

COUNTY COUNSEL'S OFFICE

PERFORMANCE REPORT

I. DEPARTMENT MANDATES

The County Counsel's Office serves as civil legal advisor to the Board of Supervisors, the County Administrator, County elected officials, County departments, boards and commissions, and various other public agencies in the County. The duties of the Office include litigating civil and administrative cases, and providing a wide range of other legal services to the Board of Supervisors, County departments, Board-governed special districts, authorities and agencies, the Contra Costa Local Agency Formation Commission (LAFCO), and the civil Grand Jury. The County Counsel's Office is designated by the Board of Supervisors to represent the Public Guardian/ Public Conservator in conservatorship proceedings involving persons disabled by mental illness and dementia; provides legal services to the County's Assisted Outpatient Treatment program (Laura's Law); and represents the Children and Family Services Bureau in juvenile dependency matters.

By fee contract, the County Counsel's Office provides legal services to the County Superintendent of Schools, the County Board of Education, the Contra Costa County Schools Insurance Group, the Children and Family Services Commission (First Five), Contra Costa Resource Conservation District, and Delta Diablo, a sanitation district.

II. MAJOR PROGRAM DESCRIPTIONS (as of January 1, 2021)

A. GENERAL COUNTY GOVERNMENT GENERAL LAW DIVISION

This program area includes all legal services to County departments, officers and boards, and outside public clients, other than those services provided by the Juvenile Dependency/Conservatorship Division and the Tort and Civil Rights Litigation Division, described below. Legal services provided by the General Law Division include transactional services such as reviewing and preparing contracts, and general government advice and

representation including labor and employment, land use, finance, election law, property taxation, public works, construction and transportation, real property and conflict of interest. In this way, the County Counsel's Office helps the County provide cost-effective services that benefit this County's residents and avoid unnecessary risk of liability. The General Law Division also handles two types of litigation— administrative cases and all federal and state civil court cases, except cases where monetary damages are sought against the County. Civil cases litigated by the General Law Division include cases arising under California Environmental Quality Act (CEQA), land use cases, petitions for writs of mandate, tax refund actions, eminent domain actions, unlawful detainer cases, and Public Administrator probate actions. Administrative cases litigated by the General Law Division include employee disciplinary appeals, labor contract disputes, wrongful discrimination and sexual harassment claims, Department of Fair Employment and Housing (DFEH), Equal Employment Opportunity Commission (EEOC), and Division of Labor Standards Enforcement (DLSE) complaints, and unfair labor practice charges. The representative clients and services are described below:

1. **Core County Departments.** The core County departments are the Board of Supervisors, County Administrator, Human Resources, Assessor, Auditor-Controller, Treasurer-Tax Collector, County Clerk-Recorder/Elections and the Merit Board.
2. **Health, Sanitation and Community Protection.** This category encompasses the Health Services Department, including its Public Health, Environmental Health and Hazardous Materials divisions, the hospital and clinics, the Contra Costa County Health Plan, and Behavioral Health Services. This category also covers legal services to County departments, programs and agencies that protect the general public and work to preserve the environment and enhance quality of life. Representative departments include Public Works, Flood Control, the Department of Conservation and Development, the

Contra Costa County Fire Protection District, Animal Services, and Agriculture.

3. **Public Protection.** This category involves legal services to the County's justice system, including the Sheriff, Public Defender, District Attorney, and the Probation Department.
4. **Social Services and Probate.** Legal services to the Employment and Human Services Department (such as contract review, administrative advice, personnel matters, general assistance, IHSS Public Authority, Community Services Division) and services to Child Support Services, Veterans Services, the Public Guardian and the Public Administrator, are included in this category.
5. **Miscellaneous County and Outside Clients.** This category includes legal services to various agencies governed by the Board of Supervisors (Libraries, Housing Authority, CATV, etc.) and to other public clients (LAFCO, Grand Jury, County Office of Education, Contra Costa County Schools Insurance Group, Delta Diablo, State Route 4 Bypass Authority, and the East Contra Costa Regional Fee and Financing Authority (ECCRFFA)).

BUDGET: \$7,069,606

FTE 27

B. JUVENILE DEPENDENCY/CONSERVATORSHIP DIVISION

The Juvenile Dependency/Conservatorship Division provides legal services to the Children and Family Services Bureau of the Employment and Human Services Department regarding juvenile dependency matters. The County Counsel's Office is designated by the Board of Supervisors to represent the Public Guardian/Public Conservator in conservatorship proceedings involving persons disabled by mental illness, and dementia, This Division also provides legal services to the County's Assisted Outpatient Treatment program (Laura's Law).

