39,288	47,317	47,317	47,317	0
Retirement Expense	3,999,614	5,011,309	4,095,820	4,095,820	0
Employee Group Insurance	1,344,861	1,633,579	1,714,711	1,714,711	0
Retiree Health Insurance	373,930	364,944	411,336	411,336	0
OPEB Pre-Pay	161,080	153,565	0	0	0
Unemployment Insurance	12,005	25,445	25,273	25,273	0
Workers Comp Insurance	144,553	162,856	180,698	180,698	0

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.

Deploys staff as needed to respond to emergencies such COVID-19, to mitigate the spread of the virus and to vaccinate the community.

Workload Indicators: The Recommended Budget is based on a monthly average of 344 hazardous material inspections and 1,351 consumer protection inspections.

Impact: The Recommended Budget maintains the current level of services.

1. Hazardous Materials Program

a. ***Emergency Response Program*****:** Provides an emergency response unit 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 2,620 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 3,189 businesses and conducts inspections of businesses to ensure compliance with hazardous materials management plans and state and federal laws and regulations. The hazardous materials business plan information is made available to all fire departments and districts in Contra Costa County via the county's GIS maps.

d. ***Underground Tanks Program*****:** Performs inspection and permitting of approximately 1,018 underground tanks at 384 tank facilities in the county to protect soil and groundwater from contamination by hazardous materials.

e. ***Aboveground Petroleum Storage Tank (APSA) Program:*** Ensures that facilities subject to APSA implement their spill prevention, control and countermeasures plan by inspecting approximately 360 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, as well as the county's and the City of Richmond's Industrial Safety ordinances, which require regulated facilities to develop and implement safety programs. 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 exceed environmental regulations and implement sustainable environmental practices by designating the business as a Green Business. Certified Green businesses prevent pollution, conserve natural resources, minimize waste, and shrink their overall carbon footprint. Contra Costa Green Business Program partners with municipal and utility agencies to provide technical assistance, audits, and inspections to businesses.

h. ***Stormwater 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.

Hazardous Materials Program Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$10,881,698
Financing:		10,881,698
Net County Cost:		0
Funding Sources:		
Local Fees	100.0%	$10,881,698
FTE: 39.0		

2. Environmental Health

Description:

a. ***COVID-19 Emergency Response:*** Performs health and safety inspections of regulated businesses that are deemed essential businesses and includes most of the businesses listed in the various programs below. Performs Health Officer Order education and enforcement for regulated facilities; and responds to complaints regarding Health Officer order violations at regulated facilities.

b. ***Food Programs*****:** Performs permitting and inspection of retail food facilities including: restaurants, bars, retail food markets, caterers, mobile food vehicles, commissaries, vending machines and temporary food facilities; certified farmers' markets; and charitable feeding operations. Inspects institutional and school food service facilities, issues permits (including an annual inspection), 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.

c. ***Recreational Health Programs*****:** Performs permitting and inspection of public pools, spas, recreational beaches, and cannabis facilities and delivery services. Posts state mercury advisories for fish and annual spring domoic acid mussel warnings at beaches and other bay access points. Conducts investigations of waterborne disease outbreaks and posts warning signs to inform the public of hazards of blue green algae. Reviews and approves plans for compliance with local, state, and federal requirements, for public and spa facilities.

d. ***Solid Waste Program*****:** Performs permitting and inspection of landfills, composting facilities and transfer stations. Performs inspections of closed or abandoned landfills, notifications review and inspections of smaller facilities such as those for compost and construction waste. Performs code enforcement for abatement of exterior garbage, refuse and cast-off materials, and disposal of waste tires.

e. ***Medical Waste Program:*** Performs registration, inspection and permitting of specified medical waste generators, treatment facilities, and storage and transfer facilities and haulers.

f. ***Land Use Programs*****:** Performs permitting and inspection of individual on-site wastewater treatment systems, water wells, soil borings and monitoring wells. Evaluates properties for compliance with environmental health criteria.

g. ***Body Art Program*****:** Performs permitting including plan check and inspection of tattoo, body piercing, and other body art establishments; registration of body artists and inspecting and permitting of temporary body art events.

h. ***Small Water System Program:*** Performs plan review, inspecting and permitting of county, state and federally defined small water systems.

Health Services
Health and Human Services

Environmental Health Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$13,174,302
Financing:		13,174,302
Net County Cost:		0
Funding Sources:		
Local Fees	97.0%	$12,779,302
State	2.1%	277,000
Transfer	0.9%	118,000
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

Detention Facility Programs

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	23,139,879	28,096,000	34,363,000	34,363,000	0
Services And Supplies	13,332,727	14,064,068	11,582,000	11,582,000	0
Other Charges	168,736	143,000	143,000	143,000	0
Fixed Assets	15,848	0	0	0	0
Expenditure Transfers	(5,779,213)	(5,778,068)	(3,859,000)	(3,859,000)	0
Expense Total	**30,877,977**	**36,525,000**	**42,229,000**	**42,229,000**	**0**
Revenue					
Other Local Revenue	1,153,289	1,154,000	1,202,000	1,202,000	0
State Assistance	874,124	304,000	520,000	520,000	0
Revenue Total	**2,027,413**	**1,458,000**	**1,722,000**	**1,722,000**	**0**
Net County Cost (NCC):	**28,850,564**	**35,067,000**	**40,507,000**	**40,507,000**	**0**
Allocated Positions (FTE)	**139.1**	**170.7**	**170.7**	**170.7**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	75%	77%	81%	81%	
% Change in Total Exp		18%	16%	0%	
% Change in Total Rev		(28%)	18%	0%	
% Change in NCC		22%	16%	0%	
Compensation Information					
Permanent Salaries	13,302,829	16,966,846	22,629,531	22,629,531	0
Temporary Salaries	1,152,150	510,895	0	0	0
Permanent Overtime	899,179	600,000	(312)	(312)	0
Deferred Comp	49,149	90,720	186,802	186,802	0
Hrly Physician Salaries	0	12,480	0	0	0
Perm Physicians Salaries	477,166	855,565	377,281	377,281	0
Perm Phys Addnl Duty Pay	230	0	0	0	0
Comp & SDI Recoveries	(33,101)	0	0	0	0
FICA/Medicare	1,082,516	1,153,060	1,559,411	1,559,411	0
Ret Exp-Pre 97 Retirees	35,814	32,834	37,423	37,423	0
Retirement Expense	3,681,791	4,720,949	5,103,608	5,103,608	0
Employee Group Insurance	1,809,162	2,400,757	3,738,932	3,738,932	0
Retiree Health Insurance	336,659	348,080	362,073	362,073	0
OPEB Pre-Pay	121,737	138,402	0	0	0
Unemployment Insurance	17,210	33,745	45,184	45,184	0
Workers Comp Insurance	207,387	231,666	323,067	323,067	0

Health Services
Health and Human Services

Description: Provides health services, including medical and mental health, to patient-inmates of the county adult and juvenile detention facilities.

Workload Indicators: The Recommended Budget is based on an average detention facilities census of approximately 850 per day.

Impact: The Recommended Budget includes a $5,440,000 increase in county general fund to cover the ongoing cost of the 30.6 FTE staff augmentation in FY 2021-22.

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:		$7,189,633
Financing:		44,000
Net County Cost:		7,145,633
Funding Sources:		
State	0.6%	$44,000
General Fund	99.4%	7,145,633
FTE: 25.0		

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. More complicated medical services 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:		$35,039,367
Financing:		1,678,000
Net County Cost:		33,361,367
Funding Sources:		
Local	3.4%	$1,202,000
State	1.4%	476,000
General Fund	95.2%	33,361,367
FTE: 135.7		

3. Juvenile Hall Medical Services

Description: Provides primary care medical services to inmates at the Juvenile Hall including diagnostic testing, treatment, pharmacy, and nursing and physician care.

Juvenile Hall Medical Services Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$3,050,000
Financing:		3,050,000
Net County Cost:		0
Funding Sources:		
Transfer	100.0%	$3,050,000
FTE: 10.0		

4. Juvenile Justice Facilities (Youth Institutional Mental Health Services)

Description: Provides funding for crisis intervention, medication evaluation and critical consultation by Mental Health Division 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:	$809,000
Financing:	809,000
Net County Cost:	0
Funding Sources:	
Transfer to Probation 100.0%	$809,000

Health Services
Health and Human Services

Conservatorship/Guardianship

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	2,935,134	3,427,000	3,409,000	3,409,000	0
Services And Supplies	1,067,369	950,500	1,051,000	1,051,000	0
Expenditure Transfers	33,147	37,000	41,000	41,000	0
Expense Total	**4,035,650**	**4,414,500**	**4,501,000**	**4,501,000**	**0**
Revenue					
Other Local Revenue	244,586	60,000	107,000	107,000	0
State Assistance	265,934	702,500	742,000	742,000	0
Revenue Total	**510,519**	**762,500**	**849,000**	**849,000**	**0**
Net County Cost (NCC):	**3,525,131**	**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%	78%	76%	76%	
% Change in Total Exp		9%	2%	0%	
% Change in Total Rev		49%	11%	0%	
% Change in NCC		4%	(0%)	0%	
Compensation Information					
Permanent Salaries	1,802,465	2,048,201	2,055,516	2,055,516	0
Temporary Salaries	36,016	40,920	35,624	35,624	0
Permanent Overtime	7,109	7,393	5,266	5,266	0
Deferred Comp	27,634	36,240	39,060	39,060	0
Comp & SDI Recoveries	(16,241)	0	0	0	0
FICA/Medicare	138,142	156,688	159,649	159,649	0
Ret Exp-Pre 97 Retirees	4,796	5,453	4,619	4,619	0
Retirement Expense	496,806	581,133	564,226	564,226	0
Employee Group Insurance	271,733	370,518	387,872	387,872	0
Retiree Health Insurance	93,440	104,286	125,598	125,598	0
OPEB Pre-Pay	47,032	45,855	0	0	0
Unemployment Insurance	2,024	4,096	4,269	4,269	0
Workers Comp Insurance	24,177	26,217	27,301	27,301	0

Description: Manages 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. Acts as rep-payee for conserved clients whose cases are managed by the Mental Health 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:

1. ***Probate Conservatorship*:** Generally initiated when a patient who lacks capacity has no one else who is qualified and willing to act on his/her behalf to make medical/treatment decisions. Probate Conservators assist to ensure the patient's basic needs are met. These include physical health, food, clothing, and shelter/housing. If a patient has an estate, the Probate Conservator helps to manage his/her financial resources and resist fraud or undue influence.

2. ***LPS Conservatorship*:** Specifically designed for a mentally ill patient who is deemed gravely disabled due to their 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 inpatient 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 the interview with the patient and family if there is identified family involvement.

3. ***Payee Services:*** As a Public Guardian entity recognized by the Social Security 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 Budget is based on an average caseload of 902 clients per month.

Impact: The Recommended Budget maintains the current level of services.

Conservatorship/Guardianship Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$4,501,000
Financing:		849,000
Net County Cost:		3,652,000
Funding Sources:		
State	16.5%	$742,000
Local	2.4%	107,000
General Fund	81.1%	3,652,000
FTE: 25.0		

Health Services
Health and Human Services

California Children's Services

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	9,926,856	11,237,000	11,896,000	11,896,000	0
Services And Supplies	1,563,954	1,484,000	1,411,000	1,411,000	0
Expense Total	**11,490,810**	**12,721,000**	**13,307,000**	**13,307,000**	**0**
Revenue					
Other Local Revenue	117,184	402,000	477,000	477,000	0
State Assistance	9,300,462	9,881,000	10,392,000	10,392,000	0
Revenue Total	**9,417,646**	**10,283,000**	**10,869,000**	**10,869,000**	**0**
Net County Cost (NCC):	**2,073,164**	**2,438,000**	**2,438,000**	**2,438,000**	**0**
Allocated Positions (FTE)	**67.5**	**67.5**	**68.2**	**68.2**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	86%	88%	89%	89%	
% Change in Total Exp		11%	5%	0%	
% Change in Total Rev		9%	6%	0%	
% Change in NCC		18%	0%	0%	
Compensation Information					
Permanent Salaries	6,042,929	6,714,801	7,273,000	7,273,000	0
Temporary Salaries	7,381	272,688	273,000	273,000	0
Permanent Overtime	164	1,872	1,900	1,900	0
Deferred Comp	55,389	66,622	88,400	88,400	0
Hrly Physician Salaries	34,560	0	33,000	33,000	0
Perm Physicians Salaries	212,458	210,773	248,000	248,000	0
Perm Phys Addnl Duty Pay	0	0	4,800	4,800	0
Comp & SDI Recoveries	(4,456)	0	0	0	0
FICA/Medicare	456,403	513,609	537,000	537,000	0
Ret Exp-Pre 97 Retirees	17,224	16,644	16,400	16,400	0
Retirement Expense	1,831,208	2,021,433	1,808,000	1,808,000	0
Employee Group Insurance	849,193	983,022	1,110,000	1,110,000	0
Retiree Health Insurance	242,887	236,988	383,000	383,000	0
OPEB Pre-Pay	92,114	96,050	0	0	0
Unemployment Insurance	6,839	13,851	15,400	15,400	0
Workers Comp Insurance	82,565	88,647	104,100	104,100	0

Description: The California Children's Services (CCS) Program arranges, directs, authorizes, and pays for medical care, equipment and rehabilitation for children, youth, and young adults under 21 years of age with CCS eligible conditions and whose families are unable to pay for all or part of their care. CCS provides case management and occupational and physical therapy for 4,002 Contra Costa children and youth with serious health care conditions. Eleven percent of these clients are covered by "Straight CCS", 13% by Medi-Cal Targeted Low Income Children's Program (TLICP), and 76% by Medi-Cal Title XIX. Case management staff helps assure clients receive the appropriate pediatric specialty care. In collaboration with community physicians, Medical Therapy Program staff provides direct rehabilitation services at five public school sites in Contra Costa County.

Workload Indicators: The Recommended Budget is based on a monthly average of 4,002 active cases, 814 of whom are in the Medical Therapy Unit, and 100 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:		$13,307,000
Financing:		10,869,000
Net County Cost:		2,438,000
Funding Sources:		
State	78.1%	$10,392,000
Local	3.6%	477,000
General Fund	18.3%	2,438,000

FTE: 68.2

Health Services
Health and Human Services

Public Administrator

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	616,185	587,000	622,000	622,000	0
Services And Supplies	209,783	89,000	82,000	82,000	0
Other Charges	51	0	0	0	0
Expense Total	**826,020**	**676,000**	**704,000**	**704,000**	**0**
Revenue					
Other Local Revenue	503,172	332,000	360,000	360,000	0
Revenue Total	**503,172**	**332,000**	**360,000**	**360,000**	**0**
Net County Cost (NCC):	**322,848**	**344,000**	**344,000**	**344,000**	**0**
Allocated Positions (FTE)	**2.0**	**4.0**	**4.0**	**4.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	75%	87%	88%	88%	
% Change in Total Exp		(18%)	4%	0%	
% Change in Total Rev		(34%)	8%	0%	
% Change in NCC		7%	0%	0%	
Compensation Information					
Permanent Salaries	392,451	347,371	404,130	404,130	0
Permanent Overtime	0	0	0	0	0
Deferred Comp	5,441	6,660	6,834	6,834	0
FICA/Medicare	28,600	26,591	29,250	29,250	0
Ret Exp-Pre 97 Retirees	856	1,012	786	786	0
Retirement Expense	108,799	102,683	115,019	115,019	0
Employee Group Insurance	56,463	77,284	51,167	51,167	0
Retiree Health Insurance	10,971	14,302	8,625	8,625	0
OPEB Pre-Pay	7,029	5,952	0	0	0
Unemployment Insurance	434	695	818	818	0
Workers Comp Insurance	5,141	4,449	5,371	5,371	0

Description: The Public Administrator program operates within the Health, Housing and Homeless Services Division and has duties distinct from the Public Guardian/Conservator program that operates 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 the following:

- Search for next-of-kin and locate all persons entitled to inherit from the estate;
- Make final arrangements for the deceased;
- Conduct thorough investigations to discover all of the decedent's assets and debts;
- Protect the decedent's property from waste, loss, or theft;
- When appropriate, petition the court for appointment as administrator of the estate and follow through with all the probate duties 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 in an amount the court determines reasonable (Prob. Code § 10801).

Workload Indicator: The Recommended Budget 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 $360,000 in estate fee revenue during FY 2022-23.

Public Administrator Summary

Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$704,000
Financing:		360,000
Net County Cost:		344,000
Funding Sources:		
Estate Fees	51.1%	$360,000
General Fund	48.9%	344,000

FTE: 4.0

Health Services
Health and Human Services

Emergency Medical Services (SB12)

Emergency Med Services Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	1,026,243	1,192,000	1,336,000	1,336,000	0
Other Charges	0	376,386	0	0	0
Expense Total	**1,026,243**	**1,568,386**	**1,336,000**	**1,336,000**	**0**
Revenue					
Other Local Revenue	1,199,175	1,192,000	1,336,000	1,336,000	0
Revenue Total	**1,199,175**	**1,192,000**	**1,336,000**	**1,336,000**	**0**
Net Fund Cost (NFC):	**(172,932)**	**376,386**	**0**	**0**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		53%	(15%)	0%	
% Change in Total Rev		(1%)	12%	0%	
% Change in NFC		(318%)	(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:		$124,616
Financing:		124,616
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	$124,616

1. Administration

Description: Provides reimbursement for county incurred cost related to Emergency Medical Services program collections and disbursements.

2. Emergency Medical Services

Description: Provides reimbursement for the county operated Emergency Medical Services Program.

Emergency Medical Services Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$190,156
Financing:		190,156
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	$190,156

3. Physicians

Description: Provides payments to physicians for emergency services provided to indigents.

Physicians Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$649,188
Financing:		649,188
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	$649,188

4. Hospitals

Description: Provides payments to hospitals for emergency room care provided to indigent patients.

Hospitals Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$280,195
Financing:		280,195
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	$280,195

5. Pediatric Trauma Centers (Richie's Fund)

Description: Provides reimbursement to physicians and hospitals for uncompensated services provided at pediatric trauma centers.

Pediatric Trauma Centers Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$91,845
Financing:		91,845
Net Fund Cost:		0
Funding Sources:		
Court Fines	100.0%	$91,845

Health Services
Health and Human Services

Ambulance Service Area- Measure H

Administered by the Health Services Department and included here for informational purposes. The Fund is part of the Special District Budget.

Ambulance Service Area EM-1 (Zones A and B)	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	1,532,824	1,952,000	2,048,000	2,048,000	0
Services And Supplies	1,368,448	5,901,554	1,452,000	1,452,000	0
Other Charges	2,101,626	1,903,000	2,154,000	2,154,000	0
Expense Total	**5,002,898**	**9,756,554**	**5,654,000**	**5,654,000**	**0**
Revenue					
Other Local Revenue	4,958,778	4,959,000	5,654,000	5,654,000	0
Revenue Total	**4,958,778**	**4,959,000**	**5,654,000**	**5,654,000**	**0**
Net Fund Cost (NFC):	**44,120**	**4,797,554**	**0**	**0**	**0**
Allocated Positions (FTE)	**9.0**	**9.0**	**9.0**	**9.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	31%	20%	36%	36%	
% Change in Total Exp		95%	(42%)	0%	
% Change in Total Rev		0%	14%	0%	
% Change in NFC		10,774%	(100%)	0%	
Compensation Information					
Permanent Salaries	1,065,475	1,407,560	1,621,523	1,621,523	0
Permanent Overtime	12,041	0	0	0	0
Deferred Comp	16,179	14,617	13,250	13,250	0
FICA/Medicare	71,896	78,492	64,300	64,300	0
Ret Exp-Pre 97 Retirees	2,599	3,463	3,335	3,335	0
Retirement Expense	268,314	300,116	232,500	232,500	0
Employee Group Insurance	81,014	111,967	99,500	99,500	0
Unemployment Insurance	1,189	2,309	1,292	1,292	0
Workers Comp Insurance	14,115	33,475	12,300	12,300	0

Description: In compliance with Title 22 for medical and quality oversight of high-performance Emergency Medical Services (EMS) Systems, this Division provides equipment, training, communications, and technologies that save lives and reduce complications associated with medical emergencies. The Division supports emergency medical dispatch, public safety and fire first responders, and paramedic services, as well as provides prehospital equipment, technology and electronic records, EMS disaster and mass casualty communications, 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 prehospital continuing education, EMT certification, paramedic accreditation, prehospital training and the administrative and levy collection costs associated with Measure H parcel levies collected with property taxes.

Impact: The Recommended Budget maintains the current service levels and reflects costs of maintaining EMS System services in compliance 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; 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:		Discretionary
Expenditures:		$170,000
Financing:		170,000
Net Fund Cost:		0
Funding Sources:		
Local	100.0%	$170,000

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; 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 the remaining incorporated and unincorporated territory of the county not included in Zone A.

Zone B Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$5,484,000
Financing:		5,484,000
Net Fund Cost:		0
Funding Sources:		
Local	100.0%	$5,484,000
FTE: 9.0		

Health Services
Health and Human Services

West Contra Costa Healthcare District

Administered by the Health Services Department and included here for informational purposes. The Fund is part of the Special District Budget.

West Contra Costa Healthcare District	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries and Benefits	0	0	0	0	0
Services And Supplies	1,354,170	1,712,000	7,683,000	7,683,000	0
Other Charges	6,707,929	5,902,000	5,734,000	5,734,000	0
Fixed Assets	0	0	0	0	0
Expenditure Transfers	0	0	0	0	0
Expense Total	**8,062,099**	**7,614,000**	**13,417,000**	**13,417,000**	**0**
Revenue					
Other Local Revenue	6,540,043	7,614,000	13,417,000	13,417,000	0
Federal Assistance	0	0	0	0	0
State Assistance	0	0	0	0	0
Revenue Total	**6,540,043**	**7,614,000**	**13,417,000**	**13,417,000**	**0**
Net Fund Cost (NFC):	**$1,522,056**	**$0**	**$0**	**$0**	**$0**
Financial Indicators					
% Change in Total Exp		(6%)	76%	0%	
% Change in Total Rev		16%	76%	0%	
% Change in NFC		(100%)	0%	0%	

Description: The West Contra Costa Healthcare District struggled financially for decades, experiencing increasing costs, declining reimbursements, and growing service demand from uninsured and underinsured populations. After emerging from bankruptcy in 2006, the District fell deeper into debt. In 2015, the District closed its hospital, Doctors Medical Center. In October 2016, the District again filed for Chapter 9 bankruptcy. The Bankruptcy court approved the District's Plan of Adjustment on January 2, 2018, allowing the District to repay certain creditors over a series of years.

To minimize the District's operating cost under the bankruptcy plan, the District needed to transition to an appointed board of directors. California Senate Bill 522 dissolved the District's existing Board and the County Board of Supervisors became the District's governing board effective January 1, 2019.

The 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.

Due to favorable market conditions, in December 2021, the District issued $44,580,000 of Refunding Revenue Bonds, Series 2021, to refund its prior bonds: Refunding Revenue Bonds, Series 2018, and Refunding Revenue Bonds, Series 2019. These bonds are secured by a first lien on parcel tax revenues approved in a special election held on June 8, 2004. Debt payments will continue until 2042 under the terms of the 2021 Bonds. The fiscal year 2022-23 budget includes $3,442,000 in debt payments.

1. Administration

Description: The West Contra Costa Healthcare District is administered by the Health Services Department. The fund is part of the Special District Budget.

West Contra Costa Healthcare District		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$9,975,000
Financing:		9,975,000
Net Fund Cost:		0
Funding Sources:		
Local	100.0%	$9,975,000

2. Debt Service: Funds debt service payments associated with $44.5 million in Refunding Revenue Bonds (Series 2021). Debt payments continue until 2042.

WCCHD Debt Service		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$3,442,000
Financing:		3,442,000
Net Fund Cost:		0
Funding Sources:		
Local	100.0%	$3,442,000

Health Services
Health and Human Services

CAO's Recommendation

The FY 2022-23 Recommended Budget funds the Health Services Department's programs at the baseline level.

The Recommended Budget includes a net county cost of $209,086,000 which consists of $117,981,000 to non-general fund programs in the Hospital Enterprise Fund I (EF I) and the Contra Costa Community Health Plan Enterprise Fund III (EF III), and $91,105,000 to various general fund programs administered by the Department.

General Fund subsidies totaling $117,981,000 are recommended for non-general fund programs. The subsidy allocations include $73,245,000 in hospital subsidy and $40,000,000 in Measure X allocation to support the ongoing operations of the Contra Costa Regional Medical Center and Health Centers in EF I, and $3,736,000 in health plan subsidy to support IHSS providers' medical and $1,000,000 in CC CARES allocations ($750,000 of which are from Measure X) are included in EF III. The cumulative $40,750,000 Measure X funding is the amount authorized by the Board of Supervisors as ongoing funding for the Health Services Department beginning FY 2022-23. The continued reliance on general fund support to the county hospital and clinic system impacts the county's resources and ability to provide funding increases to other county departments.

The $91,105,000 recommended county contribution to general fund programs administered by the Department is approximately 44 percent of the Department's county cost. Of this contribution, $74,612,000, approximately 88 percent, support Detention Health, Public Health, and Mental Health division services. The Recommended Budget includes a general fund increase of $5,440,000 in the Detention Health Division to support the augmentation of staffing within the adult detention facilities.

The Department's current year budget includes one-time Measure X allocations totaling $93,450,000, most of which include multi-year capital projects.

The Department recently added 64 FTEs to support the initial staffing needs of the A3 (Anyone, Anywhere, Anytime) Community Crisis Initiative. Though the Department does not anticipate filling all positions immediately, this staffing augmentation will require close monitoring due to the ongoing Measure X allocation of $20,000,000 to support the A3 Community Crisis Initiative not being allocated until FY 2023-24.

The Recommended Budget includes additional AB 109 funding for 3.0 FTE mental health clinicians for the expansion of the County's Mental Health Evaluation Teams. The program expansion will be a partnership between Behavioral Health Division and the Sheriff's Office. Additionally, Contra Costa Health Plan's baseline includes 75.0 new FTEs for the implementation of Enhanced Care Management, a new statewide Medi-Cal benefit and component of the California Advancing and Innovating Medi-Cal (CalAIM) Initiative.

Additionally, the Department's current year budget includes County American Rescue Plan Act (ARPA) allocations totaling $112,029,451. The Recommended Budget assumes a $53,000,000 allocation from the second ARPA tranche, as directed by the Board of Supervisors at their January 25, 2022 meeting, and $30,000,000 of current year ARPA revenues. The total $83,000,000 in ARPA revenues will support the Department's continued COVID-19 operations, which include funding for approximately 83 FTEs.

The Recommended Budget also assumes COVID-19 related "cascading" revenue streams such as Medicare, Medi-Cal, and other state and federal emergency funding will offset a portion of FY 2022-23 COVID-19 operations. Due to the uncertainty of the long-term availability of COVID-19 related revenues, monitoring of the Department's COVID-19 expenditures tied to future fiscal years will be necessary. The County Administrator's Office will continue to work closely with the Department as it develops a long-term COVID-19 and other communicable disease prevention, detection, and response operations strategy to ensure fiscal viability.

2021-22 Performance Measurement

The following outcomes represent a mid-year report of the progress made toward reaching the goals identified in the 2020-21 recommended budget.

Hospital and Ambulatory Care Centers

Goal: Development and tracking of quality and safety measures as outlined in pay-for-performance funding, 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 also fully accredited by Joint Commission in 2020.

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: While DHCS is currently negotiating with CMS to provide alternate targets due to the impact of COVID-19 on California public health care systems, CCRMC and Health Centers successfully met QIP pay-for-performance goals in calendar year 2021 and will realize all allocated funding.

Goal: Initiate specialty care redesign to improve access for patients and meet benchmark and outcome metrics consistent with PRIME Medicaid waiver.

Outcome: Specialty care eConsults and telehealth have been invaluable conduits in providing non-face-to-face specialty care during the COVID-19 health emergency. Consult modality in the form of retinal photo screening for diabetic and hypertensive patients is one example. The Division has continued the work of closing "care gaps" in specialty clinics as well as in primary care but unfortunately, further improvements in specialty care areas have been constrained due to the COVID-19 pandemic.

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: The Division has hired 11 behaviorists who are integrated into the existing ambulatory care clinics, replacing a long-term contract with the Wright Institute. They can see patients with pre-booked appointments as well as take warm hand offs from primary care providers in their clinic site. Further, the Division has partnered with the Behavioral Health psychiatry department which is now able to see mild to moderate patients in pre-booked psychiatry slots for medication management and aid with diagnosis and treatment. The wait for both behavioral health treatment and psychiatry visits is less than seven days.

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: In response to the COVID-19 pandemic CCRMC ambulatory centers have had to rapidly improvise the type and structure of care delivery to meet patient needs and provide a safe space for all. Universal screening of all persons entering any ambulatory site was deployed. Tents were utilized in the three major health centers to provide testing and vaccinations for patients and the community at large. Temporary respiratory clinics were opened in all the health centers, separate from other patient care areas, with HEPA filters and full PPE for staff to evaluate any patient with a respiratory complaint or COVID-19 symptoms.

Health Services
Health and Human Services

Between COVID-19 surges and during the most recent, teams resumed well-child care, perinatal care, cancer screening, diabetes care and other improvement work to ensure previous strides in care were uninterrupted.

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. Interdisciplinary discharge rounds on the floor, physician led discharge instructions at the patient's bedside, and patient/nurse teach-back on medication instructions ensure the safe transition to home and reduces potential rehospitalizations. State Bill 1152 requirements that support 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: 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 improve patient health outcomes.

Outcome: Collaboration between the Public Health Whole Person Care (WPC) project team and PRIME complex care management team in previous years resulted in greater care coordination for both populations regardless of fluctuating insurance status and program eligibility. Leveraging the electronic health record (EHR) system for shared documentation between the divisions continues to improve care coordination resulting in reduced ambulatory sensitive admissions, or admissions that could have been avoided by providing care in an outpatient setting. Continued partnership with inpatient services helps to identify those with long-term care needs after discharge and coordinates with Detention to identify those at risk before release to the community.

Goal: Integrate newly funded telehealth care delivery, begun during the COVID-19 health emergency, into standard ambulatory care practice.

Outcome: Telehealth care delivery, utilized to a lesser degree as COVID-19 vaccinations have become widespread, has found a long-term niche as vulnerable and transportation-limited patients have expressed satisfaction with the care-appropriate option. At their height, video visits comprised 9.85% of total visits but have leveled off to 5.97%. Audio-only visits peaked at 31.02% overall and have stabilized at 19.12%.

Goal: Implement and/or improve healthcare equity following CalAIM guidelines. This means advocating for the Department's health equity vision into its strategic plan, educating key leadership groups, establishing health disparity data definitions and equity measurement strategy and incorporating a disparities and equity lens into the Patient Safety and Performance Improvement Committee body of work.

Outcome: While COVID-19 impacted the ability to meet all equity goals this year, the research on vaccination equity informed patient attitudes toward vaccination hesitancy. Additionally, proactive outreach to faith-based communities, local communities and word of mouth for walkup sites allowed the Department to provide greater access to those with transportation and other barriers.

Goal: Enhance the HSD Wellness Program to address the psychological toll of the COVID-19 crisis on health care providers in accordance with The Joint Commission's Quick Safety Issue #54 recommendations.

Outcome: Early in the COVID-19 pandemic, HSD recognized the potential long-term physical and psychological toll that health care staff would experience during the public health emergency. Mental and physical health resources and recommendations were pushed to the department via regular all-staff emails.

Weekly COVID-19 email updates have kept staff informed of policy and practices and regular live calls with the hospital medical director created a question-and-answer outlet to reduce anxiety among staff.

Goal: Remain current with best practices for clinical care, testing, and vaccination in all areas related to COVID-19. Many resources must be deployed to minimize transmission, to care for the afflicted, and to work on strategies for prevalence reduction. This impacts hospital care delivery, ambulatory care delivery, laboratory services, ancillary services, contact tracing, employee wellness and staffing.

Outcome: CCRMC and Health Centers followed all Centers for Disease Control and California Department of Healthcare Services COVID-19 guidelines for vaccination and testing and workforce and patient isolation. Communication to staff and patients regarding best practices on minimizing infection spread was pushed via multiple outlets. Outdoor testing and vaccination sites were set up at multiple clinic locations with resources deployed and redeployed as the health emergency changed. CCRMC completed all local, state, and federal reporting requirements for COVID-19 emergency operations. Administration, with the assistance of the command center, strategized regularly to support front-line staff, mitigate burnout, and ensure alternate resources were available when supply chain sources slowed.

Contra Costa Health Plan

Administration

Goal: Incorporate the CAL AIM initiatives for the enhanced Care Management and In Lieu of Services (ILOS) into the appropriate Managed Care Plan (MCP) Program designing an infrastructure to capture the new program enhancements. Building a provider network with Community Based Organizations (CBOs) and ensuring CBOs that service ethnically diverse populations are targeted to ensure health disparities among African American and Latino communities are given a priority to care.

Outcome: Successfully identified Public Health (PH) & Behavior Health (BH) as Enhanced Care Management (ECM) & Community Supports (CS) providers who support people of color through PH & BH experience in dealing with an ethnically, culturally diverse population. The CBOs contracted have long term history serving ethnically diverse members in this county. Project Open Hand and Urban Tilth have a reputation in the community serving the needs of people of color.

Goal: Restructure CCHP's Staff Model to ensure Program Managers are hired for the Clinical Operations. Hiring a Project Manager will ensure staff have experiences working with ethnically diverse programs like the Perinatal Programs and Cancer Screening Program in support of CCHP's diverse membership.

Outcome: Five Project Managers were hired to support a more diverse background and knowledge base. Additionally, the managers hired reflect the membership's diversity membership.

Goal: Ensure that all critical leadership positions are fully staffed. These include a Quality Director, Claims Manager and Utilization Management (UM) Manager.

Outcome: CCHP hired the Quality Director in June 2021. A UM Manager was promoted from within and a Claims Manager was recently hired.

Goal: Design a Behavioral Health (BH) Unit that manages the Low to Moderate Behavioral Health Services with oversight of the Memorandum of Understanding (MOU) with county Behavioral Health and manage the Behavioral Health Integration Pilot ensuring the milestones for the four community Federally Qualified Health Centers (FQHC) are met quarterly. Integrate the Autism Program from Case Management to the new Behavioral Health Unit.

Outcome: Behavioral Health's new BH unit went live in March 2021. An open house was held via Zoom for stakeholders. One major benefit that was transferred to this unit is the Autism Program. BH hired a Medical Consultant

and a Licensed Clinical Social Worker to manage this benefit unit.

Goal: Provide Professional Development for the leadership teams and train all staff on the CCHP Journey to Excellence. Survey the CCHP Staff twice annually. Develop an action plan to solve staff issues. Enhance communications to staff during the COVID-19 pandemic. Perform three Town Hall Meetings with the Chief Executive Office, Chief Medical Officer and Chief Operations Officer.

Outcome: CCHP's Chief Operations Officer performed two trainings on the Journey of Excellence for all managers. Additionally, CCHP hosted an All Staff meeting in December 2020 and April 2021, and a special Town Hall meeting with the CEO, CMO, and COO. Additionally, the CEO sent a video message to the staff to stay connected and to provide operational updates.

Goal: Select and implement a new clearing house vendor to improve the adjudication of claims from the Community Provider Network.

Outcome: The Request for Proposal for the new clearing house started in Q3 of 2021. In Q4, CCHP launched Availity as the new clearing house.

Goal: Improve the Benefit Design Engine. Facilitate the work with the Health Services Department (HSD) IT and CCHP's COO.

Outcome: CCHP's COO started the evaluation process with HSD IT and Epic. It is now one of the top three IT projects for 2022-2023.

Goal: All regulatory requirements from the Department of Health Care Services (DHCS), Department of Managed Health Care (DMHC) and Center for Medicare and Medicaid Services (CMS) will be met within the timeframes specified for Medi-Cal Managed Care. CCHP's units will work in regulatory areas that were cited in the DHCS 2020 Audit. Below are the areas for measurement:

- Create a strong oversight of all MOUs within HSD to include Behavioral Health, California Children's Services (CCS), Contra Costa Regional Medical Center (CCRMC), and Public Health. In addition, ensure training of providers in all delegated Independent Physician Associations (IPA) to include Children First Medical Group (CFMG) which is associated with UCSF and Stanford are compliant with regulatory requirements Sponsor bi-annual meeting with all delegates for MCP members.
- Initial Health Assessment (IHA) tracking to ensure members are seen within 120 days.
- Activate using Telehealth for IHAs.

Outcome: CCHP CEO reviewed all Memorandum of Understanding between Public Health, Behavioral Health, CCRMC and Sutter Health Delivery System. All divisions were met with and outlined the expectations of the MOU. CCHP met every other month with BH and quarterly with Sutter Health Delivery System. All the providers like IPA, CFMG, UCSF, and Stanford met and were hosted by the Provider Relations Director, Chief Medical Officer, and Chief Executive Officer.

County Employees and Commercial Product

Goal: Use Telehealth Urgent Care Services to reduce ER cost: Identify commercial members who consistently go to ER for care. Provide a network of Urgent Care Centers where members will not have to leave home and face the cost of expensive ER visits and can shelter in place during the COVID-19 pandemic.

Outcome: Advice Nurses were given the updated Telehealth providers to steer members to Telemedicine as an option. Telehealth is a permanent category in the provider network that gives members an option to leverage technology.

Goal: Use the Pharmacy Formulary and expand usage of generic drugs: Oversight for formulary to ensure Pharmacy Benefit Manager (PBM) only approves generic drugs. Use special tracking of specialty drugs that can be administered by Primary Care Physicians (PCP) vs Hospitals to reduce costs.

Outcome: The Pharmacy Formulary continued to be optimized in FY 2021-2022, CCHP Pharmacy Department drives formulary

optimization and cost savings through both clinical and financial considerations.

Goal: Special outreach campaigns to Employees that select Plan A: Stress stressing the importance of staying within their assigned networks to control cost.

Outcome: A member orientation will be offered to all existing members, and subsequently all new members on a monthly basis by the end of March 2022.

Goal: Enrollment in Care Management – All employees with chronic conditions such as Asthma and Diabetes to assist with navigating health delivery system and avoiding ER visits and inpatient stays.

Outcome: CCHP assigned a Disease Management nurse to Case Management to assist with training Case Managers (CM) on diabetes to increase their clinical knowledge. Additionally, an Asthma Management program was launched through a collaboration with Public Health. CCHP assigned a nurse from the Quality Department to work with the Asthma Outreach worker that made outreach phone calls vs. visits due to the pandemic.

Goal: Enrolling county Employees with End-Stage-Renal-Diseases (ESRD): member who is eligible for Medicare Part A due to ESRD. Medicare would be the primary insurer.

Outcome: CCHP contracted with Pacific Disability to do outreach to dialysis members who were eligible for Medicare Part A due to the End Stage Renal Disease Program. Starting in November 2021, eleven names were submitted nine of whom qualified to have Medicare as the primary insurance, and CCHP as secondary. This greatly benefited the member to have more expanded services.

Equity and Health Disparities

Goal: Equity and Health Disparity Program: Implement a program that reviews the equity and health disparity gaps in all programs. CCHP's Quality Program will include an assessment in the quarterly meetings.

Outcome: The results of CCHP's HEDIS scores revealed a disparity around Asthma for African Americans. The Asthma Outreach program helped to monitor the progress of the outreach. HEDIS scores for 2021 will be reviewed for improvements in Diabetes and Immunization

Goal: Sponsor a Shared Vision Symposium with CCRMC on Health Care Disparity and identify measurable interventions within the delivery systems for CCHP Quality Programs

Outcome: HSD hired a Chief Equity Officer for all departments to include CCRMC. Therefore, its vision has aligned with the HSD Equity goals. CCHP has collaborated with other Managed Care Plans (MCP) to benchmark from their experience. CCHP is designing its Equity influence throughout all Quality programs.

Goal: Collaborate with the Community Provider Network Safety Net Providers (4 FQHCs) to measure the equity oversight and healthcare disparities that they are addressing with the CCHP membership assigned.

Outcome: Developed and implemented the COVID-19 Primary Care Vaccination Program (CPIP) with the Community Provider Network (CPN) providers. All four FQHCs are participating and will receive incentives for improving the vaccination gap among their Medi-Cal patients and county wide rates. Also partnered with three of the FQHCs on improving breast cancer screening and flu and COVID-19 vaccinations.

Goal: Create an Annual Report Card that identifies interventions on health care disparity in several key programs: Perinatal, Cancer Screening, Early and Periodic Screening, Diagnostic and Treatment (EPSDT) Services and target the results for the African American and Latino communities

Outcome: Developed and presented to the Joint Conference Committee (JCC) the Population Needs Assessment which consists of data on the County's population and identification of where disparities exist.

Stratified HEDIS data by ethnicity and race for the HEDIS statewide measures; Quality will present the data to the Quality Council and JCC in March 2022.

Implemented projects in the following two areas where disparities exist, based on the prior year's Population Needs Assessment: 1) Improving Well Visits for 3 to 6-year-old African American children and 2) Diabetes intervention for members with poor A1c control and obesity.

Goal: Request an Equity and Health Disparities report from Kaiser on their plan for the CCHP members assigned. At two Joint Operations Meetings (JOMs) discuss these interventions.

Outcome: At the December 2021 Joint Operation meeting, an update from Kaiser was requested. Efforts will continue to pursue the report in 2022.

Goal: Recruit CCHP members from the African American and Latino communities to the Managed Care Commission to have a voice in programs around health disparity and equity. Add four new members to MCC.

Outcome: CCHP's Marketing Team was able to recruit diverse members for its Managed Care Commission. The new members were directed to the County Clerk's Office to complete an application to become permanent members of the Managed Care Commission (MCC), and provide diverse perspectives.

Advice Nurse

Goal: Integrate MCP Program into the Advice Nurse operations. Capture member calls that identify whether they have a chronic disease and their ethnic background to ensure health disparities are tracked and members are enrolled into Case Management.

Outcome: The Advice Nurses participated in the Joint Operations Meetings both with Sutter and John Muir to showcase CCHP's 24/7 operations. During the pandemic the Advice Nurses became one of three Member Outreach Call Centers to get CCHP members vaccinated. Advice Nurse did over 4,000 outreach calls. Their contribution with the 24/7 hours proved to be powerful in the County's operations. Also, Advice Nurses were included during two auditing session from DHCS and DMHC to learn more about being part of an integrated system. CCHP's Quality HEDIS scores defines its ethnic communities with traditional heath disparities, The Advice Nurse unit sent referrals to the Case Management Department for services.

Goal: Identify the calls that are incoming based on zip codes to perform a trend analysis on what health needs are urgent so that outreach and marketing can work with those communities.

Outcome: Goal not met due to other IT priorities. A system is required to capture the zip codes and do a trend analysis based on zip codes. This goal will continue into 2022 and CCHP will seek another source to capture this information other than zip codes.

Goal: Assist in tracking which members are going to the Emergency Room to ensure they are followed up by the Care Management Team.

Outcome: During 4th quarter of 2021 1,152 members who called the AN unit were referred to ER for care. The ER referral report will be sent to Case Management Unit on a quarterly basis for evaluation and follow up.

Analysis & Reporting

Goal: Analysis and Reporting (A&R) will manage all data reports required to manage the operations. Collaborate with HSD IT to develop standard TAP Reports.

Outcome: Not completed due to lack of resources. This will be one of the goals for FY 2022-2023.

Goal: Run two campaigns annually to get providers to bill electronically using the 835/837 Electronic Data Interchange (EDI).

Outcome: Several successful campaigns were run with great success from the larger delivery system and large provider groups.

Goal: Develop and execute a training plan to develop the staff into Data Reporting Analyst.

Facilitating a consultation with a Medical Informatic consultant to help transform the A&R staff.

Outcome: Three staff were sent to complete the Epic training.

Case Management

Goal: Ensure all Care Management (CM) Staff are trained and using Compass Rose IT platform.

Outcome: All members of the Care Management team were trained on Compass Rose IT platform. This new platform was challenging, and a refresher training was provided for the CM team. Additionally, a Project Manager was assigned to the Compass Rose IT Platform committee to assist the staff with technical questions and serve as the liaison.

Goal: Seniors and Persons with Disabilities (SPD) populations members have annual Health Risk Assessment (HRA)

Outcome: CCHP performed a special project and sent over 20,000 annual assessments to the SPD population. Televox was used to send reminders to SPD members. A tracking system to better manage the annual re-evaluation for SPD members is currently being utilized.

Goal: Oversight of the HRA program to identify SPDs that must have individualized Care Plan.

Outcome: Hired a new Program Manager, a LCSW, to oversee the program to work with the clinical team to ensure all SPDs using the clinical criteria have an individualized care plan. This information is well documented in Compass Rose, the new Care Management platform.

Goal: Transition the CM Staff from the Harris Telephone System to In-Contact.

Outcome: The CM staff is now on InContact phone system, off the Harris system. The management team can now audit calls to ensure CM practices and interventions are explained to the member to provide better CM services.

Goal: CM Director will perform quarterly audits to ensure CM goals and intervention are measured.

Outcome: The CM Director participated in Audits until May 2021. A new manager was hired and trained on reviewing CM goals and interventions.

Claims

Goal: Create an Audit Program to examine and track interest payments. Decrease interest payment where Claims Staff is accountable by 30%.

Outcome: This goal was completed.

Goal: Monthly Audits of Family Planning Claims to ensure they are paid correctly and without a Prior Authorization.

Outcome: This goal was completed. Family planning claims are audited on a quarterly basis.

Compliance

Goal: Expand the Compliance Team from one person to a team of five to support the MCP with 200,000 covered lives.

Outcome: Added one Compliance staff member.

Goal: Ensure that quarterly self-audits on mock surveys are performed prior to CCHP's audit period that begins in May annually.

Outcome: This goal was completed. Reviewing quarterly self-audit results at the Compliance meeting. Currently scheduling review of Quarters 3-4 2021.

Member Services

Goal: Redesign New Member onboarding process:

- Develop new, easy to understand materials (flyer to include in new member packet, video).
- Develop presentation/orientation for new members. Deliver presentation online.
- Consolidate new member mailings.

- Submit DHCS request to use of member incentives for new member activities (PCP visit, attend new member orientation, etc.)

Outcome: An online member orientation will be offered to all Medi-Cal members, and subsequently all new members on a monthly basis by the end of February 2022. Live presentations will be offered on a quarterly basis.

Redesigned new member material will be implemented over the course of Q2 and Q3 2022.

Goal: Redesign and streamline Non-Medical Transportation (NMT) workflow.

- Continue to work with the Health Services Department (HSD) on obtaining daily data feed from RoundTrip Customer Request Management (CRM), containing all data fields necessary for audits and data validation.
- Create smart form in Epic CRM module for intake and processing of trips booked outside of RT.

Outcome: New report for RoundTrip has been created and used as part of the required monthly reporting to DHCS. Epic CRM smart form for NMT has been designed and will be implemented in early Q2 2022.

Goal: Launch health plan features for MyChart (starting with electronic ID cards)

- Develop and implement plan to advertise and enroll members in MyChart.
- Continue to assess additional health plan features to add and work with Tapestry / MyChart team to implement.

Outcome: Electronic ID card has become an active feature for all CCHP members in Q4 2021.

MyChart steering committee lead and Tapestry team have initiated meeting with Member Services/Marketing Director to begin creating a timeline for implementing additional health plan MyChart features.

Goal: Further develop infrastructure necessary for outreach to members

- Develop Marketing Plan for DHCS submission.
- Continue to develop community partners for outreach in the African American and Latino communities.
- Systematically obtain email addresses and use Constant Contact for newsletters & other notices.
- Work with HSD on finalizing an agreed upon strategy to obtain Telephone Consumer Protection Act (TCPA) consent (language used, where to document). Develop and implement plans to obtain consent from CCHP members.

Outcome: Marketing plans specific for CCHP had been placed on hold in 2021 as efforts were redirected to COVID-19 vaccine promotion. Database of partners had been developed, which includes churches in the African American and Latino communities. CCHP also began participating in the Historically Marginalized Communities Engagement Unit, which has furthered its reach with CBOs in a coordinated fashion with other HSD departments (e.g., Native American Health Center)

Member Services has been obtaining email addresses upon verification of demographics of members. However, using Constant Contact has been placed on hold, and technology solutions previously in place continue to be used as Business Intelligence (BI) staff time has been diverted to focus on COVID-19 efforts.

Additional information regarding the Telephone Consumer Protection Act (TCPA) seems to indicate that health plans may be allowed to communicate with members in a less restrictive manner, even without explicit consent. DHCS also has draft Medi-Cal application language that includes TCPA consent for health plans.

Goal: Develop programs for CCHP commercial members.

- Educate county employees in Commercial plans about costs & ways to impact costs. Continue discussions with labor unions.

- Establish wellness programs with assistance from a wellness consultant, and piloting possible solutions presented by Innovation team.

Outcome: CCHP performed an in-depth analysis on cost drivers and educated the Labor Union representatives on the rise of health care cost and premiums. CCHP attended their meetings in February, March, and April to share factual data on what is impacting the rise in premium cost. The Pharmacy Director shared pricing on expensive drugs and advised the use of generic drugs and the CCHP formulary. The cost for Plan A members getting care at CCRMC versus going into the community was also shared, as well as highlighting chronic high-cost conditions when members can be enrolled in Care Management services to avoid Emergency Room usage.

CCHP's staff hired a Health Promotions Educator to create a learning program to host classes via Zoom. Upon surveying the group, there was no interest. A program called Burn Along sponsored by the Director of Marketing was also promoted, which would have cost $1 PMPM. However, county employee membership had no interest in pursuing this idea for preventive health tips. CCHP will continue to pursue other disease preventive program and health promotion activities.

Pharmacy

Goal: Create a smooth Medi-Cal Rx transition for both members and CCHP

- Support prescribers during the transition and continue support post transition.
- Assist members during the transition.
- Educate pharmacies and providers on proper billing techniques.

Outcome: CCHP Pharmacy Department has worked with members, providers, and CCHP staff to optimize the Medi-Cal Rx transition. CCHP Pharmacy Department staff has been available to assist with claims processing issues, formulary questions, and coverage issues. CCHP has reached out to local pharmacies to educate their staff on proper procedures for Medi-Cal Rx.

Goal: Improve CCHP Pharmacy's Drug Utilization Review (DUR) program

- Increase the scope of the retrospective DUR program consistent with DHCS APL 20-020.
- Broaden the reach of both the prospective and retrospective DUR program for Commercial members.
- Create new reports to demonstrate compliance.
- Comply with educational outreach outlined in APL 20-020

Outcome: Due to the delayed start of Medi-Cal Rx from April 2021 to January 2022, this section of these goals has begun in January 2022 and will be transferred to FY 2022-2023 goals.

Goal: Support clinical programs for CCHP members

- Provide clinical and operational support for clinical programs.
- Assist other departments within CCHP on their clinical and/or educational goals.
- Strengthen the reporting and compliance for Pharmacy Dept's in house clinical goals (opioid/benzo, Hep C)

Outcome: Due to the delayed start of Medi-Cal Rx from April 2021 to January 2022, this section of these goals has begun in January 2022 and will be transferred to FY 2022-2023 goals.

Goal: Maintain appropriate pharmacy staff level for 2021

- Watch post Medi-Cal Rx workflow.
- Maintain appropriate Health Plan Authorization Representative (HPAR) staffing given the required support for members and providers.

Outcome: Currently, this goal has been met. Staff level has been appropriate for the post Medi-Cal Rx workflow.

Provider Relations

Goal: Implement new contract with Council for Affordable Quality Health Care (CAQH) for Credentialing to access their database to obtain credentialing and recredentialed applications.

Outcome: This goal was met.

Goal: Move all existing MOUs to a standard Managed Care Contract approved by the county.

Outcome: This goal was not met.

Goal: Plan Bi-Annual meeting with all delegated Provider Credentialing groups (UCSF, CFMG, Stanford, CCRMC and John Muir Physicians).

Outcome: This goal was met.

Quality

Goal: Incorporate the HEDIS process as a major operational program in CCHP. It needs to be transitioned from a seasonal process to a full-blown program that operates 365 days a year.

Outcome: CCHP established a HEDIS team that meets bi-weekly year-round and weekly during HEDIS data collection. Roles have been clearly defined for team members. Improvement projects were added to the overall Quality Work Plan where measures are performing below the Minimum Performance Level (MPL): Diabetes A1c control, well visits, and breast cancer screening.

Goal: Hire four new staff members to operate the HEDIS Program.

Outcome: None approved.

Goal: Start to build the infrastructure for population health and participate in preparation for National Committee for Quality Assurance (NCQA) look back period for accreditation starts in 2021.

Outcome: Developed the Population Management Strategy in collaboration with CCHP departments. The NCQA consultant shared the 2022 NCQA standards with CCHP impacted departments in addition to collecting documentation for 2020-2021 look back period.

Goal: Ensure the Annual Quality Plan is fully executed with measurable results by December 1, 2021.

Outcome: A Quality Program Work Plan was developed, and the evaluation of the Plan will be presented to the Quality Council in February 2022 and to the JCC in March 2022.

Utilization Management

Goal: Ensure the Prior Authorization regulatory time frame is met by recovering TAP reports monthly. Also, changes the incoming route for Prior Authorization requests. Increase usage of e-Fax to 30% and 70% of Providers will be using the Provider Portal.

Outcome: The percentage of providers using the Provider Portal has increased to approximately 50%. There has been a lag in the increase since September due to the absence of IT resources working on portal requests. The Turn-around-Time (TAT) is being met ~95% due to the redesign of the UM process.

Goal: All regulatory forms and letters will be reviewed through a QA process by the Utilization Management Team ensuring an 80% accuracy rate on the following documentation:

- Physician Certification Services Forms
- Notices of Action
- Minor Consent Forms
- Non-Emergency Medical Transportation documentation

Outcome: Physician Certification Services Forms are being reviewed, resulting in a significant improvement. CCHP is currently at approximately 80% accuracy. All Notices of Action are 100% compliant and Minor Consent forms are also at 100% compliance.

Goal: Transition the Utilization Management Provider Telephone Team to handle 50% of inquiries where providers are strongly encouraged to use the Provider Portal vs. calling the Telephone Team.

Outcome: Providers are increasing in amount on the portal; However, due to the absence of IT resources working on portal requests, the increase has stalled.

Goal: The Utilization Management Team Staff will attend quarterly trainings to ensure all staff

levels understand the change and improvements within Utilization Management and CCHP.

Outcome: This has been achieved with bi-weekly meetings and clear communication.

Goal: Creating Performance Metrics for both the Utilization Review (UR) Nurses and Health Plan Authorization Representatives (HPAR) Staff. Daily metrics are expected to ensure accountability of the staff.

Outcome: These metrics have been created and set.

Mental Health

Goal: The Division is assessing its programs and services from an equity lens, including identifying metrics to appropriately measure the current state and progress toward achieving racial equity in its services.

Outcome: This goal was partially met.

- CCBHS continued dialogue between CCBHS Reducing Health Disparities (RHD) Workgroup and CCBHS Leadership to identify methods to support equity as it relates to CCBHS and the public behavioral health system in Contra Costa.
- CCBHS added languages outside of threshold languages to the Community Program Planning Process surveys for CCBHS.
- CCBHS works with stakeholders to support community defined practices for the Asian and African American/Black communities.
- CCBHS provides training to CCBHS staff and contracted providers, based on feedback from 2020 CCBHS Workforce Survey on topics such as Racial Trauma, working with various ethnic and cultural groups, and undocumented people.
- CCBHS participates in student Loan Repayment Program provided by the California Department of Health Care Access and Information (HCAI) in prioritizing those with language capacity, lived experience, systems involvement experience, and those who are culturally responsive to better meet the identified needs of CCBHS clients and community.
- CCBHS is developing the Anyone, Anywhere, Anytime (A3) Community Crisis Response Program, a multi-disciplinary, county-wide team with diverse experiences. The initial framework is to develop a system in which anyone in Contra Costa County can access timely and appropriate behavioral health crisis services anywhere, anytime.

Goal: Continue using Objective Arts to optimize data reporting and meet compliance for monthly Child Adolescent Needs and Strengths (CANS) and Pediatric Symptom Checklist (PSC) data submission to DHCS, including integrating Objective Arts with ccLink so there is streamlined data exchange between County and contractor systems.

Outcome: Partially met. Contra Costa continues to utilize Objective Arts for CANS/PSC data submissions to DHCS on behalf of contract providers and continues to be in compliance with data submissions. For FY 2020-2021 there were 4,305 completed CANS assessments and 4,004 completed PSCs among the contracted providers. Contract providers have the ability to see assessment results for their clients in real time within the Objective Arts system. However, they do not have the ability to see assessments completed by other providers. Contra Costa is currently working to better coordinate care and build efficiencies by sending a monthly report to provider folders that they access to indicate the date of any CANS assessments completed by other Contra Costa providers for shared clients. This will reduce redundancies and help share recent/current assessment information on clients access shared providers. Contra Costa will be testing new reports with contract providers in early 2022.

Goal: Ensure County and contract providers recertify on CANS and Adult Needs and Strengths Assessment (ANSA) annually by purchasing Praed Foundation vouchers for certification.

Outcome: This goal was met. Contra Costa has contracted with Praed Foundation for required annual recertification to conduct and ANSA.

Health Services
Health and Human Services

Goal: Implement Family Urgent Response Services (FURS). SB 80 (2019) mandates county Behavioral Health, Child Welfare, and Probation Departments to implement a mobile response system for current and former foster youth. Contra Costa will build on the BHS Mobile Response Teams (MRT) to meet state requirements for FURS for the purpose of greater placement stability for youth experiencing foster care.

Outcome: This goal was completed. Contra Costa BHS and Child & Family Services completed an Interagency Services Agreement to utilize the annual state allocation for the implementation of the Family Urgent Response System to expand the contract for the Mobile Response (MRT) contract with Seneca to introduce the capability for overnight in-person response and add youth peer providers to the Mobile Response Team. Data for Mobile Response services for youth/families that meet criteria for FURS are reported to Child & Family Services.

Goal: Continue to implement Evidence Based Practices in the Children's system of Care, including Dialectical Behavior Therapy (DBT), Trauma Focused Cognitive Behavior Therapy (TF-CBT), Family Based Treatment of Eating Disorders (FBT), Child Parent Psychotherapy (CPP), and the Piers Model (early psychosis program) by providing ongoing training and consultation opportunities, ongoing development of outcome tracking, and fostering a culture of commitment to best practice models that is oriented on outcomes.

Outcome: This goal was completed. Contra Costa BHS contracted with training consultants to offer state of the art ongoing consultation and training for staff practicing Evidence-Based Practices (EBPs). The DBT consultant provided quarterly half day trainings for DBT practitioners and supported clinic-based team leads to lead weekly case consultations. The consultant for Family-based Treatment of Eating Disorders (FBT) provided case consultation in regular intervals to support clinicians with this high-risk population. In coordination with the Lead for EBPs, the regional clinics arranged that newly hired employees were trained in Trauma Focused Cognitive Behavior Therapy (TF-CBT) by California Institute for Behavioral Health Solutions (CIBHS) and that existing providers receive booster trainings. Program staff i n the program for early intervention in psychosis continues to receive trainings by trainers and consultants that are certified by the PIER institute. The EBP work group has worked with the ccLink team to include EBP metrics in its electronic health record system. Further, CCBHS contracts with community-based organizations to provide evidence-based practices, including multi-dimensional therapy for individuals with co-occurring mental health and substance use disorders, Multi-Systemic Therapy and Functional Family Therapy for youth involved with Juvenile Justice.

Goal: Continue to develop crisis continuum of care for children and youth experiencing mental health crises that includes Mobile Response Team for home/field-based crisis intervention and child/youth/family friendly alternatives for crisis stabilization when more intensive supports are required. Develop the continuum with the goal of reducing involvement of law enforcement in crisis.

Outcome: This goal was met. Contra Costa BHS expanded scope and staffing of Children's Mobile Crisis Response Team (MRT) to meet the requirements for the Family Urgent Response System and by using FURS funding allocation. Further, MRT participated in value stream mapping and rapid improvement events for the community crisis response initiative. This process has led to launching the Miles Hall Crisis Hub and the A3 (Anyone, Anywhere, Anytime) initiative, which will be further developed and implemented in the coming fiscal year. The Children's MRT will be integral in meeting the goals for the A3 program to provide differential response for mental health crises and reduce the role of law enforcement in navigating crises situations. Further, Contra Costa applied for and was awarded CHFFA grant money to build a Crisis Stabilization Unit for minors. Upon completion of the Children's Crisis Stabilization Unit (CSU) minors experiencing mental health crises will no longer be co-located with adults at Psychiatric Emergence Services (PES), which has been a long-standing request of stakeholders.

Goal: Continue to implement cross departmental Children's System of Care (CSOC) by operationalizing MOU between Child Welfare, Probation, Office of Education, Regional Center of East Bay, and Behavioral Health.

Outcome: This goal was met. Children and Family Services (CFS), Probation, Regional Center of the East Bay (RCEB), Contra Costa Office of Education (CCCOE), and Contra Costa Behavioral Health Services (CCBHS) finalized a Memorandum of Understanding, which was approved by the Department of Health and Human Services. The MoU has designed a structure whereby the executive leadership and the administrative leadership teams of the five agencies meet quarterly to address topics of mutual concern, including increased coordination between agencies, program gaps and development for Contra Costa youth, and data sharing.

Goal: Continue the implementation of EBPs in the Adult System of Care (SOC), including Cognitive Behavioral Social Skills Training (CBSST), Cognitive Behavioral Treatment for Psychosis (CBTp), Cognitive Behavioral Treatment for Depression (CBTd), Dialectical Behavior Therapy (DBT), Wellness Recovery Action Plan (WRAP), Motivational Interviewing, Seeking Safety, Multi-Family Groups. Develop "train the trainer" capacity with CBTp. Maintain a community of practice that supports professional growth and development and provides quality on-going training in best practices.

Outcome: This goal was met. Adult SOC conducted trainings in CBSST and CBTp during 2021-22 for Adult SOC staff. EBP Team Leaders are being trained as "train-the-trainer" in CBTp and leading consultation groups in Adult SOC with supervision of trainer from Stanford. CBSST continues monthly follow up consultation calls with trainer. The MHP also offers CBT for Depression/Anxiety, DBT, Seeking Safety, and WRAP as EBPs in the adult clinics. Adult SOC continues to build a community of practice**.**

Goal: Develop a data governance structure for the Adult EBPs to improve data gathering, track and evaluate outcomes, and monitor overall efficacy of EBPs.

Outcome: This goal was met. In 2021 the EBP Outcomes Workgroup continued its work of developing an EBP Governance Structure to help augment care-coordination of EBP clients, assess EBP fidelity, and to monitor the accuracy of EBP Enrollment and Outcome Measures data tracking. During 2021, the Quality Improvement/Quality Assurance (QI/QA) team and the EBP Outcomes Workgroup also began collaborating with the Business Intelligence team and the Informatics team to develop an EBP Tracking Project Charter which identified various goals and governance gaps that are both technical and operational as project aims to solve. The EBP Data Governance tool is a work-in-progress and still requires an operational governance scaffold to be developed.

Goal: Continue to train and certify adult county and CBO staff-clinicians, psychiatrists, nurses-in implementation of Adult Needs and Strengths Assessment (ANSA). Continue to work with vendor for data management system, Objective Arts, to support data gathering from contract providers. The MHP will work with Praed/Kentucky University, for technical assistance with the ongoing training of staff. The MHP will work with Chapin Hall to develop a level of care algorithm to utilize in the Adult System of Care.

Outcome: This goal was partially met. Effective December 1, 2020, the ANSA Full was implemented in the Adult SOC. To support this implementation virtual ANSA 101 trainings were developed and embedded in Relias for staff to access when needed. While Adult clinicians have been trained and certified to complete the ANSA Full, and a training was developed in ANSA Brief for Adult Psychiatrists, not all Adult psychiatrists have completed the training and certification.

Goal: Coordinate Levels of Care. An integrated health system supports clients to navigate through higher and lower levels of care as their needs change over time. Adult system will re-convene "coordinating levels of care" (CLOC) a workgroup to identify and coordinate step-down options for clients with improved outcomes including step-down through the housing continuum as well as through treatment

services. Algorithm data from ANSA will help to inform CLOC workgroup.

Outcome: This goal was partially met. Because of shifting priorities due to the COVID-19 pandemic, the CLOC workgroup did not convene. Nor did it access algorithm data from ANSA. However, the Adult SOC manager team meets at weekly Bed Review committee where step-down treatment options for clients through the housing continuum are reviewed.

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/psychiatric in-patient setting to the community.
2. Clients transitioning and stepping down from long-term psychiatric care to the community.
3. The Transition Team provides essential short term intensive case management services to individuals needing 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: This goal was met. Adult/Older Adult BH convenes a weekly multi-disciplinary "Bed Review" meeting to coordinate services for clients between settings of care, including appropriate discharge planning for short and long-term hospital and institutional stays. In 2021, Adult BH designed and implemented a new organizational format, exchanging Zoom for Microsoft Teams. The MS Teams platform allows for the outpatient teams and the hospital teams to create a master file/record of hospital admissions and discharges. This Teams site also includes other valuable information that the team members update, access, and share at any time. Other files added to the Bed Review Teams site are court referral cases, MHRC step down list, Outside Hospital list, and cases needing further discussion.

Goal: Mobile Crisis Response Team-MCRT- and the Mental Health Evaluation Team-MHET- will continue to provide crisis response to clients and families experiencing mental health crises and coordinate with system and law enforcement partners. The goal will be to reduce 5150s and PES visits and support and link clients and families to services and resources in the community.

Outcome: This goal was met. Since July 2018, MCRT has received 4,381 calls of which 44% were identified as "crisis". MCRT was dispatched to 61% of the calls identified as crisis calls. In 50% of these calls, where MCRT was able to intervene and assist, the crisis was de-escalated, and the client did not need to be 5150d to PES.

Alcohol and Other Drugs (AOD)

Goal: The Division is assessing its programs and services from an equity lens, including identifying metrics to appropriately measure the current state and progress toward achieving racial equity in its services.

Outcome: This goal will continue in FY 2022-23.

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.

Outcome: This goal will continue in FY 2022-2023 due to the pandemic and the lack of staff able dedicate time to make progress in this area.

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.

Outcome: This goal was partially accomplished and will continue in FY 2022-2023.

Goal: Develop a plan for effectively providing technical assistance to at least one community per region: west, central, and east to develop and implement an ordinance for regulation of marijuana vaping.

Outcome: This goal will continue in FY 2022-2023. Though some steps were taken in coordination with Public Health, they are still in the planning stages.

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.

Outcome: The services under this goal are provided through community-based organizations. The coalitions were impacted by the pandemic and unable to convene meetings with local residents. This goal will continue in FY 2022-23.

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, for which local data is currently being collected to further understand the local need.

Outcome: This goal was accomplished.

Goal: Continue efforts to meet after hours, weekend and holiday requirements through Optum contract at the Behavioral Health Access Line for SUD calls.

Outcome: This goal was met.

Goal: Implement Care Coordination with Outpatient levels of care.

Outcome: Two Spanish substance use groups were added in Concord and Antioch in partnership with the Family Justice Center, and the groups have been extremely successful. In addition, an internal core group of AOD staff was created to identify priorities with regards to this goal. This goal will continue.

Goal: Complete a Perinatal/Parenting and Women Strategic Plan in collaboration with community stakeholders to improve access and SUD treatment admissions.

Outcome: Collaborations have broadened with the hospital and require more work. In addition, the Division brought NIATx, which is a model for continuous quality improvement. Focus on this goal will continue in FY 2022-2023.

Goal: Increase number of admissions into SUD treatment through the multiple Quality Improvement (QI) efforts currently underway.

Outcome: In 2021-22 a project to decrease no shows for intake appointments into treatment was implemented with great success. Unfortunately, due to COVID-19 the admissions into treatment dropped significantly for reasons related to the prevention of infection control.

Goal: Pilot at least 2 projects of case management services for transitions of level of care via DMC billing with existing staff.

Outcome: This goal was met.

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.

Outcome: This goal was met.

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.

Outcome: A project is underway to increase access to medications for alcohol dependency, and in the initial stages of implementation. This goal will continue in FY 2022-2023.

Goal: Determine whether residents of West Contra Costa are utilizing the additional detoxification services made available through the increased network capacity offered by a new withdrawal management contract provider located in West County.

Outcome: This goal was not accomplished. Due to COVID-19, admission to treatment was severely impacted by infection control strategies. This goal will continue in FY 2022-2023, once services resume in a normal capacity.

Goal: Make progress in meeting state requirements for the provision of Recovery Support and Case Management services.

Outcome: AODS will continue to work towards this goal. With the implementation of CalAIM many policy changes have taken place that could potentially contribute to increase both recovery support and case management. Full implementation will not take place until the fall of 2023.

Health Housing and Homeless Programs

Goal: The Division is assessing its programs and services from an equity lens, including identifying metrics to appropriately measure the current state and progress toward achieving racial equity in its services.

Outcome: Assessment of programs and services from an equity lens completed in January 2022.

Housing and Services

Goal: Transition from Project Roomkey (PRK) ensuring that no participant transitions to unsheltered homelessness for lack of homeless system resources.

Outcome: The Best Western Concord and Premier Inn hotels sunset in June of 2021 and no participant transitioned to unsheltered homelessness for lack of system resources. Every household that exited was offered a housing resource and all but one individual or 99% exited to a stable housing destination in the month of June. Stable housing includes transitioning to another shelter or non-congregate hotel, moved in with friends and family, or into permanent housing.

Goal: Continue to operate one hotel up to one year beyond PRK and FEMA disaster funding.

Outcome: H3 has continued operations at 3 hotels originally funded by FEMA and PRK.

Goal: Have East County Interim housing program fully operational.

Outcome: East County Interim Housing Program (now named Delta Landing) is operational, although it continues to be displaced while renovations continue at the original Pittsburg site

Goal: Participate in All Home and Living Contra Costa efforts to reduce the number of unsheltered homeless individuals in Contra Costa County

Outcome: All Home Resource Model for Contra Costa finalized December 2021. Priority planning of resource needs to reduce unsheltered homelessness is ongoing with the Plan for Accelerating Transformative Housing (PATH) Committee taking the lead.

Goal: Align with local jurisdictions and All Home to leverage and ensure equitable distribution of rental assistance dollars. Expand homelessness prevention efforts and funding.

Outcome: Rental assistance dollars were administered through community-based agencies. H3 committed to ongoing systems alignment.

Goal: Monitor the continued development of up to 50 micro-housing units in West County with accompanying on-site support services.

Outcome: Project anticipated to break ground with funding in place fall 2022.

Goal: Sustain Rapid Re-housing services to transition age youth across the county.

Outcome: Contra Costa County received new funding through the California Department of Social Services (CDSS) for the Housing Navigation Program (HNP) to fund programming to support the rapid exit of transitional age youth (TAY) ages 18-21 into permanent housing. This funding was used to help sustain the Rapid-Re-housing program for TAY through June of 2022.

In January 2020, a new Rapid Re-housing program specifically serving youth ages 18-24 was established and has successfully housed 32 youth in calendar year 2021.

Planning/Policy/Systems Development

Goal: Expand the hotel pilot to create and implement a system-wide inventory and assignment of available shelter for individuals and families experiencing homelessness.

Outcome: Due to COVID-19, the system of care shifted from traditional shelters to hotel housing which enabled the Division to create a system wide inventory including the ability to assign resources to qualifying individuals.

Goal: Conduct a pandemic impact unsheltered Point in Time count (homeless census) to enumerate the number of men, women, and children living outside in encampments.

Outcome: Per federal guidance, all Point in Time (PIT) counts were on hold in 2021 due to COVID-19 concerns. Planning efforts to implement a 2022 unsheltered PIT count are underway.

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.

Outcome: Due to COVID-19 the project was delayed. The Health Equity project resumed in Winter 2021 with goals to develop, pilot, and launch revised intake and triage tools; improve monitoring tools and processes; improve consumer engagement; develop interactive and integrated systems mapping of homeless resources and evaluate the success and utility of the housing assessment tool (VI-SPDAT).

Data/Evaluation

Goal: Develop and publish data dashboards on homelessness in Contra Costa using integrated data from the Homeless Management Information System (HMIS) including racial equity measures.

Outcome: Dashboards illustrating H3’s response to the COVID-19 pandemic are available to the public online including COVID-19 positivity rates by key demographics, hotel placements and occupancy rates.

Goal: Update system performance measures to reflect redesigned coordinated entry services and additional program interventions added to the continuum of care.

Outcome: The goal was delayed due to COVID-19. The data team is working with an improvement team to develop measures in the upcoming fiscal year.

Public Health

Administration

Goal: The Division is assessing its programs and services from an equity lens, including identifying metrics to appropriately measure the current state and progress toward achieving racial equity in its services.

Outcome: The Division began the process of Public Health accreditation after a lapse in planning due to COVID-19. The process includes a community health assessment and review of program metrics. The accreditation process will involve community engagement and input from the many diverse communities across the county.

Goal: Coordinate all case management programs into a singled shared platform via the electronic health record to keep one

comprehensive care plan per patient accessible to the HSD care team providers.

Outcome: The Division is adopting a single shared documentation platform for case management programs, The platform is called Compass Rose and is embedded into the department wide EHR, Epic. The Public Health Nursing pools, Health Care for the Homeless, Reducing Health Disparities and the Enhanced Care Management (Community Connect) teams are currently using this new platform, with other Public Health programs transitioning in the next year.

Goal: The Tobacco Prevention Program will provide technical assistance to at least two jurisdictions in Contra Costa County to adopt or strengthen either a Tobacco Retail License policy and/or Smoke-free Multiunit Housing policy. Achieving this goal will be contingent upon the impact that COVID-19 has had on local jurisdictions who previously prioritized tobacco policy change for their cities in 2021.

Outcome: The Tobacco Prevention Program has continued to provide technical assistance to two East Contra Costa cities (Antioch and Pittsburg) on Tobacco Retail License (TRL) policies, but these policies have not yet passed as COVID-19 required this jurisdiction to reprioritize their policy focus. However, it is expected that both cities will pass a TRL in early 2022. This goal will be carried over to FY 2022-2023.

Reducing Health Disparities

Goal: 100% increase in capturing all Social Determinants of Health (SDOH) data into the new Coordinated Care Management System (EPIC-SDOH).

Outcome: As a result of capturing SDOH data - 2 SDOH issues: lack of Health Access and Food Insecurity, will be addressed and resolved for 75% percent of the clients/patients enrolled in Health Navigation.

AIDS/HIV

Goal: Create and implement a provider education and detailing program to increase Countywide coordination of syphilis detection and treatment, specifically among reproductive-aged and pregnant women. This project will include efforts to provide feedback regarding missed screening and treatment opportunities and clinical case reviews of each congenital syphilis and syphilitic stillbirth case. This project will be focused on care coordination in County jails, Emergency Departments, and other nontraditional care settings.

Outcome: The STD Program has convened a focused working group consisting of STD Program staff, the County STD Controller, and other relevant team members to identify candidates for targeted outreach and intervention services. Provider detailing has been delayed due to changes in clinic structuring around the COVID-19 pandemic but is expected to commence in early 2022.

Goal: Expand the HOME is where the SWAB is (HIWSI) program by developing a referral mechanism for Positive Health Providers to refer their patients for gonorrhea and chlamydia screening in the privacy of their own homes. This expansion will include training additional home-testing staff and increasing social media messaging in collaboration with community partner agencies.

Outcome: In FY 2020-2021, a referral mechanism was successfully created for Positive Health Providers to refer their client to HOME is where the SWAB is services. Gonorrhea and chlamydia testing to positive health clients were provided in the comfort of their home. Additionally, a mechanism was developed so that providers can view the test results in the patient's medical record.

In this reporting period, the Division has been able to restart community testing at only one site due to COVID-19 social distancing protocols. Rapid HIV and gonorrhea and chlamydia testing were offered at the Rainbow Community Center. The testing process was completely contactless and included self-swabbing procedures for clients to collect their own samples for processing. All risk reduction counseling and results were offered to clients over the phone during the testing process.

Women, Infants, and Children (WIC) Program

Goal: Add a virtual counseling platform option to WIC service to educate WIC participants. This platform will improve the efficiency and accessibility of the program.

Outcome: Accomplished. Implemented Doxy.me platform at WIC. Now, WIC participants have the option of virtual videoconferencing.

California Children's Services (CCS)

Goal: The Division is assessing its programs and services from an equity lens, including identifying metrics to appropriately measure the current state and progress toward achieving racial equity in its services.

Outcome: California Children's Services (CCS) did not meet this goal as staff resources were diverted to the COVID-19 response and pandemic efforts.

Goal: Achieve a conversion from paper platform to an electronic health record platform to increase efficiency of the department workflow and real time processing.

Outcome: California Children's Services (CCS) did not meet this goal as staff resources were diverted to the COVID-19 response and pandemic efforts.

Public Administrator

Goal: The Division is assessing its programs and services from an equity lens, including identifying metrics to appropriately measure the current state and progress toward achieving racial equity in its services.

Outcome: This goal is in progress.

Goal: In order to manage cases more efficiently and effectively, continue transition to a paper-light office by: (1) continuing to convert historic paper documents to electronic format; and (2) implementing protocols for digitizing new documents received by office.

Outcome: This goal is in progress.

Goal: Hire and train 1 new Public Administrator's Program Assistant

Outcome: This goal is in progress.

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.

Outcome: This goal is in progress. Public Administrator staff participate in monthly video conferences moderated by the Executive Director of the California State Association of PA|PG|PC. The monthly video conferences provide a forum in which Association members can discuss policies and strategies and in which members can share their knowledge and experience.

Environmental Health

Goal: The Division is assessing its programs and services from an equity lens, including identifying metrics to appropriately measure the current state and progress toward achieving racial equity in its services.

Outcome: Created an online customer service satisfaction survey implemented in 11 languages. Survey link is attached to inspection reports for easy access by permittees. The operators rated the inspector on the following aspects:

- Inspector identified self in courteous and professional manner.
- Inspector clearly communicated the violations and how to correct them.
- Inspection report is user friendly, easy to read, and understand.
- If subjected to enforcement action, the inspector clearly and professionally communicated the violations and how to fix the violation.
- Inspector offered resources on how to run business and handle food in a safe manner.
- Operator confidence that own family can safely consume food or utilize services from other businesses because of Environmental Health inspections.

- Inspector offered to call a translator to help operator understand violations and how to fix them.

