OFFICE OF THE COUNTY ADMINISTRATOR

I. DEPARTMENT MISSION, MANDATE OR GOALS

The Office of the County Administrator supports the County Board of Supervisors by maintaining County fiscal integrity, organizational effectiveness, and coordinated public service.

The CAO manages the implementation of the Board of Supervisors' policy decisions by coordinating departments, monitoring resources, documenting performance, and providing public information important to County residents.

The divisions of the CAO provide services to all departments of the County in the areas of:

- Proactive and responsive leadership,
- Fiscal and budget management to maintain fiscal integrity,
- Managing risk and implementing policy that reduces loss due to claims,
- Promoting effective working relationships between County employees, management, employee organizations and the public,
- Documenting all County Board of Supervisors actions,
- Problem solving and coordinating solutions to complex or conflicting community interests according to the Board's priorities, and Reporting County performance, outcomes and goal achievement.

II. MAJOR PROGRAM DESCRIPTIONS

Within the County Administrator's Office performance report, the Administrative Services section refers to support services to the Board of Supervisors such as agenda preparation, information retrieval and reporting, legislative analysis, multi-agency project management, website management, and performance reporting. Other divisions of the County Administrator's Office include Fiscal Operations and Budget, Affirmative Action, Capital Facilities and Debt Management, CCTV/Public Outreach, Clerk of the Board, and Risk Management.

A. ADMINISTRATIVE SERVICES

1. Oversee the implementation of Board directives.
2. Provide staff support for the Board of Supervisors and Board committees.

3. Manage existing capital resources and develop new resources.

4. Develop, implement, and monitor compliance with administrative policies.

5. Work with the County's legislative delegation to promote legislative action supportive of the County; analyze the impact of new and pending legislation for Board consideration; and provide legislative updates to County departments.

6. Facilitate intergovernmental cooperation through participation in joint planning ventures, such as consortiums, forums, and associations.

7. Provide leadership in managing the County's response to natural and man-made disasters.
   - Direct and coordinate the efforts of the County's emergency organization and resolve questions of authority and responsibility that may arise.
   - Chair the Emergency Services Policy Board, comprising appropriate County staff, and representatives from the California Highway Patrol, County Superintendent of Schools and Public Managers Association, in quarterly meetings for the purpose of emergency preparedness planning and coordination.

8. Manage, coordinate, prepare, and distribute the weekly Board of Supervisors agenda:
   - Evaluating each item for its soundness and appropriate classification on the agenda,
   - Ordering the items by type and time required,
   - Coordinating individual presenters on presentation and discussion items,
   - Maintaining agenda subscription lists, and noticing and distributing the public meeting agendas in accordance with the law.

9. Increase the capacity and quality of County programs by:
   - Convening decision-makers to collaborate for the good of the County, such as the Policy Forum for Children and Families;
   - Providing low-income parents with more access to after school care for their children;
   - Identifying sustainable funding sources to support ongoing access to quality after school program;
   - Coordinating and overseeing the Zero Tolerance for Domestic Violence initiative to increase the capacity of agencies to work together effectively, document results, and intervene earlier to break the cycle of violence.

10. Assist departments facing major transitions and changes.

11. Document County performance and support performance improvement as requested by the Board of Supervisors.

B. FISCAL OPERATIONS AND BUDGET

1. Provide support and guidance to County departments through budget oversight.

2. Prepare the County's budget by administering and accounting for expenditures and revenues in accordance with the State Budget Act, which includes the following tasks:
   - Monitor the budget continuously, and report status to the Board of Supervisors quarterly,
   - Provide technical assistance, and
   - Operate and update the budget system.

C. AFFIRMATIVE ACTION

1. Promote a County government workforce that is representative of the County's diverse labor force.

2. Increase the access of local small businesses to contracts awarded by the County for purchasing, professional/personal services, and construction contracts.

3. Administer the County's Outreach, Small Business Enterprise, and Federal Disadvantaged Business Enterprise.

4. Investigates complaints of discrimination and harassment.

5. Providing guidance and assistance to County managers, supervisors, employees, and Department Representatives on EEO related matters.

D. CAPITAL FACILITIES AND DEBT MANAGEMENT

1. Manage all aspects of the County's debt obligations, including debt issuance, investment of bond proceeds, and relations with credit rating agencies.

2. Oversee the County's capital improvement program and assist departments on capital improvement projects from design through completed construction.

