

# COUNTY OF SAN BERNARDINO

## 2013-14

### ADOPTED BUDGET









GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
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**San Bernardino County  
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For the Fiscal Year Beginning

**July 1, 2012**

*Christopher P. Moirill*      *Jeffrey R. Egan*

President

Executive Director





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GREGORY C. DEVEREAUX  
Chief Executive Officer

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## BOARD OF SUPERVISORS

Robert A. Lovingood.....*First District*  
Janice Rutherford, Chair.....*Second District*  
James Ramos.....*Third District*  
Gary C. Ovitt, Vice Chair.....*Fourth District*  
Josie Gonzales.....*Fifth District*

June 2013

I hereby submit the 2013-14 Adopted Budget, which is guided by the Countywide Vision. The Countywide Vision calls for the creation of a “complete county” that capitalizes on its many assets to collaboratively establish a sustainable system of economic opportunity, education, well-being and amenities. The Countywide Vision and the Board adopted County Goals and Objectives provide County government with clear direction as it makes budget decisions.

This budget document demonstrates the efforts of County departments to develop their 2013-14 spending plans to achieve the County Goals and Objectives. In addition, as part of the County’s continuing effort to align resources with operational priorities, each department has developed performance measures that tie directly to these approved County Goals and Objectives. These measures will reflect progress on long-term, multi-year initiatives or the accomplishments of shorter-term objectives, and will be monitored and reported in the quarterly budget reports.

The 2013-14 Adopted Budget of \$4.1 billion has been balanced and is consistent with policy direction received from the Board of Supervisors. No reserves are being used to fund ongoing costs. There is limited use of one-time sources to fund ongoing costs as part of a multi-year plan to address the five-year structural deficit, which is consistent with County policy. The 2013-14 Adopted Budget addresses the following key issues:

- Funding the existing earned leave liability;
- Underfunded programs/projects in Land Use Services and Public Works;
- Funding shortfalls in County Fire and the County Museum;
- Removal of potential hazards and reduced liability in Planning, Code Enforcement, and the Capital Improvement Program;
- Underfunded services in the Clerk of the Board and Purchasing;
- Facility needs, such as the County Buildings Acquisition and Retrofit Project and the Sheriff/Coroner/Public Administrator’s Crime Lab and Aviation Facility.

***It is important to note that this County fiscal plan does not include all potential impacts of the 2013-14 State Budget, as some are unknown at this time.***





## THE BUDGET IN BRIEF

This budget book presents the general fund, restricted funds, capital project funds, special revenue funds, enterprise funds and internal service funds of the County. The total appropriation for these funds in 2013-14 is \$4.1 billion. The general fund appropriation totals \$2.6 billion and is funded by countywide discretionary revenues (primarily property taxes), departmental revenues, and other funding sources of the General Fund. Of this \$2.6 billion, only \$604.3 million is truly discretionary.

	Appropriation (In Millions)		
	2012-13 Final	2013-14 Adopted	Change
General Fund	\$ 2,351.5	\$ 2,578.9	\$ 227.4
Restricted Funds	99.4	35.1	(64.3)
Capital Project Funds	212.6	186.3	(26.3)
Special Revenue Funds	600.3	611.5	11.2
Enterprise Funds	682.9	545.3	(137.6)
Internal Service Funds	189.2	190.7	1.5
	<u>\$ 4,135.9</u>	<u>\$ 4,147.8</u>	<u>\$ 11.9</u>

For 2013-14, the \$227.4 million increase in appropriation for the General Fund is primarily the result of increased contingencies due to a higher than anticipated fund balance. The increase results from additional revenue and cost savings by the County in 2012-13. The additional one-time revenue includes monies from the dissolution of Redevelopment Agencies (RDA), and a rebate of excess funding from the County's Workers' Compensation Self Insurance Program. In addition, contingencies are increasing due to the release of the County's Future Space Needs Reserve and a reduction in the Teeter Reserve in 2013-14. Other appropriation increases are related to the Human Services and Law and Justice operational groups. The Human Services Administrative Claim is increasing due to additional funding for the Transitional Assistance Department to provide increased eligibility and employment services. Increases in the Human Services – Subsistence Units result from increased caseloads for children living in foster homes and group care facilities. The Department of Behavioral Health is increasing appropriation due to increases in Low Income Health Plan (LIHP) and Medi-Cal expansion consumers, which are funded through state and federal funding. The increase in Law and Justice is due to increased staffing costs resulting from rising retirement rates, and to accommodate 2011 Public Safety Realignment.

The \$64.3 million decrease in Restricted Funds is the result of a change in budgeting methodology to bring consistency to budgeting the County's Realignment funds. The County's Realignment funds do not directly incur expenses or provide service. These funds transfer money to the operating budget units that incur the expense, and set aside funding for future use. The County's Realignment funds will now reflect transfers to General Fund departments as abatements to revenue, to avoid duplication of expense and revenue.

The reduction of \$26.3 million in Capital Project Funds is due to the anticipated completion of the Adelanto Detention Center Expansion Project in January 2014, and other completed projects.

The \$11.2 million increase in Special Revenue Funds results from an increase in the Department of Public Works – Transportation of \$28.7 million for new road projects scheduled in 2013-14, partially offset by a reduction in the Department of Community Development and Housing related to one-time payments associated with the dissolution of the County's former RDA in 2012-13.



The decrease of \$137.6 million in Enterprise Funds is primarily due to a change in the presentation of the Solid Waste Enterprise Funds – Consolidated budget. The amount representing available net assets set-aside for future use is no longer shown as a requirement. In addition, Solid Waste made a one-time payment in 2012-13 to optionally prepay outstanding debt.

	<b>Budgeted Staffing</b>		
	<b>2012-13 Final</b>	<b>2013-14 Adopted</b>	<b>Change</b>
General Fund	13,200	13,500	300
Other Funds	5,923	5,990	67
	<u>19,123</u>	<u>19,490</u>	<u>367</u>

Budgeted staffing for 2013-14 is 19,490, a total increase of 367 positions from the 2012-13 Final Budget. General Fund budgeted staffing has been increased by 300 positions, primarily resulting from increased staffing for Human Services' Transitional Assistance Department, due to increased funding for the department, as caseloads continue to grow, as well as the possible effects of the Affordable Care Act and Medi-Cal expansion. In addition, Sheriff/Coroner/Public Administrator, District Attorney, and Behavioral Health have added staffing in order to address additional workload associated with 2011 Realignment.

The budgeted staffing in all other funds has been increased by 67 positions, primarily resulting from Arrowhead Regional Medical Center's (ARMC) commitment to meet regulatory requirements, reduce overtime premium costs and achieve service goals. Behavioral Health is increasing positions for the expansion of recovery services, triage mental health services, clinical assessment services, community crises services and administrative support.

### **HIGHLIGHTS OF 2013-14 ADOPTED BUDGET**

Following are programmatic and budgetary highlights included in the 2013-14 Adopted Budget as they relate to the 2013-14 County Goals, as adopted by the Board of Supervisors on February 26, 2013.

#### **Create, Maintain, and Grow Jobs and Economic Value in the County**

- A key strategy of the Economic Development Agency (EDA) is to continue to support businesses coming into and currently existing in the County, by ensuring that Workforce Investment Act (WIA) funding assists with layoff aversion, business services and training for specific workforce skills. Through these efforts, EDA will work to keep existing businesses thriving and create an environment that is appealing to businesses looking to relocate.
- The Environmental Health Division of Public Health will continue to conduct industry roundtables intended to assist and support the businesses they regulate.
- In 2013-14, the Workforce Development Department will have a \$2.7 million reduction in sources as a result of decreased federal funding, resulting in fewer customers receiving vocational training and supportive services.



**Improve County Government Operations**

- \$196,000 in additional ongoing discretionary general funding is allocated to the Clerk of the Board to support two new positions and to support the remote videoconferencing locations in the cities of Joshua Tree and Hesperia. Additional positions will improve the ability of the department to meet customer service expectations, as well as better manage the department's fiscal and budgetary duties. The videoconferencing program, piloted in 2010 and expanded by order of the Board of Supervisors in January 2013, will allow greater access for constituents in Desert communities to participate in Board of Supervisors meetings.
- An increase of \$104,000 in one-time discretionary general funding for the Clerk of the Board to support the assessment appeals caseload, which remains high due to trends in the local housing and commercial property markets.
- The addition of two positions in the Assessor's Big Bear district office, funded with departmental sources, will serve to expand public office hours in both the Big Bear and Twin Peaks district offices from two to five days per week.
- The addition of 10 Public Service Employees in the Auditor-Controller/Treasurer/Tax Collector's Office to implement a paid summer internship program. The program will be funded with departmental sources, and will employ newly graduated students or students in their last year of college. These interns make valuable contributions to the organization while gaining valuable "hands-on" experience.
- In 2011-12, the Board of Supervisors set aside \$30.0 million to facilitate the County Buildings Acquisition and Retrofit Project including the purchase of new buildings, the seismic retrofit and modernization of certain existing buildings, and the demolition of older facilities where additional investment is not recommended. An additional \$10.0 million was included in 2012-13 to support additional square footage requirements and fund furniture, fixtures, and equipment. The acquisition of space was completed in 2012-13. In 2013-14, the County is planning to revitalize the County Government Center campus and County office buildings to strategically invest in the future. In addition, \$4.5 million is being added in 2013-14 to acquire existing office space near the Victorville Courthouse.
- In an effort to streamline the permitting process, \$700,000 in one-time discretionary general funding is allocated to Land Use Services – Administration to purchase new permitting software which will allow interfaces between Land Use Services, Public Works, and County Fire.
- An additional one-time allocation of \$833,147 in discretionary general funding is provided to Land Use Services – Code Enforcement: \$360,000 to enable the continuation of the Medical Marijuana Enforcement Program, \$273,147 to provide funding for the demolition/rehabilitation program, and \$200,000 for legal costs.
- Five positions are added to the Land Use Services - Planning budget for the Mining Program, which are funded through increased fee revenues, as the current staffing level is inadequate to effectively and efficiently process mining applications. Properly staffing the Mining Program will ensure compliance with state and federal laws since all mines are inspected at least annually, and limit County liability.



- The County Library plans to enhance service by replacing outdated computer hardware and software over the next several years, restoring the Library's material budget and adding high demand items to the collection, including an expanded digital book collection.

**Operate in a Fiscally Responsible and Business-like Manner**

- The 2013-14 budget for the Sheriff/Coroner/Public Administrator consolidates the ongoing expenses and revenues of four Special Revenue Funds within the department's General Fund budget unit, providing for more effective budget management and accurate reporting of these functions.
- An additional \$300,000 in ongoing discretionary general funding has been provided to the Sheriff/Coroner/Public Administrator to fund increased attorney fees to provide additional legal services to address administrative and civil actions, including matters brought before the Civil Service Commission.
- The 2013-14 Purchasing budget includes the addition of five new positions, funded by an increase of \$250,000 in ongoing discretionary general funding, and savings from the deletion of two vacant positions. These positions will provide assistance and training to departments, decrease cycle time for purchase orders and contracts, enhance management of countywide contracts, reduce the number of retroactive contracts, and resume vendor outreach activities.
- In 2012-13, Fleet Management and County Fire completed the merger of vehicle services operations, optimizing space requirements. For 2013-14, the merging of parts inventories will increase parts room efficiency, reduce inventories, and utilize economies of scale to reduce costs.
- Assessments of buildings and allocation of resources to address deferred maintenance and major repairs of the County's building assets were completed in 2012-13 and are being refined in 2013-14.
- Investment of capital resources to reduce energy costs through the energy efficiency program partnership with Southern California Edison (SCE) and Southern California Gas (SCG) through various implementation projects have been completed, with others in process. From 2009 through 2012, incentives received from the two utilities to help finance these projects totaled \$889,900 and the estimated annual savings from reduced energy usage totaled \$835,000. In May 2013, the Board approved a continuation of the energy efficiency program partnership with SCE and SCG. Various projects are planned for 2013-14.
- The 2013-14 Adopted Budget includes several cost saving measures proposed by Human Resources and approved by the Board of Supervisors. These measures were successfully negotiated with all but one bargaining unit during the current bargaining cycle that began in April 2011. These cost saving measures include: 1) step increment reductions from two steps (5.0%) to one step (2.5%) for all employees, 2) elimination of the employer pickup of the required employee contribution to the San Bernardino County Employees' Retirement Association in the amount of up to seven percent of earnable compensation, 3) changing from a percentage-based County contribution for health insurance premiums to a fixed amount for all employees, and 4) converting the County contribution toward health insurance costs from pensionable flex benefits to non-pensionable medical premium



subsidies. The Board of Supervisors adopted the provisions of the advisory arbitration award that recommended implementing the same cost saving measures listed above to the one bargaining unit that did not agree to these cost saving measures during negotiations.

- With the recent California Supreme Court decision pertaining to ABx1 26, a one-time allocation of discretionary general funding in the amount of \$300,000 has been included for the Economic Development Agency, to fund costs associated with Oversight Boards and the dissolution of Redevelopment Agencies.

### **Ensure Development of a Well-Planned, Balanced, and Sustainable County**

- Public Works - Transportation plans to complete \$10.0 million in Transportation Proposition 1B projects in 2013-14, which includes \$7.0 million in pavement condition improvements, a contribution towards the Yucca Loma/Yates Road widening project, paving of Hatchery Drive in Moonridge, a storm drain and drainage improvements on Phelan Road, and grant matching contributions for Valley Boulevard and Cedar Avenue new median construction.
- The Public Works - Transportation budget will maintain the County Pavement Management Program in a good to very good condition, in part by doing surface treatments on 9.4 miles and rehabilitating and overlaying 15.9 miles of roads. A one-time contribution of \$4.5 million in discretionary general funding will help construct the Glen Helen Parkway grade separation, Yates Road realignment, and support the department's operations.
- The County Museum budget reflects reductions in sources of \$766,000 that are being driven by a downturn in federal and state contracts. As a result, eight positions have been deleted in the 2013-14 Adopted Budget. Historically, County Museum's one-time sources have been renewed or were replaced with other one-time sources. However, these one-time federal and state sources are becoming more difficult to secure, and are forecasted to remain lean in the near future. In response to these lost revenues, the budget was developed conservatively, with minimal reliance upon one-time sources. Discretionary general funding has been increased by \$241,000 (of which \$200,000 is a one-time increase) to buy time for the department to develop a sustainable revenue base, and help fund four positions that were previously slated for deletion. The staffing reductions will create significant service level impacts in the areas of educational and live animal programs, Geological Sciences, weekend programming, and dedicated facility security.
- The 2013-14 Regional Parks budget will continue to address aging and deferred maintenance needs in water, sewer and electrical infrastructure at Prado, Mojave Narrows and Glen Helen Parks. Improvements will continue at Calico Ghost Town for off-highway vehicle camping. In addition, negotiations for two large operations and management/concession contracts are ongoing for Moabi and Lake Gregory Parks. All of these efforts are intended to improve the experience provided to Regional Park patrons and reduce the department's reliance on the County General Fund.
- The 2013-14 Adopted Budget reflects an additional one-time allocation of \$1.6 million of discretionary general funding for Land Use Services - Planning Division to begin updating the General Plan, create more specific plans to better reflect the unique character of all areas of the County, and to amend the development code and master plans. These





revisions will ensure the most appropriate standards are being applied in all areas of the County and will be accomplished over a three year period, with additional funding requirements estimated at \$5.4 million in future years.

### **Maintain Public Safety**

- Construction commenced in June 2011 on the Sheriff/Coroner/Public Administrator's Adelanto Detention Center Expansion Project, which is projected to add 1,392 jail beds to the County's Adelanto Detention Center (ADC) by January 2014. The increase will bring the total beds at ADC to 2,098. In order to help fund the \$127.5 million project, the Sheriff/Coroner/Public Administrator pursued and was awarded \$88.0 million from the State as part of its County Jail Lease-Revenue Funding Program under AB 900. The Sheriff/Coroner/Public Administrator is proposing to implement a phased approach using Public Safety Realignment (AB 109) growth funds to begin staffing the facility in 2013-14. This will result in the use of 928 beds at the new facility, and provide for expanded levels of service in the High Desert, including a new booking area and the ability to house female, protective custody, and high security inmates. The Sheriff/Coroner/Public Administrator will be requesting a quarterly budget adjustment in 2013-14 to implement this phased approach.
- The addition of five Sheriff's Custody Specialists and five Deputy Sheriffs funded with AB 109 revenue in order to enhance the success and improve the supervision of inmates participating in the department's Electronic Monitoring Program.
- In 2012-13, Architecture and Engineering negotiated a ground lease for 8 acres of land on which to construct approximately 55,000 square feet of maintenance and hangar space and approximately 10,000 square feet of office space to move the Sheriff/Coroner/Public Administrator's aviation operations from the Rialto Airport to the San Bernardino International Airport (SBIA). The new lease and operating expenses for the facility will be funded from the termination of existing leases. In 2013-14, the construction cost of \$9.6 million will be funded with \$4.5 million from discretionary general funding, \$4.1 million from the City of Rialto for relocation expenses, and \$1.0 million from federal asset forfeiture money.
- Ongoing discretionary general funding of \$20.0 million continues to be allocated for the 800 MHz Upgrade Project to address the aging public safety 800MHz digital radio system and infrastructure requirements. In 2012-13, \$4.75 million was redirected to the High Desert Government Center (HDGC) Public Safety Operations Center (PSOC) for infrastructure to support the 800 MHz upgrade, and a consultant contract was issued in the amount of \$250,000 to Motorola to assist in the planning and implementation of the system upgrade. The assessment by Motorola is expected to be completed by August 2013, and the acquisition/lease of microwave sites, tower construction, upgrades, and equipment will be underway in 2013-14.
- The 2013-14 Adopted Budget includes a \$1.2 million increase in the ongoing County Fire subsidy for operational needs, bringing the total General Fund subsidy to \$18.8 million.
- In 2012-13, the Board of Supervisors approved \$1.3 million for design services to expand and remodel the existing Sheriff/Coroner/Public Administrator's Crime Lab. A design contract was awarded in May 2013 to expand the facility by approximately 20,000 square feet. The 2013-14 Capital Improvement Program budget includes the addition of \$15.7 million from discretionary general funding for construction of the expansion.



**Provide for the Health and Social Services Needs of County Residents**

- The County successfully implemented its Low Income Health Program, ArrowCare, effective January 1, 2012, which is intended to be a bridge to healthcare reform in 2014. This program covers childless adults ages 19-64 who are not otherwise covered by Medi-Cal. By implementing this program, the County's goal is to provide coverage to this population through the County health departments so that the County will be the provider of choice in 2014. In 2013-14, the Arrowhead Regional Medical Center (ARMC), Behavioral Health, Public Health, and Transitional Assistance Departments continue their collaborative relationships to offer fully integrated care to County residents. Current ArrowCare recipients (approximately 28,000) are expected to transition to Medi-Cal as part of the Medi-Cal expansion under healthcare reform effective January 1, 2014.
- During 2012-13, the Community Vital Signs Initiative, spearheaded by the Departments of Public Health, Behavioral Health and Arrowhead Regional Medical Center, continued its efforts toward improving the wellness of the County, and ultimately achieving the goals of the Countywide Vision. The initiative continues to work with a vast array of invested stakeholders. In 2013-14, the Community Vital Signs Initiative will reach out to hundreds of stakeholders representing healthcare, the business sector, the planning community, faith-based and community-based organizations, local jurisdictions, and policy makers to align strategies, and develop shared goals and measures for achieving a collective impact.
- In 2012-13, the Public Defender expanded its Juvenile Accountability Program to the Victorville community. In 2013-14, continued expansion of the program via collaboration with the Department of Behavioral Health and other law and justice agencies will help reduce recidivism and increase self-sufficiency of local youth entering adulthood.
- Human Services (HS) continues to provide quality service to its clients despite the tremendous burdens brought upon by the economic downturn. As a result, state and federal funding increases are included in the HS - Administrative Claim, primarily in Transitional Assistance programs, and subsistence programs of CalWORKs, AFDC-Foster Care, and Aid to Adoptive Children to assist residents in need. HS departments are anticipated to serve 67,300 newly enrolled due to healthcare reform, 4,500 additional CalWORKs cases (15% increase), 4,690 additional Medi-Cal cases (3.1% increase) and 6,100 additional CalFRESH cases (15% increase) over the prior year.
- In 2013-14, funding to the Preschool Services Department (PSD) will be affected by the Federal Sequestration by approximately \$2.1 million. Due to the lag time with receipt of the notification from the Office of Head Start, the 2013-14 Adopted Budget does not include this reduced funding. PSD will be recommending budget adjustments in a future quarterly budget report that will impact operations through varied reductions such as, but not limited to, reduced number of children served, closure of PSD sites, and reduced amount of vendor contracts for preschool services.
- In 2013-14, the Department of Aging and Adult Services (DAAS) will be impacted by the Federal Sequestration. DAAS will reduce revenue by \$560,000, which will impact operations through various service reductions such as, but not limited to, reduced meals for the Nutrition Program, reduced contract providers for the Family Caregiver Program, and reductions to the number of contracted providers for legal services, adult daycare and other activities, as part of Supportive Service programs for Seniors.





- The 2013-14 Adopted Budget includes the restoration of \$500,000 in funding for Child Support Services, that was reduced in the Governor's 2012-13 May Revise, which help the department continue to provide a high level of service to its client base. State and federal funding will assist with offsetting increases in salary and retirement costs.
- An additional \$350,000 in one-time discretionary general funding has been allocated in 2013-14 to continue the work the Board of Supervisors initiated in 2012-13 focused on increasing the fundraising and operational capacity of the County's non-profit sector. The funds will be used to contract for services necessary to continue the Grants Development and Non-Profit Capacity Building Initiatives, and implement a new direct giving campaign strategy, Give BIG San Bernardino County. These specific investments are part of a larger and sustained commitment to strengthen the fund raising and operational capacity of the County's non-profit sector, while promoting philanthropic giving in the community.

The Nonprofit Capacity Building Initiative, Expanding Nonprofit Excellence Initiative, will expand on previous work by identifying strong San Bernardino County nonprofit organizations that are poised for growth and to aid them in attracting additional investment and scaling up to better meet community service needs within the region.

The second phase of the Grants Development Initiative will implement specific strategies identified to strengthen grant proposal development to increase grant funding into the County, through collaborative partnerships, networks and a centralized Grants Office.

The Give BIG San Bernardino County project is an eight-month campaign and one-day online giving event, with the goal of attracting \$300,000 in new donations for nonprofit organizations in San Bernardino County. The overall goal of this project is to raise funds to support nonprofit organizations throughout the County, build their capacity in the use of social media, fundraising and donor cultivation, engage new and younger donors, and help build and/or expand a culture of philanthropy in order to address unmet community service needs within the region.

### **Pursue County Goals and Objectives by Working with Other Government Agencies**

- Animal Care and Control and the Environmental Health Divisions at Public Health will continue to look at partnerships with other governmental agencies and the business sector to develop long term strategies for improving efficiency and effectiveness in 2013-14. In 2012-13, the Animal Care and Control Division successfully worked with the Town of Apple Valley to develop a long term solution to address the animal care and control needs of individuals living in the High Desert.

### **CHALLENGES IN FISCAL YEAR 2013-14 AND BEYOND**

In the coming years, the County faces the challenge of continuing to provide quality services to its residents while managing the impacts of revenues not increasing sufficiently to cover increased costs. In addition to the general economy, other major challenges facing the County include state and federal budget impacts, as well as increasing retirement costs.



**State Budget**

On June 27, 2013, Governor Brown signed the 2013-14 State Budget Act, which includes \$96.3 billion in General Fund expenditures, a \$1.1 billion reserve, and continues to pay down budgetary debt. The state reports that the 2013 State Budget Act reflects California's most stable fiscal footing in well over a decade, and with the tough spending cuts enacted over the past two years and new temporary revenues provided by the passage of Proposition 30, the state's budget is projected to remain balanced for the foreseeable future.

Similar to the Governor's January Budget, the 2013 State Budget Act contains impacts related to the expansion of coverage under federal health care reform (Affordable Care Act). The Budget Plan redirects 1991 Realignment Funding for indigent care as health care coverage grows. The County anticipates a loss of up to \$12.0 million in 2013-14 due to this redirection. The State Budget also includes restoration funding for human services programs, and funding to support increased responsibilities related to Medi-Cal expansion, under health care reform, which have been included in the County's Adopted Budget.

In addition to impacts of the 2013-14 State Budget, funding for Public Safety Realignment (AB 109) is difficult to predict due to the upcoming revision to the allocation formula in 2014-15.

**Federal Budget**

As a result of Federal Sequestration, the following County departments have been significantly impacted: Preschool Services, Public Health, Community Development and Housing, Aging and Adult Services, and Workforce Development. The departments have either developed their 2013-14 Adopted Budget with these federal reductions or will be proposing to make adjustments in a future quarterly budget report. These federal reductions will impact departmental staffing levels and the County services they provide.

**Retirement Costs**

Due to the 2008-09 market losses, the County will continue to experience retirement contribution rate increases through at least 2016-17, to ensure retirement liabilities will be funded at the proper level. The County's Retirement Fund is required to earn 7.75% each fiscal year in order to adequately fund retirement liabilities. The County is continuing to actively seek to reduce future retirement costs through proposed compensation reductions and implementing the state approved pension reform.

**CONCLUSION**

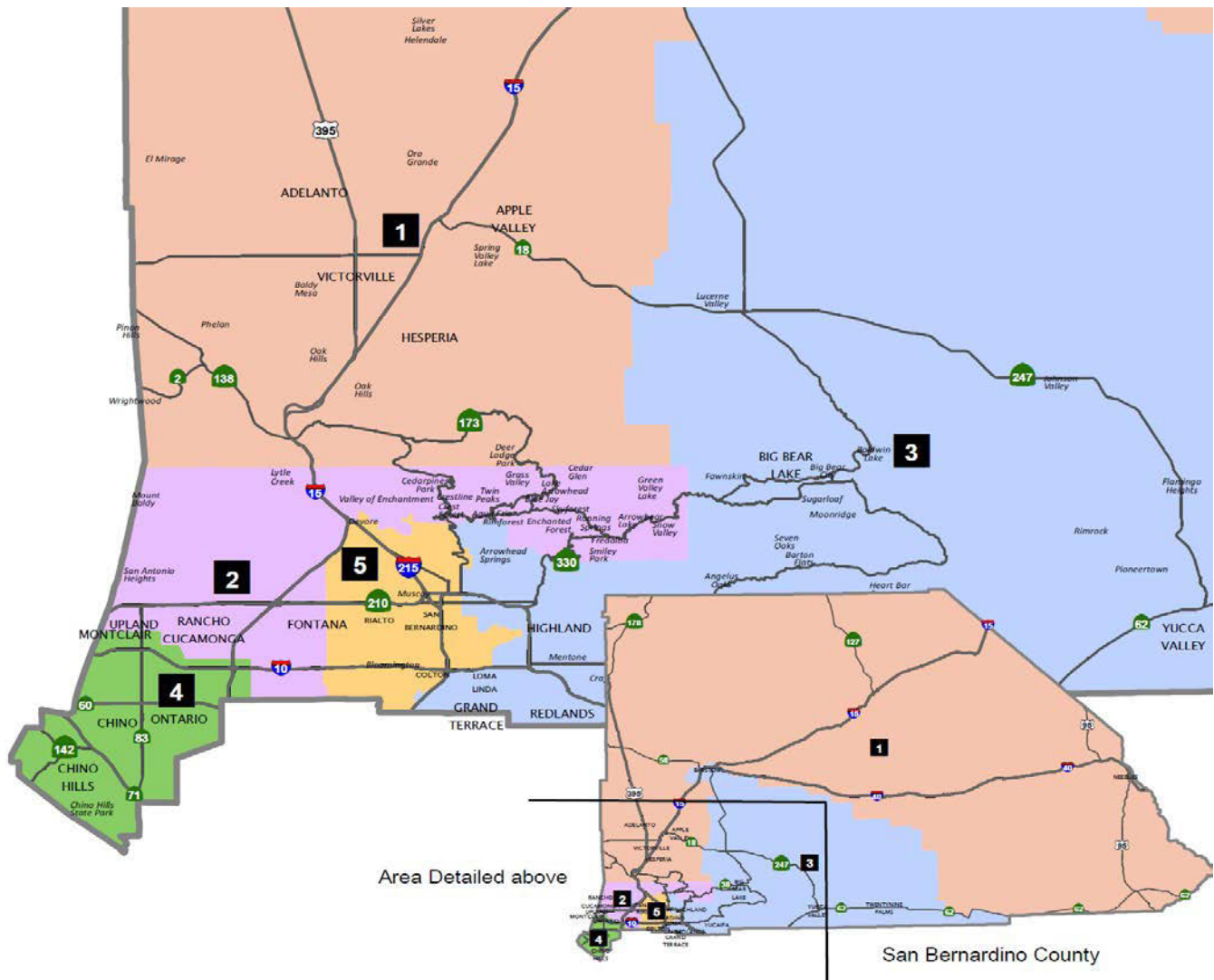
The County fiscal plan developed by the County Administrative Office outlines measures to address the anticipated cost increases for the next four years so that both the Board of Supervisors and staff can shift their focus to rebuilding the County. The 2013-14 Adopted Budget focuses on major policy issues and key projects that require additional funding in an economic climate that continues to cause reductions in County programs and local government. The County is committed to making the most of its funding to provide necessary public services in an effective and efficient manner and fulfilling its role in the achievement of the Countywide Vision.



**GREGORY C. DEVEREAUX**  
Chief Executive Officer



## San Bernardino County Supervisorial Districts



## San Bernardino County Board of Supervisors



**1**  
**Robert Lovingood**  
First District  
(909) 387-4830  
Hesperia  
(760) 995-8100



**2**  
**Janice Rutherford**  
Chair  
Second District  
(909) 387-4833



**3**  
**James Ramos**  
Third District  
(909) 387-4855  
Joshua Tree  
(760) 366-1488



**4**  
**Gary C. Ovitt**  
Vice Chair  
Fourth District  
(909) 387-4866  
Chino Hills  
(909) 465-1895



**5**  
**Josie Gonzales**  
Fifth District  
(909) 387-4565

Find other elected representatives  
[www.sbcrov.com](http://www.sbcrov.com)



## COUNTY OF SAN BERNARDINO COUNTYWIDE FACTS AND FIGURES

**SIZE:**

20,057 square miles (largest county in the contiguous United States by area)

**ELEVATION:**

Highest Elevation, Mt. San Gorgonio, 11,502 ft.

**STRUCTURE:** Formed by charter in 1853; five districts based on population. Members serve four-year terms.

**INCORPORATED CITIES:**

24

**POPULATION BY CITY**

INCORPORATED CITY	TOTAL 1/1/2013 ESTIMATED POPULATION
Adelanto	31,289
Apple Valley	70,436
Barstow	23,168
Big Bear Lake	5,111
Chino	79,873
Chino Hills	76,033
Colton	52,956
Fontana	200,974
Grand Terrace	12,270
Hesperia	91,400
Highland	53,926
Loma Linda	23,476
Montclair	37,311
Needles	4,912
Ontario	166,866
Rancho Cucamonga	171,058
Redlands	69,813
Rialto	101,275
San Bernardino	212,639
Twentynine Palms	26,084
Upland	74,907
Victorville	120,368
Yucaipa	52,549
Yucca Valley	21,030
<b>Total Incorporated</b>	<b>1,779,724</b>
<b>Total Unincorporated</b>	<b>296,550</b>
<b>Total County of San Bernardino</b>	<b>2,076,274</b>

Source: State of California, Department of Finance, E-1: Population Estimate with Annual Percentage Change-January 1, 2012 and 2013. Sacramento, California, May 2013.

**REGIONAL PARKLAND:** 8,668 acres

**COUNTY LIBRARY:** 32 Branches

**MAJOR COUNTY EMPLOYERS (June 2012):**

Employer	Employees
County of San Bernardino	17,395
U.S. Army, Fort Irwin & National Training Center	13,805
U.S. Marine Corp Air/Ground Combat Center	12,486
Loma Linda University Adventist Health Center	8,582
San Bernardino City Unified School District	8,574

Source: County of San Bernardino Comprehensive Annual Financial Report for Fiscal Year 2012.

**MAJOR COUNTY TAXPAYERS (Secured Taxpayers-2012-13 Property Tax Rolls)**

Name	Assessed Value	% of roll
Southern California Edison	\$3,111,168,408	1.96%
Prologis	\$721,134,956	0.45%
Verizon California	\$541,910,557	0.34%
Majestic Realty Co	\$537,855,384	0.34%
Catellus	\$443,118,820	0.28%
California Steel Industries Inc.	\$382,999,999	0.24%
Rare Earth Acquisitions	\$377,556,458	0.24%
Wal-Mart	\$351,102,538	0.22%
Stater Bros. Markets	\$337,670,918	0.21%
Southern California Gas Co.	\$331,082,667	0.21%

Source: County of San Bernardino, Assessor and Auditor-Controller/Treasurer-Tax Collector, Controller Division Property Tax Section

**EMPLOYMENT MIX (2012):**

Services:	
Trade, Transportation, and Utilities	158,974
Information	5,111
Financial Activities	21,564
Professional and Business Services	74,231
Education and Health Services	78,708
Leisure and Hospitality	56,777
Other Services	30,509
Unclassified	1,360
Construction	26,075
Manufacturing	47,249
Natural Resources & Mining	3,306
Government	109,246

Source: California Employment Development Department, SBCO, Quarterly Census of Employment and Wages (QCEW) 2012 Annual averages

**UNEMPLOYMENT (June 2013):** 10.3%

Source: California Employment Development Department, Labor Market Information, Monthly Labor Force Data for Counties.

**POVERTY LEVEL (2011 estimate):** 16.0%

Source: U.S. Census Bureau, 2007-2011 SBCO, American Community Survey 5-Year Estimates.

**MEDIAN HOME PRICE (June 2013):** \$174,650

Source: CA Association of Realtors, 2013.



## COUNTY OF SAN BERNARDINO COUNTYWIDE FACTS AND FIGURES

### **ASSESSED VALUATIONS (2012-13):**

\$168,567,435 (in thousands)

Source: County of San Bernardino, Auditor-Controller/Treasurer/Tax Collector, Property Tax Section.

### **MEDIAN FAMILY INCOME (2011 estimate):**

\$55,853

Source: U.S. Census Bureau, 2007-2011 SBCO, American Community Survey 5-Year Estimates.

### **PER CAPITA PERSONAL INCOME (2011):** \$29,998

Source: U.S. Department of Commerce, Bureau of Economic Analysis

### **TAXABLE SALES (2011):** \$27,322,980 (in thousands)

Source: California State Board of Equalization, Taxable Sales in California.

### **UNIVERSITIES/COMMUNITY COLLEGES**

(Ranked by # of students):

#### **Four Year Universities (Fall 2011)**

1. California State University San Bernardino (17,250)
2. University of Redlands (4,769)
3. Loma Linda University (4,455)

#### **Community Colleges (Fall 2011)**

1. Chaffey College (18,597)
2. San Bernardino Valley College (12,380)
3. Victor Valley Community College (12,282)
4. Crafton Hills College (5,635)
5. Barstow Community College (2,130)
6. Copper Mountain Community College (1,880)

Source: County of San Bernardino; National Center for Education Statistics.

### **EDUCATIONAL ATTAINMENT (2011 estimate of county population age 25 years and over):**

	Percent
Less than 9th grade	10.2%
9th to 12th grade, no diploma	12.0%
High school graduate (includes equivalency)	26.5%
Some college, no degree	24.6%
Associate's degree	8.1%
Bachelor's degree	12.1%
Graduate or professional degree	6.5%

Source: U.S. Census Bureau, 2007-2011 American Community Survey

### **TOURIST ATTRACTIONS:**

1. Auto Club Speedway
2. Big Bear Lake Resort
3. Calico Ghost Town\*
4. Colorado River
5. Joshua Tree National Park
6. Lake Arrowhead Resort
7. Ontario Mills
8. Victoria Gardens
9. Citizens Business Bank Arena
10. San Manuel Amphitheater at Glen Helen\*

\*County-Owned

### **AIRPORTS:**

1. Apple Valley Airport
2. Baker Airport
3. Barstow-Daggett Airport
4. Cable Airport
5. Chino Airport
6. Hesperia Airport
7. Needles Airport
8. Ontario International Airport
9. San Bernardino Airport
10. Southern California Logistics Airport
11. Twentynine Palms Airport

### **TOP 6 HOSPITALS:**

(Ranked by # of beds)

1. Loma Linda University Medical Center, Loma Linda (854 beds)
2. Kaiser Foundation Hospital, Fontana (529 beds)
3. Arrowhead Regional Medical Center, Colton (436 beds)
4. Community Hospital of San Bernardino, San Bernardino (347 beds)
5. Saint Bernardine Medical Center, San Bernardino (342 beds)
6. San Antonio Community Hospital, Upland (279 beds)

Source: American Hospital Directory, Hospital Search, August 2012.

### **RACE/ETHNICITY (2020 Projection):**

Hispanic	51.4%
White	29.1%
Black	10.7%
Asian	5.8%
American Indian	0.6%
Pacific Islander	0.3%
Multi-Race	2.1%

Source: State of California, Department of Finance, Demographic Research Unit, Population Projections by Race/Ethnicity, 2010-2060. Percentages are rounded.

### **MEDIAN AGE (2011):** 31.8

Source: U.S. Census Bureau, San Bernardino County, California: 2011 Demographic Profile Data.

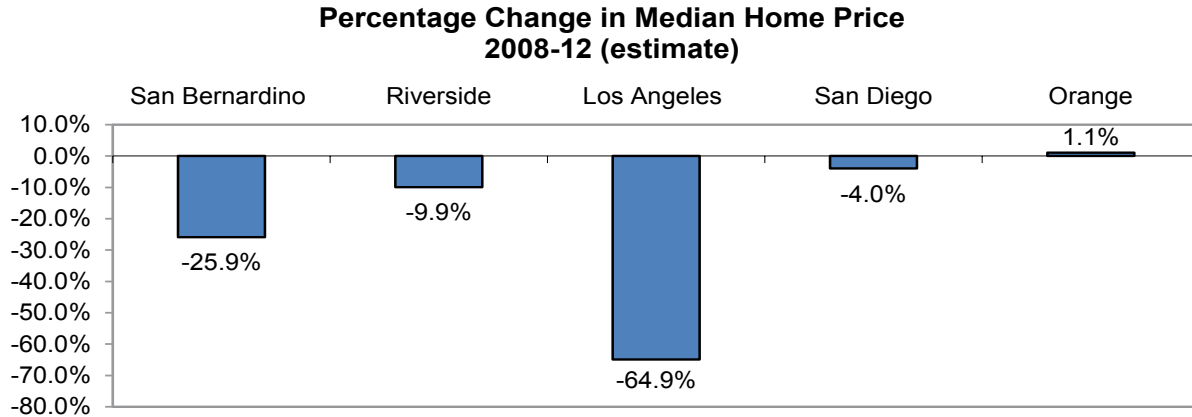
### **DEATH RATE (2013 estimate):** 589.3 (per 100,000 population)

Source: California Public Health, Center for Health Statistics, County Health Status Profiles 2013.

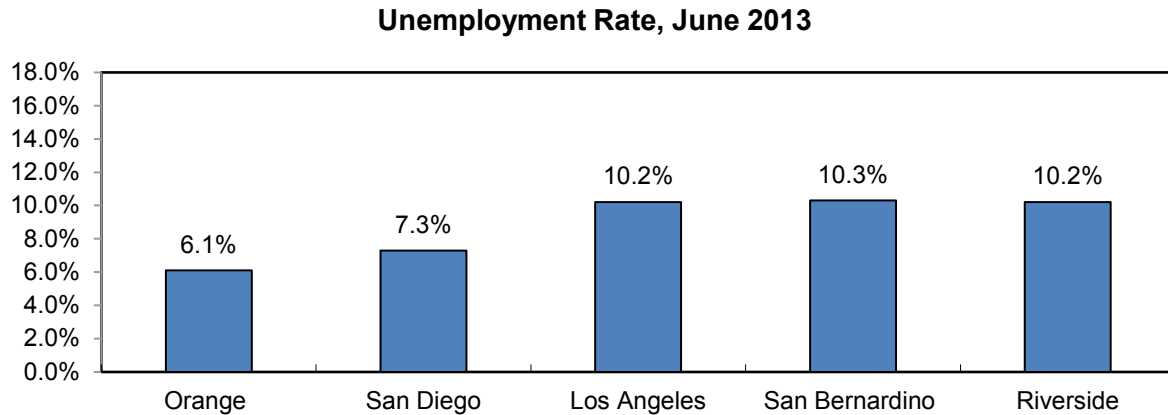




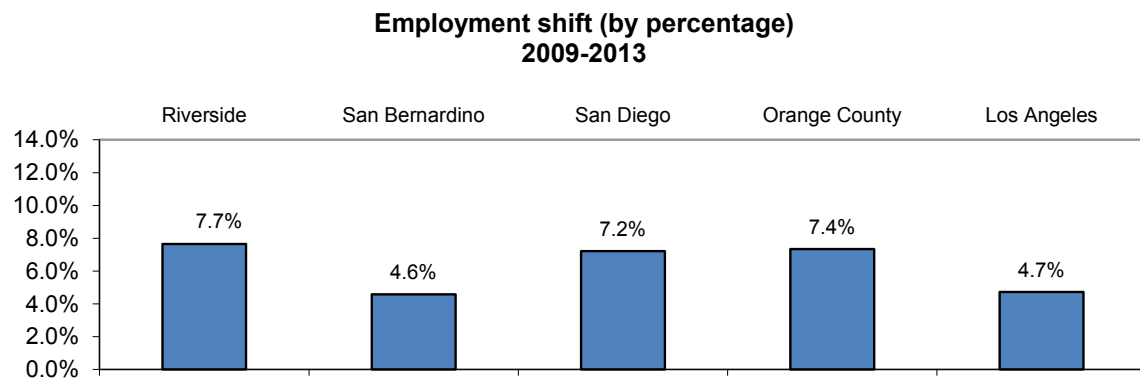
## THE COUNTY OF SAN BERNARDINO COMPARISON TO OTHER COUNTIES



Source: California Association of Realtors, Business Tools.



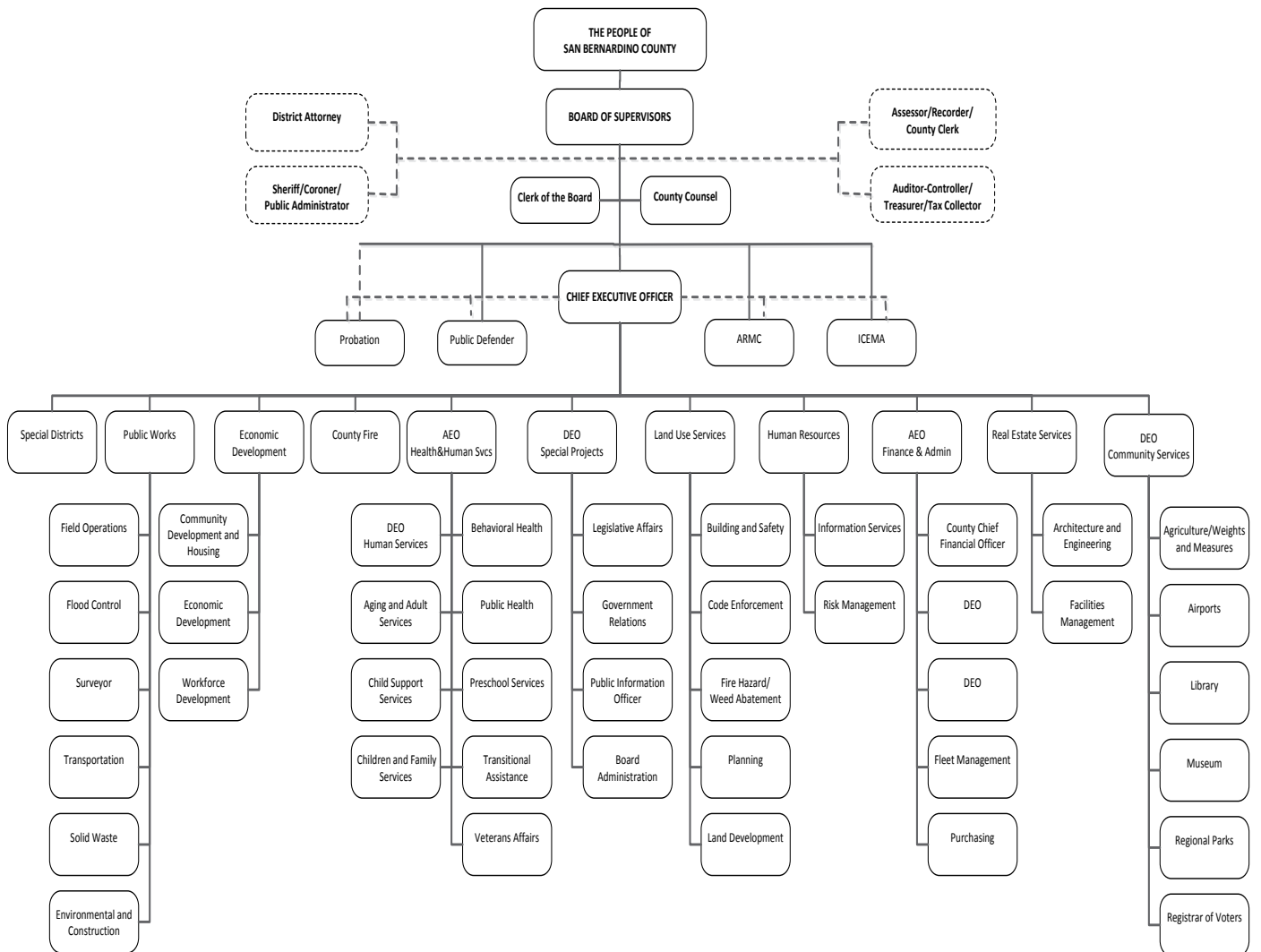
Source: California Employment Development Department, Labor Market Information.



Source: California Employment Development Department-Labor Market Information. Based on employed residents, by place of residence



## SAN BERNARDINO COUNTY ORGANIZATIONAL CHART





## **COUNTY OF SAN BERNARDINO**

The County of San Bernardino's 2013-14 Adopted Budget covers the period from July 1, 2013 – June 30, 2014. The budget consisting of the general fund, restricted funds, capital project funds, special revenue funds, internal service funds, and enterprise funds has a total appropriation of \$4.1 billion. Each department is responsible for operating within their budget and has the authority to spend up to the approved budget.

When developing their individual budgets, each department considers the Countywide Vision, Goals and Objectives of the County of San Bernardino, approved by the Board of Supervisors:

### Countywide Vision Statement

The following Countywide Vision statement, was adopted on June 30, 2011, by the County Board of Supervisors and SANBAG Board of Directors.

*We envision a complete county that capitalizes on the diversity of its people, its geography, and its economy to create a broad range of choices for its residents in how they live, work, and play.*

*We envision a vibrant economy with a skilled workforce that attracts employers who seize the opportunities presented by the county's unique advantages and provide the jobs that create countywide prosperity.*

*We envision a sustainable system of high-quality education, community health, public safety, housing, retail, recreation, arts and culture, and infrastructure, in which development complements our natural resources and environment.*

*We envision a model community which is governed in an open and ethical manner, where great ideas are replicated and brought to scale, and all sectors work collaboratively to reach shared goals.*

*From our valleys, across our mountains, and into our deserts, we envision a county that is a destination for visitors and a home for anyone seeking a sense of community and the best life has to offer.*

The County and SANBAG are now committed to facilitating discussions centered on how each of the nine following core vision elements can be effectively focused to implement the Countywide Vision for a complete community – one that affords all citizens an opportunity for healthy lifestyles, strong public safety and quality amenities. These discussions involve diverse stakeholders representing residents, employers, educators, community and faith-based organizations, and government.

- |                        |                   |               |
|------------------------|-------------------|---------------|
| • Jobs and the Economy | • Public Safety   | • Environment |
| • Education            | • Infrastructure  | • Wellness    |
| • Housing              | • Quality of Life | • Image       |

Employee groups were established to organize internal Vision Element meetings and to develop a Paradigm and Job Statement that would define County government's role in achieving the Countywide Vision. On April 10, 2012, the County Board of Supervisors approved the Paradigm and Job Statement. The Paradigm states that the County shall take responsibility for ensuring that efforts to achieve the Countywide Vision will be pursued, and the Job Statement simply states, "Our job is to create a county in which those who reside and invest can prosper and achieve well-being." The first two Regional Implementation Goals developed through the Countywide Vision process focus on cradle-to-career assistance and creating a business-friendly environment. These goals were developed by external Vision Element groups and were jointly adopted by the County Board of Supervisors and the SANBAG Board on May 2, 2012. The Countywide Vision statement, report and related documents are available for review at [www.sbcounty.gov/vision](http://www.sbcounty.gov/vision).



## 2013-14 County Goals and Objectives

### **Implement the Countywide Vision**

- *Continue the County role of convening conversations on community collaboration and collective action.*
- *Ensure that all County employees know the significance of the Countywide Vision, Job and Paradigm.*

### **Create, Maintain, and Grow Jobs and Economic Value in the County**

- *Focus Economic Development Agency (EDA) efforts on competing globally for investment, retraining and finding employment for those who have lost jobs or are under-employed, developing a more highly-educated and trained workforce, and creating an effective approach to tourism.*
- *Continue business retention and expansion programs while implementing office and industrial attraction strategies emphasizing provision of high paying jobs.*
- *Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors.*
- *Work with the Board to ensure that it has provided clear policy guidance for development, then create a system that provides for implementation and decision-making at the lowest level of the organization legally allowed.*
- *Review and revise fees, processes and decision-making to ensure a business friendly environment.*
- *Utilize County programs and resources to maximize job creation.*
- *Work with cities to explore programs and approaches to address the mortgage crisis.*
- *Actively participate in the statewide California Environmental Quality Act (CEQA) reform efforts.*

### **Improve County Government Operations**

- *Enhance and protect the Board of Supervisors' policy-making role and ensure authority exists for staff actions.*
- *Create clear lines of authority and clarify roles, responsibilities and governance of all County departments and programs.*
- *Develop an approach to evaluate the performance of department heads who report to the Board.*
- *Incorporate the Board adopted County Goals and Objectives in the County budget document, tie department performance measures to them and report progress in the quarterly budget updates.*
- *Develop consistent messaging for the organization.*
- *Ensure that employees know that they and their work are valued.*
- *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

### **Operate in a Fiscally-Responsible and Business-Like Manner**

- *Develop a long-term budget plan which brings the County into operational and programmatic balance.*
- *Live within our means, fully funding basic operating systems, liabilities and reserves, while forming capital to strategically invest in the future.*
- *Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.*
- *Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.*
- *Implement information management best-practices that would unify technology platforms and move toward a standardized enterprise approach.*



**Ensure Development of a Well-Planned, Balanced, and Sustainable County**

- *Take steps to ensure that the Land Use Services Department continues to make progress in terms of operating more efficiently.*
- *Continue to identify and implement short-term solutions to systemic problems.*
- *Fund an update to the General Plan, update the Development Code and Master Plans, and create more Community and Specific Plans in order to move away from a “one size fits all” approach and recognize the unique character and needs of all unincorporated areas of the County.*
- *Work with cities to ensure that County zoning and development standards in their spheres of influence are more compatible.*

**Maintain Public Safety**

- *Work with all elements of the County’s public safety services to reduce costs while maintaining the highest level of service that funding will support.*
- *Develop a better understanding of the effects of increases or decreases of resources in one area of law and justice on all other areas.*

**Provide for the Health and Social Services Needs of County Residents**

- *Implement Federal Healthcare Reform.*
- *Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.*
- *To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.*
- *Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.*

**Pursue County Goals and Objectives by Working with Other Governmental Agencies**

- *Work with Federal, State and regional governments and organizations to ensure San Bernardino County receives its fair share of resources and to help shape legislation and regulations which affect the County.*
- *Work with all Federal and State agencies owning land in the County, to maximize the benefit to the County.*
- *Support SANBAG’s efforts to expand its role as the Council of Governments in the County.*
- *Develop a closer working relationship with cities, tribes and other governmental agencies.*

As part of the continuing effort to align resources with operational priorities, each department was asked to review existing goals and performance measures to ensure alignment with the 2013-14 County Goals and Objectives. Departments were tasked with developing measures that are realistic, easily quantifiable, and reflect progress on long-term multi-year strategic initiatives, or the accomplishment of shorter-term tactical objectives. Measures must directly correlate to the identified County goals and reflect activities within the department’s control. In addition, performance measure progress will be updated and reported as part of each quarterly budget process.

The 2013-14 Adopted Budget book includes prior year accomplishments, departmental strategies to achieve specific County Goals and Objectives, and departmental performance measures to demonstrate if departments are meeting these goals and objectives. The following page provides a brief synopsis of the County Goals and Objectives and a sample of specific department performance measures for 2013-14.



## SYNOPSIS OF SAN BERNARDINO COUNTY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

DEPARTMENT	OBJECTIVE	PERFORMANCE MEASURE
<b>IMPLEMENT THE COUNTYWIDE VISION</b>		
Community Development and Housing	Continue the County role of convening conversations on community collaboration and collective action.	Number of active organizations in the Affordable Housing Collaborative (2013-14 Target: 100).
Public Health	Continue the County role of convening conversations on community collaboration and collective action.	Total number of community stakeholders that will participate in the Community Vital Signs Initiative to provide input regarding indicators, priorities, and strategies for collective action (2013-14 Target: 375).
<b>CREATE, MAINTAIN, AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY</b>		
Airports	Continue business retention and expansion programs while implementing office and industrial attraction strategies emphasizing provision of high-paying jobs.	Number of businesses operating on airport properties; commercial leases (2013-14 Target: 85).
Clerk of the Board	Review and revise fees, processes, and decision-making to ensure a business friendly environment.	Turnaround time for processing of new business licenses (2013-14 Target: 20 days).
Economic Development	Continue business retention and expansion programs while implementing office and industrial attraction strategies emphasizing provision of high-paying jobs.	Number of businesses retained and/or expanded in the County that received countywide economic development assistance (2013-14 Target: 180).
Workforce Development	Focus EDA efforts on competing globally for investment, retraining and finding employment for those who have lost jobs or are under-employed, developing a more highly-educated and trained workforce, and creating an effective approach to tourism.	Number of residents receiving On-the-job training services (2013-14 Target: 240).
<b>IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		
County Counsel	Enhance and protect the Board of Supervisors' policy-making role and ensure authority exists for staff actions.	Percentage of policies and ordinances drafted within Board directed or requested timelines (2013-14 Target: 100%).
Registrar of Voters	Create clear lines of authority and clarify roles, responsibilities and governance of all County departments and programs.	Number of new or modified tasks populated in EDAT; % of cumulative completion (2013-14 Target: 60%).
Risk Management	Ensure that employees know that they and their work are valued.	Percentage increase in number of people who are trained in formal training courses and informal consultation targeting safety, loss control, and risk transfer needs as identified by departments (2013-14 Target: 25%).
<b>OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER</b>		
Architecture and Engineering	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.	Incentives received from energy savings measures (2013-14 Target: \$175,000).
Information Services	Implement information management best-practices that would unify technology platforms and move toward a standardized enterprise approach.	Conversion of 2,899 telephones per year to Voice Over Internet Protocol (VOIP) technology; 20,297 telephones. (2013-14 Target: 100%).
Purchasing	Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.	Number of new bids or contracts that aggregate countywide demand to achieve better volume pricing (2013-14 Target: 5).
<b>ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY</b>		
Land Use Services	Work with cities to ensure that County zoning and development standards in their spheres of influence are more compatible.	Meet with at least 4 cities and/or towns per quarter to discuss concerns and priorities regarding land use and development in Sphere of Influence areas (2013-14 Target: 100%).
Public Works	Continue to identify and implement short-term solutions to systemic problems.	Perform 25 to 28 miles of roadway preservation projects per \$1.0 million (2013-14 Target: 25.5).
<b>MAINTAIN PUBLIC SAFETY</b>		
District Attorney	Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.	Percentage of prison sentences to felony defendants charged (2013-14 Target: 25%).
Fleet Management	Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.	Fire apparatus uptime; readiness rate. (2013-14 Target: 80%).
Probation	Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.	Percentage of adult supervision cases recidivating (2013-14 Target: 3.5%).
Sheriff/Coroner/ Public Administrator	Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.	Percentage increase in the number of participants in the Restoration of Competency program which reduces their number of jail days by 305 days; currently 150 participants (2013-14 Target: 60%).
<b>PROVIDE FOR HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS</b>		
Arrowhead Regional Medical Center (ARMC)	Implement Federal Healthcare Reform.	Number of transitioned (Arrow Care to Medi-caid expansion) patients retained at ARMC (2013-14 Target: 27,000).
Behavioral Health	Promote public/private collaboration and projects that help to meet the health and human service needs of County residents.	Number of outreach events focused on reaching community members for education about access to mental health services and Medi-Cal eligibility (2013-14 Target: 90).
Child Support Services	To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.	Percentage of current child support collected compared to the total current child support due (2013-14 Target: 64%).
Transitional Assistance	Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on County residents.	Percentage increase in number of eligible taxpayers served through Volunteer Income Tax Assistance (VITA) preparation services (2013-14 Target: 3%).
<b>PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES</b>		
Agriculture, Weights, and Measures	Work with all Federal and State agencies owning land in the County, to maximize the benefit to the County.	Number of Rangeland improvement projects completed (2013-14 Target: 3).
County Museum	Work with all Federal and State agencies owning land in the County, to maximize the benefit to the County.	Utilize Federal/State partnerships to increase artifact/specimen collection revenue for the Museum; revenue amount (2013-14 Target: \$20,000).
Real Estate Services	Work with all Federal and State agencies owning land in the County, to maximize the benefit to the County.	Percentage of County-owned parcels in the El Mirage Off Highway Vehicle (OHV) area conveyed to the Bureau of Land Management for recreation and conservation purposes; 1,250 total (2013-14 Target: 10%).
Veterans Affairs	Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on County residents.	Percentage of pending VA caseload with case status reviews of more than 90 days past due (2013-14 Target: 25%).



## **BUDGET PLANNING CALENDAR**

### **ONGOING**

Policy Direction - The Board of Supervisors provides ongoing policy direction to the Chief Executive Officer.

Significant Budgetary or Programmatic Impacts – Significant budgetary or programmatic changes and potential impacts are immediately communicated to the County Administrative Office and the Board of Supervisors to allow for timely decision-making and policy direction.

Year-End Estimates - Departments provide year-end estimates of revenues and expenditures to Finance and Administration on a monthly basis and any significant changes are addressed timely.

Quarterly Budget Reports - Each quarter the County Administrative Office brings an agenda item to the Board of Supervisors requesting modification to the adopted budget. These quarterly budget adjustments serve as a management tool to help each department assess the current environment, and anticipate and respond appropriately to that environment. In addition, the quarterly budget adjustments provide the Board of Supervisors with the most current information on County department revenues (sources) and appropriation (requirements) with which to base decisions, and serve as a guideline to lead the County in preparing the upcoming budget.

### **OCTOBER THROUGH DECEMBER**

Capital Improvement Plan – Departments submit annual capital improvement requests for improvements to land or structures costing \$5,000 or more. These requests include a project description and justification, financial impact, and funding source. The requests are evaluated and prioritized by Finance and Administration and provided to the Chief Executive Officer for comments and recommendations, and presented to the Board of Supervisors for final approval. In addition, departmental five-year capital improvement plans are updated to re-evaluate priorities based on changing circumstances, staffing levels, and available funding.

Fee and Internal Service Rate Development – Departments develop their recommended fee changes and internal service rate adjustments for the upcoming budget year and submit them to Finance and Administration for review and recommendation to the Chief Executive Officer, and to the Board of Supervisors for final approval. Departments are required to compute their full cost of service, capturing both direct and indirect costs associated with fees and internal service rates. Departments are able to recommend an alternate fee amount to the Board of Supervisors, if based on their knowledge, implementation of a full cost fee or internal service rate would not be beneficial.

### **JANUARY AND FEBRUARY**

Five-Year Fiscal Forecast – Finance and Administration develops a Five-Year Fiscal Forecast of financial operations for general fund programs, projecting major revenues (sources) and expenditures (requirements), based on current service levels and expected future changes to those programs or service levels. The analysis includes the identification of trends, significant impacts, and recommendations, which are presented to the Chief Executive Officer for recommendation to the Board of Supervisors for final approval.

Budget Prep System – The in-house budget system is updated for changes in the various Memorandums of Understanding between the County and the various employee representation units.

### **MARCH AND APRIL**

Budget Prep System – The system is opened up for departmental input in preparation of the budget submittal and internal training is conducted for all users of the system.

County Five-Year Fiscal Forecast – The five-year County fiscal plan is developed based on projections of ongoing revenue and estimates of ongoing cost increases for the next five years. This plan includes the allocation of discretionary general funding (net county cost) and provides estimates of any excess or shortfall in funding needed to maintain current services.



Preparation of Recommended Budget – Departments develop their respective recommended budgets and submit them to Finance and Administration for review, and to the Chief Executive Officer for recommendation, and to the Board of Supervisors for final approval. General fund departments must budget within their respective net county cost allocations given to them based on the strategic plan.

## **APRIL THROUGH JUNE**

Internal Service Rates – The rates charged by departments for services provided to other departments are brought before the Board of Supervisors for approval. In addition to rates for internal service funds, rates for services provided by general fund departments, such as Facilities Management, Human Resources, and Architecture and Engineering are also approved.

Fee Hearing – The Board of Supervisors conducts a public hearing on the Recommended Fee changes for the upcoming fiscal year. Approved fee changes are included in the Recommended Budget submittals to the Board of Supervisors.

Submission of Recommended Budget – The Recommended Budget Book is finalized and presented to the Board of Supervisors. The County Administrative Office publishes notices and schedules public hearings to discuss the Recommended Budget.

Budget Hearing and Adoption of Adopted Budget – The Board of Supervisors conducts a public hearing on the Recommended Budget. At this time, the Board may modify the Recommended Budget. All Board approved changes are incorporated into the Adopted Budget.

## **JULY THROUGH SEPTEMBER**

Budget Prep System – Finance and Administration makes final budget changes to the Budget Prep System for items approved by the Board of Supervisors, including final fund balance adjustments.

Preparation of Adopted Budget Book – Finance and Administration updates the Recommended Budget Book to reflect final changes.

### Calendar for the 2013-14 Budget

October 12, 2012	Fee Instructions to Departments
December 20, 2012	Capital Improvement Call Letter to Departments
January 25, 2013	Departments Submit Fee Workbooks
January 28, 2013	Departments Submit Capital Improvement Requests
March 27, 2013	Budget Preparation System opened for Departmental Input
March 29, 2013	Budget Preparation System Training
April 5, 2013	Budget Instructions to Departments
April 22, 2013	Departments Submit Budget Workbooks
April 23, 2013	2013-14 Internal Service Rates Approved
May 24, 2013	Recommended Budget Delivered to the Board of Supervisors
April 23, May 14, May 21, 2013	Fee Hearing
June 12, 2013	Budget Hearing and Adoption of 2013-14 Budget
September 2013	Adopted Budget Book Printed





### General Fund Budget Process

The County Administrative Office has the responsibility of developing the County fiscal plan for all general fund departments. This plan begins with a Five-Year Fiscal Forecast which is detailed in the Discretionary General Funding section of the Executive Summary. This forecast highlights what costs are planned to be incurred and the revenue projections in the upcoming fiscal year, as well as the next four fiscal years. The County uses this forecast to build their fiscal plan for the five years beginning 2013-14.

The County fiscal plan also focuses on the two restricted funding sources, Proposition 172, and 1991 and 2011 Realignment. **Proposition 172** assists in funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments. **1991 Realignment** assists in funding the general fund departments of Human Services (well-being services for citizens), Behavioral Health, and Public Health for mental health, social services, and health programs. **2011 Realignment** assists in funding the general fund departments of Human Services, Sheriff/Coroner/Public Administrator, Probation, District Attorney, Public Defender and Behavioral Health for public safety, health and welfare programs.

For some departments, budgets are also built utilizing revenues generated from fees. On April 23, May 14, and May 21, 2013 the Board of Supervisors discussed fee changes as well as the fee process and held a fee hearing. The fee hearing is designed to take public testimony related to fee changes for the 2013-14 fiscal year. The majority of approved fees become effective July 1, 2013.

Due to the current economic conditions, there is limited funding available to fund the ongoing cost increases needed to maintain current services including countywide insurance, central services, and retirement cost increases. Therefore, the County Administrative Office develops a five-year fiscal plan focused on addressing the cumulative structural budget. For 2013-14, the budget is balanced due to ongoing measures implemented in the prior fiscal year which gave the County \$9.4 million to start 2013-14. It is important to note that this fiscal plan does not include all potential impacts of the 2013-14 State Budget, as some are unknown and unpredictable at this time.

When the Board of Supervisors adopts the budget, they also approve the necessary fund balances adjustments to the general fund to agree to the Auditor-Controller/Treasurer/Tax Collector's actual fund balance.

### Other Funds Budget Process

In addition to the general fund, the County of San Bernardino has capital project funds, special revenue funds, enterprise funds, and internal service funds. All of these funds are restricted to the revenue sources they receive. Each department having these types of funds is responsible for developing its budget based on the revenue (sources) available to them. These sources include projected revenue to be collected in 2013-14 and any revenue not spent and carried forward from prior years (for example, fund balance for special revenue funds). These budgets are also discussed during the Budget Hearing. When the Board of Supervisors adopts the budget, they also approve the necessary fund balance adjustments to special revenue funds and capital project funds to agree to the Auditor-Controller/Treasurer/Tax Collector's actual fund balance.

### 2013-14 Adopted Budget Changes

The 2013-14 Adopted Budget was formally approved on June 12, 2013. At that time, the Board of Supervisors approved the following additional changes: a \$300,000 allocation in ongoing Discretionary General Funding (Net County Cost) for the Sheriff/Coroner/Public Administrator to fund increased attorney fees for the provision of additional legal services to address administrative and civil actions, including matters brought before the Civil Service Commission; and a one-time \$350,000 allocation of Discretionary General Funding (Net County Cost) to continue the work the Board of Supervisors initiated in 2012-13 focused on increasing the fundraising and operational capacity of the County's non-profit sector. The funds will be used to contract for services necessary to continue the Grants Development and Non-Profit Capacity Building Initiatives, and implement a new direct giving campaign strategy, Give BIG San Bernardino County. These specific investments are part of a larger and sustained commitment to strengthen the fundraising and operational capacity of the County's non-profit sector, while promoting philanthropic giving in the community. In addition, one position was added for the County Museum to provide clerical support at the Victor Valley Museum, funded by a reimbursement from the First District's Board Discretionary Funding, resulting in no net increase to appropriation.





### Amending the Adopted Budget

An operating budget is adopted each fiscal year for all Governmental Funds. Expenditures are controlled at the appropriation unit level within budget units for the County. Any increases in appropriation in a budget unit after adoption of the adopted budget will be submitted on a quarterly budget report placed on the agenda of the Board of Supervisors and a four-fifths vote is necessary for approval.

Transfers of appropriation within the same budget unit may be approved by the County Administrative Office depending upon the appropriation unit, unless noted below:

#### Transfer of Salaries and Benefits Appropriation:

- Transfers out require Board of Supervisors approval and are included in a quarterly budget report.

#### Transfers of Fixed Asset Appropriation:

- Transfers in and out among the different fixed asset appropriation units are approved by the County Administrative Office as long as the total fixed asset appropriation does not increase.
- Transfers out of Fixed Asset Appropriation-
  - Transfers out increasing a non-fixed asset appropriation unit within individual Capital Improvement Program (CIP) project budgets are approved by the County Administrative Office as long as the total project budget does not increase.
  - Transfers out increasing a non-fixed asset appropriation unit are required to be included in the quarterly budget reports for Board of Supervisors approval, except within the CIP, as detailed above.
- Transfers in of Fixed Asset Appropriation-
  - Transfers in from a non-fixed asset appropriation unit to fund a unit value less than \$10,000 may be approved by the County Administrative Office.
  - Transfers in from a non-fixed asset appropriation unit to fund a unit value of \$10,000 or more are required to be included in the quarterly budget reports for Board of Supervisors approval.

#### Transfers impacting Operating Transfers Out Appropriation:

- Any changes to Operating Transfers Out are required to be included in the quarterly budget reports for Board of Supervisors approval.



**BUDGET BOOK FORMAT**

Budget units presented in this book are displayed at a fund/department level. Although some departments incorporate additional organizational levels when developing their budgets, the fund/department level of presentation was selected to provide consistency between all budget units. A sample of the departmental budget format is included in this overview.

The department name and responsible administrator are listed at the top.

## DEPARTMENT

### Department Head

**MISSION STATEMENT**

*(Department Mission Statement)*

Photo of  
the  
Department  
Head

**ORGANIZATIONAL CHART**

Demonstrates the names of key personnel and departmental structure by function, including budgeted staffing counts.

To determine total budgeted staffing, count the values listed in each box.

**2012-13 ACCOMPLISHMENTS**

Significant departmental accomplishments during the last fiscal year.

**COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES**

**COUNTY GOAL:**

**Objective(s):**

*Department Strategy:*

	2011-12	2012-13	2012-13	2013-14
Measurement	Actual	Target	Actual	Target

The above table lists the County Goal and Objectives, department strategies and performance measures for the 2013-14 fiscal year, including any prior history or status updates, if applicable.



**SUMMARY OF BUDGET UNITS**

2013-14						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b>General Fund</b>						
Name of General Fund Budget Unit	0	0	0			0
Name of General Fund Budget Unit	0	0	0			0
Total General Fund	0	0	0			0
<b>Special Revenue Funds</b>						
Name of Special Revenue Fund Budget Unit	0	0		0		0
Name of Special Revenue Fund Budget Unit	0	0		0		0
Total Special Revenue Funds	0	0		0		0
<b>Internal Service Funds</b>						
Name of Internal Service Fund Budget Unit	0	0			0	0
Name of Internal Service Fund Budget Unit	0	0			0	0
Total Internal Service Funds	0	0			0	0
<b>Enterprise Funds</b>						
Name of Enterprise Fund Budget Unit	0	0			0	0
Name of Enterprise Fund Budget Unit	0	0			0	0
Total Enterprise Funds	0	0			0	0
<b>Total - All Funds</b>	0	0	0	0	0	0

**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Total</b>	0	0	0	0	0

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Total</b>	0	0	0	0	0

**5-YEAR NET COUNTY COST TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Total</b>	0	0	0	0	0

**5-YEAR FUND BALANCE TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Total</b>	0	0	0	0	0

**5-YEAR NET BUDGET TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
<b>Total</b>	0.00	0.00	0.00	0.00	0.00



The above schedule displays a summary of all departmental budget units including budgeted staffing, and the five-year budget trend for the current year and prior four years including requirements, sources, and net county cost, fund balance, or net budget where applicable. *Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded from requirements for enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.*



## Name of Budget Unit

The budget unit name is listed at the top, and begins the section on specific budget unit information. Up to this point the data has been departmental.

### Budget at a Glance

Total Requirements	\$2,343,659
Total Sources	\$313,578
Net County Cost	\$2,030,081
Total Staff	15
Funded by Net County Cost	87%

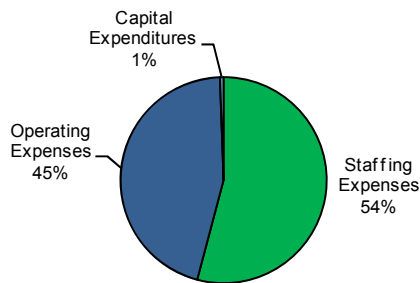
## DESCRIPTION OF MAJOR SERVICES

Description of Major Services provides a narrative describing the function and activity of the budget unit.

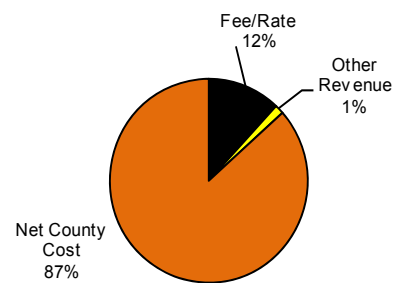
Budget at a Glance lists the budget unit's 2013-14 total requirements, total sources, total budgeted staffing, and, depending on fund type; fund balance and use of fund balance, or net budget, estimated unrestricted net assets, and use of unrestricted net assets, or Net County Cost and percentage funded with Net County Cost.

## 2013-14 ADOPTED BUDGET

### REQUIREMENTS LESS REIMBURSEMENTS



### SOURCES/REIMBURSEMENTS



These graphs display a visual picture of the budget unit's breakdown of expenditure authority and sources for 2013-14.

## BUDGETED STAFFING

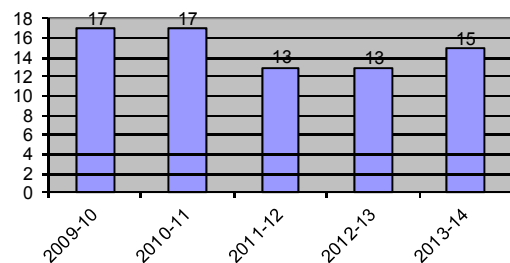
### STAFFING ANALYSIS

Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Final	2013-14 Adopted
Regular	11	10	10	12
Limited Term	2	3	3	3
Total	13	13	13	15

Staffing Expenses	\$1,095,488	\$1,086,413	\$1,086,413	\$1,268,452
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### 5-YEAR STAFFING TREND



The first graph displays the budget unit's current staffing trend, including regular and limited term positions and associated staffing expenses for the current and two prior fiscal years.

The second graph displays a visual picture of the budget unit's five-year budgeted staffing trend for the current year and prior four years.



## ANALYSIS OF 2013-14 ADOPTED BUDGET

The header shows which budget unit you are looking at and lists the Function and Activity per state guidelines.

GROUP: Administration  
DEPARTMENT: Clerk of the Board  
FUND: General

BUDGET UNIT: AAA CBD  
FUNCTION: General  
ACTIVITY: Legislative and Administrative

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	1,312,033	1,270,932	1,095,469	0	1,086,413	1,268,452	182,039
Operating Expenses	704,044	730,064	745,127	0	765,550	1,062,207	296,657
Capital Expenditures	0	0	0	0	0	13,000	13,000
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,016,077	2,000,996	1,840,596	0	1,851,963	2,343,659	491,696
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,016,077	2,000,996	1,840,596	0	1,851,963	2,343,659	491,696
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,016,077	2,000,996	1,840,596	0	1,851,963	2,343,659	491,696
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	72,435	294,306	352,329	0	325,638	279,453	(46,185)
Other Revenue	50,122	40,848	44,218	0	45,500	34,125	(11,375)
Total Revenue	122,557	335,154	396,547	0	371,138	313,578	(57,560)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	122,557	335,154	396,547	0	371,138	313,578	(57,560)
Net County Cost	1,893,521	1,665,842	1,444,049	0	1,480,825	2,030,081	549,256
Budgeted Staffing					13	15	2

## DETAIL OF 2013-14 ADOPTED BUDGET

***This section only applies to funds that have been consolidated for presentation purposes*** (i.e. Assessor/Recorder/County Clerk Recorder Special Revenue Funds, Human Services Subsistence funds, etc.) This section depicts the budget detail of each individual budget unit for 2013-14, including staffing, requirements, sources, net county cost, fund balance, and net budget, where applicable; and also includes a description of major programmatic changes in expenditures and revenues (sources).

## MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET

This narrative section briefly describes significant budgeted expenditures and sources included within the Departments' adopted budget.

## BUDGET CHANGES AND OPERATIONAL IMPACT

This narrative section briefly describes any major budget unit program impacts, and highlights the 2013-14 budget, including significant changes in requirements and sources from the prior year final budget.

## STAFFING CHANGES AND OPERATIONAL IMPACT

This narrative section briefly highlights budgeted staffing changes and operational impacts for 2013-14, including significant changes from the prior year budgeted staffing.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration/Special Projects/Environn	6	0	6	4	0	2	6
Agenda Process	3	0	3	3	0	0	3
Assessment Appeals	2	3	5	5	0	0	5
Business License/Form 700	1	0	1	1	0	0	1
Total	12	3	15	13	0	2	15

<b>Administration/Special Projects/Environmental Notices</b>	<b>Agenda Process</b>	<b>Assessment Appeals</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Clerk of the Board of Supervisors	2 Senior Board Services Specialist	1 Board Services Technician
1 Chief Deputy Clerk of the Board	1 Board Services Specialist	1 Board Services Specialist
1 Board Services Supervisor	3 Total	3 Assessment Appeals Processor
1 Staff Analyst II		5 Total
1 Executive Secretary III		
1 Board Services Specialist		
6 Total		
 <b>Business License/Form 700</b>		
<u>Classification</u>		
1 Board Services Specialist		
1 Total		



The 2013-14 Position Summary above displays regular and limited term positions by division within the budget unit; including details regarding if positions are filled or vacant as of the fourth quarter 2013, or newly included in the 2013-14 budget. It also provides classification detail and position counts for 2013-14 budgeted staffing.





**SUMMARY**

	Fiscal Year 2011-12 Final Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Final Budget	Fiscal Year 2013-14 Adopted Budget
<b><u>Requirements</u></b>				
Staffing Expenses	1,452,862,787	1,603,588,346	1,587,006,471	1,640,173,739
Operating Expenses	1,781,588,639	2,029,422,381	2,139,470,403	2,105,341,383
Capital Expenditures	300,711,446	265,714,050	279,154,169	246,888,472
Reimbursements	(202,372,464)	(251,198,177)	(255,512,352)	(249,496,068)
Contingencies	518,458,941	407,649,242	385,809,896	404,914,382
Subtotal Appropriation	3,851,249,349	4,055,175,842	4,135,928,587	4,147,821,908
Operating Transfers Out	257,129,821	251,643,511	301,608,201	231,412,123
Total Requirements	4,108,379,170	4,306,819,353	4,437,536,788	4,379,234,031
<b><u>Sources</u></b>				
Taxes	586,717,341	586,840,120	592,121,872	612,349,878
1991 Realignment	205,420,899	209,720,945	210,573,329	207,203,363
2011 Realignment	181,092,265	273,158,048	274,465,055	298,212,880
State, Federal, or Government Aid	1,473,589,346	1,473,579,902	1,516,327,928	1,526,504,767
Fee/Rate	649,085,578	681,785,783	701,261,087	743,678,150
Other Revenue	103,948,926	119,752,262	129,759,347	116,182,570
Operating Transfers In	231,539,329	194,836,516	242,682,394	188,878,231
Fund Balance/Use of Unrestricted Net Assets	635,151,797	708,291,320	708,291,319	468,561,263
General Fund Unassigned Fund Balance	69,913,117	60,449,354	60,449,354	194,412,332
Use of Reserves	5,218,640	5,000,000	19,200,000	35,918,789
Contributions to Reserves	(33,298,068)	(6,594,897)	(17,594,897)	(12,668,192)
Total Sources	4,108,379,170	4,306,819,353	4,437,536,788	4,379,234,031
Budgeted Staffing	19,050	19,071	19,123	19,490

Note: 2011 Realignment has been added as a line in Sources for 2013-14. Previously, this amount was included in the State, Federal, or Government Aid line. This change has also resulted in a change to the Fund Balance/Use of Unrestricted Net Assets line.

The schedule above represents the entire County Budget from the 2011-12 Final Budget through the 2013-14 Adopted Budget. The 2013-14 Adopted Budget for the County includes \$4.4 billion in budgeted requirements and sources and 19,490 in budgeted staffing. Further detail of the County's Requirements, Sources, and Budgeted Staffing for the upcoming fiscal year is provided in the following pages.



## APPROPRIATION SUMMARY

The 2013-14 Adopted Budget includes appropriation of \$4.1 billion, which is a net increase of \$11.9 million or 0.29% over the 2012-13 Final Budget. The schedule below lists appropriation, however, it does not include operating transfers out, which provide a mechanism to transfer funding between budget units. This schedule shows the change from the prior year final budget.

	2011-12 Actual	2012-13 Adopted Budget	2012-13 Final Budget	2013-14 Adopted Budget	Change Between 2012-13 2013-14 Adopted	Percentage Change
Countywide Operations						
Administration	53,691,870	66,833,043	68,104,637	66,319,931	(1,784,706)	(2.62%)
Capital Facilities Leases	16,049,598	13,052,882	13,052,882	13,013,014	(39,868)	(0.31%)
Contingencies	-	34,536,083	36,923,943	189,362,372	152,438,429	412.84%
Countywide Discretionary	1,132,172	7,500,000	21,700,000	7,500,000	(14,200,000)	(65.44%)
Economic Development Agency	2,697,916	3,045,214	3,113,901	3,129,834	15,933	0.51%
Fiscal	53,067,100	58,848,867	58,575,449	59,761,002	1,185,553	2.02%
Human Services	1,136,474,732	1,268,590,394	1,307,746,263	1,379,276,874	71,530,611	5.47%
Law and Justice	693,319,072	751,503,131	747,383,646	765,565,930	18,182,284	2.43%
Operations and Community Services	81,451,907	92,092,967	94,916,566	94,951,551	34,985	0.04%
<b>Total General Fund</b>	<b>2,037,884,367</b>	<b>2,296,002,581</b>	<b>2,351,517,287</b>	<b>2,578,880,508</b>	<b>227,363,221</b>	<b>9.67%</b>
Restricted Funds	-	111,403,025	99,403,025	35,097,568	(64,305,457)	(64.69%)
Capital Project Funds	102,678,982	195,169,667	212,558,134	186,288,322	(26,269,812)	(12.36%)
Special Revenue Funds	347,905,908	587,361,904	600,299,569	611,548,943	11,249,374	1.87%
Enterprise Funds	521,991,469	670,540,725	682,921,250	545,317,294	(137,603,956)	(20.15%)
Internal Service Funds	157,412,135	194,697,940	189,229,322	190,689,273	1,459,951	0.77%
<b>Subtotal</b>	<b>1,129,988,494</b>	<b>1,759,173,261</b>	<b>1,784,411,300</b>	<b>1,568,941,400</b>	<b>(215,469,900)</b>	<b>(12.08%)</b>
<b>Total Countywide Funds</b>	<b>3,167,872,861</b>	<b>4,055,175,842</b>	<b>4,135,928,587</b>	<b>4,147,821,908</b>	<b>11,893,321</b>	<b>0.29%</b>

Note: This schedule does not include operating transfers out and, therefore, will not match the requirement summary schedules that follow.

Below are explanations of the major expenditures that are included in the \$4.1 billion 2013-14 Adopted Budget. Immediately following on page 34 of this County Budget Summary are explanations of notable budget changes from the 2012-13 Final Budget to the 2013-14 Adopted Budget.

### Countywide Operations (General Fund)

The County General Fund contains the following operational groups, which have a total budgeted appropriation of \$2.6 billion for 2013-14:

**Administration** has appropriation of \$66.3 million and contains County departments and functions that provide leadership and support to departments that provide direct public services to County residents. The leadership section of this operational group includes the Board of Supervisors (\$7.0 million), which is the governing body of County government, and the County Administrative Office (\$4.8 million), which directs and coordinates departmental activities according to the law and strategic goals set by the Board of Supervisors. Various support functions include civil legal services provided by County Counsel (\$8.7 million), employment and employee related services provided by Human Resources (\$7.2 million), and information technology support provided by the Information Services Department (\$15.8 million).

**Capital Facilities Leases** has appropriation of \$13.0 million and funds the cost of long-term capital lease payments for major County facilities financed by the General Fund. Lease payments include the Justice Center/Chino Airport Improvements and the West Valley Detention Center.

**Contingencies** of \$189.4 million include \$180.9 million appropriated in the County General Fund – Uncertainties Contingencies. This appropriation includes funding available from 2013-14 sources that have not been allocated to a specific budget unit and available unassigned fund balance carried over from 2012-13. For 2013-14, funding totaling \$57.8 million is set-aside within contingencies to fund future one-time needs. This includes funding for Jail Upgrades (\$18.0 million), the new Financial Accounting System (\$13.0 million), the County Animal Shelter (\$10.0 million), the Rim Forest Drainage Project (\$5.9 million), Land Use Services General



Plan/Development Code Amendments (\$5.4 million), County Building Acquisition and Retrofit Projects (\$4.0 million), Prior Year Board Approved Set-Asides (\$1.3 million) and County Code/Charter Updates (\$0.2 million). The remaining \$8.5 million in contingencies represents the County's mandatory 1.5% contingency, which per Policy 02-10 is in the general fund to accommodate unanticipated operational changes, legislative impacts, or other economic events affecting County operations that could not have been reasonably anticipated.

**Countywide Discretionary** of \$7.5 million primarily represents expenses related to the County issuing Tax Revenue Anticipation Notes (TRANS), which is a short term note issued by the County to address cash flow needs throughout the year because expenditures are incurred before County property tax revenues are received.

**Economic Development Agency** has appropriation of \$3.1 million and provides services that seek to create, maintain, and grow the economic value of the County. Such services include small business assistance and technical support, permitting assistance, international trade services, and business site selection assistance.

**Fiscal** has budgeted appropriation of \$59.8 million and includes the Auditor-Controller/Treasurer/Tax Collector (\$37.0 million) as well as the Assessor/Recorder/County Clerk (\$22.8 million). These departments provide services to the public and other County departments related to the establishment and collection of County property taxes along with other fiscal services that ensure the proper reporting and usage of taxpayer funds. Specifically, the Auditor-Controller/Treasurer/Tax Collector processes, safeguards and provides information regarding County financial activities, manages the County treasury pool, collects and distributes property taxes and other obligations owed to County agencies and courts. The Assessor/Recorder/County Clerk performs mandated assessment of properties, recording, and County Clerk functions.