Starting in 2022, this Division will represent the Health Services Department in involuntary medication proceedings for jail inmates that present a danger to self or others due to mental health conditions.

BUDGET: \$5,219,680
FTE: 18

C. TORT AND CIVIL RIGHTS LITIGATION DIVISION

The Tort and Civil Rights Litigation Division defends claims and lawsuits where monetary damages are sought against the County, the Contra Costa Fire Protection District and their officers, and employees. The Division defends cases involving allegations of personal injury, property damage, and medical malpractice, as well as cases concerning employment conditions and civil rights.

BUDGET: \$2,586,714
FTE: 10

D. DEPARTMENT DATA

BUDGET: \$13,792,000
FTE: 55

CLASS	ALLOCATED POSITIONS (as of 12-31-21)
Deputy County Counsel	30
Clerical	17
Management	8

EMPLOYEE PROFILE:

	Male	Female	Total	Percent
African/American	0	7	7	14%
Caucasian	12	18	30	59%
Hispanic/Latino	1	2	3	6%
Native American	0	0	0	0%
Pacific Is/Asian	2	8	10	19%
Not Classified	0	1	1	2%
*Vacant	N/A	N/A	4	
Total	15	36	55	100%
Percent	29%	71%		

*Not included in percent total

III. DEPARTMENT ACCOMPLISHMENTS

A. PERSONAL INJURY AND CIVIL RIGHTS LITIGATION

The County Counsel's Office aggressively defends cases through dispositive motions, trial and appeal. The Tort and Civil Rights Litigation Division's practice of early, focused efforts to evaluate and oppose lawsuits filed against the County promotes prompt resolution of many cases and saves the County significant legal costs.

As the chart in Section V. of this report (Performance Indicators) shows, in calendar year 2021, this Office was able to resolve 70% of assigned cases without any monetary payment, with 79% resolved for under \$10,000, and 91% resolved for \$50,000 or under.

B. JUVENILE DEPENDENCY/CONSERVATORSHIP SERVICES

The Juvenile Dependency/Conservatorship Division provides legal services to the Children and Family Services Bureau (CFS) of the Employment and Human Services Department (EHSD) in all juvenile dependency proceedings; the Public Guardian/Public Conservator Division of the Health Services Department in conservatorship matters; and the Behavioral Health Services Division of the Health Services Department in Assisted Outpatient Treatment (Laura's Law), and involuntary medication matters.

Through the ongoing COVID-19 pandemic, the attorneys in this Division have had to transition from handling court cases in-person to remote/on-line platforms, back to in-person appearances, and then to a hybrid of in-person and remote appearances. The attorneys have become proficient at remote access to information and presentation of a case with an on-line platform, and they have proven adept at case management and provide the same high level of professional representation of the clients regardless of the type of appearance.

In calendar year 2021 the Juvenile Dependency/ Conservatorship Division opened 315 new juvenile dependency cases and filed and appeared on 1097 LPS/Probate matters and 9 petitions for Assisted Outpatient Treatment (Laura's Law) services. The Division assisted the Public Guardian/Conservator in responding to 13 criminal court referrals, pursuant to Penal Code Section 1370, for conservatorship investigation. On behalf of Children and Family Services (CFS) and the Public Guardian, the division responded to 51 appeals. This Division has continued to conduct periodic training for the Children and Family Services Bureau and the Health Services Conservatorship Division on various topics as well as provide weekly office hours via teleconference or on-line platforms, or in-person for the Children and Family Services Bureau staff in Antioch, Pleasant Hill, and Richmond.

C. SIGNIFICANT COUNTY PROJECTS AND LITIGATION

- 1. Response to the COVID-19 Pandemic.** We advised the Board of Supervisors, County Health Officer, Health Services Department, and other County departments on legal issues arising from the County's response to the COVID-19 pandemic. As the pandemic continued through 2021, we prepared a total of 24 Health Officer orders, including rescissions and amendments of previous orders. Drafted on a tight deadline, these orders pertained to public health mitigation measures such as face coverings, quarantine instructions, vaccination or test requirements for workers in health care and residential facilities, and vaccination or test requirements for patrons of restaurants and other specified places of business. We also provided advice to the Health Officer, hearing officers and enforcement officers regarding enforcement of health orders under the County's administrative fines urgency ordinance adopted in 2020. In 2021, attorneys and clerical staff in the County Counsel's Office spent 1681 billable hours on matters related to the COVID-19 pandemic.