E. PUBLIC INFORMATION OFFICE/CABLE TV ADMINISTRATION/ CONTRA COSTA TELEVISION (CCTV)

1. Plan, organize and implement County public information and media relations activities; respond to requests for information, documents and interviews; facilitate media coverage of County events.
2. Assess needs for improving County website and launch process to update the look and feel, content and structure of the site.

3. Support effort to enhance electronic access for the public to information about the County's appointed Boards, Committees and Commissions, working with a Cloud-based document Management and storage system.

4. Create regional public information team, including representatives of cities, to create a joint information system for emergency response; establish training for the team.

5. Upgrade CCTV equipment to prepare for enhanced and on-demand digital delivery of content, in addition to cable broadcasting.

6. Take over operation of a Public/Education/Governmental access channel abandoned by Comcast to preserve the signal for community use; begin process for needs assessment to determine governance, management and programming standards and policies for channel.

7. Facilitate resolution of cable complaints on behalf of citizens unable to achieve satisfactory results with the cable companies.

F. CLERK OF THE BOARD

1. Documents all actions made by the Board of Supervisors and as the Board meets in all its capacities pursuant to Ordinance Code Section 24-2.402, such as the Housing Authority Commission and Board of Directors of the Fire Protection District:
   - Preparing and distributing the Board meeting agendas.
   - Maintaining files and an index of all Board actions.
   - Transcribing designated sections of Board meeting proceedings.
   - Maintaining the meeting calendars for the Board and standing committee hearings.
   - Maintain County Ordinances and Codes.

2. Prepares hearing notices for all public hearings in accordance with the Brown Act and the Better Government Ordinance.
   - Receive and process assessment appeal applications, prepare hearing notices and minutes of Assessment Appeal Board meetings.

- Receive and process administrative appeals, prepare hearing notices and minutes of Board meetings.
- Assist County department staff with the development of agenda materials and serve as a resource for procedures and protocols related to the agenda and public hearing processes.

3. Serves as the official repository for all Board records and receives:
   - Annual reports from subsidiary bodies of the Board of Supervisors.
   - Conflict-of-Interest codes from designated subsidiary bodies of the Board of Supervisors.
   - Statements of economic interest from designated County employees, members of Board of Supervisors subsidiary bodies and from Board seat appointees.
   - Biennial notices from subsidiary bodies of the Board of Supervisors.
   - Oaths of office from members of Board of Supervisors subsidiary bodies.
   - Certificates of required trainings from members of Board of Supervisors subsidiary bodies.
   - Grand Jury reports.

4. Researches and provides certified copies of Board documents to the public, County staff, and other governmental agencies.
   - Tracks boards, commissions and all subsidiary bodies under the jurisdiction of the Board of Supervisors, including member resignations, Board-appointed members, and seat terms of said bodies.
   - Maintains Conflict-of-Interest Statements for designated government officials.

5. Provides annual training for advisory body members and staff.

6. Receives claims for Contra Costa County.

7. Facilitates access to public processes by providing accommodations to individuals with disabilities upon request for the purpose of Advisory Council, Committee and Board meeting attendance.

G. RISK MANAGEMENT

1. Administration Unit
   - Review and purchase commercial excess insurance on behalf of the County through the CSAC Excess Insurance Authority (EIA), which is an insurance pool made up of other California counties.
   - Coordinate activities of the liability, loss control, training, and workers' compensation units to reduce the financial impact of claims on the County.

- Consult with departments on risk transfers and verification of insurance for outside vendors doing business with our County.

2. Liability Unit
   - Assist County Counsel and outside attorneys in trial preparation, damage evaluations, arbitrations, and mediations on the Superior and Federal Court levels.
   - Process claims and litigation seeking monetary damages based on the allegation of negligent acts by our employees. The liability unit responds to employment-related cases such as sexual harassment or protected-class discrimination, which can include alleged violations of civil rights.
   - Manage medical malpractice cases on behalf of County healthcare personnel, and supervises cases involving flooding and landslides relating to allegations of inverse condemnation, as well as automobile and other general liability cases.
   - Seeks reimbursement of monies owed the County due to the negligent acts of third parties which cause damage to County owned property.