**Human Services** is the largest operational group within the County with appropriation totaling \$1.4 billion. This group provides health and social service programs to County residents through a number of County departments. Health services are provided primarily through the Department of Behavioral Health (\$150.7 million), Public Health (\$78.6 million), and California Children's Services (\$21.0 million). Social services are provided primarily through the Human Services Administrative Claim budget unit (\$473.7 million), Human Service Subsistence Payments budget units (\$511.8 million), Child Support Services Department (\$40.1 million), and the Aging and Adult Services Department (\$8.9 million).

**Law and Justice** has appropriation of \$765.6 million and provides public safety services to County residents. The Sheriff/Coroner/Public Administrator (\$488.8 million) provides law enforcement services for the unincorporated areas of the County and some countywide services (\$205.6 million for general operations). Another primary function of the Department is to provide Detention facilities (\$160.5 million) for all of the County pre-sentenced inmates as well as sentenced inmates no longer required to go to State prison as a result of the realignment by the State of adult offenders (2011 Realignment). The Department also provides law enforcement services to 14 County cities through contractual agreements (\$122.8 million). The Probation Department (\$137.4 million) provides supervision of adult and juvenile probationers throughout the County as well as for recently realigned State parolees (2011 Realignment). The District Attorney's Office (\$64.4 million) is responsible for prosecuting crimes committed within the County and the Public Defender (\$35.1 million) provides legal counsel for indigent defendants within the County.

**Operations and Community Services** has appropriation of \$95.0 million and provides both internal support of County operations as well as external services to the public that promote the quality of life and well-being of County residents. Services that support the general operation of County government include custodial, grounds, and maintenance by Real Estate Services - Facilities Management Division (\$13.3 million), the payment of County utilities (\$19.6 million), and real estate services (\$4.6 million). Departments that provide direct services to the community include Agriculture/Weights and Measures (\$6.8 million), Land Use Services (\$22.3 million), Registrar of Voters (\$8.6 million), Regional Parks (\$10.4 million), and the County Museum (\$3.1 million).



### **Restricted Funds**

Restricted Funds (General Fund) have appropriation of \$35.1 million and consist of four limited use budgets – Proposition 172 Half-Cent Sales tax, 1991 Realignment, 2011 Realignment, and Automated Systems Development. Proposition 172 revenue assists in funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments. Realignment assists in funding mental health, social services, law enforcement and health programs within the County. Automated Systems Development is funding that is set aside for the purpose of developing, upgrading, and/or replacing the County Financial Accounting System and other future developments.

### **Capital Project Funds**

Capital Project Funds have appropriation of \$186.3 million and are used to account for funding resources designated for the acquisition, construction and maintenance of major capital facilities. The primary Capital Project Fund for the County is the Capital Improvement Program (CIP) budget unit and consists of \$174.8 million in appropriation. The remaining \$11.5 million relates to funding set aside within the Economic Development Agency operational group that will be used for low and moderate income housing projects. Further detail on major capital projects for 2013-14 is shown in the Capital Improvement Program section.

### **Special Revenue Funds**

Special Revenue Funds have appropriation totaling \$611.5 million. These funds account for the proceeds of specific sources that are legally restricted to expenditures for specific purposes and are primarily used to fund the following operational units within the County:

**Administration** has appropriation totaling \$5.1 million that is funded by Special Revenue Funds. Specifically, the Human Resources Department receives funds for Commuter Services (\$1.5 million) to pay for mobile source air pollution reduction programs for County employees. Additionally, Human Resources receives funding, under its Employee Benefits and Services unit (\$3.5 million), to administer the County's health, dental, vision, and life insurance plans as well as its integrated leave programs.

**Economic Development** has appropriation of \$62.4 million, including \$40.5 million for Community Development and Housing services funded primarily by federal Community Development Block Grant funds and \$21.8 million to the Department of Workforce Development, which is funded by federal Workforce Investment Act revenue to provide services to County residents including job search, skills assessments, vocational training, job readiness skills, and connection to employers.

**Fiscal** has appropriation of \$14.1 million and primarily represent statutory fees collected by the County to assist with services provided by the County Recorder (in the Assessor/Recorder/County Clerk Department). Funds are used to support the creation, retention, and retrieval of information in the County's system of recorded documents.

**Human Services** has appropriation of \$269.4 million, which primarily contains restricted funds for health services provided by the Department of Behavioral Health (\$184.8 million) and Public Health (\$7.8 million). The largest Special Revenue Fund in the health related operational group is the Mental Health Services Act fund (\$162.5 million). Passed by voters on November 2, 2004 (Proposition 63), taxpayers with an annual income exceeding \$1 million receive an income tax surcharge of 1% that is to be used to reduce the long-term adverse impact on individuals, families, and state and local budgets resulting from untreated serious mental illness. Human Services also contains the Preschool Services Department (\$49.5 million), which administers the Federal Head Start and Early Head Start programs, California Department of Education State Preschool Program, as well as the Child and Adult Food Care Program.

**Law and Justice** has appropriation of \$61.8 million primarily associated with various Sheriff/Coroner/Public Administrator (\$30.1 million), Probation Department (\$14.8 million), and District Attorney (\$11.2 million) restricted funding sources. The Sheriff/Coroner/Public Administrator major Special Revenue Funds include appropriation to operate the Local Automated Fingerprint Identification System (CAL-ID Program - \$5.3 million), and utilize federal seized asset funds for various law enforcement related purposes (\$10.1 million). The Probation



Department's primary Special Revenue Fund is associated with the Juvenile Justice Grant Program (\$10.0 million), which allocates state resources to fund programs that address juvenile crime prevention and focus on public safety. The District Attorney receives a variety of special funds, principally including a Specialized Prosecution fund (\$3.3 million) that is used to prosecute crimes such as hazardous waste dumping and consumer fraud, and a Workers' Compensation Insurance Fraud Prosecution fund (\$2.6 million).

**Operations and Community Services** appropriation of \$197.0 million is primarily for utilization by the Department of Public Works – Transportation (\$158.5 million). This department is responsible for the operation, maintenance, and improvement of the County's road system that currently includes approximately 2,768 miles of roadway. Other notable funds include appropriation for the County Library (\$18.4 million) and County Airport Capital Improvement programs (\$2.0 million).

### **Enterprise Funds**

Enterprise funds have appropriation of \$545.3 million. These proprietary funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the public be financed or recovered primarily through user charges. There are two main enterprise fund operating groups within the County, as follows:

**Arrowhead Regional Medical Center (ARMC)** has appropriation of \$476.6 million and provides medical services to County residents. ARMC is an acute care facility that provides a full range of inpatient and outpatient services, has three off campus community health centers, and provides Department of Behavioral Health's inpatient activities and numerous specialty activities.

**Operations and Community Service's** Department of Public Works – Solid Waste Management has appropriation of \$68.6 million and is responsible for the operation and management of the County solid waste disposal system, which consists of six regional landfills, nine transfer stations, and thirty-three closed landfills or disposal sites.

### **Internal Service Funds**

Internal Service Funds have appropriation of \$190.7 million. These proprietary funds are used to account for the funding of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis. All Internal Service Funds are located within the Administration operating group, and include these main departments:

**Department of Risk Management** has appropriation of \$93.0 million and administers the County self-insured workers' compensation, public liability, property conservation, safety and risk reduction programs as well as its insured programs.

**Information Services Department** has appropriation of \$53.0 million to run its Computer Operations division, which provides enterprise data center services and a portion of the County communications services to County departments on a 24/7 basis. Additionally, the Department has a Telecommunications Services division that provides for the design, operation, maintenance and administration of the County-operated telecommunications phone network; the County Regional Public Safety Radio System; and the County Wide Area Network that joins approximately 16,600 County users together for the efficient use of technology.

**Fleet Management Department** has appropriation of \$33.6 million in order to provide vehicles, equipment, and related services to officials and employees of the County.

**Purchasing Department** has appropriation of \$11.1 million to provide printing services, mail and courier services, and management of county surplus property and storage for County departments.





## **APPROPRIATION CHANGES AND OPERATIONAL IMPACT**

### **Countywide Operations (General Fund)**

Countywide Operations in the General Fund show an increase in appropriation of \$227.4 million over the prior year final budget, which is a 9.67% increase. The largest increase is found in contingencies, and is explained later in this section. The largest increases in the operational groups are in Human Services and Law and Justice.

Human Services is increasing budgeted appropriation by \$71.5 million partially due to health related budget increases found in the Department of Behavioral Health, which is increasing appropriation by \$16.7 million primarily attributed to increases in Low Income Health Plan (LIHP) and Medi-Cal expansion consumers, which are funded with additional state and federal funding. In the area of social services, the Human Services Administrative Claim budget unit is increasing \$30.3 million primarily related to additional funding received in the Transitional Assistance Department (TAD) to provide increased eligibility and employment services. TAD included the addition of 158 staff in its budget related to mandated program changes and rising caseload. Additionally, Human Services – Subsistence Units are increasing appropriation by \$11.2 million primarily related to increased caseload for children living in foster homes and group care facilities.

Law and Justice is increasing appropriation by a net \$18.2 million primarily related to both increased staffing costs associated with retirement rate increases as well as to accommodate the continued realignment of responsibility for specific State prisoners and parolees from the State to the County (2011 Realignment). The largest increase in appropriation is seen in the Sheriff/Coroner/Public Administrator (\$15.9 million), which is seeing retirement increases primarily associated with rate changes of approximately \$11.1 million. The Department also added 23 positions (approximately \$3.3 million) at its Detention facilities to assist the Department in dealing with the realignment of State prisoners.

Contingencies are increasing by \$152.4 million. This increase reflects the net change from the 2012-13 Final Budget to the 2013-14 Adopted Budget of funding that is not allocated to a specific budget unit. The increase is primarily due to higher than anticipated fund balance resulting from additional revenue received, and cost savings by the County in 2012-13. Specifically, the County received approximately \$44.0 million in additional one-time funding associated with the dissolution of Redevelopment Agencies and benefit from \$38.8 million in departmental Discretionary General Funding (Net County Cost) savings in 2012-13. An additional \$33.9 million of the increase in contingencies was the result of a rebate from the County's Workers' Compensation Self-Insurance Program (Program). This rebate reflects the distribution of excess funding in the Program, net of the amount due to State and Federal governments. Finally, the increase is also related to the release of the County's Future Space Needs Reserve (\$22.9 million) and the discretionary portion of the Teeter Reserve (\$13.0 million), as the County no longer has the same level of need associated with these reserves.

A significant reduction in the Countywide Discretionary budget unit totaling \$14.2 million is due to one-time settlement costs in 2012-13 resulting from a negative court ruling for California counties associated with the way counties charge Property Tax Administration Fees to cities.

### **Other County Funds**

The total net reduction in appropriation for other County funds is \$215.5 million, which is a 12.08% net change. The majority of this decrease (\$161.6 million) is due to changes in the presentation of data, as detailed under the explanation of Enterprise and Restricted funds below.

Notable changes are as follows:

The reduction in Enterprise Funds of \$137.6 million is primarily due to a change in the presentation of the budget in the Operations and Community Services Group - Solid Waste Enterprise Funds budget unit. The amount representing available net assets set-aside for future use is no longer shown as a requirement, resulting in a \$95.0 million decrease in budgeted contingencies. Additionally, Solid Waste is reducing appropriation by \$38.7 million due to the County's decision to prepay the outstanding balance of the 2008 Refunding Program Certificates of Participation (Solid Waste COPs) in 2012-13.

Restricted Funds are reducing by \$64.3 million primarily due to a change in the way the County's Health and Public Safety Realignment funds are budgeted to be consistent with the manner in which the Mental Health and





Social Services realignment funds are budgeted. Realignment funds do not directly incur expenses or provide service. These funds strictly transfer money to budget units of the departments that incur the expenditures which are funded by realignment revenue and set-aside available fund balance for future use. The County's Health and Public Safety Realignment funds will now reflect all transfers to general fund departments and funding that is set aside for future use as an abatement to revenue in order to prevent duplicate expense and revenue recognition in all of the realignment funds. This change in presentation results in a decrease of \$66.5 million (partially offset by a \$2.3 million increase in Proposition 172 contingencies).

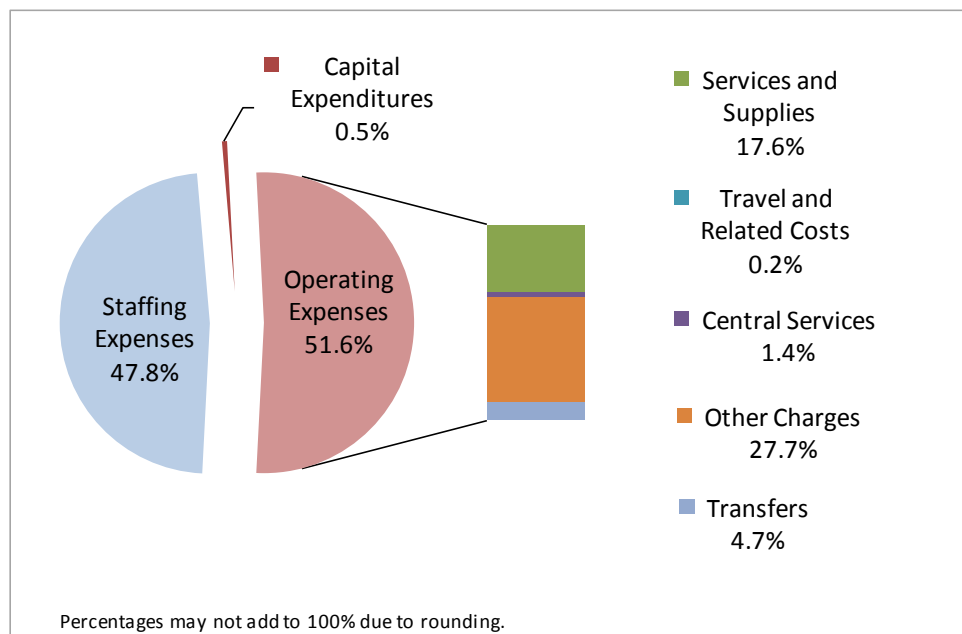
Capital Project Funds are decreasing by \$26.3 million due to the anticipated completion of the Adelanto Detention Center Expansion Project in January 2014, and other completed projects.

Special Revenue Funds are increasing by \$11.2 million primarily due to an increase within the Department of Public Works – Transportation funds of \$28.7 million related to the addition of new road projects scheduled for 2013-14, which include the Glen Helen Parkway grade separation, Maple Lane drainage improvements, and various sidewalk construction projects. This is partially offset by the reduction in Economic Development Agency's Department of Community Development and Housing totaling \$23.2 million related to one-time payments in 2012-13 associated with the dissolution of the County's former RDA.

### **GENERAL FUND SPENDING AUTHORITY BREAKDOWN**

The spending authority components included in this pie chart are for countywide operations (general fund) and consist of staffing expenses, operating expenses, and capital expenditures. Operating expenses are further divided into the various subcategories of services and supplies, central services, travel and related costs, other charges, and transfers.

Components not incorporated into this pie chart are operating transfers out, which provide a mechanism to transfer funding between budget units; reimbursements, which are considered a funding source; and contingencies, as no expenditures can be made from this appropriation.

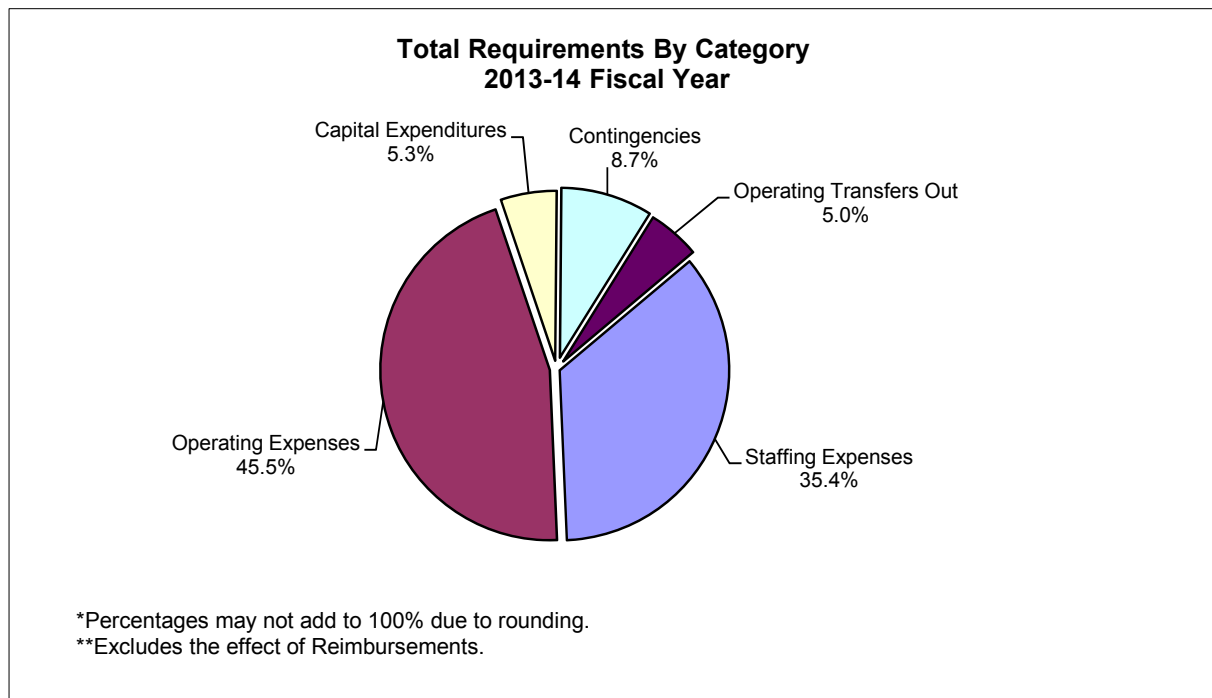


**REQUIREMENTS SUMMARY**

Total Requirements include appropriation adopted by the Board of Supervisors plus operating transfers out. Operating transfers out provide a mechanism to transfer funding between budget units and are not appropriation to spend.

**TOTAL REQUIREMENTS BY CATEGORY**

	Fiscal Year 2011-12 Final Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Final Budget	Fiscal Year 2013-14 Adopted Budget
<b>Requirements</b>				
Staffing Expenses	1,452,862,787	1,603,588,346	1,587,006,471	1,640,173,739
Operating Expenses	1,781,588,639	2,029,422,381	2,139,470,403	2,105,341,383
Capital Expenditures	300,711,446	265,714,050	279,154,169	246,888,472
Reimbursements	(202,372,464)	(251,198,177)	(255,512,352)	(249,496,068)
Contingencies	518,458,941	407,649,242	385,809,896	404,914,382
Subtotal	3,851,249,349	4,055,175,842	4,135,928,587	4,147,821,908
Operating Transfers Out	257,129,821	251,643,511	301,608,201	231,412,123
<b>Total</b>	<b>4,108,379,170</b>	<b>4,306,819,353</b>	<b>4,437,536,788</b>	<b>4,379,234,031</b>
 Budgeted Staffing	 19,050	 19,071	 19,123	 19,490



Below is detail of Requirements in the County 2013-14 Adopted Budget and significant changes from the 2012-13 Final Budget by expenditure category.

**Staffing Expenses** represent 35.4% of total requirements within the County, for a total of \$1.6 billion. Departments with significant budgeted staffing expenses includes the Sheriff/Coroner/Public Administrator (\$402.6 million, 3,577 positions), Human Services Administrative Claim (\$313.2 million, 4,408 positions), and



Arrowhead Regional Medical Center (\$244.2 million, 3,608 positions). Total budgeted salary costs for the County in 2013-14 is \$1.1 billion while costs for benefits make up the remaining \$576.3 million. The largest benefit related cost for the County is for employee pensions (retirement), which makes up 61% (\$350.4 million) of all appropriation associated with employee benefits.

Staffing expenses are increasing by \$53.2 million from the prior year primarily due to increased costs for salaries (\$30.1 million) and increased retirement costs (\$17.7 million). The increases in salaries are related to the addition of 367 positions, most of which are being added to the County's Human Services Departments (217 positions), Arrowhead Regional Medical Center (64 positions), and the Sheriff/Coroner/Public Administrator (53 positions). The increased retirement cost in the County is a result of significant market losses to the County pension fund in 2008-09, which the County is required to pay back over several years. This has increased the retirement rate the County is paying on employee's compensation by approximately 2.3% for General employees and 4.2% for Safety employees. However, the overall retirement increase is \$15.7 million less than it would have been due to concessions by employee groups that gave up the County's employer pickup (7% pickup) of the employees' required retirement contribution. Additionally, the County is beginning to see some savings associated with the State Public Employee Pension Reform Act (PEPRA), which reduced retirement benefits for employees originally hired by the County after January 1, 2013. However, the majority of those savings will be realized over several years, as individuals hired to the County before January 1, 2013 are replaced by those hired after that date.

**Operating Expenses** in the County include costs for services and supplies, internal service fund charges, travel, transfers to other County departments, and other charges. These expenses represent 45.5% of the County requirements, for a total of \$2.1 billion. The Human Services operating group makes up approximately half of the County operating expenses with a total appropriation of \$1.0 billion. Most of Human Services operating expenses include subsistence payments to help residents in need throughout the County. Services and supplies appropriation accounts for half of the County operating expenses and includes notable costs for professional and specialized services (\$309.8 million), rents and leases (\$107.2 million), and medical expenses at ARMC (\$55.2 million).

Operating expenses are decreasing a net \$34.1 million in 2013-14. The County is recognizing large increased operating costs in Human Services (\$53.3 million) related to the need for additional social services being provided (as described on Page 34 of this County Budget Summary). However, there is a net reduction in operating expenses primarily due to one-time non-recurring expenses incurred by the County in 2012-13. This includes decreases in the Department of Community Development and Housing totaling \$15.0 million related to one-time payments in 2012-13 associated with the dissolution of the County's former RDA. The Solid Waste Department is reducing operating expenses totaling \$38.7 million related to the one-time prepayment of the outstanding balance of the 2008 Solid Waste COPs in 2012-13. The Countywide Discretionary unit is decreasing by \$14.2 million related to the one-time PTAF settlement costs in 2012-13 (as described on Page 34 of this County Budget Summary). Finally, Capital Improvement Program costs are reduced by \$11.7 million primarily related to a one-time payment to the State for the new Courthouse in San Bernardino.

**Capital Expenditures** represent all fixed asset related expenditures with a unit valuation of \$5,000 or more and a useful life of one-year or more. This includes costs related to purchases of land, structures and improvements to structures, equipment, vehicles, lease purchases, and capitalized software. These expenses represent 5.3% of County requirements, for a total of \$246.9 million. The Capital Improvement Program (CIP) contains most of the County appropriation in this category of expenditures (\$174.7 million). Besides structures and improvements to structures (\$167.7 million), which is the major budgeted expenditure of the Capital Improvement Program, capitalized software (\$15.3 million) is a large expense due to the recommended development, upgrade, and/or replacement of the County Financial Accounting System in the Automated Systems Development budget unit.

Capital expenditures are decreasing a net \$32.3 million in 2013-14. This is primarily due to a \$4.0 million reduction in Regional Parks – Special Revenue Funds related to revisions in the planned construction of Phase III of the Santa Ana River Trail. Additionally, Arrowhead Regional Medical Center is reducing capital expenditures by \$6.1 million in order to bring operations in line with projected sources for the fiscal year. Finally, the Capital Improvement Project budget units are decreasing a net \$14.6 million primarily due to the scheduled completion of the Adelanto Detention Center Expansion Project in 2013-14.



**Reimbursements** represent payments received for services provided on behalf of another governmental unit or department. Reimbursements are considered a funding source and total \$249.5 million in 2013-14. In 2012-13, the Sheriff/Coroner/Public Administrator established separate budget units for its detentions and contract law enforcement services, resulting in increased reimbursements from those budget units to the Sheriff/Coroner/Public Administrator's main operating unit at that time. In an effort to more accurately account for the costs in these new units, the Sheriff's Department moved the operating expenditures into the correct budget units in 2013-14 rather than reimburse its main operating unit. This change in accounting was the main contributor to the \$6.0 million reduction in Reimbursements in 2013-14.

**Contingencies** of \$404.9 million represent unallocated funding available from 2013-14 sources and fund balance available for appropriation carried over from 2012-13 for all County funds. Besides County General Fund Contingencies (of \$189.4 million), the Human Services Group accounts for the largest amount of contingencies (\$96.1 million), a considerable portion of which represents unallocated Mental Health Services Act funding in the Department of Behavioral Health. Contingencies are increasing overall by \$19.1 million due to the increase in General Fund Contingencies (as detailed on page 34), which is partially offset by a decrease of \$95.0 million in the Solid Waste Enterprise Funds – Consolidated unit. This is due to a change in the presentation of this budget unit, which no longer includes available net assets that are set aside for future use as a requirement.

**Operating Transfers Out** of \$231.4 million is a method of providing funding from one budget unit to another for the implementation of a project or program. The most significant usage of Operating Transfers Out is the Countywide Discretionary budget unit, which transfers Discretionary General Funding to various budget units outside the General Fund to fund programs and projects. For 2013-14, significant projects and programs include funding for the Capital Improvement Program (\$12.0 million ongoing, \$24.9 million one-time), the digital radio system for public safety 800 MHz Upgrade Project (\$20.0 million ongoing), and funding for County Fire totaling \$18.8 million.

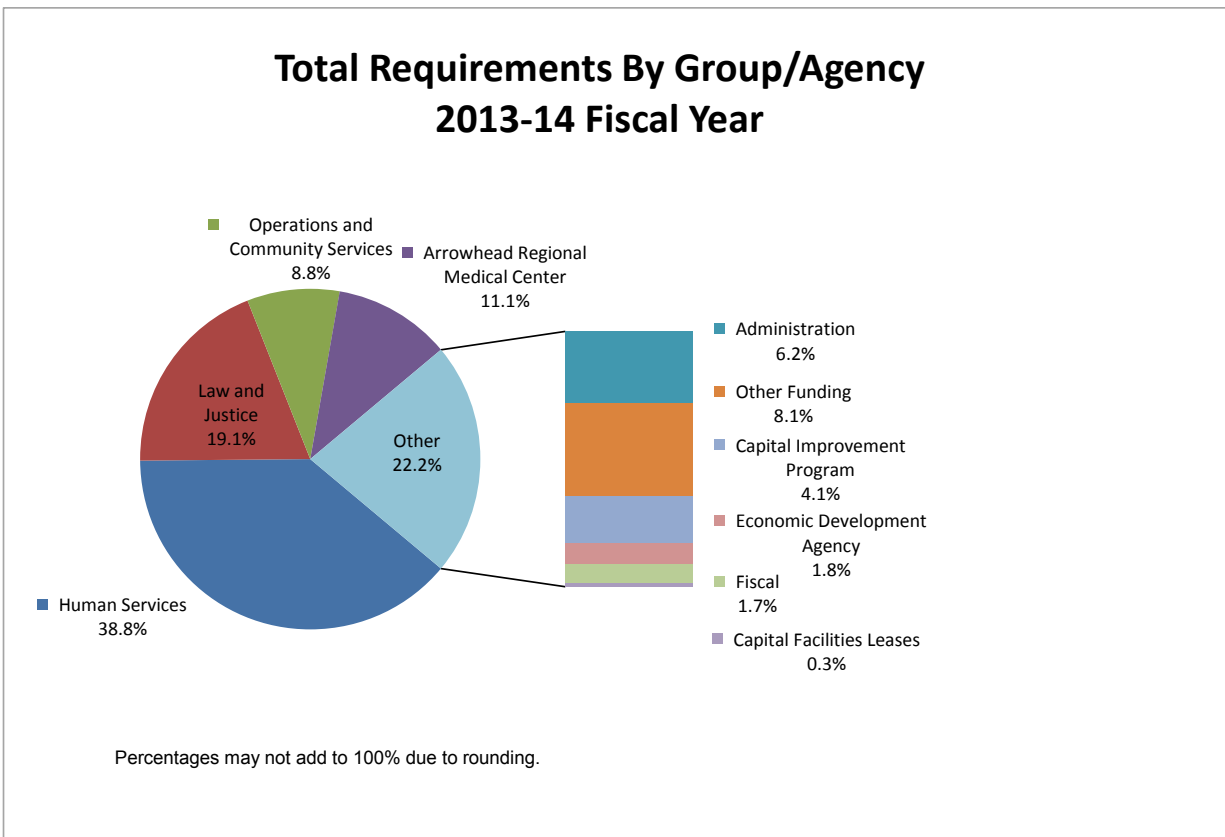


**TOTAL REQUIREMENTS BY GROUP/AGENCY**

	Fiscal Year 2011-12 Final Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Final Budget	Fiscal Year 2013-14 Adopted Budget
Administration	230,576,012	279,053,010	275,645,805	272,390,002
Capital Facilities Leases	16,108,391	13,052,882	13,052,882	13,013,014
Economic Development Agency	75,995,018	104,909,423	110,380,796	79,326,558
Fiscal	68,542,120	69,833,632	69,601,214	73,853,766
Arrowhead Regional Medical Center	475,757,652	484,623,725	495,528,925	487,148,007
Human Services	1,413,624,302	1,551,764,674	1,619,169,171	1,697,142,892
Law and Justice	774,019,900	823,956,533	823,009,646	838,243,694
Operations and Community Services	484,051,060	494,228,686	509,530,392	384,274,300
Capital Improvement Program	255,731,374	205,243,994	222,830,006	178,101,898
Other Funding	313,973,341	280,152,794	298,787,951	355,739,900
<b>Total</b>	<b>4,108,379,170</b>	<b>4,306,819,353</b>	<b>4,437,536,788</b>	<b>4,379,234,031</b>

Budgeted Staffing	19,050	19,071	19,123	19,490
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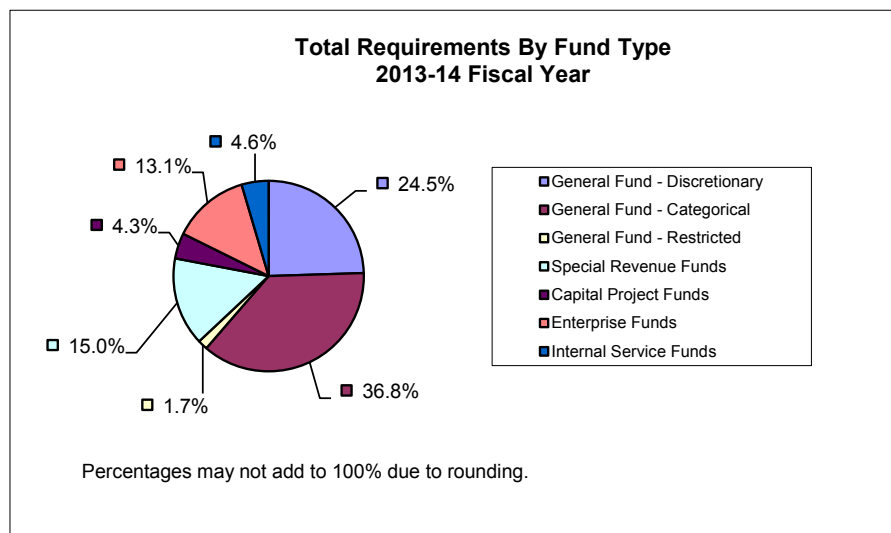
The above chart lists requirements by group/agency. The Other Funding group includes budget units that are predominately countywide in nature, have no budgeted staffing, or exist for proper budgetary accounting purposes. Included in this group are General Fund Contingencies, Countywide Discretionary, the restricted funds of 1991 and 2011 Realignment, Proposition 172, and Automated Systems Development, and some special revenue funds that incur no expenditures and only appropriate transfers, operating transfers out, or set aside the funds in departmental contingencies.



**TOTAL REQUIREMENTS BY FUND TYPE**

	Fiscal Year 2011-12 Final Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Final Budget	Fiscal Year 2013-14 Adopted Budget
General Fund - Discretionary	987,644,374	903,501,596	925,910,300	1,074,039,266
General Fund - Categorical	1,249,038,309	1,500,101,869	1,538,704,676	1,612,949,153
General Fund - Restricted	143,776,878	151,642,093	151,642,093	72,467,568
Special Revenue Funds	617,148,676	629,546,112	656,018,302	655,663,037
Capital Project Funds	255,731,374	216,697,190	234,283,202	189,603,921
Enterprise Funds	686,757,378	698,363,262	728,912,259	573,874,819
Internal Service Funds	168,282,181	206,967,231	202,065,956	200,636,267
<b>Total</b>	<b>4,108,379,170</b>	<b>4,306,819,353</b>	<b>4,437,536,788</b>	<b>4,379,234,031</b>

Budgeted Staffing	19,050	19,071	19,123	19,490
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**Governmental Fund Types**

**General Fund:** The General Fund is used to account for resources traditionally associated with government, which are not required legally or by sound financial management to be accounted for in another fund. The General Fund is the County's primary operating fund and requirements are separated into discretionary, categorical, and restricted. General Fund – Discretionary are those budget units that the Board of Supervisors predominately have oversight on the sources and requirements. General Fund – Categorical are those budget units that are typically mandated in nature, such as human services programs. General Fund – Restricted Funds consists of Prop 172, 1991 and 2011 Realignment, and Automated Systems Development.

**Special Revenue Funds:** Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (other than for major capital projects).

**Capital Project Funds:** Capital Project Funds account for financial resources designated for the acquisition or construction of major capital facilities other than those funded by Enterprise and Internal Service Funds.

**Proprietary Fund Types**

**Enterprise Funds:** Enterprise Funds account for operations that are funded and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis, be funded or recovered primarily through user charges.

**Internal Service Funds:** Internal Service Funds account for the funding of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis.





The matrix below lists the group/agency as depicted in the organizational chart of the County. For each group/agency listed, the various fund types utilized are shown, with their total requirements (including Operating Transfers Out).

	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds
<b>Administration</b>					
Board of Supervisors	7,046,590				
Board Discretionary Funding	5,852,564				
Clerk of the Board	2,343,659				
County Administrative Office	4,793,803	24,315			
County Counsel	9,303,001				
Finance and Administration	2,814,749				
Human Resources	13,235,148	5,059,489			
Fleet Management					33,896,011
Information Services	15,765,937				55,447,550
Purchasing	2,067,102				11,097,839
Risk Management					100,194,867
Local Agency Formation Commission	288,274				
County Schools	3,159,104				
<b>Capital Facilities Leases</b>					
Capital Facilities Leases	13,013,014				
<b>Arrowhead Regional Medical Center</b>					
Arrowhead Regional Medical Center				487,148,007	
<b>Economic Development Agency</b>					
Economic Development	3,129,834				
Community Development and Housing		42,858,806	11,502,023		
Workforce Development		21,835,895			
<b>Fiscal</b>					
Assessor/Recorder/County Clerk	22,789,523	12,651,458			
Auditor-Controller/Treasurer/Tax Collector	36,978,479	1,434,306			
<b>Human Services</b>					
Aging and Adult Services	9,818,229				
Behavioral Health	152,535,445	184,786,448			
Child Support Services	40,134,968				
Health Administration	110,534,459	38,858,857			
Human Services	985,650,941	15,549,078			
Preschool Services		49,516,770			
Public Health	100,027,940	7,833,266			
Veterans Affairs	1,896,491				
<b>Law and Justice</b>					
County Trial Courts	39,865,726	2,945,775			
District Attorney	64,450,766	11,158,327			
Law and Justice Group Administration	5,000	4,815,494			
Probation	137,368,823	14,844,056			
Public Defender	35,108,960				
Sheriff/Coroner/Public Administrator	488,984,406	38,696,361			
<b>Operations and Community Services</b>					
Agriculture/Weights and Measures	6,797,080	143,417			
Airports	2,910,893	5,882,850			
Architecture and Engineering					
County Library		18,484,562			
County Museum	3,091,973			67,174	
Land Use Services	22,250,336				
Public Works	3,536,654	159,493,109		86,589,419	
Real Estate Services	38,846,839	9,670,810			
Regional Parks	10,420,719	7,391,748		70,219	
Registrar of Voters	8,620,303				
Fish and Game Commission		6,195			
<b>Capital Improvement Program</b>					
Capital Improvement Program			178,101,898		
<b>Other Funding</b>					
All Other Funding (e.g. Countywide Discretionary, Prop 172, Realignment)	354,018,255	1,721,645			
<b>Grand Total:</b>	<b>2,759,455,987</b>	<b>655,663,037</b>	<b>189,603,921</b>	<b>573,874,819</b>	<b>200,636,267</b>



**REVENUE SUMMARY**

The 2013-14 Adopted Budget is funded from a variety of sources (revenue, operating transfers in, fund balance, and reserves). This schedule does not include fund balance carried over from the prior year or the use of reserves. It also does not include operating transfers in as they provide a mechanism to transfer funding from one budget unit to another within the County. This schedule shows the change from the prior year final budget.

	2011-12 Actual	2012-13 Adopted	2012-13 Final Budget	2013-14 Adopted Budget	Change Between 2012-13 Final & 2013-14	Percentage Change
<b>REVENUE FOR ALL COUNTY FUNDS</b>						
<b>Taxes</b>						
Property Related Revenue	434,318,158	427,272,563	431,189,552	437,385,156	6,195,604	1.44%
Other Taxes	160,749,830	159,550,557	160,897,320	174,858,091	13,960,771	8.68%
1991 Realignment	208,872,965	172,350,945	173,203,329	169,833,363	(3,369,966)	(1.95%)
2011 Realignment	181,092,265	273,158,048	274,136,864	298,212,880	24,076,016	8.78%
State, Federal or Government Aid	1,145,965,141	1,147,512,077	1,179,551,929	1,194,892,985	15,341,056	1.30%
Fee/Rate	360,969,062	401,495,232	419,387,279	446,788,596	27,401,317	6.53%
Other Revenue	39,418,238	93,492,525	109,764,147	102,302,305	(7,461,842)	(6.80%)
<b>Subtotal</b>	<b>2,531,385,659</b>	<b>2,674,831,947</b>	<b>2,748,130,420</b>	<b>2,824,273,376</b>	<b>76,142,956</b>	<b>2.77%</b>
ENTERPRISE FUNDS	505,162,654	505,701,901	517,120,430	518,624,115	1,503,685	0.29%
INTERNAL SERVICE FUNDS	150,065,629	164,321,212	159,257,768	161,234,117	1,976,349	1.24%
<b>Subtotal</b>	<b>655,228,283</b>	<b>670,023,113</b>	<b>676,378,198</b>	<b>679,858,232</b>	<b>3,480,034</b>	<b>0.51%</b>
<b>Total County Budget</b>	<b>3,186,613,942</b>	<b>3,344,855,060</b>	<b>3,424,508,618</b>	<b>3,504,131,608</b>	<b>79,622,990</b>	<b>2.33%</b>

\*Property Related Revenue and Other Taxes have been restated to recognize the Sales Tax/Property Tax Swap in Other Taxes. For more information, please refer to the Discretionary General Funding section of the 2013-14 Recommended Budget, Executive Summary book.

Note: 2011 Realignment has been added as a budget line for 2013-14. Previously, this amount was included in the State, Federal, or Government Aid line. Additionally, this schedule does not include operating transfers in and, therefore, will not match the sources summary schedules that follow.

**Property Related Revenue**

Property related revenue of \$437.4 million primarily consists of funding from property taxes and is projected to increase by \$6.2 million or 1.44% from the 2012-13 final budget. This is the result of a projected 1.5% increase in the assessed valuation of properties within the County. This is the first year of the last five that the assessed valuation is projected to increase. For more detail, refer to the paragraph titled 'Property Related Revenue' found in the Discretionary General Funding section of the 2013-14 Adopted Budget book.

**Other Taxes**

Other taxes of \$174.9 million primarily consist of Proposition 172 Half-Cent Sales Tax as well as the County's discretionary portion of sales tax. Other taxes are increasing by a net \$14.0 million over the prior year final budget. This is primarily due to Proposition 172 Half-Cent Sales Tax, which is projected to increase by \$11.1 million in 2013-14 as compared to the 2012-13 final budget amounts.

**1991 Realignment**

1991 Realignment revenues of \$169.8 million are decreasing slightly from the prior year final budget. This amount does not include Realignment funds allocated to Arrowhead Regional Medical Center of \$37.4 million, as this amount is included as part of Enterprise Funds. For more detail, refer to the Discretionary General Funding section of the 2013-14 Adopted Budget book.

**2011 Realignment**

2011 Realignment revenues of \$298.2 million are increasing by \$24.1 million over the prior year final budget (8.78%). For more detail, refer to the Discretionary General Funding section of the 2013-14 Adopted Budget, book.



### **State, Federal or Government Aid**

The County receives funding from State, Federal, and Other Government Aid totaling \$1.2 billion. The Human Services operational group receives the largest amount of funds from other governments, with \$388.0 million from the State and \$590.1 million from the Federal Government. There is an overall increase of \$15.3 million from the prior year final budget in the revenue category of state, federal or government aid. This increase is comprised of both increases and decreases in various programs.

Primary increases in State, Federal or Government Aid include:

- **Human Services** operational group increased by a net \$23.9 million primarily due to additional funding for CalWORKs, Medi-Cal and Cal Fresh, which is used by the Transitional Assistance Department to provide increased eligibility and employment services.
- **Public Works – Transportation Special Revenue Funds** increased \$26.1 million over the prior year final budget primarily related to additional Federal, State, and local funding (including funding from San Bernardino Associated Governments – SANBAG) for various projects, including the Glen Helen Parkway grade separation project, Maple Lane drainage improvements, Alabama Street culvert construction, and Yermo Bridge reconstruction.

Significant decreases in State, Federal or Government Aid include:

- **Community Development and Housing** decreased a net \$15.4 million primarily as a result of a change in budget presentation where the department is not budgeting funds held by Housing and Urban Development (HUD) which are committed to projects planned to be disbursed in future fiscal years. Additionally, the department completed large multi-year projects in 2012-13 and is expecting a 9% sequestration reduction in its federal allocations.
- The **Capital Improvement Program** budget is decreasing by \$7.6 million primarily related to the scheduled completion of the Adelanto Detention Center Expansion Project in 2013-14, which is partially funded utilizing state AB 900 Jail Construction funds.

### **Fee/Rate**

The revenue category of fee/rate includes the following types of revenues: licenses, permits, fines, fees, rates, and other services. Total revenue of \$446.8 million is anticipated to increase from the 2012-13 final budget by \$27.4 million.

The following provides the most significant increases in this revenue category.

- **Public Works – Transportation Special Revenue Funds** has a net \$10.1 million increase in current services primarily related to funding from the San Bernardino Redevelopment Agency Successor Agency for the Cherry Avenue widening project and the Cherry Avenue at Interstate 10 interchange improvement project.
- **Human Services** Health Administration budget unit is increasing by \$7.9 million related to additional projected intergovernmental transfers to the state. This unit transfers funds to the state, which are then used to draw down matching health care funds for ARMC from the federal government. Once the matching funds are received by ARMC, the Medical Center then returns funds equal to the amount originally transferred to the state, back into the Health Administration budget unit, and ARMC retains the matching funds.
- **Information Services – Application Development** is increasing current service revenues in 2013-14 by a net \$5.8 million over the prior year final budget. This is due to a change in budget presentation to more accurately account for application development maintenance charges by placing the actual costs within user departments' budgets rather than solely within this budget unit. This results in additional revenue from County departments and a corresponding reduction of Net County Cost to this budget unit. In turn, the Net County Cost was placed within user department budgets to help pay for the application development maintenance charges.



**Other Revenue**

Other revenue of \$102.3 million primarily includes interest earnings, rents and concessions, and tobacco settlement funds. This revenue source is anticipated to decrease by a net \$7.5 million over the prior year final budget.

**Enterprise Funds**

Enterprise Funds revenue totaling \$518.6 million are increasing by \$1.5 million. The primary change in projected revenue for 2013-14 is in **Public Works – Solid Waste Management**. This Department is increasing revenue by \$9.7 million as a result of an increase in out-of-County imported waste, pursuant to the County's new disposal system operations contract.

**Internal Service Funds**

Internal Service Funds totaling \$161.2 million are increasing by \$2.0 million. These funds charge other County departments for specific services. Notable changes in revenue are detailed below:

The **Fleet Management Department** has total revenue of \$33.4 million and increased revenues by \$4.4 million primarily as a result of, beginning in 2013-14, shop operations will also include full service maintenance and repair for the San Bernardino County Fire Protection District's (County Fire) vehicles and equipment. Therefore, additional revenue is anticipated from County Fire for automotive parts, services, and the associated overhead revenue.

The internal service fund budget units that comprise **Risk Management's Insurance Programs** decreased revenues by \$2.8 million. This decrease is primarily a result of diminishing interest earnings as well as less projected insurance recoveries.

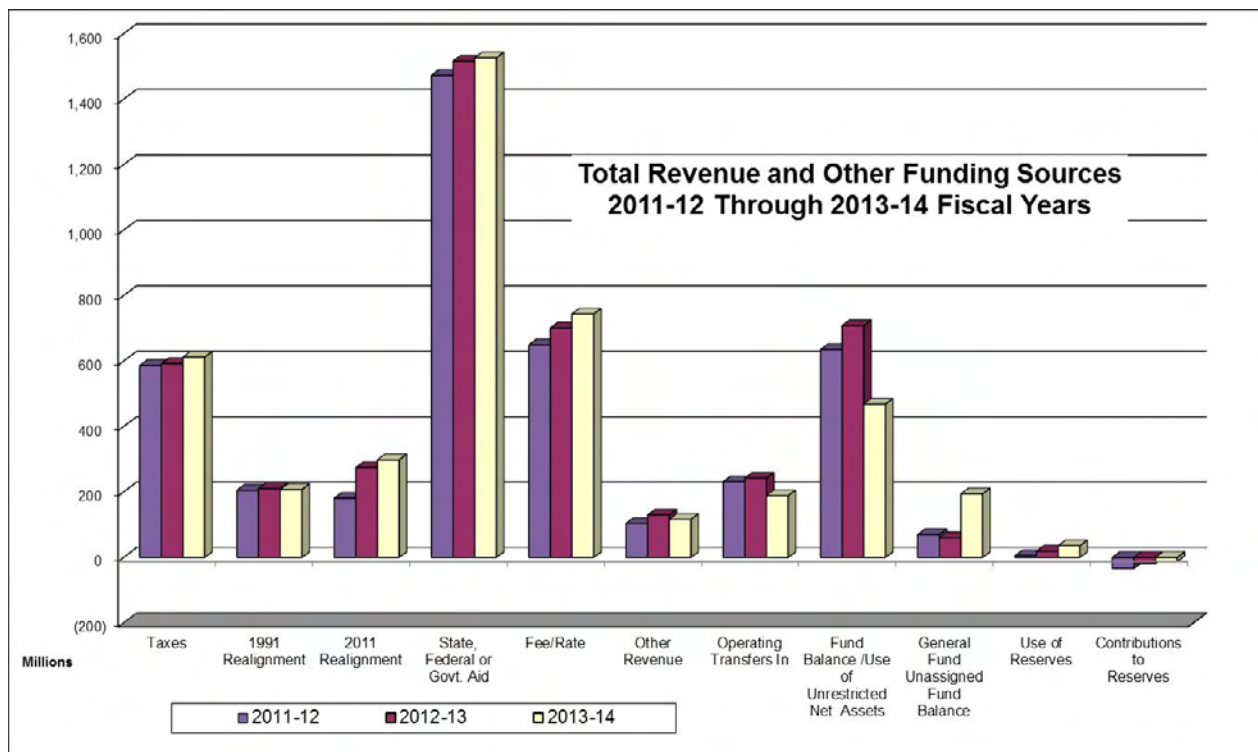


**TOTAL REVENUE AND OTHER FUNDING SOURCES**

	Fiscal Year 2011-12 Final Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Final Budget	Fiscal Year 2013-14 Adopted Budget
<b>Revenue</b>				
Taxes	586,717,341	586,840,120	592,121,872	612,349,878
1991 Realignment	205,420,899	209,720,945	210,573,329	207,203,363
2011 Realignment	181,092,265	273,158,048	274,465,055	298,212,880
State, Federal or Government Aid	1,473,589,346	1,473,579,902	1,516,327,928	1,526,504,767
Fee/Rate	649,085,578	681,785,783	701,261,087	743,678,150
Other Revenue	103,948,926	119,752,262	129,759,347	116,182,570
<b>Total Revenue</b>	<b>3,199,854,355</b>	<b>3,344,837,060</b>	<b>3,424,508,618</b>	<b>3,504,131,608</b>
<b>Other Funding Sources</b>				
Operating Transfers In	231,539,329	194,836,516	242,682,394	188,878,231
Fund Balance/Use of Unrestricted Net Assets	635,151,797	708,291,320	708,291,319	468,561,263
General Fund Unassigned Fund Balance	69,913,117	60,449,354	60,449,354	194,412,332
Use of Reserves	5,218,640	5,000,000	19,200,000	35,918,789
Contributions to Reserves	(33,298,068)	(6,594,897)	(17,594,897)	(12,668,192)
<b>Total Other Funding Sources</b>	<b>908,524,815</b>	<b>961,982,293</b>	<b>1,013,028,170</b>	<b>875,102,423</b>
<b>Total Revenue and Other Funding Sources</b>	<b>4,108,379,170</b>	<b>4,306,819,353</b>	<b>4,437,536,788</b>	<b>4,379,234,031</b>

Note: 2011 Realignment has been added as a line in Sources for 2013-14. Previously, this amount was included in the State, Federal, or Government Aid line. This change has also resulted in a change to the Fund Balance/Use of Unrestricted Net Assets line.

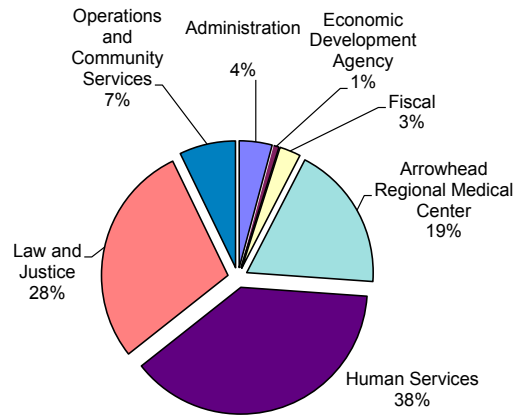
The revenue and other funding sources schedule above includes all County funds. This schedule includes operating transfers in, which provide a mechanism to transfer funding from one budget unit to another within the County. Additionally, this schedule summary provides the fund balance/use of unrestricted net assets for all non-general funds, the general fund's available unassigned fund balance, as well as the use of, and the contributions to, the County reserves as committed in the County fiscal plan.



### **BUDGETED STAFFING SUMMARY**

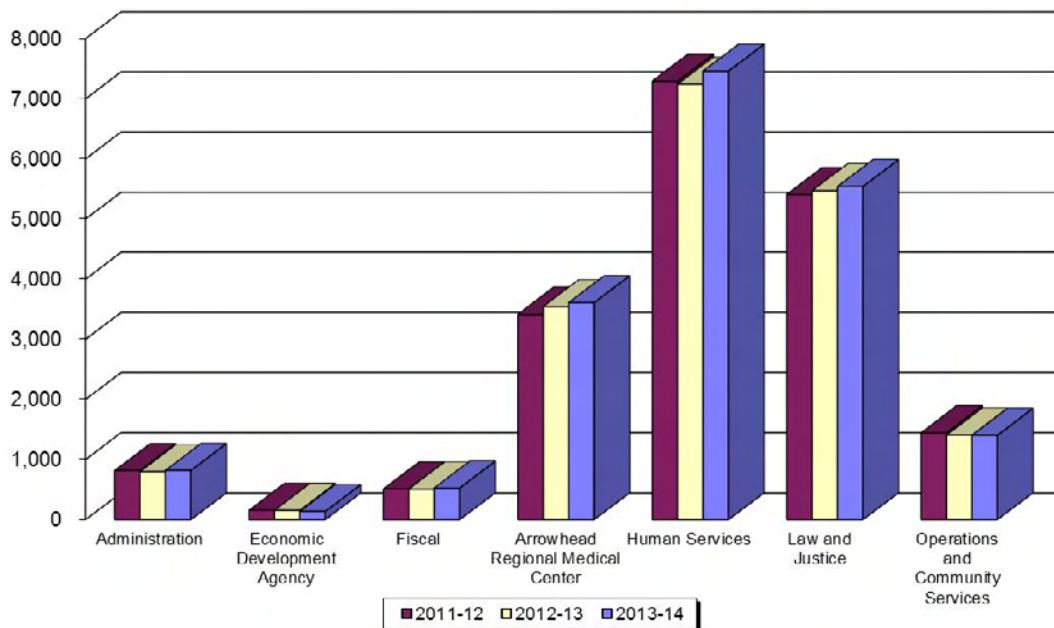
Budgeted staffing is accounted for using headcount; each position, whether full time or part time, is counted as one. The pie chart below depicts the budgeted staffing by group/agency for the 2013-14 fiscal year. The following bar graph illustrates the budgeted staffing for the 2013-14 fiscal year as well as the prior two fiscal years.

**Budgeted Staffing By Group / Agency  
2013-14 Fiscal Year**



Percentages may not add to 100% due to

**Budgeted Staffing By Group / Agency  
2011-12 Through 2013-14 Fiscal Years**





	2012-13 Final Budget Staffing	Change from Final Budget			2013-14 Adopted Budget Staffing	Percentage Change
		Caseload Driven/ Grant or Special Funded Programs	All Other Programs	Total Change		
General Fund	13,200	237	63	300	13,500	2.3%
Other Funds	5,923	67	-	67	5,990	1.1%
Total	19,123	304	63	367	19,490	

Budgeted staffing for caseload driven, grant, or special funded programs, increased overall by a net 304 positions. Significant changes from the previous year's final budgeted staffing in caseload driven, grant or special funded programs include the following:

### **General Fund**

- **Human Services Administrative Claim** had a net increase of 193 budgeted positions. The net increase is the result of an additional 158 positions in the Transitional Assistance Department. Funding for the Department will increase as caseloads continue to grow; and the effect of the Affordable Care Act is likely to increase Medi-Cal funding and caseload. Additionally, Human Services – Support is increasing a net 22 positions. Over the last few years, there have been few staffing changes in this division due to overall stagnation of funding available to departments in this budget unit. However, the current expected funding increases and corresponding staffing additions to the Transitional Assistance Department necessitates the additional staffing within the Support Divisions.
- **Behavioral Health** increased budgeted staffing by a net 20 positions. This is primarily the result of the expansion of the Screening, Assessment, Referral, and Treatment Program (4 positions), the 2011 Public Safety Realignment Program (9 positions), and increased demand for clinical services resulting in 9 new positions.
- **Public Health** decreased budgeted staffing by a net 30 positions. This decrease of vacant positions is the result of a reduced need for clinic staffing based on lower than expected clinic visits. Existing staff, both professional and support, is being shifted between clinic sites to align with individual clinic need. The Department does not expect the staffing decrease to negatively affect operations.
- **Sheriff/Coroner/Public Administrator** increased a net 36 budgeted positions primarily due to a net increase of 31 positions in the Sheriff – Detentions unit. This budget unit is increasing 23 positions utilizing 2011 Public Safety Realignment funding in order to improve monitoring of inmates in the County's Electronic Monitoring Program (10 positions) as well as to provide 13 additional staffing for the Sheriff – Detention Health Services Division. The department is also adding 8 Inmate Welfare related positions as approved by the Inmate Welfare Board. Finally, the department's primary operations unit is adding 5 caseload related positions associated with Bureau of Administration operations (3 positions), CAL-ID program (1 position), and Inland Regional Narcotics Enforcement Team (1 position).
- **District Attorney – Criminal Prosecution** increased 12 budgeted positions in the caseload driven, grant or special funded programs category as follows: 8 positions for additional workload associated with Public Safety Realignment (2011 Realignment), 2 positions to provide assistance for the department's Specialized Prosecution Unit, 1 Deputy District Attorney for the prosecution of cold case homicides, and 1 Deputy District Attorney for the Alcohol and Drug Impaired Prosecution Program.



### **Other Funds**

- **Arrowhead Regional Medical Center (ARMC)** had a net increase of 64 budgeted positions (155 new positions offset by the deletion of 91 positions). The new positions are primarily a result of ARMC's commitment to meet regulatory requirements (79 positions), reduce overtime premium costs (26 positions), and achieve volume related service goals (42 positions). The reduced positions are primarily due to the closure of Home Health (20 positions), postponement of development of an Observation Unit (27) and other operational adjustments (36 positions).
- **The Department of Behavioral Health – Mental Health Services Act** budget unit is increasing by a net 37 positions. This is primarily related to the addition of 40 new positions for the expansion of recovery services, triage mental health services, clinical assessment services, community crises services and administrative support.
- **The Department of Workforce Development** deleted a net 18 positions, 4 regular positions and 14 limited term positions. The limited term positions were utilized for staffing special projects tied to temporary funding sources that end in 2012-13. The Department anticipates maintaining current levels of services for its primary mandated tasks of providing employment services to job seekers and businesses.
- **Public Works – Transportation – Road Operations** is decreasing a net 11 positions. This is primarily due to the transfer of 10 Land Development related positions from this budget unit to the Land Use Services Department in order to better serve the development community.

Budgeted staffing for all other programs increased a net 62 positions. Significant changes from the previous year's final budgeted staffing in all other programs include the following:

### **General Fund**

- **Land Use Services Department** is increasing a net 19 budgeted positions primarily due to the reorganization of 10 Land Development staff from the Department of Public Works to a new Land Use – Land Development budget unit in order to better serve the development community. Notably, the Department's Planning division is also seeking to add 5 positions to bolster the County's Mining Program, which will help to ensure compliance with state and federal mining inspection laws.
- **Auditor-Controller/Treasurer/Tax Collector (ATC)** is adding a net 13 budgeted positions, consisting of 1 Automated Systems Analyst II to help manage IT infrastructure, 10 Public Service Employees for the ATC's summer internship program, and 2 Public Service Employees to provide support and assistance to meet the increased seasonal workload demands of the ATC's Controller Division.
- **Sheriff/Coroner/Public Administrator** is increasing a net 17 budgeted positions primarily related to the addition of 13 limited term positions that are required for temporary workload relief due to existing and projected vacancies. Additionally, the department transferred 1 existing position from its Detentions budget unit and is adding 3 additional positions for employees that will be job sharing within the department.
- **Board of Supervisors** is seeing a net increase of 13 budgeted positions as a result of an understatement of Board staff in the 2012-13 Final Budget. This is due to the transition of 3<sup>rd</sup> and 1<sup>st</sup> District Supervisorial staff. The 2012-13 Final budget includes the deletion of prior Board member's staff, but does not include the addition of newly elected Board members' staff. While the newly elected Supervisors begin to add staff upon election, it is through the annual budget process that these positions are added to the budget.

Countywide staffing changes are outlined by County department in the following chart:



## BUDGETED STAFFING SUMMARY

Department	2011-12 Final Budget	2012-13 Final Budget	2013-14 Adopted Budget	Change Between 2012-13 & 2013-14
<b>ADMINISTRATION</b>				
<b><u>GENERAL FUND</u></b>				
BOARD OF SUPERVISORS	45	35	48	13
CLERK OF THE BOARD	13	13	15	2
COUNTY ADMINISTRATIVE OFFICE	16	17	17	-
COUNTY COUNSEL	91	89	85	(4)
FINANCE AND ADMINISTRATION	14	14	14	-
HUMAN RESOURCES	73	79	79	-
HUMAN RESOURCES - CENTER FOR EMPLOYEE HEALTH AND WELLNESS	11	11	11	-
INFORMATION SERVICES - APPLICATION DEVELOPMENT	91	94	100	6
PURCHASING	15	17	20	3
SUBTOTAL GENERAL FUND	369	369	389	20
<b><u>OTHER FUNDS</u></b>				
FLEET MANAGEMENT	86	84	87	3
HUMAN RESOURCES - COMMUTER SERVICES	3	3	3	-
HUMAN RESOURCES - EMPLOYEE BENEFITS AND SERVICES	28	28	28	-
INFORMATION SERVICES - COMPUTER OPERATIONS	130	122	116	(6)
INFORMATION SERVICES - TELECOMMUNICATIONS SERVICES	97	92	95	3
PURCHASING - PRINTING SERVICES	15	14	15	1
PURCHASING - SURPLUS PROPERTY AND STORAGE OPERATIONS	2	2	2	-
PURCHASING - MAIL/COURIER SERVICES	25	25	25	-
RISK MANAGEMENT - OPERATIONS	61	58	58	-
SUBTOTAL OTHER FUNDS	447	428	429	1
<b>TOTAL ADMINISTRATION</b>	<b>816</b>	<b>797</b>	<b>818</b>	<b>21</b>
<b>ECONOMIC DEVELOPMENT AGENCY</b>				
<b><u>GENERAL FUND</u></b>				
ECONOMIC DEVELOPMENT	16	15	13	(2)
<b><u>OTHER FUNDS</u></b>				
COMMUNITY DEVELOPMENT AND HOUSING	26	18	20	2
WORKFORCE DEVELOPMENT	115	122	104	(18)
SUBTOTAL OTHER FUNDS	141	140	124	(16)
<b>TOTAL ECONOMIC DEVELOPMENT AGENCY</b>	<b>157</b>	<b>155</b>	<b>137</b>	<b>(18)</b>
<b>FISCAL</b>				
<b><u>GENERAL FUND</u></b>				
ASSESSOR/RECORDER/COUNTY CLERK	216	216	221	5
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	291	280	293	13
SUBTOTAL GENERAL FUND	507	496	514	18
<b><u>OTHER FUNDS</u></b>				
ASSESSOR/RECORDER/COUNTY CLERK - SPECIAL REVENUE FUNDS	4	12	11	(1)
SUBTOTAL OTHER FUNDS	4	12	11	(1)
<b>TOTAL FISCAL</b>	<b>511</b>	<b>508</b>	<b>525</b>	<b>17</b>



## BUDGETED STAFFING SUMMARY

Department	2011-12 Final Budget	2012-13 Final Budget	2013-14 Adopted Budget	Change Between 2012-13 & 2013-14
<b>ARROWHEAD REGIONAL MEDICAL CENTER</b>				
<b><u>OTHER FUNDS</u></b>				
ARROWHEAD REGIONAL MEDICAL CENTER	3,416	3,544	3,608	64
<b>TOTAL ARROWHEAD REGIONAL MEDICAL CENTER</b>	<b>3,416</b>	<b>3,544</b>	<b>3,608</b>	<b>64</b>
<b>HUMAN SERVICES</b>				
<b><u>GENERAL FUND</u></b>				
AGING AND ADULT SERVICES - AGING PROGRAMS	48	47	46	(1)
AGING AND ADULT SERVICES - PUBLIC GUARDIAN - CONSERVATOR	18	19	19	-
CHILD SUPPORT SERVICES	435	435	434	(1)
HEALTH ADMINISTRATION	1	2	2	-
BEHAVIORAL HEALTH	507	529	549	20
PUBLIC HEALTH	759	737	707	(30)
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	159	161	166	5
HUMAN SERVICES - ADMINISTRATIVE CLAIM	4,221	4,215	4,408	193
VETERANS AFFAIRS	18	18	18	-
<b>SUBTOTAL GENERAL FUND</b>	<b>6,166</b>	<b>6,163</b>	<b>6,349</b>	<b>186</b>
<b><u>OTHER FUNDS</u></b>				
HUMAN SERVICES - WRAPAROUND REINVESTMENT FUND	28	6	6	-
BEHAVIORAL HEALTH - MENTAL HEALTH SERVICE ACT	368	367	404	37
PRESCHOOL SERVICES	732	706	700	(6)
<b>SUBTOTAL OTHER FUNDS</b>	<b>1,128</b>	<b>1,079</b>	<b>1,110</b>	<b>31</b>
<b>TOTAL HUMAN SERVICES</b>	<b>7,294</b>	<b>7,242</b>	<b>7,459</b>	<b>217</b>
<b>LAW AND JUSTICE</b>				
<b><u>GENERAL FUND</u></b>				
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	473	477	488	11
LAW AND JUSTICE GROUP ADMINISTRATION	1	1	1	-
PROBATION - ADMINISTRATION, CORRECTIONS & DETENTION	1,190	1,194	1,193	(1)
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	32	38	38	-
PUBLIC DEFENDER	246	237	243	6
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	3,467	1,648	1,670	22
SHERIFF - DETENTIONS	-	1,301	1,332	31
SHERIFF - LAW ENFORCEMENT CONTRACTS	-	575	575	-
<b>SUBTOTAL GENERAL FUND</b>	<b>5,409</b>	<b>5,471</b>	<b>5,540</b>	<b>69</b>
<b><u>OTHER FUNDS</u></b>				
SHERIFF/CORONER/PUBLIC ADMINISTRATOR - PUBLIC GATHERINGS	-	-	-	-
<b>SUBTOTAL OTHER FUNDS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LAW AND JUSTICE</b>	<b>5,409</b>	<b>5,471</b>	<b>5,540</b>	<b>69</b>



## BUDGETED STAFFING SUMMARY

Department	2011-12 Final Budget	2012-13 Final Budget	2013-14 Adopted Budget	Change Between 2012-13 & 2013-14
<b>OPERATIONS AND COMMUNITY SERVICES</b>				
<b><u>GENERAL FUND</u></b>				
AGRICULTURE/WEIGHTS AND MEASURES	61	63	63	-
AIRPORTS	24	19	20	1
ARCHITECTURE AND ENGINEERING	16	19	19	-
COUNTY MUSEUM	30	30	22	(8)
LAND USE SERVICES - ADMINISTRATION	27	32	36	4
LAND USE SERVICES - LAND DEVELOPMENT	-	-	9	9
LAND USE SERVICES - PLANNING	20	20	25	5
LAND USE SERVICES - BUILDING AND SAFETY	21	21	21	-
LAND USE SERVICES - CODE ENFORCEMENT	31	27	28	1
LAND USE SERVICES - FIRE HAZARD ABATEMENT	14	15	15	-
PUBLIC WORKS - SURVEYOR	34	26	25	(1)
REAL ESTATE SERVICES (RES)	22	23	23	-
RES - FACILITIES MANAGEMENT DIVISION	103	106	109	3
RES - UTILITIES	2	2	2	-
REGIONAL PARKS	279	259	252	(7)
REGISTRAR OF VOTERS	25	24	26	2
SUBTOTAL GENERAL FUND	709	686	695	9
<b><u>OTHER FUNDS</u></b>				
COUNTY LIBRARY	281	279	279	-
COUNTY MUSEUM - MUSEUM STORE	1	1	1	-
PUBLIC WORKS - TRANSPORTATION - ROAD OPERATIONS	364	354	343	(11)
PUBLIC WORKS - SOLID WASTE MANAGEMENT - OPERATIONS	84	81	81	-
REGIONAL PARKS - ENTERPRISE FUNDS	6	5	4	(1)
REGIONAL PARKS - SPECIAL REVENUE FUNDS	2	-	-	-
SUBTOTAL OTHER FUNDS	738	720	708	(12)
<b>TOTAL OPERATIONS AND COMMUNITY SERVICES</b>	<b>1,447</b>	<b>1,406</b>	<b>1,403</b>	<b>(3)</b>
<b>TOTAL COUNTY DEPARTMENTS - GENERAL FUND</b>	<b>13,176</b>	<b>13,200</b>	<b>13,500</b>	<b>300</b>
<b>TOTAL COUNTY DEPARTMENTS - OTHER FUNDS</b>	<b>5,874</b>	<b>5,923</b>	<b>5,990</b>	<b>67</b>
<b>COUNTY DEPARTMENTS GRAND TOTAL</b>	<b>19,050</b>	<b>19,123</b>	<b>19,490</b>	<b>367</b>



**CAPITAL IMPROVEMENT PROGRAM**

The County Capital Improvement Program includes construction, rehabilitation and repair projects for numerous facilities and structures.

The funds listed in the appropriation summary schedule in this County Budget Summary and presented in the schedules below represent projects managed by the Architecture and Engineering Department as well as the Department of Public Works and others. Projects administered by Architecture and Engineering include \$174.8 million managed through Capital Funds, and \$3.4 million managed through Arrowhead Regional Medical Center Enterprise Funds, for a total project budget of \$178.2 million. The appropriation for the additional projects administered by the Department of Public Works and other units are found within those Department's budget pages. The schedules below do not include operating transfers out.

**CAPITAL PROJECTS FUNDS SUMMARY**

	Fund CJP	Fund CJV	Sub-Total	ARMC Capital Fund CJE	Total
<b>Requirements</b>					
Contributions to Non-Owned Projects	91,287		91,287		91,287
Improvements to Land	10,436,902		10,436,902	643,134	11,080,036
Structures and Improvements	153,897,609	10,352,118	164,249,727	2,790,672	167,040,399
Services and Supplies Transfers Out	21,217		21,217		21,217
<i>Total Requirements</i>	<u>164,447,015</u>	<u>10,352,118</u>	<u>174,799,133</u>	<u>3,433,806</u>	<u>178,232,939</u>

**CAPITAL PROJECTS ADMINISTRATION**

<b><u>ADMINISTERED BY:</u></b>	<b>Discretionary General Funding</b>	<b>Other Funding</b>	<b>Total</b>
<b><u>ARCHITECTURE AND ENGINEERING DEPARTMENT (A&amp;E)</u></b>			
NEW PROJECTS	56,850,000	7,991,194	64,841,194
CARRYOVER BALANCES	86,908,909	26,482,836	113,391,745
TOTAL PROJECTS ADMINISTERED BY (A&E)	<u>143,758,909</u>	<u>34,474,030</u>	<u>178,232,939</u>
<b><u>DEPT. OF PUBLIC WORKS (DPW) PROJECTS</u></b>			
TRANSPORTATION			
NEW PROJECTS	4,109,813	13,471,154	17,580,967
CARRYOVER BALANCES	7,980,000	55,574,112	63,554,112
TOTAL PROJECTS ADMINISTERED BY DPW-TRANSPORTATION	<u>12,089,813</u>	<u>69,045,266</u>	<u>81,135,079</u>
SOLID WASTE MANAGEMENT			
NEW PROJECTS	0	12,034,941	12,034,941
CARRYOVER PROJECTS	0	5,276,506	5,276,506
TOTAL PROJECTS ADMINISTERED BY DPW-SOLID WASTE MANAGEMENT	<u>0</u>	<u>17,311,447</u>	<u>17,311,447</u>
TOTAL PROJECTS DPW	<u>12,089,813</u>	<u>86,356,713</u>	<u>98,446,526</u>
<b><u>PROJECTS ADMINISTERED BY OTHERS</u></b>			
NEW PROJECTS	0	871,009	871,009
CARRYOVER BALANCES	0	559,940	559,940
TOTAL PROJECTS ADMINISTERED BY OTHERS	<u>0</u>	<u>1,430,949</u>	<u>1,430,949</u>
<b>TOTAL 2013-14 CAPITAL IMPROVEMENT PROJECT BUDGET</b>	<u><b>155,848,722</b></u>	<u><b>122,261,692</b></u>	<u><b>278,110,414</b></u>





In the 2013-14 Adopted Budget, \$64.8 million in new projects is funded primarily using County Discretionary General Funding. Major projects include the annual allocation of \$20.0 million for the 800 Megahertz (MHz) Upgrade Project; \$15.7 million in additional new Discretionary General Funding to increase the budget from \$1.3 million to \$17.0 million for a 20,000 square foot expansion of the Sheriff/Coroner/Public Administrator (Sheriff) Crime Lab; \$4.5 million to relocate Sheriff's Aviation from the Rialto Airport to 65,000 square feet of new hangar and maintenance space to be constructed at San Bernardino International Airport; and \$4.5 million to be added to the County Buildings Acquisition and Retrofit Project to acquire office space to locate general funded departments in close proximity to the Victorville Courthouse. In addition, the base budget for CIP of \$12.0 million includes funding of \$3.4 million for deferred maintenance at various County and Regional Park facilities; \$2.8 million for heating, ventilation and air conditioning upgrades and maintenance; \$1.5 million for site infrastructure such as security enhancements, drainage, and oil and air switch replacements; \$1.3 million to improve building systems such as elevator modernization, boiler replacements, and fire alarm system upgrades; \$1.2 million for interior renovation to improve interiors at the Redlands Museum, detention facilities, and remodel space for efficiencies; \$0.9 million to repair and/or replace roofs; and \$0.9 million to patch, seal and rehabilitate various parking lots and driveways.

Projects approved in prior years but not yet completed total an additional \$113.4 million. The major multi-year carryover projects are the 800 MHz Replacement Project, expansion of the Adelanto Detention Center, and the County Buildings Acquisition and Retrofit Project.

The County has several other capital projects that are accounted for in various special revenue funds belonging to the respective project departments, such as Airports, Regional Parks, and the Department of Public Works-Solid Waste Management and Transportation Divisions.

For a complete listing of capital improvement program highlights in all funds, please refer to the Capital Improvement Program section of the 2013-14 Adopted Budget book.



### **DISCRETIONARY GENERAL FUNDING**

County general fund operations are funded with four major types of sources: departmental revenue, Proposition 172 revenue, Realignment revenues (1991 and 2011 Realignment), and countywide discretionary revenue.

- Departmental revenue includes fees, service charges, and state and federal support for programs such as welfare, health care, and behavioral health.
- Proposition 172 revenue is a permanent extension of a half-cent Local Public Safety Sales Tax approved by California voters on November 2, 1993. Proceeds of this sales tax must be dedicated to public safety. Proposition 172 revenue is restricted and is used solely for funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments.
- 1991 Realignment revenue provides health and welfare funding. In 1991-92, the state approved the Health and Welfare Realignment Program that involves a shift of program responsibilities from the state to the County. This shift is funded through a corresponding shift of dedicated sales tax and vehicle license fee revenue. Realignment revenue is also restricted and used in funding mental health, social services and health programs within the County.
- 2011 Realignment revenue provides public safety, health, and welfare funding. In 2011-12, the state approved what has become known as AB 109 Public Safety Realignment. As part of this realignment, the State addressed prison over-crowding by shifting custodial responsibility of non-violent, non-sex, and non-sex-against-children ('Triple-Nons') offenders to local jails. In addition, the parole function of the state was delegated to county Probation departments. In conjunction with Public Safety Realignment, the State also shifted full financial burden of many social service and mental health programs. The County was responsible for delivery of these programs before realignment but with the shift the state would no longer participate in the share of cost. While the state no longer shares in the cost it has dedicated a portion of the state sales tax (1.0625%) revenue along with a portion of vehicle license fees for these realigned programs.
- Countywide discretionary revenue includes a variety of revenue sources that are not legally designated for a specific purpose or program. The majority of discretionary revenue is property related revenue, primarily property tax. Other revenue sources in this category include: sales and other taxes, net interest earnings, Countywide Cost Allocation Plan (COWCAP) revenue which is a reimbursement for overhead/indirect costs incurred by the general fund, property tax administration revenues, recording fees, other state and federal aid, and other revenue. Additionally, the general fund's available fund balance, use of reserves and operating transfers in, are other funding sources that can be allocated to general fund departments in the same manner as countywide discretionary revenue.

County general fund operations not funded by departmental revenue, Proposition 172 Revenue, and/or Realignment revenue are funded by Net County Cost (or Discretionary General Funding). Net County Cost is funded by countywide discretionary revenue, which is primarily property tax revenue.

Any countywide discretionary revenue not distributed to departments through their Net County Cost allocation, contributed to reserves, or transferred to other funds for specific projects/programs, is placed in contingencies. Every year the County of San Bernardino has set aside a prudent dollar amount in contingencies and reserves for two purposes: 1) to ensure that the County can accommodate unforeseen increases in expenditures or reductions in revenues, or other extraordinary events, which would harm the fiscal health of the County; and 2) to be proactive and set aside funds to meet future known obligations or to build a reserve for large capital projects.

The following sections provide details of:

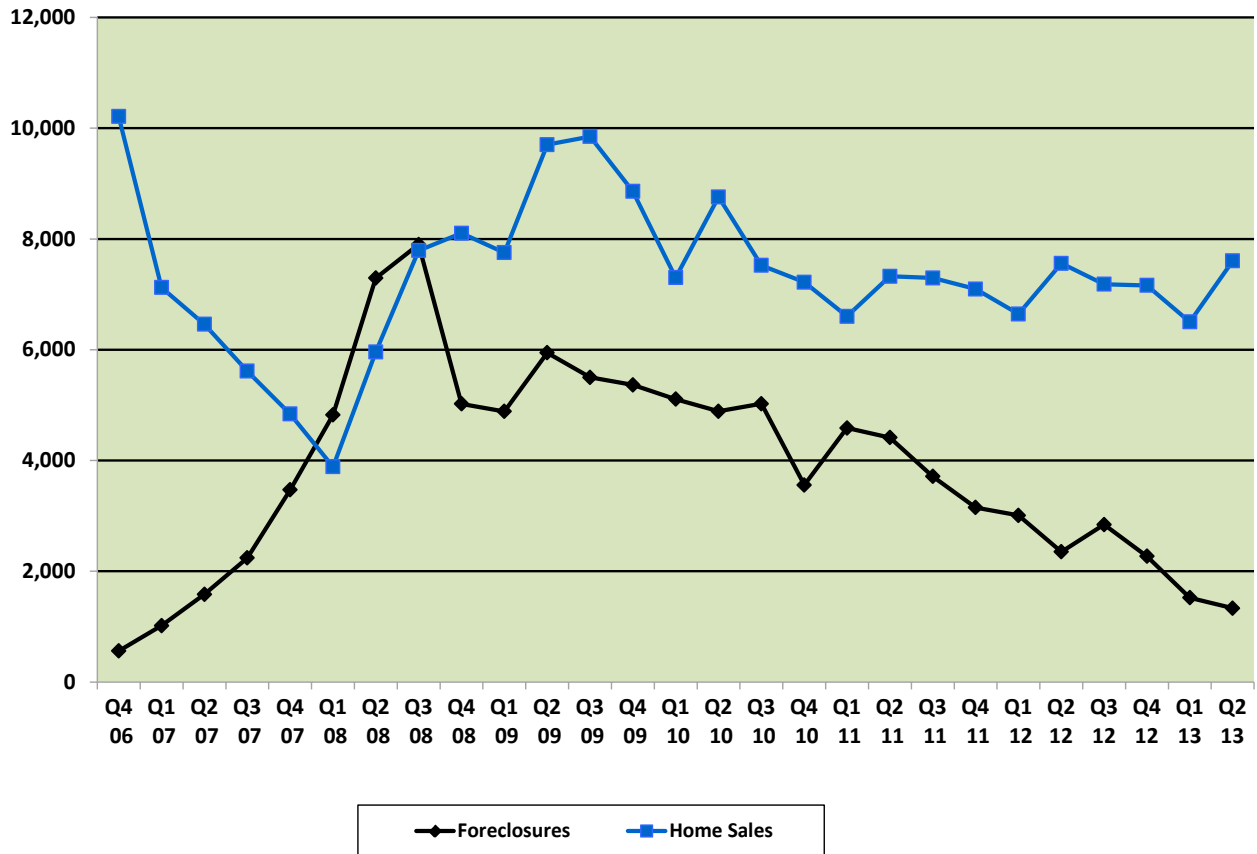
- The economic indicators that are factored into the County's fiscal plan.
- How these indicators and other factors affect Proposition 172 revenue, Realignment revenue, and countywide discretionary revenue.
- The County Restricted General Fund – Automated Systems Development budget unit.
- How Discretionary General Funding (Net County Cost) has been allocated for the fiscal year.
- Information on general fund contingencies and reserves.



## ECONOMIC INDICATORS

Property related revenue accounts for over 52 percent of the County's discretionary revenue and other funding sources. These revenues have been severely impacted by the mortgage and financial crisis, which has had a significant effect on the housing market within the County. Over the past few years home values have plummeted as foreclosures and notices of default have skyrocketed. Assessed valuation has been negatively affected both by homes selling at prices lower than their current assessed valuation, and by Proposition 8 reassessments, which lower valuations of properties (where no change in ownership has occurred) if the current assessed value of such property is greater than the fair market value of the property. However, as shown in the chart below, foreclosures, which at times outstripped home sales, are now declining rapidly. In addition, as shown in the chart on the next page, the median home price has begun to rise.

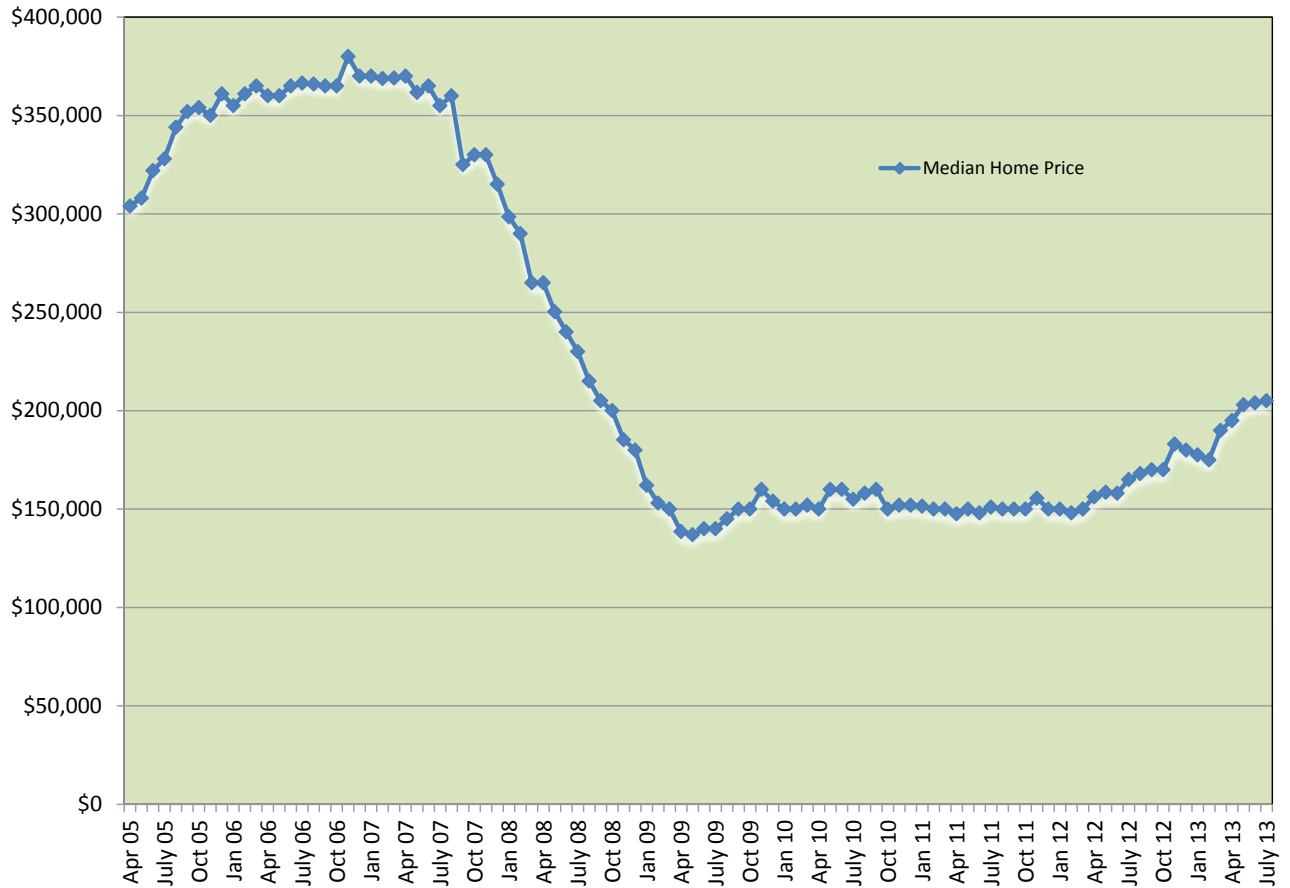
**COUNTY OF SAN BERNARDINO  
FORECLOSURES/HOME SALES BY QUARTER  
QUARTER 4 2006 THROUGH QUARTER 2 2013**



Source: County Assessor and Dataquick

2012 foreclosures were down 34.0% from 2011, and for the first half of 2013 are down 46.7%. 2012 Notices of Default were down by 17.3% from the prior year, and for the first half of 2013 are down 58.3%. As foreclosures and notices of default begin to decline rapidly, the County is seeing a rise in the median price of a home. The chart below shows the increase in the median price over the last ten months. Prior to that the median price had been stable, at approximately \$150,000, for the 34 month period between September 2009 and June 2012. The median price remains affordable for 76% of local families.