2. **Redistricting.** We assisted the County Administrator's Office and Department of Conservation and Development on the County's 2021 supervisorial redistricting process. The Board adopts new supervisorial district boundaries every 10 years after the federal census is complete so that supervisorial district boundaries are substantially equal in population. We advised staff on new legal requirements for the 2021 redistricting, reviewed redistricting documents, and drafted the resolution establishing the new boundaries. The Board adopted the final 2021 supervisorial district boundaries in November.

3. **Los Medanos Community Healthcare District Dissolution.** We successfully defended a challenge to the Contra Costa Local Agency Formation Commission's decision to dissolve the Los Medanos Community Healthcare District, a local district that stopped providing direct health care services to East County residents decades ago. In 2018, after operating the Pittsburg Health Clinic for more than 25 years at the site of the former Los Medanos hospital, Contra Costa County applied to LAFCO to dissolve the healthcare district. LAFCO approved the County's application and dissolved the district. In December 2021, after protracted litigation, the Court of Appeal ruled in favor of the County and LAFCO.

4. **National Opioid Litigation.** On behalf of Contra Costa County, our office participated in the National Opioid litigation to obtain remediation funds resulting from the opioid crisis. Our office continues to work on maximizing the funds that will be available to the County through participation in a nationwide settlement.

5. **Public Records Act.** In 2021, this office represented the County and Sheriff in state court litigation involving the interpretation of Senate Bill 1421 regarding the disclosure of peace officer personnel records and negotiated resolution of the litigation. Assisting other County departments in responding to an increasing number of Public Records Act requests is proving to be a substantial drain on the resources of this Office. This task consumed

over 1,305 County Counsel staff hours in 2021, a 19 percent increase from 2020.

6. **Public Guardian of Contra Costa County v. E.B., California Supreme Court Case No S261812.** The Office has petitioned, briefed, and argued this case on behalf of the Public Guardian to decide the issue of: Does equal protection require that persons subject to a conservatorship under the Lanterman-Petris-Short Act (Welf. & Inst. Code, § 5350) have the same right to invoke the statutory commitments under Penal Code section 1026.5 after a finding of not guilty by reason of insanity? The Supreme Court decision will have state-wide implications regarding the presentation of evidence at LPS conservatorship trials.
7. **County Office of Education.** Our Office provided legal guidance to the County Superintendent, County Office of Education, and Contra Costa County Board of Education, sitting as the Committee on School District Organization, through a territory transfer petition process to change school district boundaries in East County. We also assisted the County Office of Education and County Board of Education, sitting as the County Committee on School District Organization, to begin the decennial census redistricting process to adjust County Board of Education trustee area boundaries. The redistricting process will continue in 2022.
8. **Emergency Medical Services.** The General Government Group provided the Emergency Medical Services Division of the Health Services Department with case assistance on 17 license certification/revocation/discipline cases in 2021, in addition to support with the development of professional standards and disciplinary protocols in furtherance of the EMS oversight of emergency medical personnel credentialed by the County.
9. **Involuntary Medication Hearings.** The General Government Group filed 16 involuntary medication petitions to obtain court authorization for psychiatric treatment of inmates in situations when treatment is medically necessary and/or inmates represent a danger to

themselves or others due to a mental illness. Of the 16 petitions filed, 11 were successful and five were withdrawn when the inmate ultimately consented to medical treatment.

D. BUSINESS TRANSACTIONS AND CONTRACTS

Each year attorneys in the General Law Division assist County departments in reviewing, negotiating and drafting more than 2,000 contracts for services, real estate acquisitions, leases, joint exercise of powers agreements, construction documents, and other matters where a formal agreement is needed. A few examples of these diverse and complex business transactions are outlined below.

