

CALENDAR FOR THE BOARD OF SUPERVISORS
CONTRA COSTA COUNTY
AND FOR SPECIAL DISTRICTS, AGENCIES, AND AUTHORITIES GOVERNED BY THE BOARD
BOARD CHAMBERS ROOM 107, ADMINISTRATION BUILDING, 651 PINE STREET
MARTINEZ, CALIFORNIA 94553-1229

FEDERAL D. GLOVER, CHAIR, 5TH DISTRICT
KAREN MITCHOFF, VICE CHAIR, 4TH DISTRICT
JOHN GIOIA, 1ST DISTRICT
CANDACE ANDERSEN, 2ND DISTRICT
DIANE BURGIS, 3RD DISTRICT

DAVID J. TWA, CLERK OF THE BOARD AND COUNTY ADMINISTRATOR, (925) 335-1900

PERSONS WHO WISH TO ADDRESS THE BOARD DURING PUBLIC COMMENT OR WITH RESPECT TO AN ITEM THAT IS ON THE AGENDA,
MAY BE LIMITED TO TWO (2) MINUTES.
A LUNCH BREAK MAY BE CALLED AT THE DISCRETION OF THE BOARD CHAIR.

The Board of Supervisors respects your time, and every attempt is made to accurately estimate when an item may be heard by the Board. All times specified for items on the Board of Supervisors agenda are approximate. Items may be heard later than indicated depending on the business of the day. Your patience is appreciated.

ANNOTATED AGENDA and MINUTES
January 31, 2017

9:00 A.M. Convene, Call to Order and Opening Ceremonies (Chair Federal D. Glover)

Present: John Gioia, District I Supervisor; Candace Andersen, District II Supervisor; Diane Burgis, District III Supervisor; Karen Mitchoff, District IV Supervisor; Federal D. Glover, District V Supervisor

Staff Present: David Twa, County Administrator

Public Comment - 2 minutes each

Board Operating Procedures and Communications (Chair Federal D. Glover)

Chair Glover led a discussion on Board Procedures and Communications. Regular Tuesday meeting Board of Supervisors meetings will convene at 9:00, and adjourn to closed session between 9:00-9:30 a.m. Public items are to begin at 9:30 a.m. Presentations will be limited to three per meeting with each one preferred to be no more than five minutes. Public comment will be limited to two minutes and at the discretion of the Chair.

D.3 CONSIDER accepting report on budget and key issues for FY 2016/17 and beyond. (David Twa, County Administrator and Lisa Driscoll, County Finance Director)

*Speakers: Mariana Moore, David Landeros, Nancy Ybarra, Debbie Toth, Dan Geiger (handout attached), Ankush Ganapathy, Kristi Laughlin, Ana Cordon, Adela Rodriguez, Willie Mono
HEARD the report*

-- BREAK --

D.4 CONSIDER accepting report on Capital Projects. (Eric Angstadt, Chief Assistant County Administrator)

***Speakers: Rob Schroder, Mayor of Martinez; Norlea Gipner, Martinez Council; Brad Kilger, Martinez City Manager; Carolyn Phinney, resident of Contra Costa.
ACCEPTED the report***

AYE: District I Supervisor John Gioia, District II Supervisor Candace Andersen, District III Supervisor Diane Burgis, District IV Supervisor Karen Mitchoff, District V Supervisor Federal D. Glover

--BREAK FOR LUNCH AND CLOSED SESSION--

Closed Session

A. CONFERENCE WITH LABOR NEGOTIATORS

1. Agency Negotiators: David Twa and Bruce Heid.

Employee Organizations: Contra Costa County Employees' Assn., Local No. 1; Am. Fed., State, County, & Mun. Empl., Locals 512 and 2700; Calif. Nurses Assn.; Service Empl. Int'l Union, Local 1021; District Attorney's Investigators Assn.; Deputy Sheriffs Assn.; United Prof. Firefighters, Local 1230; Physicians' & Dentists' Org. of Contra Costa; Western Council of Engineers; United Chief Officers Assn.; Service Employees International Union Local 2015; Contra Costa County Defenders Assn.; Probation Peace Officers Assn. of Contra Costa County; Contra Costa County Deputy District Attorneys' Assn.; and Prof. & Tech. Engineers, Local 21, AFL-CIO; Teamsters Local 856.

2. Agency Negotiators: David Twa.

Unrepresented Employees: All unrepresented employees.

B. CONFERENCE WITH LEGAL COUNSEL--ANTICIPATED LITIGATION

Significant exposure to litigation pursuant to Gov. Code, § 54956.9(d)(2): One potential case

C. PUBLIC EMPLOYEE PERFORMANCE EVALUATION

Title: County Administrator

There were no announcements from Closed Session.

D.5 CONSIDER accepting report on the Northern Waterfront Economic Development Initiative. (*Rich Seithel, Department of Conservation and Development*)

***Speakers: Kristin Connelly, Mike McGill
HEARD the report***

D.6 CONSIDER accepting report on Economic Development in Contra Costa County. (*John Kopchik, Conservation and Development Director*)

***Speakers: Carolyn Phinney, Debbie Toth
HEARD the report***

Wrap-up and Closing Comments (*Chair Federal D. Glover*)

ADJOURN

Adjourned at 4:18 p.m.

GENERAL INFORMATION

The Board meets in all its capacities pursuant to Ordinance Code Section 24-2.402, including as the Housing Authority and the Successor Agency to the Redevelopment Agency. Persons who wish to address the Board should complete the form provided for that purpose and furnish a copy of any written statement to the Clerk.

Any disclosable public records related to an open session item on a regular meeting agenda and distributed by the Clerk of the Board to a majority of the members of the Board of Supervisors less than 72 hours prior to that meeting are available for public inspection at 651 Pine Street, First Floor, Room 106, Martinez, CA 94553, during normal business hours.

All matters listed under CONSENT ITEMS are considered by the Board to be routine and will be enacted by one motion. There will be no separate discussion of these items unless requested by a member of the Board or a member of the public prior to the time the Board votes on the motion to adopt.

Persons who wish to speak on matters set for PUBLIC HEARINGS will be heard when the Chair calls for comments from those persons who are in support thereof or in opposition thereto. After persons have spoken, the hearing is closed and the matter is subject to discussion and action by the Board. Comments on matters listed on the agenda or otherwise within the purview of the Board of Supervisors can be submitted to the office of the Clerk of the Board via mail: Board of Supervisors, 651 Pine Street Room 106, Martinez, CA 94553; by fax: 925-335-1913.

The County will provide reasonable accommodations for persons with disabilities planning to attend Board meetings who contact the Clerk of the Board at least 24 hours before the meeting, at (925) 335-1900; TDD (925) 335-1915. An assistive listening device is available from the Clerk, Room 106.

Copies of recordings of all or portions of a Board meeting may be purchased from the Clerk of the Board. Please telephone the Office of the Clerk of the Board, (925) 335-1900, to make the necessary arrangements.

Forms are available to anyone desiring to submit an inspirational thought nomination for inclusion on the Board Agenda. Forms may be obtained at the Office of the County Administrator or Office of the Clerk of the Board, 651 Pine Street, Martinez, California.

Applications for personal subscriptions to the weekly Board Agenda may be obtained by calling the Office of the Clerk of the Board, (925) 335-1900. The weekly agenda may also be viewed on the County's Internet Web Page: www.co.contra-costa.ca.us

STANDING COMMITTEES

The **Airport Committee** (Supervisors Karen Mitchoff and Mary N. Piepho) meets quarterly on the fourth Monday of the month at 12:30 p.m. at Director of Airports Office, 550 Sally Ride Drive, Concord.

The **Family and Human Services Committee** (Supervisors Candace Andersen and Federal D. Glover) meets on the first Monday of the month at 1:00 p.m. in Room 101, County Administration Building, 651 Pine Street, Martinez.

The **Finance Committee** (Supervisors Federal D. Glover and John Gioia) meets on the second Monday of the month at 1:30 p.m. in Room 101, County Administration Building, 651 Pine Street, Martinez.

The **Hiring Outreach Oversight Committee** (Supervisors John Gioia and Federal Glover) To be determined

The **Internal Operations Committee** (Supervisors Candace Andersen and Karen Mitchoff) meets on the second Monday of the month at 9:00 a.m. in Room 101, County Administration Building, 651 Pine Street, Martinez.

The **Legislation Committee** (Supervisors Karen Mitchoff and Mary N. Piepho) meets on the first Thursday of the month at 11:00 a.m. in Room 101, County Administration Building, 651 Pine Street, Martinez.

The **Public Protection Committee** (Supervisors John Gioia and Federal D. Glover) meets on the second Monday of the month at 11:00 a.m. in Room 101, County Administration Building, 651 Pine Street, Martinez.

The **Transportation, Water & Infrastructure Committee** (Supervisors Candace Andersen and Mary N. Piepho) meets on the first Thursday of the month at 1:30 p.m. in Room 101, County Administration Building, 651 Pine Street, Martinez.

Airports Committee			See above
Family & Human Services Committee			See above
Finance Committee			See above
Hiring Outreach Oversight Committee			See above
Internal Operations Committee			See above
Legislation Committee			See above
Public Protection Committee			See above
Transportation, Water & Infrastructure Committee			See above

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AGENDA DEADLINE: Thursday, 12 noon, 12 days before the Tuesday Board meetings.

Glossary of Acronyms, Abbreviations, and other Terms (in alphabetical order):

Contra Costa County has a policy of making limited use of acronyms, abbreviations, and industry-specific language in its Board of Supervisors meetings and written materials. Following is a list of commonly used language that may appear in oral presentations and written materials associated with Board meetings:

- AB** Assembly Bill
- ABAG** Association of Bay Area Governments
- ACA** Assembly Constitutional Amendment
- ADA** Americans with Disabilities Act of 1990
- AFSCME** American Federation of State County and Municipal Employees
- AICP** American Institute of Certified Planners
- AIDS** Acquired Immunodeficiency Syndrome
- ALUC** Airport Land Use Commission
- AOD** Alcohol and Other Drugs
- ARRA** American Recovery & Reinvestment Act of 2009
- BAAQMD** Bay Area Air Quality Management District
- BART** Bay Area Rapid Transit District
- BayRICS** Bay Area Regional Interoperable Communications System
- BCDC** Bay Conservation & Development Commission
- BGO** Better Government Ordinance

BOS Board of Supervisors
CALTRANS California Department of Transportation
CalWIN California Works Information Network
CalWORKS California Work Opportunity and Responsibility to Kids
CAER Community Awareness Emergency Response
CAO County Administrative Officer or Office
CCCPCD (ConFire) Contra Costa County Fire Protection District
CCHP Contra Costa Health Plan
CCTA Contra Costa Transportation Authority
CCRMC Contra Costa Regional Medical Center
CCWD Contra Costa Water District
CDBG Community Development Block Grant
CFDA Catalog of Federal Domestic Assistance
CEQA California Environmental Quality Act
CIO Chief Information Officer
COLA Cost of living adjustment
ConFire (CCCPCD) Contra Costa County Fire Protection District
CPA Certified Public Accountant
CPI Consumer Price Index
CSA County Service Area
CSAC California State Association of Counties
CTC California Transportation Commission
dba doing business as
DSRIP Delivery System Reform Incentive Program
EBMUD East Bay Municipal Utility District
ECCPCD East Contra Costa Fire Protection District
EIR Environmental Impact Report
EIS Environmental Impact Statement
EMCC Emergency Medical Care Committee
EMS Emergency Medical Services
EPSDT Early State Periodic Screening, Diagnosis and Treatment Program (Mental Health)
et al. et alii (and others)
FAA Federal Aviation Administration
FEMA Federal Emergency Management Agency
F&HS Family and Human Services Committee
First 5 First Five Children and Families Commission (Proposition 10)
FTE Full Time Equivalent
FY Fiscal Year
GHAD Geologic Hazard Abatement District
GIS Geographic Information System
HCD (State Dept of) Housing & Community Development
HHS (State Dept of) Health and Human Services
HIPAA Health Insurance Portability and Accountability Act
HIV Human Immunodeficiency Syndrome
HOV High Occupancy Vehicle
HR Human Resources
HUD United States Department of Housing and Urban Development
IHSS In-Home Supportive Services
Inc. Incorporated
IOC Internal Operations Committee
ISO Industrial Safety Ordinance
JPA Joint (exercise of) Powers Authority or Agreement
Lamorinda Lafayette-Moraga-Orinda Area
LAFCo Local Agency Formation Commission
LLC Limited Liability Company

LLP Limited Liability Partnership
Local 1 Public Employees Union Local 1
LVN Licensed Vocational Nurse
MAC Municipal Advisory Council
MBE Minority Business Enterprise
M.D. Medical Doctor
M.F.T. Marriage and Family Therapist
MIS Management Information System
MOE Maintenance of Effort
MOU Memorandum of Understanding
MTC Metropolitan Transportation Commission
NACo National Association of Counties
NEPA National Environmental Policy Act
OB-GYN Obstetrics and Gynecology
O.D. Doctor of Optometry
OES-EOC Office of Emergency Services-Emergency Operations Center
OPEB Other Post Employment Benefits
OSHA Occupational Safety and Health Administration
PARS Public Agencies Retirement Services
PEPRA Public Employees Pension Reform Act
Psy.D. Doctor of Psychology
RDA Redevelopment Agency
RFI Request For Information
RFP Request For Proposal
RFQ Request For Qualifications
RN Registered Nurse
SB Senate Bill
SBE Small Business Enterprise
SEIU Service Employees International Union
SUASI Super Urban Area Security Initiative
SWAT Southwest Area Transportation Committee
TRANSPAC Transportation Partnership & Cooperation (Central)
TRANSPLAN Transportation Planning Committee (East County)
TRE or **TTE** Trustee
TWIC Transportation, Water and Infrastructure Committee
UASI Urban Area Security Initiative
VA Department of Veterans Affairs
vs. versus (against)
WAN Wide Area Network
WBE Women Business Enterprise
WCCTAC West Contra Costa Transportation Advisory Committee



Contra
Costa
County

To: Board of Supervisors
From: David Twa, County Administrator
Date: January 31, 2017

Subject: Board of Supervisors Annual Retreat Budget and Key Issues for FY 2016/17 and Beyond

RECOMMENDATION(S):

ACCEPT report on Budget and Key Issues for FY 2016/17 and beyond.

FISCAL IMPACT:

No fiscal impact. This is an informational report only.

BACKGROUND:

Attached is the report on Budget and Key Issues.

APPROVE

OTHER

RECOMMENDATION OF CNTY ADMINISTRATOR

RECOMMENDATION OF BOARD
COMMITTEE

Action of Board On: 01/31/2017 APPROVED AS RECOMMENDED OTHER

Clerks Notes:

VOTE OF SUPERVISORS

I hereby certify that this is a true and correct copy of an action taken and entered on the minutes of the Board of Supervisors on the date shown.

ATTESTED: January 31, 2017

Contact: Lisa Driscoll, County Finance
Director (925) 335-1023

David J. Twa, County Administrator and Clerk of the Board of Supervisors

By: , Deputy

cc: Robert Campbell, County Auditor-Controller, All County Departments (via CAO)

CLERK'S ADDENDUM

Speakers: Mariana Moore, David Landeros, Nancy Ybarra, Debbie Toth, Dan Geiger (handout attached), Ankush Ganapathy, Kristi Laughlin, Ana Cordon, Adela Rodriguez, Willie Mono HEARD the report

AGENDA ATTACHMENTS

Burget Key Issues for 2017- Final

MINUTES ATTACHMENTS

Budget Key Issues for 2017

Correspondence received

Contra Costa County Update Budget & Key Issues

**PRESENTATION TO
Board of Supervisors
January 31, 2017**

Revised 1-31-17

Contra Costa County Familiar Budget Drivers and Challenges for 2017 and Beyond

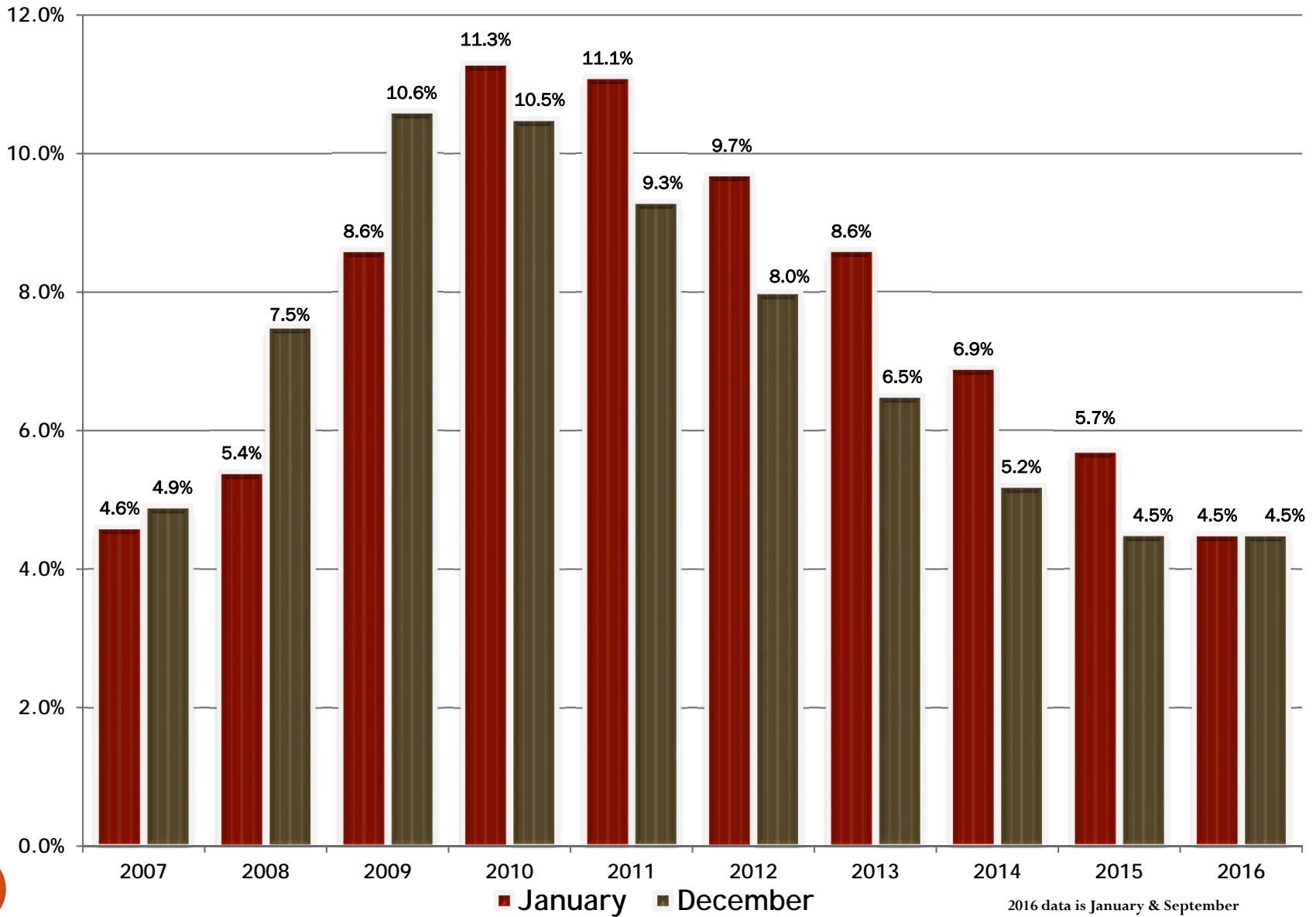
- Economic Forecast
- State & Federal Budgets
- Labor Negotiations
- Build Reserves
- Fund Infrastructure Needs (Repair & Maintenance)
- Adequately Fund Public Safety Departments
- Public Safety Realignment; AB 109 & Prop 47
- Reduce hospital dependency on General Fund

Bay Area Unemployment Rate December, 2016 (unadjusted)

- San Mateo 2.7%
- Marin 2.9%
- San Francisco 3.0%
- Santa Clara 3.3%
- Sonoma 3.7%
- Alameda 3.8%
- **Contra Costa 4.0%**
- Napa 4.4%
- Solano 5.1%

- 9 County Average 3.7%

Unemployment Rate 2007 - 2016



2016 Achievements

- New Department Heads and key staff
 - Two new Chief Deputies – Allison Picard and Eric Angstadt
 - County Probation Officer, Todd Billeci
 - County Librarian, Melinda Cervantes
 - Director of Human Resources, Dianne Dinsmore
 - Director of Child Support Services, Melinda Self
 - Labor Relations Manager, Jeff Bailey
- Settled labor contracts with all Bargaining Units providing for significant wage increases and paying 100% of increased Health Insurance Costs for 2016
- Budget structurally balanced for 6th year in a row, built on assumption of 6% increase in Assessed valuations, actual AV was 6.01%

2016 Achievements

- Settled Retiree Support Group (RSG) law suit resolving significant issues with 4,200 retirees without significant increase to Other Post-Employment Benefits Liability
- Reduced Other Post-Employment Benefits Unfunded Liability to \$764.3 Million as of January 01, 2016 valuation (was \$2.6 Billion in 2006) and current Other Post-Employment Benefits Trust Assets exceed \$214 Million.
- Maintained our AAA Bond Rating from Standard & Poor's, and received upgrade on Lease Bonds from Moody's (from A1 to Aa3) with both agencies commenting on fact that Contra Costa County was "fundamentally sound, and had a stable outlook for the future."
- Reissued \$52 M in existing Bonds, realizing net present value savings of \$4.5 M (8.17%)

2016 Achievements

- Created Sustainability Coordinator Position to coordinate the development and integration of the County's sustainability activities and to obtain new funding to support the County's sustainability efforts.
- Created Office of Reentry & Justice (ORJ) as a pilot project of the CAO, beginning in January 2017, to build on, align and formalize a cohesive structure for the work currently being provided by the CAO and the contracted Reentry Coordinator in advancement of public safety realignment and justice initiatives.

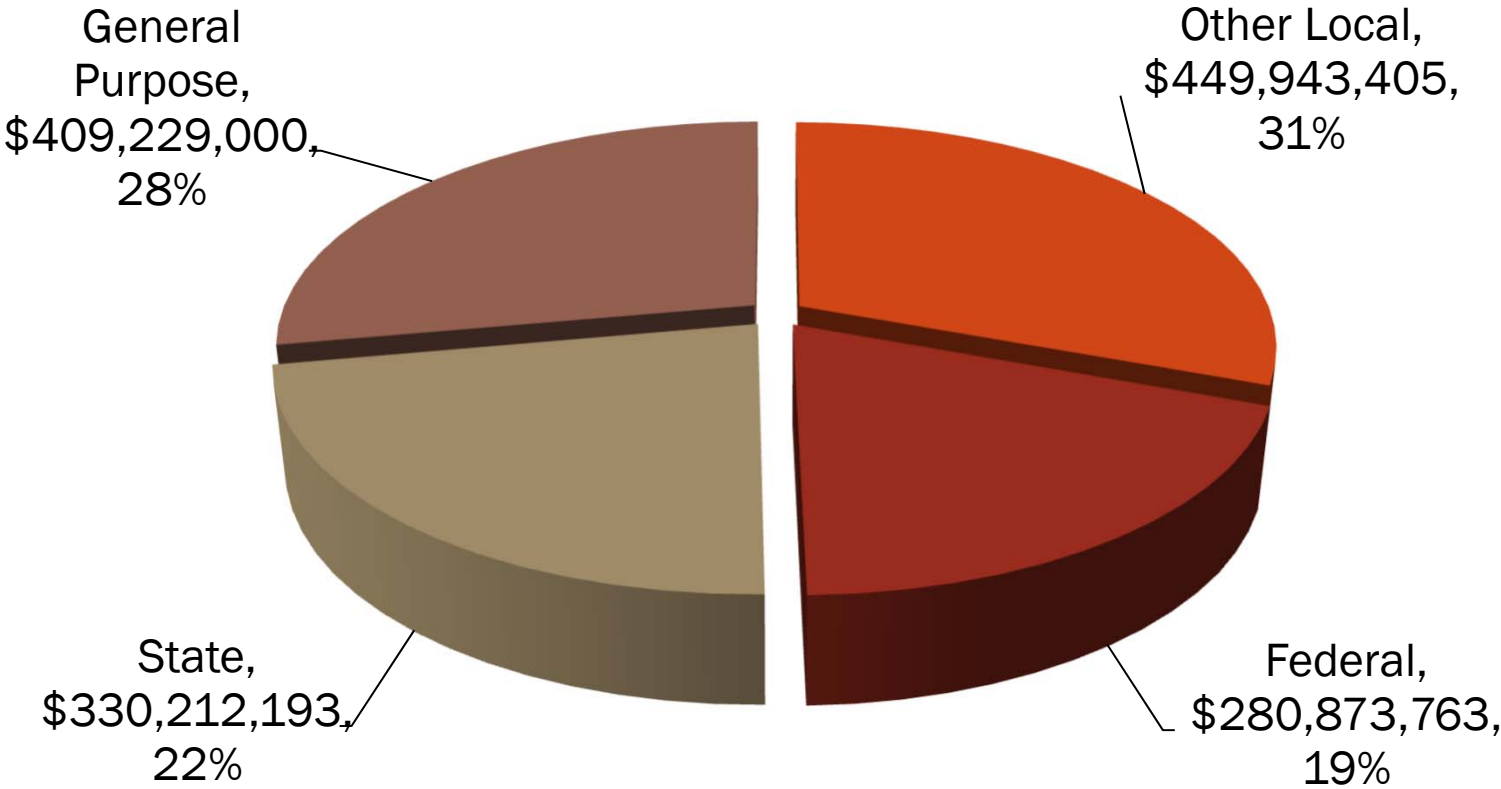
County Property Tax

- Property taxes declined by over 11% between 2009 and 2012. There were significant increases between 2014 and 2016. Now appears to be returning to a more normal increase of between 5% and 6% going into the next few years.
- Actual Contra Costa County experience:
 - 2009/10 (7.19% decline)
 - 2010/11 (3.38 decline)
 - 2011/12 (0.49% decline)
 - 2012/13 0.86% increase
 - 2013/14 3.45% increase
 - 2014/15 9.09% increase
 - 2015/16 7.53% increase
 - 2016/17 6.01% increase
 - 2017/18 5.00% increase projected