Many of the handouts for the Retail Food program is translated into several languages (Spanish, Chinese Simplified, Chinese Traditional, Japanese, Korean, Lao, Thai, Vietnamese).

Environmental Health is very diverse with many bilingual inspectors and administrative staff. Languages spoken include Arabic, Lao, Mandarin, Punjabi, Spanish, Tagalog, and Vietnamese.

Goal: Continue with metrics from previous year.

Outcome:
To provide maximum protection to water quality and public health through regulating activities that impact the environment.

- In 2021, processed, reviewed, and inspected the construction of 37 drinking water wells, 11 irrigation wells, 22 cathodic protection wells, 2 dewatering wells, and 142 monitoring wells.
- In 2021, processed, reviewed, and inspected 274 well destructions.
- In 2021, approved the plans and oversaw the construction of 12 conventional OWTS, 9 alternative OWTS, 2 conventional replacements, 1 alternative system replacement, 23 septic tank replacements, and 42 septic tank abandonments.
- In 2021, inspected and permitted 81 sewage pumper trucks that work for 20 permitted sewage pumper companies.
- In 2021, investigated 75 sewage leaks from lateral sewer lines and OWTS.
- In 2021, conducted stormwater program routine inspections of 90 food facilities, 2 landscaping and gardening business, 2 upholstery and carpet businesses, 13 dog kennels and 16 horse stables in the unincorporated areas of the County, looking for adequacy of stormwater runoff control.
- In 2021, followed up on 86 complaints of stormwater runoff in the unincorporated areas of the County.
- In 2021, processed 89 applications for general building plan review and 22 applications for building plan reviews for additions/remodels.

Ensure that solid and medical waste is properly treated and disposed. Ensure that recycling activities are conducted in a safe and legal manner. 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.

- In 2021, conducted monthly inspections at the permitted solid waste facilities in the LEA purview. Completed inspections at 2 active landfills, 4 transfer stations, 1 chip and grind facility, and 2 compost facilities.
- In 2021, investigated 4 illegal chipping and grinding operation complaints, 1 illegal landfill complaint, 1 illegal compost facility complaint, 24 permitted landfill complaints, 1 permitted transfer station complaint, 1 permitted composting complaint, and 3 unpermitted non-franchise hauler complaints.
- In 2021, conducted quarterly inspections at the 5 closed landfills and 7 active Enforcement Agency Notification sites in the LEA jurisdiction.
- In 2021, conducted annual inspections at 4 closed solid waste sites.
- In 2021, investigated 50 garbage complaints, 39 no garbage service complaints, 29 illegal dumping complaints, and 6 animal waste complaints.
- In 2021, conducted 338 routine inspections and 4 re-inspections of waste tire generators.
- In 2021, conducted 8 annual inspections of large quantity medical generators. Conducted 28 inspections at small quantity medical waste generators.
- In 2021, reviewed and approved 5- year permit reviews for Golden Bear transfer Station, Central Processing Facility, and Contra Costa Transfer and Recovery.
- In 2021, waste tire grant cycle (TEA-27) completed and received $97,257.

Improve food safety. Provide consistent and user-friendly information about retail food establishment inspection results. Efficiently process new plans for food facilities. Field standardize 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. 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.

- In 2021, conducted 22 routine food facility inspections at skilled nursing facilities, 11 inspections of hospital kitchens, cafeterias, and food stations, and 3 inspections at an adult health center kitchen. Investigated 4 complaints at skilled nursing facilities.
- In 2021, conducted 23 routine inspections at mobile food commissaries. Conducted 260 permitting inspections and 68 routine inspections of mobile food facilities and investigated complaints of 55 unpermitted food vendors.
- In 2021, conducted 56 inspections of food stands and farmers markets.
- In 2021, reviewed and approved the plans and inspected the construction of 76 new fixed food facilities and 65 food facility remodel/equipment changes.
- In 2021, permitted 36 cottage food operations Class B and registered 106 cottage food operations Class A.
- In 2021, conducted follow-up action to 2 state notifications of voluntary food recalls affecting 9 food facilities in the County.
- In 2021, reviewed and approved organizer applications for 100 special events with 531 temporary food facilities. Inspectors conducted inspections at 122 of these special events.
- In 2021, permitted 86 vending machines owned and operated by 3 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).
- In 2021, conducted 37 food borne illness outbreak investigations.

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.

- Director of Environmental Health is Secretary and Treasurer of CCDEH Region 2.
- Managers are members of CCDEH and participate on policy committees.
- Solid Waste Team continues to participate in the Bay Area Lead Enforcement Agency (LEA) Roundtables.
- Environmental Health Technicians and Supervising REHS collaborated with San Pablo Police Dept, Burlington Northern and the Santa Fe Railroads, Public Works, City of Richmond Fire Marshall, County Code Enforcement, CORE (Coordinated Outreach Referral, Engagement) to assist with the Brookside clean up in Richmond on December 8, 2021.
- Supervising EHS collaborates with Bay Area Safe Drug Disposal Work Group.
- Managers participate with Illegal Dumping Think Tank Committee to find solutions to illegal dumping.
- Routinely partnered with Department of Conservation and Development (DCD), District Attorney's Office (DA), County Counsel, and Sheriff's Office to address violations of the health officer order.

Ensure health and safety for users of recreational bodies of water such as public beaches, pools, spray grounds and water features. Efficiently process new plans for public pools. Post warning signs to inform communities of harmful algal blooms. Post public health advisories including domoic acid in shellfish and mercury in delta fish. Reviews permit applications and conduct routine inspections of cannabis operations.

- In 2021, conducted 1298 routine inspections of seasonal pools/spas, 319 routine inspections of year-round pools/spas, 406 re-inspections, 37 complaint investigations and 251 re-openings of pools/spas.
- In 2021, reviewed and approved the plans and inspected the construction of 9 new public pools/spas and 54 pool/spa remodels or equipment changes in 2021.

Health Services
Health and Human Services

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.

- In 2021, conducted 10-year reviews of 5 systems.
- In 2021, amended permits for 3 small water systems.
- In 2021, issued enforcement actions to 4 small water systems which had nitrate exceedance(s) or monitoring violations.
- In 2021, conducted 19 sanitary surveys of small water systems.

Ensure safety for customers of tattoo, piercings, permanent makeup, and body artists. Inspect fixed facilities at a minimum once a year, and if necessary, inspect any temporary events with tattoo piercings, permanent makeup, and body 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.

- In 2021, inspected 38 body art facilities and 81 body artist registrations were active.
- In 2021, approved 27 new body art facility applications in 2021.

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.

- In 2021, Board approved reclassification of the Environmental Health Technician to Environmental Health Investigator and created two new job classifications, Environmental Health Investigator II and Environmental Health Specialist III.

Be prepared to provide excellent EH emergency response, provide two trainings for emergency and on-call response, evaluate responsiveness of on-call inspectors, actively participate in County and departmental emergency preparedness teams and training, and actively participate in at least one disaster drill. Continue work on updating the Division's Emergency Response Binder.

- Contra Costa Environmental Health put its years of disaster/emergency preparedness and response training to real world use. Dozens of staff were deployed to assist with the HSD COVID-19 response in contact tracing, vaccinations, and enforcement of the Health Order.
- Deployed staff to assist Santa Cruz County with wildfire cleanup.

Receive and review the annual reporting as required by the Safe Drug Disposal Takeback Ordinance.

- 2020-2021 annual report from Med-Project showed 27,589.3 pounds of unwanted drugs disposed of via their kiosks.

Implement the health ordinance for cannabis. Permit and inspect retail dispensaries and edible manufacturing. Process permit applications for other allowed cannabis activities.

- In 2021, received the first application under the County's new cannabis ordinance for retail and cultivation sites.

Outreach - Improve Environmental Health enforcement outcomes and promote EH services via an effective and comprehensive outreach effort. Track outreach efforts using program management software, review content on website annually to ensure the most up to date material and valid links are available.

Environmental Health Website

- Updated and added homepages to the EH website, with the intent of making these more user-friendly for both the general public and business community.
- Added several short food-safety videos.
- Land Use website was modified to make it easier for applicants to find building plan review information. Created and posted checklists to make it easier for applicants to prepare plans in accordance with requirements in the regulations.

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.

Outcome:
- Land Use program went almost completely paperless and electronic with well permit applications, permit issuances, and finalized permits.
- Built and implemented automated time off requesting and tracking system.
- Modified the Mobile Food Facility billing process to allow permittees to pay online.

Clerical team is utilizing Microsoft teams to store all current instruction, procedures, and information. With the rotation of all clerks to the front desk, the most recent versions of instructions, procedure, and information are easily accessed and promotes consistency

Goal: Promote equity and exceptional customer service within all environmental health programs. Starting with the retail food program, to create and send a survey to all regulated business, compile and analyze responses, then strategize on steps to address any inequities and customer service needs.

Outcome:
- Online customer service satisfaction survey implemented in 11 languages. Survey link is attached to inspection reports for easy access by permittees.
- Ten training modules were provided to all staff regarding a myriad of topics: customer service, writing and communication skills, equity and professionalism, critical thinking, etc.
- Rotating all clerks for front desk duty so that all clerks get experience and are knowledgeable in all programs to provide basic information to the community.
- Created a free two-hour training course for new or prospective operators of retail food businesses to provide them information to facilitate the process for obtaining a health permit, as well as how to operate a business in a safe and sanitary manner. A recording of this training is available on the updated Retail Food home page.
- Provide food safety coloring book and pack of crayons to children who come into the office.

Goal: Promote equity within retail food plan reviews. Provide step-by-step guide on plan requirements and update website with clearer information to better assist business that may not have the resources of larger companies/businesses.

Outcome: Updated the plan review website.

Hazardous Materials

Goal: The Division is assessing its programs and services from an equity lens, including identifying metrics to appropriately measure the current state and progress toward achieving racial equity in its services.

Outcome: The Hazardous Materials Division has assigned the Hazardous Waste Reduction Manager to lead the Division's engagement in equity efforts. As of January 31, 2022, the Division has worked with the Department of Conservation and Development to provide input on the Contra Costa County General Plan – including the environmental justice component. Additionally, the Hazardous Materials Division is working with community-based organizations (Able Community Development Foundation and Asian Pacific Environmental Network) to conduct outreach to the Laotian community regarding hazardous materials education.

Goal: Perform 135 Aboveground Petroleum Storage Act Program inspections.

Outcome: As of January 28, 2022, the Health Services Department Hazardous Materials Programs (HSDHMP) performed 85 routine Aboveground Petroleum Storage Act Program inspections.

HSDHMP projects it will meet its goal of 379 routine Underground Storage Tank Program inspections in FY 2021-2022.

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 28, 2022, HSDHMP has responded to 19 hazardous materials

incidents. HSDHMP arrived on-scene within one hour of being requested to respond.

HSDHMP projects that it will meet its goal of arriving on-scene within one hour of being requested to respond to a hazardous materials incident

Goal: Perform 1,575 Hazardous Materials Business Plan Program inspections.

Outcome: As of January 28, 2022, HSDHMP has performed 655 routine Hazardous Materials Business Plan Program inspections.

Due to the addition of four (4) Hazardous Materials Specialists in January/February 2022, HSDHMP projects that it will meet its goal of 1,575 routine Hazardous Materials Business Plan Program inspections in FY 2021-2022.

Goal: Perform 1,203 Hazardous Waste Generator Program inspections.

Outcome: As of January 28, 2022, HSDHMP has performed 561 routine Hazardous Waste Generator Program inspections. Due to the addition of four (4) Hazardous Materials Specialist in January/February 2022, HSDHMP projects that it will meet its goal of 1,203 routine Hazardous Waste Generator Program inspections in FY 2021-2022.

Goal: Complete 12 California Accidental Release Prevention Program audits.

Outcome: As of January 28, 2022, HSDHMP has performed 5 routine California Accidental Release Prevention Program audits.

HSDHMP projects that it will meet its goal of 12 routine California Accidental Release Prevention Program audits in FY 2021-2022.

Goal: Perform 8 emergency response drills with facilities that are in the unannounced inspection program.

Outcome: As of January 28, 2022, HSDHMP has participated in 7 emergency response drills with facilities in the unannounced inspection program.

HSDHMP projects that it will meet its goal of 8 emergency response drills with facilities in the unannounced inspection program for FY 2021-2022.

Goal: Perform 379 Underground Storage Program Inspections.

Outcome: As of January 28, 2022, HSDHMP has performed 200 routine Underground Storage Tank Program inspections.

HSDHMP projects that it will meet its goal of 379 routine Underground Storage Tank Program inspections in FY 2021-2022.

Goal: 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. HSDHMP will continue reviewing all incidents to develop the safest way to respond to incidents.
- 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 and finalize the County's Hazardous Materials Incident Notification Policy.

Outcome: HSDHMP continues to staff the Hazardous Materials Response Team with well-trained individuals that respond safely and timely to incidents. HSDHMP continues to coordinate with fire department-based Hazardous Materials Response Teams throughout the County. The County's Hazardous Materials Incident Notification Policy has been revised and was approved by the Board of Supervisors on January 11, 2022. The revised policy will go into effect on March 14, 2022.

Goal: Perform 185 stormwater inspections under contract with Contra Costa County Public Works Department – Clean Water Program.

Outcome: As of January 28, 2022, HSDHMP has performed 53 routine stormwater inspections.

Due to the addition of four (4) Hazardous Materials Specialist in January/February 2022, HSDHMP projects that it will meet its goal of 185 routine stormwater inspections in FY 2021-2022.

Goal: The Hazardous Materials Division will be participating in the Living Contra Costa Countywide initiative.

Outcome: Due to the COVID-19 pandemic, development of the Living Contra Costa initiative was suspended.

Goal: Participate in the review of the Contra Costa General Plan update. The review and revisions will focus on drafting specific policies and actions related to environmental justice issues.

Outcome: HSDHMP reviewed and provided comments to the Department of Conservation and Development on the General Plan. As of January 28, 2022, the goal has been met.

Goal: Complete new Green Business certifications within 12 weeks of initial application. Process 56 Green Business recertifications.

Outcome: As of January 28, 2022, the Green Business Program has certified 10 businesses, with 29 in process of certification or recertification.

HSDHMP projects that it will meet its goal to process 56 Green Business recertifications in 12 weeks from initial application.

Detention Facilities Programs

Goal: The Division is assessing its programs and services from an equity lens, including identifying metrics to appropriately measure the current state and progress toward achieving racial equity in its services.

Outcome: COVID-19 Vaccine Data for patients reviewed with an equity lens and did not identify any racial and ethnic disparities. There was an inequity based on age of patients with an opportunity to increase the vaccine rates in the Detention population under the age of 25.

Goal: Continue to redesign and align Detention Health Services to provide community-level standard of care for patients and meet rigorous remedial plan metric requirements.

Outcome: Two Mental Health Monitor, one Prison Law Office (PLO), and one Medical Monitor reviews to assess compliance with the Remedial Plan Requirements were successfully completed.

Goal: Provide and monitor timely access and clinical validity and reliability of Mental Health and Nursing care as it pertains to track levels, suicide precaution levels, and the Suicide Prevention program.

Outcome: The quality improvement program was implemented in 2021 and one of the Performance Improvement Program (PIP) is on Suicide Prevention. According to the audit of this metric, full compliance was met. Ongoing monitoring of mental health and nursing care as it pertains to Track Level revealed that this goal was met.

Goal: Optimize ccLink functionality for the detention environment. Improve network/wi-fi access to allow for barcode with rover devices for medication administration, wound care documentation and clinical consultation.

Outcome: This goal was met - Completed Network/Wi-Fi functionality with improved access. The Division is still developing processes to allow barcode with rover devices for medication administration. Staff are using rover devices to capture photographs, to document wounds and dermatologic conditions which cannot be easily described. Rover devices are also used to quickly browse patient charts, as needed.

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 was met – The Wi-Fi access project was completed in 2021. Staff have access to wall-mounted I-Gel computers,

on every module and building. Staff also have access to workstations on wheels (WOWs) and laptops, for use during emergent patient care.

Goal: Develop and implement an infection control program and an expanded quality and safety program tailored for Detention Health including policy and procedure management.

Outcome: Implemented a Detention Infection Control Program as well as Quality and Safety Program e.g., Annual Quality Plan and Evaluation.

Goal: All patients with clinically significant findings will be seen by a clinician within 5 calendar days of intake.

Outcome: Policy implemented, and patients are being referred as appropriate to the clinicians. The Division is in the process of developing a measurement strategy for proof of practice

Goal: Chronic disease treatment protocols will be created ad all providers will be trained in their use. Population health program will be developed to monitor compliance.

Outcome: Developing robust clinical workflows and guidelines for providers with refresher courses and training in process. Chronic disease management is included in Physician Peer Review process.

Goal: Develop ongoing mechanism for patient/family feedback about care experience.

Outcome: Patient grievances are being addressed to resolve and close with focus on improving the patient care experience.

Goal: Create a more robust re-entry program. Coordination of care with the transition care clinics for reentry of patients to the community. Automate referral process to transitions clinic upon release for those with chronic medical or mental health issues.

Outcome: Medical Providers have met with the Re-entry Program and Transition Clinic Leaders to improve referrals and access.

Goal: Continue to work towards full implementation of Court Ordered Medications in Detention for patients Incompetent to Stand Trial and PC2603.

Outcome: The Court Ordered Medications Project in Detention was fully implemented, and this goal was achieved with great results allowing for a huge positive impact toward patients.

Goal: Revisit psychiatry opinions on 1369 process to increase clinical availability in the detention setting.

Outcome: This goal was dismissed, as psychiatrist do not have to provide opinions to the court any longer. The time saved on writing these reports is now spent with the patients in detention.

Goal: Develop reportability and accountability tools to improve quality assurance processes in specialty and outside referrals. Continue to decrease wait times for patients needing specialty care.

Outcome: Developing policy and revised workflows to include timely access. Developing measurement strategy for proof of practice. There has been a decrease in wait times for specialty appointments. However, due to the pandemic and the loss of certain medical providers, there have been delays in appointment wait times.

Goal: Move from Department Appointment report scheduling process to systems list and order-based scheduling to improve quality assurance, continuity of care and patient safety.

Outcome: Developing workflows and enhanced ccLink documentation to improve patient quality, safety, and experience of care. Anticipate completion by April 2022.

Goal: Implement Behaviorist to support Medication Assisted Therapy (MAT) for opiate withdrawal in Detention. Train psychiatry staff to identify OUD and in medication assisted treatment options and regimen management.

Outcome: In Process. Medical Providers have completed additional refresher training for MAT e.g., identification, treatment, and clinical management.

Goal: Continue to increase awareness of the Adverse Event Reporting System to ensure a culture of patient safety and Speak up for Safety.

Outcome: Policy implemented along with Standardized responses via ACA's and RCA's as appropriate. Enhancing workflow changes, training, and communication of outcomes.

Conservatorship

Goal: The Division is assessing its programs and services from an equity lens, including identifying metrics to appropriately measure the current state and progress toward achieving racial equity in its services.

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.

Outcome: This goal was partially met.

Goal: Public Guardian staff shall maintain requisite training certification.

Outcome: This goal was mostly met.

EMS

Goal: Enter into a new service contract for emergency ambulance service with San Ramon Fire Department that is approved by the California State Emergency Medical Services Authority.

Outcome: Board of Supervisors approved SRVFPD contract for exclusive ambulance service in 2021. The EMS Plan, including SRVFPD as non-competitive exclusive 1797.224 ambulance provider, is in progress for submission.

Goal: Implement new regulations for EMS for Children Systems of Care, STEMI and Stroke.

Outcome: Local EMS Policy has been updated in accordance with new state EMS Regulations.

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: "FirstPass" is operational and being piloted by CCCEMSA (Contra Costa County EMS Agency) in collaboration with volunteer provider agencies.

Goal: Obtain administrative support for Professional Standards Program.

Outcome: EMS is actively working with HSD Personnel Division to support this need.

Goal: Streamline and refine technology platform to support efficient certification and accreditation of EMT's and Paramedics.

Outcome: Progress was made, refinements in process and in technological platform continue.

Goal: Evaluate efficacy of current EMS Orientation and if needed establish recorded on-line EMT orientation training program to support on-boarding of new EMTs and paramedics in the County.

Outcome: CCCEMSA pivoted to a virtual classroom that can accommodate more students. Current process is meeting demand and expectations.

Goal: Present and implement a new County ambulance ordinance.

Health Services
Health and Human Services

Outcome: Ambulance Ordinance has been recommended unanimously by EMCC and it has been endorsed by the Executive Fire Chiefs, Contra Costa Fire Protection District, and San Ramon Valley Fire Protection District. Currently the ordinance is being approved to form by County Counsel and a Board hearing is imminent.

Goal: Partner with Health Services Department Divisions on data initiatives to improve access to care for the homeless and those experiencing substance abuse.

Outcome: Data was uplinked and shared with HSD Business Intelligence unit.

Goal: Support and sustain medical reserve corps operations in partnership with Public Health.

Outcome: Medical Reserve Corps (MRC) and the Hospital Preparedness Planning (HPP) grant have both been moved to the Office of the Director in HSD. CCCEMSA remains in a support capacity for EMS related deliverables and oversees and approves any MRC deployment under the County MHOAC (Medical Health Operational Area Coordinator) program that is shared between the EMS Director and the Health Officer.

Goal: Continue to partner with national quality data systems for cardiac arrest, heart attack, and stroke.

Outcome: This partnership has been sustained.

Goal: Continue to support COVID-19 operations with EMS Agency personnel when needed and by supporting the EMS system and patient care with expanded scopes of practice that allow traditional workforces to be leveraged to support testing, vaccinations, fixed site care, etc.

Outcome: CCCEMSA has provided dynamic administrative support to the EMS System, citizens and visitors of Contra Costa County, and the operational responders of Contra Costa County. Actions taken include but are not limited to expansion of scope to allow paramedics and EMTs to vaccinate, contractual waivers (BLS unit system integration, pending of non-medical and non-emergent calls for service, expansion of treat and refer policy, etc.) that support the convergence of staffing, volume, APOT (Ambulance Patient Offload Time) delays that degrade EMS System resiliency and response capability. Changes made safely preserve standard of patient care and promote stabilization of response capability.

Goal: Fill agency staffing gaps and expand administrative support for statutorily mandated programs that are currently under supported.

Outcome: Staffing gaps improved and filling these gaps is still a goal for EMS. The Division will continue to work on agency structure.

2022-23 Administrative and Program Goals

Hospital and Ambulatory Care Centers

Goal: Upgrade facilities at Contra Costa Regional Medical Center to meet the clinical demand for the coming decade. The hospital is now a quarter century old, and much of the original equipment has reached end of life. HSD recognizes the demand placed on the hospital systems during the past two years of this pandemic and is committed to modernizing existing infrastructure to meet the changing landscape of medical care.

Goal: Expand patient services to meet increasing demands for specialty care at the Contra Costa Regional Medical Center. While CCRMC and HC is focused on primary and community-based care, the acute care center has identified a few critical areas that would improve the continuity of care offered to the patients at CCRMC. Examples include increased access to operating suites, interventional radiology expansion, and an increase in advanced nephrology support.

Goal: Improve throughput of non-acute patients through Contra Costa Regional Medical Center. California is seeing more challenges in moving patients who have cognitive impairments without other medical issues from the acute care center to ambulatory care where their needs can be better supported. Lack of housing options is the biggest barrier to placing the non-acute patients out of CCRMC. With the rollout of CalAIM and improved housing funding for HSD through Measure X, HSD will continue to establish pathways so that its elderly and impaired citizens can transition to appropriate living situations outside of the acute care institution.

Goal: Increase repatriation of acute care CCHP patients to The Contra Costa Regional Medical Center. HSD is committed to caring for its members and creating a patient-centered, continuity-based environment of care that uses continuity as a core principle. CCRMC has an opportunity to bring its empaneled patients back into continuity care by partnering with surrounding institutions to improve flow of patients to and from CCRMC.

Goal: Increase primary care ambulatory access for CCRMC patients by reducing the third next available appointment in each health center to under 7 days from >14 days. This goal will be achieved by continuing to hire providers and improving utilization and efficiency of space and other resources. The number of empaneled patients continues to grow over time, and staff will be ready to meet the increased demand.

Goal: Increase specialty ambulatory access for CCRMC patients by recruiting, hiring and retaining specialty providers for a goal of a specialty care visit <14 days for routine care and <7 days for acute care. Further expanding capacity and care in specialty areas with a dedicated Interventional Radiology suite, specialized cardiopulmonary services, procedure rooms, and other expanded services.

Goal: Develop and integrate the “4 M’s” of an age-friendly health care system: 1) What matters, 2) medications 3) mentation and 4) mobility. The population of Contra Costa citizens that will be >65 years old is projected to expand dramatically in the next decade and this year will be critical to preparing for excellence in the delivery of care in the geriatric population by becoming an “aging friendly” institution.

Goal: Pivot to the next stage of excellence in telehealth care by focusing on the *quality,* and best practices in telehealth care for both primary care and specialty care. Telehealth working group goals for 2022 include reviewing best practices in each specialty category and reviewing these with each department.

Goal: Development and tracking of quality and safety measures as outlined in pay-for-performance funding, regulatory measures, and accreditation requirements.

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.

Health Services
Health and Human Services

Goal: Continue specialty care redesign to improve access for patients and meet benchmark and outcome metrics consistent with QIP Medi-Cal funding requirements.

Goal: Continue integration of Behavioral Health and Primary Care. This will improve physical and behavioral health outcomes, care delivery efficiency, and patient experience by expanding fully integrated care, culturally and linguistically appropriate teams with expertise in primary care, substance use disorder conditions and mental health conditions.

Goal: Implement Collaborative Care as the treatment model for Integrated Behavioral Health Services. Train all staff in the collaborative care model as related to a grant award.

Goal: Develop referral workflow to accept patients back into primary care who are stable and deemed mild-moderate and previously treated only by psychiatry. This will offload the case load for psychiatry and allow more access therein. Continue building a process that reflects careful selection of these stable and appropriate patients to manage in primary care.

Goal: Continue redesign of Ambulatory Care. Primary Care patients will experience timely access to high quality, efficient, and equitable primary care, designed to work collaboratively with patients and other care providers in achieving and maintaining optimal patient health, and avoiding unplanned interventions.

Goal: Focus on care transitions integration of post-acute care. To ensure the coordination and continuity of health care as high-risk patients, with chronic health conditions, behavioral health conditions and/or housing instability, move from the hospital to the ambulatory care setting.

Goal: Implement, and/or improve upon, a complex care management model in conjunction with Public Health and the Health Plan 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: Expand telehealth care delivery, begun during the COVID-19 health emergency, into standard ambulatory care practice to the extent permitted by DHCS and CMS.

Goal: Improve healthcare equity through educating key leadership groups on equity, incorporating a disparities and equity lens into all patient care improvement work including vaccine disparities research and through the workforce pipeline, that is, ensuring new staff hires more accurately represent the County's patient race and ethnicity complement.

Goal: Enhance HSD Wellness Program to address the psychological toll of the COVID-19 crisis on health care providers in accordance with The Joint Commission's Quick Safety Issue #54 recommendations.

Goal: Remain current with best practices for clinical care, testing, and vaccination in all areas related to COVID-19. Many resources must be deployed to minimize transmission, to care for the afflicted, and to work on strategies for prevalence reduction. This impacts hospital care delivery, ambulatory care delivery, laboratory services, ancillary services, contact tracing, employee wellness and staffing.

Goal: Establish a Measure X executive working group to oversee capital and patient services project planning. The search for consultants to assist with construction design and project management are the current priority.

Goal: Prepare staff and patients for the eventual paradigm shift from COVID-19 pandemic mode to endemic mode as more of the Contra Costa County's population is vaccinated and boosted. This includes determining staff and material resources for outbreaks, state and federal reporting, command center support and COVID-19 testing and vaccination sites.

Goal: Partner with community organizations to move patients into living situations that are appropriate for their level of care. Housing that supports medical needs is sparse in the Medi-Cal population due to a variety of social and economic barriers. This results in patients across the County being housed in settings that

are potentially detrimental to their health. The State has recognized this problem and is starting to address this through CalAIM and other programs.

Contra Costa Health Plan

Administration

Goal: Cost Effectiveness: Explore three interventions to change the behavior patterns of County employees in Plan A to stay within their network to reduce Out-of-Network costs. Employ and evaluate (1) Member Education & Outreach (2) Health Promotion (3) the design of a member-engagement survey to develop a root cause analysis to change the behavior patterns for Out-of-Network.

Goal: Enhanced Operations and Regulatory Requirements: Implement strategies to ensure a smooth 2-year evaluation of CCHP operations in areas with deficiencies. Implement aggressive and measurable changes in several critical areas including:

- Member engagement activities
- Member and Provider surveys
- Interest payments and turn-around times for claims adjudication
- NCQA results
- HEDIS scores
- Year 1 assessment of the Enhanced Care Management & Community Support Services
- Network adequacy
- Ensure all new benefits have workflows and policies, and staff training (Transplants, Doula Program).
- Evaluate network on adequacies for the age 50+ immigrant status members entering Managed Care Plan (MCP) in May 2022.

County Employees & Commercial Product

Goal: Continue to optimize the Pharmacy Formulary and expand usage of clinically appropriate cost saving medications. Work with UM to determine if certain specialty drugs can be administered by PCP vs Hospitals to reduce costs.

Goal: Continue outreach to County Employees, especially those that select Plan A; educate and stress the importance of staying within their assigned networks, which helps control costs.

- Notify all members about their provider network via email by March 2022.
- Offer online member orientation by March 2022, including education about HMOs, each plan's networks.
- Develop quick educational pieces to explain Plan A vs. Plan B networks.

Equity and Health Disparities

Goal: Identify two additional opportunities to partner with Community Provider Network (CPN) PQHCs on reducing disparities, based on HEDIS data. Work with Business Intelligence (BI) to create a dashboard and member level data for the two opportunities selected.

Goal: Expand the diabetes program from 75 members to 500 members.

Goal: Expand the well visit pilot to include at least three additional health centers.

Goal: Decrease unnecessary multiple Emergency Room (ER) visits by members. Track members with Emergency Room visits to ensure they are followed up by the Care Management Team.

- Each quarter Advice Nurse ER referral reports will be evaluated to determine number of members who called the Advice Nurse unit and were referred to ER for care. The ER referral report will be sent to Case Management Unit on a quarterly basis for evaluation and follow up.
- Evaluate calls with ER Advice Nurse Action and determine if a different outcome was more appropriate.
- Work with the top five Advice Nurses with highest ER referrals to have referrals decrease to less than 10% of their total calls.
- During the fourth quarter, audit ten calls per month for each of top five Advice Nurses with highest ER referrals to evaluate if different outcome was more appropriate.

Claims

Goal: Deliver excellence in core operations.

- Ensure that the percentage of clean claims processed are within state and federal timelines:
  - 90% clean claims paid within 30 calendar days
  - 97% clean claims paid within 45 working days
  - 99% clean claims paid within 90 calendar days
- Ensure that the percentage of provider disputes received by the Health Plan based on claims received is <0.3%

Goal: Strengthen financial performance: Interest amount paid by the health plan target to less than $60,000 per month.

Provider Relations

Goal: Convert 25% of existing Memorandum of Understandings (MOU) to a standard Managed Care Contract approved by the County each quarter.

- Identify existing MOUs to target for conversion.
- Contact provider or vendor to initiate the transfer process.
- Submit required documentation to County contracts and grants for processing a County contract.

Goal: Complete 25% of 2020/2021 Facility Site Reviews (FSR) each quarter that were paused during the pandemic with permission from the DHCS.

- Contact Primary Care Providers and OB/GYN offices to schedule the FSR for facilities that should have received an FSR in 2020/2021.
- Perform the FSR.
- Issue any corrective action plan.
- Complete the FSR.

Utilization Management

Goal: Improve wait times for provider call center while continuing to encourage email and portal communication by increasing training on portal utilization for providers and educating providers on best ways to contact CCHP.

Mental Health

Goal: The Access Line will provide beneficiaries with accurate information on how to access mental health services. During business hours, Access Line will meet the requirements for quarterly test calls 85% of the time.

Goal: The Access Line will answer all business hour calls within 3 minutes 75% of the time. 95% of after-hours calls will be answered within one minute.

Goal: Develop a strategic framework for a unified Electronic Health Record (EHR) system that includes functionality for clinical documentation, claims submission and remittance, mandated reporting, and care management. This goal is in alignment with broader healthcare reform efforts under DHCS's California Advancing and Innovating Medi-Cal (CalAIM), including the payment reform milestone set for July 2023.

Goal: Continue implementation of Evidence Based Practices (EBPs) in the Adult SOC; including Cognitive Behavioral Treatment for Psychosis (CBTp), Cognitive Behavioral Social Skills Training (CBSST), Cognitive Behavioral Treatment for Depression (CBTd), Dialectical Behavior Therapy (DBT), Wellness Recovery Action Plan (WRAP), Seeking Safety, and Multi-Family Groups. Continue to develop "train-the trainer" capacity in CBTp with EBP Team Leads.

Target: 90 % of staff to be trained in at least one EBP.

EBP Team Leads will support training efforts by providing two trainings per year.

Goal: Develop a data governance structure for the Adult EBPs to improve data gathering, track and evaluate outcomes, and monitor overall efficacy of EBPs. EBP data governance tool requires an operational governance scaffold to be developed.

Target: Develop with Business Intelligence an operational governance scaffold for EBPs.

Goal: Implement Adult Needs and Strengths Assessment (ANSA). Adult SOC clinicians have been trained and certified to conduct the ANSA Full. However, while an ANSA Brief training/certification program was developed for the Adult Psychiatrists, very few Adult Psychiatrists have completed the training and certification. The goal will be to train and certify all Adult Psychiatrists in the ANSA Brief.

Target: 90 % of Adult Psychiatrists will be trained in the ANSA Brief.

Goal: The Adult SOC will improve coordination of care in three areas to support linkage to vital services in the community:

- Clients discharging from CCRMC 4C/4D psychiatric in-patient setting to the community
- Clients transitioning and stepping down from long-term psychiatric care to the community
- Clients supported by the Transition Team who provide essential short term intensive case management services to individuals needing support and linkage to multiple services. The Transition Team will continue to coordinate and provide innovative care for clients making contact with many service entry points.

  Target:
  - 80% of hospital discharges will have timely f/u treatment appointments within 7 days of discharge to the community in outpatient clinics and/or residential settings.
  - Clients requiring step-down placement to the community from locked long-term care will be placed in community placements within 60 to 90 days of treatment discharge date identified by the treatment team.
  - Transition Team will provide follow-up care to clients requiring support and linkage from multiple service points such as Don Brown Shelter, crisis residential, H3 shelters, discharges from outside hospitals to other service points in the community. 90% of behavioral health clients accessing crisis residential, Don Brown shelter, and H3 shelters will be supported by Transition Team.

Goal: Implement successful Qualified Individual (QI) Program. CCBHS will complete QI Reports for 100% of individuals that are considered for a Short-Term Residential Treatment Facility (STRTP) within 30 days of referral for a QI report by the placing agency (Children & Family Services, Juvenile Probation).

Goal: Implement successful Children's Crisis Stabilization Unit. Contra Costa will complete the remodeling of the Behavioral Health wing of Miller Wellness Center to accommodate the new Children's Crisis Stabilization Unit (CSU). Contra Costa will select a Community Based Organization to operate the CSU. The facility will be fully certified to operate as a CSU.

Goal: Expand school-based mental health services in Antioch Unified School District. Contra Costa will utilize Mental Health Student Services Act funding to expand school-based mental health services. Through an RFP process, Contra Costa BHS will identify a Community Based Organization (CBO) to operate school-based mental health services at two Antioch Middle Schools. Up to 60 students will receive Specialty Mental Health Services.

Goal: Develop a supportive services housing team. Hire and train three staff to provide services in support of clients in CCBHS identified housing and care placements.

Goal: Provide quarterly support to board and care operators and maintain small board and care beds. Small board and care beds provide an opportunity for clients to remain housed with support.

Goal: Identify and acquire an effective system to track data, bed usage and financial management.

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: 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 SUD treatment, for which local data is currently being collected to further understand the local need.

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 (QI) efforts currently underway.

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 a new withdrawal management contract provider located in West County.

Goal: Implement SUD treatment in the jail.

Health Housing and Homeless Programs

Goal: Develop and implement the Division's plan to improve equity in programs and services.

Housing and Services

Goal: Continue transitioning from COVID-19 response placements, i.e. Project Roomkey (PRK) ensuring that no participant transitions to unsheltered homelessness for lack of homeless system resources.

Goal: Continue to operate one hotel specifically to target families and single adults for at least a year beyond COVID-19 response disaster funding.

Goal: Have Delta Landing program in East County fully operational including up to 5 beds for individuals requiring isolation due to COVID-19.

Goal: Continue to participate in All Home and Living Contra Costa efforts to reduce the number of unsheltered homeless individuals in Contra Costa County, ensuring equitable distribution of housing dollars and expanding homelessness prevention efforts.

Goal: Utilize state HomeKey and local Measure X dollars to ensure the addition of 80+ housing units in West County with accompanying on-site support services.

Goal: Bring 60 units of temporary Pallet housing units to East County on a future site for permanent supportive housing.

Planning/Policy/Systems Development

Goal: Conduct a pandemic impact unsheltered Point in Time count (homeless census) to enumerate the number of men, women, and children living outside in encampments.

Goal: Implement the Building Health Equity project, to 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 the impact of COVID-19 across the homeless population in Contra Costa using integrated data from the Homeless Management Information System (HMIS) including racial equity measures. Data includes testing rates, positive cases, vaccine distribution, and hotel placement to prevent and reduce the spread of COVID-19.

Goal: Update system performance measures to reflect redesigned coordinated entry services and additional program interventions added to the continuum of care.

Public Health

Tuberculosis
(Note: TB cases are usually categorized/counted by calendar year, not fiscal year)

Goal: For the last completed CY (2022), evaluate 45% of TB Class B-1 immigrants (in CY 2020, the percent evaluated was 44%).

Goal: For the last completed CY (2022), maintain an exam completion rate of 35% for TB Class B-1 immigrants within 120 days (in CY 2020, the completed exam within 120 days rate was 35%).

Goal: For the last completed CY (2022), obtain HIV status for 95% of active TB cases (in CY 2020 the percentage was 94%).

Women, Infants, Children (WIC) Program

Goal: Modernize WIC services by incorporating at least two virtual, interactive options for providing evidence-based nutrition education to WIC participants.

Goal: By September 30, 2122, at least 25% of prenatal women receive at least one of the following evidence-based prenatal education options: Let's Talk: Newborn Feeding Secrets (group class through video conferencing, 1:1 education through video conferencing, 1:1 through phone script), or Guide to Newborns for Expecting Parents (Lesson series on wichealth.org)

HIV/AIDS and STD

Goal: Expand focused, in-person community rapid testing for HIV, Syphilis, and Hepatitis C from one to six community sites in the four Contra Costa County HIV hot spots (Richmond, Bay Point, Pittsburg and Antioch). Increase the percentage of clients tested at community sites that identify as African American and/or Latinx from 65% to 75%.

Goal: Improve HIV viral load suppression rate for clients enrolled in Medical Case Management services from 87% to 90%.

Goal: Ensure that at least 85% of HIV-negative clients reached via early syphilis investigations will have at least one documented HIV test result during the year (12 months prior to time of infection).

Public Health Immunization
(Note: annual immunization rates are usually categorized/counted by calendar year (CY), not fiscal year)

Goal: Ensure that 95% of childcare enrollees are up to date with all required immunizations for the last completed CY. For CY 2018, 97.6% met the criteria but pandemic has resulted in children falling behind on routinely recommended vaccines.

Goal: Ensure that 95% of children starting kindergarten are up to date with all required immunizations for the last completed County year. For CY 2019, 96.2% met the criteria but pandemic has resulted in children falling behind on routinely recommended vaccines.

Health Services
Health and Human Services

Goal: Ensure that 97% of children starting 7th grade have received a Tdap for the last completed CY. For CY 2018, 98.7% met the criteria but the pandemic has resulted in children falling behind on routinely recommended vaccines.

Goal: Reduce the percentage of schools with 10 or more kindergartners who are conditionally admitted or overdue for school-required immunizations to 5% in the County for the last completed CY.

Disease Investigation
(Note: cases are usually categorized/counted by calendar year (CY), not fiscal year)

Goal: Ensure that 95% of adult community members successfully complete exclusion and clearance due to an enteric illness and a sensitive occupation. Exclusion and clearance ensures that community members do not spread disease to others in the community. Ill community members who could transmit disease cannot return to work until they are determined to no longer be infectious. In CY 2021 to date, 93% of adult community members needing exclusion successfully completed clearance.

Public Health Laboratory

Goal: In coordination with the COVID-19 Testing Branch, test specimens by PCR, will result, and provide a COVID-19 result within 48-hours of specimen collection for 85% of all specimens. In calendar year 2020, 50% of COVID-19 results were obtained and released within 48-hours. In CY 2021 to-date, 74% of COVID-19 results were released within the 48-hour period.

Goal: Process and test 100% of animals needing rabies testing for appropriate rabies post-exposure guidance and treatment. In CY 2021, 100% of animals were tested.

Reducing Health Disparities

Goal: Increase community outreach to 100% as COVID-19 infections decrease and vaccination among communities increase.

Goal: Expand Navigation team to other health centers, including community outlets to increase resource and service linkages by an additional 30% of the current level.

Goal: Increase the program's ability to address Social Determinants of Health (SDOH) through social needs connection, specifically in the area of Health Access (Medi-Cal), Food Insecurity and medical care for re-entry.

California Children's Services

Goal: Children enrolled in the Contra Costa CCS Program will have documented medical homes/primary care providers in the Children's Medical Services' State CCS system. The target goal is 85%.

Goal: Youth and young adults ages 16 and 18 with an identified need for long-term transition planning, will have a Transition Plan noted in the Children's Medical Services' State CCS system. The target goal is 75%.

Public Administrator

Goal: Provide at least 3 trainings at hospitals 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.

Goal: Initiate an investigation within two business days of receiving a referral.

Environmental Health

Goal: Ensure that solid and medical waste is properly treated and disposed of. Ensure that recycling activities are conducted in a safe and legal manner. 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.

Goal: Improve food safety. Provide consistent and user-friendly information about retail food establishment inspection results. Efficiently process new plans for food facilities. Field standardize 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. Working with other divisions and the solid waste program, play a coordinating role in expanding the opportunities for food donation in the County. Promote food donation to the permitted food facilities.

Goal: Ensure health and safety for users of recreational bodies of water such as public beaches, pools, spray grounds and water features. Efficiently process new plans for public pools. Post warning signs to inform communities of harmful algal blooms. Post public health advisories including domoic acid in shellfish and mercury in delta fish. Review permit applications and conduct routine inspections of cannabis operations.

Goal: Ensure safety for customers of tattoo, piercings, permanent makeup, and body artists. Inspect fixed facilities at a minimum once a year, and if necessary, inspect any temporary events with tattoo piercings, permanent makeup, and body artists. Review blood borne pathogen training applications in a timely fashion. Efficiently process, with primary concern for public safety, new and remodel plans for body art facilities.

Goal: Implement the health ordinance for cannabis. Permit and inspect retail dispensaries and edible manufacturing. Process permit applications for other allowed cannabis activities.

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.

Hazardous Materials

Goal: Incident Response Program: Respond to all incidents within one hour and ensure that all incidents are mitigated safely and effectively without injuries.

Goal: 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. HSDHMP will continue reviewing all incidents to develop the safest way to respond to incidents.
- Coordinate with fire department-based hazardous materials incident response teams to ensure a high level of safety for all responders during an integrated response.

Goal: The Hazardous Materials Division will be participating in the Living Contra Costa Countywide initiative.

Goal: Continue to participate in the review of the Contra Costa General Plan update. The review and revisions will focus on drafting specific policies and actions related to environmental justice issues.

Goal: Complete new Green Business certifications within 12 weeks of initial application. Process 55 Green Business recertifications.

Detention Facilities Programs

Goal: Design and build an administrative infrastructure that includes hiring staff to meet the growing administrative needs of detention health. Target – hire 80% of positions identified by December 2022.

Goal: Provide and monitor access to Mental Health and Nursing care at 80% target rate of compliance for track levels of mental health care.

Health Services
Health and Human Services

Goal: Provide and monitor structured activities and groups at 80% target rate of compliance for eligible patients receiving mental health services.

Goal: Provide and monitor patient safety plans and follow up suicide precaution visits at 90% target rate of compliance.

Goal: Develop and implement an infection control program and an expanded quality and safety program tailored for Detention Health including policy and procedure management. Target of 90% compliance with TB screening within 5 days of Intake.

Goal: Patients with clinically significant findings will be seen by a clinician within 5 calendar days of intake with a compliance rate of 90%

Goal: Develop ongoing mechanism for patient/family feedback about care experience. Target of 90% compliance with patient grievances being closed within 14 days.

Goal: By January 2023, scale re-entry services to ensure incarcerated patients receive timely access to Medi-Cal benefits upon release to allow for the continuation of medical and behavioral health treatment in the community, as well as accessing housing, and transportation supports that are needed.

Goal: Add two (2) additional exam rooms at Martinez Detention Facility to provide adequate, private space to care for patients.

Goal: Conduct weekly chart reviews and case studies with the staff to improve the quality of nursing care and documentation with a compliance rate of 80%.

Goal: By July 2022, optimize chronic care system lists in ccLink to readily identify, organize, and gather pertinent data to streamline efficient patient care for persons with chronic conditions.

Conservatorship/Public Guardian

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: Obtain Board of Supervisors approval and implement updated Ambulance Ordinance.

Goal: Submit 2021 EMS Plan and have it approved by EMSA.

Goal: Standardize First Responder contract for all agencies and ensure Measure H distribution is aligned with contract expiration dates.

Goal: Develop tiered EMS response plan for IAED Accredited Emergency Medical Dispatch centers.

Goal: Create layers in organization to promote more effective support structure and efficiency. Currently there is one supervisor in the EMS agency. Current level of admin support is not effective and program staff have no authority to manage support staff.

Goal: Release RFP and award contract for EMS System Study and management of next RFP process for Ambulance Service in ERAs I, II, V.

Goal: Continue to support COVID-19 operations with EMS Agency personnel by supporting the EMS system and patient care with expanded scopes of practice that allow traditional workforces to be leveraged to support testing, vaccinations, fixed site care, etc.

Goal: Support EMS facets of HPP Grant program that is being managed by the Office of the Director.

Veterans Service

Nathan Johnson, Director

Health and Human Services

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	1,307,427	1,468,000	1,690,000	1,690,000	0
Services And Supplies	371,457	595,660	388,000	388,000	0
Expenditure Transfers	(672)	9,000	17,000	17,000	0
Expense Total	**1,678,212**	**2,072,660**	**2,095,000**	**2,095,000**	**0**
Revenue					
Other Local Revenue	186,823	125,000	200,000	200,000	0
State Assistance	217,443	157,000	345,000	345,000	0
Revenue Total	**404,266**	**282,000**	**545,000**	**545,000**	**0**
Net County Cost (NCC):	**1,273,947**	**1,790,660**	**1,550,000**	**1,550,000**	**0**
Allocated Positions (FTE)	**11.5**	**11.5**	**13.0**	**13.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	78%	71%	81%	81%	
% Change in Total Exp		24%	1%	0%	
% Change in Total Rev		(30%)	93%	0%	
% Change in NCC		41%	(13%)	0%	
Compensation Information					
Permanent Salaries	814,320	917,326	1,092,373	1,092,373	0
Temporary Salaries	10,668	13,783	13,783	13,783	0
Deferred Comp	19,485	22,080	26,162	26,162	0
FICA/Medicare	64,367	69,111	79,351	79,351	0
Ret Exp-Pre 97 Retirees	2,259	2,367	2,367	2,367	0
Retirement Expense	231,263	262,939	231,385	231,385	0
Employee Group Insurance	114,952	129,449	198,136	198,136	0
Retiree Health Insurance	33,167	32,808	34,308	34,308	0
OPEB Pre-Pay	13,144	13,165	0	0	0
Unemployment Insurance	916	1,808	2,075	2,075	0
Workers Comp Insurance	2,887	3,164	10,062	10,062	0

Department Description

The Veterans Service Department aids 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 (CalVet), 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 and disabled Veteran's 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-down events during which VA staff and volunteers provide food, clothing and health screenings to homeless and at-risk Veterans; outreach to senior and student Veterans; 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:		$1,975,235
Financing:		545,000
Net County Cost:		1,430,235
Funding Sources:		
State	17.5%	$345,000
Misc. Current Svc	10.1%	200,000
General Fund	72.4%	1,430,235
FTE: 13.0		

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 Buildings Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$119,765
Financing:		0
Net County Cost:		119,765
Funding Sources:		
General Fund	100.0%	$119,765

CAO's Recommendation

The Veterans Service Office continues to support approximately 45,000 local Veterans and their families in securing Veterans' benefits from federal, state, and local agencies. Through its Virtual Office, the Department has continued its innovative response to in-person service limitations caused by COVID-19. The Department's expansion of senior and student outreach efforts and continuation of its live broadcasted Veterans' Voices show, supported by increased CalVet grant monies, also reflects the Department's commitment to providing comprehensive and accessible services. These efforts have likely resulted in greater public access to Veterans services and mitigated more drastic service impacts.

The County Administrator is recommending no reduction to the Veterans Service Office Baseline Budget, which will fully fund the Department's ongoing services in FY 2022-23.

Salary and Benefit cost increases of $222,000 in FY 2022-23 are primarily due to current year staffing increases of 1.5 FTE positions. The Veterans Service Office recently established the classification of Assistant County Veterans Service Officer – Exempt and added one position. Additionally, in February 2022, the Board of Supervisors approved the addition of one clerical position to support departmental office operations and reception services. The Department is actively recruiting to fill its vacancies as needed to support the re-opening of its main office and three outstation locations to 100% pre-pandemic service levels. To offset a portion of the cost for the two positions, the elimination of one vacant 0.5 FTE Veterans Service Representative II position is recommended and will not impact the Department's service levels.

The Baseline Services and Supplies budget may appear to be reduced; however, it includes an increase of $108,000 and the absence of a current year one-time allocation of $315,660 for interior and exterior renovation projects at the 10 Douglas Drive County facility in Martinez. The additional funding will support increasing computer software and data processing services, as well as minor repairs and maintenance that may be needed following the completion of the renovation projects.

Subvention funding significantly increased by approximately $188,000 in the current year and the Veterans Service Office was successfully awarded additional Proposition 63 grant funding from CalVet of approximately $75,000 in the current fiscal year. Although the revenue increases in FY 2021-22 are not reflected in the budget detail tables due to the recent timing of the appropriation adjustment, they are budgeted consistent with current year adjustments and as anticipated in FY 2022-23.

Performance Measurements

During fiscal year 2020-21, the Veterans Service Department processed $7,758,958 in retroactive and lump sum monetary benefits for Veterans. New recurrent benefits totaled $827,178. These figures show a 25% decrease in new recurrent benefits as compared to fiscal year 2019-20.

College Tuition Fee Waivers had a significant return of utilization. This benefit is afforded to dependents of Veterans with a service-connected disability rating. In fiscal year 2020-21, the office processed 514 tuition fee waivers, which reflects a 270% increase from the prior year and is likely due to COVID-19 restrictions loosening and college classes returning to in-person attendance. These applications represented $3,076,878 in additional benefits to Veteran dependents.

The Veterans Service Office staff conducted 11,331 interviews, 250 field visits and participated in 10 outreach events, which resulted in 2,301 claims being filed, a 20% decrease from last year's reported data.

COVID-19 has impacted the Department's ability to maintain in-person office operations, likely resulting in the decrease of claims and new recurrent benefits processing. The Department decreased its presence in Brentwood two days per week, as well as reduced weekly visits by a Veterans Service Representative to the VA Martinez Outpatient Clinic Rehabilitation Facility. The expansion of the Department's virtual services helped minimize the impacts of in-person service reductions.

Veterans Service
Health and Human Services

The continued success of the Department's Virtual Office (VO) has enhanced its service delivery. On average, the VO serves 15 clients per day. The VO enhances access to the office through the Zoom application by allowing a Veteran to receive benefits assistance from any location. Since the VO implementation, the Department has virtually assisted approximately 3,017 Veterans. It is anticipated that the volume of VO will continue to increase, as awareness of the VO expands.

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.

With maintenance of the digital-to-digital (DD360) process, the Department continues to realize an annual cost reduction in services and supplies, with fiscal year 2020-21 reflecting an approximate decrease of $35,500. This automation allows the VA to receive claims submitted by the VSO on the same day, as compared to an average of five days in prior fiscal years.

The Veterans Service Office received a passing score from the CalVet audit, thereby preserving state and local assistance "subvention" funding.

Administrative and Program Goals

Increase delivery of service to a growing number of Veterans involving 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 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 reintegrate with society through non-clinical peer-to-peer interaction.

3. Continue to improve on guidelines established in fiscal year 2017-18 for outreach and field interviews to seniors, housebound Veterans, and those Veterans who are participating in VA rehabilitation programs and community living centers

4. Continue to support clients with recurring needs that include updating disability evaluations, filing of new disability and death claims based upon presumptive disabilities, and service-related deaths.

5. Continue to refine the Department's strategic plan and work manuals for Assistant County Veterans Service Officer, Veterans Service Manager and to ensure that office staff have the most current resources available to them. The manuals include guidelines for system usage, claims tracking, outreach monitoring, and report utilization.

6. Improve upon clear and concise procedures as they relate to direct upload claim submittal, case management, and the awards receiving system through CalVet and the federal government's web-based Veterans Benefits Management System.

County of Contra Costa

Law & Justice

Functional Group Summary
Law and Justice

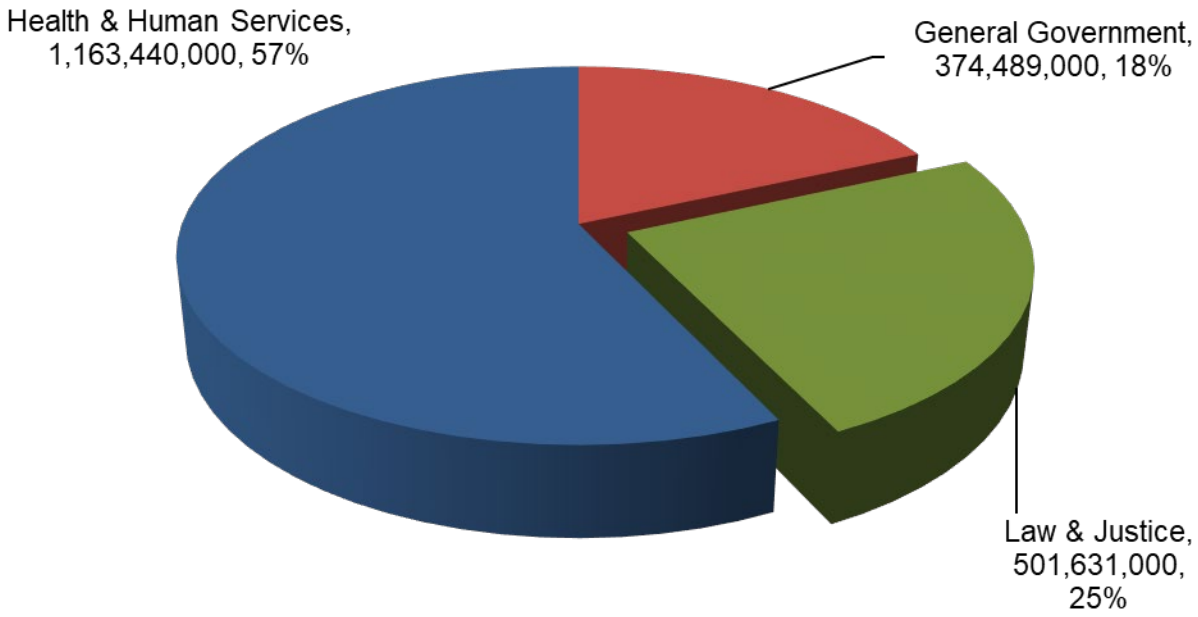
Table Description

This table presents information in aggregate format summarizing General Fund expenditures, revenues, and net County costs for the ***Law and Justice Functional Group***. Included is data for the following departments: Animal Services, Conflict Defense, District Attorney, Justice Systems Development/ Planning, Probation, Public Defender, Public Safety Realignment, Sheriff-Coroner, and Superior Court Related Functions.

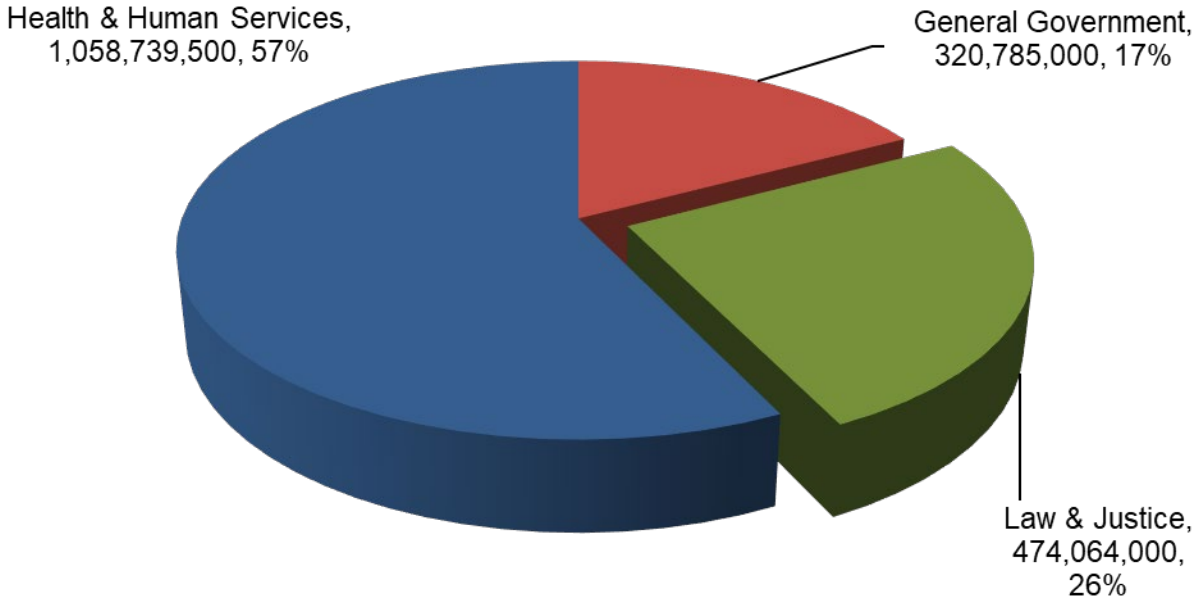
General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	355,658,033	386,012,000	383,699,000	402,682,000	18,983,000
Services And Supplies	58,620,427	72,989,520	69,933,000	70,033,000	100,000
Other Charges	19,206,415	21,955,000	20,807,000	20,807,000	0
Fixed Assets	2,681,979	4,562,266	3,441,000	3,441,000	0
Expenditure Transfers	(36,688,898)	4,193,000	4,935,000	4,668,000	(267,000)
Expense Total	**399,477,955**	**489,711,786**	**482,815,000**	**501,631,000**	**18,816,000**
Revenue					
Other Local Revenue	110,139,491	131,117,295	135,775,660	138,571,660	2,796,000
Federal Assistance	1,549,713	2,869,557	2,690,148	2,840,148	150,000
State Assistance	114,709,330	115,952,148	125,752,192	125,752,192	0
Revenue Total	**226,398,534**	**249,939,000**	**264,218,000**	**267,164,000**	**2,946,000**
Net County Cost (NCC):	**173,079,421**	**239,772,786**	**218,597,000**	**234,467,000**	**15,870,000**
Allocated Positions (FTE)	**1,851.6**	**1,862.6**	**1,891.6**	**1,949.6**	**58.0**
Financial Indicators					
Salaries as % of Total Exp	89%	79%	79%	80%	
% Change in Total Exp		23%	(1%)	4%	
% Change in Total Rev		10%	6%	1%	
% Change in NCC		39%	(9%)	7%	
Compensation Information					
Permanent Salaries	177,943,912	198,302,780	208,239,394	219,439,756	11,200,362
Temporary Salaries	4,368,131	4,404,601	4,264,765	4,264,765	0
Permanent Overtime	20,731,935	11,394,342	12,834,319	12,834,319	0
Deferred Comp	919,027	1,280,206	1,645,975	1,702,434	56,459
Comp & SDI Recoveries	(1,643,446)	(515,549)	(515,549)	(501,125)	14,424
FICA/Medicare	7,431,366	7,537,552	8,179,957	8,516,203	336,246
Ret Exp-Pre 97 Retirees	943,553	1,039,900	1,038,850	1,071,620	32,770
Retirement Expense	97,026,244	109,368,149	97,231,099	102,918,131	5,687,032
Excess Retirement	195,258	207,417	207,278	207,278	0
Employee Group Insurance	23,095,453	27,755,540	29,383,255	30,756,100	1,372,845
Retiree Health Insurance	14,073,254	14,172,787	14,498,084	14,498,084	0
OPEB Pre-Pay	5,781,814	5,811,210	35,420	35,420	0
Unemployment Insurance	217,857	396,873	439,265	455,108	15,843
Workers Comp Insurance	4,429,720	4,712,236	6,072,932	6,339,951	267,019
Labor Received/Provided	143,956	143,956	143,956	143,956	0

Functional Group Summary
Law and Justice

FY 2022-23
Recommended General Fund Expenditures



FY 2021-22
Recommended General Fund Expenditures



Animal Services

Beth Ward, Director *Law and Justice*

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	7,833,400	8,672,000	8,900,000	9,593,000	693,000
Services And Supplies	3,130,415	2,783,400	2,835,000	2,935,000	100,000
Other Charges	10,507	10,000	9,000	9,000	0
Fixed Assets	79,264	0	0	0	0
Expenditure Transfers	410,547	417,000	442,000	442,000	0
Expense Total	**11,464,133**	**11,882,400**	**12,186,000**	**12,979,000**	**793,000**
Revenue					
Other Local Revenue	7,205,072	7,757,000	8,074,000	8,597,000	523,000
Revenue Total	**7,205,072**	**7,757,000**	**8,074,000**	**8,597,000**	**523,000**
Net County Cost (NCC):	**4,259,061**	**4,125,400**	**4,112,000**	**4,382,000**	**270,000**
Allocated Positions (FTE)	**71.0**	**71.0**	**72.0**	**78.0**	**6.0**
Financial Indicators					
Salaries as % of Total Exp	68%	73%	73%	74%	
% Change in Total Exp		4%	3%	7%	
% Change in Total Rev		8%	4%	6%	
% Change in NCC		(3%)	0%	7%	
Compensation Information					
Permanent Salaries	4,543,475	5,068,203	5,361,188	5,866,608	505,420
Temporary Salaries	27,564	0	0	0	0
Permanent Overtime	42,017	6,500	6,500	6,500	0
Deferred Comp	67,900	80,820	112,694	120,460	7,766
Comp & SDI Recoveries	(8,423)	(4,549)	(4,549)	9,875	14,424
FICA/Medicare	343,846	386,089	408,568	425,589	17,021
Ret Exp-Pre 97 Retirees	12,205	17,733	17,733	50,503	32,770
Retirement Expense	1,267,878	1,425,215	1,265,229	1,338,234	73,005
Employee Group Insurance	842,750	1,010,599	1,180,633	1,223,227	42,594
Retiree Health Insurance	345,336	335,765	335,765	335,765	0
OPEB Pre-Pay	156,269	145,807	0	0	0
Unemployment Insurance	5,085	10,169	10,758	10,758	0
Workers Comp Insurance	187,500	189,649	205,481	205,481	0

Department Description

The preceding table presents information in aggregate format summarizing expenditures, revenues, and net County costs for budget units administered by the Animal Services Department. Included is data for the following budgets: Animal Services Field Services, Center Operations, Administration and Community Services.

Animal Services
Law and Justice

Major Department Responsibilities

Contra Costa County Animal Services is committed to protecting the health, safety and well-being of all people and animals in the community.

The department prioritizes lifesaving as a fundamental premise. It shelters animals that are sick, injured or in danger, and assists in re-uniting lost animals with their families. The department provides compassionate care for every animal regardless of its temperament or condition and reduces the number of animals that enter the County's shelters while working to place animals in safe, caring homes.

They enforce state and local laws in Animal Services and provide education and services to enhance the lives of people while strengthening the human-animal bond.

Field Services

Description: Enforce state and local laws in the unincorporated area of the County, and contract cities, while ensuring a focus on mutuality, equity, and justice. Some of the main responsibilities include:

- Assist police and fire agencies with citizen emergencies regarding animal related concerns.
- Assist local law enforcement with search warrants to subdue animals safely.
- Enforce and educate the public on state and local laws regarding animal welfare.
- Investigate allegations of inhumane animal treatment.
- Investigate animal bites and oversee state mandated quarantine in relation to bites.
- Investigate potentially dangerous or dangerous animal incidents.
- Rescue trapped or injured domestic animals.
- Impound strays from the field, including sick and injured domestic animals that require emergency care.
- Respond to calls to contain loose livestock and transport them to safe enclosure.
- Provide non mandated service of removing deceased animals from public roadways and domestic animals from private property.

Field Services		
Service:		Mandatory
Level of Service:		Discretionary
Expenditure:		$4,522,500
Financing:		6,786,416
Net County Cost:		(2,263,916)
Funding Sources:		
City Contract	98.2%	$6,666,416
Other Revenue	1.8%	120,000
FTE: 25.0		

Center Operations

Description: Provide compassionate, temporary husbandry and veterinary care to injured, sick or at-risk homeless, abandoned animals. Assist with reunification of lost animals and strive to enhance the lives animals awaiting placement into caring homes.

Shelter Services

Description: Provide appropriate, compassionate care for animals while meeting standards outlined in the American Society for the Prevention and Cruelty of Animals. Some of the main responsibilities include:

- Sanitize and disinfect, as appropriate, for a shelter environment to control disease and provide a healthy living environment.
- Provide physical and mental 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.

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. Some of the main responsibilities include:

- Facilitate inter/intrastate transfers for placement.
- Offer low-cost vaccination clinics, including at cost rabies vaccines.
- Provide emergency, urgent or any basic necessary care to injured, sick animals.
- Provide foster services as appropriate until a resident animal can be re-homed.
- Provide post adoption medical consultation, upon request.

Spay and Neuter Clinic

Description: Provide low-cost pet spay and neuter services to Contra Costa County residents, while ensuring mutuality, and equity to all service users. The work in the clinic also fulfills the mandate of all adopted animals being spayed or neutered prior to adoption or release to owner.

Center Operations		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$4,480,700
Financing:		450,584
Net County Cost:		4,030,116
Funding Sources:		
City Contracts	5.4%	$241,584
Fees	3.0%	139,000
Other Revenue	1.6%	70,000
General Fund	90.0%	4,030,116
FTE: 31.0		

Administration

Description: Provide support required for ongoing operations of the department. This includes human resource functions, fiscal management, data management, contract management, and general business operations including providing customer service for members of the public. This unit also manage and maintains the licensing program for dogs and cats, including the registration of rabies vaccinations.

Administration Services		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$3,544,800
Financing:		1,350,000
Net County Cost:		2,194,800
Funding Sources:		
Licenses	38.1%	$1,350,000
General Fund	61.9%	2,194,800
FTE: 20.0		

Community Services

Description: Provide public information, media relations, and community education while providing support to the admissions and adoptions and volunteer program.

Community Services		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$431,000
Financing:		10,000
Net County Cost:		421,000
Funding Sources:		
Other Revenue	2.3%	$10,000
General Fund	97.7%	421,000
FTE: 2.0		

Animal Services
Law and Justice

Other Special Revenue Program

Animal Benefit Fund

Description: In 1988, the Animal Services Department created the Animal Benefit Fund. The original purpose of the Fund was to allow the department to receive donations from individuals, animal welfare organizations and businesses, to support animal health and welfare projects not funded by departmental or general County revenue.

Since the creation of the Animal Benefit Fund, monetary contributions and donations for services and supplies have provided for unfunded needs of impounded animals. These donations have come in the form of grants, regular donations, and over-the-counter donations.

In 2020, the County Board of Supervisors approved the establishment of the following programs:

- Medical Assistance
- Humane Education
- Shelter Intervention
- Spay Neuter & Wellness

Animal Benefit Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$640,000
Financing:		210,000
Net Fund Cost:		430,000
Funding Sources:		
Non-restricted Donations	32.8%	$210,000
Fund Reserves	67.2%	430,000

CAO's Recommendation

Animal Services provides a variety of mandated and discretionary services to the constituents of Contra Costa County.

To provide these services the Department relies on clinical, technical and administrative staff. The services provided are primarily funded through user fees and contract city revenue.

The Recommended budget includes increased expenditures to fund additional staff and supplies to provide increased services. These increased services are in field and center operations, as well as the Spay and Neuter Clinic.

Revenue is also increased to reflect increased city contributions and owner license fees. Animal Services worked collaboratively with contract cities to negotiate an amended agreement for the next two years. In FY 22-23, an additional $454,000 in city contract revenue will be earned to fund an additional four (4) FTE positions: one Field Services Sergeant, one Utility Worker and two Animal Care Coordinators. These four positions will enable Animal Services to better serve the community with improved shelter and field services. Discussions with contracted cities around service priorities will continue in effort to provide the best possible service to the community.

The Recommended Net County Cost for FY 22-23 increased 6% from the FY 2021-22 Budget, of which $270,000 is for additional staff and supplies to allow the Department to expand the Spay and Neuter Clinic's available hours.

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.

The County Administrator's Office will be conducting an operational review of the Department to ensure there is an efficient and effective use of resources.

Performance Measures

Department Goal: Promote the health, safety and welfare of animals and the general public.

Performance Measure: Length of Stay for Dogs					
This measure tracks the median length of stay (LOS) for Dogs.					
	FY16/17	**FY17/18**	**FY18/19**	**FY19/20**	**FY20/21**
Median Target	10	10	10	10	10
Median Actual	11	10	9	7	7
Notes: There was a decrease in dog volume overall in the shelter due to COVID-19. In FY19/20 and 20/21, the Department surpassed its target of a 10-day median LOS by 30% and saw almost no incidences of illness and fewer behavior problems.					

Performance Measure: Length of Stay for Cats					
This measure tracks the median length of stay (LOS) for Cats.					
	FY16/17	**FY17/18**	**FY18/19**	**FY19/20**	**FY20/21**
Median Target	10	10	10	10	10
Median Actual	8	7	8	6	4
Notes: The median cat LOS has markedly decreased since FY19/20 due to changes in processes to ensure the population of cats is within the shelter's capacity for care.					

Performance Measure: Live Release Rate for Dogs					
This measure tracks the percentage of dogs leaving the shelter alive.					
	FY16/17	**FY17/18**	**FY18/19**	**FY19/20**	**FY20/21**
Median Target	88%	88%	90%	90%	90%
Median Actual	93%	93%	93%	94%	93%
Notes: The following formula is used for the figures above: Total Live Outcomes / Total Outcomes. The shelter has experienced an increase in positive outcomes for dogs overall.					

Performance Measure: Live Release Rate for Cats					
This measure tracks the percentage of cats leaving the shelter alive.					
	FY16/17	**FY17/18**	**FY18/19**	**FY19/20**	**FY20/21**
Median Target	85%	85%	88%	88%	88%
Median Actual	89%	85%	84%	85%	82%
Notes: The following formula is used for the figures above: Total Live Outcomes / Total Outcomes. Programs such as Trap Neuter Return (TNR) have increased the LRR. Though, over time, the LRR has remained relatively flat due to the high volume of cats that come into the facility with extreme illnesses or injuries, and the challenges of finding appropriate foster or transfer of underaged kittens.					

Animal Services
Law and Justice

Operations Indicators					
These measures track activity levels in the Department.					
	FY16/17	**FY17/18**	**FY18/19**	**FY19/20**	**FY20/21**
Total Calls for Service	19,836	18,357	18,432	18,176	17,557
Animals Handled	19,700	19,172	16,325	13,671	9,288
Animals Adopted	3,559	3,271	2,647	2,205	811
Animals Returned to Owner	1,556	1,482	1,396	1,312	851
Animals Transferred to Rescues	3,334	2,643	2,044	1,937	1,107

Performance Measures

- LOS is recognized as a critical factor in shelter management, with implications for animal health, well-being, sheltering costs, and ultimately a shelter's capacity to save lives. The Department currently meets its LOS goal of 10 days.

- Having a successful Spay/Neuter program reduces the County's stray population. The Department provided 2,797 public S/N's, representing a 20% increase.

- The Department will be designing and implementing a community-based engagement model for animal control by providing an environment that focuses on equity, mutuality, and justice.

- The Department's Field Services Division trained Department staff and educated the public on State and local ordinances through various activities, such as "Stand Down on the Delta", Veteran's affairs, Safety Fairs, educational booths, community speaking engagements and Microchip Clinics. In addition, the Department's Field Services Division has strived to expand diversity trainings for staff to continue to have positive engagements with the public.
.
- The Department expanded its translation material, translating all citation, education and other public notice materials to improve public communication. Increasing translation services and multi-lingual educational material provides many benefits to the community.

Administrative and Program Goals

- The Department will continue to serve the public through speaking engagements, homeless and veteran's affairs events, and other educational opportunities.

- While enforcing state and local laws, the goal is to not only provide enforcement, but to educate the community on animal services and how to utilize them.

- In FY 22-23, the Department will implement service level changes to expand the capacity of low-cost (S/N) clinic services. The impact of these changes will target the Department's ability to increase the number of public S/N services.

- The Department will develop a plan to allow underserved populations to gain more access to services.

- The Department will issue a Request for Proposal for licensing processing services to become more efficient in processing animal licensing, while increasing animal licensing compliance.

FY 2022-23
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	Field Operations	Salaries and Benefits	2.0	212,416	Add one Field Services Sergeant and one Field Utility Worker for field services.
2	1	Field Operations	Revenue	0.0	(212,416)	Increase contract city revenue.
3	2	Center Operations	Salaries and Benefits	2.0	241,584	Add two Animal Care Coordinators to account for increased workload from increased services.
4	2	Center Operations	Revenue	0.0	(241,584)	Increase contract city revenue.
5	2	Medical Services	Salaries and Benefits	2.0	239,000	Add one Registered Veterinary Technician and one Medical Supervisor for increased Spay and Neuter services.
6	2	Medical Services	Services and Supplies	0.0	100,000	Increase budget for supplies to account for additional supplies to provide services.
7	2	Medical Services	Revenue	0.0	(69,000)	Increase Spay and Neuter clinic revenue.
			Total	**6.0**	**270,000**	

Animal Services
Law and Justice

Conflict Defense

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	5,293,881	5,561,000	6,000,000	6,000,000	0
Expense Total	**5,293,881**	**5,561,000**	**6,000,000**	**6,000,000**	**0**
Net County Cost (NCC):	**5,293,881**	**5,561,000**	**6,000,000**	**6,000,000**	**0**
Financial Indicators					
% Change in Total Exp		5%	8%	0%	
% Change in NCC		5%	8%	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 from duty 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); acting as a standby, advisory or co-counsel in a criminal case.

Conflict Defense Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$6,000,000
Financing:		0
Net County Cost:		6,000,000
Funding Sources:		
General Fund	100.0%	$6,000,000

CAO's Recommendation

The County currently 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. 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 stable.

The Recommended Budget of $6,000,000 is expected to provide sufficient appropriations for the continuation of conflict legal defense services in FY 2022-23. The County is currently in negotiations with Independent Counsel to renew the agreement for FY 2022-23.

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 the County reserve.

Conflict Defense
Law and Justice

District Attorney Summary

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	41,861,700	45,514,000	45,524,000	47,080,000	1,556,000
Services And Supplies	3,452,713	4,023,000	4,793,000	4,793,000	0
Other Charges	46,301	43,000	43,000	43,000	0
Fixed Assets	20,670	103,000	60,000	60,000	0
Expenditure Transfers	(1,039,612)	(655,000)	(626,000)	(626,000)	0
Expense Total	**44,341,773**	**49,028,000**	**49,794,000**	**51,350,000**	**1,556,000**
Revenue					
Other Local Revenue	3,942,227	5,817,000	5,981,000	5,981,000	0
Federal Assistance	(142,546)	351,548	351,548	351,548	0
State Assistance	21,056,889	21,086,452	22,772,452	22,772,452	0
Revenue Total	**24,856,570**	**27,255,000**	**29,105,000**	**29,105,000**	**0**
Net County Cost (NCC):	**19,485,203**	**21,773,000**	**20,689,000**	**22,245,000**	**1,556,000**
Allocated Positions (FTE)	**225.6**	**226.6**	**229.6**	**231.6**	**2.0**
Financial Indicators					
Salaries as % of Total Exp	94%	93%	91%	92%	
% Change in Total Exp		11%	2%	3%	
% Change in Total Rev		10%	7%	0%	
% Change in NCC		12%	(5%)	8%	
Compensation Information					
Permanent Salaries	24,785,015	27,247,102	28,647,037	29,666,499	1,019,462
Temporary Salaries	1,660,137	1,178,969	1,178,969	1,178,969	0
Permanent Overtime	395,727	272,870	311,370	311,370	0
Deferred Comp	242,799	292,844	388,465	397,358	8,893
FICA/Medicare	1,583,961	1,623,655	1,700,885	1,751,222	50,337
Ret Exp-Pre 97 Retirees	83,341	87,522	87,522	87,522	0
Retirement Expense	8,601,678	9,619,396	8,338,605	8,681,600	342,995
Excess Retirement	11,337	0	0	0	0
Employee Group Insurance	2,739,341	3,388,921	3,516,005	3,641,463	125,458
Retiree Health Insurance	1,039,527	1,117,672	1,009,852	1,009,852	0
OPEB Pre-Pay	434,831	435,186	0	0	0
Unemployment Insurance	28,949	55,662	58,462	59,305	843
Workers Comp Insurance	255,056	194,201	286,829	294,841	8,012

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:

-- District Attorney
-- 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	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	41,353,564	45,134,000	45,147,000	46,703,000	1,556,000
Services And Supplies	3,439,583	4,013,000	4,783,000	4,783,000	0
Other Charges	46,301	43,000	43,000	43,000	0
Fixed Assets	20,670	103,000	60,000	60,000	0
Expenditure Transfers	(838,370)	(302,000)	(273,000)	(273,000)	0
Expense Total	**44,021,749**	**48,991,000**	**49,760,000**	**51,316,000**	**1,556,000**
Revenue					
Other Local Revenue	3,942,227	5,817,000	5,981,000	5,981,000	0
Federal Assistance	(142,546)	351,548	351,548	351,548	0
State Assistance	21,056,889	21,086,452	22,772,452	22,772,452	0
Revenue Total	**24,856,570**	**27,255,000**	**29,105,000**	**29,105,000**	**0**
Net County Cost (NCC):	**19,165,179**	**21,736,000**	**20,655,000**	**22,211,000**	**1,556,000**
Allocated Positions (FTE)	**224.6**	**225.6**	**228.6**	**230.6**	**2.0**
Financial Indicators					
Salaries as % of Total Exp	94%	92%	91%	91%	
% Change in Total Exp		11%	2%	3%	
% Change in Total Rev		10%	7%	0%	
% Change in NCC		13%	(5%)	8%	
Compensation Information					
Permanent Salaries	24,573,681	27,036,104	28,422,138	29,441,600	1,019,462
Temporary Salaries	1,540,137	1,178,969	1,178,969	1,178,969	0
Permanent Overtime	395,727	272,870	311,370	311,370	0
Deferred Comp	241,779	291,824	386,982	395,875	8,893
FICA/Medicare	1,562,567	1,611,565	1,688,197	1,738,534	50,337
Ret Exp-Pre 97 Retirees	82,670	84,962	84,962	84,962	0
Retirement Expense	8,533,576	9,551,361	8,276,684	8,619,679	342,995
Excess Retirement	11,337	0	0	0	0
Employee Group Insurance	2,709,854	3,357,813	3,483,207	3,608,665	125,458
Retiree Health Insurance	1,002,327	1,080,823	971,902	971,902	0
OPEB Pre-Pay	419,406	419,800	0	0	0
Unemployment Insurance	28,594	55,237	58,012	58,855	843
Workers Comp Insurance	251,909	192,672	284,578	292,590	8,012

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Law and Justice

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.