3. Loss Control Unit
   - Protect worker safety, reduce occurrence of worker accidents and injuries, promote OSHA and EPA compliance, and recognize and react to claims-related injury trends.
   - Consult with County departments to reduce repetitive motion injuries. Conduct ergonomic evaluations to reduce neck, back, joint, and muscle strains.
   - Serves as a central resource to departments on loss control programs, methods, advice, and information.
   - Coordinates and advises County Departments on the Illness and Injury Prevention Program (IIPP).
   - Oversees the County's Ergonomic Program.
   - Reviews claims statistical data to identify loss trends.

4. Workers' Compensation Unit
   - Manage claims for injured County employees in compliance with the rules established by the State of California to determine if the injuries were sustained within the course and scope of the employees' work. This "no-fault" system makes available disability benefits determined by the State Legislature as well as local benefit supplements. Determines the scope of treatment and other benefits using medical evidence.
   - ADA
   - Manages the Return to Work Program

5. Training Unit
   - Provide high quality training programs to develop and maintain essential workplace knowledge and skills for employees of the County, cities, and other public agencies.
   - Provide consulting services and interventions to client organizations, divisions, and work teams to address job performance improvement, continuous quality improvement, workgroup conflict and teamwork, leadership development, strategic planning, training needs assessment, training plan development, and facilitation services that address emerging issues.
   - Provide a Web-based training site so County employees can complete training at their work site computers with cost savings for departments.
   - Provide a Web-based training consulting service so departments can develop their own in-house Web-based training programs to address department-specific training topics.

H. DEPARTMENT DATA

BUDGET: $147,996,526 (net expenditures for Risk Management, Clerk of the Board, CCTV, and County Administration)

FTE: 62.0

Staff Profile by Function and Level

	Risk Management	Clerk of the Board	County Administration	Total
Officials and Administrators	4	1	9	14
Professionals	13	0	7	20
Technician	1	0	0	1
Admin/Support	10	3	2	15
Total	**28**	**4**	**18**	50

Staff Profile by Ethnic Makeup

	Male	Female	Total	Percentage
Caucasian	6	25	31	62%
African-American	1	6	7	14%
Hispanic	1	2	3	6%
Asian/Pacific Islander	0	9	9	18%
Total	**8**	**42**	**50**	100%

(Peoplesoft 12/31/2012)

III. DEPARTMENT ACCOMPLISHMENTS

A. ADMINISTRATIVE SERVICES

1. Increased organizational efficiency, effectiveness, and excellence through the following actions:
   - Completed comprehensive analysis to improve the efficiency of the Workers' Compensation Program.
   - Developed strategy and fiscal plan to upgrade Public Safety Radio System.
   - Conducted a full-scale simulated disaster response exercise, testing the County's response capacity and identifying areas for improvement and further training.
   - Developed the County's first Federal Legislative Platform, which included requests for funding County projects as well as policy positions.
   - Successfully sponsored SB 2100 (Torlakson), a bill that provided necessary authorization for implementation of the County's agreement with its labor organizations' employee retirement benefits.
   - Successfully sponsored AB 1882 (Canciamilla), which provided parity for counties on CEQA exemptions available to cities for specified urban infill projects.
   - Successfully sponsored SB 1495 (Torlakson), which amended criteria for eligibility for the jobs/housing balance program to account for Smart Growth planning policies and local annexations, thus allowing Contra Costa County to equitably compete for program incentive funding.
   - Assembled and facilitated the work of a committee of County department representatives to review and update standard County contract forms, and developed and published, with County Counsel, a *Guide to Contracts Administration*, which was distributed to all County departments.
   - Conducted, in close association with County Counsel, a training session for County staff in contract policies and administration, and published an Intranet website for staff's convenient access to current standard County contract forms and the *Guide*.
   - Managed, coordinated, prepared, and distributed the weekly Board of Supervisors agenda for more than 40 regular and special meetings; evaluated from an organizational, budgetary, and policy perspective an average of 100 items and reports per week on behalf of the Board of Supervisors; accurately summarized Board weekly actions through the Clerk of the Board's Office; and effectively coordinated follow-up action on Board directives.
   - Updated policies and procedures regarding the process of appointment to Board advisory bodies.