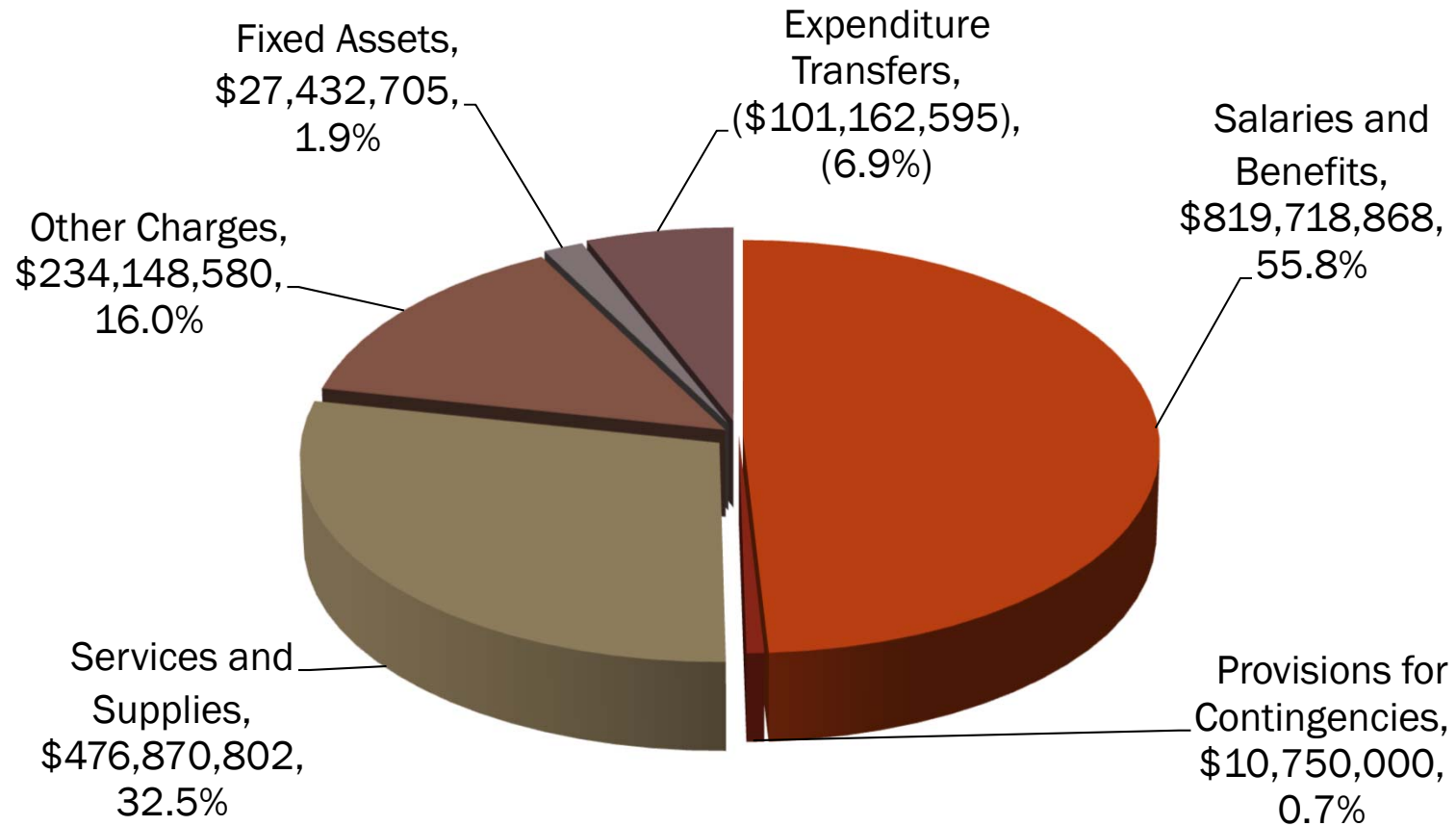
ConFire Property Tax

- For Fire, property taxes declined by over 13% between 2009 and 2013. These taxes then significant increased between 2014 and 2016. Likely to continue to increase by 6% or better for next few years as Redevelopment Zones continue to unwind.
- Actual CCCFPD experience:
 - 2009-10 (7.8%)
 - 2010-11 (2.4%)
 - 2011-12 (1.9%)
 - 2012-13 (1.2%)
 - 2013-14 5.9%
 - 2014-15 9.3%
 - 2015-16 6.9%
 - 2016-17 6.32%
 - 2017-18 6.00% increase projected

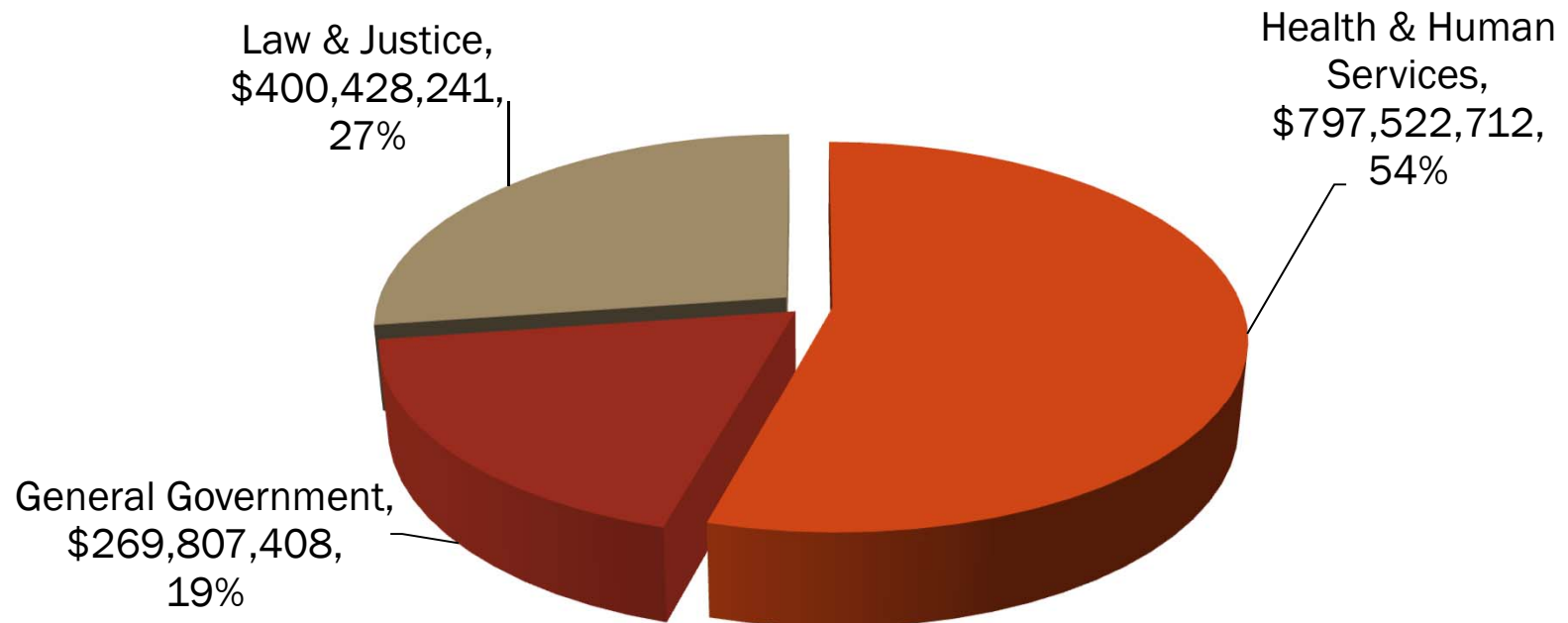
Total FY 16-17 Revenue \$1.470 Billion



Total FY 16-17 Expenditures \$1.468 Billion



FY 16-17 Distribution of Expenditures



FY 2016/17 Mid-Year Preliminary Stats

Budget Performing as Expected

ALL FUNDS	Budget	Actual	Mid-Year 16-17 Percent	Mid-Year 15-16 Percent	Mid-Year 14-15 Percent	Mid-Year 13-14 Percent
Expenditures	3,234,153,761	1,406,467,968	43.5%	40.8%	43.5%	43.6%
Revenues	3,392,248,278	1,454,970,376	42.9%	44.1%	44.0%	38.1%
GENERAL FUND	Budget	Actual	Percent	Percent	Percent	Percent
Expenditures	1,557,245,599	661,433,864	42.5%	41.6%	43.7%	43.0%
Revenues	1,463,298,882	565,197,072	38.6%	38.2%	37.1%	34.4%
Wages & Benefits	816,162,179	373,703,086	45.8%	46.0%	45.9%	44.8%
Services & Supplies	521,983,114	210,190,080	40.3%	38.5%	41.3%	40.9%
Other Charges	230,924,427	107,855,910	46.7%	46.4%	51.0%	49.1%
Fixed Assets	79,514,132	11,218,888	14.1%	8.5%	15.1%	7.3%
Inter-departmental Charges	(100,703,588)	(41,534,101)	41.2%	48.1%	53.2%	50.1%
Contingencies	9,365,335	0	0.0%	0.0%	0.0%	0.0%
Total Expenses	\$ 1,557,245,599	\$ 661,433,864	42.5%	41.6%	43.7%	43.0%
Taxes	364,474,000	231,084,214	63.4%	63.7%	65.5%	63.4%
Licenses, Permits, Franchises	10,828,498	2,298,758	21.2%	28.0%	27.0%	22.9%
Fines, Forfeitures, Penalties	26,212,754	2,230,847	8.5%	7.8%	7.0%	11.8%
Use of Money & Property	3,259,444	2,023,892	62.1%	10.3%	59.9%	54.0%
Federal/State Assistance	544,849,272	173,534,913	31.9%	28.3%	29.3%	22.7%
Charges for Current Services	229,560,096	96,056,192	41.8%	40.9%	31.6%	0.8%
Other Revenue	284,114,818	57,968,256	20.4%	28.4%	26.7%	30.8%
Total Revenues	\$ 1,463,298,882	\$ 565,197,072	38.6%	38.2%	37.1%	34.4%

Contract Status

	<u>Total Number of Permanent Employees</u>	<u>Contract Expiration Date</u>
<u>Settled</u>		
AFSCME Local 2700, United Clerical, Technical and Specialized Employees	1,534	6/30/2019
AFSCME Local 512, Professional and Technical Employees	269	6/30/2019
California Nurses Association	991	12/31/2017
CCC Defenders Association	69	6/30/2018
CCC Deputy District Attorneys' Association	93	6/30/2018
Deputy Sheriff's Association, Mgmt Unit and Rank and File Unit	810	6/30/2019
District Attorney Investigator's Association	16	6/30/2019
IAFF Local 1230	280	6/30/2017
IHSS SEIU - 2015	0	6/30/2018
Physicians and Dentists of Contra Costa	269	2/28/2017
Probation Peace Officers Association	243	6/30/2018
Professional & Technical Engineers - Local 21, AFL-CIO	990	6/30/2019
Public Employees Union, Local One & FACS Site Supervisor Unit	531	6/30/2019
SEIU Local 1021, Rank and File and Service Line Supervisors Units	967	6/30/2019
Teamsters, Local 856 (New Contract)	1,572	6/30/2019
United Chief Officers' Association	11	6/30/2017
Western Council of Engineers	23	6/30/2019
Management Classified & Exempt & Management Project	320	n/a
Total	8,988	

Infrastructure

- On March 31, 2015 the Board of Supervisors received an updated Comprehensive building condition assessment which identified a total of \$272.2 million in deferred facilities maintenance needs and capital renewal requirements
- \$5 Million was Budgeted in FY 2012/13
- \$10 Million in FY 2013/14, FY 2014/15, and FY 2015/16
- \$10 Million in current fiscal year 2016/17
- Recommending \$10 million for FY 2017/18
- Continue to fund facility lifecycle on a by-building cost-per-square foot basis – increase target from 1% to 3% total of \$2.55 million set by Finance Committee
- Continue to explore ‘cloud’ IT opportunities-
 - PeopleSoft ; Finance; Tax Systems all need upgrading
- County Administration Building
- Emergency Operations Center

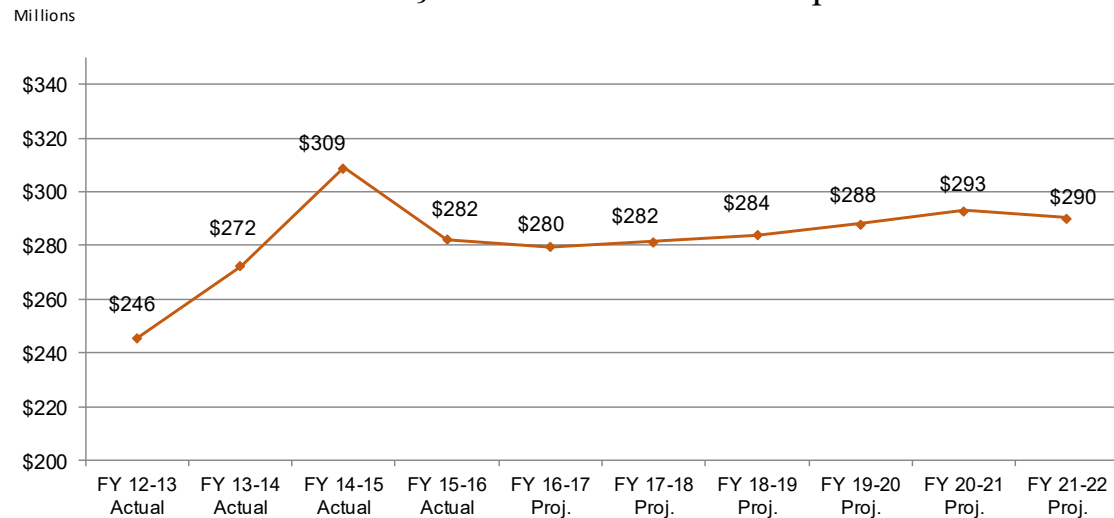
Cost Avoidance

- Contribution to Hospital/CCHP Enterprise Funds:
 - 2008/09 \$61,349,686
 - 2013/14 \$30,408,776 (50% decrease)
 - 2014/15 & 2015/16 no further reduction – Affordable Care Act (ACA) Implementation
 - 2016/17 reduce by additional \$3.2 Million to \$27,163,075
 - 2017/18 no further reduction, awaiting impact of changes to ACA
 - 2018/19 reduce by additional \$10 Million
 - 2019/20 and beyond – Expected Annual Contribution = \$10 Million
- New Federal Administration plans to eliminate Affordable Care Act (ACA) and replace it with ????????? Assumption is that we are likely to see Uncompensated Care burden increase over next 2-3 years as Affordable Care Act (ACA) unwinds

Pension Cost Management

- Following carefully
- Monitoring changes by State and CCCERA Board
 - New PEPRA Tiers as of 1/1/2013
 - No extension of amortization
 - No change in 5-year smoothing
 - No change in pooling
 - Change in assumed rate of return from 7.25% to 7.00% on 4/27/16
- Updates:
 - Negotiated 2% PEPRA COLAs with all bargaining groups
 - FY 2016-17 Recommended Budget - \$306 M
 - Chart now includes the final year of debt service for the County and Fire pension obligation bonds, both of which pay off in FY 2021-22

Actual and Projected* Retirement Expense



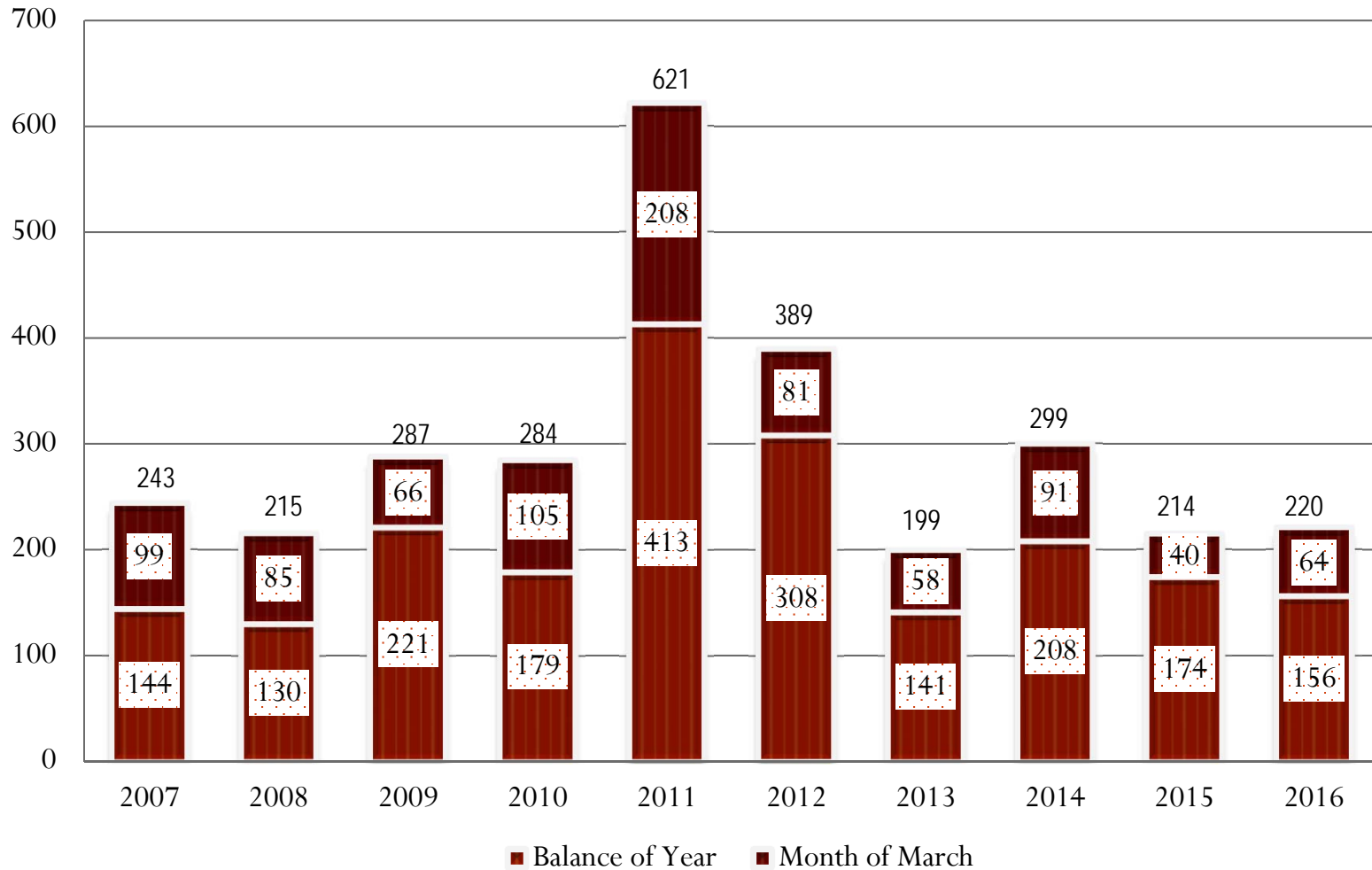
The chart includes four years of actual data, straight-line projection of current year (based upon six months of actual data), and projection of future years based upon current year wages and actuarial data provided by CCCERA's actuary (letter dated January 3, 2017) assuming that CCCERA achieves its assumed rate of return each of these years. This data will be updated in March for the FY 2017/18 budget based upon 12/31/2016 CCCERA market impacts.

Positive Changes in General Fund Balance

	Beginning Fund Balance June 30, 2012	Beginning Fund Balance June 30, 2013	Beginning Fund Balance June 30, 2014	Beginning Fund Balance June 30, 2015	Beginning Fund Balance June 30, 2016	% Change	Budgeted Fund Balance FY 2016-17	% Change
Nonspendable	16,474,000	6,103,000	7,946,000	10,764,000	9,807,000	-8.9%	9,807,000	0.0%
Restricted	6,388,000	6,798,000	7,254,000	9,013,000	9,869,000	9.5%	9,869,000	0.0%
Committed	711,000	1,335,000	1,575,000	1,508,000	1,440,000	-4.5%	1,440,000	0.0%
Assigned	47,246,000	57,754,000	78,136,000	94,169,000	116,089,000	23.3%	116,089,000	0.0%
Unassigned	<u>81,541,000</u>	<u>115,518,000</u>	<u>142,293,000</u>	<u>179,883,000</u>	<u>232,953,000</u>	<u>29.5%</u>	<u>235,453,000</u>	<u>1.1%</u>
Total	152,360,000	187,508,000	237,204,000	295,337,000	370,158,000	25.3%	372,658,000	0.7%

Retirements

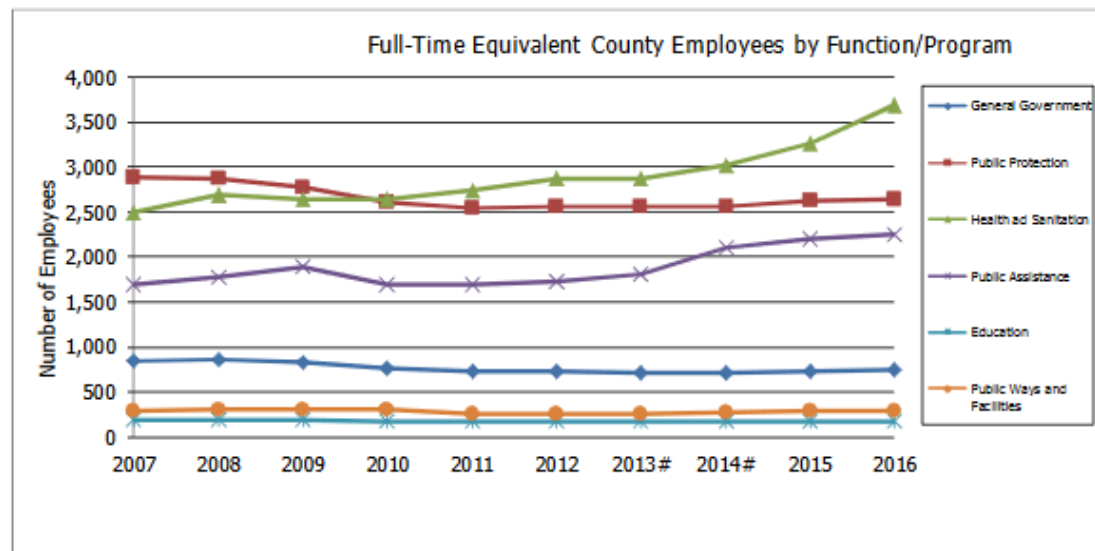
Abnormally high number of vacant positions due to unprecedented numbers of retirements during calendar year 2011 and 2012. Historically March retirements are the highest. Normal year would see approximately 260 Retirements.



Increase to Full-Time-Equivalent Positions

- After several years of no growth – steady increase has begun
- Increase of 1500 FTE in last five years

	ACTUAL 2011-2012	ACTUAL 2012-2013	ACTUAL 2013-2014	ACTUAL 2014-2015	ACTUAL 2015-2016	Budgeted 2016-2017
General Government	728	707	712	728	739	748
Public Protection	2,565	2,565	2,566	2,624	2,637	2,668
Health and Sanitation	2,876	2,866	3,014	3,259	3,693	3,693
Public Assistance	1,722	1,815	2,106	2,203	2,245	2,246
Education	175	175	175	178	180	180
Public Ways and Facilities	263	263	279	281	284	287
Total	8,329	8,391	8,852	9,273	9,778	9,822



Recruitments

- 2016 New Department Heads and key staff
 - Two new Chief Deputies – Allison Picard and Eric Angstadt
 - County Probation Officer, Todd Billeci
 - County Librarian, Melinda Cervantes
 - Director of Human Resources, Dianne Dinsmore
 - Labor Relations Manager, Jeff Bailey
 - Child Support Services Director, Melinda Self
- 2017 Recruitments:
 - Agriculture Commissioner/Weights & Measures
 - Health Services Director

Contra Costa County Fire Protection District

- CCC Fire Protection District budget stable; FY 16/17 - AV Growth 6.32%
- EMS ambulance contract implemented
 - Billing policies and procedures adopted
 - Insurance reimbursements began March 2016
 - First Quarterly Financial Report to the Board May 2016
- Capital project planning underway
 - Lafayette (Station 16) rebuild
 - San Pablo station rebuild in collaboration with the City of San Pablo
- Continuing financial concerns with East Contra Costa Fire Protection District (ECCFPD)

East Contra Costa Fire Protection District

- Brentwood and Oakley Cities Utility Tax failed
- Voters For Equal Protection – ECCFPD Funding Workshop on February 23, 2017 – 1 – 5 PM
- Chief Carman proposal to contract with CCCFPD to provide one Administrative “Chief”
- Unincorporated Area – Byron Bethany Irrigation District transfer of funds to Fire = \$730,000 per year

Fourth Station in Knightsen opened with One time funding:

	<u>1st Year</u>	<u>2nd Year</u>	<u>Total</u>
ECCFPD	399,352	\$474,626	\$873,978
Brentwood	\$190,485	\$475,515	\$666,000
Oakley	\$109,315	\$272,887	\$382,202
County	<u>\$ 89,127</u>	<u>\$222,490</u>	<u>\$311,617</u>
Totals	\$788,279	\$1,445,518	\$2,233,797

Contra Costa County Rodeo/Hercules Fire District

- Currently has 2 Stations
- One funded by SAFER Grant due to expire June of 2017 (\$1.3 M)
- Special Tax passed with 77.2% and will raise \$2.5 M starting in July 2017
- Chief Carman will contract with Pinole & Rodeo/Hercules to provide one Administrative “Chief” for both Districts

Beacon Economics – Dr. Thornberg

The Trump Factor

Positives

- *Something* will get done in Washington DC
- Institutions should be able to control worst impulses
- Infrastructure investment: stimulative if done right
- Tax cuts: stimulative if done right
- Financial deregulation good for housing, banks
- Americans hate Obamacare, but they tend to like the Affordable Care Act

Negatives

- Federal deficit likely to explode
- Potential for major trade war / strain on global relations
- Increase in wealth inequality
- Federal Reserve to cede control to Congress
- Corruption factor, personal baggage
- Backwards steps in immigration policies / skilled labor issues
- Backwards steps in environmental policies
- Revenge of the Left

State of California FY 17/18 Governor Brown's Budget Proposals

Positives

- Rainy Day Fund higher
- Projects that Cities and Counties will receive \$1.4 B from the Dissolution of Redevelopment Agencies

Negatives

- Projects Budget Revenues to be lower by \$1.5 B
- Coordinated Care Initiative (CCI) eliminated and costs returned to Counties
- Cap & Trade Revenues over estimated
- Projects Sales Tax Revenues to be flat for FY 17/18

Continued Reasons for Optimism

● **Positive Economic Outlook**

- California Economic Outlook Stable for next 2 – 3 Years
- AV revenue up 6% for FY 2016/17 and Projected to grow 5% in 2017/18

● **Positive County Results**

- Budget structurally balanced for sixth year in a row
- 3 year contracts with most bargaining units
- Employee Wages increased by 10% or more over next three years
- 1,500 new employee positions added in past 4 years
- Most Departments fully staffed
- OPEB managed
- Have begun pre-funding Infrastructure needs
- Fund Balance Increased
- Maintained our AAA Bond Rating from Standard & Poor's, and received upgrade on Lease Bonds from Moody's (from A1 to Aa3) with both agencies commenting on fact that Contra Costa County was "fundamentally sound, and had a stable outlook for the future."
- Pension Obligation Bond Matures 6/1/2022 (\$47,382,000)

Reasons for Concern

- “WINTER IS COMING” – Most economists are predicting the next Recession to occur in late 2019 or early 2020
- Prop 172 Sales Tax Revenues dropping for 2016/17 – currently predicted to be \$1 M less
- Revenues are not projected to keep up with expenditures for 2016/17 nor are they projected to do so for 2017/18 and beyond
- East County Fire District struggling
- Aging Technology – PeopleSoft; Finance ; & Tax Systems
- Labor Negotiations
- Pension Unfunded Liability = \$1.5 B
- Increased costs of benefits – Pension Assumed Rate of Return reduced from 7.25% to 7.00% - Actual Returns for 2015 = 2.4% & 2016 may not reach 7%
- Recreational and Medical Marijuana Regulation
- Unreasonable expectations given funding available

Focus On

- Focus on Current Needs but look for Long term solutions
- Increasing Wages to remain competitive as revenues increase
- Continuing to harness our organizational discipline and innovation
- Providing public services that improve the quality of life of our residents and the economic viability of our businesses
- Remember “there be dragons out there”



FY 2017-18 Budget Hearing Format

- Draft Agenda for Discussion Purposes
 - Introduction/Summary by County Administrator
 - Departmental Presentations last year:
 - Sheriff-Coroner
 - District Attorney
 - Chief Probation Officer
 - Health Services Director
 - Employment and Human Services Director
 - Specify changes for this year
 - Deliberation
- Recommend holding all hearing on April 18th
- Budget Adoption on May 9th

**“The Challenge is to solve today’s
problems without making those of
tomorrow even worse.”**

— Governor Jerry Brown, 2016 State of the State Address



HEALTHY KIDS, SAFE SCHOOLS, STRONG COMMUNITIES

A COUNTY-WIDE INITIATIVE TO EXPAND MENTAL HEALTH
SERVICES TO PROMOTE POSITIVE OUTCOMES FOR
CHILDREN AND YOUTH IN CONTRA COSTA COUNTY

EXECUTIVE SUMMARY

We can make our schools and communities safer, our law enforcement more effective, and see better outcomes for youth and families. This vision is possible, if children’s mental health needs are identified early, and addressed with a strong continuum of services delivered by a healthy ecosystem of providers.