In 2021, the County was selected to participate in the State's 3-year California County Resentencing Pilot Program, which provided the District Attorney's Office $1,040,000 to enable the Department to more effectively process requests for resentencing and to evaluate a collaborative approach to conducting resentencing requests.

Mainline Prosecution Summary

Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$31,346,665
Financing:		19,421,000
Net County Cost:		11,925,665
Funding Sources:		
Sales Tax	60.9%	$18,038,000
Miscellaneous Rev	1.9%	542,000
State Aid	0.8%	841,000
General Fund	33.9%	9,121,086
FTE: 150.1		

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:

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.

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.

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.

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.

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.

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.

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.

Special Prosecution Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$7,537,212
Financing:		5,048,749
Net County Cost:		2,488,463
Funding Sources:		
Reimbursement	35.3%	$2,658,864
Intergov Rev	31.5%	2,370,885
Fines/Penalties	0.2%	19,000
General Fund	33.0%	2,488,463
FTE: 27.5		

Investigations

Description: Investigates all types of crime under the District Attorney's jurisdiction, locates and interviews suspects and witnesses, assists in grand jury investigations, writes search warrant affidavits, serves search warrants, conducts searches for fugitives, conducts surveillance, makes arrests and appears and testifies as witnesses in criminal and civil cases.

Investigations Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$4,287,542
Financing:		110,504
Net County Cost:		4,177,038
Funding Sources:		
Misc. State Aid	2.6%	$110,000
Misc. Revenue	0.0%	504
General Fund	97.4%	4,177,038
FTE: 16.0		

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:		$1,879,305
Financing:		1,864,115
Net County Cost:		15,190
Funding Sources:		
State Aid	99.8%	$1,864,115
General Fund	0.2%	15,190
FTE: 14.5		

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:		$5,003,617
Financing:		9,000
Net County Cost:		4,994,617
Funding Sources:		
Miscellaneous Rev	0.2%	$9,000
General Fund	99.8%	4,994,617
FTE: 14.0		

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AB 109 Program

Description: The Public Safety Realignment Act transfers responsibility for supervising specific low-level inmates and parolees from the California Department of Corrections and Rehabilitation 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.

AB 109 Program Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$1,261,659
Financing:		2,651,632
Net County Cost:		(1,389,973)
Funding Sources:		
Reimbursements	100.0%	$2,651,632
FTE: 8.5		

Public Assistance Fraud Budget

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	508,135	380,000	377,000	377,000	0
Services And Supplies	13,130	10,000	10,000	10,000	0
Expenditure Transfers	(201,242)	(353,000)	(353,000)	(353,000)	0
Expense Total	**320,024**	**37,000**	**34,000**	**34,000**	**0**
Net County Cost (NCC):	**320,024**	**37,000**	**34,000**	**34,000**	**0**
Allocated Positions (FTE)	**1.0**	**1.0**	**1.0**	**1.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	159%	1,027%	1,109%	1,109%	
% Change in Total Exp		(88%)	(8%)	0%	
% Change in NCC		(88%)	(8%)	0%	
Compensation Information					
Permanent Salaries	211,333	210,998	224,899	224,899	0
Temporary Salaries	120,000	0	0	0	0
Deferred Comp	1,020	1,020	1,483	1,483	0
FICA/Medicare	21,394	12,091	12,688	12,688	0
Ret Exp-Pre 97 Retirees	671	2,560	2,560	2,560	0
Retirement Expense	68,102	68,036	61,922	61,922	0
Employee Group Insurance	29,487	31,108	32,798	32,798	0
Retiree Health Insurance	37,200	36,849	37,950	37,950	0
OPEB Pre-Pay	15,425	15,386	0	0	0
Unemployment Insurance	355	424	450	450	0
Workers Comp Insurance	3,148	1,528	2,250	2,250	0

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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:		$34,000
Financing:		0
Net County Cost:		34,000
Funding Sources:		
General Fund	100.0%	34,000
FTE: 1.0		

Miscellaneous Programs (Non-General Fund)

Consumer Protection

Description: Receives *Cy pres* restitution funds from court-ordered settlements for District Attorney Consumer Protection projects when individual restitution in a particular case cannot be determined or is not feasible.

Consumer Protection Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$1,200,000
Financing:		1,200,000
Net Fund Cost:		0
Funding Sources:		
Fines/Forfeitures	100.0%	$1,200,000

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:		$410,000
Financing:		350,000
Net Fund Cost:		60,000
Funding Sources:		
General Fines	85.4%	$350,000
Fund Balance	14.6%	60,000

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:		112,000
Net Fund Cost:		(57,000)
Funding Sources:		
Seizures	100.0%	$112,000

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:		$620,000
Financing:		900,000
Net Fund Cost:		(280,000)
Funding Sources:		
Recording Fees	100.0%	$900,000

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Supplemental Law Enforcement Services Fund (SLESF) – Criminal Prosecution

Description: As provided by AB 3229 (Chapter 134, Statues 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 the AB 109 Public Safety Realignment Act, 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:	$537,000
Financing:	537,000
Net Fund Cost:	0
Funding Sources:	
Public Safety Realign 100.0%	$537,000

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 (AB 109) District Attorney Summary	
Service:	Mandatory
Level of Service:	Mandatory
Expenditures:	$574,000
Financing:	574,000
Net Fund Cost:	0
Funding Sources:	
Public Safety Realign 100.0%	$574,000

CAO's Recommendation

The District Attorney's Office FY 2022-23 Recommended Budget increases expenditure appropriations by approximately $2.3 million, or 4.7% and increases estimated revenue by approximately $1.85 million, or 6.4%, resulting in an increase of $472,000, or 2.2% in the net County cost from the FY 2021-22 Budget.

The increases to expenditure appropriations are due to projected salary and benefit increases for existing employees and the addition of two FTE positions (position changes are included in the Program Modification List at the end of this section). The Recommended Budget adds two Administrative Services Assistant III positions to provide administrative support as the Department requires complex data analysis, processing, and organization for its general and data driven operations.

The Recommended Budget includes a staff vacancy factor of $578,000, a decrease of $1,296,000 from FY 2021-22. A vacancy factor accounts for cost savings related to funded personnel vacancies occurring within the department during the fiscal year. The District Attorney's Office maintained a vacancy factor of $1,874,000 in FY 2021-22. As the department returns to full service and staffing, a lower vacancy rate is anticipated and should have minimal operational impacts.

The increase in estimated revenue is primarily attributable to a projected $1.6 million increase in Proposition 172 sales tax revenue.

Note: *The County Administrator has developed recommendations based on service level impacts communicated by the District Attorney's Office. It is acknowledged that the District Attorney is an elected official and has ultimate discretion on how to best deploy resources within her Office using appropriations allocated by the Board of Supervisors*.

Performance Measurement

With 1.15 million residents and 25 law enforcement agencies within the 19 cities of Contra Costa County, the District Attorney's Office reviews every police report submitted in its jurisdiction. In 2021, the Office prosecuted over 3,226 felony cases and 4,670 misdemeanor cases. In comparison, the Office prosecuted over 3,327 felony cases and 4,634 misdemeanor cases in 2020. 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

Innovations and Alternatives to Prosecution

Conviction Integrity - The District Attorney's Office established the first ever Conviction Integrity Unit ("CIU") in Contra Costa County in early 2019. The unit investigates 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.

Neighborhood Community Courts - To offer smart and safe alternatives for low level non-violent misdemeanors, the District Attorney's Office established the 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.

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.

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 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

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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 annual Day of Action.

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 most crimes in a community. The Office focuses 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.

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.

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 daily. 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.

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 realignment caused a significant impact on county public safety services provided by the Probation Department, the Sheriff's Office, and the District Attorney's Office. The Office continues to work closely with its 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 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.

Proposition 47 - 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.

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 to prepare for and attend hearings, as well as an increase in victim witness support services associated with the hearings.

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 enables 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.

Administrative Goals

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.

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 93% of the Office budget is allocated to salaries and benefits, therefore, reductions to the budget result in reductions to services and programs.

Training - The District Attorney's Office engaged in an officewide "strategic planning conversation" when District Attorney Diana Becton was first appointed. The effort revealed a significant need for increased training for all employees (clerical, attorney, victim witness, and management). The Office has established a training oversight committee for the attorneys that coordinates comprehensive training programs for the entire office. It is the goal of the District Attorney's Office to continue providing trainings to advance racial equity and social justice.

District Attorney
Law and Justice

FY 2022-23
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net County Cost Impact	Impact
1	1	Mainline Prosecution	Salary and Benefits	0.0	1,296,000	Reduction in vacancy factor
2	5	Administration	Salary and Benefits	2.0	260,000	Add two Administrative Services Assistant III positions
			Total	**2.0**	**1,556,000**	

Justice Systems Development/Planning
Law and Justice

Summary
Law and Justice Budgets

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	779,847	865,000	851,000	851,000	0
Services And Supplies	1,609,799	10,837,265	2,561,000	2,561,000	0
Expenditure Transfers	(256,505)	(68,000)	(72,000)	(72,000)	0
Expense Total	**2,133,140**	**11,634,265**	**3,340,000**	**3,340,000**	**0**
Revenue					
Other Local Revenue	164,878	408,000	340,000	340,000	0
State Assistance	1,077,700	1,000,000	1,000,000	1,000,000	0
Revenue Total	**1,242,578**	**1,408,000**	**1,340,000**	**1,340,000**	**0**
Net County Cost (NCC):	**890,563**	**10,226,265**	**2,000,000**	**2,000,000**	**0**
Allocated Positions (FTE)	**5.0**	**5.0**	**5.0**	**5.0**	**0**
Financial Indicators					
Salaries as % of Total Exp	37%	7%	25%	25%	
% Change in Total Exp		445%	(71%)	0%	
% Change in Total Rev		13%	(5%)	0%	
% Change in NCC		1,048%	(80%)	0%	
Compensation Information					
Permanent Salaries	513,719	572,860	588,427	588,427	0
Deferred Comp	4,125	4,620	8,220	8,220	0
FICA/Medicare	37,814	42,466	43,696	43,696	0
Ret Exp-Pre 97 Retirees	1,441	973	1,472	1,472	0
Retirement Expense	148,716	167,186	140,138	140,138	0
Employee Group Insurance	55,726	58,679	54,358	54,358	0
Retiree Health Insurance	10,801	10,034	10,334	10,334	0
OPEB Pre-Pay	4,224	4,176	0	0	0
Unemployment Insurance	558	1,145	1,177	1,177	0
Workers Comp Insurance	2,723	2,862	3,178	3,178	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:

– Law and Justice Systems Development
– Vehicle Theft

Justice Systems Development/Planning
Law and Justice

Major Department Responsibilities

The mission of Justice Systems Development/ Planning is to provide administration, planning, 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; and City Supplemental Law Enforcement Services (SLESF) funds.

Law and Justice Systems Development

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	779,847	865,000	851,000	851,000	0
Services And Supplies	727,590	7,749,000	1,561,000	1,561,000	0
Expenditure Transfers	(256,505)	(68,000)	(72,000)	(72,000)	0
Expense Total	**1,250,932**	**8,546,000**	**2,340,000**	**2,340,000**	**0**
Revenue					
Other Local Revenue	164,878	408,000	340,000	340,000	0
Revenue Total	**164,878**	**408,000**	**340,000**	**340,000**	**0**
Net County Cost (NCC):	**1,086,054**	**8,138,000**	**2,000,000**	**2,000,000**	**0**
Allocated Positions (FTE)	**5**	**5**	**5**	**5**	**0**
Financial Indicators					
Salaries as % of Total Exp	62%	10%	36%	36%	
% Change in Total Exp		583%	(73%)	0%	
% Change in Total Rev		147%	(17%)	0%	
% Change in NCC		649%	(75%)	0%	
Compensation Information					
Permanent Salaries	513,719	572,860	588,427	588,427	0
Deferred Comp	4,125	4,620	8,220	8,220	0
FICA/Medicare	37,814	42,466	43,696	43,696	0
Ret Exp-Pre 97 Retirees	1,441	973	1,472	1,472	0
Retirement Expense	148,716	167,186	140,138	140,138	0
Employee Group Insurance	55,726	58,679	54,358	54,358	0
Retiree Health Insurance	10,801	10,034	10,334	10,334	0
OPEB Pre-Pay	4,224	4,176	0	0	0
Unemployment Insurance	558	1,145	1,177	1,177	0
Workers Comp Insurance	2,723	2,862	3,178	3,178	0

Description: Plans, develops, coordinates, and implements automated information systems for justice departments including project management, training, and technical assistance. Plans and manages the implementation of the case management information systems 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 Automated Warrant System (AWS), the Law & Justice Information System (LJIS), the District Attorney case management system (Prosecutor

Justice Systems Development/Planning
Law and Justice

by Karpel), and the Public Defender case management system (Defender by Karpel).

Law & Justice Systems Development Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$ 2,412,000
Financing:		412,000
Net County Cost:		2,000,000
Funding Sources:		
Charges for Svcs.	17.1%	412,000
General Fund	82.9%	2,000,000
FTE: 5.0		

Vehicle Theft Program

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	882,209	3,088,265	1,000,000	1,000,000	0
Expense Total	**882,209**	**3,088,265**	**1,000,000**	**1,000,000**	**0**
Revenue					
State Assistance	1,077,700	1,000,000	1,000,000	1,000,000	0
Revenue Total	**1,077,700**	**1,000,000**	**1,000,000**	**1,000,000**	**0**
Net County Cost (NCC):	**(195,492)**	**2,088,265**	**0**	**0**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp	0%	250%	(68%)	0%	
% Change in Total Rev		(7%)	0%	0%	
% Change in NCC		(1,168%)	(100%)	0%	

Description: 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 automated fingerprint identification (CAL-ID) equipment and the Automated Regional Information Exchange System (ARIES), which are managed by the Office of the Sheriff. Also provides funding for the countywide automated warrant system, which is managed by the Office of the County Administrator.

Automated ID & Warrant Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$1,346,000
Financing:		1,195,000
Net Fund Cost:		151,000
Funding Sources:		
Participant Fees	77.1%	$ 1,037,000
Fines & Forfeitures	11.7%	158,000
Fund Balance	11.2%	151,000
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:		$225,000
Financing:		225,000
Net Fund Cost:		0
Funding Sources:		
Penalty Assessments	100.0%	$225,000
Fund 115600		

3. 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:		Mandatory
Level of Service:		Mandatory
Expenditures:		$3,820,000
Financing:		3,820,000
Net Fund Cost:		0
Funding Sources:		
Misc. Revenue	100.0%	$3,820,000
Fund 114300		

4. 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, through its Law & Justice Information Systems (LJIS) Development/Planning Division, has made significant progress in the replacement of 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 and has targeted March 2022 for their new system rollout.

In addition to the project to replace the County's justice case management systems, the LJIS Division, in November 2021, completed the project to replace the County's 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 more than 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.

In addition to modernizing Justice Partner case management systems, the County Administrator's Office also administers the All-County Criminal Justice Information Network (ACCJIN) and continues to support and troubleshoot the legacy mainframe justice system.

To fulfill these responsibilities, the County Administrator's Office draws from several resources:

- LJIS Planning and Development 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 is 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 ensure that the systems will perform and exchange data as expected. The absolute necessity for high-level planning and coordination of these systems is why the LJIS Division 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.

At the recommended level of $3,340,000, Baseline expenditures are reduced from the current year adjusted budget by $8,294,265 due a combination of the removal of prior-year fund balances in the amount of $7,138,000 from Law & Justice Systems Development and $2,088,265 from the Vehicle Theft program, offset by an increase in General Fund contribution of $932,000 for ongoing LJIS system development and implementation and other miscellaneous adjustments. Year-end balances for these programs are typically carried forward to the new budget year to finance justice system projects in progress and vehicle theft services.

Baseline revenues derive from charges to local law enforcement agencies for access to the ACCJIN, and from vehicle license fees. All costs of the ACCJIN are shared among subscriber agencies, which include several County departments. At the recommended level of

$1,340,000, Baseline revenues are reduced from the current year adjustment budget by $68,000 due to projected cost decreases to operate the ACCJIN.

Performance Measurement

Administrative

- Conducted continuous recruitment for qualified Programmer/Quality Assurance analysts and filled all positions.
- Formalized Warrant Management System MOU between County and Law Enforcement Agencies.

Warrant Management System

- Implemented phases 1 and 2: core functionality design, development, data conversion, testing, training, and roll out; daily active-warrant data feeds via ARIES for law enforcement agencies; advisements; Wanted Person System interface, and miscellaneous features.

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.
- Implemented electronic filing of local law enforcement agencies complaints with two additional agencies.

Public Defender Case Management System

- Implemented core functionality design (Adult and Juvenile), development, data conversion, testing, training, and roll out.

Probation Case Management System

- Completed contract negotiations for Probation (Adult and Juvenile) case management system and kicked off project to be completed in May 2023.

Maintain and modernize other justice data systems

- ***Law and Justice Information System (LJIS) Mainframe*** - Analyzed, researched, and resolved production issues; maintained system tables; supported interfaces; defined, designed, and tested bug fixes, enhancements, and reports for justice partners.
- ***Legacy warrant management system*** **-** Analyzed, researched, and resolved production issues; maintained system tables; supported interfaces; defined, designed, and tested bug fixes, enhancements, and reports for law enforcement partners.
- ***Disposition Reporting*** - Analyzed and produced 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

- Maintain business partner satisfaction through system support, consulting, and recommendations.
- Foster justice partner collaboration through technology.
- Maintain a safe work environment.
- Maintain full staffing.

Warrant Management System

- Begin phase 3: geocoding agency beats, jail management system interface, publishing warrant status to the Court.

Justice Partner Case Management Systems

- Plan implementation of adult and juvenile case management systems for Probation (Supervision, Investigation, and Institution).
- Assist the District Attorney's Office efforts with additional 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.

Probation Summary

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	55,619,497	61,503,000	61,786,000	64,068,000	2,282,000
Services And Supplies	16,996,390	20,709,614	22,000,000	22,000,000	0
Other Charges	3,584,935	5,816,000	4,366,000	4,366,000	0
Fixed Assets	62,739	0	0	0	0
Expenditure Transfers	(1,154,927)	(25,000)	486,000	486,000	0
Expense Total	**75,108,633**	**88,003,614**	**88,638,000**	**90,920,000**	**2,282,000**
Revenue					
Other Local Revenue	21,717,553	26,778,000	30,165,000	32,078,000	1,913,000
Federal Assistance	634,093	925,000	728,600	728,600	0
State Assistance	12,081,240	12,419,000	12,386,400	12,386,400	0
Revenue Total	**34,432,885**	**40,122,000**	**43,280,000**	**45,193,000**	**1,913,000**
Net County Cost (NCC):	**40,675,748**	**47,881,614**	**45,358,000**	**45,727,000**	**369,000**
Allocated Positions (FTE)	**338.5**	**338.5**	**343.5**	**354.5**	**11.0**
Financial Indicators					
Salaries as % of Total Exp	74%	70%	70%	70%	
% Change in Total Exp		17%	1%	3%	
% Change in Total Rev		17%	8%	4%	
% Change in NCC		18%	(5%)	1%	
Compensation Information					
Permanent Salaries	25,824,485	29,045,246	28,769,027	30,028,137	1,259,110
Temporary Salaries	821,953	1,315,000	899,970	899,970	0
Permanent Overtime	2,088,516	818,884	2,213,361	2,213,361	0
Deferred Comp	239,828	292,115	388,654	408,454	19,800
Comp & SDI Recoveries	(385,703)	(47,000)	(47,000)	(47,000)	0
FICA/Medicare	666,566	617,920	782,612	886,176	103,564
Ret Exp-Pre 97 Retirees	173,957	183,313	181,064	181,064	0
Retirement Expense	17,848,992	20,000,627	19,116,698	19,801,977	685,279
Excess Retirement	93,046	183,740	183,601	183,601	0
Employee Group Insurance	4,067,568	4,825,992	5,782,151	5,996,398	214,247
Retiree Health Insurance	2,621,517	2,562,884	2,608,473	2,608,473	0
OPEB Pre-Pay	1,105,674	1,111,529	0	0	0
Unemployment Insurance	30,782	57,193	66,416	66,416	0
Workers Comp Insurance	1,042,179	1,230,600	1,530,517	1,530,517	0
Labor Received/Provided	(619,863)	(695,044)	(689,544)	(689,544)	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 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.

The Probation team works collaboratively to create opportunities for those served to experience a positive outcome that strengthens the individual and makes the community safe.

The Probation Department fills a critical public safety role; balancing the unique responsibilities of providing compassionate supervision and support, while ensuring clients comply with and complete their court-ordered sentences. Probation provides the necessary pathways to success. Clients are afforded the opportunity to access services that include but are not limited to mental health services and substance abuse treatment, cognitive behavioral treatment, 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

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	30,743,862	34,595,000	36,211,700	38,401,000	2,189,300
Services And Supplies	10,272,208	14,319,614	13,553,000	13,553,000	0
Other Charges	646,152	1,318,000	1,318,000	1,318,000	0
Fixed Assets	44,033	0	0	0	0
Expenditure Transfers	4,116	(180,000)	347,000	347,000	0
Expense Total	**41,710,372**	**50,052,614**	**51,429,700**	**53,619,000**	**2,189,300**
Revenue					
Other Local Revenue	16,486,458	20,671,000	23,785,700	25,606,000	1,820,300
Federal Assistance	291,979	400,000	478,600	478,600	0
State Assistance	1,133,295	1,139,000	953,400	953,400	0
Revenue Total	**17,911,732**	**22,210,000**	**25,217,700**	**27,038,000**	**1,820,300**
Net County Cost (NCC):	**23,798,640**	**27,842,614**	**26,212,000**	**26,581,000**	**369,000**
Allocated Positions (FTE)	**179.0**	**179.0**	**184.0**	**194.0**	**10.0**
Financial Indicators					
Salaries as % of Total Exp	74%	69%	70%	72%	
% Change in Total Exp		20%	3%	4%	
% Change in Total Rev		24%	14%	7%	
% Change in NCC		17%	(6%)	1%	
Compensation Information					
Permanent Salaries	14,306,361	16,350,899	18,716,476	19,922,605	1,206,129
Temporary Salaries	11,746	0	6	6	0
Permanent Overtime	171,365	75,000	86,017	86,017	0
Deferred Comp	131,236	160,588	203,242	221,242	18,000
Comp & SDI Recoveries	(14,207)	0	0	0	0
FICA/Medicare	343,073	401,251	482,710	579,642	96,932
Ret Exp-Pre 97 Retirees	97,443	95,313	95,464	95,464	0
Retirement Expense	9,959,142	11,296,420	10,825,967	11,499,436	673,469
Excess Retirement	36,689	36,712	36,712	36,712	0
Employee Group Insurance	2,196,021	2,649,733	3,086,627	3,281,397	194,770
Retiree Health Insurance	2,621,517	2,562,884	2,608,473	2,608,473	0
OPEB Pre-Pay	1,105,674	1,111,529	0	0	0
Unemployment Insurance	15,879	29,300	37,583	37,583	0
Workers Comp Insurance	525,741	664,371	865,921	865,921	0
Labor Received/Provided	(763,819)	(839,000)	(833,500)	(833,500)	0

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Probation Programs

Adult Investigations & Supervision

Description: Investigate and supervise adult criminal offenders referred by the Courts. This unit includes the following programs:

- **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.

- **Superior Court Probation Officers** – Provides information on probation cases to Judges and represents the Probation Department in the Superior Court to assist in arriving at the appropriate disposition. These positions are funded with General Fund revenue.

- **Active Felony Supervision** – Probation staff supervise a daily average of 3,200 individuals with felony convictions, and monitor the specific and general conditions of probation ordered by the Court, as well as provide the opportunity for services related to the clients' needs.

- **Sex Offender** - Probation staff supervise registered sex offenders placed on formal probation. The primary focus of sex offender supervision is to enhance community safety, protect victims, and prevent further sexual offending behavior.

- **Public Safety Realignment (AB 109)** - The elements of Public Safety Realignment include the Post-Release Community Supervision of clients released from prison. Those sentenced to local commitments for crimes that would have previously resulted in prison sentences are released from jail and placed on Mandatory Supervision, supervised by the Probation Department. Those clients released from prison and jail after completing a term for violating their parole are also placed on probation supervision. Systems to coordinate and ensure services are available have been developed and continue to be refined. The goal is to ensure clients have 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 AB 109 Public Safety Realignment Act funds this program.

- **Pretrial** – The Pretrial Program utilizes an evidence-based risk assessment tool on an average of 750 pretrial defendants per year to guide release decisions for adult defendants. The Pretrial Unit works collaboratively with the Office of Re-entry & Justice, the Public Defender, the District Attorney, and the Sheriff's Office to provide information for Own Recognizance Pretrial release for defendants at arraignment. Upon release of a defendant, the Pretrial program also provides community supervision for approximately 500 pretrial defendants per year. The Pretrial Program is funded through the AB 109, Public Safety Realignment Act.

- **Banked Caseload –** The Deputy Probation Officer (DPO) provides, as needed, supervision and monitoring of probation violations. The daily average population of this caseload is approximately 250 felons.

Adult Investigations & Supervision		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$19,099,433
Financing:		13,709,633
Net County Cost:		5,389,800
Funding Sources:		
Reimbursement	71.0%	$13,554,233
State	0.8%	155,400
General Fund	28.2%	5,389,800
FTE: 88.0		

Vehicle Theft

Description: Vehicle theft is a collaborative program administered by the California Highway Patrol, Offices of the Sheriff and District Attorney, and the Probation Department that enhances the capacity of local police and prosecutors to deter, investigate and prosecute vehicle theft crimes. A (DPO) 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.

Vehicle Theft		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$180,967
Financing:		180,967
Net County Cost:		0
Funding Sources:		
Reimbursements	100.0%	$180,967

Domestic Violence

Description: 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 work with the victims of domestic violence, facilitate the collection of restitution and enforce restraining orders when necessary. They also assist the court by reporting progress and making recommendations for violations of terms and conditions. Batterer's Intervention Programs are certified and monitored by one DPO with specialized training. The Contra Costa Alliance to End Abuse provides partial funding for these efforts.

Domestic Violence		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$1,189,000
Financing:		2,000
Net County Cost:		1,187,000
Funding Sources:		
Charges for Svc	0.2%	$2,000
General Fund	99.8%	1,187,000
FTE: 6.0		

DUI Enhanced Supervision Program

Description: DUI (Driving Under the Influence) supervision is funded through the California Office of Traffic Safety and provides for intensified supervision of felony drunk drivers. The DPOs also work collaboratively with Mothers Against Drunk Driving.

Office of Traffic Safety – DUI Program		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$398,000
Financing:		398,000
Net County Cost:		0
Funding Sources:		
State	100.0%	$398,000
FTE: 2.0		

Juvenile Field Services

Description: Probation staff provide juvenile delinquency investigations and reports to the Juvenile Court on approximately 2,000 matters annually. DPOs supervise a daily average of 400 juveniles on probation, providing informal supervision when appropriate, individualized controls, counseling, placement, and referral services to youths and their parents. Services are provided for detained youths and their

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families as they prepare to transition back into the community. Services are also provided to youths in the community and in out-of-home short-term residential therapeutic programs.

- **Intake** – Probation staff conducts initial investigation into alleged offenses, processes petitions (charges) for court consideration, as well as provides recommendations to consider detention or release from custody.

- **Investigations** – Probation staff conduct investigations that include the nature of the offense, family and school background and other related issues for court consideration during the disposition process. The Department performs over 1,500 intake and court investigations annually.

- **Court Probation Officers** – DPOs represent Probation in court hearings and provide related information on probation cases to judges to assist in arriving at the appropriate disposition.

- **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 help youths and their families recognize the problems that contributed to the delinquent behavior and assist in making the necessary adjustments to prevent further delinquency.

- **Placement** – Probation staff formulate alternative living plans for approximately 35 youths 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 youths above the age of 18 who have been deemed Non-minor Dependents because of AB 12.

Juvenile Investigation/Supervision/Special Services		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$5,566,100
Financing:		503,600
Net County Cost:		5,062,500
Funding Sources:		
Federal	8.6%	$478,600
State	0.4%	25,000
General Fund	91.0%	5,062,500
FTE: 27.0		

Community Probation

Description: DPOs are assigned to several areas designed to prevent and reduce juvenile crime. The target demographic of this program is broad, from youths on probation and incarcerated, to youth “at-risk” of entering the probation system. This program is primarily funded through the Juvenile Justice Crime Prevention Act (JJCPA).

Community Probation		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$5,002,528
Financing:		4,933,100
Net County Cost:		69,428
Funding Sources:		
Reimbursements	98.6%	$4,933,100
General Fund	1.4%	69,428
FTE: 14.0		

Youthful Offender Treatment Program (YOTP)/Girls in Motion (GIM)

Description: 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.

Youthful Offender Treatment Program / Girls in Motion		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$1,273,300
Financing:		175,700
Net County Cost:		1,097,600
Funding Sources:		
Reimbursements	13.8%	$175,700
General Fund	86.2%	1,097,600
FTE: 5.0		

Other Services

- **Training** – Probation staff ensure state mandated Standards and Training for Corrections training requirements are met. Staff also establish and coordinate approved training for Probation staff.

Training		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$306,700
Financing:		175,000
Net County Cost:		131,700
Funding Sources:		
State	57.1%	$175,000
General Fund	42.9%	$131,700

- **Field Support Services** – Probation staff provide clerical support to the Probation Department.

Field Support Services		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$2,187,400
Financing:		0
Net County Cost:		2,187,400
Funding Sources:		
General Fund	100.0%	$2,187,400
FTE: 22.0		

- **Office of Reentry and Justice** – The Office of Reentry and Justice (ORJ) was launched in January 2017 as a pilot project to align and advance the County's public safety realignment, reentry, and justice programs and initiatives. It is primarily funded by State AB 109 Public Safety Realignment Act revenues. It was originally housed under County Administration. In July 2020, it permanently moved to the Probation Department. The ORJ provides oversight for the implementation of the AB 109 Community Programs and staffing support to the County's Racial Justice Oversight Body.

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Office of Reentry and Justice		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$6,960,000
Financing:		6,960,000
Net County Cost:		0
Funding Sources:		
Reimbursements	100.0%	$6,960,000
FTE: 4.0		

- **Administration** – Administration 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 in support of all department operations.

Administration		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$11,455,572
Financing:		0
Net County Cost:		11,455,572
Funding Sources:		
General Fund	100.0%	$11,455,572
FTE: 26.0		

Probation Facilities

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	24,875,635	26,908,000	25,574,300	25,667,000	92,700
Services And Supplies	3,447,798	3,113,000	4,577,000	4,577,000	0
Other Charges	1,187	11,000	11,000	11,000	0
Fixed Assets	18,706	0	0	0	0
Expenditure Transfers	(1,159,043)	155,000	139,000	139,000	0
Expense Total	**27,184,282**	**30,187,000**	**30,301,300**	**30,394,000**	**92,700**
Revenue					
Other Local Revenue	4,260,976	4,657,000	5,604,300	5,697,000	92,700
State Assistance	10,564,254	10,850,000	11,005,000	11,005,000	0
Revenue Total	**14,825,230**	**15,507,000**	**16,609,300**	**16,702,000**	**92,700**
Net County Cost (NCC):	**12,359,052**	**14,680,000**	**13,692,000**	**13,692,000**	**0**
Allocated Positions (FTE)	**159.5**	**159.5**	**159.5**	**160.5**	**1.0**
Financial Indicators					
Salaries as % of Total Exp	92%	89%	84%	84%	
% Change in Total Exp		11%	0%	0%	
% Change in Total Rev		5%	7%	1%	
% Change in NCC		19%	(7%)	0%	
Compensation Information					
Permanent Salaries	11,518,124	12,694,348	10,052,550	10,105,531	52,981
Temporary Salaries	810,207	1,315,000	899,964	899,964	0
Permanent Overtime	1,917,150	743,884	2,127,344	2,127,344	0
Deferred Comp	108,592	131,527	185,412	187,212	1,800
Comp & SDI Recoveries	(371,496)	(47,000)	(47,000)	(47,000)	0
FICA/Medicare	323,492	216,669	299,902	306,534	6,632
Ret Exp-Pre 97 Retirees	76,514	88,000	85,600	85,600	0
Retirement Expense	7,889,849	8,704,207	8,290,731	8,302,541	11,810
Excess Retirement	56,357	147,028	146,889	146,889	0
Employee Group Insurance	1,871,548	2,176,259	2,695,524	2,715,001	19,477
Unemployment Insurance	14,904	27,893	28,833	28,833	0
Workers Comp Insurance	516,438	566,230	664,595	664,595	0
Labor Received/Provided	143,956	143,956	143,956	143,956	0

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Juvenile Hall

Description: The John A. Davis Juvenile Hall is a maximum-security facility designed for the mandated detention of youths before and after court hearings. Approximately 220 juveniles are booked annually. Below are programs at juvenile hall.

- **Girls in Motion (GIM)** – GIM is a countywide effort that provides local programming services for girls 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.
- **Youthful Offender Treatment Program (YOTP)** – YOTP is a specific treatment program for male youthful offenders utilizing cognitive/evidence-based practices. The program encompasses a specialized custody unit for participants and provides appropriate referrals to community-based services, and intensive supervision for participants returning to the community.
- **COVID-19 Quarantine Unit** – When possible, youths booked into Juvenile Hall are returned home. However, when a youth must be detained, youth are quarantined in a specialized unit for 14 days to mitigate COVID-19 risks. Once the quarantine period is complete, the youths are placed in an appropriate living unit.

Juvenile Hall		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$22,141,800
Financing:		5,732,600
Net County Cost:		16,409,200
Funding Sources:		
Reimbursements	20.4%	$4,518,300
State	5.5%	1,214,300
General Fund	74.1%	16,409,200
FTE: 122.5		

Division of Juvenile Justice Realignment

Description: Senate Bill 823 formalizes the closure of the California Division of Juvenile Justice (DJJ), the system that currently houses and treats youth who have committed serious crimes. Those youth will be housed and treated locally upon closure.

Juvenile Justice Realignment		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$785,000
Financing:		785,000
Net County Cost:		0
Funding Sources:		
Reimbursements	100.0%	$785,000
FTE: 1.0		

Orin Allen Youth Rehabilitation Facility (OAYRF)

Description: The OAYRF (also known as the Byron Boys' Ranch) provides 100 beds for delinquent boys committed by the court. Approximately 30 youths are admitted annually

for an average stay of six months. The OAYRF is an open setting ranch/camp facility that houses youths whose risk to the community and needs indicate that placement in such a setting would aid in their rehabilitation. The OAYRF provides services for youths who have committed less serious offenses than the youths committed to the Juvenile Hall residential YOTP.

Probation also provides the OAYRF Aftercare Program through Juvenile Justice Crime Prevention Act funds for two DPOs to provide aftercare and re-entry services to male youths who have successfully completed an OAYRF commitment.

Orin Allen Youth Rehabilitation		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$6,546,500
Financing:		9,591,400
Net County Cost:		(3,044,900)
Funding Sources:		
State	140.5%	$9,197,700
Reimbursement	6.0%	393,700
General Fund	(46.5%)	(3,044,900)
FTE: 36.0		

Home Supervision

Description: This program is an alternative to detention for youths who would otherwise be in custody. Probation staff use electronic monitoring/GPS as a tool to provide intensive supervision to youths released to the community.

Home Supervision		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$285,700
Financing:		443,000
Net County Cost:		(157,300)
Funding Sources:		
State	155.1%	$443,000
General Fund	(55.1%)	(157,300)
FTE: 1.0		

School Lunch Program

Description: The National School Lunch Program is a federally assisted meal program that 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.

School Lunch Program		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$635,000
Financing:		150,000
Net County Cost:		485,000
Funding Sources:		
State	23.6%	$150,000
General Fund	76.4%	485,000

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Care of Court Wards

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	3,276,384	3,277,000	3,870,000	3,870,000	0
Other Charges	2,937,596	4,487,000	3,037,000	3,037,000	0
Expense Total	**6,213,980**	**7,764,000**	**6,907,000**	**6,907,000**	**0**
Revenue					
Other Local Revenue	970,119	1,450,000	775,000	775,000	0
Federal Assistance	342,114	525,000	250,000	250,000	0
State Assistance	383,691	430,000	428,000	428,000	0
Revenue Total	**1,695,924**	**2,405,000**	**1,453,000**	**1,453,000**	**0**
Net County Cost (NCC):	**4,518,056**	**5,359,000**	**5,454,000**	**5,454,000**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		25%	(11%)	0%	
% Change in Total Rev		42%	(40%)	0%	
% Change in NCC		19%	2%	0%	

Care of Court Wards

Description: Probation provides court-ordered custodial care outside of County facilities and medical care for juveniles in County facilities.

Out of Home Placement

Description: Probation manages federal, State and County funding for minors placed in private residential care (STRTPs) by the Juvenile Court.

Out-of-Home Placement

Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$2,612,000
Financing:		1,037,900
Net County Cost:		1,574,100
Funding Sources:		
Reimbursements	29.7%	$775,000
Federal	9.6%	250,000
State	0.5%	12,900
General Fund	60.2%	1,574,100

Division of Juvenile Justice (DJJ) Fees

Description: Those admitted to the DJJ will remain there until they complete their treatment programs. Probation pays fees to the State for the cost of juveniles placed under the care and control of the State.

Division of Juvenile Justice Fees		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$425,000
Financing:		0
Net County Cost:		425,000
Funding Sources:		
General Fund	100.0%	$425,000

Medical Services in Juvenile Facilities

Description: Probation pays fees to the County Health Services Department for rendering medical services to the residents of Juvenile Hall and the OAYRF.

Medical Services in Juvenile Facilities		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$3,870,000
Financing:		415,100
Net County Cost:		3,454,900
Funding Sources:		
State	10.7%	$415,100
General Fund	89.3%	3,454,900

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Other Special Revenue Programs

Supplemental Law Enforcement Services Fund (SLESF)

Description: This Special Revenue Fund provides State resources from the Juvenile Justice Crime Prevention Act of 2000 to support positive juvenile initiatives.

The State funds are used to support positions in the School and Community Probation Programs. DPOs 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 and referral services.

SLESF Summary		
Service:		Discretionary
Level of Service:		Discretionary
(Limited to Juvenile Prevention Services)		
Expenditures:		$4,747,000
Financing:		5,193,000
Net Fund Cost:		(466,000)
Funding Sources:		
State	100.0%	$5,193,000

Probation Ward Welfare Fund

Description: Pursuant to Welfare and Institutions Code Section 873, revenue for the Probation Ward Welfare Fund came from commissions earned by detention pay telephone calls. Beginning in FY 20-21, phone services are provided to the youths free of charge. The Probation Department no longer earns any revenue, though there continues to be a fund balance in the Fund.

Probation Ward Welfare Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$88,000
Financing:		88,000
Net Fund Cost:		0
Funding Sources:		
Fund Balance	100.0%	$88,000

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 from reduced referrals of certain probationers to State Prison. CCPIF revenue is to be used for evidence-based probation supervision activities with the goal of reducing recidivism among adult probationers between the ages of 18 and 25.

CCPIF Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$7,319,000
Financing:		6,601,000
Net Fund Cost:		718,000
Funding Sources:		
State	90.2%	$6,601,000
Fund Balance	9.8%	718,000

CAO's Recommendation

The Probation Department's FY 2022-23 Recommended Budget includes a 3% increase in expenditures primarily due to increases in salary and benefits. The Department was able to absorb most increased costs. The Department maintains a vacancy factor of approximately $4.3 million to account for cost savings related to funded personnel vacancies occurring during the fiscal year.

Over the years, the Department has taken on additional mandated responsibilities without additional staff to support these new programs. To provide more effective services to clients served, the Recommended Budget includes the addition of 11 positions. These positions will assist in providing administrative oversight, planning, direction, and compliance in both the adult and juvenile divisions. 10 FTE positions are funded through additional State revenue; one Assistant Chief Probation Officer position will require additional General Fund contribution of $369,000.

Revenues have increased 8% due to an increase in state entitlement funding and state funds to enhance the pretrial program with the Superior Court. Additionally, DJJ revenue is included this year to account for youth previously housed at State facilities.

As the Department continues to work collaboratively with community partners to provide services, the CAO will work with the Department to ensure the additional staff added contribute to the overall effectiveness of the Department. The CAO will also begin to look at Department services that can be provided more economically.

Performance Measurements

- **Implement Continuum of Care Reform in collaboration with the Employment and Human Services Department**. All foster care youth were successfully placed in Short-term Residential Therapeutic Programs or a caregiver through the Resource Family Approval Program.

- **Analyze all programs for enhancement opportunities presented by new technology**. In FY 21-22, the Probation Department added two Planner/Evaluators as well as a Program/Projects Coordinator. These positions allow Probation to increase the analytical and evaluative capacity of the office to better meet the needs of the adult and juvenile re-entry populations, as well as support justice system partners throughout the county. This effort, along with the forthcoming case management system, supports the Department's adoption of a data-driven decision-making framework.

- **Continue to enhance the Department's Juvenile Justice Crime Prevention Act and Youthful Offender Block Grant Consolidated Annual Plan.** The Probation Department continues to chair the Juvenile Justice Coordinating Council (JJCC), which is tasked with updating the Juvenile Justice Crime Prevention Act and Youthful Offender Block Grant Consolidated Annual Plan. The 20-member body consists of County staff and representatives from community-based organizations.

- The Probation Department contracted with Resource Development Associates, Inc., to support and facilitate JJCC planning meetings and develop the Consolidated Annual Plan. In addition to the development of the Consolidated Annual Plan, the JJCC is tasked with coordinating government and non-governmental organizations, developing information and intelligence-sharing systems, and providing data and appropriate outcome measures. To support those efforts, the JJCC has created three sub-committees: Data & Services, Prevention,

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Intervention & Community Engagement and DJJ Realignment Planning.

Administrative and Program Goals

- The Probation Department is committed to advancing racial equity and social justice outcomes. The department recognizes that without targeted and intentional interventions, systemic racial inequities will continue. Probation is working to address this issue in the following ways:

  Training
  Every sworn employee must attend 40 hours of training every year. These trainings include implicit bias, cultural competency, LBGTQIA (Ceres Policy Research – a leading nationwide expert), and trauma-informed treatment approaches (Dr. Monique Khumalo).

  Funding
  The Department continues to use State entitlement dollars to invest in the community and enable partners to serve as credible messengers. In the last year, Probation was able to double the amount of contracted funds that are passed through to other County departments and non-governmental agencies.

  Community Engagement & Partnership
  Probation is committed to transparency and has formed work groups with the Racial Justice Oversight Body and the Juvenile Justice Coordinating Council to address many issues.

  Workforce Diversity
  The Probation Department has a diverse workforce and has promoted staff that are reflective of the community.

  Gender Responsive Caseloads
  In FY 21-22, the Probation Department created a few gender responsive caseloads to allow DPOs the ability to focus on each population's unique needs.

- The Probation Department is working to launch Phase 1 of a new Case Management System.

- Probation is working to roll out a Community-Based Restorative Justice Program. Restorative Justice (RJ) is an approach that emphasizes repairing the harm caused by delinquent or criminal behavior, acknowledging that these actions hurt everyone — victims, perpetrators, and the community. It is a collaborative process that requires individuals to take responsibility for their actions and aims to create fundamental transformation within individuals and the community. The philosophy and principles of RJ have been successfully adopted and implemented in various programs and settings, including throughout the continuum of the criminal and juvenile legal systems, as well as in schools across the United States.

- To mitigate homelessness and to remove barriers to rehabilitation, Probation maintains a flexible housing fund with Health, Housing and Homeless (H3). H3 assists with locating appropriate housing for adult probation clients and for juvenile probation clients and their families. A contract is also in place to provide housing for youths returning to the community from the DJJ.

- In FY 21-22, the Department contracted with a non-governmental agency to provide services to Transition Aged Youth clients. In FY 22-23, the Probation Department will increase that investment.

- There are disproportionate rates of juvenile incarceration in communities of color. In FY 21-22, the Department increased its investment to provide mental health and substance abuse treatment as well as other re-entry services. The goal to reduce the juvenile population particularly in communities of color through early intervention partnerships with community groups and local government agencies.

- The 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 County facilities. Peer Support Teams have become a standard of care in the law enforcement workplace. The Peer Support Program is not an element of the Employee Assistance Program 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 using specially trained volunteers from within the Department.

  In October 2020 the Department, in partnership with Cordico, Inc., released a Wellness Application for all employees, their immediate family members, and retirees. This Wellness Application was designed to complement the Peer Support Program and provide additional resources to employees. The application provides employees with 24/7 confidential support, and anonymous self-assessments that provide instant feedback and educational guidance. The application has over 40 educational modules in areas including, but not limited to, burnout, anger management, emotional health, goal setting and achievement, mindfulness, moral injury, and health/fitness. The application is one additional way for the Department to ensure the health and wellbeing of its employees, which has been especially critical during this past year.

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FY 2022-23
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	11	Administration	Salaries and Benefits	1.0	369,000	Add one Assistant Chief Probation Officer.
2	1	SB678 EB Practices	Salaries and Benefits	5.0	1,012,300	Add one Probation Director, one Probation Manager, one Departmental Fiscal Officer, one Program/Projects Coordinator and one Clerk-Specialist.
3	1	SB 678 EB Practices	Revenue	0.0	(1,012,300)	Increase revenue.
4	6	Community Probation	Salaries and Benefits	4.0	808,000	Add one Probation Director, one Probation Manager, one Planner/Evaluator and one Clerk-Specialist.
5	6	Community Probation	Revenue	0.0	(808,000)	Increase revenue.
6	13	Juvenile Justice Realignment	Salaries and Benefits	1.0	92,700	Add one Clerk-Specialist.
7	13	Juvenile Justice Realignment	Revenue	0.0	(92,700)	Increase revenue.
			Total	**11.0**	**369,000**	

Public Defender

Ellen McDonnell, Public Defender *Law and Justice*

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	29,948,662	32,067,000	34,379,000	34,824,000	445,000
Services And Supplies	3,762,600	4,929,241	5,824,000	5,824,000	0
Other Charges	34	0	0	0	0
Fixed Assets	9,202	208,266	250,000	250,000	0
Expenditure Transfers	(172,217)	(157,000)	(276,000)	(543,000)	(267,000)
Expense Total	**33,548,282**	**37,047,507**	**40,177,000**	**40,355,000**	**178,000**
Revenue					
Other Local Revenue	4,459,180	5,685,000	7,983,000	7,983,000	0
State Assistance	308,244	392,000	829,000	829,000	0
Revenue Total	**4,767,424**	**6,077,000**	**8,812,000**	**8,812,000**	**0**
Net County Cost (NCC):	**28,780,857**	**30,970,507**	**31,365,000**	**31,543,000**	**178,000**
Allocated Positions (FTE)	**147.0**	**147.0**	**159.0**	**162.0**	**3.0**
Financial Indicators					
Salaries as % of Total Exp	89%	87%	86%	86%	
% Change in Total Exp		10%	8%	0%	
% Change in Total Rev		27%	45%	0%	
% Change in NCC		8%	1%	1%	
Compensation Information					
Permanent Salaries	19,401,794	20,302,424	22,927,894	23,223,264	295,370
Temporary Salaries	259,575	293,570	568,765	568,765	0
Permanent Overtime	16,754	11,000	18,000	18,000	0
Deferred Comp	212,205	218,988	281,004	281,004	0
Comp & SDI Recoveries	(3,527)	0	0	0	0
FICA/Medicare	1,316,083	1,346,761	1,492,907	1,519,231	26,324
Ret Exp-Pre 97 Retirees	53,921	52,543	53,243	53,243	0
Retirement Expense	5,593,683	6,421,403	5,663,920	5,728,673	64,753
Excess Retirement	36,657	23,677	23,677	23,677	0
Employee Group Insurance	2,064,400	2,458,616	2,555,270	2,607,816	52,546
Retiree Health Insurance	541,980	532,839	490,214	490,214	0
OPEB Pre-Pay	238,654	216,300	0	0	0
Unemployment Insurance	21,597	40,619	58,144	58,144	0
Workers Comp Insurance	194,885	148,259	245,963	251,970	6,007

Department Description

The preceding table presents information in aggregate format summarizing expenditures, revenues, and net County costs for budget units administered by the Public Defender's Office.

Included is data for the following budgets: Administration, Investigations, Criminal Defense, Public Safety Realignment Programs, and the Alternate Defender's Office.

Public Defender
Law and Justice

Major Department Responsibilities

The Contra Costa Public Defender's Office provides constitutionally mandated indigent defense services to individuals facing charges in adult and juvenile criminal court in Contra Costa County. The Department takes a holistic, client-centered approach to ensure justice for the indigent accused. The Department has developed a variety of innovative programs to address the root causes of criminal system involvement. Cases in which the Public Defender has a legal conflict of interest are referred to the Alternate Defender's Office (ADO), a separate branch of the department. Cases in which the ADO is unable to represent a client are referred to the Criminal Conflicts Program, pursuant to a contract administered by the County Administrator's Office.

Administration

Description: Provides management, administrative support, and oversight of all Departmental functions.

Administration Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$5,863,600
Financing:		0
Net County Cost:		5,863,600
Funding Sources:		
General Fund	100.0%	$5,863,600
FTE: 13.0		

Investigations

Description: Conducts defense investigations of adult criminal and juvenile cases as warranted to ensure effective representation of all clients.

Investigations Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$2,451,200
Financing:		0
Net County Cost:		2,451,200
Funding Sources:		
General Fund	100.0%	$2,451,200
FTE: 13.0		

Criminal Defense

Description: Provides mandated legal representation, advice and investigative services to indigent adults and juveniles charged with criminal offenses.

Criminal Defense Summary		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$20,066,000
Financing:		1,739,600
Net County Cost:		18,326,400
Funding Sources:		
Grants & Donations	4.5%	$910,600
State	4.1%	829,000
General Fund	91.4%	18,326,400
FTE: 86.5		

Public Safety Realignment Programs (AB109)

Description: Reentry Programs in the Public Defender's Office are funded through AB 109 Public Safety Realignment Act funds. Some of the programs administered are outlined below:

- **Clean Slate program** – Represent individuals seeking criminal record clearance and litigate petitions for expungement, record sealing, probation term reduction, and reduction of charges from felony to misdemeanor. This program also provides representation for eligible individuals seeking removal from the PC 290 sex offender registry through newly enacted tiered registration law.
- **AB 109 Client Services Unit** – Team of forensic social workers and social work graduate students dedicated to providing a holistic approach for clients. The client services team connects clients with community-based re-entry resources and, alternatives to incarceration, develops and prepares social histories, and conducts needs assessments. This approach reduces the likelihood of recidivism.
- **Pretrial Services Program** – Legal assistants dedicated to a collaborative County program designed to appropriately assess, supervise, and manage the pretrial jail population from arraignment courts.
- **ACER program (Arraignment Court Early Representation)** – Attorney and legal assistant staff who provide representation to in-custody and out-of-custody clients at the first court appearance.
- **Reentry Program Supervisor** – Oversees the Public Defender Reentry Programs and collaborates with County departments and community-based organizations to support reentry services for clients.
- **Early Representation Program** – Team of attorneys and legal assistants who partner with law enforcement to provide legal assistance and representation immediately after police contact, including preparing for arraignment, to reduce missed court appearances and the unnecessary resultant incarceration.
- **Stand Together Contra Costa** – A rapid response and community education program that provides essential community engagement and immigrant legal services to immigrant families in Contra Costa through a unique partnership between the County (through the Office of the Public Defender) and local community-based organizations.

AB 109 Program Summary

Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$5,379,900
Financing:		5,379,900
Net County Cost:		0
Funding Sources:		
Safety Realignment	99.1%	$5,329,900
Grants & Donations	0.9%	50,000
FTE: 24.0		

Pilot Programs

Description: Provides legal representation to indigent defendants for post-conviction relief and potential resentencing cases.

Pilot Programs Summary

Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$1,692,500
Financing:		1,692,500
Net County Cost:		0
Funding Sources:		
Grants & Donations	100.0%	$1,692,500
FTE: 11.0		

Alternate Defender's Office

Description: Provides mandated legal representation, advice and investigative services to indigent adults and juveniles charged with criminal offenses in which the Public Defender's office has a declared conflict of interest.

Public Defender
Law and Justice

Alternate Defender Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$4,901,800
Financing:		0
Net County Cost:		4,901,800
Funding Sources:		
General Fund	100.0%	$4,901,800
FTE: 14.5		

Other Special Revenue Program

Public Safety Realignment Local Revenue Fund

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 for illustrative purposes only.

Public Safety Realignment Local Revenue Fund (AB 109) Public Defender Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$574,000
Financing:		574,000
Net Fund Cost:		0
Funding Sources:		
Intergov Revenue	100.0%	$574,000

CAO's Recommendation

The Public Defender's FY 2022-23 Recommended Budget includes fully funded Baseline operations, as well as the addition of one Departmental Fiscal Officer position.

Expenditures are increased 8% from the FY 2021-22 adjusted budget primarily due to the addition of new positions for resentencing and post-conviction relief pilot programs, and other increased salary and benefit costs. The two pilot programs are fully grant funded.

Revenue is increased 45% due to funds from various local, state and federal grant awards. The additional revenue will fund expanded programs and services, in addition to the Office's pilot programs.

The net County cost is increased minimally by approximately $572,000, or 1.8%, over the FY 2021-22 Budget. The department has been able to absorb most of its cost increases as well as sought funding for expanded services.

The County Administrator's Office will continue to work with the Public Defender's Office to ensure it is able to effectively provide mandated services to ensure justice for indigent persons accused of crimes.

Performance Measurements

- In September 2021, the Department launched a new case management system (CMS), Defender by Karpel. The launch of a new CMS was a major accomplishment and will provide many efficiencies for the Department. Previously, the Department was solely reliant on the Superior Court's database for client-related information. It was critical for the Department to launch a new CMS before the Court transitions to its new system in March 2022. The CMS consolidated over a dozen distinct case information tracking systems into one centralized platform and increased the ability to take a data-driven approach to workload distribution and quality assurance.

- The social work unit expanded client services with enhanced social work

programs. Last year the unit received 103 referrals for service from the Social Work team and completed 82 assessments for client needs.

- In July 2021, Governor Gavin Newsom signed the California County Resentencing Pilot Program as part of the California 2021 Budget Act. This is the first pilot of its kind across the country, in which nine California counties, including Contra Costa County, have been allotted funding for post-conviction resentencing efforts.

  The Department used its allocated funding to hire a resentencing attorney to identify candidates and advocate on behalf of individuals who have been recommended for resentencing by the District Attorney's Office and the California Department of Corrections and Rehabilitation.
  To date, the Department has represented 20 individuals in resentencing cases. Of those cases, 9 individuals had their sentences reduced, including 7 individuals who were immediately released from state prison. The Office's Client Services team also worked in collaboration with community partners to ensure these resentenced clients were supported in their re-entry to the community after release from state prison.

- In 2021, a total of 75 clients were referred for mental health diversion through AB1810. The mental health unit, with the support of a Mental Health Social Worker, created a comprehensive packet of information and a tailored treatment plan for each of these individuals. Of those, 29 individuals are now actively engaged in mental health diversion; 11 referrals are still pending; and 35 referrals were denied (or were later terminated from diversion).

  SB 317, which took effect January 1, 2022, provides that all individuals who are found incompetent to stand trial on misdemeanor offenses will no longer be referred for competency restoration and instead may be placed on mental health diversion or referred for Assisted Outpatient Treatment or conservatorship. Based on this change in the law, a further increase in the number of mental health diversion petitions is expected to be filed in the upcoming year.

- In 2021, the Clean Slate Unit expanded its post-conviction relief representation to include petitions to remove qualified individuals from California's tiered sex offender registration (SB 384), filing probation termination petitions (AB 1950), and filing expungements for incarcerated individuals who volunteered to fight wildfires (PC 1203.4b). This advocacy resulted in early termination of felony probation for 1,074 individuals. SB 384 petitions were granted in five cases where individuals were removed from the PC 290 registry, and PC1203.4b expungements were granted for two clients who volunteered to fight wildfires while incarcerated.

- In 2019, the Board of State and Community Corrections awarded Contra Costa County a three-year Justice Assistance Grant in the amount of $3,136,875 to create the Holistic Intervention Partnership (HIP). The Contra Costa Public Defender's Office is the lead agency for this grant. The HIP project launched in 2020 and is based on an innovative holistic defense model. HIP is designed to improve coordination and early delivery of critical legal, housing, and behavioral health services after an arrest/citation and before charges are filed, in turn reducing system burden and improving criminal justice outcomes in misdemeanor cases.

  Since the start of the HIP Program, the HIP team has served 243 participants (97% of the 250-participant goal) and referred 91 participants to housing services (of which 51 were diverted from homelessness and 34 were permanently housed), 101 participants to civil legal representation, and 91 participants to community reentry navigation programs which in turn link them to other critical services.
  The HIP Team coordinates with other providers to provide clients with a support network, as well as develop holistic plans to help clients get back on the right track. Multi-disciplinary team meetings have been instrumental in furthering these efforts by

Public Defender
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coordinating and leveraging the strengths of all County partners.

- The office continues to work with the Sheriff's Office to develop comprehensive updated safety protocols for Public Defender staff visits with incarcerated clients. This year, new safety measures and protocols were finalized. This included new training for all departmental employees who meet with clients in custodial settings.

- In 2021, each of the recently promoted managers enrolled in the Art of Managing and Supervising People (AMSP) class provided by the County. The AMSP participation ensured that the management team developed an excellent supervisory skillset along with a strong working knowledge of the County's policies and procedures. The leadership team also continued to participate in ongoing diversity, equity, and inclusion training that is focused on fostering an equitable workplace and advancing the Department's goal to continue to recruit and retain diverse staff members.

- With the support of the Juvenile Justice Coordinating Council, the Juvenile unit launched a new, collaborative Youth Early Intervention Partnership that provides early advocacy and service connection to at-need youth with the goal of minimizing formal justice system processing of youth.

  The Juvenile Unit also onboarded its first dedicated Juvenile Social Work Supervisor to provide holistic social work services to youth eligible for a local "secure track" commitment considering the impending closure of the State Division of Juvenile Justice.

Administrative and Program Goals

- Continue to collaborate with the Sheriff's Office to address any ongoing Safety Measures for Public Defender staff during jail visits, including developing additional safety protocols for Mental Health team attorneys.

- Expand the Department's Post-Conviction Unit through statewide grant funding designed to augment post-conviction relief in the following areas including: legally defective convictions related to one's immigration status, youth offender parole, and aider and abettor resentencing.

- Continue to expand and refine the new CMS to better meet the needs of the Department. This will allow the Department to take a data driven approach to caseload management, workload distribution, and quality assurance.

- Continue to pursue collaborative grant funding opportunities.

- Create an Executive Training Committee (ETC) to oversee the departmental training program. The ETC will implement a departmental strategic training plan with more intensive training for all entry level attorneys and investigators, and more consistent annual training for all staff.

- Launch *Alternatives to Domestic Violence Court Pilot Program* in collaboration with and funded by the Alliance to End Abuse. This innovative program will fund 2.0 FTE Alliance forensic social worker positions embedded in the Public Defender's Office. These social workers will work directly with those charged in misdemeanor domestic violence (DV) cases. The Alliance social workers will assist participants in complying with DV probation conditions, link them to critical community-based resources, and will work to reduce recidivism for this population.

FY 2022-23
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
1	1	Administration	Salaries and Benefits	1.0	178,000	Add one Departmental Fiscal Officer position.
2	3	Adult Criminal	Salaries and Benefits	2.0	267,000	Add two Social Worker II Positions for the Alliance to End Abuse project in partnership with EHSD.
3	3	Adult Criminal	Expenditure transfer	0.0	(267,000)	Increase expenditure transfer for Alliance to End Abuse project in partnership with EHSD.
			Total	**3.0**	**178,000**	

Public Defender
Law and Justice

Public Safety Realignment
Law and Justice

Public Safety Realignment Summary

2011 Local Revenue Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Expenditure Transfers	170,755,088	191,808,000	220,159,000	220,159,000	0
Expense Total	**170,755,088**	**191,808,000**	**220,159,000**	**220,159,000**	**0**
Revenue					
Other Local Revenue	3,052	0	0	0	0
State Assistance	189,496,779	189,794,000	218,803,000	218,803,000	0
Revenue Total	**189,499,831**	**189,794,000**	**218,803,000**	**218,803,000**	**0**
Net County Cost (NFC):	**(18,744,743)**	**2,014,000**	**1,356,000**	**1,356,000**	**0**
Financial Indicators					
% Change in Total Exp		12%	15%	0%	
% Change in Total Rev		0%	15%	0%	
% Change in NFC		(111%)	(33%)	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. Public Safety 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 comprises 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 the Sheriff's costs to provide 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 and Juvenile Re-entry programs.

Public Safety Realignment
Law and Justice

Law Enforcement Services Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$69,448,000
Financing:		68,092,000
Net Fund Cost:		1,356,000
Funding Sources:		
State Aid Realignment	98.0%	$68,092,000
Fund Balance	2.0%	1,356,000

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
- 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:		$150,711,000
Financing:		150,711,000
Net Fund Cost:		0
Funding Sources:		
State Aid Realignment	100.0%	$150,711,000

CAO's Recommendation

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 FY 2022-23 Recommended Budget projects a countywide allocation of $218,803,000 from the State based on the Governor's January Proposed Budget. This figure is based on allocation factors used by various State agencies specific to each of the Public Safety Realignment funding streams. In addition, the Recommended Budget includes $1,356,000 in one-time fund balance appropriated for Community Corrections programs.

The FY 2022-23 Recommended Budget represents a $29 million or 15.3%, increase in estimated revenue from the FY 2021-22 Budget. This increase was primarily due to a projected increase in statewide sales tax, which is the primary funding source for 2011 Realignment revenue. 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.

Most of the 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.

Miscellaneous Programs (Non-General Fund)

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, County Behavioral Health, the Office of the 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:		$34,137,000
Financing:		32,781,000
Net Fund Cost:		1,356,000
Funding Sources:		
Public Safety Realign	96.0%	$32,781,000
Fund Balance	4.0%	1,356,000

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:	$10,557,000
Financing:	10,557,000
Net Fund Cost:	0
Funding Sources:	
Public Safety Realign 100.0%	$10,557,000

Public Safety Realignment
Law and Justice

Sheriff-Coroner Summary

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	218,849,564	236,502,000	231,375,000	245,382,000	14,007,000
Services And Supplies	23,689,149	23,247,000	24,050,000	24,050,000	0
Other Charges	280,783	668,000	668,000	668,000	0
Fixed Assets	2,510,105	4,251,000	3,131,000	3,131,000	0
Expenditure Transfers	(34,476,185)	4,681,000	4,981,000	4,981,000	0
Expense Total	**210,853,415**	**269,349,000**	**264,205,000**	**278,212,000**	**14,007,000**
Revenue					
Other Local Revenue	66,986,471	79,007,295	77,963,660	78,323,660	360,000
Federal Assistance	1,058,166	1,593,009	1,610,000	1,760,000	150,000
State Assistance	80,150,586	81,019,696	88,764,340	88,764,340	0
Revenue Total	**148,195,224**	**161,620,000**	**168,338,000**	**168,848,000**	**510,000**
Net County Cost (NCC):	**62,658,191**	**107,729,000**	**95,867,000**	**109,364,000**	**13,497,000**
Allocated Positions (FTE)	**1,064.5**	**1,074.5**	**1,082.5**	**1,118.5**	**36.0**
Financial Indicators					
Salaries as % of Total Exp	104%	88%	88%	88%	
% Change in Total Exp		28%	(2%)	5%	
% Change in Total Rev		9%	4%	0%	
% Change in NCC		72%	(11%)	14%	
Compensation Information					
Permanent Salaries	102,875,425	116,066,945	121,945,821	130,066,821	8,121,000
Temporary Salaries	1,597,483	1,567,062	1,567,061	1,567,061	0
Permanent Overtime	18,188,921	10,285,088	10,285,088	10,285,088	0
Deferred Comp	152,170	390,819	466,938	486,938	20,000
Comp & SDI Recoveries	(1,245,793)	(464,000)	(464,000)	(464,000)	0
FICA/Medicare	3,482,988	3,520,660	3,750,789	3,889,789	139,000
Ret Exp-Pre 97 Retirees	618,687	697,816	697,816	697,816	0
Retirement Expense	63,565,298	71,734,321	62,706,509	67,227,509	4,521,000
Excess Retirement	54,218	0	0	0	0
Employee Group Insurance	13,325,668	16,012,732	16,294,838	17,232,838	938,000
Retiree Health Insurance	9,514,092	9,613,593	10,043,446	10,043,446	0
OPEB Pre-Pay	3,842,162	3,898,212	35,420	35,420	0
Unemployment Insurance	130,884	232,086	244,308	259,308	15,000
Workers Comp Insurance	2,747,362	2,946,666	3,800,965	4,053,965	253,000

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:

- Field Enforcement
- Sheriff Contract Services
- Custody Services Bureau (Detention)
- Coroner
- 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	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	118,692,607	123,407,000	117,944,000	131,441,000	13,497,000
Services And Supplies	11,381,732	12,694,000	12,863,000	12,863,000	0
Other Charges	267,913	402,000	402,000	402,000	0
Fixed Assets	1,694,940	3,293,000	2,173,000	2,173,000	0
Expenditure Transfers	3,816,778	3,413,000	3,545,000	3,545,000	0
Expense Total	**135,853,971**	**143,209,000**	**136,927,000**	**150,424,000**	**13,497,000**
Revenue					
Other Local Revenue	40,065,617	47,092,800	46,440,000	46,440,000	0
Federal Assistance	765,018	1,383,009	1,400,000	1,400,000	0
State Assistance	44,782,953	45,209,191	49,550,000	49,550,000	0
Revenue Total	**85,613,588**	**93,685,000**	**97,390,000**	**97,390,000**	**0**
Net County Cost (NCC):	**50,240,383**	**49,524,000**	**39,537,000**	**53,034,000**	**13,497,000**
Allocated Positions (FTE)	**540.5**	**540.5**	**543.5**	**577.5**	**34.0**
Financial Indicators					
Salaries as % of Total Exp	87%	86%	86%	87%	
% Change in Total Exp		5%	(4%)	10%	
% Change in Total Rev		9%	4%	0%	
% Change in NCC		(1%)	(20%)	34%	
Compensation Information					
Permanent Salaries	53,214,314	58,052,231	60,234,976	67,845,976	7,611,000
Temporary Salaries	1,171,284	1,045,187	1,045,186	1,045,186	0
Permanent Overtime	9,445,098	5,204,725	5,204,725	5,204,725	0
Deferred Comp	106,538	246,819	283,524	303,524	20,000
Comp & SDI Recoveries	(421,557)	(459,000)	(459,000)	(459,000)	0
FICA/Medicare	2,139,417	2,108,739	2,252,500	2,391,500	139,000
Ret Exp-Pre 97 Retirees	305,481	386,590	386,590	386,590	0
Retirement Expense	31,047,595	33,765,954	28,904,436	33,425,436	4,521,000
Excess Retirement	54,218	0	0	0	0
Employee Group Insurance	6,839,445	8,036,227	8,120,800	9,058,800	938,000
Retiree Health Insurance	9,514,092	9,613,593	10,043,446	10,043,446	0
OPEB Pre-Pay	3,842,162	3,898,212	35,420	35,420	0
Unemployment Insurance	68,397	115,402	120,164	135,164	15,000
Workers Comp Insurance	1,366,122	1,392,321	1,771,232	2,024,232	253,000

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.

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.

(1) Central Administration – This unit is comprised of the Sheriff's executive, fiscal, and personnel units which provide centralized administrative oversight of the Office of the Sheriff.

Central Administration		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$20,427,565
Financing:		1,372,006
Net County Cost:		19,055,559
Funding Sources:		
Charges for Svc	6.7%	$1,361,806
Misc. Revenue	0.0%	10,200
General Fund*	93.3%	19,055,559
[*Measure X-Allocation	9.0%	1,841,000]
FTE: 38.0 (including 3 funded from Measure X)		

(2) Sheriff's Recruiting – This unit is 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.

Sheriff's Recruiting		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$2,573,123
Financing:		8,000
Net County Cost:		2,565,123
Funding Sources:		
Intergovernmental	0.3%	$8,000
General Fund	99.7%	2,565,123
FTE: 11.0		

(3) Resources/Plans/Standards – This unit 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.

Resources/Plans/Standards		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$4,278,003
Financing:		318,500
Net County Cost:		3,959,503
Funding Sources:		
State	3.5%	$150,000
Reimbursements	2.2%	94,500
Intergovernmental	1.4%	60,000
Misc. Revenue	0.3%	14,000
General Fund	92.6%	3,959,503
FTE: 11.0		

Field Operations Bureau

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 $47,997,000 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.

Unincorporated Patrol

Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$43,410,460
Financing:		57,242,347
Net County Cost:		(13,831,887)
Funding Sources:		
State	110.6%	$47,997,000
Reimbursements	16.9%	7,351,591
Charges for Svc	2.8%	1,202,500
Misc. Revenue	0.9%	404,256
Federal	0.5%	237,000
Fines/Forfeitures	0.1%	50,000
General Fund	(31.8%)	$(13,831,887)
FTE: 180.0		

(2) Contract Police services provides 24-hour per day law enforcement services to the contract agencies including the cities of Danville, Lafayette, and Orinda; and other entities such as AC Transit. Officers on patrol respond to emergency calls for service through the 911-dispatch function, as well as provide law enforcement services through self-initiated activity.

Cities/Districts Contracts

Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$19,227,838
Financing:		19,227,838
Net County Cost:		0
Funding Sources:		
Charges for Svc	100.0%	$19,227,838
FTE: 71.0		

(3) The Marine Patrol division remains responsible for patrol of the navigable waterways within the County and enforcement of all applicable laws.

Marine Patrol

Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$4,300,465
Financing:		1,210,000
Net County Cost:		3,090,465
Funding Sources:		
State	20.5%	$883,000
Federal	7.6%	327,000
General Fund	71.9%	3,090,465
FTE: 12.0		

(4) The Sheriff's Helicopter Program serves as a force multiplier, assisting law enforcement teams on the ground with investigations and search & rescue operations.

Sheriff-Coroner
Law and Justice

Sheriff's Helicopter Program		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$537,072
Financing:		537,072
Net County Cost:		0
Funding Sources:		
Intergovernmental	87.5%	$470,072
Reimbursements	12.5%	67,000

(5) 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:		$4,831,637
Financing:		4,831,637
Net County Cost:		0
Funding Sources:		
Charges for Svc	100.0%	$4,831,637
FTE: 34.0		

Investigation Division

Description: The 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 with the Sheriff 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.

Investigations		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$10,629,334
Financing:		417,405
Net County Cost:		10,211,929
Funding Sources:		
State	2.3%	$250,000
Reimbursements	1.1%	116,405
Federal	0.3%	31,000
Charges for Svc	0.2%	20,000
General Fund	96.1%	10,211,929
FTE: 40.0		

(2) The DA Investigations Unit provides investigator positions to the District Attorney's Office.

Special Investigations		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$(228,000)
Financing:		0
Net County Cost:		(228,000)
Funding Sources:		
General Fund	(100.0%)	$(228,000)

(3) The 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 regarding this function.

Civil		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$3,177,339
Financing:		420,000
Net County Cost:		2,757,339
Funding Sources:		
Charges for Svc	12.6%	$400,000
State	0.6%	20,000
General Fund	86.8%	2,757,339
FTE: 15.0		

(4) AB 1109 Vehicle Program provides restricted funding for vehicle usage by the Civil unit.

AB 1109 Vehicle Program		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$64,202
Financing:		64,202
Net County Cost:		0
Funding Sources:		
Charges for Svc	100.0%	$64,202

(5) AB 709 Automated Program provides restricted funding for automation services by the Civil unit.

AB 709 Automated Program		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$405,517
Financing:		405,517
Net County Cost:		0
Funding Sources:		
Charges for Svc	100.0%	$405,517

(6) Vehicle Anti-Theft Program investigates and gathers evidence on stolen vehicles throughout Contra Costa County.

Vehicle Anti-Theft Program		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$3,349
Financing:		474,500
Net County Cost:		(471,151)
Funding Sources:		
Transfers	14,168.4%	$474,500
General Fund	(14,068.4%)	(471,151)

Support Services Bureau

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) Criminalistics includes the Laboratory General Criminalistics unit which is responsible for the analysis of diverse types of physical evidence and for the examination of crime scenes for the collection and preservation of evidence in criminal cases.

Criminalistics also includes the Controlled Substance Analysis/Drug, Alcohol and Toxicology unit which 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.

Sheriff-Coroner
Law and Justice

Criminalistics		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$12,075,355
Financing:		3,339,000
Net County Cost:		8,736,355
Funding Sources:		
Charges for Svc	17.7%	$2,134,000
Federal	6.7%	805,000
Reimbursements	2.2%	270,000
Fines/Forfeitures	0.8%	100,000
Misc. Revenue	0.2%	30,000
General Fund	72.4%	$8,736,355
FTE: 44.0		

(2) 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.

CAL-ID		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$3,584,668
Financing:		3,584,668
Net County Cost:		0
Funding Sources:		
Reimbursements	99.2%	$3,554,168
Charges for Svc	0.8%	30,000
Licenses & Permits	0.0%	500
FTE: 16.5		

(4) The Property and Evidence Services Unit is responsible for the storage, disposition, and record keeping of all property and evidence related to pending cases.

Property and Evidence Services		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$734,555
Financing:		94,000
Net County Cost:		640,555
Funding Sources:		
Charges for Svc	9.1%	$67,000
Misc. Revenue	3.7%	27,000
General Fund	87.2%	640,555
FTE: 4.0		

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 (also 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.

Communications/Dispatch		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$9,408,233
Financing:		3,302,000
Net County Cost:		6,106,233
Funding Sources:		
Charges for Svc	35.1%	$3,302,000
General Fund	64.9%	6,106,233
FTE: 58.0		

(2) Records Unit receives and files all police reports, and maintains statistics regarding crimes for local, State, and federal reports; maintains booking records, compiles criminal histories, and issues permits and licenses in accordance with County Ordinance; processes warrants of arrest from the court, maintains, files, responds to inquiries from law enforcement agencies, and updates various automated databases at local, State, and federal levels.

Records		
Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$2,617,117
Financing:		61,000
Net County Cost:		2,556,117
Funding Sources:		
Licenses & Permits	1.0%	$25,500
Misc. Revenue	0.8%	20,000
Charges for Svc	0.6%	15,500
General Fund	97.7%	2,556,117
FTE: 23.0		

(3) The Automated Regional Information Exchange Systems (ARIES) database has been established to collect data from several California jurisdictions to share information to support increased monitoring and enforcement of the law.

Automated Regional Information Exchange Systems (ARIES)		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$885,608
Financing:		885,608
Net County Cost:		0
Funding Sources:		
Reimbursements	71.8%	$635,608
State	28.2%	250,000
FTE: 2.0		

(4) Information Services provides communication and programming for networks, jail management, communication system and ARIES.

Information Services		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$7,675,034
Financing:		69,200
Net County Cost:		7,605,834
Funding Sources:		
Intergovernmental	0.6%	$46,000
Misc. Revenue	0.3%	23,200
General Fund	99.1%	7,605,834
FTE: 18.0		

(5) Technical Services Administration provides administrative oversight for the Technical Services Division and administration of federal grants.

Sheriff-Coroner
Law and Justice

Technical Services Administration		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$280,026
Financing:		0
Net County Cost:		280,026
Funding Sources:		
General Fund	100.0%	$280,026

Sheriff Contract Services

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	14,139,999	18,328,000	17,862,000	17,862,000	0
Services And Supplies	118,239	142,000	159,000	159,000	0
Other Charges	361	0	0	0	0
Expenditure Transfers	8,764	56,000	56,000	56,000	0
Expense Total	**14,267,363**	**18,526,000**	**18,077,000**	**18,077,000**	**0**
Revenue					
Other Local Revenue	15,115,641	18,526,000	18,077,000	18,077,000	0
Revenue Total	**15,115,641**	**18,526,000**	**18,077,000**	**18,077,000**	**0**
Net County Cost (NCC):	**(848,278)**	**0**	**0**	**0**	**0**
Allocated Positions (FTE)	**86.0**	**86.0**	**86.0**	**86.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	99%	99%	99%	99%	
% Change in Total Exp		30%	(2%)	0%	
% Change in Total Rev		23%	(2%)	0%	
% Change in NCC		(100%)	0%	0%	
Compensation Information					
Permanent Salaries	7,411,798	9,441,873	9,744,209	9,744,209	0
Temporary Salaries	244,499	230,000	230,000	230,000	0
Permanent Overtime	268,424	508,866	508,866	508,866	0
Deferred Comp	635	29,820	34,200	34,200	0
Comp & SDI Recoveries	(10,269)	(5,000)	(5,000)	(5,000)	0
FICA/Medicare	161,417	204,525	211,775	211,775	0
Ret Exp-Pre 97 Retirees	48,516	46,000	46,000	46,000	0
Retirement Expense	4,906,805	6,288,127	5,389,566	5,389,566	0
Employee Group Insurance	908,339	1,307,101	1,356,190	1,356,190	0
Unemployment Insurance	8,601	19,022	19,628	19,628	0
Workers Comp Insurance	191,235	257,666	326,566	326,566	0

Sheriff-Coroner
Law and Justice

Description: Provides police protection services to the Superior Court in courthouses located across the County.