- Coordinated a task force to ensure compliance with the federally mandated Health Insurance and Portability Accountability Act (HIPAA).
- Negotiated plan with the cities of Lafayette and Walnut Creek to sell aging Veterans buildings and construct new Veterans' Memorial Building.
- Managed the consolidation of three East Contra Costa County fire districts.
- Recruited and hired Fire Chief for the new East Contra Costa Fire District.
- Developed and published the *Advisory Body Handbook* to provide policy and procedural guidance to individuals who staff or chair an advisory body to the Board of Supervisors and, in close association with County Counsel, conducted a training session attended by approximately 80 staff and commissioners.
- Developed and published an Internet website to provide convenient access to the public and to staff regarding Board advisory bodies, rosters, vacancies, and the application process.
- Provided liaison activities between County and various municipal advisory councils (MACs) through collaborative meetings with multiple County departments and cities, secured resolution of 56 multijurisdictional code compliance cases involving the coordination of at least two different agencies in each case.

2. Participated in regional collaborations to improve interagency cooperation:
   - California State Association of Counties (CSAC),
   - Urban Counties Caucus,
   - County Administrators' Association of California,
   - City County Relations Committee,
   - Public Managers' Association,
   - West County Animal Shelter,
   - Central Richmond Revitalization Initiative,
   - City of Martinez Parking Committee,
   - Lafayette Library Conversion Project,
   - CBO Capacity Building Task Force with California State
   - University, Hayward,
   - Participated in the two workgroups convened by the Bay Area
   - Partnership to develop the Bay Area Region Indicators Report,
   - Comprehensive, data-based analysis of health, well-being, and
   - Economic strength of the Nine Bay Area Counties,
   - Assisted in labor relations negotiations for new IHSS benefits to
   - Presented and participated in the Foundation Consortium to promote results-based accountability in government.

3. Generated new revenue for the County After School Provider System by partnering with four local school districts
   - Developed policies or supported others who develop and approve policy:
   - Developed the County's annual State Legislative Program focusing on fiscal issues and public policy particular to County interests.
   - Facilitated collaboration among departments in drafting a County environmental health policy.
   - Implemented a cooperative library effort with cities in expanding hours through cost plans.
   - Facilitated the development of a standardized Project Labor Agreement for construction projects over $1 million with the Contra Costa Building and Construction Trades Council.
   - Negotiated annexation and redevelopment agreements with cities.
   - Coordinated the "Zero Tolerance for Domestic Violence" initiative, a multi-agency investment in a continuum of services and interventions that has demonstrated positive outcomes inG-121 the effort to improve the safety and well-being of domestic and family violence victims.
   - Responded to xx separate requests for information from the Civil Grand Jury.
   - Provided County performance accountability and innovation services.
   - Developed reports to support policy development such as the Contracting Program, MBE/WBE Outreach, the Naval Weapons Station, County training, and the County Grand Jury.
   - Facilitated completion of the Alhambra Valley Watershed Plan and the startup of the Kirker Creek Watershed Planning Group in service to the Contra Costa Regional Conservation District.

B. BUDGET AWARD

Office of the County Administrator

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Distinguished Budget Presentation Award to the County in recognition of its Recommended Budget. This was the County's second award. To receive the award, the County had to satisfy recognized guidelines for effective budget presentation. The guidelines are designed to assess how well an entity's budget serves as a policy document, financial plan, operational guide, and communications device.

IV. DEPARTMENT CHALLENGES

Economic Challenges

- Contra Costa County has long focused on its mission to provide public services to improve the quality of life for its residents and the economic viability of its

businesses. Once again national, state, and local events at the end of fiscal year 2011-2012, and start of fiscal year 2012-2013, challenged the county's pursuit of its ongoing mission.

- The Board of Supervisors continued to focus on improving the county's fiscal health and providing services more efficiently and effectively.
- The Board of Supervisors adopted a $1.218 billion fiscal year 2010-2011 budget on May 3, 2010, which resulted in a $34.4 million reduction to net county cost.

- The adopted budget included the use of $3.3 million in general fund reserves and other one-time only funds from a variety of sources, the most significant being American Recovery and Reinvestment Act (Federal stimulus funds) and Agreed-Upon Temporary Absences (employee furloughs).

- The adopted budget also included the elimination of $23.5 million in programmatic expenditures including reduction of 78 funded full-time equivalent positions.

- The required reduction was especially alarming due to previous actions taken to reduce the county and special district budgets by over $90 million in fiscal year 2008-2009, and $65 million in fiscal year 2009-2010.

For more information on the County Administrator's Office in Contra Costa County, please visit:

http://www.co.contra-costa.ca.us/index.aspx?nid=94