1. **COVID-19 Transactions.** We prepared and reviewed numerous legal documents necessary for the County – in particular the Health Services Department – to respond effectively and quickly to the COVID-19 pandemic. As the pandemic continued in 2021, we reviewed and drafted multiple amendments to various emergency agreements entered into in 2020 with public and private entities, including agreements to use parking lots as COVID-19 vaccination and testing sites, and an agreement to use the Courtyard by Marriott hotel in Richmond as a shelter for homeless individuals.
2. **651 Pine Street Redevelopment Project.** We drafted and reviewed the request for proposal and contract documents for the 651 Pine Street redevelopment project in downtown Martinez. The redevelopment of the site includes the demolition of the old 12-story County Administration building at 651 Pine Street and construction of a new County office building in its place. The new three-story building will include parking and a café on the ground floor, office space and a law library on the second floor, and offices on the third floor. Across the street, the old downtown jail will be demolished and a plaza constructed at the site of the old jail. The Board approved the \$58 million design-build contract in September.

3. **West County Reentry, Treatment, and Housing Project.** We assisted the County Administrator's Office and Sheriff's Office in preparing a design-build request for proposal and State grant fund documents for the West County Reentry, Treatment, and Housing project at the West County detention facility. Designed to treat, educate, and train incarcerated individuals for reentry into society, the project consists of jail replacement and behavioral health beds, classroom space, a medical facility, a reentry services suite, and a vocational classroom. The Board approved the \$95 million project in December.

E. SELECTED ORDINANCES ADOPTED BY THE BOARD OF SUPERVISORS

In 2021, the County Counsel's Office assisted in the drafting, review and adoption of several significant County and Fire District ordinances:

Eviction and Rent Increase Moratoriums. In 2021, as the COVID-19 pandemic continued, the Board adopted three Countywide urgency ordinances that extended temporary prohibitions on evictions of residential and commercial real property tenants in the County impacted by the virus, and continued a moratorium on certain rent increases. The urgency ordinances were adopted in February, March, and June.

Cap on Third-Party Delivery Fees. In February, to mitigate the economic impacts of the COVID-19 pandemic on restaurants, the Board adopted an urgency ordinance that established a temporary cap on fees charged by third-party delivery services for food orders and deliveries from restaurants within Contra Costa County.

Animals. In April, the Board adopted an ordinance allowing community members to care for found dogs and cats and establishing new leash restrictions.

Emergency Medical Services Fees. In April, the Board adopted an ordinance establishing fees for providing emergency medical services and for providing ambulance services.

Fire Protection Facilities Fees. In May, the Board adopted an ordinance revising and increasing fees for fire safety inspections, fire permits, and plan review services for development located in the Contra Costa County Fire Protection District.

Fireworks. In June, the Board adopted an ordinance establishing new regulations for the possession, manufacture, sale, use, and discharge of fireworks in the unincorporated areas of the County. The ordinance makes property owners liable for unauthorized fireworks use on their property even if they are not present when the violation occurs.

Industrial Hemp. In July and August, the Board adopted two ordinances to regulate industrial hemp. The Board adopted an ordinance that establishes standards for cultivating industrial hemp and requires all persons who intend to grow industrial hemp to obtain a permit from the Agricultural Commissioner. The Board also adopted a zoning ordinance that requires a land use permit for industrial hemp cultivation and restricts industrial hemp to specific locations in the County.

Habitat Mitigation Fees. In August, the Board adopted a fee ordinance to conserve habitat for certain species of animals and plants impacted by development in the East County area.

Area of Benefit Fees. In November, the Board adopted an ordinance updating mitigation fees to fund transportation improvements needed to alleviate the impacts of new development in the Central County area.

Organic Waste. In December, the Board adopted an ordinance to regulate the handling of organic waste, including food waste and green waste resulting from landscaping, in accordance with new State of California regulations.

Single Health Care Plan. In December, the Board adopted an ordinance authorizing the Contra Costa Health Plan to serve as the single local plan for Medi-Cal managed care enrollees in Contra Costa County, beginning in 2024.

E-Commerce Fulfillment Centers. In December, the Board adopted an urgency ordinance establishing a temporary moratorium on the establishment and expansion of e-commerce fulfillment centers, parcel hubs, and parcel sorting facilities in the North Richmond area.

F. LABOR RELATIONS

The Office continues to be extensively involved with assisting the County Administrator's Office, the Labor Relations Division, Human Resources, and departments with labor relations matters. This includes providing advice on compliance with collective bargaining laws and procedures, which in 2021 included negotiations, factfinding, and representing the County in grievance arbitrations and cases before the Public Employment Relations Board. In 2021, special emphasis was on providing legal advice relative to the County's COVID-19 vaccine mandate, remote work policy, and labor and employment issues arising from revised Cal/OSHA emergency temporary standards and state laws related to the ongoing COVID-19 pandemic.