**COUNTY OF SAN BERNARDINO  
MEDIAN HOME PRICE BY MONTH  
APRIL 2005 THROUGH JULY 2013**

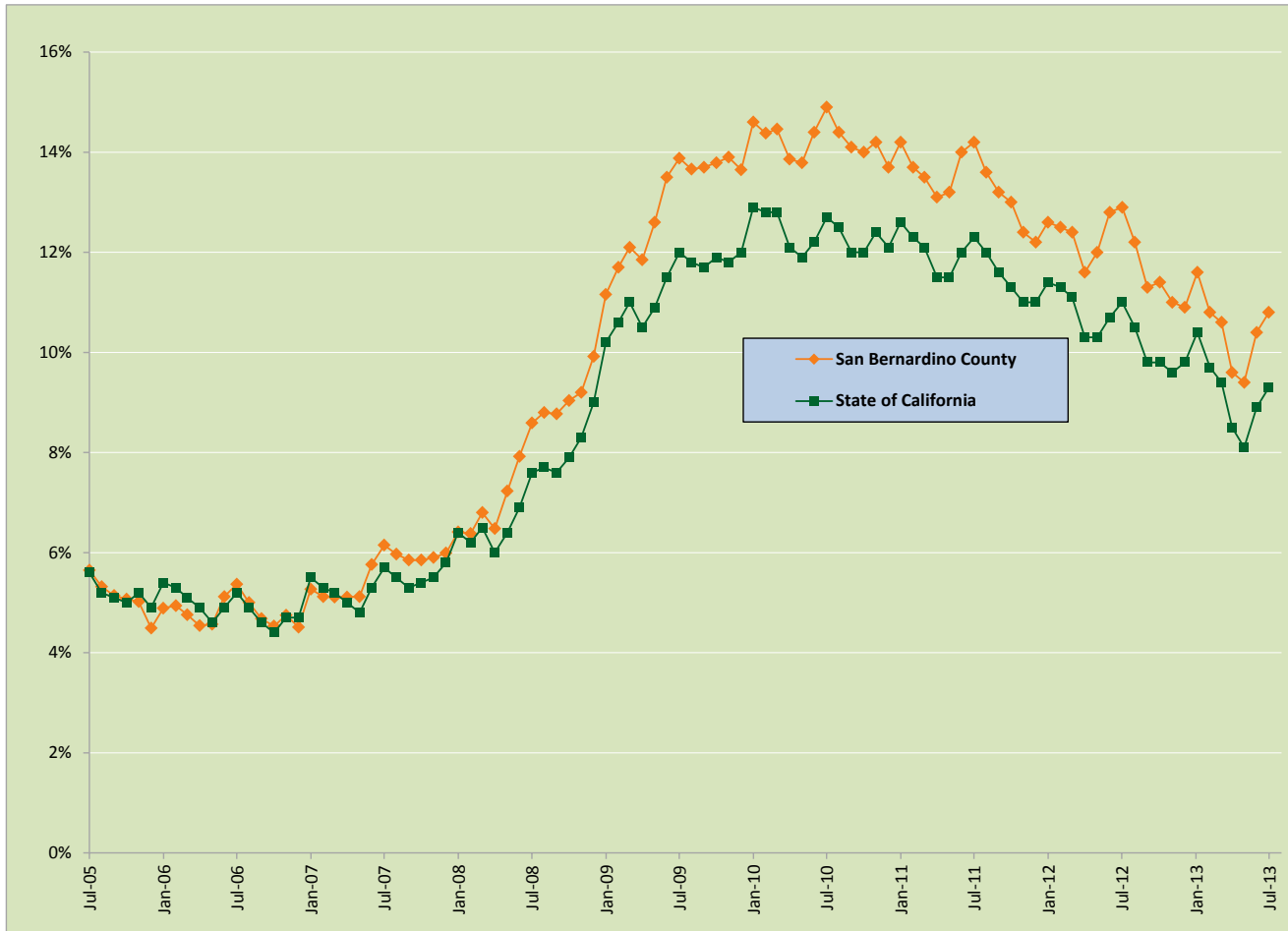


Source: Dataquick



In addition to the decline in property values, the loss of jobs in the County has led to high levels of unemployment, as shown in the chart below. Inland Empire Job losses from 2008 through 2010 totaled 148,500, in large part due to the downturn in the construction sector. County unemployment reached 14.8% in July 2010. However conditions are beginning to improve. 2011 saw job gains of 4,833 followed by a gain of 23,025 in 2012, and job growth for 2013 is forecasted at 28,300. Unemployment has declined from the 2010 peak, but remains high at 10.8% as of July 2013, which compares to unemployment rates for the State and the United States of America which were 9.3% and 7.4%, respectively.

**COUNTY OF SAN BERNARDINO  
UNEMPLOYMENT RATES  
STATE OF CALIFORNIA AND SAN BERNARDINO COUNTY  
JULY 2005 THROUGH JULY 2013**



Source: CA Employment Development Department



**AUTOMATED SYSTEMS DEVELOPMENT**

The Automated Systems Development budget unit is a restricted general fund that was established in 2011-12 to fund the development, upgrade, and/or replacement of the County's Financial Accounting System (FAS), a core information technology system; and for other future developments.

The new FAS project is a countywide collaborative effort to replace the existing financial accounting system that was implemented over 20 years ago and does not provide either the efficiencies or information for managing County functions that modern systems provide. In 2011-12, the Board of Supervisors approved a \$6.0 million allocation of discretionary general funding to fund this project, and added an additional \$6.0 million mid-year. Although it hasn't been placed in this budget unit, an additional \$13.0 million in funding has been assigned for this project in County contingencies as part of the 2013-14 Adopted Budget. A Request for Information was released in July 2011 and the resulting information was utilized to prepare a scope of services. In 2012-13, the County contracted with the Government Finance Officers Association, which has a history of successful government accounting information system installations, to oversee the Request for Proposal process for the County.

Requirements of \$11.9 million represent capitalized software and application development costs associated with the new FAS project.

Below is a table detailing budgeted appropriation for this unit in 2013-14.

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	78,635	500,000	421,365	(78,635)
Capital Expenditures	0	0	0	0	11,500,000	11,500,000	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	78,635	12,000,000	11,921,365	(78,635)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	78,635	12,000,000	11,921,365	(78,635)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	78,635	12,000,000	11,921,365	(78,635)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	0	0	0	78,635	12,000,000	11,921,365	(78,635)
Budgeted Staffing					0	0	0

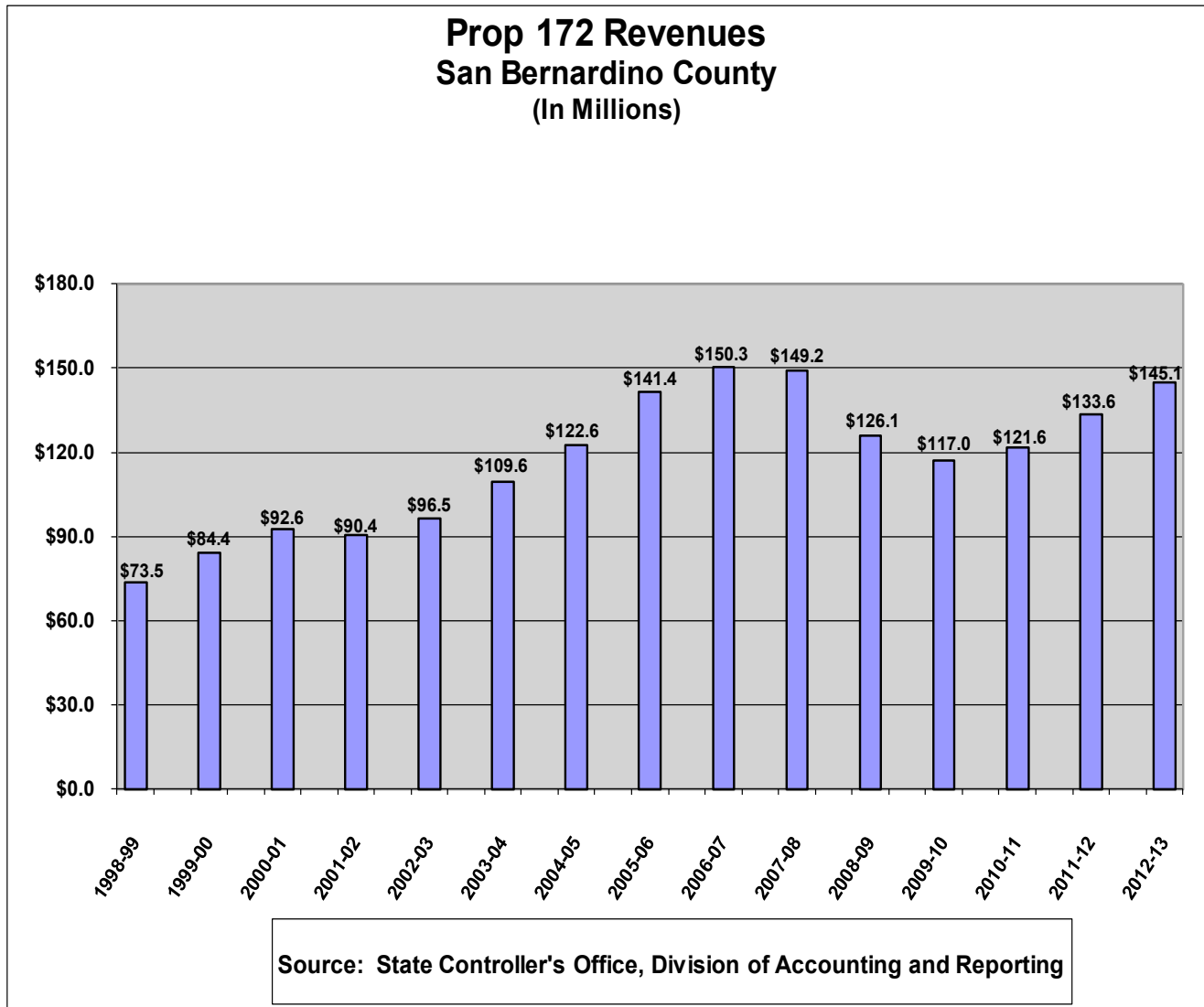




## PROPOSITION 172

Proposition 172 (Prop 172), which became effective January 1, 1994, placed a one-half percent sales tax rate in the State's Constitution and required that revenue from the additional one-half percent sales tax be used only for local public safety activities, which include but are not limited to sheriff, police, fire protection, county district attorney, and county corrections. Funding from Prop 172 enabled counties and cities to substantially offset the public safety impacts of property tax losses resulting from the State property tax shift to the Educational Revenue Augmentation Fund (ERAF).

The one-half percent sales tax imposed by Prop 172 is collected by the state and apportioned to each county based on its proportionate share of statewide taxable sales. In accordance with Government Code 30055, of the total Prop 172 revenue allocated to San Bernardino County, 5% is distributed to cities affected by the property tax shift and 95% remains within the County. The following chart reflects the annual amount of Prop 172 revenues received by San Bernardino County, excluding the cities' distributions, for the past 15 years.



On August 22, 1995, the County Board of Supervisors approved the recommendation that defined the following departments as the public safety services designated to receive the County's 95% share of Prop 172 revenue, consistent with Government Code Section 30052, and authorized the Auditor-Controller/Treasurer/Tax Collector to deposit the County's portion of the Prop 172 revenue as follows:

➤ Sheriff/Coroner/Public Administrator	70.0%
➤ District Attorney	17.5%
➤ Probation	12.5%

Prop 172 revenue currently represents a significant funding source for the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments. Each year, as part of the budget development process, Prop 172 projections are developed based on staff analysis of revenue trends and forecasts provided by an outside economist.

On February 13, 2007, the Board of Supervisors approved a policy which requires the County to maintain an appropriation for contingency for Prop 172 funds targeted at no less than 10% of the current year's budgeted Prop 172 revenues. This 10% contingency was created to ensure funding for these public safety departments should the County experience Prop 172 revenue shortfalls in the future. These contingencies are maintained for each respective department within the Prop 172 restricted general fund.

The chart below illustrates the beginning and estimated ending fund balances of the Prop 172 restricted general fund, budgeted revenue and departmental usage for 2013-14, the required 10% contingency target, and the amount above that target.

	<b>Beginning Fund Balance</b>	<b>2013-14 Budgeted Revenue</b>	<b>2013-14 Budgeted Usage</b>	<b>Estimated Ending Fund Balance</b>	<b>10% Contingency</b>	<b>Amount in Excess of Required Contingency</b>
<b>Sheriff</b>	13,034,004	102,780,000	(102,690,000)	13,124,004	10,278,000	2,846,004
<b>District Attorney</b>	3,499,372	25,697,500	(25,672,500)	3,524,372	2,569,750	954,622
<b>Probation</b>	6,492,827	18,372,500	(18,337,500)	6,527,827	1,837,250	4,690,577
<b>Total</b>	<b>23,026,203</b>	<b>146,850,000</b>	<b>(146,700,000)</b>	<b>23,176,203</b>	<b>14,685,000</b>	<b>8,491,203</b>



## **1991 REALIGNMENT**

In 1991, the State shifted responsibility for a number of mental health, social services, and health programs to counties. This shift, known as 1991 Realignment, resulted in the creation of two dedicated funding streams to pay for the shifted services: a ½ cent Sales Tax and 24.33% of Vehicle License Fee (VLF) revenues made available by a change in the depreciation schedule for vehicles. Pursuant to SB 1096, Chapter 21, Statutes of 2004, the Vehicle License Fee was reduced from 2.0% of the market value of a vehicle to 0.65% of the market value. SB 1096 also changed the percentage of the VLF revenue allocated to Realignment from 24.33% to 74.9%. This change did not result in increased VLF revenues to 1991 Realignment, but simply reflects the same funding amount expressed as a percentage of the reduced revenue collected. Each of the three service areas identified was required to have their own separate accounts established and each of those service areas receive a different share of statewide 1991 Realignment revenue.

Within the mental health area, the programs the County is now responsible for are: community-based mental health programs, State Hospital services for County patients, and Institutions for Mental Disease. Within the social services area, the programs the County is now responsible for are: the County revenue stabilization program and the County justice subvention program. Within the health area, the programs the County is now responsible for are: AB8 County health services, local health services, medically indigent services, and the County medical services program.

In addition to these program responsibility shifts, a number of programs had changes made to their cost sharing ratios. For example, prior to 1991 Realignment, Foster Care costs were funded by 95% State resources and 5% County resources. Now Foster Care is funded by 40% State resources and 60% County resources, which is a significant impact to the County.

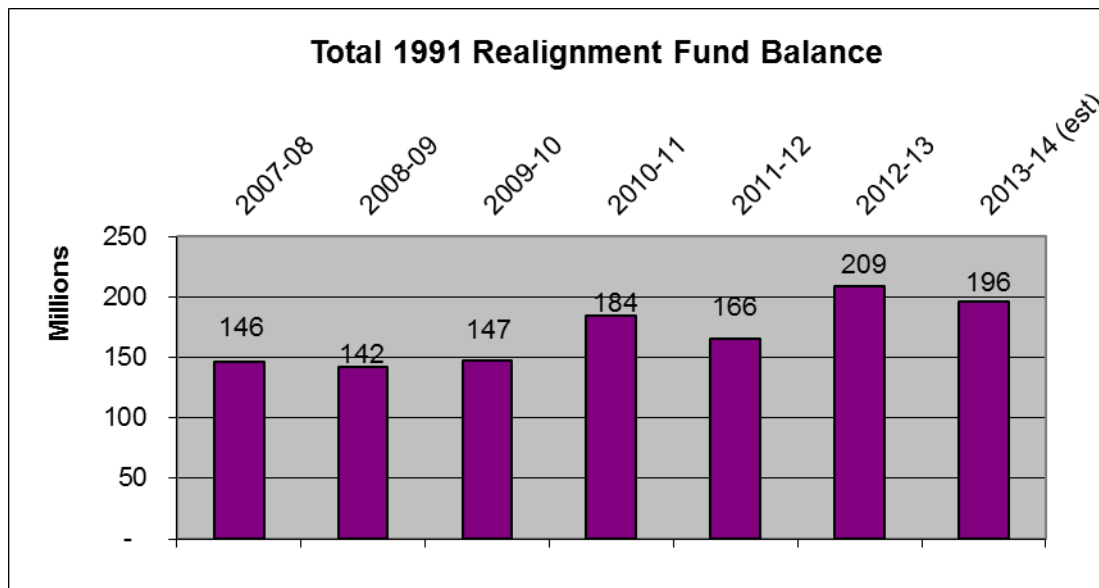
The 1991 Realignment program has some flaws in its design that adversely impact San Bernardino County revenues. First, San Bernardino County is an “under equity county,” meaning that the County receives a lesser share of revenue relative to other counties based on population and estimated poverty population. Revenue distributions among counties were determined by expenditures in the programs that were transferred just prior to the adoption of Realignment. San Bernardino County was under equity in those programs. 1991 Realignment did attempt to address the inequity issue, but the effort fell short. The County continues to be under equity at this time and barring any legislative action the amount of inequity will increase over time. As growth occurs in the revenue streams, incremental new funding is distributed on existing sharing arrangements between the counties. The counties that are already over equity get a higher percentage of the new revenue while those that are under equity get less.

In addition to the under equity issue is the fact that the demand for services the County is providing and the revenue streams funding them are both sensitive to the economy. When the economy does poorly, demand for services is high, but revenues under perform. When the economy is doing well, demand for services is reduced, sales tax and vehicle license fee revenues are high, and growth in these funding streams is experienced. Social Services has priority claim on any sales tax growth received. If the growth is sufficient to cover the increasing Social Services caseload costs, then anything remaining is distributed to the Mental Health and 1991 Health Realignment funds.

**Budgetary Note:** Financial information presented in the 1991 and 2011 Realignment budget sections is consistent with state reporting requirements for the 1991 Realignment funds. The State’s reporting requirements are not consistent with the County’s implementation of GASB 34, as it relates to revenue accrual. As such, within the County financial accounting system, an adjustment will be made to show the correct revenues in accordance with the County accrual procedures. This is a revenue timing issue only as a result of delays by the State in distributing sales tax growth revenue.



The graph below shows the history of fund balance for all 1991 Realignment funds.



During 2008-09, revenue shortfalls of 13.2% and 8.5% in sales tax and vehicle license fee revenues, respectively, offset with decreased departmental usage resulted in a slight decrease in fund balance of \$4 million for the period ending June 30, 2009.

During 2009-10, revenue shortfalls continued at 3.69% and 6.73% in sales tax and vehicle license fee revenues, respectively. These shortfalls were offset by even greater departmental savings, resulting in a slight increase in fund balance of \$5 million for the period ending June 30, 2010.

During 2010-11, sales tax increased by 3.59% while VLF declined by 1.50%, as compared to prior year revenue. Those factors would have normally caused a decline in fund balance given departmental needs. However, the 1991 Health Realignment fund experienced a one-time savings due to state legislation regarding hospital fees. The net effect was an increase to overall fund balance of \$37 million.

Revenues for 2011-12 came in much stronger than anticipated. State-wide, sales tax increased 10% and VLF increased by over 20%. However, revenue levels still hadn't reached pre-recession peaks. At the same time the demands for County services continued to increase as economic recovery and job creation remained sluggish. As a result, departmental usage of realignment funds outpaced revenues by \$18 million.

In 2012-13, sales tax and VLF revenues have continued to come in strong. Even more encouraging is that both revenue sources should see growth funding paid in 2013-14. Program costs also increased but not as quickly, and fund balance would have increased by approximately \$6 million. However, the annual transfer of funds to ARMC was not needed and as a result fund balance spiked by an additional \$37 million.

For 2013-14, the state is projecting sales tax revenues to experience continued strong growth in the proximity of 9% and is also optimistic about Vehicle License Fees. However, the County is not experiencing a corresponding decrease in demand for services. Current projections predict that 1991 Realignment fund balances will be drawn down by approximately \$13 million in 2013-14.



<b>BUDGET HISTORY FOR ALL 1991 REALIGNMENT BUDGET PAGES</b>
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	<b>ACTUAL 2011-12</b>	<b>FINAL 2012-13</b>	<b>ACTUAL 2012-13</b>	<b>ADOPTED 2013-14</b>
Beginning Fund Balance	184,193,680	165,673,369	165,673,369	209,101,861
Revenue	195,008,092	176,945,802	204,302,349	194,589,200
Departmental Usage	213,528,403	210,573,329	160,873,854	207,203,363
Ending Fund Balance	165,673,369	132,073,874	209,101,861	196,487,698
Change in Fund Balance	(18,520,311)	(33,599,496)	43,428,492	(12,614,163)

For 2013-14, departmental usage of \$207.2 million exceeds the conservative revenue projection of \$194.6 million, resulting in a net usage of \$12.6 million in total fund balance. Expenditure levels continue to be monitored closely, with specific measures being developed to reduce overall departmental usage until such time as revenue growth is realized and fund balance is restored.

<b>SUMMARY OF 1991 REALIGNMENT BUDGET UNITS FOR 2013-14</b>
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	<b>Mental Health</b>	<b>Social Services</b>	<b>Health</b>	<b>Total</b>
<b>Estimated Beginning Fund Balance</b>	39,912,102	62,273,693	106,916,066	209,101,861
<b>Budgeted Revenue</b>	46,683,964	96,591,257	51,313,979	194,589,200
<b>Budgeted Departmental Usage</b>	50,909,398	98,981,119	57,312,846	207,203,363
<b>Budgeted 10% Transfers</b>	-	-	-	-
<b>Estimated Ending Fund Balance</b>	35,686,668	59,883,831	100,917,199	196,487,698
<b>Estimated Change in Fund Balance</b>	(4,225,434)	(2,389,862)	(5,998,867)	(12,614,163)
<b>Estimated Ending Fund Balance</b>	35,686,668	59,883,831	100,917,199	196,487,698
<b>10% Contingency Target</b>	4,668,396	9,659,126	5,131,398	19,458,920
<b>Available Ending Fund Balance</b>	31,018,272	50,224,705	95,785,801	177,028,778

The 1991 Realignment budget units do not directly spend funds or provide service. They are strictly funding budget units with the actual expenditures occurring within the operating budget units of the departments that receive Realignment revenue.

The 1991 Realignment legislation does allow for some flexibility in usage of funds at the County level. Upon action by the Board of Supervisors, a County can transfer 10% of a given year's revenue from one fund to another. San Bernardino County has used the provision repeatedly over the years to help support either the health or social services programs. The County did not do a 10% transfer in the prior three fiscal years and is not budgeting one for 2013-14. However, in the event that such transfer is needed, Board of Supervisors approval is required.

The breakdown of the fund balance calculations and departmental usage for each of the three individual 1991 Realignment funds are on the following pages.



<b>Mental Health</b>
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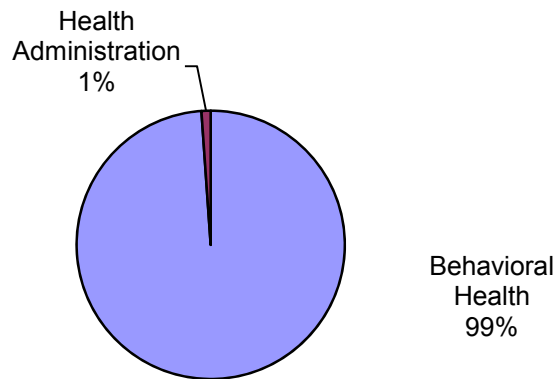
	ACTUAL 2011-12	FINAL 2012-13	ACTUAL 2012-13	ADOPTED 2013-14
Beginning Fund Balance	28,858,874	35,095,277	35,095,277	39,912,102
Revenue	50,360,646	52,041,797	55,911,027	46,683,964
Departmental Usage	44,124,243	51,616,492	51,094,200	50,909,398
10% Transfers	-	-	-	-
Ending Fund Balance	35,095,277	35,520,582	39,912,102	35,686,668
Change in Fund Balance	6,236,403	425,305	4,816,826	(4,225,434)

For 2013-14, the Mental Health fund is budgeted to decrease \$4.2 million in fund balance. The Department of Behavioral Health is perhaps the department most negatively affected by continuing realignment efforts by the State. While sales tax is projected to increase statewide, the allocation provided to the 1991 Mental Health Realignment account is a fixed amount. A strong year in 2010-11, that saw a substantial increase in fund balance should allow the fund to weather the unpredictability of revenue sources over the next few years.

<b>Breakdown of Departmental Usage of Mental Health 1991 Realignment</b>
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	ACTUAL 2011-12	FINAL 2012-13	ACTUAL 2012-13	ADOPTED 2013-14
Behavioral Health	43,751,603	51,167,106	50,857,884	50,342,753
Health Administration	372,640	449,386	236,316	566,645
Total Departmental Usage	44,124,243	51,616,492	51,094,200	50,909,398

2013-14 Adopted



<b>Social Services</b>
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	ACTUAL 2011-12	FINAL 2012-13	ACTUAL 2012-13	ADOPTED 2013-14
Beginning Fund Balance	78,805,214	54,109,512	54,109,512	62,273,693
Revenue	88,096,997	75,450,674	100,396,640	96,591,257
Departmental Usage	112,792,699	102,598,525	92,232,459	98,981,119
10% Transfers	-	-	-	-
Ending Fund Balance	54,109,512	26,961,661	62,273,693	59,883,831
Change in Fund Balance	(24,695,702)	(27,147,851)	8,164,181	(2,389,862)

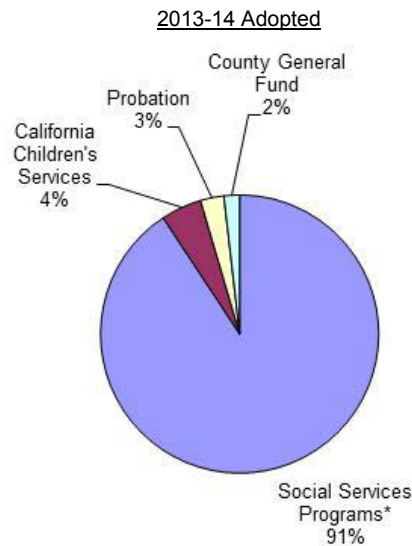
Social Services realignment revenue is composed primarily of sales tax. The split is currently 96% sales tax and 4% vehicle license fees. Social services has priority claim on any sales tax growth received.

For 2013-14, budgeted expense and ongoing revenue are expected to result in usage of fund balance of \$2.4 million. In addition, budgeted departmental usage for 2013-14 continues to outpace revenues, and as such, will be monitored closely to ensure that fund balance is maintained at adequate levels.

<b>Breakdown of Departmental Usage of Social Services 1991 Realignment</b>
--

	ACTUAL 2011-12	FINAL 2012-13	ACTUAL 2012-13	ADOPTED 2013-14
Social Services Programs*	104,673,519	93,521,925	84,206,115	89,807,646
California Children's Services	3,619,550	4,576,970	3,526,714	4,673,843
Probation	2,700,630	2,700,630	2,700,630	2,700,630
County General Fund	1,799,000	1,799,000	1,799,000	1,799,000
Total Departmental Usage	112,792,699	102,598,525	92,232,459	98,981,119

\* Soc. Svcs. Programs include: Foster Care (AAB BHI), Administrative Claim Matches (AAA DPA), Aid to Adoptive Children (AAB ATC) and Health Administration Support (AAA HCC).





<b>Health</b>
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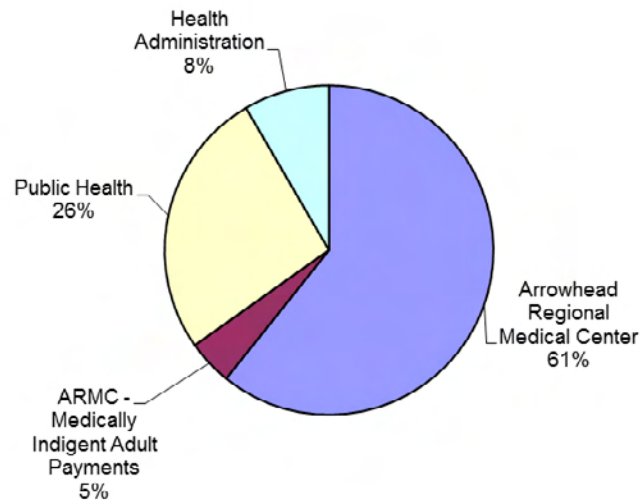
	ACTUAL 2011-12	FINAL 2012-13	ACTUAL 2012-13	ADOPTED 2013-14
Beginning Fund Balance	76,529,592	76,468,580	76,468,580	106,916,066
Revenue	56,550,449	49,453,331	47,994,682	51,313,979
Departmental Usage	56,611,461	56,330,281	17,547,195	57,312,846
10% Transfers	-	-	-	-
Ending Fund Balance	76,468,580	69,591,631	106,916,066	100,917,199
Change in Fund Balance	(61,012)	(6,876,950)	30,447,486	(5,998,867)

For 2013-14, the Health fund is budgeted to spend \$6 million of fund balance. Revenue is projected to increase, however, departmental usage continues to outpace revenues. Significant savings in 2010-11 and 2012-13 have built a substantial fund balance that should allow the fund to be viable for several years.

<b>Breakdown of Departmental Usage of Health 1991 Realignment</b>
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	ACTUAL 2011-12	FINAL 2012-13	ACTUAL 2012-13	ADOPTED 2013-14
Arrowhead Regional Medical Center	34,820,000	34,820,000	-	34,820,000
ARMC - Medically Indigent Adult Payments	2,550,000	2,550,000	-	2,550,000
Public Health	11,887,793	14,164,292	12,994,199	15,116,020
Health Administration	7,353,668	4,795,989	4,552,996	4,826,826
Total Departmental Usage	56,611,461	56,330,281	17,547,195	57,312,846

2013-14 Adopted



## **2011 REALIGNMENT**

In 2011, the state addressed prison over-crowding by shifting custodial responsibility of non-violent, non-sex, and non-sex-against-children ('Triple-Nons') offenders to local jails. In addition, the parole function of the state was delegated to county Probation departments; parole revocation hearings were shifted to the local jurisdictions and cases assigned to the District Attorney and Public Defender. The state also realigned Juvenile Re-Entry and Trial Court Security by placing 100% of the financial burden of those programs to the County. The justification for the 'Public Safety Realignment' is that it gives the county flexibility to better provide mental health and social services to the recently incarcerated in the hopes of reducing recidivism and having the net effect of lowering both jail and prison population.

In conjunction with Public Safety Realignment (AB 109), the State also shifted full financial burden of many social service and mental health programs to the County, including: Adult Protective Services, Foster Care, Child Welfare Services, Child Abuse Prevention and Intervention, Drug Court, Medi-Cal substance abuse treatment programs, and the Maintenance-of-Effort (MOE) for CalWORKs. The County was responsible for delivery of these programs before realignment, but with the shift, the State would no longer participate in the share of cost.

While the State no longer shares in the cost, it has dedicated a portion of the state sales tax (1.0625%) revenue, along with a portion of vehicle license fees for these realigned programs. However, realignment of sales tax and vehicle license fees also puts the County at the mercy of the business cycle, as funding will rise and fall in direct correlation to the State's economy. Exacerbating the potential problem, as with 1991 Realignment, when the economy is doing well demand for services goes down but when the economy begins to slump, demand for services rise while revenues decrease. This relationship has been partially mitigated in the past due to the State's share of cost. Since, that is no longer applicable, the County is more vulnerable to the market.

Further complicating matters is the State's decision to direct funding from 1991 Realignment for Mental Health Services to the CalWORKs MOE portion of 2011 Realignment. Sales tax and vehicle license fee revenue that used to be directed to the fund for Mental Health matching funds is now going to the CalWORKs MOE fund. The Mental Health funding now comes in the form of a defined monthly amount taken off the top of 2011 Realignment revenues. Government code establishes a statewide amount of \$1.121 billion per year directed to the Mental Health Fund with future growth in the CalWORKs MOE fund to be directed to Mental Health as well.

In November 2012, the California voters passed Proposition 30 which increased both Sales and Income Tax. The measure also dedicated a funding stream for 2011 Realignment in the State Constitution. That process has mitigated the revenue stream doubts that existed with the onset of 2011 Realignment, but funding will now, as mentioned earlier, be directly dependent on the health of the economy.

The 2011 Realignment budget units mirror 1991 Realignment in that they do not directly spend or provide service. They are strictly funding budget units with the actual expenditures occurring within the operating budget units of the departments that receive 2011 Realignment revenue.

As with 1991 Realignment, the three service areas of 2011 Realignment (Law Enforcement Services, CalWORKs MOE, and Support Services) have each been assigned their own account. The Law Enforcement Services account has four sub-accounts for Trial Court Security, Community Corrections, the District Attorney and Public Defender, and Juvenile Justice. Human Services transfers funding from the CalWORKs MOE account to the fund used to pay benefits to CalWORKs clients. The Support Services account has two sub-accounts for Behavioral Health and Protective Services. The Department of Behavioral Health allocates the sub-account funding to the Drug Court and the Medi-Cal substance abuse treatment programs while Human Services allocates the Protective Services sub-account to the appropriate social service program. The following pages provide more detail of the three service areas of 2011 Realignment.



**2011 REALIGNMENT BUDGET UNITS FOR 2013-14**

Historical information on 2011 Realignment funding is included in the table below, and detailed information on the three service areas are included on the following pages.

**BUDGET HISTORY FOR ALL 2011 REALIGNMENT BUDGET UNITS**

	ACTUAL 2011-12	FINAL 2012-13	ACTUAL 2012-13	ADOPTED 2013-14
Beginning Fund Balance	0	23,268,280	23,268,280	29,539,174
Revenue	201,658,681	267,342,853	277,579,020	292,843,695
Departmental Usage	178,390,400	274,465,055	271,308,126	298,212,880
Ending Fund Balance	23,268,280	16,146,078	29,539,174	24,169,989
Change in Fund Balance	23,268,280	(7,122,202)	6,270,894	(5,369,185)

Total departmental usage of \$298.2 million for 2013-14 is reflected in the table below. Expenditure levels will be monitored closely for accountability should the State implement reporting requirements for 2011 Realignment revenues.

**SUMMARY OF 2011 REALIGNMENT BUDGET UNITS FOR 2013-14**

	Law Enforcement	CalWORKs MOE	Support Services	Total
Estimated Beginning Fund Balance	24,122,966	5,369,185	47,023	29,539,174
Budgeted Revenue	101,376,195	48,154,774	143,312,726	292,843,695
Budgeted Departmental Usage	101,376,195	53,523,959	143,312,726	298,212,880
Estimated Ending Fund Balance	24,122,966	0	47,023	24,169,989
Estimated Change in Fund Balance	0	(5,369,185)	0	(5,369,185)



## LAW ENFORCEMENT SERVICES

As mentioned previously in this section, the Law Enforcement Services fund has four (4) sub-accounts: Trial Court Security (administered by the Sheriff/Coroner/Public Administrator's Department); District Attorney/Public Defender (which share the funds equally); Juvenile Justice (administered by Probation); and Community Corrections. The Community Corrections sub-account is administered by the Local Community Corrections Partnership which consists of a membership defined by Penal Code Section 1230 (including the Chief Probation Officer, the Sheriff/Coroner/Public Administrator, the District Attorney, the Public Defender, and other Social Services Executives). The Local Community Corrections Partnership determines how to allocate funding for the Community Corrections sub-account in response to proposals submitted by various departments to fund positions and/or programs beneficial to the implementation of Public Safety Realignment. Departments that receive funding may vary from year to year and funding levels can differ depending on needs and available resources.

2011 Realignment required each county to develop an implementation plan approved by the Local Community Corrections Partnership and the Board of Supervisors. Since the plan included a significant number of additional positions, an appropriation savings occurred because this new staff required extensive background checks. As a result, a fund balance of \$14.5 million existed in the Law Enforcement fund at the end of 2011-12. The fund balance grew by an additional \$9.6 million in 2012-13 as departments have not been able to fully implement AB 109 programs as quickly as anticipated. Detail of the fund balance for Law Enforcement Services is reflected in the following table:

LAW ENFORCEMENT SERVICES				
	ACTUAL 2011-12	FINAL 2012-13	ACTUAL 2012-13	ADOPTED 2013-14
Beginning Fund Balance	0	14,532,866	14,532,866	24,122,966
Revenue	63,727,866	98,607,259	98,328,180	101,376,195
Departmental Usage	49,195,000	98,607,259	88,738,080	101,376,195
Ending Fund Balance	14,532,866	14,532,866	24,122,966	24,122,966
Change in Fund Balance	14,532,866	0	9,590,100	0

Beginning in 2015-16 a Local Innovation Account will be established by transferring 10% of growth from the sub-accounts in the Law Enforcement fund. Funds in the Local Innovation Account can be appropriated for use consistent with any of the sub-accounts.

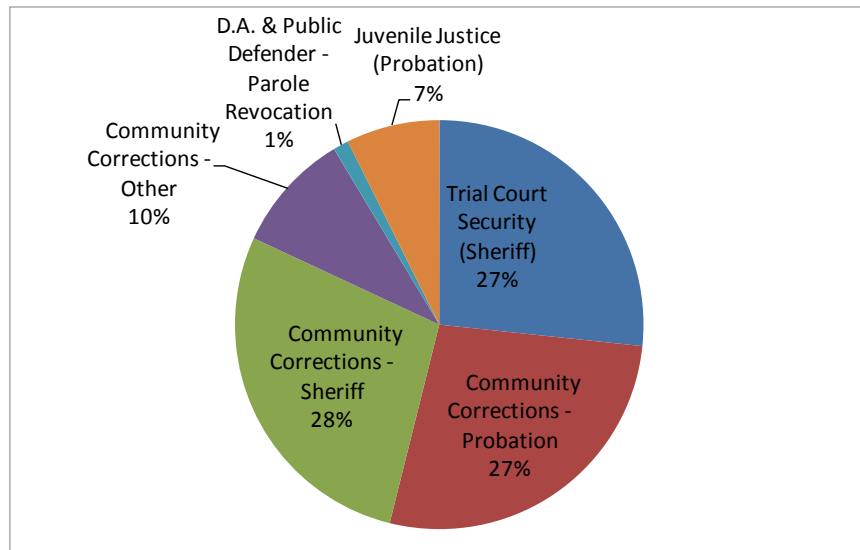
Usage of 2011 Realignment funding for Law Enforcement Services is broken out in the table and chart on the next page:



BREAKDOWN OF LAW ENFORCEMENT DEPARTMENTAL USAGE				
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	ACTUAL 2011-12	FINAL 2012-13	ACTUAL 2012-13	ADOPTED 2013-14
Trial Court Security (Sheriff)	26,084,647	27,193,409	24,202,051	27,053,068
Community Corrections:				
Probation	7,933,316	26,306,019	23,861,976	27,597,924
Sheriff/Coroner/Public Administrator	3,903,668	25,128,163	25,141,868	28,407,422
District Attorney	895,305	1,434,913	1,429,048	2,843,595
Public Defender	202,542	1,014,728	1,010,583	2,169,562
Public Health	6,616	0	106,359	106,359
Children & Family Services	0	0	96,754	0
Aging and Adult Services	0	82,169	82,169	56,250
Behavioral Health	238,540	7,460,795	3,818,126	4,124,828
Workforce Development	0	0	177,042	159,003
Transitional Assistance	0	0	6,695	6,695
Human Resources	92,223	126,409	114,876	131,242
D.A. & Public Defender - Parole Revocation (50/50)	924,293	1,050,176	1,049,375	1,229,063
Juvenile Justice (Probation)	8,913,850	8,810,478	7,641,158	7,491,184
Total Departmental Usage	49,195,000	98,607,259	88,738,080	101,376,195

2013-14 Adopted

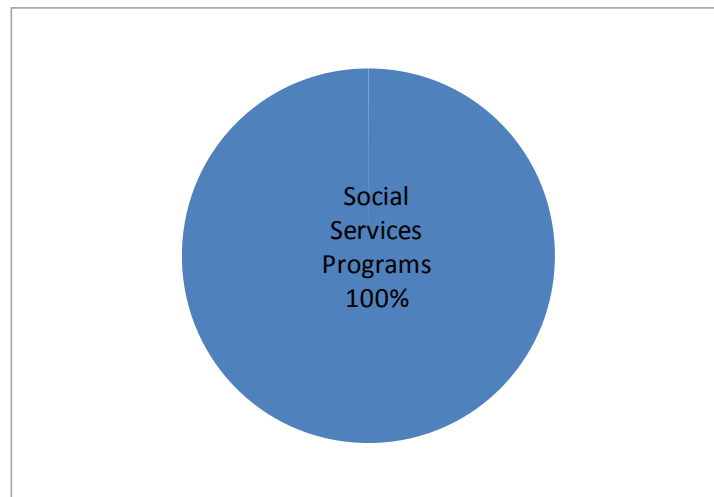


**CalWORKs MOE**

Funding for the CalWORKs MOE comes from both Sales Tax and Vehicle License Fee revenues. These funds originally funded Mental Health but, as part of 2011 Realignment, the funds were diverted to CalWORKs; and Mental Health now receives a monthly flat amount from the new sales tax revenues brought in with the passage of Proposition 30. In the future, there is not expected to be any fund balance. Once funds are received, they will be immediately transferred to the fund used for assistance payments to CalWORKs clients. Below is additional historical detail on the CalWORKs MOE fund.

<b>CalWORKs MOE</b>				
	ACTUAL 2011-12	FINAL 2012-13	ACTUAL 2012-13	ADOPTED 2013-14
Beginning Fund Balance	0	7,485,979	7,485,979	5,369,185
Revenue	47,677,482	41,245,383	45,280,810	48,154,774
Departmental Usage	40,191,503	48,731,362	47,397,604	53,523,959
Ending Fund Balance	7,485,979	0	5,369,185	0
Change in Fund Balance	7,485,979	(7,485,979)	(2,116,794)	(5,369,185)

<b>BREAKDOWN OF CalWORKs MOE DEPARTMENTAL USAGE</b>				
	ACTUAL 2011-12	FINAL 2012-13	ACTUAL 2012-13	ADOPTED 2013-14
Social Services Programs	40,191,503	48,731,362	47,397,604	53,523,959
Total Departmental Usage	40,191,503	48,731,362	47,397,604	53,523,959

2013-14 Adopted

**SUPPORT SERVICES**

The 2011 Realignment legislation allows for transfers between the two sub-accounts (Behavioral Health and Protective Services) in the Support Services fund. Ten-percent (10%) of the amount deposited to the sub-account with the lowest balance can be transferred in from the other sub-account. The Board of Supervisors also has the discretion to establish a Support Services Reserve Sub-account by up to five-percent (5%) from each sub-account's previous year's deposits. Additional historical detail of the Support Services fund is included in the tables below.

<b>SUPPORT SERVICES</b>				
	ACTUAL 2011-12	FINAL 2012-13	ACTUAL 2012-13	ADOPTED 2013-14
Beginning Fund Balance	0	1,249,435	1,249,435	47,023
Revenue	90,253,333	127,490,211	133,970,030	143,312,726
Departmental Usage	89,003,898	127,126,434	135,172,442	143,312,726
Ending Fund Balance	1,249,435	1,613,212	47,023	47,023
Change in Fund Balance	1,249,435	363,777	(1,202,412)	0

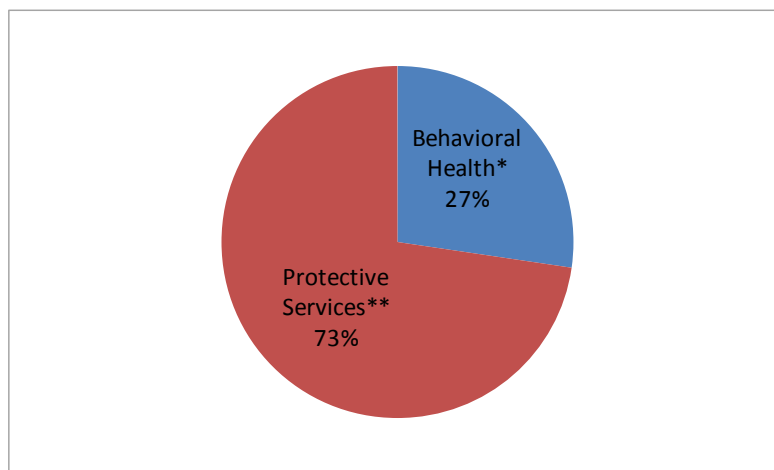
The Support Services fund has two subaccounts: Behavioral Health and Protective Services. Current projections do not reflect any growth in fund balance.

<b>BREAKDOWN OF SUPPORT SERVICES DEPARTMENTAL USAGE</b>				
	ACTUAL 2011-12	FINAL 2012-13	ACTUAL 2012-13	ADOPTED 2013-14
Behavioral Health*	5,387,311	32,130,185	36,781,944	39,172,367
Protective Services**	83,616,587	94,996,249	98,390,498	104,140,359
Total Departmental Usage	89,003,898	127,126,434	135,172,442	143,312,726

\*The Behavioral Health sub-account funds Drug Court and Rehabilitative Services.

\*\*The Protective Services sub-account funds Adult Protective Services, Foster Care Administration, Foster Care Assistance, Child Welfare Services, Aging & Adult Administration, Aging & Adult Assistance, and Child Abuse Prevention.

2013-14 Adopted

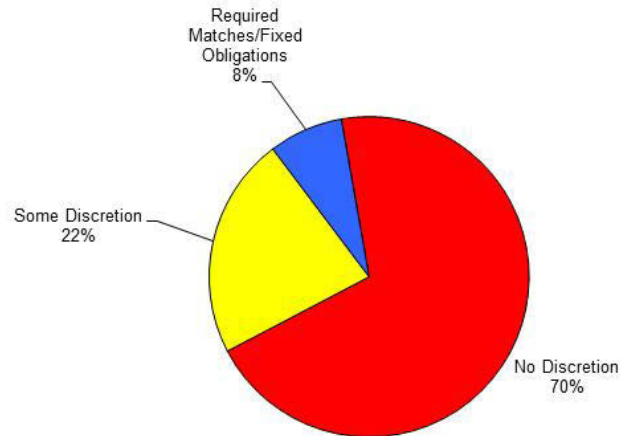




**COUNTYWIDE DISCRETIONARY REVENUE**

The entire general fund budget including operating transfers in is \$2.7 billion, however, only \$0.60 billion is truly discretionary as seen in this pie chart.

### 2013-14 Adopted Budget General Fund Spending

**SPENDING WHERE THERE IS NO DISCRETION. INCLUDES:****1,892,624,057**

Welfare costs reimbursed by state and federal monies (\$957.3 million)

Other program costs funded by program revenues such as user fees (\$935.3 million)

**REQUIRED HEALTH AND WELFARE MATCHES AND OTHER FIXED OBLIGATIONS:****202,724,013****SPENDING WHERE THERE IS DISCRETION. INCLUDES:****604,308,541**

Reserve Contributions (\$7.0 million)

Contingencies Contributions (\$180.9 million)

Law and justice program costs funded by local revenues (\$290.5 million)

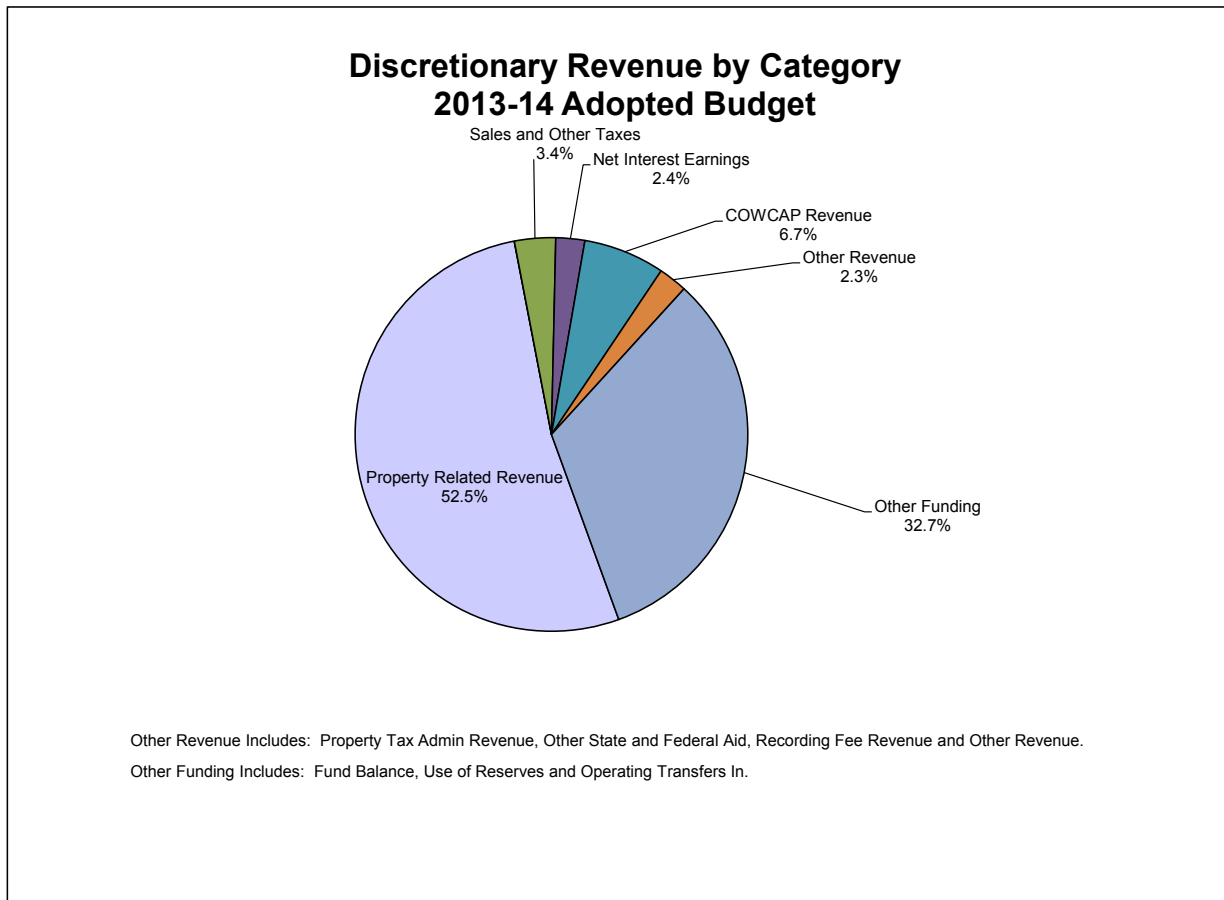
All other program costs funded by local revenues (\$126.0 million)

**TOTAL: \$2,699,656,611**

The countywide discretionary revenue is \$807,032,554 and is first obligated to pay for the required health and welfare matches and other fixed obligations, which total \$202,724,013. The remaining amount of \$604,308,541 is available to fund departmental budgets' Net County Cost or other expenditures.



Shown below are the sources of the countywide discretionary revenue of \$807,032,554 for the 2013-14 Adopted Budget:



Percentages may not add to 100% due to rounding.



**COUNTYWIDE DISCRETIONARY REVENUE WHICH PAY FOR NET COUNTY COST**

	<b>2012-13 Adopted Budget</b>	<b>2012-13 Final Budget</b>	<b>2012-13 Actual</b>	<b>2013-14 Adopted Budget</b>
<b>Countywide Discretionary Revenue</b>				
Property Related Revenue:				
Current Secured, Unsecured, Unitary	200,406,123	202,331,718	225,998,042	205,120,805
VLF/Property Tax Swap	198,672,252	202,181,646	202,181,646	205,214,371
Supplemental Property Tax	4,000,000	2,750,000	2,608,371	2,750,000
Property Transfer Tax	5,100,000	5,100,000	6,404,573	6,000,000
Penalty on Current Taxes	2,470,000	2,470,000	2,260,365	2,470,000
Prior Property Taxes, Penalties and Interest	3,500,000	3,250,000	2,257,279	2,250,000
<b>Total Property Related Revenue<sup>(1)</sup></b>	<b>414,148,375</b>	<b>418,083,364</b>	<b>441,710,276</b>	<b>423,805,176</b>
Sales and Other Taxes:				
Sales and Use Tax <sup>(1)</sup>	17,292,188	18,638,951	23,583,915	19,587,302
Franchise Fees	5,810,000	5,810,000	5,822,582	5,810,000
Hotel/Motel Tax	1,200,000	1,200,000	1,519,054	1,200,000
Other Taxes	790,000	790,000	733,598	790,000
<b>Total Sales and Other Taxes</b>	<b>25,092,188</b>	<b>26,438,951</b>	<b>31,659,149</b>	<b>27,387,302</b>
Net Interest Earnings	20,408,500	20,408,500	21,818,182	19,225,000
COWCAP Revenue	53,996,755	53,996,755	53,319,061	53,977,428
Property Tax Admin Revenue	12,888,257	10,088,257	7,302,406	10,189,140
Recording Fee Revenue	3,100,000	3,100,000	3,688,828	3,500,000
State and Federal Aid	4,883,223	5,872,351	6,068,848	4,819,131
Other Revenue	430,000	110,000	80,365,125	430,000
<b>Total Countywide Discretionary Revenue</b>	<b>534,947,298</b>	<b>538,098,178</b>	<b>645,931,875</b>	<b>543,333,177</b>
<b>Other Funding Sources</b>				
Available Fund Balance, beginning	50,291,464	50,291,464	50,291,464	188,559,768
Fund Balance for Board Discretionary Fund Allocations	10,157,890	10,157,890	10,157,890	5,852,564
Use of Reserves	5,000,000	19,200,000	19,200,000	35,918,789
Operating Transfers In (One-Time)	26,536,474	26,851,474	21,089,010	10,568,256
Operating Transfers In (Ongoing)	24,542,361	23,642,361	23,884,326	22,800,000
<b>Total Other Funding Sources</b>	<b>116,528,189</b>	<b>130,143,189</b>	<b>124,622,690</b>	<b>263,699,377</b>
<b>Total Countywide Discretionary Revenue and Other Funding Sources</b>	<b>651,475,487</b>	<b>668,241,367</b>	<b>770,554,565</b>	<b>807,032,554</b>
<b>Locally Funded Appropriation</b>				
Total Countywide Discretionary Revenue	534,947,298	538,098,178	645,931,875	543,333,177
Operating Transfers In (Ongoing)	24,542,361	23,642,361	23,884,326	22,800,000
<b>Locally Funded Appropriation</b>	<b>559,489,659</b>	<b>561,740,539</b>	<b>669,816,201</b>	<b>566,133,177</b>

(1) Sales Tax/Property Tax Swap revenue is included in Sales and Use Tax Totals. In prior years presentations, this revenue was included as a separate item under Property Related Revenue.

The 2013-14 discretionary general funding of \$807,032,554 includes Countywide Discretionary Revenue of \$543.3 million and Other Funding Sources of \$263.7 million. Per the County Fund Balance and Reserve Policy, the General Purpose Reserve will be built up with one-time sources until the target of 20% of locally funded appropriation is reached. The 2013-14 Adopted Budget includes a contribution of \$5,661,332 to the General Purpose Reserve (1% of locally funded appropriation), and brings the funding level to \$76,491,637, or 13.5% of locally funded appropriation. County policy also requires a minimum of 1.5% of locally funded appropriation be placed in general fund mandatory contingencies.



### **Countywide Discretionary Revenue**

Property Related Revenue accounts for over 52% of countywide discretionary revenue and other funding sources. These revenues have been severely impacted as a result of the mortgage and financial crisis, which has had a significant effect on the housing market within the County. Assessed valuation has been negatively affected both by homes selling at prices lower than their current assessed valuation, and by Proposition 8 reassessments, which lower valuations of properties (where no change in ownership has occurred) if the current assessed value of such property is greater than the fair market value of the property. However, the median price of a home in the County has started to rise and the volume of home sales remains relatively stable. Rising home prices are also leading to value being added back to the assessment roll for valuations that had been reduced through Proposition 8 reassessments. As a result of these factors, the County's 2013-14 Adopted Budget projects an increase in assessed valuation for the first time since 2008-09.

The 2013-14 Adopted Budget anticipates a 1.5% increase in the assessed valuation of properties within the County. The anticipated increase in the assessed valuation compares to actual assessed valuation declines of 6.17% in 2009-10, 4.55% in 2010-11, 0.87% in 2011-12, and an increase of 0.8% in 2012-13.

Subsequent to the adoption of the 2013-14 Budget, the Assessor/Recorder/County Clerk published the County's assessment roll, which shows an increase in assessed valuation of 3.0% for 2013-14. The County will analyze the roll increase and future supplemental roll activity, and make necessary budget adjustments in the quarterly budget report process.

### **Elimination of Redevelopment Agencies**

A portion of the general fund's property tax revenue is pass-through of property tax increment belonging to Redevelopment Agencies. Redevelopment Agencies were dissolved as of February 1, 2012, pursuant to ABx1 26. Pursuant to ABx1 26, revenues that would have been directed to the dissolved Redevelopment Agencies will continue to be used to make pass-through payments to other public agencies (i.e., payments that such entities would have received under prior law). In addition, the State projects that the elimination of Redevelopment Agencies will provide additional property tax revenue for local public agencies, including the County. The County has not budgeted any additional property tax revenue that might result from the dissolution of Redevelopment Agencies pursuant to ABx1 26, but does continue to budget for pass-through payments consistent with the legislation.

### **The Teeter Plan**

The Teeter Plan is an alternate property tax distribution procedure authorized by the California Legislature in 1949, and implemented by the County in 1993-94. Generally, the Teeter Plan provides for a property tax distribution procedure by which secured roll taxes are distributed based on the tax levy, rather than on the basis of actual tax collections, for agencies that elect to participate in the Teeter Plan (including the County general fund). Under the Teeter Plan, the County advances each participant an amount equal to the participant's Teeter Secured Levy (adjusted at year end for corrections to the assessment roll) that remains unpaid at the end of the fiscal year. In return, the County general fund receives all future delinquent tax payments, penalties and interest. The County bears the risk of loss on the delinquent property taxes but benefits from the penalties and interest associated with these delinquent taxes when they are paid. Under the Teeter Plan, the County is also required to establish a tax loss reserve fund to cover losses that may occur as a result of sales of tax-defaulted properties.

The Teeter Secured Levy includes each participating agency's share of the 1% ad valorem secured levy, plus any ad valorem levy for the debt service of voter-approved general obligation bonds. Not included in the Teeter Secured Levy are supplemental roll revenues, special assessments, utility roll revenues, or property tax pass-through amounts from Redevelopment Agencies within the County (see 'Elimination of Redevelopment Agencies' above).

As a participant in the Teeter Plan, the County general fund receives its entire share of its Teeter Secured Levy, regardless of delinquencies. The County general fund also receives all participating agencies share of the penalties and interest associated with the delinquent taxes advanced under the Teeter Plan once they are paid. These interest and penalties, accounted for as interest earnings in countywide discretionary revenue, are projected to decrease slightly in 2013-14.



The following paragraphs describe the components of property related revenue in detail:

### **Current Secured, Unsecured, Unitary**

Secured Property Tax Revenue makes up approximately \$180.8 million of the \$205.1 million in the 2013-14 "Current Secured, Unsecured, Unitary" budgeted revenue number, up from \$178.2 million in the 2012-13 Final Budget. This reflects a projected increase in assessed valuation of 1.5%. This is the first projected increase in assessed valuation since the 2008-09 Adopted Budget. The County has not budgeted any additional property tax revenue that might result from the dissolution of Redevelopment Agencies pursuant to ABx1 26, but does continue to budget for pass-through payments consistent with ABx1 26 (see 'Elimination of Redevelopment Agencies' on the previous page).

### **VLF/Property Tax Swap**

Historically, approximately three-fourths of Vehicle License Fee (VLF) revenue was allocated to cities and counties as general purpose funding. Beginning in 1998-99, the State reduced the VLF payment required from vehicle owners. However, the State made up the revenue impact of the VLF rate reductions with State general fund revenue (the 'VLF Backfill').

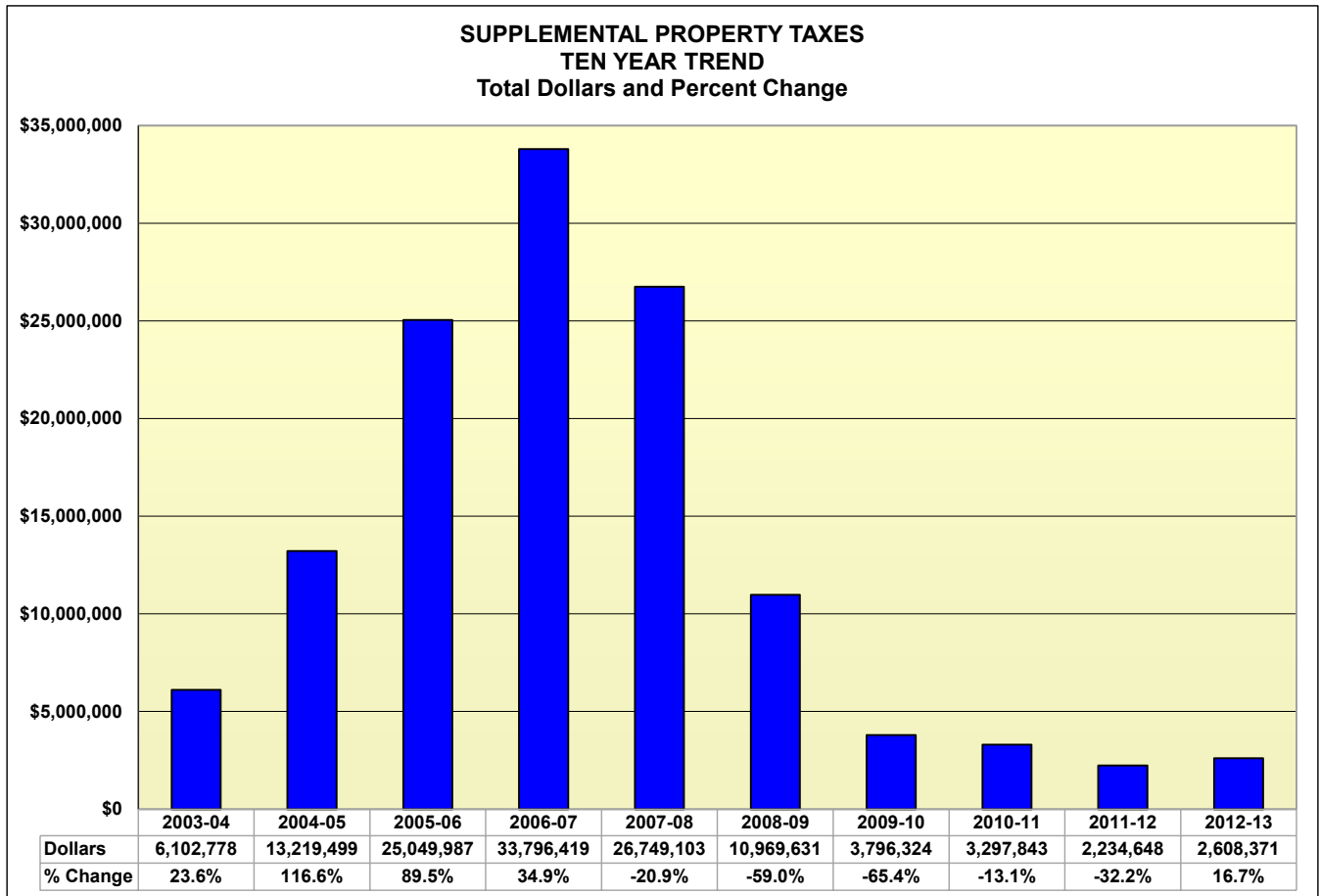
The VLF Backfill was eliminated in the 2004-05 State Budget. In that year, the VLF Backfill to cities and counties was permanently replaced with an equivalent increase in property tax revenues (VLF/Property Tax Swap revenues). This increase was funded by decreases in property tax revenues allocated to schools and community colleges.

For 2004-05, the State established the base amount of the VLF/Property Tax Swap. The base is equal to the amount of VLF backfill that the counties and cities would have received in 2004-05, calculated using actual VLF receipt amounts for 2004-05. For years beginning in 2005-06, the VLF/Property Tax Swap amount is calculated using the prior year VLF/Property Tax Swap amount adjusted by the percent change in assessed valuation. This percent change includes both secured and unsecured assessed valuation, but excludes the change in unitary valuations. The 2013-14 budgeted amount reflects the projected increase in assessed valuation of 1.5%, as compared to the 2012-13 Final Budget.

### **Supplemental Property Tax**

Supplemental Property Tax payments are required from property owners when there is a change in the assessed valuation of their property after the property tax bill for that year has been issued. Generally, there are two types of events that will require a supplemental property tax payment: a change in ownership or the completion of new construction. As a result, when property values have been increasing and sales activity is high, there will be an increase in the number and dollar amount of supplemental property tax bills, which will result in increased supplemental property tax revenue to the County. Conversely, when home values are decreasing, refunds may be due to homeowners, and supplemental property tax revenues will decrease. Because the collection of these revenues may not occur for one to two years after the sale of the property, supplemental property tax revenue will generally lag the reality in the housing market by at least a year.



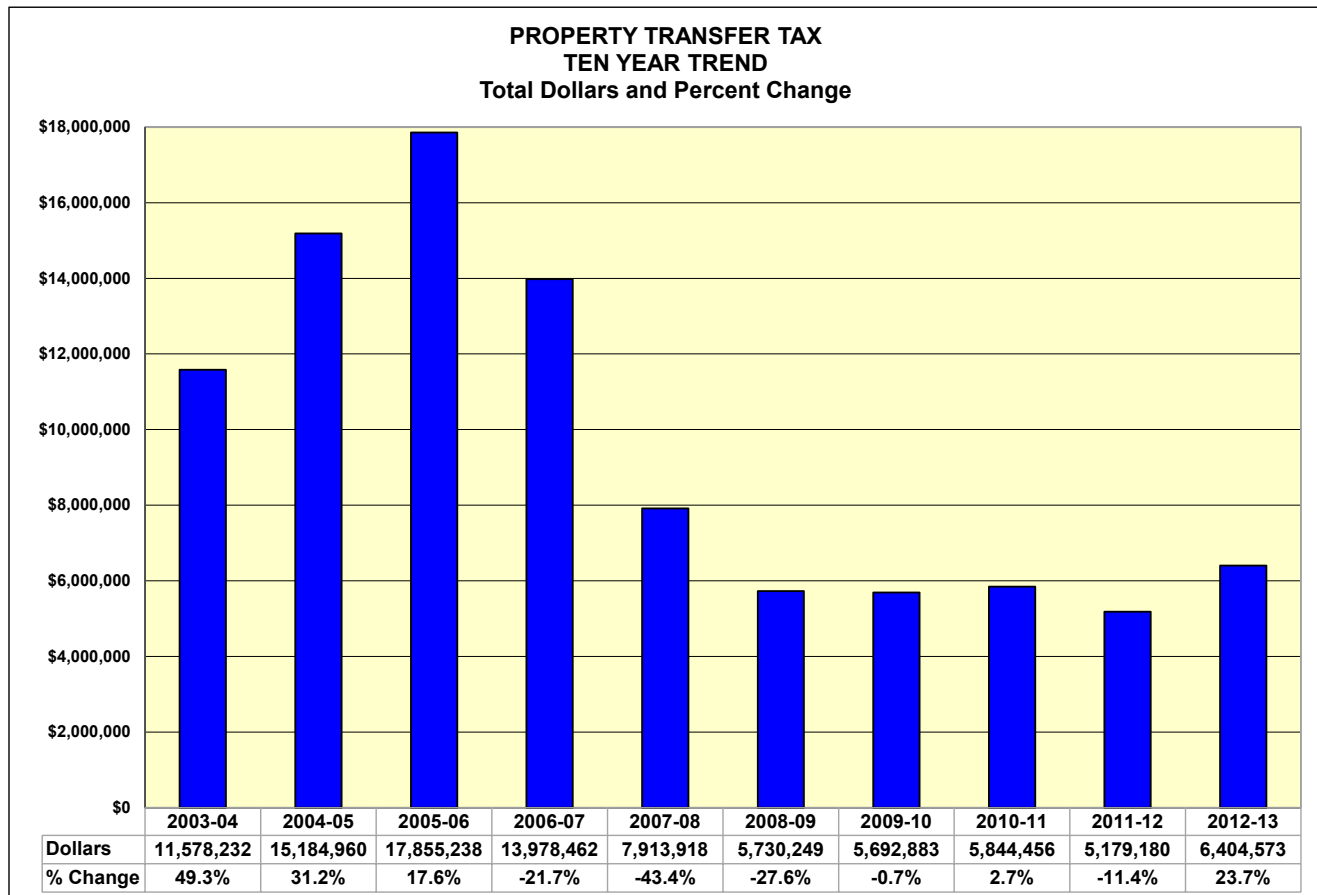


As shown in the chart above, supplemental property tax revenues have declined significantly since 2006-07 as a result of the collapse of the housing market. Supplemental revenue in 2012-13 showed the first year over year increase since 2006-07. The County projects these revenues to be \$2.75 million in 2013-14.



### Property Transfer Tax

The Property Transfer Tax is collected when any lands, tenements, or other realty sold within the County is granted, assigned, transferred, or otherwise conveyed to or vested in the purchaser. The tax is imposed when the value of the property exceeds \$100. The tax rate is \$0.55 for each \$500 of property value. For sales in the unincorporated areas of the County, the County receives 100% of the tax. For sales in cities, the County receives 50% of the tax. The County anticipates that property transfer tax will total \$6.0 million in 2013-14, consistent with 2012-13 revenue. The following chart presents the most recent ten year trend of property transfer tax revenue.



### Sales and Use Tax

Countywide discretionary revenue includes 1.0% of the 8.0% sales tax rate charged on purchases made in the unincorporated areas of the County. This 1.0% is made up of two components. The first is 0.75% of taxable sales remitted by businesses that collect sales tax. The second component is the Sales Tax/Property Tax Swap, also referred to as the Triple Flip, which represents 0.25% of taxable sales. Both of these components are explained in more detail below.

#### Sales and Use Tax Allocation of 0.75%

When preparing the annual budget, the County projects future sales tax revenue based on data provided by a local economist and the County's sales tax consultant. For 2013-14, Sales and Use Tax revenue is anticipated to decrease from 2012-13 actual revenue. This is because the 2012-13 actual revenue includes one-time use tax receipts for major construction projects.

2013-14 ongoing sales tax revenue in the unincorporated area is projected to total \$16.6 million (after adjusting for the Triple Flip). However, the County has budgeted only \$13.5 million for 2013-14. The sales tax revenue





projection of \$13.5 million excludes the portion of the County ongoing sales tax revenue remitted to the City of Redlands under the sales tax sharing agreement explained below:

**Sales Tax Sharing Agreement with the City of Redlands:** In August of 2003, the County entered into a sales tax sharing agreement with the City of Redlands. Under the terms of this agreement, the City of Redlands provides government services to an unincorporated area of the County, and in return the County pays the city a percentage of the sales tax revenue generated in that geographical area. This geographical area has numerous retail establishments and generates a considerable amount of sales tax revenue. Under the terms of the sales tax sharing agreement, the County currently pays the City of Redlands 90% of the County discretionary sales tax revenue generated in this area.

**Sales Tax Risk – Potential Annexations and Incorporations:** Based on recent estimates, approximately 32.2% of the County's discretionary sales tax revenue is generated in the unincorporated portion of the spheres of influence of the 24 cities that are within the County's boundaries. A sphere of influence is a 'planning boundary' within which a city or district is expected to grow over time. Therefore, the areas within these spheres are likely to be annexed, and once annexed, the discretionary sales tax revenue generated in that area will go to the city instead of the County. The County would also lose sales tax revenue if a community in the unincorporated area of the County decided to create a new city (incorporate).

#### Sales Tax/Property Tax Swap of 0.25%

Effective with the fiscal year that began on July 1, 2004, the State changed the way sales tax revenue is distributed to counties and cities. Previously, counties and cities received 1.0% of the State's base sales tax rate, which is currently 7.50%. Pursuant to new provisions enacted by the legislature, this 1.0% share of sales tax was reduced by 0.25%, to 0.75%. The additional 0.25% in sales tax revenue was redirected to the state to be used to fund debt service on the California Economic Recovery Bonds, which were approved by voters as Proposition 57. In return, counties and cities receive additional property tax revenue (funded by reducing the schools' share of property tax revenue) in an amount equal to the 0.25% sales tax revenues forgone. The State general fund then makes up the loss of property tax revenue to the schools. This change is referred to as the 'Triple Flip'. The Triple Flip will continue until the California Economic Recovery Bonds are paid. Once the bonds are paid, and the Triple Flip is discontinued, the County's share of the base sales tax rate will return to 1.0%.

The Triple Flip was designed to replace sales tax revenue on a dollar for dollar basis with property tax revenue. In practice, the additional property tax revenue paid to the counties and cities each year is based on an estimate of the agencies' sales tax revenue for the year plus a 'true-up' from the prior year. This true-up represents the difference between the additional property tax revenue paid to the local agency and the actual amount of sales tax revenue (the 0.25%) lost by the local agency.

For 2013-14 the County anticipates \$6.1 million in Triple Flip revenue which includes an estimated \$0.6 million in true-up from the prior year.

Both components of discretionary sales tax revenue (Sales and Use Tax Allocation of 0.75%, and Sales Tax/Property Tax Swap) are combined and reported together as Sales and Use Tax in the Countywide Discretionary Revenue Which Pay for Net County Cost chart found earlier in this section. This is a change from prior years. In prior years, Sales Tax/Property Tax Swap revenue was reported as a separate line under Property Related Revenue. For 2013-14, a combined total of \$19.6 million is budgeted for Sales and Use Tax, \$13.5 million of the 0.75% Allocation and \$6.1 million of Sales Tax/Property Tax Swap revenue.

Not included in budgeted sales and use tax revenue is \$3.1 million of one-time use tax revenue estimated to be generated from major construction projects in the unincorporated areas of the County. This revenue would normally be distributed to the County, and cities within the County, based on their percent share of countywide sales tax revenue. However, due to the efforts of the Economic Development Department working with companies doing this construction, 100% of this revenue will be allocated to the County. Because this revenue is one-time in nature, it is budgeted as Operating Transfers In (one-time) instead of sales and uses tax revenue.



### **Net Interest Earnings**

Net interest earnings for 2013-14 are projected at \$19.2 million. This is \$1.2 million lower than the 2012-13 Final Budget amount. The decrease is due to lower available investment rates and lower interest and penalties from delinquent property taxes from the County's Teeter Plan. For more information see the section titled 'The Teeter Plan' on page 76 of this section.

### **COWCAP (Countywide Cost Allocation Plan) Revenue**

The budgeted COWCAP Revenue amount reflects the recovered allowable costs included in the 2013-14 Countywide Cost Allocation Plan (COWCAP) published by the Auditor-Controller/Treasurer/Tax Collector. COWCAP revenue is reimbursement for overhead/indirect costs incurred by the General Fund. Reimbursements are received from various state and federal grant programs (that permit such reimbursement) and fee supported general fund departments and taxing entities such as the County Library and Board-governed Special Districts. The County anticipates an increase in COWCAP revenue in an amount of \$2.3 million from these departments and agencies in 2013-14.

In 2011-12, the County began charging COWCAP to general fund departments that receive Net County Cost to fund their programs. This was a change in practice, since Net County Cost then needed to be allocated to these departments to pay for these COWCAP charges. However, to ensure that the full cost of services was included in fees that they charge for services, locally funded general fund departments began paying COWCAP, using an increased Net County Cost allocation. For 2013-14, COWCAP charges for these departments decreased by \$2.3 million, which is offset by a decrease in their Net County Cost allocation in the same amount.

The impact to COWCAP revenue that is reimbursed (an increase of \$2.3 million) and that is funded by Net County Cost (a decrease of \$2.3 million) results in a budget that is flat compared to the prior year. Of the total COWCAP revenue budget of \$53,977,428, \$29,935,900 is budgeted reimbursement from paying departments and \$24,041,528 is funded with Net County Cost.

### **Property Tax Administration Revenue**

Property tax administration revenue consists of:

- SB 813 cost reimbursement, which represents allowable charges for administration and operation of the supplemental property tax program. This reimbursement is tied directly to the performance of supplemental property tax revenue.
- The property tax administrative fee, which is allowed by the legislature, recovers a portion of the County's cost of the property assessment and tax collection process from certain other local jurisdictions. This revenue is tied directly to the cost of that collection effort. School Districts are not required to pay their share of this fee, so not all County costs are recovered.

Litigation regarding the Property Tax Administration Fee (PTAF). Forty-three cities sued Los Angeles County over the portion of PTAF fees calculated on the State revenue exchanges known as the Triple Flip and Vehicle License Fee (VLF)/Property Tax Swap. All California counties have included the Triple Flip and VLF/Property Tax Swap in the base for the calculation of the cities' share of this fee. The Court recently ruled in favor of the cities. On an annual basis, this ruling results in the loss of \$2.8 million of annual PTAF fees, which is reflected in the 2012-13 Final Budget figure.

The 2013-14 Adopted Budget anticipates revenues to be consistent with the 2012-13 Final Budget amount. Actuals dipped in 2012-13 due to a one-time adjustment and effects of the dissolution of Redevelopment Agencies.

### **Recording Fee Revenue**

The Recorder's Division of the County's Assessor/Recorder/County Clerk's Office collects certain fees for the official recording of documents. Recording Fees are expected to remain relatively flat as compared to 2012-13 actuals.

### **State and Federal Aid**

State and federal aid consists of a payment from the welfare realignment trust fund, which replaced the state revenue stabilization program, SB90 reimbursements from the state, and excess Vehicle License Fee (VLF) revenue. It also includes revenues received from the federal government's Payment in Lieu of Taxes (PILT)



program. The Emergency Economic Stabilization Act of 2008 (Public Law 110-343) was enacted on October 3, 2008 and authorized full funding for the PILT program from 2008 through 2012, which generates approximately \$1.0 million in additional PILT revenue annually. Although scheduled to end in 2012, the full funding level for PILT has been extended for one additional year.

### **Other Revenue**

Other revenue includes voided warrants issued by the County, projected transfers of unclaimed property tax refunds to the General Fund, the county share of vehicle code violation revenue, and other miscellaneous revenues.

2012-13 actuals are significantly higher than the 2012-13 Final Budget. (See 'Other Funding Sources' below, for more information on the source of these other revenues).

### **Other Funding Sources**

#### **Fund Balance and Reimbursements**

The 2012-13 year-end fund balance for the General Fund is \$188.6 million. This reflects fund balance that is available for appropriation. Fund balance is significantly higher than in prior years due to County cost savings and additional revenue. This revenue includes:

- One-time revenue of \$44.0 million received as a result of due diligence reviews of the dissolved Redevelopment Agencies.
- A rebate of \$33.9 million from the County's Worker's Compensation Self Insurance Program (Program) that represents excess funding in the Program. The \$33.9 million rebate reflects the amount deposited in the general fund, net of the portion of the rebate due to State and Federal government programs that reside in the general fund. The County had implemented a five year plan to gradually reduce the excess in the Program to prevent large fluctuations in premiums. However, the State Controller's Office conducted a field review of the County's cost allocation plan, and in their report stated that a rebate must be processed to all Program participants that contributed to the excess.

#### **Use of Reserves**

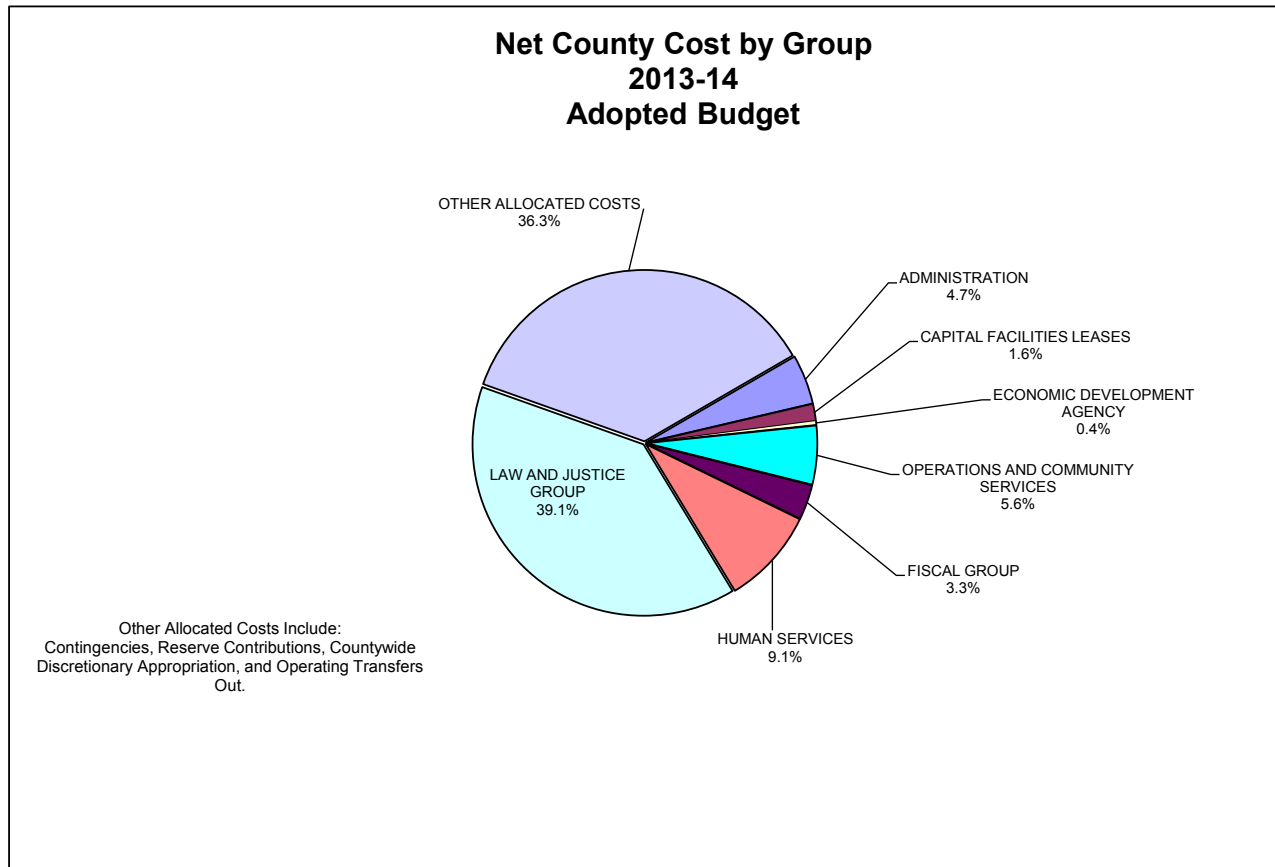
The 2013-14 Adopted Budget anticipates the use of the full amount of the Future Space Needs Reserve of \$22.9 million, and \$13.0 million of the Teeter Reserve, which is the amount that this reserve is funded in excess of the legal requirement. The funds released from these reserves, along with other one-time monies of the County, will be used to fund one-time capital projects and other one-time expenditures or to increase contingencies to be assigned for one-time capital projects and other one-time expenditures.

#### **Operating Transfers In**

Operating transfers in primarily include \$17.0 million of ongoing tobacco settlement funds to provide \$15.0 million of ongoing funding for debt service on the Arrowhead Regional Medical Center and \$2.0 million of ongoing funding for Public Health. Ongoing operating transfers in also include \$4.1 million of ongoing Courthouse and Criminal Justice Construction funds to fund debt service on the Foothill Law and Justice Center. One time operating transfers in include a \$6.0 million loan repayment and \$3.1 million of estimated one-time sales tax revenue discussed in the section titled 'Sales and Use Tax'.



Countywide discretionary revenue is allocated as Net County Cost to various general fund departments within the County. The pie chart below shows what percentage of the Net County Cost is allocated to each of the groups.



Percentages may not add to 100% due to rounding.

The schedule on the following page shows a comparison of 2012-13 final Net County Cost and 2013-14 adopted Net County Cost by department. This schedule also includes requirements and sources, including operating transfers, which are mechanisms to move funding between the various county budget units. Operating transfers are presented in the following chart because the intended purpose is to provide a complete picture of the department's requirements and sources. Operating transfers are excluded from the countywide appropriation and revenue summaries presented in the County Budget Summary section of the 2013-14 Adopted Budget book, as their inclusion would overstate countywide appropriation and revenue on a consolidated basis.