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:		$18,077,000
Financing:		18,077,000
Net County Cost:		0
Funding Sources:		
Reimbursements	100.0%	$18,077,000
FTE: 86.0		

Custody Services Bureau Budget

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	79,218,105	87,853,000	88,886,000	89,396,000	510,000
Services And Supplies	8,286,796	6,944,000	7,550,000	7,550,000	0
Other Charges	10,516	166,000	166,000	166,000	0
Fixed Assets	237,466	118,000	118,000	118,000	0
Expenditure Transfers	(37,870,172)	801,000	888,000	888,000	0
Expense Total	**49,882,712**	**95,882,000**	**97,608,000**	**98,118,000**	**510,000**
Revenue					
Other Local Revenue	9,989,148	11,573,000	11,620,000	11,980,000	360,000
Federal Assistance	118,331	160,000	160,000	310,000	150,000
State Assistance	34,354,187	34,511,000	37,915,000	37,915,000	0
Revenue Total	**44,461,665**	**46,244,000**	**49,695,000**	**50,205,000**	**510,000**
Net County Cost (NCC):	**5,421,047**	**49,638,000**	**47,913,000**	**47,913,000**	**0**
Allocated Positions (FTE)	**413.0**	**423.0**	**428.0**	**430.0**	**2.0**
Financial Indicators					
Salaries as % of Total Exp	159%	92%	91%	91%	
% Change in Total Exp		92%	2%	1%	
% Change in Total Rev		4%	7%	1%	
% Change in NCC		816%	(3%)	0%	
Compensation Information					
Permanent Salaries	39,157,676	45,185,737	48,521,328	49,031,328	510,000
Temporary Salaries	151,743	236,500	236,500	236,500	0
Permanent Overtime	7,713,887	4,093,373	4,093,373	4,093,373	0
Deferred Comp	36,276	102,180	133,970	133,970	0
Comp & SDI Recoveries	(760,657)	0	0	0	0
FICA/Medicare	1,084,675	1,105,728	1,185,729	1,185,729	0
Ret Exp-Pre 97 Retirees	243,452	238,150	238,150	238,150	0
Retirement Expense	25,266,055	29,364,893	26,430,932	26,430,932	0
Employee Group Insurance	5,170,199	6,220,860	6,348,212	6,348,212	0
Unemployment Insurance	49,725	90,863	97,597	97,597	0
Workers Comp Insurance	1,105,075	1,214,716	1,600,210	1,600,210	0

Sheriff-Coroner
Law and Justice

Description: Provides for the care and custody of sentenced and unsentenced inmates who are incarcerated in the County's three adult detention facilities or who are deemed eligible for an alternative to custody. This function includes the intake process and transportation to designated courts and other jurisdictions. The three detention facilities, alternatives to detention, AB 109 Public Safety Realignment programming and detention transportation divisions are described as follows:

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:		$37,574,727
Financing:		105,737
Net County Cost:		37,468,990
Funding Sources:		
Charges for Svc	0.3%	100,000
Misc. Revenue	0.0%	5,737
General Fund	99.7%	37,468,990
FTE: 179.0		

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:		$27,787,800
Financing:		5,500
Net County Cost:		27,782,300
Funding Sources:		
Charges for Svc	0.0%	5,500
General Fund	100.0%	27,782,300
FTE: 124.0		

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:		$5,949,024
Financing:		1,500
Net County Cost:		5,947,524
Funding Sources:		
Charges for Svc	0.0%	1,500
General Fund	100.0%	5,947,524
FTE: 22.0		

Custody Alternative Facility (CAF)

Description: The CAF program diverts persons who would otherwise 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.

Custody Alternative Facility Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$4,653,692
Financing:		450,000
Net County Cost:		4,203,692
Funding Sources:		
Charges for Svc	9.7%	450,000
General Fund	90.3%	4,203,692
FTE: 22.0		

Custody Services Administration

Description: Provides inmate classification and other detention management services. The Custody Services Administration budget includes estimated revenue of approximately $37,631,000 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:		$4,163,642
Financing:		39,008,500
Net County Cost:		(34,844,858)
Funding Sources:		
Sales Tax	903.8%	$37,631,000
Reimbursements	12.9%	537,000
Charges for Svc	9.6%	400,000
State Aid	6.7%	280,500
Federal Revenue	3.8%	160,000
General Fund	(836.9%)	(34,844,858)
FTE: 17.0		

Contra Costa County Administration Building Security

Description: Facility security services for the Contra Costa County Administration Building.

Contra Costa County Administration Building Security Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$828,715
Financing:		0
Net County Cost:		828,715
Funding Sources:		
General Fund	100.0%	828,715
FTE: 5.0		

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:		$10,630,263
Financing:		10,630,263
Net County Cost:		0
Funding Sources:		
Reimbursements	98.6%	$10,480,263
Federal Aid	1.4%	150,000
FTE: 37.0		

Sheriff-Coroner
Law and Justice

Detention Transportation
Description: Provides inmate transportation between detention facilities and the Courts.

Detention Transportation Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$6,530,137
Financing:		3,500
Net County Cost:		6,526,637
Funding Sources:		
State Aid	0.1%	$3,500
General Fund	99.9%	6,526,637
FTE: 24.0		

Coroner Budget

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	2,560,106	2,625,000	2,515,000	2,515,000	0
Services And Supplies	1,331,823	985,000	988,000	988,000	0
Other Charges	208	0	0	0	0
Expenditure Transfers	63,887	69,000	73,000	73,000	0
Expense Total	**3,956,023**	**3,679,000**	**3,576,000**	**3,576,000**	**0**
Revenue					
Other Local Revenue	237,515	185,000	185,000	185,000	0
Revenue Total	**237,515**	**185,000**	**185,000**	**185,000**	**0**
Net County Cost (NCC):	**3,718,508**	**3,494,000**	**3,391,000**	**3,391,000**	**0**
Allocated Positions (FTE)	**9.0**	**9.0**	**9.0**	**9.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	65%	71%	70%	70%	
% Change in Total Exp		(7%)	(3%)	0%	
% Change in Total Rev		(22%)	0%	0%	
% Change in NCC		(6%)	(3%)	0%	
Compensation Information					
Permanent Salaries	1,218,897	1,265,152	1,302,751	1,302,751	0
Temporary Salaries	0	27,375	27,375	27,375	0
Permanent Overtime	198,647	94,500	94,500	94,500	0
Deferred Comp	495	480	962	962	0
Comp & SDI Recoveries	(53,309)	0	0	0	0
FICA/Medicare	23,766	22,458	23,194	23,194	0
Ret Exp-Pre 97 Retirees	9,773	6,200	6,200	6,200	0
Retirement Expense	968,451	994,985	835,391	835,391	0
Employee Group Insurance	158,835	177,753	179,514	179,514	0
Unemployment Insurance	1,522	2,541	2,621	2,621	0
Workers Comp Insurance	33,028	33,555	42,493	42,493	0

Sheriff-Coroner
Law and Justice

Description: Determines the cause of death, specifically in the areas of homicide, suicide, accidental and unexplained natural deaths. Coroner's deputies are on duty 24 hours per day, 7 days per 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:		$3,576,000
Financing:		185,000
Net County Cost:		3,391,000
Funding Sources:		
Charges for Svc	4.3%	$155,000
Misc. Revenue	0.9%	30,000
General Fund	94.8%	3,391,000

FTE: 9.0

Office of Emergency Services Budget

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	4,238,747	4,289,000	4,168,000	4,168,000	0
Services And Supplies	2,570,560	2,482,000	2,490,000	2,490,000	0
Other Charges	1,783	100,000	100,000	100,000	0
Fixed Assets	577,699	840,000	840,000	840,000	0
Expenditure Transfers	(495,443)	342,000	419,000	419,000	0
Expense Total	**6,893,346**	**8,053,000**	**8,017,000**	**8,017,000**	**0**
Revenue					
Other Local Revenue	1,578,550	1,630,495	1,641,660	1,641,660	0
Federal Assistance	174,818	50,000	50,000	50,000	0
State Assistance	1,013,447	1,299,505	1,299,340	1,299,340	0
Revenue Total	**2,766,815**	**2,980,000**	**2,991,000**	**2,991,000**	**0**
Net County Cost (NCC):	**4,126,531**	**5,073,000**	**5,026,000**	**5,026,000**	**0**
Allocated Positions (FTE)	**16.0**	**16.0**	**16.0**	**16.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	61%	53%	52%	52%	
% Change in Total Exp		17%	0%	0%	
% Change in Total Rev		8%	0%	0%	
% Change in NCC		23%	(1%)	0%	
Compensation Information					
Permanent Salaries	1,872,739	2,121,952	2,142,558	2,142,558	0
Temporary Salaries	29,957	28,000	28,000	28,000	0
Permanent Overtime	562,866	383,624	383,624	383,624	0
Deferred Comp	8,226	11,520	14,282	14,282	0
FICA/Medicare	73,712	79,210	77,591	77,591	0
Ret Exp-Pre 97 Retirees	11,465	20,876	20,876	20,876	0
Retirement Expense	1,376,392	1,320,362	1,146,183	1,146,183	0
Employee Group Insurance	248,849	270,790	290,122	290,122	0
Unemployment Insurance	2,639	4,258	4,299	4,299	0
Workers Comp Insurance	51,903	48,407	60,465	60,465	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.

Sheriff-Coroner
Law and Justice

Emergency Services Support

Description: Provides management oversight 24-hours per 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 response teams.

Emergency Services Support Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$1,439,291
Financing:		33,030
Net County Cost:		1,406,261
Funding Sources:		
Charges for Svc	1.4%	$20,000
Misc. Revenue	0.8%	12,030
Intergovernmental	0.1%	1,000
General Fund	97.7%	1,406,261
FTE: 3.0		

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:		$3,476,110
Financing:		215,660
Net County Cost:		3,260,450
Funding Sources:		
Intergovernmental	6.2%	215,660
General Fund	93.8%	3,260,449
FTE: 10.0		

Community Warning System

Description: Manages the countywide all hazard Community Warning System (CWS). The CWS is funded entirely from private industry funds and/or fines.

Community Warning System Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$1,373,000
Financing:		1,373,000
Net County Cost:		0
Funding Sources:		
Charges for Svc	100.0%	$1,373,000
FTE: 3.0		

Homeland Security Grants

Description: Homeland Security grant management and centralization.

Homeland Security Grants Summary		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$1,349,340
Financing:		1,349,340
Net County Cost:		0
Funding Sources:		
Intergovernmental	100.0%	$1,349,340

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

Sheriff-Coroner
Law and Justice

Miscellaneous Programs (Non-General Fund)

Central Identification Bureau

Description: Provides for operation of the statewide Automated Fingerprint Identification System for all law enforcement agencies in the County. Monies budgeted in this fund will be spent pursuant to direction of the Remote Access Network Board.

Central Identification Bureau Summary		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$2,437,000
Financing:		2,437,000
Net Fund Cost:		0
Funding Sources:		
Intergovernmental	90.3%	$2,200,000
Misc. Revenue	8.2%	201,000
Use of Money	1.5%	36,000

Controlled Substance Analysis

Description: Provides criminalistics laboratory analysis of controlled substances in a timely fashion and 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

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

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 Svc	0.5%	1,000

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:		$109,000
Financing:		109,000
Net Fund Cost:		0
Funding Sources:		
Seizures	93.6%	$102,000
Use of Money	6.4%	7,000

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:		$1,311,000
Financing:		986,000
Net Fund Cost:		325,000
Funding Sources:		
Miscellaneous	74.2%	$973,000
Charges for Svc	0.9%	12,000
Use of Money	0.1%	1,000
Fund Balance	24.8%	325,000
FTE: 6.0		

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:		$982,000
Financing:		982,000
Net Fund Cost:		0
Funding Sources:		
Public Safety Realignment	100.0%	$982,000

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:		$16,000
Financing:		16,000
Net Fund Cost:		0
Funding Sources:		
Fines	75.0%	$12,000
Charges for Svc	18.8%	3,000
Use of Money	6.3%	1,000

Sheriff-Coroner
Law and Justice

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:		$17,533,000
Financing:		17,533,000
Net Fund Cost:		0
Funding Sources:		
Public Safety Realignment	100.0%	$17,533,000

Sheriff Law Enforcement Training Center Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	1,722,056	2,068,000	2,214,000	2,214,000	0
Services And Supplies	130,029	298,000	340,000	340,000	0
Other Charges	153,218	175,000	180,000	180,000	0
Expenditure Transfers	34,306	74,000	75,000	75,000	0
Expense Total	**2,039,609**	**2,615,000**	**2,809,000**	**2,809,000**	**0**
Revenue					
Other Local Revenue	1,690,404	2,435,000	2,629,000	2,629,000	0
State Assistance	337,064	180,000	180,000	180,000	0
Revenue Total	**2,027,468**	**2,615,000**	**2,809,000**	**2,809,000**	**0**
Net Fund Cost (NFC):	**12,141**	**0**	**0**	**0**	**0**
Allocated Positions (FTE)	**17.0**	**17.0**	**17.0**	**17.0**	**0.0**
Financial Indicators					
Salaries as % of Total Exp	84%	79%	79%	79%	
% Change in Total Exp		28%	7%	0%	
% Change in Total Rev		29%	7%	0%	
% Change in NFC		(100%)	0%	0%	
Compensation Information					
Permanent Salaries	824,286	1,049,621	1,102,274	1,102,274	0
Temporary Salaries	172,519	240,000	240,000	240,000	0
Permanent Overtime	235,031	280,000	280,000	280,000	0
Deferred Comp	0	0	13,082	13,082	0
Comp & SDI Recoveries	(1,180)	0	0	0	0
Vacation/Sick Leave Accrual	4,522	0	0	0	0
FICA/Medicare	78,537	81,385	84,955	84,955	0
Ret Exp-Pre 97 Retirees	2,123	2,638	2,638	2,638	0
Retirement Expense	279,942	284,108	248,726	248,726	0
Employee Group Insurance	101,758	107,057	213,006	213,006	0
Unemployment Insurance	1,347	2,128	2,221	2,221	0
Workers Comp Insurance	23,172	21,064	27,097	27,097	0

Sheriff-Coroner
Law and Justice

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:		$2,809,000
Financing:		2,809,000
Net Fund Cost:		0
Funding Sources:		
Misc. Revenue	60.3%	$1,695,000
Charges for Svc	33.3%	934,000
Intergovernmental	6.4%	180,000
FTE: 17.0		

CAO's Recommendation

The Recommended Budget includes an increase in expenditure appropriations of $8.9 million, or 3.3%, and increases estimated revenue by $7.2 million, or 4.5%, resulting in an increase in net County cost of $1.6 million, or 1.5%, over the FY 2021-22 Budget.

The Recommended Budget includes a vacancy factor of $588,000, a decrease of $9,500,000 from the vacancy factor in the FY 2021-22 Budget. A vacancy factor accounts for cost savings related to personnel vacancies occurring within the department during the fiscal year. The vacancy factor is included in County Patrol, which is consistent with FY 2021-22 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 the Sheriff's Office (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 could be redirected throughout the department at the Sheriff's discretion. The decreased vacancy factor will allow the Department to reduce staffing vacancies through the Department.

The Recommend Budget includes funding for the 10.0 FTE Deputy Sheriff positions added in FY 2021-22 to augment detention staffing in the acute psychiatric unit and for suicide prevention. Although these positions were added in FY 2021-22, additional appropriations were not provided.

The Recommended Budget includes the addition of 36.0 FTE positions. The addition of 34.0 FTE positions (5.0 FTE Sergeant positions, 20.0 FTE Deputy Sheriff positions, and 9.0 FTE Deputy Sheriff Recruits) are proposed to increase staffing in unincorporated patrol and enable the Sheriff's Office to reduce response times and improve staff supervision. Although 34 positions are being recommended, the Recommended Budget only includes $3,997,000 in appropriations based on the Sheriff's Office expected hiring of 9.0 FTE Sheriff Recruit positions, 9.0 FTE Deputy Sheriff positions and 1 Sergeant. The remaining 15 positions, totaling approximately $3.3 million, would be unfunded in FY 2022-23 due to the time needed to recruit and train these positions. All 34 positions would need to be funded in FY 2023-24.

In addition, 2.0 FTE Sheriff Deputy positions are being recommended by the Contra Costa County Community Corrections Partnership to establish two Mental Health Evaluation Teams (MHET). These positions are fully funded with State and federal revenue. The MHET deputies will be assigned to the Patrol division and would supplement services and resources to those in the community suffering from mental health issues. The MHET teams consist of a Deputy Sheriff and a clinician from County Behavioral Health.

The estimated revenue includes $1,841,000 from Measure X sales tax proceeds for the implementation of body-worn cameras and in-car camera systems. This will allow the department to enhance service delivery at the field/patrol level, increase public and officer safety, decrease citizen complaints, offer evidentiary value for criminal and administrative investigations, and provide an overall increase in public trust.

The increase in estimated revenue is primarily attributable to a projected $7.7 million increase, from $77.9 million to $85.6 million, in Proposition 172 sales tax revenue specifically for patrol and custody services within the Sheriff's Office.

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.*

Sheriff-Coroner
Law and Justice

Performance Measurement

In 2021, the Office of the Sheriff expanded the Recruiting Unit in personnel and outreach efforts to attract applicants for all classifications of sworn and professional staff who are reflective of the diverse community served. By offering free Post-Entry Level Law Enforcement testing to the public, an increased presence of staff at traditional and non-traditional recruiting events, and frequent social media posts to generate interest from applicants, the Recruiting Unit expanded its efforts to seek viable candidates locally, throughout California, and the nation. A new recruiting webpage was created with hiring information and quick links to the County job opportunities website. In addition, targeted digital marketing increased the Office of the Sheriff's online presence during internet job searches.

In March 2022, the newly renovated M-Module will open at the Martinez Detention Facility. This housing unit was specifically designed to provide state-of-the-art housing and programming for detainees with a mental illness.

The authorized positions from prior fiscal years to enhance mental health services in the custody setting are fully funded and will be staffed as of July 1, 2022.

In 2021, the Office of the Sheriff's Emergency Services Division supported the COVID-19 response in Contra Costa County. The Emergency Services Division coordinated the Contra Costa County law enforcement mutual aid response for large-scale wildland fires in the State. The Community Warning System (CWS) administered a grant that allowed for CWS advertisements to be placed on busses countywide to increase awareness and engagement with the public and upgraded major siren controller systems to provide more reliable communication between the CWS and the 42 outdoor emergency sirens located throughout the County. The CWS also participated in multiple live activations throughout the County as part of virtual evacuation exercises to prepare for wildfires and other types of disasters, promoted outreach and engagement with virtual meetings and presentations and developed new web-based multimedia approaches to connect with the County residents while COVID restrictions were in place.

Administrative and Programs Goals

The Office of the Sheriff is committed to the following goals for FY 2022-23:

- The Office of the Sheriff Recruiting Unit will continue to maximize candidates' interest in entering the law enforcement field. By accepting nationally accepted written and physical fitness tests for deputy sheriffs in addition to the tests generally conducted in California, a larger pool of diverse applicants will be generated. In addition, the Recruiting Unit will participate in events to specifically target female applicants and promote interest in a law enforcement profession. The Office of the Sheriff will also implement a new mentoring program, the Recruit Assistance Mentoring Program to prepare newly hired deputy sheriff recruits for the basic law enforcement academy and demonstrate the Office of the Sheriff's investment in their success.

- Provide enhanced mental health programming on the Custody Service Bureau's M-Module, producing outcomes measurable through the number of people participating and impact on recidivism.

- Evaluate annual 5150 (psychiatric emergency) calls and the number of 5150 referrals that were required by a Deputy at the field patrol level; these markers will act as measures for the MHET's overall effectiveness and future deployment strategies.

- Train, implement, and deploy Body-Worn Camera technology agency-wide.

- Assign additional funded Deputy Sheriffs in the Patrol Division, who will be assigned to patrol areas in

communities that require additional resources, to decrease response times and provide baseline law enforcement services effectively.

- Support operational area and regional law enforcement agencies during the continued COVID-19 response and future emergencies. The Community Warning System will continue to enhance features of the mass notification software while using best practices in public alerts and community outreach.

FY 2022-23
Program Modification List

Order	Reference to Mand/Disc List	Program Name	Service	FTE	Net County Cost Impact	Impact
1	4	Unincorporated Patrol	Salaries and Benefits	0.0	9,500,000	Decrease vacancy factor.
2	4	Unincorporated Patrol	Salaries and Benefits	34.0	3,997,000	Add 9 Deputy Sheriff-Recruit, 20 Deputy Sheriff, and 5 Sergeant positions to unincorporated patrol. Funding is being provided for 9 Deputy Sheriff-Recruit, 9 Deputy Sheriff, and 1 Sergeant.
3	30	AB109 Program	Salaries and Benefits	2.0	510,000	Add 2 Deputy Sheriff positions to form two Mental Health Evaluation Teams (MHET).
4	30	AB109 Program	Revenue	0.0	(510,000)	Increase of $360,000 in Community Corrections funding and $150,000 in federal grant revenue for MHET.
			Total	**36.0**	13,497,000	

Sheriff-Coroner
Law and Justice

Superior Court Related Functions
Law and Justice

Summary
Superior Court Related Functions

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	765,362	889,000	884,000	884,000	0
Services And Supplies	685,482	899,000	1,870,000	1,870,000	0
Other Charges	15,283,855	15,418,000	15,721,000	15,721,000	0
Expense Total	**16,734,698**	**17,206,000**	**18,475,000**	**18,475,000**	**0**
Revenue					
Other Local Revenue	5,664,111	5,665,000	5,269,000	5,269,000	0
State Assistance	34,670	35,000	0	0	0
Revenue Total	**5,698,781**	**5,700,000**	**5,269,000**	**5,269,000**	**0**
Net County Cost (NCC):	**11,035,917**	**11,506,000**	**13,206,000**	**13,206,000**	**0**
Financial Indicators					
Salaries as % of Total Exp	5%	5%	5%	5%	
% Change in Total Exp		3%	7%	0%	
% Change in Total Rev		0%	(8%)	0%	
% Change in NCC		4%	15%	0%	
Compensation Information					
Temporary Salaries	1,419	50,000	50,000	50,000	0
FICA/Medicare	109	0	500	500	0
Unemployment Insurance	1	0	0	0	0
Workers Comp Insurance	14	0	0	0	0
Labor Received/Provided	763,819	839,000	833,500	833,500	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 annual subsidy to the State for Trial Court Programs. The mission of the Civil Grand Jury is to examine the management, operations and procedures of the County, cities, and other local public agencies. The mission of the Criminal Grand Jury is to examine evidence presented by the District Attorney. The mission of the Dispute Resolution Program is to provide funding for local dispute resolution as an alternative to formal court proceedings. The Budget also provide debt

service payments for the District Attorney's office building in Martinez.

Superior Court Related Functions
Law and Justice

Trial Court Programs

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	765,362	889,000	884,000	884,000	0
Services And Supplies	584,730	693,000	1,664,000	1,664,000	0
Other Charges	15,283,855	15,418,000	15,721,000	15,721,000	0
Expense Total	**16,633,947**	**17,000,000**	**18,269,000**	**18,269,000**	**0**
Revenue					
Other Local Revenue	5,664,111	5,665,000	5,269,000	5,269,000	0
State Assistance	34,670	35,000	0	0	0
Revenue Total	**5,698,781**	**5,700,000**	**5,269,000**	**5,269,000**	**0**
Net County Cost (NCC):	**10,935,166**	**11,300,000**	**13,000,000**	**13,000,000**	**0**
Financial Indicators					
Salaries as % of Total Exp	5%	5%	5%	5%	
% Change in Total Exp		2%	7%	0%	
% Change in Total Rev		0%	(7.561%)	0%	
% Change in NCC		3%	15%	0%	
Compensation Information					
Temporary Salaries	1,419	50,000	50,000	50,000	0
FICA/Medicare	109	0	500	500	0
Unemployment Insurance	1	0	0	0	0
Workers Comp Insurance	14	0	0	0	0
Labor Received/Provided	763,819	839,000	833,500	833,500	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 collection of court-ordered fees and fines.

Trial Court Programs Summary

Service:		Mandatory
Level of Service:		Mandatory
Expenditures:		$18,269,000
Financing:		5,269,000
Net County Cost:		13,000,000
Funding Sources:		
Charges for Svcs.	16.1%	$ 2,939,000
Fine/Forfs/Penalties	12.6%	2,311,000
Misc. Revenue	0.1%	19,000
General Fund	71.2%	13,000,000

Superior Court Related Functions
Law and Justice

Civil Grand Jury

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	96,632	156,000	156,000	156,000	0
Expense Total	**96,632**	**156,000**	**156,000**	**156,000**	**0**
Net County Cost (NCC):	**96,632**	**156,000**	**156,000**	**156,000**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		61%	0%	0%	
% Change in Total Rev					
% Change in NCC		61%	0%	0%	

Description: A judicial body empaneled by the Superior Court to scrutinize the conduct of public business. Contra Costa County's civil grand jury is composed by 19 citizens selected by the Superior Court. A new grand jury is empaneled each year. Grand jurors are officers of the court, and the jury functions as an independent body under the guidance of a Superior Court judge.

Apart from the investigations mandated by the California Penal Code, each county's Grand Jury decides what it will investigate. Investigations may be initiated in response to letters from citizens, newspaper articles and personal knowledge. During their investigations, jurors may inspect and audit books, records, and financial expenditures; interview civil servants and others who may have pertinent information; inspect government facilities, and then issue reports with findings and recommendations. After the Presiding Judge reviews these reports to make certain they meet legal requirements, they are sent to the appropriate public officials, who are required by law to respond. When those officials agree with the recommendations, they must specify how and when they will implement the recommended changes; if they disagree, they must explain their reasons. The jury then releases the reports to the public via the media and the Board of Supervisors, which generally takes official action to adopt the responses at a regular public meeting.

Civil grand jurors are paid a daily stipend of $15, when attending committee meetings or weekly plenary sessions of the grand jury. Jurors are also eligible for IRS mileage rate for grand jury related travel.

Due to the impact of COVID-19 on recruiting, on February 2, 2021, at the request of the Superior Court, the Board of Supervisors transitioned the Contra Costa County Civil Grand Jury from a fiscal year to calendar year term in 2021. The term will revert to fiscal year beginning July 2022.

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

Criminal Grand Jury

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Services And Supplies	4,119	50,000	50,000	50,000	0
Expense Total	**4,119**	**50,000**	**50,000**	**50,000**	**0**
Net County Cost (NCC):	**4,119**	**50,000**	**50,000**	**50,000**	**0**
Financial Indicators					
Salaries as % of Total Exp					
% Change in Total Exp		1,114%	0%	0%	
% Change in Total Rev					
% Change in NCC		1,114%	0%	0%	

Description: A judicial body empaneled by the Superior Court to examine evidence presented by the District Attorney and return criminal indictments directly to the Superior Court. The Criminal Grand Jury investigates misfeasance (negligent conduct) and malfeasance (criminal conduct) committed by individuals. Jurors are selected at random from the pool of jurors summoned for jury service. The jury is composed of 19 residents of the county. However, unlike Civil Grand Jurors who serve for one year, Criminal Grand Jurors serve for the duration of one case, which typically lasts one week. During that time, cases are brought to the Criminal Grand Jury by the District Attorney's Office for review. While it is generally the District Attorney's Office which brings any given case to the attention of the Criminal Grand Jury, it is the Criminal Grand Jury that is ultimately responsible for any investigation they conduct and any decision they make. If the Criminal Grand Jury should return an Indictment or Accusation, it is then the responsibility of the District Attorney to pursue the charges alleged in the Indictment or Accusation.

Criminal grand jurors are compensated in the same manner as regular jurors ($15/day beginning on the second day of service) plus applicable mileage.

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:		$182,000
Financing:		182,000
Net Fund Cost:		0
Funding Sources:		
Court Filing Fees	98.9%	$180,000
Investment Earnings	1.1%	2,000
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:		$ 923,000
Financing:		761,000
Net Fund Cost:		162,000
Funding Sources:		
Fines & Forfeitures	81.8%	$755,000
Investment Earnings	0.7%	6,000
Fund Balance	17.5%	162,000
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. Counties may not utilize these funds for any other purpose than debt service on a court facility.

Superior Court Related Functions
Law and Justice

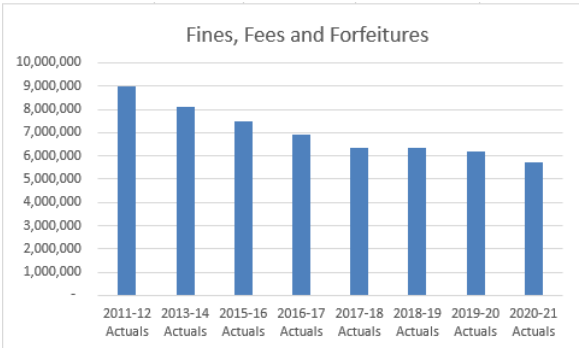
Courthouse Construction		
Service:		Discretionary
Level of Service:		Mandatory
Expenditures:		$ 230,000
Financing:		632,000
Net Fund Cost:		-402,000
Funding Sources:		
Fines & Forfeit	269.6%	$620,000
Investment Earnings	5.2%	12,000
Courthouse Const Fund	(174.8%)	(402,000)
Fund 110700		

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 several 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, and the collection of court-ordered fines and fees. The budget for Superior Court Related Functions accounts for these fiscal responsibilities as well as the Court Probation Officer Program, which dedicates four deputy probation officers to serve the Court directly.

In the last two years, two key legislative actions have impacted the budget for Superior Court Programs: AB 1869, which repealed effective July 1, 2021 various criminal justice fees including those for payment plans, public defense and drug diversion; and AB 177, which repealed effective January 1, 2022 the County's authority to collect various other criminal justice administrative fees related to the collection of fines, restitution fines, and restitution orders; the costs of drug testing during probation; booking fees, and assessments on installment accounts. The Legislature appropriated $1,497,266 annually through FY 2025/26 to backfill Contra Costa County's revenue losses from AB 1869 and $50M annually and ongoing to backfill counties' losses from AB 177; however, it is yet unknown how the AB 177 backfill will be allocated.

Collection of court-ordered fines and fees have been trending downward for many years stemming from after-effects of multiple traffic amnesty programs, changes in law and in the bench's practices of ordering fines, pauper waivers, and County initiatives aimed at getting people to appear in court and thereby avoid additional fines. The effects of the pandemic over the last two years coupled with State and local law changes to eliminate certain administrative fees, have exacerbated the revenue decline.



The Baseline net County cost is increased by $1,700,000 from the current year adjusted budget. Expenditures are increased by $1,269,000 in anticipation of increased collection costs for court-ordered fines and fees due to the elimination of assessments on installment accounts, to make sufficient provision for capital and homicide case costs in anticipation of resumed court activity post-pandemic, and for increased maintenance of effort distributions to the State. Revenues are reduced by $431,000 reflecting decreased court activity due to COVID-19; and other revenue losses stemming from AB 1869 and AB 177.

No changes to the civil and grand jury budgets are recommended. However, newly introduced legislation AB 1972 (Ward) may increase grand juror stipends from $15/day to the equivalent of eight hours of the hourly prevailing wage of the county for each day served, which would have a dramatic impact on the County's cost of the grand juries. It remains a question as to whether the Legislature will determine the bill to be a reimbursable State mandate, should it be enacted.

Superior Court Related Functions
Law and Justice

The Recommended Budget is equivalent to the Baseline budget, and includes General Fund appropriations in the amount of $15.3 million for transfer to the State to subsidize the cost of the local Superior Court, and $3.2 million for other court functions for which the County is financially responsible under the Trial Court Funding and Public Safety Realignment (AB 109)* Acts.

The Superior Court has set a goal to migrate all its automated computer systems off the County's mainframe by March 2022. 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 two non-General Fund programs that provide for local dispute resolution services and funding for debt service payments on the District Attorney Office facility.

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;
- the State repeal of and County moratorium on certain criminal justice administrative fees;
- and expanded outreach for grand juror recruitment.

Administrative and Program Goals

In fiscal year 2022-23, the County Administrator will continue to work with the Superior Court to:

- in cooperation with County justice partners, implement, in a coordinated fashion, the County's new criminal justice case management systems 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;
- expand outreach for grand juror recruitment;
- maximize revenue recovery and minimize the cost of revenue collection;
- construct a new facility for the Public Law Library;
- identify additional opportunities to collaborate to improve criminal justice program policies and procedures.

County of Contra Costa
Fire Districts

Contra Costa County Fire Protection District – Fire Protection Summary

CCCFPD Operating Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	113,828,692	127,023,000	138,337,000	139,930,000	1,593,000
Services And Supplies	9,570,933	18,964,000	15,532,000	16,332,000	800,000
Other Charges	6,360,545	9,182,000	10,462,000	10,462,000	0
Fixed Assets	1,716,061	3,498,000	2,165,000	2,165,000	0
Expenditure Transfers	19,718,488	14,057,000	6,605,000	6,605,000	0
Expense Total	**151,194,720**	**172,724,000**	**173,101,000**	**175,494,000**	**2,393,000**
Revenue					
Other Local Revenue	156,195,757	170,874,000	174,682,000	174,682,000	0
Federal Assistance	774,728	1,038,000	0	0	0
State Assistance	823,044	812,000	812,000	812,000	0
Revenue Total	**157,793,529**	**172,724,000**	**175,494,000**	**175,494,000**	**0**
Net Fund Cost (NFC):	**(6,598,810)**	**0**	**(2,393,000)**	**0**	**2,393,000**
Allocated Positions (FTE)	**418.6**	**422.6**	**451.6**	**458.6**	**7.0**
Financial Indicators					
Salaries as % of Total Exp	75%	74%	80%	80%	
% Change in Total Exp		14%	0%	1%	
% Change in Total Rev		9%	2%	0%	
% Change in NFC		(100%)	0%	(100%)	
Compensation Information					
Permanent Salaries	50,444,722	57,563,438	63,945,816	64,858,727	912,911
Temporary Salaries	1,085,670	1,495,980	2,170,980	2,170,980	0
Permanent Overtime	15,782,301	14,270,000	17,759,460	17,759,460	0
Deferred Comp	63,345	65,000	68,000	74,435	6,435
Comp & SDI Recoveries	(642,408)	0	0	0	0
FICA/Medicare	1,001,714	1,042,952	1,179,529	1,202,592	23,063
Retirement Expense	28,753,899	34,070,644	35,959,200	36,445,200	486,000
Excess Retirement	127,801	140,000	250,000	250,000	0
Employee Group Insurance	6,210,342	7,175,028	7,646,400	7,734,500	88,100
Retiree Health Insurance	5,417,758	5,743,000	5,625,000	5,625,000	0
OPEB Pre-Pay	2,208,109	2,220,210	0	0	0
Unemployment Insurance	0	0	0	0	0
Workers Comp Insurance	3,375,439	3,236,747	3,732,614	3,809,105	76,491

Contra Costa County FPD
Special District

Department Description

The preceding table presents information, in aggregate, summarizing expenditures and revenue for the fire suppression/emergency medical response crews, fire prevention bureau, communications center, apparatus shop, training section, fire-based emergency medical services, 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:		$175,494,000
Financing:		175,494,000
Net Fund Cost:		0
Funding Sources:		
Property Taxes	85.9%	$150,819,000
Charges for Svcs	6.4%	11,249,000
Measure X-Transfer	4.6%	8,000,000
Intergovernmental	2.5%	4,361,000
Misc. Revenue	0.6%	1,065,000

FTE: 458.6 (Including 11 funded from Measure X)

Contra Costa County Fire Protection District – EMS Transport Summary

CCCFPD EMS TRANSPORT FUND	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	3,277,275	3,718,000	3,944,000	4,535,000	591,000
Services And Supplies	43,410,349	89,806,449	47,884,000	47,884,000	0
Other Charges	962,059	1,660,000	1,893,000	1,893,000	0
Fixed Assets	1,039,923	935,000	1,918,000	1,918,000	0
Expenditure Transfers	825,517	1,000,000	1,000,000	1,000,000	0
Expense Total	**49,515,124**	**97,119,449**	**56,639,000**	**57,230,000**	**591,000**
Revenue					
Other Local Revenue	54,884,258	53,000,000	57,230,000	57,230,000	0
Revenue Total	**54,884,258**	**53,000,000**	**57,230,000**	**57,230,000**	**0**
Net Fund Cost (NFC):	**(5,369,134)**	**44,119,449**	**(591,000)**	**0**	**591,000**
Allocated Positions (FTE)	**13.0**	**13.0**	**13.0**	**16.0**	**3.0**
Financial Indicators					
Salaries as % of Total Exp	7%	4%	7%	8%	
% Change in Total Exp		96%	(42%)	1%	
% Change in Total Rev		(3%)	8%	0%	
% Change in NFC		(922%)	(101%)	(100%)	
Compensation Information					
Permanent Salaries	1,841,558	2,072,621	2,127,172	2,495,195	368,023
Permanent Overtime	353,940	389,550	500,000	534,770	34,770
Deferred Comp	7,020	6,720	7,320	7,320	0
FICA/Medicare	31,389	34,987	48,302	53,643	5,341
Retirement Expense	714,685	887,527	912,000	1,049,262	137,262
Employee Group Insurance	195,585	192,100	215,129	244,157	29,028
Retiree Health Insurance	16,229	19,235	17,885	17,885	0
OPEB Pre-Pay	6,780	6,679	0	0	0
Unemployment Insurance	(0)	0	0	0	0
Workers Comp Insurance	110,091	108,581	116,191	132,767	16,576

Description: The Emergency Medical Services (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:		$57,230,000
Financing:		57,230,000
Net Fund Cost:		0
Funding Sources:		
Cost Recovery	98.4%	$56,300,000
Fund Reserves	1.6%	930,000
FTE: 16.0		

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, a capital construction fund to track new fire station construction projects 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.

CCFPD Capital Outlay Fund

The Capital Outlay Fund includes funds collected during the building permit process and is intended to ameliorate the impact of new construction service demands on District capital needs. This fund is primarily intended for major capital outlay projects such as new fire stations.

CCCFPD Capital Outlay Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$422,000
Financing:		20,000
Net Fund Cost:		402,000
Funding Sources:		
Fund Balance	95.3%	$402,000
Developer Fees	4.7%	20,000

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.

Pittsburg Special Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$142,000
Financing:		1,000
Net Fund Cost:		141,000
Funding Sources:		
Fund Balance	99.3%	$141,000
Use of Money	0.7%	1,000

CCCFPD New Development Fee Fund

The CCCFPD New Development Fee Fund, established in August 2006, replaces both the CCCFPD and Riverview Fire Developer Fee Funds. This fund includes monies collected during the building permit process in all of the unincorporated areas of the District and is intended to mitigate the impact of new construction service demands on District capital needs.

CCCFPD New Development Fee Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$941,000
Financing:		100,000
Net Fund Cost:		841,000
Funding Sources:		
Fund Balance	90.4%	$841,000
Developer Fees	9.6%	100,000

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 as of December 2004 with the Contra Costa County Employees' Retirement Association. The refinancing resulted in savings more than $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:		$11,176,000
Financing:		0
Net Fund Cost:		11,176,000
Funding Sources:		
Fund Balance	100.0%	$11,176,000

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; 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:		$27,423,000
Financing:		2,609,000
Net Fund Cost:		24,814,000
Funding Sources:		
Fund Balance	90.5%	$24,814,000
Transfers	9.5%	2,604,000
Use of Money	0.0%	5,000

CCCFPD Capital Construction Fund

The Capital Construction Fund is used for major capital outlay projects such as new fire stations. Funding is primarily from lease revenue bonds issued in 2021 and from CCCFPD Operating fund reserves.

CCCFPD Capital Construction Fund		
Service:		Discretionary
Level of Service:		Discretionary
Expenditures:		$6,000,000
Financing:		6,000,000
Net Fund Cost:		0,000
Funding Sources:		
Misc. Revenue	100.0%	$6,000,000

CAO's Recommendation

The FY 2022-23 Recommended Budget provides for 27 fire stations, 30 fully functional engine or truck companies, 458.6 FTEs in the District's General Operating Fund, and 16 FTEs in the District's EMS Transport Fund.

As with prior years, the budget includes funding for wage increases, lease-purchase payments for apparatus replacement, debt service payments on revenue bonds for station construction projects, and the continuation of 1) the District's seasonal hand crew program, 2) four-person staffing at certain truck companies, and 3) a 24/7 hazardous materials team.

The District continues to invest in building and grounds maintenance and repair projects and to replace capital and non-capital equipment as needed.

Additionally, the District has completed new fire station construction projects in Lafayette and San Pablo and will soon complete construction on a new fire station in Bay Point.

The District is primarily funded by property tax revenue. In FY 2021-22, the District experienced a 3.63% growth in secured property assessed valuation and a 3.79% growth in total assessed

valuation. The District received additional property tax distributions during the course of the fiscal year due to the dissolution of redevelopment agencies.

The FY 2022-23 Recommended Budget anticipates a 6% growth in secured property assessed valuation as well as revenue from the continued unwinding of the redevelopment areas. Moreover, the District will absorb all sources of revenue from the former East Contra Costa Fire Protection District (ECCFPD) upon annexation. Perhaps even more notable is the District's paying off of its Pension Obligation Bonds (POB) Series 2005. The final tax intercept for principal and interest payments of approximately $11.4 million took place in FY 2021-22, freeing up significant funds for FY 2022-23. The additional revenue available from the elimination of POB debt service will, in part, fund positions to address necessary structural issues of the District's larger, more complex all-hazards organization.

The Recommended Budget also includes an allocation of sales tax revenue from Measure X. In addition to future new construction in east Contra Costa County and the acquisition of heavy fire apparatus, the Measure X allocation will support: 1) additional station staffing and 2) an emphasis on wildland fuel reduction and wildfire mitigation.

The District was able to budget for a one-time transfer of funds to its capital construction fund for future station replacement projects and possible land acquisition for those projects.

The District continues to be the County's exclusive operator of emergency ambulance service (excluding the areas covered by the Moraga-Orinda Fire Protection District and the San Ramon Valley Fire Protection District). The cost of providing this service is fully offset by the collection of ambulance service fees.

The FY 2022-23 Recommended Budget for the District's operating fund is balanced and requires no use of current year fund balance. The District meets its Board adopted policy to maintain a minimum reserve of 10% of general operating fund budgeted expenditures.

Performance Measurement

During FY 2021-22, the District:

- Continued to provide essential EMS, fire, and rescue first responder services during a pandemic while maintaining the health and safety of first responders, support staff, and the community.
- Responded to 82,561 incidents in calendar year (CY) 2021. This represents a 9.6% increase in call volume as compared to CY 2020.
- Completed a feasibility study regarding the potential annexation of the East Contra Costa Fire Protection District into the Contra Costa County Fire Protection District. Submitted an annexation application to LAFCo, participated in annexation hearings, and initiated the necessary planning and logistical elements to prepare for annexation.
- Applied for and received an allocation of Measure X funding to support new construction projects, fire apparatus acquisition, and new initiatives aimed at keeping the community safer from wildfire threat.
- Added a staffed ladder truck company to Fire Station 70 in the City of San Pablo (replacing a limited functionality two-person squad).
- Updated the fire prevention fee schedule.
- Established a community facilities district in an area of new development within the City of Antioch.
- Hired and conducted Firefighter Academy 56 and 57.
- Continued to fill new positions within the fire prevention bureau to better meet mandates and standards for code enforcement.

Contra Costa County FPD
Special District

- Continued converting to a new records management, inspection, and invoicing system in the fire prevention bureau.
- 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.
- Initiated a study for the establishment of a contract for service with the City of Pinole for fire protection services.

Administrative and Program Goals

During FY 2022-23, the District will:

- Take actions needed to finalize the annexation of ECCFPD into the District, including organizational restructuring, budget adjustments, allocation of physical space, training, etc.
- Reopen Fire Station 4 in unincorporated Walnut Creek
- Add a three-person crew to Fire Station 81 in Antioch.
- Expand the wildland firefighting hand crew program by adding staffing, equipment, and supervisory continuity.
- Implement fuel reduction and wildfire mitigation programs with the goal of making communities safer from wildfire threat.
- Complete construction on a new Fire Station 86 in Bay Point.
- Continue to address issues with the potential construction site of a new Fire Station 9 at the Buchanan Field Airport.
- Continue the communication center remodel and modernization project.
- 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 58.
- Pursue grant funding opportunities as they become available.
- Continue disaster planning, internal preparation, and public education for large wildland fires and evacuation planning.
- If feasible, implement a contract for service to provide fire protection services to the City of Pinole.

FY 2022-23
Program Modification List

Order	Reference to Mand/Disc	Program Name	Service	FTE	Net Fund Cost Impact	Impact
1	NA	Fire Protection	Salary and Benefits	8.0	$1,993,000	Add 1 Deputy Fire Chief, 2 Assistant Fire Chief positions, 3 Fire Captain 56-hour, 1 Fire District Facilities Manager and 1 Fire Equipment Mechanic I.
2	NA	Fire Protection	Salary and Benefits	(1.0)	(400,000)	Cancels one Battalion Chief 40-hour position.
3	NA	Fire Protection	Services and Supplies	0.0	800,000	Increased operating costs for Community Risk Reduction (fire prevention).
			Total CCCFPD Operating Fund	7.0	2,393,000	
4	N/A	EMS Transport	Salary and Benefits	3.0	591,000	Adds three Fire District Dispatcher positions (one per shift) to the Communications Center.
			Total EMS Transport Fund	3.0	$ 591,000	

Contra Costa County FPD
Special District

Crockett-Carquinez Fire Protection District

Dean Colombo, Fire Chief *Special District*

Crockett-Carquinez Fire Protection District Summary

CROCKETT-CARQUINEZ FIRE PROTECTION DISTRICT	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	407,027	355,000	346,000	346,000	0
Services And Supplies	201,858	1,063,808	300,000	300,000	0
Other Charges	306,854	318,000	350,000	350,000	0
Fixed Assets	96,589	50,000	50,000	50,000	0
Expense Total	**1,012,327**	**1,786,808**	**1,046,000**	**1,046,000**	**0**
Revenue					
Other Local Revenue	728,675	702,000	742,000	742,000	0
State Assistance	438,391	304,000	304,000	304,000	0
Revenue Total	**1,167,067**	**1,006,000**	**1,046,000**	**1,046,000**	**0**
Net Fund Cost (NFC):	**(154,739)**	**780,808**	**0**	**0**	**0**
Financial Indicators					
Salaries as % of Total Exp	40%	20%	33%	33%	
% Change in Total Exp		77%	(41%)	0%	
% Change in Total Rev		(14%)	4%	0%	
% Change in NFC		(605%)	(100%)	0%	
Compensation Information					
Permanent Salaries	63,681	60,118	55,000	55,000	0
Temporary Salaries	294,490	248,382	253,000	253,000	0
Deferred Comp	10	0	0	0	0
FICA/Medicare	31,573	29,000	25,000	25,000	0
Retirement Expense	1,596	1,000	2,000	2,000	0
Employee Group Insurance	2,889	5,000	5,500	5,500	0
Unemployment Insurance	430	500	500	500	0
Workers Comp Insurance	12,357	11,000	5,000	5,000	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 (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:		$1,046,000
Financing:		1,046,000
Net Fund Cost:		0
Funding Sources:		
Property Taxes	64.9%	$679,000
Intergovernmental	29.1%	304,000
Other Revenues	4.6%	48,000
Charges for Svcs	1.4%	15,000

CAO's Recommendation

The FY 2022-23 Recommended Budget is reduced by $740,808 as compared to the current year adjusted budget due primarily to the removal of one-time fund balance appropriated in FY 2021-22. Although the District's Fire Chief is not a permanent allocated position and the District has no allocated positions, the recommend budget provides $55,000 in permanent salary and benefits for the Fire Chief. The recommended budget continues to include approximately $205,000 in debt payments for the purchase of a ladder truck in 2021.

The Recommended Budget anticipates a $40,000 increase in property tax revenue. The Recommended Budget does not rely on current-year fund balance to balance the budget.

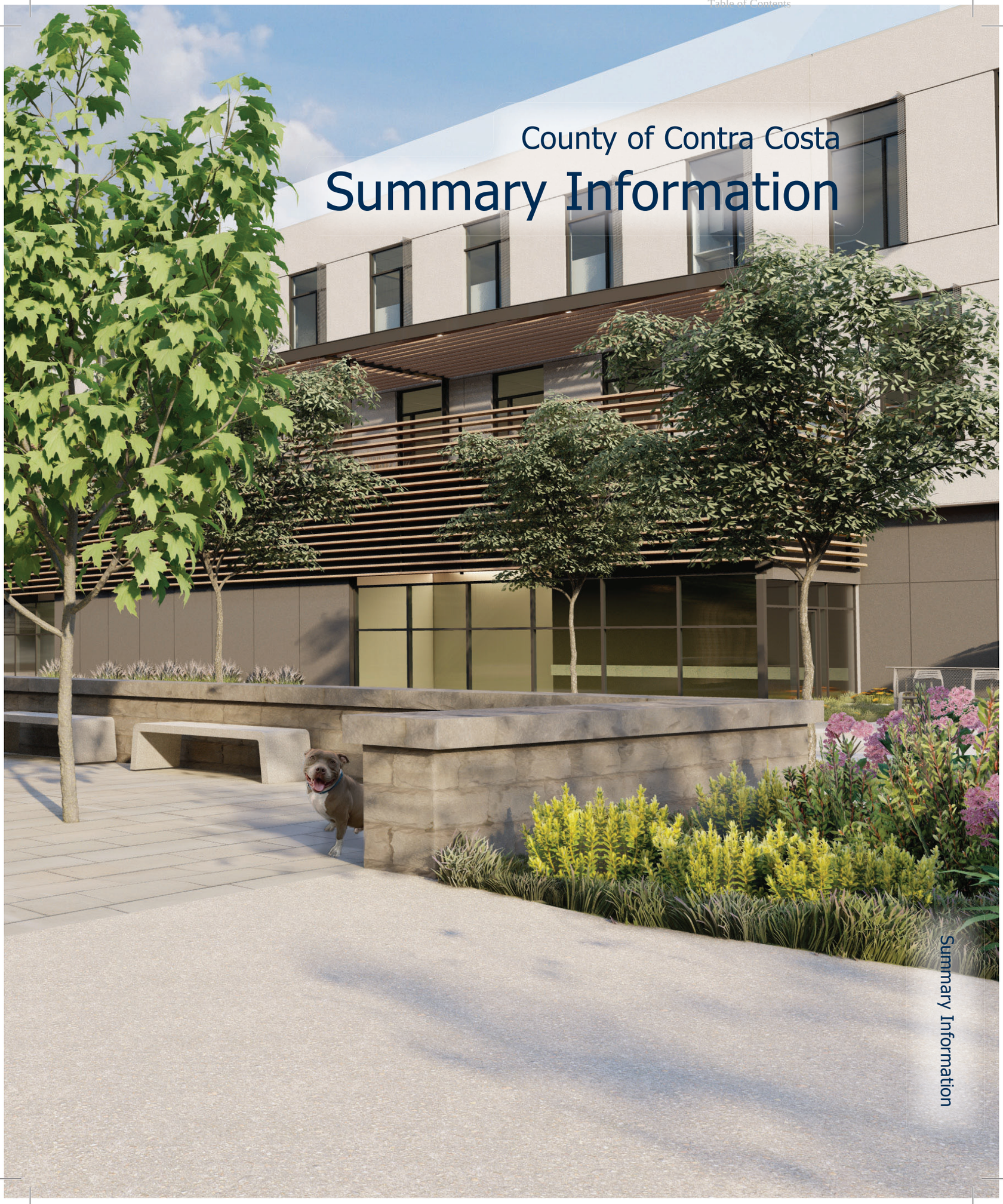
The District's radio equipment is reaching the end of its serviceable life and will need to be replaced within the next 24 months. Replacement of the District's radio equipment is not included in the Recommended Budget. The District is exploring funding options, including seeking State and federal grants to offset the replacement cost.

Performance Measurement

- The District has continued to recruit Paid-on-Call firefighters during FY 2021-22. This year, the District is holding its fourth academy, with some recruits living within the district.
- The District received a $250,000 donation from the Crockett-Community Foundation to help replace a 31-year old water tender.
- The District responded to over 550 incidents in 2021. The District continued to provide mutual aid to the State of California and local agencies.
- A new Assistant Chief position was added to the District's command staff to provide greater leadership and supervision throughout the District.

Administrative and Program Goals

- Continue recruiting and training Paid-on-Call personnel.
- Continue pursuing donations and grants to help supplement funding for apparatus and equipment needs.
- Develop a priority list and budget for capital projects at Station 78.
- Review training for compliance with federal and State mandates.



County of Contra Costa

Summary Information

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.

  For the period FY 2008-09 through FY 2021-22, the County had budgeted a $20 million allocation for pre-funding the OPEB liability and subsequently deposited each annual contribution into the County's OPEB irrevocable trust. Health plan changes, caps on County contributions and labor concessions, in addition to the annual pre-funding contributions, have assisted in reducing the County's 2006 OPEB Unfunded Actuarial Accrued Liability (UAAL) from $2.57 billion to a net OPEB liability of $433.3 million as of June 30, 2021. The County completed its latest bi-annual OPEB actuarial valuation as of January 1, 2020 and the next OPEB actuarial valuation, as of January 1, 2022, is currently in production. The actuarial valuation rolled forward as of June 30, 2021, indicated that the County had prefunded 50.6% of its OPEB liability, with total OPEB trust assets of $444.7 million. This resulted in the prefunded amount exceeding the County's OPEB prefunding target established by the Board of Supervisors on June 26, 2007. Because the OPEB funding target had been met, on February 1, 2022 the Board

of Supervisors adopted Ordinance No. 2022-08 discontinuing further prefunding of the County's OPEB liability; however, the County still budgets the "PAYGO" cost of retiree health benefits and assets in the County's OPEB irrevocable trust will continue to appreciate over time and be available for future funding of OPEB related costs when needed.

- 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. The recommended allocation for FY 2022-23 is $3.7 million. Capital Improvement Plan information is on Pages 13, 57 and 587-592.

- 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 20).

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) 655-2048 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.

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

[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.

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

b. Trust Fund: Funds held in trust for any beneficiary or for any purpose, in a separate fund and not commingled with any public funds, earning interest, and to be paid to the beneficiary of such trust upon the termination thereof, including moneys held as trustee, agent or bailee by the state, any county, city or town, or other political subdivision of the state, or any commission, committee, board or office thereof or any court of the state, when deposited in any qualified public depositary. Trust funds are limited to the following purposes as defined by Governmental Accounting, Auditing, and Financial Reporting: Pension, Investment, Private-Purpose and OPEB Irrevocable funds.

c. Special Revenue Fund: Funds used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditure for specified purposes. Examples of special revenue funds are those established for the purpose of financing schools, parks, or libraries.

d. Community Benefit Fee: Voluntary payment(s) made by a developer or project sponsor that benefit a defined community, either through capital or community program improvements. These funds, typically, have been intended for uses that will benefit the quality of life for the communities in which a project is approved. In the past, these funds have been identified for such uses as economic development, health care, education, infrastructure, transportation, etc.

e. Special Board Appropriation: A designation by the Board of Supervisors dedicating a portion of one or more General-Purpose Revenue sources to a specific program or activity, and/or to benefit a specific geographic area.

f. Special Revenues: Collectively, all of the preceding revenues.

16. Authorization for Mitigation and Community Benefit Fees and Their Allocation:

a. Affirm that revenues from existing fees are to be administered by the Supervisor serving in the district for which the fee was created, unless specified otherwise when the fee was established or as an action of the Board of Supervisors, and may require Board of Supervisors approval prior to expenditure.

b. Affirm that revenues from existing fees are to be used with the support and authorization (to be signified by sponsorship or co-sponsorship of a Board Order/Proposal) of the current Supervisor serving in the district where the fee originated, unless specified otherwise when the fee was created or as an action of the Board of Supervisors.

c. Affirm that when fees are created in the future, the authorizing Board Order or Resolution must specify:

- the type of fee (mitigation or community benefit)
- in what geographic area the funds are to be used, e.g., countywide or limited to one or more supervisorial districts or areas within a supervisorial district;
- the specific purpose of the fee;
- the recommended process for allocating the funds; and
- the department that will be responsible for administration of the funds;
- measurable performance outcomes that demonstrate how the fee revenue has mitigated the project impacts and otherwise benefited the affected community.

d. Affirm that no new fees are to be negotiated or created without input or consultation with the current Supervisor serving in the district where the land development project is located.

e. Affirm that fees developed for Countywide use will be administered by the full Board of Supervisors, with the goal of spending the money equally among supervisorial districts, unless specified otherwise when the fee is established. These fees will be assigned to and administered by a particular County department.

17. Pursue opportunities to secure new mitigation and community benefit fees, where appropriate.

Debt Management Policy In December 2006, the Board of Supervisors established a Debt Management Policy. The policy, which was confirmed by the Board on March 22, 2022 (Resolution No. 2022/77), includes updates to Section II(C) to replace obsolete debt ratios with ratios currently used by Moody's and Standard & Poor's. The inclusion of these ratios, to be integrated in Annual Debt Reports issued by the Debt Affordability Advisory Committee (DAAC), will allow the County and members of the public track the same debt metrics used by credit analysts in their evaluation of the County's financial position. This will result in additional transparency and the ability to forecast how certain financial decisions may impact a rating agency's view of the County.

***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. Creditworthiness and Debt Affordability Measures. The DAAC shall examine specific statistical measures to monitor the County's credit metrics and determine debt capacity and relative debt position based on Moody's and Standard & Poor's published rating criteria for U.S. local governments and their respective methodologies and calculations of specific credit metrics and debt ratios. Within the Moody's and Standard & Poor's published rating criteria,

each agency utilizes a scorecard approach and identifies key factors (based on credit metrics and ratios) and applies a corresponding "scoring" approach as a starting point for analysis.

The DAAC will evaluate the County's results in the below areas based on the Moody's rating methodology and scoring framework. For each sub-factor, Moody's provides a range of scoring values which are representative of a rating of "Aaa" at best to "B & Below" at worst. The County will monitor its metric and ratio results against the "Aaa" category.

1. Full value per capita;
2. Fund balance as a percentage of revenues;
3. Cash balance as a percentage of revenues;
4. Debt to full value; and
5. Debt to revenue.

The DAAC will also evaluate the County's results in the below areas based on Standard & Poor's rating methodology and scoring framework. For each credit metric, Standard & Poor's assigns a score of 1 "Very Strong" to 5 "Very Weak." The County will monitor its metric and ratio results against the "1" or "Very Strong" category.

1. Total market value per capita;
2. Total governmental available cash as a percentage of total governmental debt service;
3. Available fund balance as a percentage of expenditures;
4. Net direct debt as a percentage of total governmental funds revenue; and
5. Total governmental funds debt service as a percentage of governmental funds expenditures.

In tandem with the evaluation and calculation of the credit metrics and debt ratios identified above, the DAAC will evaluate the County's results against a group of cohort counties, namely, other counties in California of similar population, budget, tax base, and proximity. The DAAC utilizes each respective cohort county's most recently available ACFR to measure the County's comparative performance on the various credit and debt measures calculated by Moody's and S&P.

Additionally, the DAAC will evaluate the County's calculated credit metrics and debt ratios based on each fiscal year financial results against the County's own outcomes over the prior three fiscal years. This analysis allows for the tracking of County trends within key measures and to identify any notable aberrations from past performance either in the form of improvements or declines in creditworthiness.

IV. PLANNING AND STRUCTURE OF COUNTY INDEBTEDNESS

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

B. Financing Team. The County employs outside financial specialists to assist it in developing a debt issuance strategy, preparing bond documents and marketing bonds to investors. The key team members in the County's financing transactions include its financial advisor and outside bond and disclosure counsel, the underwriter and County representatives (the County Auditor-Controller, Treasurer-Tax Collector, and the County Finance Director, among others). Other outside firms, such as those providing paying agent/registrar, trustee, credit enhancement, verification, escrow, auditing, or printing services, are retained as

required. The County will issue Requests for Qualifications (RFQs) for financial advisor, bond and Tax counsel, disclosure counsel and underwriters every three years. The financing team shall meet at least semi-annually to review the overall financing strategy of the County and make recommendations to the County Administrator.

C. Term of Debt Repayment. Borrowings by the County shall mature over a term that does not exceed the economic life of the improvements that they finance and usually no longer than 20 years, unless special structuring elements require a specific maximum term to maturity, as is the case with pension obligation bonds. The County shall finance improvements with a probable useful life less than five years using pay-go funding for such needs. Bonds sold for the purchase of equipment with a probable useful life exceeding five years are repaid over a term that does not exceed such useful life.

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

E. Debt Features

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

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

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

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

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

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

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

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

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

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

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

A. Debt Service Savings. The County may refinance outstanding long-term debt when such refinancing allows the County to realize significant debt service savings (2% minimum by maturity and a minimum 4% savings overall) without lengthening the term of refinanced debt and without increasing debt service in any subsequent fiscal year. The County may also consider debt refinancing when a primary objective would be the elimination of restrictive covenants that limit County operations.

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

VII. CREDIT RATINGS

A. Rating Agency Relationships. The County Finance Director, or designee, is responsible for maintaining relationships with the rating agencies that assign ratings to the County's various debt obligations. This effort includes providing periodic updates on the County's general financial condition along with coordinating meetings and presentations in conjunction with a new debt issuance.

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

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

A. Formal Fiscal Policies. The County shall continue to establish, refine, and follow formal fiscal policies such as: Investment Policy, General Fund Reserve Policy, Budget Policy, and this Debt Management Policy.

B. Rebate Reporting and Continuing Covenant Compliance. The County Finance Director, or designee, is responsible for maintaining a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code and/or contracting for such service. This effort includes tracking investment earnings on debt proceeds, calculating rebate payments in compliance with tax law, and remitting any rebatable earnings to the federal government in a timely manner in order to preserve the tax- exempt status of the County's outstanding debt issues. Additionally, general financial reporting and certification requirements embodied in bond covenants are monitored to ensure that all covenants are complied with.

C. Reporting Practices. The County will comply with the standards and best practices of the Government Finance Officers Association for financial reporting and budget presentation and the disclosure requirements of federal regulatory agencies including the Securities and Exchange Commission and Internal Revenue Service; state agencies charged with the regulation of municipal securities, including the State Treasurer's Office; and self-regulatory organizations such as the Municipal Standards Rulemaking Board.

D. **Post-Issuance Tax Compliance Procedures for Tax-Exempt and Tax-Advantaged Bonds**. To assure it manages its debt obligations in accordance with all federal tax requirements, the County will comply with the Post-Issuance Tax Compliance Procedures for Tax-Exempt and Tax-Advantaged Bonds, as set forth in the policy appendix.

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

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 2020-21 confirms compliance with the Reserves Policy.

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 16, 2020. The Board of Supervisors established the Treasury Oversight Committee on November 14,1995 with the following purpose: review the county's investment policy, regularly monitor the county investment pool's performance, report on the pool's performance to the board of supervisors, and ensure an annual audit is conducted to determine the County Treasurer's compliance with Government Code Section 27130-27137. The complete Investment Policy (38 pages), is summarized below and may be accessed at: http://ca-contracostacounty.civicplus.com/560/Treasurer-Information.

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 March 31, 2021. The Investment Pool was assigned a fund credit quality rating of "AAAf" and a fund volatility rating of "S1+." The "AAAf" rating is S & P's highest fund credit quality rating with the "S1+" volatility rating reflecting low sensitivity to changing market conditions. The Investment Pool has maintained its AAAf and S1+ ratings since first rated in November 2007.

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 $16.92 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 2022-23, departments requested over $7.31 million and the County Administrator is recommending $4.00 million for 11 projects that include:

- Customer service enhancements including renewed Wi-Fi infrastructure in over 50 locations throughout County facilities; network redundancy and cybersecurity enhancements; uninterruptible power supply systems to maintain continuity of operations during emergencies and power outages; and
- Technology improvements in seven departments, such as an integrated communications and emergency management technology suite for the new Airport terminal, Voice over Internet Protocol (VoIP) communications countywide, and an upgraded tax payment system.

In addition to these specific Venture Capital resources, also adopted in FY 2020-21 was a Committed reserve designation of $4 million to continue to provide a strong cyber security system with multiple layers of protection spread across devices, networks and programs. In FY 2022-23, the third year of funding ($1.8 million) will be used to secure the County's digital assets from internal and external threats; help ensure that our citizens can access county services; mitigate costly downtime; eliminate/minimize expensive recover efforts; and avoid negative headlines. The plan was developed after extensive review and working with industry leading vendors, consultants, state and federal agencies. This plan will continue to be reviewed as new threats and technologies emerge.

County Summary Information

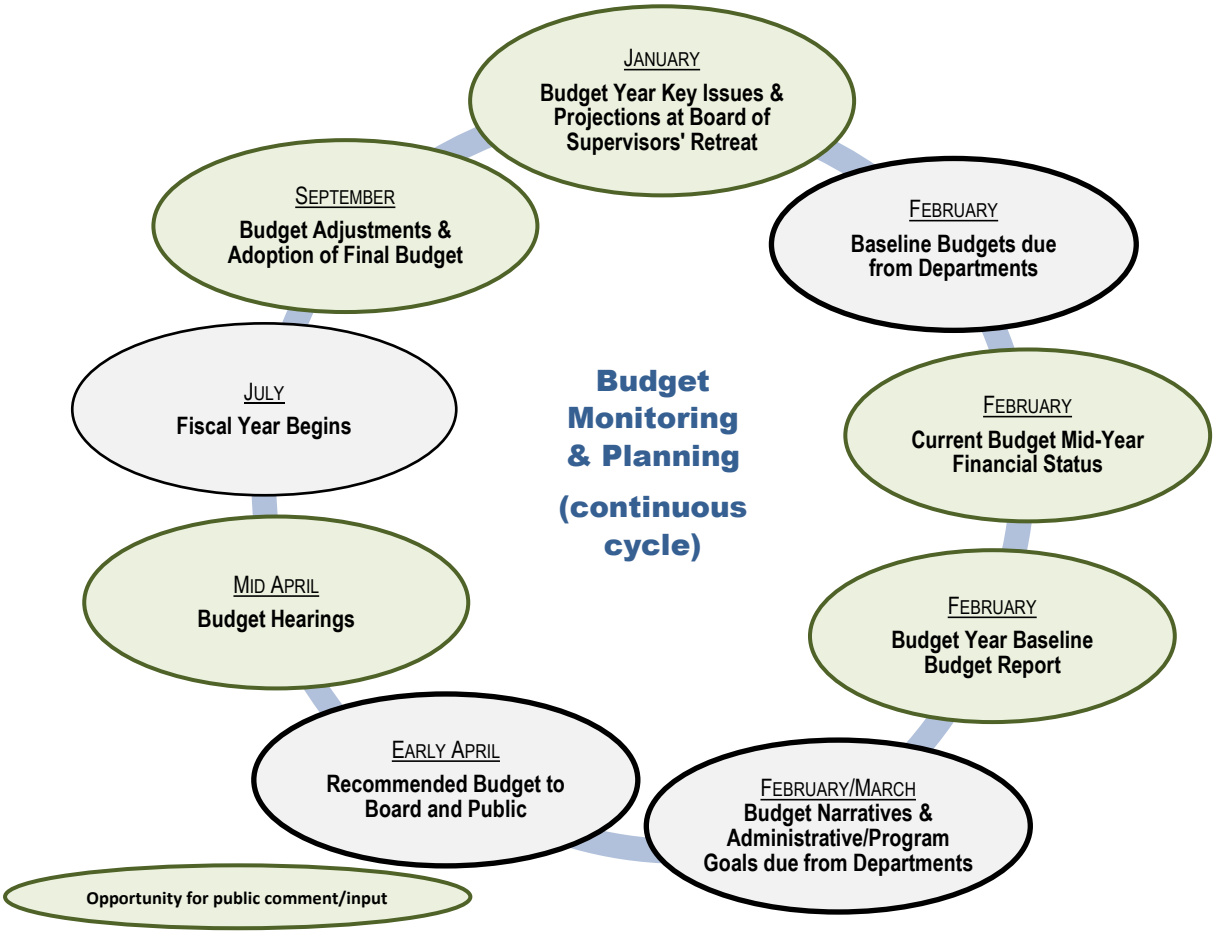
Workers' Compensation Confidence Level Policy In September of 2007 the Board of Supervisors established a Workers' Compensation funding policy that targeted a minimum confidence level of 80%. “Confidence level” is a measure of the probability that the Workers' Compensation Internal Services Fund will have enough money to cover the costs of claims likely to be incurred in the future. The confidence level was 83% as of June 30, 2021, based on a discount rate of 2.0% for expected long-term investment yields. In FY 2021-22, the County and Special Districts paid approximately $19.6 million to the Workers' Compensation Internal Services Fund, down from a high of $37.0 million in FY 2006-07. The decreasing trend since FY 2006-07 can be attributed to changes in State law; changes in employee contracts, particularly to the County’s return-to-work program; and adherence to the funding policy. The County Administrator will continue to monitor workers’ compensation expenses and contributions and align the fund balance at or above the targeted confidence level.

As indicated in the actuarial report as of June 30, 2021, there is uncertainty regarding the impact of COVID-19 on workers’ compensation claims. This includes new State laws for COVID-19 related rebuttable presumptions to include healthcare workers; and the workers’ compensation market coverage shift for communicable diseases from per occurrence to per employee. The COVID-19 pandemic and resulting slowdown have impacted many liability costs. For all workers’ compensation claims, there are over 280 COVID-19 claims identified in the provided loss run, most of which are zero-dollar claims. For FY 2022-23, the County Administrator is recommending appropriations of $24.77 million.

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 January 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 2022-2023 Budget Development Calendar

2022 Dates	Key Budget Meetings/Activities/Deliverables
October 26, and December 21, 2021	Department Head meetings discussing FY 2022-23 budget preparation
January 3	Budget preparation instructions to Departments
January 3 - 5	Personnel Cost Forecasting staff training
January 3 – 12	Departmental fiscal staff review Personnel Cost Forecasts
January 12	Personnel position count, salary & benefits cost projections due from Departments
January 18	Board of Supervisors set Budget Schedule (Board Chambers*)
January 18 – February 4	Department staff discuss budgets with respective advisory committees and solicit written suggestions (as necessary/appropriate)
	Department fiscal staff meet with CAO analysts (as necessary/appropriate)
January 18 – 19	Budget system training sessions for Departmental fiscal staff
January 25	Board of Supervisor's retreat*: Contra Costa County Budget Update & Key Issues
February 4	Baseline Budgets due from Departments
February 18	Venture Capital Project Requests (optional) due from Departments
February 18	Program/Recommended Budget Narrative and Administrative and Program Goals due from Departments
March 1	County Performance Reports due from Departments
April 7	Formal Public Notice of Hearing
April 7	Recommended Budget to Board of Supervisors and posted on County website
April 12	State Controller's Office Recommended Budget Adopted by Board of Supervisors (Board Chambers*)
April 12	Budget Hearings on County Recommended Budget (Board Chambers*)
May 10	Budget Adoption Board Order presentation (Board Chambers*)
August	Fiscal year-end closing activities, including final adjustments to fund balance
September	Final Budget presentation based upon fiscal year-end closing activities, including final adjustments to fund balance, and passage of State budget (Board Chambers*)[1]

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

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

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

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

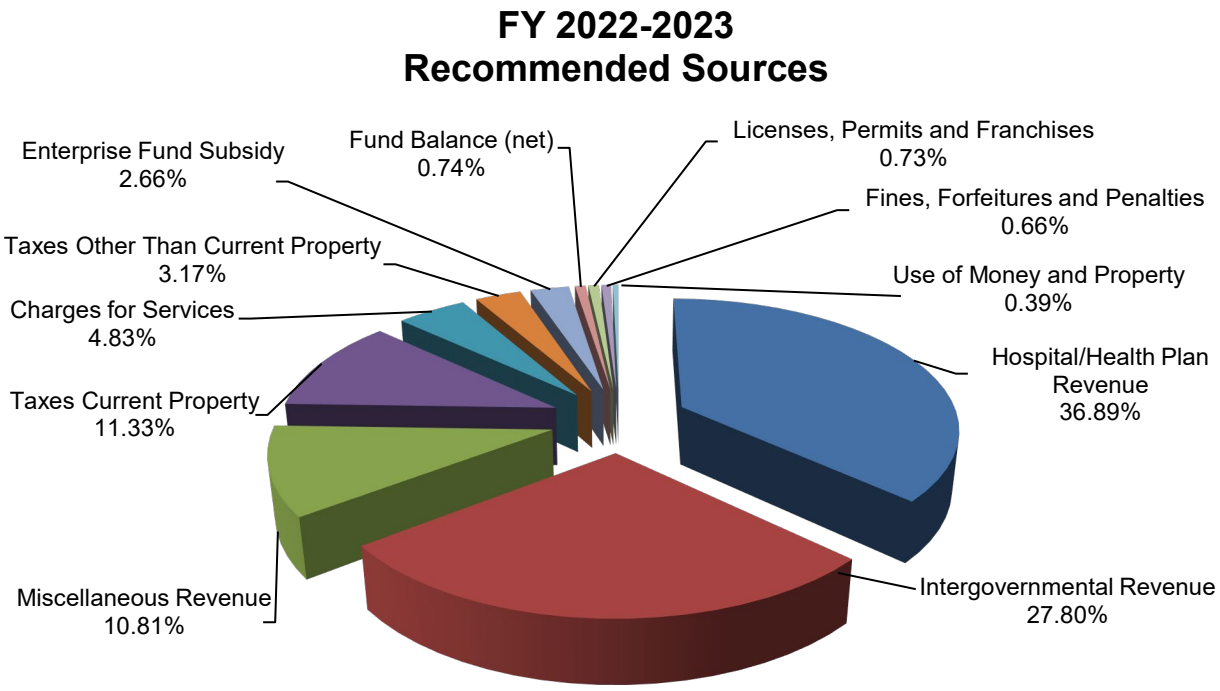
All County Funds

The County Summary Information that follows depicts history and recommendations for all revenue sources and uses for all County funds. Of the $4.429 billion represented, $2.039 billion is within the General Fund, $2.357 billion is from other funds, and $32.59 million is from fund balance. There are seven County Enterprise funds, which makeup $1.776 billion of the $2.357 billion in non-general funds.

This Summary Information includes:

- All County Funds - Recommended Sources
- All County Funds - Recommended Requirements
- All County Funds - Total Requirements Summary by Fund
- All County Funds - Summary
- All County and Districts Major Funds
- Major Fund: General Fund - Summaries by Functional Group
- General Fund Summary of Expenditures and Revenues with Compensation Information
- General Purpose Revenue Distribution
- General Fund Program Modifications Summary
- Appropriations by Department
- Appropriations by State Function Code
- Position Summary
- Employee Rate of Retirement Information
- Discussion of Major Revenue Sources
- Revenues by Type
- Expenditures by Type
- Changes in Projected Fund Balance
- Capital Improvement Plan
- Current Debt Position
- Performance Measurement Program

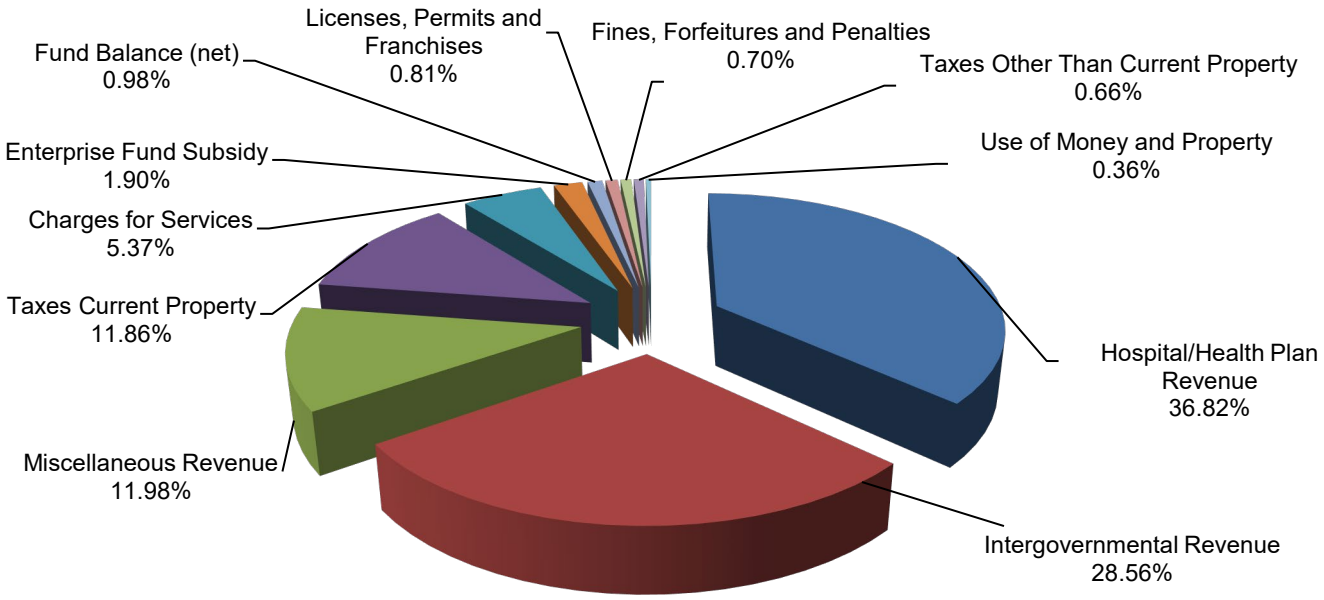
ALL COUNTY FUNDS



Source of Funds	Recommended FY 2022-23	Percent of Total
Hospital/Health Plan Revenue	1,634,130,000	36.89%
Intergovernmental Revenue	1,231,351,000	27.80%
Miscellaneous Revenue	478,675,000	10.81%
Taxes Current Property	501,873,000	11.33%
Charges for Services	213,974,000	4.83%
Taxes Other Than Current Property	140,349,000	3.17%
Enterprise Fund Subsidy	117,981,000	2.66%
Fund Balance (net)	32,592,000	0.74%
Licenses, Permits and Franchises	32,327,000	0.73%
Fines, Forfeitures and Penalties	29,015,000	0.66%
Use of Money and Property	17,108,000	0.39%
TOTAL RECOMMENDED SOURCES	**$4,429,375,000**	**100.00%**

ALL COUNTY FUNDS

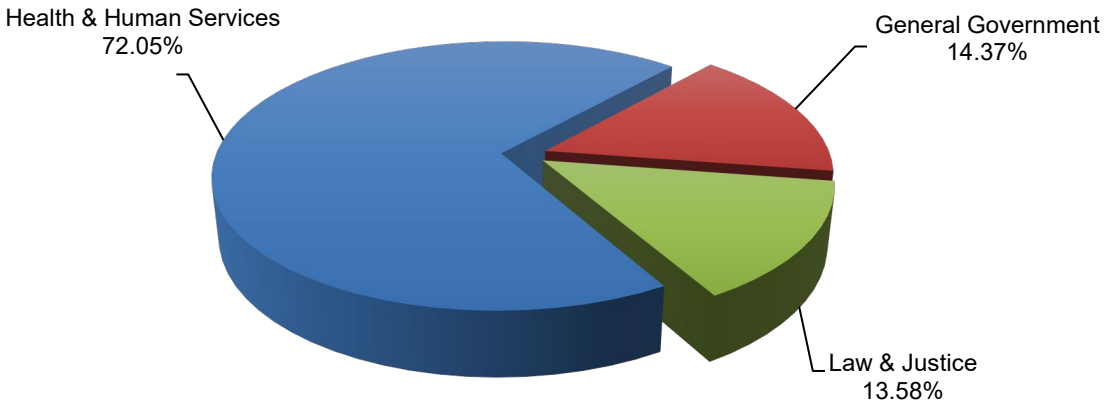
FY 2021-2022
Recommended Sources



Source of Funds	Recommended FY 2021-22	Percent of Total
Hospital/Health Plan Revenue	$1,495,307,000	36.82%
Intergovernmental Revenue	1,160,012,500	28.56%
Miscellaneous Revenue	486,628,500	11.98%
Taxes Current Property	481,748,000	11.86%
Charges for Services	218,049,525	5.37%
Enterprise Fund Subsidy	77,231,000	1.90%
Fund Balance (net)	39,684,000	0.98%
Licenses, Permits and Franchises	32,697,000	0.81%
Fines, Forfeitures and Penalties	28,570,145	0.70%
Taxes Other Than Current Property	26,920,000	0.66%
Use of Money and Property	14,407,380	0.36%
TOTAL RECOMMENDED SOURCES	**$4,061,255,050**	**100.00%**

ALL COUNTY FUNDS

FY 2022-2023
Recommended Requirements



Use of Funds	2018-19 Actuals	2019-20 Actuals	2020-21 Actuals	2021-22 Budget	Recommended FY 2022-23	Percent of Total
Health and Human Services	$2,641,040,699	$2,740,895,057	$3,093,749,551	$3,216,629,691	$3,191,561,000	72.05%
General Government	500,510,920	574,321,651	627,223,353	791,739,247	636,312,000	14.37%
Law and Justice	497,331,595	483,745,902	476,337,846	619,755,406	601,502,000	13.58%
Total Requirements	**$3,638,883,214**	**$3,798,962,610**	**$4,197,310,750**	**$4,628,124,344**	**$4,429,375,000**	**100.00%**

ALL COUNTY FUNDS

All County Funds include the County's Enterprise Funds (i.e. Airport, Sheriff Law Enforcement Training Center Fund, Child Care Enterprise Fund, Hospital, Health Plan Funds, and Major Risk Medical Insurance Fund). Please refer to the Table of Funds for more detailed fund descriptions.