Far too often, youth with mental health needs end up (re)entering foster care, dropping out of school, encountering law enforcement, becoming homeless, or requiring hospitalization or other inpatient treatment. To prevent these poor outcomes and unnecessary human and financial costs, more services are needed for both the highest needs youth and in prevention and early intervention activities.

Across California there is a timely and critical opportunity to promote safe, stable families, schools and communities due to substantial state and federal fiscal incentives for counties to expand funding for the federal entitlement for children’s mental health services, known as Early and Periodic Screening, Diagnostic and Treatment (EPSDT).

Expanding Contra Costa County’s funding for children’s mental health would address unmet needs by providing more children and youth with mental health services, and would support a healthy ecosystem of service providers able to

offer timely, accessible, and effective services to youth and families.

A 10% expansion of EPSDT in fiscal year 2017-2018 would mean roughly a \$2.6 million dollar increase in state-reimbursable expenses (at virtually no cost to the County), plus a \$2.6 million dollar increase in federal financial participation, for a total expansion of \$5.2 million for children’s mental health services. Based on Contra Costa spending per EPSDT beneficiary, an additional \$5.2 million would serve roughly an additional 500 to 700 children and adolescents per year.

Stakeholders across the County are mobilizing behind this initiative, including children and families, law enforcement, philanthropy, service providers, and state-level advocates. By seizing this timely opportunity to expand services, Contra Costa will ensure that children are healthier, that schools are safer, and that communities are stronger.



THE IMPORTANCE OF CHILDREN'S MENTAL HEALTH

The Consequences of Unmet Children's Mental Health Needs

Mental health is a critical component of each child's ability to learn, grow and thrive. Unfortunately, many children—approximately one in five youth nation-wide—struggle with mental health problems that negatively impact their health and well-being. Given that over 70% of mental disorders onset prior to the age of 25, childhood and adolescence a critical time in which to identify and address mental health needs before more costly and restrictive interventions are required.¹ However, estimates suggest that 75-85% of children and youth in need of mental health services do not receive them.² This remains true in Contra Costa County, where only 8% of Medi-Cal eligible children receive EPSDT specialty mental health services.³

Untreated mental health needs can lead to lifelong challenges for youth, and have stark consequences for families and communities:

SCHOOL EXPULSIONS AND DROP-OUT

Children in preschool and elementary school with mental health needs experience rates of suspension and expulsion three times greater than those of their peers without mental health needs.⁴ This pattern only increases with age, as roughly 44% of youth in high school with mental health problems drop out of high school.⁵ One in 10 youth who drop out of high school were institutionalized (often in jails or prisons), as compared with 1 in 33 of those who do not drop out.⁶



75-85% OF
CHILDREN IN
NEED OF MENTAL
HEALTH SERVICES
DO NOT RECEIVE
THEM.

SUICIDE

Suicide is the 2nd leading cause of death among 10 – 24 year olds.⁷ Indeed, a nationwide survey of high school youth across the U.S. found that 16% of students reported seriously considered suicide, 13% reported creating a plan, and 8% reported attempting to take their own life in the 12 months preceding the survey.⁸ Only 29% of youth expressing suicidal ideation receive mental health services.⁹

CRIMINAL JUSTICE INVOLVEMENT

Roughly 70% of youth in the juvenile justice system have a diagnosable mental health disorder.¹⁰ More than 90% of justice-involved youth have been exposed to trauma, or Adverse

THE IMPORTANCE OF CHILDREN'S MENTAL HEALTH

Childhood Experiences (ACEs)—which include different types of abuse, neglect and household dysfunction.

PLACEMENT INSTABILITY AND HOMELESSNESS

Over 80% of children and youth involved in the child welfare system have mental health problems.¹¹ Youth in foster care with mental health needs are less likely to experience permanency and are more likely to be placed in residential care in order to access needed services.¹² Estimates suggest that over 50% of foster youth will experience homelessness after exiting care.

Increase in Population Requiring Services

As a result of the Affordable Care Act (ACA), Medi-Cal coverage for undocumented children, and state-wide litigation on behalf of youth in the child welfare system, **the number of youth eligible for EPSDT Specialty Mental Health Services is rising dramatically.** EPSDT is a federal entitlement that provides comprehensive and preventative health care services to low-income children and adolescents under 21 who are enrolled in full-scope Medi-Cal and have a mental health diagnosis requiring treatment. EPSDT Specialty Mental Health Services can include assessment, plan development, therapy, rehabilitation, collateral services, case management, medication support services, crisis services, psychiatry services, psychology services, Therapeutic Behavioral Services, In-Home Behavioral Services, and Intensive Care Coordination.

As children and youth in Contra Costa are already experiencing delays and gaps in service provision, it is critical to expand services now. Further, Contra Costa County's community-based providers have received only one rate reimbursement increase of 3% in 14 years, and must be better supported in their efforts to sustainably provide high quality services for all children and families. **Expanding EPSDT provides an opportunity to both increase service access for children, and also ensure a healthy ecosystem of providers who are able to effectively address unmet mental health needs.**

The extraordinary loss of life and potential that comes from failing to address these mental health needs in a timely and effective manner is shouldered first and foremost by each individual young person and their family we fail to serve, but also by our teachers, classrooms, police officers and first responders, emergency rooms, and communities as a whole.

THE RETURN ON INVESTMENT

The Benefits of Early Intervention

Timely, easily accessible and developmentally appropriate interventions can prevent many mental health problems entirely, and reduce the long-term severity and impact of more serious mental illness. This makes it **in the best interest of the community to address these needs early.**

Prevention and early intervention activities offer significant cost savings in the public interest. Indeed, a study by the Center on the Developing Child at Harvard University found that “investments in the earliest years of life produce the greatest returns. Most of those returns, which can range from \$4 to \$9 per dollar invested, benefit the community through reduced crime, welfare, and educational remediation, as well as increased tax revenues on higher incomes for the participants of early childhood programs when they reach adulthood.”¹³

Investments in delinquency-prevention programs and diversion alternatives to the juvenile justice system are shown to save \$7 to \$10 for every dollar invested, and significantly reduce crime.¹⁴ Community-based crisis services reduce the overall cost of care by 75%, an average of \$40,000 per child per year.¹⁵ For example, the average cost of mobile crisis services is 23% less per case than when law enforcement is involved as the first responder to a mental health crisis.¹⁶

INVESTMENTS IN
EARLY
INTERVENTION
CAN SAVE AS
MUCH AS \$4 TO
\$9 PER DOLLAR
INVESTED, WITH
MANY BENEFITS
TO THE
COMMUNITY.



THE RIGHT TIME FOR INVESTMENT

The timing for EPSDT expansion is opportune. In addition to rising EPSDT-eligible populations that the county is legally obligated to serve, the state is committed to ensuring that the EPSDT entitlement is fully funded, and more specifically, **the state prioritizes covering County costs that exceed the county mental health realignment funding base for EPSDT and Drug Medi-Cal.** Indeed, over the past two fiscal years (FY14 and FY15), Contra Costa County has exceeded its base allocation for EPSDT and Drug Medi-Cal, and has been made whole by the state. **Virtually 100% of County expenditures on EPSDT are reimbursed by the state and federal governments, which means there is essentially zero cost to counties in expanding investment in children's mental health.**

There is currently little competition for the priority use of growth funds (which totals over \$160 million), making this the right time to take advantage of growth funding. While there is a legitimate concern about what would happen if every single county expanded and growth funds were exhausted before each county was fully reimbursed, it is highly unlikely that every county will expand, particularly in the immediate future. As such, there is a significant incentive for counties to expand *now*, when there is significant growth funding available and few counties availing themselves of it.

A 10% expansion of EPSDT in fiscal year 2017-2018 would mean roughly a \$2.6 million dollar increase in state-reimbursable expenses (at virtually no cost to the County), plus a \$2.6 million dollar increase in federal financial participation, for a total expansion of \$5.2 million for children's mental health services. Based on Contra Costa spending per EPSDT beneficiary, an additional \$5.2 million would serve an additional 500 to 700 children and adolescents per year.

THERE IS OVER \$160 MILLION IN STATE GROWTH FUNDING, WITH PRIORITY FOR REIMBURSING COUNTIES WHO EXPAND CHILDREN'S MENTAL HEALTH SERVICES. A 10% EXPANSION IN CONTRA COSTA COULD SERVE AN ADDITIONAL 500-700 KIDS PER YEAR.

THE BENEFITS FOR CHILDREN AND FAMILIES

Service Enhancement through Expansion

Contra Costa County's existing continuum of care for children and adolescents requires expansion and enhancement in order to address the unmet mental health need county-wide. The following key enhancements to the children's continuum of care would save considerable public dollars, promote public safety, and invest in youth health and wellbeing:

- (1) **Community-based crisis services** to reduce the use of law enforcement as the primary mental health responder in the community, enhancing the availability of Mobile Response Teams, crisis stabilization, and crisis residential treatment options for youth.
- (2) **Enhanced alternatives to keep children and adolescents in school and out of court**, using Therapeutic Behavioral Services, Wraparound/In-Home Behavioral Services, and probation-focused evidence-based practices to address truancy and delinquency.
- (3) **Prevention and early intervention services in early childhood and in schools**, to identify and address mental health needs early through integrated, multi-tiered and data-driven services for all children ages 0-17.

Children and youth are in need of increased access to mental health services, and the county must come together to meet those needs and ensure that providers have the necessary resources to provide the highest quality services. There is powerful and exciting momentum — among county leadership, the provider community and other stakeholders— across Contra Costa County to collaboratively identify creative and responsive solutions to the barriers that prevent children from accessing the services to which they are entitled.

Contra Costa County can experience substantial cost savings, enhanced public safety and improved outcomes for children and youth with mental health needs by ensuring that all children and youth receive the mental health services they need to grow and thrive. We must come together to nurture healthy kids, to cultivate safe schools, and to build strong communities, throughout Contra Costa County.

The Healthy Kids, Safe Schools, Strong Communities Initiative is made possible through funding from the Thomas J. Long Foundation, and in collaboration with the Breaking Barriers Initiative, the Human Services Alliance of Contra Costa County, Tipping Point Community, Zellerbach Family Foundation, Walter S. Johnson Foundation, California Alliance for Children and Families, Lincoln, and Seneca Family of Agencies.

- ¹ Kessler, R. C., Chiu, W. T., Demler, O., Merikangas, K. R., Walters, E. E. (2005). Prevalence, severity, and comorbidity of 12-month DSM-IV disorders in the National Comorbidity Survey Replication. *Arch Gen Psychiatry*, 62(6):617-27.
- ² Kataoka, S.; Zhang, L.; Wells, K. (2002). Unmet Need for Mental Health Care among U.S. Children: Variation by Ethnicity and Insurance Status. *American Journal of Psychiatry* 159(9): 1548-1555.
- ³ Arnquist, S., & Harbage, P. (2013). *A Complex Case: Public Mental Health Delivery and Financing in California*. Oakland, CA: California HealthCare Foundation.
- ⁴ Blackorby, J.; Cameto, R. 2004. Changes in School Engagement and Academic Performance of Students with Disabilities. In Wave 1 Wave 2 Overview (SEELS). Menlo Park, CA: SRI International.
- ⁵ Wagner, M. 2005. Youth with Disabilities Leaving Secondary School. In *Changes Over Time in the Early Post School Outcomes of Youth with Disabilities: A Report of Findings from the National Longitudinal Transition Study (NTLS) and the National Longitudinal Transition Study-2 (NTLS2)*. Menlo Park, CA: SRI International.
- ⁶ Sickmund, M., & Puzanchara, C. (2014, December 1). Juvenile Offenders and Victims: 2014 National Report. Retrieved from <http://www.ojjdp.gov/ojstatbb/nr2014/downloads/NR2014.pdf>
- ⁷ *10 Leading Causes of Death by Age Group, United States – 2014*. National Vital Statistics System, National Center for Health Statistics, CDC. Retrieved from <http://www.cdc.gov/injury/images/lc-charts/leading-causes-of-death-age-group-2014-1050w760h.gif>.
- ⁸ Centers for Disease Control and Prevention, National Center for Injury Prevention and Control, Division of Violence Prevention (2015). Retrieved from http://www.cdc.gov/violenceprevention/suicide/youth_suicide.html
- ⁹ Freedenthal, S. (2007). Racial Disparities in Mental Health Service Use by Adolescents Who Thought About or Attempted Suicide. *Suicide and Life-Threatening Behavior* 37(1): 22-34.
- ¹⁰ Schubert, C. A., & Mulvey, E. P. (2014). Behavioral health problems, treatment, and outcomes in serious youthful offenders. *Juvenile justice bulletin*.
- ¹¹ Pecora, P. J., Jensen, P. S., Romanelli, L. H., Jackson, L. J., & Ortiz, A. (2009). Mental health services for children placed in foster care: an overview of current challenges. *Child welfare*, 88(1), 5.
- ¹² Hurlburt, M. S.; Leslie, L. K.; Landsverk, J.; Barth, R.; Burns, B.; Gibbons, R. D.; Slymen, D. J.; Zhang, J. 2004. Contextual Predictors of Mental Health Service use Among Children Open to Child Welfare. *Archives of General Psychiatry* 61(12):1217-1224.
- ¹³ Center on the Developing Child (2007). *Early Childhood Program Effectiveness* (InBrief). Retrieved from www.developingchild.harvard.edu.
- ¹⁴ Aos, S., Miller, M., & Drake, E. (2006). *Evidence-Based Public Policy Options to Reduce Future Prison Construction, Criminal Justice Costs, and Crime Rates*. Washington State Institute for Public Policy. Olympia, Washington.
- ¹⁵ Oswald Urdapilleta, et al., "National Evaluation of the Medicaid Demonstration Waiver Home- and Community-Based Alternatives to Psychiatric Residential Treatment Facilities: Final Evaluation," IMPAQ International, Columbia, MD, 2013.
- ¹⁶ Substance Abuse and Mental Health Services Administration (2014). *Crisis Services: Effectiveness, Cost Effectiveness, and Funding Strategies*. HHS Publication No. (SMA)-14-4848. Rockville, MD.



Contra
Costa
County

To:
From: David Twa, County Administrator
Date: January 31, 2017

Subject: Annual Report on Capital Projects

RECOMMENDATION(S):

Accept report on Capital Projects.

FISCAL IMPACT:

No fiscal impact. This is an informational report only.

APPROVE

OTHER

RECOMMENDATION OF CNTY ADMINISTRATOR

RECOMMENDATION OF BOARD
COMMITTEE

Action of Board On: **01/31/2017** APPROVED AS RECOMMENDED OTHER

Clerks Notes:

VOTE OF SUPERVISORS

AYE: John Gioia, District I Supervisor
Candace Andersen, District II Supervisor
Diane Burgis, District III Supervisor
Karen Mitchoff, District IV Supervisor
Federal D. Glover, District V Supervisor

I hereby certify that this is a true and correct copy of an action taken and entered on the minutes of the Board of Supervisors on the date shown.

ATTESTED: January 31, 2017

David J. Twa, County Administrator and Clerk of the Board of Supervisors

Contact: Eric Angstadt, Assistant County Administrator 925-335-1009

By: Jami Napier , Deputy

cc:

CLERK'S ADDENDUM

Speakers: Rob Schroder, Mayor of Martinez; Norlea Gipner, Martinez Council; Brad Kilger, Martinez City Manager; Carolyn Phinney, resident of Contra Costa. ACCEPTED the report

AGENDA ATTACHMENTS

MINUTES ATTACHMENTS

Capital Facilities Plan



CAPITAL FACILITIES PLAN
ADMINISTRATION BUILDING
PUBLIC SAFETY BUILDING & EOC

JANUARY 31, 2017





Today's Agenda

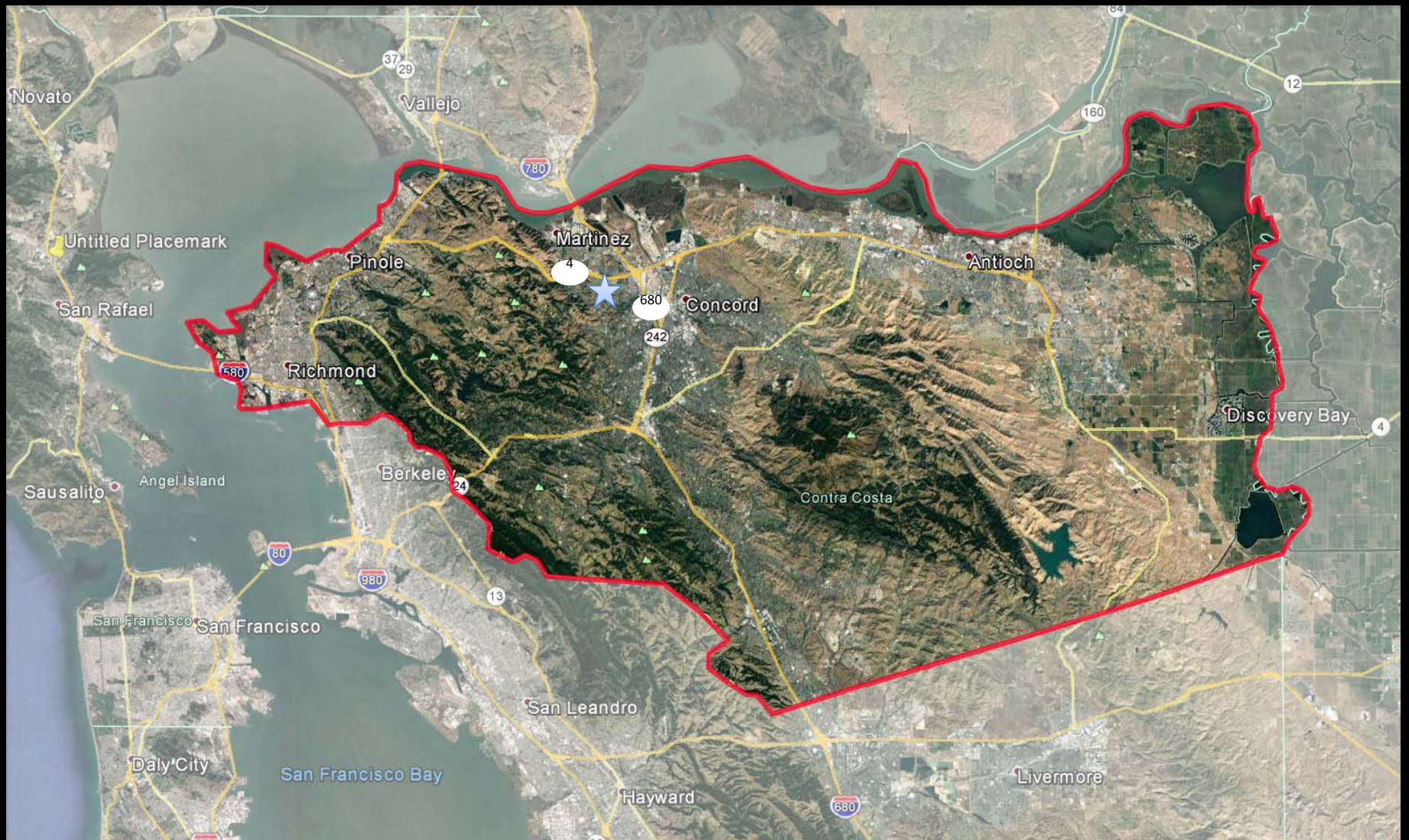
- Public Safety Building and EOC
- New Administration Building
- County Facility Plan Policies
- Financing Options
- Next Steps

***CONTRA COSTA COUNTY
OFFICE OF THE SHERIFF
PUBLIC SAFETY BUILDING & EOC***

RossDrulisCusenbery Architecture, Inc.

PROGRAM & OPERATIONAL SUMMARY

- Relocates Sheriff's Administration Offices from 651 Pine Street
- Centralize Sheriff's Field Operations with Administration & Emergency Services Division
- Three Options Studied
- Option One - Muir Site Preferred
- Initial Program: 47,171 SF
- Current Program: 35,787 SF



COUNTY WIDE AERIAL MAP



HIGHWAY-4

GLACIER DRIVE

MUIR ROAD

(E) EOC

(E) RECYCLE CENTER

CORONER

FIELD OPERATIONS

CAMPUS

CONTRA COSTA PUBLIC WORKS DEP.



CAMPUS AERIAL PHOTO



THREE OPTIONS STUDIED



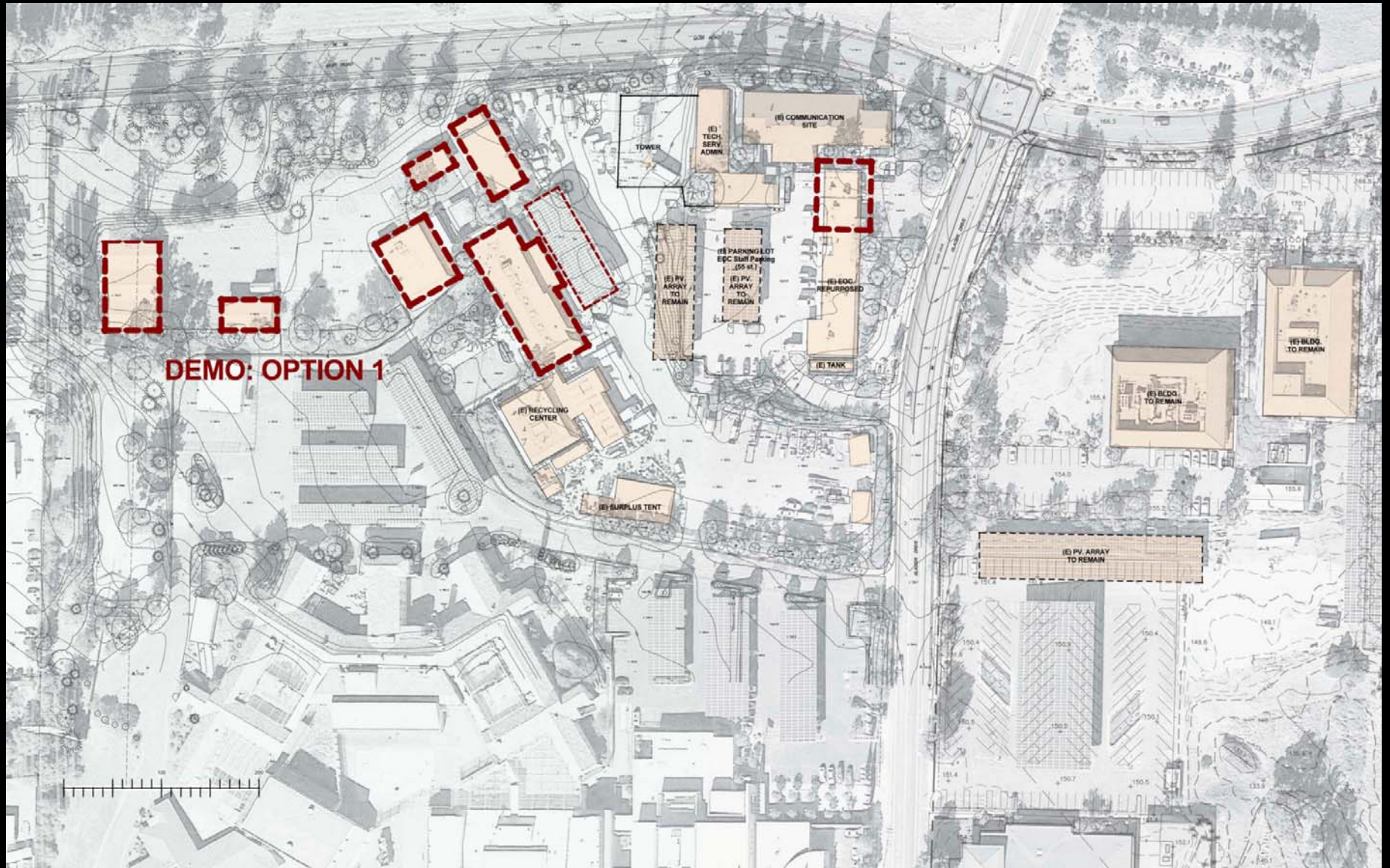
OFFICE OF THE SHERIFF FUNCTIONS



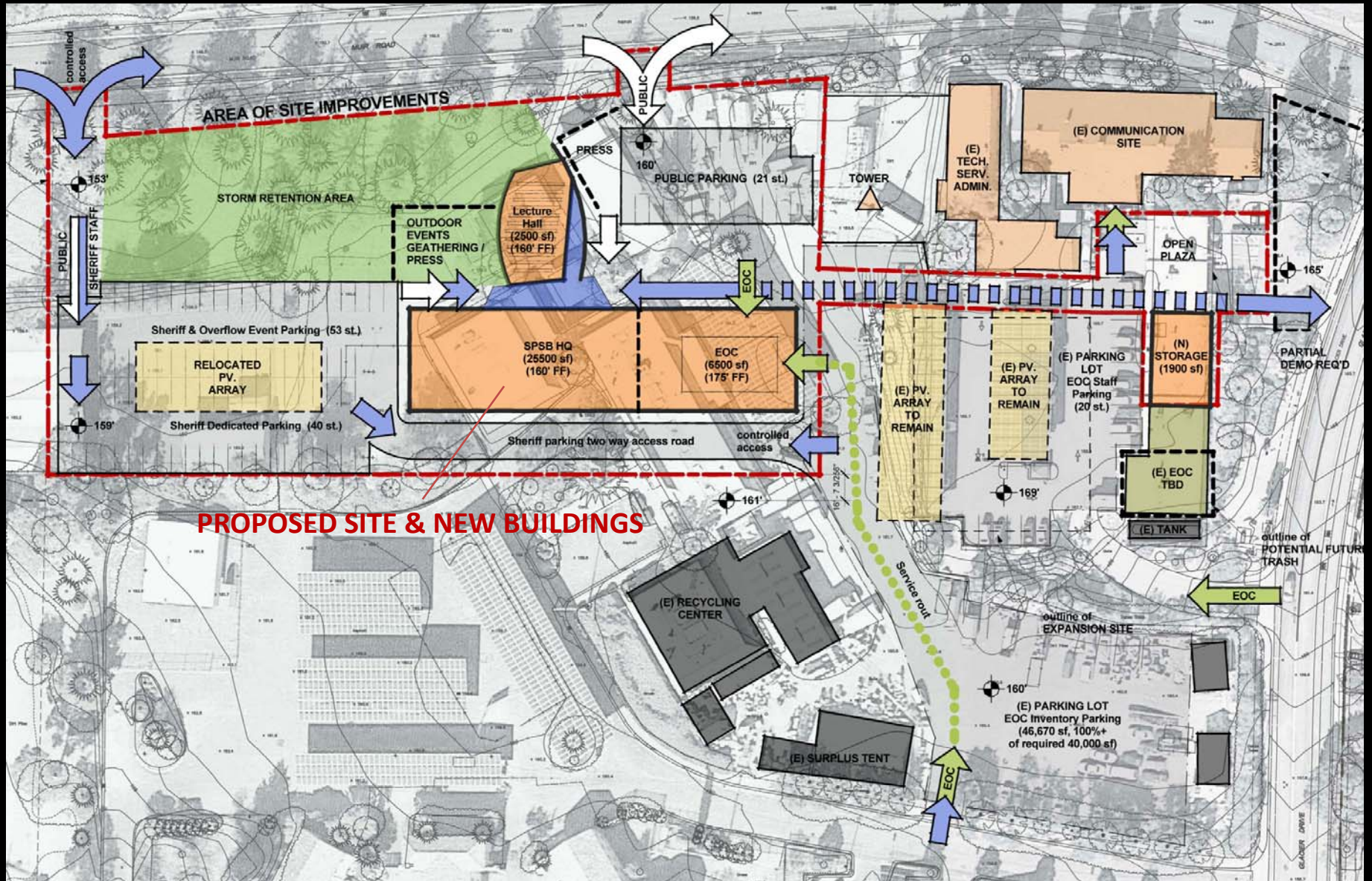
SITE MASSING MODEL



ENLARGED MASSING MODEL



PROPOSED DEMOLITION PLAN



OFFICE OF THE SHERIFF FUNCTIONS

***CONTRA COSTA COUNTY
OFFICE OF THE SHERIFF
PUBLIC SAFETY BUILDING & EOC***

QUESTIONS?