Department Title	2012-13 Final Budget:			2013-14 Adopted Budget:			Change Between 2012-13 Final & 2013-14 Adopted		
	Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost
BOARD OF SUPERVISORS (ALL DISTRICTS)	7,647,052	-	7,647,052	7,046,590	-	7,046,590	(600,462)	-	(600,462)
CLERK OF THE BOARD	1,871,377	371,138	1,500,239	2,343,659	313,578	2,030,081	472,282	(57,560)	529,842
COUNTY ADMINISTRATIVE OFFICE	4,091,958	-	4,091,958	4,793,803	-	4,793,803	701,845	-	701,845
COUNTY ADMINISTRATIVE OFFICE - LITIGATION	589,938	-	589,938	589,763	-	589,763	(175)	-	(175)
COUNTY COUNSEL	8,732,006	5,644,400	3,087,606	8,713,238	5,683,270	3,029,968	(18,768)	38,870	(57,638)
FINANCE AND ADMINISTRATION	2,640,486	-	2,640,486	2,814,749	-	2,814,749	174,263	-	174,263
HUMAN RESOURCES	5,852,852	538,084	5,314,768	7,165,607	624,917	6,540,690	1,312,755	86,833	1,225,922
HUMAN RESOURCES - UNEMPLOYMENT INSURANCE	4,000,500	-	4,000,500	4,000,500	-	4,000,500	-	-	-
HUMAN RESOURCES - EMPLOYEE HEALTH AND WELLNESS	1,979,584	1,979,584	-	2,069,041	2,069,041	-	89,457	89,457	-
INFORMATION SERVICES - APPLICATION DEVELOPMENT	15,330,964	7,938,173	7,392,791	15,765,937	13,720,515	2,045,422	434,973	5,782,342	(5,347,369)
PURCHASING	2,091,145	928,168	1,162,977	2,067,102	557,076	1,510,026	(24,043)	(371,092)	347,049
LOCAL AGENCY FORMATION COMMISSION	301,000	-	301,000	288,274	-	288,274	(12,726)	-	(12,726)
COUNTY SCHOOLS	3,085,995	-	3,085,995	3,159,104	-	3,159,104	73,109	-	73,109
<b>ADMINISTRATION SUBTOTAL:</b>	<b>58,214,857</b>	<b>17,399,547</b>	<b>40,815,310</b>	<b>60,817,367</b>	<b>22,968,397</b>	<b>37,848,970</b>	<b>2,602,510</b>	<b>5,568,850</b>	<b>(2,966,340)</b>
CAPITAL FACILITIES LEASES	13,052,882	-	13,052,882	13,013,014	-	13,013,014	(39,868)	-	(39,868)
<b>CAPITAL FACILITIES LEASES SUBTOTAL:</b>	<b>13,052,882</b>	<b>-</b>	<b>13,052,882</b>	<b>13,013,014</b>	<b>-</b>	<b>13,013,014</b>	<b>(39,868)</b>	<b>-</b>	<b>(39,868)</b>
ECONOMIC DEVELOPMENT	3,113,901	200,000	2,913,901	3,129,834	155,000	2,974,834	15,933	(45,000)	60,933
<b>ECONOMIC DEVELOPMENT AGENCY SUBTOTAL:</b>	<b>3,113,901</b>	<b>200,000</b>	<b>2,913,901</b>	<b>3,129,834</b>	<b>155,000</b>	<b>2,974,834</b>	<b>15,933</b>	<b>(45,000)</b>	<b>60,933</b>
ASSESSOR/RECORDER/COUNTY CLERK	22,017,323	6,716,500	15,300,823	22,789,523	7,106,500	15,683,023	772,200	390,000	382,200
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	36,599,126	27,026,066	9,573,060	36,978,479	26,083,135	10,895,344	379,353	(942,931)	1,322,284
<b>FISCAL SUBTOTAL:</b>	<b>58,616,449</b>	<b>33,742,566</b>	<b>24,873,883</b>	<b>59,768,002</b>	<b>33,189,635</b>	<b>26,578,367</b>	<b>1,151,553</b>	<b>(652,931)</b>	<b>1,704,484</b>
HEALTH ADMINISTRATION	102,560,645	87,560,645	15,000,000	110,534,459	95,534,459	15,000,000	7,973,814	7,973,814	-
BEHAVIORAL HEALTH	135,802,713	133,810,502	1,992,211	152,535,445	150,543,234	1,992,211	16,732,732	16,732,732	-
PUBLIC HEALTH	73,731,861	69,906,009	3,825,852	78,546,440	74,445,996	4,100,444	4,814,579	4,539,987	274,592
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	19,624,434	15,019,432	4,605,002	21,008,999	16,335,156	4,673,843	1,384,565	1,315,724	68,841
PUBLIC HEALTH - INDIGENT AMBULANCE	472,501	-	472,501	472,501	-	472,501	-	-	-
AGING AND ADULT SERVICES	10,269,763	10,269,763	-	8,914,746	8,914,746	-	(1,355,017)	(1,355,017)	-
AGING AND ADULT SERVICES - PUBLIC GUARDIAN-CONSERVATOR	950,961	325,663	625,298	903,483	286,850	616,633	(47,478)	(38,813)	(8,665)
CHILD SUPPORT SERVICES	39,685,993	39,685,993	-	40,134,968	40,134,968	-	448,975	448,975	-
HUMAN SERVICES - ADMINISTRATIVE CLAIM	443,441,035	428,864,171	14,576,864	473,668,684	458,161,333	15,707,351	30,427,649	29,297,162	1,130,487
DOMESTIC VIOLENCE/CHILD ABUSE SERVICES	531,812	531,812	-	531,812	-	531,812	-	-	-
ENTITLEMENT PAYMENTS (CHILDCARE)	28,468,013	28,468,013	-	31,244,447	31,244,447	-	2,776,434	2,776,434	-
OUT-OF-HOME CHILD CARE	810,566	-	810,566	810,566	-	810,566	-	-	-
AID TO ADOPTIVE CHILDREN	52,913,715	50,964,195	1,949,520	56,334,041	54,384,521	1,949,520	3,420,326	3,420,326	-
AFDC - FOSTER CARE	116,663,120	102,714,103	13,949,017	123,710,568	106,395,312	17,315,256	7,047,448	3,661,209	3,366,239
REFUGEE CASH ASSISTANCE	77,075	77,075	-	75,918	75,918	-	(1,157)	(1,157)	-
CASH ASSISTANCE FOR IMMIGRANTS	1,734,203	1,734,203	-	1,924,374	1,924,374	-	190,171	190,171	-
CALWORKS - ALL OTHER FAMILIES	249,805,920	243,560,772	6,245,148	248,426,880	242,216,208	6,210,672	(1,379,040)	(1,344,564)	(34,476)
KINSHIP GUARDIANSHIP ASSISTANCE PROGRAM	6,852,298	5,518,309	1,333,989	7,485,732	6,568,722	917,010	633,434	1,050,413	(416,979)
SERIOUSLY EMOTIONALLY DISTURBED	-	-	-	-	-	-	-	-	-
CALWORKS - 2 PARENT FAMILIES	40,896,298	39,873,890	1,022,408	39,526,722	38,538,554	988,168	(1,369,576)	(1,335,336)	(34,240)
AID TO INDIGENTS (GENERAL RELIEF)	1,782,116	495,375	1,286,741	1,711,197	505,000	1,206,197	(70,919)	9,625	(80,544)
VETERANS AFFAIRS	1,860,653	458,777	1,401,876	1,896,491	458,777	1,437,714	35,838	-	35,838
<b>HUMAN SERVICES SUBTOTAL:</b>	<b>1,328,935,695</b>	<b>1,259,838,702</b>	<b>69,096,993</b>	<b>1,400,598,473</b>	<b>1,327,200,387</b>	<b>73,398,086</b>	<b>71,662,778</b>	<b>67,361,685</b>	<b>4,301,093</b>
COUNTY TRIAL COURTS - DRUG COURT PROGRAMS	390,103	390,103	-	381,101	381,101	-	(9,002)	(9,002)	-
COUNTY TRIAL COURTS - GRAND JURY	420,278	-	420,278	416,022	-	416,022	(4,256)	-	(4,256)
COUNTY TRIAL COURTS - INDIGENT DEFENSE PROGRAM	9,802,555	90,000	9,712,555	9,805,546	90,000	9,715,546	2,991	-	2,991
COUNTY TRIAL COURTS - COURT FACILITIES/JUDICIAL BENEFITS	1,230,902	-	1,230,902	1,216,657	-	1,216,657	(14,245)	-	(14,245)
COUNTY TRIAL COURTS - COURT FACILITIES PAYMENTS	2,512,233	-	2,512,233	2,536,349	-	2,536,349	24,116	-	24,116
COUNTY TRIAL COURTS - FUNDING OF MAINTENANCE OF EFFORT	26,397,865	16,269,848	10,128,017	25,510,051	14,182,000	11,328,051	(887,814)	(2,087,848)	1,200,034
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	63,053,045	30,334,790	32,718,255	64,450,766	33,748,776	30,701,990	13,772,721	3,413,986	(2,016,265)
LAW & JUSTICE GROUP ADMINISTRATION	144,767	144,767	-	5,000	5,000	-	(139,767)	(139,767)	-
PROBATION - ADMINISTRATION, CORRECTIONS AND DETENTION	135,711,292	71,433,960	64,277,332	137,368,823	73,665,220	63,703,603	1,657,531	2,231,260	(573,729)
PROBATION - COURT-ORDERED PLACEMENTS	1,529,775	-	1,529,775	-	-	-	(1,529,775)	-	(1,529,775)
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	-	-	-	-	-	-	-	-	-
PUBLIC DEFENDER	34,286,690	3,616,194	30,670,496	35,108,960	4,645,553	30,463,407	822,270	1,029,359	(207,089)
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	205,771,848	139,799,629	65,972,219	205,741,639	149,015,641	56,725,998	(30,209)	9,216,012	(9,246,221)
SHERIFF - DETENTIONS	149,699,675	48,720,153	100,979,522	160,480,292	51,603,484	108,876,808	10,780,617	2,883,331	7,897,286
SHERIFF - CONTRACTS	120,240,007	119,201,662	1,038,345	122,762,475	122,762,475	-	2,522,468	3,560,813	(1,038,345)
<b>LAW AND JUSTICE SUBTOTAL:</b>	<b>751,191,035</b>	<b>430,001,106</b>	<b>321,189,929</b>	<b>765,783,681</b>	<b>450,099,250</b>	<b>315,684,431</b>	<b>14,592,646</b>	<b>20,098,144</b>	<b>(5,505,498)</b>
AGRICULTURE/WEIGHTS AND MEASURES	6,967,436	5,672,365	1,295,071	6,797,080	5,437,850	1,359,230	(170,356)	(234,515)	64,159
AIRPORTS	2,879,545	2,879,545	-	2,910,893	2,910,893	-	31,348	31,348	-
ARCHITECTURE AND ENGINEERING	-	-	-	-	-	-	-	-	-
COUNTY MUSEUM	3,608,929	1,740,766	1,868,163	3,091,973	975,000	2,116,967	(516,956)	(765,760)	248,804
LAND USE SERVICES - ADMINISTRATION	720,757	-	720,757	1,167,142	-	1,167,142	446,385	-	446,385
LAND USE SERVICES - PLANNING	8,476,076	2,500,618	5,975,458	8,331,849	3,229,617	5,102,232	(144,227)	728,999	(873,226)
LAND USE SERVICES - LAND DEVELOPMENT	-	-	-	825,000	225,000	600,000	825,000	225,000	600,000
LAND USE SERVICES - BUILDING AND SAFETY	3,965,842	3,405,184	560,658	3,934,957	3,357,750	577,207	(30,885)	(47,434)	16,549
LAND USE SERVICES - CODE ENFORCEMENT	4,629,622	408,955	4,220,667	5,485,718	643,756	4,841,962	856,096	234,801	621,295
LAND USE SERVICES - FIRE HAZARD ABATEMENT	1,895,018	1,626,270	268,748	2,505,670	2,251,250	254,420	610,652	624,980	(14,328)
PUBLIC WORKS-SURVEYOR	3,485,492	3,205,589	279,903	3,536,654	2,972,208	564,446	51,162	(233,381)	284,543
REAL ESTATE SERVICES (RES)	1,225,745	1,225,745	-	1,166,965	1,166,965	-	(58,780)	(58,780)	-
RES - FACILITIES MANAGEMENT	13,268,224	13,268,224	-	13,258,458	12,905,399	353,059	(9,766)	(362,825)	353,059
RES - UTILITIES	19,618,084	385,292	19,232,792	19,625,024	277,495	19,347,529	6,940	(107,797)	114,737
RES - RENTS AND LEASES	1,482,408	1,482,408	-	2,511,056	2,511,056	-	1,028,648	1,028,648	-
RES - COURTS PROPERTY MANAGEMENT	2,420,010	2,420,010	-	2,285,336	2,285,336	-	(134,674)	(134,674)	-
REGIONAL PARKS	10,609,383	7,847,404	2,761,979	10,420,719	7,863,567	2,557,152	(188,664)	16,163	(204,827)
REGISTRAR OF VOTERS	10,477,990	2,914,734	7,563,256	8,620,303	2,498,240	6,122,063	(1,857,687)	(416,494)	(1,441,193)
<b>OPERATIONS AND COMMUNITY SERVICES SUBTOTAL:</b>	<b>95,730,561</b>	<b>50,983,109</b>	<b>44,747,452</b>	<b>96,474,797</b>	<b>51,511,388</b>	<b>44,963,409</b>	<b>744,236</b>	<b>528,279</b>	<b>215,957</b>
<b>GENERAL FUND DEPARTMENT SUBTOTAL:</b>	<b>2,308,855,380</b>	<b>1,792,165,030</b>	<b>516,690,350</b>	<b>2,399,585,168</b>	<b>1,885,124,057</b>	<b>514,461,111</b>	<b>90,729,788</b>	<b>92,959,027</b>	<b>(2,229,239)</b>
CONTINGENCIES	36,923,943	-	36,923,943	189,362,372	-	189,362,372	152,438,429	-	152,438,429
RESERVE CONTRIBUTIONS	17,594,897	-	17,594,897	12,668,192	-	12,668,192	(4,926,705)	-	(4,926,705)
BOARD DISCRETIONARY FUND	10,261,366	103,476	10,157,890	5,852,564	-	5,852,564	(4,408,802)	(103,476)	(4,305,326)
NON DEPARTMENTAL APPROPRIATION	21,700,000	21,700,000	-	7,500,000	7,500,000	-	(14,200,000)	(14,200,000)	-
OPERATING TRANSFERS OUT	86,874,287	-	86,874,287	84,688,315	-	84,688,315	(2,185,972)	-	(2,185,972)
<b>TOTAL COUNTYWIDE ALLOCATED COSTS:</b>	<b>173,354,493</b>	<b>21,803,476</b>	<b>151,551,017</b>	<b>300,071,443</b>	<b>7,500,000</b>	<b>292,571,443</b>	<b>126,716,950</b>	<b>(14,303,476)</b>	<b>141,020,426</b>
<b>GRAND TOTAL:</b>	<b>2,482,209,873</b>	<b>1,813,968,506</b>	<b>668,241,367</b>	<b>2,699,656,611</b>	<b>1,892,624,057</b>	<b>807,032,554</b>	<b>217,446,738</b>	<b>78,655,551</b>	<b>138,791,187</b>



**NON-DEPARTMENTAL BUDGET UNIT**

The non-departmental budget unit includes discretionary revenue of the general fund that is detailed in the table titled 'Countywide Discretionary Revenue Which Pay for Net County Cost' found earlier in this section of the budget book.

**APPROPRIATION**

	<b>2012-13 Adopted Budget</b>	<b>2012-13 Final Budget</b>	<b>2012-13 Actual</b>	<b>2013-14 Adopted Budget</b>
Services & Supplies	1,000,000	1,592,205	1,328,338	1,000,000
Other Charges	6,500,000	20,100,000	11,797,128	6,500,000
Transfers		7,795	7,795	
<b>Total Expenditure Authority</b>	<b>7,500,000</b>	<b>21,700,000</b>	<b>13,133,261</b>	<b>7,500,000</b>

Non departmental appropriation pays for countywide expenditures not allocable to a specific department, and interest expense on the County's annual Tax and Revenue Anticipation Notes. The net interest earnings revenue reported in the table titled 'Countywide Discretionary Revenue Which Pay for Net County Cost' is reduced by these expenditures.

In 2012-13, a mid-year increase of \$14.2 million was appropriated to pay the one-time cost of the Property Tax Administration Fee (PTAF) litigation. This litigation was initiated by forty-three cities who sued Los Angeles County over the portion of PTAF fees calculated on the State revenue exchanges known as the Triple Flip and Vehicle License Fee (VLF)/Property Tax Swap. All California counties have included the Triple Flip and VLF/Property Tax Swap in the base for the calculation of the cities' share of this fee. The Court recently ruled in favor of the cities.

In addition to expenditures, this budget unit also includes operating transfers out which are transfers of cash to fund programs accounted for outside of the General Fund.





**OPERATING TRANSFERS OUT**

	<b>2012-13 Adopted Budget</b>	<b>2012-13 Final Budget</b>	<b>2012-13 Actuals</b>	<b>2013-14 Adopted Budget</b>
<b><u>Operating Transfers Out</u></b>				
<b>One-Time</b>				
Capital Improvement Fund - Relocate Sheriff's Aviation Division				4,500,000
Capital Improvement Fund - Expansion of Sheriff's Crime Lab				15,700,000
Capital Improvement Fund - Purchase of Building in Victorville				4,500,000
Capital Improvement Fund - Sheriff's Resident Post Improvements				150,000
Transfer to ICEMA - Loss of Court Fine Revenue				110,000
Transfer to Public Works - Glen Helen Road Improvements and PCI				4,533,629
Capital Improvement Fund - Downtown Building Project	10,000,000	10,000,000	10,000,000	
Capital Improvement Fund - Needles Fire Station	700,000	700,000	700,000	
Capital Improvement Fund - Fontana Western Sphere MOU	2,600,000	617,359	617,359	
Capital Improvement Fund - Design Sheriff Crime Lab Addition	1,300,000	1,300,000	1,300,000	
Flood Control - Rim Forest Drainage	5,900,000	5,900,000	-	
Transportation - Maintain County Roads (PCI) and Traffic Signal	5,250,000	5,250,000	5,250,000	
Public Works - System Changes	2,000,000	2,000,000	2,000,000	
Special District - Lake Gregory Dam	4,000,000	4,000,000	4,000,000	
Contributions to Oversight Board	300,000	300,000	300,000	
Community Development/Foundation	240,400	240,400	-	824,276
Glen Helen Rehabilitation Center Security Improvements	-	3,000,000	3,000,000	
Homeowner Protection		350,000	350,000	
Spring Valley Lake Fire Station		679,938	679,938	
<b>Ongoing</b>				
Capital Improvement Fund - Annual Allocation	12,000,000	12,000,000	12,000,000	12,000,000
Aging and Adult Services	1,057,620	1,057,620	1,057,620	1,057,620
800 MHz Project	20,000,000	20,000,000	20,000,000	20,000,000
Public Works - Fund 2 positions in land development	283,000	283,000	524,760	
Special Districts - Water/Wastewater System for Regional Parks			888,553	1,000,000
General Fund Subsidy to County Fire Protection District				
Office of Emergency Services	480,974	480,974	480,974	1,257,695
North Desert Zone	6,290,199	6,290,199	6,290,199	6,125,129
South Desert Zone	3,695,411	3,695,411	3,695,411	3,746,648
Valley Zone	2,760,231	2,760,231	2,760,231	3,348,952
Mountain Zone	770,238	770,238	770,238	621,518
Equipment Purchases	3,545,917	3,545,917	3,545,917	3,500,000
Emergency Fuel	-	-	-	162,848
County Successor Agency to fund Sales Tax Sharing Agreement	353,000	353,000	145,972	250,000
Flood Control District Stormwater Permit	1,300,000	1,300,000	1,300,000	1,300,000
<b>Total Operating Transfers Out</b>	<b>84,826,990</b>	<b>86,874,287</b>	<b>81,657,172</b>	<b>84,688,315</b>





**GENERAL FUND – FIVE-YEAR FISCAL FORECAST, 2013-14 THROUGH 2017-18**

Long-term fiscal planning is an effective tool for creating sustainable budgets and providing fiscal stability beyond the annual budget horizon. Long-term financial planning is a strategic process that provides governments with the insights and information needed to establish multi-year budget solutions and fiscal policies and actions that maintain good fiscal health. The County creates a five-year operating forecast for the purpose of providing the Board of Supervisors with a framework for use in decision-making in order to maintain and continue the fiscal health of the County, to ensure and enable a plan for the provision of services and capital assets.

The forecast is updated annually and is not a budget. It does not establish policy or priorities, it simply summarizes fiscal capacity. The forecast identifies key factors that affect the County's fiscal outlook and assesses how difficult balancing the budget may be in the future. It helps the County to understand the fiscal challenges ahead and the need to establish priorities.

The forecast is developed using a baseline environment, that is, revenues and expenditures are projected based primarily on trend analysis, specific circumstances and present level of services provided by the County. This forecast is not a prediction of what is certain to happen but rather a projection of what will occur in the absence of any mitigating actions or changing circumstances. As such, this plan highlights significant issues or problems that must be addressed in order to maintain a structurally balanced budget.

**Significant Ongoing Issues Impacting the General Fund**

Retirement costs are anticipated to increase due to market losses incurred by the County's pension system.

Costs relating to memoranda of understanding with employee groups are projected to increase. The increase in the forecast reflects only current negotiated agreements between the County and employee representation units, and includes costs for budgeted positions.

Due to less property tax revenue to be received by County Fire and rising pension costs, an increase in General Fund subsidy is required to maintain needed fire services and replace fire vehicles.

Additional staffing for the Adelanto Detention Center Expansion will require a significant amount of funding beginning in 2014-15.

**FIVE-YEAR FISCAL FORECAST**  
(dollars in millions)

	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
<b>Ongoing Carryover From Fiscal Year 2012-13</b>	<u>\$ 9.4</u>				
<b>Assessed Valuation Change</b>	1.5%	2.0%	2.0%	2.0%	2.0%
<b>Ongoing Revenue Change:</b>					
Property Tax	\$ 8.8	\$ 8.2	\$ 8.1	\$ 8.3	\$ 8.4
Proposition 172	11.1	6.3	6.0	6.9	7.0
Other Revenue	<u>(2.1)</u>	<u>0.2</u>	<u>1.4</u>	<u>1.3</u>	<u>1.4</u>
<b>Total Ongoing Revenue Change</b>	<u>\$ 17.8</u>	<u>\$ 14.7</u>	<u>\$ 15.5</u>	<u>\$ 16.5</u>	<u>\$ 16.8</u>
<b>Change in Ongoing Costs:</b>					
Retirement	\$ (11.3)	\$ (11.7)	\$ (7.9)	\$ (7.8)	\$ (5.9)
Other MOU Costs	(0.9)	(2.3)	(2.5)	(2.3)	(2.6)
County Fire Subsidy Costs	(1.2)	(0.8)	0.0	0.0	0.0
Earned Leave Program	(3.7)	0.0	0.0	0.0	0.0
Other Costs	<u>(10.1)</u>	<u>(5.5)</u>	<u>(4.3)</u>	<u>(5.9)</u>	<u>(4.9)</u>
<b>Total Change in Ongoing Costs</b>	<u>\$ (27.2)</u>	<u>\$ (20.3)</u>	<u>\$ (14.7)</u>	<u>\$ (16.0)</u>	<u>\$ (13.4)</u>
<b>Yearly Ongoing Available/(Budget Gap)</b>	<u>\$ -</u>	<u>\$ (5.6)</u>	<u>\$ 0.8</u>	<u>\$ 0.5</u>	<u>\$ 3.4</u>



The County's Five-Year Fiscal Forecast summarized in the table above, relates to ongoing expenditures funded with ongoing discretionary revenue in the County's General Fund. The Five-Year Fiscal Forecast represents future incremental costs and changes in revenues for the referenced fiscal year. The forecast reflects that revenues are beginning to increase due to projected increases in assessed valuation and Proposition 172 sales tax revenue. However, cost increases continue to cause structural issues that need to be addressed.

**FIVE-YEAR FISCAL FORECAST SOLUTIONS**  
(\$ in millions)

	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
<b>From Five Year Fiscal Forecast :</b>					
<b>Yearly Ongoing Available/(Budget Gap)</b>	\$ -	\$ (5.6)	\$ 0.8	\$ 0.5	\$ 3.4
<b>Ongoing Mitigations:</b>					
SBPEA Medical after MOU term	\$ 0.0	\$ 2.0	\$ 2.1	\$ 2.3	\$ 2.6
Proposed SBPEA Reductions	0.0	9.4	0.0	0.0	0.0
<b>Total Ongoing Mitigations</b>	\$ -	\$ 11.4	\$ 2.1	\$ 2.3	\$ 2.6
<b>Excess Ongoing Financing Available/ (Mitigations Still Needed)</b>	<u>\$ 0.0</u>	<u>\$ 5.8</u>	<u>\$ 2.9</u>	<u>\$ 2.8</u>	<u>\$ 6.0</u>

As seen in preceding tables, no structural deficit exists in 2013-14. The table above outlines the proposed solutions for the remaining structural deficit that exists through 2017-18. These mitigations include removal of annual increases in SBPEA Medical MOU costs that occur beginning in 2014-15, and will automatically take effect if not addressed in the next round of negotiations. The mitigations also include concessions agreed to by other bargaining units that the County is seeking from the eight bargaining units represented by SBPEA, whose existing contract expires in 2014-15. These concessions, which reduce salary and benefit costs, if achieved, will generate \$9.4 million in savings.

The Five-Year Fiscal Forecast solutions resolve the structural deficit in the five year forecast; however this forecast does not include the cost of staffing the expansion of the Adelanto Detention Center, which has been deferred until sources are found to fund these costs. In addition, the County has identified other ongoing costs that are not included in the forecast due to the lack of available funding. These costs are identified in the table below:

**ONGOING COSTS NOT FUNDED IN ONGOING BUDGET PLAN**

	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
<b>Five Year Forecast Solutions:</b>					
<b>Excess Ongoing Funding Available/ (Mitigations Still Needed)</b>	<u>\$ 0.0</u>	<u>\$ 5.8</u>	<u>\$ 2.9</u>	<u>\$ 2.8</u>	<u>\$ 6.0</u>
<b>Ongoing Costs not funded in Ongoing Budget Plan:</b>					
Earned Leave Program	\$ (0.7)	\$ -	\$ -	\$ -	\$ -
Adelanto Detention Center Expansion Staffing	0.0	(17.8)	(14.3)	0.0	0.0
Pavement Management Program	(0.4)	(1.7)	(2.3)	(0.9)	0.2
<b>Annual Ongoing Costs Not Funded in Ongoing Budget Plan</b>	<u>\$ (1.1)</u>	<u>\$ (19.5)</u>	<u>\$ (16.6)</u>	<u>\$ (0.9)</u>	<u>\$ 0.2</u>
<b>Total Ongoing Costs not Funded in Ongoing Budget Plan</b>	<u>\$ (1.1)</u>	<u>\$ (13.7)</u>	<u>\$ (13.7)</u>	<u>\$ 1.9</u>	<u>\$ 6.2</u>
<b>Cumulative Ongoing Excess/(Deficit)</b>	<u>\$ (1.1)</u>	<u>\$ (14.8)</u>	<u>\$ (28.5)</u>	<u>\$ (26.6)</u>	<u>\$ (20.4)</u>



As reflected in the table above, the County has identified other ongoing costs that are not included in the ongoing budget plan. These costs are:

**Earned Leave Program Costs** – In a given fiscal year, an employee can have paid time off earned but not used that is carried forward to future years until taken or cashed out. The County currently has a significant existing liability created by these leave balances from previous years. In prior years, departments were required to fund payments made to employees of these existing leave balances at separation or retirement within their departmental allocations, which would often require departments to leave budgeted positions vacant for extended periods of time. In 2011-12, the County allocated ongoing sources of \$3.5 million to begin setting aside funding for the portion of these unused leave balances that will eventually be funded by discretionary sources of the general fund. This allocation will be placed in the Earned Leave Reserve until needed. The current balance in the Earned Leave Reserve is \$3.5 million. The 2013-14 Adopted Budget includes a contribution of \$7.0 million (\$3.5 million for 2012-13 and \$3.5 million for 2013-14) to the Earned Leave Reserve to increase the funding available for these prior year leave balances.

The County estimates that the portion of annual cost of employee paid time off earned but not taken funded by discretionary sources of the general fund is approximately \$4.4 million. This amount will be added to the existing liability balance each year. Beginning in 2013-14, \$3.4 million of the \$4.4 million ongoing cost is included in the ongoing budget plan (Five-Year Fiscal Forecast). The remaining \$1.0 million is not funded on an ongoing basis. However, the 2013-14 Adopted Budget includes the funding of the \$1.0 million on a one-time basis, using one-time funds, until an ongoing source becomes available.

The 2013-14 Adopted Budget appropriates this \$4.4 million (\$3.4 million ongoing and \$1.0 million one-time) in the Contingency for Uncertainties, and identifies it for the Earned Leave Program.

**Adelanto Detention Center Expansion Staffing** – The County currently estimates that the ongoing cost of staffing the expanded Adelanto Detention Center is \$37.5 million. The County has deferred funding this cost until it has available General Fund monies, or until non-General Fund sources are identified. It is anticipated that the expanded facility will be ready to open in January 2014. The County has developed a plan to use \$5.4 million of AB 109 growth funds to staff 222 new beds at the facility in 2013-14. Additionally, the County will move 706 existing inmates to the new facility. This will result in the use of 928 beds at the new facility, providing for expanded levels of service in the High Desert, which includes a new booking area and the ability to house female, protective custody, and high security inmates. The funding for staffing the facility is not included in the 2013-14 Adopted Budget, but will be brought to the Board of Supervisors for approval in 2013-14 as part of the quarterly budget adjustment process. Staffing for the remaining new beds is not currently funded, and is reflected in the ongoing costs not funded in the ongoing budget plan.

**Pavement Management Program** – The County estimates that an ongoing contribution to the Public Works - Transportation Department from the County General Fund will be required to sustain County maintained roads in good to very good condition. This ongoing contribution is estimated to increase each year through 2016-17, when it reaches a total of \$5.3 million, and then declines slightly in 2017-18. This cost is not funded in the ongoing budget plan. However, the 2013-14 Adopted Budget includes the funding of the 2013-14 cost of \$0.4 million on a one-time basis using one-time funds.



**CONTINGENCIES**

The County Contingencies includes the following elements:

**Contingencies****Mandatory Contingencies**

Board Policy requires the County to maintain an appropriated contingency fund to accommodate unanticipated operational changes, legislative impacts or other economic events affecting the County's operations, which could not have reasonably been anticipated at the time the budget was prepared. Funding is targeted at 1.5% of locally funded appropriation.

**Uncertainties Contingencies**

Any unallocated funding available from current year sources (both ongoing and one-time) that has not been set-aside and any unallocated fund balance carried over from the prior year, is budgeted in the contingencies for uncertainties. Adopted budget action includes a provision that allocates any difference between estimated and final fund balance to this contingencies account.

**Ongoing Set-Aside Contingencies**

The County budget process differentiates between ongoing and one-time revenue sources. Ongoing set-asides represent ongoing sources of funding that have been targeted for future ongoing program needs. There are no ongoing set-aside contingencies in 2012-13 or 2013-14.

	<b>2012-13 Adopted Budget</b>	<b>2012-13 Approved Contributions/ (Uses)</b>	<b>2013-14 Adopted Contributions / (Uses)</b>	<b>2013-14 Adopted Budget</b>
<b>Contingencies</b>				
Mandatory Contingencies (1.5% of Locally Funded Appropriation)	8,392,345		99,653	8,491,998
Uncertainties Contingencies	26,143,738	2,387,860	152,338,776	180,870,374
<b>Total Contingencies</b>	<b>34,536,083</b>	<b>2,387,860</b>	<b>152,438,429</b>	<b>189,362,372</b>

**2012-13 Changes to Uncertainties Contingencies**

In 2012-13, quarterly budget reports and other mid-year budget adjustments resulted in adjustments to the Uncertainties Contingencies of \$2,387,860 as follows:

- \$350,000 decrease to fund two positions in the Economic Development Agency to support the Homeownership Protection and Foreclosure Prevention Program.
- \$1,001,732 decrease due to \$894,474 in revenue increases offset by \$1,896,206 in expenditure increases. This reflects budget adjustments for the first quarter of 2012-13.
- \$14,400 decrease to fund an increase in a contract for work needed to complete a Development Impact Fee Analysis.
- \$1,403,100 decrease to fund the costs of special elections.
- \$6,958,240 increase due to \$9,973,409 in revenue increases and \$14,200,000 in reserve uses offset by \$17,215,169 in expenditure increases. This reflects the budget adjustments for the second quarter of 2012-13.
- \$1,801,148 decrease due to \$21,450,894 in revenue increases offset by \$12,252,042 in expenditure increases and a reserve contribution of \$11,000,000. This reflects the budget adjustments for the third quarter of 2012-13.



2013-14 Mandatory Contingencies

The base allocation to the mandatory contingencies is \$8,491,998, the amount required pursuant to Board policy, based on projected locally funded appropriation of \$566.1 million.

2013-14 Uncertainties Contingencies

The amount in the uncertainties contingencies represents the estimate of 2013-14 funding sources not appropriated for expenditure in the general fund. A portion of this contingency account has been assigned for certain projects/costs, as shown below:

<b>Total Contingency for Uncertainties Appropriation</b>	<b><u>180,870,374</u></b>
<b>Assigned for Specific Projects/Costs:</b>	
Earned Leave Program	4,442,369
New Financial Accounting System	13,000,000
Capital Projects:	
Jail Upgrades	18,000,000
Animal Shelter	10,000,000
County Buildings Acquisition and Retrofit Project	4,000,000
Rim Forest Drainage	5,900,000
Land Use Services General Plan/Development Code Amendments	5,400,000
County Code/Charter Update for County Counsel	150,000
Set Aside per various Board Actions	<u>1,331,425</u>
<b>Total Assigned Contingencies</b>	<b><u>62,223,794</u></b>
<b>Total Contingency for Uncertainties Not Assigned</b>	<b><u>118,646,580</u></b>



## **RESERVES**

The County has a number of reserves that have been established over the years. Some are for specific purposes, such as to meet future known obligations or to build a reserve for capital projects. The general purpose reserve are funds held to protect the County from unforeseen increases in expenditures or reductions in revenues, or other extraordinary events, which would harm the fiscal health of the County. On January 6, 1998, the Board of Supervisors adopted a County policy to provide guidelines and goals for reserve levels. The current policy calls for the County General Purpose Reserve target to be 20% of locally funded appropriation. The Board of Supervisors also established specific purpose reserves to temporarily help meet future needs.

	6/30/12 Ending Balance	Approved 2012-13		6/30/13 Ending Balance	Adopted 2013-14		6/30/14 Estimated Balance
		Contributions	Uses		Contributions	Uses	
<b>General Purpose Reserve</b>	<b>65,235,408</b>	5,594,897		<b>70,830,305</b>	<b>5,661,332</b>		<b>76,491,637</b>
<b>Specific Purpose Reserves</b>							
Future Space Needs	22,878,705			22,878,705		(22,878,705)	-
New Property Tax System	9,000,000	11,000,000		20,000,000			20,000,000
Retirement	8,500,000			8,500,000			8,500,000
Medical Center Debt Service	32,074,905			32,074,905			32,074,905
Teeter	24,709,925			24,709,925		(13,040,084) (1)	11,669,841
Insurance	3,000,000			3,000,000			3,000,000
High Desert Fire Station	4,000,000	1,000,000	(5,000,000)	-			-
Restitution	1,545,025			1,545,025			1,545,025
Earned Leave	3,596,277			3,596,277	7,006,860		10,603,137
Property Tax Admin Fee	14,200,000		(14,200,000)	-			-
<b>Total Specific Purpose</b>	<b>123,504,837</b>			<b>116,304,837</b>			<b>87,392,908</b>
<b>Total Reserves</b>	<b>188,740,245</b>			<b>187,135,142</b>			<b>163,884,545</b>

(1) Includes use of \$13,396,038 of the committed Teeter Reserve offset by a contribution to the restricted Teeter Reserve of \$355,954.

## **2012-13 Contributions**

The Fund Balance and Reserve Policy calls for a General Purpose Reserve targeted at 20% of locally funded appropriation, up from the previous target of 10%. For 2012-13 the general purpose reserve is increased by \$5.6 million. This brings the balance in the General Purpose Reserve to 12.7% of locally funded appropriation. The Fund Balance and Reserve Policy calls for continued annual contributions of one-time sources to this reserve until the 20% target is achieved. The following were additional contributions made in 2012-13.

- \$1.0 million contribution to the High Desert Fire Station Reserve.
- \$11.0 million contribution to the New Property Tax System Reserve.

## **2012-13 Uses**

- \$5.0 million use of the Fire Facilities Reserve to fund a \$2.6 million contribution to the Needles Fire Station and a \$2.4 million contribution to the Fire Station at Spring Valley Lake
- \$14.2 million use of the Property Tax Admin Fee Reserve to settle claims with the cities arising from the litigation regarding this fee.



### 2013-14 Adopted Contributions and Uses

For 2013-14, there is an increase to the General Purpose Reserve of \$5,661,332. This brings the balance of the General Purpose Reserve to \$76,491,637, or 13.5% of locally funded appropriation. The adopted budget also includes:

- \$7,006,860 contribution to the Earned Leave Reserve.
- The use of the entire \$22,878,705 Future Space Needs Reserve, to fund one-time capital projects and other one-time expenditures and to increase contingencies to be assigned for one-time capital projects or other one-time expenditures.
- The use of \$13,040,084 of the Teeter Reserve, which is the amount that this reserve is funded in excess of the legal requirement, to fund one-time capital projects and other one-time expenditures or to increase contingencies to be assigned for one-time capital projects and other one-time expenditures.

The chart below shows recent history of the County Reserve levels.

	Year-End Actual Balances					Adopted 2013-14
	2008-09	2009-10	2010-11	2011-12	2012-13	
<b>Total General Purpose Reserve</b>	<b>59.7</b>	<b>59.7</b>	<b>59.7</b>	<b>65.2</b>	<b>70.8</b>	<b>76.5</b>
<b>Specific Purpose Reserves</b>						
Future Space Needs	31.9	55.5	22.9	22.9	22.9	-
New Property Tax System				9.0	20.0	20.0
Retirement	46.5	46.5	8.5	8.5	8.5	8.5
Medical Center Debt Service	32.1	32.1	32.1	32.1	32.1	32.1
Teeter	24.7	24.7	24.7	24.7	24.7	11.7
Capital Projects	4.0	4.0	4.0	-	-	-
Insurance	3.0	3.0	3.0	3.0	3.0	3.0
High Desert Fire Station	-	2.0	3.0	4.0	-	-
Restitution	1.7	1.5	1.5	1.5	1.5	1.5
Earned Leave	-	-	-	3.6	3.6	10.6
Property Tax Admin Fee	-	-	-	14.2	-	-
Electronic Voting System	0.3	-	-	-	-	-
Business Process Improvement	2.1	1.3	1.2	-	-	-
Justice Facilities	0.1	0.1	-	-	-	-
<b>Total Specific Purpose Reserves</b>	(1) <b>146.4</b>	<b>170.7</b>	<b>100.9</b>	<b>123.5</b>	<b>116.3</b>	<b>87.4</b>
<b>Total Reserves</b>	(1) <b>206.1</b>	<b>230.4</b>	<b>160.7</b>	<b>188.7</b>	<b>187.1</b>	<b>163.9</b>

(1) Totals may not add due to rounding.





**COUNTY DEBT POLICY**

The County has a separate policy that covers the issuance, management and administration of the County's portfolio of long term debt. The policy requires, in general, that:

1. Debt will not be used to finance ongoing operational costs.
2. Whenever possible, the County will pursue alternative sources of funding in order to minimize the level of debt.
3. That whenever practical, voter approval on the method of debt shall be utilized.

More specifically, the policy includes guidelines on the following elements:

1. The policy allows for the issuance of variable rate obligations to the extent that they do not exceed 25% of total debt outstanding.
2. The policy details the guidelines to be followed prior to the issuance of variable rate debt including feasibility, structure, and annual analysis to determine advisability of conversion to fixed rate debt.
3. The policy requires that the term of bonds be no longer than the economic useful life of the property, or in excess of available payment streams.
4. The policy requires annual review of the County's portfolio of long term obligations to initiate any type of restructuring, refunding, or refinancing beneficial to the County.
5. The policy outlines requirements for the investment of bond proceeds.
6. The policy outlines the responsibilities of the County's Debt Advisory Committee, which is a formal committee of the Board of Supervisors. These responsibilities include oversight and review of all debt policy and debt issuance activities and to make recommendations to the Board of Supervisors regarding appropriate actions on debt matters.

**CASH FUNDED PROJECTS**

As detailed above, County policy requires prudent management of liabilities and, whenever possible, alternative sources of funding in order to minimize the level of debt. In the past several years, the County has satisfied certain portions of its capital needs without the issuance of long term debt. This includes the major projects listed below:

- The cash purchase of the Adelanto Adult Detention Facility. This project was completed in January 2006.
- The cash purchase and renovation of an office building in downtown San Bernardino. This project was completed in July 2007.
- The cash funding of a major remodel of the 6th floor of the Arrowhead Regional Medical Center to convert it from administrative space to a medical/surgery wing. This project was completed in October 2009.
- The cash funding of a new medical office building at the Arrowhead Regional Medical Center. This project was completed in September 2010.
- The cash funding of a new High Desert Government Center in Hesperia. This project was completed in October 2010.
- The cash funding of the new Central Valley Juvenile Detention and Assessment Center. This project was completed in February 2011.
- The cash funding of a Public Safety Operations Center at the High Desert Government Center. This project was completed in May 2013.
- The cash funding of the County's portion of the Adelanto Adult Detention Facility Expansion which is funded by a combination of state grant monies and a County contribution. Construction commenced in December 2010. Estimated project completion is January 2014.



- The cash funding of the County Buildings and Acquisition and Retrofit Project (formerly named the Downtown Building Project) (in progress).
- The cash funding of the expansion and remodel of the Sheriff's Crime Lab (in progress).

### **COUNTY BUDGETING POLICY AS IT RELATES TO LONG TERM DEBT**

The County's Budgeting Policy includes policies related to long term debt of the County. These include:

1. Retirement System Funding - Requires that the Board first consider setting aside any savings related to negative Unfunded Accrued Actuarial Liability to fund a reserve for reduction of any existing pension obligation bonds or as a hedge against future interest rate increases.
2. Use of Variable Rate Interest Savings - Requires that when amounts budgeted for variable rate interest expense on long-term debt exceeds actual variable rate interest expense for the year, that such savings will be used in the succeeding fiscal year to reduce the outstanding principal of long-term debt. This applies only to debt service paid from discretionary revenue sources of the general fund. It is normal for budgeted amounts to exceed actual amounts because debt covenants require conservative budgeting of variable rate interest expense.

Note: The County currently has no variable rate debt service that is paid from discretionary revenue sources of the general fund. The County optionally redeemed all such certificates of participation in September 2010.

3. Use of Savings from Interest Rate Swap Agreements Associated with the Issuance of Debt - Requires that any County benefit realized on interest rate swap agreements, when there is a potential mismatch between swap payments and debt service payments, be retained as a contingency to offset the County's share of increases in debt service caused by the swap agreement. This contingency amount will not exceed \$5.0 million per interest rate swap agreement.

Note: The County currently has no interest rate swaps outstanding and has no plan to enter into an interest rate swap.

### **COUNTY LONG TERM DEBT**

The following discussion relates to long-term debt backed by the full faith and credit of the County's general fund<sup>(1)</sup>. Other long term debt, such as that of the County's special districts are included in separate budget documents prepared for those entities.

The County's outstanding long term debt has been issued for the following purposes:

- To finance or refinance construction and improvement of County structures.
- To refinance County pension obligations.

The County finances such projects with a variety of debt instruments. For construction and improvement projects the County has utilized lease obligations with a non-profit public benefit corporation. Such obligations are in the form of Certificates of Participation and, for the 2012 refinancing of the West Valley Detention Center, a Private Placement with a financial institution. For pension obligations the County has issued Pension Obligation Bonds.

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(1) In June of 2007 the County privately placed \$18.4 million of revenue bonds for Courthouse improvements. These bonds are secured solely by a surcharge on civil filings that is collected by the local courts. These bonds are not backed by the County's general fund and are, therefore, not included in this discussion. For more information on the surcharge revenues see the 'Courthouse Seismic Surcharge' budget unit on page 375.



As of June 30, 2013, the County's long term obligations include debt issued to finance or partially finance the following projects:

- Construction and equipping of the Arrowhead Regional Medical Center
- Construction of the West Valley Detention Center
- Construction of the Foothill Law and Justice Center and hangars at the Chino Airport
- Refinancing of a portion of the County's Unfunded Accrued Actuarial Liability in the years 1995, 2004 and 2008.

### Significant 2012-13 Debt Related Actions

In March 2013, the County optionally prepaid \$43.3 million of outstanding Certificates of Participation borrowed to fund landfill improvements, using available cash of the Solid Waste Division and the debt service reserve fund. This action eliminated the County's final letter of credit related to variable rate debt.

A summary of long term debt issuances of the County, which includes a reference to the section of the book where the obligation is budgeted, are included below.

### County of San Bernardino Outstanding General Fund Certificates of Participation and Pension Obligation Bonds Budgetary Basis

Fiscal Year Ending June 30	Pension Obligation Bonds						Certificates of Participation		Private Placement		Total Outstanding General Fund Debt	Fiscal Year Ending June 30
	2008		2004		1995		2002		2012			
	Pension Obligation Bonds		Pension Obligation Bonds <sup>(1)</sup>		Pension Obligation Bonds		Justice Center Refunding		WVDC Refunding <sup>(2)</sup>			
	\$160,900,000		\$463,895,000		\$386,265,591		\$68,100,000		\$51,585,000			
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest		
2014	865,000	9,472,019	16,950,000	15,139,811	12,791,883	34,788,117	5,585,000	887,000	7,030,000	1,072,743	104,581,572	2014
2015	920,000	9,418,290	20,020,000	14,127,066	12,401,627	37,653,373	5,950,000	607,750	7,200,000	888,159	109,186,265	2015
2016	1,035,000	9,359,445	23,355,000	12,918,239	12,035,880	40,619,120	6,205,000	310,250	7,375,000	699,099	113,912,032	2016
2017	1,060,000	9,296,385	27,025,000	11,491,751	11,673,496	43,711,504	-	-	7,565,000	505,305	112,328,440	2017
2018	1,130,000	9,230,466	31,015,000	9,825,205	11,361,080	46,888,920	-	-	7,755,000	306,581	117,512,252	2018
2019	19,990,000	8,594,754	16,235,000	8,453,186	11,054,980	50,205,020	-	-	7,940,000	102,994	122,575,933	2019
2020	15,860,000	7,515,669	25,000,000	7,179,750	10,753,631	53,666,369	-	-	-	-	119,975,419	2020
2021	20,880,000	6,409,795	25,000,000	5,584,250	10,507,053	57,227,947	-	-	-	-	125,609,045	2021
2022	26,200,000	4,992,687	25,000,000	3,988,750	9,790,585	58,119,415	-	-	-	-	128,091,437	2022
2023	31,875,000	3,244,630	25,000,000	2,393,250	-	-	-	-	-	-	62,512,880	2023
2024	37,960,000	1,142,596	25,000,000	797,750	-	-	-	-	-	-	64,900,346	2024
2025	-	-	-	-	-	-	-	-	-	-	-	2025
2026	-	-	-	-	-	-	-	-	-	-	-	2026
2027	-	-	-	-	-	-	-	-	-	-	-	2027
2028	-	-	-	-	-	-	-	-	-	-	-	2028
2029	-	-	-	-	-	-	-	-	-	-	-	2029
Totals	157,775,000	78,676,735	259,600,000	91,899,006	102,370,214	422,879,786	17,740,000	1,805,000	44,865,000	3,574,881	1,181,185,621	Totals

(1) Debt schedules for variable rate issues are based on the estimated average interest rate at the time of issuance and do not reflect amounts budgeted for the 2013-14 fiscal year.

(2) West Valley Detention Center

### Debt Service Budget Information:

The 1995, 2004 and 2008 Pension Obligation Bonds are budgeted in individual department budgets as a portion of salary and benefit expense.

The General Fund Certificates of Participation, and the Private Placement, are budgeted in the Administration Section of this budget book in the Capital Facilities Leases budget.



County of San Bernardino  
Outstanding Enterprise Fund Certificates of Participation  
Budgetary Basis

Certificates of Participation										
Fiscal Year Ending June 30	Arrowhead Refunding County Medical Center Series 2009 \$288,730,000		County Medical Center Series 1996 \$65,070,000		County Medical Center Series 1995 \$147,565,000		County Medical Center Series 1994 \$213,605,000		Total Outstanding Enterprise Fund Debt	Fiscal Year Ending June 30
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest		
2014	10,790,000	13,302,063	400,000	3,174,075	3,705,000	1,257,913	4,205,000	6,123,963	42,958,013	2014
2015	11,405,000	12,765,688	420,000	3,152,550	3,955,000	1,008,963	4,445,000	5,886,088	43,038,288	2015
2016	11,905,000	12,203,638	445,000	3,129,844	4,225,000	743,113	4,695,000	5,634,738	42,981,331	2016
2017	12,445,000	11,605,400	465,000	3,105,956	4,505,000	459,388	4,965,000	5,369,088	42,919,831	2017
2018	13,090,000	10,972,838	490,000	3,081,500	4,815,000	156,488	5,235,000	5,088,588	42,929,413	2018
2019	24,405,000	10,035,463	515,000	3,056,375	-	-	-	4,944,625	42,956,463	2019
2020	25,685,000	8,774,650	545,000	3,029,875	-	-	-	4,944,625	42,979,150	2020
2021	15,015,000	7,711,050	570,000	3,002,000	-	-	12,180,000	4,518,325	42,996,375	2021
2022	16,330,000	6,860,250	600,000	2,972,750	-	-	12,570,000	3,746,350	43,079,350	2022
2023	17,165,000	5,985,113	630,000	2,942,000	-	-	13,290,000	3,035,200	43,047,313	2023
2024	32,355,000	4,718,766	665,000	2,909,625	-	-	-	2,669,725	43,318,116	2024
2025	34,065,000	3,016,753	695,000	2,875,625	-	-	-	2,669,725	43,322,103	2025
2026	22,935,000	1,541,794	735,000	2,839,875	-	-	13,060,000	2,343,225	43,454,894	2026
2027	17,900,000	469,875	7,120,000	2,643,500	-	-	13,725,000	1,673,600	43,531,975	2027
2028	-	-	24,030,000	1,864,750	-	-	13,675,000	1,005,694	40,575,444	2028
2029	-	-	25,280,000	632,000	-	-	14,335,000	340,456	40,587,456	2029
Totals	265,490,000	109,963,338	63,605,000	44,412,300	21,205,000	3,625,863	116,380,000	59,994,013	684,675,513	Totals

**Debt Service Budget Information:** The 1994, 1995, 1996 and 2009 Medical Center Certificates of Participation are budgeted in the Arrowhead Regional Medical Center section of this budget book in the Medical Center Lease Payments budget.

### **EFFECTS OF EXISTING DEBT LEVELS ON CURRENT AND FUTURE OPERATIONS**

Debt service on the Certificates of Participation and Pension Obligation Bonds referenced in the previous schedules will not negatively affect current or future operations of the County. In aggregate, current required debt service expenditures remain relatively level (increasing less than 4% per year) for all fiscal years through 2021-22 and then drop significantly in succeeding years.

### **OTHER LONG TERM DEBT**

The County Library has a note payable to the California Infrastructure and Economic Development Bank for funds borrowed to finance the construction of a library in Apple Valley. This note is backed by the full faith and credit of the general fund; however it is paid from and budgeted in the County Library budget, found in the Operations and Community Services section of this budget book. The outstanding principal amount of this note as of June 30, 2012, the last date for which audited information is available, was \$1,501,579. Annual debt service on this obligation is approximately \$109,000 per year through fiscal year 2030-31.

### **LEGAL DEBT LIMIT**

The County's legal debt limit, which applies only to General Obligation Bonds, is 1.25% of Assessed Valuation. As of June 30, 2012, the last date for which audited information on outstanding debt is currently available, the County's Debt limit and legal debt margin were calculated as follows:

Fiscal Year	Assessed Valuation	Legal Debt Limit	Bonded Debt	Legal Debt Margin
2011-12	165,482,153	2,068,527	1,155	2,067,372

Amounts in thousands

Source: San Bernardino County Comprehensive Annual Financial Report for the year ended June 30, 2012

The County general fund has no outstanding General Obligation Bonds, and therefore no debt service payments for General Obligation Bonds are budgeted in this document. The Bonded Debt referred to in the table above is the debt of County Service Areas and is included in the budget document published by Special Districts.



## CALIFORNIA GOVERNMENT CODE

Government Code Sections 29000 through 29144 and Section 30200 provide the statutory requirements pertaining to the form and content of the State Controller's prescribed Line-Item Budget. Government Code Section 29009 requires a balanced budget in the recommended, adopted, and final budgets, defined as "the funding sources shall equal the financing uses".

## COUNTY CODE

Title 1. Division 2. Chapter 2:

Section 12.0201:

On November 2, 2010, the County Code was amended to establish the position of Chief Executive Officer.

Section 12.0203:

The Chief Executive Officer shall be appointed by and serve at the pleasure of the Board of Supervisors.

Section 12.0206:

Under the supervision of the Board of Supervisors, and subject to the approval and direction and control thereof, the Chief Executive Officer shall be responsible for the performance of such duties and ministerial functions as may be placed in his or her charge by the Board of Supervisors, and in connection therewith, shall report to the Board from time to time the status and enforcement of the Board's policies, rules, and regulations.

The Chief Executive Officer shall, among others:

- Act as the primary administrative advisor to the Board of Supervisors on all matters relating to the efficient and economical administration of county government.
- Provide budgetary, fiscal, and administrative support, oversight, and direction as it pertains to Board of Supervisors' policy and procedures for all elected and all Board of Supervisor appointed department heads and their agencies and departments.
- Supervise, in cooperation with the County Auditor, the preparation of the annual County Budget. In the performance of this duty, the Chief Executive Officer shall review all departmental and agency requests and all items in the recommended budget, including revenues, expenditures, and reserves. He or she shall submit his or her recommended budget to the Board of Supervisors.
- Review all departmental and agency requests for adjustments and transfers of appropriations from contingencies and among budget units and make recommendations on them to the Board of Supervisors.

Section 12.0211:

Pursuant to Government Code § 29125, the Board of Supervisors designates the Chief Executive Officer as the County officer with the authority to approve, with respect to an adopted budget, any transfers and revisions of appropriations, objects, and sub-objects within a budget unit.

## BASIS OF ACCOUNTING

Governmental fund types are accounted for using the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Property and sales taxes, interest, certain state and federal grants and charges for services are accrued if their receipt occurs within sixty days after the end of the accounting period, and recognized as revenue.

Expenditures are generally recorded when a liability is incurred, as under accrual accounting. Exceptions to this general rule include the following: principal and interest on long-term debt is recognized when due; prepaid expenses are reported as current period expenditures rather than allocated; and accumulated unpaid vacation, sick leave and other employee benefits are reported in the period due and payable, rather than in the period earned by employees.

Proprietary fund types are accounted for on the accrual basis of accounting. Their revenues are recognized in the period earned and expenses are recognized in the period incurred.



## **BASIS OF BUDGETING**

### **Governmental Funds:**

An operating budget is adopted each fiscal year for the governmental fund types in accordance with provisions of the County Budget Act. The County's financial statement, the Comprehensive Annual Financial Report (CAFR), is prepared using generally accepted accounting principles (GAAP). Budgets for the governmental fund types are adopted with the following differences from GAAP:

Encumbrance accounting is employed in governmental funds. For budget purposes, outstanding encumbrances (which represent the unspent amounts of purchase orders and contracts funded in the fiscal year), are treated as expenditures in that fiscal year. This affects only the "actual" data that appears in that budget book. For GAAP purposes, in the governmental fund financial statements of the CAFR, encumbrances outstanding at year-end are reported within restricted, committed, or assigned fund balance for their specific purposes, respectively. Appropriation for these encumbrance commitments survives the expiration of the fiscal year to the extent that encumbrances exist. Encumbrances cancelled subsequent to the end of the fiscal year also cancel the underlying appropriation.

On a budgetary basis, unrealized gains and losses on the fair value of investments are not recognized. For GAAP purposes, such gains or losses are recognized.

### **Proprietary Funds:**

The Board of Supervisors approves an annual spending plan for proprietary funds. Although the adopted expense estimates are not appropriation, these county funds have budgetary controls the same as those for the governmental fund types. Because these funds collect fees and revenues generally to cover the cost of the goods and services they provide, their accounting and budgeting bases are closer to commercial models. Budgeting, like accounting, is done on the accrual basis and generally according to GAAP.

## **COUNTY POLICIES**

When building the 2013-14 budget, the following County policies were considered:

### **BUDGETING POLICY**

The objective of the Budgeting Policy is to help ensure the County has adequate resources to meet its basic financial obligations, and to serve as a vehicle to help the County achieve financial continuity and stability. This policy will serve as a guide when preparing budget plans and quarterly budget reports for Board of Supervisors approval.

#### **Balanced Budget**

To obtain a balanced budget, total revenues, including carry-over fund balances, will equal the total fund appropriation and reserves. The annual operating budget will be structurally balanced upon adoption by the Board of Supervisors. One-time funds will not be used to fund ongoing operational costs, except within the context of a larger plan to balance ongoing revenues and expenses over a multi-year period, as detailed under "Use of One-Time Funding Sources". Significant budget variances and recommended actions will be reported to the Board of Supervisors on a quarterly basis.

#### **Long Range Planning**

As part of the annual budget process, the County will prepare a multi-year forecast of financial operations for the general fund. This forecast includes changes in costs to maintain current service levels and costs related to new programs or program enhancements. The County will project major revenues and expenditures of the general fund, and report significant findings and recommendations to the Board of Supervisors.

#### **Appropriation Changes**

An operating budget is adopted each fiscal year for all Governmental Funds. Expenditures are controlled at the appropriation unit level (i.e., salaries and benefits, services and supplies, fixed assets, etc.) within budget units. Departments are expected to maintain expenditures within their budget authority as adopted by the Board of Supervisors. Any increase in appropriation in a budget unit after adoption of the budget shall be included in the quarterly budget reports and must be approved by a four-fifths vote of the Board of Supervisors. Transfers of





appropriation within the same budget unit may be approved by the County Administrative Office depending upon the appropriation unit, unless noted below:

**Transfers of Salaries and Benefits Appropriation:**

- Transfers out require Board of Supervisors approval and are included in a quarterly budget report.

**Transfers of Fixed Asset Appropriation:**

- Transfers in and out among the different fixed asset appropriation units are approved by the County Administrative Office as long as the total fixed asset appropriation does not increase.
- Transfers out of Fixed Asset Appropriation-
  - Transfers out increasing a non-fixed asset appropriation unit within individual Capital Improvement Program (CIP) project budgets are approved by the County Administrative Office as long as the total project budget does not increase.
  - Transfers out increasing a non-fixed asset appropriation unit are required to be included in the quarterly budget reports for Board of Supervisors approval, except within the CIP, as detailed above.
- Transfers in of Fixed Asset Appropriation-
  - Transfers in from a non-fixed asset appropriation unit to fund a unit value less than \$10,000 may be approved by the County Administrative Office.
  - Transfers in from a non-fixed asset appropriation unit to fund a unit value of \$10,000 or more are required to be included in the quarterly budget reports for Board of Supervisors approval.

**Transfers impacting Operating Transfers Out Appropriation:**

- Any changes to Operating Transfers Out are required to be included in the quarterly budget reports for Board of Supervisors approval.

**Use of One-Time Funding Sources**

The appropriation of carry-over fund balances and other one-time funding sources must be managed with care. These sources are most appropriately used to fund one-time expenses such as capital expenditures, start-up costs for new programs, or to supplement the general purpose reserve to attain the 20% target level as defined in the County's "Fund Balance and Reserve Policy". A goal is to invest one-time monies in a way that increases ongoing revenues and/or reduces ongoing expenses.

It is the policy of the County that one-time funds will not be used to finance ongoing operational costs, except within the context of a larger plan to balance ongoing revenues and costs over a multi-year period. Such a plan could involve short-term use of one-time funds to preserve essential public services where longer-term financial forecasts demonstrate the near-term future potential for ongoing revenues to fund those services.

**Revenue Forecasting**

Because of the complexity of the County budget, realistic projections of revenue are crucial to accurate budgeting. Revenue forecasting will be undertaken annually through a review of local historical revenue trends and analysis of federal, state, and local economic projections. Especially in regard to those revenues that tend to be most volatile and sensitive to changes in the economy, forecasting will involve analysis of economic, demographic, business cycle and other factors that might impact those revenues. These unpredictable revenues, including, but not limited to interest income and fees, will be estimated and budgeted conservatively. Revenue forecasts will not be based on straight-line assumptions.

**Property Tax Revenue Stabilization**

The County's discretionary revenue primarily comes from property taxes. Revenue growth rates can vary dramatically from year to year due to fluctuations in the economy and housing market. These fluctuations can result in insufficient revenue growth to fund increases in required governmental services during slow economic periods. This policy expands on the current policy of establishing ongoing set-aside contingencies for future County needs by appropriating anticipated property tax revenue growth, in excess of the lesser of 8% or of the average annualized rate of growth of actual revenues, to an ongoing revenue stabilization set-aside contingency. This ongoing revenue stabilization set-aside contingency will be made available for allocation in years when property tax revenue is anticipated to increase at a rate less than the average annualized rate of growth of actual revenues. For purposes of this paragraph, property tax revenue is defined as Current Secured (the current 1% general tax levy on locally assessed secured property on the assessment roll) and VLF/Property Tax Swap (the County's "vehicle license fee adjustment amount" as defined in Section 97.70 of





the Revenue and Taxation Code) received by the County general fund. The average annualized rate of growth of actual revenues will be calculated using the most recent fifteen years' worth of data.

Any unspent money from this ongoing revenue stabilization contingency set-aside in a given year will be used to prepay or defease debt in the subsequent year, fund large County projects, supplement reserves or fund any other one-time costs the Board of Supervisors may direct.

#### Prop 172 Revenue Stabilization

The County's Prop 172 Sales Tax revenue can only be used for local public safety activities and is allocated to the Sheriff/Coroner/Public Administrator, District Attorney and Probation Departments. Revenue growth rates can vary dramatically from year to year due to fluctuations in the economy and retail spending. These fluctuations can result in insufficient revenue growth to fund increases in required public safety activities. When this occurs, the County general fund may temporarily allocate financial resources away from other important County programs as a backfill to offset the Prop 172 revenue shortfall. The County will set-aside any Prop 172 revenue in excess of the lesser of 8% or of the average annualized rate of growth of actual revenues, to an ongoing Prop 172 revenue stabilization set-aside contingency. This ongoing Prop 172 revenue stabilization set-aside contingency will only be used to fund Prop 172 base restoration or the cost to maintain current services in years when Prop 172 revenue is anticipated to increase at a rate less than the average annualized rate of growth of actual revenues. The average annualized rate of growth of actual revenues will be calculated using the most recent fifteen years' worth of data.

Any one-time unspent money from this ongoing Prop 172 revenue stabilization contingency set-aside or other available one-time Prop 172 amounts that fall into fund balance at the end of the fiscal year will be used as follows: first, to reduce the amount contributed by the County General Fund from its discretionary revenue sources until such time as the prior General Fund backfills of Prop 172 shortfalls are recouped, and second, to address one-time costs for public safety activities.

#### Encumbrances

An encumbrance is not an actual expenditure or a liability but merely a reserve of budgetary appropriation in a given fiscal year. Expenditures and/or liabilities are recorded when, and if, goods are actually provided or services are actually rendered. Encumbrances will remain in the originating year for multi-year non-recurring projects, grant funded projects, purchase of fixed assets with extensive leave time, and projects deemed necessary by the County Administrative Office. Each December, departments are required to justify previous fiscal year's encumbrances and either cancel the encumbrance or roll forward the encumbrance. If the department decides to roll forward the encumbrance, the amount to be spent in the new fiscal year must be re-budgeted as an appropriation and therefore use new fiscal year funding sources.

#### Program Efficiency and Performance Measurement

Efficiency and economy in the delivery of County services is a top priority. The County integrated performance measures within the budget. County departments will be encouraged to make productivity improvements within their service delivery areas.

#### Retirement System Funding

Careful management of financial resources to pay retirement costs is critical to the County's long-term financial health. Accordingly, for any savings resulting from negative Unfunded Accrued Actuarial Liability (UAAL) contribution rates, the Board of Supervisors will first consider setting aside these savings in a reserve for reduction of any existing pension obligation bonds or as a reserve against future rate increases.

#### Risk Management Self-Insurance Funds

The County will maintain an 80% confidence level in all Risk Management self-insurance funds as determined by a yearly actuarial study.

#### Grant Funding

The County will aggressively pursue opportunities for federal, state or local grant funding including private foundations. An aggressive policy of pursuing opportunities for federal or state grants provides citizens with the assurance that the County is striving to obtain all state and federal funds to which it is entitled – thereby reducing dependence on local taxpayers' funds. However, prior to applying for, and accepting such intergovernmental aid, the County will consider the current and future implications of either accepting or



rejecting the grant. That consideration shall include: 1) the amount of matching local funds required; 2) in-kind services to be provided; 3) length of grant, and whether the County is required to continue the service after the grant has ended; and 4) related operating expenses. The County shall also assess the merits of any individual grant program as if it were funded with local tax dollars.

#### Use of Variable Rate Interest Savings

Covenants in debt instruments require conservative budgeting of variable rate interest expense. When amounts budgeted for variable rate interest expense for such debt instruments exceed actual interest expense for the year, such savings will be used in the succeeding fiscal year to reduce the total outstanding principal amount of long-term debt. This policy will apply only to interest savings/debt instruments that are paid from discretionary revenue sources of the County's general fund.

#### Use of Savings from Interest Rate Swap Agreements Associated with the Issuance of Debt

It is the policy of the Board that any benefit realized on interest rate swap agreements where the swap payment received by the County and the actual debt service payment due from the County are not equal per the terms of the swap agreement, be retained as a contingency to offset the County share of any future increases in debt service caused by the swap agreement. This contingency amount will not exceed \$5.0 million dollars per interest rate swap agreement. The contingency will be retained in the fund that is responsible for payments under the swap.

#### Intent to Recover Full Cost of Service

The full cost of service should be calculated for all County services to provide a basis for setting fees or charges. Full cost should include direct and indirect costs. This calculation shall be reviewed and updated annually.

### **CONTINGENCY POLICY**

The objective of the Contingency Policy is to help protect the County from unforeseen increases in expenditures or reductions in revenues, or from extraordinary events that might otherwise substantially harm the fiscal health of the County. In so doing, it is also intended to help avoid undue service level fluctuations during periods of economic instability. This policy will serve as a guide when preparing budget plans and quarterly budget reports for Board of Supervisors approval.

#### General Fund – Mandatory Contingencies

The County will maintain an appropriated contingency in the General Fund to accommodate unanticipated operational changes, legislative impacts, or other economic events affecting the County's operations that could not have been reasonably anticipated at the time the budget was prepared. Funding shall be targeted at no less than 1.5% of locally funded appropriation. Locally funded appropriation are those funded by countywide discretionary revenue, such as unrestricted property tax, sales tax, interest income, and other revenues not linked to specific programs, and by ongoing operating transfers in. In the event the locally funded appropriation declines from the previous year, the mandatory contingencies shall have no downward adjustments.

#### General Fund – Ongoing Set-Aside Contingencies

Ongoing set-aside contingencies represent ongoing sources of funding that have been targeted for future debt obligations or planned future ongoing program/operational needs. Set-asides are appropriated as contingencies and approved during the formal adoption of the budget. Any balance of such contingency set-asides remaining at the end of the fiscal year shall be transferred into a corresponding general fund reserve account as of June 30.

#### General Fund – Uncertainties Contingencies

Any unallocated funding available from current year sources (both ongoing and one-time) that has not been set aside and any unassigned fund balance carried over from the prior year, will be budgeted as Uncertainties Contingencies. The use of these contingencies requires prior approval by the County Administrative Office before obtaining approval by the Board of Supervisors. The County Administrative Office will only recommend uses as a last resort, and only if the requesting department: 1) has no other unanticipated sources of funding to appropriate, and 2) has no other appropriation within its own budget unit to cover the budget overrun, and 3) has no appropriation available in another fund that it controls that can be legally applied to cover the budget overrun.



**Restricted Fund – Prop 172-Contingencies**

Restricted Proposition 172 sales tax revenues are used solely for public safety programs. The County has allocated using the funds solely for funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departmental programs. The County will maintain an appropriated contingency to accommodate unanticipated operational changes, legislative impacts, or other economic events affecting this restricted funding stream that could not have been reasonably anticipated at the time the budget was prepared. The appropriation for contingency for the Prop 172 fund shall be targeted at no less than 10% of the current year's budgeted Prop 172 revenue. Said contingencies shall be budgeted at the 10% level separately for each department receiving Prop 172 revenues.

**Restricted Funds – Realignment – Contingencies**

Restricted Realignment funds from dedicated sales tax and vehicle license fee revenue are used in funding mental health, social services and health programs within the County. The County will maintain an appropriated contingency within these funds to accommodate unanticipated operational changes, legislative impacts, or other economic events affecting these restricted funds which could not have been reasonably anticipated at the time the budget was prepared. The appropriation for contingency for Realignment funds shall be targeted at no less than 10% of the current year's budgeted Realignment revenues. Said contingencies shall be budgeted at the 10% level separately for each program receiving Realignment revenues.

**Master Settlement Agreement Fund – Contingencies**

Master Settlement Agreement funds from the tobacco settlement lawsuit are used to fund health related expenditures. The County will maintain an appropriated contingency within the Master Settlement Agreement fund to accommodate unanticipated operational changes, legislative impacts, or other economic events affecting this fund that could not have been reasonably anticipated at the time the budget was prepared. The appropriation for contingency within this Master Settlement Agreement Fund shall be targeted at no less than 10% of the current year's budgeted Master Settlement Agreement revenues.

**FUND BALANCE AND RESERVE POLICY**

The objective of the Fund Balance and Reserve Policy is to help ensure the County maintains a minimum level of unassigned fund balance designated as general purpose reserve to meet seasonal cash flow shortfalls, revenue shortfalls, unanticipated expenditures, economic downturns or a local disaster. The policy also addresses the circumstances under which unassigned fund balance can be "spent down" and how the unassigned fund balance will be replenished if it falls below the established minimum.

**General Fund – New Classification of Fund Balance (Per the Government Accounting Standards Board-GASB)**

Previously the fund balance in the General Fund was classified as Reserved and Unreserved (delineated further as designated and undesignated) for accounting purposes. Reserved fund balance is legally restricted funds established for a future specific use and is not available for general appropriation. Unreserved/designated fund balance has been set-aside by the Board of Supervisors for a specific purpose. Unreserved/undesignated fund balance is available for those uses the Board deems necessary and is typically described as "fund balance available for appropriation" in budget reports.

GASB has issued Statement No. 54 Fund Balance Reporting and Governmental Fund Type Definitions. This statement is effective for financial statements with periods beginning after June 15, 2010. Therefore, effective the fiscal year beginning July 1, 2010, the above classifications will be replaced with five new categories: nonspendable, restricted, committed, assigned, and unassigned. Although only the General Fund is addressed in this policy, Statement No. 54 applies to the Special Revenue, Debt Service, Capital Project and Permanent funds as well. The fund balance will be reported in the following five new categories, representing a hierarchy in most restrictive (1) to least restrictive (5):

1. **Nonspendable Fund Balance:** Amounts cannot be spent because they are: (a) not in spendable form or (b) legally or contractually required to be maintained intact. Due to the nature or form of the resources, they generally cannot be expected to be converted into cash or a spendable form. These fund balance amounts are automatically recorded each year by the Auditor-Controller/Treasurer/Tax Collector to match the balances of the associated balance sheet account codes. No Board action is required to change these amounts.



2. Restricted Fund Balance: Amounts are restricted by external parties, i.e., creditors, grantors, contributors, or laws/regulations of other governments or restricted by law through constitutional provisions or enabling legislation. Restrictions may be changed or lifted only with the consent of the resource provider.
3. Committed Fund Balance: Amounts that can only be used for a specific purpose pursuant to constraints imposed by formal action of the government's highest level of decision making authority. The formal action must occur prior to the end of the reporting period, however, the amount may be determined in the subsequent period. These are self-imposed limitations on available resources. These committed amounts cannot be used for any other purpose unless the government removes or changes the specified use by taking the same action it employed to previously commit those amounts. These committed amounts would be approved and adopted by formal action of the Board.
4. Assigned Fund Balance: Amounts constrained by the government's intent to be used for specific purposes that are neither restricted nor committed. The intent will be expressed by the body or official to which the governing body has delegated the authority, i.e. the County Administrative Office.
5. Unassigned Fund Balance: The General Fund, as the principal operating fund, often will have net resources in excess of what can properly be classified in one of the four categories already described. Therefore, in order to calculate unassigned fund balance, total fund balance less nonspendable, restricted, committed, or assigned equals unassigned fund balance. This amount is available for any purpose and will be placed in either the General Purpose Reserve, General Fund – Mandatory Contingencies or the General Fund - Uncertainties Contingencies until allocated for a specific purpose by the Board, by a four-fifths vote.

#### Unassigned Fund Balance – General Purpose Reserve

An adequate amount of General Purpose Reserve is essential to the financial strength and flexibility of the County. The General Purpose Reserve has no identified contingent liability or specific future use. It is intended for unanticipated major emergencies; to allow a transition period when key economic indicators point to recession likely to substantially reduce county revenues and increase safety net expenditures; and to ensure the County's ability to make debt service payments in periods of declining general purpose revenues. The County shall establish an unassigned fund balance designated as General Purpose Reserve for the General Fund targeted at 20% of locally funded appropriation based on adopted budget. Locally funded appropriation are those funded by countywide discretionary revenue, such as unrestricted property tax, sales tax, interest income, and other revenues not linked to specific programs, and by ongoing operating transfers in. The unassigned fund balance designated as General Purpose Reserve shall be built up with one-time sources until the established target is achieved. In the event the locally funded appropriation declines from the previous fiscal year, the General Purpose Reserve shall have no downward adjustments. Increases to the General Purpose Reserve generally are only made once at the beginning of the fiscal year.

#### Unassigned Fund Balance – Mandatory Contingencies

The County shall also maintain Mandatory Contingencies at a minimum of 1.5% of locally funded appropriation based on adopted budget. The amount needed to fund the Mandatory Contingencies for the succeeding fiscal year will be categorized as unassigned fund balance. In the event the locally funded appropriation declines from the previous fiscal year, the Mandatory Contingencies shall have no downward adjustments. Increases to the Mandatory Contingencies generally are only made once at the beginning of the fiscal year.

#### Unassigned Fund Balance – Uncertainties Contingencies

The remaining unassigned fund balance amount not allocated to the General Purpose Reserve or Mandatory Contingencies will be included in Uncertainties Contingencies.

#### Unassigned Fund Balance Spend Down

Use of unassigned fund balance will be limited to nonrecurring expenditures, debt reduction, one-time capital costs or emergency situations (such as economic conditions or natural disasters). The County generally will use the Uncertainties Contingencies first, then the Mandatory Contingencies and finally the General Purpose Reserve allocation when using the unassigned fund balance.

The County recognizes that unforeseen events may cause the use of unassigned fund balance which will result in it falling below the established minimum. However, if this occurs, or is expected to occur within the five year



planning cycle, the budget balancing strategies will be invoked to determine corrective actions. When necessary, the following budget balancing strategies will be used in order of priority: 1) Seek other revenue opportunities, including new service fees or increase existing fees; 2) Reduce expenditures through improved productivity; 3) Reduce or eliminate services; 4) Reduce employee salaries and benefits. After evaluating and implementing where possible the above budget balancing strategies, the unassigned fund balance may be used as a temporary fix to address an ongoing budget gap if incorporated in a multi-year plan to balance ongoing revenues and expenses. A planned draw down of unassigned fund balance generally should not exceed 3% of locally funded appropriation in a given fiscal year.

#### Unassigned Fund Balance Replenish Procedures

Generally before the unassigned fund balance can be withdrawn below the target, a replenishment plan must be adopted. The unassigned fund balance shall be built up with one-time sources until the established target is achieved/replenished. One-time sources will be used to replenish reserves before using for one-time, non-emergency expenses.

### **DEBT POLICY**

The objective of the County's Debt management policy is to minimize the amount of outstanding debt necessary to fulfill its infrastructure and economic development responsibilities, and maintain the County's ability to incur present and future debt at minimal interest rates. The use of debt shall not endanger the County's ability to finance essential County services. The County recognizes that capital markets change and unforeseen circumstances may occur resulting in situations that are not covered by this policy. In such situations, flexibility to modify certain policy requirements may be necessary to achieve policy goals.

#### General

Debt will not be used to finance ongoing operational costs. However, debt may be used, where economically efficient, to reduce or eliminate current long-term operational liabilities. Whenever possible, the County shall pursue alternative sources of funding, when cost effective, in order to minimize the level of debt.

#### Types of Debt

General Obligation Bonds (property tax supported) usage will be evaluated first since it is the least costly debt. Public support will be assessed for ballot placement due to the costs involved for an election. Revenue Bonds/Certificates of Participation may be considered for use where General Obligation Bonds are not practical. Short-term borrowing, such as commercial paper, bond anticipation notes, and lines of credit, will be considered as interim funding sources in anticipation of long-term financing.

#### Issuance

The County may elect to issue bonds/certificates of participation as variable rate instruments to provide flexibility and/or to attempt to achieve interest savings. There are guidelines to be considered when issuing variable rate debt: 1) Economic and cash flow projections for variable rate issues shall be calculated at the then applicable fixed rate. 2) The County will first consider structuring the principal and interest repayments related to the entire project for which the debt will be issued on an approximately equal annual basis over the life of the borrowing. 3) Total variable rate debt shall be limited to no more than 25% of total debt outstanding. 4) No less than annually, analysis of each outstanding variable rate bond issue shall be undertaken to determine the advisability of converting the issue to fixed-rate debt. 5) Variable rate bonds shall be structured to protect the County to the greatest extent possible against cyclical interest rate fluctuations.

#### Management

County financial management policies shall be designed to maintain a balanced relationship between debt service requirements and current operating costs, encourage growth of the tax base, actively seek alternative funding sources, minimize interest costs and maximize investment returns. In accordance with this principle, the following must be considered: 1) The County shall issue bonds with terms no longer than the economic useful life of the project. 2) The County shall obtain secured guarantees for bonds supported by a dedicated revenue source to the extent possible. 3) The County shall also obtain assurances of project viability and guarantees of completion prior to the issuance of bonds. 4) The County shall invest the proceeds of bond/certificates of participation sales to conform to State and County requirements to maximize investment security and earnings. 5) The County shall establish affordability guidelines in order to preserve credit quality, which may be suspended for emergency purposes, or because of unusual circumstances.





### **CAPITAL BUDGET POLICY**

The objective of the Capital Budget policy is to ensure that the County maintains its public infrastructure in the most cost efficient manner. The County's capital budget will include as complete, reliable, and attainable cost estimates as possible.

Project cost estimates for the Capital Budget should be based upon a thorough analysis of the project and are expected to be as reliable as the level of detail known about the project. The plan for funding projected staffing, operation and maintenance, and utility costs must be identified as part of the approval process for each capital project. All Capital Budget proposals shall be formulated and presented to the Board of Supervisors within the framework of a general capital budget in conjunction with the operating County General Fund Budget. Capital projects will not be budgeted unless there are reasonable expectations that resources will be available to pay for them. Capital projects which are not encumbered or completed during the fiscal year will be re-budgeted or carried over to the next fiscal year, except as reported to and subsequently approved by the Board. All re-budgeted capital projects will be so noted in the Adopted Capital Budget. Similarly, multi-year projects with unencumbered or unexpended funds will be carried over to the subsequent year(s).

Periodic financial reports will be prepared to enable the County Administrative Office to monitor/manage the capital budget and compare actual program revenues and expenditures with budgeted amounts. The Board may take necessary action, including increasing appropriation or revenue, to maintain a balanced Capital Budget. Major capital assets will be inventoried and assessed on an annual basis to project long-term equipment replacement and maintenance needs.

### **INVESTMENT POLICY**

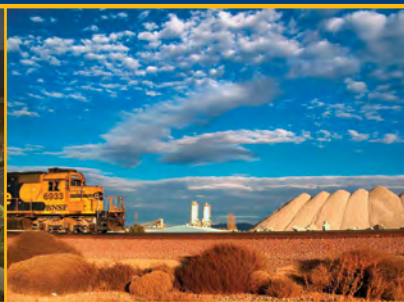
The Investment Policy is prepared in accordance with California State Law, reviewed annually by the County's Treasury Oversight Committee and approved by the Board of Supervisors. The policy establishes cash management and investment guidelines for the County Treasurer, who is responsible for the management and investment of the County Treasury Pool, which consists of the pooled monies held on behalf of the County, school districts, community college districts, and certain special districts within the county.

It is the policy of the County Treasurer to invest public funds in a manner which will preserve the safety and liquidity of all investments within the County investment pool while obtaining a reasonable return within established investment guidelines. The portfolio should be actively managed in a manner that is responsive to the public trust and consistent with state law. The County investment pool will be guided by the following principles, in order of importance 1) The primary objective of the County Treasurer when investing public funds is to safeguard investment principal; 2) The secondary objective is to maintain sufficient liquidity to ensure that funds are available to meet daily cash flow requirements; 3) The third objective is to achieve a reasonable rate of return or yield consistent with these objectives.

The Investment Policy contains a requirement that 40% of the County investment pool should be invested in securities maturing in one year or less, and the entire portfolio shall not exceed a duration-to-maturity of 1.5 years. Investments of the County pool are placed in those securities authorized by various sections of the California Government Code and the County's Investment Policy, which include obligations of the United States Treasury, agencies of the United States Government, local bond issues, bankers acceptances, commercial paper of prime quality, certificates of deposit (both collateralized and negotiable), repurchase and reverse repurchase agreements, medium term corporate notes, and shares of beneficial interest in diversified management companies (mutual funds). Investments in repurchase agreements cannot exceed a term of 180 days and the security underlying the agreement shall be valued at 102% or greater of the funds borrowed against the security.

With respect to reverse repurchase agreements, the Investment Policy provides for a maximum maturity of 92 days (unless the reserve repurchase agreement includes a written guarantee of a minimum earning or spread for the entire period of such agreement) and a limitation on the total amount of reverse repurchase agreements to 10% of the total investments in the County pool. Securities lending transactions are considered reverse repurchase agreements for purposes of this limitation.





# ADMINISTRATION





# ADMINISTRATION SUMMARY

	Page #	Requirements	Sources	Net County Cost	Staffing
<b>GENERAL FUND</b>					
BOARD OF SUPERVISORS	108				
BOARD OF SUPERVISORS	109	7,046,590	0	7,046,590	48
BOARD DISCRETIONARY FUND	113	5,852,564	0	5,852,564	0
CLERK OF THE BOARD	115	2,343,659	313,578	2,030,081	15
COUNTY ADMINISTRATIVE OFFICE	121				
COUNTY ADMINISTRATIVE OFFICE	124	4,793,803	0	4,793,803	17
LITIGATION	127	589,763	0	589,763	0
COUNTY COUNSEL	129	8,713,238	5,683,270	3,029,968	85
FINANCE AND ADMINISTRATION	134				
FINANCE AND ADMINISTRATION	137	2,814,749	0	2,814,749	14
HUMAN RESOURCES	149				
HUMAN RESOURCES	152	7,165,607	624,917	6,540,690	79
THE CENTER FOR EMPLOYEE HEALTH AND WELLNESS	155	2,069,041	2,069,041	0	11
UNEMPLOYMENT INSURANCE	157	4,000,500	0	4,000,500	0
INFORMATION SERVICES	163				
APPLICATION DEVELOPMENT	166	15,765,937	13,720,515	2,045,422	100
PURCHASING	177				
PURCHASING	180	2,067,102	557,076	1,510,026	20
LOCAL AGENCY FORMATION COMMISSION	199	288,274	0	288,274	0
COUNTY SCHOOLS	201	3,159,104	0	3,159,104	0
TOTAL GENERAL FUND		66,669,931	22,968,397	43,701,534	389
CAPITAL FACILITIES LEASES	139	13,013,014	0	13,013,014	0

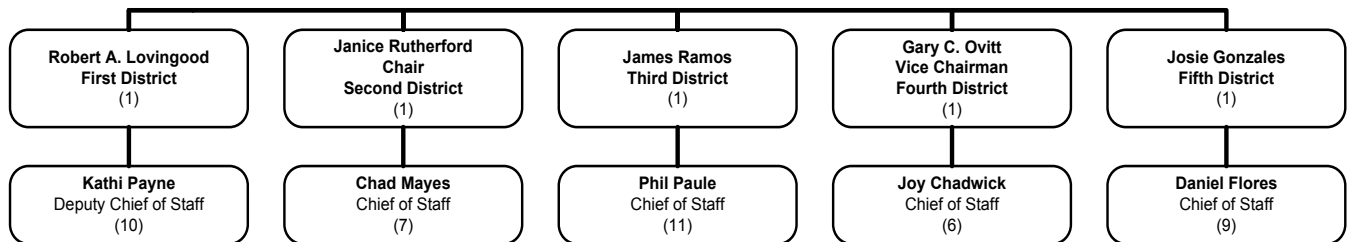
	Page #	Requirements	Sources	Fund Balances	Staffing
<b>SPECIAL REVENUE FUNDS</b>					
FINANCE AND ADMINISTRATION:					
DISASTER RECOVERY FUND	141	24,315	10,000	14,315	0
HUMAN RESOURCES:					
COMMUTER SERVICES	159	1,516,036	693,050	822,986	3
EMPLOYEE BENEFITS AND SERVICES	161	3,543,453	2,953,135	590,318	28
TOTAL SPECIAL REVENUE FUNDS		5,083,804	3,656,185	1,427,619	31

	Page #	Requirements	Sources	Net Budget	Staffing
<b>INTERNAL SERVICES FUNDS</b>					
FLEET MANAGEMENT	143	33,896,011	33,475,300	(420,711)	87
INFORMATION SERVICES:					
COMPUTER OPERATIONS	169	24,233,803	22,926,172	(1,307,631)	116
TELECOMMUNICATION SERVICES	173	31,213,747	28,307,667	(2,906,080)	95
PURCHASING:					
PRINTING SERVICES	183	3,779,471	3,876,640	97,169	15
SURPLUS PROPERTY AND STORAGE OPERATIONS	186	370,581	375,000	4,419	2
MAIL/COURIER SERVICES	188	6,947,787	6,705,583	(242,204)	25
RISK MANAGEMENT:					
OPERATIONS	191				
OPERATIONS	194	6,362,438	6,362,438	0	58
INSURANCE PROGRAMS	197	93,832,429	65,504,055	(28,328,374)	0
TOTAL INTERNAL SERVICE FUNDS		200,636,267	167,532,855	(33,103,412)	398



## BOARD OF SUPERVISORS Janice Rutherford, Chair

### ORGANIZATIONAL CHART



### SUMMARY OF BUDGET UNITS

2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget
<b>General Fund</b>					
Board of Supervisors	7,046,590	0	7,046,590		48
Board Discretionary Fund	5,852,564	0	5,852,564		0
Total General Fund	12,899,154	0	12,899,154		48

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Board of Supervisors	7,515,146	8,869,044	7,903,032	7,647,052	7,046,590
Board Discretionary Fund	6,519,645	1,382,855	2,938,843	10,261,366	5,852,564
<b>Total</b>	<b>14,034,791</b>	<b>10,251,899</b>	<b>10,841,875</b>	<b>17,908,418</b>	<b>12,899,154</b>

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Board of Supervisors	0	0	0	0	0
Board Discretionary Fund	0	196,888	0	103,476	0
<b>Total</b>	<b>0</b>	<b>196,888</b>	<b>0</b>	<b>103,476</b>	<b>0</b>

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Board of Supervisors	7,515,146	8,869,044	7,903,032	7,647,052	7,046,590
Board Discretionary Fund	6,519,645	1,185,967	2,938,843	10,157,890	5,852,564
<b>Total</b>	<b>14,034,791</b>	<b>10,055,011</b>	<b>10,841,875</b>	<b>17,804,942</b>	<b>12,899,154</b>



## Board of Supervisors

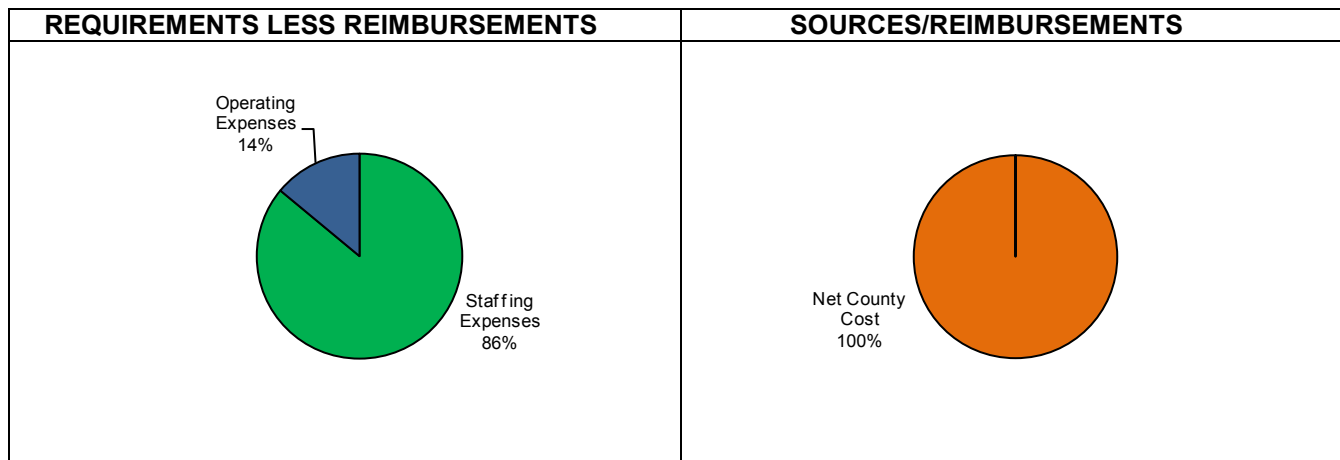
### DESCRIPTION OF MAJOR SERVICES

The Board of Supervisors is the governing body of the County government and Board-governed special districts. The Board of Supervisors establishes policy and exercises supervision over the official conduct of all County officers, Board-governed districts and special commissions. The Board of Supervisors also approves and adopts the annual budget and initiates and makes recommendations regarding proposed legislation at state and federal levels.