Internal Service fund balances are not included in All County Funds; however, County impacts are reflected in the individual Departmental Budget Summaries. These funds include the Fleet Services Fund and the County's Self-Insurance Funds. The Fleet Services Fund is used to account for the rental of motor vehicles and other related costs to other departments. The County's Self-Insurance Funds are used to account for administrative costs and payments of claims under various insurance programs. Revenues are primarily premiums paid by other operating funds (reflected in departmental expense) and interest on investments. The insurance programs include Employee Dental, Long-Term Disability, Workers' Compensation, Automotive Liability, Public (General) Liability, State Unemployment, Medical Liability, and Special District Property.

ALL COUNTY FUNDS

Total Requirements Summary by Fund

	2019-20 Actuals	2020-21 Actuals	2021-22 Budget	2022-23 Recommended	2022-23 Change
General Government	368,070,889	429,671,084	448,447,111	374,489,000	(73,958,111)
Health & Human Services	902,331,169	991,834,386	1,212,105,500	1,163,440,000	(48,665,500)
Law & Justice	405,315,821	399,477,955	489,711,786	501,631,000	11,919,214
Subtotal General Fund	**1,675,717,879**	**1,820,983,425**	**2,150,264,397**	**2,039,560,000**	**(110,704,397)**
County Law Enfrcmt-Cap Proj Fund	273	245	3,826,770	211,000	(3,615,770)
Recorder Modernization Fund	1,981,464	2,919,446	12,017,229	12,176,000	158,771
Court/Clerk Automation Fund	0	0	78	0	(78)
Fish and Game Fund	92,440	75,033	478,167	253,000	(225,167)
Land Development Fund	2,958,771	3,421,333	3,324,360	3,273,000	(51,360)
Criminalistics Lab Fund	8	5	225,901	24,000	(201,901)
Survey Monument Preservation Fund	338,364	127,522	393,496	445,000	51,504
Crim Justice Facility Construct Fund	813,726	855,406	1,800,296	923,000	(877,296)
Courthouse Construct Fund	231,622	231,844	3,322,440	230,000	(3,092,440)
Road Fund	57,481,263	45,673,330	94,236,251	64,309,000	(29,927,251)
Transportation Improvement Fund	2,878,968	2,778,886	4,003,365	4,000,000	(3,365)
Drainage Area 9 Fund	1,467	917	296,885	305,000	8,115
Private Activity Bond Fund	926,805	1,334,097	1,526,000	1,526,000	0
Affordable Housing Spec Rev Fund	0	0	400,000	410,000	10,000
Navy Trans Mitigation Fund	345,157	243,556	5,034,389	4,277,000	(757,389)
Tosco/Solano Trns Mitig Fund	542	183	368,970	51,000	(317,970)
Child Development Fund	29,756,211	28,554,340	37,951,854	37,582,000	(369,854)
HUD NSP Fund	888	0	962,372	1,110,000	147,628
Used Oil Recycling Grant Fund	60,731	63,769	107,991	72,000	(35,991)
Conservation & Development Fund	29,587,653	30,144,997	49,630,000	51,680,000	2,050,000
CDD/PWD Joint Review Fee Fund	481,693	274,193	697,833	468,000	(229,833)
Drainage Deficiency Fund	217	159	2,528,656	2,542,000	13,344
Public Works Fund	852,401	682,910	619,600	1,073,000	453,400
DA Consumer Protection Fund	1,487,632	1,133,392	1,325,265	1,200,000	(125,265)
Domestic Violence Victim Asst Fund	268,487	303,371	382,090	403,000	20,910
Dispute Resolution Program Fund	165,597	175,461	184,575	182,000	(2,575)
Zero Tolerance Dom. Violence Fund	534,393	557,382	1,731,395	843,000	(888,395)
DA Revenue Narcotics Fund	56,074	50,469	973,038	55,000	(918,038)
DA Environment/OSHA Fund	417,674	395,306	1,353,124	410,000	(943,124)
DA Forfeiture-Fed-DOJ Fund	700	830	(4,135)	0	4,135
Walden Green Maintenance Fund	306,826	413,254	232,722	351,000	118,278
R/Estate Fraud Prosecution Fund	454,787	555,783	1,415,394	620,000	(795,394)
CCC Dept Child Support Svcs Fund	20,172,728	18,343,897	19,879,967	20,141,000	261,033
Emergency Med Svcs Fund	1,953,174	1,026,243	1,568,386	1,336,000	(232,386)
AB75 Tobacco Tax Fund	0	0	(351)	0	351
Traffic Safety Fund	9	3,785	390,168	16,000	(374,168)
Public Protection-Spec Rev Fund	1,328,661	926,173	2,571,842	1,346,000	(1,225,842)
Sheriff Nar Forfeit-ST/Local Fund	419	368	373,009	100,000	(273,009)
Sheriff Forfeit-Fed-DoJ Fund	9	51,605	456,292	7,000	(449,292)
Sup Law Enforcement Svcs Fund	6,646,860	6,730,028	20,380,757	10,086,000	(10,294,757)

ALL COUNTY FUNDS

Total Requirements Summary by Fund

	2019-20 Actuals	2020-21 Actuals	2021-22 Budget	2022-23 Recommended	2022-23 Change
Sheriff Forfeit-Fed Treasury Fund	9	5	591,294	2,000	(589,294)
PROP 63 MH Svcs Fund	50,624,127	60,439,665	54,397,000	63,270,000	8,873,000
Prisoners Welfare Fund	1,427,229	1,033,477	4,311,621	1,311,000	(3,000,621)
Probation Officers Special Fund	46,215	1,370	97,941	88,000	(9,941)
Automated Sys Development Fund	200,000	200,000	200,000	200,000	0
Property Tax Admin Fund	0	0	3,160,174	3,160,000	(174)
Cnty Local Rev Fund	170,640,932	170,755,088	191,808,000	220,159,000	28,351,000
Obscene Matter-Minors Fund	0	0	5,493	0	(5,493)
IHSS Public Authority Fund	2,358,469	2,337,607	2,626,203	2,680,000	53,797
DNA Identification Fund	192,718	209,471	580,302	225,000	(355,302)
Comm Corr Performance Inctv Fund	4,120,286	4,519,139	12,137,652	7,319,000	(4,818,652)
NO Rich Wst&Rcvy Mit. Fee Fund	752,983	552,925	2,682,076	1,360,000	(1,322,076)
L/M HSG Asset Fd-LMI Fund	205,645	176,787	11,256,000	11,256,000	0
Bailey Rd Mntc Surcharge Fund	98,234	164,018	3,369,389	3,036,000	(333,389)
Home Invstmt Prtnrshp Act Fund	0	0	2,575,163	683,000	(1,892,163)
CASP Cert & Training Fund	4,992	3,163	130,323	39,000	(91,323)
County Library Fund	35,190,766	32,723,183	44,590,639	38,407,000	(6,183,639)
Casey Library Gift Fund	61	42	268,656	1,000	(267,656)
Hercul/Rodeo Crock A of B	0	0	29,519	1,000	(28,519)
West County Area of Benefit	662	5	6,000	6,000	0
North Richmond AOB	338,626	389,124	401,000	149,000	(252,000)
Martinez Area of Benefit	28,830	17,420	61,000	19,000	(42,000)
Briones Area of Benefit	197	166	101,000	6,000	(95,000)
Central Co Area/Benefit	16,021	79,359	26,000	41,000	15,000
So Wal Crk Area of Benefit	29,521	581	51,000	0	(51,000)
Alamo Area of Benefit	(49,280)	502	240,000	26,000	(214,000)
South Co Area of Benefit	260,082	18,587	160,000	21,000	(139,000)
East County Area of Benefit	322,572	397,225	351,000	301,000	(50,000)
Bethel Isl Area of Benefit	1,006	0	3,000	5,000	2,000
County Childrens Fund	192,162	117,694	220,193	216,000	(4,193)
Animal Benefit Fund	333,454	98,426	610,381	640,000	29,619
CO-Wide Gang and Drug Fund	243,740	32,323	818,262	182,000	(636,262)
Livable Communities Fund	1,301,068	10,000	1,984,786	1,900,000	(84,786)
CDBG Small Bus&Micro. Loan Fund	0	(70)	0	0	0
ARRA HUD Bldg Insp NPP Fund	564,437	557,662	777,917	805,000	27,083
Retirement UAAL Bond Fund	43,600,400	45,452,243	48,433,455	0	(48,433,455)
Ret Litgtn Stlmnt Dbt Svc Fund	2,759,911	2,759,911	2,760,000	2,760,000	0
Central Identify Bureau Fund	2,401,792	2,347,889	2,525,860	2,437,000	(88,860)
SPRW Fund	512,596	611,964	4,658,853	4,747,000	88,147
RD Dvlpmnt Discovery Bay Fund	2,850	392	55,000	52,000	(3,000)
Road Imprvmnt Fee Fund	155,322	3,309,928	2,416,000	2,216,000	(200,000)
Rd Devlpmnt Rich/El Sobrt	2,921	27,403	33,000	12,000	(21,000)
Road Development Bay Point	27,375	14,159	520,000	458,000	(62,000)
Rd Devlpmnt Pacheco Area	1,035	24,852	25,000	51,000	26,000
Airport Enterprise Fund	6,508,779	6,416,568	14,286,000	21,318,000	7,032,000
Sheriff Law Enf Training Fund	1,803,052	2,039,609	2,615,000	2,809,000	194,000

ALL COUNTY FUNDS

Total Requirements Summary by Fund

	2019-20 Actuals	2020-21 Actuals	2021-22 Budget	2022-23 Recommended	2022-23 Change
Childcare Enterprise Fund	0	0	74,000	74,000	0
Hospital Enterprise Fund	656,189,129	723,616,370	883,090,939	784,312,000	(98,778,939)
HMO Enterprise Fund	887,856,495	1,077,153,587	803,960,000	888,739,000	84,779,000
HMO Enterprise -Comm Plan Fund	75,078,486	75,038,156	76,103,000	79,060,000	2,957,000
Major Risk Med Insurance Fund	(488)	0	0	0	0
Fleet Internal Service Fund	14,314,619	14,629,831	18,708,415	19,220,000	511,585
Subtotal Non-General Fund	2,123,244,731	2,376,327,326	2,477,859,947	2,389,815,000	(88,044,947)
Total Requirements – All County Funds	**3,798,962,610**	**4,197,310,750**	**4,628,124,344**	**4,429,375,000**	**(198,749,344)**

ALL COUNTY FUNDS

Summary

	2019-20 Actuals	2020-21 Actuals	2021-22 Budget	2022-23 Recommended	2022-23 Change
SOURCES					
Taxes Current Property	451,745,496	473,690,090	481,748,000	501,873,000	20,125,000
Taxes Other Than Cur Prop	30,034,365	63,254,840	225,766,200	140,349,000	(85,417,200)
License/Permit/Franchises	28,183,750	31,412,361	32,697,000	32,327,000	(370,000)
Fines/Forfeits/Penalties	8,911,591	27,300,187	28,570,145	29,015,000	444,855
Use Of Money & Property	32,902,890	14,432,322	14,876,913	17,108,000	2,231,087
Intergovernmental Revenue	979,476,054	1,209,736,429	1,165,150,249	1,231,351,000	66,200,751
Charges For Services	257,217,310	220,987,760	218,045,948	213,974,000	(4,071,948)
Miscellaneous Revenue	439,889,919	427,580,166	500,920,926	478,675,000	(22,245,926)
Hospital/Hlth Plan Enterprise Funds	1,577,119,233	1,831,773,214	1,565,172,939	1,634,130,000	68,957,061
Enterprise Fund Subsidy	60,214,375	77,281,973	197,981,000	117,981,000	(80,000,000)
Total Revenue	3,865,694,983	4,377,449,343	4,430,929,320	4,396,783,000	(34,146,320)
Fund Balance (net)	(66,732,373)	(180,138,593)	197,195,024	32,592,000	(164,603,024)
TOTAL SOURCES	**3,798,962,610**	**4,197,310,750**	**4,628,124,344**	**4,429,375,000**	**(198,749,344)**
REQUIREMENTS					
Salaries And Benefits	1,382,256,448	1,483,300,066	1,703,327,433	1,733,668,000	30,340,567
Services And Supplies	1,735,275,594	1,977,228,710	1,858,906,503	1,900,680,000	41,773,497
Other Charges	462,624,980	538,423,221	674,991,539	518,328,000	(156,663,539)
Fixed Assets	75,593,586	66,778,412	168,438,981	58,527,000	(109,911,981)
Expenditure Transfers	143,212,000	131,580,342	214,339,288	203,172,000	(11,167,288)
Provisions For Contingencies	0	0	8,120,600	15,000,000	6,879,400
TOTAL REQUIREMENTS	**3,798,962,610**	**4,197,310,750**	**4,628,124,344**	**4,429,375,000**	**(198,749,344)**
Allocated Positions (FTE)	9,308.2	9,615.8	9,692.1	10,066.8	374.7

ALL COUNTY AND DISTRICTS MAJOR FUNDS
Major Fund: CONTRA COSTA FIRE
Summary

	2019-20 Actuals	2020-21 Actuals	2021-22 Budget	2022-23 Recommended	2022-23 Change
SOURCES					
Taxes Current Property	132,992,783	138,686,738	144,056,000	150,819,000	6,763,000
Taxes Other Than Cur Prop	(317,552)	(207,797)	0	0	0
Use Of Money & Property	2,890	602	6,000	6,000	0
Intergovernmental Revenue	5,136,037	4,950,842	5,294,000	4,361,000	(933,000)
Charges For Services	70,542,204	68,680,033	64,589,000	67,749,000	3,160,000
Miscellaneous Revenue	32,195,373	26,078,362	43,534,000	21,669,000	(21,865,000)
Total Revenue	**240,551,735**	**238,188,780**	**297,837,000**	**279,454,000**	**(18,383,000)**
Fund Balance	(18,279,046)	(13,098,662)	44,787,340	0	(44,787,340)
TOTAL SOURCES	**222,272,689**	**225,090,118**	**342,624,340**	**279,454,000**	**(63,170,340)**
REQUIREMENTS					
Salaries And Benefits	108,527,641	117,105,968	155,523,840	171,887,000	16,363,160
Services And Supplies	51,203,680	52,979,089	125,557,801	64,824,000	(60,733,801)
Other Charges	21,305,038	23,271,507	27,523,506	23,536,000	(3,987,506)
Fixed Assets	11,376,734	11,189,548	18,962,193	11,602,000	(7,360,193)
Expenditure Transfers	29,859,597	20,544,006	15,057,000	7,605,000	(7,452,000)
TOTAL REQUIREMENTS	**222,272,689**	**225,090,118**	**342,624,340**	**279,454,000**	**(63,170,340)**
Allocated Positions (FTE)	425.6	431.6	435.6	474.6	39.0

ALL COUNTY AND DISTRICTS MAJOR FUNDS
Major Fund: HMO ENTERPRISE FUND
Summary

	2019-20 Actuals	2020-21 Actuals	2021-22 Budget	2022-23 Recommended	2022-23 Change
SOURCES					
External Health Plan Revenue	887,304,335	1,104,897,864	803,960,000	888,508,000	84,548,000
Other Hospital Revenue	7,658,168	(7,632,805)	0	231,000	231,000
Total Revenue	**894,962,503**	**1,097,265,059**	**803,960,000**	**888,739,000**	**84,779,000**
Fund Balance	(7,106,008)	(20,111,472)	0	0	0
TOTAL SOURCES	**887,856,495**	**1,077,153,587**	**803,960,000**	**888,739,000**	**84,779,000**
REQUIREMENTS					
Salaries and Benefits	27,688,171	29,532,925	31,144,000	45,180,000	14,036,000
Services and Supplies	750,681,371	880,126,427	632,978,000	726,240,000	93,262,000
Other Charges	109,486,953	167,494,236	139,838,000	117,319,000	(22,519,000)
TOTAL REQUIREMENTS	**887,856,495**	**1,077,153,587**	**803,960,000**	**888,739,000**	**84,779,000**
Allocated Positions (FTE)	172.0	184.7	184.7	269.9	85.2

ALL COUNTY AND DISTRICT MAJOR FUNDS
Major Fund: HOSPITAL ENTERPRISE FUND
Summary

	2019-20 Actuals	2020-21 Actuals	2021-22 Budget	2022-23 Recommended	2022-23 Change
SOURCES					
Medicare Patient Services	37,887,981	40,372,224	40,454,000	41,673,000	1,219,000
Medi-Cal Patient Services	258,918,185	303,046,794	299,748,000	306,477,000	6,729,000
Hlth Plan Patient Svcs	97,711,393	100,076,486	97,135,000	101,743,000	4,608,000
Private Pay Patient Svcs	8,188,159	18,472,035	12,192,000	18,990,000	6,798,000
Interdept Patient Svcs	3,301,048	4,796,499	3,000,000	2,712,000	(288,000)
Other Hospital Revenues	143,371,895	124,397,762	171,694,939	132,527,000	(39,167,939)
Charges To Gen Fund Units	34,077,580	37,526,719	33,800,000	36,978,000	3,178,000
External Health Plan Revenue	27,325,856	31,736,127	31,744,000	29,889,000	(1,855,000)
Enterprise Fund Subsidy	56,228,087	73,295,973	193,245,000	113,245,000	(80,000,000)
Schools Funds Revenue	75,908	2,493,325	78,000	78,000	0
Total Revenue	**667,086,093**	**736,213,945**	**883,090,939**	**784,312,000**	**(98,778,939)**
Fund Balance	(10,896,964)	(12,597,576)	0	0	0
TOTAL SOURCES	**656,189,129**	**723,616,370**	**883,090,939**	**784,312,000**	**(98,778,939)**
REQUIREMENTS					
Salaries And Benefits	425,111,354	457,731,947	523,814,329	510,881,000	(12,933,329)
Services And Supplies	230,974,656	262,446,586	252,808,610	245,730,000	(7,078,610)
Other Charges	103,119	3,437,836	13,240,000	14,676,000	1,436,000
Fixed Assets	0	0	93,228,000	13,025,000	(80,203,000)
TOTAL REQUIREMENTS	**656,189,129**	**723,616,370**	**883,090,939**	**784,312,000**	**(98,778,939)**
Allocated Positions (FTE)	2,294.0	2,409.1	2,409.1	2,414.7	5.5

ALL COUNTY AND DISTRICT MAJOR FUNDS
ALL NON-MAJOR FUNDS
Summary

	2019-20 Actuals	2020-21 Actuals	2021-22 Budget	2022-23 Recommended	2022-23 Change
SOURCES					
Other Hospital Revenues	1,825,912	1,552,798	1,826,000	1,553,000	(273,000)
External Health Plan Revenue	69,472,812	70,037,384	69,541,000	72,771,000	3,230,000
Enterprise Fund Subsidy	3,986,288	3,986,000	4,736,000	4,736,000	0
Taxes Current Property	31,254,767	32,821,348	32,948,000	34,873,000	1,925,000
Taxes Other Than Cur Prop	(72,574)	(47,437)	(75,000)	(51,000)	24,000
License/Permit/Franchises	15,756,208	19,062,631	20,095,000	20,163,000	68,000
Fines/Forfeits/Penalties	4,516,253	3,585,645	4,109,145	5,072,000	962,855
Use Of Money & Property	10,485,398	5,785,625	9,405,913	7,530,000	(1,875,913)
Intergovernmental Revenue	328,820,022	364,248,870	380,769,643	423,986,000	43,216,357
Charges For Services	21,198,755	26,190,357	22,667,025	24,289,000	1,621,975
Miscellaneous Revenue	97,883,101	104,312,655	140,182,815	89,250,000	(50,932,815)
Total Revenue	**585,126,941**	**631,535,876**	**686,205,541**	**684,172,000**	**(2,033,541)**
Fund Balance (net)	(5,927,835)	(55,978,507)	104,603,467	32,592,000	(72,011,467)
TOTAL SOURCES	**579,199,106**	**575,557,369**	**790,809,008**	**716,764,000**	**(74,045,008)**
REQUIREMENTS					
Salaries And Benefits	81,557,383	81,441,885	99,571,024	100,245,000	673,976
Services And Supplies	148,878,547	131,951,932	214,818,026	196,091,000	(18,727,026)
Other Charges	76,033,691	79,893,391	96,962,339	46,410,000	(50,552,339)
Fixed Assets	2,384,188	511,856	14,615,415	20,621,000	6,005,585
Expenditure Transfers	270,345,297	281,758,304	364,842,204	353,397,000	(11,445,204)
TOTAL REQUIREMENTS	**579,199,106**	**575,557,369**	**790,809,008**	**716,764,000**	**(74,045,008)**
Allocated Positions (FTE)	714.3	687.5	690.5	712.6	22.1

ALL COUNTY AND DISTRICTS MAJOR FUNDS
Major Fund: GENERAL FUND - *All Functional Groups*
Summary

	2019-20 Actuals	2020-21 Actuals	2021-22 Budget	2022-23 Recommended	2022-23 Change
SOURCES					
Taxes Current Property	420,490,730	440,868,742	448,800,000	467,000,000	18,200,000
Taxes Other Than Cur Prop	30,106,939	63,302,278	225,841,200	140,400,000	(85,441,200)
License/Permit/Franchises	12,427,542	12,349,730	12,602,000	12,164,000	(438,000)
Fines/Forfeits/Penalties	4,395,338	23,714,542	24,461,000	23,943,000	(518,000)
Use Of Money & Property	22,417,492	8,646,698	5,471,000	9,578,000	4,107,000
Intergovernmental Revenue	650,656,032	845,487,559	784,380,606	807,365,000	22,984,394
Charges For Services	236,018,555	194,797,403	195,378,923	189,685,000	(5,693,923)
Miscellaneous Revenue	342,006,818	323,267,511	360,738,111	389,425,000	28,686,889
Total Revenue	**1,718,519,445**	**1,912,434,463**	**2,057,672,840**	**2,039,560,000**	**(18,112,840)**
Net Fund Cost	(42,801,566)	(91,451,038)	92,591,557	0	(92,591,557)
TOTAL SOURCES	**1,675,717,879**	**1,820,983,425**	**2,150,264,397**	**2,039,560,000**	**(110,704,397)**
REQUIREMENTS					
Salaries And Benefits	847,899,540	914,593,309	1,048,798,080	1,077,362,000	28,563,920
Services And Supplies	604,741,019	702,703,764	758,301,867	732,619,000	(25,682,867)
Other Charges	277,001,217	287,597,757	424,951,200	339,923,000	(85,028,200)
Fixed Assets	73,209,399	66,266,556	60,595,566	24,881,000	(35,714,566)
Expenditure Transfers	(127,133,297)	(150,177,962)	(150,502,916)	(150,225,000)	277,916
Provisions For Contingencies	0	0	8,120,600	15,000,000	6,879,400
TOTAL REQUIREMENTS	**1,675,717,879**	**1,820,983,425**	**2,150,264,397**	**2,039,560,000**	**(110,704,397)**
Allocated Positions (FTE)	6,128.0	6,334.5	6,407.8	6,669.7	261.9

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - *General Government Functional Group*

Summary

	2019-20 Actuals	2020-21 Actuals	2021-22 Budget	2022-23 Recommended	2022-23 Change
Taxes Current Property	420,490,730	440,868,742	448,800,000	467,000,000	18,200,000
Taxes Other Than Cur Prop	30,106,939	63,302,278	225,841,200	140,400,000	(85,441,200)
License/Permit/Franchises	10,700,992	10,760,490	10,782,000	10,566,000	(216,000)
Fines/Forfeits/Penalties	1,146,615	21,437,361	21,027,000	20,700,000	(327,000)
Use Of Money & Property	21,951,190	8,206,261	5,009,000	9,110,000	4,101,000
Intergovernmental Revenue	71,529,875	146,513,843	51,076,800	36,858,000	(14,218,800)
Charges For Services	106,701,997	113,570,034	107,328,500	108,208,000	879,500
Miscellaneous Revenue	99,867,972	69,091,489	62,219,500	61,682,000	(537,500)
Total Revenue	**762,496,310**	**873,750,498**	**932,084,000**	**854,524,000**	**(77,560,000)**
Net Fund Cost	(394,425,421)	(444,079,413)	(483,636,889)	(480,035,000)	3,601,889
TOTAL SOURCES	**368,070,889**	**429,671,084**	**448,447,111**	**374,489,000**	**(73,958,111)**
REQUIREMENTS					
Salaries And Benefits	142,027,887	146,156,322	175,432,527	178,825,000	3,392,473
Services And Supplies	172,804,539	231,078,385	250,858,011	224,691,000	(26,167,011)
Other Charges	48,918,863	46,496,592	50,103,000	49,979,000	(124,000)
Fixed Assets	71,381,395	44,696,696	52,819,000	17,952,000	(34,867,000)
Expenditure Transfers	(67,061,796)	(38,756,911)	(88,886,027)	(111,958,000)	(23,071,973)
Provisions For Contingencies	0	0	8,120,600	15,000,000	6,879,400
TOTAL REQUIREMENTS	**368,070,889**	**429,671,084**	**448,447,111**	**374,489,000**	**(73,958,111)**
Allocated Positions (FTE)	1,132.6	1,133.6	1,143.6	1,159.1	15.5

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - *Health and Human Services Functional Group*

Summary

	2019-20 Actuals	2020-21 Actuals	2021-22 Budget	2022-23 Recommended	2022-23 Change
SOURCES					
License/Permit/Franchises	190,673	211,115	169,000	197,000	28,000
Fines/Forfeits/Penalties	726,253	360,353	1,015,000	758,000	(257,000)
Use Of Money & Property	466,301	440,437	462,000	468,000	6,000
Intergovernmental Revenue	471,802,129	582,229,033	613,884,806	641,417,000	27,532,194
Charges For Services	86,195,348	39,727,569	41,823,423	35,387,000	(6,436,423)
Miscellaneous Revenue	182,090,512	189,316,924	218,295,611	239,645,000	21,349,389
Total Revenue	**741,471,215**	**812,285,431**	**875,649,840**	**917,872,000**	**42,222,160**
Net Fund Cost	160,859,954	179,548,955	336,455,660	245,568,000	(90,887,660)
TOTAL SOURCES	**902,331,169**	**991,834,386**	**1,212,105,500**	**1,163,440,000**	**(48,665,500)**
REQUIREMENTS					
Salaries And Benefits	360,574,535	412,778,954	487,353,553	495,855,000	8,501,447
Services And Supplies	379,188,094	413,004,952	434,454,336	437,895,000	3,440,664
Other Charges	207,202,118	221,894,750	352,893,200	269,137,000	(83,756,200)
Fixed Assets	914,628	18,887,881	3,214,300	3,488,000	273,700
Expenditure Transfers	(45,548,205)	(74,732,152)	(65,809,889)	(42,935,000)	22,874,889
TOTAL REQUIREMENTS	**902,331,169**	**991,834,386**	**1,212,105,500**	**1,163,440,000**	**(48,665,500)**
Allocated Positions (FTE)	3,174.7	3,349.3	3,401.6	3,561.1	159.5

ALL COUNTY AND DISTRICTS MAJOR FUNDS

Major Fund: GENERAL FUND - *Law and Justice Functional Group*

Summary

	2019-20 Actuals	2020-21 Actuals	2021-22 Budget	2022-23 Recommended	2022-23 Change
SOURCES					
License/Permit/Franchises	1,535,878	1,378,126	1,651,000	1,401,000	(250,000)
Fines/Forfeits/Penalties	2,522,470	1,916,828	2,419,000	2,485,000	66,000
Intergovernmental Revenue	107,324,029	116,744,684	119,419,000	129,090,000	9,671,000
Charges For Services	43,121,210	41,499,799	46,227,000	46,090,000	(137,000)
Miscellaneous Revenue	60,048,335	64,859,098	80,223,000	88,098,000	7,875,000
Total Revenue	**214,551,920**	**226,398,534**	**249,939,000**	**267,164,000**	**17,225,000**
Net Fund Cost	190,763,901	173,079,421	239,772,786	234,467,000	(5,305,786)
TOTAL SOURCES	**405,315,821**	**399,477,955**	**489,711,786**	**501,631,000**	**11,919,214**
REQUIREMENTS					
Salaries And Benefits	345,297,118	355,658,033	386,012,000	402,682,000	16,670,000
Services And Supplies	52,748,386	58,620,427	72,989,520	70,033,000	(2,956,520)
Other Charges	20,880,236	19,206,415	21,955,000	20,807,000	(1,148,000)
Fixed Assets	913,376	2,681,979	4,562,266	3,441,000	(1,121,266)
Expenditure Transfers	(14,523,295)	(36,688,898)	4,193,000	4,668,000	475,000
TOTAL REQUIREMENTS	**405,315,821**	**399,477,955**	**489,711,786**	**501,631,000**	**11,919,214**
Allocated Positions (FTE)	1,820.6	1,851.6	1,862.6	1,949.6	87.0

GENERAL FUND

Summary of Expenditures and Revenues with Compensation Information

General Fund	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expense					
Salaries And Benefits	914,593,309	1,048,798,080	1,056,534,000	1,077,362,000	20,828,000
Services And Supplies	702,703,764	758,301,867	732,864,000	732,619,000	(245,000)
Other Charges	287,597,757	424,951,200	339,923,000	339,923,000	0
Fixed Assets	66,266,556	60,595,566	24,881,000	24,881,000	0
Provisions For Contingencies	0	8,120,600	15,000,000	15,000,000	0
Expenditure Transfers	(150,177,962)	(150,502,916)	(149,807,000)	(150,225,000)	(418,000)
Expense Total	**1,820,983,425**	**2,150,264,397**	**2,019,395,000**	**2,039,560,000**	**20,165,000**
Revenue					
Other Local Revenue	1,064,414,577	1,274,970,377	1,236,331,207	1,239,858,207	3,527,000
Federal Assistance	437,769,073	348,318,521	374,086,248	374,236,248	150,000
State Assistance	410,250,812	434,383,942	425,465,545	425,465,545	0
Revenue Total	**1,912,434,463**	**2,057,672,840**	**2,035,883,000**	**2,039,560,000**	**3,677,000**
Net County Cost (NCC):	**(91,451,038)**	**92,591,557**	**(16,488,000)**	**0**	**16,488,000**
Allocated Positions (FTE)	**6,334.5**	**6,407.8**	**6,597.7**	**6,669.7**	**72.0**
Financial Indicators					
Salaries as % of Total Exp	50%	49%	52%	53%	
% Change in Total Exp		18%	(6%)	1%	
% Change in Total Rev		8%	(1%)	0%	
% Change in NCC		(201%)	(118%)	(100%)	
Compensation Information					
Permanent Salaries	505,473,798	582,709,978	623,164,850	635,544,447	12,379,597
Temporary Salaries	15,528,746	17,747,395	10,296,729	10,296,973	244
Permanent Overtime	27,355,869	17,258,277	16,774,250	16,774,250	0
Deferred Comp	5,065,158	6,604,744	8,249,788	8,320,389	70,601
Hrly Physician Salaries	121,656	84,034	106,999	106,999	0
Perm Physicians Salaries	2,660,260	6,899,060	5,643,859	5,643,859	0
Perm Phys Addnl Duty Pay	84,769	33,180	114,771	114,771	0
Comp & SDI Recoveries	(2,493,435)	(1,319,105)	(1,309,559)	(1,295,135)	14,424
FICA/Medicare	32,690,845	37,001,613	39,304,095	39,728,589	424,493
Ret Exp-Pre 97 Retirees	1,885,111	2,153,537	2,161,850	2,194,620	32,770
Retirement Expense	193,548,928	224,988,644	199,284,832	205,226,729	5,941,897
Excess Retirement	233,872	211,517	211,478	211,478	0
Employee Group Insurance	76,717,466	97,078,257	104,202,511	105,826,616	1,624,105
Retiree Health Insurance	31,326,734	31,414,440	31,965,753	32,005,509	39,756
OPEB Pre-Pay	13,077,517	13,085,332	35,420	35,420	0
Unemployment Insurance	607,390	1,199,682	1,293,623	1,310,780	17,156
Workers Comp Insurance	10,702,375	11,647,494	15,032,749	15,315,705	282,955
Labor Received/Provided	6,248	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 2022-23 is $663,600,000 or 32.5% of the County's total General Fund estimated revenue. Note that the 2022-23 Recommended column now contains $107.0 million in sales tax revenues from Measure X. Much of these resources are budgeted in Measure X Allocations (see Page 169), which are in the County Administrator Agency. The following table compares the recommendation for distribution of General Purpose and Debt Service Revenue among Departments to the previous year's recommendation.

Changes in Overall Share of General Purpose Revenue

	2021-22 Recommended	Share of Total	2022-23 Recommended	Share of Total
Agriculture-Weights/Measures	2,393,000	0.5%	2,522,000	0.4%
Animal Services	4,112,000	0.8%	4,382,000	0.7%
Assessor	16,666,000	3.2%	18,275,000	2.8%
Auditor-Controller	3,309,000	0.6%	3,462,000	0.5%
Board Of Supervisors	7,316,000	1.4%	7,390,000	1.1%
Capital Improvements	14,850,000	2.8%	14,850,000	2.2%
Central Support Services:	7,760,000	1.5%	8,749,000	1.3%
Clerk-Recorder Elections	5,600,000	1.1%	5,600,000	0.8%
Conflict Defense Services	5,561,000	1.1%	6,000,000	0.9%
Conservation & Development	682,000	0.1%	682,000	0.1%
Contingency Reserve	10,000,000	1.9%	15,000,000	2.3%
County Administrator	6,750,000	1.3%	59,300,000	8.9%
County Counsel	1,305,000	0.2%	1,458,000	0.2%
Crockett-Rodeo Revenues	560,000	0.1%	560,000	0.1%
Debt Service	(1,000,000)	(0.2%)	0	0.0%
Department Of Information Technology	86,000	<0.1%	95,000	0.0%
District Attorney	21,730,000	4.1%	22,245,000	3.4%
Employee/Retiree Benefits	2,796,000	0.5%	3,500,000	0.5%
Employment and Human Services	26,073,000	4.9%	36,611,000	5.5%
Health Services	162,456,000	30.7%	209,086,000	31.5%
Human Resources	2,613,000	0.5%	3,012,000	0.5%
Justice System Development/Planning	1,000,000	0.2%	2,000,000	0.3%
Probation	45,000,000	8.5%	45,727,000	6.9%
Public Defender	30,548,000	5.8%	31,543,000	4.8%
Public Works	30,552,000	5.8%	34,564,000	5.2%
Sheriff-Coroner	104,668,000	19.8%	109,364,000	16.5%
Superior Court Related Functions	11,506,000	2.2%	13,206,000	2.0%
Treasurer-Tax Collector	2,633,000	0.5%	2,867,000	0.4%
Veterans Service	1,475,000	0.3%	1,550,000	0.2%
General Purpose Revenue	**529,000,000**	**100.0%**	**663,600,000**	**100.0%**

GENERAL PURPOSE REVENUE DISTRIBUTION (continued)

The following table compares the Recommended Budget's share of General Purpose and Debt Service Revenue between Departments 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 2022-23 Baseline Budget. Detailed recommendations are identified within each departmental write-up and summarized in the Countywide Program Modifications List found on Page 549.

Comparison of Share between Baseline and Recommended Budget

	2022-23 Baseline	Share of Total	2022-23 Recommended	Share of Total
Agriculture-Weights/Measures	2,415,000	0.4%	2,522,000	0.4%
Animal Services	4,112,000	0.6%	4,382,000	0.7%
Assessor	17,729,000	2.7%	18,275,000	2.8%
Auditor-Controller	3,462,000	0.5%	3,462,000	0.5%
Board Of Supervisors	7,390,000	1.1%	7,390,000	1.1%
Capital Improvements	14,850,000	2.3%	14,850,000	2.2%
Central Support Services:	8,749,000	1.4%	8,749,000	1.3%
Clerk-Recorder Elections	5,373,000	0.8%	5,600,000	0.8%
Conflict Defense Services	6,000,000	0.9%	6,000,000	0.9%
Conservation & Development	682,000	0.1%	682,000	0.1%
Contingency Reserve	15,000,000	2.3%	15,000,000	2.3%
County Administrator	59,300,000	9.2%	59,300,000	8.9%
County Counsel	1,458,000	0.2%	1,458,000	0.2%
Crockett-Rodeo Revenues	560,000	0.1%	560,000	0.1%
Debt Service	0	0.0%	0	0.0%
Department Of Information Technology	95,000	0.0%	95,000	0.0%
District Attorney	20,689,000	3.2%	22,245,000	3.4%
Employee/Retiree Benefits	3,500,000	0.5%	3,500,000	0.5%
Employment and Human Services	36,873,000	5.7%	36,611,000	5.5%
Health Services	209,086,000	32.3%	209,086,000	31.5%
Human Resources	3,012,000	0.5%	3,012,000	0.5%
Justice System Development/Planning	2,000,000	0.3%	2,000,000	0.3%
Probation	45,358,000	7.0%	45,727,000	6.9%
Public Defender	31,365,000	4.8%	31,543,000	4.8%
Public Works	34,564,000	5.3%	34,564,000	5.2%
Sheriff-Coroner	95,867,000	14.8%	109,364,000	16.5%
Superior Court Related Functions	13,206,000	2.0%	13,206,000	2.0%
Treasurer-Tax Collector	2,867,000	0.4%	2,867,000	0.4%
Veterans Service	1,550,000	0.2%	1,550,000	0.2%
	647,112,000 [1]	**100.0%**	**663,600,000**	**100.0%**

[1] The difference between the total Baseline Budget and total General Purpose Revenue is the funding augmentation/program reductions described in the individual Department narratives beginning on Page 33.

GENERAL PURPOSE REVENUE DISTRIBUTION (Continued)

The majority of General Purpose and Debt Service Revenue is allocated to a handful of County Departments/Program areas; in fact, 85.4% 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

	2022-23 Baseline	Share of Total	2022-23 Recommended	Share of Total	
Health Services	209,086,000	32.3%	209,086,000	31.5%	
Sheriff-Coroner	95,867,000	14.8%	109,364,000	16.5%	
County Administrator	59,300,000	9.2%	59,300,000	8.9%	
Probation	45,358,000	7.0%	45,727,000	6.9%	
Employment and Human Services	36,873,000	5.7%	36,611,000	5.5%	85.4
Public Works	34,564,000	5.3%	34,564,000	5.2%	
Public Defender	31,365,000	4.8%	31,543,000	4.8%	
District Attorney	20,689,000	3.2%	22,245,000	3.4%	
Assessor	17,729,000	2.7%	18,275,000	2.8%	
Contingency Reserve	15,000,000	2.3%	15,000,000	2.3%	
Capital Improvements	14,850,000	2.3%	14,850,000	2.2%	
Superior Court Related Functions	13,206,000	2.0%	13,206,000	2.0%	
Central Support Services:	8,749,000	1.4%	8,749,000	1.3%	
Board Of Supervisors	7,390,000	1.1%	7,390,000	1.1%	
Conflict Defense Services	6,000,000	0.9%	6,000,000	0.9%	
Clerk-Recorder Elections	5,373,000	0.8%	5,600,000	0.8%	
Animal Services	4,112,000	0.6%	4,382,000	0.7%	
Employee/Retiree Benefits	3,500,000	0.5%	3,500,000	0.5%	
Auditor-Controller	3,462,000	0.5%	3,462,000	0.5%	14.6%
Human Resources	3,012,000	0.5%	3,012,000	0.5%	
Treasurer-Tax Collector	2,867,000	0.4%	2,867,000	0.4%	
Agriculture-Weights/Measures	2,415,000	0.4%	2,522,000	0.4%	
Justice System Development/Planning	2,000,000	0.3%	2,000,000	0.3%	
Veterans Service	1,550,000	0.2%	1,550,000	0.2%	
County Counsel	1,458,000	0.2%	1,458,000	0.2%	
Conservation & Development	682,000	0.1%	682,000	0.1%	
Crockett-Rodeo Revenues	560,000	0.1%	560,000	0.1%	
Department Of Information Technology	95,000	<0.1%	95,000	0.0%	
Debt Service	0	0.0%	0	0.0%	
	647,112,000 [1]	**100.0%**	**663,600,000**	**100.0%**	

[1] The difference between the total Baseline Budget and total General Purpose Revenue is the funding augmentation described in the individual Department narratives beginning on Page 33.

General Fund Program Modifications Summary

The following table provides a summary of recommended service additions and/or reductions by department and program. Recommended reductions are generally required to meet General Purpose Revenues allocations (as shown on previous page). Funding augmentations are described in individual Department narratives.

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
Agriculture						
1	1-2	All divisions	Salaries and Benefits	0.0	107,000	Elimination of the existing vacancy factor.
			Total	**0.0**	**107,000**	
Animal Services						
1	1	Field Operations	Salaries and Benefits	2.0	212,416	Add one Field Services Sergeant and one Field Utility Worker for field services.
2	1	Field Operations	Revenue	0.0	(212,416)	Increase contract city revenue.
3	2	Center Operations	Salaries and Benefits	2.0	241,584	Add two Animal Care Coordinators to account for increased workload from increased services.
4	2	Center Operations	Revenue	0.0	(241,584)	Increase contract city revenue.
5	2	Medical Services	Salaries and Benefits	2.0	239,000	Add one Registered Veterinary Technician and one Medical Supervisor for increased Spay and Neuter services.
6	2	Medical Services	Services and Supplies	0.0	100,000	Increase budget for supplies to account for additional supplies to provide services.
7	2	Medical Services	Revenue	0.0	(69,000)	Increase Spay and Neuter clinic revenue.
			Total	**6.0**	**270,000**	
Assessor						
1	1	Appraisal	Salaries and Benefits	3.0	464,000	Add two Supervising Appraisers and one Clerk-Specialist to the Residential and Standards Division.
2	2	Business	Salaries and Benefits	1.0	85,000	Add one Real Property Technical Assistant to the Business Division.
3	2	Business	Salaries and Benefits	0.0	(70,000)	Vacancy factor for first year funding of 5.0 new positions.
4	3	Support Services	Salaries and Benefits	1.0	67,000	Add one Clerk-Experienced Level to the Public Service Division.
			Total	**5.0**	**546,000**	

County Summary Information

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
Auditor-Controller						
1	2	Payroll	Salaries and Benefits	2.0	200,000	Add two Payroll Technicians.
2	2	Payroll	Salaries and Benefits	(1.0)	(137,000)	Eliminate one Accountant Auditor III.
3	3	Accounts Payable	Auditing & Accounting Fees	0.0	63,000	Increase to fee revenue.
			Total	**2.0**	**0**	
Central Support Services						
1	5	Insurance/Risk Management	Salaries and Benefits	2.0	267,000	Add one Administrative Services Officer & one Safety Services Specialist – B.
2	5	Insurance/Risk Management	Revenue	0.0	(267,000)	Increase to charges to Self-Insurance funds.
			Total	**2.0**	**0**	
Clerk-Recorder-Elections						
1	1	Elections	Salaries and Benefits	0.0	57,000	Position reclassifications due to reorganization.
2	2	Recorder	Salaries and Benefits	2.0	170,000	Add one Clerk-Recorder Supervisor position and one Accountant I position.
			Total	**2.0**	**227,000**	
Dept of Information Technology						
1	4	Operations	Salaries and Benefits	0.0	37,053	Add one IT Customer Operations Manager, Cancel one Computer Operations Analyst.
2	6	Systems & Programming	Salaries and Benefits	1.0	194,128	Add two Information Systems Project Managers, Cancel one Information Systems Programmer IV.
3	6	Systems & Programming	Non-County Professional Specialized Services	0.0	(345,148)	Reduction to outside contractor services.
4	8	Wide-Area-Network Services	Salaries and Benefits	2.0	299,739	Add one Network Analyst I and one Network Analyst II.
5	8	Wide-Area-Network Services	Revenue	0.0	185,772	Increase wide-area-network fees to customers.
			Total	**3.0**	**0**	

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
District Attorney						
1	1	Mainline Prosecution	Salary and Benefits	0.0	1,296,000	Reduction in vacancy factor.
2	5	Administration	Salary and Benefits	2.0	260,000	Add two Administrative Services Assistant III positions.
			Total	**0.0**	**1,556,000**	
Employment and Human Services						
1	1	Administrative Services	Salaries and Benefits	0.0	(262,000)	Delete one Deputy Director position.
2	1	Administrative Services	Expenditure Transfers	0.0	262,000	Decrease in overhead charges out to other program bureaus.
3	2	Children & Family Services	Expenditure Transfers	0.0	(89,000)	Decrease in overhead in Children & Family Services.
4	16	Aging & Adult Services	Expenditure Transfers	0.0	(30,000)	Decrease in overhead in Aging & Adult Services.
5	19	Workforce Services	Expenditure Transfers	0.0	(143,000)	Decrease in overhead in Workforce Services.
			Total	**0.0**	**(262,000)**	
Human Resources						
1	2	Employee Benefits Administration	Salaries and Benefits	1.0	148,243	Add one Employee Benefits Analyst.
2	2	Employee Benefits Administration	Revenue	0.0	148,243	Increase to Benefits Administration Fees.
			Total	**1.0**	**0**	
Probation						
1	11	Administration	Salaries and Benefits	1.0	369,000	Add one Assistant Chief Probation Officer.
2	1	SB678 EB Practices	Salaries and Benefits	5.0	1,012,300	Add one Probation Director, one Probation Manager, one Departmental Fiscal Officer, one Program/Projects Coordinator and one Clerk-Specialist.
3	1	SB678 EB Practices	Revenue	0.0	(1,012,300)	Increase Revenue.
4	6	Community Probation	Salaries and Benefits	4.0	808,000	Add one Probation Director, one Probation Manager, one Planner/Evaluator and one Clerk-Specialist.

County Summary Information

Order	Reference to Mand/Disc List	Program Name	Services	FTE	Net County Cost Impact	Impact
Probation (Continued)						
5	6	Community Probation	Revenue	0.0	(808,000)	Increase Revenue.
6	13	Juvenile Justice Realignment	Salaries and Benefits	1.0	92,700	Add one Clerk-Specialist.
7	13	Juvenile Justice Realignment	Revenue	0.0	(92,700)	Increase Revenue
			Total	**11.0**	**369,000**	
Public Defender						
1	1	Administration	Salaries and Benefits	1.0	178,000	Add one Departmental Fiscal Officer position.
2	3	Adult Criminal	Salaries and Benefits	2.0	267,000	Add two Social Worker II Positions for the Alliance to End Abuse project in partnership with EHSD.
3	3	Adult Criminal	Expenditure Transfers	0.0	(267,000)	Increase expenditure transfer for Alliance to End Abuse project in partnership with EHSD.
			Total	**3.0**	**178,000**	
Public Works						
1	3	Facilities Maintenance	Salaries and Benefits	1.0	151,000	Add one Facilities Maintenance Supervisor.
2	3	Facilities Maintenance	Expenditure Transfers	0.0	(151,000)	Increase to Facility Maintenance Charges.
			Total	**1.0**	**0**	
Sheriff's Office						
1	4	Unincorporated Patrol	Salaries and Benefits	0.0	9,500,000	Decrease vacancy factor.
2	4	Unincorporated Patrol	Salary and Benefits	34.0	3,997,000	Add nine Deputy Sheriff-Recruits, 20 Deputy Sheriff, and five Sergeant positions to unincorporated patrol. Partial funding is being provided for nine Deputy Sheriff-Recruit, nine Deputy Sheriff, and one Sergeant.
3	30	AB109 Program	Salary and Benefits	2.0	510,000	Add two Deputy Sheriff positions to form two Mental Health Evaluation Teams (MHET).
4	30	AB109 Program	Revenue	0.0	(510,000)	Increase of $360,000 in Community Corrections funding and $150,000 in federal grant revenue for MHET.
			Total	**36.0**	**13,497,000**	

APPROPRIATIONS BY DEPARTMENT

All Funds

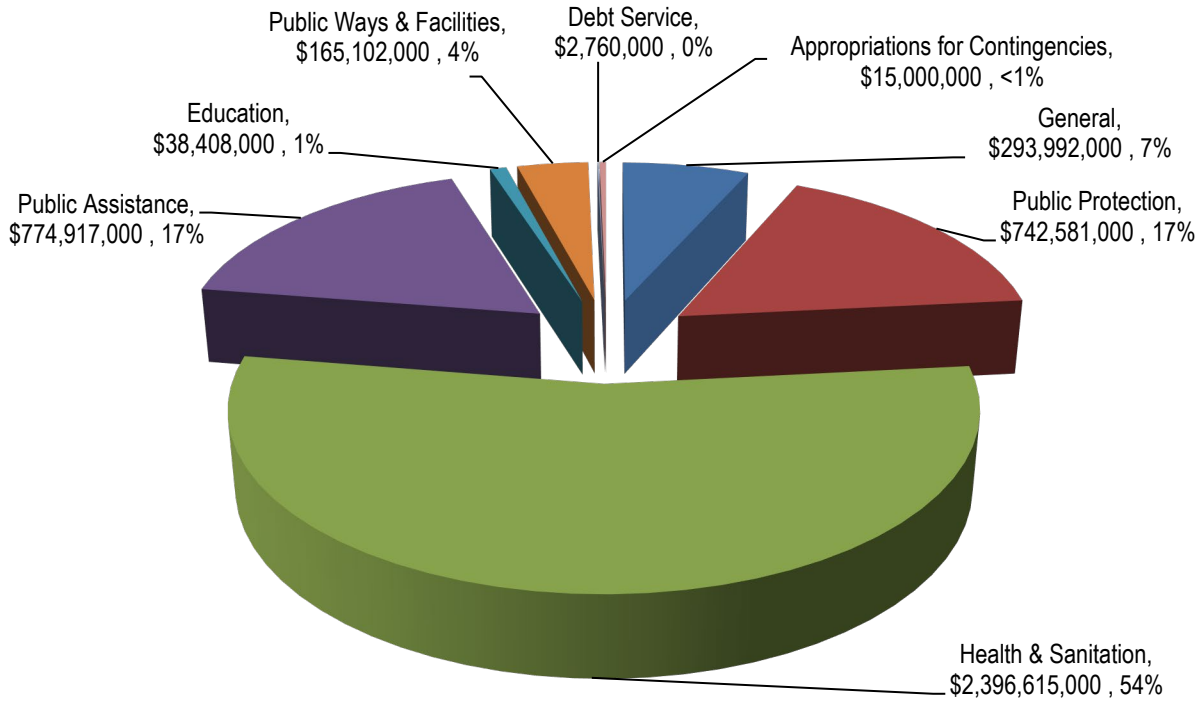
The following table shows total appropriations by Department regardless of the funding source. Please note that several Departments – such as the Library and Child Support Services – do not appear in the General Purpose Revenue tables because they do not receive any General Purpose Revenue.

	2022-23 Baseline	2022-23 Recommended	Difference
County Departments			
Agriculture-Weights/Measures	7,077,000	7,184,000	107,000
Animal Services	12,826,000	13,619,000	793,000
Assessor	22,365,000	22,911,000	546,000
Auditor-Controller	11,116,000	11,179,000	63,000
Board Of Supervisors	9,183,000	9,183,000	0
Capital Improvements	16,003,000	16,003,000	0
Central Support Services:	15,341,000	15,608,000	267,000
Child Support Services	19,835,000	20,141,000	306,000
Clerk-Recorder Elections	29,382,000	29,889,000	507,000
Conservation & Development	98,234,000	98,234,000	0
Contingency Reserve	15,000,000	15,000,000	0
County Administrator	61,871,000	61,871,000	0
County Counsel	7,974,000	7,974,000	0
Conflict Defense Services	6,000,000	6,000,000	0
Crockett-Rodeo Revenues	560,000	560,000	0
Debt Service	2,760,000	2,760,000	0
Department Of Information Technology	8,743,000	8,929,000	186,000
District Attorney	52,616,000	54,172,000	1,556,000
Employee/Retiree Benefits	3,534,000	3,534,000	0
Employment and Human Services	584,083,000	583,821,000	(262,000)
Health Services	2,438,471,000	2,438,471,000	0
Human Resources	11,678,000	11,826,000	148,000
Justice System Development/Planning	8,913,000	8,913,000	0
Library	38,408,000	38,408,000	0
Probation	100,792,000	103,074,000	2,282,000
Public Defender	40,177,000	40,355,000	178,000
Public Safety Realignment	220,159,000	220,159,000	0
Public Works	266,687,000	266,687,000	0
Sheriff-Coroner	272,286,000	286,293,000	14,007,000
Superior Court Related Functions	18,475,000	18,475,000	0
Treasurer-Tax Collector	6,047,000	6,047,000	0
Veterans Service	2,095,000	2,095,000	0
Total County	**4,408,691,000**	**4,429,375,000**	**20,684,000**
Special Districts			
CCC Fire Protection District	219,831,000	222,224,000	2,393,000
CCCFPD EMS Transport Fund	56,639,000	57,230,000	591,000
Crockett/Carquinez Fire	1,046,000	1,046,000	0
Special Districts (Other Than Fire)	289,703,770	289,703,770	0
Appropriations Grand Total	**4,975,910,769**	**4,999,578,769**	**23,668,000**

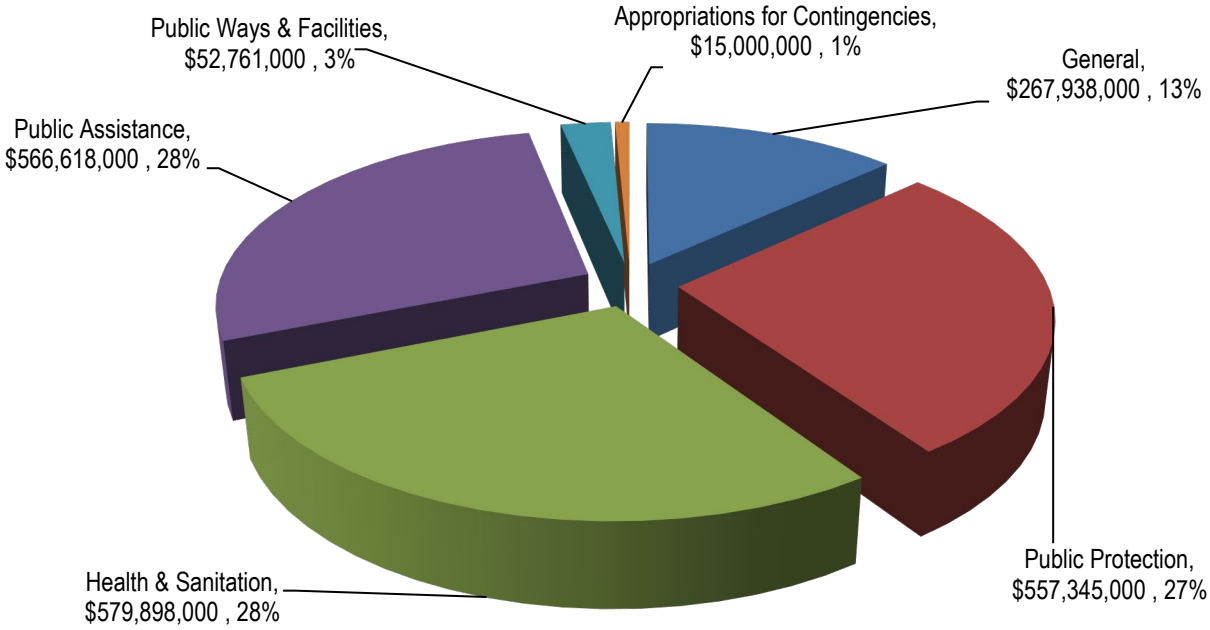
APPROPRIATIONS BY STATE FUNCTION CODE

Many Departments provide more than one area of service. The charts below categorize total County Appropriations by State Function Code.

ALL FUNDS: $4.42 Billion



GENERAL FUND: $2.03 Billion



POSITION SUMMARY

All County Funds

The table below provides FTE positions for all funds for two prior fiscal years (2019-20 and 2020-21 Actuals), current year (2021-22 Budget), Projected Year (2022-23 Baseline), 2022-23 Recommended Budget, and net change from Baseline to Recommended. Baseline 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. Thirteen of 24 County departments will increase staff in the Recommended Budget year. Of the 86.0 FTE added in All Funds, 72.0 FTE are added in the General Fund. Note than many of the positions added with Measure X dollars are included in the Baseline figure and some departments (Department of Information Technology and Library) are not far enough along in the implementation process to determine the correct number and classification of staff required. The net decrease of 1.0 FTE in Employment and Human Services is due to the timing of an add/cancel action. A new Chief Deputy-Director was approved mid-year and the vacant Deputy Director position it replaced was not deleted in the same action.

	2019-20 Actuals	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Net Change
County Departments						
Agriculture-Weights/Measures	45.6	44.3	44.3	44.3	44.3	0.0
Animal Services	77.0	71.0	71.0	72.0	78.0	6.0
Assessor	112.0	112.0	109.0	109.0	114.0	5.0
Auditor-Controller	60.0	61.0	61.0	61.0	62.0	1.0
Board Of Supervisors	31.8	31.8	31.8	31.8	31.8	0.0
Central Support Services	43.0	45.0	45.0	45.0	47.0	2.0
Child Support Services	152.0	134.0	135.0	135.0	138.0	3.0
Clerk-Recorder Elections	81.5	81.5	81.5	82.5	85.5	3.0
Conservation & Development	189.0	192.0	192.0	202.0	202.0	0.0
County Administrator	36.3	32.6	32.6	32.0	32.0	0.0
County Counsel	52.0	53.0	55.0	55.0	55.0	0.0
Dept of Information Technology	85.0	88.0	91.0	91.0	94.0	3.0
District Attorney	223.6	225.6	226.6	229.6	231.6	2.0
Employment and Human Services	1,852.0	1,905.5	1,906.5	1,911.5	1,910.5	(1.0)
Health Services	3,879.7	4,123.2	4,173.4	4,418.1	4,418.1	0.0
Human Resources	51.0	50.0	50.0	50.0	51.0	1.0
Justice System Dev/Planning	5.0	5.0	5.0	5.0	5.0	0.0
Library	204.3	195.5	195.5	203.6	203.6	0.0
Probation	330.5	338.5	338.5	343.5	354.5	11.0
Public Defender	145.0	147.0	147.0	159.0	162.0	3.0
Public Works	549.0	550.0	561.0	561.0	562.0	1.0
Sheriff-Coroner	1,062.5	1,087.5	1,097.5	1,105.5	1,141.5	36.0
Treasurer-Tax Collector	30.5	30.5	30.5	30.5	30.5	0.0
Veterans Service	10.0	11.5	11.5	13.0	13.0	0.0
Total County FTE	**9,308.2**	**9,615.8**	**9,692.1**	**9,990.8**	**10,066.8**	**76.0**
Special Districts						
CCC Fire District-Consolidated	413.6	418.6	422.6	451.6	458.6	7.0
CCCFPD Ems Transport Fund	12.0	13.0	13.0	13.0	16.0	3.0
Special Districts (Not Fire)	17.0	17.0	17.0	17.0	17.0	0.0
All Funds FTE	**9,750.8**	**10,064.4**	**10,144.7**	**10,472.4**	**10,558.4**	**86.0**

POSITION SUMMARY

All County Funds (continued)

The Health Services Department's 4,418.1 FTEs make up approximately 44% of the County Department FTE counts. The Contra Costa Regional Medical Center and Health Center's account for more than half of the Department's FTEs, with Public Health and Mental Health divisions cumulatively accounting for approximately 30%.

Notable FTE changes included in the 2022-23 Baseline and Recommended budgets are 83.0 FTEs funded by ARPA allocations, 75.0 FTEs funded by Enhanced Care Management revenues, and 64.0 FTEs funded by Measure X in Mental Health for the department's implementation of the A3 (Anyone, Anywhere, Anytime) community crisis initiative. Of the 36.0 FTE added for the Sheriff, 2.0 are funded through AB 109 for Mental Health Evaluation Teams, and 34.0 through the General Fund for increased staffing in unincorporated patrol.

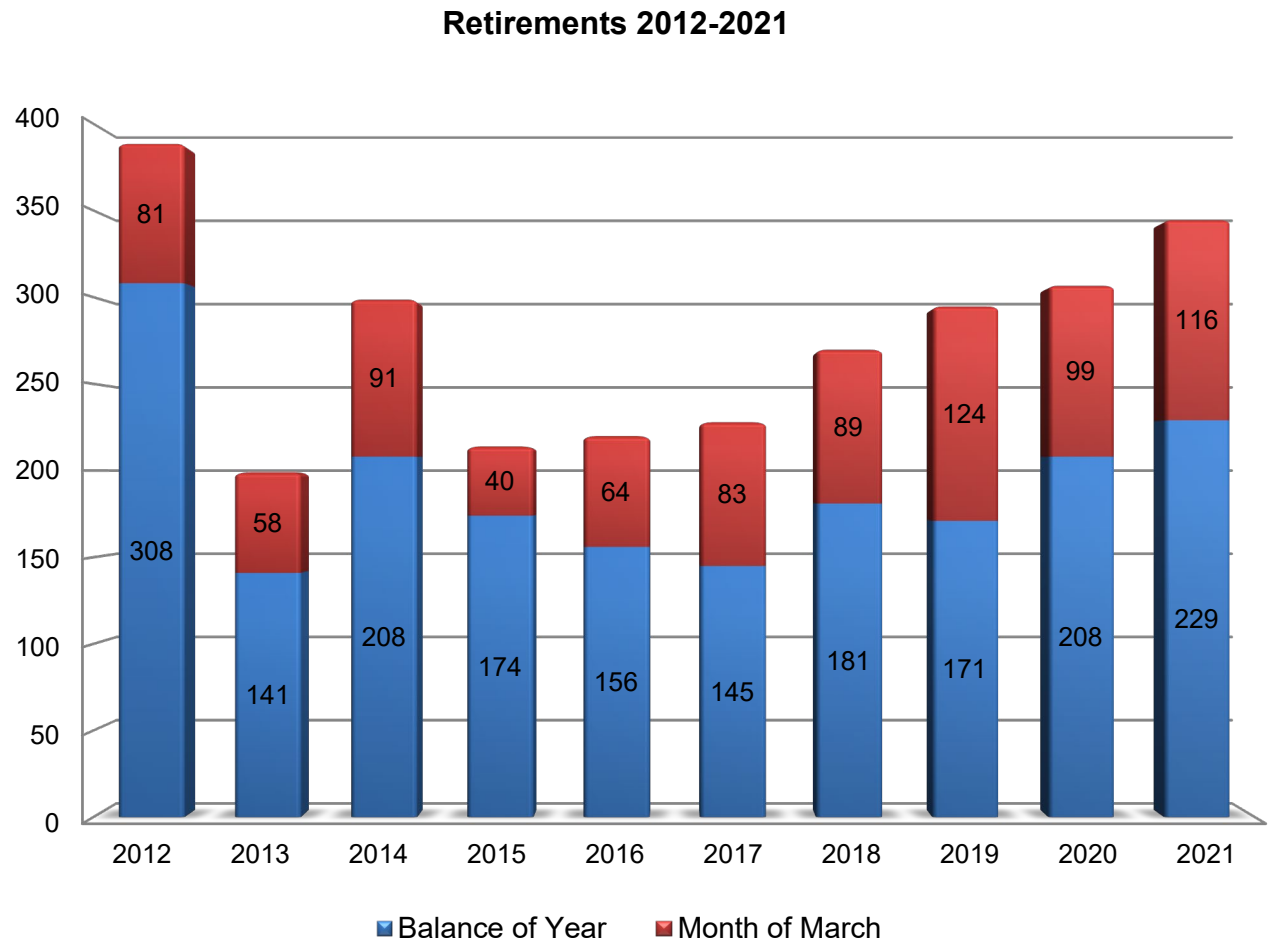
General Fund

The table below provides FTE positions for all funds for two prior years (2019-20 and 2020-21 Actuals), current year (2021-22 Budget), Projected Year (2022-23 Baseline), 2022-23 Recommended Budget, and net change from Baseline to Recommended. These figures are independently rounded by Department.

	2019-20 Actuals	2020-21 Actuals	2021-22 Budget	2022-23 Baseline	2022-23 Recommended	Net Change
General Fund Departments						
Agriculture-Weights/Measures	45.6	44.3	44.3	44.3	44.3	0.0
Animal Services	77.0	71.0	71.0	72.0	78.0	6.0
Assessor	112.0	112.0	109.0	109.0	114.0	5.0
Auditor-Controller	60.0	61.0	61.0	61.0	62.0	1.0
Board Of Supervisors	31.8	31.8	31.8	31.8	31.8	0.0
Central Support Services	43.0	45.0	45.0	45.0	47.0	2.0
Clerk-Recorder Elections	70.5	70.5	70.5	71.5	73.5	2.0
Conservation & Development	5.0	4.0	4.0	4.0	4.0	0.0
County Administrator	36.3	32.6	32.6	32.0	32.0	0.0
County Counsel	52.0	53.0	55.0	55.0	55.0	0.0
Dept Of Information Tech	85.0	88.0	91.0	91.0	94.0	3.0
District Attorney	223.6	225.6	226.6	229.6	231.6	2.0
Employ' and Human Svc	1,751.0	1,808.5	1,810.5	1,815.5	1,814.5	(1.0)
Health Services	1413.7	1,529.3	1,579.6	1,733.6	1,733.6	0.0
Human Resources	51.0	50.0	50.0	50.0	51.0	1.0
Justice System Dev/Planning	5.0	5.0	5.0	5.0	5.0	0.0
Probation	330.5	338.5	338.5	343.5	354.5	11.0
Public Defender	145.0	147.0	147.0	159.0	162.0	3.0
Public Works	510.0	511.0	519.0	519.0	520.0	1.0
Sheriff-Coroner	1,039.5	1,064.5	1,074.5	1,082.5	1,118.5	36.0
Treasurer-Tax Collector	30.5	30.5	30.5	30.5	30.5	0.0
Veterans Service	10.0	11.5	11.5	13.0	13.0	0.0
Total General Fund FTEs	**6,128.0**	**6,334.5**	**6,407.8**	**6597.7**	**6,669.7**	**72.0**

EMPLOYEE RATE OF RETIREMENT 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 March 31 in order to receive a cost-of-living adjustment from the Contra Costa County Employees' Retirement Association. Although the number is not yet final, retirements in March of 2022 are at least 118 (116 in 2021).

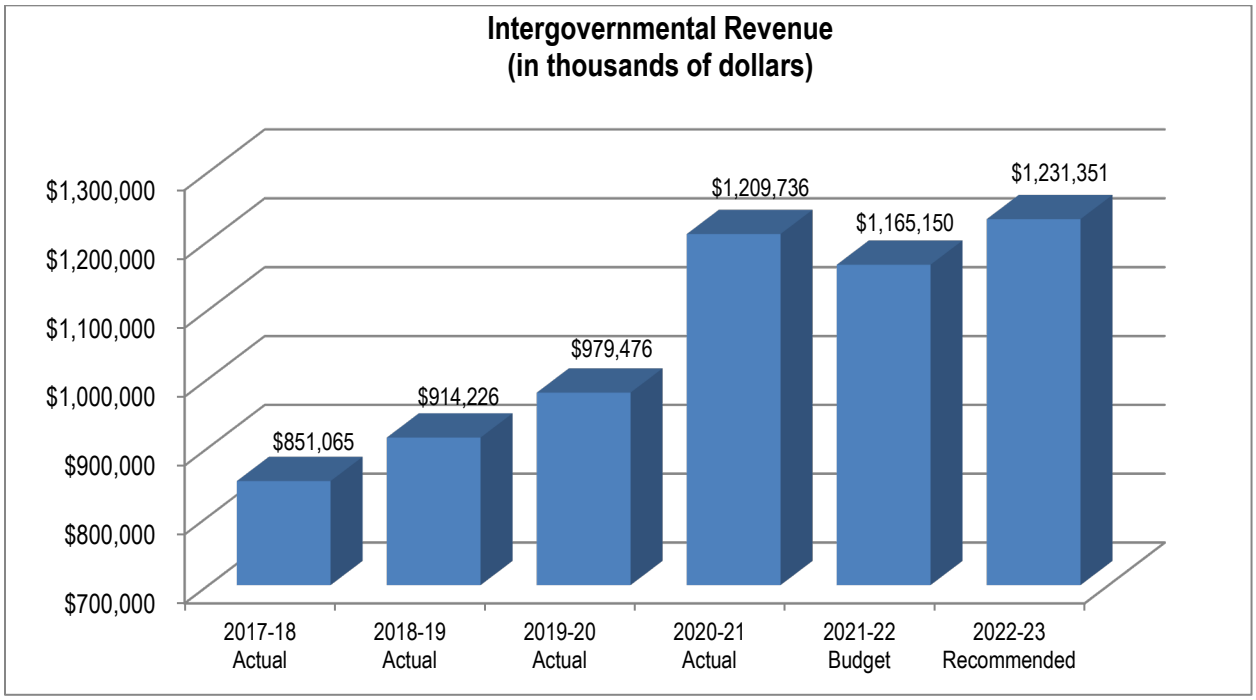


DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Intergovernmental Revenue: $1.231 Billion/28.0% 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 was due to recategorizing $72.2 million from the "Charges for Services" revenue category to the "Intergovernmental" revenue category.



Federal Aid ($398.5 million): The County is projecting to receive federal aid for a variety of programs in FY 2022-23. The largest source provides support for CalWorks and CalFresh in the Employment and Human Services Department ($92.1 million), which is distributed based in part on caseload, program allocation and time studies. Some of the other programs are adoptions ($8.1 million), child boarding homes ($7.6 million), community services administration ($48.3 million), other federal aid ($20.8 million), employment and training ($7.2 million), family maintenance ($6.3 million), miscellaneous federal substance abuse and COVID-19 grants ($44.8 million), highway construction monies ($13.1 million), and HUD Block Grants ($20.0 million). The second largest source is Medi-Cal for mental health services ($90.3 million), which is projected based upon trend as well as State contract. Miscellaneous federal substance abuse and COVID-19 grants increased from $9.6 million to $44.8 million due to the reclassification of $11.4 million state grants and an approximately $24.1 million increase to Public Health Programs primarily from COVID-19 Epidemiology and Laboratory Capacity (ELC) Enhancing Detection through Coronavirus Response and Relief Supplemental funding.

DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Intergovernmental Revenue (*continued*)

State Aid Realignment-Sales Tax ($264.1 million): Contra Costa's total Realignment-Sales Tax revenue is budgeted at $264.1 million, 80.6% 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 $9.4 billion to local governments to fund various criminal justice, mental health and social services programs in the current year and $9.8 billion is estimated in FY 2022-23. In FY 2022-23, Contra Costa County's share of community corrections base allocation will be increased; however, while our "Base" is increasing in FY 2022-23 over FY 2021-22, 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. Base Realignment revenue is projected to increase in FY 2022-23, based on current estimates in the Governor's January Proposed Budget.

State Aid Public Safety Services ($103.6 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 2022-23 due to an increase in Proposition 172 statewide sales tax receipts. The increase over the current year budgeted figures is $9.3 million.

State Aid Realignment-Mental Health ($26.8 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 $9.4 billion to local governments to fund various criminal justice, mental health and social services programs in the current year and $9.8 billion is estimated in FY 2022-23. Contra Costa's total Realignment – Mental Health is budgeted at $26.8 million for FY 2022-23. 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. Funding has been declining slightly year-over-year, which is expected to continue.

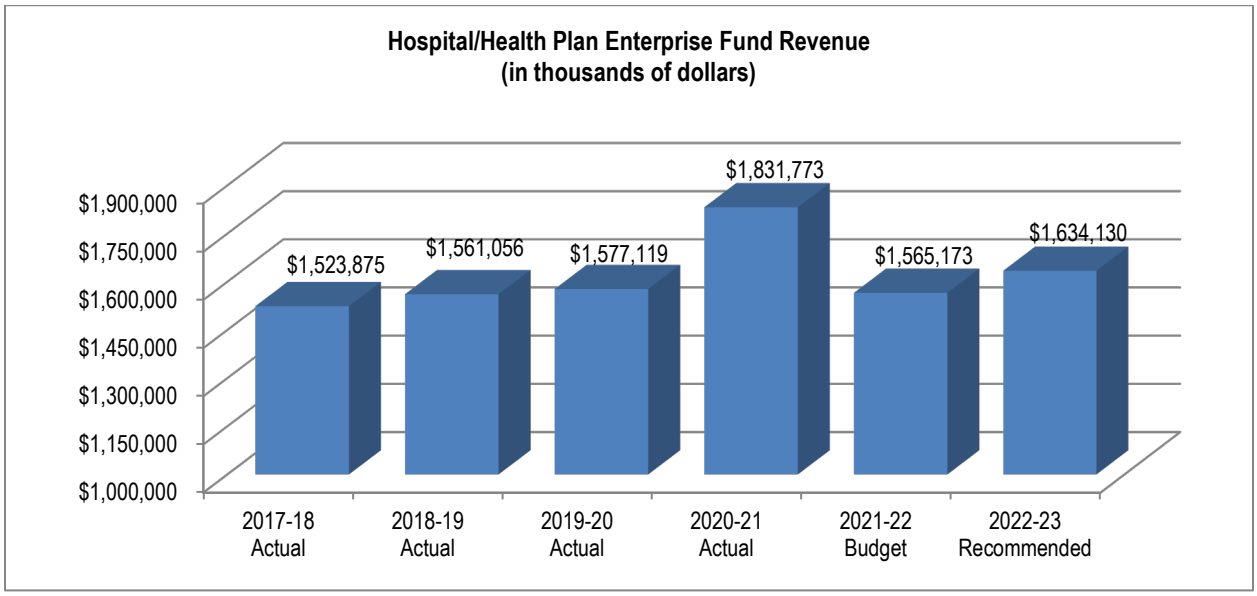
Title IV-D Revenues ($20.1 million): Child Support Services Federal Family Support funds slightly increased in FY 2021-22 due to the State's funding methodology based upon caseload size and full-time equivalent cost. Due mainly to flat expenditures, projected revenue growth in FY 2022-23 is expected to be minimal.

DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Hospital/Health Plan Revenue: $1.634 Million/37.17% of Total Sources

Operation of the Contra Costa Regional Medical Center (CCRMC) is financially administered primarily with Hospital/Health Plan revenues. This major revenue source includes revenue from charges for patient services (including Medicare, Medi-Cal and Health Plan reimbursements).



PHP/Medi-Cal Premiums ($887.5 million): The budgeted revenue anticipates enrollment of the State of California Medi-Cal recipients into the County Managed Care two plan model. The member month and market share projections are developed based upon statewide data and modified based upon historical trends. The anticipated monthly capitated payment amount is based on State contracted rates. The projected member months multiplied by the State contract rate produce the budgeted revenue.

Medi-Cal Reimbursement ($306.4 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 ($101.7 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*)

Grant and Miscellaneous Revenue ($134.3 million): Included in this revenue category is funding from the American Rescue Plan Act, Tobacco Master Settlement Agreement, Capital reimbursement for the hospital debt service payments provided through State Senate Bill 1732; the new Quality Improvement Program (formerly paid under the expired Public Hospital Redesign and Incentive in Medi-Cal (PRIME)); HMO pharmaceutical rebates and payment for services; and cafeteria receipts. All of the revenues are projected from a variety of sources within the Health Services Finance Unit.