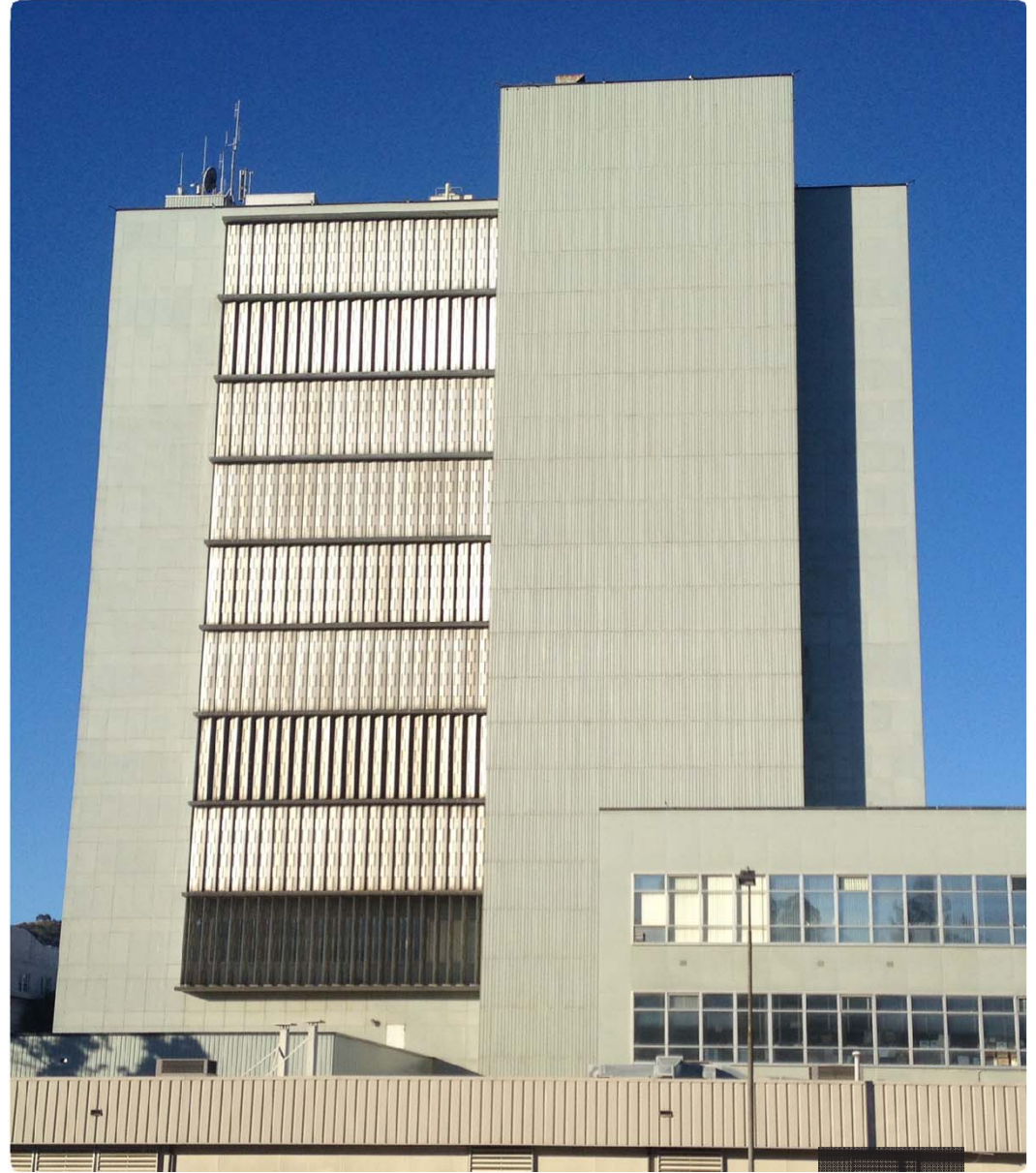
NEW ADMINISTRATION BUILDING

kmd

Site Context & Existing Conditions



South Facade



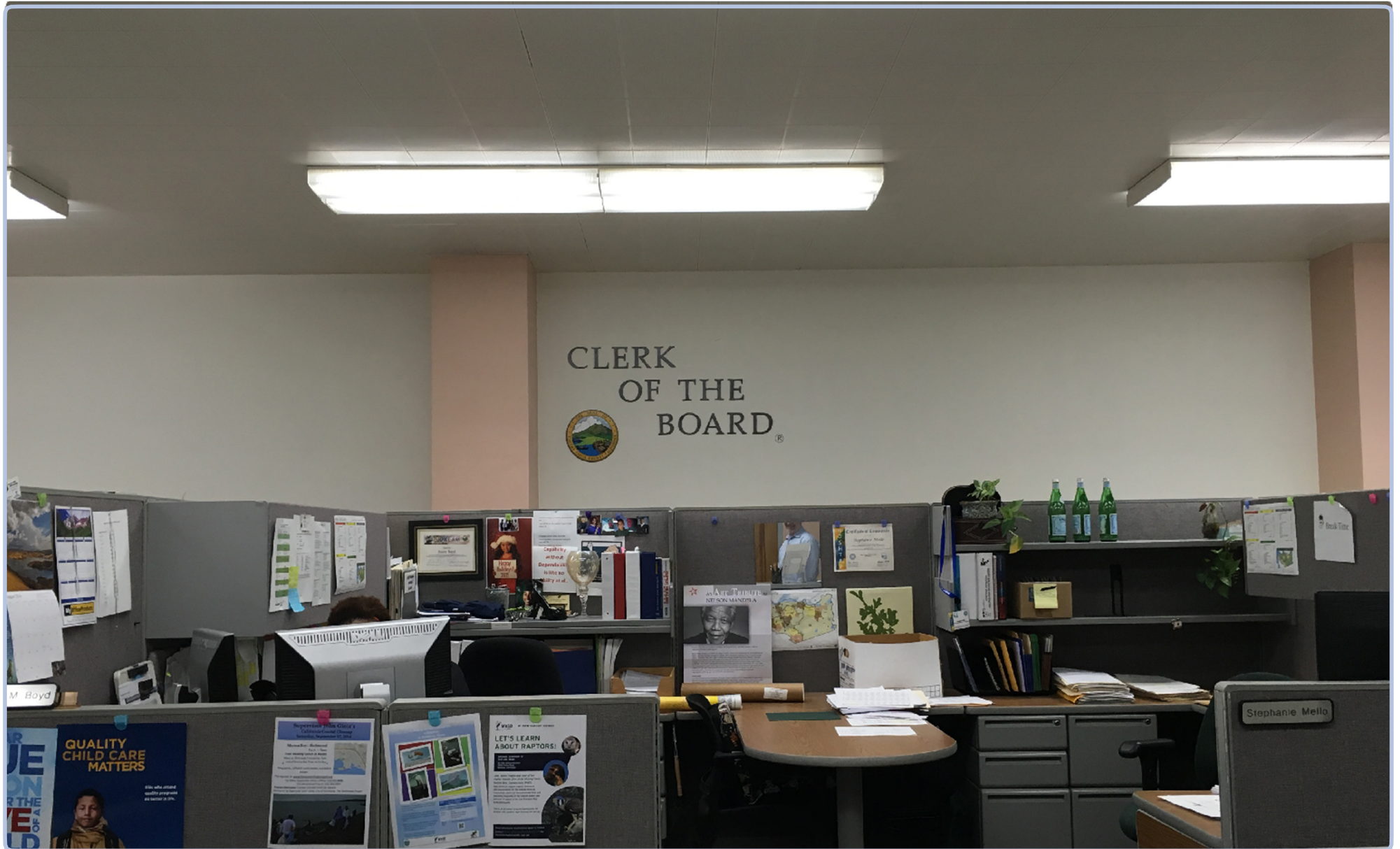
East Entrance

Site Context & Existing Conditions



Main Entrance

Existing Conditions



Lack of visual filters

Existing Conditions



No man's land

Existing Conditions

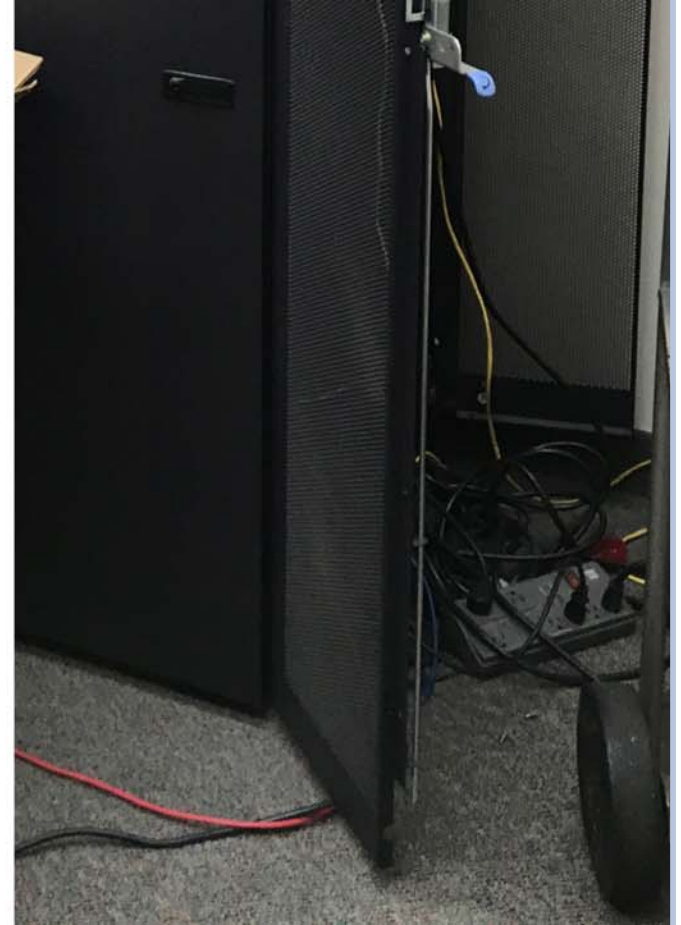
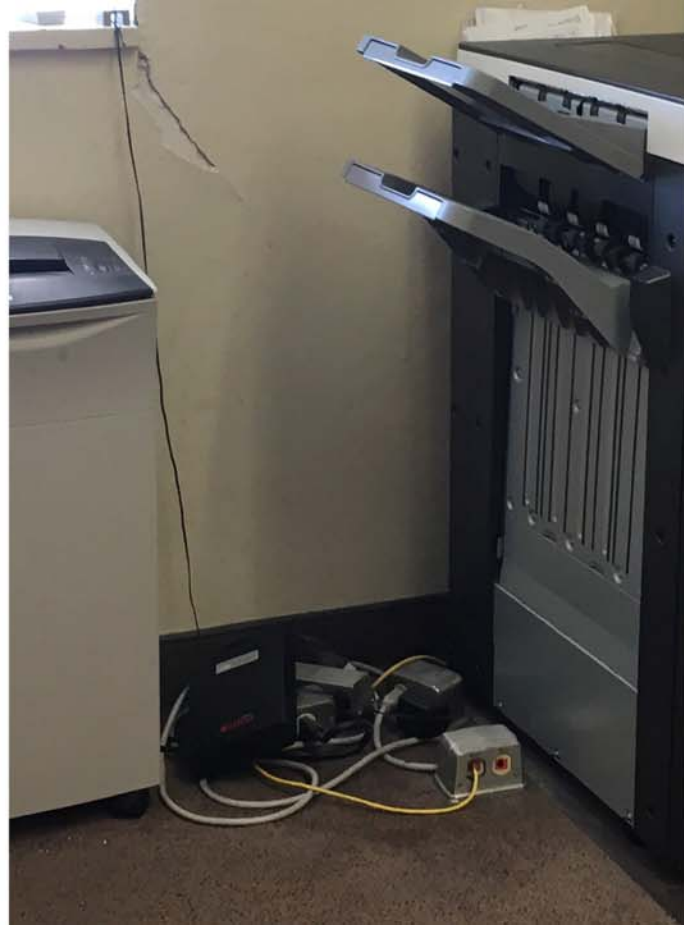


Insufficient / inappropriate storage

Existing Conditions



Existing Conditions



"daisy chains" and "monuments"

Existing Conditions



Existing Conditions



No man's land – no light or views

Existing Conditions



No daylight & views, neither private or open

Existing Conditions



Gloomy and limited conferencing

County-owned Sites for Consideration

Two Downtown Sites

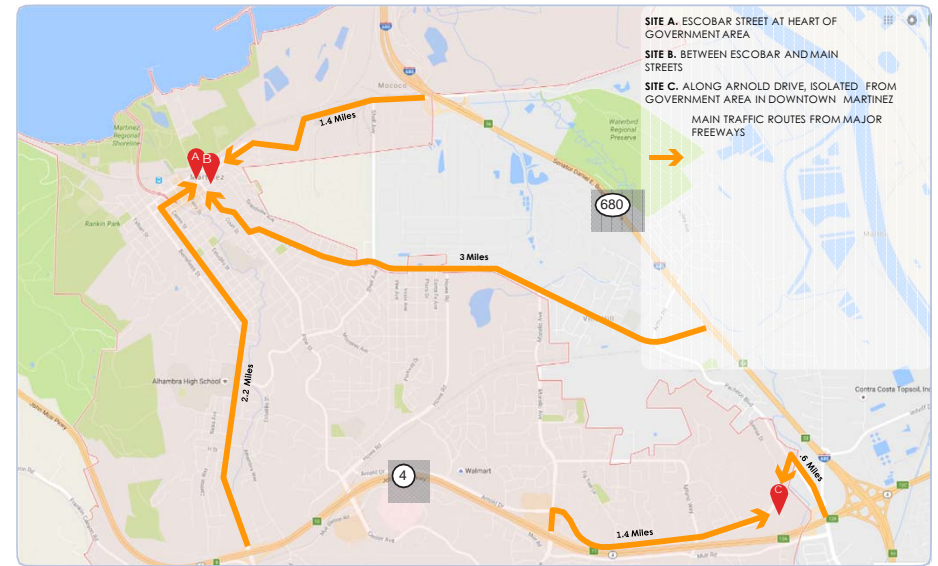
Site A Parking lots between

Escobar and Marina Vista

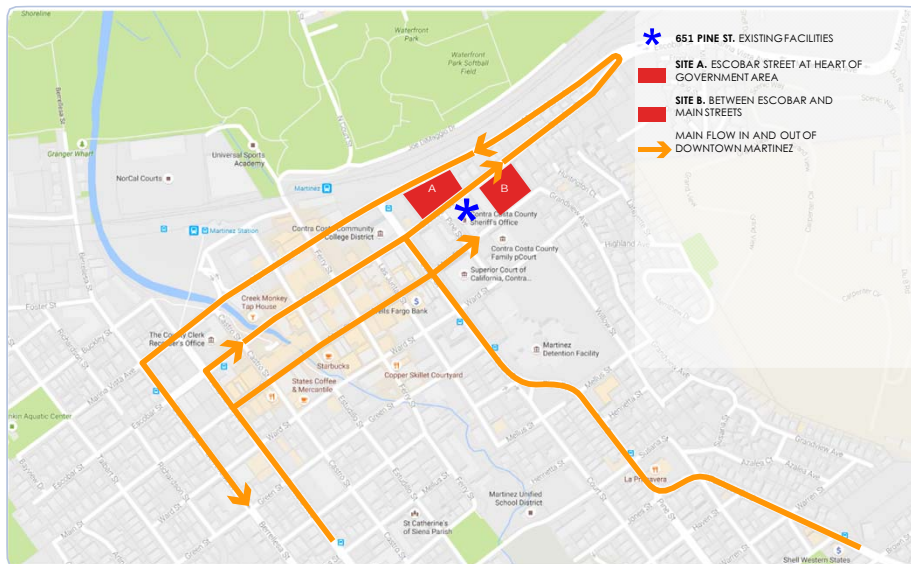
Site B Parking lot behind 651 Pine

One Site Outside Downtown

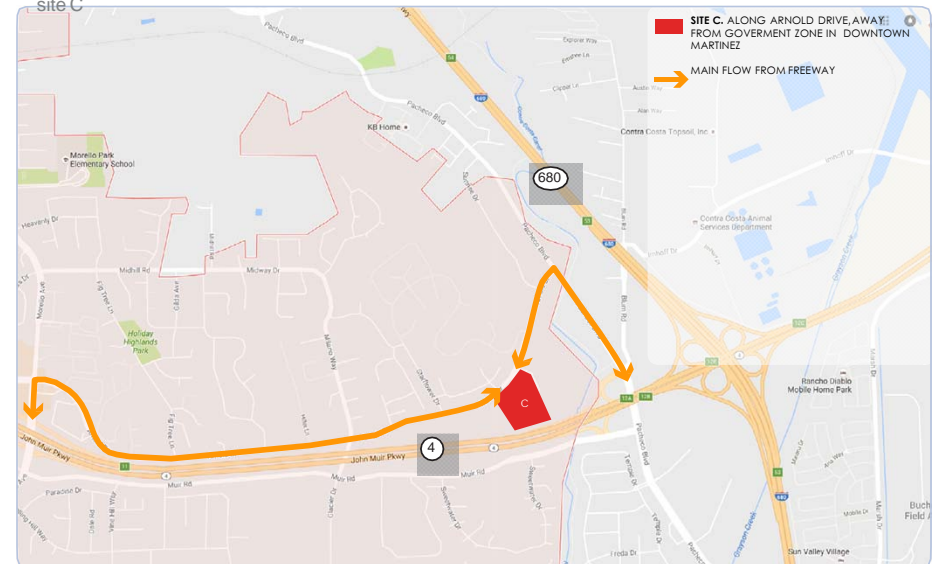
Site C On the hill off Arnold Drive



Macro location of downtown sites A and B, and hill site C

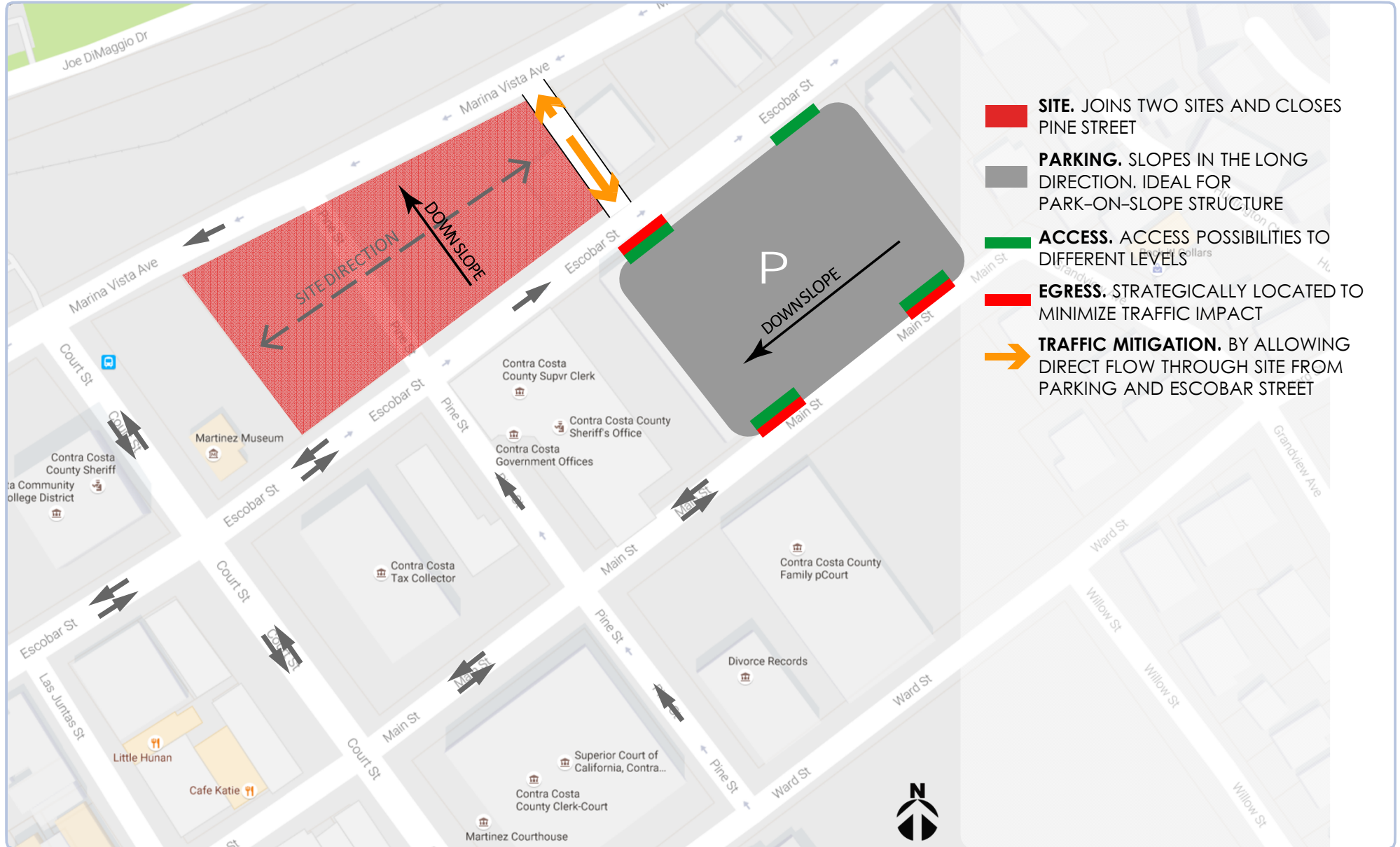


Location and accessibility of sites A and B

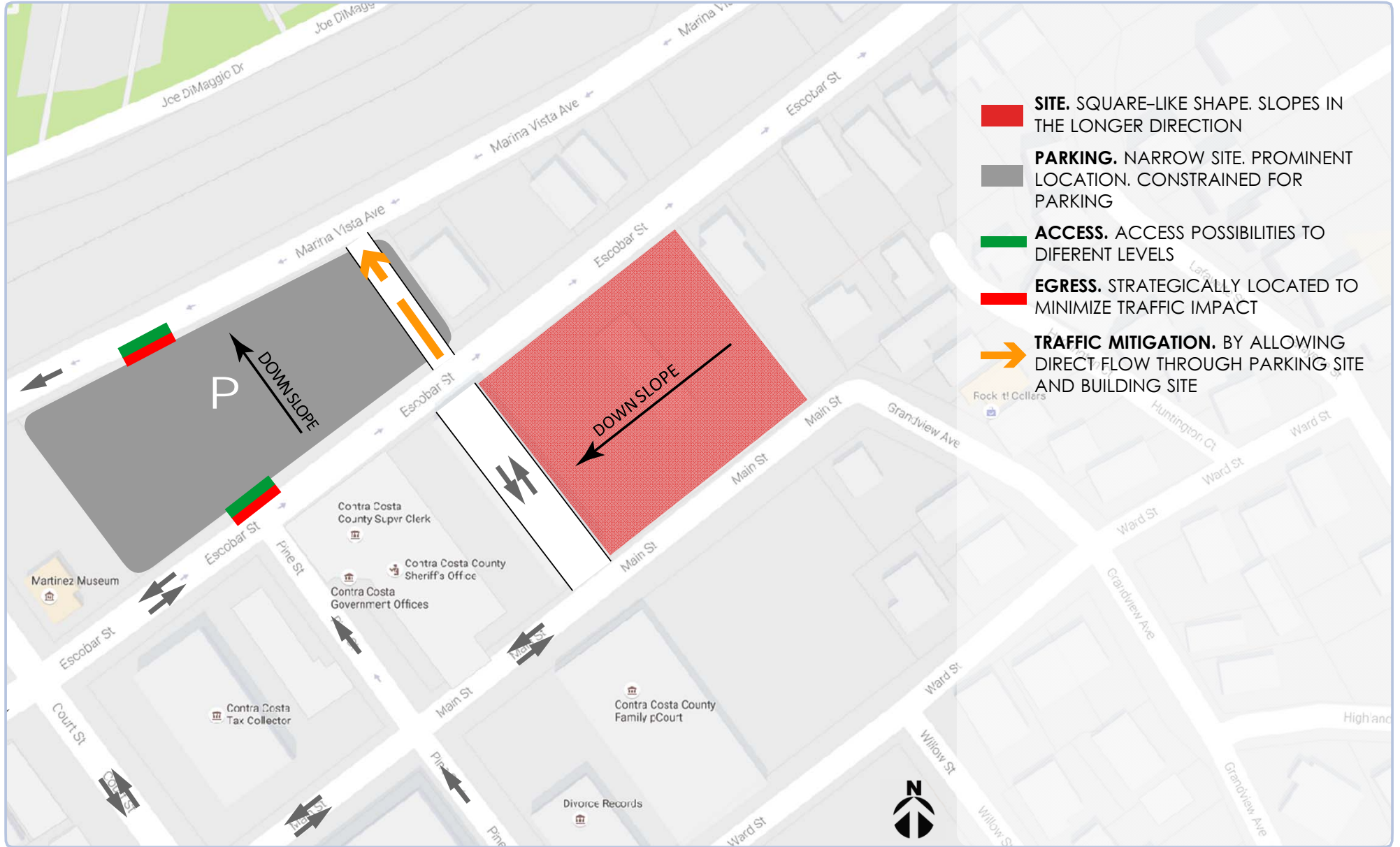


Location and accessibility of site C

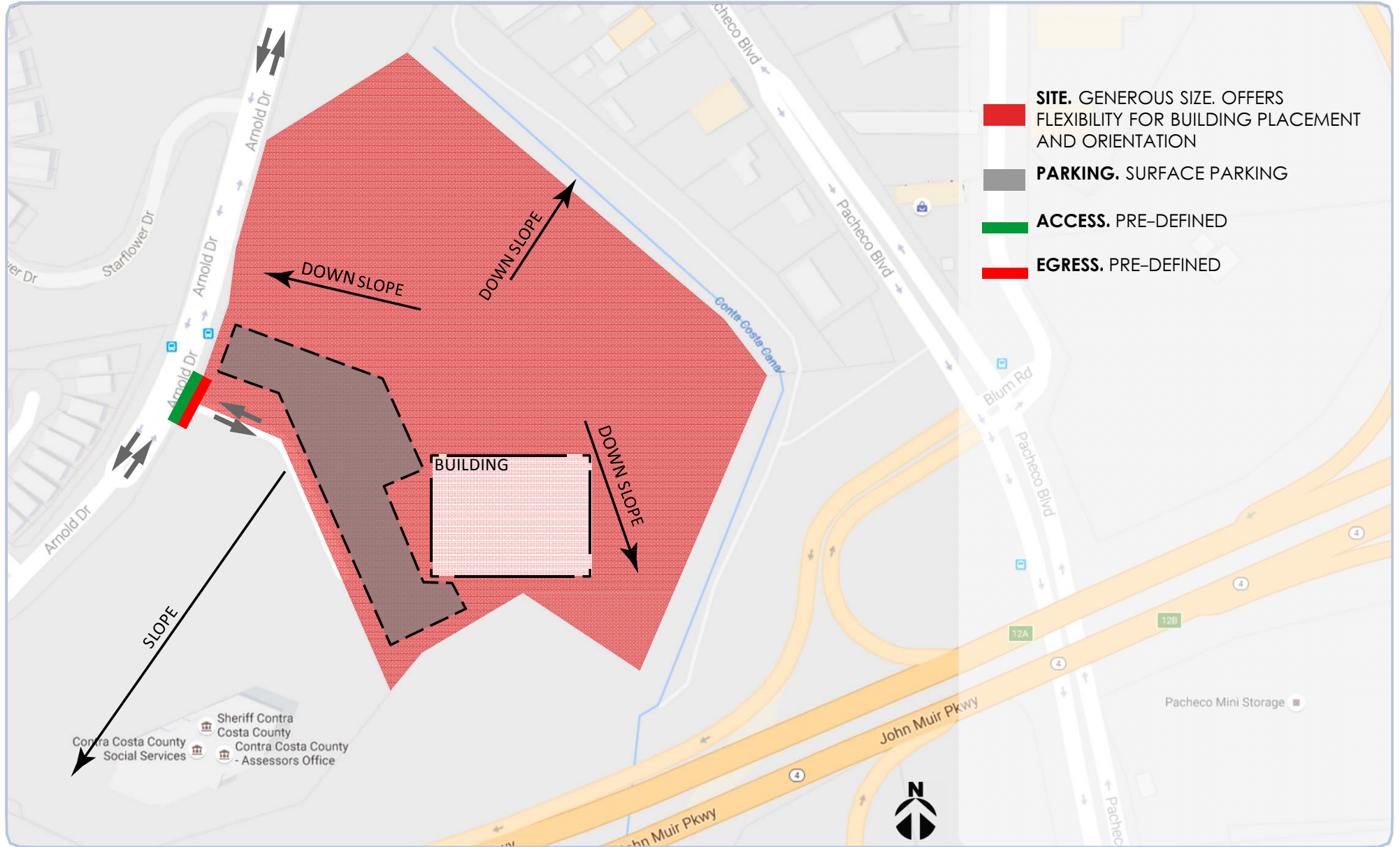
Option A



Option B



Option C



OPTION A



Community College

Marina Vista Ave.