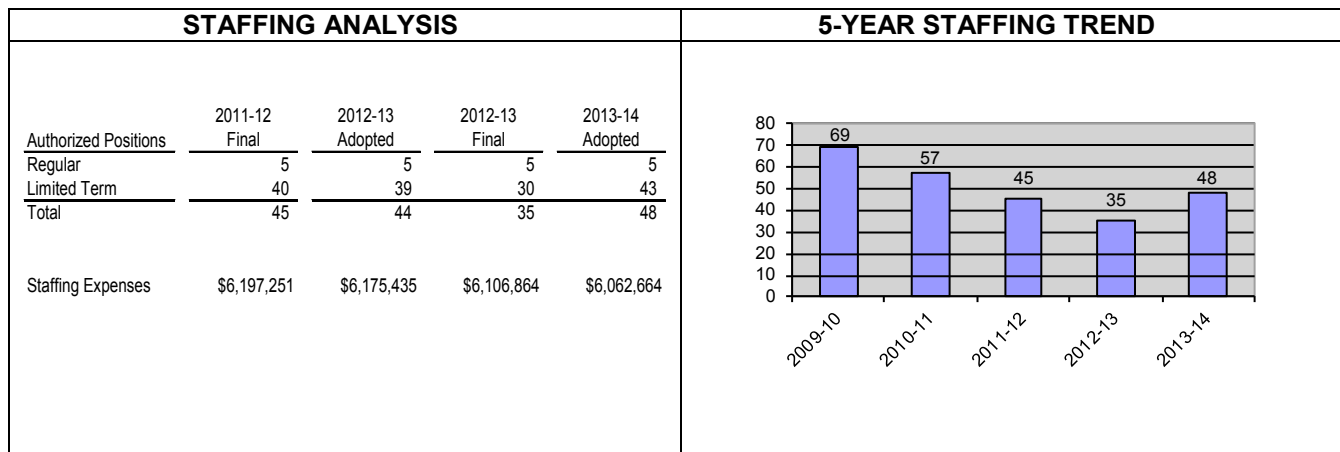
#### Budget at a Glance

Total Requirements	\$7,046,590
Total Sources	\$0
Net County Cost	\$7,046,590
Total Staff	48
Funded by Net County Cost	100%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Administration  
DEPARTMENT: Board of Supervisors  
FUND: General

BUDGET UNIT: AAA BDF  
FUNCTION: General  
ACTIVITY: Legislative and Administrative

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	9,294,598	7,694,504	6,196,638	5,799,414	6,106,864	6,062,664	(44,200)
Operating Expenses	1,156,337	1,488,376	1,898,471	1,519,482	1,612,661	983,926	(628,735)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	10,450,935	9,182,880	8,095,109	7,318,896	7,719,525	7,046,590	(672,935)
Reimbursements	(2,935,989)	(313,836)	(276,982)	(95,110)	(86,473)	0	86,473
Total Appropriation	7,514,946	8,869,044	7,818,127	7,223,786	7,633,052	7,046,590	(586,462)
Operating Transfers Out	0	0	0	13,504	14,000	0	(14,000)
Total Requirements	7,514,946	8,869,044	7,818,127	7,237,290	7,647,052	7,046,590	(600,462)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	1,706	0	0	0
Total Revenue	0	0	0	1,706	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	1,706	0	0	0
Net County Cost	7,514,946	8,869,044	7,818,127	7,235,584	7,647,052	7,046,590	(600,462)
				Budgeted Staffing	35	48	13

## MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET

Staffing expenses of \$6.1 million make up the majority of the Board of Supervisor's (Board) expenditures within this budget unit. Operating expenses of \$1.0 million includes COWCAP, phone services, office expenses, courier and printing charges, facilities management basic services, and travel related expenses.

The decrease of \$600,462 in Net County Cost reflects the reduction in funding which corresponds to the net change in costs of maintaining business operations.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the Board include a reduction in operating expenses of \$628,735 primarily due to a reduction of \$608,025 in COWCAP charges and a decrease of \$36,703 in the amount of central services charges associated with Board facilities. Staffing expenses are decreasing by \$44,200 due to the mid-year elimination of a position which was funded via non-County sources.

For 2013-14 each district will receive an equal allocation of \$1.4 million in Net County Cost, totaling \$6.8 million across all five districts. In addition to this amount, each district will receive a share of augmentation funding based on the Board's augmentation plan which was adopted as part of the 2012-13 Budget Hearing and directed that \$214,257 be allocated among each district budget based on the percentage of unincorporated population. The 2013-14 Budget allocates the augmentation funding under the same methodology as in 2012-13 and is as follows:



Formula for Allocation of Staff Augmentation Funds			
Supervisory District	Population (Unincorporated)	% of Total Unincorporated Population	Allocation Amount
1	95,846	33%	70,382
2	59,401	20%	43,619
3	73,950	25%	54,303
4	13,117	4%	9,632
5	49,462	17%	36,321
Total	291,776	100%	214,257

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$6.1 million fund 48 budgeted positions of which 5 are regular positions and 43 are limited term positions.

For 2013-14 there is a net increase of 13 budgeted positions in this budget unit. While the newly elected Supervisors begin to add staff upon election, it is through the annual budget process that these positions are added into the budget. This increase represents the net change resulting from staff added by separate board agenda items throughout 2012-13 by the incoming Supervisors and the deletion of positions from prior Supervisors' staffs.

Staffing changes are as follows (affected district noted in parenthesis):

### Deletions (7 total)

- 1 Community Liaison (First District)
- 1 Deputy Chief of Staff (First District)
- 1 Staff Assistant (Second District)
- 1 Deputy Chief of Staff (Fifth District)
- 2 Field Representative (Fifth District)
- 1 Executive Aide (Fifth District)

### Additions (20 total)

- 1 Community Liaison (First District)
- 1 Community Liaison (First District)
- 4 Field Representative (First District)
- 1 Special Assistant (First District)
- 1 Deputy Chief Of Staff (First District)
- 1 Executive Aide (Second District)
- 4 Community Liaison (Third District)
- 1 Intern Staff Assistant (Third District)
- 1 Policy Advisor I (Third District)
- 1 Constituent Services Representative (Fifth District)
- 1 District Director (Fifth District)
- 2 Field Representatives (Fifth District)
- 1 Intern Staff Assistant (Fifth District)



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
First District	1	10	11	11	0	0	11
Second District	1	7	8	8	0	0	8
Third District	1	11	12	11	0	1	12
Fourth District	1	6	7	7	0	0	7
Fifth District	1	9	10	10	0	0	10
Total	5	43	48	47	0	1	48

First District		Second District		Third District	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Elected Supervisor	1	Elected Supervisor	1	Elected Supervisor
5	Field Representative	2	Field Representative	1	Chief of Staff
1	Executive Assistant	1	District Representative	1	Deputy Chief of Staff
1	Special Assistant	1	Special Projects Coordinator	1	BOS Administrative Analyst
2	Community Service Liaison	1	Chief of Staff	1	Communications assistant
1	Deputy Chief of Staff	1	Deputy Chief of Staff	1	Executive Secretary
11	Total	1	Executive Aide	4	Community Service Liaison
		8	Total	1	Intern Staff Assistant
				1	Policy Advisor I
				12	Total
Fourth District		Fifth District			
<u>Classification</u>		<u>Classification</u>			
1	Elected Supervisor	1	Elected Supervisor		
1	BOS Elected Secretary	1	Executive Secretary		
1	District Representative	1	Administrative Analyst		
1	Field Representative	1	Chief of Staff		
1	Chief of Staff	2	Intern Staff Assistant		
1	Deputy Chief of Staff	1	District Director		
1	District Director	1	Constituent Services Representative		
7	Total	2	Field Representative		
		10	Total		





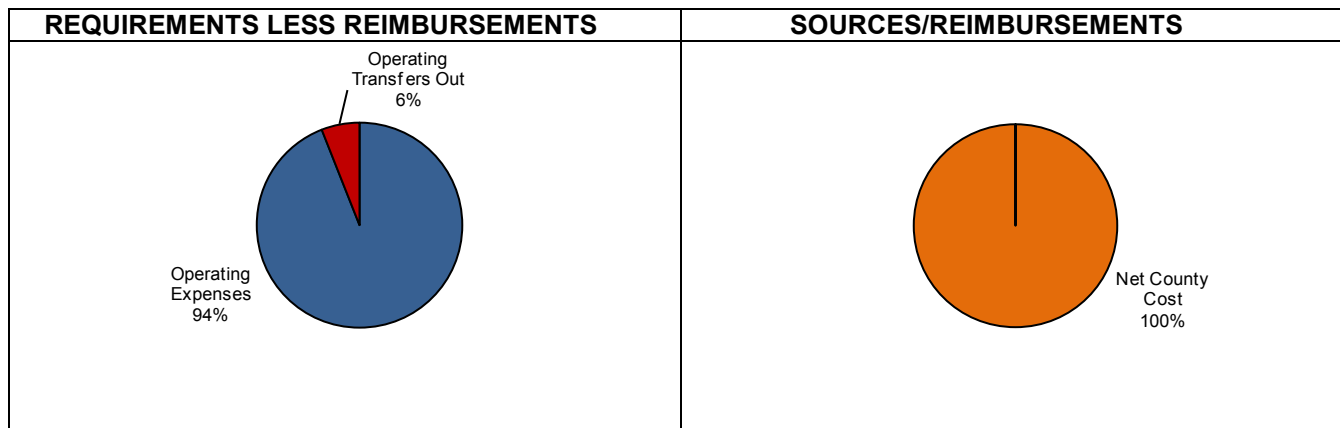
## Board Discretionary Fund

### DESCRIPTION OF MAJOR SERVICES

Beginning in 1999-00, \$1.0 million was allocated evenly between the five supervisorial districts as board discretionary funding for priority policy needs that may be identified during the fiscal year. In 2005-06, the annual allocation was increased to \$2.0 million, and in 2006-07 it was increased to \$2.5 million. During 2008-09, the annual allocation was increased to \$3.75 million, which was maintained for 2009-10. The annual funding for 2010-11 was decreased to \$2.25 million and was subsequently transferred into the Board of Supervisors (Board) operating budget as part of the County's First Quarter Budget Report, which was approved by the Board on November 2, 2010. In 2011-12, the Board began obligating the remaining balance of funds via the County quarterly budget reports. Once approved, allocations are to be expensed within twelve months and existing allocations not spent within a fiscal year are carried over to the subsequent fiscal year by district. There is currently no ongoing funding included in this budget unit. County Policy 02-18 provides that these funds are to be exhausted by the end of Fiscal Year 2015-16, and any remaining unspent funds are to be returned to the County general fund.

Since the inception of this budget unit, the Board has identified various community programs in alignment with the County's vision of creating, supporting, and enhancing vibrant communities that emphasize beauty, culture, art, recreation, education, and a sense of history. Through use of these funds, and in conjunction with these community programs, the Board of Supervisors has provided support for several projects that promote the health, safety, well-being, and quality of life for County residents.

### 2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
DEPARTMENT: Board of Supervisors - Board Discretionary Fund  
FUND: General

BUDGET UNIT: AAA CNA  
FUNCTION: General  
ACTIVITY: Legislative and Administrative

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,714,721	2,160,675	2,289,173	4,128,360	9,911,575	5,502,564	(4,409,011)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,714,721	2,160,675	2,289,173	4,128,360	9,911,575	5,502,564	(4,409,011)
Reimbursements	(11,665)	(1,036,042)	0	(17,795)	(7,795)	0	7,795
Total Appropriation	2,703,056	1,124,633	2,289,173	4,110,565	9,903,780	5,502,564	(4,401,216)
Operating Transfers Out	29,804	57,358	550,890	298,750	357,586	350,000	(7,586)
Total Requirements	2,732,860	1,181,991	2,840,063	4,409,315	10,261,366	5,852,564	(4,408,802)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	45,000	45,000	0	(45,000)
Total Revenue	0	0	0	45,000	45,000	0	(45,000)
Operating Transfers In	0	196,889	0	58,989	58,476	0	(58,476)
Total Sources	0	196,889	0	103,989	103,476	0	(103,476)
Net County Cost	2,732,860	985,102	2,840,063	4,305,326	10,157,890	5,852,564	(4,305,326)
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Requirements of \$5.8 million represents funds carried over from prior fiscal years to support various community programs and projects that promote the health, safety, well-being, and quality of life for County residents. Operating expenses make up the majority of expenditures within this budget unit and includes allocations made directly to local agencies and non-profits as well as allocations to County departments to support various public works and community improvement projects.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

These funds are utilized by Supervisorial Districts to support community programs and projects. In accordance with County Policy 02-18, these funds are allocated at the sole discretion of the Supervisor within his or her own Supervisorial District. On February 7, 2012, the Board adopted an amendment to County Policy 02-18 which revised the policy related to the administration of these funds. In addition to new procedures regarding the administration of these funds, the amended policy also provides that these funds are to be exhausted by the end of Fiscal Year 2015-16, and any remaining unspent funds are to be returned to the County general fund.

The 2013-14 Budget includes a reduction of \$4.4 million to requirements and represents payments made to support community programs and projects during the 2012-13 fiscal year. As of the Third Quarter Budget Report on May 7, 2013, funds remaining to be obligated by the Districts totaled approximately \$3.4 million. There is currently no ongoing funding included in this budget unit.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this unit.



## CLERK OF THE BOARD

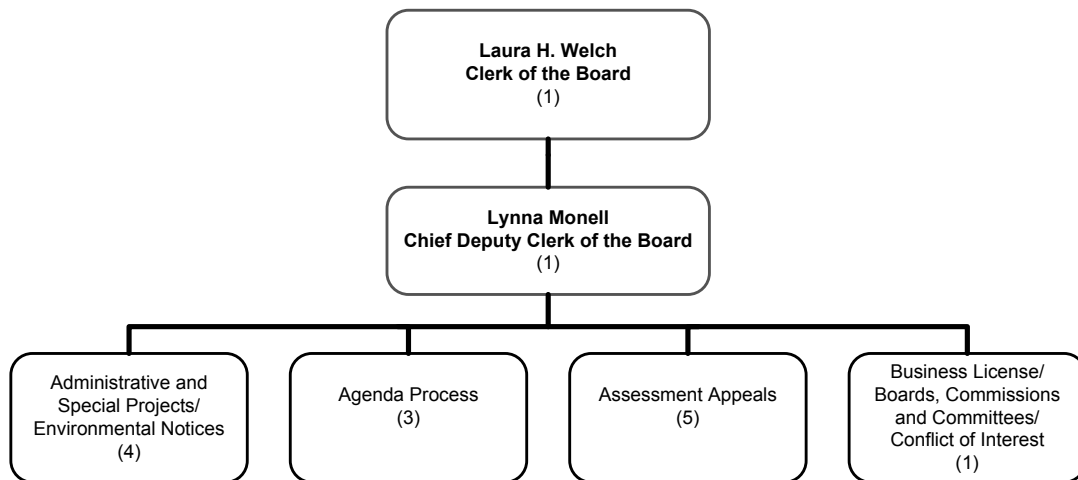
### Laura H. Welch

#### DEPARTMENT MISSION STATEMENT

*In support of the County Board of Supervisors, and in service to the public and fellow County staff, the Clerk of the Board of Supervisors: prepares and maintains records of actions taken by the Board of Supervisors; oversees membership of the County's boards, commissions and committees; licenses businesses operating in the County unincorporated areas; and facilitates the filing and hearing of appeals of assessed property valuations. Our service priorities are timeliness and accuracy. Our service commitments are courtesy and respect.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Reached disposition or two-year waiver filed for all 8,989 2010-11 Assessment Appeal applications, which met the November 30, 2012, statutory deadline.
- Implemented enhancements to the Boards, Commissions and Committees (BCCs) system:
  - Application Preview Screen – This allows applicants to preview information prior to submitting their online applications. This reduces duplicate filings and improves the accuracy of online submissions.
  - Enhanced functionality within the BCC System to allow for greater management and tracking of dissolved or re-created Municipal Advisory Commissions and Advisory Commissions upon the election or re-election of Supervisors or Countywide redistricting.
- Implemented a major upgrade to the Agenda Management System (AMS) in preparation for transition to a new streaming video vendor. This upgrade also provides greater system functionality to the Clerk's staff in support of the preparation and management of the Board of Supervisors' agenda and records.
- Implemented videoconferencing program at the Joshua Tree Government Center. This program leverages technology in order to provide constituents that live in remote areas the opportunity to participate in the Board of Supervisors' meetings via videoconference.

## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY

- Objective(s):**
- *Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors.*
  - *Review and revise fees, processes and decision-making to ensure a business friendly environment.*

- Department Strategy:**
- *Increase electronic submissions of Assessment Appeal applications to improve the Department's ability to provide accurate, timely and efficient processing of applications.*
  - *Implement business practice changes related to submission of applications to improve turnaround time for issuance of new business licenses.*
  - *Implement business practice changes related to submission of applications to improve turnaround time for issuance of renewal business licenses.*

Measurement	2011-12	2012-13	2012-13	2013-14
	Actual	Target	Actual	Target
Percentage of electronic submission of Assessment Appeal Applications.	36.3%	40%	34%	40%
Turnaround time for processing of new business licenses.	60 days	29 days	47 days	20 days
Turnaround time for processing of renewal business licenses.	42 days	26 days	31 days	20 days

While there was improvement from the previous fiscal year, the target for electronic submissions of assessment appeal applications was not reached. Clerk of the Board (COB) was not able to accomplish full outreach efforts to promote the use of the online application for 2012-13. Through outreach efforts coordinated with the Public Information Office and the Assessor's office, it is anticipated that the performance measure for 2013-14 will be reached.

In 2011-12, the COB experienced a marked increase in the number of days required to process new and renewal business licenses. In 2012-13, the COB worked with the approving agency to implement a change in the tracking and approval of business license applications. It was anticipated that this collaborative effort would have returned the approval time to previous levels. These changes were not implemented until late October 2012; therefore, the target for 2012-13 was not reached.



**SUMMARY OF BUDGET UNITS**

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Clerk of the Board	2,343,659	313,578	2,030,081			15
Total General Fund	2,343,659	313,578	2,030,081			15

**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Clerk of the Board	2,017,276	2,013,815	1,840,615	1,871,377	2,343,659
<b>Total</b>	<b>2,017,276</b>	<b>2,013,815</b>	<b>1,840,615</b>	<b>1,871,377</b>	<b>2,343,659</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Clerk of the Board	122,556	335,155	396,566	371,138	313,578
<b>Total</b>	<b>122,556</b>	<b>335,155</b>	<b>396,566</b>	<b>371,138</b>	<b>313,578</b>

**5-YEAR NET COUNTY COST TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Clerk of the Board	1,894,720	1,678,660	1,444,049	1,500,239	2,030,081
<b>Total</b>	<b>1,894,720</b>	<b>1,678,660</b>	<b>1,444,049</b>	<b>1,500,239</b>	<b>2,030,081</b>



## Clerk of the Board

### DESCRIPTION OF MAJOR SERVICES

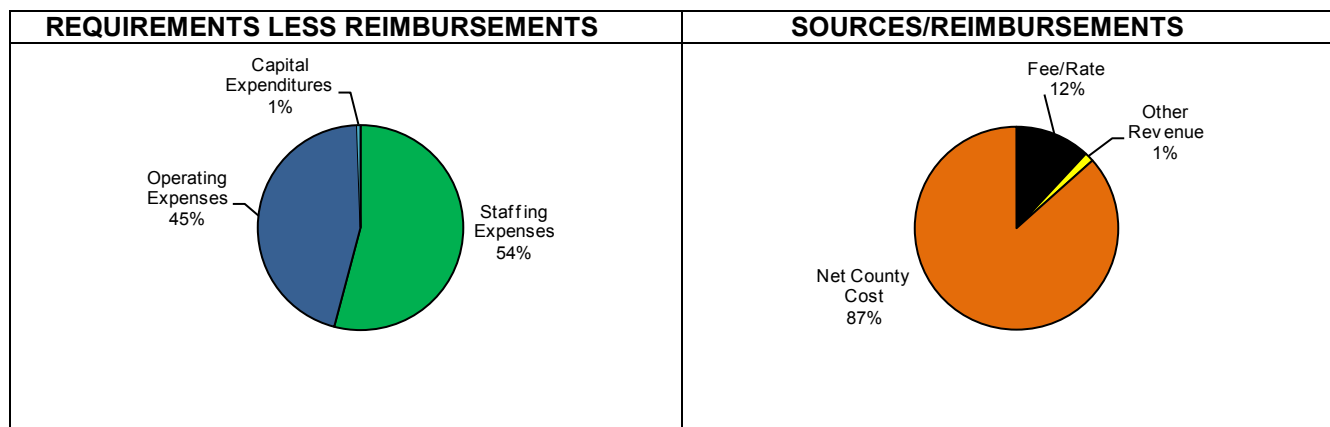
The Clerk of the Board (COB) provides legislative and administrative support services to the Board of Supervisors (BOS). The COB coordinates, prepares and maintains minutes, ordinances, resolutions, contracts, agreements and other official records and documents related to meetings conducted by the BOS. The COB coordinates the annual filing of financial disclosure documents in accordance with state law and local conflict of interest codes. The County has more than 150 advisory boards, commissions and committees (BCCs) and the COB maintains records and membership information for the County's BCCs. Responsibilities include posting of vacancies, processing of appointments and monitoring of ethics training for more than 1,000 BCC members.

#### Budget at a Glance

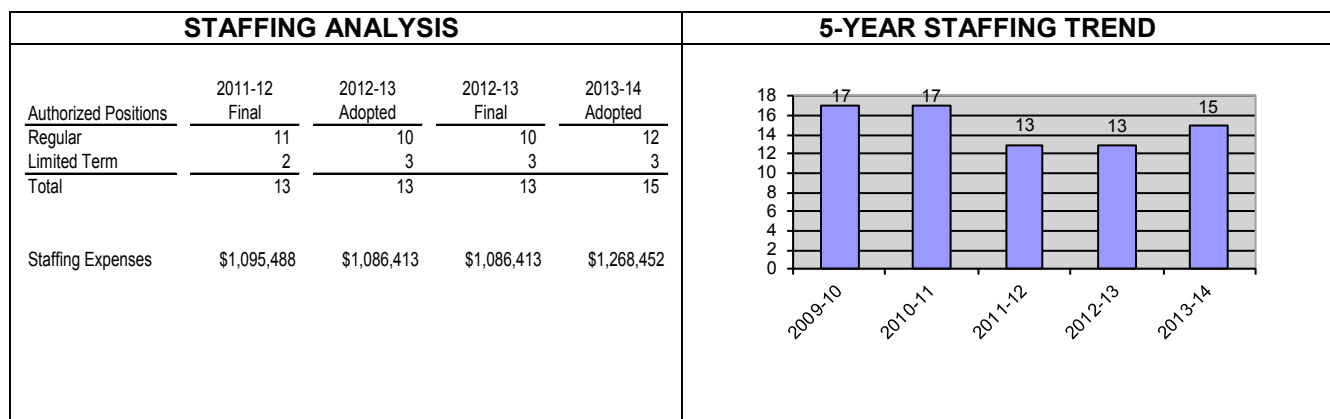
Total Requirements	\$2,343,659
Total Sources	\$313,578
Net County Cost	\$2,030,081
Total Staff	15
Funded by Net County Cost	87%

In accordance with state law, appeals of assessed property valuation are heard and determined by the County's Assessment Appeals Boards (AABs). The COB provides staff support to the AABs, facilitating the filing, hearing and disposition of thousands of appeals annually. The County requires that businesses operating in unincorporated areas obtain and maintain a valid business license. The COB receives, reviews, and processes business license applications and issues licenses for approved businesses. The COB also: receives, posts and files environmental California Environmental Quality Act (CEQA) notices in accordance with State Department of Fish and Game requirements; accepts summonses, complaints, planning appeals, requests for tax refunds and Board correspondence; and responds to hundreds of requests for information and documents from County staff and the public.

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
DEPARTMENT: Clerk of the Board  
FUND: General

BUDGET UNIT: AAA CBD  
FUNCTION: General  
ACTIVITY: Legislative and Administrative

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	1,312,033	1,270,932	1,095,469	994,418	1,086,413	1,268,452	182,039
Operating Expenses	704,044	730,064	745,127	750,228	784,964	1,062,207	277,243
Capital Expenditures	0	0	0	0	0	13,000	13,000
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,016,077	2,000,996	1,840,596	1,744,646	1,871,377	2,343,659	472,282
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,016,077	2,000,996	1,840,596	1,744,646	1,871,377	2,343,659	472,282
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,016,077	2,000,996	1,840,596	1,744,646	1,871,377	2,343,659	472,282
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	72,435	294,306	352,329	285,397	325,638	279,453	(46,185)
Other Revenue	50,122	40,848	44,218	35,934	45,500	34,125	(11,375)
Total Revenue	122,557	335,154	396,547	321,331	371,138	313,578	(57,560)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	122,557	335,154	396,547	321,331	371,138	313,578	(57,560)
Net County Cost	1,893,521	1,665,842	1,444,049	1,423,315	1,500,239	2,030,081	529,842
Budgeted Staffing					13	15	2

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

The majority of the COB expenses consist of staffing expenses to support functions of the Board of Supervisors and Assessment Appeals processing. Operating expenses of \$1.1 million include costs related to office supplies, vendor service contracts, Application Development Maintenance and Support costs and assessment appeals costs. This budget includes \$13,000 in fixed assets to fund a network infrastructure upgrade to support the implementation of a new contract for video streaming hosting services which will provide public access to live and archived Board of Supervisor's meetings and other streamed events.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by \$472,282 which includes an increase of \$182,039 in staffing expenses due to the addition of 1 Staff Analyst II and 1 Board Services Specialist position as well as higher retirement costs. Increases in operating expenses totaling \$277,243 are primarily associated with higher COWCAP charges and the inclusion of Information Technology charges in the COB's budget. Sources are decreasing by \$57,560 primarily due to an anticipated reduction in the number of Assessment Appeals applications and fewer environmental notice filings.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$1.3 million fund 15 budgeted positions of which 12 are regular positions and 3 are limited term positions.

Staffing changes for 2013-14 include the addition of 1 Staff Analyst II and 1 Board Services Specialist. The Staff Analyst II position will perform records retention and management duties, assume budget, fiscal and reporting duties, and other administrative functions within COB. The Board Services Specialist position will be assigned to reception, perform the majority of the business license duties and provide back up for agenda related functions. The addition of these positions will reduce the reliance on hiring temporary help, provide relief for the existing workload, and achieve the departmental goal of providing consistent customer service and training.





**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration/Special Projects/ Environmental Notices	6	0	6	4	0	2	6
Agenda Process	3	0	3	3	0	0	3
Assessment Appeals	2	3	5	5	0	0	5
Business License/Form 700	1	0	1	1	0	0	1
Total	12	3	15	13	0	2	15

**Administration/Special Projects/  
Environmental Notices**

<u>Classification</u>
1 Clerk of the Board of Supervisors
1 Chief Deputy Clerk of the Board
1 Board Services Supervisor
1 Staff Analyst II
1 Executive Secretary III
1 Board Services Specialist
6 Total

**Agenda Process**

<u>Classification</u>
2 Senior Board Services Specialist
1 Board Services Specialist
3 Total

**Assessment Appeals**

<u>Classification</u>
1 Board Services Technician
1 Board Services Specialist
3 Assessment Appeals Processor
5 Total

**Business License/Form 700**

<u>Classification</u>
1 Board Services Specialist
1 Total



## COUNTY ADMINISTRATIVE OFFICE

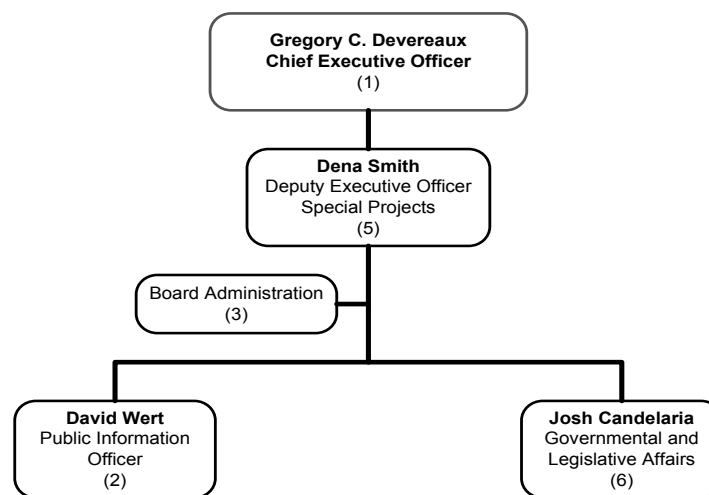
### Gregory C. Devereaux

#### DEPARTMENT MISSION STATEMENT

*The County Administrative Office ensures that departmental staff provides the Board of Supervisors with timely and accurate information and their best professional advice on policies and programs. The County Administrative Office also provides direction and coordination of staff, and ensures vigorous pursuit of Board goals and objectives and implementation of Board-approved programs in an effective and efficient manner.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Convened an advisory group of department heads to recommend strategies for enhancing employee understanding and support of the Board-adopted Paradigm and Job statements.
- Established a “Chief Executive Officer” segment of New Employee Orientation providing new employees with information about the Countywide Vision, the County Paradigm and Job statements and how their work contributes to achievement of these goals.
- Recruited key County staff members to partner with Countywide Vision Element Group discussion leaders to facilitate communication and ensure each group’s progress towards an action plan in support of the Regional Implementation Goals.
- Completed redesign of the High Desert Government Center facility to include a fully operational Public Safety Operations Center (PSOC).
- Encouraged increased staff participation in regional and statewide associations.
- Participated in the statewide committee to recommend future funding formula for AB109 (Prison Realignment)
- Oversaw completion of a Geographic Information System-based report of development constraints countywide and presented to the San Bernardino Associated Governments (SANBAG) Board of Directors; partnered with SANBAG to make the report available to the County’s cities and towns through their secure website.
- Completed meet and confer cycle with employee groups, achieving the concessions needed to meet the budget goals.
- Initiated planning for a more effective approach to the management and maintenance of County facilities and infrastructure, including more effective tracking of preventative maintenance and repair activities for County facilities and roads.



**COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES****COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION**

- Objective(s):**
- *Continue the County role of convening conversations on community collaboration and collective action.*
  - *Ensure that all County employees know the significance of the Countywide Vision, Job and Paradigm.*

- Department Strategy:**
- *Continue to oversee the Countywide Vision Project in partnership with SANBAG and facilitate activities of the Countywide Vision Element groups in support of the Regional Implementation Goals.*
  - *Maintain Countywide Vision Project website and provide quarterly project reports to the Board of Supervisors, SANBAG Board, Element group members and other interested parties.*
  - *Implement organizational assessment and communication plan to increase employee understanding of the Countywide Vision, Job and Paradigm and how their work supports them.*

**COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS**

- Objective(s):**
- *Enhance and protect the Board of Supervisors' policy-making role and ensure authority exists for staff actions.*
  - *Incorporate the Board adopted County Goals and Objectives in the County budget document, tie department performance measures to them and report progress in the quarterly budget updates.*
  - *Ensure that employees know that they and their work are valued.*

- Department Strategy:**
- *Establish Policy Review and Oversight Committees to review and recommend updates to the County Policy Manual, including establishment of appropriate compliance monitoring and enforcement criteria.*
  - *Implement system for development, review and reporting of department performance measures, tied to the Goals and Objectives, as part of the annual and quarterly budget review process.*
  - *Continue to make presentations to employees and conduct workplace visits and support departments in their efforts to provide a professional work environment and the necessary tools for employees to succeed.*

**COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES**

- Objective(s):**
- *Work with Federal, State and regional governments and organizations to ensure San Bernardino County receives its fair share of resources and to help shape legislation and regulations which affect the County.*

- Department Strategy:**
- *Continue active participation in the statewide working group for AB 109 (Prison Realignment).*



**COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

**Objective(s):** • *Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.*

**Department Strategy:** • *Implement a single system for management of County contracts to improve monitoring and help facilitate timely action (solicitation, extension, etc.) by departments.*

**SUMMARY OF BUDGET UNITS**

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
County Administrative Office	4,793,803	0	4,793,803			17
Litigation	589,763	0	589,763			0
Total General Fund	5,383,566	0	5,383,566			17

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
County Administrative Office	5,496,379	5,796,162	3,406,336	4,091,958	4,793,803
Litigation	789,492	270,081	392,708	589,938	589,763
Total	6,285,871	6,066,243	3,799,044	4,681,896	5,383,566

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
County Administrative Office	92,142	0	0	0	0
Litigation	125,000	48,510	0	0	0
Total	217,142	48,510	0	0	0

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
County Administrative Office	5,404,237	5,796,162	3,406,336	4,091,958	4,793,803
Litigation	664,492	221,571	392,708	589,938	589,763
Total	6,068,729	6,017,733	3,799,044	4,681,896	5,383,566



## County Administrative Office

### DESCRIPTION OF MAJOR SERVICES

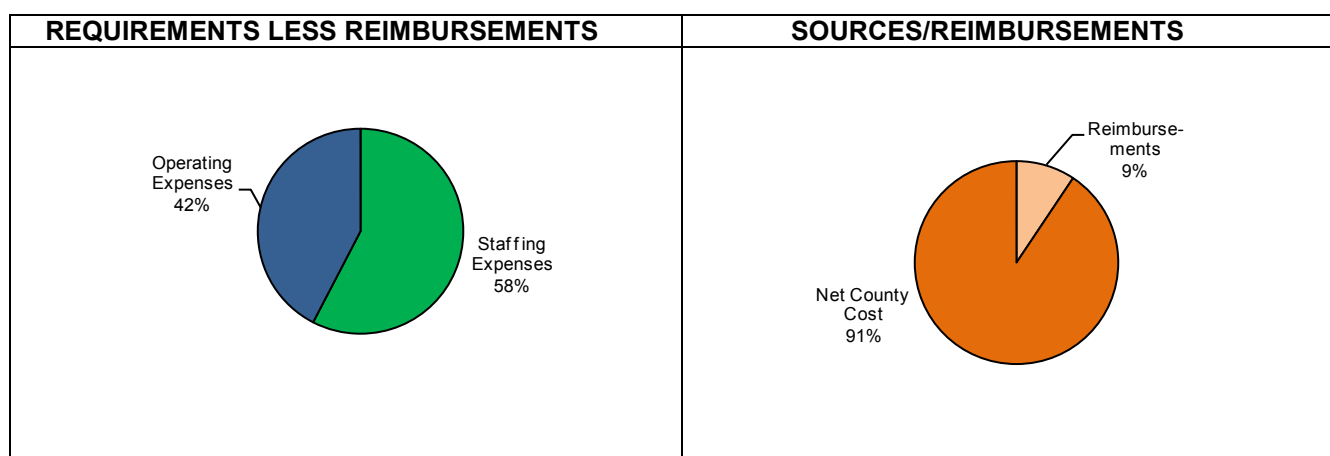
The County Administrative Office (CAO) is responsible to the Board of Supervisors (Board) for the general administration and coordination of all County operations and programs. The CAO oversees the operations of all County departments whose department heads are appointed by the Board or the Chief Executive Officer, and assists in the coordination of activities of departments headed by elected officials.

#### Budget at a Glance

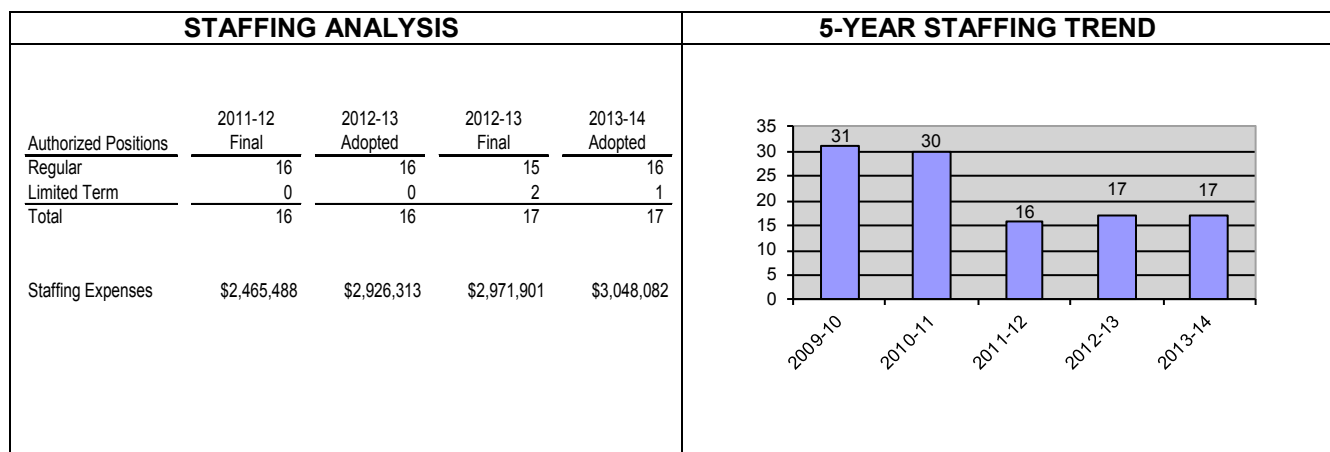
Total Requirements	\$4,793,803
Total Sources	\$0
Net County Cost	\$4,793,803
Total Staff	17
Funded by Net County Cost	91%

The CAO is also responsible for public information and legislative activities, and coordination of County activities with other local government entities, including cities and other counties.

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
 DEPARTMENT: County Administrative Office  
 FUND: General

BUDGET UNIT: AAA CAO  
 FUNCTION: General  
 ACTIVITY: Legislative and Administrative

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	5,179,978	5,547,597	2,465,488	2,774,729	2,971,901	3,048,082	76,181
Operating Expenses	668,270	1,121,556	1,279,342	1,499,448	1,580,510	2,240,778	660,268
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	5,848,248	6,669,153	3,744,830	4,274,177	4,552,411	5,288,860	736,449
Reimbursements	(351,869)	(873,013)	(441,218)	(469,501)	(460,453)	(495,057)	(34,604)
Total Appropriation	5,496,379	5,796,140	3,303,612	3,804,676	4,091,958	4,793,803	701,845
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,496,379	5,796,140	3,303,612	3,804,676	4,091,958	4,793,803	701,845
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	92,142	0	0	44,335	0	0	0
Total Revenue	92,142	0	0	44,335	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	92,142	0	0	44,335	0	0	0
Net County Cost	5,404,237	5,796,140	3,303,612	3,760,341	4,091,958	4,793,803	701,845
Budgeted Staffing					17	17	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$3.0 million represent the majority of expenditures in this department and fund 17 budgeted positions, which are partially offset by \$187,057 in reimbursements. Operating expenses of \$2.2 million include \$608,400 for the Quad State annual membership, the Fair Political Practices Commission contract, and the federal and state lobbyist contracts, which are partially offset by \$308,000 in reimbursements from other departments for services provided.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Overall requirements are increasing by \$701,845. This includes increases due to Application Development Maintenance and Support costs now being budgeted directly in the Department and increased retirement costs, as well as additional one-time funding in the amount of \$350,000 for the implementation of a Direct Giving Campaign Strategy (Give BIG San Bernardino County) and the continuation of the Grants Development and Non-Profit Capacity Building Initiatives.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$3.0 million fund 17 budgeted positions of which 16 are regular positions and 1 is a limited term position. Total budgeted staffing includes no change compared to the 2012-13 final budget.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
County Administrative Office	1	0	1	1	0	0	1
Board Administration	3	0	3	3	0	0	3
Special Projects	5	0	5	5	0	0	5
Public Information Office	2	0	2	1	1	0	2
Governmental and Legislative Affairs	5	1	6	5	1	0	6
Total	16	1	17	15	2	0	17

County Administrative Office		Board Administration		Special Projects	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Chief Executive Officer	1	Executive Secretary III - Unclassified	1	Deputy Executive Officer
1	Total	2	Executive Secretary II	2	Principal Management Analyst
		3	Total	1	Administrative Aide
				1	Executive Secretary III-Unclassified
				5	Total
Public Information Office		Governmental and Legislative Affairs			
<u>Classification</u>		<u>Classification</u>			
1	Public Information Officer	1	Director of Gov/Legislative Affairs		
1	Administrative Analyst III	1	Dep. Dir. Of Gov/Legislative Affairs		
2	Total	2	Legislative Analyst II		
		1	Executive Secretary III - Unclassified		
		1	Contract Special Projects Coordinator		
		6	Total		





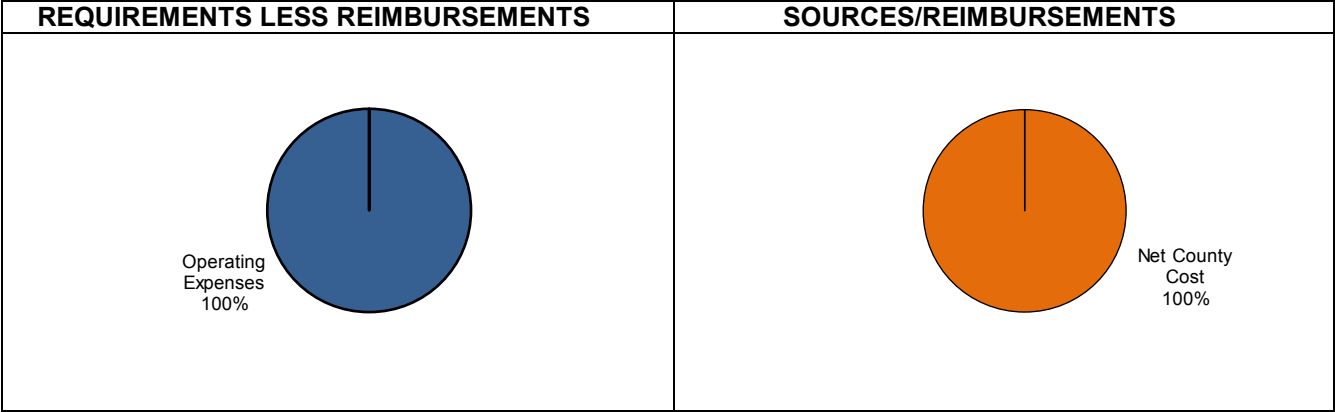
## Litigation

### DESCRIPTION OF MAJOR SERVICES

This budget unit funds external attorney services and other litigation related expenses. The Board of Supervisors approved the establishment of this budget unit in 2001-02. The use of general fund contingencies may be required during the fiscal year for any new major contracts or material amendments to existing legal contracts.

Budget at a Glance	
Total Requirements	\$589,763
Total Sources	\$0
Net County Cost	\$589,763
Total Staff	0
Funded by Net County Cost	100%

### 2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
 DEPARTMENT: County Administrative Office  
 FUND: General

BUDGET UNIT: AAA LIT  
 FUNCTION: General Fund  
 ACTIVITY: Legislative and Administrative

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	789,492	270,070	376,222	395,986	589,938	589,763	(175)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	789,492	270,070	376,222	395,986	589,938	589,763	(175)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	789,492	270,070	376,222	395,986	589,938	589,763	(175)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	789,492	270,070	376,222	395,986	589,938	589,763	(175)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	48,510	1,200	800	0	0	0
Total Revenue	0	48,510	1,200	800	0	0	0
Operating Transfers In	125,000	0	0	0	0	0	0
Total Sources	125,000	48,510	1,200	800	0	0	0
Net County Cost	664,492	221,560	375,022	395,186	589,938	589,763	(175)
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Operating expenses of \$589,763 represent costs for outside legal counsel and other litigation related expenses.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

There are no significant budget changes for 2013-14.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## COUNTY COUNSEL

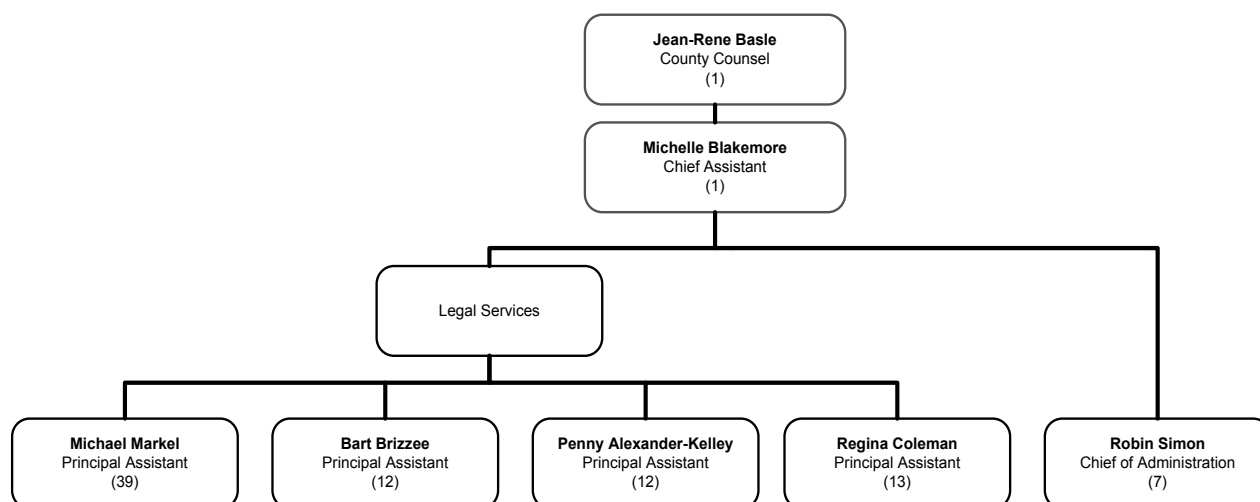
### Jean-Rene Basle

#### DEPARTMENT MISSION STATEMENT

*County Counsel serves and protects the County, its treasury, and its governing body by providing timely and accurate legal services and aggressively representing the County in litigation. Legal services shall be performed maintaining the highest professional and ethical standards while fostering high morale and productivity in the work place through collaborative efforts dedicated to continuous improvement.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Prepared Ordinances on a variety of issues including:
  - Permitting and Operating of Food Truck Events
  - Campaign Reform
  - Emergency Services Reorganization
- Assisted in Medi-Cal Privacy and Security Agreement negotiations with the State resulting in favorable terms for the Counties.
- Opened 1,079 juvenile dependency cases and 192 appeals.
- Provided assistance and guidance to other parties in conjunction with the United States Environmental Protection Agency in the federal perchlorate litigation resulting in settlements with the major PRPs (Potentially Responsible Parties) and most of the remaining PRPs leading to a proposed remediation of groundwater contamination in the Rialto-Colton Basin and resolving almost 10 years of litigation.
- Advised Homeownership Protection Program Joint Powers Authority.
- Assisted Flood Control District regarding the Countywide stormwater permit.
- Assisted in preparing a sales tax agreement for Economic Development Agency.
- Drafted legislation and negotiated with the California Fair Political Practices Commission to become the enforcement arm of the County ethics policy.
- Assisted in the drafting of proposed legislation relating to the Cedar Glen Disaster Recovery Redevelopment Project Area.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

**COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS**

- Objective(s):**
- Enhance and protect the Board of Supervisors' policy-making role and ensure authority exists for staff actions.
  - Ensure that employees know that they and their work are valued.
  - Develop consistent messaging for the organization.

- Department Strategy:**
- Draft policies and ordinances pursuant to Board of Supervisor direction within requested timelines.
  - Conduct an annual customer service survey which will allow clients to provide feedback on the service they receive from County Counsel.
  - Develop a County Counsel intranet site so clients can access frequently requested information (ie: forms, ordinances, standard contract language, etc.).

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of policies and ordinances drafted within Board directed or requested timelines.	100%	100%	100%	100%
Percentage of clients who ranked service from County Counsel as satisfactory or above.	97%	98%	98%	98%
Percentage of County Counsel intranet site developed and implemented.	N/A	50%	50%	100%

## SUMMARY OF BUDGET UNITS

2013-14						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
County Counsel	8,713,238	5,683,270	3,029,968			85
Total General Fund	8,713,238	5,683,270	3,029,968			85

**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
County Counsel	8,343,431	9,111,036	8,476,960	8,732,006	8,713,238
<b>Total</b>	<b>8,343,431</b>	<b>9,111,036</b>	<b>8,476,960</b>	<b>8,732,006</b>	<b>8,713,238</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
County Counsel	5,597,616	5,850,483	6,154,250	5,644,400	5,683,270
<b>Total</b>	<b>5,597,616</b>	<b>5,850,483</b>	<b>6,154,250</b>	<b>5,644,400</b>	<b>5,683,270</b>

**5-YEAR NET COUNTY COST TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
County Counsel	2,745,815	3,260,553	2,322,710	3,087,606	3,029,968
<b>Total</b>	<b>2,745,815</b>	<b>3,260,553</b>	<b>2,322,710</b>	<b>3,087,606</b>	<b>3,029,968</b>



## County Counsel

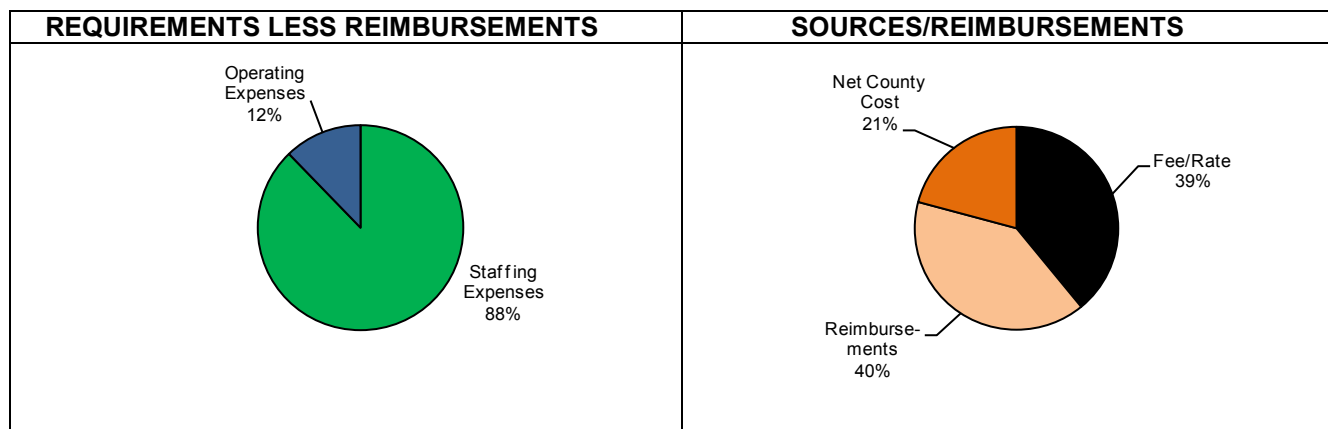
### DESCRIPTION OF MAJOR SERVICES

County Counsel provides civil legal services to the Board of Supervisors, the County Administrative Office, County departments, commissions, special districts, and school districts. County Counsel also provides legal services to various joint powers authorities and represents the courts and judges on certain matters

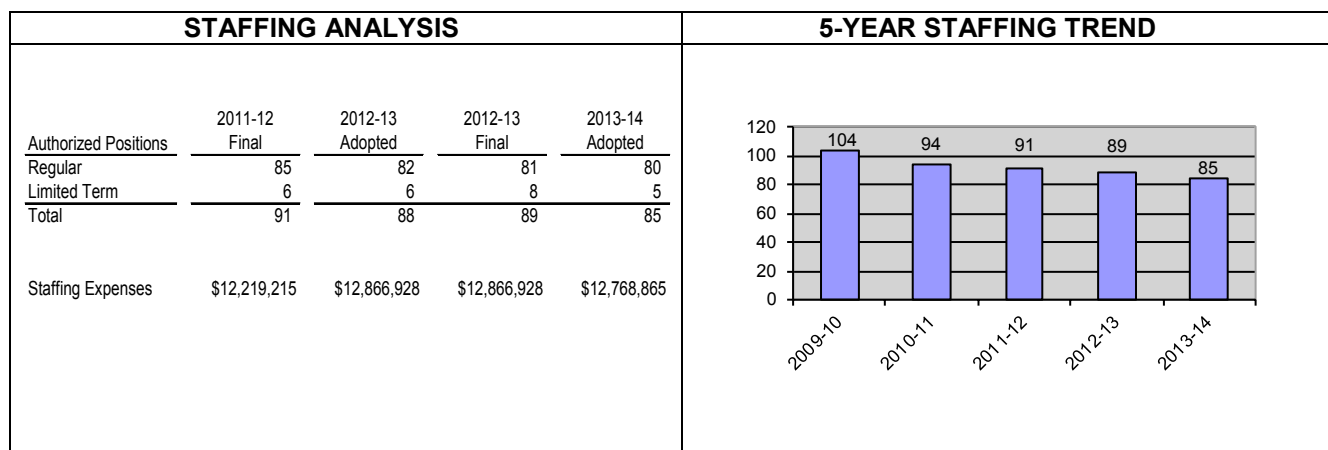
#### Budget at a Glance

Total Requirements	\$8,713,238
Total Sources	\$5,683,270
Net County Cost	\$3,029,968
Total Staff	85
Funded by Net County Cost	21%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
DEPARTMENT: County Counsel  
FUND: General

BUDGET UNIT: AAA CCL  
FUNCTION: General  
ACTIVITY: Counsel

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	11,177,755	13,356,526	12,219,215	12,129,008	12,866,928	12,768,865	(98,063)
Operating Expenses	729,030	847,720	1,656,726	1,227,256	1,697,038	1,781,523	84,485
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	11,906,785	14,204,246	13,875,941	13,356,264	14,563,966	14,550,388	(13,578)
Reimbursements	(3,576,956)	(5,095,035)	(5,409,375)	(5,900,009)	(5,831,960)	(5,837,150)	(5,190)
Total Appropriation	8,329,829	9,109,211	8,466,566	7,456,255	8,732,006	8,713,238	(18,768)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	8,329,829	9,109,211	8,466,566	7,456,255	8,732,006	8,713,238	(18,768)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	5,596,036	5,849,925	6,145,211	5,567,865	5,643,650	5,682,520	38,870
Other Revenue	1,580	606	9,653	122,492	750	750	0
Total Revenue	5,597,616	5,850,531	6,154,864	5,690,357	5,644,400	5,683,270	38,870
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	5,597,616	5,850,531	6,154,864	5,690,357	5,644,400	5,683,270	38,870
Net County Cost	2,732,213	3,258,680	2,311,702	1,765,898	3,087,606	3,029,968	(57,638)
Budgeted Staffing					89	85	(4)

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses represent the majority of the Department's requirements for 2013-14. Also included are expenses for expert witnesses, professional services, equipment replacement, publications, travel/training, computer charges, and facility costs. These expenses are primarily offset through reimbursements and revenue received from clients for providing services.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

No significant changes are included in the 2013-14 budget.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$12.8 million fund 85 budgeted positions of which 80 are regular positions and 5 are limited term positions. The 2013-14 budget includes the deletion of 4 vacant positions (1 Executive Secretary II; 1 Office Assistant III; 1 Extra-Help Principal Assistant County Counsel; 1 Extra-Help Paralegal). The deletion of these positions is expected to have negligible impact on departmental operations.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration/Fiscal	8	1	9	9	0	0	9
Legal Services	72	4	76	71	5	0	76
Total	80	5	85	80	5	0	85

Administration/Fiscal		Legal Services	
Classification		Classification	
1 County Counsel		4 Principal Assistant County Counsel	
1 Chief Assistant County Counsel		2 Extra Help Principal Assistant	
1 Chief of County Counsel Admin		37 Deputy County Counsel	
1 Executive Secretary III		2 Extra Help Deputy County Counsel	
1 Extra Help Executive Secretary II		1 Research Attorney II	
1 Executive Secretary I		8 County Counsel Paralegals	
1 Accounting Technician		2 Lead Secretary	
1 Fiscal Assistant		15 Executive Secretary II	
1 Office Assistant III		1 Office Assistant IV	
9 Total		4 Office Assistant III	
		76 Total	





## FINANCE AND ADMINISTRATION

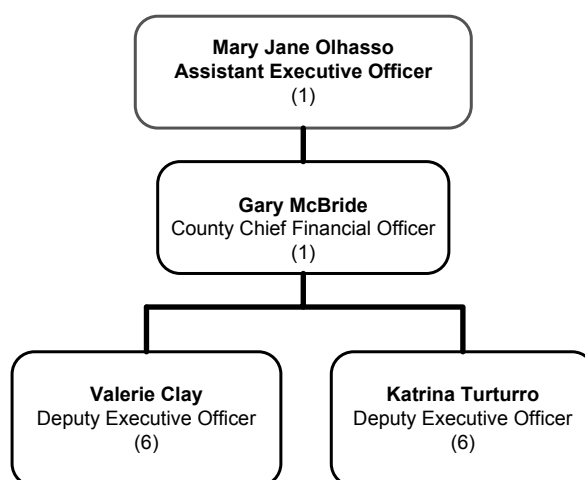
### Mary Jane Olhasso

#### DEPARTMENT MISSION STATEMENT

*Finance and Administration provides timely and accurate financial information to the public, Board of Supervisors, Chief Executive Officer, and County departments; identifies and implements best practices, true cost methodologies, alternative service delivery models, and efficient use of public investments.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the seventh consecutive year.
- Provided funding for the new Financial Accounting System in the amount of \$12.0 million.
- Increased General Purpose Reserve target of locally funded requirements from 11% to 12%.
- Developed a multi-year plan to address the projected shortfalls in the County's budget.
- Developed a budget for the coming fiscal year that brings the County into fiscal balance and addresses the most pressing countywide needs.
- Developed a long-term budget plan which brings the County into operational and programmatic balance.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS

- Objective(s):**
- *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

- Department Strategy:**
- *Prepare a budget presentation that follows the guidelines established by the National Advisory Council on State and Local Budgeting and Government Finance Officers Association (GFOA) best practices on budgeting.*
  - *Ensure Board of Supervisors has sufficient review time for recommended budget and fee ordinance documents.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Received Distinguished Budget Presentation Award from the Government Finance Officers Association.	Yes	Yes	Yes	Yes
Number of days recommended budget documents were provided in advance of the Board meeting.	N/A	N/A	N/A	14
Number of days fee ordinance documents were provided in advance of the Board meeting.	N/A	N/A	N/A	14

### COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS

- Objective(s):**
- *Incorporate the Board adopted County Goals and Objectives in the County budget document, tie department performance measures to them and report progress in the quarterly budget updates.*

- Department Strategy:**
- *Include performance measures in the County budget document.*
  - *Provide updates on performance measurement progress in the quarterly budget report.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
County Goals and Objectives are incorporated in the County budget document.	Yes	Yes	Yes	Yes
Performance measurement progress is reported in the quarterly budget report.	N/A	N/A	N/A	Yes



**SUMMARY OF BUDGET UNITS**

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Finance and Administration	2,814,749	0	2,814,749			14
Capital Facilities Leases	13,013,014	0	13,013,014			0
Total General Fund	15,827,763	0	15,827,763			14
<b><u>Special Revenue Fund</u></b>						
Disaster Recovery Fund	24,315	10,000		14,315		0
Total Special Revenue Fund	24,315	10,000		14,315		0
<b>Total - All Funds</b>	15,852,078	10,000	15,827,763	14,315		14

**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Finance and Administration	0	0	1,972,535	2,640,486	2,814,749
Capital Facilities Leases	20,933,394	54,640,359	16,108,391	13,052,882	13,013,014
Disaster Recovery Fund	394,182	173,135	209,310	18,868	24,315
<b>Total</b>	<b>21,327,576</b>	<b>54,813,494</b>	<b>18,290,236</b>	<b>15,712,236</b>	<b>15,852,078</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Finance and Administration	0	0	0	0	0
Capital Facilities Leases	0	38,000,000	1,107,389	0	0
Disaster Recovery Fund	9,820	20,547	30,000	15,000	10,000
<b>Total</b>	<b>9,820</b>	<b>38,020,547</b>	<b>1,137,389</b>	<b>15,000</b>	<b>10,000</b>

**5-YEAR NET COUNTY COST TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Finance and Administration	0	0	1,972,535	2,640,486	2,814,749
Capital Facilities Leases	20,933,394	16,640,359	15,001,002	13,052,882	13,013,014
<b>Total</b>	<b>20,933,394</b>	<b>16,640,359</b>	<b>16,973,537</b>	<b>15,693,368</b>	<b>15,827,763</b>

**5-YEAR FUND BALANCE TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Disaster Recovery Fund	384,362	152,588	179,310	3,868	14,315
<b>Total</b>	<b>384,362</b>	<b>152,588</b>	<b>179,310</b>	<b>3,868</b>	<b>14,315</b>



## Finance and Administration

### DESCRIPTION OF MAJOR SERVICES

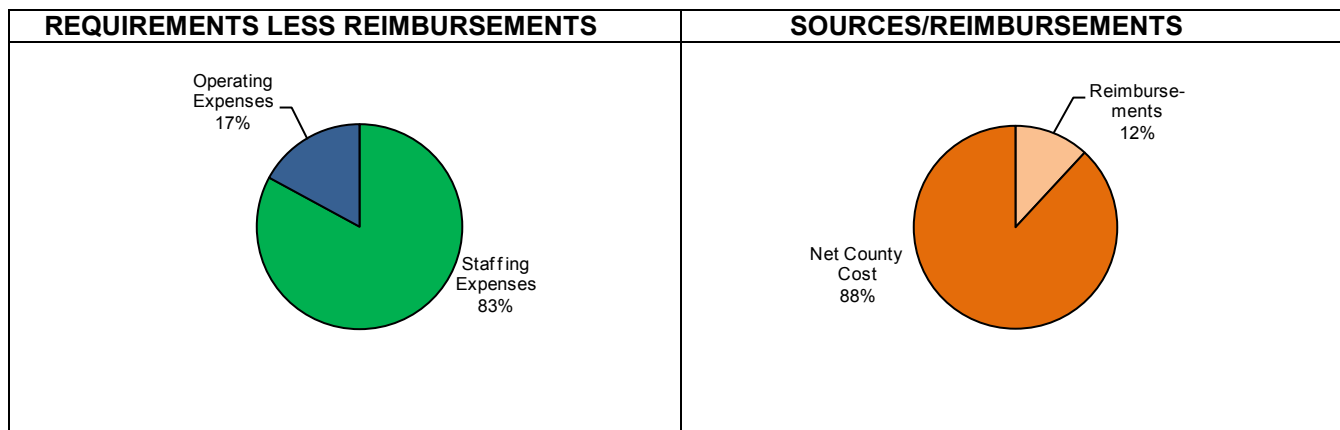
The Finance and Administration budget unit was created in 2011-12 to centralize financial management and oversight. In alignment with priorities of the Board of Supervisors and the Chief Executive Officer, this section provides timely and accurate financial information, assists County departments in implementing best practices, and provides explanations, including alternative solutions, when best practices cannot be implemented.

#### Budget at a Glance

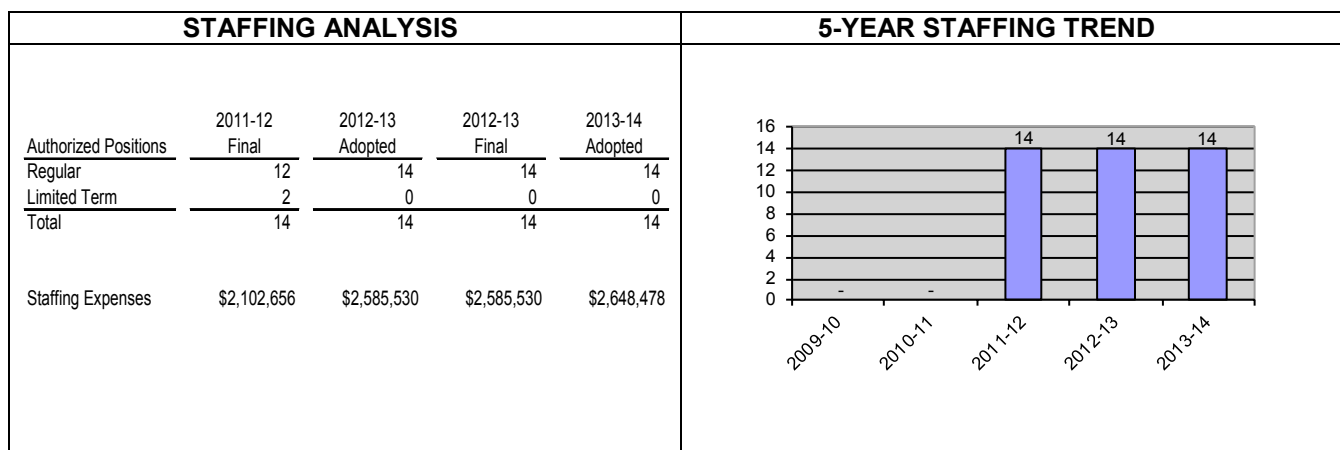
Total Requirements	\$2,814,749
Total Sources	\$0
Net County Cost	\$2,814,749
Total Staff	14
Funded by Net County Cost	88%

Finance and Administration is responsible for the preparation and administration of the County budget, including development of the five-year forecast and annual strategic plan; the administration and monitoring of the County general fund long-term debt portfolio, which includes both issuance and post-issuance activities; and oversight and administration of the County's capital improvement program.

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
DEPARTMENT: Finance and Administration  
FUND: General

BUDGET UNIT: AAA FAB  
FUNCTION: General  
ACTIVITY: Finance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	2,095,407	1,840,406	2,585,530	2,648,478	62,948
Operating Expenses	0	0	222,862	165,254	416,814	545,218	128,404
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	0	2,318,269	2,005,660	3,002,344	3,193,696	191,352
Reimbursements	0	0	(369,985)	(364,311)	(361,858)	(378,947)	(17,089)
Total Appropriation	0	0	1,948,284	1,641,349	2,640,486	2,814,749	174,263
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	1,948,284	1,641,349	2,640,486	2,814,749	174,263
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	8,093	0	0	0
Total Revenue	0	0	0	8,093	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	8,093	0	0	0
Net County Cost	0	0	1,948,284	1,633,256	2,640,486	2,814,749	174,263
Budgeted Staffing					14	14	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$2.6 million fund 14 budgeted regular positions. The majority of reimbursements are from Health Administration, County Fire, and Special Districts for administrative oversight.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

In 2013-14, requirements are increasing by \$174,263 primarily due to Application Development Maintenance and Support costs now being budgeted directly in the Department, along with increased retirement costs.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$2.6 million fund 14 budgeted regular positions. Total budgeted staffing includes no change compared to the 2012-13 final budget.

**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Finance and Administration	14	0	14	12	2	0	14
Total	14	0	14	12	2	0	14

**Finance and Administration**Classification

- 1 Assistant Executive Officer-Finance and Administration
- 1 County Chief Financial Officer
- 2 Deputy Executive Officer
- 2 Principal Administrative Analyst
- 6 Administrative Analyst III
- 2 Executive Secretary III-Classified
- 14 Total



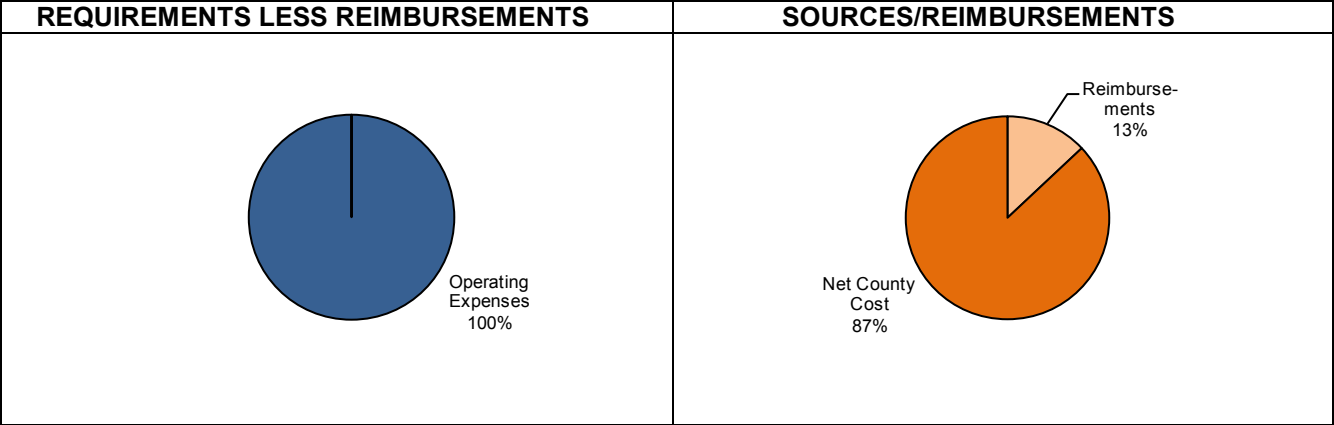
### Capital Facilities Leases

#### DESCRIPTION OF MAJOR SERVICES

This budget unit funds the cost of long-term capital lease payments for the major County facilities financed by the general fund.

Budget at a Glance	
Total Requirements	\$13,013,014
Total Sources	\$0
Net County Cost	\$13,013,014
Total Staff	0
Funded by Net County Cost	87%

#### 2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
DEPARTMENT: Finance and Administration - Capital Facilities Leases  
FUND: General

BUDGET UNIT: AAA JPL  
FUNCTION: General  
ACTIVITY: Property Management

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	22,503,854	54,214,260	17,993,260	14,876,470	14,998,418	14,954,748	(43,670)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	22,503,854	54,214,260	17,993,260	14,876,470	14,998,418	14,954,748	(43,670)
Reimbursements	(1,816,051)	(2,037,795)	(1,943,662)	(1,945,536)	(1,945,536)	(1,941,734)	3,802
Total Appropriation	20,687,803	52,176,465	16,049,598	12,930,934	13,052,882	13,013,014	(39,868)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	20,687,803	52,176,465	16,049,598	12,930,934	13,052,882	13,013,014	(39,868)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	55	4,413	917,784	10,700	0	0	0
Total Revenue	55	4,413	917,784	10,700	0	0	0
Operating Transfers In	0	38,000,000	189,605	(200)	0	0	0
Total Sources	55	38,004,413	1,107,389	10,500	0	0	0
Net County Cost	20,687,748	14,172,052	14,942,209	12,920,434	13,052,882	13,013,014	(39,868)
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Operating expenses of \$15.0 million represent lease payments and related fees and administrative costs for the major County assets financed by the general fund.

**Lease Payments:**

Justice Center/Chino Airport Improvements	6,472,000
West Valley Detention Center	8,102,743
<b>Subtotal</b>	<b>14,574,743</b>

**Other Expenditures:**

Debt Administration (including Trustee Fees, Audit and Arbitrage)	307,800
COWCAP	72,205
<b>Subtotal</b>	<b>14,954,748</b>
Reimbursements	(1,941,734)
<b>Total</b>	<b>13,013,014</b>

**BUDGET CHANGES AND OPERATIONAL IMPACT**

In 2013-14 operating expenses are declining slightly due to a reduction in Countywide Cost Allocation Plan (COWCAP) charges.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.





## Disaster Recovery Fund

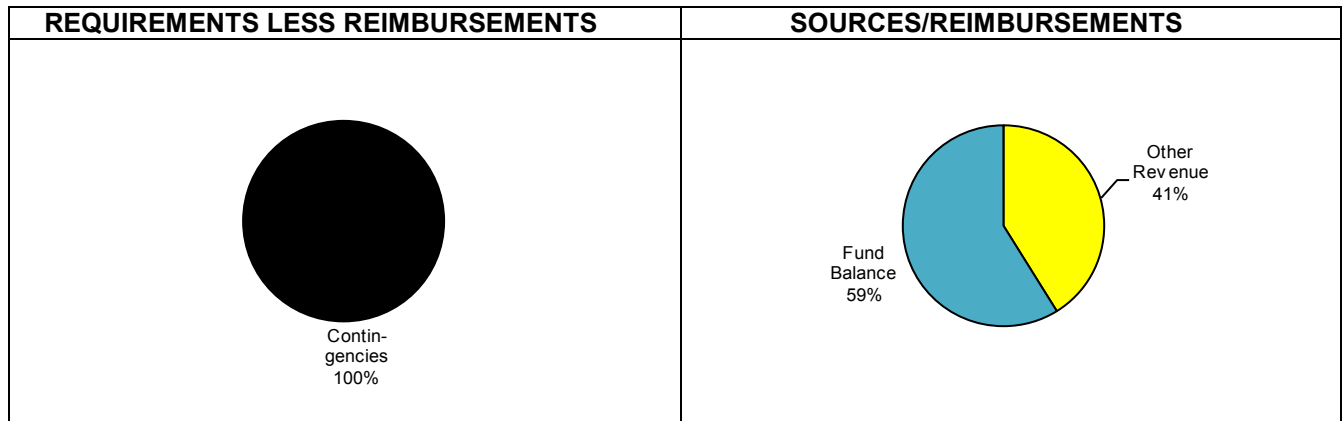
### DESCRIPTION OF MAJOR SERVICES

The Disaster Recovery Fund was established to provide separate accountability for specific administrative and program costs related to the County's disaster recovery efforts which are reimbursed through state and federal funds. Prior incidents have included the Grand Prix/Old Fires in October 2003, Grass Valley/Slide Fires of October 2007, and winter storms of 1998, 2005, and 2010.

#### Budget at a Glance

Total Requirements	\$24,315
Total Sources	\$10,000
Fund Balance	\$14,315
Use of Fund Balance	\$0
Total Staff	0

### 2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
 DEPARTMENT: Finance and Administration-Disaster Recovery Fund  
 FUND: Disaster Recovery Fund

BUDGET UNIT: SFH CAO  
 FUNCTION: Public Protection  
 ACTIVITY: Other Protection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	6,587	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	24,315	24,315
Total Exp Authority	6,587	0	0	0	0	24,315	24,315
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,587	0	0	0	0	24,315	24,315
Operating Transfers Out	0	0	0	0	18,868	0	(18,868)
Total Requirements	6,587	0	0	0	18,868	24,315	5,447
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	305,797	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	77,723	19,161	20,548	10,446	15,000	10,000	(5,000)
Total Revenue	383,520	19,161	20,548	10,446	15,000	10,000	(5,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	383,520	19,161	20,548	10,446	15,000	10,000	(5,000)
				Fund Balance	3,868	14,315	10,447
				Budgeted Staffing	0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Other revenue of \$10,000 represents anticipated interest earnings based on the entire fund balance which consists of restricted funds due to other agencies.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

This budget unit is currently used as a suspense account to track payments by state and federal agencies for reimbursable disaster recovery efforts that are then distributed to County departments.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## FLEET MANAGEMENT

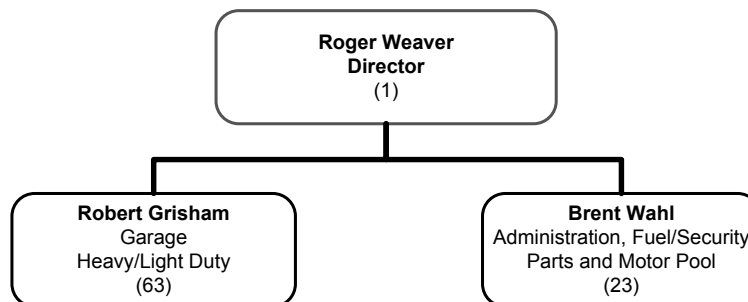
### Roger Weaver

#### DEPARTMENT MISSION STATEMENT

*The Fleet Management Department provides vehicles, equipment, and related services to the officials and employees of the County so that they may, in turn, provide services that promote health, safety, well being, and quality of life to the residents of the County.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Relocated San Bernardino County Fire Protection District (County Fire) Vehicle Services maintenance/repair operations to Fleet Management site optimizing space requirements for vehicle services.
- Merged County Fire Vehicle Services and Fleet Management parts inventories to increase parts room efficiency, reduce inventories, and utilize economies of scale.
- Completed selection process for new Fleet Management Information System, FASTER, to increase automation in operations.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

**COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

- Objective(s):**
- *Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.*
  - *Develop a long-term budget plan which brings the County into operational and programmatic balance.*
  - *Implement information management best-practices that would unify technology platforms and move toward a standardized enterprise approach.*

- Department Strategy:**
- *Continue to monitor and streamline the shop, parts and administrative functions of the now co-located County Fire Vehicle Services and Fleet Management operations.*
  - *Identify and eliminate excess/underutilized County managed fuel tanks.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Reduction in parts inventory levels.	N/A	N/A	N/A	25%
Excess/underutilized fuel tanks taken out of service.	N/A	N/A	N/A	80%

**COUNTY GOAL: MAINTAIN PUBLIC SAFETY**

- Objective(s):**
- *Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.*

- Department Strategy:**
- *Improve fire apparatus uptime (readiness rate) to reduce vehicle requirements in the County.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Fire apparatus uptime (readiness rate).	N/A	N/A	N/A	80%



**SUMMARY OF BUDGET UNITS**

2013-14						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>Internal Service Funds</u></b>						
Fleet Management	33,896,011	33,475,300			(420,711)	87
Total Internal Service Funds	33,896,011	33,475,300			(420,711)	87

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Fleet Management	26,889,740	23,769,091	26,621,083	32,101,132	33,896,011
<b>Total</b>	<b>26,889,740</b>	<b>23,769,091</b>	<b>26,621,083</b>	<b>32,101,132</b>	<b>33,896,011</b>

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Fleet Management	26,834,000	24,328,080	26,712,665	29,022,731	33,475,300
<b>Total</b>	<b>26,834,000</b>	<b>24,328,080</b>	<b>26,712,665</b>	<b>29,022,731</b>	<b>33,475,300</b>

5-YEAR NET BUDGET TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Fleet Management	(55,740)	558,989	91,582	(3,078,401)	(420,711)
<b>Total</b>	<b>(55,740)</b>	<b>558,989</b>	<b>91,582</b>	<b>(3,078,401)</b>	<b>(420,711)</b>

*Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.*



## Fleet Management

### DESCRIPTION OF MAJOR SERVICES

Fleet Management's Garage Division provides fuel, maintenance, repair, fabrication, generator services and emergency field services for the County's fleet of vehicles and heavy equipment. Beginning in 2013-14, shop operations will also include full service maintenance and repairs for County Fire's light duty vehicles and equipment.

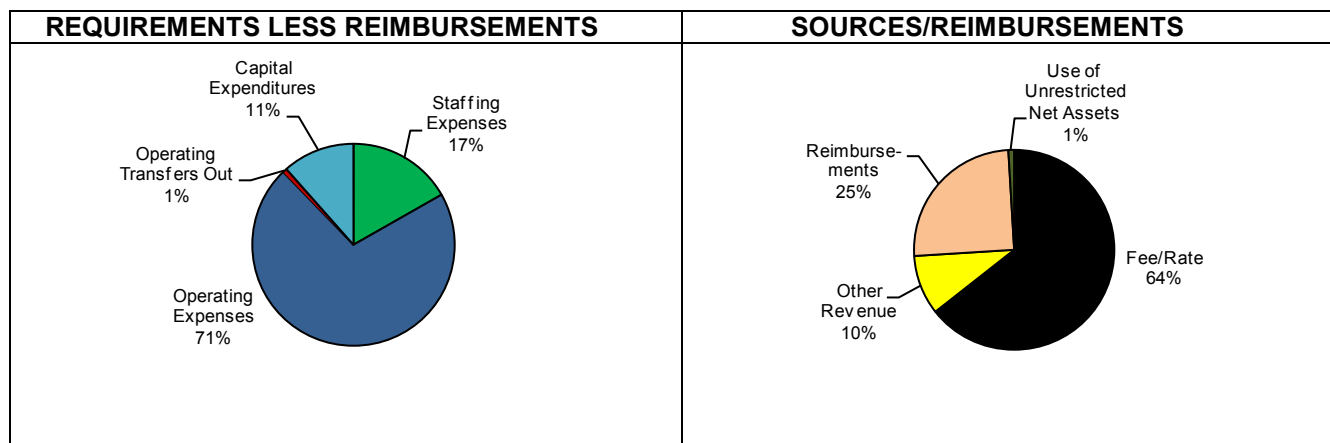
Fleet Management's Motor Pool Division has ownership and/or maintenance responsibility for approximately 1,800 automobiles, vans, pick-up trucks and various specialty vehicles/equipment assigned to County departments. The Motor Pool coordinates collection and distribution of vehicle replacement funds, fuel, maintenance, insurance, overhead and other operational costs of fleet vehicles.

The Fleet Management budget unit is an internal service fund (ISF). All operational costs are financed through Board-approved rates. As an ISF, any unrestricted net assets available at the end of a fiscal year are carried over to the next fiscal year to provide working capital, finance the replacement of fixed assets, and fund capital improvements. Any excess/shortage is incorporated into the rate structure during the annual rate review process.