Contra Costa Health Plan Premiums ($69.0 million): The budgeted revenue anticipates enrollment of the Commercial members into the County managed care plan. The member months are based upon historical trends and adjusted for product additions or deletions. The resultant number of months is multiplied by the average prior period rate per month to produce the budgeted revenue.

Medicare Reimbursement ($41.6 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.

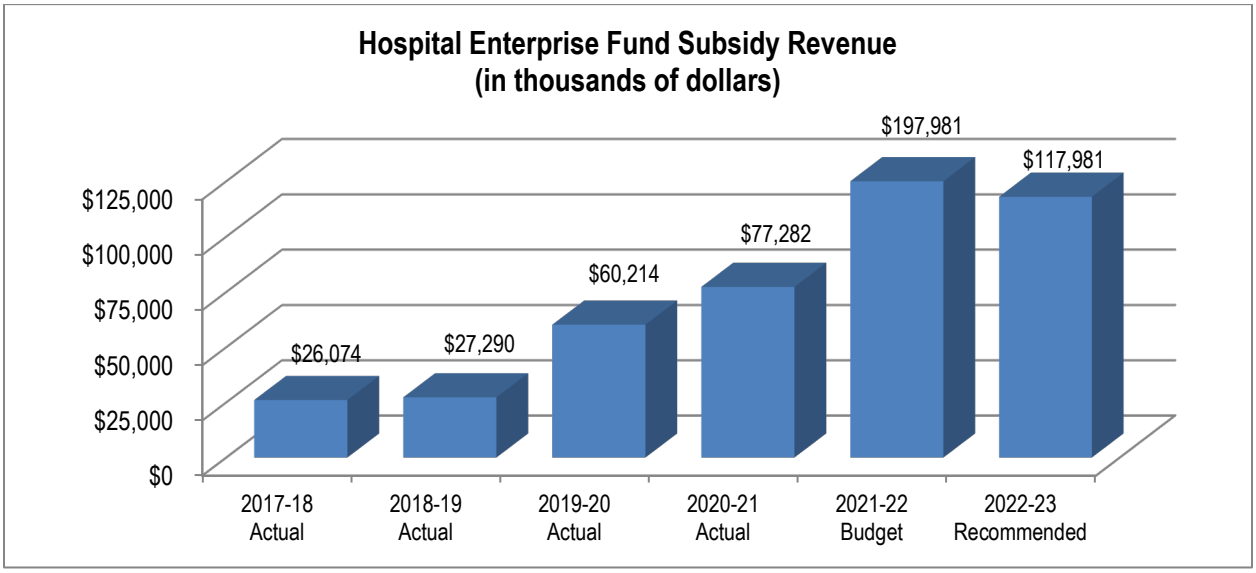
Medicare Outpatient services are paid by APC (Ambulatory Payment Classification) codes. Each code is assigned a value by CMS (Centers for Medicare and Medicaid Services) and these codes are adjusted by locality. The APC codes are determined by the CPT (Current Procedural Terminology) code billed for 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: $117.9 Million/2.68% 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 ($113.2 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 was increased to $73.2 million. In November of 2021, $40 million was added for hospital operations from Measure X revenues for a new total of $113.2 million.

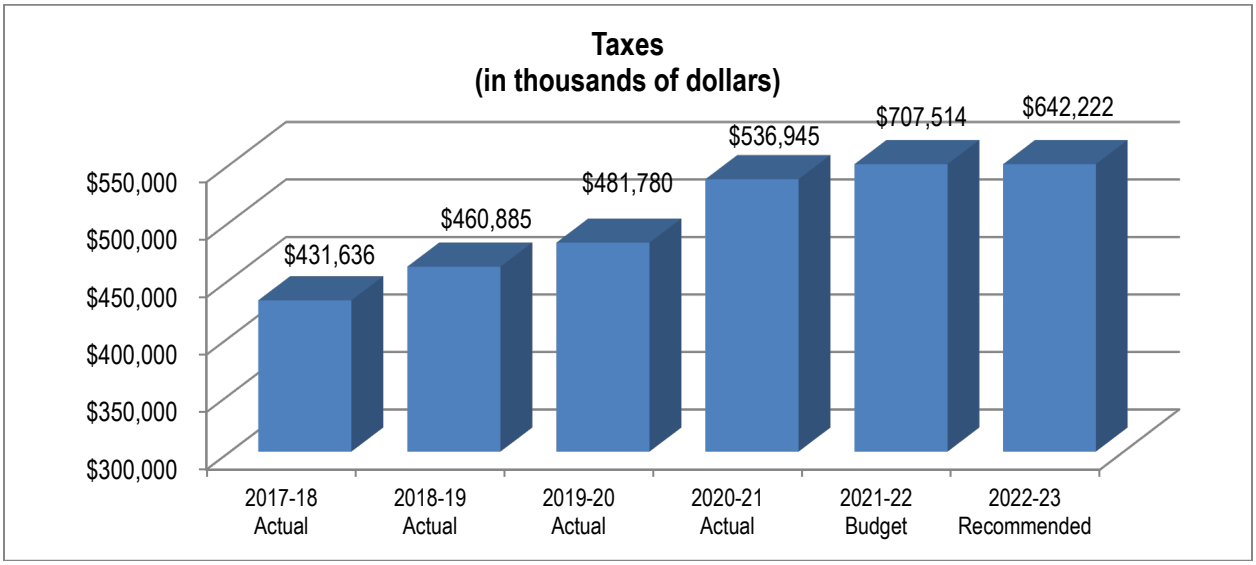
Health Plan Subsidy ($4.7 million): Historically, the County General Fund has provided a general fund subsidy to the County health plan (Enterprise Fund III) for the In-Home Supportive Services population. These revenues are allocated from projected property tax revenues and are set as a fixed dollar amount. The subsidy has remained constant over the past five years. In November of 2021, $750,000 was added for the Contra Cosa Cares Program from Measure X revenues for a new total of $4.7 million.

DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Taxes: $642.2 Million/14.61% 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. The newest addition to this major revenue source is sales tax from Measure X.



Property Taxes-Current Secured ($324.7 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. Proposition 19, which passed in 2020, increases the property tax burden on owners of inherited property in favor of providing expanded property tax benefits to homeowners ages 55 years and older, disabled homeowners, and victims of wildfires and natural disasters. Currently it is too early to estimate the impact Proposition 19 will have on assessed value in Contra Costa; however, if Contra Costa is an "in-flow" county for base value transfers, the taxable value for the county may flatten or decrease. Although there is a back fill component in the proposition, it is dependent on increased revenues and is not guaranteed. Contra Costa relies on a consulting firm to project Property Tax growth. The County Administrator's Office analyzed this information and is recommending budgeting 6.0% growth over current year projections from this revenue source.

DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Taxes Revenue (*continued*)

Property Tax In-Lieu of Vehicle License Fees ($157.0 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 6.0% growth in VLF for FY 2022-23 based on property tax projections.

Sales Tax/Measure X ($107.0 million): The Measure X general purpose ½ cent sales tax levied countywide (exempting food sales) approved by the Contra Costa County voters on November 3, 2020, became effective April 1, 2021. The ballot measure language stated the intent of Measure X is "to keep Contra Costa's regional hospital open and staffed; fund community health centers, emergency response; support crucial safety-net services; invest in early childhood services; protect vulnerable populations; and for other essential county services." More information can be found in the departmental write-ups on General Purpose Revenue (Page 145) and Measure X Allocation (Page 169). Contra Costa relies on a consulting firm to project Sales and Use Tax, including Measure X.

Sales and Use Tax/In-Lieu Sales and Use Tax ($21.0 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.

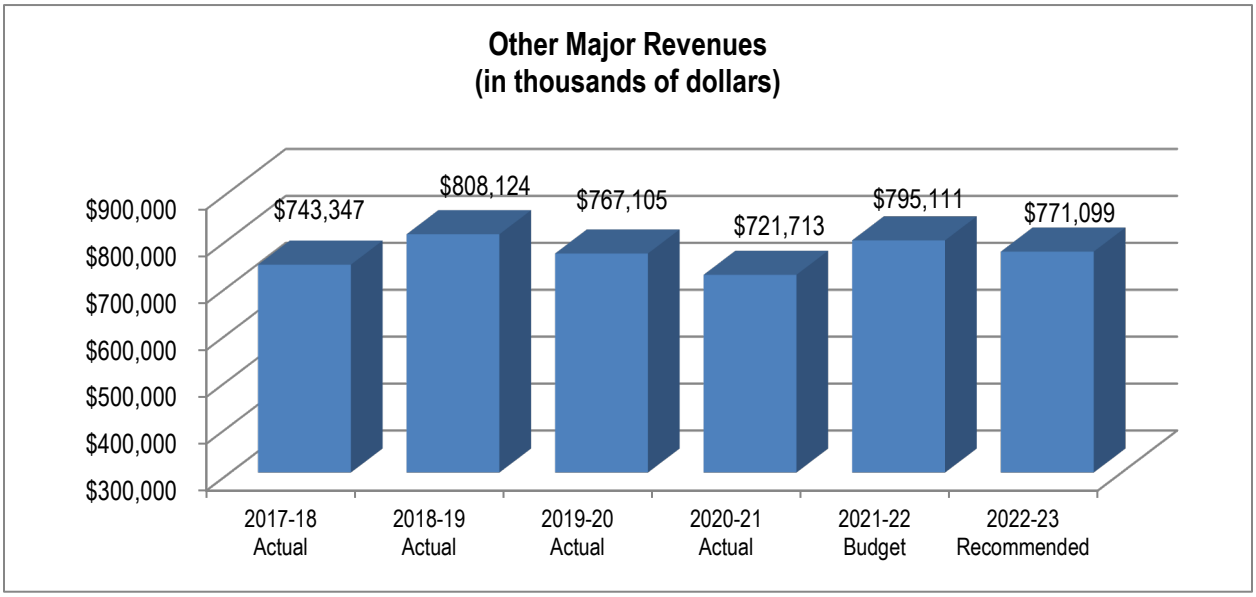
The Governor's FY 2014-15 state budget included a supplemental payment of $1.6 billion to allow the 2004 Economic Recovery Bonds to be paid off earlier than originally planned. Based on our review of historical annual Triple Flip reconciliations, all past takeaways have been properly trued up and no 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. Contra Costa relies on a consulting firm to project Sales and Use Tax. The FY 2022-23 Recommended Budget includes significant growth in sales taxes.

DISCUSSION OF MAJOR REVENUE SOURCES

All County Funds

Other Major Revenues: $771.0 Million/17.54% 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 was due to recategorizing $72.2 million from the "Charges for Services" revenue category to "Intergovernmental".



License/Permits/Franchises ($32.3 million): The majority of the County's revenues in this category come from construction permits ($15.2 million), franchise fees ($9.4 million), landfill surcharges ($2.6 million), and animal licenses ($1.3 million). All of these revenue projections are based upon analysis of recent trends.

Fines/Forfeits/Penalties ($29.0 million): The majority of the County's fines are from general fines ($3.2 million), miscellaneous penalties ($2.3 million), vehicle code fines ($1.0 million), and penalties and costs associated with delinquent taxes ($0.7 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. The transfer was not made in FY 2019-20.

Use of Money and Property ($17.1 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 $9.5 million from earnings on investments, $4.6 million from aviation operations/rent and concessions from the Buchanan Airport, and $2.6 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 ($213.9 million): Fifteen of the 86 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 $38.5 million, $6.9 for city contracts for animal services, and $12.5 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 $26.3 million and are based upon current contracts to cover projected actual expenditures. The County also expects to receive $23.0 million from health inspection fees ($17.6 million) and miscellaneous health fees ($5.4 million), $8.4 million in recording fees, $8.8 million in assessment collections, $8.2 million from planning and engineering services, $5.4 million for communication services, and $.9 million for miscellaneous current services in FY 2021-22. These revenue projections are based upon recent County trends.

Miscellaneous Revenue ($478.6 million): Over $412.4 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 ($24.3 million). These are one-way transactions where assets are transferred from one fund to another fund without anything in return (e.g. Subsidy). Much of the growth in the FY 2021-22 and FY 2022-23 budgets is due to the allocation of sales tax from Measure X. These miscellaneous revenues are projected to remain relatively flat in FY 2023-24 and are based upon planned future projects. Prior to FY 2022-23, the second largest miscellaneous revenues at $52.2 million were contributions from other funds. Of that amount, $50.0 million was budgeted for the principal and interest costs for the Pension Obligation Bonds for employee retirement liabilities ($47.3 million) and to fund the Retirement Litigation debt services repayment ($2.7 million). The final Pension Obligation Bond payment will be made in June 2022. Projected funds are calculated per the established debt schedules and allocated across projected employee payroll based upon recent experience (see Debt Service, Page 129).

REVENUES BY TYPE

All County Funds

Account Name	2019-20 Actuals	2020-21 Actuals	2021-22 Revised Adjusted	2022-23 Recommended Budget	2022-23 Change
Medicare Contribution Allowance	(120,340,871)	(111,389,972)	0	0	0
Medicare RHS/IP	158,228,852	151,762,196	40,454,000	41,673,000	1,219,000
Medicare Patient Services	**37,887,981**	**40,372,224**	**40,454,000**	**41,673,000**	**1,219,000**
Medi-Cal Contribution Allowance	137,063,813	189,110,449	0	0	0
Medi-Cal RHS/IP	121,854,373	113,936,345	299,748,000	306,477,000	6,729,000
Medi-Cal Patient Services	**258,918,185**	**303,046,794**	**299,748,000**	**306,477,000**	**6,729,000**
Health Plan Contribution Allowance	(242,565,779)	(265,269,733)	0	0	0
Health Plan RHS/IP	340,277,172	365,346,219	97,135,000	101,743,000	4,608,000
Health Plan Patient Services	**97,711,393**	**100,076,486**	**97,135,000**	**101,743,000**	**4,608,000**
Bad Debt Allowance	(42,653,591)	(54,916,738)	0	0	0
Commercial RHS/IP	34,685,683	63,588,778	12,192,000	18,990,000	6,798,000
Individual RHS/IP	16,156,067	9,799,996	0	0	0
Private Pay Patient Services	**8,188,159**	**18,472,035**	**12,192,000**	**18,990,000**	**6,798,000**
Interdept Contribution Allowance	(2,759,376)	(611,200)	0	0	0
Interdept RHS/IP	6,060,424	5,407,699	3,000,000	2,712,000	(288,000)
Interdept Patient Services	**3,301,048**	**4,796,499**	**3,000,000**	**2,712,000**	**(288,000)**
Other Contribution Allowance	(732,536)	(386,167)	0	0	0
Other RHS/IP	732,536	386,167	0	0	0
Other Patient Services	**0**	**0**	**0**	**0**	**0**
Cafeteria Receipts	339,456	219,782	201,404	289,261	87,857
Education & Training Charges	7,893	3,727	2,128	2,222	94
Equipment Trade-In Sales	0	4,726	0	0	0
Grants & Donations	74,708,552	76,801,910	86,863,546	75,969,950	(10,893,596)
Interfund Trans-PFA/Hosp	1,148,987	0	0	0	0
Medical Records Charges	163,115	123,195	116,469	106,147	(10,322)
Miscellaneous Hospital Revenue	69,367,213	35,825,435	79,629,066	50,901,614	(28,727,452)
Occupancy & Rental Charges	78,105	78,105	78,105	78,105	0
Other External Hosp Rev	1,875,852	1,710,238	1,977,926	1,710,440	(267,486)
SB 1732-MCAL CRRP	5,166,802	3,550,637	4,652,295	5,253,261	600,966
Other Hospital Revenues	**152,855,975**	**118,317,756**	**173,520,939**	**134,311,000**	**(39,209,939)**
Charges to A/DA/Mental Health	32,080,962	34,969,629	31,808,388	35,077,426	3,269,038
Charges to Environmental Health	675,772	675,772	675,772	675,772	0
Charges to Public Health	0	630,000	0	0	0
Charge to Other County Depts	1,320,847	1,251,318	1,315,840	1,224,802	(91,038)
Charges To Gen Fund Units	**34,077,580**	**37,526,719**	**33,800,000**	**36,978,000**	**3,178,000**
CC Health Plan Premiums	62,950,308	63,901,273	68,155,303	69,084,455	929,152
Interest Earnings	2,178,127	1,074,843	2,000,000	1,145,871	(854,129)
Other External Plan Rev	6,389,672	6,051,146	1,385,697	3,601,339	2,215,642
PHP/Medi-Cal Premiums	884,940,895	1,103,923,683	801,960,000	887,533,819	85,573,819
Realignment VLF Revenue	21,299,389	20,942,041	22,100,646	22,100,682	36
St Aid Realignment-Health-Ent	6,344,612	10,778,389	9,643,354	7,701,834	(1,941,520)
External Health Plan Revenue	**984,103,003**	**1,206,671,375**	**905,245,000**	**991,168,000**	**85,923,000**
Contribution from Other	0	50,973	0	0	0
Health Plan Subsidy	3,986,288	3,986,000	4,736,000	4,736,000	0
Hospital Subsidy	56,228,087	73,245,000	193,245,000	113,245,000	(80,000,000)

REVENUES BY TYPE

All County Funds

Account Name	2019-20 Actuals	2020-21 Actuals	2021-22 Revised Adjusted	2022-23 Recommended Budget	2022-23 Change
Enterprise Fund Subsidy	**60,214,375**	**77,281,973**	**197,981,000**	**117,981,000**	**(80,000,000)**
Bond Interest	77,592	19,146	78,000	78,000	0
Rentals and Leases	(1,684)	2,474,179	0	0	0
Schools Funds Revenue	**75,908**	**2,493,325**	**78,000**	**78,000**	**0**
Prop Taxes-Current Secured	291,110,250	303,827,150	310,770,230	324,703,000	13,932,770
Prop Taxes-Current Unsecurred	8,543,426	8,807,321	8,291,150	7,280,000	(1,011,150)
Prop Tax-In Lieu of VLF	138,041,536	144,714,264	150,500,000	157,000,000	6,500,000
Prop Tax-Supplemental	5,457,805	7,660,518	3,550,933	3,811,000	260,067
Prop Tax-Unitary	8,592,479	8,680,837	8,635,687	9,079,000	443,313
Taxes Current Property	**451,745,496**	**473,690,090**	**481,748,000**	**501,873,000**	**20,125,000**
Aircraft Tax	588,954	672,542	600,000	600,000	0
Cannabis Business Tax	43,397	55,041	60,000	50,000	(10,000)
Prop Taxes-Prior-Secured	(467,230)	(345,253)	(448,206)	(886,900)	(438,694)
Prop Taxes-Prior-Unsecured	22,710	134,381	22,826	114,000	91,174
Prop Tax-Prior Supplemental	(287,091)	(266,434)	(279,620)	(328,100)	(48,480)
Real Property Transfer Tax	10,265,991	15,102,937	10,500,000	12,000,000	1,500,000
Sales and Use Tax	16,697,482	46,831,807	214,511,200	21,000,000	(193,511,200)
Sales Tax Measure X	0	0	0	107,000,000	107,000,000
Transient Occupancy Tax	3,170,152	1,069,819	800,000	800,000	0
Taxes Other Than Cur Prop	**30,034,365**	**63,254,840**	**225,766,200**	**140,349,000**	**(85,417,200)**
Animal Licenses	1,477,348	1,311,201	1,600,000	1,350,000	(250,000)
Business Licenses	838,670	961,601	841,500	835,500	(6,000)
Construction Permits	11,784,005	14,582,498	15,957,962	15,246,300	(711,662)
Franchise	2,159,120	2,338,762	2,220,000	2,200,000	(20,000)
Franchises	4,842,224	4,952,622	4,909,000	4,805,000	(104,000)
Franchises - Cable TV	2,317,200	2,246,015	2,490,000	2,398,000	(92,000)
Franchises - Landfill Surcharge	2,681,183	2,789,685	2,600,000	2,650,000	50,000
Other Licenses & Permits	336,549	388,129	376,500	407,500	31,000
Road Privileges & Permits	1,198,845	1,016,603	950,000	951,000	1,000
Specific Plan Fees	276,133	390,128	372,038	378,000	5,962
Zoning Permits	272,473	435,116	380,000	1,105,700	725,700
License/Permit/Franchises	**28,183,750**	**31,412,361**	**32,697,000**	**32,327,000**	**(370,000)**
Consumer Fraud Damages	3,500	4,200	510,000	1,210,000	700,000
Crime Prevention Fines	10	(10)	50	0	(50)
Drinking Driver-AB 2086	31,218	20,199	20,428	18,429	(2,000)
Failure to Appear Fines	662	176	30	0	(30)
Failure to File Penalty	11,969	3,750	0	0	0
Fish and Game Fines	45,174	8,697	136,000	253,000	117,000
General Fines	3,525,967	2,615,983	2,909,610	3,240,222	330,612
Misc Forfeits & Penalties	2,399,755	2,065,267	2,790,317	2,389,317	(401,000)
Parking Fines	471,931	183,223	131,000	136,000	5,000
Penalty & Costs - Delinquent Tax	1,103,636	1,305,325	1,076,000	714,000	(362,000)
Restricted Litter Fines	1,181	915	0	0	0
St Penalty Fund POC VC 40611	31,691	27,421	30,000	33,944	3,944
Tax Losses Reserve Refund	0	20,000,000	20,000,000	20,000,000	0
Unrestricted Litter Fines	1,526	915	70	14	(56)

REVENUES BY TYPE

All County Funds

Account Name	2019-20 Actuals	2020-21 Actuals	2021-22 Revised Adjusted	2022-23 Recommended Budget	2022-23 Change
Vehicle Code Fines	1,280,843	1,064,111	966,640	1,020,075	53,435
Vehicle Code Priors	2,529	15	0	0	0
Fines/Forfeits/Penalties	**8,911,591**	**27,300,187**	**28,570,145**	**29,015,000**	**444,855**
Aircraft Storage Fees	56,213	51,089	59,391	52,317	(7,074)
Aviation Ops-Rent & Concession	4,602,616	4,497,243	4,509,538	4,606,683	97,145
Earnings on Investment	25,510,386	7,997,720	7,531,913	9,575,000	2,043,087
Gain on Sale of Investments	0	55,889	0	0	0
Interest on Bond Deposits	157,783	576	80,000	80,000	0
Int on Loans & Receivables	52,933	33,014	144,071	144,000	(71)
Other Rents	1,102,871	1,123,431	1,497,500	1,539,000	41,500
Rent of Office Space	471,897	462,413	480,980	467,980	(13,000)
Rent on Real Estate	948,190	210,948	573,520	643,020	69,500
Use Of Money & Property	**32,902,890**	**14,432,322**	**14,876,913**	**17,108,000**	**2,231,087**
Admin Federal - Other	74,452,762	69,464,724	94,037,871	92,127,015	(1,910,856)
Admin Fed Other CWS	37,920	61,685	0	60,000	60,000
Admin-State Health Misc	37,806,900	30,745,575	61,359,347	44,269,511	(17,089,836)
Admin State Mcal Health Care	54,192,502	61,179,703	66,140,514	65,772,950	(367,564)
Admin State - Other	38,528,714	39,609,624	34,420,839	38,193,769	3,772,930
Admin State Out of Home Care	7,411,251	8,320,293	7,809,636	8,521,027	711,391
CCS Medical Cases Management	4,666,000	3,552,977	4,568,929	4,968,000	399,071
Fed Aid Adoptions	8,662,106	9,838,543	7,256,359	8,189,562	933,203
Fed Aid Airport Construction	1,954,913	4,546,839	7,627,827	11,241,500	3,613,673
Fed Aid Child Boarding Home	9,594,587	8,312,687	9,087,058	7,698,192	(1,388,866)
Fed Aid Comm Services Admin	28,290,158	29,806,549	49,397,617	48,384,000	(1,013,617)
Fed Aid Crime Control	1,872,343	1,415,166	2,538,557	2,782,648	244,091
Fed Aid Disaster-Rd Damage	0	144,358	314,000	0	(314,000)
Fed Aid Employ & Training	6,492,627	7,664,291	7,688,223	7,287,600	(400,623)
Fed Aid Family Inc Maintenance	6,623,899	5,989,508	7,299,088	6,348,671	(950,417)
Fed Aid Family Support	20,442,195	18,343,543	19,163,643	20,141,000	977,357
Fed Aid Hud Block Grant	8,114,535	9,519,367	34,686,498	21,090,768	(13,595,730)
Fed Aid Hwy Construction	12,000,706	4,724,158	14,582,044	13,166,260	(1,415,784)
Fed Aid NIMH Grant	2,963,032	2,924,203	2,932,058	3,967,321	1,035,263
Fed Aid Refugees	116,285	96,168	137,100	131,060	(6,040)
Federal Drug Abuse	0	0	0	7,517,000	7,517,000
Federal in Lieu Taxes	6,609	6,553	0	0	0
Federal Medi-Cal	27,548,248	65,730,242	85,085,674	90,372,726	5,287,052
Fed Health Admin (MCH&3140)	3,339,270	3,038,496	3,986,271	3,657,000	(329,271)
Fed Immunization Assist	266,120	355,438	299,544	316,000	16,456
Fed Nutrition Elderly	5,504,165	6,221,562	4,106,375	4,015,777	(90,598)
Fed W.I.C. Program	4,367,796	4,615,020	4,313,783	4,505,000	191,217
Highway Users Tax Admin	20,004	20,004	20,004	20,004	0
Highway Users Tax Select	773,026	740,905	909,840	985,236	75,396
H/O Prop Tax Relief	1,906,542	1,878,444	1,892,825	1,794,000	(98,825)
Hway Users Tax Storm Drainage	52,875	52,875	52,554	52,875	321
Hway Users Tax Unrestricted	9,803,946	9,596,856	10,956,495	12,096,399	1,139,904
Hway User Tax 5/9APPT2105	4,717,675	4,718,471	5,277,211	5,812,307	535,096

REVENUES BY TYPE

All County Funds

Account Name	2019-20 Actuals	2020-21 Actuals	2021-22 Revised Adjusted	2022-23 Recommended Budget	2022-23 Change
Miscellaneous State Aid	50,293,824	79,877,349	60,708,494	74,430,197	13,721,703
Misc Fed Health Projects	8,319,970	21,450,184	9,626,488	44,820,977	35,194,489
Misc Government Agencies	15,390,085	8,006,404	15,920,539	11,449,300	(4,471,239)
Misc State Aid for Health	2,008,147	2,818,118	3,928,986	3,064,000	(864,986)
Other Federal Aid	60,696,862	183,654,556	18,770,970	20,858,578	2,087,608
Other in Lieu Taxes	11,530	11,515	1,030	1,200	170
Other State in Lieu Tax	92,012	87,159	75,000	90,000	15,000
RDA Nonprop-Tax Pass Through	8,271,099	8,906,297	8,441,145	8,458,800	17,655
Reallocation/PY Adj Admn Fed	572,027	(627,873)	0	0	0
Reallocation/PY Adj Admn State	2,241,263	778,608	454,000	28,000	(426,000)
St Aid-Public Safety Services	83,679,516	93,672,378	94,289,743	103,666,000	9,376,257
St Aid Traffic Cngstn Management	21,003,918	20,831,999	24,206,896	27,332,179	3,125,283
State Adoption Assistance	1,277,490	1,725,959	2,262,140	2,292,283	30,143
State Aid Area Agency on Aging	1,163,422	1,207,784	1,192,150	1,837,792	645,642
State Aid Child Day Care	9,932,674	9,287,716	13,917,461	14,146,365	228,904
State Aid Children Boarding Home	904,858	420,980	634,997	633,044	(1,953)
State Aid Drainage AB Short-Doyle	140,179	700,808	2,455,381	2,825,381	370,000
State Aid Family Inc Maintenance	23,202,169	24,941,747	25,475,223	23,313,180	(2,162,043)
State Aid Food/Milk Subvention	811,660	412,388	1,142,087	1,067,384	(74,703)
State Aid for Agriculture	3,042,079	3,379,431	3,454,969	3,480,600	25,631
State Aid for Aviation	16,351	18,708	186,173	130,500	(55,673)
State Aid for Civil Defense	1,626,752	1,066,780	1,549,505	1,549,340	(165)
State Aid for Crime Control	17,014,244	17,548,298	18,930,511	18,969,815	39,304
State Aid for Crippled Child	3,760,005	3,776,656	3,376,817	3,327,000	(49,817)
State Aid for Disaster-Other	1,092,748	1,077,519	1,000,000	1,000,000	0
State Aid Library -CLSA	160,439	114,473	82,299	91,000	8,701
State Aid Mandated Expenditures	4,992	8,033	0	0	0
State Aid M/H Short-Doyle	3,159,325	7,013,511	4,059,860	2,095,755	(1,964,105)
State Aid MH - SSI/SSP	408,937	418,746	387,041	387,041	0
State Aid Peace Off Training	790,582	435,471	624,015	615,500	(8,515)
State Aid Realignment-M/H	26,882,201	31,269,341	27,492,205	26,882,211	(609,994)
State Aid Realignment-Sales Tax	207,308,623	233,224,982	230,803,058	264,150,515	33,347,457
State Aid Realignment-VLF	12,922,226	11,409,122	12,339,518	11,283,886	(1,055,632)
State Aid Realignment-VLF-MH	(1,680,324)	133,707	1,250,653	133,707	(1,116,946)
State Aid Refugees	3,520	405	0	0	0
State Aid SEOO Programs	14,124,012	14,069,903	15,328,293	15,328,292	(1)
State Aid Transportation Project	0	100,000	100,000	100,000	0
State Aid Veterans Affairs	272,227	217,443	157,000	345,000	188,000
State Auto Welfare System	3,223,355	2,502,733	3,732,000	3,482,000	(250,000)
State C.H.D.P. Program	1,037,141	492,564	988,838	1,199,000	210,162
State Child Abuse Prevention	0	0	37,920	0	(37,920)
St Motor Vehicle In Lieu Tax	763,901	707,927	0	0	0
Substance Abuse Grants	9,907,448	8,274,071	6,819,060	0	(6,819,060)
Vehicle Theft - VLF	1,092,855	1,077,700	1,000,000	1,000,000	0
Intergovernmental Revenue	**979,476,054**	**1,209,736,429**	**1,165,150,249**	**1,231,351,000**	**66,200,751**
Administrative Services	2,558,588	2,602,568	2,325,567	2,415,000	89,433

REVENUES BY TYPE

All County Funds

Account Name	2019-20 Actuals	2020-21 Actuals	2021-22 Revised Adjusted	2022-23 Recommended Budget	2022-23 Change
Agricultural Services	126,730	189,221	205,562	261,456	55,894
ARRA/Charges for Services	199,238	303,478	288,000	447,000	159,000
Auditing & Accounting Fees	4,226,839	4,193,925	4,377,430	4,993,455	616,025
Autopsies & Medical Reports	48,958	27,860	20,170	20,000	(170)
Building Maintenance Services	44,548,116	47,284,479	42,277,019	38,517,469	(3,759,550)
Blood Withdrawal Fees	137,793	108,032	220,000	220,000	0
Cafeteria Receipts	124,775	117,464	107,500	106,500	(1,000)
Candidates Filing Fees	94,347	131,195	150,000	150,000	0
Care of Prisoners	1,240,107	1,002,562	400,000	400,000	0
Charges/Cost of Probation	388,628	242,180	0	0	0
Civil Processing Fee	161,431	52,188	77,027	63,897	(13,130)
Civil Process Service	196,995	206,566	805,220	805,822	602
Client Fees	0	0	0	12,000	12,000
Comm For Tax & Assess Coll	8,731,999	9,054,980	8,910,048	8,889,588	(20,460)
Communication Services	4,914,113	5,223,501	5,515,405	5,488,084	(27,321)
Contract Humane Services-City	5,515,250	5,684,394	5,787,000	6,908,000	1,121,000
Contract Law Enforcement Services	24,344,090	23,686,428	27,053,253	26,337,781	(715,472)
County Flood Control Service	0	3,546	0	0	0
Court Administration Cost	435,100	282,603	358,362	333,362	(25,000)
Court Filing Fees	177,145	139,827	200,000	180,000	(20,000)
Data Processing Services	2,333,989	2,535,917	2,606,499	3,236,921	630,422
DoIT Data Proc Supply	7,594	1,141	1,054	2,501	1,447
DoIT Data Proc Services	822,829	1,019,806	1,702,442	1,722,997	20,555
DoIT Maintenance Radio Equipment	8,131	22,655	34,100	34,100	0
DoIT Other Telcom Charges	94,987	98,104	9,507	81,904	72,397
DoIT Phone Exchange	246,032	288,341	129,324	129,324	0
Drinking Driver Program Fees	145,255	115,786	99,388	99,000	(388)
Driver Education Fees	1,759,875	1,384,499	2,179,012	2,168,543	(10,469)
Election Service-Other	6,576,907	3,835,384	1,091,000	3,966,000	2,875,000
Equipment Use Charges	553,982	649,408	871,446	835,446	(36,000)
ERDS fee	275,026	419,389	300,000	350,000	50,000
Estate Fees	897,101	747,758	392,000	455,000	63,000
Fees Assessor	102,968	70,505	218,900	230,900	12,000
Fingerprint & Crim Report	22,495	14,393	40,000	40,000	0
Gen Svc-Building Lifecycle	197,983	200,035	200,000	200,000	0
Gen Svc-Building Occupancy Costs	4,637,877	4,929,941	6,293,798	6,153,505	(140,293)
Gen Svc-Other G S Charges	479,352	544,999	506,748	541,748	35,000
Gen Svc-Requested Maintenance	3,482,192	2,984,637	4,589,072	4,739,173	150,101
Gen Svc-Use of Co Equipment	395	479	0	0	0
Health Inspection Fees	14,619,274	14,004,049	18,407,000	17,629,000	(778,000)
Information Security Charge	48,904	99,916	0	0	0
Interfund Rev - Ent/Ent	9,660	11,230	0	0	0
Interfund Rev - Gov/Ent	1,033,690	1,047,543	779,997	1,242,359	462,362
Interfund Rev - Gov/Gov	8,662,936	9,023,738	11,990,706	12,510,877	520,171
Jail Booking Fees	1,914,675	1,899,394	1,907,000	1,807,000	(100,000)
Laboratory Services	2,800,716	2,853,301	2,800,000	2,879,000	79,000

REVENUES BY TYPE

All County Funds

Account Name	2019-20 Actuals	2020-21 Actuals	2021-22 Revised Adjusted	2022-23 Recommended Budget	2022-23 Change
Library Services	67,941	28,666	27,800	49,800	22,000
Marriage Ceremony Fees	97,020	111,240	115,000	110,000	(5,000)
M/H Services-Medi-Cal	56,685,763	9,422,853	6,963,612	476,000	(6,487,612)
M/H Services -Medicare	2,383,259	3,016,660	2,690,927	2,439,353	(251,574)
M/H Services -Other HMO Pat	20,785	22,925	28,716	132	(28,584)
M/H Services -Pvt Pay/Insurance	2,475,923	3,032,795	3,239,357	3,648,515	409,158
Microfilm & Reproduction Services	646,798	1,061,293	640,000	626,800	(13,200)
Micrographic Conversion Fee	52,923	420,392	250,000	300,000	50,000
Miscellaneous Current Services	4,404,736	4,951,987	5,041,961	6,094,500	1,052,539
Miscellaneous Health Fees	3,632,442	4,357,985	5,188,301	5,432,000	243,699
Miscellaneous Humane Services	325,961	105,336	230,000	190,000	(40,000)
Miscellaneous Law Enforcement Sv	2,660,519	2,245,340	3,224,430	3,224,430	0
Miscellaneous Legal Services	2,066,097	2,053,642	1,972,241	2,347,788	375,547
Miscellaneous Road Services	1,382,236	337,330	200,000	365,000	165,000
Miscellaneous Sanitation Service	1,639,402	1,791,357	1,930,000	2,057,000	127,000
Nuisance Abate	72,283	28,831	242,957	240,000	(2,957)
Nutrition Services	681,364	437,122	433,545	433,545	0
Patient Fees	34,762	33,983	58,044	12,000	(46,044)
Patient Fees-Immunization	72,842	32,662	52,388	45,000	(7,388)
Patient Fees-T.B. Testing	24,925	35,537	37,867	20,000	(17,867)
Personnel Services	2,650,281	3,021,752	3,122,947	2,553,113	(569,834)
Planning & Engineer Services	7,142,607	7,294,363	7,383,798	8,240,243	856,445
Processing/Inspection Fee	883,954	712,652	950,000	850,000	(100,000)
Prop Characteristic Info	19,723	41,192	0	0	0
Public Defense Repayments	157,183	38,366	0	25,000	25,000
Purchasing Fees	245,906	252,649	252,752	252,752	0
Recorders Modernizing Fee	1,538,906	2,447,546	1,500,000	1,750,000	250,000
Recording Fees	8,684,733	12,541,684	8,503,872	8,480,982	(22,890)
Redacting Fees	231,286	0	0	0	0
Refunds Indigent Burials	18,420	20,746	14,878	19,455	4,577
Returned Check Charges	54,413	53,110	25,000	25,100	100
Road Development Fees	1,361,713	5,127,606	2,571,000	972,000	(1,599,000)
SB 2 Fees	1,519,095	2,434,703	1,400,000	1,526,781	126,781
Spay Clinic Fees	77,050	15,956	130,000	139,000	9,000
Stormwater Pollution Center	10	0	0	0	0
Supplemental Roll Charges	2,593,386	3,752,281	2,663,000	2,663,000	0
Survey Monument Fees	75,830	115,340	95,000	120,000	25,000
Third Party Services Fee	2,050	1,950	2,000	2,000	0
Training Services	627,715	248,588	638,000	638,000	0
Charges For Services	**257,217,310**	**220,987,760**	**218,045,948**	**213,974,000**	**(4,071,948)**
Contribution From Other Funds	47,270,321	48,633,675	52,201,000	4,822,000	(47,379,000)
Equipment Trade-In/Discounts	47	0	0	0	0
Indemnifying Proceeds	595,136	1,465,999	210,000	210,000	0
Interfund Trans-Hosp/PFA	40	0	0	0	0
Miscellaneous Grants & Donations	820,594	1,185,776	1,516,404	3,850,535	2,334,131
Misc Non-Taxable Revenue	18,297,154	17,630,920	25,876,856	23,538,883	(2,337,973)

REVENUES BY TYPE

All County Funds

Account Name	2019-20 Actuals	2020-21 Actuals	2021-22 Revised Adjusted	2022-23 Recommended Budget	2022-23 Change
Reimbursements-Gov/Ent	274,366	450,348	395,717	5,170,728	4,775,011
Reimbursements-Gov/Gov	357,985,157	326,235,997	391,485,114	412,444,284	20,959,170
Restricted Donations	1,085,212	696,203	636,216	715,183	78,967
Sale of Animals	9,973	79	10,000	10,000	0
Sale of Equipment	702,012	669,725	541,145	520,000	(21,145)
Sale of Maps & Documents	25,414	1,384,064	32,400	34,149	1,749
Sale of Real Estate	61,000	16,454,377	1,000,000	1,000,000	0
Sale of Rodent Poison	20,444	28,499	20,000	20,000	0
Seizures	227,335	167,059	294,000	244,000	(50,000)
Sundry Non-Taxable Sales	(83,965)	(75,256)	30,000	30,000	0
Sundry Taxable Sale	17,457	97,578	26,400	13,000	(13,400)
Transfers-Gov/Ent	1,001,032	1,214,218	1,486,129	1,680,129	194,000
Transfers-Gov/Gov	11,579,590	11,340,905	25,159,545	24,372,109	(787,436)
Unrestricted Donations	1,600	0	0	0	0
Miscellaneous Revenue	**439,889,919**	**427,580,166**	**500,920,926**	**478,675,000**	**(22,245,926)**
GROSS REVENUE	**3,865,694,983**	**4,377,449,343**	**4,430,929,320**	**4,396,783,000**	**(34,146,320)**

EXPENDITURES BY TYPE

All County Funds

Account Name	2019-20 Actuals	2020-21 Actuals	2021-22 Revised Adjusted	2022-23 Recommended Budget	2022-23 Change
Permanent Salaries	715,780,576	775,333,776	919,182,556	972,045,428	52,862,872
Temporary Salaries	49,607,815	55,817,116	67,701,086	60,357,341	(7,343,745)
Permanent Overtime	32,439,383	39,343,528	29,485,888	29,021,088	(464,801)
Deferred Comp	6,438,878	7,222,353	9,049,163	11,763,588	2,714,425
Hourly Physician Salaries	2,128,334	2,249,486	2,430,518	2,453,483	22,965
Perm Physicians Salaries	49,275,584	50,207,952	54,989,304	56,065,162	1,075,858
Perm Phys Additional Duty Pay	3,390,773	4,215,724	4,562,738	4,644,329	81,591
Comp & SDI Recoveries	(3,610,818)	(3,328,296)	(1,946,834)	(1,900,074)	46,760
Vacation/Sick Leave Accrual	4,434,751	3,589,270	25,000	25,000	0
FICA/Medicare	53,546,107	58,140,750	63,368,297	66,376,134	3,007,837
Ret Exp-Pre 97 Retirees	2,749,650	2,749,706	3,050,753	3,087,661	36,907
Retirement Expense	267,614,470	283,578,992	320,919,824	295,185,498	(25,734,326)
Excess Retirement	369,181	397,554	518,139	518,100	(39)
Employee Group Insurance	118,030,129	125,922,707	150,392,417	166,808,780	16,416,364
Retiree Health Insurance	42,182,435	43,211,102	43,050,571	44,350,969	1,300,398
OPEB Pre-Pay	18,762,912	17,785,111	17,777,131	35,420	(17,741,711)
Unemployment Insurance	459,622	1,003,678	1,704,494	2,052,477	347,983
Workers Comp Insurance	18,656,510	15,802,053	17,066,387	20,777,616	3,711,229
Labor Received/Provided	156	57,505	0	0	0
Salaries And Benefits	**1,382,256,44**	**1,483,300,06**	**1,703,327,43**	**1,733,668,00**	**30,340,567**
Office Expense	6,250,110	4,868,541	7,107,115	6,216,826	(890,289)
Books-Periodicals-Subscriptions	711,991	920,695	783,849	769,536	(14,313)
Postage	2,633,582	2,485,080	2,120,823	3,397,794	1,276,971
Communications	15,742,008	17,970,060	18,694,708	21,079,090	2,384,382
Telephone Exchange Service	2,062,168	1,700,354	1,904,139	1,986,937	82,799
Utilities	13,983,507	14,277,191	13,484,382	13,518,369	33,987
Small Tools and Instruments	230,863	326,815	340,345	357,354	17,009
Minor Furniture/Equipment	2,369,556	2,473,857	1,682,402	2,317,766	635,364
Minor Computer Equipment	5,433,392	3,926,873	4,365,639	5,234,984	869,345
Medical & Lab Supplies	3,216,352	14,213,820	17,640,695	11,350,125	(6,290,570)
Pharmaceutical Supplies	3,364,473	2,359,428	2,977,895	2,274,364	(703,531)
Food	3,664,924	5,615,550	3,335,420	3,240,832	(94,588)
Clothing & Personal Supplies	1,651,834	1,980,990	1,506,529	2,007,544	501,016
Household Expense	5,353,046	6,737,773	4,169,464	4,145,807	(23,657)
Agricultural Expense	4,751	5,006	30,475	30,475	0
Publications & Legal Notices	283,471	489,906	381,758	435,447	53,689
Memberships	1,776,186	2,048,462	1,900,332	2,242,566	342,234
Rents and Leases-Equipment	2,687,778	3,122,196	2,931,400	3,907,294	975,894
Computer Software Cost	11,547,062	12,117,391	13,978,174	13,397,359	(580,815)
Rents & Leases - Property	16,199,828	35,808,121	15,627,446	15,619,375	(8,071)
Building Occupancy Costs	60,891,519	62,996,798	65,396,069	66,851,407	1,455,338
Building Lifecycle Costs	4,890,090	4,893,225	4,893,115	4,894,098	983
Maintenance - Equipment	3,721,423	4,893,455	6,925,829	5,828,946	(1,096,883)
Vehicle Repairs	5,843,649	5,759,297	4,416,250	4,405,750	(10,500)
Vehicle Fuel/Oil	2,963,855	2,707,025	3,362,000	3,447,000	85,000

EXPENDITURES BY TYPE

All County Funds

Account Name	2019-20 Actuals	2020-21 Actuals	2021-22 Revised Adjusted	2022-23 Recommended Budget	2022-23 Change
Repairs - Accidents/Vandalism	0	3,680	0	0	0
Maintenance Radio-Electronic	332,260	349,003	397,809	546,705	148,896
Equipment Usage	1,615	875	1,750	(0)	(1,750)
Maintenance of Buildings	14,562,486	14,202,664	13,915,755	14,281,350	365,595
Grounds Maintenance	1,725,275	2,305,625	1,724,496	1,770,467	45,971
Requested Maintenance	10,992,830	15,157,824	12,597,031	11,810,817	(786,214)
Runway & Taxiway Maintenance	88,376	57,527	70,500	321,000	250,500
Non-Cap Imps - Maintenance	18,529	7,100	0	4,000	4,000
Non-Cap Imps-Renovations/Alts	15,685	0	0	0	0
Non-Cap Imps-Betterments	20,707	63,913	15,000	0	(15,000)
Transportation and Travel	578,505	120,817	610,148	224,133	(386,015)
Auto Mileage Employees	1,555,625	612,079	1,828,599	1,283,633	(544,966)
Use of Co Vehicle/Equipment	1,719,493	2,117,815	2,034,344	2,162,329	127,985
Other Travel Employees	1,380,942	373,811	1,906,715	1,669,298	(237,417)
Judicial Auto Allowance	24	390	25	0	(25)
Freight Drayage Express	2,386,306	2,232,117	2,592,849	2,664,857	72,008
Executive Auto Allowance	0	0	0	0	0
Non County Prof/Spclzd Services	139,911,294	194,256,292	203,642,521	201,015,385	(2,627,136)
Third Party Coll Services	0	6,442	0	0	0
Outside Attorney Fees	6,290,368	7,131,204	6,909,564	8,163,807	1,254,243
Contracted Temporary Help	3,341,656	2,379,147	2,814,043	3,796,129	982,086
Data Processing Services	10,587,649	12,481,280	13,217,121	12,943,673	(273,448)
Data Processing Supplies	39,742	29,421	56,449	58,199	1,750
Court Reporter Transcript	183,461	130,702	218,900	182,700	(36,200)
Public Works Contracts	25,903,020	10,123,315	35,844,000	24,037,100	(11,806,900)
Outside Medical Services	120,602,939	120,643,261	130,337,671	142,798,852	12,461,181
County Hospital Services	35,382,010	39,266,128	36,104,887	37,789,201	1,684,314
Electronic Database Services	497,025	810,195	814,414	737,110	(77,304)
Microfilm Services-Gen	65,149	15,279	79,382	79,382	0
Information Security Charges	228,287	452,439	514,853	1,063,797	548,944
Administrative Service	11,176,910	12,315,696	14,244,589	14,208,567	(36,022)
Other Gen Services Charges	2,437,147	2,258,834	2,071,605	2,223,242	151,637
GSD Courier Svc	554,463	506,164	571,228	545,184	(26,044)
Other Telecom Charges	3,453,784	2,813,491	3,172,542	2,788,725	(383,817)
Other Interdepartmental Charges	56,012,583	72,783,633	71,550,457	70,333,563	(1,216,894)
Juror Fees	66,972	32,850	60,000	60,000	0
Witness Fees & Expenses	230,369	168,129	287,128	284,999	(2,129)
Insurance	29,908,164	3,317,360	3,301,360	3,237,899	(63,461)
Adult Materials - Library	1,144,323	1,421,892	1,789,239	1,313,596	(475,643)
Audio-Visual Supplies	0	3,086	1,265	300	(965)
Youth Materials - Library	921,378	634,549	2,324,888	1,987,382	(337,506)
Election Officers	253,610	213,080	200,000	250,000	50,000
Training & Registrations	988,232	624,934	1,553,144	1,680,641	127,497
Road/Construction Materials	873,622	534,685	1,046,300	522,100	(524,200)
Criminal Investigation	516,321	394,228	578,008	729,053	151,045

EXPENDITURES BY TYPE

All County Funds

Account Name	2019-20 Actuals	2020-21 Actuals	2021-22 Revised Adjusted	2022-23 Recommended Budget	2022-23 Change
Specialized Printing	3,622,933	3,864,092	2,104,322	3,428,101	1,323,779
Fire Fighting Supplies	15,381	5,330	4,575	9,075	4,500
Recreation	43,023	45,934	16,922	13,397	(3,525)
Ed Supplies and Courses	559,393	735,988	1,323,234	1,104,481	(218,753)
Fees - Non Agriculture Animal	81,779	42,049	56,500	82,500	26,000
Other Special Departmental Exp	9,167,977	16,268,909	121,337,200	46,764,896	(74,572,304)
Loss on Dsp Sl-Fixed Assets	144,991	100,002	0	0	0
Miscellaneous Services & Supplies	472,078	421,452	1,216,011	902,996	(313,015)
Cash Shortage Reimbursement	7,441	82,919	1,300	1,335	35
Contract Expense-Kaiser	103,094,288	118,007,256	102,142,678	123,722,275	21,579,597
Registry	7,272,258	12,881,556	17,485,419	9,792,096	(7,693,323)
Public Health-Medical Services	58,928	25,378	50,671	25,821	(24,850)
Other Specialty Care	2,050,752	1,809,593	1,971,243	2,323,556	352,313
OP Visits-Specialist Phys	28,075,789	30,739,651	24,803,638	31,246,301	6,442,663
Data Processing-Non County	0	0	0	2,800	2,800
Laundry Contract	918,942	963,226	821,424	959,227	137,803
Computer Software Cost	9,396,398	18,778,772	7,144,555	20,390,496	13,245,941
Outpatient Mental Health	5,272,237	7,931,488	6,510,384	10,057,266	3,546,882
Other ER Charges (Lab~ Xray)	12,243,008	12,320,028	12,324,173	15,922,664	3,598,491
ER Physician Fees	8,619,876	7,566,859	8,082,703	9,359,006	1,276,303
ER Facility Fees	3,373,829	2,976,688	3,273,963	3,817,388	543,425
IP Mental Health	10,519	5,437	6,026	5,711	(315)
IP Radiology (Profee)	1,315,517	1,283,356	1,412,657	1,539,765	127,108
IP Surgery	41,667,523	44,884,773	41,269,460	49,801,519	8,532,059
IP Physician Visits	5,675,744	7,449,466	6,546,621	9,102,592	2,555,971
IP Fac Charges (Incl OBDAY)	145,218,674	143,565,222	188,840,824	174,184,998	(14,655,826)
Obstetrics (Profee)	1,007,113	1,040,651	1,031,388	1,259,169	227,781
Inpatient Lab (Profee)	1,137,406	1,080,346	1,176,054	1,219,282	43,228
Med Fees-Therapist & Other	8,701,939	10,251,006	9,069,870	11,021,304	1,951,434
Consulting & Management Fees	13,860,654	17,574,005	16,523,946	18,097,036	1,573,090
Other Non-Medical Fees	54,697	57,768	66,324	63,405	(2,919)
Med Fees-Physician-Clinic Svc	33,772,402	33,283,374	34,714,163	36,041,112	1,326,949
IBNR Expense Accrual	(6,600,296)	11,126,328	0	0	0
OP Lab/Pathology	13,815,474	16,630,058	14,774,265	20,871,013	6,096,748
IP Anes (Profee)	2,833,476	2,655,452	2,927,542	3,269,902	342,360
Prosthesis	1,484,328	1,703,834	2,260,402	1,608,968	(651,434)
Sutures & Surgical Needles	130,109	150,442	170,464	188,723	18,259
Surgical Supplies - General	1,338,008	1,346,003	2,115,832	1,360,494	(755,338)
Anesthetic Materials	7,199	4,564	9,456	5,143	(4,313)
Oxygen and Other Med Gas	5,289,855	97,048	120,651	109,823	(10,828)
IV Solutions	4,477,534	5,034,528	4,824,242	6,117,763	1,293,521
Pharmaceuticals	83,129,550	94,504,420	29,785,227	31,130,233	1,345,006
Radioactive Materials	7,909,436	7,698,827	1,165,976	1,121,149	(44,827)
Radiology Films	8,149,605	9,354,713	8,776,357	11,575,893	2,799,536
Other Med Care Mtl & Supp	43,429,952	53,968,562	49,201,238	61,067,744	11,866,506
Other IP Anc Services	7,742,038	7,452,423	7,994,971	8,667,270	672,299

EXPENDITURES BY TYPE

All County Funds

Account Name	2019-20 Actuals	2020-21 Actuals	2021-22 Revised Adjusted	2022-23 Recommended Budget	2022-23 Change
Food-Other	1,942,072	1,849,075	2,092,099	1,951,160	(140,939)
Linen and Bedding	16,389	12,349	12,255	12,482	227
Cleaning Supplies	700,783	1,039,733	4,740,891	1,041,092	(3,699,799)
Office & Admin Supplies	2,668,424	2,915,700	3,004,123	2,827,797	(176,326)
Employee Wearing Apparel	2,261,128	2,345,746	998,040	2,261,813	1,263,773
Instruments & Minor Med Equip	793,998	615,859	1,706,671	866,123	(840,548)
Other Minor Equipment	5,303,219	5,855,194	4,647,136	4,899,990	252,854
Other Non-Med Supplies	1,422,817	1,346,628	1,779,227	1,548,751	(230,476)
Other Purch Svc-Auditor	4,337,820	4,300,193	4,452,747	5,059,081	606,334
Other Purch Svc-Co Counsel	1,324,101	1,328,649	1,324,101	1,872,074	547,973
Other Purch Svc-Personnel	2,329,806	2,601,447	2,753,323	2,153,181	(600,142)
Ambulance/Medical Transportation	8,586,692	8,259,637	13,601,116	18,140,244	4,539,128
Other	26,129,162	28,804,777	27,784,450	35,185,045	7,400,595
OP Surgery-Facility	4,427,399	3,822,895	4,142,840	4,997,209	854,369
OP Surgery-Professional	17,297,517	20,500,376	19,369,878	23,928,104	4,558,226
CPSP (Perinatal)	557,775	456,364	566,004	558,192	(7,812)
CHDP	2,183,394	1,922,190	2,072,839	2,128,699	55,860
Microfilm Services	0	0	911	911	0
Medical-Purchased Service	248,190,099	319,828,745	142,154,651	144,054,355	1,899,704
Repairs & Maintenance-Equipment	4,386,691	4,022,908	4,056,074	4,434,115	378,041
Management Services	684,008	332,698	619,521	332,698	(286,823)
Collection Agencies	(416,404)	(376,052)	(556,023)	(374,980)	181,043
Other Purchased Services	28,022,208	37,663,108	39,860,440	33,606,543	(6,253,897)
Transportation Services	1,738,029	1,684,204	1,291,116	1,793,720	502,604
Data Processing - County	1,095,317	1,219,561	1,307,639	2,001,269	693,630
Requested Maint- Gen Services	4,788,647	9,164,022	4,376,073	5,010,486	634,413
Sub Acute Facility (SNC)	13,623,215	11,453,853	12,740,720	15,456,472	2,715,752
Deprec & Amort - Bldg & Improve	6,433,395	6,619,526	0	0	0
Deprec & Amort - Lshd Improve	0	116,770	0	0	0
Deprec & Amort - Equipment	4,068,340	3,751,470	161,695	176,351	14,656
Building Occupancy Cost - Co	10,987,625	11,071,144	13,089,449	11,977,298	(1,112,151)
Rental/Lease Costs - Equipment	2,576,162	4,058,800	2,396,692	3,488,602	1,091,910
Building Occupancy - Non Co	5,391,238	5,342,253	5,666,036	6,030,590	364,554
Utilities - Electric & Gas	2,055,093	1,911,486	2,286,698	2,479,800	193,102
Utilities - Water	208,884	228,334	181,503	254,891	73,388
Insurance - Professional Liability	3,750,000	4,250,000	4,750,000	5,000,000	250,000
Insurance - Other	13,904,453	1,393,889	2,137,387	3,167,797	1,030,410
Licenses	512,576	339,814	586,762	462,353	(124,409)
Interest Expense	5,708,198	5,909,380	5,608,026	3,530,926	(2,077,100)
Telephone/Telegraph	5,596,855	5,754,949	5,416,159	6,306,026	889,867
Dues and Subscriptions	2,102,657	1,752,079	2,049,259	2,425,884	376,625
Outside Training Supplies	543,112	339,415	818,938	430,428	(388,510)
Travel - Employee Mileage	592,421	532,522	722,963	566,454	(156,509)
Other Expenses	1,279,599	3,887,949	4,698,025	39,604,202	34,906,177
Travel - CAD Approved	159,309	34,342	338,457	129,841	(208,616)

EXPENDITURES BY TYPE

All County Funds

Account Name	2019-20 Actuals	2020-21 Actuals	2021-22 Revised Adjusted	2022-23 Recommended Budget	2022-23 Change
Travel - County Equipment	234,175	308,059	222,705	262,267	39,562
Building Lifecycle Costs-Co	0	0	6,705	6,705	0
Dental Services	255,047	357,304	296,214	630,554	334,340
Freight Expense Inv Items	45,340	69,358	90,753	67,898	(22,855)
Loss on Dsp Sl-Fixed Assets	0	47,497	71,515	52,600	(18,915)
Interfund Trans-PFA/Hosp	496	361,868	0	0	0
Services And Supplies	**1,735,275,59**	**1,977,228,710**	**1,858,906,503**	**1,900,680,000**	**41,773,497**
Support & Care of Persons	4,550,393	4,053,948	4,257,500	4,039,000	(218,500)
Federal Aid	24,996,563	24,884,665	23,779,605	22,367,485	(1,412,120)
State Aid 2011 Realign	39,287,093	38,124,838	43,510,984	38,512,709	(4,998,275)
County Aid Basic	49,818,527	47,960,415	51,863,769	54,872,024	3,008,255
State Aid	8,225,805	9,748,341	3,434,827	3,504,929	70,102
Service Connected Aid	2,510,486	2,014,664	2,792,836	2,964,089	171,253
Ed & Training Aid Recipients	0	0	0	0	0
Child Day Care Aid	12,804,161	12,326,953	15,865,433	16,260,265	394,832
Composite Aid	2,064	(3,833)	0	0	0
AB85 State Map Aid	17,351,851	16,223,193	25,047,799	22,779,360	(2,268,439)
Principal Payment on Bonds	36,895,000	40,829,733	44,925,000	0	(44,925,000)
Retire Other Long Term	33,510,710	37,723,756	51,111,503	50,274,012	(837,491)
Interest on Bonds	6,705,400	4,687,243	3,508,455	0	(3,508,455)
Interest on Other Long Term Debt	10,106,760	9,025,895	7,015,318	9,010,555	1,995,237
Int on Notes & Warrants	3,749	184	13,300	2,500	(10,800)
Finance Charges	0	18,509	0	0	0
Taxes & Assessments	214,773	215,081	320,892	325,437	4,545
Rights of Way & Easements	150,211	89,643	112,300	89,000	(23,300)
Judgements & Damages	0	555,183	0	100,000	100,000
Depreciation	4,190,266	4,338,902	4,564,725	4,695,452	130,727
Contribution to Other Funds	295,164	264,961	773,000	290,000	(483,000)
Contribution to Enterprise Funds	60,214,375	77,231,000	197,981,000	117,981,000	(80,000,000)
Contribution to Other Agencies	129,967,418	187,347,600	161,067,392	138,560,463	(22,506,929)
Interfund Exp - Gov/Gov	11,924,366	11,989,321	21,253,581	22,602,990	1,349,409
Interfund Exp - Gov/Ent	1,033,290	1,047,543	1,040,777	1,166,907	126,130
Interfund Exp - Ent/Ent	9,660	11,230	25,910	25,910	0
DoIT Phone Exchange	231,961	276,085	231,923	494,628	262,705
DoIT Data Proc Services	535,564	683,584	1,141,060	954,836	(186,224)
DoIT Data Proc Supply	3,119	326	1,000	1,000	0
DoIT Other Telecom Charges	93,169	97,554	26,540	16,906	(9,634)
Gen Svc-Building Occupancy	4,041,274	4,112,740	6,976,097	4,281,317	(2,694,780)
Gen Svc-Requested Mntce	2,428,771	1,990,827	1,664,010	1,452,613	(211,397)
Gen Svc-Use of Co Equipment	395	479	684	584	(100)
Gen Svc-Other G S Charges	298,912	295,985	420,044	379,081	(40,963)
Gen Svc-Building Lifecycle	193,218	195,221	197,981	194,541	(3,440)
DoIT Info Security Charge	30,511	61,454	66,294	128,407	62,113
Other Charges	**462,624,980**	**538,423,221**	**674,991,539**	**518,328,000**	**(156,663,539)**

EXPENDITURES BY TYPE

All County Funds

Account Name	2019-20 Actuals	2020-21 Actuals	2021-22 Revised Adjusted	2022-23 Recommended Budget	2022-23 Change
Land & Building Acquisition	0	17,441,739	0	0	0
WCDF Infrared System IPID	0	0	0	0	0
564-Renovate Suite 400	0	0	0	0	0
003-Old Jail Demolition	0	0	0	0	0
102-Sale PH Library Proprerty	1,208,287	4,905,817	2,000,000	0	(2,000,000)
010-FLIP ADA & Life Safety	37,853	297,276	0	0	0
173-FLIP RF EQ& ADA& Safety	0	1,087	0	0	0
272-FLIP RF EQ& ADA& Safety	460,069	525,155	0	0	0
010-Repair Sewer System	0	0	0	0	0
676 Reno Add Office Space	0	0	0	0	0
015 FLIP Repair Roof	0	0	0	0	0
000-Replace Mods With New	0	0	0	0	0
Boys Ranch Expansion	210	0	0	0	0
Lions Gate Remodel	0	124	0	0	0
10 Douglas Dr D A Project	1,460	0	0	0	0
001-5 yr Capital Fac Plan	58,658,644	8,869,875	100,000	0	(100,000)
273-Rennovate 1st Restroom	0	62	0	0	0
015-2nd Floor Vanilla Shell	0	0	0	0	0
182-FLIP Repair Roof	0	0	0	0	0
632-FLIP ADA Roof Equip	98,059	347,595	0	0	0
044-FLIP Rooftop Equip	28,526	249,135	0	0	0
390-FLIP ADA Safety Roof	151,630	185,731	0	0	0
646-FLIP Rooftop Equip	639	0	0	0	0
561-Reno 1420 Willow Pass	0	0	0	0	0
755-MV MHPUR to Ste D1	0	156	0	0	0
HVAC Kensington Library	0	0	0	0	0
755-MV HMLS Admn to Ste D	0	0	0	0	0
010-Reno M Module	124,761	8,925,010	2,970,000	0	(2,970,000)
390-WCDF Jail Expansion	613,807	455,558	0	0	0
004 Ext Renovation 625 Court	2,148	0	0	0	0
614-1275A Hall Ave T/I	35,020	244,464	0	0	0
Cap Facilities Masterplan	31,115	138,971	0	0	0
275-FLIP HVAC & Generator	36,832	73,383	0	0	0
010-FLIP Repair Roof	0	0	0	0	0
029-FLIP Repair Roof	0	0	0	0	0
129-FLIP Chiller Replace	0	0	0	0	0
130-FLIP Rooftop Equip	0	0	0	0	0
673-FLIP Cooling Tower	0	0	0	0	0
634-FLIP Repair Roof	0	0	0	0	0
676-FLIP Repair Roof	0	0	0	0	0
004-FLIP HVAC Repair	0	0	0	0	0
754-TI AG UCCE 2380 Bisso Lane	0	0	0	0	0
140-Replace Roof	369,747	0	0	0	0
Remodel Courthouse Mtz (F/DA-C)	0	0	0	0	0
458-Replace Roof Library	0	0	0	0	0

EXPENDITURES BY TYPE

All County Funds

Account Name	2019-20 Actuals	2020-21 Actuals	2021-22 Revised Adjusted	2022-23 Recommended Budget	2022-23 Change
275-Remodel Suite 200 CCTV	314,045	806,791	0	0	0
010-Intake Visit Rooms	0	0	0	0	0
000-Prkg Lot Solar Panels	5,725	0	0	0	0
044-Console Remodel J.Hall	38,700	0	0	0	0
323-Replace Roof & HVAC	53,769	0	0	0	0
041-HSD Mobile Clinic Lot	45,906	0	0	0	0
041-Sheriff Parking Lot	37,241	0	0	0	0
041-Building Improvements	146	0	0	0	0
041-Yard Paving	68,346	0	0	0	0
044-J.Hall Recreation Area	0	0	0	0	0
458-Bldg Improvements	309,625	893	0	0	0
029-Repair Retaining Wall	326,136	577	0	0	0
010-FLIP Electric/Plumb/HVAC/WP	1,506,896	113,160	0	0	0
182-FLIP Electrical/HVAC	46,726	10,119	0	0	0
Emergency Comm Sys Imps	0	0	0	0	0
048-FLIP Electrical/HVAC	12,508	23,401	0	0	0
390-FLIP Electric/Plumb/HVAC	75,175	29,348	0	0	0
129-FLIP Electrical	121,959	8,538	0	0	0
130-FLIP Electrical	94,518	3,189	0	0	0
006-FLIP Roof Repair	120,700	0	0	0	0
668-FLIP Roof Repair	240,299	0	0	0	0
646-FLIP Roof Repair	128,515	0	0	0	0
173-FLIP Roof Repair	133,042	0	0	0	0
687-FLIP Roof Repair	51,133	0	0	0	0
757-FLIP Pump Station	751,649	1,340,029	0	0	0
Various Improvements	249,822	402,101	0	0	0
R-Rep Solar Proj-7 Sites	(362,213)	0	0	0	0
010-Repair/Epoxy Showers	255,792	0	0	0	0
632-FLIP Electrical	21,557	38,258	0	0	0
390 WCDF Upgrade Elctrnc Sys	49	0	0	0	0
390-WCDF-Rmdl Visit Ctr	572	0	0	0	0
458-Remodel El Sbrnt Library	1,883,591	26,151	0	0	0
245-Modernize Elevator	206,601	164,594	0	0	0
010-Module F Repairs	431,898	0	0	0	0
811-Repair Roof	0	0	0	0	0
FLIP-095-6401 Stcktn-AC03	0	0	0	0	0
FLIP-163-406-6th St-FS0	568	1,094	0	0	0
FLIP-390-5555 Giant-IS05	49	0	0	0	0
157-BTHRM/AC/PRKG/ADA	985,325	670,123	0	0	0
000-New Antioch Care Center	18,555	260	0	0	0
093-CSB Kitchen Site Prep	658,046	0	0	0	0
038 - Relocate Fin/Prsnl	444,580	(1,036)	0	0	0
010-Repair Pipes F Module	46,437	0	0	0	0
390-Perim Security System	24,241	19,195	0	0	0
520-FLIP HVAC Retro	110,103	0	0	0	0
634 Parking Lot Expansion	200,821	975,383	0	0	0

EXPENDITURES BY TYPE

All County Funds

Account Name	2019-20 Actuals	2020-21 Actuals	2021-22 Revised Adjusted	2022-23 Recommended Budget	2022-23 Change
Waste Oil Tank 1801 Shell	169,024	121,332	0	1,000	1,000
274-Lighting Retrofit	30,716	207,856	0	0	0
275-Replace Elevator	0	80,106	0	0	0
670-Replace Boiler	0	49,460	0	0	0
201-COVID Testing Machine	0	394,370	0	0	0
015-Expand Onsite Storage	70,945	0	0	0	0
502-CSB Kitchen Construction	0	144,373	0	0	0
000-INSTL Boiler/Chiller	0	799,620	0	0	0
182-Replace Septic System	0	841,230	109,000	0	(109,000)
000-Relocate Radio Tower	0	102,739	15,000,000	0	(15,000,000)
722-Feasibility & Design	0	4,702,701	0	0	0
244-Replace Roof	0	236,117	0	0	0
387-Replace Plumbing	0	660,767	0	0	0
227-Restore Roof	0	223,766	0	0	0
010-RPLC Security Cameras	0	11,452	145,000	0	(145,000)
010-FLIP Floor/Bunks Mod C	0	94,678	0	0	0
044-Reconfig Showers	0	77,030	0	0	0
010-FLIP Mod M Plumbing	0	300,035	0	0	0
012-Paint & Flooring	0	843	684,000	0	(684,000)
County Capital Plan Undsg 21-22	0	20,183	0	0	0
025-Dsgn/Est Replace Strctrs	0	6,932	0	0	0
733-Crisis Stabilization Unit	0	2,803	0	0	0
615-Car Cage	0	4,801	0	0	0
728-Structural Repairs	0	291	0	0	0
045-FLIP HVAC	0	132	0	0	0
390-FLIP Electrical Brkr	0	64	0	0	0
000-Replace Generators	0	(1,024)	0	0	0
390-Intercom System	0	171	0	0	0
390-Video System Upgrade	0	2,109	0	0	0
273-Modernize Elevator	0	0	205,000	0	(205,000)
001-651 Pine Demo	0	1,264,480	10,000,000	0	(10,000,000)
245-Repair Parking Lot	0	0	300,000	0	(300,000)
244-Replace Chiller	0	0	600,000	0	(600,000)
40 Muir-Bldg Remodel/Occupancy	46	0	0	0	0
230 Hookston-Landscaping	8,507	89,048	10,000	5,000	(5,000)
Sheriff's Facilities Imps	35,041	0	0	0	0
Clerk/Recorder/Electoins New Fac	1,772	0	0	0	0
Undesignated Cap Projects	0	3,000,000	16,250,000	16,250,000	0
555-2500 Alh-Cnvrt Ed Rms	0	0	0	0	0
555-Redesign Pharmacy	82,018	2,832	0	0	0
LMCH Ambulatory Care Clinic	968,588	562,936	721,678	600,000	(121,678)
Hosp-I and J Ward A/C	172	0	0	0	0
Pathology Lab Remodel	393	0	211,561	(0)	(211,561)
RHC - Carpet	8,902,300	48,433	4,307,055	1,000,000	(3,307,055)
3505 Lonetree Ste 1 Imps	11,148	0	0	0	0

EXPENDITURES BY TYPE

All County Funds

Account Name	2019-20 Actuals	2020-21 Actuals	2021-22 Revised Adjusted	2022-23 Recommended Budget	2022-23 Change
550-TI Move Him & Parking	950	282	0	0	0
756-TI HSD 2380 Bisso B	0	0	0	0	0
Sidewalk Repairs-Hosp-Mtz	6,090	90	43,764	(0)	(43,764)
756-Construct Data Center	485,130	716,918	739,902	0	(739,902)
New Health Ctr-801Chesley	229	0	0	0	0
Kitchen/Cafe A/C-Hosp-Mtz	11,394	186,178	0	0	0
Work Sta Imps-Hosp-Mtz	231,403	1,258	0	0	0
201-Rplc Liquid 02 Tanks	335,712	839,009	545,490	0	(545,490)
201-Pharmacy Clean Room	71,456	242,775	0	0	0
M-Ward Ext Imps-Hosp-Mtz	3,581	74,501	0	0	0
Doors-Code Corrs-Hosp-Mtz	2,543	176,893	0	200,000	200,000
Regist Remodel 100-38th Rich	880	0	0	0	0
201-RPLC Cooling Towers	0	166,269	0	0	0
Boiler Repl-597 Center	0	169,245	0	90,000	90,000
550-Replace Cooling Tower	0	61,049	0	1,000,000	1,000,000
201-Replace Cart Washer	0	4,436	0	500,000	500,000
201-Replc Surgical Lights	0	30,810	0	0	0
201-Segregate Sewer Lines	0	0	0	480,000	480,000
201-Emerg Suppl Warehouse	0	0	0	1,200,000	1,200,000
AIP #13 Airfield Enhancements	0	0	0	950,000	950,000
BFA AIP24 ARFF Building Design	0	0	0	0	0
AIP 27 CCR Security Upgrade	0	0	2,375,000	2,400,000	25,000
BFA AIP28 ARFF Trmnl Cnst	0	0	6,149,000	11,476,000	5,327,000
Miscellaneous Equipment	334,575	1,648,272	2,796,565	1,321,565	(1,475,000)
Special Assistive Devices	162,760	0	0	0	0
Office Equip & Furniture	2,322,652	1,786,407	10,696,302	8,627,952	(2,068,350)
Institutional Equip & Furniture	444,703	612,065	239,705	239,705	0
Autos and Trucks	788,273	1,177,024	5,577,542	5,633,252	55,710
Medical & Lab Equipment	1,380,653	2,903,365	83,989,380	5,353,614	(78,635,766)
Radio & Communication Equip	33,558	285,914	1,181,912	681,912	(500,000)
Tools & Sundry Equipment	158,633	(11,115)	207,125	363,000	155,875
Heavy Construction Equipment	0	0	0	0	0
Capitalized Software	289,378	156,228	284,000	154,000	(130,000)
Fixed Asset Adj Year-End	(13,269,597)	(5,795,432)	0	0	0
Fixed Assets	**75,593,586**	**66,778,412**	**168,438,981**	**58,527,000**	**(109,911,981)**
Reimbursements-Gov/Gov	292,665,495	303,736,729	384,574,433	380,893,362	(3,681,071)
Reimbursements-Gov/Ent	260,176	331,736	355,450	361,450	6,000
Reimbursements-Ent/Ent	0	0	2,000	2,000	0
Intrafund-Trans-Gov/Gov	11,821,756	11,032,976	60,672,056	35,817,050	(24,855,006)
Transfers-Gov/Ent	961,032	1,214,218	1,377,006	1,377,006	0
Interfund Trans-Hosp/PFA	308,481	0	0	0	0
Intrafund-Trans-Salaries	(40,154)	(8,209)	(3,247,936)	(7,510,455)	(4,262,519)
Intrafund-Trans-Services	(160,976,803)	(182,968,882)	(227,637,425)	(206,165,270)	21,472,155
Interfund-Trans-Other Charges	0	0	0	0	0
Intrafund-Trans-Fixed Assets	(1,787,984)	(1,758,225)	(1,756,296)	(1,603,143)	153,153

EXPENDITURES BY TYPE

All County Funds

Account Name	2019-20 Actuals	2020-21 Actuals	2021-22 Revised Adjusted	2022-23 Recommended Budget	2022-23 Change
Work Auth Transfer Adjustment	0	0	0	0	0
Expenditure Transfers	**143,212,000**	**131,580,342**	**214,339,288**	**203,172,000**	**(11,167,288)**
Appropriation For Contingencies	0	0	8,120,600	15,000,000	6,879,400
Provisions For Contingencies	**0**	**0**	**8,120,600**	**15,000,000**	**6,879,400**
TOTAL EXPENDITURES	**3,798,962,610**	**4,197,310,750**	**4,628,124,344**	**4,429,375,000**	**(198,749,344)**

CHANGES IN PROJECTED FUND BALANCE

Major Governmental Funds (in thousands)

	Ending Fund Balance June 30, 2018	Ending Fund Balance June 30, 2019	Ending Fund Balance June 30, 2020	Ending Fund Balance June 30, 2021	% Change	Projected Fund Balance June 30, 2022	% Change
General Fund (Major Fund)							
Nonspendable	8,997	4,414	6,584	4,806	(27.0%)	4,806	0.0%
Restricted	30,035	36,830	44,015	46,420	5.5%	46,420	0.0%
Committed	1,398	1,235	1,263	1,196	(5.3%)	1,196	0.0%
Assigned	199,972	206,628	231,782	265,240	14.4%	265,240	0.0%
Unassigned	254,848	335,404	353,526	403,304	14.1%	418,304	3.7%
Total	495,250	584,511	637,170	720,966	13.2%	735,966	15.5%
CCC Fire Protection District Special Revenue							
Nonspendable	1,582	1,415	1,552	1,211	(22.0%)	1,211	0.0%
Restricted	14,270	24,407	41,745	59,461	42.4%	59,461	0.0%
Assigned	59,757	59,757	59,461	54,017	(9.2%)	54,017	0.0%
Total	75,609	85,579	102,758	114,689	11.6%	114,689	0.0%
All Other Non-Major Governmental Funds in the Aggregate							
Nonspendable	4,549	3,439	3,699	3,770	1.9%	3,770	0.0%
Restricted	480,607	470,078	437,438	566,136	29.4%	566,136	0.0%
Committed	342	342	342	342	0.0%	342	0.0%
Assigned	90,591	97,146	106,317	114,133	7.4%	114,133	0.0%
Unassigned	(4,521)	(625)	-	(631)	0.0%	(631)	0.0%
Total	571,568	570,380	547,795	683,750	24.8%	683,750	0.0%
Total Governmental Funds							
Nonspendable	15,128	9,268	11,834	9,787	(17.3%)	9,787	0.0%
Restricted	524,912	531,315	523,198	672,017	28.4%	672,017	0.0%
Committed	1,740	1,577	1,605	1,538	(4.2%)	1,538	0.0%
Assigned	350,320	363,531	397,560	433,390	9.0%	433,390	0.0%
Unassigned	250,327	334,779	353,526	402,673	13.9%	417,673	3.7%
Total	**1,142,427**	**1,240,470**	**1,287,723**	**1,519,405**	**18.0%**	**1,534,405**	**1.0%**

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, which is the primary operating fund of the county, had a FY 2021-22 beginning fund balance of $720.9 million representing 13.2% growth over the previous year. Revenues have rebounded strongly recently especially due to property taxes and property taxes in lieu of vehicle license fees. Intergovernmental revenue increased by $195.5 million (30.1%), mainly due to an increase in Coronavirus Relief fund revenues for the COVID-19. Taxes increased by $52.8 million (11.7%) due to an increase in property tax. Charges for Services decreased by $41.2 million (17.5%) due mainly to a decrease in Medi-Cal payments for Mental Health services. Other revenue decreased by $17.5 million (5.1%) due to a decrease in federal aid reimbursements for the Med-Cal program. In total, General Fund revenues increased by 10.3% ($177.5 million) and expenditures increased by 8.1% ($128.6 million).

CHANGES IN PROJECTED FUND BALANCE (continued)

Fund balance is expected to remain relatively flat in FY 2022-23 due mainly to continued COVID-19 expenses. Current labor negotiations will likely produce significantly higher salaries and benefits costs, which are intended to allow the County to attract and retain a larger skilled labor force. The projected increase in Unassigned balance is for the $15 million in budgeted contingency reserves. Note these figures do not take into account any future impact from COVID-19. It is anticipated that FY 2022-23 will have very little growth in reserves.