1215 Escobar Street
Vacant Lot
1215

Escobar St.

County Finance Building

Old Jail

Pine St.

Court St.

Main St.

County Court House

Family Courts

Option A



VIEW FROM ESCOBAR STREET
LOOKING NORTH

Option A



AERIAL VIEW LOOKING
NORTH

Option A



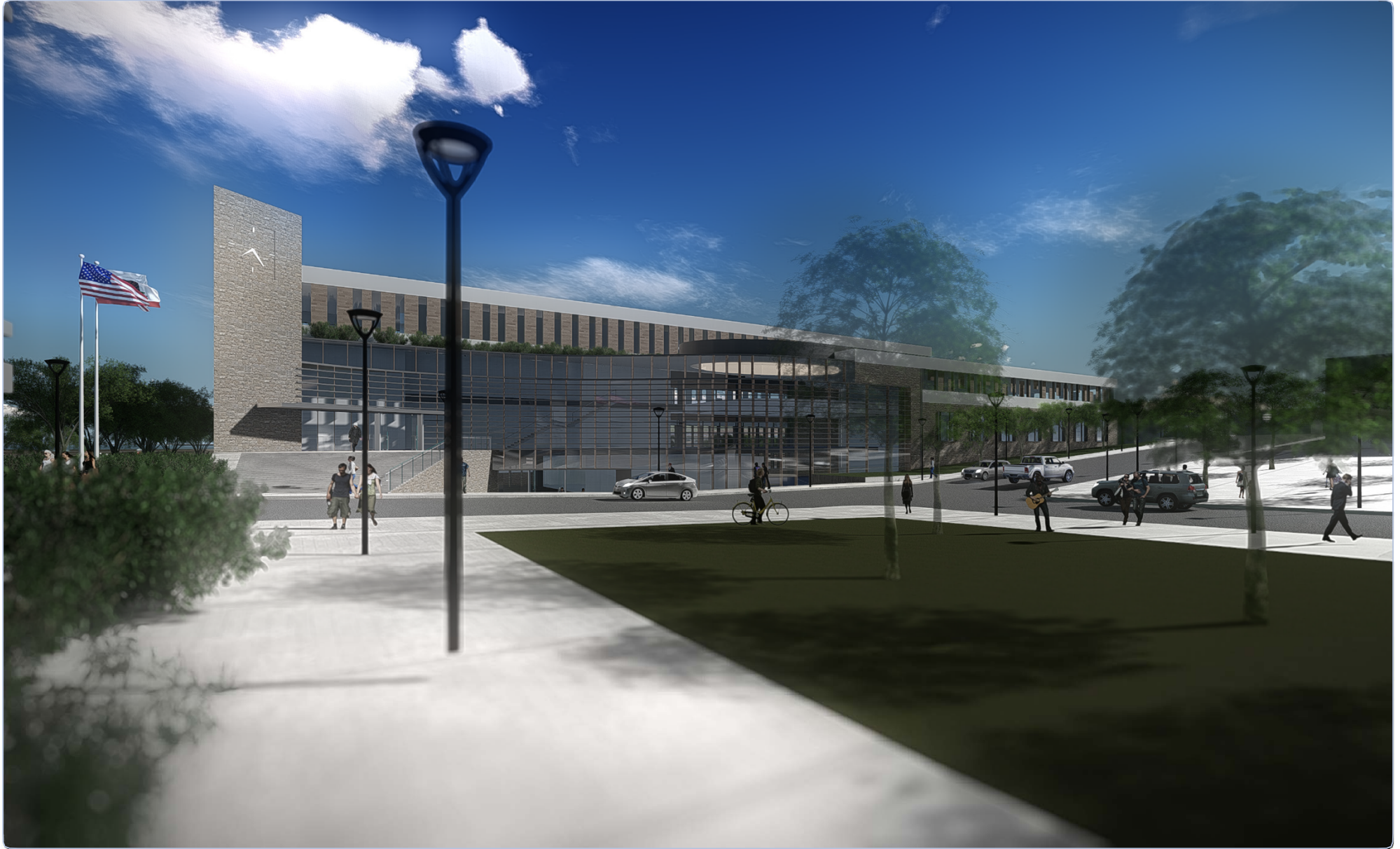
VIEW FROM MARINA
VISTA AVE

Option A



VIEW FROM MARINA
VISTA AVE

Option A



NEW PLAZA AFTER OLD JAIL ANNEX
DEMOLITION

Option A



MAIN FACADE FROM ESCOBAR STREET

Option A



VIEW FROM PINE STREET AND ESCOBAR STREET

Option A



VIEW FROM PINE STREET

Option A



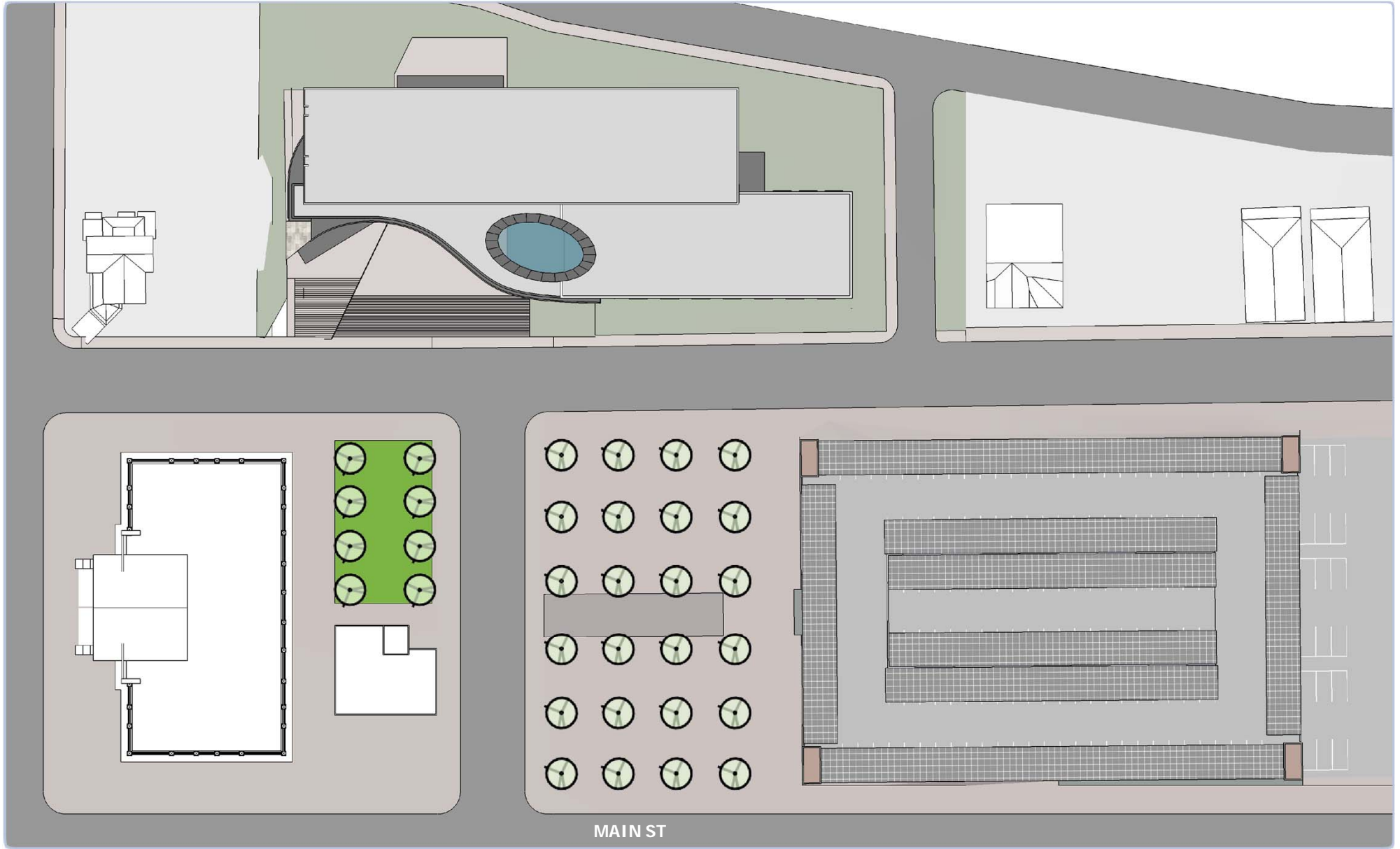
VIEW FROM ESCOBAR STREET

Option A



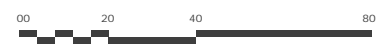
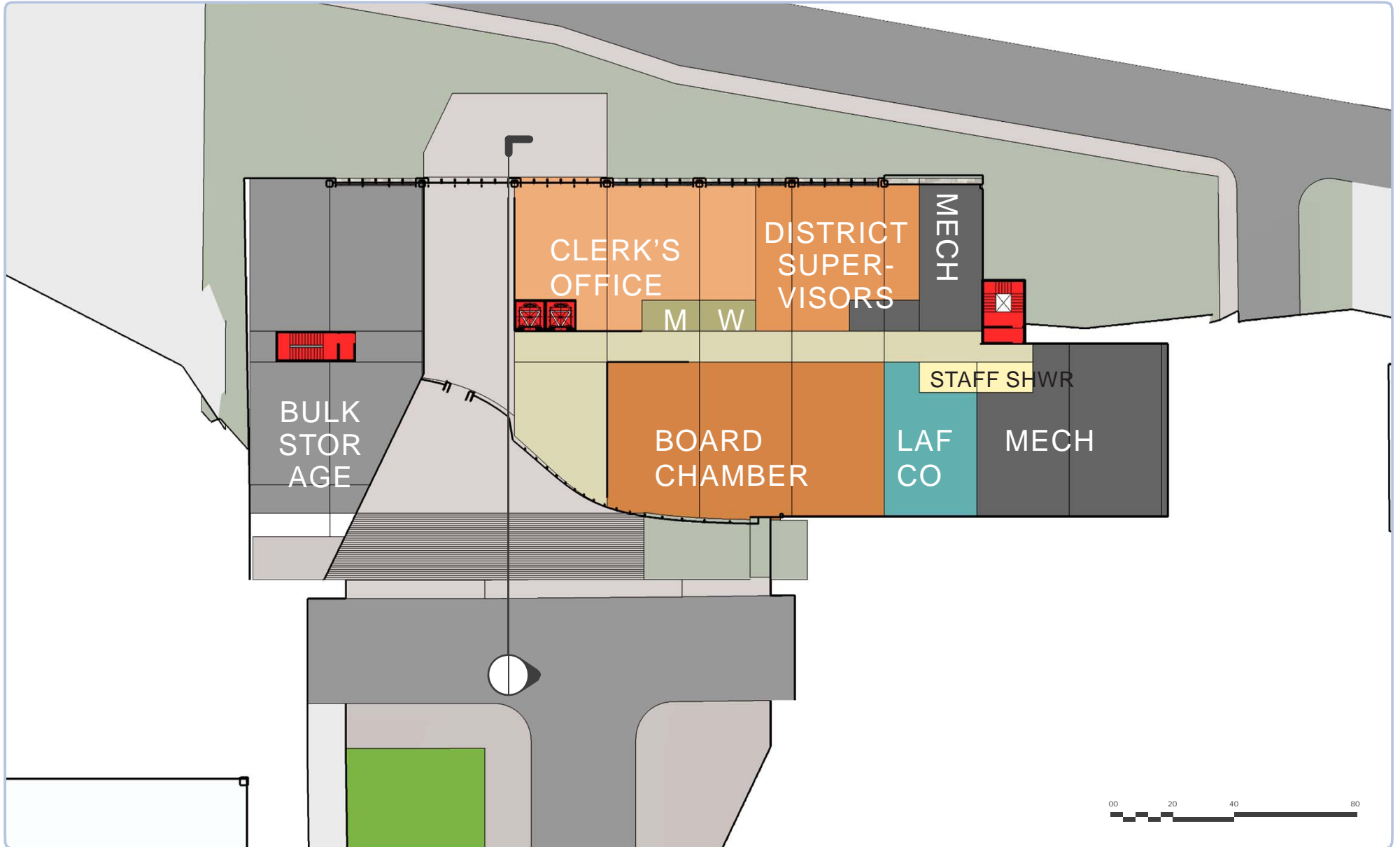
AERIAL VIEW LOOKING
NORTH