G. TRAINING

In support of the County's continuing efforts to avoid claims of discrimination, reduce litigation exposure, and educate staff, the County Counsel's Office provides advice and instruction to clients on a variety of topics including conflicts of interest, the Brown Act, the Public

Records Act, and other substantive legal issues affecting our various client departments. Below is a chart showing training presented in 2021.

Training Presented for Clients in 2021

DATE	FOR	SUBJECT
January 2021	Children and Family Services (New Social Worker Training)	Petition Writing
January 2021	Children and Family Services (New Social Worker Training)	Parentage
January 2021	Contra Costa County Grand Jury	Grand Jury Orientation
January 2021	Children and Family Services (New Social Worker Training)	Testimony/Court
February 2021	Contra Costa Grand Jury	Grand Jury Orientation
February 2021	Contra Costa County Board of Education	Brown Act
July 2021	Contra Costa County Committee on School District Organization	Territory Transfers
August 2021	Children and Family Services (New Social Worker Training)	Petition Writing
August 2021	Children and Family Services (New Social Worker Training)	Testimony/Court
August 2021	Children and Family Services (New Social Worker Training)	Parentage
September 2021	Contra Costa County Committee on School District Organization	Federal Census Redistricting
October 2021	California County Counsels Association, Probate and Mental Health Conference	Conservatorship of E.B., Cal. Supreme Court to decide if conservatees under the LPS Act have an equal protection right to refuse to testify at trial

Countywide Public Records Act training will be provided in 2022.

Internal Training: Being a State Bar of California Multiple Activity Provider allows the County Counsel's Office to offer credit for continuing legal education trainings. We recently provided implicit bias training for the entire office. We also plan internal training on ordinance drafting and juvenile dependency law in 2022.

H. SERVICE HOURS

For calendar year 2021, the total revenues received and expended by the County Counsel's Office were \$10,143,764. This Office provided 104,190 hours of legal services to our public clients, which includes thousands of hours of uncompensated overtime worked by County Counsel attorneys. If all of these hours could have been charged out, they would have generated \$15,563,934 in revenue. The difference of \$5,420,170, represents a considerable value to the County, and, in our view is a significant accomplishment.

IV. DEPARTMENT CHALLENGES

A. INTERNAL TO DEPARTMENT

- 1. Records Management and Retention.** The County Counsel's Office continues to work with the Department of Information Technology and its consultant to implement the second phase of document retention procedures, which will enable this Office to automate the process of scanning new files into the Laserfiche system. In 2022, we plan to select a case management system for use by the Office's three divisions.
- 2. Staff Development and Training.** In 2021, County Counsel attorneys spent 972 hours in professional education and training. Keeping senior staff current with legal trends, while integrating new attorneys into the Office and training them, is an ongoing challenge.

3. **Resource Allocation.** The County Counsel's Office strives to provide outstanding legal services to all of our clients, including those whose legal services are supported only by the general fund. This year's budget reflects a \$158,000 increase in our net County cost allocation. Fulfilling our ethical obligation to provide superior legal advice and assistance to all of our clients is an ongoing challenge.

We continue to look for ways to supplement direct legal services with more training opportunities for County departments, especially in responding to Public Record Act requests, handling employment matters, and using online contract forms and contract administration so that departments are better able to develop internal expertise in these areas.

B. INTERNAL TO COUNTY OPERATION

1. **Anticipated Increase in AOT and Conservatorship Petitions.** Effective January 1, 2022, misdemeanor criminal defendants found incompetent to stand trial may be referred straight to mental health diversion Assisted Out-patient Treatment (AOT), or Lanternman-Petris-Short (LPS) conservatorship. It is anticipated that the Office will spend an additional amount of time this year advising the AOT Team and Conservatorship Office regarding referrals from the criminal court under the new law, along with an increase in petitions and court appearances for AOT and LPS conservatorship. The Office has already been engaged with meetings with the Court and justice partners regarding the new law and anticipated workloads.
2. **Case Complexity.** The Civil Rights and Tort Litigation Division's cases have become more complex and require more time and effort. In 2021, approximately half of the 51 cases referred to the division were Civil Rights/ADA cases.