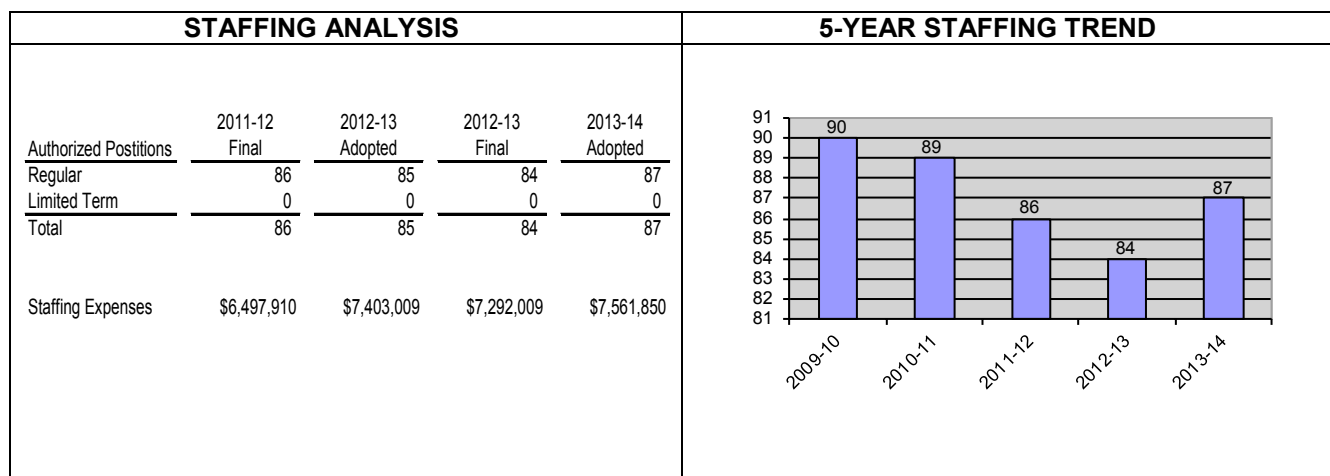
#### Budget at a Glance

Total Requirements	\$33,896,011
Total Sources	\$33,475,300
Net Budget	(\$420,711)
Estimated Unrestricted Net Assets	\$11,907,932
Use of Unrestricted Net Assets	\$420,711
Total Staff	87

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Administration  
DEPARTMENT: Fleet Management  
FUND: Fleet Management

BUDGET UNIT: IFM FLT, IDJ FLT  
FUNCTION: General  
ACTIVITY: Other General

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	6,714,416	6,543,250	6,496,998	6,692,924	7,292,009	7,561,850	269,841
Operating Expenses	21,487,409	22,839,881	25,041,948	28,432,799	28,733,121	32,051,506	3,318,385
Capital Expenditures	208,936	2,402,530	3,420,591	5,876,289	6,500,000	5,200,000	(1,300,000)
Contingencies	0	0	0	0	0	71,300	71,300
Total Exp Authority	28,410,761	31,785,661	34,959,537	41,002,012	42,525,130	44,884,656	2,359,526
Reimbursements	(9,082,806)	(8,525,117)	(9,373,177)	(10,829,975)	(11,074,897)	(11,308,201)	(233,304)
Total Appropriation	19,327,955	23,260,544	25,586,360	30,172,037	31,450,233	33,576,455	2,126,222
Operating Transfers Out	187,649	408,106	729,169	639,207	650,899	319,556	(331,343)
Total Requirements	19,515,604	23,668,650	26,315,529	30,811,244	32,101,132	33,896,011	1,794,879
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	49,770	0	0	0	0
Fee/Rate	20,337,106	20,955,670	21,717,560	23,786,148	23,945,057	29,056,000	5,110,943
Other Revenue	3,410,940	2,539,689	4,084,111	5,437,861	5,077,674	4,348,000	(729,674)
Total Revenue	23,748,046	23,495,359	25,851,441	29,224,009	29,022,731	33,404,000	4,381,269
Operating Transfers In	93,502	1,378	386,565	0	0	71,300	71,300
Total Sources	23,841,548	23,496,737	26,238,006	29,224,009	29,022,731	33,475,300	4,452,569
Net Budget	4,325,944	(171,913)	(77,523)	(1,587,235)	(3,078,401)	(420,711)	2,657,690
Budgeted Staffing					84	87	3

## MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET

Operating expenses make up the majority of the Department's expenditures within this budget unit. These expenses include \$13.6 million for the purchase and intra-fund transfers of fuel, \$5.9 million for the purchase of automotive parts and sublet services, \$5.9 million in transfers for intra-fund charges for vehicle maintenance and repairs, \$1.1 million for auto liability insurance costs, and \$1.0 million for County support charges.

Capital expenditures include \$5.0 million for the purchase of new vehicles and equipment. These expenditures include an approximate distribution of \$3.7 million for the purchase of trucks/sport utility vehicles, \$0.7 million for vans, and \$0.6 million for sedans.

Sources of \$33.5 million include \$7.7 million from variable/per-mile revenue, \$6.4 million from monthly fixed charges, and \$0.5 million from auction proceeds, as well as \$18.6 million in reimbursements from other County departments and outside agencies for fuel supplied and vehicle maintenance and repair services performed.

## BUDGET CHANGES AND OPERATIONAL IMPACT

In 2013-14 the Garage (ICB) and Motor Pool (IBA) funds were merged into a single fund (IFM) that allows for administrative cost savings and efficiencies. In addition, a new Earned Leave fund was created to establish an earned leave program to ensure that the Department has funding set aside to pay earned leave expenses.

Requirements have increased by \$1.8 million due to anticipated increase of \$3.0 million from the consolidation of County Fire Vehicle Services and Fleet parts room and light duty support activities, \$0.7 million for auto liability insurance, and \$0.1 million for the earned leave program. These are primarily offset by a \$1.3 million decrease in capital expenditures resulting from a decrease in the number of assigned vehicles that have exceeded the replacement life cycle.

Sources are increasing by \$4.5 million, which includes reimbursements from County Fire for automotive parts, services performed, and the associated overhead revenue, monthly fixed charges, which includes new revenues for monthly fixed insurance charges for vehicles owned by the Human Services Department, variable/per-mile revenue as well as operating transfers for the earned leave program.





## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$7.6 million fund 87 budgeted regular positions. The 2013-14 budget includes an increase of 3 positions, consisting of 1 Motor Pool Assistant, 1 Fiscal Assistant, and 1 Custodian I. In addition, the budget includes a reclassification of 1 Equipment Parts Specialist I to a Stores Specialist and 1 Garage Services Assistant to a Fiscal Assistant to more accurately reflect the duties and responsibilities of the positions.

### 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	8	0	8	7	0	1	8
Light Duty	39	0	39	32	5	2	39
Fuel/ Security	6	0	6	5	1	0	6
Heavy Duty	24	0	24	19	5	0	24
Parts	7	0	7	6	1	0	7
Motor Pool	3	0	3	3	0	0	3
Total	87	0	87	72	12	3	87

Administration	Light Duty	Fuel/Security
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Fleet Management	1 Motor Fleet Maint Superintendent	1 Fuel and Security Supervisor
1 Executive Secretary II	2 Motor Fleet Shop Supervisor	2 Equipment Svcs Specialist II
1 Staff Analyst II	7 Motor Fleet Mechanic II	2 Equipment Svcs Specialist I
1 Motor Fleet Shop Supervisor	13 Motor Fleet Mechanic I	1 Fiscal Assistant
1 Fiscal Specialist	1 Garage Service Writer	6 Total
1 Payroll Specialist	7 Mechanics Assistant	
1 Office Assistant III	3 Equipment Svcs Specialist I	
1 Fiscal Assistant	4 Motor Pool Assistant	
8 Total	1 Custodian I	
	39 Total	
Heavy Duty	Parts	Motor Pool
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Motor Fleet Maint Superintendent	1 Equipment Parts Supervisor	1 Staff Analyst I
2 Motor Fleet Shop Supervisor	3 Equipment Parts Specialist I	1 Vehicle Services Shop Supervisor
1 Motor Fleet Mechanic II	2 Stores Specialist	1 Assistant
16 Motor Fleet Mechanic I	1 Storekeeper	3 Total
3 Mechanics Assistant	7 Total	
1 Equipment Services Specialist I		
24 Total		



## HUMAN RESOURCES

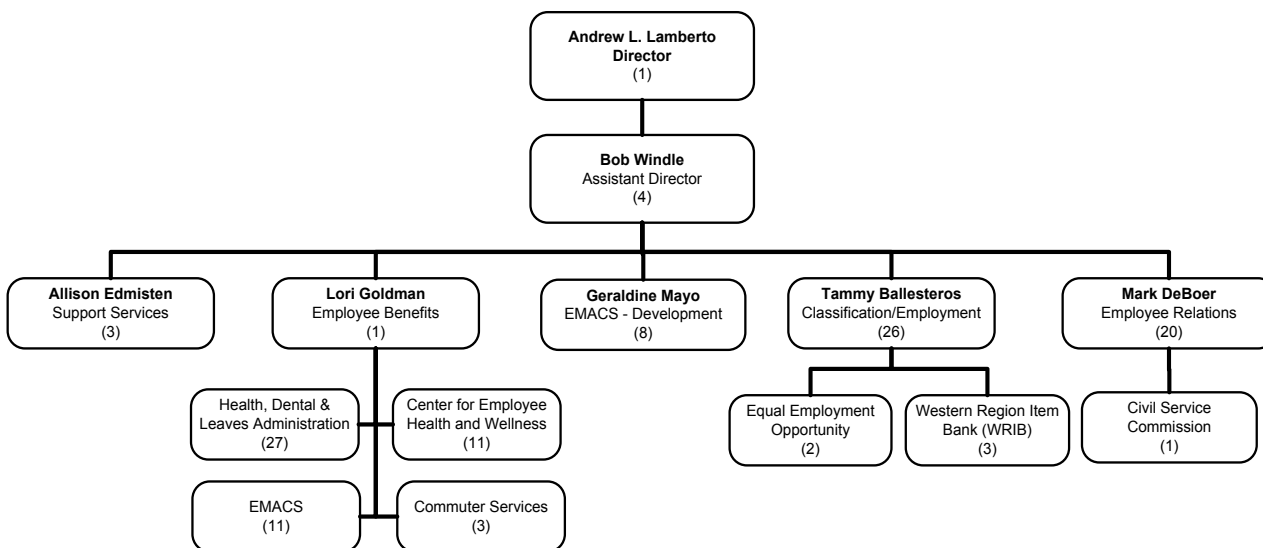
### Andrew Lamberto

#### DEPARTMENT MISSION STATEMENT

*The Human Resources Department is committed to providing effective customer service to all departments, employees, and constituents of the County of San Bernardino, through the timely delivery of innovative, quality human resources systems, programs, and services.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Labor Negotiations – Implemented several cost saving measures in an effort to address immediate budget issues and resolve the County's long-term ongoing structural deficit with all represented groups.
- Public Employees' Pension Reform Act (PEPRA) – Implemented PEPRA provisions on pensionable compensation, new lower benefit formulas for General and Safety Members, an employee/employer cost sharing provision, and a new final average compensation calculation, resulting in long-term cost savings to the County.
- Employee Management and Compensation System (EMACS) Consolidation - Consolidated several functions from the Auditor-Controller/Treasurer/Tax Collector and Information Services Department under Human Resources to form the EMACS Development Team, allowing for a centralized and more efficient delivery of services.
- Employment Contract Review – Revised over 100 individual contracts, as well as master contracts covering several hundred employees, to reflect many of the same changes the County was negotiating with its bargaining units and implementing with unrepresented groups.
- Benefit Programs Realized Savings - Negotiated premium rates for the County's medical, dental, and disability plans, as well as protected leaves administration.
- Equal Opportunity Commission Diversity Forum - Hosted the second annual EOC Diversity and Inclusion Forum, "Building Tomorrow's Workforce – Today!" This annual Forum is another means to promulgate equal employment opportunity and workforce diversity within the County of San Bernardino.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS

**Objective(s):** • *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

**Department Strategy:**

- *The County Wellness Program, My Health Matters!, will transition its incentive structure from activity based to results based in attempt to reduce medical premium costs.*
- *To ensure compliance and avoid Affordable Care Act penalties, follow the current action plan to ensure all aspects of administration and reporting are addressed.*
- *Due to completion of union bargaining cycle, conduct an audit of EMACS County Payroll and benefit processes contained in the Memoranda of Understanding to verify accurate implementation.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Biometric screenings completed.	493	2,500	4,400	4,400
Exceed the legislative requirement by offering coverage to >95% of full time employees.	N/A	>95%	98.0%	99.0%
Percentage of EMACS County Payroll and benefit audit completed.	N/A	N/A	N/A	75%



## SUMMARY OF BUDGET UNITS

2013-14						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Human Resources	7,165,607	624,917	6,540,690			79
The Center for Employee Health and Wellness	2,069,041	2,069,041	0			11
Unemployment Insurance	4,000,500	0	4,000,500			0
Total General Fund	13,235,148	2,693,958	10,541,190			90
<b><u>Special Revenue Funds</u></b>						
Commuter Services	1,516,036	693,050		822,986		3
Employee Benefits and Services	3,543,453	2,953,135		590,318		28
Total Special Revenue Funds	5,059,489	3,646,185		1,413,304		31
<b>Total - All Funds</b>	18,294,637	6,340,143	10,541,190	1,413,304		121

**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Human Resources	5,044,562	5,005,730	4,509,105	5,852,852	7,165,607
The Center for Employee Health and Wellness	439,491	437,707	1,034,048	1,979,584	2,069,041
Unemployment Insurance	4,007,687	4,010,028	4,503,268	4,000,500	4,000,500
Commuter Services	1,228,054	1,304,147	1,411,216	1,488,392	1,516,036
Employee Benefits and Services	4,183,782	3,902,200	3,722,134	3,596,366	3,543,453
<b>Total</b>	<b>14,903,576</b>	<b>14,659,812</b>	<b>15,179,771</b>	<b>16,917,694</b>	<b>18,294,637</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Human Resources	183,057	278,392	293,300	538,084	624,917
The Center for Employee Health and Wellness	1,001,407	953,156	1,034,048	1,979,584	2,069,041
Unemployment Insurance	0	0	0	0	0
Commuter Services	581,996	677,725	593,031	669,466	693,050
Employee Benefits and Services	3,095,302	2,704,050	2,799,954	3,040,635	2,953,135
<b>Total</b>	<b>4,861,762</b>	<b>4,613,323</b>	<b>4,720,333</b>	<b>6,227,769</b>	<b>6,340,143</b>

**5-YEAR NET COUNTY COST TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Human Resources	4,861,505	4,727,338	4,215,805	5,314,768	6,540,690
The Center for Employee Health and Wellness	(561,916)	(515,449)	0	0	0
Unemployment Insurance	4,007,687	4,010,028	4,503,268	4,000,500	4,000,500
<b>Total</b>	<b>8,307,276</b>	<b>8,221,917</b>	<b>8,719,073</b>	<b>9,315,268</b>	<b>10,541,190</b>

**5-YEAR FUND BALANCE TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Commuter Services	646,058	626,422	818,185	818,926	822,986
Employee Benefits and Services	1,088,480	1,198,150	922,180	555,731	590,318
<b>Total</b>	<b>1,734,538</b>	<b>1,824,572</b>	<b>1,740,365</b>	<b>1,374,657</b>	<b>1,413,304</b>



## Human Resources

### DESCRIPTION OF MAJOR SERVICES

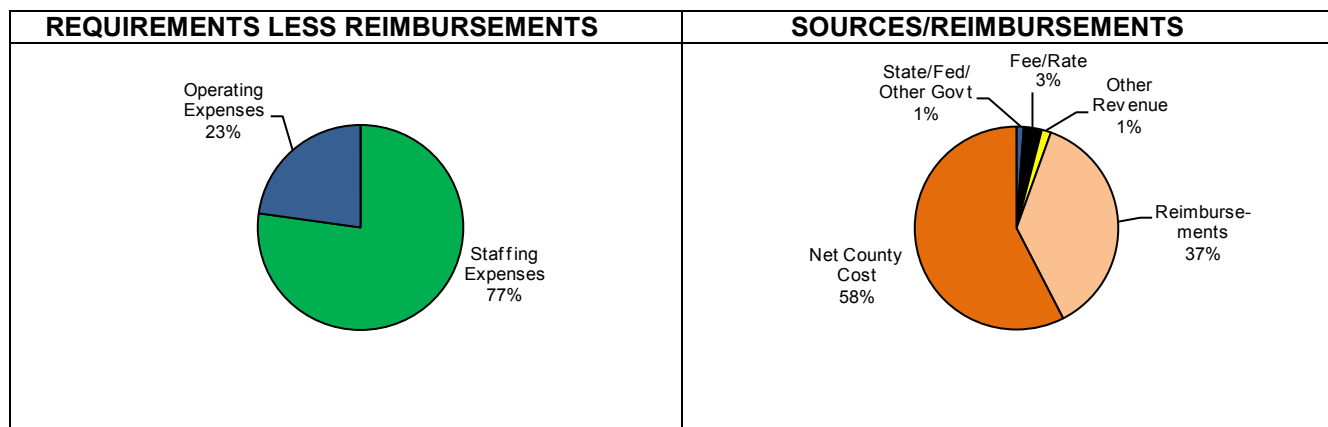
The Human Resources Department administers the County's human resources programs. This includes the responsibility for recruitment, employment testing, and certification of eligible candidates; establishment and maintenance of classification and compensation systems and practices; employee relations; employee benefits; systems and program administration for the Employee Management and Compensation System (EMACS); and the Equal Employment Opportunity Office. Human Resources also shares responsibility, through a partnership with Human Services, for countywide organizational and employee development.

#### Budget at a Glance

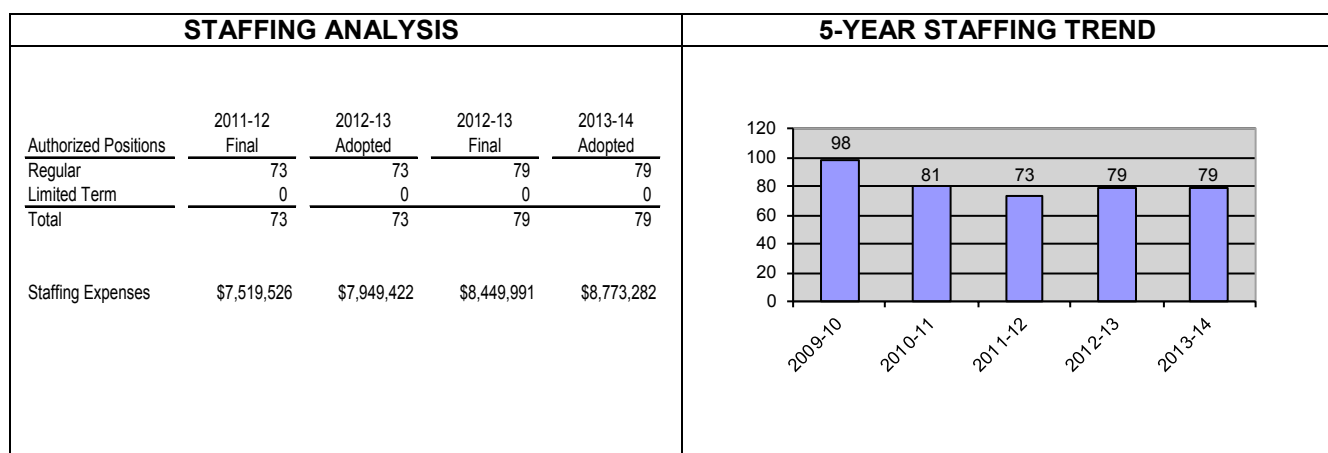
Total Requirements	\$7,165,607
Total Sources	\$624,917
Net County Cost	\$6,540,690
Total Staff	79
Funded by Net County Cost	58%

In addition, the Department is responsible for the management of the Western Region Item Bank (WRIB), a cooperative, computer-based test question bank used by 120 public agencies to develop employment tests. Each WRIB participating agency pays an annual fee.

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Administration  
DEPARTMENT: Human Resources  
FUND: General

BUDGET UNIT: AAA HRD  
FUNCTION: General  
ACTIVITY: Personnel

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	8,978,789	7,965,434	7,519,526	8,157,472	8,449,991	8,773,282	323,291
Operating Expenses	1,784,940	682,278	1,079,047	1,355,456	1,442,752	2,588,854	1,146,102
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	10,763,729	8,647,712	8,598,573	9,512,928	9,892,743	11,362,136	1,469,393
Reimbursements	(5,719,167)	(3,641,984)	(4,149,170)	(4,026,135)	(4,039,891)	(4,196,529)	(156,638)
Total Appropriation	5,044,562	5,005,728	4,449,403	5,486,793	5,852,852	7,165,607	1,312,755
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,044,562	5,005,728	4,449,403	5,486,793	5,852,852	7,165,607	1,312,755
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	114,677	126,409	131,242	4,833
Fee/Rate	173,907	250,470	236,010	304,024	303,675	324,675	21,000
Other Revenue	9,150	27,922	57,218	185,124	108,000	169,000	61,000
Total Revenue	183,057	278,392	293,228	603,825	538,084	624,917	86,833
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	183,057	278,392	293,228	603,825	538,084	624,917	86,833
Net County Cost	4,861,505	4,727,336	4,156,175	4,882,968	5,314,768	6,540,690	1,225,922
Budgeted Staffing					79	79	0

## MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET

Staffing expenses make up the majority of the Department's expenditures within this budget unit for 2013-14. These expenses are necessary primarily in order to provide human resources services to the County's approximately 18,000 employees. Sources primarily represent revenue from WRIB memberships and reimbursements from other departments for administrative services provided.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing primarily as a result of Application Development Maintenance and Support costs of \$972,472 now being budgeted directly in the Department. In addition, the reorganization of 5 EMACS personnel that were transferred to Human Resources in the first quarter of 2012-13 resulted in an increase in requirements based on full year funding. Sources for this budget unit have increased due to increased revenue from other departments for advertising and Civil Service hearings.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$8.8 million fund 79 budgeted regular positions. The budget includes a reclassification of 1 Human Resources Analyst III to a Human Resources Officer II, which does not have any financial impact. In addition, the budget includes a reclassification of 1 Human Resources Officer III to a Human Resources Division Chief position within the Employee Relations Division.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	8	0	8	8	0	0	8
Classification/Employment	26	0	26	26	0	0	26
Equal Employment Opportunity	2	0	2	2	0	0	2
Western Region Item Bank	3	0	3	3	0	0	3
Employee Relations	20	0	20	20	0	0	20
Civil Service Commission	1	0	1	1	0	0	1
EMACS	19	0	19	19	0	0	19
Total	79	0	79	79	0	0	79

Administration	Classification/Employment	Equal Employment Opportunity
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Human Resources	1 Human Resources Division Chief	1 Human Resources Analyst II
1 Asst Director of Human Resources	1 Executive Secretary I	1 Personnel Technician
1 Human Resources Analyst II	2 Human Resources Analyst II	2 Total
1 Administrative Analyst III	1 Testing & Certification Supervisor	
1 Accountant II	13 Human Resources Analyst I	
1 Labor Relations Financial Analyst	2 Personnel Technician	
1 Accounting Technician	1 Office Assistant IV	
1 Executive Secretary II	5 Office Assistant III	
8 Total	26 Total	
<b>Western Region Item Bank</b>	<b>Employee Relations</b>	<b>Civil Service Commission</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Personnel Technician	1 Human Resources Division Chief	1 Secretary, Civil Service Commission
2 Office Assistant III	1 Executive Secretary I	1 Total
3 Total	15 Human Resources Officer II	
	3 Human Resources Officer I	
	20 Total	
<b>EMACS - HR</b>		
<u>Classification</u>		
1 EMACS Manager		
1 EMACS-HR Supervisor		
1 Human Resources Analyst II		
1 Systems Procedures Analyst II		
4 Systems Procedures Analyst I		
1 Staff Analyst I		
9 Office Specialist		
1 Office Assistant III		
19 Total		





## The Center for Employee Health and Wellness

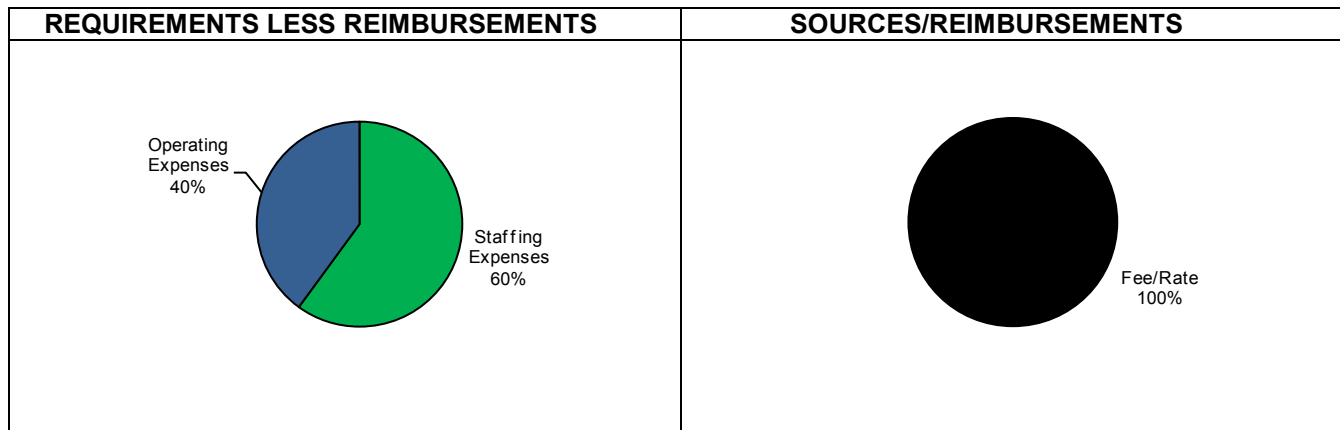
### DESCRIPTION OF MAJOR SERVICES

The Center for Employee Health and Wellness (CEHW) is part of the Employee Benefits and Services Division. The CEHW is responsible for employee and applicant pre-placement and in-service medical examinations, medical records, representing the County in hearings before the Civil Service Commission regarding appeals of medical findings, and advising the County's management on compliance with Occupational Safety and Health Administration (OSHA) regulations and occupational medical problems.

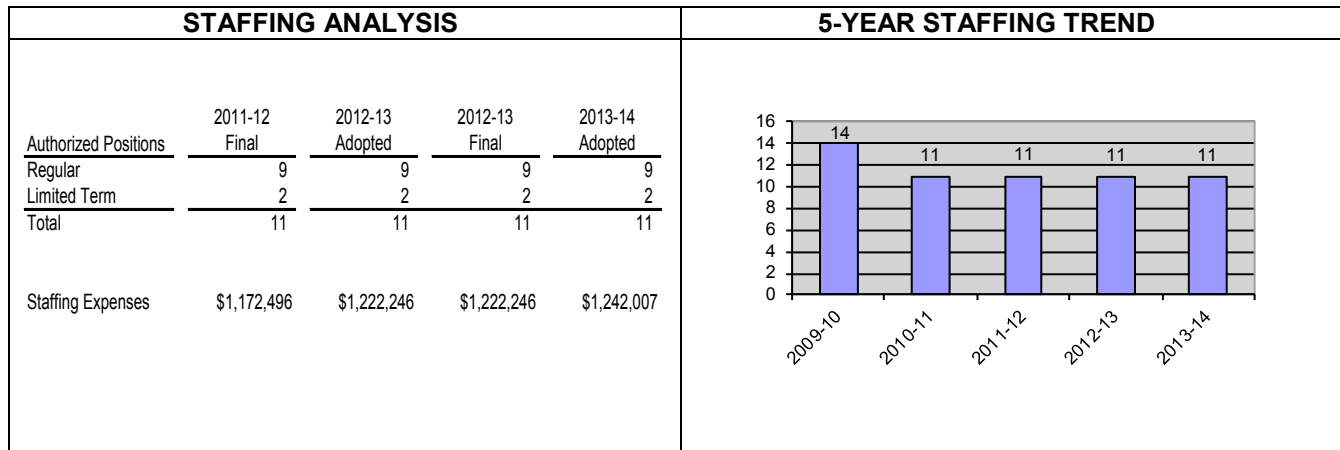
#### Budget at a Glance

Total Requirements	\$2,069,041
Total Sources	\$2,069,041
Net County Cost	\$0
Total Staff	11
Funded by Net County Cost	0%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
 DEPARTMENT: Human Resources-Center for Employee Health and Wellness  
 FUND: General

BUDGET UNIT: AAA OCH  
 FUNCTION: General  
 ACTIVITY: Personnel

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	1,335,263	1,142,098	1,115,968	1,174,789	1,222,246	1,242,007	19,761
Operating Expenses	717,047	665,121	617,536	565,561	751,238	827,034	75,796
Capital Expenditures	0	0	0	6,075	6,100	0	(6,100)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,052,310	1,807,219	1,733,504	1,746,425	1,979,584	2,069,041	89,457
Reimbursements	(1,612,819)	(1,369,513)	(780,189)	0	0	0	0
Total Appropriation	439,491	437,706	953,315	1,746,425	1,979,584	2,069,041	89,457
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	439,491	437,706	953,315	1,746,425	1,979,584	2,069,041	89,457
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	1,001,407	953,156	1,046,222	1,803,606	1,979,584	2,069,041	89,457
Other Revenue	0	0	0	32	0	0	0
Total Revenue	1,001,407	953,156	1,046,222	1,803,638	1,979,584	2,069,041	89,457
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	1,001,407	953,156	1,046,222	1,803,638	1,979,584	2,069,041	89,457
Net County Cost	(561,916)	(515,450)	(92,907)	(57,213)	0	0	0
Budgeted Staffing					11	11	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses make up the majority of the Department's expenditures within this budget unit for 2013-14. These expenses are necessary in order to provide employee and applicant pre-placement and in-service medical examinations to the County's approximately 18,000 employees as well as employees of various external agencies. Sources are collected for various pre-placement and in-service medical examinations provided for a fee as detailed in the County's fee ordinance.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements and sources for 2013-14 increased by \$89,457 primarily as a result of anticipated charges for services provided. The CEHW is completely fee based and departments will be billed based on a fee for service.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$1.2 million fund 9 budgeted regular positions and 2 budgeted limited term positions. There have been no staffing changes in this budget unit.

**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
CEHW	9	2	11	11	0	0	11
Total	9	2	11	11	0	0	11

**CEHW**Classification

- 1 Chief of Clinical Operations
- 1 Sprvsg Occupational Health Physician
- 1 Nurse Practitioner II
- 1 Con Occupational Physician Assistant
- 1 Licensed Vocational Nurse II
- 1 Registered Nurse II - Clinic
- 1 Office Assistant IV
- 4 Clinic Assistant
- 11 Total



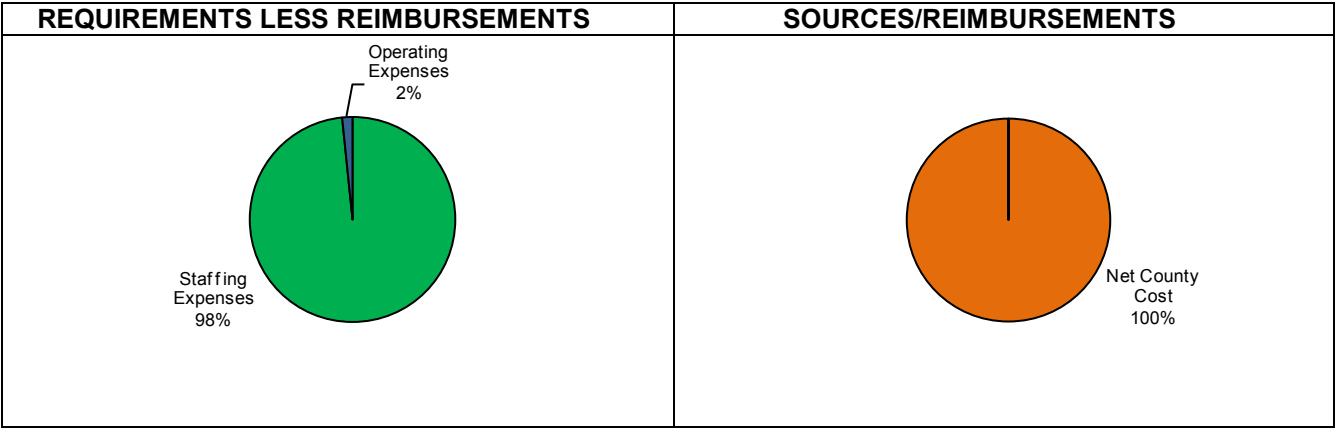
# Unemployment Insurance

## DESCRIPTION OF MAJOR SERVICES

This is a mandated program based upon a 1978 amendment to the California Unemployment Insurance Code extending unemployment insurance benefits to all public employees. Management’s objective for the program is cost containment. Unemployment insurance claims filed by former County employees are monitored, reviewed for eligibility, and challenged when appropriate to prevent abuse of the program.

Budget at a Glance	
Total Requirements	\$4,000,500
Total Sources	\$0
Net County Cost	\$4,000,500
Total Staff	0
Funded by Net County Cost	100%

## 2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
 DEPARTMENT: Human Resources-Unemployment Insurance  
 FUND: General

BUDGET UNIT: AAA UNI  
 FUNCTION: General  
 ACTIVITY: Personnel

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	3,967,063	3,968,036	4,453,787	2,733,810	3,935,426	3,935,785	359
Operating Expenses	40,624	41,991	49,477	46,253	65,074	64,715	(359)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	4,007,687	4,010,027	4,503,264	2,780,063	4,000,500	4,000,500	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	4,007,687	4,010,027	4,503,264	2,780,063	4,000,500	4,000,500	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	4,007,687	4,010,027	4,503,264	2,780,063	4,000,500	4,000,500	0
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	4,007,687	4,010,027	4,503,264	2,780,063	4,000,500	4,000,500	0
				Budgeted Staffing	0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses represent the amount available for unemployment claims to be paid during 2013-14. Operating expenses represent the quarterly payment to the vendor that administers the unemployment insurance claims as well as transfers for internal staffing expenses for administration of the program.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

There are no changes in this budget unit.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## Commuter Services

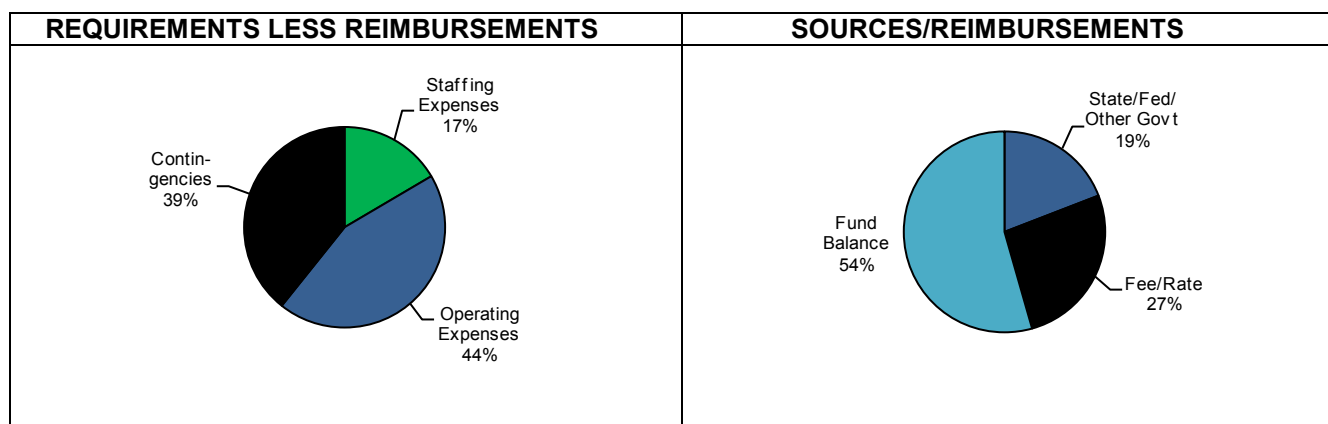
### DESCRIPTION OF MAJOR SERVICES

The Commuter Services budget unit was established to account for funds received under AB 2776 to fund mobile source air pollution reduction programs. AB 2766 authorizes air pollution control districts to levy fees on motor vehicles to be used to reduce air pollution. Under this program, the Department of Motor Vehicles collects fees and remits amounts to the appropriate Air Quality Management District (AQMD) for vehicles registered within the district. This budget unit receives AB 2766 funding from both the South Coast Air Quality Management District (SCAQMD) and the Mojave Desert Air Quality Management District (MDAQMD).

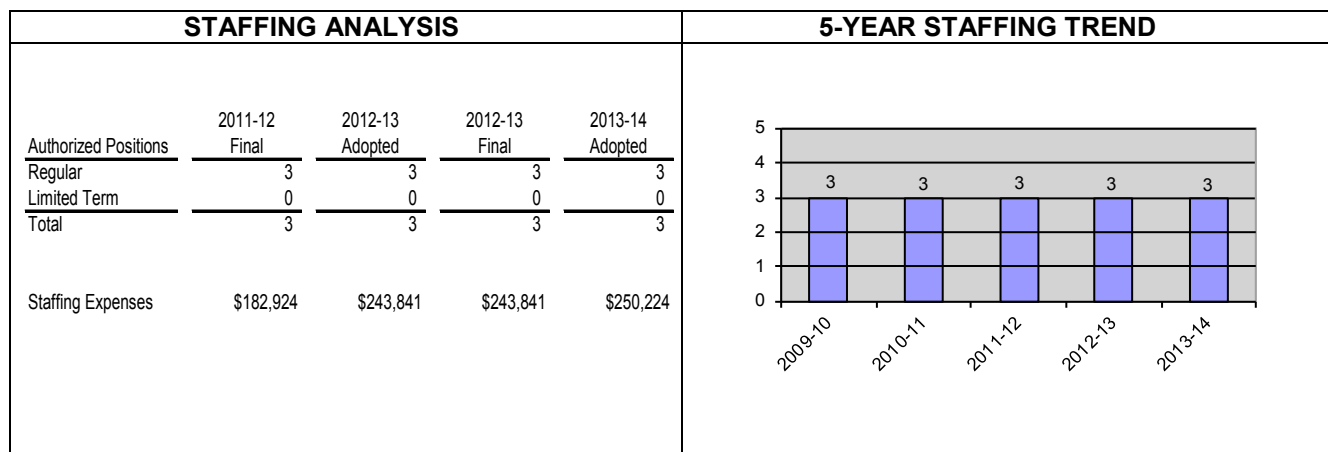
#### Budget at a Glance

Total Requirements	\$1,516,036
Total Sources	\$693,050
Fund Balance	\$822,986
Use of Fund Balance	\$227,711
Total Staff	3

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
DEPARTMENT: Human Resources  
FUND: Commuter Services

BUDGET UNIT: SDF HRD  
FUNCTION: Health and Sanitation  
ACTIVITY: Health

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	240,135	245,771	181,024	206,185	243,841	250,224	6,383
Operating Expenses	361,509	240,190	474,017	487,888	533,450	670,537	137,087
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	711,101	595,275	(115,826)
Total Exp Authority	601,644	485,961	655,041	694,073	1,488,392	1,516,036	27,644
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	601,644	485,961	655,041	694,073	1,488,392	1,516,036	27,644
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	601,644	485,961	655,041	694,073	1,488,392	1,516,036	27,644
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	282,957	288,632	275,958	306,639	289,302	289,300	(2)
Fee/Rate	291,370	263,806	374,672	386,066	376,164	400,000	23,836
Other Revenue	7,682	125,286	5,151	5,428	4,000	3,750	(250)
Total Revenue	582,009	677,724	655,781	698,133	669,466	693,050	23,584
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	582,009	677,724	655,781	698,133	669,466	693,050	23,584
Fund Balance					818,926	822,986	4,060
Budgeted Staffing					3	3	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Operating expenses make up the majority of the expenditures within this budget unit for 2013-14. These expenses include charges for operating vanpools and other ride share programs. Sources include payroll deductions from employees participating in the rideshare programs, as well as funds from the Air Quality Management Districts.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements for 2013-14 are rising slightly as a result of escalating rideshare costs due to increased participation. These costs are offset by employee payroll deductions which accounts for the increase in sources for this budget unit.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There have been no staffing changes in this budget unit.

**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Commuter Services	3	0	3	3	0	0	3
Total	3	0	3	3	0	0	3

**Commuter Services**Classification

- 1 Human Resources Analyst I
- 1 Office Specialist
- 1 Office Assistant III
- 3 Total



## Employee Benefits and Services

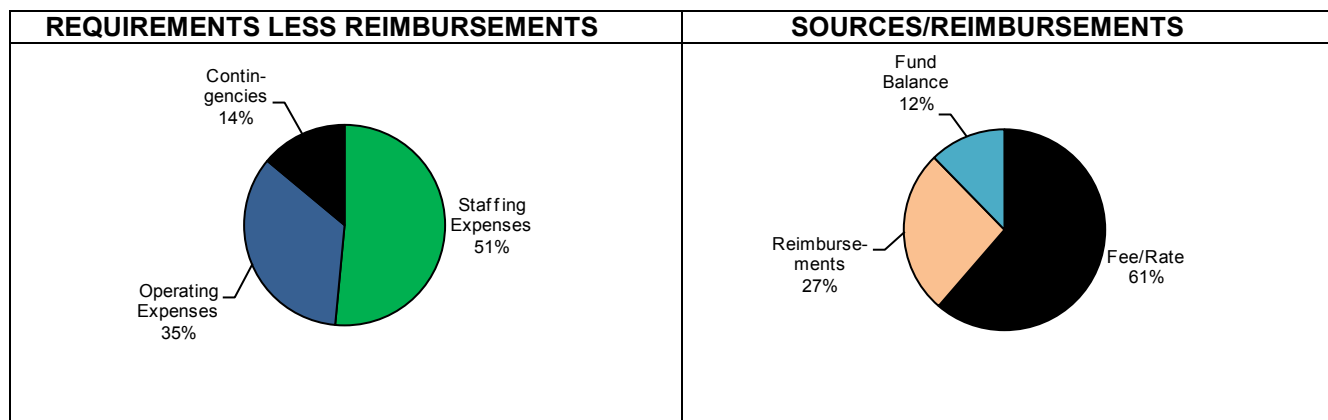
### DESCRIPTION OF MAJOR SERVICES

Employee Benefits and Services, under the direction of the Human Resources Department, administers the County's health, dental, vision, life insurance and voluntary retirement plans as well as its integrated leave programs.

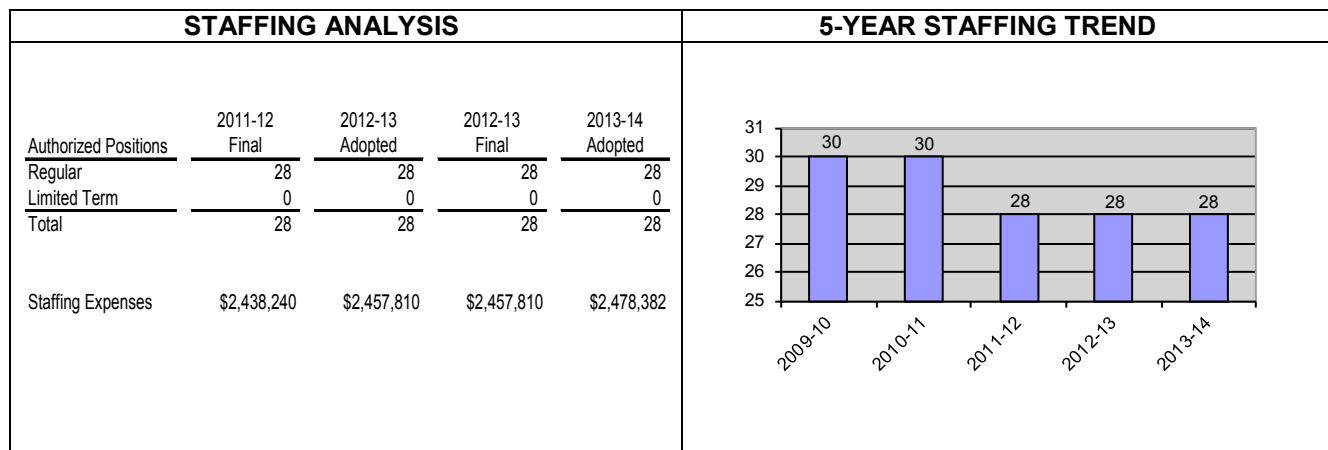
#### Budget at a Glance

Total Requirements	\$3,543,453
Total Sources	\$2,953,135
Fund Balance	\$590,318
Use of Fund Balance	\$0
Total Staff	28

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
DEPARTMENT: Human Resources  
FUND: Employee Benefits and Services

BUDGET UNIT: SDG HRD  
FUNCTION: Health and Sanitation  
ACTIVITY: Health

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	2,248,133	2,490,428	2,419,254	2,375,534	2,457,810	2,478,382	20,572
Operating Expenses	1,699,174	1,714,059	1,743,437	1,516,799	1,632,188	1,663,602	31,414
Capital Expenditures	0	29,299	0	0	0	0	0
Contingencies	0	0	0	0	770,729	671,354	(99,375)
Total Exp Authority	3,947,307	4,233,786	4,162,691	3,892,333	4,860,727	4,813,338	(47,389)
Reimbursements	(949,843)	(1,251,795)	(1,192,760)	(1,262,986)	(1,264,361)	(1,269,885)	(5,524)
Total Appropriation	2,997,464	2,981,991	2,969,931	2,629,347	3,596,366	3,543,453	(52,913)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,997,464	2,981,991	2,969,931	2,629,347	3,596,366	3,543,453	(52,913)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	1,315	13,654	14,419	15,145	0	0	0
Fee/Rate	3,076,088	2,679,292	2,587,225	2,581,807	3,036,135	2,950,135	(86,000)
Other Revenue	17,899	11,104	1,024	66,983	4,500	3,000	(1,500)
Total Revenue	3,095,302	2,704,050	2,602,668	2,663,935	3,040,635	2,953,135	(87,500)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	3,095,302	2,704,050	2,602,668	2,663,935	3,040,635	2,953,135	(87,500)
Fund Balance					555,731	590,318	34,587
Budgeted Staffing					28	28	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses are the majority of the Department's expenditures within this budget unit for 2013-14. These expenses are necessary to manage the County employee health, dental, vision, life insurance, voluntary retirement and integrated leave plan benefits. Sources of \$3.0 million primarily represent revenue from Administrative Fees for managing the employee benefit programs.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements for 2013-14 are decreasing slightly as an offset to the decrease in revenue as a result of reduced administrative overhead received from employee charges and other miscellaneous services.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$2.5 million fund 28 budgeted regular positions. While there have been no changes in the total number of staff in this budget unit, the Human Resources Benefit Chief was reclassified to a Human Resources Division Chief. This is strictly a title change with no impact to salaries and benefits.

**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Employee Benefits and Services	28	0	28	27	1	0	28
Total	28	0	28	27	1	0	28

**Employee Benefits and Services**Classification

- 1 Human Resources Division Chief
- 2 Human Resources Analyst II
- 5 Human Resources Analyst I
- 3 Staff Analyst II
- 1 Fiscal Specialist
- 2 Supervising Office Specialist
- 11 Office Specialist
- 1 Executive Secretary I
- 2 Office Assistant III
- 28 Total





## INFORMATION SERVICES

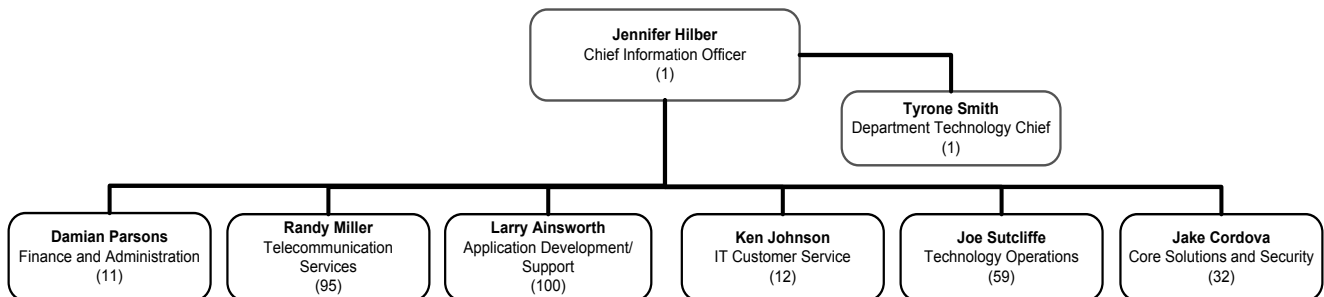
### Jennifer Hilber

#### DEPARTMENT MISSION STATEMENT

*The Information Services Department provides contemporary, innovative, secure and accessible technology in computer, media and communication services in the most cost effective manner, enabling departments and agencies to accomplish the mission of San Bernardino County.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Implemented virtualization technologies and integrated enterprise level network storage solutions to help reduce cost and waste as well as improve productivity.
- Assisted with implementing the network replacement Request for Proposals (RFP) evaluation to refresh Arrowhead Regional Medical Center's (ARMC) network data switches throughout the hospital to bring critical network equipment under vendor support and increase the bandwidth of ARMC's Local Area Network.
- Upgraded existing Mainframe and implemented a Disaster Recovery Mainframe at the High Desert Government Center resulting in increased mainframe performance and a reduction in operating cost.
- Deployed an enterprise Help Desk solution to consolidate several stand-alone internal end-of-life cycle technology support systems to better manage the delivery of Information Technology (IT) services within Information Services Department (ISD) and to its customers.
- Consolidated outdated and unsupported software programs that house the data used to provide customer recurring monthly billing, tracking, work order processing, inventory tracking, and equipment programming.
- Deployed a system upgrade analysis to assess the current Public Safety Radio System and document what is required to upgrade the current system to a supported P25 digital land mobile radio system.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER

**Objective(s):** • *Implement information management best-practices that would unify technology platforms and move toward a standardized enterprise approach.*

**Department Strategy:**

- *Unify the County's enterprise telecommunication services over the next seven years by migrating to Voice Over Internet Protocol (VOIP) technology; improving telecommunication functionality and supportability while reducing ongoing support cost.*
- *Migrate County mobile devices to a new software management platform to enhance security and functionality.*
- *Leverage the County's enterprise server and disaster recovery infrastructures by expanding platform offerings through the addition of Linux capability; potentially allowing more applications to be run on the enterprise server.*
- *Implement a new unified Geographic Information System (GIS) infrastructure to standardize GIS services to facilitate information sharing between County departments and provide online interactive maps.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Conversion of 2,899 telephones per year to VOIP (20,297 telephones).	N/A	100%	100%	100%
Migrate 700 mobile devices to new software management platform.	N/A	14%	28%	100%
Run a pilot application on the Linux platform to serve as a test environment for future Linux deployments.	N/A	N/A	N/A	100%
Implementation of new GIS infrastructure.	N/A	N/A	N/A	100%



**SUMMARY OF BUDGET UNITS**

2013-14						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b>General Fund</b>						
Application Development	15,765,937	13,720,515	2,045,422			100
Total General Fund	15,765,937	13,720,515	2,045,422			100
<b>Internal Service Funds</b>						
Computer Operations	24,233,803	22,926,172			(1,307,631)	116
Telecommunication Services	31,213,747	28,307,667			(2,906,080)	95
Total Internal Service Funds	55,447,550	51,233,839			(4,213,711)	211
<b>Total - All Funds</b>	<b>71,213,487</b>	<b>64,954,354</b>	<b>2,045,422</b>	<b>0</b>	<b>(4,213,711)</b>	<b>311</b>

**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Application Development	14,882,807	14,885,831	15,177,361	15,330,964	15,765,937
Computer Operations	21,850,420	22,238,931	25,124,719	26,613,632	24,233,803
Telecommunication Services	34,407,015	23,004,788	26,175,241	32,342,199	31,213,747
<b>Total</b>	<b>71,140,242</b>	<b>60,129,550</b>	<b>66,477,321</b>	<b>74,286,795</b>	<b>71,213,487</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Application Development	5,711,543	7,582,884	8,043,518	7,938,173	13,720,515
Computer Operations	22,260,488	21,363,918	19,729,981	22,189,460	22,926,172
Telecommunication Services	34,610,180	26,516,865	21,444,923	28,834,645	28,307,667
<b>Total</b>	<b>62,582,211</b>	<b>55,463,667</b>	<b>49,218,422</b>	<b>58,962,278</b>	<b>64,954,354</b>

**5-YEAR NET COUNTY COST TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Application Development	9,171,264	7,302,947	7,133,843	7,392,791	2,045,422
<b>Total</b>	<b>9,171,264</b>	<b>7,302,947</b>	<b>7,133,843</b>	<b>7,392,791</b>	<b>2,045,422</b>

**5-YEAR NET BUDGET TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Computer Operations	410,068	(875,013)	(5,394,738)	(4,424,172)	(1,307,631)
Telecommunication Services	203,165	3,512,077	(4,730,318)	(3,507,554)	(2,906,080)
<b>Total</b>	<b>613,233</b>	<b>2,637,064</b>	<b>(10,125,056)</b>	<b>(7,931,726)</b>	<b>(4,213,711)</b>

Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.



## Application Development

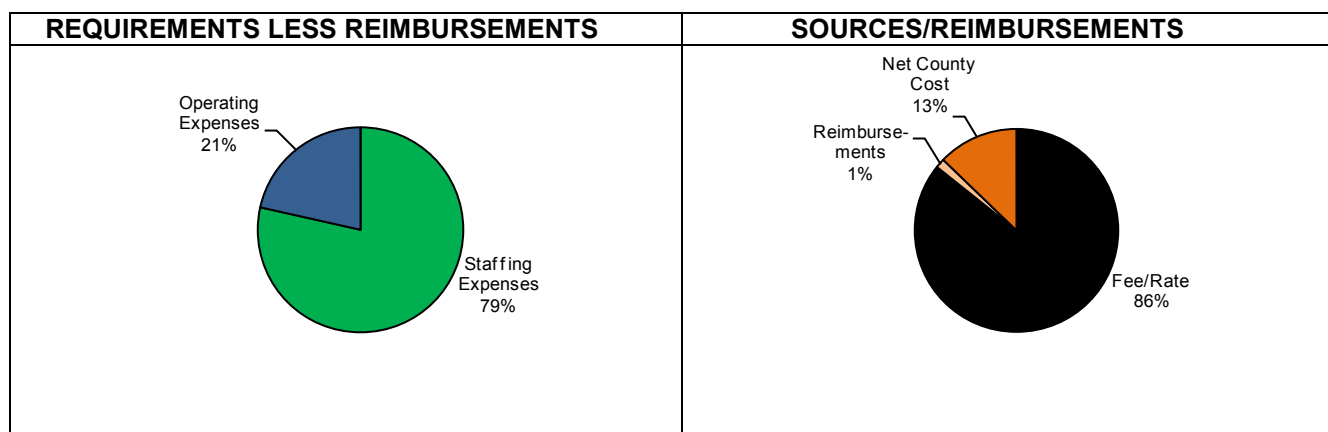
### DESCRIPTION OF MAJOR SERVICES

The Application Development division provides support for County departments as they develop, enhance and maintain business applications on a variety of hardware and software platforms. These applications include the County's enterprise accounting, payroll, budget, personnel, document imaging, public web sites, geographical information system and many other business line systems. ISD consults with departments to identify cost effective ways of conducting business and often provides business process reviews, cost analysis, and overall recommendations in the acquisition and integration of new systems.

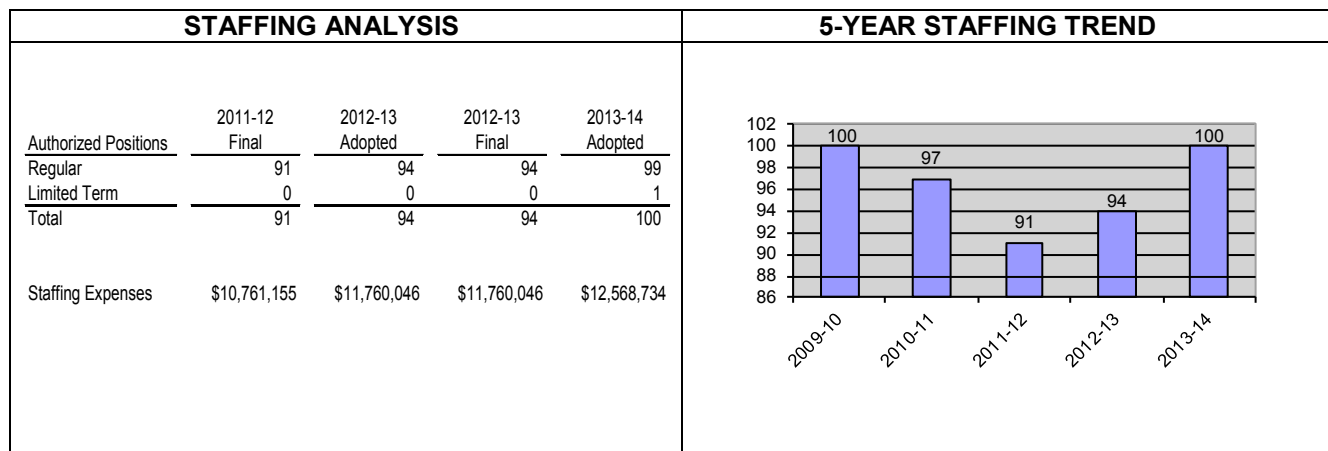
#### Budget at a Glance

Total Requirements	\$15,765,937
Total Sources	\$13,720,515
Net County Cost	\$2,045,422
Total Staff	100
Funded by Net County Cost	13%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
DEPARTMENT: Information Services - Application Development  
FUND: General

BUDGET UNIT: AAA ISD  
FUNCTION: General  
ACTIVITY: Other General

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	11,040,926	10,808,719	10,761,155	11,342,860	11,760,046	12,568,734	808,688
Operating Expenses	1,872,997	2,146,621	2,391,989	3,347,472	3,579,736	3,435,459	(144,277)
Capital Expenditures	7,499	6,856	17,679	16,141	16,142	0	(16,142)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	12,921,422	12,962,196	13,170,823	14,706,473	15,355,924	16,004,193	648,269
Reimbursements	(71,007)	(108,758)	(98,395)	(24,960)	(24,960)	(238,256)	(213,296)
Total Appropriation	12,850,415	12,853,438	13,072,428	14,681,513	15,330,964	15,765,937	434,973
Operating Transfers Out	2,032,392	2,032,392	2,032,392	0	0	0	0
Total Requirements	14,882,807	14,885,830	15,104,820	14,681,513	15,330,964	15,765,937	434,973
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	5,704,543	7,568,019	7,977,209	7,059,395	7,938,173	13,720,515	5,782,342
Other Revenue	0	0	0	125,528	0	0	0
Total Revenue	5,704,543	7,568,019	7,977,209	7,184,923	7,938,173	13,720,515	5,782,342
Operating Transfers In	0	14,866	0	0	0	0	0
Total Sources	5,704,543	7,582,885	7,977,209	7,184,923	7,938,173	13,720,515	5,782,342
Net County Cost	9,178,264	7,302,945	7,127,611	7,496,590	7,392,791	2,045,422	(5,347,369)
Budgeted Staffing					94	100	6

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Major expenditures included in the 2013-14 budget represent requirements for staffing. The staff in this budget unit support business systems and applications. Application Development sources are generated from the chargeback of the expenditures for the maintenance, support, and enhancements of computer applications for both County departments and external customers that are not funded by Net County Cost. Computer software and hardware expenditures are critical for the support of all Application Development, Geographical Information System (GIS), and Multi-media work. Internal overhead expenditures are also critical to support all administrative functions provided to these divisions.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$12.6 million fund 99 regular budgeted positions and 1 contract budgeted position and are increasing by \$808,688. This increase is a result of transferring 3 business system analyst positions from ISD's Computer Operations budget unit, and adding 2 programmer positions. Additionally, the cost to maintain salaries and benefits for existing staff has increased due to various retirement and risk management costs.

Operating expenses of \$3.4 million are decreasing by \$144,277 due to a reduction to central services as well as a reduction to Application Development charges for GIS. Operating expenses primarily include IT contractor services, computer software, computer hardware, aerial imagery flyover, central services and internal overhead allocations.

Capital expenditures have been eliminated for 2013-14 as the expenditure for Multimedia workstations is no longer needed.

Reimbursements of \$238,256 are increasing by \$213,296 due to a new reimbursement from Department of Behavioral Health to fund 2 new programmer positions.



Sources of \$13.7 million are increasing by \$5.8 million due to the replacement of revenue from charges for Application Development maintenance and support that was previously received in Net County Cost. Revenue consists of Application Development charges, GIS programming, aerial imagery, and Street Network subscription services.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$12.6 million fund 100 budgeted positions of which 99 are regular and 1 is a limited term position. Budgeted staffing has increased by 6 positions with the addition of 3 Business System Analyst positions transferred from ISD's Computer Operations budget unit and the addition of 2 Programmer positions required for Department of Behavioral Health projects. All new positions are offset with revenue and reimbursements. Additionally, the contract position was approved by the Board of Supervisors on April 9, 2013 (Item No. 52).

## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Application Development	86	1	87	74	7	6	87
Geographic Information Systems	9	0	9	9	0	0	9
Multimedia Services	4	0	4	4	0	0	4
Total	99	1	100	87	7	6	100

Application Development	Geographic Information Systems	Multimedia Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
4 Business Systems Analyst III	1 Geographic Info Systems Technician I	3 Multimedia Coordinator
3 IT Technical Assistant II	2 Geographic Info Systems Technician II	1 Multimedia Supervisor
1 Office Assistant II	1 Geographic Info Systems Technician III	4 Total
48 Programmer Analyst III	1 GIMS Manager	
1 Cont Programmer Analyst III	1 Office Assistant II	
20 Programmer III	1 Programmer Analyst III	
1 Secretary	1 Programmer III	
1 SystemsDev Div Chief	1 Systems Development Team Leader	
7 SystemsDev Team Leader	9 Total	
1 Contract Team Leader		
87 Total		



## Computer Operations

### DESCRIPTION OF MAJOR SERVICES

The Computer Operations division provides enterprise data center services and a portion of the County's communications services to County departments on a 24/7 basis. The Division is comprised of three sections: Technology Operations, Information Technology (IT) Customer Service, and Core Solutions and Security. This budget unit is an internal service fund, which allows for net assets available at fiscal year end to be carried over to the next fiscal year to be used as working capital or for replacement of fixed assets.

#### Budget at a Glance

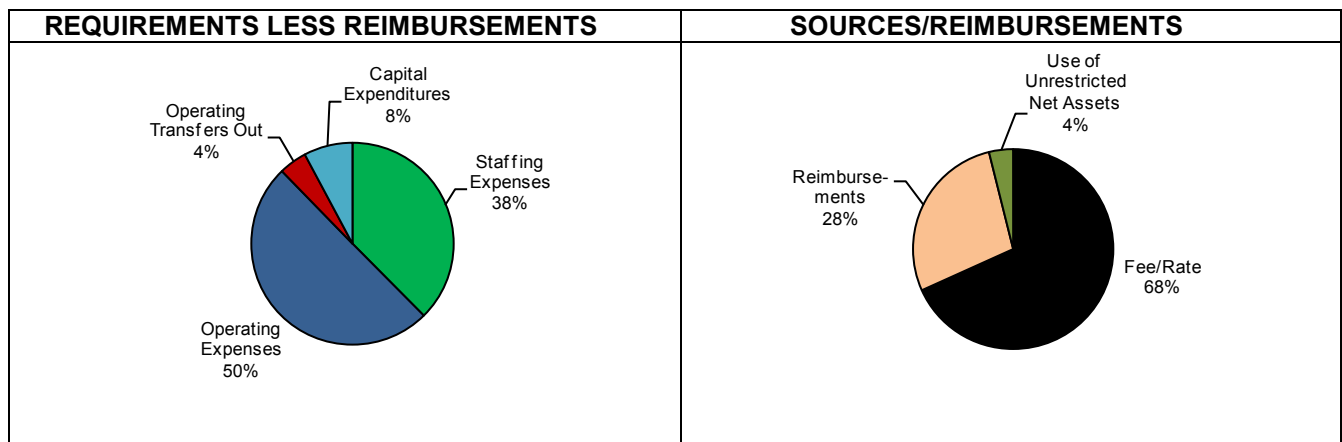
Total Requirements	\$24,233,803
Total Sources	\$22,926,172
Net Budget	(\$1,307,631)
Estimated Unrestricted Net Assets	\$7,192,444
Use of Unrestricted Net Assets	\$1,307,631
Total Staff	116

Technology Operations provides for the design, operation, maintenance and administration of the County's Enterprise Data Center which supports the County's mainframe and includes server management for physical and virtual servers, integrated document imaging infrastructure for digitizing paper records, and print operations for bulk printing functions required by the County.

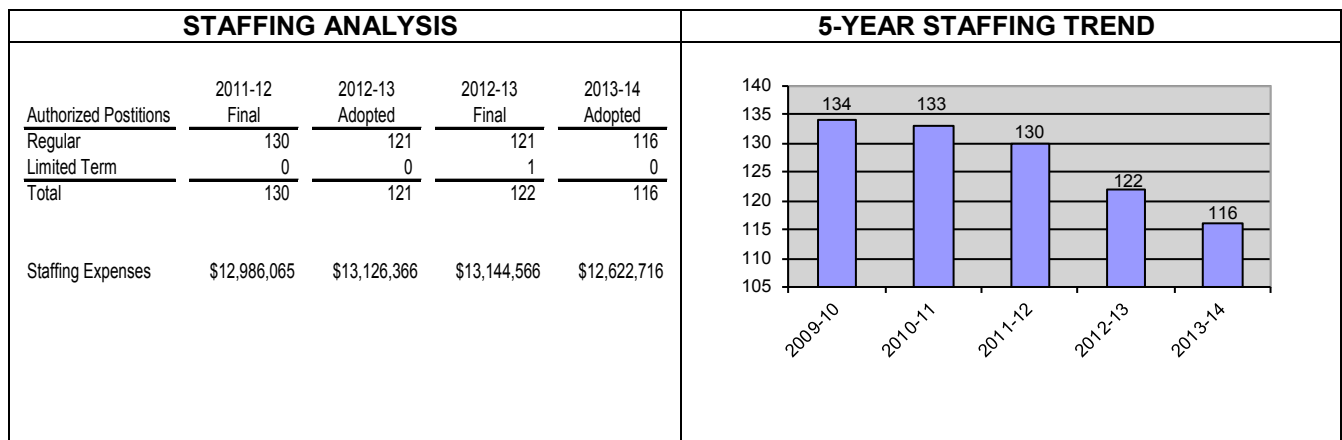
IT Customer Service assists departments in ensuring that their technology and business objectives are achieved. The Division provides a Technology Support Center to handle service requests and problem tickets.

Core Solutions and Security provides the County with global email, security direction and technology policies and procedures, along with technical services that support desktop communications and functions across the County.

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Administration  
DEPARTMENT: Information Services  
FUND: Computer Operations

BUDGET UNIT: IAJ ISD  
FUNCTION: General  
ACTIVITY: Computer Services

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	12,220,953	12,505,093	12,902,333	12,575,414	13,144,566	12,622,716	(521,850)
Operating Expenses	13,135,434	12,950,863	16,935,909	15,754,173	18,210,907	16,849,984	(1,360,923)
Capital Expenditures	1,362,084	2,611,459	2,881,538	1,992,759	2,199,844	2,619,844	420,000
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	26,718,471	28,067,415	32,719,780	30,322,346	33,555,317	32,092,544	(1,462,773)
Reimbursements	(7,534,600)	(7,884,019)	(9,355,319)	(9,906,552)	(11,028,685)	(9,358,741)	1,669,944
Total Appropriation	19,183,871	20,183,396	23,364,461	20,415,794	22,526,632	22,733,803	207,171
Operating Transfers Out	504,530	506,471	1,017,913	584,079	4,087,000	1,500,000	(2,587,000)
Total Requirements	19,688,401	20,689,867	24,382,374	20,999,873	26,613,632	24,233,803	(2,379,829)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	20,963,825	21,363,918	20,701,019	19,077,053	21,615,460	22,926,172	1,310,712
Other Revenue	0	0	0	216,011	574,000	0	(574,000)
Total Revenue	20,963,825	21,363,918	20,701,019	19,293,064	22,189,460	22,926,172	736,712
Operating Transfers In	47,420	0	0	0	0	0	0
Total Sources	21,011,245	21,363,918	20,701,019	19,293,064	22,189,460	22,926,172	736,712
Net Budget	1,322,844	674,051	(3,681,355)	(1,706,809)	(4,424,172)	(1,307,631)	3,116,541
Budgeted Staffing					122	116	(6)

## MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET

Staffing expenses of \$12.6 million fund 116 regular budgeted positions. The net decrease of \$521,850 is due to the deletion of 3 regular positions and 1 extra help position, the transfer of 3 positions to ISD's Application Development budget unit due to a realignment of workload, and the transfer of a Secretary I from ISD's Telecommunication Services budget unit. These decreases were offset by increases in retirement expenses.

Operating expenses of \$16.8 million include costs of computer software, application development support and maintenance charges, equipment maintenance, services provided by Facilities Management, travel and transfers out. The net decrease of \$1.4 million is a result of a decrease in COWCAP charges, application development enhancement charges and internal Admin/Fiscal allocation costs.

Capital expenditures of \$2.6 million include equipment and software purchases. Equipment purchases of \$2.1 million represent \$1.1 million for regular equipment replacement, \$670,000 for data storage growth for County departments and \$400,000 for unplanned requirements. Equipment purchases are increasing by \$545,000 because of the expected need for storage growth for other County departments. Capitalized software purchases of \$495,233 are for the purchase of software licenses and is decreasing by \$125,000 due to a reduction in need.

Reimbursements of \$9.4 million are for internal administrative allocations and intra-fund revenues. The decrease of \$1.7 million is due to the elimination of the space charges reimbursement from Telecommunication Services with the change in processing IT support charges to various County departments through the billing system.

Operating transfers out of \$1.5 million represent the ongoing costs expected for the Data Center Electrical Capital Improvement Project.

Sources of \$22.9 million are comprised of central computer revenues and other information technology services revenue. The increase of \$1.3 million for fee/rate revenue results from billing for services previously reimbursed by County departments and increases in service demand. The decrease of \$574,000 in other revenue is due to a reduction in use of unrestricted net assets.





## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$2.4 million. This is primarily due to a decrease of staffing expenses as a result of position reductions, a decrease of \$1.2 million in COWCAP and the \$2.6 million decrease in operating transfers out from the Data Center Electrical Capital Improvement Project. These decreases are being offset by decreases of approximately \$1.6 million in reimbursements.

Sources are increasing by \$736,712 due to billing for services previously reimbursed by County departments and increases in service demand.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$12.6 million fund 116 budgeted regular positions.

Computer Operations staffing changes:

- Delete 1 Extra Help Information Services Division Chief as it is no longer needed.
- Reclass the Assistant Chief Information Officer to a Department Technology Chief to better align with job duties.
- Delete 3 IT Account Representatives as a result of a departmental reorganization.
- Transfer 1 Secretary I from the Telecommunication Services budget unit to Computer Operations due to a departmental reorganization.
- Transfer 3 Business Systems Analyst III to ISD's Application Development budget unit from Computer Operations due to a departmental reorganization.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Enterprise Processing	20	0	20	18	2	0	20
Customer Service	12	0	12	12	0	0	12
Central Imaging	11	0	11	11	0	0	11
Finance and Administration	13	0	13	12	1	0	13
EMACS Support	1	0	1	1	0	0	1
Enterprise Printing	8	0	8	8	0	0	8
Server Management	19	0	19	19	0	0	19
Core Solutions and Security	32	0	32	29	3	0	32
<b>Total</b>	<b>116</b>	<b>0</b>	<b>116</b>	<b>110</b>	<b>6</b>	<b>0</b>	<b>116</b>

<b>Enterprise Processing</b>		<b>Customer Service</b>		<b>Central Imaging</b>	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1 Automated Systems Analyst I		1 Automated Systems Analyst I		1 Microfilm Technician	
1 Computer Facilities Specialist		2 Business Application Manager		3 Office Assistant II	
3 Computer Operations Specialist		5 Help Desk Technician II		1 Office Assistant IV	
1 Computer Operations Supervisor		1 Product Management Supervisor		1 Photographic Laboratory Technician	
5 Computer Operator III		1 Product Specialist		2 Programmer Analyst III	
1 Office Assistant III		1 Systems Development Division Chief		1 Systems Development Team Leader	
2 Product Control Supervisor		1 Technology Help Desk Supervisor		2 Systems Support Analyst III	
5 Systems Support Analyst III		12 Total		11 Total	
1 Systems Support Division Chief					
20 Total					
<b>Finance and Administration</b>		<b>EMACS Support</b>		<b>Enterprise Printing</b>	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1 Accounting Technician		1 Systems Support Analyst III		1 Computer Operations Specialist	
1 Administrative Supervisor I		1 Total		4 Computer Operator III	
1 Chief Information Officer				2 Office Assistant II	
1 Department of Technology Chief				1 Office Assistant III	
1 Executive Secretary II				8 Total	
2 Fiscal Assistant					
1 Fiscal Specialist					
1 Information Services Finance Officer					
1 Secretary I					
2 Staff Analyst II					
1 Supervising Accountant II					
13 Total					
<b>Server Management</b>		<b>Core Solutions and Security</b>			
<u>Classification</u>		<u>Classification</u>			
2 Computer Operations Specialist		1 Applications Specialist			
1 IT Technical Assistant II		8 Automated Systems Analyst I			
14 Systems Support Analyst III		2 Automated Systems Analyst II			
2 Systems Support Supervisor		4 Automated Systems Technician			
19 Total		1 Business Systems Analyst II			
		1 Business Systems Analyst III			
		1 Fiscal Specialist			
		1 Information Services Division Chief			
		1 Information Services Security Officer			
		1 Office Assistant III			
		1 Supervising Auto Systems Analyst III			
		1 Systems Support Analyst II			
		7 Systems Support Analyst III			
		1 Systems Support Supervisor			
		1 Teleprocessing Specialist			
		32 Total			



## Telecommunication Services

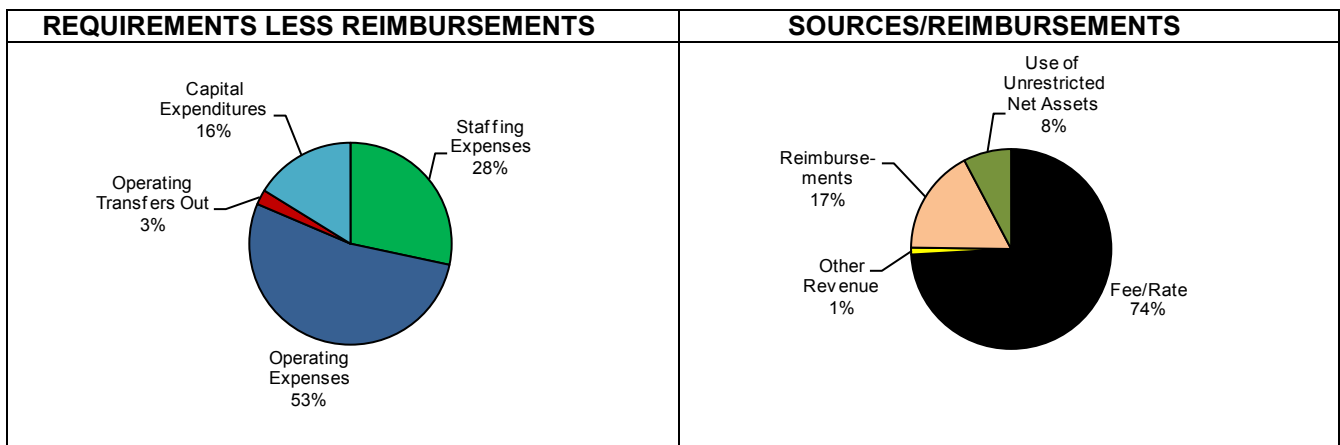
### DESCRIPTION OF MAJOR SERVICES

The Telecommunication Services division provides for the design, operation, maintenance and administration of the largest County-operated telecommunications phone network in the country; the County's Regional Public Safety Radio System that integrates all Countywide sheriff, police and fire emergency radio dispatch capabilities; the paging system; and the Wide Area Network (WAN) that securely joins County users together for the efficient use of technology. The Telecommunication Services Division manages the Countywide microwave system (64 sites) that provides transport capabilities for each of the individual systems listed above.

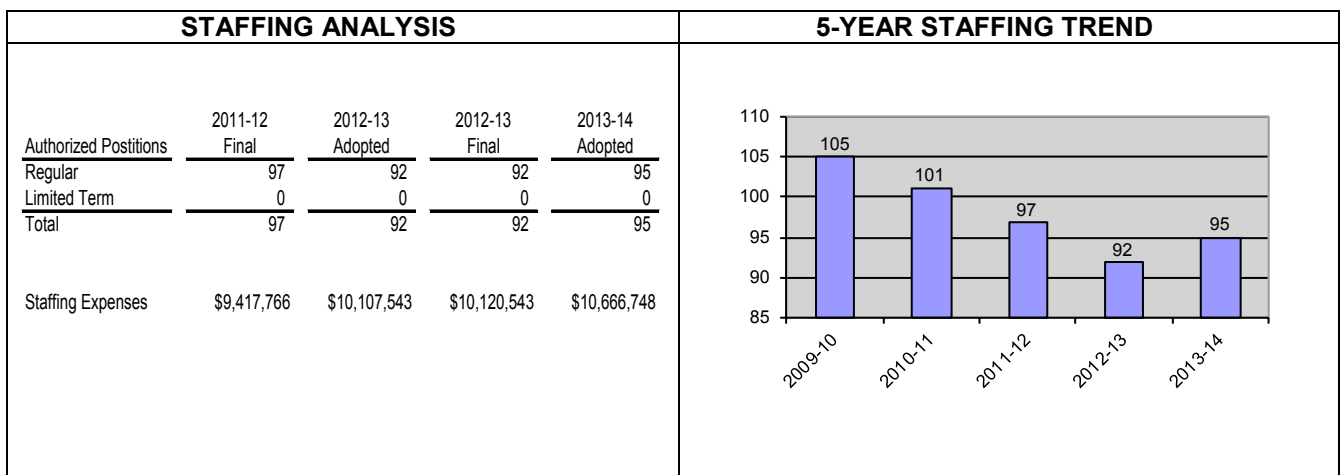
#### Budget at a Glance

Total Requirements	\$31,213,747
Total Sources	\$28,307,667
Net Budget	(\$2,906,080)
Estimated Unrestricted Net Assets	\$10,073,832
Use of Unrestricted Net Assets	\$2,906,080
Total Staff	95

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

**GROUP:** Administration  
**DEPARTMENT:** Information Services  
**FUND:** Telecommunication Services

**BUDGET UNIT:** IAM ISD  
**FUNCTION:** General  
**ACTIVITY:** Telephone and Radio Services

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	8,963,900	9,029,473	9,359,269	9,566,422	10,120,543	10,666,748	546,205
Operating Expenses	14,077,777	16,156,961	17,628,456	18,582,267	21,555,231	19,970,119	(1,585,112)
Capital Expenditures	8,784,597	1,490,297	3,458,037	0	5,777,000	6,091,000	314,000
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	31,826,274	26,676,731	30,445,762	28,148,689	37,452,774	36,727,867	(724,907)
Reimbursements	(2,903,876)	(4,887,323)	(5,417,235)	(5,813,558)	(6,053,982)	(6,414,120)	(360,138)
Total Appropriation	28,922,398	21,789,408	25,028,527	22,335,131	31,398,792	30,313,747	(1,085,045)
Operating Transfers Out	858,877	45,327	1,028,498	205,948	943,407	900,000	(43,407)
Total Requirements	29,781,275	21,834,735	26,057,025	22,541,079	32,342,199	31,213,747	(1,128,452)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	4,495,587	(1)	196,774	0	0	0	0
Fee/Rate	24,235,465	24,433,912	22,978,092	25,699,407	28,417,686	27,890,708	(526,978)
Other Revenue	47,031	62,627	(17,628)	351,500	416,959	416,959	0
Total Revenue	28,778,083	24,496,538	23,157,238	26,050,907	28,834,645	28,307,667	(526,978)
Operating Transfers In	2,032,392	2,032,392	2,032,392	0	0	0	0
Total Financing Sources	30,810,475	26,528,930	25,189,630	26,050,907	28,834,645	28,307,667	(526,978)
Net Budget	1,029,200	4,694,195	(867,395)	3,509,828	(3,507,554)	(2,906,080)	601,474
Budgeted Staffing					92	95	3

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$10.7 million are a primary expense for the Department. These expenses fund 95 regular budgeted positions that are responsible for the maintenance and administration of the County's phone network, radio system, paging system, the Wide Area Network and the Countywide microwave system.

Operating expenses of \$20.0 million are the primary expense for the Department and have been reduced by \$1.6 million. These expenses fund telephone and communications related costs.

Capital expenditures of \$6.1 million for the following equipment purchases:

- Radio system enhancement equipment - \$2.8 million, to be purchased from Motorola, a sole source vendor.
- Telephone Equipment Replacement - \$500,000.
- Microwave Radios - \$168,500; microwave test equipment - \$30,000, to be purchased from Aviat, a sole source vendor.
- An Eltek 600-Amp System - \$7,500.
- Multiple-Input Multiple-Output (MIMO) Radios - \$45,000, to be purchased from Motorola, a sole source vendor.
- Equipment in the event of catastrophic events/unplanned requirements to be expended only as needed - \$400,000.
- Communications installation and maintenance test equipment - \$60,000
- Data center switch enhancement and WAN acceleration equipment - \$400,000.
- Equipment for Contact Center - \$780,000
- Hardware purchase for VOIP - \$400,000
- Equipment replacement - \$500,000

Sources of \$28.3 million include the revenue from the many services the Department provides. Two primary services include the Telephone and Radio systems which support a multitude of internal and external customers. This revenue supports the mission critical services that customers rely on to provide public safety and in the pursuit of the County's overall goals and objectives. In 2013-14, sources will be used to fund infrastructure enhancements and upgrades to the telephone and radio systems, as well as software to administer these respective systems to ensure the efficient operation of critical systems.



## BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$10.7 million fund 95 regular budgeted positions and are increasing by \$546,205 due to the addition of 5 operations positions and deletion of 2 support positions.

Operating expenses of \$20.0 million primarily fund telephone and communications related costs and services, travel and transfers. These costs are decreasing by \$1.6 million as a result of decreases in application development enhancement charges, decrease in transfers for space charges, and an increase in application development support and maintenance charges.

Reimbursements of \$6.4 million represent payments of administrative costs by individual service departments within the Telecommunication Services budget unit. The \$360,138 increase is due to an increase in administration unit services and supplies reimbursements.

Operating transfers out are decreasing by \$43,407 due to complete repayment of policy item funding for the Disaster Recovery project.