Option A



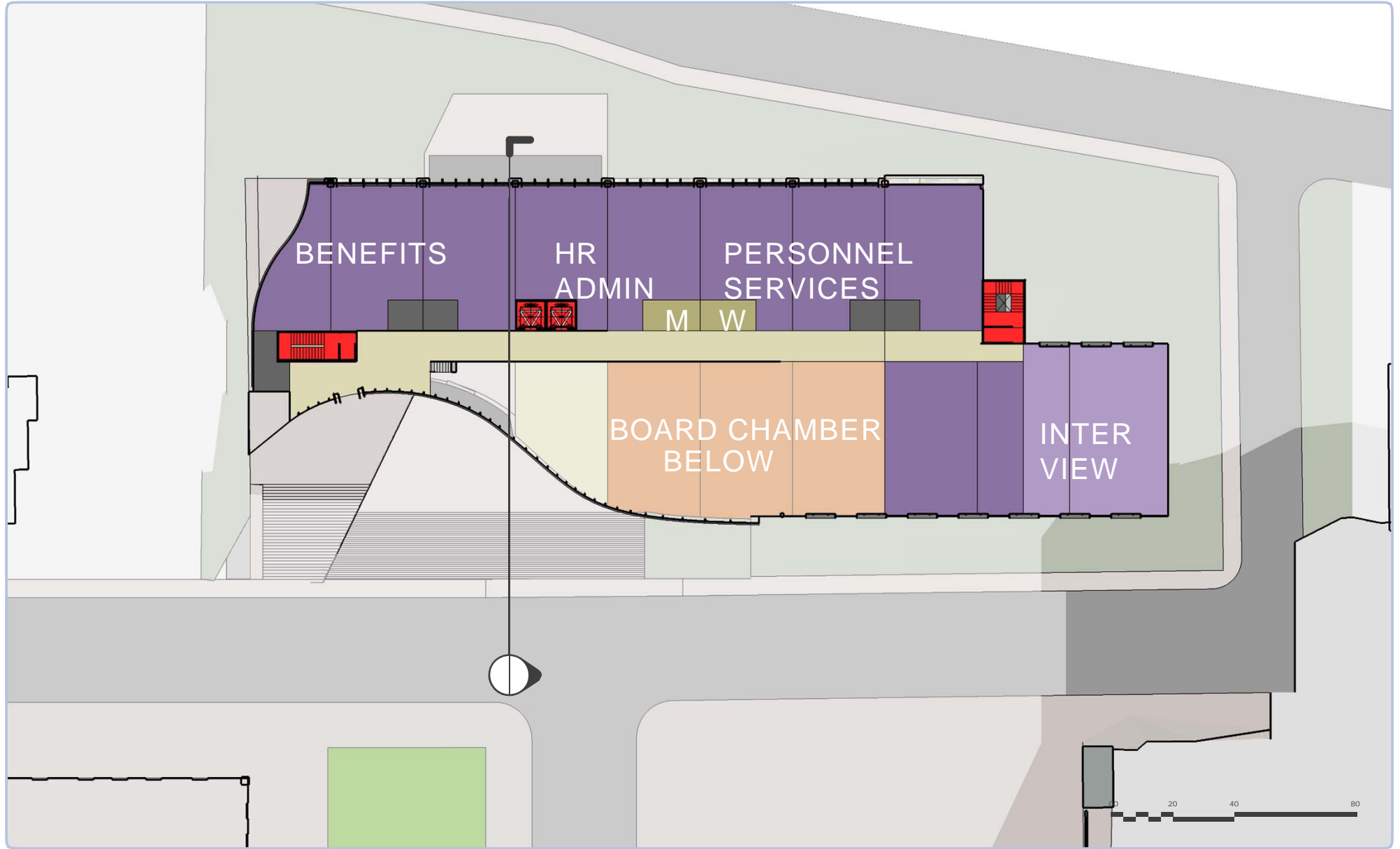
SITE PLAN

Option A



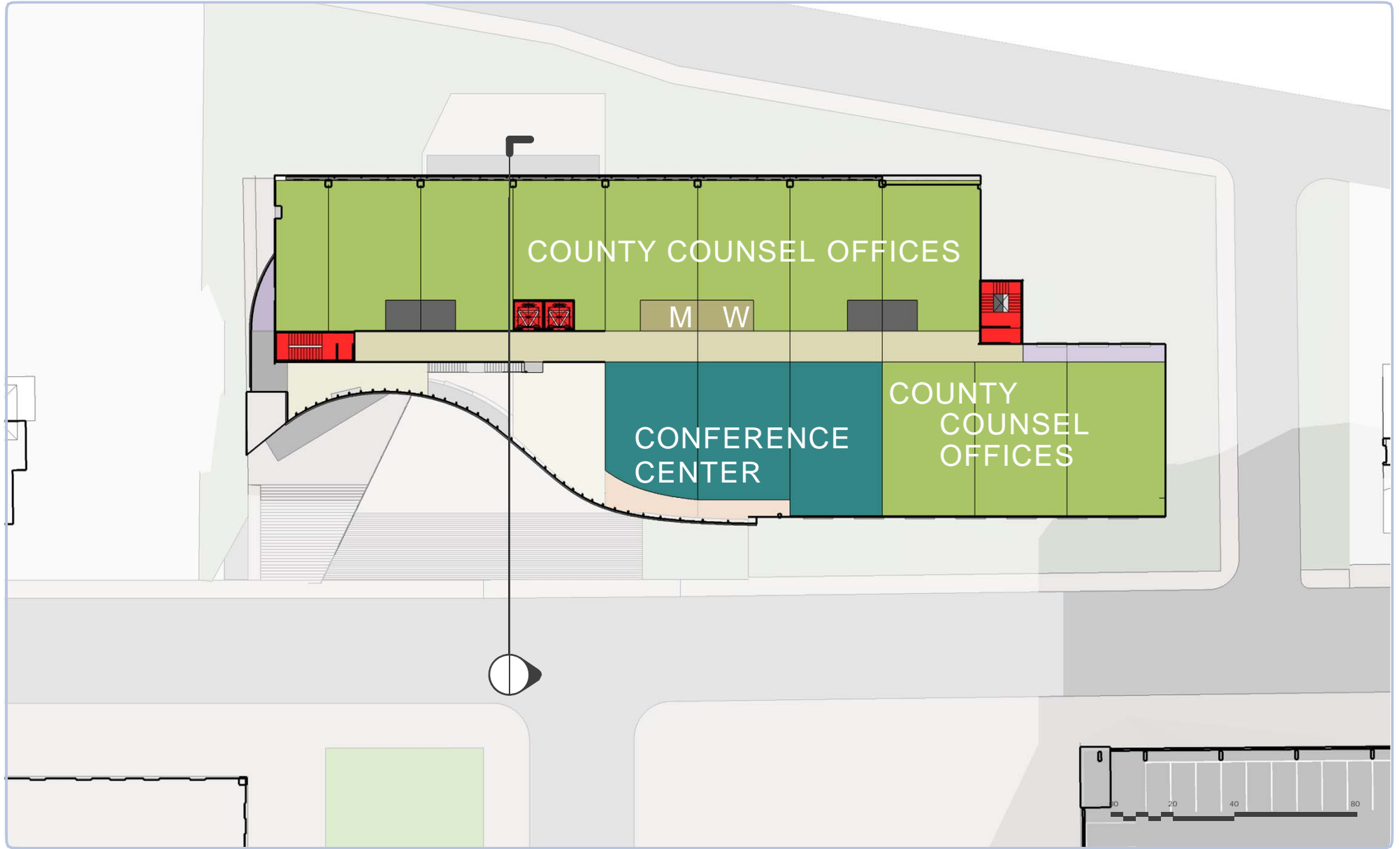
GROUND FLOOR

Option A



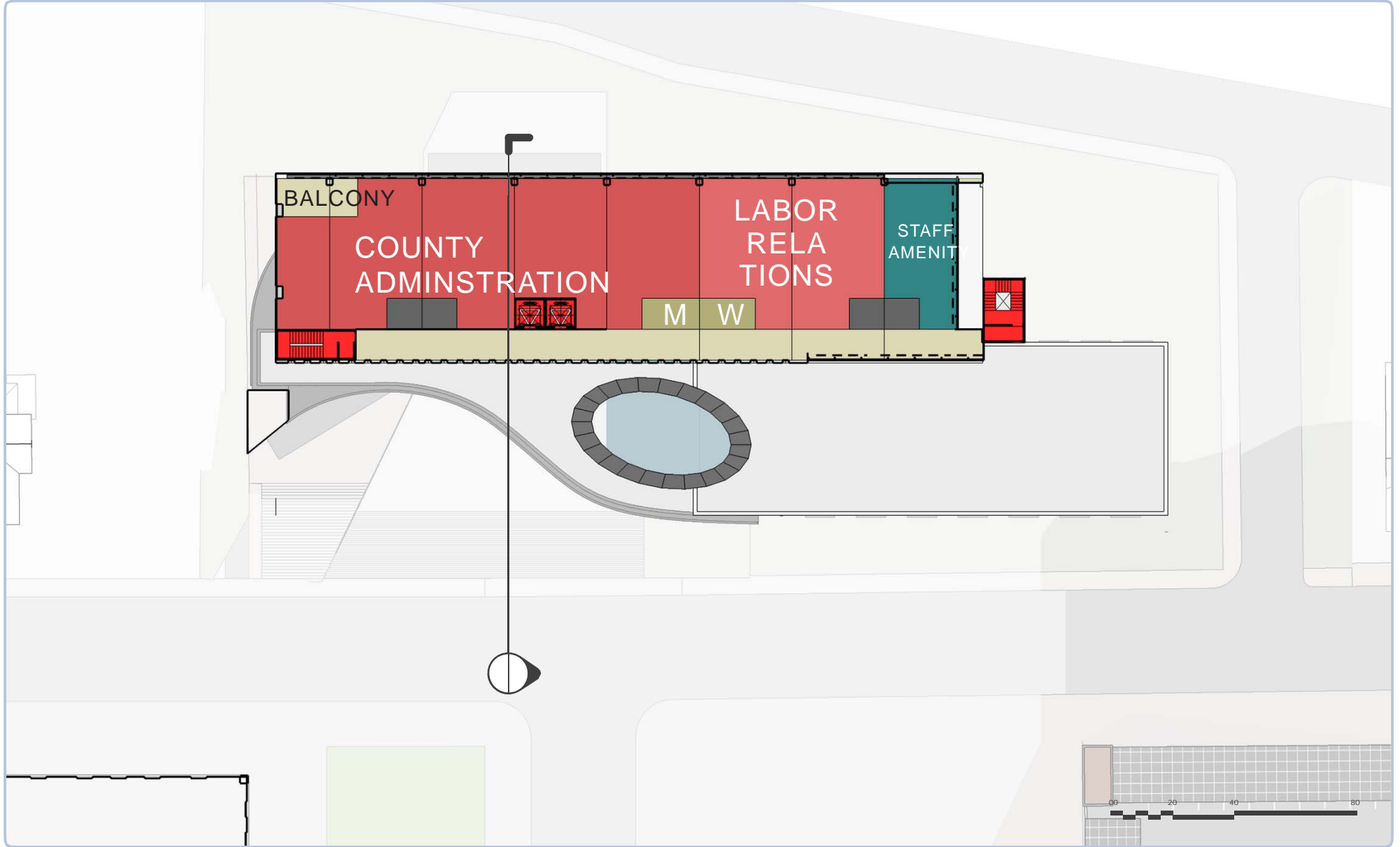
SECOND FLOOR

Option A



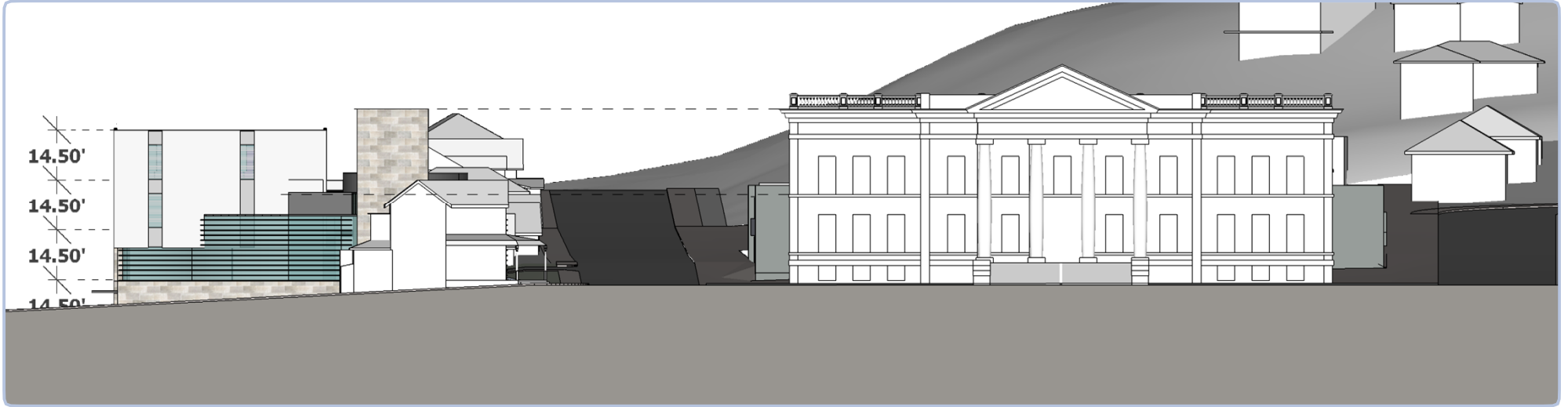
THIRD FLOOR

Option A

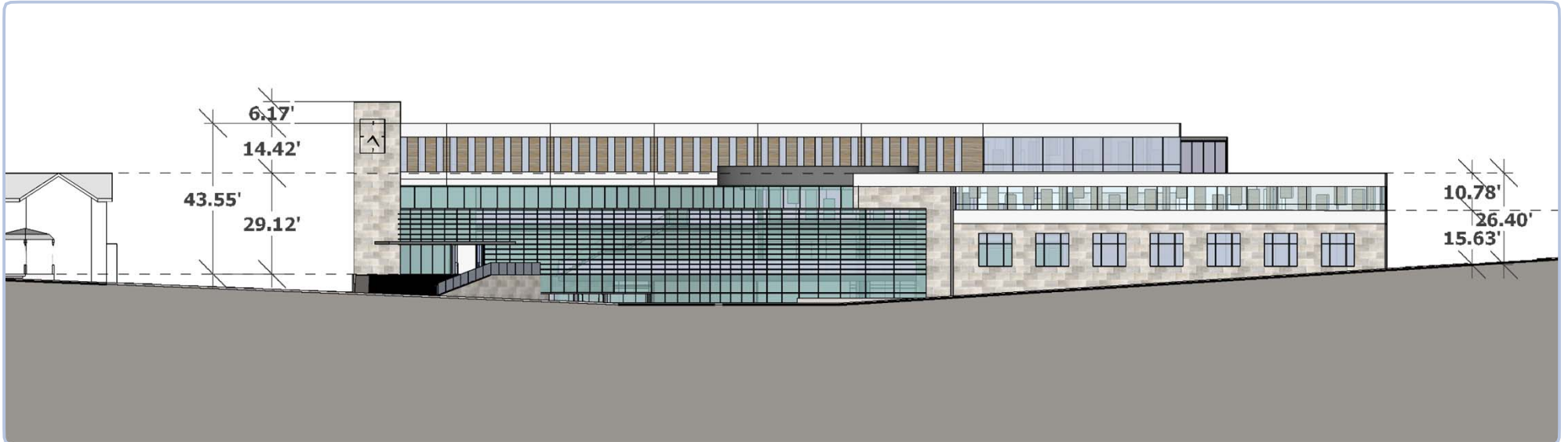


FOURTH FLOOR

Option A

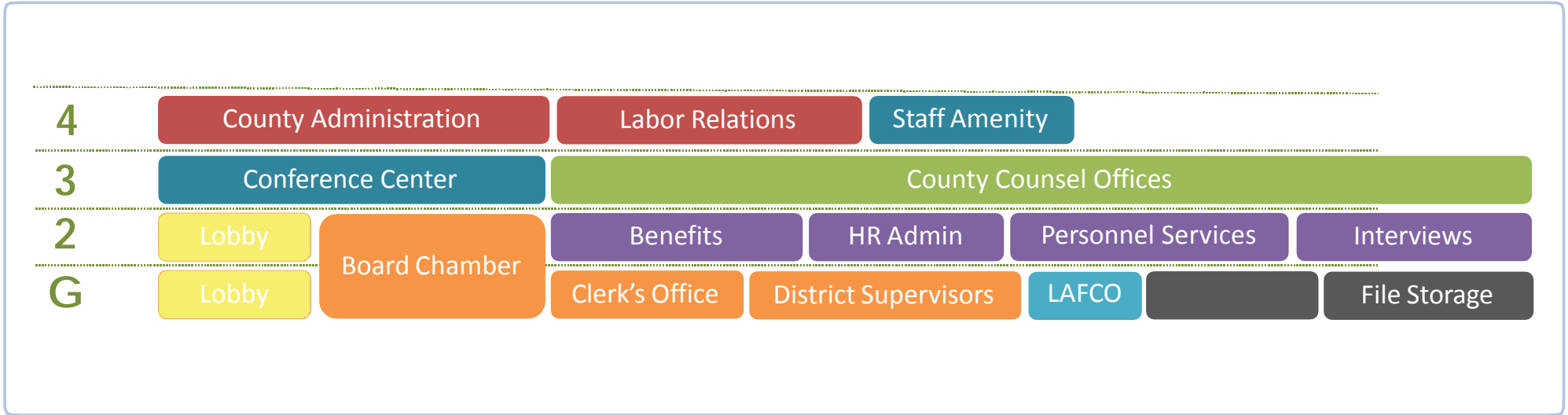


WEST ELEVATION - URBAN
RELATIONSHIPS

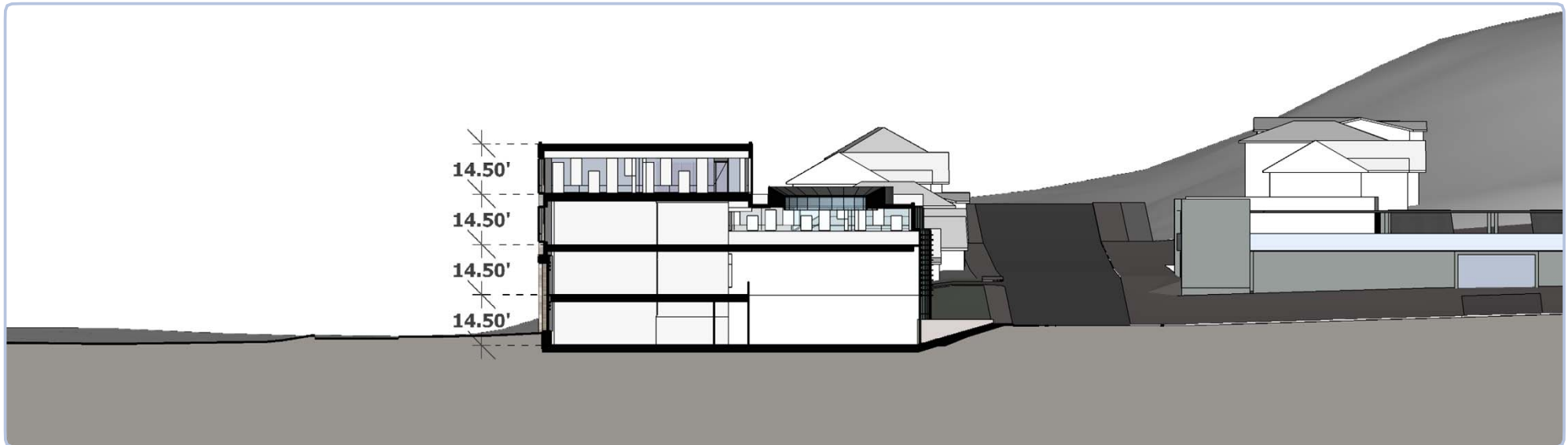


SOUTH ELEVATION - URBAN
RELATIONSHIPS

Option A

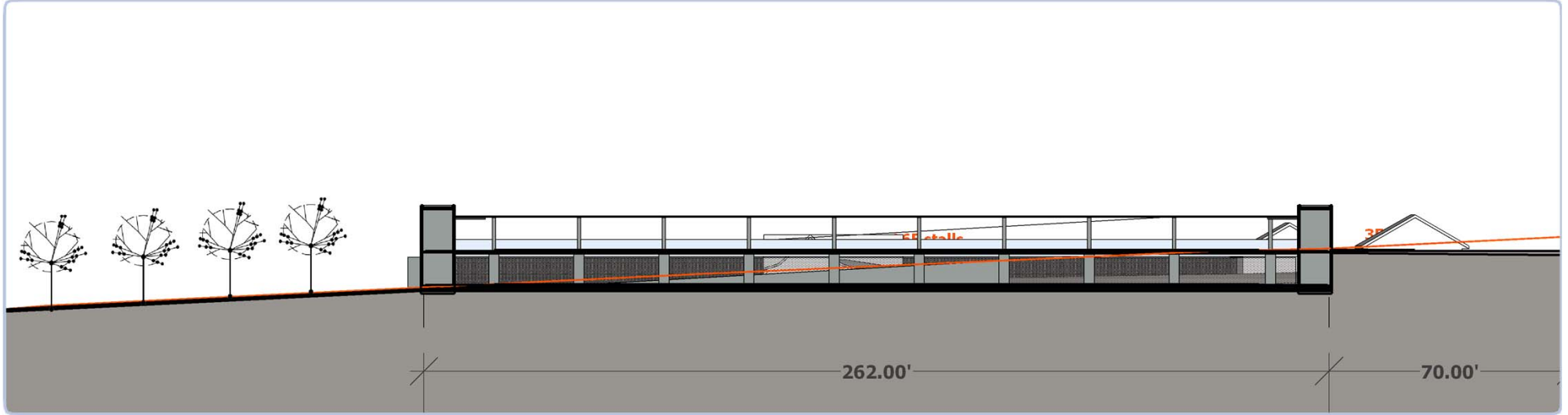


STACKING
DIAGRAM

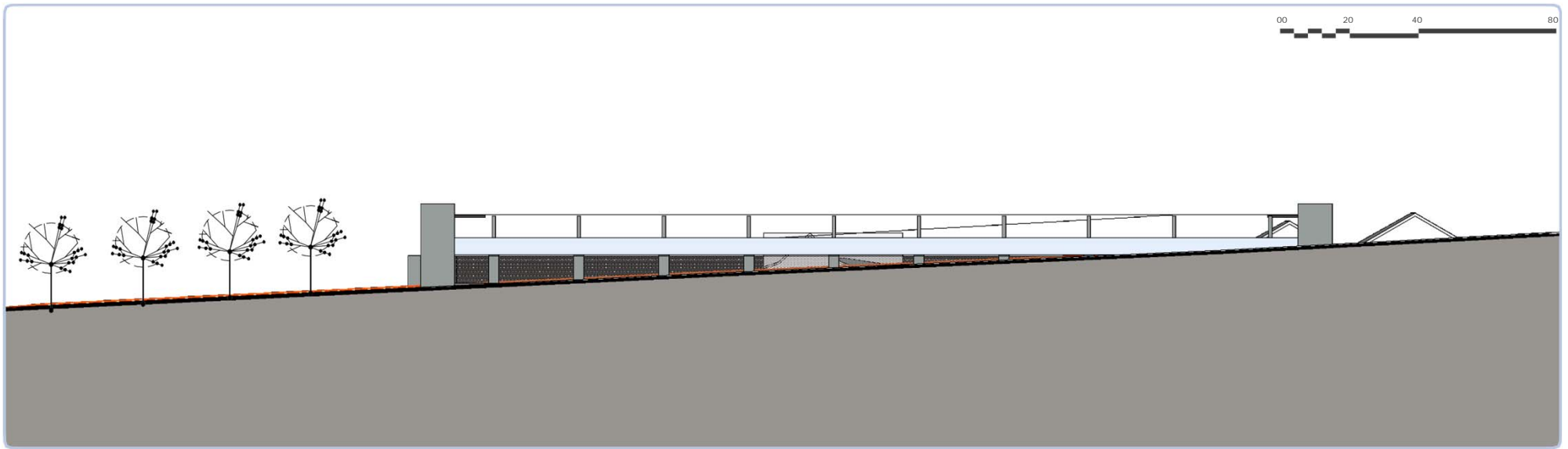


BUILDING CROSS
SECTION

Option A



PARKING STRUCTURE LONGITUDINAL SECTION



PARKING STRUCTURE SOUTH ELEVATION

OPTION B



Community College

Marina Vista Ave.

1215 Escobar Street Vacant Lot

1235 Escobar Street Park

Escobar St.

Court St.

County Finance Building

Old Jail

Pine St.

Main St.