C. EXTERNAL TO COUNTY OPERATION

1. **Covid-19 Pandemic.** The COVID-19 Pandemic continued to absorb considerable County Counsel resources in 2021, in terms of maintaining and managing our own staff as well as providing legal advice and assistance to our clients. This included a myriad of remote workplace considerations and the review and interpretation of COVID-19 related laws and regulations. The pandemic is not over, and we anticipate that new, issues may emerge in 2022 and beyond.

V. PERFORMANCE INDICATORS

A. TORT and CIVIL RIGHTS LITIGATION WORKLOAD REPORT

Files Opened

Litigation Division Files Opened	Year 2021
Civil Rights Cases	24
Employment Cases	4
Medical Malpractice Cases	4
Dangerous Condition Cases	12
Other Cases	7
Total Files Opened	51

Files Resolved/Closed

Litigation Division Files Resolved/Closed	Year 2021
Files Resolved for \$0	33
Files Resolved for under \$10k	4
Files Resolved between \$10k and \$50k	6
Files Resolved between \$51k and \$100k	0
Files Resolved for over \$100k	2
Files Resolved for over \$1m	2
Total Files Resolved/Closed	47

B. GENERAL LAW WORKLOAD REPORT

General Law Division – Civil and Administrative Litigation	Year 2021
New Court Cases Opened	57
New Administrative Cases Opened	50

General Law Division Advisory Services	Year 2021
Standard Form Contracts Reviewed	1653
Responses to Written Requests for Complex Transactional and Advisory Services	529

C. JUVENILE DEPENDENCY/CONSERVATORSHIP WORKLOAD REPORT

Juvenile Dependency/Temporary Conservatorship Services	Year 2021
New Dependency Cases Opened	315
Contests	938
Briefs and Appeals	51
Conservatorship (LPS)/Probate Petitions Filed and Appeared	689

D. LITIGATION PERFORMANCE MEASURES

1. Tort and Civil Rights Litigation Division, Assigned Cases.

- (a) Resolve 90% of cases with a “remote chance” of liability by dismissal or judgment within estimated cost-of-defense liability targets.

Outcome for 2021: 100% of cases resolved within this standard.

- (b) Resolve 90% of cases with a “reasonable possibility” of liability at a cost equal to or less than 75% of amount administratively reported at risk and within liability targets.

Outcome for 2021: 100% of cases resolved within this standard.

- (c) Resolve 90% of cases with a “probability” of liability at a cost equal to or less than the amount administratively reported at risk and within liability targets.

Outcome for 2021: 100% of cases resolved within this standard.

- (d) No liability in 80% of assigned civil rights cases.

Outcome for 2021: 100% of civil rights cases were resolved with no liability findings and no adverse verdicts or judgments against the County. Out of 15 civil rights cases, 8 (53%) were resolved without any payment to the Plaintiff, and 12 (80%) were resolved for under \$15,000.

2. **Civil and Administrative Litigation – General Law Division.**

- (a) Resolve with a favorable outcome at least 75% of civil cases litigated by the General Law Division.

Outcome for 2021: Of the 50 civil cases resolved by the General Law Division in 2021, 98% resulted in an outcome favorable to the client.

- (b) Resolve with a favorable outcome at least 80% of administrative cases litigated by the General Law Division.

Outcome for 2021: Of the 13 administrative labor and employment cases resolved by the General Law Division in 2021, 100% resulted in an outcome favorable to the client.

- (c) Uphold at least 75% of Department personnel decisions and actions in administrative proceedings (Merit Board, arbitration, PERB etc.).

Outcome for 2021: 90% of Department personnel decisions that were referred to hearing in administrative proceedings such as arbitration, Merit Board, etc., were upheld.

E. ADVISORY PERFORMANCE MEASURES

1. Respond to 90% of written requests for services requiring drafting or legal analysis within 30 days or negotiated time targets, including extensions.

Outcome for 2021: Of the 529 written requests for advisory services that the

General Law Division responded to in 2021, 100% were responded to within 30 days or negotiated time targets, including extensions.

2. Respond to 90% of requests for approval as to form of County standard form contracts within seven working days after receipt of request.

Outcome for 2021: This Office responded to 1655 requests for contract review. Ninety-eight percent of requests for approval as to form of County standard form contracts were responded to within seven working days after receipt of request.