The CCC Fire Protection District's Special Revenue Fund provides fire and emergency medical services to nine cities and certain unincorporated areas in the County. The District's fund balance increased by $11.9 million during FY 2020-21 and had a FY 2021-22 beginning fund balance of $114.6 million, which represented 11.6% growth over the previous year. Total revenues increased by 3.2% ($6.8 million), while expenditures increased by 7.7% ($15.2 million) in FY 2020-21. The increase in expenditures was mainly due to safety employees receiving a 5% wage increase and increases in overtime due to the impacts of COVDID-19 staffing. An increase in tax revenues from continued improvement in the housing market supported a rise in assessed valuations of real property resulting in an increase in property tax. Additionally, ambulance service cost recovery increased. 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 $683.7 million in Non-Major fund balance, $585.6 million is in Special Revenue Funds, $95.5 million in Debt Service Funds, $752,000 in Capital Project Funds, and $1.8 million in the Permanent Fund. Growth was 24.8% in FY 2020-21 compared to the two previous years of negative grown (4.0% and 0.2% in FY 2019-20 and 2018-19 respectively), and a positive 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

CHANGES IN NET POSITION
Proprietary Funds (in thousands)

	Ending Position June 30, 2018	Ending Position June 30, 2019	Ending Position June 30, 2020	Ending Position June 30, 2021	% Change	Projected Position June 30, 2022	% Change
County Hospital							
Net Invest in Capital Assets	63,379	77,401	82,038	85,389	4.1%	85,389	0.0%
Unrestricted	(131,903)	(122,846)	(96,240)	(15,956)	(21.7%)	(15,956)	0.0%
Total	(68,524)	(45,445)	(14,202)	69,433	(68.7%)	69,433	0.0%
HMO Medi-Cal							
Net Invest in Capital Assets	0	0	0	0			
Unrestricted	69,236	72,698	80,891	106,444	31.6%	106,444	0.0%
Total	69,236	72,698	80,891	106,444	31.6%	106,444	0.0%
Nonmajor							
Net Invest in Capital Assets	18,516	18,237	18,543	24,690	33.1%	24,690	0.0%
Unrestricted	12,058	12,088	13,478	11,101	-17.6%	11,101	0.0%
Total	30,574	30,325	32,021	35,791	11.8%	35,791	0.0%
Total							
Net Invest in Capital Assets	81,892	95,638	100,581	110,079	9.4%	110,079	0.0%
Unrestricted	(50,609)	(38,060)	(1,871)	101,589	(95.1%)	101,589	0.0%
Total	31,283	57,578	98,710	211,668	114.4%	211,668	0.0%
Internal Service							
Net Invest in Capital Assets	7,814	9,411	10,801	10,542	-2.4%	10,542	0.0%
Unrestricted	5,123	18,657	39,246	2,958	-92.5%	2,958	0.0%
Total	12,937	28,068	50,047	13,500	-73.0%	13,500	0.0%
Grand Total	**44,220**	**85,646**	**148,757**	**225,168**	**51.4%**	**225,168**	**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. Capital expenditures are defined as those expenditures incurred for the improvement to or acquisition of land, facilities and infrastructure.

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 2022-23 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

Figure 1 New Administration Complex looking Southeast

The Capital Improvement budget narrative can be found beginning on Page 57 in the Departmental Budget Summary section of this document. It includes a recommended budget for Minor Capital Improvements of $1.15 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 $3.7 million, intended as a resource for construction and repair of County facilities. The Capital Improvement Plan section, Page 587 in this document, describes the major capital projects currently underway in the County including the sources of funding. Debt service for past and current projects, including the new debt service of $2,857,184 for the 651 Pine Street complex, is budgeted under General County Building Occupancy (Public Works Department) on Page 181.

The County completed a Facilities Condition Assessment of approximately 3.75 million square feet of County owned and leased facilities. This was in support of the completed Master Facilities Plan that will be used to guide future capital budgeting decisions starting this fiscal year. The work established a multi-year capital plan and will help the County to develop a more sophisticated/improved method to implement and monitor the capital budget. This will also allow a more focused approach to:

- Capital Planning Policies
- Master Plans and Capital Improvement Planning
- Multi-Year Capital Planning
- Capital Asset Management
- Communicating Capital Improvement Strategies
- Capital Project Monitoring and Reporting
- Presenting the Capital Budget in the Operating Budget Document

CAPITAL IMPROVEMENT PLAN

In FY 2022-23, the County will be in construction on one significant capital project, the Administration Complex Demolition and Rebuild (ADR) project which is a three-story office building with parking on the site of the previous administration tower and a new civic plaza. The County will start design and development of the West County Re-Entry, Treatment and Housing (WRTH) project, a mental health treatment center with 96 beds for incarcerated individuals with mental health issues and re-entry classroom and program space along with 192 housing beds at the West County Detention Facility. Identification of major capital projects had previously occurred during the Capital Projects section of the annual Board of Supervisors Retreat with subsequent authorization of contracts and allocation of funding during the budget adoption process and as needed throughout the fiscal year. As noted above, the County is transitioning to a more long term capital planning process during this fiscal year with the new Master Facilities Plan. A description of and funding sources for each major capital project follows.

West County Re-Entry, Treatment and Housing (WRTH)

The County awarded a design-build construction contract in FY 2021-22 for the West County Re-Entry, Treatment and Housing Project (WRTH). This project will partially replace space in the older Martinez Detention Facility, 288 general population beds, 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 as an equal number of beds will be removed from MDF after WRTH is completed. This will reduce the number of detainees at the Martinez facility allowing that facility to prolong its useful life. The total construction project is budgeted at $95.5 million made up of a grant from the State of California for $70.0 million and a $25.5 million match from the County (appropriated in FY 2017-18). There is no ongoing impact on the operating budget from this non-recurring capital expenditure.

Figure 2 WRTH Project visitors entrance

CAPITAL IMPROVEMENT PLAN

Administration Complex Demolition and Replacement

The County awarded a design-build contract in FY 2021-22 to demolish the former County Administration Complex at 651 Pine Street. County staff have fully moved into the New Administration building and the former complex of 122,000 square feet is obsolete and past its useful life and economically infeasible to retrofit to modern standards. Following demolition, the County will construct approximately 30,000 square feet of ground floor parking and lobby and circulation space with two stories, approximately 40,000 square feet, of County office space above the parking. The total project budget is $75 million and financing for this project comes from $45 million in new debt issued during FY 2020-21 and $35 million from Capital Reserves. The new debt service is $2.8 million per year for the next 20 years.

Figure 3 New County office building on site of previous administration building looking North

The County's investment in capital assets for its governmental and business-type activities as of June 30, 2021, was $1,290,819,000 (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 2020-2021 increased by 4.5% (an 5.0% increase for governmental activities and a 1.8% 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 $19.3 million, Building and Improvements $6.4 million, and Construction in Progress $80.2 million.

CAPITAL IMPROVEMENT PLAN

It should be noted that the County currently has over $200 million in deferred maintenance projects. The projects are addressed on the basis of need. As buildings are repaired, replaced or sold, significant maintenance is eliminated. Replacement of the administration building at 651 Pine Street, for instance, has eliminated almost $25 million in deferred maintenance. The following table identifies planned significant non-recurring General Fund capital expenditures for FY 2022-23. The difference between the total of $9.62 million listed below and the $12.55 million budgeted under Facilities Lifecycle Improvement (Page 58) is for contingency/unanticipated projects.

Department	Address	Description of Work	Grand Total
Sheriff MDF	1000 Ward Street, Martinez	Underground storage tank	$3,000,000
Sheriff WCDF	5555 Giant Hwy, Richmond	Parking lot repairs	$1,500,000
Public Works	255 Glacier Drive, Martinez	Roof	$1,000,000
DoIT	30 Douglas, Martinez	HVAC	$1,000,000
Public Works	2471 Waterbird, Martinez	Fuel Station rehab	$800,000
Public Works	2467 Waterbird, Martinez	Roof	$700,000
Various Departments	50 Douglas, Martinez	Exterior Windows	$500,000
Various Departments	50 Douglas, Martinez	Exterior Paint	$400,000
Public Works	2475 Waterbird, Martinez	Roof	$225,000
Public Works	4785 Blum Road, Martinez	HVAC	$150,000
Public Works	2467 Waterbird, Martinez	HVAC	$150,000
Probation Juvenile Hall	202 Glacier, Martinez	Replace exterior freezer box	$125,000
Sheriff	1960 Muir, Martinez	Refrigeration equipment	$70,000
Grand Total			**$9,620,000**

The County completed both a Facilities Condition Assessment for a point-in-time look at the physical condition of approximately 3.75 million square feet of owned and leased County buildings. This data was used to help complete the preparation of a Master Facilities Plan that was completed and adopted at the end of the previous fiscal year. 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. The County is currently performing a Facilities Condition Assessment for the entire approximately 4 million square feet of County owned and leased spaced.

CAPITAL IMPROVEMENT PLAN

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 completed a facilities condition assessment in FY 2021-22 which identified approximately $500 million in needs over the next five years. The largest concentration of need was in air handling equipment and electrical systems. The assessment also prepared a software system to help prioritize future budgets to address the most critical needs.

CURRENT DEBT POSITION

The most recent Debt Report was issued by the Debt Affordability Advisory Committee on March 18, 2022. Information on the current Debt Position of the County follows:

Outstanding Debt. As of June 30, 2021, the County had a total of $299.5 million of outstanding Pension Obligation Bonds (POBs) and Lease Revenue Bonds (LRBs). This represents a decrease of $18.6 million from the previous year. 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 County's Lease Revenue Bonds are tax-exempt securities. A detailed list of outstanding lease revenue and pension obligation bonds as of June 30, 2021 is shown below.

County of Contra Costa (County Only)
Outstanding Lease Revenue and Pension Obligation Bonds and True Interest Cost
(as of June 30, 2021)
($ in thousands)

Bond Issues	Date of Issue	Final Maturity Date	Principal Amount Issued	Outstanding Principal	True Interest Cost (%)
Lease Revenue Bond Issues (LRBs):					
2015 Series A (Refunding and Capital Projects)	08/25/15	06/01/35	19,055	13,585	3.18%
2015 Series B (Refunding and Capital Projects)	08/25/15	06/01/28	52,060	24,315	2.40%
2017 Series A (Refunding and Capital Projects)	03/03/17	06/01/27	99,810	42,320	2.33%
2017 Series B (Capital Projects)	05/26/17	06/01/32	100,285	76,930	2.39%
2021 Series A (Capital Projects)	03/18/21	06/01/41	63,540	63,540	2.26%
2021 Series B (Refunding)	03/18/21	06/01/38	33.880	33,880	1.80%
	Total LRBs		**$368,630**	**$254,570**	
Pension Obligation Bond Issues (POBs):					
Series 2003 A (Taxable)	05/01/03	06/01/22	322,710	44,925	5.36%
	Total POBs		**$322,710**	**$44,925**	
	Grand Total		**$691,340**	**$299,495**	

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 2020-21, the County's total assessed valuation base was $236.8 billion and the growth rate of net assessed valuation in the County was 4.78%. 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 compound annual growth rate in assessed valuation averaged 5.1% over the last 20 years, 4.8% over the last 10 years and 5.5% over the past 5 years. Assessed valuation fell by a cumulative 10.1% from the then high of $159.8 billion in FY 2008-09 to the trough in FY 2011-12 as a result of the impacts from the Great Recession on the County's local economy. Assessed

CURRENT DEBT POSITION

valuation has stabilized and continues to grow. Subsequent to the reporting period of June 30, 2021, net local assessed valuation grew by 3.44% for FY 2021-22.

The net assessed value of taxable property was $229.7 billion ($236.8 billion gross), resulting in a statutory bonded debt limitation of $11.49 billion (calculated by taking 5% of the assessed value of taxable property) and a California Constitution limit of $2.87 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, 2021, the County's outstanding bonded debt was $44.9 million leaving a statutory margin of $11.45 billion and a Constitutional margin of $2.86 billion.

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, 2021. Note that these are County obligations and do not include Special Districts or Successor Agency obligations (also excluded are capital leases). Some portions of annual debt service may be reimbursed from funds outside of the General Fund depending on the capital project in the case of lease revenue bonds and on type of function in the case of pension obligation bonds.

County of Contra Costa (County Only)
Debt Service Requirements for Outstanding Lease Revenue and Pension Obligation Bonds
(As of June 30, 2021)

Fiscal Year Ending 6/30	Lease Revenue Bond Debt Service (1)			Pension Obligation Bond Debt Service			Total Debt Service
	Principal	Interest	Total	Principal	Interest	Total	
2022	30,070,000	9,193,769	**39,263,769**	44,925,000	2,457,398	**47,382,398**	**86,646,167**
2023	30,985,000	8,249,513	**39,234,513**	0	0	**0**	**39,234,513**
2024	22,020,000	7,197,138	**29,217,138**	0	0	**0**	**29,217,138**
2025	20,650,000	6,428,319	**27,078,319**	0	0	**0**	**27,078,319**
2026	19,120,000	5,678,516	**24,798,516**	0	0	**0**	**24,798,516**
2027	18,590,000	5,011,534	**23,601,534**	0	0	**0**	**23,601,534**
2028	12,930,000	4,356,806	**17,286,806**	0	0	**0**	**17,286,806**
2029	12,080,000	3,896,874	**15,976,874**	0	0	**0**	**15,976,874**
2030	12,500,000	3,483,884	**15,983,884**	0	0	**0**	**15,983,884**
2031	12,930,000	3,054,467	**15,984,467**	0	0	**0**	**15,984,467**
2032	13,360,000	2,621,454	**15,981,454**	0	0	**0**	**15,981,454**
2033-2041	49,335,000	9,889,288	**59,224,288**	0	0	**0**	**59,224,288**
TOTAL	**$254,570,000**	**$69,061,562**	**$323,631,562**	**$44,925,000**	**$2,457,398**	**$47,382,398**	**$371,013,960**

(1) Excludes capital leases

CURRENT DEBT POSITION

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 $30.6 million of net present value savings have been achieved over the remaining terms of bonds refunded since 2002. The vast majority of those savings have been realized over the period 2015-2021 due to historically low interest rates. Specifically, refunding issuances totaling $221.4 million in lease revenue bonds as part of the plan of finance for the County's 2015 Series B, 2017 Series A and 2021 Series B issuances have resulted in combined net present value savings of $21.0 million over that period. 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.

County of Contra Costa (County Only)
Lease Revenue Bond Refunding Savings Since 2002
(as of June 30, 2021)

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
2021 Series B (current refunding)	48.410	17 years	7.34	774,480
Total	**$465.585**		**$30.63**	**$2,861,721**

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 Contra Costa bond refundings where the prior debt service has been 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 of the course of time. For purposes of determining "savings" from issuance of POBs, it is typically assumed that the respective UAAL (inclusive of assumptions) will not change over the term of the POBs 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.

CURRENT DEBT POSITION

For example, with regard to 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 approximately $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 of issuance, but also assumed CCCERA would earn 8.35% each year over the term of the bonds. The assumed actuarial interest rate has since been lowered (several times) to 7.00% meaning that long-term savings from POBs are also reduced. CCCERA's net return on market value of assets for the last five calendar years combined has exceeded the assumed actual rate of return.

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. In that way, the gross amount of annual savings from issuance of the POBs could not simply be applied to fund other County functions.

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.

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 due to expenditures outpacing revenues. As of June 30, 2007, both Moody's and S&P had removed their respective Negative outlooks and returned to the County to a Stable outlook citing the improved financial flexibility and reserves. Currently, the County enjoys the highest ratings that its had from Moody's and Standard & Poor's in over 25 years. A table showing the history of the County's credit ratings is provided on the next page.

CURRENT DEBT POSITION

History of Underlying Long-Term Ratings Since 1995
All Rating Outlooks are "Stable" Unless Otherwise Noted in Footnotes 4 and 5

		Implied General Obligation Bond/ Issuer Rating		Pension Obligation Bond		Lease Revenue Bond/Certificates of Participation	
Notes	FY Ending June 30	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+
12	2020	Aa2	AAA	A1	AAA	Aa3	AA+
13	2021	Aa1	AAA	Aa3	AAA	Aa2	AA+
14	2022	Aa1	AAA	Aa3	AAA	Aa2	AA+

1. Municipal bond insurance policies were purchased to allow the ratings to be increased to Aaa (Moody's) and AAA (Standard & Poor's) 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. Standard & Poor's 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, Standard & Poor's 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, Standard & Poor's upgraded the County's ratings for each type of debt.
9. October 6, 2016, Moody's upgraded the County's Lease Revenue Bond 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.
12. October 13, 2020, Moody's released an Annual Issuer Comment Letter that cited the County's underlying General Obligation bond rating at Aa2 with a "Stable" outlook.
13. February 16, 2021, Moody's upgraded the County's issuer rating from Aa2 to Aa1, upgraded the County's Pension Obligation Bond rating from A1 to Aa3 and upgraded the County's Lease Revenue Bond ratings from Aa3 to Aa2. On February 18, 2021, Standard & Poor's affirmed the County's issuer credit rating at AAA with a "Stable" outlook.
14. The County's credit ratings remain unchanged from the prior year 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.

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.

While the County awaits the input of the community engagement and planning process for the proposed Office of Racial Equity and Social Justice, new for FY 2022-23, the County Administrator has encouraged departments to include in their Performance Indicators metrics that reflect racial equity and social justice outcomes. By including performance indicators for race and socioeconomic class, the County can draw attention and action to important differences in outcomes, the disparity gaps, among groups on the measures. With this information, the County can consider making different policy and funding choices via the budgeting process to achieve more equitable and just outcomes. In the words of Dr. Mark Ghaly, Secretary of the California Health and Human Services Agency, to address the effects of the COVID-19 pandemic and create a future that is equitable and just, "a disproportionate investment in populations and groups that have a disproportionate impact" is needed.

In addition to these equity-related metrics, the County Administrator has encouraged departments to include the voices and input of diverse communities in the budget development process. The County has also taken steps to promote community engagement and education in the budget process in partnership with the local "Budget Justice Coalition." By striving for public agreement about values and priorities, transparency in the decision-making process, and accountability for results—particularly for its most disadvantaged and under-resourced communities, public trust and confidence in County government can be advanced. Residents will know their interests are being served and their voices heard, and the Board of Supervisors can be assured that their budget decisions are addressing the priorities and needs of all our communities.

County of Contra Costa

Appendix

Organization of the Recommended Budget Book

This Fiscal Year 2022-23 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 2022-23 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, Monica Nino.

OVERVIEW

Information contained in this section includes a general profile of Contra Costa County, (size, population, employment and personal 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.

Organization of the Recommended Budget Book

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 and title.

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 2022-23 Administrative and Program Goals.

8. If applicable, this area summarizes recommended service additions and/or reductions by program.

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Department Head Name and title

Agriculture
General Government

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General Fund	2019-20 Actuals	2020-21 Budget	2022-23 Baseline	2022-23 Recommended	Change
Expenditures					
Salaries and Benefits	4,793,586	5,180,000	5,156,000	5,263,000	107,000
Services and Supplies	1,157,978	1,349,000	1,247,000	1,247,000	0
Fixed Assets	48,695	9,000	0	0	0
Expenditure Transfers	534,002	624,000	674,000	674,000	0
Expense Total	**6,534,262**	**7,162,000**	**7,077,000**	**7,184,000**	**107,000**
Revenue	865,554	1,205,000	1,160,000	1,160,000	0
Other Local Revenue	3,379,431	3,474,000	3,502,000	3,502,000	0
State Assistance	**4,244,985**	**4,679,000**	**4,662,000**	**4,662,000**	**0**
Total Revenue	**2,289,277**	**2,483,000**	**2,415,000**	**2,522,000**	**107,000**
Net County Cost (NCC)	**4,793,586**	**5,180,000**	**5,156,000**	**5,263,000**	**107,000**
Allocated Positions (FTE)	**44.3**	**44.3**	**44.3**	**44.3**	**0.0**
FINANCIAL INDICATORS					
Salaries as % of Total Exp	73%	72%	73%	73%	
% Change in Total Exp		10%	(1%)	2%	
% Change in Total Rev		10%	0%	0%	
% Change in NCC		8%	(3%)	4%	
Compensation Information					
Permanent Salaries	3,122,686	3,403,743	3,523,556	3,582,357	58,801
Permanent Overtime	1,414	0	0	0	0
Deferred Comp	36,360	38,359	47,793	50,286	2,493
FICA/Medicare	238,146	260,478	265,544	271,154	5,610
Ret Exp-Pre 97 Retirees	7,388	9,350	9,350	9,350	0
Retirement Expense	758,815	798,798	672,063	685,170	13,107
Employee Group Insurance	340,145	387,670	394,221	421,210	26,989
Retiree Health Insurance	162,340	167,388	176,035	176,035	0
OPEB Pre-Pay	82,252	67,944	0	0	0
Unemployment Insurance	3,426	6,887	7,136	7,136	0
Workers Comp Insurance	40,613	39,383	60,301	60,301	0
Permanent Salaries	3,122,686	3,403,743	3,523,556	3,582,357	58,801

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Department Description

The preceding table is a summary of expenditures, revenues and net County costs for budget units administered by the Agriculture/Weights and Measures Department. Included is data for the following budgets: Administration, Agriculture & Pest Detection Management, Weights & Measures, and the UC Cooperative Extension.

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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 nutrition education programs.

Administration

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

Administration Summary

Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$2,164,700
Financing:		0
Net County Cost:		2,164,700
Funding Sources:		
General Fund	100.0%	$2,164,700
FTE: 4.0		

Organization of the Recommended Budget Book

Agricultural Division

Description: Provides enforcement of pesticide use and worker safety regulations; enforcement of quarantine regulations; regulatory oversight of Certified Farmer's Market, Industrial Hemp, 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.

Agricultural Division Summary		
Service:		Mandatory
Level of Service:		Discretionary
Expenditures:		$3,639,100
Financing:		3,842,400
Net County Cost:		(203,300)
Funding Sources:		
State	90.6%	$3,480,600
Fees	6.8%	261,456
Interfund Revenue	2.0%	77,544
Other	0.5%	20,000
Forfeiture/Penalties	0.1%	2,800
FTE: 32.3		

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CAO's Recommendation

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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). California Food and Agricultural Code (FAC) Section 224(g) states that counties must maintain a specified level of County General Fund support for the Agriculture Department. Reductions in General Fund support would place Unclaimed Gas Tax revenue in jeopardy.

For the FY 2022-23 Recommended Budget, increased expenditures are offset with increased revenues. State funding through unclaimed gas taxes, industrial hemp regulation, canine detection, and high risk pest exclusion programs increased last fiscal year. This additional revenue has helped fund increased personnel costs and an increase in service levels. A restoration of the Department's vacancy factor is also recommended to increase the Department's ability to meet the increase in service level.

The Weights and Measures Division will continue to experience increased workload as new weighing, measuring and transaction technology is developed. Some of this new technology includes transportation network systems, hydrogen dispensers, and electric charging stations. All these new technologies come with increased workload and increased costs. The Department will continue to explore new technologies to increase efficiencies and bring in new sources of revenue.

Performance Measurement

- The Department surveyed and/or treated 34 historically invasive noxious weed infested sites for the three target species of the pest management program and decreased treated acreage from last year.

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.

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FY 2022-23
Program Modification List

Order	Reference to Mand/Disc List	Programs/ Budget Units	Services	FTE	Net County Cost Impact	Impact
1	1	All divisions	Salaries and Benefits	0.0	(107,000)	Restore existing Vacancy Factor which will require the department to manage filling staff vacancies.
			Total	**0.0**	**(107,000)**	

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 under the basis of budgeting may not be recognized 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

Budgetary Basis for Accounting

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.

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.

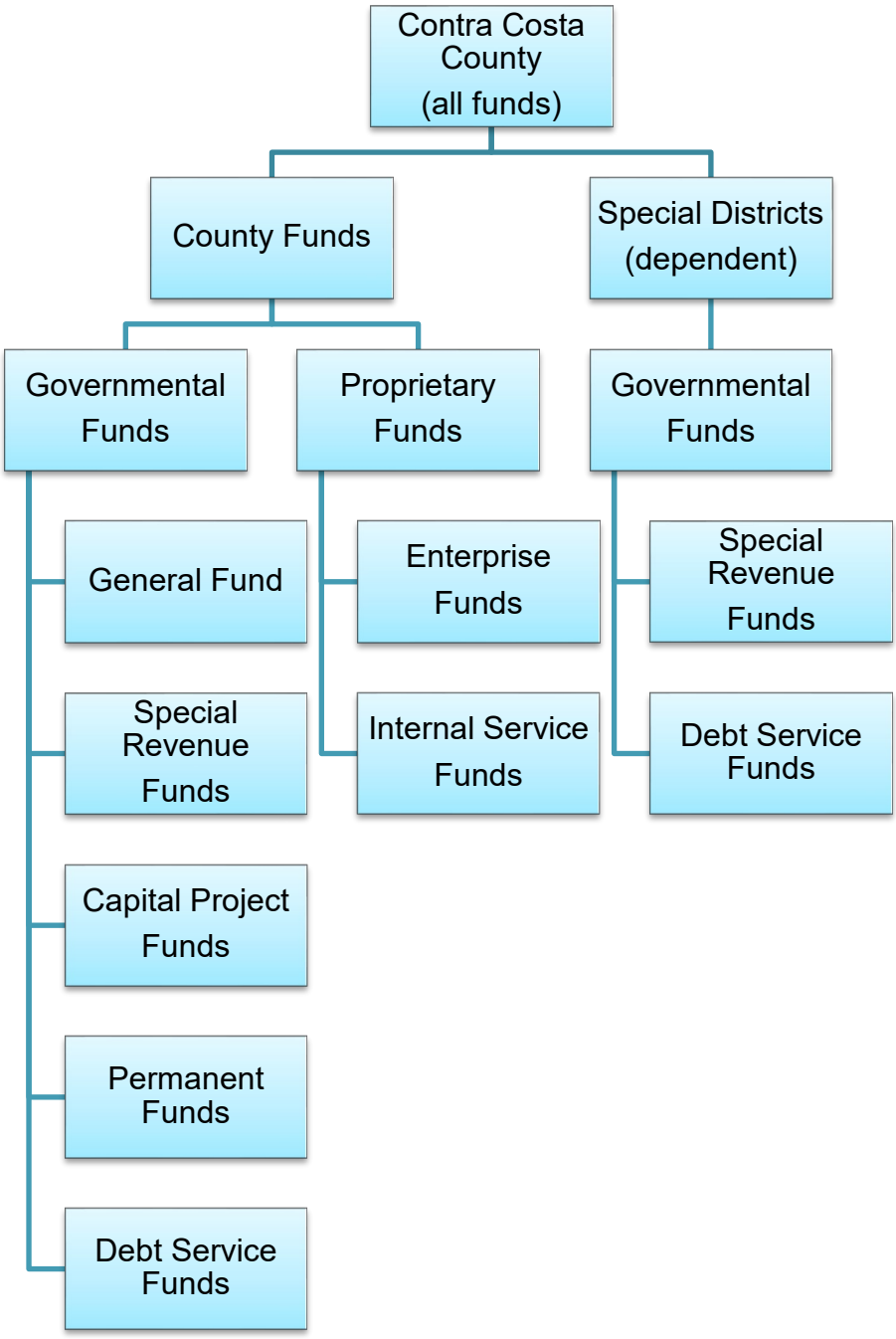
County Fund Definitions

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

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
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 activates 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
COUNTY - Governmental			
Special Revenue	**111600**	CHILD DEVELOPMENT FUND	To account for the funding from the State to assist 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.

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
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 HEALTH SERVICES ACT	To account for monies generated from the Proposition 63 Mental Health Services Act to be used for community planning, community services and supports, capital information and technology, education and training, prevention and early intervention, and innovation.
Special Revenue	**114700**	PRISONERS WELFARE FUND	To account for commissions from inmate telephone calls and commissary purchases that are used for service contracts that benefit inmates (penal code §4025, 4026).
Special Revenue	114800	COMMUNITY COLLEGE CHILD DEVELOPMENT FUND	To account for monies for childcare services to children of low- and middle-income families administered by the Contra Costa Community College.
Special Revenue	**114900**	PROBATION OFFICERS SPECIAL FUND	Revolving fund used to account for General Fund monies used for postage, petty cash.
Special Revenue	**115000**	AUTOMATED SYSTEMS DEVELOPMENT	To account for the interest and administrative costs associated with the Teeter Plan borrowing program and other funding sources to finance maintenance and enhancements for countywide financial systems.
Special Revenue	**115100**	PROPERTY TAX ADMINISTRATIVE PROGRAM	To account for financing from AB 719 used to fund operation improvements in the Assessor's Office.
Special Revenue	**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
COUNTY - Governmental			
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).

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
COUNTY - Governmental			
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
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	To Account for the planning of possible future uses, maintenance, and administration of the former Southern Pacific Railroad right of way. (Res 91-813)
Special Revenue	138900	EAST/CENTRAL TRAVEL CORRIDOR	To account for developer fees used to finance improvements of bridges and major thoroughfares in the East/Central Travel Corridor area, mitigating adverse traffic and infrastructure impacts (GC 66484, Div 913; CCC Ord Title 9).
Special Revenue	**139000**	ROAD DEVELOPMENT DISCOVERY BAY	To account for developer fees used to finance improvements of bridges and major thoroughfares in the Discovery Bay area, mitigating adverse traffic and infrastructure impacts (GC 66484, Div 913; CCC Ord Title 9).
Special Revenue	**139200**	ROAD IMPROVEMENT FEE	To account for developer fees levied through conditions of approval to finance road improvements in the unincorporated County area in order to mitigate adverse traffic and infrastructure impacts.
Special Revenue	**139400**	ROAD DEVELOPMENT RICHMOND/ EL SOBRANTE	To account for developer fees used to finance improvements of bridges and major thoroughfares in the Richmond/El Sobrante area, mitigating adverse traffic and infrastructure impacts (GC 66484, Div 913; CCC Ord Title 9).
Special Revenue	**139500**	ROAD DEVELOPMENT BAY POINT	To account for developer fees used to finance improvements of bridges and major thoroughfares in the Bay Point 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
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.

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
COUNTY - Proprietary			
Enterprise	**142500**	CHILDCARE ENTERPRISE	To account for the operations of a fee-for-services program to meet the needs of families who do not qualify for Head Start or Child Development programs due to income restrictions.
Enterprise	**145000**	HOSPITAL ENTERPRISE	To account for the operations of the Contra Costa Regional Medical Center (CCRMC).
Enterprise	**146000**	HMO ENTERPRISE	To account for the County-operated prepaid health plan available to Medi-Cal and Medicare recipients, employees of participating private and governmental employers and individual members of the general public.
Enterprise	**146100**	HMO ENTERPRISE-COMMUNITY PLAN	To account for the costs of the Basic Health Care and the Health Care Initiative individuals that have their care case managed by the Community Plan.
Enterprise	146200	MAJOR RISK MEDICAL INSURANCE ENTERPRISE	To account for health care provided to County residents who qualify for the Access for Infants and Mothers (AIM) program and the Major Risk Medical Insurance Program (MRMIP) which are administered by the State's Managed Risk Medical Insurance Board.
Internal Service	**150100**	FLEET INTERNAL SERVICE FUND	To account for funding and facilitate regular scheduled replacement of County vehicles.

Fund Type	Fund Number	Fund Title	Fund Description
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 projects. 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.

Table of Funds – Financial Fund Order

FUND CATEGORY

Fund Type	Fund Number	Fund Title	Fund Description
SPECIAL DISTRICT - Governmental			
Various	**Various**	SERVICE AREA - DRAINAGE	To account for the correction of drainage problems and provision of drainage services in unincorporated Walnut Creek. Funding provided by drainage fees, permits and interest earnings.
Various	**Various**	MISCELLANEOUS DISTRICTS	To account primarily for development of the County's water policy and oversight of 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/El 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

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

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

Affiliated Organizations

Assessment Appeals Board	CCC Employees' Retirement Association	Contra Costa County & Crockett-Carquinez Fire Protection Districts[(1)]
Housing Authority[(1)]	Local Agency Formation Commission	Public Financing Authority[(1)]
Successor Agency to the Redevelopment Agency[(1)]	First 5 Contra Costa Children & Families Commission	In-Home Supportive Services Public Authority[(1)]

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

Standing Committees of the Board of Supervisors

Board of Supervisors Advisory Bodies*

*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 53.

***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.

Board of Supervisors Advisory Bodies

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
Agriculture/Weights and Measures									
1	Administration	M	D	2,164,700	0	2,164,700	4.0	No	Provides direction and financial control, develops and implements policies and procedures in support of department operations.
2	Agricultural Division	M	D	3,639,100	3,842,400	(203,300)	32.3	No	Provides enforcement of pesticide use and worker safety regulations; enforcement of quarantine regulations; regulatory oversight of Certified Farmer's Market, Industrial Hemp, 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.
3	Weights and Measures	M	D	1,179,300	819,600	359,700	7.0	No	Provides assurance of fair business practices by performing routine inspection of all weighing and measuring devices such as delicatessen 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 ensure accurate units of measure and accurate pricing charged to consumers at automated point-of-sale systems.
4	Cooperative Extension	D	D	200,900	0	200,900	1.0	No	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
Animal Services									
1	Field Services	M	D	4,522,500	6,786,416	(2,263,916)	25.0	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	4,480,700	450,584	4,030,116	31.0	No	Provides temporary husbandry and veterinary care to animals impounded at the County's shelter.
3	Administration Services	M	D	3,544,800	1,350,000	2,194,800	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	431,000	10,000	421,000	2.0	No	Provides public information, media relations, and community education while providing support to the admissions and adoptions and volunteer program.
	Special Funds								
5	Animal Benefit Fund	D	D	640,000	640,000	0	0.0	No	Provides monetary support for animal health and welfare projects not funded by departmental or general County revenue.
Assessor									
1	Appraisal	M	D	9,001,800	778,050	8,223,750	51.0	No	Secured property appraisal mandated by R&T Code Sections 50-93, 101-2125.
2	Business	M	D	1,600,320	138,320	1,462,000	9.0	No	Unsecured property appraisal mandated by R&T Code Sections 2901-2928.1.
3	Support Services	M	D	8,401,680	726,180	7,675,500	48.0	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	1,000,200	86,450	913,750	6.0	No	Functions of Assessor are mandated. Duties of Assessor's Office, however, may be consolidated with Treasurer, or Recorder, or Clerk and Recorder.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
	Special Funds								
5	Property Tax Administration Program	M	D	3,160,174	3,160,174	0	0.0	No	Provides funding from the State-County Property Tax Administration Program to be used to improve operations and enhance computer applications and systems.

Auditor-Controller

1	Property Tax	M	D	1,513,246	1,829,830	(316,584)	8.0	Yes	Builds the countywide tax roll and allocates and accounts for property tax apportionment and assessments. Assists in preparing the budget documents for the County and special districts, including monitoring expenditures for budget compliance. Assists in administering the 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	2,496,394	1,534,593	961,801	14.0	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	2,846,439	3,592,939	(746,500)	20.0	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	994,055	36,754	957,301	6.0	Yes	Develops and executes audit programs for the examination, verification, and analysis of financial records, procedures, and internal controls of the County departments. Produces the Comprehensive Annual Financial Report.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
5	Special Accounting	M	D	543,735	278,599	265,136	3.0	Yes	Assists 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	2,971,131	630,285	2,340,846	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.
	Special Funds								
7	Automated Systems Development	D	D	200,000	200,000	0	0.0	Yes	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	7,645,000	354,000	7,291,000	31.8	Yes	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 concerning services which are or may be provided by the County or other local government agencies.
3	Board Mitigation Programs	D	D	175,000	175,000	0	0.0	No	Provides funding from solid waste transfer facility mitigation fees related to West Contra Costa Sanitary Landfill Inc. for benefit of the incorporated and unincorporated North Richmond area.
4	Merit Board	M	D	100,000	40,000	60,000	0.0	Yes	Hears and makes determinations on appeals of employees and oversees merit system to ensure that merit principles are upheld.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
	Special Funds								
5	North Richmond Waste & Recovery Mitigation Fund	D	D	1,360,000	1,360,000	0	0.0	No	Provides 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.
	Capital Improvements								
1	Minor non-Capital Improvements	D	D	1,150,000	0	1,150,000	0.0	Yes	Minor repairs and improvements to County facilities using in-house staff, consultants, and contractors.
2	Facilities Lifecycle Improvement Summary	D	D	12,550,000	2,550,000	10,000,000	0.0	Yes	Addresses deferred facilities maintenance and capital renewal in accordance with the Real Estate Asset Management program (RAMP).
3	Plant Acquisition	D	D	3,700,000	0	3,700,000	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	1,290,000	90,000	1,200,000	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	550,000	0	550,000	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	290,000	0	290,000	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	313,000	0	313,000	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
5	Risk Management	M	D	12,789,000	6,709,000	6,080,000	38.0	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.
6	Equal Employment Opportunity	M	D	316,000	0	316,000	2.0	Yes	Works to ensure that County employees, applicants, and vendors are provided a professional environment that is free from discrimination and/or harassment

Child Support Services

1	Child Support Services	M	M	20,141,000	20,141,000	0	138.0	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.

Clerk – Recorder - Elections

1	Elections	M	M	12,612,000	4,782,000	7,830,000	33.5	No	Conducts Federal, State, local and district elections in an accurate and timely manner and according to State and Federal law.
2	Recorder	M	M	5,110,000	7,340,000	(2,230,000)	40.0	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	12,176,000	12,176,000	0	12.0	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
Conflict Defense									
1	Conflict Defense	M	D	6,000,000	0	6,000,000	0.0	No	Mandated legal representation provided to indigents by appointed private attorneys on criminal cases in which the Public Defender has a conflict of interest in representation.
Conservation and Development									
1	Administration	M	D	2,271,810	2,271,810	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. Provides policy and procedure guidance to all divisions and manages all department operations. The budget includes debt service, occupancy costs and department-wide retiree benefit costs.
2	Current Planning	M	D	8,706,000	8,706,000	0	31.0	No	Facilitates 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. Administers performance standards for establishments that sell alcohol, and reviews sites that are the focus of local nuisance complaints. Manages the monitoring programs for projects under construction and development.
3	Advance Planning	M	D	381,000	381,000	0	2.0	Yes	Develops and maintains long-range policy planning process through the County General Plan to anticipate and respond to changes in legal mandates and local priorities.
4	Water Planning/ Habitat Conservancy	D	D	1,118,000	1,118,000	0	5.0	No	Develops the County's water policy, and administers 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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
5	Conservation/ Solid Waste	M	D	3,435,000	3,435,000	0	7.0	No	Administers curbside collection franchises (including rate reviews) and implements waste reduction and recycling programs in unincorporated areas of the County. Monitors use permit compliance at solid waste landfills and transfer stations.
6	Transportation Planning	M	D	3,504,000	3,504,000	0	6.0	Yes	Develops an effective transportation network throughout the County by planning for roads transit, bicycle/pedestrian facilities and other types of transportation systems on countywide corridors and within local and neighborhood areas. Administers programs related to growth management.
7	Community Development Block Grant	M	D	13,263,000	13,263,000	0	15.0	No	Promotes safe and affordable housing, a suitable living environment and expanded economic opportunities for low-income residents and households.
8	Business and Information Services	D	D	6,392,000	6,392,000	0	32.0	No	Manages the department's cost recovery efforts to ensure program revenues cover operating costs, and other fiscal and budget services. Provides purchasing, contract administration, and human resources/labor relations administration for the department. Provides Geographic Information System support and development, including mapping services. Manages countywide demographic and census data. Manages land use application and permit tracking, electronic data, and department information technology services. Provides administrative policy and procedure guidance for the department. Responds to requests for public documents and demographic data.
9	Building Inspection Services	M	M	9,199,000	9,199,000	0	30.0	No	Reviews plans, issues building permits, and inspects the construction of buildings to ensure construction of structurally sound buildings.
10	Code Enforcement	M	D	1,600,000	1,600,000	0	10.0	No	Responds to building and zoning complaints, performs on-site investigations of potential violations, abate hazardous structures, and inspects private property.
11	Weatherization	D	D	1,255,000	1,255,000	0	12.0	No	Provides free home weatherization services to low-income homeowners or tenants of single-family homes, apartments, and mobile homes.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
12	Application & Permit Center / Engineering Services	M	D	6,045,000	6,045,000	0	41.0	No	Manages, reviews and processes permits for land development /construction applications. Provides plan check and engineering services.
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	Vehicle Abatement Program	D	D	135,000	135,000	0	0.0	No	Provide inspection services and arrange for removal of abandoned vehicles that pose a hazard or public nuisance.
15	Service Contracts/ Satellite Locations	D	D	4,933,000	4,933,000	0	4.0	No	Provide inspection services to various contract cities and remote locations within the unincorporated county.
16	Multi-Year Special Projects	D	D	30,000	30,000	0	0.0	No	At the request of the California Public Utilities Commission, provide plan check and inspection services to Marsh Creek Generating Station.
17	Energy Efficiency Programs	D	M	447,000	447,000	0	1.0	No	Provides energy efficiency resources to residents, businesses, and local governments with funding from the California Public Utilities Commission through the Bay Area Regional Network, with the Association of Bay Area Governments as the program administrator.
18	Measure WW Grant Project	D	M	733,000	733,000	0	0.0	No	Provides for funding allocation, through general obligation bonds, for local parks as approved by voters of Alameda and Contra Costa Counties.
19	Keller Canyon Mitigation Fee	D	D	2,000,000	2,000,000	0	0.0	No	Provides funding for community benefit programs within East County.
20	Economic Development / Sustainability	D	D	2,026,000	1,344,000	682,000	4.0	Yes	Provides financial assistance to low- and moderate-income families performing housing rehabilitation of existing structures to ensure building code compliance.
21	HOPWA Grant	D	D	736,000	736,000	0	0.0	No	Supports stable, affordable housing for people with HIV/AIDS.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
22	HUD Block Grant	D	M	10,788,000	10,788,000	0	0.0	No	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.
23	HUD Emergency Shelter Grant	D	D	4,950,000	4,950,000	0	0.0	No	Provides homeless persons with basic shelter and essential supportive services.
24	HOME Investment Partnership Program	D	D	4,000,000	4,000,000	0	0.0	No	Provides grants for acquisition, rehabilitation, or new construction of housing for rent or ownership, tenant-based rental assistance, and assistance to homebuyers.
25	SB1186/Cert Access Program	M	D	39,000	39,000	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.
26	Used Oil Recycling Grant	D	M	72,000	72,000	0	0.0	No	Aids the establishment or enhancement of permanent, sustainable used oil recycling programs through funding provided by the Department of Resources Recycling and Recovery (CalRecycle) Used Oil Recycling Grants.
27	Fish and Game Protection	M	D	253,000	253,000	0	0.0	No	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.
28	Livable Communities	D	D	1,900,000	1,900,000	0	0.0	No	Aids 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.
29	HUD Neighborhood Stabilization	D	D	1,110,000	1,110,000	0	0.0	No	Aids the County's acquisition and redevelopment of foreclosed properties that might otherwise become sources of abandonment and blight within the community.
30	Housing Successor Agency	D	M	11,256,000	11,256,000	0	0.0	No	Provides funding for all Successor Agency-related obligations and oversees activities related to the former Redevelopment Agency pursuant to the Dissolution Act.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
31	HOME Income Investment Account	D	M	683,000	683,000	0	0.0	No	Provide funding from HOME Program loan repayments for the development and rehabilitation of affordable housing.
32	Private Activity Bonds	D	M	1,526,000	1,526,000	0	0.0	No	Provides 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.
33	Affordable Housing	D	M	410,000	410,000	0	0.0	No	Provides 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.
34	HUD Neighborhood Preservation	D	M	805,000	805,000	0	0.0	No	Provides funding for the Neighborhood Preservation Program loans and grants to low-income homeowners, and program administration funded by HUD's Community Development Block Grant program.
35	Transportation Improvement - Measure J	D	D	4,000,000	4,000,000	0	0.0	No	Provides 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.

Contingency Reserve

1	Contingency Reserve	D	D	15,000,000	0	15,000,000	0.0	Yes	Provides funding for unforeseen emergencies or unanticipated new expenditures occurring during the fiscal year, which have no other funding source.

County Administrator

1	Board Support & Gen Administration	M	D	6,262,000	288,000	5,974,000	16.5	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, information and other resources in direct support of service delivery.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
2	Labor Relations	M	D	1,980,000	804,000	1,176,000	6.5	Yes	Administers County's labor management relations programs including the collective bargaining process, grievance investigation, training and counseling.
3	CCTV & Public Info	M	D	1,479,000	1,479,000	0	9.0	Yes	Administers cable franchises and community access television and disseminates and coordinates public information. Supported primarily by franchise fees and Public, Education and Government (PEG) Fees.
4	Office of Racial Equity and Social Justice	D	D	600,000	0	600,000	0.0	Yes	Works with community organizations, community leaders, cities and school districts to better coordinate, strengthen, and expand the County's existing work on equity and inclusion. Supported by Measure X Revenue.

County Counsel

1	General Law	M	D	7,069,606	5,611,606	1,458,000	27.0	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	5,219,680	5,219,680	0	18.0	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	2,586,714	2,586,714	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.

Debt Service

1	County/State West Contra Costa Healthcare District (WCCHCD)	D	M	0	0	0	0.0	No	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
2	Notes and Warrants Interest (General Fund)	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.
	Special Funds								
3	Retirement/ UAAL Bond Fund	D	M	0	0	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 (Auto Sys Development Fund)	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.
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	851,258	851,258	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	1,860,708	1,860,708	0	2.5	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
3	Network Services	D	D	2,934,440	2,934,440	0	12.0	Yes	Provides advanced network technologies to design, implement, and support the County's wide array of systems, applications, storage and email services. Delivers service over leading-edge transport technology, allowing the County to share data, collaborate, and host applications both internal and external to the County. Supports an environment with services located on premise and systems that have been migrated to the private, government, County-supported cloud service.
4	Operations	D	D	3,577,964	3,577,964	0	9.2	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	1,422,418	1,422,418	0	4.1	Yes	Creates and maintains maps and geographic information for Contra Costa County and provides high-level project management to County GIS endeavors. Manages the enterprise GIS data repository and facilitates the sharing and integration of geographically referenced information among multiple agencies and users.
6	Systems and Programming	D	D	6,221,131	6,221,131	0	25.7	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	14,265,000	14,170,000	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	4,958,083	4,958,083	0	7.5	Yes	Insures reliable, secure, and fast support and maintenance of the County's WAN infrastructure.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
District Attorney									
1	Mainline Prosecution	M	D	31,346,665	19,421,000	11,925,665	150.1	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.
2	Special Prosecution	M	D	7,537,212	5,048,749	2,488,463	27.5	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	4,287,542	110,504	4,177,038	16.0	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	1,879,305	1,864,115	15,190	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	5,003,617	9,000	4,994,617	14.0	No	Operations, fiscal, personnel, procurement, and facilities management, and resource development
6	AB 109	M	D	1,261,659	2,651,632	(1,389,973)	8.5	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	34,000	0	34,000	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.
	Special Funds								
8	Consumer Protection	D	D	1,200,000	1,200,000	0	0.0	No	Receives *Cy pres* restitution funds from court-ordered settlements for District Attorney consumer protection projects, when individual restitution in a particular case cannot be determined or is not feasible.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
9	Narcotics Forfeiture	D	D	55,000	55,000	0	0.0	No	State law requires that the District Attorney Office's portion of distributed forfeited narcotics assets be used for enhancement of prosecution.
10	Environmental/OSHA	D	D	410,000	410,000	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	Real Estate Fraud Prosecution	D	D	620,000	620,000	0	0.0	No	Pursuant to State law, pays for District Attorney cost of deterring, investigating, and prosecuting real estate fraud crimes, using fees from recording real estate instruments.
12	Supplemental Law Enforcement Services Fund - DA	M	M	537,000	537,000	0	0.0	No	As provided by AB 3229 (Chapter 134, Statues 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.
13	AB 109-District Attorney	M	M	574,000	574,000	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	2,611,000	93,000	2,518,000	0.0	Yes	Funds PeopleSoft Project (Payroll).
2	Retiree Health Benefits	M	D	982,000	0	982,000	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	62,570,000	60,407,000	2,163,000	223.0	No	Provides administrative support to all areas of the Department. Includes $1.75 million Measure X funding for two new youth centers in East and Central County.

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	71,290,354	68,447,935	2,842,419	355.6	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	2,732,358	2,719,239	13,119	13.5	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	5,298,804	4,753,995	544,809	22.4	No	Provides eligibility determination for cash assistance for care of children placed in out of home care.
5	Resource Family Approval	D	M	1,006,751	898,446	108,305	1.0	No	Processes applications and provides support services to approved Resource Family Homes.
6	Adoption Assistance Program	M	M	22,080,379	21,841,444	238,935	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	28,803,539	27,910,216	893,323	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	463,400	417,060	46,340	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	1,645,834	1,344,084	301,750	0.0	No	Provides intensive social work services to children and families when the child is at risk of out-of-home placement.
10	Independent Living Skills Program	M	D	907,581	907,581	0	5.0	No	Provides individual and group support services, including practical skill building for current and former foster youth that are eligible for federal foster care funds when transitioning out of the foster care system.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
	Aging and Adult Services Bureau								
11	Adult Protective Services	M	D/M	18,334,003	16,561,099	1,772,904	77.9	No	Provides social worker response to investigate reports that older or dependent adults are exploited, neglected or physically abused. Includes Supplemental Security Income Advocacy to assist disabled individuals with applying for SSI/SSP, Cal-OES grants to improve elder abuse prevention and intervention services, and Whole Person Care pilot program for Medi-Cal recipients to improve Health outcomes and reduce utilization of high-cost services.
12	Area Agency on Aging	D	M	7,028,241	6,657,457	370,784	10.8	No	Provides supportive social services, congregate meals, home delivered meals, in-home services, and elder abuse prevention to seniors.
13	General Assistance Eligibility	M	M	5,773,121	883,245	4,889,876	22.9	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.
14	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.
15	Indigent Interment	M	M	111,888	19,455	92,433	0.0	No	Provides cremation and burial, in cemetery lots or niches, of indigent decedents.
16	In-Home Supportive Services Administration	M	D	14,329,370	12,654,090	1,675,280	74.4	No	Provides administration to determine eligibility and provide on-going case management for the In Home Supportive Services program.
17	In-Home Supportive Services Payments	M	M	57,822,009	54,874,675	2,947,334	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.
18	Master Plan for Aging	M	D	1,000,000	0	1,000,000	0.0	No	Measure X funds to implement the Master Plan on Aging's vision for a healthy and equitable aging for people of all stages and abilities.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
	Workforce Services Bureau								
19	CalWORKs Eligibility Services and Home Visiting Services	M	M	33,172,245	33,114,047	58,198	134.0	No	Provides eligibility determination for CalWORKs cash aid, supportive services, and includes ongoing case management. Eligibility is limited to a maximum of 48 months.
20	CalWORKs Employment Services	M	D	42,757,079	42,757,079	0	97.0	No	Provides case management of CalWORKs recipients who have a Welfare-to-Work (WTW) requirement and includes supportive services including special employment and training services/programs. Eligibility is limited to 48 months with the last 24 months being contingent on specific work-related activity engagement.
21	CalWORKs Cal-Learn	M	D	30,974	30,974	0	0.2	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.
22	CalWORKs Childcare	M	M	13,037,882	13,037,882	0	13.7	No	Eligibility and ongoing case management under Stage One subsidized child care.
23	Mental Health/Substance Abuse	M	D	2,447,019	2,447,019	0	0.0	No	Provides CalWORKs case management and treatment services for mental health and substance abuse.
24	CalWORKs Trafficking and Crime Victims Assistance Program	M	M	186,006	186,006	0	0.6	No	Provides assistance to non-citizen victims of trafficking, domestic violence, and other serious crimes.
25	CalWORKs Family Stabilization Program	M	M	268,169	268,169	0	0.2	No	Provides comprehensive evaluations and wraparound services to Welfare-to-Work families who are experiencing identified situations and/or crises.
26	CalWORKs Expanded Subsidized Employment	M	D	3,536,978	3,536,978	0	13.6	No	Provides funds for wage, non-wage and operational costs for six-month job placements for Welfare-to-Work clients.
27	CalWORKs Housing Support	D	D	2,677,908	2,677,908	0	0.0	No	Provides funds for support services and administrative activities for homeless CalWORKs families.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
28	CalWORKs Cash Assistance	M	M	50,543,884	49,933,556	610,328	0.0	No	Provides cash assistance to eligible families based on income levels.
29	CalFresh and Work Incentive Nutritional Supplement (WINS) Eligibility	M	M	49,638,885	44,850,043	4,788,842	224.0	No	Provides eligibility determination for CalFresh and California Food Assistance Program households. Provides ongoing case management for CalFresh benefits for eligible low-income individuals and families.
30	Work Incentive Nutritional Supplement (WINS)	M	M	224,400	224,400	0	0.0	No	Provides a $10 per month additional food supplement for eligible CalFresh and California Food Assistance Program households.
31	Standard Utility Assistance Subsidy Program (SUAS)	M	M	309,420	309,420	0	0.0	No	Provides an annual $20.01 utility assistance benefit to eligible CalFresh households.
32	Medi-Cal Eligibility	M	M	65,772,950	65,772,950	0	319.5	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.
33	Refugee Programs Eligibility	M	M	319,236	319,236	0	1.5	No	Provides eligibility determination and grant maintenance activities for the Refugee Cash Assistance (RCA) and Cash Assistance Program for Immigrants (CAPI) programs.
34	Refugee Programs Cash Assistance	M	M	131,060	131,060	0	0.0	No	Provides funds for cash assistance payments for immigrants.
35	Service Integration Team / Sparkpoint	D	D	644,000	0	644,000	5.0	No	Provides intensive care management to eligible families to serve as a path forward in providing holistic wrap-around services to families. Includes 5 Family Navigator positions funded by Measure X allocation of $584,000.
36	Community Corrections Partnership	D	D	178,107	152,475	25,632	0.7	No	Assist individuals re-entering the community from incarceration to ensure timely access to needed public benefits.
37	Ann Adler Children and Family Trust	D	D	70,000	70,000	0	0.0	No	Provides support programs for care of abused, neglected and at risk children.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
	Workforce Development Board								
38	Workforce Innovation & Opportunity Act (WIOA) and Grants	M	D	7,743,000	7,729,000	14,000	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								
39	Head Start	D	M	27,900,000	23,900,000	4,000,000	67.0	No	Federally-funded childcare services that provide part-day and full-day educational and comprehensive services for children ages 3-5, serving income eligible and disabled children and families. Includes $4 million in Measure X funding for a voucher programs for up to 500 childcare slots
40	Comprehensive Funding Model	D	M	10,665,072	10,665,072	0	63.0	No	Combines Head Start, Early Head Start, and Child Development funds to provide full-day, full-year childcare for children of low-income working parents.
41	Early Head Start	D	M	21,036,000	19,086,000	1,950,000	21.0	No	Federally-funded childcare program for infants and toddlers ages 0-3, serving income eligible and disabled infants and toddlers and their families. Includes $1.95 million in Measure X funding for childcare providers and additional services.
42	Childhood Nutrition	D	M	1,854,474	1,854,474	0	12.0	No	Nutritional counseling for families and meal services for low-income and disabled children.
43	Community Action Programs	D	M	5,534,292	5,375,292	159,000	19.0	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.
44	Housing & Energy	D	M	4,211,549	4,211,549	0	4.0	No	Federally-funded program that provides utility bill payment assistance, energy education, and weatherization services to low-income residents of the County.
	Contra Costa Alliance to End Abuse								
45	Contra Costa Alliance to End Abuse	D	D	2,432,000	753,000	1,679,000	0.0	No	Coordinated Services designed to reduce domestic and family violence and elder abuse.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
	Special Funds								
46	County Children's Trust Fund	D	D	216,000	216,000	0	0.0	No	Provides child abuse and neglect prevention services.
47	IHSS Public Authority	M	D	2,680,000	2,680,000	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.
48	Child Development Fund	D	M	37,582,000	37,582,000	0	93.0	No	State-funded Preschool and General Child Care program serving 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.
49	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.
50	Contra Costa Alliance to End Abuse - Special Revenue Fund	M	M	403,000	403,000	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	D	843,000	843,000	0	3.0	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	663,600,000	(663,600,000)	0.0	No	Receives revenues which are not attributable to specific County services, and which are available for General County expenditures.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
Health Services									
	Hospital & Ambulatory Care Centers - Enterprise Fund I								
1	Hospital and Emergency Care Services	M	M	354,516,002	308,252,227	46,263,775	1143.7	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	225,471,295	201,471,745	23,999,550	691.2	No	Provides for operation of the 10 medical ambulatory care centers located throughout the County.
3	Physician Services	M	M	122,585,130	101,435,384	21,149,746	237.1	No	Provides for operation of medical staff at the Contra Costa Regional Medical Center, the 10 ambulatory care clinics, and the Family Practice Residency Program.
4	Emergency Medical Services	M	M	1,469,703	1,469,703	0	4.0	Yes	Provides overall coordination of the emergency ambulance services throughout the County, and coordination of medical disaster response efforts.
5	Administrative Services	D	D	32,969,941	32,969,941	0	338.7	No	Provides centralized Department-wide administrative support to all Health Services divisions, e.g. IT, Payroll, Personnel.
6	Charges from Other County Departments	M	D	21,831,929	0	21,831,929	0.0	No	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.
	Hospital Capital Cost - Enterprise Fund I								
7	Hospital Capital Cost	D	D	25,468,000	25,468,000	0	0.0	No	Debt services principal payments, and acquisition of new and replacement capital equipment.
	Contra Costa Health Plan - Enterprise Fund II								
8	Medi-Cal Members (Excluding SPD)	M	M	672,429,000	672,429,000	0	269.9	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 SPD Members	D	M	211,000,000	211,000,000	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 Departments	D	D	5,310,000	5,310,000	0	0.0	No	Provides centralized charges to Health Services Department from other County departments, e.g. HR, Auditor's, PW.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
	Contra Costa Community Health Plan - Enterprise Fund III								
11	Commercial Members, Basic Health Care and Contra Costa CARES	D	M	56,525,000	55,525,000	1,000,000	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. Also, includes Contra Costa CARES.
12	In-Home Support Services	D	M	22,535,000	18,799,000	3,736,000	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.
	Behavioral Health Division - Mental Health								
13	Child & Adolescent Services	M	D	80,401,019	79,181,120	1,219,899	117.5	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	67,799,657	67,134,109	665,548	230.4	No	Provides comprehensive mental health services to seriously and persistently mentally disabled adults including hospitalization, residential care, intensive day treatment, outpatient, outreach and case management.
15	Support Services	D	D	19,567,836	9,627,662	9,940,174	96.4	No	Provides personnel administration, contract negotiation, program planning and development, monitoring service delivery and quality assurance, and interagency coordination.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
16	Local Hospital Inpatient Psychiatric Services	M	M	19,038,430	17,058,403	1,980,027	0.0	No	Provides acute inpatient psychiatric care at Contra Costa Regional Medical Center, involuntary evaluation and short-term treatment for seriously and persistently mentally ill clients who may be a danger to themselves or others.
17	Outpatient Mental Health Crisis Service	M	M	16,039,349	14,257,816	1,781,533	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	11,571,709	9,853,890	1,717,819	21.0	No	Provides community-based acute psychiatric inpatient hospital services and outpatient specialty mental health services for Medi-Cal eligible adults and children.
19	Mental Health Services Act	M	D	63,270,000	63,270,000	0	173.7	No	Expands mental health care programs for children, transition age youth, adults and older adults.
	Behavioral Health Division - Alcohol and Other Drugs								
20	Prevention Services	D	D	3,554,000	3,554,000	0	3.7	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 Services	D	D	685,000	685,000	0	6.0	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	7,640,000	7,640,000	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	3,668,000	3,668,000	0	6.8	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	D	D	9,345,000	8,303,000	1,042,000	17.0	No	Provides recovery services for men, women, women and their children (perinatal), and adolescents, and detoxification for adults.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
25	Case Management, Recovery Support and Recovery Residences	D	D	1,611,000	1,611,000	0	0.0	No	Case management and recovery support services for DMC beneficiaries. Case management involves coordination, communication, referrals, and related activities need by beneficiaries to succeed in the recovery process.
26	Special Programs (Non-DMC Waiver)	D	D	5,549,000	5,086,000	463,000	16.1	No	Time-limited federal and state special initiatives and demonstration programs.
27	Program and System Support Summary	D	D	3,112,000	2,682,000	430,000	12.2	No	Oversight and management of all SUD Waiver treatment and recovery services and Non-Waiver SUD services including primary prevention.
	Health, Housing and Homeless Services								
28	Administration	D	D	1,458,000	1,335,000	123,000	8.0	No	Includes staffing, occupancy costs, costs incurred for the homeless advisory board activities, and costs associated with grant writing and consultation.
29	Continuum of Care Planning	D	D	935,000	475,000	460,000	2.5	No	Identifies and implements socioeconomical equity strategies to increase engagement for BIPOC consumers and communities.
30	Coordinated Entry System	D	D	6,986,000	6,565,000	421,000	1.0	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.
31	Interim Housing and Support Services	D	D	11,744,000	10,510,000	1,234,000	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.
32	Supportive Housing Program	D	D	4,514,000	4,338,000	176,000	1.5	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
33	Homeless Management Information System	D	D	767,000	497,000	270,000	4.0	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	State of CA One-Time Homeless Assistance	D	D	2,263,000	2,263,000	0	0.0	No	The HHAP/CESH grant funding that addresses the immediate emergency needs of homeless individuals.
35	Housing Security Fund	D	D	300,000	300,000	0	0.0	No	Flexible Funds to assist consumers in maintaining housing of their choice.
	Public Health								
36	Public Health Support Services	D	D	9,289,261	1,015,320	8,273,941	43.9	Yes	Provides program oversight, including management and administrative support staff.
37	Senior Nutrition Program	D	D	5,774,704	5,275,129	499,575	4.7	No	Provides over 575,000 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 8,817 meals are delivered to homebound AIDS/HIV clients.
38	Communicable Disease Control	M/D	D	11,356,856	6,461,519	4,895,337	54.9	No	Identification, investigation and treatment of persons who have communicable disease or who have been exposed or are at risk for a communicable disease.
39	HIV/AIDS and STD Program	M/D	D	5,519,518	3,792,634	1,726,884	31.2	No	Provides access to care, monitoring and surveillance, community education and prevention services in an effort to reduce the transmission of HIV and STDs.
40	Family, Maternal & Child Health	M/D	D	15,362,468	11,630,634	3,731,834	100.9	No	Promotes health and welfare of families and children.
41	Public Health Clinic Services	D	D	72,771,688	70,500,357	2,271,331	390.3	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
42	Community Wellness & Prevention Program	D	D	3,351,505	2,510,407	841,098	20.0	No	Provides for prevention of chronic disease and injuries.
	Environmental Health								
43	Hazardous Materials Program	M	M	10,881,698	10,881,698	0	39.0	No	Provides emergency response, hazardous waste, hazardous material, underground tank and accidental release programs.
44	Environmental Health	M	M	13,174,302	13,174,302	0	62.0	No	Provides retail food programs, consumer protection programs, solid waste program, medical waste program and land use programs.
45	Fixed Assets	D	D	200,000	200,000	0	0.0	No	Provides for acquisition of capital equipment and for needed capital improvement projects.
	Detention Facility Program								
46	Detention Facility Mental Health Services	M	D	7,189,633	44,000	7,145,633	25.0	No	Provides assistance to Sheriff's Department in identification and management of mentally ill in the main County detention facility.
47	Detention Facility Medical Services	M	D	35,039,367	1,678,000	33,361,367	135.7	No	Provides primary care medical services for inmates in County detention facilities.
48	Juvenile Hall Medical Services	M	D	3,050,000	3,050,000	0	10.0	No	Provides primary care medical services to inmates at Juvenile Hall. Expenditures are transferred to the Probation Department.
49	Juvenile Justice Facilities	D	D	809,000	809,000	0	0.0	No	Provides crisis intervention, medication evaluation and consultation.
	Conservatorship/Guardianship								
50	Conservatorship /Guardianship	M	M	4,501,000	849,000	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								
51	California Children's Services Program	M	M	13,307,000	10,869,000	2,438,000	68.2	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
	Public Administrator								
52	Public Administrator	M	D	704,000	360,000	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								
53	Administration	D	D	124,616	124,616	0	0.0	No	Reimbursement for County incurred costs related to Emergency Medical Services program collections and disbursements.
54	Emergency Medical Services	D	M	190,156	190,156	0	0.0	No	Reimbursement for County operated Emergency Medical Services program.
55	Physicians	D	M	649,188	649,188	0	0.0	No	Payments to physicians for emergency services to indigents.
56	Hospitals	D	M	280,195	280,195	0	0.0	No	Payments to hospitals for emergency room care provided to indigents.
57	Pediatric Trauma Centers	D	M	91,845	91,845	0	0.0	No	Reimbursement to physicians and hospitals for uncompensated services provided at pediatric trauma centers.
	Ambulance Services Areas (Measure H) / Special District								
58	Zone A	D	M	170,000	170,000	0	0.0	No	Funds EMS first responder medical and communication equipment, supplies, and training of medical dispatchers.
59	Zone B	D	M	5,484,000	5,484,000	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.
	West Contra Costa Health Care District / Special District								
60	West Contra Costa Healthcare District	D	D	9,975,000	9,975,000	0	0.0	No	The West Contra Costa Healthcare District is administered by the Health Services Department. The fund is part of the Special District Budget.
61	West Contra Costa Healthcare District Debt Service	D	M	3,442,000	3,442,000	0	0.0	No	Funds debt service payments associated with $44.5 million in Refunding Revenue Bonds (Series 2021). Debt payments continue until 2042.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
Human Resources									
1	Administration	M	D	1,434,760	2,533,376	(1,098,616)	4.0	Yes	Develops, administers and maintains merit and exempt employment systems.
2	Employee Benefits Administration	M	D	6,934,624	6,934,624	0	25.0	Yes	Formulates & implements policies for administration of benefit programs and services that assist the County in maintaining a competitive compensation package and that contribute to the well-being of employees and retirees.
3	Personnel Services	M	D	4,298,616	188,000	4,110,616	22.0	Yes	Develops and administers programs and policies to help ensure that the County recruits and selects a highly skilled and diversified workforce that is properly classified and compensated. Maintains all personnel history files and records.
Justice System Development/Planning									
1	Law and Justice System Development	D	D	2,412,000	412,000	2,000,000	5.0	Yes	Plans, develops, implements and maintains automated information and network systems for justice departments and local law enforcement agencies.
2	Vehicle Theft Program	D	M	1,000,000	1,000,000	0	0.0	No	Provides local funding for programs relating to vehicle theft crimes.
	Special Funds								
3	Automated ID & Warrant	D	M	1,346,000	1,346,000	0	0.0	No	Special fund to finance a Countywide warrant management system and to replace and enhance the automated fingerprint identification equipment.
4	DNA Identification	D	M	225,000	225,000	0	0.0	No	Provides for the collection of DNA specimens, samples and print impressions.
5	SLESF - Front Line Law Enforcement-City	M	M	3,820,000	3,820,000	0	0.0	No	Provides for the pass-through of State Supplemental Law Enforcement funding to Contra Costa cities.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
6	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	6,951,223	6,951,223	0	27.1	No	Provides administrative, shipping, and volunteer services management while organizing and directing the operation of the County Library.
2	Support Services	D	D	6,017,251	6,017,251	0	22.0	No	Support Services includes automation, Virtual Library, circulation, technical services, and collection management.
3	Countywide Services	D	D	2,302,526	2,302,526	0	11.4	No	Directly provides library service to patrons countywide and supports community library services and operations, including telephone reference service, periodicals, and program support in adult, young adult, and youth services.
4	Lib-Community Services	D	D	23,136,000	23,136,000	0	143.1	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.
5	Plant Acquisition-Library Fund	D	D	0	0	0	0.0	No	Provides for the acquisition and maintenance of County-owned Library System capital assets. The County owns library facilities in the unincorporated areas of El Sobrante, Kensington and Rodeo, and in the cities of Antioch, Pinole, and Walnut Creek (Ygnacio Valley).
6	Casey Library Gift Trust	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
Measure X Allocations									
1	Measure X Allocations	D	D	51,550,000	0	51,550,000	0.0	No	To track appropriations and transfers of Measure X revenues, which are attributable to the Measure X general purpose ½ cent sales tax levied countywide.
Probation									
	Probation Programs								
1	Adult Investigations & Supervision	M	D	19,099,433	13,709,633	5,389,800	88.0	No	Felony investigative reports prepared for the Trial Courts. These include pre-plea reports for plea and bail considerations and assessment and recommendation reports for sentencing. (PC 1191). Includes AB 109, SB 678, Adult realignment, pretrial enhancement and the FBI Task Force.
2	Vehicle Theft (Adult)	D	M	180,967	180,967	0	0.0	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.
3	Domestic Violence	D	M	1,189,000	2,000	1,187,000	6.0	No	Intensive supervision of felony/misdemeanor cases that may involve court-ordered participation in a 52- week batterer's program. All batterer's programs are mandated to be certified by the Probation Department. (PC 1203.097)
4	Office of Traffic Safety DUI Program	D	M	398,000	398,000	0	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.
5	Juvenile Investigation/ Supervision/ Special Services	M	D	5,566,100	503,600	5,062,500	27.0	No	Further investigation into alleged offenses, including recommendations regarding the continuing disposition of the minor offender.
6	Community Probation	D	M	5,002,528	4,933,100	69,428	14.0	No	Partners deputy probation officers with police jurisdictions to provide intensive supervision to high-risk youth.
7	Youthful Offender Treatment Program / Girls in Motion	D	M	1,273,300	175,700	1,097,600	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
8	Training	M	D	306,700	175,000	131,700	0.0	No	State required and approved training for Probation staff. (PC 6035)
9	Field Services Support	D	D	2,187,400	0	2,187,400	22.0	No	Provides support services to Deputy Probation Office staff in adult and juvenile programs.
10	Office of Reentry and Justice	D	D	6,960,000	6,960,000	0	4.0	No	The Office of Reentry and Justice (ORJ) was launched in January 2017 as a pilot project to align and advance the County's public safety realignment, reentry, and justice programs and initiatives. It is primarily funded by State AB 109 Public Safety Realignment Act revenues.
11	Administration/ Personnel / Info Tech	M	D	11,455,572	0	11,455,572	26.0	No	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.
	Juvenile Facilities								
12	Juvenile Hall	M	M	22,141,800	5,732,600	16,409,200	122.5	No	Maximum security facility designed for the mandated detention of minors before and after Court hearings.
13	Juvenile Justice Realignment	M	D	785,000	785,000	0	1.0	No	Due to the closure of the California Division of Juvenile Justice, youth currently housed in those facilities will be transferred back to the local jurisdictions in which they originated.
14	Orin Allen Youth Rehabilitation	D	M	6,546,500	9,591,400	(3,044,900)	36.0	No	Correctional facility providing beds for seriously delinquent boys committed by the courts.
15	Home Supervision	M	M	285,700	443,000	(157,300)	1.0	No	Provides electronic monitoring / GPS support to juvenile probation deputies and intensive supervision to minors released to the community prior to sentencing.
16	School Lunch Program	D	D	635,000	150,000	485,000	0.0	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
	Care of Court Wards								
17	Out-of-Home Placement	M	M	2,612,000	1,037,900	1,574,100	0.0	No	Court-ordered board and care costs for minors placed outside of County facilities by the Juvenile Court.
18	California Dept. of Juv. Justice Fees	M	M	425,000	0	425,000	0.0	No	Fees paid to the California Division of Juvenile Justice for incarceration costs of juveniles.
19	Medical Services in Juvenile Facilities	M	M	3,870,000	415,100	3,454,900	0.0	No	Fees paid to Health Services for medical care of juveniles residing in County facilities.
	Special Funds								
20	Supplemental Law Enforcement Services Fund	D	D	4,747,000	4,747,000	0	0.0	No	Provides state resources from the Juvenile Justice Crime Prevention Act of 2000 to support juvenile prevention initiatives.
21	Probation Ward Welfare	D	D	88,000	88,000	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.
22	Community Corrections Performance Incentives	D	D	7,319,000	7,319,000	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	5,863,600	0	5,863,600	13.0	No	Provides management, administrative support, and oversight of all Departmental functions.
2	Investigations	M	D	2,451,200	0	2,451,200	13.0	No	Conducts defense investigations of adult criminal and juvenile cases as warranted to ensure effective representation of all clients.
3	Criminal Defense	M	M	20,066,000	1,739,600	18,326,400	86.5	No	Provides mandated legal representation, advice and investigative services to indigent adults and juveniles charged with criminal offenses.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
4	AB 109	M	D	5,379,900	5,379,900	0	24.0	No	Provides support and services to reduce recidivism for low level felony offenders; furthers the goals of AB 109.
5	Pilot Programs	M	D	1,692,500	1,692,500	0	11.0	No	Provides legal representation to indigent defendants for post-conviction relief and potential resentencing cases.
6	Alternate Defender Office	M	D	4,901,800	0	4,901,800	14.5	No	Provides mandated legal representation, advice and investigative services to indigent adults and juveniles charged with criminal offenses in which the Public Defender's office has a declared conflict of interest.
	Special Funds								
7	AB 109-Public Defender	M	D	574,000	574,000	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	69,448,000	69,448,000	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	150,711,000	150,711,000	0	0.0	No	Provides 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.
3	Local Community Corrections	M	D	34,137,000	34,137,000	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
4	SLESA – AB 109	M	M	10,557,000	10,557,000	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.
	Public Works								
1	Public Works Services /Administration	M	D	59,366,000	55,690,000	3,676,000	279.0	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	910,000	210,000	700,000	0.0	No	Drainage maintenance for County owned drainage facilities.
3	Facilities Maintenance	D	D	134,907,000	134,907,000	0	212.0	Yes	General maintenance and repairs of County buildings & facilities.
4	Fleet Services	D	D	600,000	600,000	0	0.0	Yes	Maintenance, repair, and vehicle acquisition for County departments & fire district.
5	General County Building Occupancy	D	D	29,420,000	205,000	29,215,000	0.0	Yes	General funded building and grounds maintenance. This program area includes fixed costs for expenses related to utilities, taxes, debt service, building insurance, custodial contracts, common area maintenance, rents, and elevator maintenance.
6	Outside Agency Services	D	D	666,000	666,000	0	0.0	No	Outside Agency services. This program area includes occupancy costs, print & mail services, and fleet services.
7	Keller Surcharge/ Mitigation	M	D	373,000	80,000	293,000	0.0	Yes	Recycling services for County departments.
8	Print and Mail Services	D	D	6,137,000	6,137,000	0	22.0	Yes	Copy, printing, and mail services for County departments.
9	Purchasing	M	D	1,339,000	659,000	680,000	7.0	Yes	Purchasing services for all County departments.
10	Road Construction (Non-County Funded)	M	D	2,643,000	2,643,000	0	0.0	No	Non-county road construction projects funded by other governmental agencies.
	Special Funds								
11	Fleet Services ISF	D	D	20,111,000	20,111,000	0	24.0	Yes	Internal Services Fund for Fleet

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
12	Road Fund-Construction & Road Planning/ Admin/ Revenues	M	D	39,941,000	39,941,000	0	0.0	No	Road construction projects for county roads. Includes administration and planning costs.
13	Road Fund Maintenance & Misc. Property	M	D	24,368,000	24,368,000	0	0.0	No	Maintenance for county streets and roads.
14	PW Land Development	M	D	3,273,000	3,273,000	0	0.0	No	Engineering services and regulation of land development.
15	Airport Enterprise Fund	D	M	21,318,000	21,318,000	0	18.0	No	Operation and capital development of airports.
16	Other Special Rev. Funds	D	M	4,188,000	4,188,000	0	0.0	No	Use based on special revenue agreements.
17	Development Funds	D	M	6,299,000	6,299,000	0	0.0	No	Revenue from permits & developers for construction and Conditions of Approval.
18	Southern Pacific Railway	D	M	4,747,000	4,747,000	0	0.0	No	Sale of easements & license agreements used for maintenance of Iron Horse Corridor.
19	Navy Transportation Mitigation	D	M	4,277,000	4,277,000	0	0.0	No	Using proceeds from the Navy for the sale of a portion of Port Chicago Hwy, monies are expended per the transportation mitigation plan.
20	Area of Benefit Fees	D	M	1,148,000	1,148,000	0	0.0	No	Fees on development for future road projects.