County Court House

Family Courts

Option C

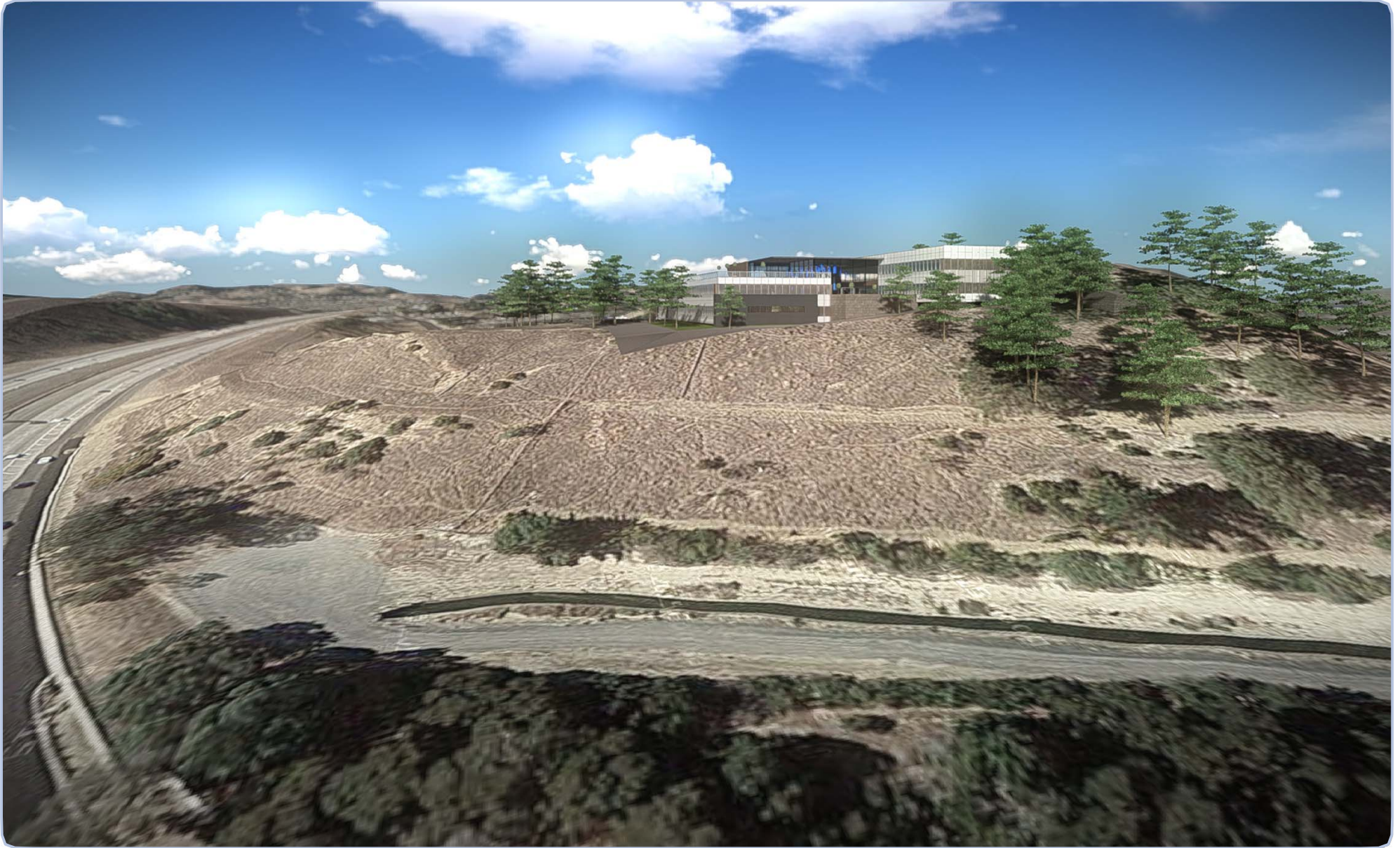


Option C



VIEW FROM MAIN STREET LOOKING NORTH

Option C



VIEW FROM HIGHWAY 4 LOOKING WEST

Option C



VIEW FROM PARKING
LOOKING EAST

Option C



VIEW FROM MAIN ENTRANCE
PLAZA

Option C



AERIAL VIEW LOOKING
NORTH

Option C



VIEW OF ENTRY
PLAZA

Option C



VIEW OF ENTRY PLAZA -
NIGHT TIME

Option C



VIEW FROM PARKING LOT
LOOKING EAST

Option C



View from parking looking south

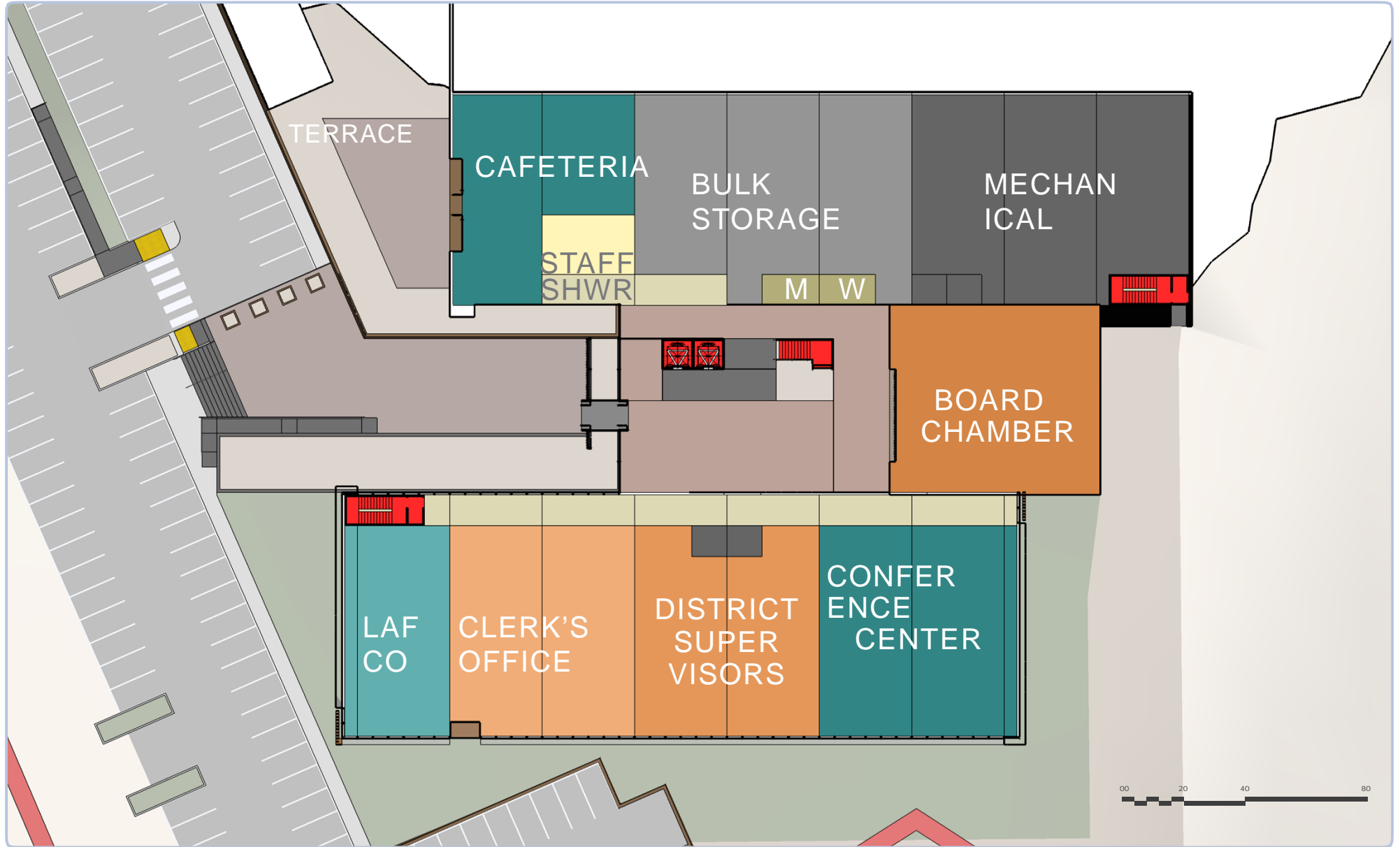
VIEW FROM PARKING LOT LOOKING SOUTH

Option C



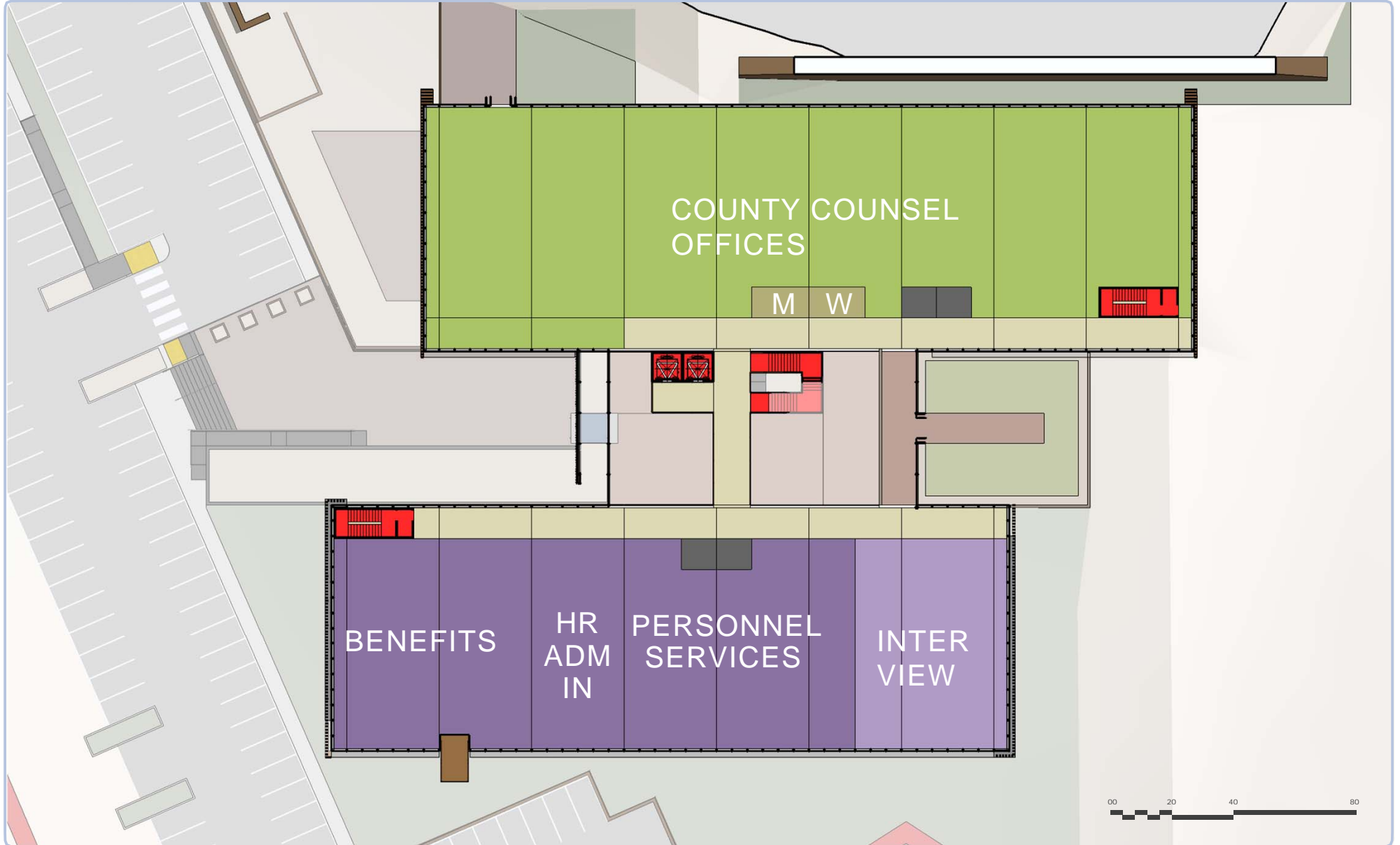
SITE
PLAN

Option C



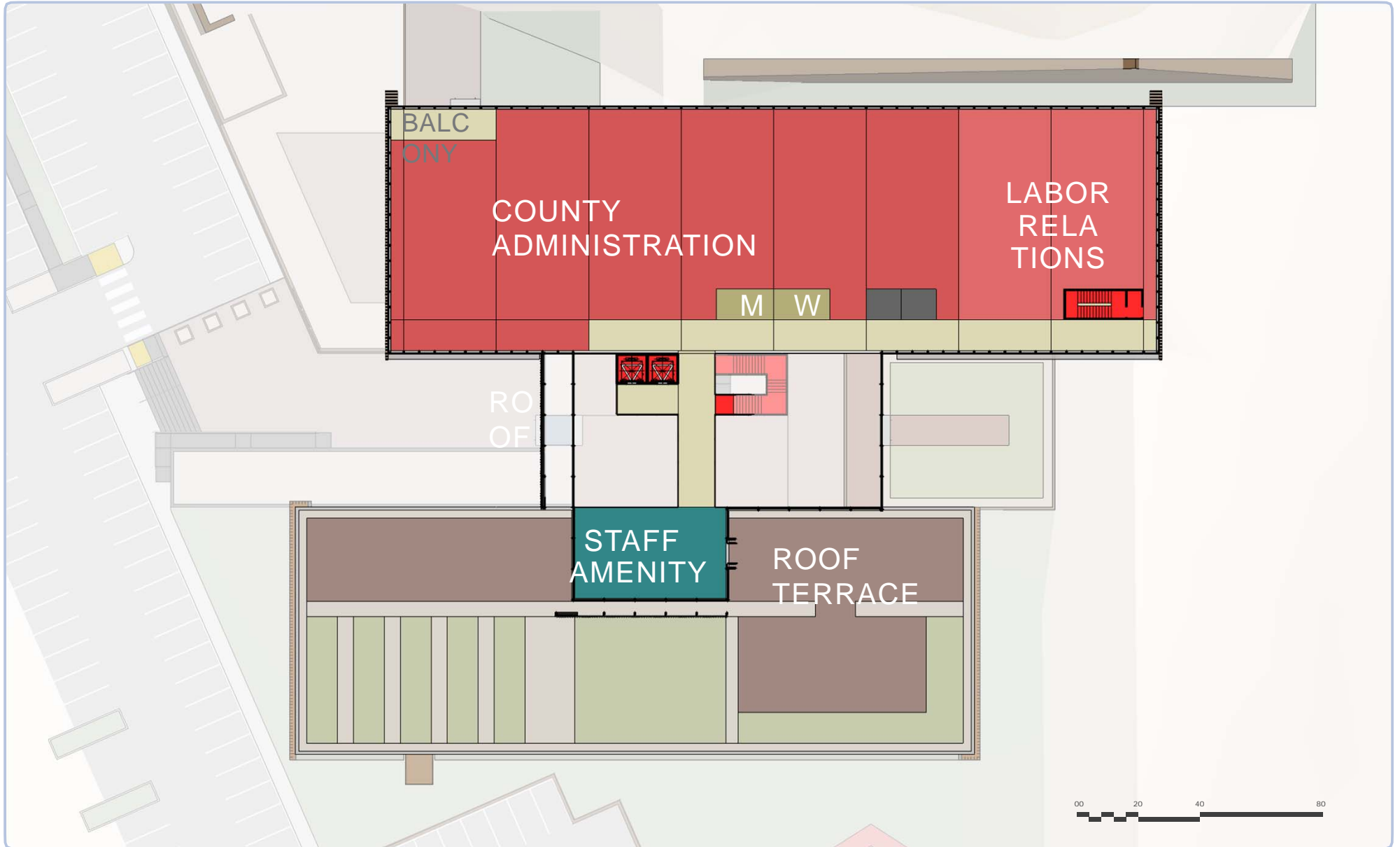
GROUND FLOOR

Option C



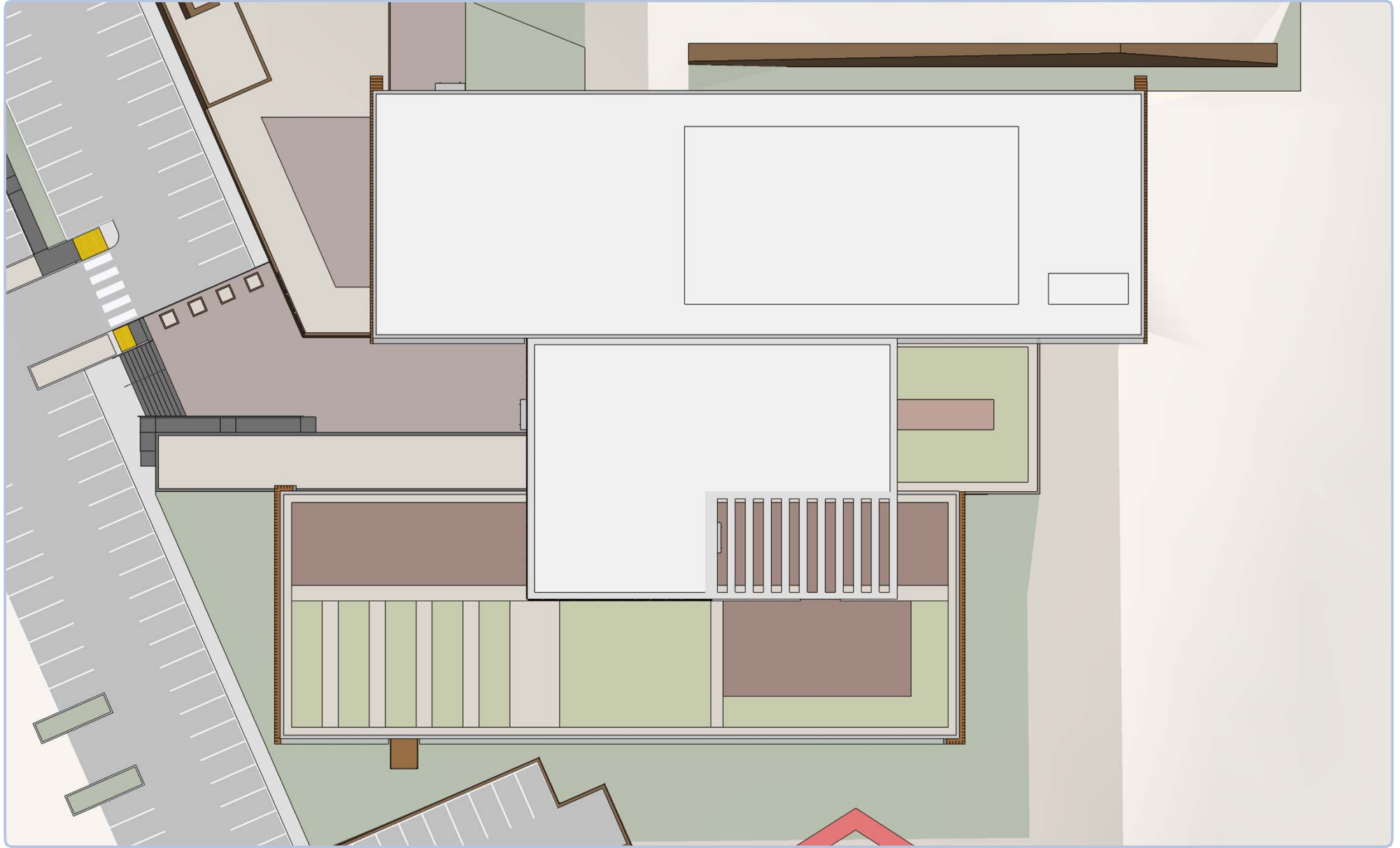
FIRST FLOOR

Option C



THIRD FLOOR

Option C

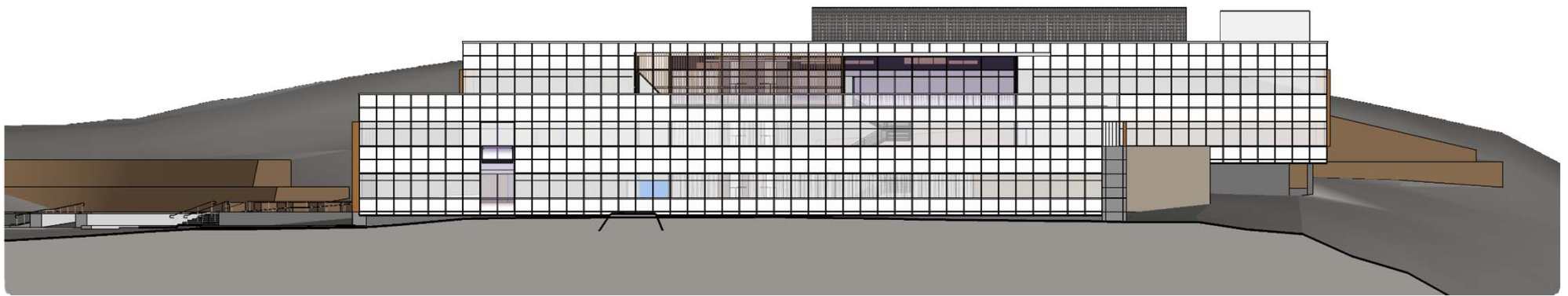


ROOF
PLAN

Option C

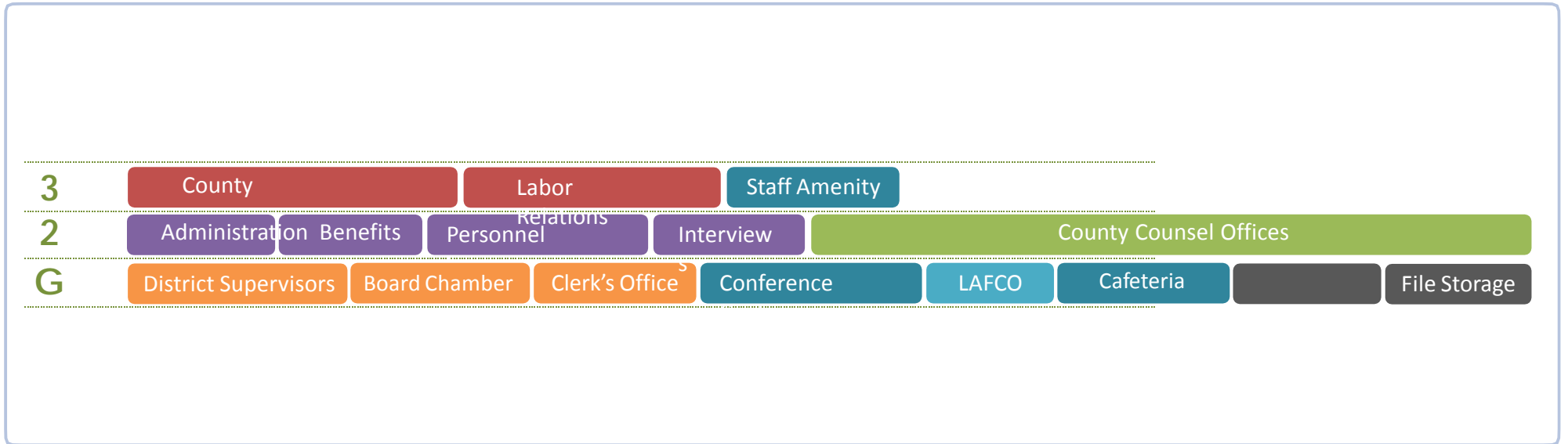


WEST
ELEVATION

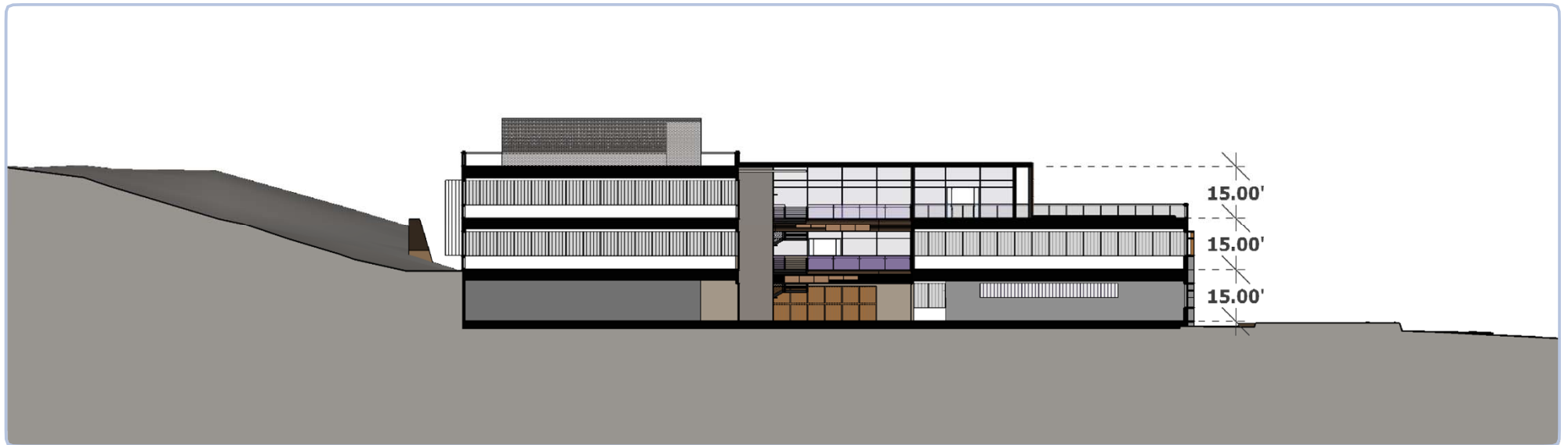


SOUTH
ELEVATION

Option C



STACKING
DIAGRAM



BUILDIGN CROSS
SECTION



**NEW ADMINISTRATION BUILDING
QUESTIONS?**

kmd

Capital Facilities Plan

January 31, 2017



Contra Costa County Government Facilities Master Plan
CIP BOS Meeting | January 31, 2017

Dreyfuss + Blackford



Purpose Driven Design



Contra Costa County Government Facilities Master Plan
CIP BOS Meeting | January 31, 2017

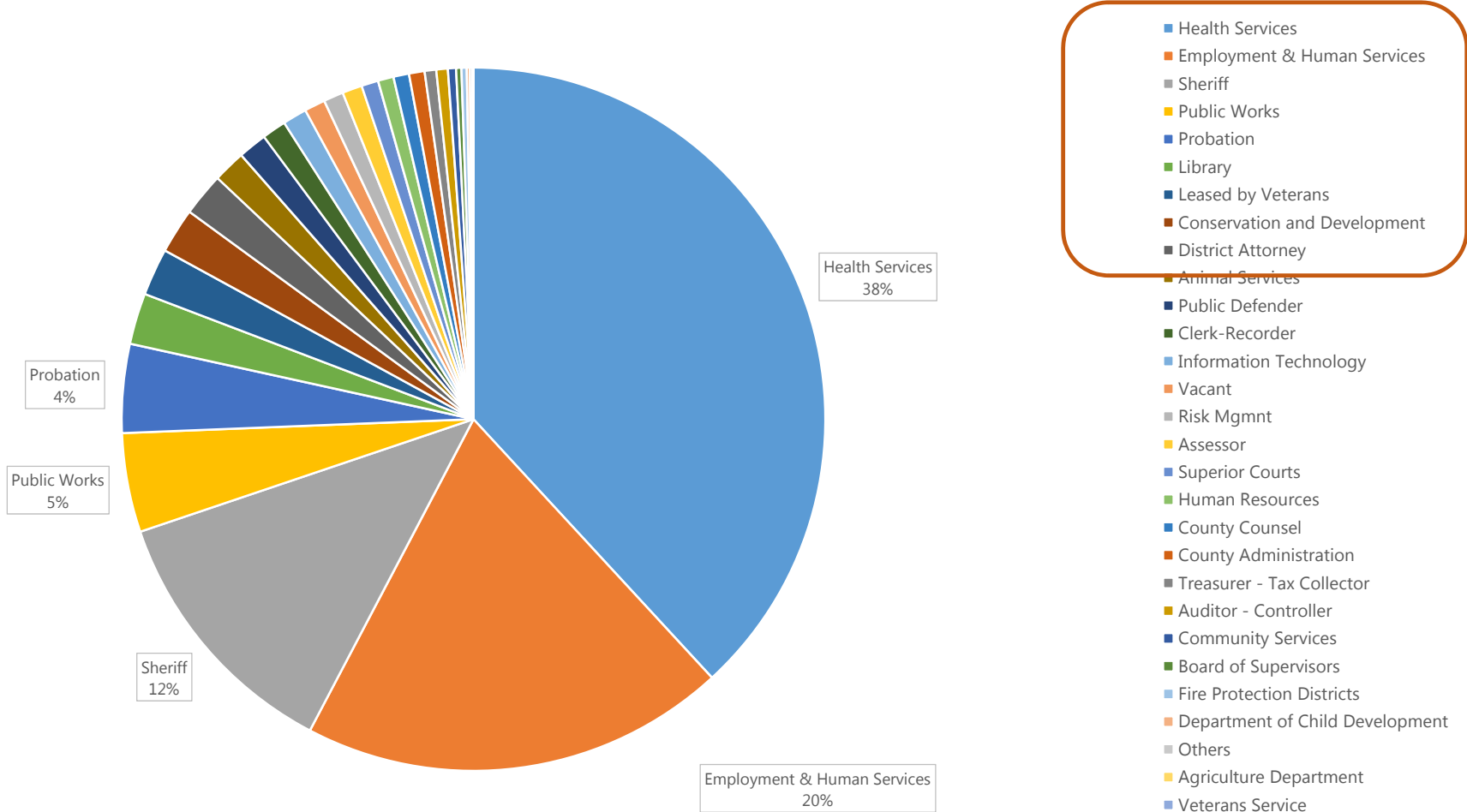
County Facilities

- At Least:
- 330 Owned or Leased Buildings
- 3.1 million gross square feet



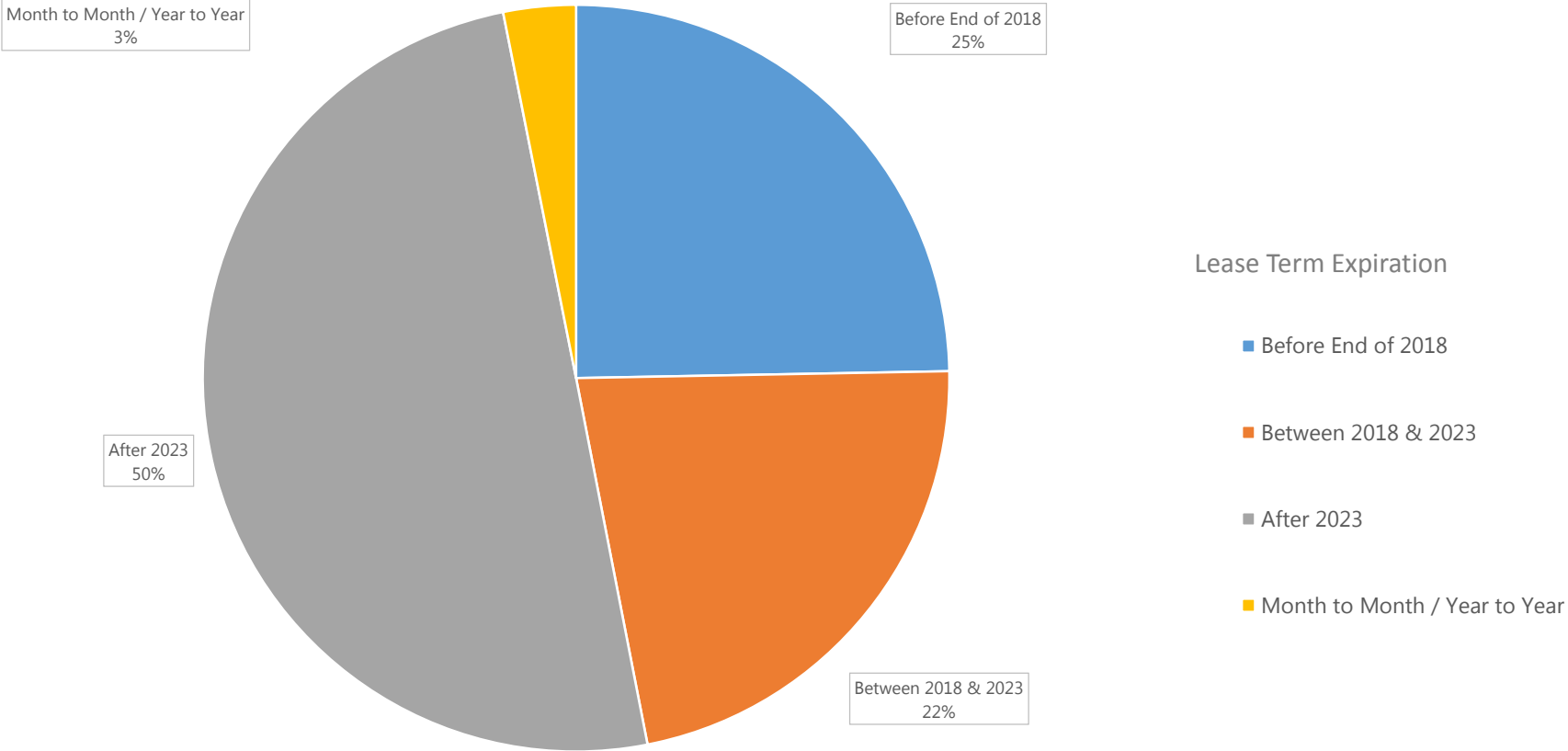
County Asset Statistics

County Asset Gross SF by Department
(Owned & Leased)



County Asset Statistics

County Leased Assets Monthly Rent by Lease Term/Period



Policies for Next 5 Years

1. Reduce owned inventory
2. Prioritize leasing over owning/building
3. Prioritize multi use space versus single owner space
4. Retain a percentage of funds from property sales for capital projects



Priorities for Next Year

1. Management structure
2. Information system(s)
3. Initial Property Disposal List

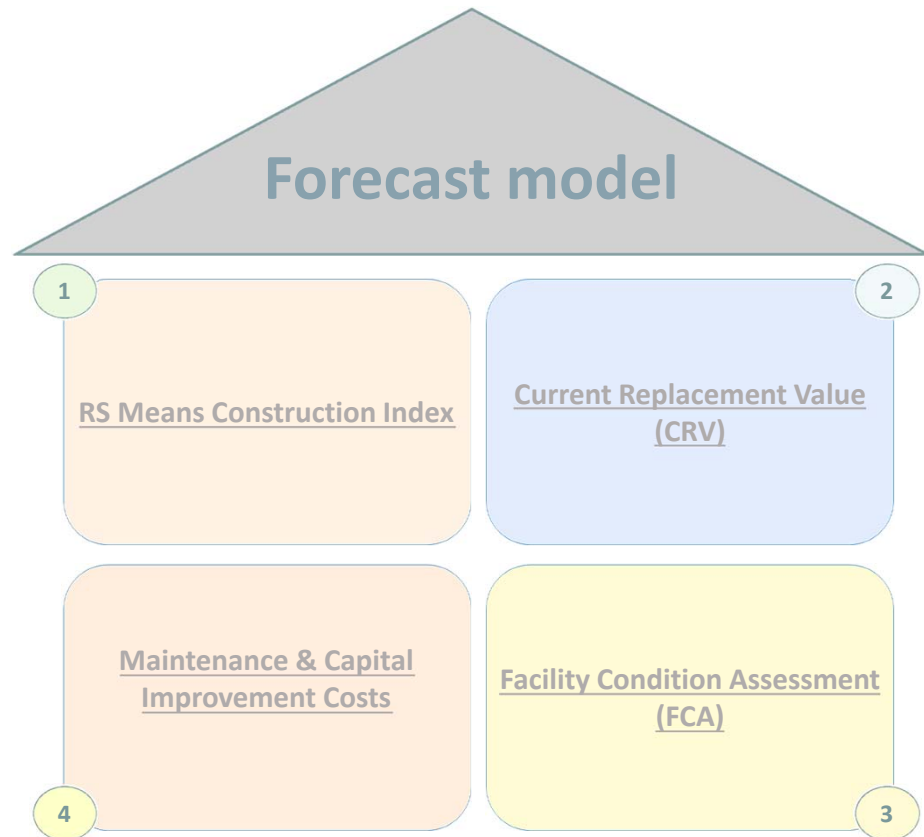


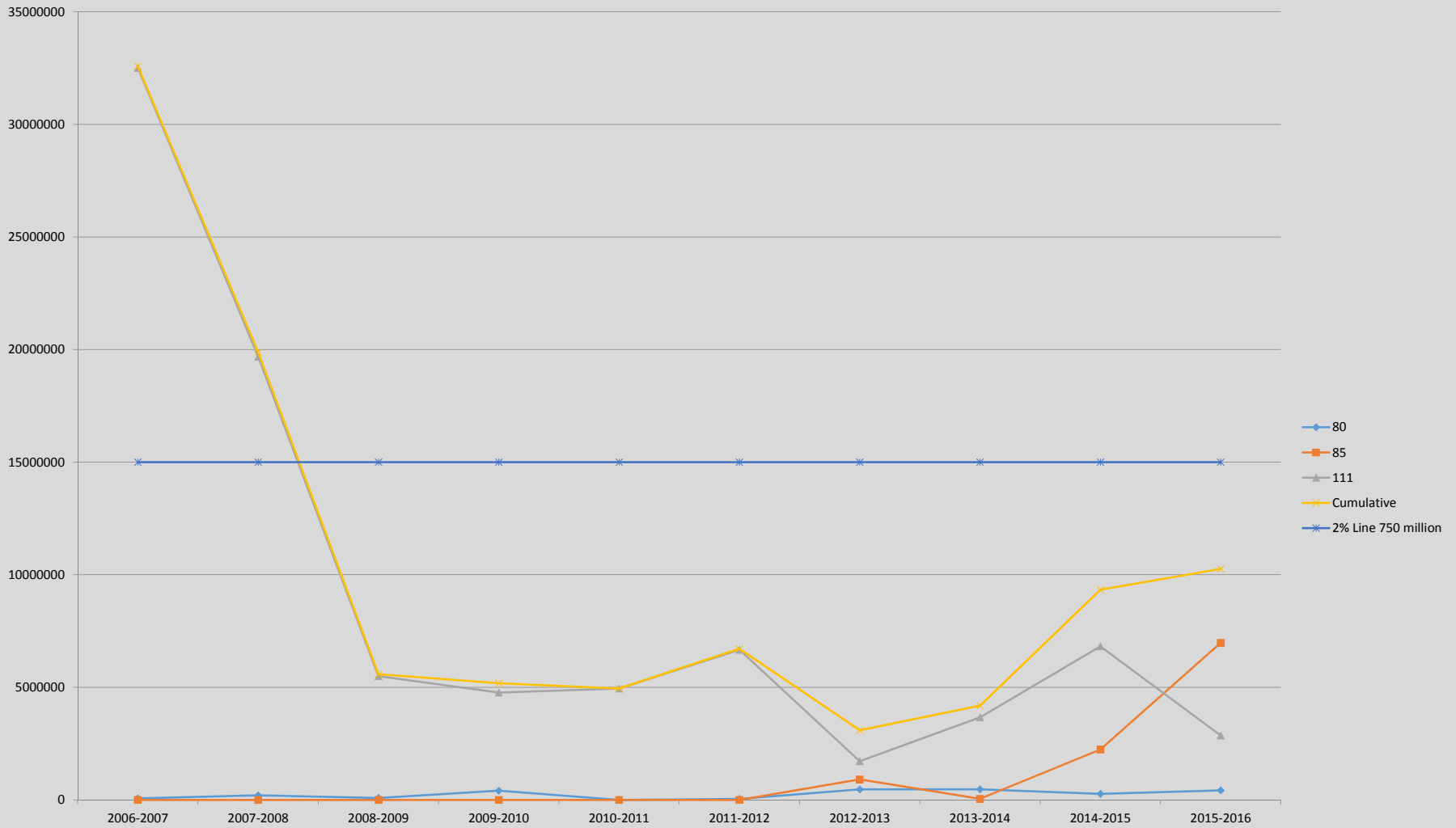
AMI: Asset Management Inventory

Goal

- **Data centralization** - Dashboards to view data analysis
- **Capital spending forecasting** tool using historic cost data
- Information data analysis to support **decision making** - model and forecast scenarios and **anticipate needs**
- Effective **asset management**

Forecast Model: Forecasting maintenance and CI spending for County owned buildings





Contra Costa County Government Facilities Master Plan
CIP BOS Meeting | January 31, 2017

Questions?



Financing Options

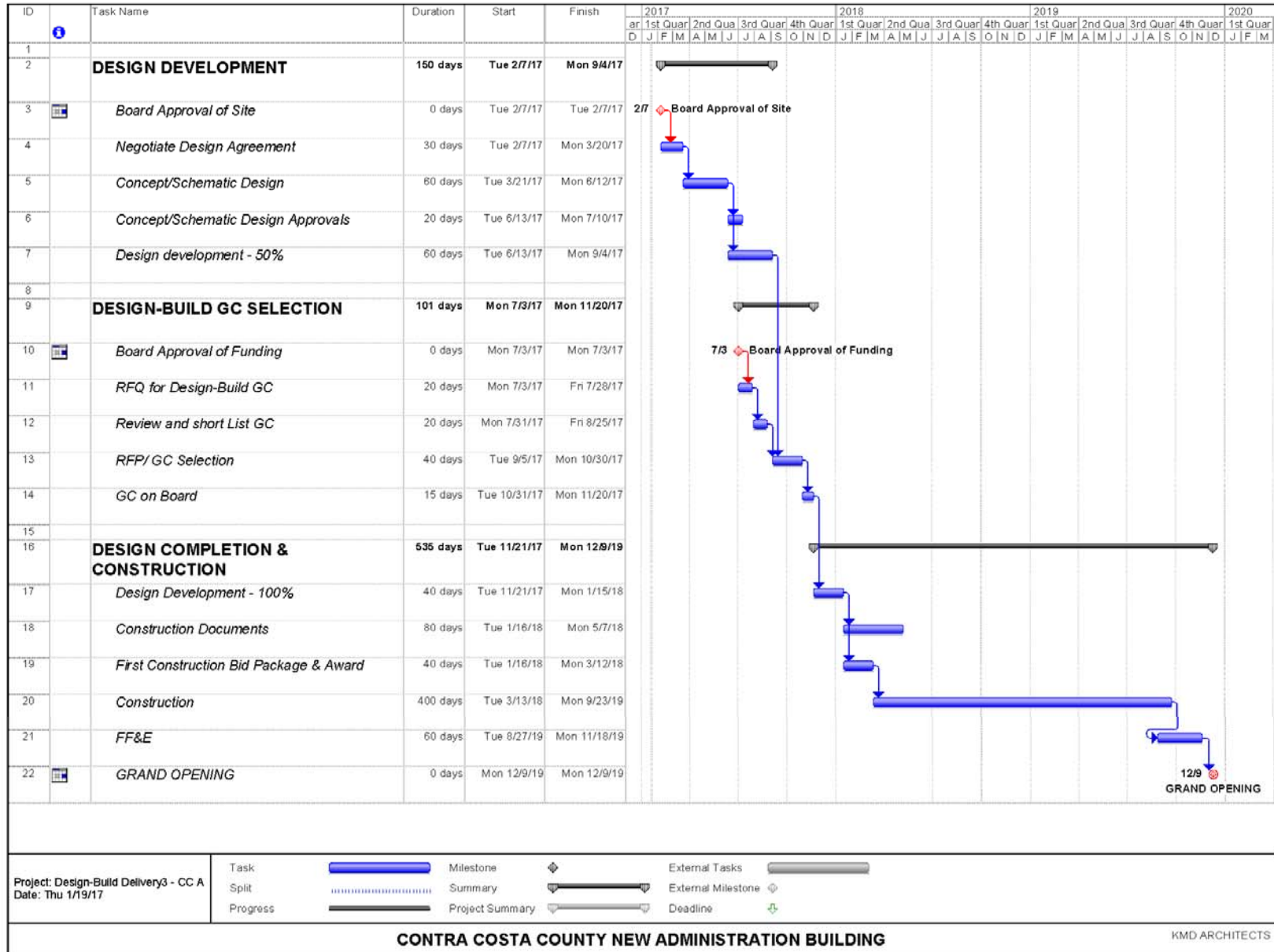
Bonds

\$100 Million 20 years 3.59% \$7.09 million annually

Private Placement

\$100 Million 15 years 2.8% \$8.26 million annually

Design-Build Delivery



Next Steps

- Board Order February 7
 - Confirm Board Guidance
 - Bridging Architect contracts
 - RFP/RFQ Construction Management Firm
 - RFP/RFQ Design-Build Contractors
 - Reimbursement Resolution
- Town Hall Meeting February 8 6-8 pm
Board Chambers
- Martinez City Council February 15



Contra
Costa
County

To: Board of Supervisors
From: John Kopchik, Director, Conservation & Development Department
Date: January 31, 2017

Subject: Update on the Northern Waterfront Economic Development Initiative

RECOMMENDATION(S):

ACCEPT report on the Northern Waterfront Economic Development Initiative.