Sheriff-Coroner

	Administrative Services Bureau								
1	Central Administration	D	D	20,427,565	1,372,006	19,055,559	38.0	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	2,573,123	8,000	2,565,123	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
3	Resources/ Plans/ Standards	D	D	4,278,003	318,500	3,959,503	11.0	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.
	Field Operations Bureau/Patrol Services								
4	Unincorporated Patrol	M	D	43,410,460	57,242,347	(13,831,887)	180.0	No	Provides patrol services throughout the unincorporated area of the County using a community-based policing model.
5	Cities/Districts Contracts	D	M	19,227,838	19,227,838	0	71.0	No	Contract city law enforcement services provided in the cities of Danville, Lafayette, and Orinda; and to AC transit and Diablo.
6	Marine Patrol	D	D	4,300,465	1,210,000	3,090,465	12.0	No	Responsible for patrol of the navigable waterways within the County and enforcement of all applicable laws.
7	Sheriff's Helicopter Program	D	D	537,072	537,072	0	0.0	No	Provides air support throughout the County and through contract with the City of Vallejo.
8	Facility Security Contracts	M	D	4,831,637	4,831,637	0	34.0	No	Contract facility security services for the Health Services Department and the Employment and Human Services Department.
	Field Operations Bureau/Investigation Division								
9	Investigations	M	D	10,629,334	417,405	10,211,929	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.
10	Special Investigations	D	M	(228,000)	0	(228,000)	0.0	No	Provides Investigation services to the District Attorney's Office.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
11	Civil	M	M	3,177,339	420,000	2,757,339	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.
12	AB 1109 Vehicle Program	M	M	64,202	64,202	0	0.0	No	Restricted funding for vehicle usage by the Civil unit.
13	AB 709 Automated Program	M	M	405,517	405,517	0	0.0	No	Restricted funding for automation services by the Civil unit.
14	Vehicle Anti-Theft Program	D	D	3,349	474,500	(471,151)	0.0	No	Investigates and gathers evidence on stolen vehicles throughout Contra Costa County.
	Support Services Bureau/Forensic Services Division								
15	Criminalistics	M	M	12,075,355	3,339,000	8,736,355	44.0	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.
16	CAL-ID	D	D	3,584,668	3,584,668	0	16.5	No	Operates a computerized system for the identification of fingerprints.
17	Property and Evidence Services	M	M	734,555	94,000	640,555	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.
	Support Services Bureau/Technical Services								
18	Communications/ Dispatch	M	M	9,408,233	3,302,000	6,106,233	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 telecommunica-tions from the public for reporting, police, fire, ambulance, and medical related incidents.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
19	Records	M	M	2,617,117	61,000	2,556,117	23.0	No	Provides for the release, inspection and production of law enforcement records, and fingerprint identification.
20	Automated Regional Information Exchange Systems (ARIES)	D	D	885,608	885,608	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.
21	Information Services	D	D	7,675,034	69,200	7,605,834	18.0	No	Provides communication and programming for networks, jail management, communication system and ARIES.
22	Technical Services Administration	D	D	280,026	0	280,026	0.0	No	Provides administrative oversight for the Technical Services Division and administration of federal grants.
	Contract Services								
23	Court Security	M	D	18,077,000	18,077,000	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.
	Custody Services Bureau								
24	Martinez Detention Facility	M	M	37,574,727	105,737	37,468,990	179.0	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	27,787,800	5,500	27,782,300	124.0	No	WCDF is a program-oriented facility for medium security prisoners, located in Richmond. Inmates who present behavioral problems are returned to the MDF in Martinez.
26	Marsh Creek Detention Facility	D	D	5,949,024	1,500	5,947,524	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
27	Custody Alternative/ County Parole Program	M	D	4,653,692	450,000	4,203,692	22.0	No	Diverts persons who would be incarcerated into programs such as Work Alternative Program. Work Alternative is operated for those inmates sentenced to jail for 30 days or less. Inmates accepted into the program provide public service labor.
28	Custody Services Admin	M	D	4,163,642	39,008,500	(34,844,858)	17.0	No	Provides inmate classification, training, and other detention management services.
29	Contra Costa County Admin Building Security	D	D	828,715	0	828,715	5.0	No	Facility security services for the Contra Costa County Administration Building.
30	AB 109 Program	M	M	10,630,263	10,630,263	0	37.0	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 AB 109 Public Safety Realignment.
31	Detention Transportation	M	D	6,530,137	3,500	6,526,637	24.0	No	Provides inmate transportation between detention facilities and the Courts.
	Coroner								
32	Coroner	M	D	3,576,000	185,000	3,391,000	9.0	No	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 per week, and remove the deceased from place of death.
	Office of Emergency Services								
33	Emergency Services Support	D	D	1,439,291	33,030	1,406,261	3.0	No	Provides management oversight 24-hours a day for response to critical incidents, major crimes, or other significant events and provides direction at the command level. Operates the Volunteer Services Unit and Search and Rescue (SAR) response teams.
34	Emergency Services	D	D	3,476,110	215,660	3,260,450	10.0	No	Provides emergency preparedness planning and coordination along with vulnerability assessment; manages the homeland security grant funds for the operational area; gathers and disseminates crime analysis and intelligence data.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
35	Community Warning System	D	D	1,373,000	1,373,000	0	3.0	No	Manages the countywide all hazard Community Warning System. The CWS is funded entirely from private industry funds and/or fines.
36	Homeland Security Grants	D	D	1,349,340	1,349,340	0	0.0	No	Homeland Security grant management and centralization.
37	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.
	Special Funds								
38	Central ID Bureau	D	M	2,437,000	2,437,000	0	0.0	No	Provides for operation of the Alameda-Contra Costa fingerprint database (which is a component of the state-wide database) Automated Fingerprint Identification System (AFIS) and Livescans in place in county law enforcement agencies.
39	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.
40	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.
41	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.
42	Narcotic Forfeiture	D	M	109,000	109,000	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.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
43	Prisoners Welfare Summary	D	M	1,311,000	1,311,000	0	6.0	No	Provides for the revenues associated primarily with detention commissary and commission from detention pay telephones. Funds are restricted to funding educational opportunities for inmates and enhancing inmate welfare.
44	Supplemental Law Enforcement Services Funds	D	M	982,000	982,000	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.
45	Traffic Safety	M	M	16,000	16,000	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.
46	Trial Court Security	M	D	17,533,000	17,533,000	0	0.0	No	Provides AB 109 Public Safety Realignment (State) funding for bailiff and court security services for the Superior Court.
47	Law Enforcement Training Center	D	D	2,809,000	2,809,000	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 Related Functions

1	Trial Court Programs	M	M	18,269,000	5,269,000	13,000,000	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.
2	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 Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
3	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.
	Special Funds								
4	Dispute Resolution	M	D	182,000	182,000	0	0.0	No	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.
5	Criminal Justice Facility Construction	D	M	923,000	923,000	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.
6	Courthouse Construction	D	M	230,000	230,000	0	0.0	No	Special fund created for penalty assessments levied on court fines for the purpose of courthouse construction and maintenance.

Treasurer-Tax Collector

1	Treasurer	M	D	1,552,857	115,000	1,437,857	8.7	Yes	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	4,251,056	2,942,050	1,309,006	19.8	Yes	Collects property taxes and special levies for all cities, school districts, special districts and County government.
3	Business License	M	D	243,087	122,950	120,137	2.0	No	Chapter 64-14.202 Purpose and authority: The purpose of this chapter is to effectuate Revenue and Taxation Code Section 7284 (CH 466, Stats. 1990; Cal. Const. Art. IV, § 8(c)(2)) in order to levy a business license tax in the unincorporated area of the county. (Ord. 91-35 § 1). State law permits the levy of such tax.

Mandatory/Discretionary Program Listing – By Department

	Program	Service	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
Veterans Service									
1	Veterans Service	D	D	1,975,235	545,000	1,430,235	13.0	No	Provides assistance to Veterans, their dependents and survivors in obtaining Veteran's benefits.
2	Veterans Memorial Buildings	D	D	119,765	0	119,765	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

Support Key: This column identifies those program areas that are needed to support the infrastructure and administration of the County.

Note: Funding Sources listed for Special Funds may include fund balance from previous years, and may be higher than the requirement in the Expenditures column.

Mandatory/Discretionary Program Listing – By Department

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
1	HSD - Contra Costa Health Plan (EF II)	Medi-Cal Members (Excluding SPD)	M	M	672,429,000	672,429,000	0	269.9	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	Hospital and Emergency Care Services	M	M	354,516,002	308,252,227	46,263,775	1143.7	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	Ambulatory Care Centers	M	M	225,471,295	201,471,745	23,999,550	691.2	No	Provides for operation of the 10 medical ambulatory care centers located throughout the County.
4	HSD - Hospital & Ambulatory Care	Physician Services	M	M	122,585,130	101,435,384	21,149,746	237.1	No	Provides for operation of medical staff at the Contra Costa Regional Medical Center, the 10 ambulatory care clinics, and the Family Practice Residency Program.
5	EHSD - Children and Family Services Bureau	Child Welfare Services	M	M	71,290,354	68,447,935	2,842,419	355.6	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	65,772,950	65,772,950	0	319.5	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 - Aging and Adult Services Bureau	In-Home Supportive Services Payments	M	M	57,822,009	54,874,675	2,947,334	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	50,543,884	49,933,556	610,328	0.0	No	Provides cash assistance to eligible families based on income levels.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
9	EHSD - Workforce Services Bureau	CalFresh and Work Incentive Nutritional Supplement (WINS) Eligibility	M	M	49,638,885	44,850,043	4,788,842	224.0	No	Provides eligibility determination for CalFresh and California Food Assistance Program households. Provides ongoing case management for CalFresh benefits for eligible low-income individuals and families.
10	Sheriff - Custody Services Bureau	Martinez Detention Facility	M	M	37,574,727	105,737	37,468,990	179.0	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.
11	EHSD - Workforce Services Bureau	CalWORKs Eligibility Services and Home Visiting Services	M	M	33,172,245	33,114,047	58,198	134.0	No	Provides eligibility determination for CalWORKs cash aid, supportive services, and includes ongoing case management. Eligibility is limited to a maximum of 48 months.
12	EHSD - Children and Family Services Bureau	Foster Care and Other Out of Home Care Payments	M	M	28,803,539	27,910,216	893,323	0.0	No	Federal, state and county funded program that provides payment for care of foster children in the custody of the county.
13	Sheriff - Custody Services Bureau	West County Detention Facility	M	M	27,787,800	5,500	27,782,300	124.0	No	WCDF is a program-oriented facility for medium security prisoners, located in Richmond. Inmates who present behavioral problems are returned to the MDF in Martinez.
14	Probation - Juvenile Facilities	Juvenile Hall	M	M	22,141,800	5,732,600	16,409,200	122.5	No	Maximum security facility designed for the mandated detention of minors before and after Court hearings.
15	EHSD - Children and Family Services Bureau	Adoption Assistance Program	M	M	22,080,379	21,841,444	238,935	0.0	No	Provides payments to families in the adoption process or who have adopted children.
16	Child Support Services	Child Support Services	M	M	20,141,000	20,141,000	0	138.0	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.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
17	Public Defender	Criminal Defense	M	M	20,066,000	1,739,600	18,326,400	86.5	No	Provides mandated legal representation, advice and investigative services to indigent adults and juveniles charged with criminal offenses.
18	HSD - Behavioral Health / Mental Health	Local Hospital Inpatient Psychiatric Services	M	M	19,038,430	17,058,403	1,980,027	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.
19	Superior Court Programs	Trial Court Programs	M	M	18,269,000	5,269,000	13,000,000	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.
20	HSD - Behavioral Health / Mental Health	Outpatient Mental Health Crisis Service	M	M	16,039,349	14,257,816	1,781,533	0.0	No	Provides crisis intervention and stabilization, psychiatric diagnostic assessment, medication, emergency treatment, screening for hospitalization and intake, disposition planning and placement/referral services.
21	HSD - California Children's Services Program	California Children's Services Program	M	M	13,307,000	10,869,000	2,438,000	68.2	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.
22	HSD - Environmental Health	Environmental Health	M	M	13,174,302	13,174,302	0	62.0	No	Provides retail food programs, consumer protection programs, solid waste program, medical waste program and land use programs.
23	EHSD - Workforce Services Bureau	CalWORKs Childcare	M	M	13,037,882	13,037,882	0	13.7	No	Eligibility and ongoing case management under Stage One subsidized childcare.
24	Clerk – Recorder - Elections	Elections	M	M	12,612,000	4,782,000	7,830,000	33.5	No	Conducts Federal, State, local and district elections in an accurate and timely manner and according to State and Federal law.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
25	Sheriff - Support Services Bureau/ Forensic Services Division	Criminalistics	M	M	12,075,355	3,339,000	8,736,355	44.0	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.
26	HSD - Behavioral Health / Mental Health	Medi-Cal Managed Care	M	M	11,571,709	9,853,890	1,717,819	21.0	No	Provides community-based acute psychiatric inpatient hospital services and outpatient specialty mental health services for Medi-Cal eligible adults and children.
27	HSD - Environmental Health	Hazardous Materials Program	M	M	10,881,698	10,881,698	0	39.0	No	Provides emergency response, hazardous waste, hazardous material, underground tank and accidental release programs.
28	Sheriff - Custody Services Bureau	AB 109 Program	M	M	10,630,263	10,630,263	0	37.0	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 AB 109 Public Safety Realignment.
29	Public Safety Realignment	SLESA – AB 109	M	M	10,557,000	10,557,000	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.
30	Sheriff - Support Services Bureau/ Technical Services	Communications/ Dispatch	M	M	9,408,233	3,302,000	6,106,233	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	9,199,000	9,199,000	0	30.0	No	Reviews plans, issues building permits, and inspects the construction of buildings to ensure construction of structurally sound buildings.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
32	EHSD - Aging and Adult Services Bureau	General Assistance Eligibility	M	M	5,773,121	883,245	4,889,876	22.9	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.
33	EHSD - Children and Family Services Bureau	Foster Care/Adoption Assistance Eligibility	M	M	5,298,804	4,753,995	544,809	22.4	No	Provides eligibility determination for cash assistance for care of children placed in out of home care.
34	County Counsel	Child Protective Services- Probate	M	M	5,219,680	5,219,680	0	18.0	No	Provides mandatory legal services for Employment and Human Services Department activities (adoptions, dependent children, etc.) and Health Services Department activities (conservatorships, etc.)
35	Clerk – Recorder - Elections	Recorder	M	M	5,110,000	7,340,000	(2,230,000)	40.0	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.
36	HSD - Conservatorship/Guardianship	Conservatorship /Guardianship	M	M	4,501,000	849,000	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.
37	Animal Services	Center Operations	M	M	4,480,700	450,584	4,030,116	31.0	No	Provide temporary husbandry and veterinary care to animals impounded at the County's shelter.
38	Treasurer-Tax Collector	Tax Collection	M	M	4,251,056	2,942,050	1,309,006	19.8	Yes	Collects property taxes and special levies for all cities, school districts, special districts and County government.
39	Probation - Care of Court Wards	Medical Services in Juvenile Facilities	M	M	3,870,000	415,100	3,454,900	0.0	No	Fees paid to Health Services for medical care of juveniles residing in County facilities.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
40	Justice System Development/ Planning - Special Funds	SLESF - Front Line Law Enforcement-City	M	M	3,820,000	3,820,000	0	0.0	No	Provides for the pass-through of State Supplemental Law Enforcement funding to Contra Costa cities.
41	Sheriff - Field Operations Bureau/Investigation Division	Civil	M	M	3,177,339	420,000	2,757,339	15.0	No	Serves protective orders when protected person has fee waiver, performs postings, evictions, levies, civil processes. Civil unit also completes the extradition function for this agency and numerous other agencies on a contract basis.
42	Sheriff - Support Services Bureau/ Technical Services	Records	M	M	2,617,117	61,000	2,556,117	23.0	No	Provides for the release, inspection and production of law enforcement records, and fingerprint identification.
43	Probation - Care of Court Wards	Out-of-Home Placement	M	M	2,612,000	1,037,900	1,574,100	0.0	No	Court-ordered board and care costs for minors placed outside of County facilities by the Juvenile Court.
44	HSD - Hospital & Ambulatory Care	Emergency Medical Services	M	M	1,469,703	1,469,703	0	4.0	Yes	Provides overall coordination of the emergency ambulance services throughout the County, and coordination of medical disaster response efforts.
45	Sheriff - Support Services Bureau/ Forensic Services Division	Property and Evidence Services	M	M	734,555	94,000	640,555	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.
46	District Attorney - Special Funds	AB 109-District Attorney	M	M	574,000	574,000	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).

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
47	District Attorney - Special Funds	Supplemental Law Enforcement Services Fund - DA	M	M	537,000	537,000	0	0.0	No	As provided by AB 3229 (Chapter 134, Statues of 1996), the State supplements otherwise available funding for local public safety services ("COPS"). These funds are used locally to enhance prosecution of domestic violence cases. Under AB 109 Public Safety Realignment, SLESF allocations are now subsumed under the County's Local Revenue Fund for Public Safety Realignment.
48	Probation - Care of Court Wards	California Dept. of Juv. Justice Fees	M	M	425,000	0	425,000	0.0	No	Fees paid to the California Division of Juvenile Justice for incarceration costs of juveniles.
49	Sheriff - Field Operations Bureau/Investigation Division	AB 709 Automated Program	M	M	405,517	405,517	0	0.0	No	Restricted funding for automation services by the Civil unit.
50	EHSD - Special Funds	Contra Costa Alliance to End Abuse - Special Revenue Fund	M	M	403,000	403,000	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	EHSD - Workforce Services Bureau	Refugee Programs Eligibility	M	M	319,236	319,236	0	1.5	No	Provides eligibility determination and grant maintenance activities for the Refugee Cash Assistance (RCA) and Cash Assistance Program for Immigrants (CAPI) programs.
52	EHSD - Workforce Services Bureau	Standard Utility Assistance Subsidy Program (SUAS)	M	M	309,420	309,420	0	0.0	No	Provides an annual $20.01 utility assistance benefit to eligible CalFresh households.
53	Central Support	LAFCO	M	M	290,000	0	290,000	0.0	No	Encourages orderly formation and development of local government agencies and approves, amends, or disapproves applications to create new cities or special districts, and modifies boundaries of existing agencies.
54	Probation - Juvenile Facilities	Home Supervision	M	M	285,700	443,000	(157,300)	1.0	No	Provides electronic monitoring / GPS support to juvenile probation deputies and intensive supervision to minors released to the community prior to sentencing.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
55	EHSD - Workforce Services Bureau	CalWORKs Family Stabilization Program	M	M	268,169	268,169	0	0.2	No	Provides comprehensive evaluations and wraparound services to Welfare-to-Work families who are experiencing identified situations and/or crises.
56	EHSD - Workforce Services Bureau	Work Incentive Nutritional Supplement (WINS)	M	M	224,400	224,400	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 Trafficking and Crime Victims Assistance Program	M	M	186,006	186,006	0	0.6	No	Provides assistance to non-citizen victims of trafficking, domestic violence, and other serious crimes.
58	EHSD - Workforce Services Bureau	Refugee Programs Cash Assistance	M	M	131,060	131,060	0	0.0	No	Provides funds for cash assistance payments for immigrants.
59	EHSD - Aging and Adult Services Bureau	Indigent Interment	M	M	111,888	19,455	92,433	0.0	No	Provides cremation and burial, in cemetery lots or niches, of indigent decedents.
60	Sheriff - Field Operations Bureau/Investigation Division	AB 1109 Vehicle Program	M	M	64,202	64,202	0	0.0	No	Restricted funding for vehicle usage by the Civil unit.
61	Sheriff - Special Funds	Traffic Safety	M	M	16,000	16,000	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.
62	EHSD - Aging and Adult Services Bureau	Adult Protective Services	M	D/M	18,334,003	16,561,099	1,772,904	77.9	No	Provides social worker response to investigate reports that older or dependent adults are exploited, neglected or physically abused. Includes Supplemental Security Income Advocacy to assist disabled individuals with applying for SSI/SSP, Cal-OES grants to improve elder abuse prevention and intervention services, and Whole Person Care pilot program for Medi-Cal recipients to improve Health outcomes and reduce utilization of high-cost services.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
63	Public Safety Realignment	Support Services	M	D	150,711,000	150,711,000	0	0.0	No	Provides 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.
64	HSD - Behavioral Health / Mental Health	Child & Adolescent Services	M	D	80,401,019	79,181,120	1,219,899	117.5	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.
65	Public Safety Realignment	Law Enforcement Services	M	D	69,448,000	69,448,000	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.
66	HSD - Behavioral Health / Mental Health	Adult Services	M	D	67,799,657	67,134,109	665,548	230.4	No	Provides comprehensive mental health services to seriously and persistently mentally disabled adults including hospitalization, residential care, intensive day treatment, outpatient, outreach and case management.
67	HSD - Behavioral Health / Mental Health	Mental Health Services Act	M	D	63,270,000	63,270,000	0	173.7	No	Expands mental health care programs for children, transition age youth, adults and older adults.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
68	Public Works	Public Works Services /Administration	M	D	59,366,000	55,690,000	3,676,000	279.0	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.
69	Sheriff - Field Operations Bureau/ Patrol Services	Unincorporated Patrol	M	D	43,410,460	57,242,347	(13,831,887)	180.0	No	Provides patrol services throughout the unincorporated area of the County using a community based policing model.
70	EHSD - Workforce Services Bureau	CalWORKs Employment Services	M	D	42,757,079	42,757,079	0	97.0	No	Provides case management of CalWORKs recipients who have a Welfare-to-Work (WTW) requirement and includes supportive services including special employment and training services/programs. Eligibility is limited to 48 months with the last 24 months being contingent on specific work-related activity engagement.
71	Public Works - Special Funds	Road Fund-Construction & Road Planning/ Admin/ Revenues	M	D	39,941,000	39,941,000	0	0.0	No	Road construction projects for county roads. Includes administration and planning costs.
72	HSD - Detention Facility Program	Detention Facility Medical Services	M	D	35,039,367	1,678,000	33,361,367	135.7	No	Provides primary care medical services for inmates in County detention facilities.
73	Public Safety Realignment	Local Community Corrections	M	D	34,137,000	34,137,000	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	District Attorney	Mainline Prosecution	M	D	31,346,665	19,421,000	11,925,665	150.1	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.
75	Public Works - Special Funds	Road Fund Maintenance & Misc. Property	M	D	24,368,000	24,368,000	0	0.0	No	Maintenance for county streets and roads.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
76	HSD - Hospital & Ambulatory Care	Charges from Other County Departments	M	D	21,831,929	0	21,831,929	0.0	No	Provides centralized charges to Health Services Department from other County departments, e.g. GSD.
77	Probation - Probation Programs	Adult Investigations & Supervision	M	D	19,099,433	13,709,633	5,389,800	88.0	No	Felony investigative reports prepared for the Trial Courts. These include pre-plea reports for plea and bail considerations and assessment and recommendation reports for sentencing. (PC 1191). Includes AB 109, SB678, Adult realignment, pretrial enhancement and the FBI Task Force.
78	Sheriff - Contract Services	Court Security	M	D	18,077,000	18,077,000	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.
79	Sheriff - Special Funds	Trial Court Security	M	D	17,533,000	17,533,000	0	0.0	No	Provides AB 109 Public Safety Realignment (State) funding for bailiff and court security services for the Superior Court.
80	EHSD - Aging and Adult Services Bureau	In-Home Supportive Services Administration	M	D	14,329,370	12,654,090	1,675,280	74.4	No	Provides administration to determine eligibility and provide on-going case management for the In Home Supportive Services program.
81	Conservation and Development	Community Development Block Grant	M	D	13,263,000	13,263,000	0	15.0	No	Promotes safe and affordable housing, a suitable living environment and expanded economic opportunities for low-income residents and households.
82	Central Support	Risk Management	M	D	12,789,000	6,709,000	6,080,000	38.0	Yes	Risk Management program is responsible for the administration of workers' compensation claims, liability and medical malpractice claims, insurance and self-insurance programs, and loss prevention services. Net cost represents GF premiums paid to Insurance Trust Funds.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
83	Probation - Probation Programs	Administration/ Personnel / Info Tech	M	D	11,455,572	0	11,455,572	26.0	No	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.
84	Sheriff - Field Operations Bureau/Investigation Division	Investigations	M	D	10,629,334	417,405	10,211,929	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	Assessor	Appraisal	M	D	9,001,800	778,050	8,223,750	51.0	No	Secured property appraisal mandated by R&T Code Sections 50-93, 101-2125.
86	Conservation and Development	Current Planning	M	D	8,706,000	8,706,000	0	31.0	No	Facilitates 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. Administers performance standards for establishments that sell alcohol, and reviews sites that are the focus of local nuisance complaints. Manages the monitoring programs for projects under construction and development.
87	Assessor	Support Services	M	D	8,401,680	726,180	7,675,500	48.0	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.
88	EHSD - Workforce Development Board	Workforce Innovation & Opportunity Act (WIOA) and Grants	M	D	7,743,000	7,729,000	14,000	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.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
89	Board of Supervisors	Legislation & Policy Direction	M	D	7,645,000	354,000	7,291,000	31.8	Yes	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	District Attorney	Special Prosecution	M	D	7,537,212	5,048,749	2,488,463	27.5	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.
91	HSD - Detention Facility Program	Detention Facility Mental Health Services	M	D	7,189,633	44,000	7,145,633	25.0	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	7,069,606	5,611,606	1,458,000	27.0	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	Human Resources	Employee Benefits Administration	M	D	6,934,624	6,934,624	0	25.0	Yes	Formulates & implements policies for administration of benefit programs and services that assist the County in maintaining a competitive compensation package and that contribute to the well-being of employees and retirees.
94	Sheriff - Custody Services Bureau	Detention Transportation	M	D	6,530,137	3,500	6,526,637	24.0	No	Provides inmate transportation between detention facilities and the Courts.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
95	County Administrator	Board Support & Gen Administration	M	D	6,262,000	288,000	5,974,000	16.5	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, information and other resources in direct support of service delivery.
96	Conservation and Development	Application & Permit Center / Engineering Services	M	D	6,045,000	6,045,000	0	41.0	No	Manages, reviews and processes permits for land development /construction applications. Provides plan check and engineering services.
97	Conflict Defense	Conflict Defense	M	D	6,000,000	0	6,000,000	0.0	No	Mandated legal representation provided to indigents by appointed private attorneys on criminal cases in which the Public Defender has a conflict of interest in representation.
98	Public Defender	Administration	M	D	5,863,600	0	5,863,600	13.0	No	Provides management, administrative support, and oversight of all Departmental functions.
99	Probation - Probation Programs	Juvenile Investigation/ Supervision/ Special Services	M	D	5,566,100	503,600	5,062,500	27.0	No	Further investigation into alleged offenses, including recommendations regarding the continuing disposition of the minor offender.
100	Public Defender	AB 109	M	D	5,379,900	5,379,900	0	24.0	No	Provides support and services to reduce recidivism for low level felony offenders; furthers the goals of AB 109.
101	District Attorney	Administration	M	D	5,003,617	9,000	4,994,617	14.0	No	Operations, fiscal, personnel, procurement, and facilities management, and resource development
102	Public Defender	Alternate Defender Office	M	D	4,901,800	0	4,901,800	14.5	No	Provides mandated legal representation, advice and investigative services to indigent adults and juveniles charged with criminal offenses in which the Public Defender's office has a declared conflict of interest.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
103	Sheriff - Field Operations Bureau/ Patrol Services	Facility Security Contracts	M	D	4,831,637	4,831,637	0	34.0	No	Contract facility security services for the Health Services Department and the Employment and Human Services Department.
104	Sheriff - Custody Services Bureau	Custody Alternative/ County Parole Program	M	D	4,653,692	450,000	4,203,692	22.0	No	Diverts persons who would be incarcerated into programs such as Work Alternative Program. Work Alternative is operated for those inmates sentenced to jail for 30 days or less. Inmates accepted into the program provide public service labor.
105	Animal Services	Field Services	M	D	4,522,500	6,786,416	(2,263,916)	25.0	No	Enforces state laws and County ordinances in the unincorporated area of the County and the cities that have agreements with the County.
106	Human Resources	Personnel Services	M	D	4,298,616	188,000	4,110,616	22.0	Yes	Develops and administers programs and policies to help ensure that the County recruits and selects a highly skilled and diversified workforce that is properly classified and compensated. Maintains all personnel history files and records.
107	District Attorney	Investigation	M	D	4,287,542	110,504	4,177,038	16.0	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.
108	Sheriff - Custody Services Bureau	Custody Services Admin	M	D	4,163,642	39,008,500	(34,844,858)	17.0	No	Provides inmate classification, training, and other detention management services.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
109	Agriculture/ Weights and Measures	Agricultural Division	M	D	3,639,100	3,842,400	(203,300)	32.3	No	Provides enforcement of pesticide use and worker safety regulations; enforcement of quarantine regulations; regulatory oversight of Certified Farmer's Market, Industrial Hemp, 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.
110	Sheriff - Coroner	Coroner	M	D	3,576,000	185,000	3,391,000	9.0	No	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 per week, and remove the deceased from place of death.
111	Animal Services	Administration Services	M	D	3,544,800	1,350,000	2,194,800	20.0	No	Provides operational support for the department and includes human resource functions, fiscal management, data management, contract management, and general business operations.
112	EHSD - Workforce Services Bureau	CalWORKs Expanded Subsidized Employment	M	D	3,536,978	3,536,978	0	13.6	No	Provides funds for wage, non-wage and operational costs for six-month job placements for Welfare-to-Work clients.
113	Conservation and Development	Transportation Planning	M	D	3,504,000	3,504,000	0	6.0	Yes	Develops an effective transportation network throughout the County by planning for roads transit, bicycle/pedestrian facilities and other types of transportation systems on countywide corridors and within local and neighborhood areas. Administers programs related to growth management.
114	Conservation and Development	Conservation/ Solid Waste	M	D	3,435,000	3,435,000	0	7.0	No	Administers curbside collection franchises (including rate reviews) and implements waste reduction and recycling programs in unincorporated areas of the County. Monitors use permit compliance at solid waste landfills and transfer stations.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
115	Public Works - Special Funds	PW Land Development	M	D	3,273,000	3,273,000	0	0.0	No	Engineering services and regulation of land development.
116	Assessor - Special Funds	Property Tax Administration Program	M	D	3,160,174	3,160,174	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.
117	HSD - Detention Facility Program	Juvenile Hall Medical Services	M	D	3,050,000	3,050,000	0	10.0	No	Provides primary care medical services to inmates at Juvenile Hall. Expenditures are transferred to the Probation Department.
118	Auditor-Controller	Administration/ Systems	M	D	2,971,131	630,285	2,340,846	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	Auditor-Controller	General Accounting/Accounts Payable	M	D	2,846,439	3,592,939	(746,500)	20.0	Yes	Manages the countywide Financial System and processes various types of fiscal information for County departments, special districts, and other non-county agencies. Maintains the general ledger. Enforces accounting policies, procedures, and processes and ensures financial reporting in accordance with County policies and state, and federal guidelines. Reconciles fixed asset activity to County inventory.
120	EHSD - Aging and Adult Services Bureau	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.
121	EHSD - Special Funds	IHSS Public Authority	M	D	2,680,000	2,680,000	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
122	Public Works	Road Construction (Non-County Funded)	M	D	2,643,000	2,643,000	0	0.0	No	Non-county road construction projects funded by other governmental agencies.
123	Employee/Retiree Benefits	Employee Benefits	M	D	2,611,000	93,000	2,518,000	0.0	Yes	Funds PeopleSoft Project (Payroll).
124	County Counsel	Risk Mgt/ Civil Litigation Unit	M	D	2,586,714	2,586,714	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.
125	Sheriff - Administrative Services Bureau	Sheriff's Recruiting	M	D	2,573,123	8,000	2,565,123	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.
126	Auditor-Controller	Payroll	M	D	2,496,394	1,534,593	961,801	14.0	Yes	Processes timely and accurate payroll for all County departments, most fire districts, some special districts, and some non-county regional agencies. Processes demands, purchase orders, and contracts.
127	Public Defender	Investigations	M	D	2,451,200	0	2,451,200	13.0	No	Conducts defense investigations of adult criminal and juvenile cases as warranted to ensure effective representation of all clients.
128	EHSD - Workforce Services Bureau	Mental Health/Substance Abuse	M	D	2,447,019	2,447,019	0	0.0	No	Provides CalWORKs case management and treatment services for mental health and substance abuse.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
129	Conservation and Development	Administration	M	D	2,271,810	2,271,810	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. Provides 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.
130	Agriculture/ Weights and Measures	Administration	M	D	2,164,700	0	2,164,700	4.0	No	Provides direction and financial control, develops and implements policies and procedures in support of department operations.
131	County Administrator	Labor Relations	M	D	1,980,000	804,000	1,176,000	6.5	Yes	Administers County's labor management relations programs including the collective bargaining process, grievance investigation, training and counseling.
132	District Attorney	Victim Witness Assistance	M	D	1,879,305	1,864,115	15,190	14.5	No	Victim liaisons providing assistance in obtaining protective orders and restitution, advice to the Bench on bail levels, and victim advocacy.
133	Public Defender	Pilot Programs	M	D	1,692,500	1,692,500	0	11.0	No	Provides legal representation to indigent defendants for post-conviction relief and potential resentencing cases.
134	Assessor	Business	M	D	1,600,320	138,320	1,462,000	9.0	No	Unsecured property appraisal mandated by R&T Code Sections 2901-2928.1.
135	Conservation and Development	Code Enforcement	M	D	1,600,000	1,600,000	0	10.0	No	Responds to building and zoning complaints, performs on-site investigations of potential violations, abates hazardous structures, and inspects private property.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
136	Treasurer-Tax Collector	Treasurer	M	D	1,552,857	115,000	1,437,857	8.7	Yes	Provides for the safekeeping of funds for the County, 18 School Districts, a Community College District, a Board of Education, and 21 Voluntary Special Districts. Administers a comprehensive investment program for the County and districts to ensure maximum yield on investments.
137	Auditor-Controller	Property Tax	M	D	1,513,246	1,829,830	(316,584)	8.0	Yes	Builds the countywide tax roll and allocates and accounts for property tax apportionment and assessments. Assists in preparing the budget documents for the County and special districts, including monitoring expenditures for budget compliance. Assists in administering the bond programs that greatly enhance the County's financial status. The Division is responsible for a variety of governmental fiscal reports.
138	County Administrator	CCTV & Public Info	M	D	1,479,000	1,479,000	0	9.0	Yes	Administers cable franchises and community access television and disseminates and coordinates public information. Supported primarily by franchise fees and Public, Education and Government (PEG) Fees.
139	Human Resources	Administration	M	D	1,434,760	2,533,376	(1,098,616)	4.0	Yes	Develops, administers and maintains merit and exempt employment systems.
140	Public Works	Purchasing	M	D	1,339,000	659,000	680,000	7.0	Yes	Purchasing services for all County departments.
141	Central Support	Clerk of the Board	M	D	1,290,000	90,000	1,200,000	7.0	Yes	Provides staff support to the Board of Supervisors by recording and compiling the actions of the Board taken in open session; maintaining the official records; preparing the weekly agenda and summary; and maintaining a roster of various Boards and Commit
142	District Attorney	AB 109	M	D	1,261,659	2,651,632	(1,389,973)	8.5	No	Public Safety Realignment Act which transfers responsibility for supervising specific low-level inmates and parolees from CDCR to counties, including parole revocation proceedings.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
143	Agriculture/ Weights and Measures	Weights and Measures	M	D	1,179,300	819,600	359,700	7.0	No	Provides assurance of fair business practices by performing routine inspection of all weighing and measuring devices such as delicatessen 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 ensure accurate units of measure and accurate pricing charged to consumers at automated point-of-sale systems.
144	Assessor	Administrative Services	M	D	1,000,200	86,450	913,750	6.0	No	Functions of Assessor are mandated. Duties of Assessor's Office, however, may be consolidated with Treasurer, or Recorder, or Clerk and Recorder.
145	EHSD - Aging and Adult Services Bureau	Master Plan for Aging	M	D	1,000,000	0	1,000,000	0.0	No	Measure X funds to implement the Master Plan on Aging's vision for a healthy and equitable aging for people of all stages and abilities.
146	Auditor-Controller	Internal Audit	M	D	994,055	36,754	957,301	6.0	Yes	Develops and executes audit programs for the examination, verification, and analysis of financial records, procedures, and internal controls of the County departments. Produces the Comprehensive Annual Financial Report.
147	Employee/Retiree Benefits	Retiree Health Benefits	M	D	982,000	0	982,000	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.
148	Public Works	County Drainage Maintenance	M	D	910,000	210,000	700,000	0.0	No	Drainage maintenance for County owned drainage facilities.
149	EHSD - Children and Family Services Bureau	Independent Living Skills Program	M	D	907,581	907,581	0	5.0	No	Provides individual and group support services, including practical skill building for current and former foster youth that are eligible for federal foster care funds when transitioning out of the foster care system.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
150	EHSD - Special Funds	Contra Costa Alliance to End Abuse - SB 968 Administration	M	D	843,000	843,000	0	3.0	No	Provides oversight and coordination of domestic violence programs. This program is supported by recording fees authorized by State law (SB 968).
151	Probation - Juvenile Facilities	Juvenile Justice Realignment	M	D	785,000	785,000	0	1.0	No	Due to the closure of the California Division of Juvenile Justice, youth currently housed in those facilities will be transferred back to the local jurisdictions in which they originated.
152	HSD - Public Administrator	Public Administrator	M	D	704,000	360,000	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.
153	Public Defender - Special Funds	AB 109-Public Defender	M	D	574,000	574,000	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).
154	Auditor-Controller	Special Accounting	M	D	543,735	278,599	265,136	3.0	Yes	Assists 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.
155	Animal Services	Community Services	M	D	431,000	10,000	421,000	2.0	No	Provides public information, media relations, and community education while providing support to the admissions and adoptions and volunteer program.
156	Conservation and Development	Advance Planning	M	D	381,000	381,000	0	2.0	Yes	Develops and maintains long-range policy planning process through the County General Plan to anticipate and respond to changes in legal mandates and local priorities.
157	Public Works	Keller Surcharge/ Mitigation	M	D	373,000	80,000	293,000	0.0	Yes	Recycling services for County departments.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
158	Central Support	Equal Employment Opportunity	M	D	316,000	0	316,000	2.0	Yes	Works to ensure that County employees, applicants, and vendors are provided a professional environment that is free from discrimination and/or harassment
159	Probation - Probation Programs	Training	M	D	306,700	175,000	131,700	0.0	No	State required and approved training for Probation staff. (PC 6035)
160	Conservation and Development	Fish and Game Protection	M	D	253,000	253,000	0	0.0	No	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.
161	Treasurer-Tax Collector	Business License	M	D	243,087	122,950	120,137	2.0	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.
162	Superior Court Programs - Special Funds	Dispute Resolution	M	D	182,000	182,000	0	0.0	No	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.
163	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.
164	Board of Supervisors	Merit Board	M	D	100,000	40,000	60,000	0.0	Yes	Hears and makes determinations on appeals of employees and oversees merit system to ensure that merit principles are upheld.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
165	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.
166	Conservation and Development	SB1186/Cert Access Program	M	D	39,000	39,000	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.
167	District Attorney	Public Assistance Fraud	M	D	34,000	0	34,000	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.
168	EHSD - Workforce Services Bureau	CalWORKs Cal-Learn	M	D	30,974	30,974	0	0.2	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.
169	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.
170	General Purpose Revenue	General County Revenues	M	D	0	663,600,000	(663,600,000)	0.0	No	Receives revenues which are not attributable to specific County services and which are available for General County expenditures.
171	HSD - Public Health	Family, Maternal & Child Health	M/D	D	15,362,468	11,630,634	3,731,834	100.9	No	Promotes health and welfare of families and children.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
172	HSD - Public Health	Communicable Disease Control	M/D	D	11,356,856	6,461,519	4,895,337	54.9	No	Identification, investigation and treatment of persons who have communicable disease or who have been exposed or are at risk for a communicable disease.
173	HSD - Public Health	HIV/AIDS and STD Program	M/D	D	5,519,518	3,792,634	1,726,884	31.2	No	Provides access to care, monitoring and surveillance, community education and prevention services in an effort to reduce the transmission of HIV and STDs.
174	HSD - Contra Costa Health Plan (EF II)	Medi-Cal SPD Members	D	M	211,000,000	211,000,000	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 Health Plan (EF III)	Commercial Members, Basic Health Care and Contra Costa CARES	D	M	56,525,000	55,525,000	1,000,000	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. Also, includes Contra Costa CARES.
176	EHSD - Special Funds	Child Development Fund	D	M	37,582,000	37,582,000	0	93.0	No	State-funded Preschool and General Child Care program serving 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.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
177	EHSD - Community Services Bureau	Head Start	D	M	27,900,000	23,900,000	4,000,000	67.0	No	Federally-funded childcare services that provide part-day and full-day educational and comprehensive services for children ages 3-5, serving income eligible and disabled children and families. Includes $4 million in Measure X funding for a voucher programs for up to 500 childcare slots
178	HSD - Contra Costa Health Plan (EF III)	In-Home Support Services	D	M	22,535,000	18,799,000	3,736,000	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	Public Works - Special Funds	Airport Enterprise Fund	D	M	21,318,000	21,318,000	0	18.0	No	Operation and capital development of airports.
180	EHSD - Community Services Bureau	Early Head Start	D	M	21,036,000	19,086,000	1,950,000	21.0	No	Federally-funded childcare program for infants and toddlers ages 0-3, serving income eligible and disabled infants and toddlers and their families. Includes $1.95 million in Measure X funding for childcare providers and additional services.
181	Sheriff - Field Operations Bureau/ Patrol Services	Cities/Districts Contracts	D	M	19,227,838	19,227,838	0	71.0	No	Contract city law enforcement services provided in the cities of Danville, Lafayette, and Orinda; and to AC transit and Diablo.
182	Clerk – Recorder - Elections - Special Funds	Recorder Micro/ Mod/ VRIP/ Redaction/ ERDS (Dedicated funds)	D	M	12,176,000	12,176,000	0	12.0	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.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
183	Conservation and Development	Housing Successor Agency	D	M	11,256,000	11,256,000	0	0.0	No	Provides funding for all Successor Agency-related obligations and oversees activities related to the former Redevelopment Agency pursuant to the Dissolution Act.
184	Conservation and Development	HUD Block Grant	D	M	10,788,000	10,788,000	0	0.0	No	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.
185	EHSD - Community Services Bureau	Comprehensive Funding Model	D	M	10,665,072	10,665,072	0	63.0	No	Combines Head Start, Early Head Start, and Child Development funds to provide full-day, full-year childcare for children of low-income working parents.
186	EHSD - Aging and Adult Services Bureau	Area Agency on Aging	D	M	7,028,241	6,657,457	370,784	10.8	No	Provides supportive social services, congregate meals, home delivered meals, in-home services, and elder abuse prevention to seniors.
187	Probation - Juvenile Facilities	Orin Allen Youth Rehabilitation	D	M	6,546,500	9,591,400	(3,044,900)	36.0	No	Correctional facility providing beds for seriously delinquent boys committed by the courts.
188	Public Works - Special Funds	Development Funds	D	M	6,299,000	6,299,000	0	0.0	No	Revenue from permits & developers for construction and Conditions of Approval.
189	EHSD - Community Services Bureau	Community Action Programs	D	M	5,534,292	5,375,292	159,000	19.0	No	Community Action programs help low-income families achieve self-sufficiency and support activities that can achieve measurable outcomes in improving educational capability, literacy skills, housing attainment, income enhancement, and disaster preparedness.
190	HSD - Ambulance Services (Measure H) / Special District	Zone B	D	M	5,484,000	5,484,000	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.
191	Probation - Probation Programs	Community Probation	D	M	5,002,528	4,933,100	69,428	14.0	No	Partners deputy probation officers with police jurisdictions to provide intensive supervision to high-risk youth.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
192	Public Works - Special Funds	Southern Pacific Railway	D	M	4,747,000	4,747,000	0	0.0	No	Sale of easements & license agreements used for maintenance of Iron Horse Corridor.
193	Public Works - Special Funds	Navy Transportation Mitigation	D	M	4,277,000	4,277,000	0	0.0	No	Using proceeds from the Navy for the sale of a portion of Port Chicago Hwy, monies are expended per the transportation mitigation plan.
194	EHSD - Community Services Bureau	Housing & Energy	D	M	4,211,549	4,211,549	0	4.0	No	Federally-funded program that provides utility bill payment assistance, energy education, and weatherization services to low-income residents of the County.
195	Public Works - Special Funds	Other Special Rev. Funds	D	M	4,188,000	4,188,000	0	0.0	No	Use based on special revenue agreements.
196	HSD - West Contra Costa Healthcare District/ Special District	West Contra Costa Healthcare District Debt Service	D	M	3,442,000	3,442,000	0	0.0	No	Funds debt service payments associated with $44.5 million in Refunding Revenue Bonds (Series 2021). Debt payments continue until 2042.
197	Debt Service - Special Funds	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).
198	EHSD - Children and Family Services Bureau	Adoption Services	D	M	2,732,358	2,719,239	13,119	13.5	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	Sheriff - Special Funds	Central ID Bureau	D	M	2,437,000	2,437,000	0	0.0	No	Provides for operation of the Alameda-Contra Costa fingerprint database (which is a component of the state-wide database) Automated Fingerprint Identification System (AFIS) and Livescans in place in county law enforcement agencies.
200	EHSD - Community Services Bureau	Childhood Nutrition	D	M	1,854,474	1,854,474	0	12.0	No	Nutritional counseling for families and meal services for low-income and disabled children.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
201	EHSD - Children and Family Services Bureau	Family Preservation Program Promoting Safe and Stable Families	D	M	1,645,834	1,344,084	301,750	0.0	No	Provides intensive social work services to children and families when the child is at risk of out-of-home placement.
202	Conservation and Development	Private Activity Bonds	D	M	1,526,000	1,526,000	0	0.0	No	Provides 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.
203	Justice System Development/ Planning - Special Funds	Automated ID & Warrant	D	M	1,346,000	1,346,000	0	0.0	No	Special fund to finance a Countywide warrant management system and to replace and enhance the automated fingerprint identification equipment.
204	Sheriff - Special Funds	Prisoners Welfare Summary	D	M	1,311,000	1,311,000	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	Probation - Probation Programs	Youthful Offender Treatment Program / Girls in Motion	D	M	1,273,300	175,700	1,097,600	5.0	No	Aftercare supervision for institution commitment treatment program for youthful offenders.
206	Probation - Probation Programs	Domestic Violence	D	M	1,189,000	2,000	1,187,000	6.0	No	Intensive supervision of felony/misdemeanor cases that may involve court-ordered participation in a 52- week batterer's program. All batterer's programs are mandated to be certified by the Probation Department. (PC 1203.097)
207	Public Works - Special Funds	Area of Benefit Fees	D	M	1,148,000	1,148,000	0	0.0	No	Fees on development for future road projects.
208	EHSD - Children and Family Services Bureau	Resource Family Approval	D	M	1,006,751	898,446	108,305	1.0	No	Processes applications and provides support services to approved Resource Family Homes.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
209	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.
210	Sheriff - Special Funds	Supplemental Law Enforcement Services Funds	D	M	982,000	982,000	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.
211	Superior Court Programs - Special Funds	Criminal Justice Facility Construction	D	M	923,000	923,000	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.
212	Conservation and Development	HUD Neighborhood Preservation	D	M	805,000	805,000	0	0.0	No	Provides funding for the Neighborhood Preservation Program loans and grants to low-income homeowners, and program administration funded by HUD's Community Development Block Grant program.
213	Conservation and Development	Measure WW Grant Project	D	M	733,000	733,000	0	0.0	No	Provides for funding allocation, through general obligation bonds, for local parks as approved by voters of Alameda and Contra Costa Counties.
214	Conservation and Development	HOME Income Investment Account	D	M	683,000	683,000	0	0.0	No	Provide funding from HOME Program loan repayments for the development and rehabilitation of affordable housing.
215	HSD - Emergency Medical Services SB-12	Physicians	D	M	649,188	649,188	0	0.0	No	Payments to physicians for emergency services to indigents.
216	EHSD - Children and Family Services Bureau	Child Abuse Prevention, Intervention and Treatment	D	M	463,400	417,060	46,340	0.0	No	Provides child abuse prevention services authorized by AB 1733; supports the Zero Tolerance for Domestic Violence implementation plan.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
217	Conservation and Development	Energy Efficiency Programs	D	M	447,000	447,000	0	1.0	No	Provides energy efficiency resources to residents, businesses, and local governments with funding from the California Public Utilities Commission through the Bay Area Regional Network, with the Association of Bay Area Governments as the program administrator.
218	Conservation and Development	Affordable Housing	D	M	410,000	410,000	0	0.0	No	Provides 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.
219	Probation - Probation Programs	Office of Traffic Safety DUI Program	D	M	398,000	398,000	0	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	280,195	280,195	0	0.0	No	Payments to hospitals for emergency room care provided to indigents.
221	Superior Court Programs - Special Funds	Courthouse Construction	D	M	230,000	230,000	0	0.0	No	Special fund created for penalty assessments levied on court fines for the purpose of courthouse construction and maintenance.
222	Justice System Development/ Planning - Special Funds	DNA Identification	D	M	225,000	225,000	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	190,156	190,156	0	0.0	No	Reimbursement for County operated Emergency Medical Services program.
224	Probation - Probation Programs	Vehicle Theft (Adult)	D	M	180,967	180,967	0	0.0	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
225	HSD - Ambulance Services (Measure H) / Special District	Zone A	D	M	170,000	170,000	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	109,000	109,000	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	91,845	91,845	0	0.0	No	Reimbursement to physicians and hospitals for uncompensated services provided at pediatric trauma centers.
228	EHSD - Special Funds	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	72,000	72,000	0	0.0	No	Aids the establishment or enhancement of permanent, sustainable used oil recycling programs through funding provided by the Department of Resources Recycling and Recovery (CalRecycle) Used Oil Recycling Grants.
230	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.
231	Debt Service	County/State West Contra Costa Healthcare District (WCCHCD)	D	M	0	0	0	0.0	No	To account for the West Contra Costa Healthcare District's allocation of property tax revenue.
232	Debt Service	Notes and Warrants Interest (General Fund)	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.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
233	Debt Service - Special Funds	Retirement/ UAAL Bond Fund	D	M	0	0	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.
234	Debt Service - Special Funds	Notes and Warrants Interest (Auto Sys Development Fund)	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.
235	Sheriff - Field Operations Bureau/Investigation Division	Special Investigations	D	M	(228,000)	0	(228,000)	0.0	No	Provides Investigation services to the District Attorney's Office.
236	Public Works	Facilities Maintenance	D	D	134,907,000	134,907,000	0	212.0	Yes	General maintenance and repairs of County buildings & facilities.
237	HSD - Public Health	Public Health Clinic Services	D	D	72,771,688	70,500,357	2,271,331	390.3	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.
238	EHSD - Administration	Administrative Services	D	D	62,570,000	60,407,000	2,163,000	223.0	No	Provides administrative support to all areas of the Department. Includes $1.75 million Measure X funding for two new youth centers in East and Central County.
239	County Administration - Measure X Allocations	Measure X Allocations	D	D	51,550,000	0	51,550,000	0.0	No	To track appropriations and transfers of Measure X revenues, which are attributable to the Measure X general purpose ½ cent sales tax levied countywide.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
240	HSD - Hospital & Ambulatory Care	Administrative Services	D	D	32,969,941	32,969,941	0	338.7	No	Provides centralized Department-wide administrative support to all Health Services divisions, e.g. IT, Payroll, Personnel.
241	Public Works	General County Building Occupancy	D	D	29,420,000	205,000	29,215,000	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.
242	HSD - Hospital Capital Cost	Hospital Capital Cost	D	D	25,468,000	25,468,000	0	0.0	No	Debt services principal payments, and acquisition of new and replacement capital equipment.
243	Library	Lib-Community Services	D	D	23,136,000	23,136,000	0	143.1	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	Sheriff - Administrative Services Bureau	Central Administration	D	D	20,427,565	1,372,006	19,055,559	38.0	No	Comprised of the Sheriff's executive, fiscal, and personnel units which provide centralized administrative oversight of the Office of the Sheriff.
245	Public Works - Special Funds	Fleet Services ISF	D	D	20,111,000	20,111,000	0	24.0	Yes	Internal Services Fund for Fleet
246	HSD - Behavioral Health / Mental Health	Support Services	D	D	19,567,836	9,627,662	9,940,174	96.4	No	Provides personnel administration, contract negotiation, program planning and development, monitoring service delivery and quality assurance, and interagency coordination.
247	Contingency Reserve	Contingency Reserve	D	D	15,000,000	0	15,000,000	0.0	Yes	Provides funding for unforeseen emergencies or unanticipated new expenditures occurring during the fiscal year, which have no other funding source.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
248	Department of Information Technology	Telecommunications	D	D	14,265,000	14,170,000	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.
249	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).
250	HSD - Health, Housing and Homeless	Interim Housing and Support Services	D	D	11,744,000	10,510,000	1,234,000	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.
251	HSD - West Contra Costa Healthcare District/ Special District	West Contra Costa Healthcare District	D	D	9,975,000	9,975,000	0	0.0	No	The West Contra Costa Healthcare District is administered by the Health Services Department. The fund is part of the Special District Budget.
252	HSD - Behavioral Health / Alcohol & Other Drugs	Residential Treatment and Withdrawal Management	D	D	9,345,000	8,303,000	1,042,000	17.0	No	Provides recovery services for men, women, women and their children (perinatal), and adolescents, and detoxification for adults.
253	HSD - Public Health	Public Health Support Services	D	D	9,289,261	1,015,320	8,273,941	43.9	Yes	Provides program oversight, including management and administrative support staff.
254	Sheriff - Support Services Bureau/ Technical Services	Information Services	D	D	7,675,034	69,200	7,605,834	18.0	No	Provides communication and programming for networks, jail management, communication system and ARIES.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
255	HSD - Behavioral Health / Alcohol & Other Drugs	Narcotic Treatment Program	D	D	7,640,000	7,640,000	0	0.0	No	Provides outpatient methadone maintenance for opiate dependent adults, especially those persons at risk of HIV infection through injection drug use.
256	Probation - Special Funds	Community Corrections Performance Incentives	D	D	7,319,000	7,319,000	0	0.0	No	Provides revenue realized by the California Department of Corrections and Rehabilitation to be used for evidence-based probation supervision activities.
257	HSD - Health, Housing and Homeless	Coordinated Entry System	D	D	6,986,000	6,565,000	421,000	1.0	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.
258	Probation - Probation Programs	Office of Reentry and Justice	D	D	6,960,000	6,960,000	0	4.0	No	The Office of Reentry and Justice (ORJ) was launched in January 2017 as a pilot project to align and advance the County's public safety realignment, reentry, and justice programs and initiatives. It is primarily funded by State AB 109 Public Safety Realignment Act revenues.
259	Library	Administration	D	D	6,951,223	6,951,223	0	27.1	No	Provides administrative, shipping, and volunteer services management while organizing and directing the operation of the County Library.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
260	Conservation and Development	Business and Information Services	D	D	6,392,000	6,392,000	0	32.0	No	Manages the department's cost recovery efforts to ensure program revenues cover operating costs, and other fiscal and budget services. Provides purchasing, contract administration, and human resources/labor relations administration for the department. Provides Geographic Information System support and development, including mapping services. Manage countywide demographic and census data. Manages land use application and permit tracking, electronic data, and department information technology services. Provides administrative policy and procedure guidance for the department. Responds to requests for public documents and demographic data.
261	Department of Information Technology	Systems and Programming	D	D	6,221,131	6,221,131	0	25.7	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.
262	Public Works	Print and Mail Services	D	D	6,137,000	6,137,000	0	22.0	Yes	Copy, printing, and mail services for County departments.
263	Library	Support Services	D	D	6,017,251	6,017,251	0	22.0	No	Support Services includes automation, Virtual Library, circulation, technical services, and collection management.
264	Sheriff - Custody Services Bureau	Marsh Creek Detention Facility	D	D	5,949,024	1,500	5,947,524	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.
265	HSD - Public Health	Senior Nutrition Program	D	D	5,774,704	5,275,129	499,575	4.7	No	Provides over 575,000 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 8,817 meals are delivered to homebound AIDS/HIV clients.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
266	HSD - Behavioral Health / Alcohol & Other Drugs	Special Programs (Non-DMC Waiver)	D	D	5,549,000	5,086,000	463,000	16.1	No	Time-limited federal and state special initiatives and demonstration programs.
267	HSD - Contra Costa Health Plan (EF II)	Charges from Other County Departments	D	D	5,310,000	5,310,000	0	0.0	No	Provides centralized charges to Health Services Department from other County departments, e.g. HR, Auditor's, PW.
268	Department of Information Technology	Wide-Area-Network Services	D	D	4,958,083	4,958,083	0	7.5	Yes	Insures reliable, secure, and fast support and maintenance of the County's WAN infrastructure.
269	Conservation and Development	HUD Emergency Shelter Grant	D	D	4,950,000	4,950,000	0	0.0	No	Provides homeless persons with basic shelter and essential supportive services.
270	Conservation and Development	Service Contracts/ Satellite Locations	D	D	4,933,000	4,933,000	0	4.0	No	Provides inspection services to various contract cities and remote locations within the unincorporated county.
271	Probation - Special Funds	Supplemental Law Enforcement Services Fund	D	D	4,747,000	4,747,000	0	0.0	No	Provides state resources from the Juvenile Justice Crime Prevention Act of 2000 to support juvenile prevention initiatives.
272	HSD - Health, Housing and Homeless	Supportive Housing Program	D	D	4,514,000	4,338,000	176,000	1.5	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.
273	Sheriff - Field Operations Bureau/ Patrol Services	Marine Patrol	D	D	4,300,465	1,210,000	3,090,465	12.0	No	Responsible for patrol of the navigable waterways within the County and enforcement of all applicable laws.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
274	Sheriff - Administrative Services Bureau	Resources/ Plans/ Standards	D	D	4,278,003	318,500	3,959,503	11.0	No	Inspection and Control is instrumental in organizational development by surveying current law enforcement management theory and practice to compare department procedures and systems against those in other jurisdictions. Professional Standards is responsible for formulating policies and procedures, Internal Affairs and risk management litigation.
275	Conservation and Development	HOME Investment Partnership Program	D	D	4,000,000	4,000,000	0	0.0	No	Provides grants for acquisition, rehabilitation, or new construction of housing for rent or ownership, tenant-based rental assistance, and assistance to homebuyers.
276	Conservation and Development	Transportation Improvement - Measure J	D	D	4,000,000	4,000,000	0	0.0	No	Provides 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.
277	Capital Improvements	Plant Acquisition	D	D	3,700,000	0	3,700,000	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.
278	HSD - Behavioral Health / Alcohol & Other Drugs	Outpatient and Intensive Outpatient Program	D	D	3,668,000	3,668,000	0	6.8	No	Provides outpatient substance abuse recovery services for adults, youth/adolescents and family members who have substance use disorders.
279	Sheriff - Support Services Bureau/ Forensic Services Division	CAL-ID	D	D	3,584,668	3,584,668	0	16.5	No	Operates a computerized system for the identification of fingerprints.
280	Department of Information Technology	Operations	D	D	3,577,964	3,577,964	0	9.2	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
281	HSD - Behavioral Health / Alcohol & Other Drugs	Prevention Services	D	D	3,554,000	3,554,000	0	3.7	No	Provides alcohol and other drugs education, drug-free activities, community-based initiatives, problem identification and referral for youth and adults.
282	Sheriff - Office of Emergency Services	Emergency Services	D	D	3,476,110	215,660	3,260,450	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.
283	HSD - Public Health	Community Wellness & Prevention Program	D	D	3,351,505	2,510,407	841,098	20.0	No	Provides for prevention of chronic disease and injuries.
284	HSD - Behavioral Health / Alcohol & Other Drugs	Program and System Support Summary	D	D	3,112,000	2,682,000	430,000	12.2	No	Oversight and management of all SUD Waiver treatment and recovery services and Non-Waiver SUD services including primary prevention.
285	Department of Information Technology	Network Services	D	D	2,934,440	2,934,440	0	12.0	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.
286	Sheriff - Special Funds	Law Enforcement Training Center	D	D	2,809,000	2,809,000	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.
287	EHSD - Workforce Services Bureau	CalWORKs Housing Support	D	D	2,677,908	2,677,908	0	0.0	No	Provides funds for support services and administrative activities for homeless CalWORKs families.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
288	EHSD - Contra Costa Alliance to End Abuse	Contra Costa Alliance to End Abuse	D	D	2,432,000	753,000	1,679,000	0.0	No	Coordinated Services designed to reduce domestic and family violence and elder abuse.
289	Justice System Development/ Planning	Law and Justice System Development	D	D	2,412,000	412,000	2,000,000	5.0	Yes	Plans, develops, implements and maintains automated information and network systems for justice departments and local law enforcement agencies.
290	Library	Countywide Services	D	D	2,302,526	2,302,526	0	11.4	No	Directly provides library service to patrons countywide and supports community library services and operations, including telephone reference service, periodicals, and program support in adult, young adult, and youth services.
291	HSD - Health, Housing and Homeless	State of CA One-Time Homeless Assistance	D	D	2,263,000	2,263,000	0	0.0	No	The HHAP/CESH grant funding that addresses the immediate emergency needs of homeless individuals.
292	Probation - Probation Programs	Field Services Support	D	D	2,187,400	0	2,187,400	22.0	No	Provides support services to Deputy Probation Office staff in adult and juvenile programs.
293	Conservation and Development	Economic Development / Sustainability	D	D	2,026,000	1,344,000	682,000	4.0	Yes	Provides financial assistance to low- and moderate-income families performing housing rehabilitation of existing structures to ensure building code compliance.
294	Conservation and Development	Keller Canyon Mitigation Fee	D	D	2,000,000	2,000,000	0	0.0	No	Provides funding for community benefit programs within East County.
295	Veterans Service	Veterans Service	D	D	1,975,235	545,000	1,430,235	13.0	No	Provides assistance to Veterans, their dependents and survivors in obtaining Veteran's benefits.
296	Conservation and Development	Livable Communities	D	D	1,900,000	1,900,000	0	0.0	No	Aid sin 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.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
297	Department of Information Technology	Information Security	D	D	1,860,708	1,860,708	0	2.5	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.
298	HSD - Behavioral Health / Alcohol & Other Drugs	Case Management, Recovery Support and Recovery Residences	D	D	1,611,000	1,611,000	0	0.0	No	Case management and recovery support services for DMC beneficiaries. Case management involves coordination, communication, referrals, and related activities need by beneficiaries to succeed in the recovery process.
299	HSD - Health, Housing and Homeless	Administration	D	D	1,458,000	1,335,000	123,000	8.0	No	Includes staffing, occupancy costs, costs incurred for the homeless advisory board activities, and costs associated with grant writing and consultation.
300	Sheriff - Office of Emergency Services	Emergency Services Support	D	D	1,439,291	33,030	1,406,261	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.
301	Department of Information Technology	GIS Support	D	D	1,422,418	1,422,418	0	4.1	Yes	Creates and maintains maps and geographic information for Contra Costa County and provides high-level project management to County GIS endeavors. Manages the enterprise GIS data repository and facilitates the sharing and integration of geographically referenced information among multiple agencies and users.
302	Sheriff - Office of Emergency Services	Community Warning System	D	D	1,373,000	1,373,000	0	3.0	No	Manages the countywide all hazard Community Warning System. The CWS is funded entirely from private industry funds and/or fines.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
303	Board of Supervisors - Special Funds	North Richmond Waste & Recovery Mitigation Fund	D	D	1,360,000	1,360,000	0	0.0	No	Provides 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.
304	Sheriff - Office of Emergency Services	Homeland Security Grants	D	D	1,349,340	1,349,340	0	0.0	No	Homeland Security grant management and centralization.
305	Conservation and Development	Weatherization	D	D	1,255,000	1,255,000	0	12.0	No	Provides free home weatherization services to low-income homeowners or tenants of single-family homes, apartments, and mobile homes.
306	District Attorney - Special Funds	Consumer Protection	D	D	1,200,000	1,200,000	0	0.0	No	Receives *Cy pres* restitution funds from court-ordered settlements for District Attorney consumer protection projects, when individual restitution in a particular case cannot be determined or is not feasible.
307	Capital Improvements	Minor non-Capital Improvements	D	D	1,150,000	0	1,150,000	0.0	Yes	Minor repairs and improvements to County facilities using in-house staff, consultants, and contractors.
308	Conservation and Development	Water Planning/ Habitat Conservancy	D	D	1,118,000	1,118,000	0	5.0	No	Develops 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.
309	Conservation and Development	HUD Neighborhood Stabilization	D	D	1,110,000	1,110,000	0	0.0	No	Aids the County's acquisition and redevelopment of foreclosed properties that might otherwise become sources of abandonment and blight within the community.
310	HSD - Health, Housing and Homeless	Continuum of Care Planning	D	D	935,000	475,000	460,000	2.5	No	Identifies and implements socioeconomical equity strategies to increase engagement for BIPOC consumers and communities.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
311	Sheriff - Support Services Bureau/ Technical Services	Automated Regional Information Exchange Systems (ARIES)	D	D	885,608	885,608	0	2.0	No	The ARIES database has been established to collect data from several California jurisdictions to share information to support increased monitoring and enforcement of the law.
312	Department of Information Technology	Administration	D	D	851,258	851,258	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.
313	Sheriff - Custody Services Bureau	Contra Costa County Admin Building Security	D	D	828,715	0	828,715	5.0	No	Facility security services for the Contra Costa County Administration Building.
314	HSD - Detention Facility Program	Juvenile Justice Facilities	D	D	809,000	809,000	0	0.0	No	Provides crisis intervention, medication evaluation and consultation.
315	HSD - Health, Housing and Homeless	Homeless Management Information System	D	D	767,000	497,000	270,000	4.0	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.
316	Conservation and Development	HOPWA Grant	D	D	736,000	736,000	0	0.0	No	Supports stable, affordable housing for people with HIV/AIDS.
317	HSD - Behavioral Health / Alcohol & Other Drugs	Information, Screening and Referral into SUD Services	D	D	685,000	685,000	0	6.0	No	Provides information, American Society of Addiction Medicine (ASAM) screening and referral to individuals in need of prevention, treatment and recovery services.
318	Public Works	Outside Agency Services	D	D	666,000	666,000	0	0.0	No	Outside Agency services. This program area includes occupancy costs, print & mail services, and fleet services.
319	EHSD - Workforce Services Bureau	Service Integration Team / Sparkpoint	D	D	644,000	0	644,000	5.0	No	Provides intensive care management to eligible families to serve as a path forward in providing holistic wrap-around services to families. Includes 5 Family Navigator positions funded by Measure X allocation of $584,000.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
320	Animal Services - Special Funds	Animal Benefit Fund	D	D	640,000	640,000	0	0.0	No	Provides monetary support for animal health and welfare projects not funded by departmental or general County revenue.
321	Probation - Juvenile Facilities	School Lunch Program	D	D	635,000	150,000	485,000	0.0	No	Federally assisted meal program. Provides nutritionally balanced, low-cost or free lunches to children each school day.
322	District Attorney - Special Funds	Real Estate Fraud Prosecution	D	D	620,000	620,000	0	0.0	No	Pursuant to State law, pays for District Attorney cost of deterring, investigating, and prosecuting real estate fraud crimes, using fees from recording real estate instruments.
323	County Administrator	Office of Racial Equity and Social Justice	D	D	600,000	0	600,000	0.0	Yes	Works with community organizations, community leaders, cities and school districts to better coordinate, strengthen, and expand the County's existing work on equity and inclusion. Supported by Measure X Revenue.
324	Public Works	Fleet Services	D	D	600,000	600,000	0	0.0	Yes	Maintenance, repair, and vehicle acquisition for County departments & fire district.
325	Crockett/ Rodeo Revenues	Crockett/ Rodeo	D	D	560,000	0	560,000	0.0	No	Appropriations attributable to the property tax increment from the co-generation facility in Crockett and the Ultra Low Sulfur Diesel Fuel Project at the Philips 66 Rodeo facility for both capital and program uses.
326	Central Support	Economic Development/ Arts Commission	D	D	550,000	0	550,000	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).
327	Sheriff - Field Operations Bureau/ Patrol Services	Sheriff's Helicopter Program	D	D	537,072	537,072	0	0.0	No	Provides air support throughout the County and through contract with the City of Vallejo.
328	District Attorney - Special Funds	Environmental/OSHA	D	D	410,000	410,000	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.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
329	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.
330	Central Support	Management Information System	D	D	313,000	0	313,000	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.
331	HSD - Health, Housing and Homeless	Housing Security Fund	D	D	300,000	300,000	0	0.0	No	Flexible Funds to assist consumers in maintaining housing of their choice.
332	Sheriff - Support Services Bureau/ Technical Services	Technical Services Administration	D	D	280,026	0	280,026	0.0	No	Provides administrative oversight for the Technical Services Division and administration of federal grants.
333	EHSD - Special Funds	County Children's Trust Fund	D	D	216,000	216,000	0	0.0	No	Provides child abuse and neglect prevention services.
334	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.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
335	Agriculture/ Weights and Measures	Cooperative Extension	D	D	200,900	0	200,900	1.0	No	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.
336	Auditor-Controller - Special Funds	Automated Systems Development	D	D	200,000	200,000	0	0.0	Yes	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.
337	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.
338	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.
339	EHSD - Workforce Services Bureau	Community Corrections Partnership	D	D	178,107	152,475	25,632	0.7	No	Assist individuals re-entering the community from incarceration to ensure timely access to needed public benefits.

Mandatory/Discretionary Program Listing – By Service and Level

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
340	Board of Supervisors	Board Mitigation Programs	D	D	175,000	175,000	0	0.0	No	Provides funding from solid waste transfer facility mitigation fees related to West Contra Costa Sanitary Landfill Inc. for benefit of the incorporated and unincorporated North Richmond area.
341	Conservation and Development	Vehicle Abatement Program	D	D	135,000	135,000	0	0.0	No	Provide inspection services and arrange for removal of abandoned vehicles that pose a hazard or public nuisance.
342	HSD - Emergency Medical Services SB-12	Administration	D	D	124,616	124,616	0	0.0	No	Reimbursement for County incurred costs related to Emergency Medical Services program collections and disbursements.
343	Veterans Service	Veterans Memorial Buildings	D	D	119,765	0	119,765	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.
344	Probation - Special Funds	Probation Ward Welfare	D	D	88,000	88,000	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.
345	EHSD - Special Funds	Ann Adler Children and Family Trust	D	D	70,000	70,000	0	0.0	No	Provides support programs for care of abused, neglected and at-risk children.
346	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.
347	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 concerning services which are or may be provided by the County or other local government agencies.

	Department - Unit	Program	Service Area	Level	Expenditures	Funding Source	General Fund NCC	FTE	Support	Explanation
348	Conservation and Development	Multi-Year Special Projects	D	D	30,000	30,000	0	0.0	No	At the request of the California Public Utilities Commission, provide plan check and inspection services to Marsh Creek Generating Station.
349	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.
350	Sheriff - Field Operations Bureau/Investigation Division	Vehicle Anti-Theft Program	D	D	3,349	(474,500)	(471,151)	0.0	No	Investigates and gathers evidence on stolen vehicles throughout Contra Costa County.
351	Library	Casey Library Gift Trust	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.
352	Library	Plant Acquisition-Library Fund	D	D	0	0	0	0.0	No	Provides for the acquisition and maintenance of County-owned Library System capital assets. The County owns library facilities in the unincorporated areas of El Sobrante, Kensington and Rodeo, and in the cities of Antioch, Pinole, and Walnut Creek (Ygnacio Valley).

Service Key:

M = Mandated by law (must be legal mandate NOT a Board mandate)

D = Discretionary

Level Key:

M = Mandated by law

D = Discretionary

Support Key: This column identifies those program areas that are needed to support the infrastructure and administration of the County.

Note: Funding Sources listed for Special Funds may include fund balance from previous years and may be higher than the requirement in the Expenditures column.

Mandatory/Discretionary Program Listing – By Service and Level

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

ACFR –Annual Comprehensive Financial Report (ACFR) 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).

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

AIM – Access for Infants and Mothers

Glossary of Acronyms & Terms

AIR – Assumed Investment Rate

ALS – Advanced Life Support

AMI – Area Median Income

ANC – Absolute Neutrophil Counts

ACFR – Annual Comprehensive Financial Report

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

ARPA – American Rescue Plan Act of 2021

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

CalAIM – California Advancing and Innovating Medi-Cal

CARE – Coordinated Assessment Resource

CARES Act – Coronavirus Aid, Relief, and Economic Security Act of 2020

CAOAC – California Administrative Officers Association of California

CalPERS – California Public Employees' Retirement System

CalSTRS – California State Teachers' Retirement System

Glossary of Acronyms & Terms

Capital Assets – long-lived tangible and intangible assets obtained or controlled as a result of past transactions, events or circumstances. Capital assets include buildings, equipment, improvements other than buildings, infrastructure, and land.

Capital Expenditures – incurred for the improvement to or acquisition of land, facilities and infrastructure.

Capital Project – a major one-time outlay of funds for land and/or building acquisition or construction, structural improvements or non-structural renovations to County facilities. Large-scale projects may extend over more than one fiscal year.

Capital Project Fund – a Governmental Fund used to account for resources dedicated to acquiring or constructing major capital facilities.

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

CFR – Code of Federal Regulations

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

COVID-19 – The disease causing the 2019 novel coronavirus outbreak, caused by SARS-CoV-2. In COVID-19, “CO” stands for corona, “VI” for virus, and ”D” for disease. The disease can trigger a respiratory tract infection, which can cause mild to severe illness and even death.

CPN – Community Provider Network

CPOC – Chief Probation Officer's Association of California

CPSP – Comprehensive Perinatal Services Program

CPT – Current Procedural Terminology

Glossary of Acronyms & Terms

CRF – Coronavirus Relief Fund, funded by the CARES Act

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

CSLFRF – Coronavirus State and Local Fiscal Recovery Fund, funded by the American Rescue Plan Act of 2021

CW&PP – Community Wellness and Prevention Program

Debt Service Fund – a Governmental Fund used to account for accumulation of resources dedicated to pay principal and interest on general obligation debt.

DOJ – U.S. Department of Justice

DHCS – U.S. Department of Health Care Services

Discretionary Services – services not required by local, State or Federal mandates; services that are mandated but without specified service levels; and services that are provided at levels higher than mandated or in excess of maintenance-of-effort (MOE) requirements.

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

ERAP – Emergency Renal Assistance Program, funded by the Consolidated Appropriations Act, 2021 and the American Rescue Plan Act of 2021

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.

FEMA – Federal Emergency Management Agency

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) – (a) 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.

Glossary of Acronyms & Terms

Fixed Assets – A major object for budgeting purposes. Previously used for tangible items of long-term character such as land, buildings, furniture, and other equipment with a unit cost in excess of $5,000. With implementation of GASB Statement No. 34, the term fixed asset became capital asset.

FLIP – Facilities Life-Cycle Investment Program

FMAP – Federal Matching Percentage

FMCH – Family, Maternal and Child Health

FPL – Federal Poverty Level

FTA – Failure to Appear Reduction Program

FTE – Full Time Equivalent

Fund – a fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance – the difference between fund assets and fund liabilities remaining at year-end. For budgetary purposes, this represents the sum of over-realized or unanticipated revenues and unspent appropriations or reserves at the end of each fiscal year.

FY – Fiscal Year, a 12-month accounting period to which the operating budget applies. In Contra Costa County, the fiscal year is July 1 through June 30.

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

Glossary of Acronyms & Terms

IIJA – Infrastructure Investment and Jobs Act of 2021, commonly referred to as the "Infrastructure Bill"

ILSS – Independent Living Skills Survey

IMD – Institute for Mental Disease

Intergovernmental Revenue – a Revenue class that includes revenue from other governmental jurisdictions in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Internal Service Fund – a proprietary fund used to account for the financing of goods or services provided by one department to other departments of the County or other governmental units, on a cost reimbursement basis.

Intrafund Transfers – accounting mechanism to show expenditure transfers or reimbursements between operations *within the same fund*.

IOT – Intensive Outpatient Treatment

IPPP – Injury Prevention and Physical Activity Promotional Projects

IST – Incompetent to Stand Trial

JJCPA – Juvenile Justice Crime Prevention Act

LAIF – Local Agency Investment Fund

LAO – Legislative Analyst's Office

Liability – a claim against the assets, of legal obligations of a person or organization, arising out of past or current transactions or actions, which require a mandatory transfer of assets, or provision of services, at specified dates or in determinable future.

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

Measure X – a ½ cent sales tax approved by the Voters in 2020, effective April 1, 2021.

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.

Glossary of Acronyms & Terms

MOE – Maintenance of Effort

MRMIB – Managed Risk Medical Insurance Board

MRMIP – Major Risk Medical Insurance Program

MTU – Medical Therapy Unit

MVA – Market Value of Assets

NCC – Net County Cost. The difference between budgeted appropriations and departmental revenues for General Fund budgets and is financed by General Purpose Revenues.

NCQA – National Committee for Quality Assurance

NFP – Nurse-Family Partnership

Normal Cost – The Normal Cost is that portion of the County provided benefit attributable to employee service in the current year. Employees are assumed to have an equal portion of the present value of benefits attributed to each year of service from date of hire to expected retirement age.

NPI – National Provider Identifier

NSLP – National School Lunch Program

NTP – Narcotic Treatment Programs

NuPACT – Nutrition & Physical Activity Promotion Program

OAYRF – Orin Allen Youth Rehabilitation Facility

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.

Obligation – Defined, consistently with the Uniform Guidance definition in 2 C.F.R. 200.1 as an order placed for property and services and entry into contracts, subawards, and similar transactions that require payment.

ODF – Outpatient Drug Free

OLR – Office of the Local Registrar

OMB – Office of Management and Budget

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

PEMHCA – Public Employees' Medical and Hospital Care Act

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

Glossary of Acronyms & Terms

PITCH – Planning and Integration Team for Community Health

PLO – Prison Law Office

POBs – Pension Obligation Bonds

PPC - Public Protection Committee

PPS – Prospective Payment System

PRCS – Post Release Community Supervision

PRIME – Public Hospital Redesign and Incentives in Medi-Cal

Proprietary Funds – used by governmental activities that operate in a manner similar to that of private sector businesses in that they charge fees for services. Proprietary Funds rely on the full accrual basis of accounting where revenues are recognized when earned and expenditures are recorded when incurred.

RCL – Rate Classification Level

Real Estate and Asset Management Program (RAMP) – a working policy and management guide for managing the life cycle of County real estate assets including the acquisition, leasing, design, construction, maintenance, renewal, and disposition of real property used to support County operations.

Recommended Budget – a financial plan for a single fiscal year presented to the Board of Supervisors by the County Administrator, in accordance with policies established by the Board, after consultation and input from County Departments and incorporating expected expenses (requirements) and projected revenues (sources). The Recommended Budget includes not only financial data, but also detailed information and narrative regarding the County, including its current and projected financial status; the programs/services and administrative/program goals of individual Departments; and the County Administrator's budgetary recommendations for the budget year.

REMS – Risk Evaluation and Mitigation Strategy

Revenue – source of income to an operation from any funding source other than Fund Balance.

Revenue Class – similar to Object Level for appropriations/expenditures, the descriptive classes for budgetary classification of Revenue. Major classes include: Taxes; 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

Glossary of Acronyms & Terms

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

TANF – Temporary Assistance for Needy Families

TBS – Therapeutic Behavioral Services

T-Con – Temporary Conservatorship

TLICP – Medi-Cal's Targeted Low Income Children's Program

Total Sources – all revenues and fund balance utilized to finance expenditure needs (requirements).

TPP – Tobacco Prevention Program

Unassigned Fund Balance – the residual classification for the government's general fund, including all spendable amounts not contained in the other classifications.

Unfunded Accrued Actuarial Liability (UAAL) – as relating to pension costs/benefits, the present value of benefits earned to date that are not covered by plan assets.

Unincorporated – a region of land that is not governed by its own local municipal corporation, but rather is administered as part of larger administrative divisions, such as a township, parish, borough, county, city, canton, state, province, or country.

Use of Money and Property – a Revenue class that contains funds received from interest, rent payments or proceeds from the sale of property.

Vision Statement – an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future and is intended to serve as a guide for choosing current and future courses of action.

VLF – Vehicle License Fees

WCDF – West County Detention Facility

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

Glossary of Acronyms & Terms

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