FISCAL IMPACT:

This report is for informational purposes and has no specific fiscal impact.

BACKGROUND:

Attached is report on the Northern Waterfront.

APPROVE

OTHER

RECOMMENDATION OF CNTY ADMINISTRATOR

RECOMMENDATION OF BOARD
COMMITTEE

Action of Board On: 01/31/2017 APPROVED AS RECOMMENDED OTHER

Clerks Notes:

VOTE OF SUPERVISORS

I hereby certify that this is a true and correct copy of an action taken and entered on the minutes of the Board of Supervisors on the date shown.

ATTESTED: January 31, 2017

Contact: Rich Seithel 925
674-7869

David J. Twa, County Administrator and Clerk of the Board of Supervisors

By: , Deputy

cc:

CLERK'S ADDENDUM

Speakers: Kristin Connelly, Mike McGill HEARD the report

AGENDA ATTACHMENTS

MINUTES ATTACHMENTS

Northern Waterfront Economic Development Initiative

Northern Waterfront Economic Development Initiative

Promoting Regional Economic Prosperity and Income Mobility



What Is the Northern Waterfront Initiative?

The Northern Waterfront Initiative is a cluster-based regional collaboration that provides a framework for approaching emerging 21st century economic opportunities responsibly, with a focus on job creation.



Desired Outcomes

Northern Waterfront Initiative Supports and Implements Regional Prosperity and Income Mobility

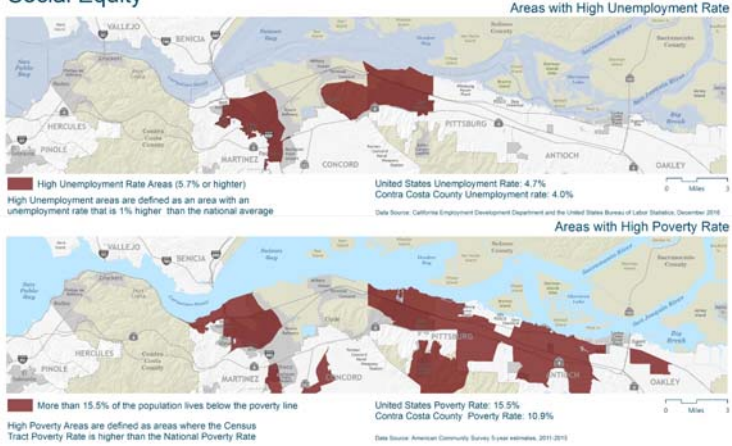
Beneficial Outcomes	Northern Waterfront
Provides economic opportunities for low- and moderate-income workers & unemployed	✓
Provides jobs near worker housing & priority development areas	✓
Reduces greenhouse gas emissions as commutes decline	✓
Promotes clean and green manufacturing	✓
Generates 18,000 additional jobs	✓

Why the Northern Waterfront Economic Development Initiative is Needed

- High levels of unemployment
- 43% of the county workforce commutes to jobs outside the county
- 56% of the manufacturing workforce commutes to jobs outside the county
- Proximity of manufacturing activity zones to worker housing & PDA's
- Jobs/Housing imbalance
- Leveraging existing assets

Social Equity Issues

Social Equity

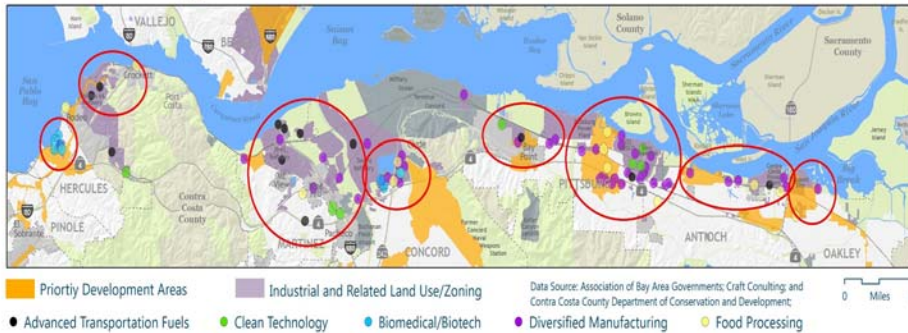


“Being a resident in a poor neighborhood can make it more difficult to improve one’s circumstances because of the mismatch between where people live and where jobs are available.”

- National Housing Institute
The Truth About Concentrated Poverty

Improving Jobs/Housing Proximity

Manufacturing Activity Zones



Goods Movement Infrastructure

Goods Movement Infrastructure

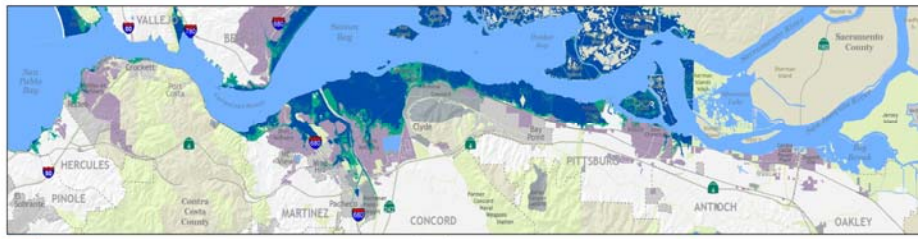


Regional Quality of Life Assets

Parks and Recreation



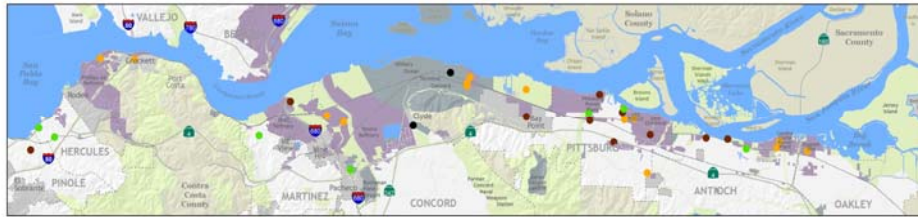
Sea Level Rise



■ Inundation Area with a 55 inch Sea Level Rise*
■ Industrial and Related Land Use/Zoning
■ Inundation Area for a 100 year Floor with a 55 inch Sea Level Rise*

*The estimated by the year 2100 according to the California Climate Action Team (CAT) and based on data by the Intergovernmental Panel on Climate Change (IPCC)

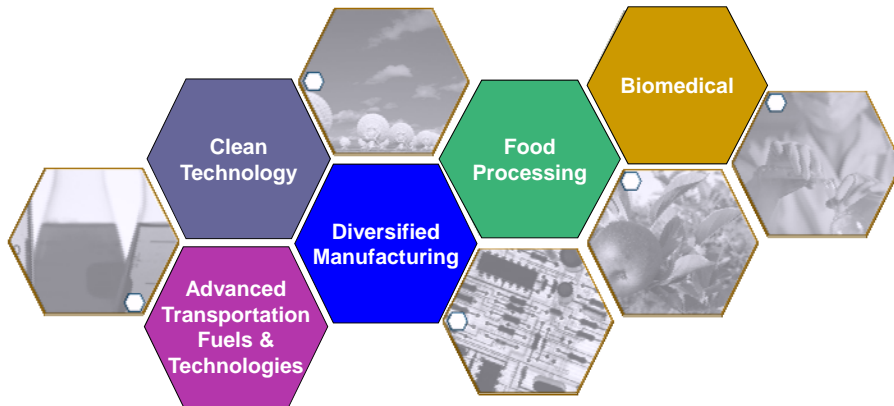
Brownfields



■ Industrial and Related Land Use/Zoning
● Federal Superfund - National Priority List
● Federal Superfund - Not Priority List
● Brownfield Site
● Brownfield Site with Certified Cleanup and Land Use Restriction



Proposed Industry Clusters



“Growing the Northern Waterfront’s economy requires a strategy that focuses on target industries, which have the potential to enhance and grow the local economy. . . . Efforts should be prioritized around growing and emerging industries . . .”



Video

- <https://adobe.ly/2jnMvbh>

NWEDI Update

- Published background report and atlas
- Awarded U.S. Housing and Urban Development grant
- Conducted extensive and on-going community outreach and information gathering
- CCTA Expenditure Plan Advisory Committee member advancing localized employment as addressed in Measure "X" \$100 million Community Development Transportation Program
- Recognized by SPUR, Center for Continuing Study of the California Economy, and Working Partnerships USA in their *Economic Prosperity Strategy* report as a best practice
- Recognized by the Bay Area Council Economic Institute's *Roadmap for Economic Resilience: Bay Area Regional Economic Strategy* as a best practice
- Collaborating with UC-Berkeley on an "Industrial Land and Jobs Study" resulting in MTC/ABAG considering establishing "Priority Production Areas"
- Working with MTC/ABAG on the 9 Bay Area County Comprehensive Economic Development Strategy Committee
- Working with developers, brokers, international site selectors, and Governor's Office of Business and Economic Development
- Working with San Francisco Foundation for an Equity Grant to advance racial and economic equity

Accomplishments/Successes

- Certified as a Comprehensive Economic Development Strategy Equivalent by U.S Economic Development Administration
- Raising the awareness of the Northern Waterfront as a viable destination region (nationally, regionally, state-wide, and locally)
- Recent sale of a 114+ acre Antioch brownfield with deep water access (Commercial Development Co.)
- Imminent sale of 140 + acre Oakley brownfield site (Claremont Companies) for light industrial, manufacturing, warehousing, distribution, R&D, commercial, and support services
- Helped secure \$200,000 US EPA apprenticeship training grant for Future Build Environmental Training Program, Pittsburg



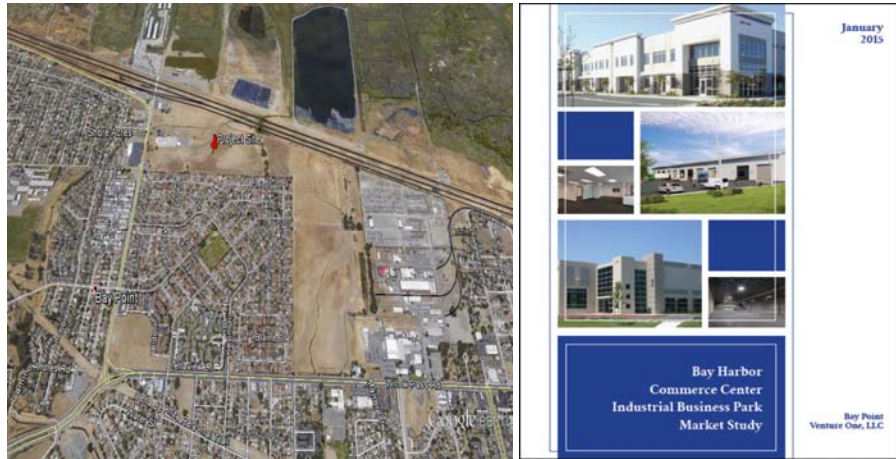
| 12

Martinez/Pacheco Avenue



13

Bay Point



Vortex Marine – NE Antioch

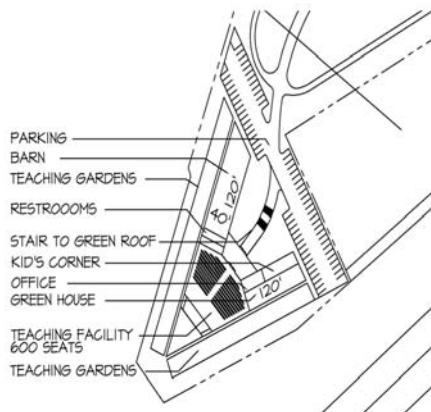
Before



After



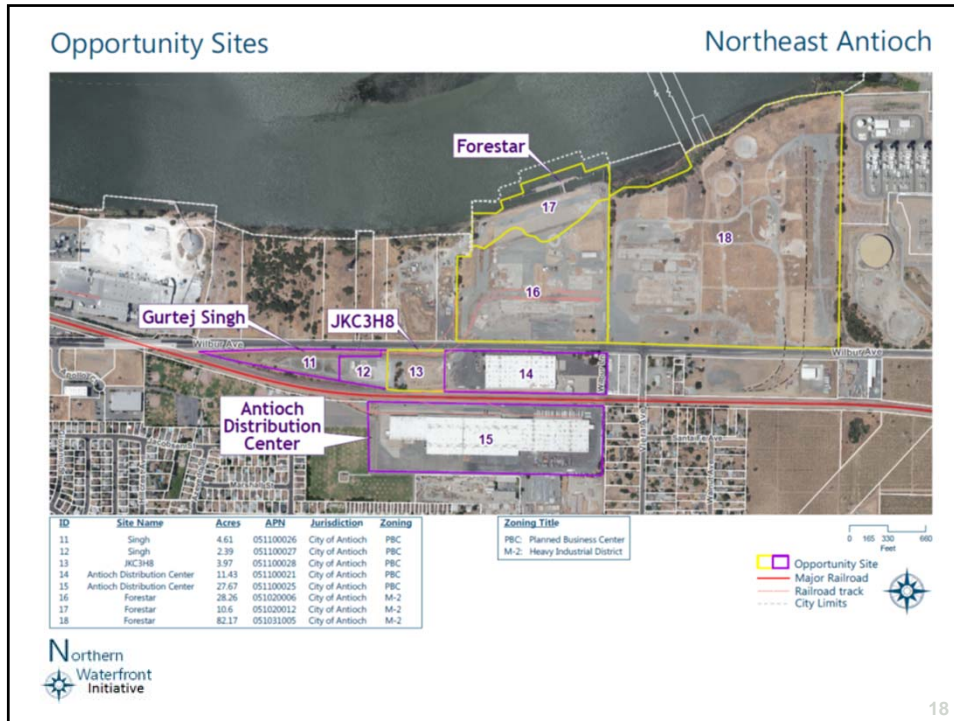
CoCo San Sustainable Farm



16

Potential Major Employment Centers: (East to West)

1. Dupont (Oakley)
2. Forestar (Antioch)
3. Dow (Pittsburg)
4. NRG (Pittsburg)
5. Bay Point (Unincorporated)
6. Willow Pass (Unincorporated)
7. North Concord (Concord)
8. Central San (Unincorporated)
9. Pacheco Avenue (Unincorporated/Martinez)
10. North Shore Business Park (Hercules)



- ## Recommended Next Steps
- Outreach
 - Data Development and Analytics
 - Key studies
 - Fiscalization of land-use
 - Industrial parcel study
 - State Lands Commission
 - Short-line railroad
 - Assets/competitive advantages
 - Brownfield re-use
 - Broadband
 - Performance Indicators
 - Strategic Action Plan
 - Identify Funding
- Northern Waterfront Initiative
- 19

THANK YOU

Contact Information:

Rich Seithel, Chief

Annexations and Economic Stimulus Programs
Contra Costa County
Department of Conservation and Development

30 Muir Road
Martinez, CA 94553
(925) 674-7869
rich.seithel@dcd.cccounty.us

Website: www.cccounty.us/northernwaterfront





Contra
Costa
County

To: Board of Supervisors
From: John Kopchik, Director, Conservation & Development Department
Date: January 31, 2017

Subject: Economic Development in Contra Costa County

RECOMMENDATION(S):

ACCEPT report on Economic Development in Contra Costa County.

FISCAL IMPACT:

This report is for informational purposes and has no specific fiscal impact.

BACKGROUND:

Attached is the report on Economic Development in Contra Costa County.

APPROVE

OTHER

RECOMMENDATION OF CNTY ADMINISTRATOR

RECOMMENDATION OF BOARD
COMMITTEE

Action of Board On: 01/31/2017 APPROVED AS RECOMMENDED OTHER

Clerks Notes:

VOTE OF SUPERVISORS

I hereby certify that this is a true and correct copy of an action taken and entered on the minutes of the Board of Supervisors on the date shown.

ATTESTED: January 31, 2017

Contact: John Kopchik 925
674-7819

David J. Twa, County Administrator and Clerk of the Board of Supervisors

By: , Deputy

cc:

CLERK'S ADDENDUM

Speakers: Carolyn Phinney, Debbie Toth HEARD the report

AGENDA ATTACHMENTS

MINUTES ATTACHMENTS

Economic Development in Contra Costa County

Need for Expanded Investment in Economic Development in Contra Costa County



Board of Supervisors Retreat

January 31, 2017

Presented by: John Kopchik, Department of Conservation and Development

Topics to be covered

- 1) What is “economic development”? What is its purpose? What are the benefits?
- 2) Overview of common approaches to economic development by local agencies in California.
- 3) What is the County’s history in this sector and what do we do now?
- 4) Opportunity to expand our approach: coordinated economic development strategy and staff to develop and implement.
- 5) What would this expansion involve? How much would it cost? What would be the next steps?

1) What is “economic development”? What is its purpose? What are the benefits?



Defining Economic Development (from International Economic Development Council)

The main goal of economic development is improving the economic well being of a community through efforts that entail job creation, job retention, tax base enhancements and quality of life.



Definitions from the California Association for Local Economic Development (CALED)

“Economic Development is the creation of wealth in which community benefits are realized. It is more than a jobs program, it’s an investment in growing your economy and enhancing the quality of life for all residents.”

“At its heart, economic development is about building healthy economies in order to have healthy communities.”

One More Description from CALED

“(Economic development) is a process of deliberate intervention in the normal economic growth cycle to speed up the process and optimize impact. Economic development is a concerted effort in cities and counties to influence the direction of private sector investment toward opportunities that can lead to sustained economic growth. Types of “sustained” growth (economic) developers are typically looking for include businesses and industries that provide living wages for the workforce as well as profitable entrepreneurial opportunities that provide tax revenues in industries with projected future growth.”

Value of Economic Development (examples)

Increased Tax Base. Additional revenue provided by economic development supports, maintains, and improves local infrastructure, such as roads, parks, libraries, and emergency medical services.

Job Development, Retention, and Attraction. Economic development provides better wages, benefits, and opportunities for advancement.

Business Retention. Businesses feel appreciated by the community and, in turn, are more likely to stay in town, contributing to the economy.

Economic Diversification. A diversified economic base helps expand the local economy and reduces a community's vulnerability to a single business sector.

Source: CALED

Value of Economic Development (continued)

Self-sufficiency. A stronger economic base means public services are less dependent on intergovernmental influences and alliances, which can change with each election.

Productive Use of Property. Property used for its "highest and best use" maximizes the value of that property.

Improved Quality of Life. More local tax dollars and jobs raise the economic tide for the entire community, including the overall standard of living of the residents.

Recognition of Local Products. Successful economic development often occurs when locally produced goods are consumed in the local market to a greater degree.

Source: CALED

2) Common Approaches to Economic Development by Local Agencies in California

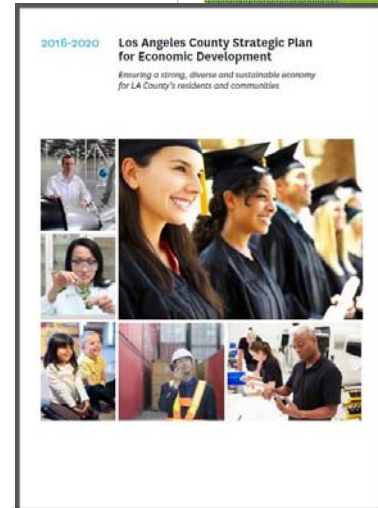
Approaches to Economic Development (simplified)

1. Retain & Expand Existing Business
2. Create Business
3. Attract New Business



More Broad Example: LA County's Approach to Economic Development--7 Primary Goals

1. Invest in our people to provide greater opportunity
2. Strengthen our leading export-oriented industry clusters
3. Accelerate innovation and entrepreneurship
4. Be more business-friendly
5. Remove barriers to critical infrastructure development, financing and delivery
6. Increase global connectedness
7. Build more livable communities



Local Example: Solano Economic Development Framework

Primary Strategies

- A. Market Information (e.g., gather a foundation of reliable data, including Industry Cluster Analysis and Strengths Weaknesses and Threats by Sector)
- B. Recruitment and Retention
- C. Education and Workforce Development
- D. Infrastructure Development
- E. Promotion and Branding



Typical Tasks (from CSAC Institute)

- ✓ Economic Gardening or Incubation
- ✓ Network Existing Business
- ✓ Business Visitation
- ✓ Revolving Loan
- ✓ Government Purchasing
- ✓ Business Assistance
- ✓ One-stop Permitting vs. Fast Track
- ✓ Market County's Business Environment
- ✓ Trade Show Participation



Information on Typical Local Agency Investment in Economic Development (source: CSAC Institute)

Rule of Thumb / Rural Communities

- Total E.D. Budget = \$5 per capita
- Marketing Budget = \$3.50 per capita

Urban Area Economic Development Organizations' budgets range:

- \$1.43-\$57/person (non-profit EDO)
- \$2.24-\$15/person (city-led E.D.)
- \$6/person (one example county-led E.D.)



Contra Costa County has about 171,000 unincorporated residents (\$1.43 per capita would be about \$250K; \$6 per person would be about \$1M; \$15 per capita would be about \$2.6M)

Typical Funding Sources (source: CSAC Institute)

- State / Federal grants
- General fund
- Pledged tax revenues (sales tax, property, license plate fees)
- Special districts
- Program fees (applications, facility rent, loan repayments, events)
- Foundation / Private donations
- Fees for Service
- Utility fund



Prevalence in County's of Dedicated Economic Development Staff

- ▶ According to CALED, 71% of counties surveyed in California have an economic development program.
- ▶ Bay Area Counties overview:
 - ▶ Alameda: Economic and Civic Development Department within Community Development Agency
 - ▶ San Francisco: Office of Economic & Workforce Development (in Mayor's Office)
 - ▶ San Mateo: San Mateo County Economic Development Association (non profit)

Bay Area Counties (continued)

- ▶ Sonoma: Sonoma County Economic Development Board (an arm of the County)
- ▶ Santa Clara: Asset and Economic Development Division (in County Executive's Office)
- ▶ Solano: Partners with Solano Economic Development Corporation (non-profit)
- ▶ Marin: Marin Employment Connection partnered with non-profits to produce a Comprehensive Economic Development Strategy
- ▶ Napa: Economic Development Element of General Plan

3) What is the County's history in this sector and what do we do now?



Many Current and Former County Programs Promote Economic Development

- ▶ Northern Waterfront Economic Development Initiative
- ▶ Redevelopment Agency / Housing Successor
- ▶ Workforce Development Board
- ▶ Economic stimulus and annexation program
- ▶ Small Business Development Center
- ▶ Efforts to maintain and improve infrastructure
- ▶ Land use planning & permitting programs in the County have as one goal fostering economic development
- ▶ Various County actions that improve the quality of life and health of County residents all contribute to economic development

Redevelopment Agency Was a Significant Economic Development Tool

- ▶ Generated approximately \$17 million per year in tax increment funding at its peak (FY 07-08 and FY 08-09)
- ▶ Invested in critical infrastructure (roads, drainage improvements, sidewalks, etc.) and affordable housing
- ▶ Handled planning activities in RDAs
- ▶ Partnered with the public sector to develop properties
- ▶ The Dissolution Act, which became effective in 2012, eliminated the redevelopment tools.
- ▶ Successor agency and Housing Successor continue to work with the development community to develop land assets (Orbisonia Heights and Rodeo Town Center)

The Gap

The County currently performs a variety of functions that serve to promote economic development, but we don't have a coordinated economic development strategy or dedicated staff resources / funding to coordinate economic development activities.



4) Opportunity to expand our approach: coordinated economic development strategy and staff to develop and implement.



Concept Proposal to Initiate / Expand a Dedicated Economic Development Function at the County

General Purpose:

- ▶ Improve the economic well-being of the County and its residents by retaining, growing, creating and attracting business

Scope:

- ▶ Primary focus on unincorporated area
- ▶ Support the work of cities and help coordinate regional economic development approaches (as needed and in partnership with other agencies and organizations)



Tasks (preliminary ideas) (page 1 of 2)

- ▶ Develop and implement an Economic Development Strategy
- ▶ Outreach to businesses, provide information and support and assess needs
- ▶ Market the County as a great place to locate a business
- ▶ Serve as a liaison to business community and coordinate with organizations like East Bay Economic Development Alliance, East Bay Leadership Council, Contra Costa Economic Partnership and chambers of commerce to leverage efforts (NOT duplicate)
- ▶ Solicit and respond to requests for information from Governor's Office of Business and Economic Development (GO-Biz), commercial realtors and prospective businesses
- ▶ Coordinate with other County programs most related to economic development (e.g. Workforce Development Board, land use planning, infrastructure development, Housing Successor, etc.)

Tasks (preliminary ideas) (page 2 of 2)

- ▶ Coordinate with local and regional agencies, including Bay Area Comprehensive Economic Development Strategy
- ▶ Develop and maintain user-friendly website and facilitate a network of communication
- ▶ Perform or manage studies to assess program effectiveness, assess assets and identify and address constraints
- ▶ Serve as an information resource / ombudsperson to businesses seeking permits from the County. Advise applicants and Departments on streamlining opportunities.
- ▶ Pursue and secure funding for economic development, including grants as well as sustainable funding programs (e.g. infrastructure financing)
- ▶ Continue and expand Northern Waterfront EDI as flagship program

5) What would this expansion involve? How much would it cost? What would be the next steps?



Estimated resources needed to initiate a modest program function

- ▶ Two dedicated staff: Economic Development Coordinator and a Senior or Associate Planner (or similar, but planner skills recommended for permit ombudsperson role)
- ▶ Support staff: Secretarial, Geographic Information Systems, Accounting (portions of FTEs)
- ▶ Estimated annual staff cost of approximately \$450,000
- ▶ Expenses for special projects (e.g. develop and publish Economic Development Strategy, marketing materials) (perhaps \$50-100k for initial, modest expense budget)

Next Steps

- ▶ Board discussion and general guidance
- ▶ Staff formulates a proposal for FY17/18 County Budget
- ▶ If approved, staff works with Human Resources Department to identify/create suitable job classes and to advertise, recruit and fill the positions
- ▶ Report to the Board with an initial work plan and recommendation on approach for ongoing Board engagement to guide development of this program area