Sources of \$28.3 million includes the following services: telephone, voicemail, toll free 800 numbers, rack space rental, pagers, 800 Megahertz (MHz) radio access/maintenance, mobile data computer access, dispatch console maintenance, communication installation labor, electronic maintenance labor, and WAN service charges. The decrease of \$526,978 is due to an overall reduction in rates.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$10.7 million fund 95 budgeted regular positions. The budget includes the addition of 5 positions due to workload requirements: 1 Network Analyst, 2 Systems Support Analyst IIIs, 1 Equipment Parts Specialist, and 1 Communication Technician I. These additions are offset by the deletion of 1 Fiscal Specialist that is no longer needed and the transfer of 1 Secretary I to Computer Operations as a result of departmental reorganization, resulting in a net increase of 3 positions.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Data and Cabling	14	0	14	14	0	0	14
Radio Access	16	0	16	14	2	0	16
Radio Time and Material	4	0	4	3	0	1	4
Management Services	11	0	11	9	1	1	11
Radio Subscriber Maintenance	6	0	6	6	0	0	6
Transport Operations	8	0	8	6	2	0	8
Telephone Operations	30	0	30	27	1	2	30
Wide Area Network	6	0	6	5	0	1	6
<b>Total</b>	<b>95</b>	<b>0</b>	<b>95</b>	<b>84</b>	<b>6</b>	<b>5</b>	<b>95</b>

<b>Data and Cabling</b> <u>Classification</u> 1 Supv Communication Technician 1 Communication Technician III 2 Communicaiton Technician II 5 Communication Technican I 5 Communication Installer <hr/> 14 Total	<b>Radio Access</b> <u>Classification</u> 2 Special Projects Leader 6 800 Megahertz Analyst 1 Supv Communication Technician 1 Network Analyst 1 Telecommunications Engineer 1 Communication Technician III 1 Communicaiton Technician II 1 Communication Technican I 1 Communication Installer 1 Office Assistant II <hr/> 16 Total	<b>Radio Time and Material</b> <u>Classification</u> 3 Communication Technician I 1 Communication Installer <hr/> 4 Total
<b>Management Services</b> <u>Classification</u> 1 Network Services Division Chief 2 Deputy Chief of Network Services 1 System Support Analyst III 1 Staff Analyst II 1 Equipment Parts Supervisor 2 Equipment Parts Specialist II 1 Equipment Parts Specialist I 1 Storekeeper 1 IT Technical Assistant II <hr/> 11 Total	<b>Radio Subscriber Maintenance</b> <u>Classification</u> 1 Network Services Supervisor 1 800 Megahertz Analyst 1 Communication Technician III 1 Communicaiton Technician II 1 Storekeeper 1 Office Assistant III <hr/> 6 Total	<b>Transport Operations</b> <u>Classification</u> 1 Network Services Supervisor 2 Network Analyst 1 Supv Communication Technician 2 Communication Technician III 2 Communicaiton Technician II <hr/> 8 Total
<b>Telephone Operations</b> <u>Classification</u> 1 Network Services Supervisor 2 Special Projects Leader 3 Network Analyst 2 Supv Communication Technician 2 Telecommunications Engineer 5 Communication Technician III 2 Communicaiton Technician II 1 Product Specialist 6 Telephone Service Specialist 1 System Support Analyst III 1 Supervising Office Assistant 4 Office Assitant II <hr/> 30 Total	<b>Wide Area Network</b> <u>Classification</u> 1 Network Services Supervisor 5 System Support Analyst III <hr/> 6 Total	



## PURCHASING

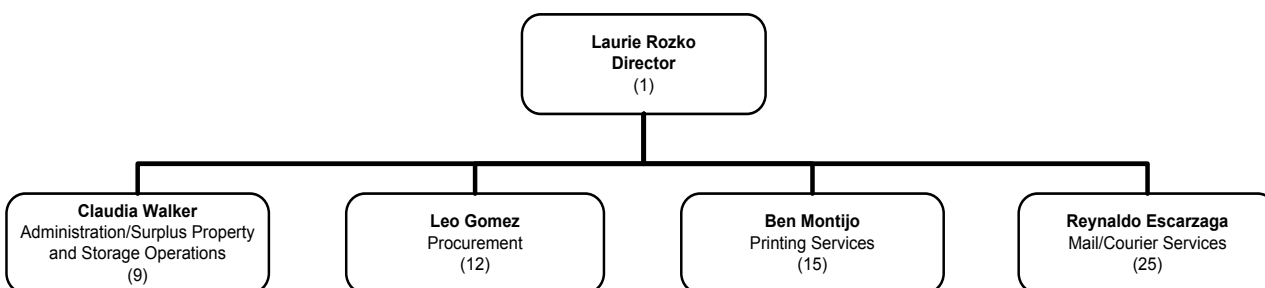
### Laurie Rozko

#### DEPARTMENT MISSION STATEMENT

*The Purchasing Department is dedicated to making government purchasing easy for businesses, while managing cost-effective and efficient acquisition of goods and services. We offer exceptional customer service, innovative processes, and proven business practices in support of County of San Bernardino goals and objectives.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Completed phase one implementation of the County's Electronic Procurement Network, ePro. This project enables better contract tracking and compliance, verifies funds prior to order release, and will decrease cycle times and transaction costs.
- Received an "Achievement of Excellence in Procurement" Award from the National Institute for Governmental Purchasing, ranking in the top 10 percent of public agencies nationwide.
- Implemented server architecture upgrades for ePro, in tandem with the Information Services Department, to improve system performance and transaction speed.
- Established a pre-position contract for disaster recovery services, to effect response from a national network of vendors for an emergency or catastrophic event.
- Received the Equal Opportunity Commission's "Moving Ahead" award for proactive employment activities.
- Began targeting product and service categories to aggregate demand across County departments, such as the new Countywide document storage contract that will generate significant annual savings.
- Sharpened the Department's focus on support for small and local business initiatives, vendor shows, and training activities that support economic development goals.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY

- Objective(s):**
- *Review and revise fees, processes and decision-making to ensure a business friendly environment.*
  - *Utilize County programs and resources to maximize job creation.*

- Department Strategy:**
- *Improve overall satisfaction with the level of service, personal assistance, response time, access to information, training, supplier events, and bidding opportunities provided to vendors.*
  - *Participate in vendor activities that correlate to business success and economic development, including: 1) "How to do business with the County" presentations; 2) Vendor/buyer meetings; 3) Pre-bid meetings, job walks and bid openings; 4) Vendor shows or demonstrations; and 5) Small business fairs, economic development activities, Chamber of Commerce meetings, or tradeshow.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Average supplier satisfaction on 100% scale.	N/A	N/A	87%	80%
Number of scheduled vendor meetings and events.	N/A	N/A	373	600

### COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER

- Objective(s):**
- *Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.*

- Department Strategy:**
- *Create operational efficiencies and cost savings through countywide purchases and programs.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Number of new bids or contracts that aggregate countywide demand to achieve better volume pricing	N/A	N/A	3	5

### COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS

- Objective(s):**
- *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

- Department Strategy:**
- *Improve cycle time from the receipt of requisition to issuance of purchase order or contract.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage reduction in average purchasing cycle time for Open Market Purchase Orders up to \$100,000.	N/A	N/A	40%	5%





## SUMMARY OF BUDGET UNITS

2013-14						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<u>General Fund</u>						
Purchasing	2,067,102	557,076	1,510,026			20
Total General Fund	2,067,102	557,076	1,510,026			20
<u>Internal Service Funds</u>						
Printing Services	3,779,471	3,876,640			97,169	15
Surplus Property and Storage Operations	370,581	375,000			4,419	2
Mail/Courier Services	6,947,787	6,705,583			(242,204)	25
Total Internal Service Funds	11,097,839	10,957,223			(140,616)	42
<b>Total - All Funds</b>	13,164,941	11,514,299	1,510,026		(140,616)	62

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Purchasing	1,350,519	1,301,517	1,308,823	2,091,145	2,067,102
Printing Services	4,607,561	4,220,738	3,837,528	3,804,878	3,779,471
Surplus Property and Storage Operations	265,654	403,885	363,796	373,942	370,581
Mail/Courier Services	6,892,716	6,321,743	6,646,394	6,921,187	6,947,787
<b>Total</b>	<b>13,116,450</b>	<b>12,247,883</b>	<b>12,156,541</b>	<b>13,191,152</b>	<b>13,164,941</b>

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Purchasing	431,428	413,692	500,198	928,168	557,076
Printing Services	4,033,168	4,669,935	3,756,976	3,720,329	3,876,640
Surplus Property and Storage Operations	286,870	253,411	271,856	269,266	375,000
Mail/Courier Services	6,887,926	6,186,936	6,495,026	6,772,587	6,705,583
<b>Total</b>	<b>11,639,392</b>	<b>11,523,974</b>	<b>11,024,056</b>	<b>11,690,350</b>	<b>11,514,299</b>

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Purchasing	919,091	887,825	808,625	1,162,977	1,510,026
<b>Total</b>	<b>919,091</b>	<b>887,825</b>	<b>808,625</b>	<b>1,162,977</b>	<b>1,510,026</b>

5-YEAR NET BUDGET TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Printing Services	(574,393)	449,197	(80,552)	(84,549)	97,169
Surplus Property and Storage Operations	21,216	(150,474)	(91,940)	(104,676)	4,419
Mail/Courier Services	(4,790)	(134,807)	(151,368)	(148,600)	(242,204)
<b>Total</b>	<b>(557,967)</b>	<b>163,916</b>	<b>(323,860)</b>	<b>(337,825)</b>	<b>(140,616)</b>

Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.



## Purchasing

### DESCRIPTION OF MAJOR SERVICES

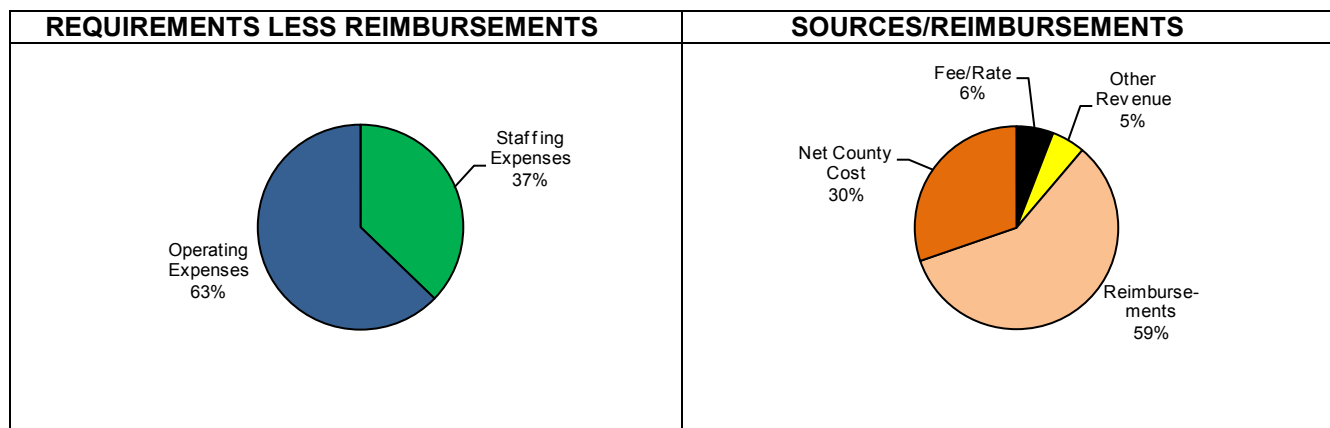
The Purchasing Department manages vendor relationships and acquires equipment, services, and supplies used by County departments and Board-governed districts. Staff facilitates the procurement process, administers contracts and the CAL-Card program, and promotes cost-saving initiatives throughout the County. In addition, the Department provides in-house printing, mail, surplus property, and storage services which are accounted for in the Department's three internal service funds.

#### Budget at a Glance

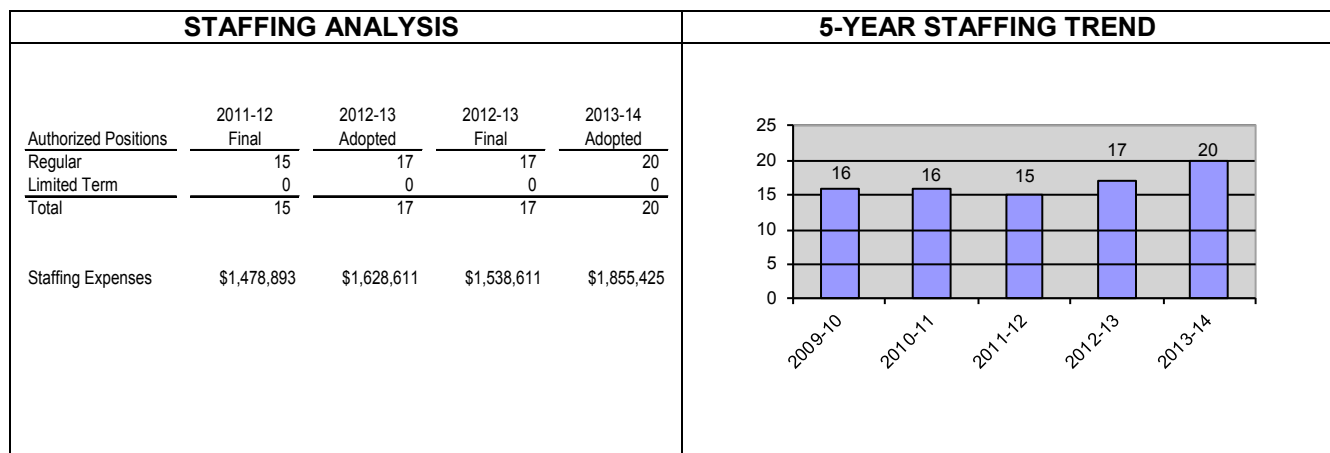
Total Requirements	\$2,067,102
Total Sources	\$557,076
Net County Cost	\$1,510,026
Total Staff	20
Funded by Net County Cost	30%

The Purchasing Department values integrity, and strives to: source quality products with reasonable prices and timely deliveries; offer progressive services through the efficient use of automation; give all willing vendors the opportunity to provide their products and services in a fair, open, and competitive environment; and treat each department, employee, and vendor with respect and understanding. By meeting these objectives, the Department fulfills its purchasing obligations and the legal requirements of San Bernardino County.

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
DEPARTMENT: Purchasing  
FUND: General

BUDGET UNIT: AAA PUR  
FUNCTION: General  
ACTIVITY: Finance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	1,474,553	1,497,693	1,415,613	1,536,384	1,538,611	1,855,425	316,814
Operating Expenses	2,653,542	2,635,555	2,768,865	3,342,386	3,346,281	3,128,524	(217,757)
Capital Expenditures	13,319	216,937	162,829	56,775	65,210	0	(65,210)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	4,141,414	4,350,185	4,347,307	4,935,545	4,950,102	4,983,949	33,847
Reimbursements	(2,803,918)	(3,048,672)	(3,074,099)	(2,896,068)	(2,858,957)	(2,916,847)	(57,890)
Total Appropriation	1,337,496	1,301,513	1,273,208	2,039,477	2,091,145	2,067,102	(24,043)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,337,496	1,301,513	1,273,208	2,039,477	2,091,145	2,067,102	(24,043)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	255	0	0	0	0	0
Fee/Rate	320,480	293,606	305,248	339,995	370,982	292,492	(78,490)
Other Revenue	110,949	119,827	181,799	664,862	557,186	264,584	(292,602)
Total Revenue	431,429	413,688	487,047	1,004,857	928,168	557,076	(371,092)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	431,429	413,688	487,047	1,004,857	928,168	557,076	(371,092)
Net County Cost	906,067	887,825	786,161	1,034,620	1,162,977	1,510,026	347,049
Budgeted Staffing					17	20	3

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Operating expenses make up the majority of the Department's expenditures within this budget unit for 2013-14. Major expenditures include approximately \$2.6 million in expenses for the countywide office supply program and equivalent reimbursements from user departments.

Sources of \$557,076 include \$292,492 from the service charge for administering the County office supply program and consolidated billing, as well as \$264,584 from various rebate agreements associated with Countywide procurement programs.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Overall requirements are decreasing by \$24,023 and include increases in staffing expenses, reductions in capitalized software, and reductions in reimbursements associated with the elimination of one position which was partially funded by the department's various internal services funds. Overall sources are decreasing by \$371,092 due to the elimination of one-time pass through revenue associated with the transition to a new vendor for countywide records management.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$1.9 million fund 20 budgeted regular positions and also includes funding for two reclassification requests currently under review in Human Resources. To meet workload requirements and enhance service delivery to County departments, the following staffing changes are requested and result in a net increase of three budgeted positions:

**Additions**

- 1 Staff Analyst I for contracts administration and analysis.
- 1 Staff Analyst II for budgetary and policy work.
- 2 Buyer II positions to manage workload and assist with product trials, program implementation, and aggregation of demand.
- 1 Buyer III position to be assigned to the medical center, focusing on contracting and complex service procurements.



**Deletions**

- 1 Business Systems Analyst III which is vacant due to the incumbent having been transferred to a vacancy in another department in order to allocate the funding to procurement. The Department will be utilizing the Information Services Department for systems support on an as-needed basis
- 1 Accounting Technician which was added in 2012-13 but not filled in order to fund a new staff analyst position.

**Reclassifications**

The Department has requested that Human Resources review 1 filled Staff Analyst II position and 1 filled Administrative Supervisor I position for consideration of reclassification. These positions have undertaken higher level duties related to functional configurations and processes for the electronic procurement system, and broad administrative management responsibilities across Purchasing divisions, respectively. While funding of \$38,840 has been included in this budget, the Department will present a recommended classification action for Board approval when the study has been completed by Human Resources.

**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Director	1	0	1	1	0	0	1
Administration	7	0	7	5	0	2	7
Procurement	12	0	12	9	0	3	12
Total	20	0	20	15	0	5	20

Director	Administration	Procurement
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Purchasing	1 Executive Secretary II	1 Supervising Buyer
1 Total	1 Administrative Supervisor I	3 Buyer III
	2 Staff Analyst II	6 Buyer II
	1 Accounting Technician	1 Staff Analyst I
	1 Fiscal Assistant	1 Office Specialist
	1 Office Assistant	12 Total
	7 Total	



## Printing Services

### DESCRIPTION OF MAJOR SERVICES

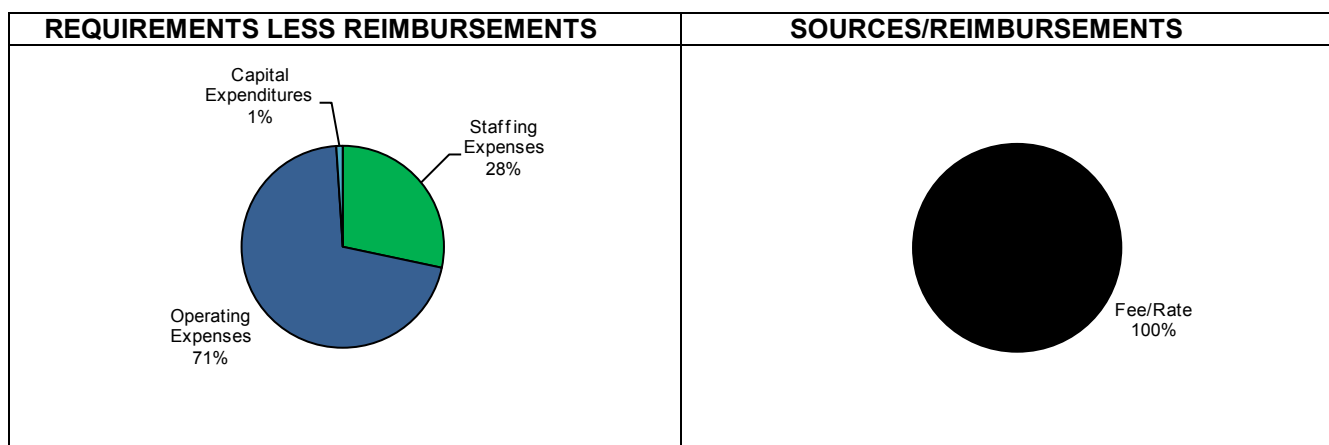
Printing Services designs, prints, and finishes high quality print production materials using the latest technology, and operates three locations for Quick Copy services.

As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted net assets available at the end of a fiscal year are carried over for working capital or equipment replacement. Any excess or shortage in fund balance is reviewed and incorporated into the rate structure of the following fiscal year.

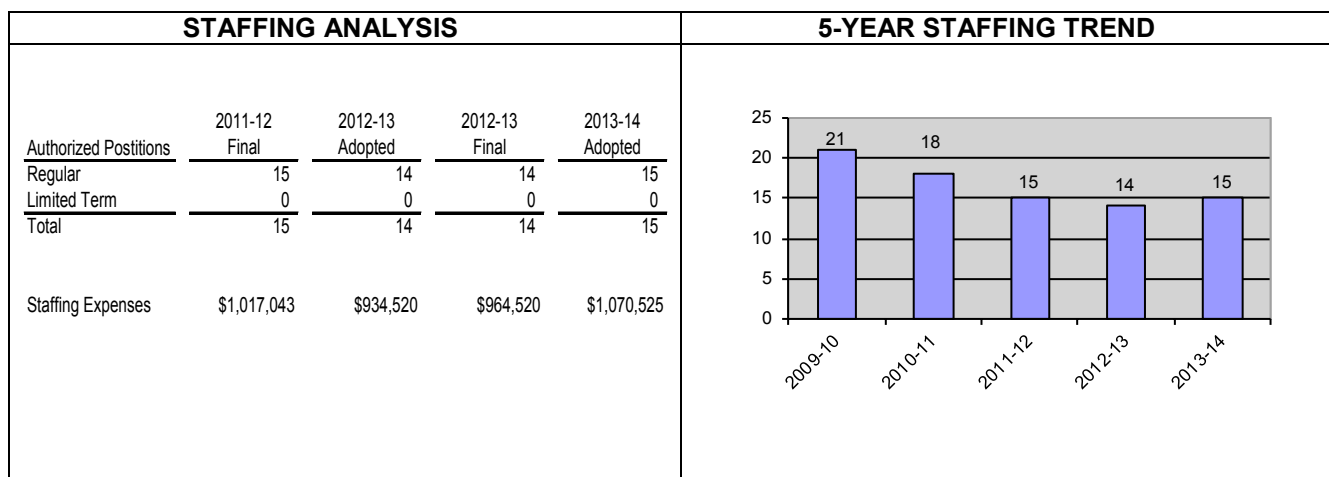
#### Budget at a Glance

Total Requirements	\$3,779,471
Total Sources	\$3,876,640
Net Budget	\$97,169
Estimated Unrestricted Net Assets	\$2,084,298
Use of Unrestricted Net Assets	\$0
Total Staff	15

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Administration  
DEPARTMENT: Purchasing  
FUND: Printing Services

BUDGET UNIT: IAG PUR  
FUNCTION: General  
ACTIVITY: Printing

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	1,123,607	1,070,388	983,869	960,731	964,520	1,070,525	106,005
Operating Expenses	3,241,560	3,081,818	2,677,276	2,771,795	2,775,358	2,669,946	(105,412)
Capital Expenditures	0	67,632	19,997	52,501	65,000	39,000	(26,000)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	4,365,167	4,219,838	3,681,142	3,785,028	3,804,878	3,779,471	(25,407)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	4,365,167	4,219,838	3,681,142	3,785,028	3,804,878	3,779,471	(25,407)
Operating Transfers Out	0	0	27,000	0	0	0	0
Total Requirements	4,365,167	4,219,838	3,708,142	3,785,028	3,804,878	3,779,471	(25,407)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	4,485,828	4,451,608	4,187,887	4,232,556	3,690,329	3,876,640	186,311
Other Revenue	0	54	0	(617,928)	30,000	0	(30,000)
Total Revenue	4,485,828	4,451,662	4,187,887	3,614,628	3,720,329	3,876,640	156,311
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	4,485,828	4,451,662	4,187,887	3,614,628	3,720,329	3,876,640	156,311
Net Budget	120,661	231,824	479,745	(170,400)	(84,549)	97,169	181,718
Budgeted Staffing					14	15	1

## MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET

Operating expenses of \$2.7 million fund the costs of materials, outside printing services, lease costs for production copiers and purchases of equipment.

Expenses are charged to County departments and outside agencies through the rates that the Department prepares annually. For 2013-14, the Department has kept rates unchanged versus the prior year, but a rate study will be conducted to determine the rates to be charged to adequately fund operations.

In 2013-14 the Division anticipates \$39,000 in capital expenditures, a decrease of \$26,000 from the prior year. This will fund the purchase of replacement computer equipment for the graphic designer team as well as enhance the Division's networked storage infrastructure.

Sources of \$3.9 million represents projected revenue from rates charged to departments for black and white copies, color copies, graphic design services and outside printing services.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Overall requirements are anticipated to remain flat versus the prior year, decreasing slightly by \$25,407. An increase of \$106,005 in staffing expenses is primarily due to budgeted staffing increasing by one position, a reclassification of an existing filled position, as well as incremental increases in retirement costs. Operating expenses are decreasing by \$105,412 as a result of budgeting to more closely match the current workload.

Sources are increasing by \$156,311 to more closely match the current revenue trends as well as anticipated increases in revenue workload due to the addition of the Graphic Designer position.



## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.1 million fund 15 budgeted regular positions.

Changes within the 2013-14 Budget include the addition of 1 Graphic Designer I position. The position and incumbent will be transferred from the Economic Development Agency (EDA) to Printing Services to handle increasing workload within the Printing Division and allow EDA to reduce budgeted staffing based on reductions in the need for a full-time graphic designer position.

In addition, a reclassification is requested for a Bindery Equipment Operator to a Reproduction Equipment Operator I to reflect duties performed and also give the Division more flexibility when assigning work.

### 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Printing Services Manager	1	0	1	1	0	0	1
Graphic Arts	4	0	4	4	0	0	4
Quick Copy and Print Shop	10	0	10	10	0	0	10
Total	15	0	15	15	0	0	15

Printing Services Manager		Graphic Arts		Quick Copy and Print Shop	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Printing Services Manager	3	Graphic Designer I	8	Reproduction Equipment Operator I
1	Total	1	Graphic Designer II	2	Reproduction Equipment Operator II
		4	Total	10	Total



## Surplus Property and Storage Operations

### DESCRIPTION OF MAJOR SERVICES

Surplus Property and Storage Operations manage County storage and excess property, internally reallocating used items to departments, distributing equipment to approved community-based organizations, and contracting with auctioneers and recyclers. Detailed reporting is required under County policy and state law.

#### Budget at a Glance

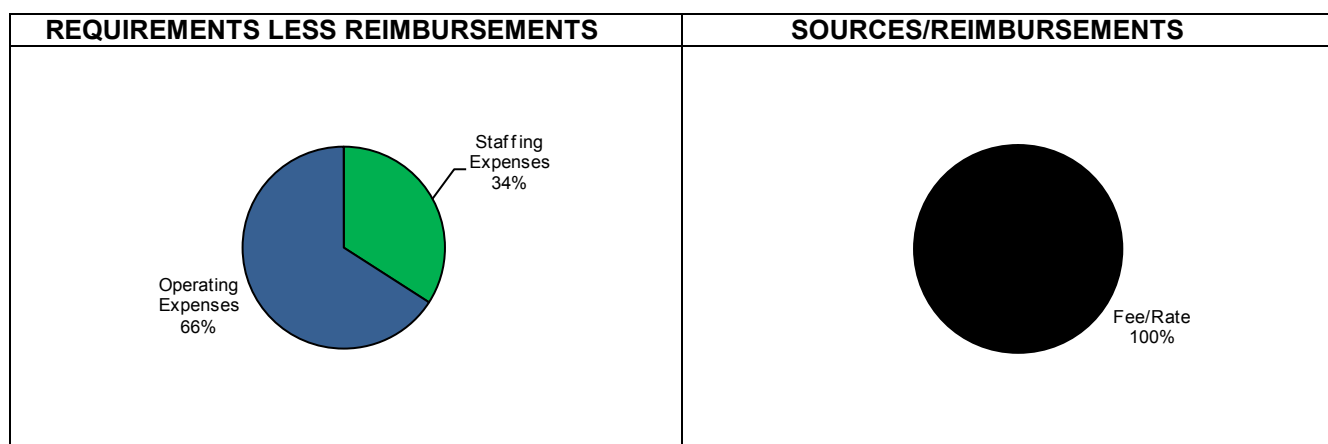
Total Requirements	\$370,581
Total Sources	\$375,000
Net Budget	\$4,419
Estimated Unrestricted Net Assets	\$94,052
Use of Unrestricted Net Assets	\$0
Total Staff	2

As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted net assets available at the end of a fiscal year are carried over for working capital or equipment replacement. Any excess or shortage in fund balance is reviewed and incorporated into the rate structure for the following fiscal year.

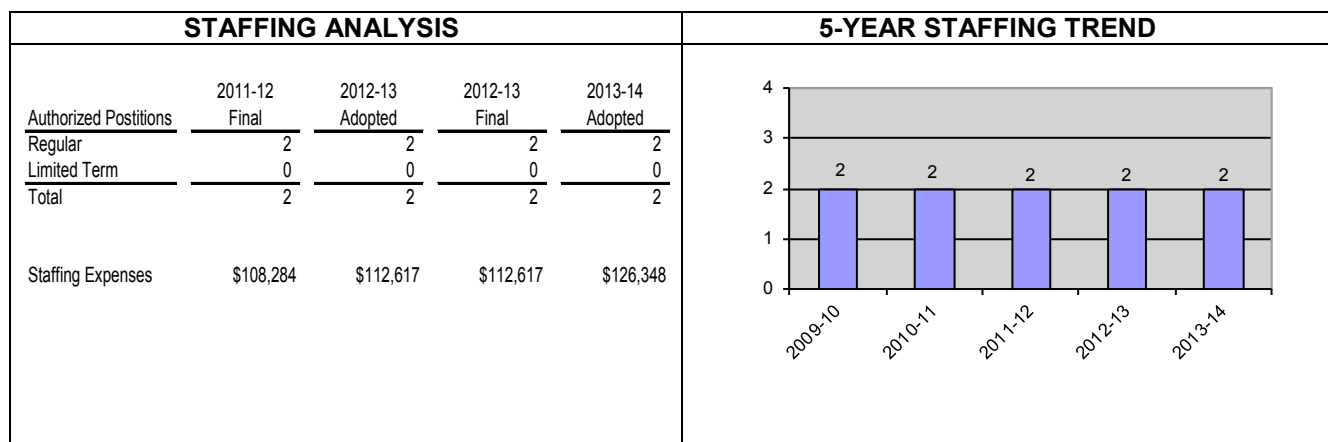
On February 26, 2013, (Item No. 42), the Board approved changes to the rate structure. The hard drive wiping and the per-item handling rates were eliminated, the storage rate was increased, and a 0.5% rate will be assessed on encumbrances of commodities frequently received at Surplus Property.

This rate change addresses the projected overspending of unrestricted net assets. However, plans for any significant discretionary expenditures will be monitored closely and perhaps delayed until this budget unit is adequately funded.

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING





**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
 DEPARTMENT: Purchasing  
 FUND: Surplus Property and Storage Operations

BUDGET UNIT: IAV PUR  
 FUNCTION: General  
 ACTIVITY: Surplus and Storage

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	98,737	102,719	107,184	111,814	112,617	126,348	13,731
Operating Expenses	143,947	301,165	244,293	242,209	261,325	244,233	(17,092)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	242,684	403,884	351,477	354,023	373,942	370,581	(3,361)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	242,684	403,884	351,477	354,023	373,942	370,581	(3,361)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	242,684	403,884	351,477	354,023	373,942	370,581	(3,361)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	333,042	360,903	332,148	352,031	268,045	375,000	106,955
Other Revenue	(489)	0	0	15,120	1,221	0	(1,221)
Total Revenue	332,553	360,903	332,148	367,151	269,266	375,000	105,734
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	332,553	360,903	332,148	367,151	269,266	375,000	105,734
Net Budget	89,869	(42,981)	(19,329)	13,128	(104,676)	4,419	109,095
				Budgeted Staffing	2	2	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Overall requirements of \$370,581 consists primarily of operating expenses which includes COWCAP, insurance charges, facilities charges, professional services, and transfers for a share of services provided by administrative staff budgeted in Purchasing's general fund budget unit. Sources of \$375,000 include auction revenue, revenue from the new rates, and proceeds from recycling with outside vendors. It also includes reimbursement from Human Services for the participation of Community-Based Organizations in the Surplus Property program.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Overall requirements of \$370,581 are flat versus the prior year due to slight increases in staffing expenses which are offset by slight reductions in operating expenses. Overall sources are anticipated to increase by \$105,734 based on recent changes in surplus rates. On February 26, 2013 (Item No. 42), the Board approved a change to the rate structure of Surplus Property. Storage rates increased from \$0.33 per cubic foot to \$0.38 per cubic foot. In addition, the computer hard drive certification rate and the per-item handling rate were eliminated. In place of the previous handling rate structure, a new rate of 0.5% was established and will be assessed on encumbrances of the types of commodities that are most frequently received at the Surplus Division for recycling, auction or other disposal. These rate adjustments are anticipated to result in an increase of \$106,955 in revenue and ensure the long term financial sustainability of the Division.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$126,348 fund two budgeted regular positions. No staffing changes are planned at this time. The current staffing levels are able to manage the workload with careful planning for staff absences.

**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Surplus Property and Storage	2	0	2	2	0	0	2
Total	2	0	2	2	0	0	2

**Surplus Property and Storage**Classification

- 1 Stores Supervisor I
- 1 Storekeeper
- 2 Total



## Mail/Courier Services

### DESCRIPTION OF MAJOR SERVICES

Mail/Courier Services provides mail handling and interoffice mail delivery. Mail handling includes various expedited shipping services, along with automated mail duties. There are ten courier routes, six postage meter stations and a certified mail post.

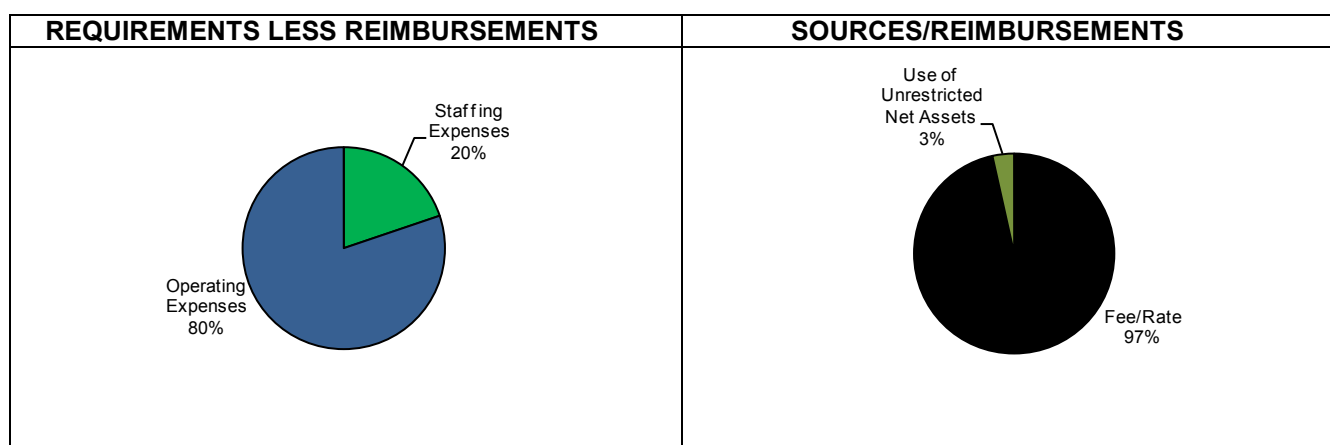
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates.

Unrestricted net assets available at the end of a fiscal year are carried over for working capital or equipment replacement. Any excess or shortage in fund balance is reviewed and incorporated into the rate structure for the following fiscal year.

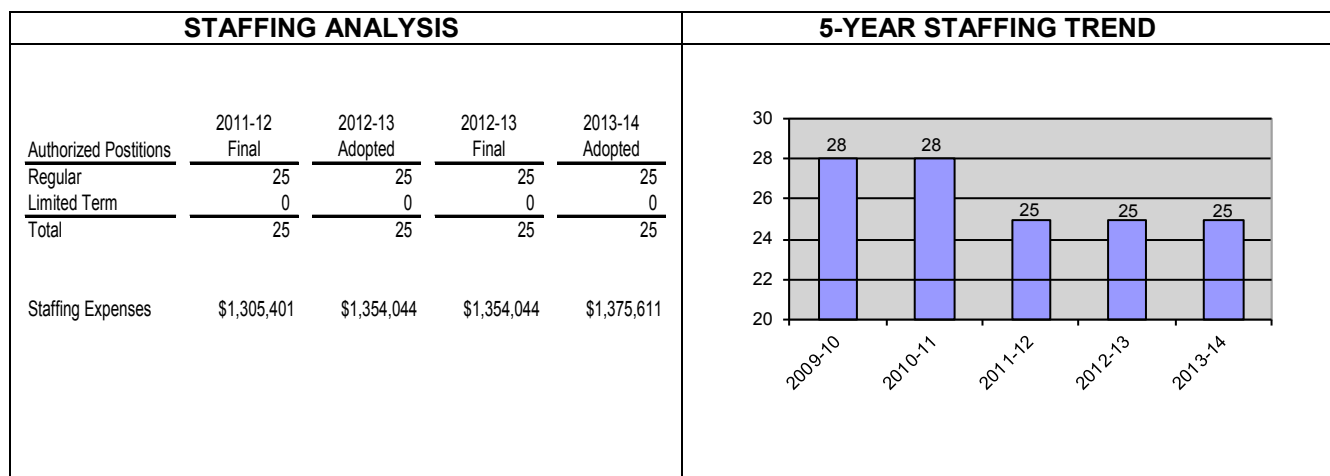
#### Budget at a Glance

Total Requirements	\$6,947,787
Total Sources	\$6,705,583
Net Budget	(\$242,204)
Estimated Unrestricted Net Assets	\$1,276,732
Use of Unrestricted Net Assets	\$242,204
Total Staff	25

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
DEPARTMENT: Purchasing  
FUND: Mail/Courier Service

BUDGET UNIT: IAY PUR  
FUNCTION: General  
ACTIVITY: Mail/Courier Service

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	1,306,725	1,317,875	1,223,699	1,233,422	1,354,044	1,375,611	21,567
Operating Expenses	5,017,325	4,951,443	5,132,730	5,286,485	5,502,543	5,572,176	69,633
Capital Expenditures	0	10,727	0	63,586	64,600	0	(64,600)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	6,324,050	6,280,045	6,356,429	6,583,493	6,921,187	6,947,787	26,600
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,324,050	6,280,045	6,356,429	6,583,493	6,921,187	6,947,787	26,600
Operating Transfers Out	0	40,000	0	0	0	0	0
Total Requirements	6,324,050	6,320,045	6,356,429	6,583,493	6,921,187	6,947,787	26,600
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	6,358,703	6,279,024	6,323,760	6,340,040	6,752,587	6,705,583	(47,004)
Other Revenue	0	0	0	19,448	20,000	0	(20,000)
Total Revenue	6,358,703	6,279,024	6,323,760	6,359,488	6,772,587	6,705,583	(67,004)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	6,358,703	6,279,024	6,323,760	6,359,488	6,772,587	6,705,583	(67,004)
Net Budget	34,653	(41,021)	(32,669)	(224,005)	(148,600)	(242,204)	(93,604)
Budgeted Staffing					25	25	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Operating expenses represent the majority of this budget unit's expenditures totaling nearly \$5.6 million. The single largest expenditure (approximately \$4.5 million) within this budget unit is postage which the Department expends on behalf of County departments and gets reimbursed through Board approved rates.

Sources totaling \$6.7 million represents payments from departments for mail handling and mail delivery for direct postage costs and the rate charged to provide services.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Increases in requirements totaling \$26,600 include increasing postage costs from the USPS and increased vendor costs to provide services.

Sources are level with the previous year, decreasing by only \$67,004 or 1%. During calendar year 2013 the Department plans to conduct a rate study to ensure that the current rate structure adequately funds the Division's operation and maintains the recommended level of unrestricted net assets.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$1.4 million fund 25 budgeted regular positions. There are no staffing changes included in the 2013-14 Budget. The current staffing levels are able to manage the workload with careful planning for staff absences.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Mail Services Manager	1	0	1	1	0	0	1
Mail/Courier	20	0	20	20	0	0	20
Automated Mail	4	0	4	4	0	0	4
Total	25	0	25	25	0	0	25

Mail Services Manager		Mail/Courier		Automated Mail	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Mail Services Manager	1	Mail Services Supervisor	1	Mail Services Supervisor
1	Total	2	Mail Processor III	1	Mail Processor III
		17	Mail Processor II	2	Mail Processor II
		20	Total	4	Total



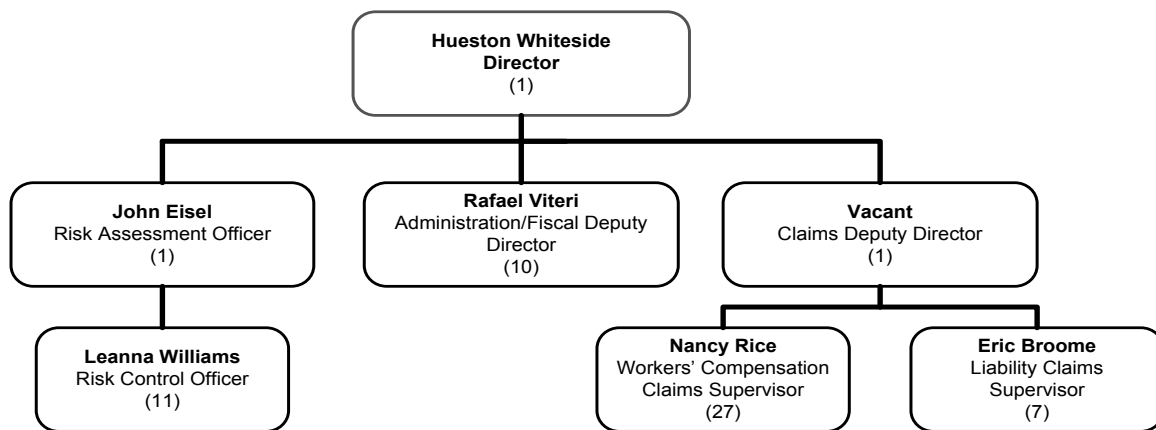
## RISK MANAGEMENT Hueston Whiteside

### DEPARTMENT MISSION STATEMENT

*Risk Management seeks to minimize the frequency and severity of financial loss to the County through an Integrated Risk Management Program that includes identification and assessment of exposures that can result in loss, effective risk reduction and loss prevention programs for identified risks, aggressive claims management, and fiscally responsible risk financing and recovery.*



### ORGANIZATIONAL CHART



### 2012-13 ACCOMPLISHMENTS

- Adjusted all liability and workers' compensation claims and their resultant liabilities have been adjusted to reflect reserves for the life of the claim. This adjustment enables the County to see incurred losses today and into the future for loss modeling and funding purposes.
- Enhanced the County's Workers' Compensation insurance program to reflect the healthy status of reserve funding and appropriately account for catastrophic events. The new program will insure that in the event a catastrophic loss the County's assets will be protected all while saving the County over \$250,000 per year in premiums.
- Completed a major digitizing effort which reduces waste, lowers cost and improves document retrieval efficiency. This effort will provide dividends into the future as less storage space will be required and instant retrieval of vital documents and insurance policies will improve information flow and speed the rate at which losses are recovered.
- Completed the final stages of the Department's virtual classroom and the deployment of online "live" training to employees and supervisors. This training modality allows County employees and supervisors to attend live training while at their home base. Interactive computer input allows the instant administration of questions, answers and examinations from remote locations while achieving the retention rate of live training. This modality saves the County from unproductive travel time and travel related expense while increasing convenience and participation.

## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER

- Objective(s):**
- *Live within our means, fully funding basic operating systems, liabilities and reserves, while forming capital to strategically invest in the future.*

**Department Strategy:**

- *Minimize the total cost of risk, through insurance purchasing, risk retention and risk transfer.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Cost of risk as a percent of County budget. Target less than 2%.	1.8%	<2%	1.9%	<2%

### COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS

- Objective(s):**
- *Develop consistent messaging for the organization.*
  - *Ensure that employees know that they and their work are valued.*

**Department Strategy:**

- *Provide formal training courses and informal consultation targeting safety, loss control, and risk transfer needs as identified by departments.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage increase in number of people who are trained (2,168 baseline).	14%	15%	18%	25%



**SUMMARY OF BUDGET UNITS**

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>Internal Service Funds</u></b>						
Operations	6,362,438	6,362,438			0	58
Insurance Programs	93,832,429	65,504,055			(28,328,374)	0
Total Internal Service Funds	100,194,867	71,866,493			(28,328,374)	58

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Operations	6,597,156	5,869,647	5,847,272	6,382,955	6,362,438
Insurance Programs	66,040,123	67,582,150	73,666,148	93,526,031	93,832,429
Total	72,637,279	73,451,797	79,513,420	99,908,986	100,194,867

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Operations	6,570,156	5,816,912	5,794,537	6,357,955	6,362,438
Insurance Programs	68,127,100	62,912,172	67,269,962	68,436,912	65,504,055
Total	74,697,256	68,729,084	73,064,499	74,794,867	71,866,493

5-YEAR NET BUDGET TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Operations	(27,000)	(52,735)	(52,735)	(25,000)	0
Insurance Programs	2,086,977	(4,669,978)	(6,396,186)	(25,089,119)	(28,328,374)
Total	2,059,977	(4,722,713)	(6,448,921)	(25,114,119)	(28,328,374)

*Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.*



## Operations

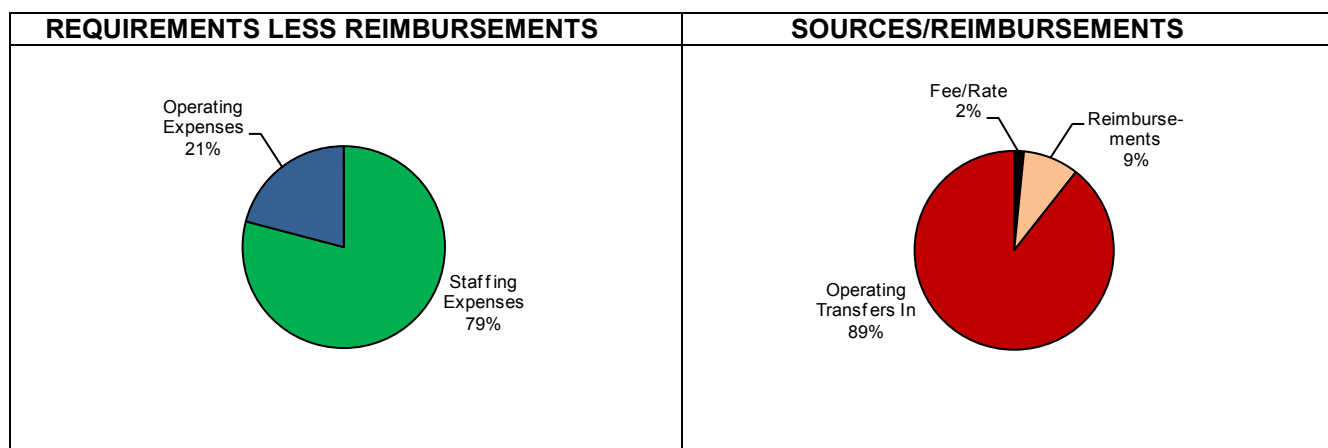
### DESCRIPTION OF MAJOR SERVICES

Risk Management administers the County's self-insured workers' compensation, public liability, property conservation, safety and risk reduction programs and its insured programs. All programs are paid from self-insurance funds and financed by charging general fund and non-general fund departments, as well as Board-Governed Special Districts and County Service Areas. Each is billed for its specific coverage for the cost to pay losses under the self-insured programs and the cost of insurance for the insured programs.

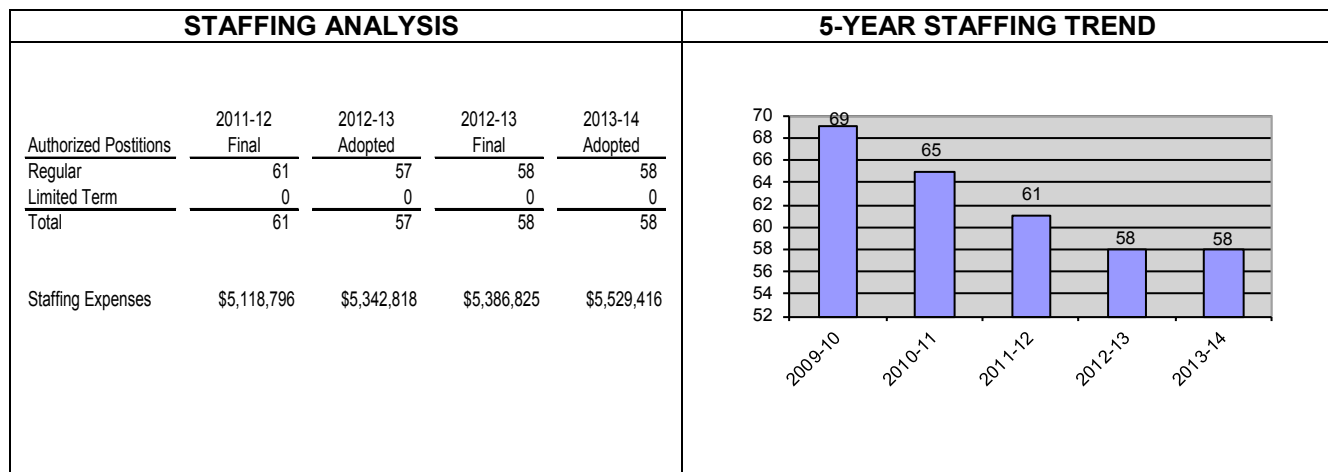
#### Budget at a Glance

Total Requirements	\$6,362,438
Total Sources	\$6,362,438
Net Budget	\$0
Estimated Unrestricted Net Assets	\$1,596,726
Use of Unrestricted Net Assets	\$0
Total Staff	58

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING





**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
DEPARTMENT: Risk Management  
FUND: Operations

BUDGET UNIT: IBP RMG  
FUNCTION: General  
ACTIVITY: Other General

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	5,383,835	5,243,193	5,118,796	5,078,130	5,386,825	5,529,416	142,591
Operating Expenses	1,131,401	1,160,681	1,323,224	1,547,328	1,592,696	1,461,645	(131,051)
Capital Expenditures	31,500	35,822	52,735	0	25,000	0	(25,000)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	6,546,736	6,439,696	6,494,755	6,625,458	7,004,521	6,991,061	(13,460)
Reimbursements	(664,636)	(570,052)	(634,025)	(621,566)	(621,566)	(628,623)	(7,057)
Total Appropriation	5,882,100	5,869,644	5,860,730	6,003,892	6,382,955	6,362,438	(20,517)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,882,100	5,869,644	5,860,730	6,003,892	6,382,955	6,362,438	(20,517)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	29	0	0	0	0	0	0
Fee/Rate	97,610	125,214	106,155	106,961	110,000	110,000	0
Other Revenue	(334,872)	(12,133)	(197,608)	(477,354)	20,000	25,000	5,000
Total Revenue	(237,233)	113,081	(91,453)	(370,393)	130,000	135,000	5,000
Operating Transfers In	6,516,493	6,238,507	5,920,689	6,183,948	6,227,955	6,227,438	(517)
Total Sources	6,279,260	6,351,588	5,829,236	5,813,555	6,357,955	6,362,438	4,483
Net Budget	397,160	481,944	(31,494)	(190,337)	(25,000)	0	25,000
Budgeted Staffing					58	58	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$5.5 million make up the majority of the Department's expenditures within this budget unit for 2013-14. These expenses fund 58 budgeted positions and are necessary to administer the County's insurance programs.

Sources of \$6.4 million are primarily made up of operating transfers in from the insurance funds which are funded through Board of Supervisor's approved premiums paid by departments, Board-Governed Special Districts, and County Service Areas.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are decreasing by \$20,517 based primarily on the increase in salaries and benefits which is offset by the decrease of the COWCAP allocation.

Sources are increasing by \$4,483 primarily due to lower operating transfers in from the insurance funds. This also includes unchanged administrative fee revenue from the Emergency Medical Services Program of \$110,000 and an expected increased level of interest revenue.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$5.5 million fund 58 budgeted regular positions.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	13	0	13	12	1	0	13
Liability Claims	7	0	7	6	1	0	7
Risk Control	11	0	11	10	1	0	11
Worker's Compensation Claims	27	0	27	25	2	0	27
Total	58	0	58	53	5	0	58

Administration	Liability Claims	Risk Control
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Accountant II	1 Liability Claims Representative I	5 Dept. Risk Control Specialist
1 Accounting Technician	1 Liability Claims Representative III	1 Office Assistant III
2 Applications Specialist	3 Liability Claims Representative	1 Risk Control Officer
2 Deputy Director of Risk Mgmt	1 Office Assistant III	3 Risk Control Specialist
1 Director of Risk Management	1 Supvg Liability Claims Rep	1 Staff Analyst II
1 Executive Secretary II	7 Total	11 Total
2 Fiscal Assistant		
1 Office Assistant II		
1 Staff Analyst II		
1 Risk Assessment Officer		
13 Total		
<b>Worker's Compensation Claims</b>		
7 Claims Assistant		
1 Fiscal Assistant		
1 Medical Only Claims Adjuster		
2 Office Assistant II		
1 Office Assistant III		
1 Supv Workers Comp Adjuster		
13 Workers Comp Adjuster II		
1 Workers Comp Adjuster III		
27 Total		



## Insurance Programs

### DESCRIPTION OF MAJOR SERVICES

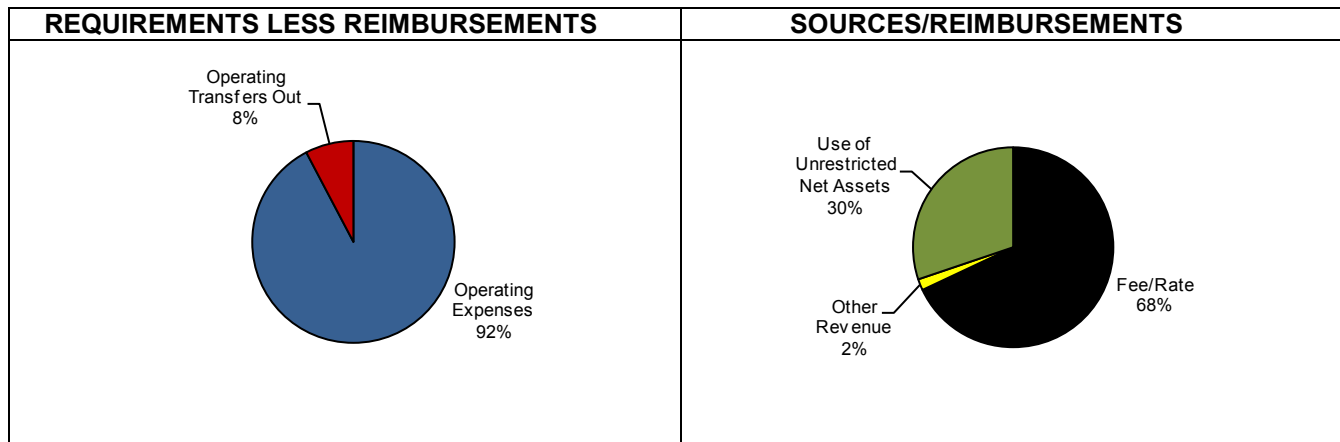
Risk Management administers the County's self-insured workers' compensation, public liability, property conservation, safety and risk reduction programs and its insured programs. All programs are paid from self-insurance funds and financed by charging general fund and non-general fund departments, as well as Board-Governed Special Districts and County Service Areas. Each is billed for its specific coverage for the cost to pay losses under the self-insured programs and the cost of insurance for the insured programs.

#### Budget at a Glance

Total Requirements	\$93,832,429
Total Sources	\$65,504,055
Net Budget	(\$28,328,374)
Estimated Unrestricted Net Assets	\$42,250,406
Use of Unrestricted Net Assets	\$28,328,374
Total Staff	0

There is no staffing associated with this budget unit. Staff that administers these insurance programs are budgeted in Risk Management's Operations budget unit.

### 2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
DEPARTMENT: Risk Management  
FUND: Insurance Programs

BUDGET UNIT: Various  
FUNCTION: General  
ACTIVITY: Insurance Programs

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	58,310,699	60,568,396	67,173,901	62,512,745	86,362,176	86,604,991	242,815
Capital Expenditures	0	0	9,110	7,457	8,527	0	(8,527)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	58,310,699	60,568,396	67,183,011	62,520,202	86,370,703	86,604,991	234,288
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	58,310,699	60,568,396	67,183,011	62,520,202	86,370,703	86,604,991	234,288
Operating Transfers Out	7,114,024	6,558,844	6,235,825	7,059,078	7,155,328	7,227,438	72,110
Total Requirements	65,424,723	67,127,240	73,418,836	69,579,280	93,526,031	93,832,429	306,398
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	16,875	0	0	0	0	0	0
Fee/Rate	67,247,750	58,486,072	67,268,843	68,078,017	62,878,000	63,796,500	918,500
Other Revenue	4,721,680	3,415,163	2,334,747	(57,645,393)	5,440,750	1,707,555	(3,733,195)
Total Revenue	71,986,305	61,901,235	69,603,590	10,432,624	68,318,750	65,504,055	(2,814,695)
Operating Transfers In	1,778	0	0	0	118,162	0	(118,162)
Total Sources	71,988,083	61,901,235	69,603,590	10,432,624	68,436,912	65,504,055	(2,932,857)
Net Budget	6,563,360	(5,226,005)	(3,815,246)	(59,146,656)	(25,089,119)	(28,328,374)	(3,239,255)
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Operating expenses of \$86.6 million include judgment and settlement costs, medical treatment and expenses, temporary disability and loss earnings, property insurance, and legal defense services.

Operating transfers out of \$7.2 million include \$6.2 million in funding to the Operations budget unit and \$1.0 million in reimbursements to departments for claims costs.

Sources of \$65.5 million include \$63.6 million in insurance premiums collected from user departments.

Net Budget of (\$28,328,374) results from a five-year spend-down plan which began in 2009-10 for the Workers' Compensation self-insurance fund. This program is currently over-funded, and the department has been charging a reduced rate to gradually bring down the excess reserves and prevent large premium fluctuations from year to year. For updated information, please refer to Page 82 of the budget book (Discretionary General Funding section).

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by \$306,398 due to increases in operating transfers out for administration expenses and due to ongoing costly settlements and increased liability claim experience. Additionally, there are increased medical claims costs in workers' compensation and premiums for excess insurance are also expected to increase.

Sources are decreasing by \$2.9 million due primarily to less insurance recoveries and anticipated interest revenue.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit. Staff that administers these insurance programs are budgeted in Risk Management's Operations budget unit.



## LOCAL AGENCY FORMATION COMMISSION

### Kathleen Rollings-McDonald

#### SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Local Agency Formation Commission	288,274	0	288,274			0
Total General Fund	288,274	0	288,274			0

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Local Agency Formation Commission	344,637	344,637	311,213	301,000	288,274
<b>Total</b>	<b>344,637</b>	<b>344,637</b>	<b>311,213</b>	<b>301,000</b>	<b>288,274</b>

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Local Agency Formation Commission	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Local Agency Formation Commission	344,637	344,637	311,213	301,000	288,274
<b>Total</b>	<b>344,637</b>	<b>344,637</b>	<b>311,213</b>	<b>301,000</b>	<b>288,274</b>

#### DESCRIPTION OF MAJOR SERVICES

The Local Agency Formation Commission (LAFCO) is an independent regulatory body composed of two elected County supervisors selected by the Board of Supervisors, two city council members chosen by the mayors of the 24 incorporated cities, two elected special district board of directors selected by the presidents of independent special districts in the County, and one public member not associated with the County, city, or special districts who is chosen by the other six commission members. The members are charged with the responsibility to encourage the orderly growth of government agencies, to preserve agricultural lands, to discourage urban sprawl, and to assure efficient delivery of services through local government agencies within San Bernardino County. In meeting these responsibilities, the Commission:

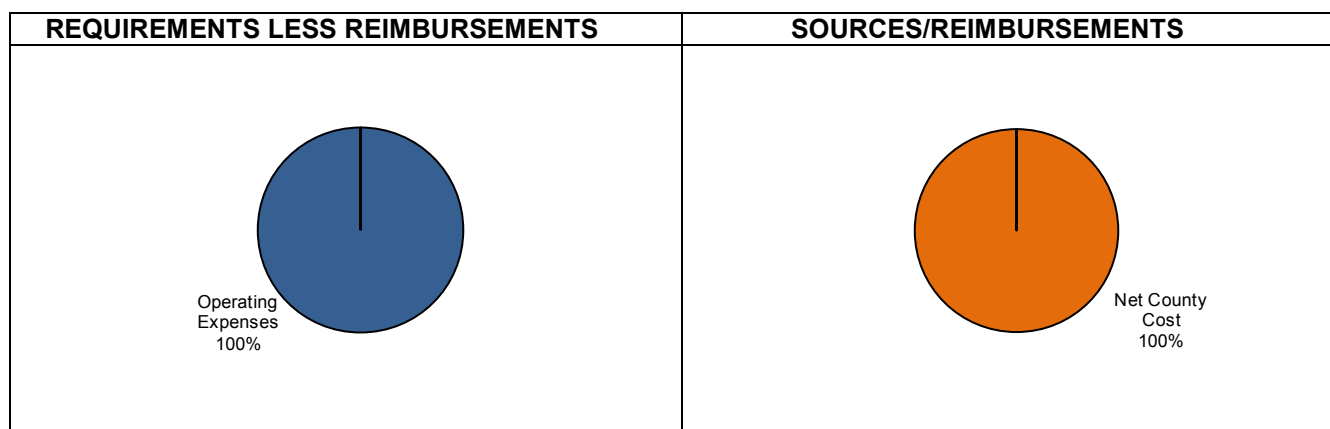
##### Budget at a Glance

Total Requirements	\$288,274
Total Sources	\$0
Net County Cost	\$288,274
Total Staff	0
Funded by Net County Cost	100%

1. Regulates proposed boundary and sphere of influence changes for cities and special districts.
2. Conducts sphere of influence updates and municipal service reviews. The Commission also has the authority to initiate and make studies of existing government agencies and initiate proposals for consolidations, mergers, or dissolutions of special districts based upon its findings.
3. Regulates the formation and dissolution of cities and special districts.
4. Reviews contracts for the provision of services outside the boundaries of cities and special districts.

Costs incurred in this budget unit represent the County's legally mandated contribution to LAFCO which is one-third of the operating cost that is not reimbursed by fees and other revenue.



**2013-14 ADOPTED BUDGET****ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
DEPARTMENT: Local Agency Formation Commission  
FUND: General

BUDGET UNIT: AAA LAF  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	333,805	344,637	311,213	301,000	301,000	288,274	(12,726)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	333,805	344,637	311,213	301,000	301,000	288,274	(12,726)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	333,805	344,637	311,213	301,000	301,000	288,274	(12,726)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	333,805	344,637	311,213	301,000	301,000	288,274	(12,726)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	333,805	344,637	311,213	301,000	301,000	288,274	(12,726)
				Budgeted Staffing	0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Operating expenses represent the County's mandated contribution of one-third of LAFCO's net operating costs, which include salaries and benefits, services and supplies, and travel related expenses offset by revenue from fees and other revenues.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

The County's mandated contribution for 2013-14 is \$288,274 resulting in additional Net County Cost savings from the prior year.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



# COUNTY SCHOOLS

## Gary Thomas

### SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
County Schools	3,159,104	0	3,159,104			0
Total General Fund	3,159,104	0	3,159,104			0

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
County Schools	2,876,738	2,897,138	3,176,324	3,085,995	3,159,104
<b>Total</b>	<b>2,876,738</b>	<b>2,897,138</b>	<b>3,176,324</b>	<b>3,085,995</b>	<b>3,159,104</b>

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
County Schools	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
County Schools	2,876,738	2,897,138	3,176,324	3,085,995	3,159,104
<b>Total</b>	<b>2,876,738</b>	<b>2,897,138</b>	<b>3,176,324</b>	<b>3,085,995</b>	<b>3,159,104</b>



## County Schools

### DESCRIPTION OF MAJOR SERVICES

This budget unit represents the County's total legal and contractual obligations to contribute to the costs of the Superintendent of Schools and District Financial Services, known collectively as the San Bernardino County Superintendent of Schools. San Bernardino County Superintendent of Schools is one of the last dependent County office of education in the state.

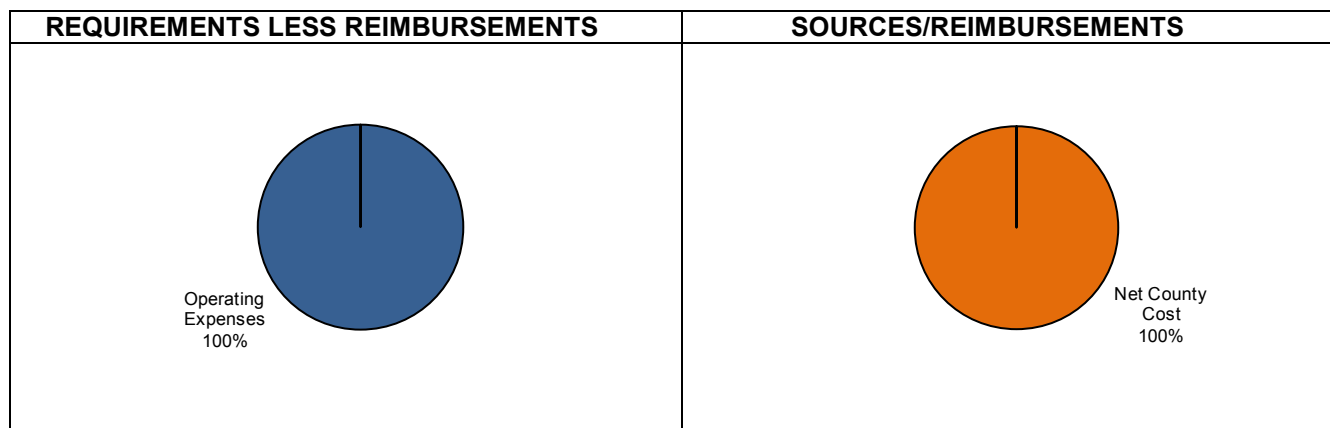
#### Budget at a Glance

Total Requirements	\$3,159,104
Total Sources	\$0
Net County Cost	\$3,159,104
Total Staff	0
Funded by Net County Cost	100%

The Superintendent of Schools is the elected chief school administrative office of the County and is mandated by state law to provide various services for 33 school districts and two regional occupational programs. The Superintendent of Schools also provides ancillary services to five community college districts within the County. Through state and other funding sources, the Superintendent provides services to more than 425,000 grades K through 12 students and approximately 40,000 community college students in accordance with the Education Code. These services also include direct instruction to alternative education, special education, juvenile hall and preschool students.

District Financial Services was established to independently perform all audits and approval functions required of the Auditor-Controller/Treasurer/Tax Collector and the Superintendent of Schools. District Financial Services is jointly responsible to those elected officials. These services include warrant production, control and the examination and audit of the payrolls and other expenditures from the funds of the school districts and entities in the County.

### 2013-14 ADOPTED BUDGET





**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Administration  
DEPARTMENT: County Schools  
FUND: General

BUDGET UNIT: AAA SCL  
FUNCTION: Education  
ACTIVITY: School Administration

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,876,737	2,897,138	3,086,460	2,814,938	3,085,995	3,159,104	73,109
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,876,737	2,897,138	3,086,460	2,814,938	3,085,995	3,159,104	73,109
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,876,737	2,897,138	3,086,460	2,814,938	3,085,995	3,159,104	73,109
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,876,737	2,897,138	3,086,460	2,814,938	3,085,995	3,159,104	73,109
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	2,876,737	2,897,138	3,086,460	2,814,938	3,085,995	3,159,104	73,109
				Budgeted Staffing	0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Major expenditures include payments to the Superintendent of Schools for housing costs of \$553,528, data processing of \$553,628, communications of \$539,629, property insurance of \$58,309, utilities of \$408,719 and a reimbursement for staffing of \$904,010. These payments are mandated responsibilities of the County by Title I of the California Education Code.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

In 2013-14, requirements are increasing by \$73,109 primarily due to anticipated increases in mandated payments based on contractual escalation provisions.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit as it only represents the financial contribution by the County.



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# ARROWHEAD REGIONAL MEDICAL CENTER



**ARROWHEAD REGIONAL MEDICAL CENTER  
SUMMARY**

<b><u>ENTERPRISE FUNDS</u></b>	<b><u>Page #</u></b>	<b><u>Requirements</u></b>	<b><u>Sources</u></b>	<b><u>Net Budget</u></b>	<b><u>Staffing</u></b>
ARROWHEAD REGIONAL MEDICAL CENTER	205				
ARROWHEAD REGIONAL MEDICAL CENTER	206	440,564,187	432,212,005	(8,352,182)	3,608
MEDICAL CENTER LEASE PAYMENTS	216	43,150,014	43,150,014	0	0
TOTAL ENTERPRISE FUNDS		<u>483,714,201</u>	<u>475,362,019</u>	<u>(8,352,182)</u>	<u>3,608</u>



## ARROWHEAD REGIONAL MEDICAL CENTER

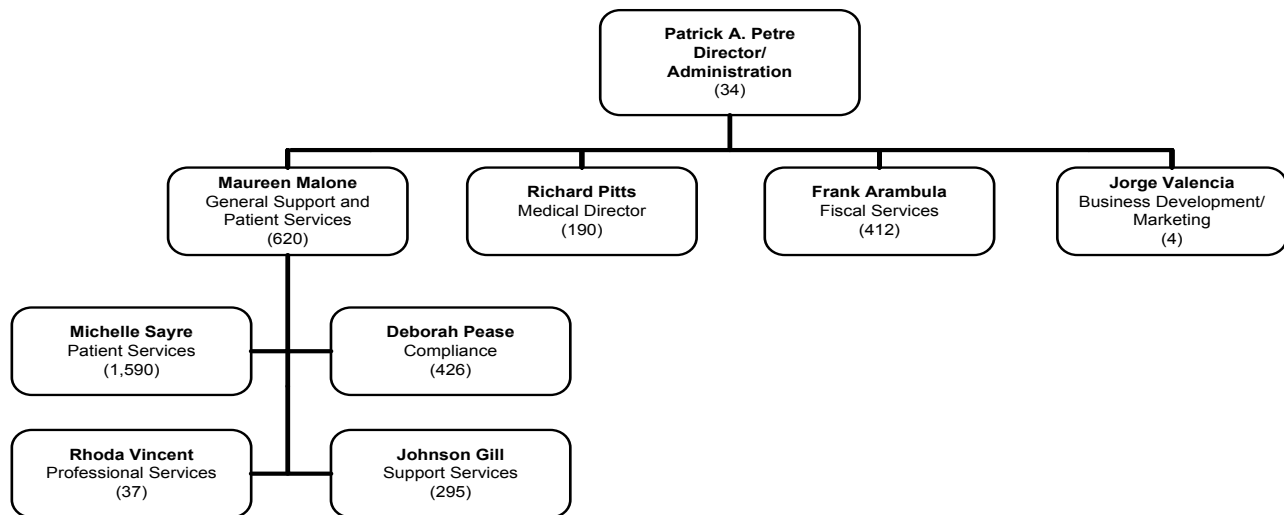
### Patrick Petre

#### DEPARTMENT MISSION STATEMENT

*The San Bernardino County Arrowhead Regional Medical Center is a safety net hospital with the primary mission of providing quality healthcare—a basic necessity of humankind—to the residents of San Bernardino County. We continuously strive to improve the health of the communities we serve and become the provider of choice for healthcare delivery and education.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Continued implementation of the Low Income Health Program called ArrowCare, in conjunction with other County of San Bernardino health departments, providing comprehensive health care to thousands of uninsured County residents. The program serves as a bridge to health care reform.
- Joined with the departments of Behavioral Health, Public Health, and Human Services to successfully administer the low-cost health coverage program known as ArrowCare and the new “co-location” health care center in Rialto. A creative approach to health care, the co-location center has enabled area residents to access dozens of services all under one roof. The center includes Arrowhead Regional Medical Center’s (ARMC) Westside Family Health Center, a Public Health Women’s, Infant and Children (WIC) office, and various Behavioral Health Services.
- Finalized installation of a Dual Purpose Angiography laboratory and new Computed Tomography scanner, two major equipment upgrades that will mark a new era in state-of-the-art care for ARMC patients.
- Largely through extensive facility and health care service expansion, ARMC continued to generate jobs – a high percentage of them in the well-paying supervisory, professional and management classifications. In the past two years, ARMC has hired approximately 350 new employees.
- Continue to operate many training programs for health care professionals – including 10 physician residencies – that are feeding the local jobs “pipeline.” This is crucial to job growth, especially in a sector that is seeing severe shortages in doctors and other health care professionals.
- Opened a new and larger Westside Family Health Center, which was expanded from 12 to 21 exam rooms and from 7,000 to 15,000 square feet, and is housed in a new co-location facility in Rialto.
- Received American College of Surgeons (ACS) verification for the trauma center for a third time, a unique distinction that demonstrates it has met the highest national standards for the treatment of injured patients.



- Received a two-year stroke center recertification from the Healthcare Facilities Accreditation Program. This designation demonstrates that ARMC has achieved the highest national standards to provide the best care available for patients suffering a stroke.
- Expanded its Breath Mobile service to the High Desert, with service to sites including Adelanto, Apple Valley, Barstow, Hesperia, Phelan, Victorville and Trona. ARMC's two Breath Mobiles provide pediatric asthma care management at sites throughout the County of San Bernardino.
- Received a \$100,000 grant from the California HealthCare Foundation (CHCF) to build on its successful Lean management initiatives, which are designed to improve patient outcomes in specified areas through better operational efficiency.
- Received two prestigious Achievement Awards from the National Association of Counties, for a cancer awareness and screening event designed to reduce the incidence of cancer and for a program conducted with Children and Family Services providing foster youth with an opportunity to gain experience in and knowledge of health care careers.
- Awarded two grants from the Children and Families Commission for San Bernardino County (First 5) that enabled the Medical Center to continue its successful dental screening program and asthma and allergy services provided on its Breath Mobiles.

## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

- Objective(s):**
- *Implement Federal Healthcare Reform.*
  - *Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.*

- Department Strategy:**
- *Successfully transition ARMC with the implementation of the Affordable Care Act (ACA) in January 2014 into a financially sustainable, competitive, market driven Medical Center.*
  - *Prepare, modify, and adjust key Medical Center services such as Obstetrics, Stroke, etc., to attract customers from the new healthcare reform marketplace.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
ARMC patient satisfaction percentile (overall rating).	66%	67%	69%	72%

### COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

- Objective(s):**
- *Implement Federal Healthcare Reform.*
  - *To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.*

- Department Strategy:**
- *Successfully transition 27,000 ArrowCare (LIHP) patients to the Medi-caid (Medi-Cal) expansion to enable them to continue to receive services at ARMC.*
  - *Working with the new insurance exchanges, provide a viable contracting arrangement to allow patients in ARMC's marketplace to access ARMC for care.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Number of transitioned (ArrowCare to Medi-caid expansion) patients retained at ARMC.	N/A	N/A	N/A	27,000
Number of Healthcare exchange patients that are newly serviced at ARMC.	N/A	N/A	N/A	6,000



**SUMMARY OF BUDGET UNITS**

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>Enterprise Funds</u></b>						
Arrowhead Regional Medical Center	440,564,187	432,212,005			(8,352,182)	3,608
Medical Center Lease Payments	43,150,014	43,150,014			0	0
Total Enterprise Funds	483,714,201	475,362,019			(8,352,182)	3,608

**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Arrowhead Regional Medical Center	377,589,050	396,466,556	424,928,026	449,050,180	440,564,187
Medical Center Lease Payments	43,218,264	43,790,480	41,825,808	42,090,345	43,150,014
<b>Total</b>	<b>420,807,314</b>	<b>440,257,036</b>	<b>466,753,834</b>	<b>491,140,525</b>	<b>483,714,201</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Arrowhead Regional Medical Center	373,096,834	402,444,177	419,710,182	441,129,372	432,212,005
Medical Center Lease Payments	42,416,443	42,988,659	41,825,808	42,090,345	43,150,014
<b>Total</b>	<b>415,513,277</b>	<b>445,432,836</b>	<b>461,535,990</b>	<b>483,219,717</b>	<b>475,362,019</b>

**5-YEAR NET BUDGET TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Arrowhead Regional Medical Center	(4,492,216)	5,977,621	(5,217,844)	(7,920,808)	(8,352,182)
Medical Center Lease Payments	(801,821)	(801,821)	0	0	0
<b>Total</b>	<b>(5,294,037)</b>	<b>5,175,800</b>	<b>(5,217,844)</b>	<b>(7,920,808)</b>	<b>(8,352,182)</b>

*Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.*





## Arrowhead Regional Medical Center

### DESCRIPTION OF MAJOR SERVICES

Arrowhead Regional Medical Center (ARMC) is a state-of-the-art acute care facility embracing advanced technology in all patient and support areas. ARMC offers the latest in patient care by providing a full range of inpatient and outpatient services, three off campus and one on campus community health centers, Department of Behavioral Health's inpatient activities and numerous specialty services. Freeway access, shuttle service and close proximity to an Omnitrans bus hub make ARMC convenient to County residents.

#### Budget at a Glance

Total Requirements	\$440,564,187
Total Sources	\$432,212,005
Net Budget	(\$8,352,182)
Estimated Unrestricted Net Assets	\$58,446,955
Use of Unrestricted Net Assets	\$8,352,182
Total Staff	3,608

ARMC and Behavioral Health facilities are comprised of 456 (90 in Behavioral Health and 366 in ARMC) inpatient rooms, most of which are private. The Emergency Department is a Level II Trauma Center and consists of 15 observation rooms, 8 treatment rooms, 3 law enforcement holding rooms, 8 trauma rooms and a 9 bay Rapid Medical Emergent Treatment area to expedite treatment and improve throughput. The helicopter landing area can accommodate both standard Medi-Vac helicopters and military helicopters. The outpatient care center consists of 109 examination rooms and 8 procedure rooms.

The campus houses five buildings which also serve to outline the definitive services/medical center functions: Acute Hospital, Behavioral Health, Outpatient Care Center, Diagnostic and Treatment and the Central Plant.

**Inpatient Care:** Inpatient services provide curative, preventative, restorative and supportive care for general and specialty units within the General Acute Care Hospital and Behavioral Health Hospital. Care is coordinated among multiple care providers responsible for patient care twenty-four hours a day. Nursing functions as a primary interface with patients, families and others, and is often the interpreter for the hospital experience and treatment plan. Education is a primary focus, and ARMC offers numerous Residency Programs for the training of physicians in Family Practice, Emergency Medicine, Surgery, Neurosurgery, Women's Health, and Internal Medicine.

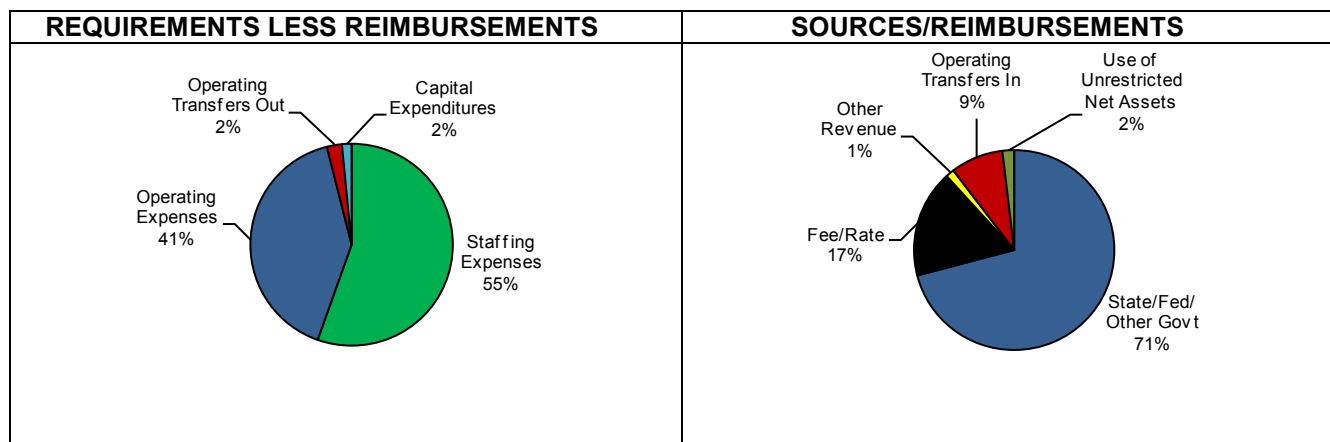
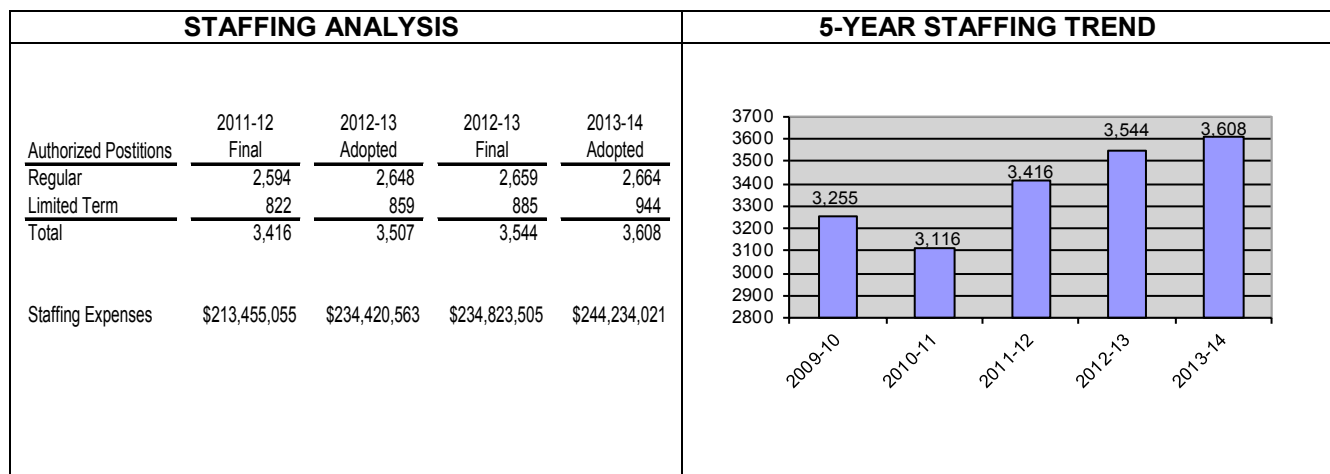
**Outpatient Services:** Outpatient Care is an integral part of our multifaceted healthcare delivery system offering a wide range of emergency, primary, preventive, chronic, follow-up and specialty care in an ambulatory care setting. Visits have exceeded 250,000 annually exclusive of the Emergency Room volume. Mobile services have been expanded to one Mobile Clinic and two Breath Mobile units for a total of three. This will allow clinical services to be delivered in outlying areas and County emergencies when it is needed.

ARMC has worked diligently with the California Association of Public Hospitals to maximize funding for Medi-Cal and uninsured patients under disproportionate share and safety net care pool sources. These sources are provided primarily through the California section 1115 Waiver. The initial five year Waiver ended at the end of 2009-10. The new Waiver deal was implemented in November 2010. The impact of the new Waiver will increase funding, but not without new costs for infrastructure and performance to achieve outcomes.

Under the new Waiver, ARMC is in the second year of operations for the Low Income Health Plan (LIHP). The County of San Bernardino created a collaborative of community stakeholders and County departments including Behavioral Health, Human Services, and Public Health that implemented the County's LIHP, ArrowCare. The contract with CMS was approved and started January 1, 2012. ARMC has been a key component in service delivery in the LIHP for physical medicine, and will be working with other County departments in preparing, through this program, for the transition to Health Care Reform in 2014. Incrementally, funding under the LIHP only represents a change in the financing mix and will net to zero since many of the current medically indigent patients in the County's CMSP are now a part of ArrowCare.

An additional new funding source provided under the waiver, the Delivery System Reform Incentive Plan (DSRIP), is an innovative approach to transform existing delivery systems. The DSRIP has provided Infrastructure Development, Innovation Redesign, Population-Focused Improvement and Urgent Improvement in Quality and Safety. DSRIP funding is strictly tied to results and meeting of transformation milestones.



**2013-14 ADOPTED BUDGET****BUDGETED STAFFING**

## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Arrowhead Regional Medical Center  
DEPARTMENT: Arrowhead Regional Medical Center  
FUND: Medical Center

BUDGET UNIT: EAD MCR  
FUNCTION: Health and Sanitation  
ACTIVITY: Hospital Care

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	200,762,686	201,506,225	213,355,057	231,529,363	234,823,505	244,234,021	9,410,516
Operating Expenses	198,507,388	168,352,555	192,521,909	189,924,979	191,539,960	179,014,320	(12,525,640)
Capital Expenditures	6,304,355	2,627,788	10,585,537	5,363,315	12,867,824	6,719,421	(6,148,403)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	405,574,429	372,486,568	416,462,503	426,817,657	439,231,289	429,967,762	(9,263,527)
Reimbursements	(5,521)	(12,500)	(139,322)	(179,912)	0	0	0
Total Appropriation	405,568,908	372,474,068	416,323,181	426,637,745	439,231,289	429,967,762	(9,263,527)
Operating Transfers Out	8,454,106	9,808,735	8,230,697	9,618,819	9,818,891	10,596,425	777,534
Total Requirements	414,023,014	382,282,803	424,553,878	436,256,564	449,050,180	440,564,187	(8,485,993)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	296,025,571	297,112,798	291,865,158	317,139,276	319,062,428	312,354,590	(6,707,838)
Fee/Rate	97,291,248	89,696,625	97,178,302	91,177,192	78,120,942	76,464,564	(1,656,378)
Other Revenue	(6,553,910)	14,660,124	2,151,835	30,112,490	6,576,002	6,022,851	(553,151)
Total Revenue	386,762,909	401,469,547	391,195,295	438,428,958	403,759,372	394,842,005	(8,917,367)
Operating Transfers In	39,880,010	974,630	38,312,185	23,561	37,370,000	37,370,000	0
Total Sources	426,642,919	402,444,177	429,507,480	438,452,519	441,129,372	432,212,005	(8,917,367)
Net Budget	12,619,905	20,161,374	4,953,602	2,195,955	(7,920,808)	(8,352,182)	(431,374)
				Budgeted Staffing	3,544	3,608	64

## MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET

Staffing expenses of \$244.3 million fund 3,608 budgeted positions. Operating expenses of \$179.0 million are comprised primarily of medical supplies, physician fees, purchased medical services, external provider care services, insurance, utilities, and rent expense.

Operating transfers out of \$10.6 million primarily represents costs budgeted for debt service in the amount of \$8.0 million. The remaining \$2.6 million represents costs for construction projects being managed by the Architecture and Engineering department.

Total revenue of \$394.8 million include \$312.3 million in state and federal funding primarily from Medicare and Medi-Cal, \$76.5 million in current services from private pay patients and insurance, and \$6.0 million in other revenue from cafeteria sales, interest, miscellaneous grants, and services provided to other County departments and hospitals through the residency program.

Operating transfers in of \$37.4 million represents the portion of Health Realignment allocated to ARMC.

## BUDGET CHANGES AND OPERATIONAL IMPACT

During 2012-13, ARMC continued to respond to increases in acute care volume and operational changes related to the implementation of the LIHP program, Incentive program initiatives, implementation of Electronic Health Record, and ever changing regulatory requirements. It has been a year of preparation as this coming year will be historic for ARMC as Medi-Cal access and eligibility is expanded through the Affordable Care Act. Effective January 1, 2014, ArrowCare enrollees will become eligible for Medi-Cal.

Staffing expenses have a net increase of \$9.4 million representing an increase of 64 net budgeted positions related to regulatory and volume requirements.

Operating expenses reflect a decrease of \$12.5 million due primarily to the elimination of temporary help costs and physician contract costs. A concerted effort has been undertaken to reduce temporary staff by focusing on position recruitment. Physician contract costs are a result of the movement of ArrowCare patients to Medi-Cal managed care post January 1, 2014. Contracted physicians will be able to bill for these patients directly rather than seeking payment from ARMC.



## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$244.3 million fund 3,608 positions of which 2,664 are regular positions and 944 are limited term positions. The 2013-14 budget includes a net increase of 64 positions (155 new positions and reduction of 91 positions). The new positions are primarily a result of ARMC's commitment to meet regulatory requirements (79), reduce overtime premium costs (26), and achieve volume related service goals (42). The reduced positions are primarily due to the closure of Home Health (20), postponement of development of an Observation Unit (27) and operational adjustments (36).

### 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	33	1	34	29	4	1	34
General Support/Patient Services	483	137	620	496	83	41	620
Medical Director	11	179	190	175	11	4	190
Fiscal Services	383	29	412	345	57	10	412
Business Development/Marketing	3	1	4	4	0	0	4
Patient Services	1,086	504	1,590	1,279	222	89	1,590
Compliance	356	70	426	369	49	8	426
Professional Services	32	5	37	32	4	1	37
Support Services	277	18	295	282	12	1	295
Total	2,664	944	3,608	3,011	442	155	3,608

Administration		General Support/Patient Services	
Classification		Classification	
1 Administrative Analyst III		41 Psychiatric Technician I	
1 Administrative Supervisor I		1 Pulmonary Function Specialist	
1 ARMC Chief Operating Officer		2 Registered Nurse II - Clinic	
1 Director Arrowhead Reg Med Center		51 Registered Nurse II - Per Diem	
1 Executive Assistant		26 Respiratory Care Practitioner 2	
1 Executive Secretary III -Class		6 Respiratory Therapist	
6 Fiscal Specialist		2 Respiratory Care Practitioner 3	
1 General Services Aide		5 Secretary I	
4 Office Assistant II		1 Staff Analyst II	
2 Office Assistant III		1 Sterile Processing Technician 1	
1 Office Specialist		1 Supervising Office Assistant	
1 Personnel Technician		1 Supervising Office Specialist	
7 Secretary I		7 Supervising Respiratory Care Pract	
3 Secretary II		2 Utilization Revieww/Perf Impymt Nurse	
1 Staff Analyst I		93 Clinic Assistant	
1 Staff Analyst II		6 Clinic Supervisor-ARMC	
1 Supervising Fiscal Specialist		2 Cont Respiratory Care Practitioner II	
34 Total		1 Health Services Assistant I	
		1 Hospital Services Worker	
		2 Hospital Unit Assistant	
		4 Licensed Vocational Nurse-Per Diem	
		28 Licensed Vocational Nurse II	
		1 Licensed Vocational Nurse III	
		11 Office Assistant II	
		1 Oral Surgery Technician	
		4 Orthopedic Technician	
		3 Registered Nurse Case Manager	
		21 Registered Nurse II - Clinic	
		8 Registered Nurse II - Per Diem	
		2 Registered Nurse II-ARMC	
		1 Respiratory Care Practitioner 2	
		1 Respiratory Care Practitioner 2	
		1 Supv Respiratory Care Practitioner	
		620 Total	



Medical Director		Fiscal Services		Business Development/Marketing	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	ARMC Medical Director	4	Accountant III	1	ARMC Business Development Offi
1	Contract Resident PGY III	4	Accounting Technician	1	Cont Mktg & Bus Dev Coord -ARMC
13	Contract Resident PGY IV	1	Administrative Supervisor I	1	Media Specialist
3	Contract Resident PGY V	2	Administrative Supervisor II	1	Photographer
143	Contract Resident PGY VI	8	Applications Specialist	4	Total
19	Contract Resident PGY VII	1	ARMC Chief Financial Officer		
7	Education Specialist	1	ARMC Medical Services Prgm Coord		
1	Office Assistant II	1	ARMC Social Services Manager		
1	Secretary I	1	Asst Hospital Administrator Fiscal		
1	Statistical Analyst	10	Automated Systems Analyst I		
190	Total	1	Automated Systems Analyst II		
		9	Automated Systems Technician		
		1	Business Applications Manager		
		1	Business Systems Analyst I		
		4	Business Systems Analyst II		
		4	Business Systems Analyst III		
		3	Case Management Supervisor		
		1	Chief Medical Informtn Officer		
		1	Cont Ancillary Receivables Manager		
		8	Collections Officer		
		6	Contract Medi-Cal Specialist		
		5	Cont Social Services Practitioner		
		1	Cont Asst Hospital Admin - Fiscal		
		1	Cont Asst Hospital Admin - Pnt Fisc		
		1	Cont Manager PreMediCal Qual Dept		
		1	Cont Supv PreMediCal Qual Dept		
		2	Departmental IS Administrator		
		26	Fiscal Assistant		
		6	Fiscal Specialist		
		1	General Services Aide		
		1	Licensed Vocational Nurse II		
		1	Material Manager		
		12	Medical Records Coder I		
		7	Medical Records Coder II		
		1	Medical Records Manager		
		2	Medical Records Supervisor		
		1	Nurse Manager		
		92	Office Assistant II		
		70	Office Assistant III		
		7	Office Assistant IV		
		18	Office Specialist		
		2	Patient Accounts Supervisor		
		1	Programmer Analyst I		
		1	Programmer Analyst II		
		21	Registered Nurse Case Manager		
		1	Registered Nurse II - Per Diem		
		3	Registered Nurse II - ARMC		
		11	RN Case Manager-Per Diem		
		3	Secretary I		
		9	Social Service Practitioner		
		2	Staff Analyst I		
		6	Staff Analyst II		
		4	Storekeeper		
		1	Stores Specialist		
		6	Supervising Office Assistant		
		2	Supervising Office Specialist		
		1	Supvg Auto Systems Analyst I		
		1	Supvg Utilization Review Techn		
		1	Systems Support Analyst II		
		8	Utilization Review Technician		
		412	Total		



Patient Services		Compliance	
Classification		Classification	
8 ARMC House Supervisor - Per Diem		3 Office Assistant III	
16 Assistant Nurse Manager		2 Office Assistant IV	
3 Asst Hospital Admin-Nursing Services		4 Office Specialist	
4 Burn Care Technician		27 Phlebotomist	
3 Certified Trauma Registrar		3 Physical Therapist Assistant	
1 Chief Nursing Officer		11 Physical Therapist II	
12 Clinic Assistant		1 Privacy and Compliance Specialist	
1 Clinical Nurse Specialist		1 Radiographic Clinical Instructor	
4 Contract Surgical Tech		15 Radiologic Technologist II	
2 Education Services Supervisor		3 Radiologic Technologist III	
30 Emergency Room Technician		1 Radiologic Technologist School	
6 Float Pool Regstrd Nurse-Per Diem		1 Radiology Manager	
1 Hospital Employee Health Nurse		1 Radiology Supervisor	
1 Hospital Services Worker		1 Registered Nurse II - Per Diem	
83 Hospital Unit Assistant		5 Registered Nurse II - ARMC	
3 House Supervisor		4 Rehabilitation Services Aide	
1 Injury Prevention Coordinator		1 Rehabilitation Services Manager	
3 Lic Vocational Nurse-Per Diem		4 Secretary I	
79 Licensed Vocational Nurse II		1 Secretary II	
1 Multimedia Coordinator		15 Special Proc Rad Technolog 2	
10 Nurse Educator		1 Special Proc Rad Technolog 3	
13 Nurse Manager		2 Speech Therapist	
3 Nurse Supervisor		1 Staff Analyst I	
131 Nursing Attendant		2 Staff Analyst II	
4 Nursing Program Coordinator		30 Sterile Processing Technician	
3 Office Assistant II		4 Sterile Processing Technician 1	
5 Office Assistant III		2 Sterile Processing Technician 2	
357 Registered Nurse II - Per Diem		1 Stores Specialist	
661 Registered Nurse II - ARMC		1 Supervising Office Assistant	
1 Registered Cardio Pulmonary Nurse		1 Supervising Office Specialist	
1 Respiratory Care Practitioner 2		1 Supervising Phlebotomist	
3 Secretary I		2 Supervising Rehabilitation Therapist	
1 Secretary II		1 Supervising Dietitian	
1 Sterile Processing Technician		6 Supervising Laboratory Technologist	
1 Stores Specialist		1 Supervising Sterile Processing Tech	
91 Student Nurse		6 Ultrasound Technologist II	
14 Surgical Technician		1 Ultrasound Technologist III	
23 Telemetry Technician		1 Util Rvw/Perform Imp Nurse	
4 Ultrasound Technologist II		1 Volunteer Services Coordinator	
1 Utilization Review Technician			
1,590 Total		426 Total	



**Professional Services**Classification

1 Assoc Hosp Adm Professional Serv  
 1 Asst Hospital Admin - Nursing Svcs  
 1 Asst Hospital Administrator Fiscal  
 2 Contract Home Health Social Worker  
 1 Librarian II  
 1 Library Assistant I  
 1 Lic Vocational Nurse - Per Diem  
 4 Licensed Vocational Nurse II  
 2 Medical Staff Coordinator  
 1 Nurse Epidemiologist  
 1 Nurse Informatics Coordinator  
 4 Office Assistant II  
 2 Office Specialist  
 1 Quality Improvemnt Coordinator  
 2 Registered Nurse II - Per Diem  
 2 Registered Nurse II - ARMC  
 1 Secretary II  
 1 Supv Medical Staff Coordinator  
 1 Staff Analyst II  
 2 Tumor Registrar  
 5 Util Rvw/Perform Imp Nurse  
 37 Total

**Support Services**Classification

2 Air Conditioning Mechanic  
 1 ARMC Bldg Maint & Security Manager  
 1 ARMC Facilities Project Coordinator  
 1 ARMC Safety Technician  
 1 Assoc Hosp Admin Professional Serv  
 6 Bio-Medical Electronic Tech I  
 5 Building Plant Operator  
 3 Cont ARMC Security Technician  
 134 Custodian I  
 3 Custodian II  
 3 Electrician  
 7 General Maintenance Mechanic  
 4 General Maintenance Worker  
 2 General Services Aide  
 5 Hospital Plant Operator  
 1 Hospital Environ Services Supervisor  
 6 Linen Room Attendant  
 2 Maintenance Supervisor  
 1 Medical Center Hskpg/Linen Man  
 1 Office Assistant II  
 2 Office Assistant III  
 3 Painter I  
 3 Plumber  
 2 Secretary I  
 1 Secretary II  
 72 Security Technician I  
 10 Security Technician II  
 1 Stores Specialist  
 4 Supervising Security Technician  
 1 Supv Bio Med Elect Technician  
 7 Supv Custodian  
 295 Total



## Medical Center Lease Payments

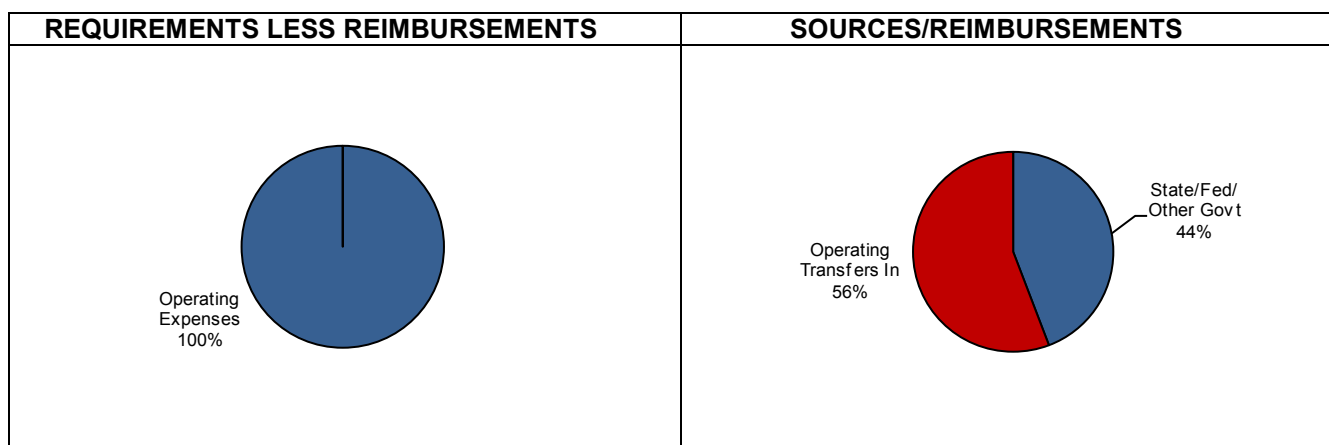
### DESCRIPTION OF MAJOR SERVICES

This budget unit funds the cost of long-term lease payments to the Inland Empire Public Facilities Corporation for the Arrowhead Regional Medical Center (ARMC) facility. Funding sources include state revenues from the Construction Renovation/Reimbursement Program (SB 1732). This program provides supplemental reimbursement for construction, renovation, or replacement of medical facilities or fixed equipment. Other funding sources are operating transfers from ARMC consisting of Medicare and fee for service revenues, and operating transfers from the general fund backed by Health Realignment revenues and tobacco settlement proceeds.

#### Budget at a Glance

Total Requirements	\$43,150,014
Total Sources	\$43,150,014
Net Budget	\$0
Estimated Unrestricted Net Assets	\$0
Use of Unrestricted Net Assets	\$0
Total Staff	0

### 2013-14 ADOPTED BUDGET





**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Arrowhead Regional Medical Center  
 DEPARTMENT: Arrowhead Regional Medical Center  
 FUND: Medical Center Lease Payments

BUDGET UNIT: EMD JPL  
 FUNCTION: General  
 ACTIVITY: Property Management

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	41,619,740	42,988,658	41,526,830	41,657,396	41,918,300	43,150,014	1,231,714
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	172,045	0	(172,045)
Total Exp Authority	41,619,740	42,988,658	41,526,830	41,657,396	42,090,345	43,150,014	1,059,669
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	41,619,740	42,988,658	41,526,830	41,657,396	42,090,345	43,150,014	1,059,669
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	41,619,740	42,988,658	41,526,830	41,657,396	42,090,345	43,150,014	1,059,669
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	18,985,372	19,500,334	18,820,181	18,901,369	18,791,037	19,063,823	272,786
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	769,768	0	0	0
Total Revenue	18,985,372	19,500,334	18,820,181	19,671,137	18,791,037	19,063,823	272,786
Operating Transfers In	22,634,368	23,488,324	22,706,649	21,986,259	23,299,308	24,086,191	786,883
Total Sources	41,619,740	42,988,658	41,526,830	41,657,396	42,090,345	43,150,014	1,059,669
Net Budget	0	0	0	0	0	0	0
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Operating expenses of \$43.2 million represent lease payments and associated fees and expenses.

State, federal, or government aid revenue of \$19.1 million is from the state's Construction Renovation/Reimbursement Program (SB 1732). The amount reimbursed by the state depends on the allowable portion of the lease payments multiplied by a rate that is calculated by the state every year. The rate fluctuates based on actual Medi-Cal inpatient days paid to ARMC.

Operating transfers in of \$24.1 million are funded by \$10.7 million of Tobacco Master Settlement Agreement monies, \$5.4 million of Health Realignment funds, and \$8.0 million in revenues anticipated to be generated by ARMC.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by \$1.1 million due to an increase in operating expenses offset by a decrease in contingencies of \$172,045.

Operating expenses are increasing by \$1.2 million primarily due to a rebate of excess investment earnings payable to the U.S. Treasury in 2013-14.

State, federal or government aid revenue is increasing by \$272,786 based on the SB 1732 reimbursement formula.

Operating transfers in are increasing by \$786,883 to cover the rebate payment due to the U.S. Treasury.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



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# ECONOMIC DEVELOPMENT



**ECONOMIC DEVELOPMENT AGENCY  
SUMMARY**

<b><u>GENERAL FUND</u></b>	<b><u>Page #</u></b>	<b><u>Requirements</u></b>	<b><u>Sources</u></b>	<b><u>Net County Cost</u></b>	<b><u>Staffing</u></b>
ECONOMIC DEVELOPMENT AGENCY	220				
ECONOMIC DEVELOPMENT	222	3,129,834	155,000	2,974,834	13
TOTAL GENERAL FUND		<u>3,129,834</u>	<u>155,000</u>	<u>2,974,834</u>	<u>13</u>

<b><u>SPECIAL REVENUE FUNDS</u></b>	<b><u>Page #</u></b>	<b><u>Requirements</u></b>	<b><u>Sources</u></b>	<b><u>Fund Balance</u></b>	<b><u>Staffing</u></b>
ECONOMIC DEVELOPMENT:					
COMMUNITY DEVELOPMENT AND HOUSING	228	54,360,829	19,607,995	34,752,834	20
WORKFORCE DEVELOPMENT	234	21,835,895	21,415,353	420,542	104
TOTAL SPECIAL REVENUE		<u>76,196,724</u>	<u>41,023,348</u>	<u>35,173,376</u>	<u>124</u>



## ECONOMIC DEVELOPMENT AGENCY

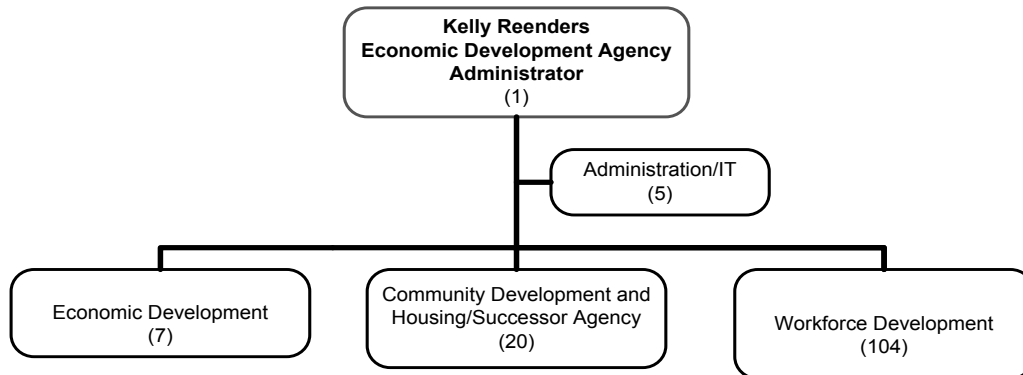
### Kelly Reenders

#### AGENCY MISSION STATEMENT

*The Economic Development Agency's mission is to create, maintain, and grow the economic value of San Bernardino County.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Responded to over 150 inquiries for site selection packages and over 220 inquiries for incentive information and other technical assistance.
- Implemented a plan to construct a catalyst project in a highly visible low income neighborhood utilizing multiple funding streams overseen by different departments.
- Developed a 3-year plan to identify County capital improvement projects that meet Community Development Block Grant (CDBG) eligibility requirements and to utilize CDBG funding in order to free up Discretionary General Funding.
- Continued to develop relationships on behalf of the County with senior level executives nationwide.
- Ensured sales tax on capital equipment purchases is sited in the unincorporated area of the County.
- Implemented the Board's direction to track the board discretionary funds allocations, develop and monitor contracts, payment processing, and reporting balances by district by allocation.
- Retained \$11.4 million in Housing Fund Bond Proceeds for future affordable housing projects; Retained \$10.0 million of former redevelopment tax increments for bond projects; widening, median and sidewalk of Cherry Avenue from Whittman to Foothill (\$4.0 million); San Bernardino Avenue improvements (\$2.0 million).
- Met all state and federal deadlines for all programs and funding within the Economic Development Agency.
- Reviewed all 26 Successor Agency financial reports to ensure that the County's financial interests are protected. Additionally, conduct regular meetings with the County Oversight appointees to ensure they understand actions to be taken at the oversight meetings they are assigned to and to provide guidance on the County's concerns and issues.



**SUMMARY OF BUDGET UNITS**

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Economic Development	3,129,834	155,000	2,974,834			13
Total General Fund	3,129,834	155,000	2,974,834			13
<b><u>Special Revenue Funds</u></b>						
Community Development and Housing	54,360,829	19,607,995		34,752,834		20
Workforce Development	21,835,895	21,415,353		420,542		104
Total Special Revenue Funds	76,196,724	41,023,348		35,173,376		124
<b><u>Other Agencies</u></b>						
Economic and Community Development Corp	93	1		92		0
County Industrial Development Authority	53,032	368		52,664		0
Total Other Agencies	53,125	369		52,756		0
<b>Total - All Funds</b>	79,379,683	41,178,717	2,974,834	35,226,132		137

The Agency provides overall administrative support and policy implementation to three departments as well as the Successor Agency to the County of San Bernardino Redevelopment Agency. This includes the facilitation of communication between the County Administrative Office as well as the Board of Supervisors. In addition, the Agency oversees the information technology function, public relations and marketing support.

Through the combination of four entities with common goals and objectives, the Agency provides leadership and direction to all 24 cities and private economic development organizations within the county.

**NOTE:** The "Other Agencies" budget units are reported in a separate document. The budget for the Agency is incorporated within the Department of Economic Development's budget unit.



## ECONOMIC DEVELOPMENT

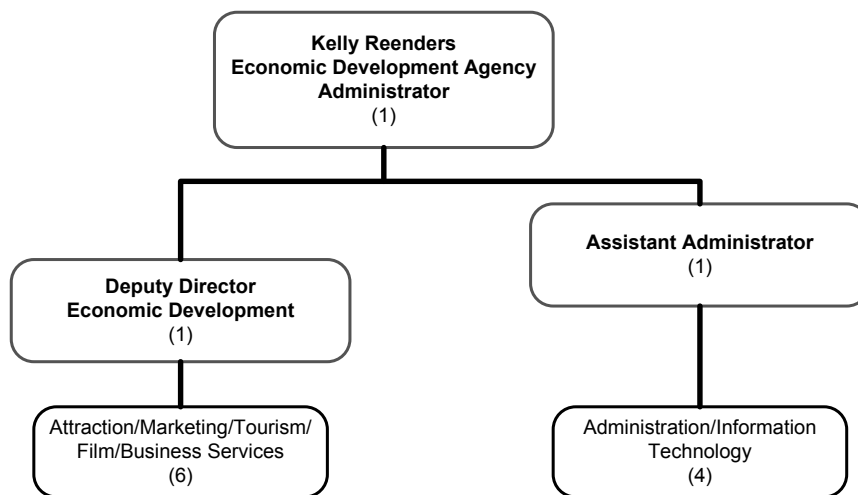
### Kelly Reenders

#### DEPARTMENT MISSION STATEMENT

*The Department of Economic Development fosters sustainable economic growth opportunities for job creation and revenue enhancement through comprehensive business expansion, attraction, and retention programs and services. The Department creates strategic partnerships with public and private entities to enhance global competitiveness and entrepreneurial development.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Implemented programs to strengthen the County's brand regionally and nationally to site selectors, corporate real estate executives, investors, brokers and other stakeholders through speaking engagements, partnerships, advertising, direct outreach and public relations.
- Responded to over 150 inquiries for site selection packages and over 220 inquiries for incentive information and other technical assistance.
- The economic development effort Countywide resulted in 337 new businesses to the County in 2012-13. By applying a regional job multiplier based upon industry type, the new businesses created an economic impact of 6,047 jobs (*The data provided is based upon EMSI Economic Modeling multipliers*).
- Executed the State of the County event on April 10, 2013. This event seeks to attract and retain businesses within the County and connect stakeholders and community leaders.
- Continued regular meetings with San Bernardino County cities and towns economic development personnel to leverage community strengths and work cooperatively in economic development efforts.
- Ensured sales tax on capital equipment purchases is sited in the unincorporated area of the County.





**COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES****COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY**

- Objective(s):**
- *Focus EDA efforts on competing globally for investment, retraining and finding employment for those who have lost jobs or are under-employed, developing a more highly-educated and trained workforce, and creating an effective approach to tourism.*
  - *Utilize County programs and resources to maximize job creation.*

- Department Strategy:**
- *The Department's attraction efforts are based primarily on identifying suitable sites that meet the requirements of brokers, developers and entrepreneurs.*
  - *The Department coordinates site tours with other County entities including Land Use/Building and Safety/etc. to ensure a seamless process for the requesting client.*
  - *The Department invests in marketing services to generate private investment and foster job creation as well as develop strong regional and national business relationships.*
  - *The Department engages in a strategic marketing program that incorporates branding, technical programming, travel product development to enhance the County's tourism.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Number of new businesses located to San Bernardino County that received countywide economic development assistance.	N/A	N/A	337	350
Number of estimated new jobs resulting from countywide attraction efforts.	N/A	N/A	4,544	5,500
Number of International/technical tour excursions booked in the County.	N/A	60	62	90
A total of 82 technical tour requests were received in 2012-13, due to staffing limitations and scheduling conflicts 20 of the requested technical tours did not occur.				

**COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY**

- Objective(s):**
- *Continue business retention and expansion programs while implementing office and industrial attraction strategies emphasizing provision of high-paying jobs.*

- Department Strategy:**
- *The Department actively engages in business counseling efforts to understand the needs of local businesses and evaluate retention and expansion opportunities.*
  - *The Department is actively working on an action plan that will position the County to take advantage of key economic development opportunities during the economic recovery.*
  - *The Department is utilizing the multiplier effect through job creation to stimulate aggregate demand within the County.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Number of businesses retained and/or expanded in the County that received countywide economic development assistance.	N/A	N/A	218	180



**SUMMARY OF BUDGET UNITS**

2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget
<b>General Fund</b>					
Economic Development	3,129,834	155,000	2,974,834		13
Total General Fund	3,129,834	155,000	2,974,834		13

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Economic Development	3,595,461	3,065,030	2,774,965	3,113,901	3,129,834
<b>Total</b>	<b>3,595,461</b>	<b>3,065,030</b>	<b>2,774,965</b>	<b>3,113,901</b>	<b>3,129,834</b>

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Economic Development	339,247	201,441	149,787	200,000	155,000
<b>Total</b>	<b>339,247</b>	<b>201,441</b>	<b>149,787</b>	<b>200,000</b>	<b>155,000</b>

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Economic Development	3,256,214	2,863,589	2,625,178	2,913,901	2,974,834
<b>Total</b>	<b>3,256,214</b>	<b>2,863,589</b>	<b>2,625,178</b>	<b>2,913,901</b>	<b>2,974,834</b>



## Economic Development

### DESCRIPTION OF MAJOR SERVICES

The Department of Economic Development's (ED) major goals are to foster job creation, increase private investment and enhance County revenues through the implementation of a Countywide economic development strategy. The strategy focuses on maximizing the standard of living of the County's residents, providing economic opportunities for the County's businesses, fostering a competitive environment and positioning the County as a highly competitive region for business opportunities. The strategy will emphasize industry sectors with high-growth potential and offering skilled high paying jobs.

The Department spearheads initiatives having local, national and international impact by forming internal and external strategic partnerships with key public and private sector organizations including, but not limited to, the State of California, San Bernardino County cities, the County of Riverside, as well as non-profit development corporations, developers, brokers, site selectors, corporate real estate executives and tenant representatives. Outreach to private sector stakeholders is conducted via a comprehensive media/marketing campaign.

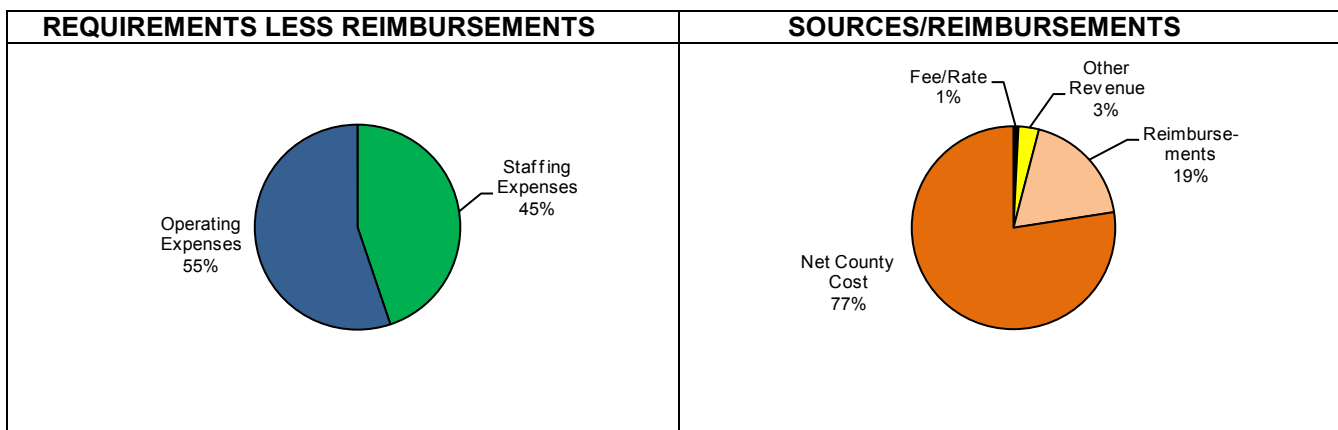
The Department also creates and develops necessary support structures to foster a positive, creative and expanding business climate by offering a wide array of economic development programs and services including the following:

- Site Selection Assistance
- Market Analysis and Demographics
- Permitting Assistance
- Incentive Programs and Enterprise Zones
- Small Business Assistance and Technical Support
- Technical assistance and marketing support to County cities and economic development stakeholders.

#### Budget at a Glance

Total Requirements	\$3,129,834
Total Sources	\$155,000
Net County Cost	\$2,974,834
Total Staff	13
Funded by Net County Cost	77%

### 2013-14 ADOPTED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Final	2013-14 Adopted					
Regular	15	13	13	13					
Limited Term	1	1	2	0					
Total	16	14	15	13					
Staffing Expenses	\$1,566,766	\$1,650,731	\$1,650,731	\$1,721,891					

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Economic Development  
DEPARTMENT: Economic Development  
FUND: General

BUDGET UNIT: AAA EDF  
FUNCTION: Public Assistance  
ACTIVITY: Other Assistance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	2,533,189	1,931,327	1,566,706	1,597,262	1,650,731	1,721,891	71,160
Operating Expenses	2,735,356	2,187,151	2,035,867	1,709,465	2,389,311	2,118,692	(270,619)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	5,268,545	4,118,478	3,602,573	3,306,727	4,040,042	3,840,583	(199,459)
Reimbursements	(1,716,566)	(1,100,675)	(904,657)	(917,374)	(926,141)	(710,749)	215,392
Total Appropriation	3,551,979	3,017,803	2,697,916	2,389,353	3,113,901	3,129,834	15,933
Operating Transfers Out	40,000	0	0	0	0	0	0
Total Requirements	3,591,979	3,017,803	2,697,916	2,389,353	3,113,901	3,129,834	15,933
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	15,351	31,176	33,788	37,663	30,000	30,000	0
Other Revenue	20,476	158,865	116,000	165,307	170,000	125,000	(45,000)
Total Revenue	35,827	190,041	149,788	202,970	200,000	155,000	(45,000)
Operating Transfers In	300,000	11,400	0	0	0	0	0
Total Sources	335,827	201,441	149,788	202,970	200,000	155,000	(45,000)
Net County Cost	3,256,152	2,816,362	2,548,128	2,186,383	2,913,901	2,974,834	60,933
Budgeted Staffing					15	13	(2)

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$1.7 million fund 13 budgeted regular positions.

Operating expenses of \$2.1 million include costs of various Economic Development programs (real estate related trade shows, advertising, public relations, and tourism), travel, and internal transfers out (County Counsel charges, facilities, etc.).

Reimbursements of \$710,749 represent the cost allocation to other Economic Development Agency (EDA) departments of EDA staff.

Sources of \$155,000 represent registration fees and sponsorships for the State of the County event planned for the spring of 2014.



## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements have a net increase of \$15,933 from the 2012-13 final budget reflecting staffing expense increases due to position step advancements and increased retirement costs, as well as significant reductions in reimbursements due to reorganization within the Agency departments.

Sources decreased by \$45,000 reflecting an anticipated revenue reduction from sponsorships of the 2014 State of the County event.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.7 million fund 13 budgeted regular positions. Budget reductions, cost increases and program changes in 2013-14 resulted in the deletion of 2 Public Services Employee positions and the addition of 1 ECD Technician position to assist with low to mid-level economic development tasks. Additionally, due to the reduction in the EDA graphic design workload, the filled Graphic Designer I position/incumbent will be transferred to the Purchasing Department to help address Printing Services Division increase in graphic design services workload.

## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Economic Development Agency	1	0	1	1	0	0	1
Economic Development	7	0	7	5	1	1	7
Administration / Information Technology	5	0	5	5	0	0	5
Total	13	0	13	11	1	1	13

Economic Development Agency	Economic Development	Administration / Information Technology
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Administrator	1 Deputy Director	1 Assistant Administrator
1 Total	1 Economic Development Manager	1 Executive Secretary III
	3 Economic Dev. Coordinator III	1 Staff Analyst II
	1 ECD Technician	1 Automated Systems Analyst
	1 Staff Analyst II	1 Payroll Specialist
	7 Total	5 Total



## COMMUNITY DEVELOPMENT AND HOUSING

**Patricia M. Cole (Community Development and Administration)**  
**Dena Fuentes (Housing & Successor Agency)**

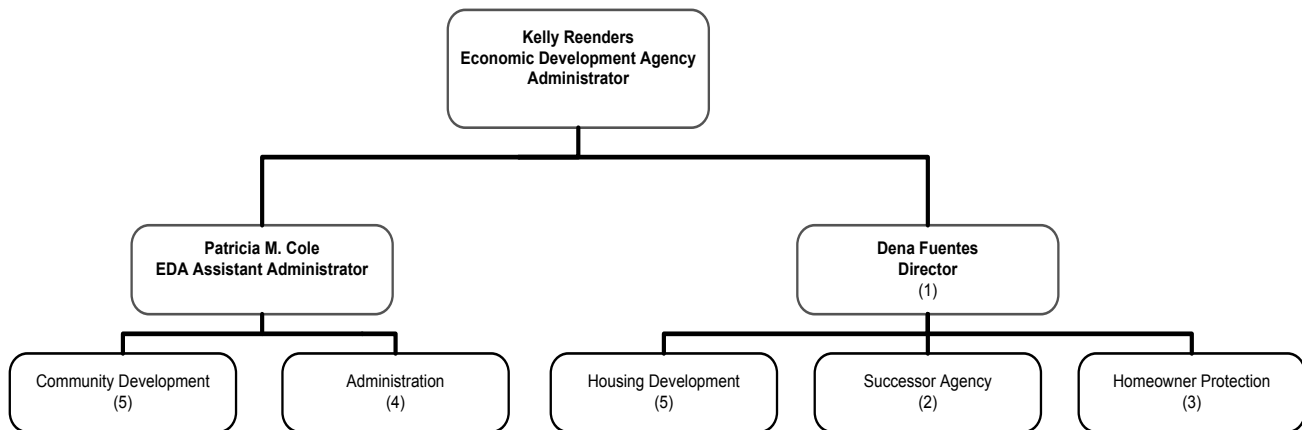
### DEPARTMENT MISSION STATEMENT



*The mission of Community Development and Housing is to achieve economic and community revitalization through stakeholder collaboration and leveraging of federal, state and local resources.*



### ORGANIZATIONAL CHART



### 2012-13 ACCOMPLISHMENTS

- In addition to completing the third of a three-year plan to bring operating expenditures within the annual operating revenue allowances without the use of one-time reserves, the Department also drafted a five-year revenue and expense plan to ensure that ongoing funds will pay for ongoing expenses.
- Utilized federal funds in coordination with 12 cooperating cities and various County departments to construct and/or improve a total of 41 public facilities and infrastructure projects, as well as operate up to 30 public service programs to the benefit of 173,511 residents.
- Completed the site assembly of 9 acres in the unincorporated community of Bloomington.
- Executed an Exclusive Negotiation Agreement with The Related Companies for the development of a mixed-use development that includes a multi-generational affordable housing project and new library.
- Executed agreements to invest \$5.1 million of HOME Investment Partnership Act Grant (HOME) funds in the cities of Loma Linda and Yucca Valley for the development of two senior affordable housing communities resulting in 125 total units.
- Invested \$4.4 million of Neighborhood Stabilization Program funds for the development of affordable housing communities in the City of Rialto and the unincorporated area of Colton resulting in 108 affordable units.
- Investment of \$19.2 million of federal funds resulted in the completion of 397 affordable units in the cities of Barstow, San Bernardino, and Yucaipa.
- Secured Department of Finance approval to use the Housing Bond Proceeds of \$11.4 million.
- Met the requirements of the Redevelopment Dissolution Act.
- Completed the site assembly of 14 acres across from the Auto Club Speedway.



- Retained \$10 million of former Redevelopment Agency Bond funds to complete three key infrastructure projects.
- Coordinated and reviewed all financial actions of the 26 Oversight Boards for the County regarding the Redevelopment Dissolution Act.
- Created the Homeownership and Foreclosure Prevention Joint Powers Authority to identify funding and programs to assist with foreclosure prevention.
- Entered into a collaborative agreement with the Department of Behavioral Health to revitalize communities through the development of affordable housing.
- Provided homeless prevention services and emergency shelter nights to 29,245 households annually.
- Provided rental and utility assistance to 395 households annually.
- Provided Educational Training to 525 households annually.
- Met expenditure requirements for the Neighborhood Stabilization Programs.

## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

**Objective(s):** • *Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.*

**Department Strategy:** • *Through collaboration with both the cities and various county departments, Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) funds are leveraged to augment the various public service programs and projects, within the county, in response to the needs of low- and moderate-income persons and/or persons with special needs.*

	2011-12	2012-13	2012-13	2013-14
Measurement	Actual	Target	Actual	Target
Number of county residents benefiting from public service programs and projects.	19,852	21,000	28,857	21,000

### COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION

**Objective(s):** • *Continue the County role of convening conversations on community collaboration and collective action.*

**Department Strategy:** • *Create an Affordable Housing Collaborative to create relationships and share ideas on leveraging affordable housing and other County resources to effectuate community and neighborhood revitalization.*

	2011-12	2012-13	2012-13	2013-14
Measurement	Actual	Target	Actual	Target
Number of active organizations in the Affordable Housing Collaborative.	N/A	N/A	33	100



**COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY****Objective(s):** • *Work with cities to explore programs and approaches to address the mortgage crisis.*

**Department Strategy:** • *Work with cities, housing counseling agencies, government entities and lenders, to promote foreclosure prevention events and encourage homeowner participation in events and programs to maintain levels of homeownership.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Promote foreclosure prevention events hosted by non-profit housing counseling agencies, lenders, and federally funded entities.	N/A	N/A	32	20
Direct mail and email campaigns to constituents to inform them of foreclosure and prevention events and programs.	N/A	N/A	11	10
Provide foreclosure prevention information via website [www.saveyourhomesbcounty.org] to homeowners within the County (number of unique page views on website).	N/A	N/A	2,924	3,000

**SUMMARY OF BUDGET UNITS**

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>Special Revenue Fund</u></b>						
Community Development and Housing	54,360,829	19,607,995		34,752,834		20
Total Special Revenue Fund	54,360,829	19,607,995		34,752,834		20

**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Community Development and Housing	42,326,556	42,021,486	52,046,540	82,924,629	54,360,829
<b>Total</b>	<b>42,326,556</b>	<b>42,021,486</b>	<b>52,046,540</b>	<b>82,924,629</b>	<b>54,360,829</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Community Development and Housing	23,422,053	24,926,121	32,902,601	36,815,627	19,607,995
<b>Total</b>	<b>23,422,053</b>	<b>24,926,121</b>	<b>32,902,601</b>	<b>36,815,627</b>	<b>19,607,995</b>

**5-YEAR FUND BALANCE TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Community Development and Housing	18,904,503	17,095,365	19,143,939	46,109,002	34,752,834
<b>Total</b>	<b>18,904,503</b>	<b>17,095,365</b>	<b>19,143,939</b>	<b>46,109,002</b>	<b>34,752,834</b>





## Community Development and Housing

### DESCRIPTION OF MAJOR SERVICES

Community Development and Housing (CDH) seeks to better the quality of life for the residents of San Bernardino County by providing community and housing development resources. CDH administers several Federal Department of Housing and Urban Development (HUD) programs. These programs are the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME Investment Partnership Act Grant (HOME) and Neighborhood Stabilization Program (NSP).

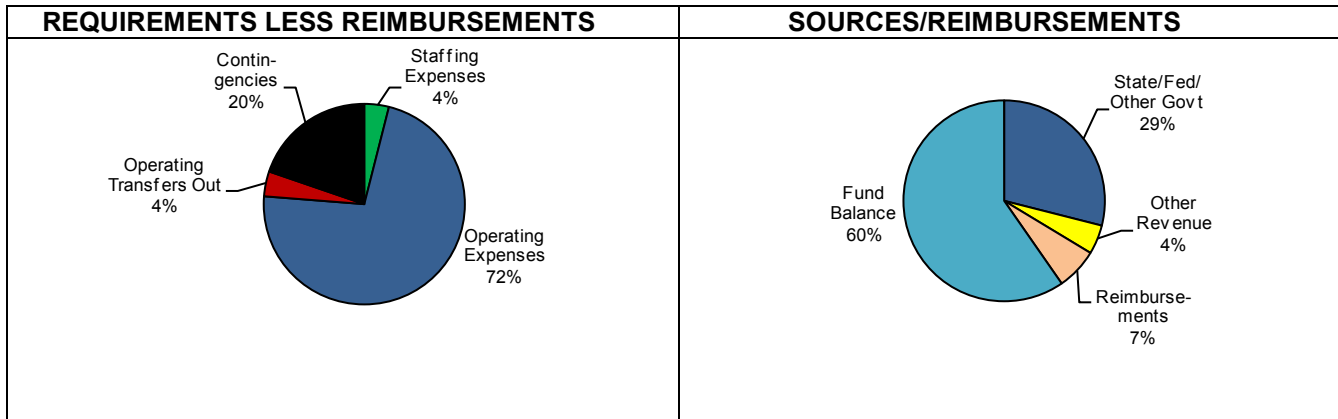
#### Budget at a Glance

Total Requirements	\$54,360,829
Total Sources	\$19,607,995
Fund Balance	\$34,752,834
Use of Fund Balance	\$23,263,645
Total Staff	20

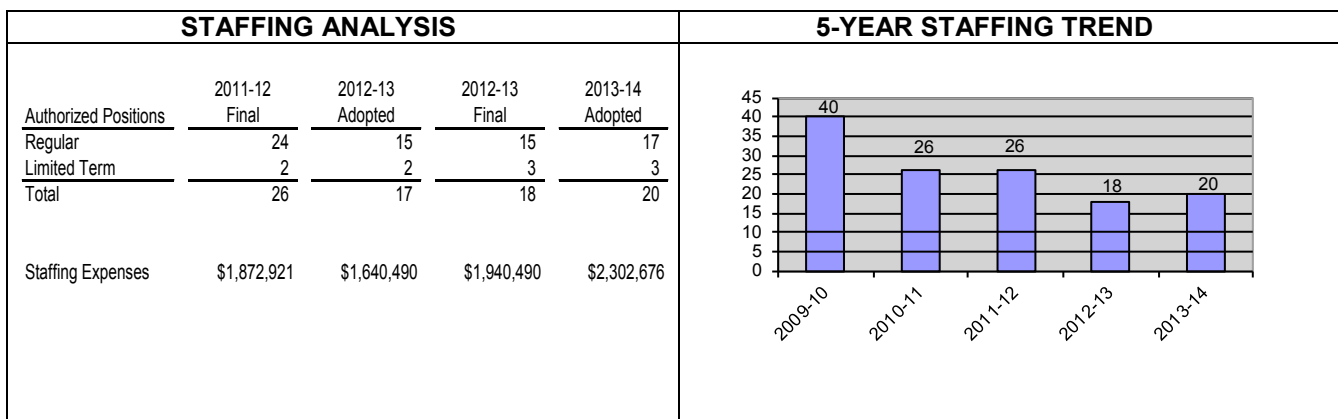
On June 29, 2011, the Governor signed Assembly Bill X1 26 (Dissolution Act) as part of the State's budget package and on December 29, 2011 the California Supreme Court upheld this legislation. The Dissolution Act mandates the elimination of every redevelopment agency in California, effective February 1, 2012, and mandates all unobligated funds be distributed to the appropriate taxing entities. The Housing Successor retained the housing functions of the former Redevelopment Agency (RDA) and has all rights, power, duties, and obligations related to building, preserving, and rehabilitating affordable housing for low to moderate income households. For fiscal year 2012-13, the Housing Successor was incorporated into CDH; however a separate budget unit was maintained pending additional guidelines relating to the RDA dissolution. For 2013-14, the budget unit and all supporting schedules have been consolidated within CDH's budget since it was determined there is no need to present separate budget units.

During 2013-14 CDH will leverage housing and federal funds to continue the major revitalization effort in the Bloomington community.

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Economic Development  
DEPARTMENT: Community Development and Housing  
FUND: Community Development and Housing

BUDGET UNIT: Various  
FUNCTION: Public Assistance  
ACTIVITY: Other Assistance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	2,608,966	2,442,861	1,872,920	1,796,203	1,940,490	2,302,676	362,186
Operating Expenses	25,016,165	18,202,562	29,004,275	25,151,669	66,562,140	42,112,991	(24,449,149)
Capital Expenditures	28,775	0	2,285,449	362,157	366,000	0	(366,000)
Contingencies	0	0	0	0	9,066,609	11,489,189	2,422,580
Total Exp Authority	27,653,906	20,645,423	33,162,644	27,310,029	77,935,239	55,904,856	(22,030,383)
Reimbursements	(1,719,231)	(1,567,356)	(1,913,666)	(5,683,921)	(2,703,686)	(3,886,792)	(1,183,106)
Total Appropriation	25,934,675	19,078,067	31,248,978	21,626,108	75,231,553	52,018,064	(23,213,489)
Operating Transfers Out	627,762	3,269,326	3,823,296	3,997,373	7,693,076	2,342,765	(5,350,311)
Total Requirements	26,562,437	22,347,393	35,072,274	25,623,481	82,924,629	54,360,829	(28,563,800)
<b>Sources</b>							
Taxes	29,479	570	1,153,330	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	18,409,390	19,275,623	29,251,744	18,371,307	32,239,815	16,874,842	(15,364,973)
Fee/Rate	1,657	14,563	13,603	2,048	0	0	0
Other Revenue	5,610,805	5,072,942	3,046,400	16,327,544	3,925,812	1,908,877	(2,016,935)
Total Revenue	24,051,331	24,363,698	33,465,077	34,700,899	36,165,627	18,783,719	(17,381,908)
Operating Transfers In	0	907	320,852	650,425	650,000	824,276	174,276
Total Sources	24,051,331	24,364,605	33,785,929	35,351,324	36,815,627	19,607,995	(17,207,632)
Fund Balance					46,109,002	34,752,834	(11,356,168)
Budgeted Staffing					18	20	2

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Operating expenses and operating transfers out of \$44.4 million primarily relate to infrastructure construction projects and community development programs funded by the Department, including rehabilitation of low, moderate or middle income residential units. Contingencies of \$11.5 million relates to unencumbered Housing Bond Proceeds that were transferred from the Successor Agency to the Redevelopment Agency of the County of San Bernardino, to the County as Housing Successor, as approved by the Board of Supervisors on April 23, 2013 (Item No. 72) and subsequently approved by the California State Department of Finance.

Sources of \$19.6 million primarily represent federal funding for CDBG, HOME, and ESG programs as allocated by formula to the County and participating cities.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are decreasing by \$28.6 million due primarily to the one-time payment of \$15.0 million related to the dissolution of the former RDA. In addition, approximately \$9.1 million of funds held by HUD and committed to current projects, but planned to be disbursed in future fiscal years, are excluded from the 2013-14 budgeted contingencies. The completion of large infrastructure and other projects is offset by the Housing Successor fund balance increase, for a \$3.7 million net decrease. Sequestration funding reductions represent \$800,000.

Sources are decreasing by \$17.2 million due in part to an expected 9% sequestration reduction of \$800,000 in federal allocation for the CDBG, HOME and ESG programs, as well as a change in strategy of not budgeting funding of \$9.1 million for future year disbursements in the current year. Completion of large multi-year projects in 2012-13 accounts for \$5.4 million of the decreased financing sources in 2013-14. Additionally, a \$1.9 million reduction in revenue is due primarily to the receipt of one time program income for the NSP program combined with lower loan repayments due to loan maturities and/or defaulted loans, and reduced interest earned as a result of lower principal balances.



## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2.3 million fund 20 budgeted positions of which 17 are regular positions and 3 are limited term positions.

The 2013-14 budget includes the addition of 1 Staff Analyst II and 1 CDH Analyst II to assist with fiscal/administrative and program compliance/monitoring functions, respectively. The Department conducted a five year revenue and expense analysis in 2013 and has identified that there is sufficient ongoing funding to support the addition of the two new positions.

### 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	4	0	4	3	0	1	4
Community Development	5	0	5	5	0	0	5
Housing Development	5	1	6	5	0	1	6
Housing Successor	2	0	2	2	0	0	2
Homeowner Protection	1	2	3	2	1	0	3
Total	17	3	20	17	1	2	20

Administration	Community Development	Housing Development
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Administrative Supervisor II	1 Supervising CDH Analyst	1 CDH Director
1 Executive Secretary II	3 CDH Analyst II	1 Deputy Director, CDH
1 Staff Analyst II	1 CDH Technician	1 CDH Project Manager
1 Fiscal Specialist	5 Total	2 CDH Analyst II
4 Total		1 Real Estate Specialist
		6 Total
Housing Successor	Homeowners Protection	
<u>Classification</u>	<u>Classification</u>	
1 Deputy Director, Housing Successor	2 Contract Housing Analyst	
1 Staff Analyst II	1 Secretary I	
2 Total	3 Total	



## WORKFORCE DEVELOPMENT

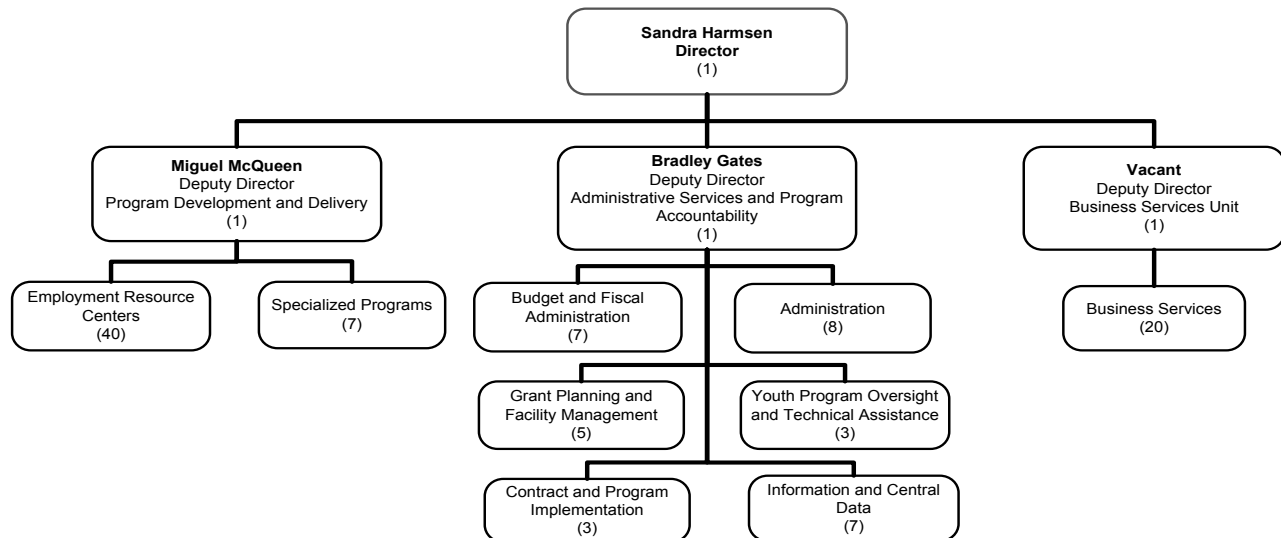
### Sandra Harmsen

#### DEPARTMENT MISSION STATEMENT

*The Department of Workforce Development serves residents and businesses in the County of San Bernardino by developing a skilled workforce that meets the ever-changing demands of the business community.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Met or exceeded all federal and state performance standards under the Workforce Investment Act Adult and Youth Programs.
- Opened a new Employment Resource Center in Victorville to expand services to jobseekers and businesses in the High Desert region.
- Received 75,101 visits by jobseekers at the Employment Resource Centers.
- Provided over 11,000 intensive employment services to residents, including career counseling, skills and aptitude assessment, and supportive services.
- Enrolled 1,950 residents in vocational or On-the-Job training programs.
- Visited 6,151 businesses to provide resources and employer services.
- Conducted assessment surveys with over 2,396 businesses in order to address business concerns and identify companies at risk of closure or reductions in workforce.
- Assisted 479 local businesses through workshops and consulting services for marketing, cost cutting, process improvement and human resources.
- Hosted six regional job fairs attended by 350 businesses and 8,500 jobseekers.
- Initiated a pilot program aimed to identify, support and train residents to become entrepreneurs.
- Provided Rapid Response services to assist 1,000 individuals affected by layoffs with reemployment services.
- Served 625 at-risk youth with job readiness training, work experience and education services.
- Established a partnership with the San Bernardino County Housing Authority to provide job placement services to residents of affordable housing communities.
- Partnered with the County Sheriff's department to provide employment services to individuals transitioning out of the corrections system.
- Collaborated with County Probation to assist parolees with job readiness and job placement assistance at the Day Reporting Centers.



**COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES****COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY**

- Objective(s):**
- *Focus EDA efforts on competing globally for investment, retraining and finding employment for those who have lost jobs or are under-employed, developing a more highly-educated and trained workforce, and creating an effective approach to tourism.*
  - *Utilize County programs and resources to maximize job creation.*

- Department Strategy:**
- *Serve residents with employment services provided through the County's three Employment Resource Centers.*
  - *Train individuals to gain employment in the in-demand occupations in San Bernardino County.*
  - *Provide On-the-Job Training services for unemployed and long-term unemployed individuals.*
  - *Provide Rapid Response services to residents affected by lay offs.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Number of Employment Resource Center visits.	79,245	60,000	75,101	60,000
Number of residents receiving training services.	2,986	2,000	1,731	2,000
Number of residents receiving On-the-Job training services.	384	225	219	240

During 2011-12, San Bernardino County experienced a 14.2% unemployment rate. The unemployment rate currently stands at 10.5%. With decreasing unemployment, we anticipated 60,000 visits to the centers in 2012-13. Based upon actuals there were a total of 75,101 visits during 2012-13. Based on the 2012-13 estimates, and the fact a downward trend in unemployment is expected to continue, visits to the centers are expected to decrease in 2013-14.

In anticipation of sequestration and funding reductions, training services were reduced in 2012-13. However, the level of sequestration was not as severe as expected and therefore training services are expected to increase for 2013-14.

**COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY**

- Objective(s):**
- *Continue business retention and expansion programs while implementing office and industrial attraction strategies emphasizing provision of high-paying jobs.*
  - *Utilize County programs and resources to maximize job creation.*

- Department Strategy:**
- *Retain County businesses through proactive outreach to identify and resolve business concerns.*
  - *Provide the business community with resources that help them grow.*
  - *Assist employers by providing customized recruiting services to fill their vacant positions.*
  - *Identify at-risk businesses and provide resources to avert potential layoffs.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Number of Business Assessment Surveys performed.	2,356	2,400	2,396	2,200
Number of business visits.	4,730	5,000	6,151	6,000
Number of businesses served through workshop and consulting services.	1,085	600	479	600

Business Assessment Surveys are performed during first-time visits by Business Services Representatives (BSR). Due to sequestration and a reduction in Workforce Investment Act (WIA) funding, the Business Services Unit will reassign three BSRs to become Job Placement Specialists, reducing the number of staff performing Business Assessment Surveys.

The total number of visits to business includes first-time visits and all follow up visits. To meet WIA mandates, BSRs will increase return visits to business for the purpose of job development and on-the-job training opportunities for customers. Due to recent utilization of portable technology and efficiencies made in client management software, BSRs will be able to spend more time in the field rather than returning to the office for data entry, which results in an increase in total business visits.

The number of businesses receiving workshop and consulting services has decreased from 2011-12 due to a reduction in available funding for these services.



**COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY**

**Objective(s):** • *Focus EDA efforts on competing globally for investment, retraining and finding employment for those who have lost jobs or are under-employed, developing a more highly-educated and trained workforce, and creating an effective approach to tourism.*

**Department Strategy:** • *Work with Youth Providers to serve at-risk youth to prepare them to enter the workforce.*  
• *Assist at-risk youth in obtaining a GED, High School Diploma, Training Certificate or Associates Degree.*  
• *Provide work experience opportunities for at-risk youth.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Number of at-risk youth enrolled.	559	554	625	476
Number of at-risk youth placed in employment.	444	400	507*	361
Number of at-risk youth attaining GED, High School Diploma, Training Certificate or Associates Degree.	465	425	581*	285

The anticipated reduction in the number of youth enrolled, placed in employment and attaining GED, High School Diploma, Training Certificate or Associates Degree is directly related to a decrease in federal funds.

\*The actual number of youth placed in employment or attaining education will not be available from the State of California until the end of September. The amounts listed are estimates.

**SUMMARY OF BUDGET UNITS****2013-14**

	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b>Special Revenue Fund</b>						
Workforce Development	21,835,895	21,415,353		420,542		104
Total Special Revenue Fund	21,835,895	21,415,353		420,542		104

**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Workforce Development	25,318,326	23,471,089	21,028,929	24,342,129	21,835,895
<b>Total</b>	<b>25,318,326</b>	<b>23,471,089</b>	<b>21,028,929</b>	<b>24,342,129</b>	<b>21,835,895</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Workforce Development	25,452,708	23,692,723	20,585,504	24,066,248	21,415,353
<b>Total</b>	<b>25,452,708</b>	<b>23,692,723</b>	<b>20,585,504</b>	<b>24,066,248</b>	<b>21,415,353</b>

**5-YEAR FUND BALANCE TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Workforce Development	(134,382)	(221,634)	443,425	275,881	420,542
<b>Total</b>	<b>(134,382)</b>	<b>(221,634)</b>	<b>443,425</b>	<b>275,881</b>	<b>420,542</b>



## Workforce Development

### DESCRIPTION OF MAJOR SERVICES

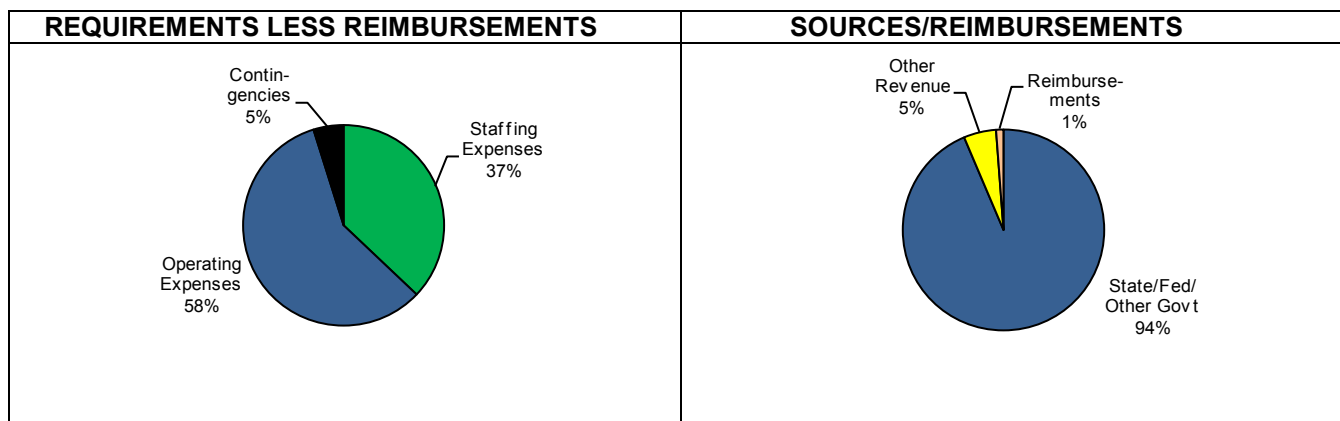
The Department of Workforce Development (WDD) provides services to job seekers, incumbent workers, entrepreneurs and employers through Workforce Investment Act (WIA) funding from the Department of Labor. Services are delivered to job seekers and businesses throughout the County via the department's Employment Resource Centers. These Centers are strategically placed in three of the County's economic regions. Services delivered include job search, skills assessments, vocational training, job readiness skills, connection to employers, assisting businesses with outreach services, recruitment efforts and employee retention. Understanding that increased employment opportunities enhance the quality of life for residents, WDD strives to ensure that the needs of local businesses are met by providing them with a skilled workforce, thus supporting the mission of the County.

#### Budget at a Glance

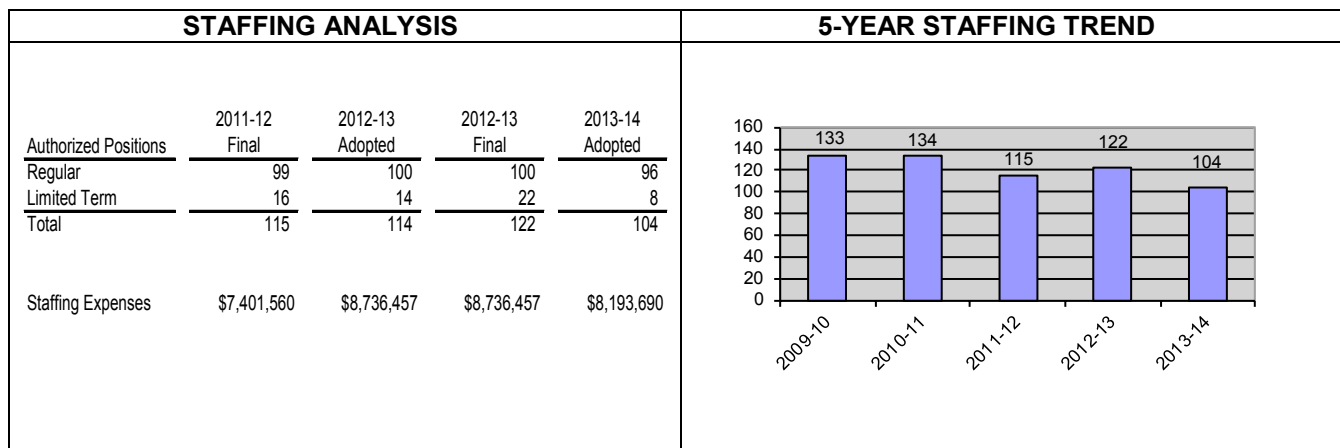
Total Requirements	\$21,835,895
Total Sources	\$21,415,353
Fund Balance	\$420,542
Use of Fund Balance	\$0
Total Staff	104

The Workforce Investment Board (WIB) administratively oversees the programs offered through the Department. The WIB's focus has been on demand industry sectors, and the WIB has worked diligently with businesses to target these demand occupations and high growth industries. The WIB is composed of private business representatives, labor organizations, and public sector partners who have been appointed by the County Board of Supervisors.

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING





**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Economic Development  
DEPARTMENT: Workforce Development  
FUND: Workforce Development

BUDGET UNIT: SAC JOB  
FUNCTION: Public Assistance  
ACTIVITY: Other Assistance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	6,970,256	8,818,615	7,352,095	7,959,401	8,736,457	8,193,690	(542,767)
Operating Expenses	21,773,447	26,303,948	15,310,596	12,243,655	14,876,229	12,828,020	(2,048,209)
Capital Expenditures	37,077	45,000	14,485	0	0	0	0
Contingencies	0	2,305,114	0	0	1,700,000	1,070,596	(629,404)
Total Exp Authority	28,780,780	37,472,677	22,677,176	20,203,056	25,312,686	22,092,306	(3,220,380)
Reimbursements	(3,193,298)	(10,207,088)	(2,203,014)	(254,623)	(970,557)	(256,411)	714,146
Total Appropriation	25,587,482	27,265,589	20,474,162	19,948,433	24,342,129	21,835,895	(2,506,234)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	25,587,482	27,265,589	20,474,162	19,948,433	24,342,129	21,835,895	(2,506,234)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	24,824,100	27,017,198	19,953,256	19,304,004	23,393,665	20,287,489	(3,106,176)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	548,449	470,025	460,456	811,383	672,583	1,127,864	455,281
Total Revenue	25,372,549	27,487,223	20,413,712	20,115,387	24,066,248	21,415,353	(2,650,895)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	25,372,549	27,487,223	20,413,712	20,115,387	24,066,248	21,415,353	(2,650,895)
Fund Balance					275,881	420,542	144,661
Budgeted Staffing					122	104	(18)

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$8.2 million fund 104 budgeted positions.

Operating expenses of \$12.8 million include costs associated with the Department's three Employment Resource Centers such as rent, computers/hardware/software and office supplies, staff travel and training costs, professional services, insurance, and County vehicle usage. Operating expenses also include \$8.9 million in direct services to job seekers and business customers.

Reimbursements of \$256,411 represent payments from other departments for program services provided through various Memorandums of Understanding (MOU).

Sources of \$21.4 million represent funding the Department receives from various state and federal grants, primarily from the federal Workforce Investment Act (WIA) of 1998.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements have decreased by \$2.5 million due to a reduction in sources of \$2.7 million. The decrease in sources is a result of reduced federal funding and will result in fewer customers receiving vocational training and supportive services.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$8.2 million fund 104 budgeted positions of which 96 are regular positions and 8 are limited term positions.

In 2013-14, the Department deleted 4 regular vacant positions and 14 limited term positions, for a total reduction of 18 positions. The limited term positions were utilized for staffing special projects tied to temporary funding sources ending June 30, 2013. The Department anticipates maintaining current levels of service for its primary mandated tasks of providing employment services to job seekers and businesses.





**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Executive Office	3	2	5	4	1	0	5
Administrative Services	29	1	30	26	4	0	30
Program Delivery and Outreach	43	5	48	46	2	0	48
Business Services Unit	21	0	21	20	1	0	21
Total	96	8	104	96	8	0	104

Executive Office	Administrative Services	Program Delivery and Outreach
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Workforce Development	1 Deputy Director	1 Deputy Director
1 Workforce Investment Board Aide	1 Secretary I	3 Workforce Development Manager
1 Executive Secretary II	1 Administrative Supervisor II	3 Workforce Development Supervisor I
1 Office Assistant III	1 Administrative Supervisor I	33 Workforce Development Specialist
1 Extra Help (Policy Advisor)	6 Staff Analyst II	3 Workforce Development Technician
5 Total	4 Staff Analyst I	5 Office Assistant II
	1 Program Specialist I	48 Total
	1 Workforce Development Specialist	
	6 Workforce Development Technician	
	1 Automated Systems Technician	
	1 Accountant II	
	1 Accounting Technician	
	1 Fiscal Specialist	
	3 Fiscal Assistant	
	1 Office Assistant III	
	30 Total	
<b>Business Services Unit</b>		
<u>Classification</u>		
1 Deputy Director		
2 Workforce Development Supv I		
17 Workforce Development Specialist		
1 Workforce Development Technician		
21 Total		



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FISCAL



**FISCAL  
SUMMARY**

<b>GENERAL FUND</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Net County Cost</b>	<b>Staffing</b>
ASSESSOR/RECORDER/COUNTY CLERK	242	22,789,523	7,106,500	15,683,023	221
AUDITOR-CONTROLLER/TREASURER/ TAX COLLECTOR	253	36,978,479	26,083,135	10,895,344	293
TOTAL GENERAL FUND		59,768,002	33,189,635	26,578,367	514
<b>SPECIAL REVENUE FUNDS</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Fund Balance</b>	<b>Staffing</b>
ASSESSOR/RECORDER/COUNTY CLERK: SPECIAL REVENUE FUNDS - CONSOLIDATED	249	12,651,458	4,490,092	8,161,366	11
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR: REDEMPTION RESTITUTION MAINTENANCE	260	1,434,306	223,800	1,210,506	0
TOTAL SPECIAL REVENUE FUNDS		14,085,764	4,713,892	9,371,872	11



## ASSESSOR/RECORDER/COUNTY CLERK

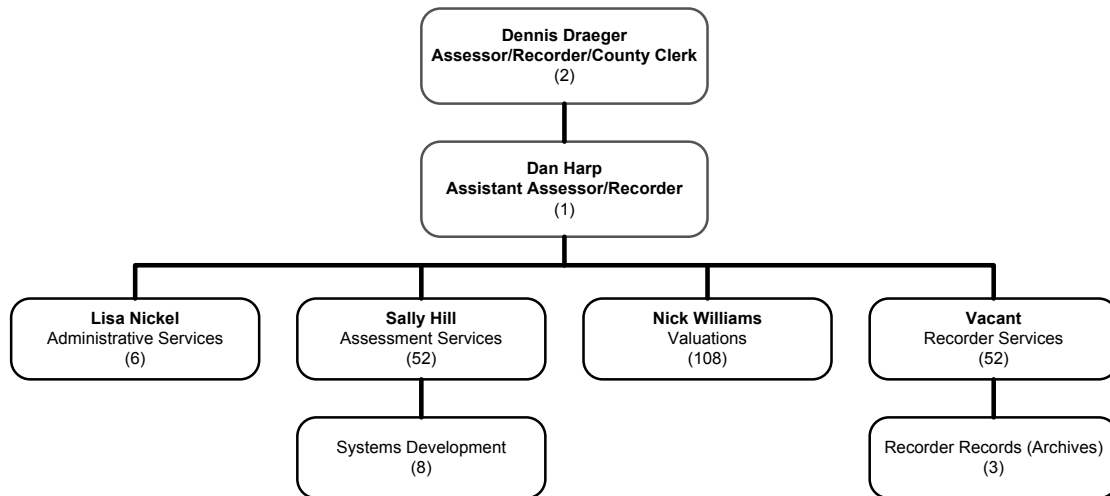
### Dennis Draeger

#### DEPARTMENT MISSION STATEMENT

*The Office of the Assessor/Recorder/County Clerk performs mandated assessment, recording and County Clerk functions for public benefit in a manner that is fair, informative, and with uniform treatment. It is necessary as a means of revenue generation in order to fund essential public services and efficiently operate County and state government.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Completed an equipment refresh project, replacing several obsolete servers, desktops, laptops, monitors and printers, providing for a more stable information technology environment.
- Imported over 200,000 imaged historical documents into the Assessor Property Information Management System (PIMS), providing improved access for all staff for parcel research purposes.
- Relocated the Hesperia district office to the first floor of the Jerry Lewis High Desert Government Center, providing better access for taxpayers.
- Updated the Department's fee schedule to accurately reflect costs for non-mandated services.
- Implemented several enhancements to business property processing in partnership with Information Services Department (ISD), including worksheets for audited and appealed costs, leased equipment processing and displaying of imaged records in PIMS.
- Implemented a benchmarking feature to the Assessor's automated system. This allows appraisers to group similar models in housing tracts for appraisal purposes. This will improve the annual review process required for parcels previously reduced in value under Proposition 8 Decline in Value.
- Implemented automated system changes to allow for multiple vendor processing of redaction, indexing and image services.
- Redesigned the Recorder/County Clerk - Archives internet site, providing more helpful information to customers. Improvements include fillable forms and online research of some records stored at the County Archives.
- Implemented system changes needed to allow agencies to submit documents for recording via the California e-Recording Transaction Network Authority (CeRTNA) system. CeRTNA allows agencies to use this single portal to record documents to multiple participating counties.
- Reconfigured existing workstations in the County Clerk section to accommodate ergonomic needs.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER

- Objective(s):**
- *Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.*

- Department Strategy:**
- *Establish a value for appraisable events by the close of the roll year to optimize tax revenues.*
  - *Process annual 571L Business Property Statements by the close of the roll year to optimize tax revenues.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage completed of appraisable events received to date in current roll year.*	99%	99%	97.8%	99%
Percentage completed of Business Property Statements filed by the annual deadline.	99.3%	99%	99.7%	99%

\*2012-13 Actual completion of appraisable events did not meet target due to increase in market values, properties with a reduced value under Prop 8 required more appraisal staff time to review and restore value as appropriate, creating a small backlog.

### COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS

- Objective(s):**
- *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

- Department Strategy:**
- *Process changes of ownership to ensure values are enrolled by the close of the roll year.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage completed of change of ownership documents received to date in current roll year.	95.5%	95.5%	99.9%	95.5%



**SUMMARY OF BUDGET UNITS**

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Assessor/Recorder/County Clerk	22,789,523	7,106,500	15,683,023			221
Total General Fund	22,789,523	7,106,500	15,683,023			221
<b><u>Special Revenue Funds</u></b>						
Recorder Special Revenue Funds - Consolidated	12,651,458	4,490,092		8,161,366		11
Total Special Revenue Funds	12,651,458	4,490,092		8,161,366		11
<b>Total - All Funds</b>	35,440,981	11,596,592	15,683,023	8,161,366		232

**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Assessor/Recorder/County Clerk	16,410,047	17,909,126	20,855,827	22,017,323	22,789,523
Systems Development (Fund SDW)	12,515,096	10,290,230	8,700,017	4,198,649	5,666,347
Vital Records (Fund SDX)	765,625	863,395	914,821	855,916	983,775
Electronic Recording (Fund SIW)	623,348	933,322	1,079,392	1,140,596	1,477,550
Recorder Records (Fund SIX)	1,306,567	1,488,363	1,545,280	1,286,217	1,470,371
Social Security Number Truncation (Fund SST)	1,164,482	1,564,602	2,031,420	2,443,968	3,053,415
<b>Total</b>	<b>32,785,165</b>	<b>33,049,038</b>	<b>35,126,757</b>	<b>31,942,669</b>	<b>35,440,981</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Assessor/Recorder/County Clerk	895,818	3,470,815	6,177,368	6,716,500	7,106,500
Systems Development (Fund SDW)	2,090,730	2,337,984	2,399,000	2,196,041	2,825,000
Vital Records (Fund SDX)	142,788	131,813	132,000	125,684	130,000
Electronic Recording (Fund SIW)	459,464	446,468	448,430	422,304	502,952
Recorder Records (Fund SIX)	467,341	451,670	445,454	418,907	504,160
Social Security Number Truncation (Fund SST)	492,707	490,121	479,052	451,983	527,980
<b>Total</b>	<b>4,548,848</b>	<b>7,328,871</b>	<b>10,081,304</b>	<b>10,331,419</b>	<b>11,596,592</b>

**5-YEAR NET COUNTY COST TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Assessor/Recorder/County Clerk	15,514,229	14,438,311	14,678,459	15,300,823	15,683,023
<b>Total</b>	<b>15,514,229</b>	<b>14,438,311</b>	<b>14,678,459</b>	<b>15,300,823</b>	<b>15,683,023</b>

**5-YEAR FUND BALANCE TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Systems Development (Fund SDW)	10,424,366	7,952,246	6,301,017	2,002,608	2,841,347
Vital Records (Fund SDX)	622,837	731,582	782,821	730,232	853,775
Electronic Recording (Fund SIW)	163,884	486,854	630,962	718,292	974,598
Recorder Records (Fund SIX)	839,226	1,036,693	1,099,826	867,310	966,211
Social Security Number Truncation (Fund SST)	671,775	1,074,481	1,552,368	1,991,985	2,525,435
<b>Total</b>	<b>12,722,088</b>	<b>11,281,856</b>	<b>10,366,994</b>	<b>6,310,427</b>	<b>8,161,366</b>





## Assessor/Recorder/County Clerk

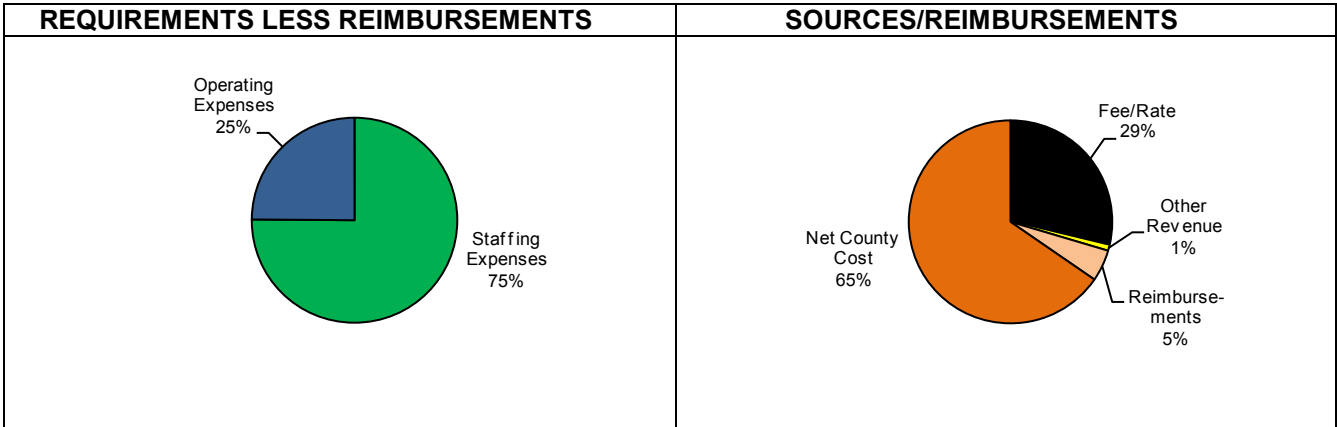
### DESCRIPTION OF MAJOR SERVICES

Under California law, the Assessor/Recorder/County Clerk establishes a value for all locally taxable property including residential, commercial, business and personal property. The Assessor/Recorder/County Clerk's Office maintains current records on approximately 753,322 parcels of real property, 31,544 business property accounts and 33,226 other assessments including boats, aircraft, and manufactured homes. The Assessor's Office also administers property tax exemptions including homeowners, veteran, disabled veteran, church, religious, and welfare exemptions, as well as exclusions including parent-to-child and senior/disabled persons transfer of base year value.

Budget at a Glance	
Total Requirements	\$22,789,523
Total Sources	\$7,106,500
Net County Cost	\$15,683,023
Total Staff	221
Funded by Net County Cost	65%

The Valuations Division is responsible for real, personal, business and special property valuations and assessment appeals. District offices provide public assistance regarding questions of ownership, mailing addresses, parcel numbers and assessed values. The Assessment Services Division provides mapping, change of ownership, change of address, data entry services, public information services, and computer systems maintenance and development. The Administrative Services Division provides fiscal, payroll, mail services, and facility support. The Recorder Services Division accepts all documents for recording that comply with applicable recording laws. Official records are maintained evidencing ownership and encumbrances of real and personal property and other miscellaneous records. The Recorder Services Division is also responsible for County Archives and County Clerk functions. County Archives maintains historical records for the County. County Clerk maintains records as they relate to vital statistics, fictitious business names, and other records that are required by the State to be filed with the County Clerk.

### 2013-14 ADOPTED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
	2011-12 Final	2012-13 Adopted	2012-13 Final	2013-14 Adopted					
Authorized Positions									
Regular	216	216	216	221					
Limited Term	0	0	0	0					
Total	216	216	216	221					
Staffing Expenses	\$16,067,105	\$17,642,653	\$17,191,081	\$18,017,420					

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Fiscal  
DEPARTMENT: Assessor/Recorder/County Clerk  
FUND: General

BUDGET UNIT: AAA ASR  
FUNCTION: General  
ACTIVITY: Finance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	13,433,612	14,672,925	16,065,032	16,374,853	17,191,081	18,017,420	826,339
Operating Expenses	2,974,435	3,207,612	6,258,025	5,626,983	5,765,009	5,968,722	203,713
Capital Expenditures	0	67,807	42,493	42,332	61,000	0	(61,000)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	16,408,047	17,948,344	22,365,550	22,044,168	23,017,090	23,986,142	969,052
Reimbursements	0	(39,553)	(1,574,366)	(294,570)	(1,040,767)	(1,203,619)	(162,852)
Total Appropriation	16,408,047	17,908,791	20,791,184	21,749,598	21,976,323	22,782,523	806,200
Operating Transfers Out	0	0	45,000	39,952	41,000	7,000	(34,000)
Total Requirements	16,408,047	17,908,791	20,836,184	21,789,550	22,017,323	22,789,523	772,200
<b>Sources</b>							
Taxes	53,006	24,875	17,667	21,462	16,500	10,000	(6,500)
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	514,358	3,220,307	5,946,068	7,293,110	6,463,000	6,902,000	439,000
Other Revenue	328,454	225,669	214,607	273,254	237,000	194,500	(42,500)
Total Revenue	895,818	3,470,851	6,178,342	7,587,826	6,716,500	7,106,500	390,000
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	895,818	3,470,851	6,178,342	7,587,826	6,716,500	7,106,500	390,000
Net County Cost	15,512,229	14,437,940	14,657,842	14,201,724	15,300,823	15,683,023	382,200
Budgeted Staffing					216	221	5

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$18.0 million represent the majority of this budget unit and fund 221 budgeted regular positions. Operating expenses consist primarily of printing and taxpayer notice mailing costs, COWCAP, and systems development charges for the Property Information Management System (PIMS). Reimbursements of \$1.2 million are primarily from the Recorder special revenue funds for administrative costs. Sources of \$7.1 million include fees for recording and County Clerk services, special assessments, transfers of ownership, and data sales.



## BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses are increasing by \$826,339 primarily as a result of the addition of new positions and increases in retirement and other benefit costs. Operating expenses are increasing by \$203,713 primarily due to Application Development Maintenance and Support costs now being budgeted directly in the Department and new annual maintenance of a proprietary software system, partially offset by a decrease in computer hardware expenses due to the completion of the equipment refresh project. Reimbursements are increasing by \$162,852 primarily due to increased administrative costs reimbursed from Recorder special revenue funds. Sources are increasing by \$390,000 as a result of anticipated increases in the volume of recorded documents.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$18.0 million fund 221 budgeted regular positions. The 2013-14 budget includes a net increase of 5 positions. Staffing changes are as follows:

- Assessment Appeals: Reclassification of 5 Appraiser IIIs and 1 Auditor-Appraiser III to Appraiser IVs to recognize the complex and specialized nature of appeals work, and the addition of 2 Appraiser IVs, which will ensure that appeals are completed within the statutory timeframe.
- Assessor-Big Bear District: Addition of 1 Appraiser II and 1 Office Assistant III, which will serve to expand public office hours in this district office.
- Assessor-Transfers: Addition of 1 Title Transfer Technician I, which is necessary to process the increase in property transfer documents that have resulted from the improvement in the housing market. Deletion of 1 Office Assistant II, as this position does not meet the current needs of the Department.
- Assessor-Data Systems: Addition of 1 Automated Systems Technician, which will enable the unit to meet the current demand for services and prevent delays in restoring users to full production capacity.
- Recorder: Addition of 1 Lead Legal Document Classifier and 2 Legal Document Classifier IIs, which will reduce wait time for customers and provide better oversight of Recorder staff. Deletion of 1 Secretary I, as this position does not meet the current needs of the Department.
- Mapping: Deletion of 2 Cadastral Drafting Technician Is, as these positions do not meet the current needs of the Department.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Management and Administrative Services	8	0	8	8	0	0	8
Assessment Services	52	0	52	48	2	2	52
Valuations	108	0	108	97	7	4	108
Recorder Services	53	0	53	45	5	3	53
Total	221	0	221	198	14	9	221

**Management and Administrative Services**Classification

- 1 Assessor/Recorder
- 1 Assistant Assessor/Recorder
- 1 Executive Secretary III
- 1 Administrative Supervisor II
- 1 Staff Analyst II
- 1 Staff Analyst I
- 1 Payroll Specialist
- 1 Fiscal Assistant
- 8 Total

**Assessment Services**Classification

- 1 Chief of Assessment Services
- 1 Supervising Office Specialist
- 2 Supervising Office Assistant
- 1 Office Specialist
- 13 Office Assistant III
- 3 Office Assistant II
- 1 Supv Title Trans Technician II
- 1 Supv Title Transfer Technician I
- 3 Title Transfer Technician II
- 15 Title Transfer Technician I
- 1 Cadastral Services Supervisor
- 1 Cadastral Drafting Technician III
- 2 Cadastral Drafting Technician II
- 1 Cadastral Drafting Technician I
- 1 Business Systems Analyst III
- 1 Business Systems Analyst II
- 2 Automated Systems Analyst I
- 2 Automated Systems Technician
- 52 Total

**Valuations**Classification

- 1 Chief Appraiser
- 3 Principal Appraiser
- 8 Supervising District Appraiser
- 8 Appraiser IV
- 5 Appraiser III
- 11 Appraiser II
- 30 Appraiser I
- 13 Appraisal Technician
- 2 Supervising Auditor Appraiser
- 1 Auditor-Appraiser III
- 9 Auditor-Appraiser II
- 16 Office Assistant III
- 1 Office Assistant II
- 108 Total

**Recorder Services**Classification

- 1 County Clerk
- 1 Chief Deputy Recorder
- 1 Staff Analyst I
- 2 Legal Document Coordinator
- 2 Legal Document Supervisor
- 3 Lead Legal Document Classifier
- 23 Legal Document Classifier II
- 15 Legal Document Classifier I
- 1 Accountant II
- 2 Fiscal Assistant
- 1 Office Assistant III
- 1 Office Assistant II
- 53 Total



## Recorder Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Systems Development** was established to support, maintain and modernize the creation, retention and retrieval of information in the County's system of recorded documents. Sources include fees collected pursuant to Government Code Section 27361 on legal documents.

#### Budget at a Glance

Total Requirements	\$12,651,458
Total Sources	\$4,490,092
Fund Balance	\$8,161,366
Use of Fund Balance	\$2,429,391
Total Staff	11

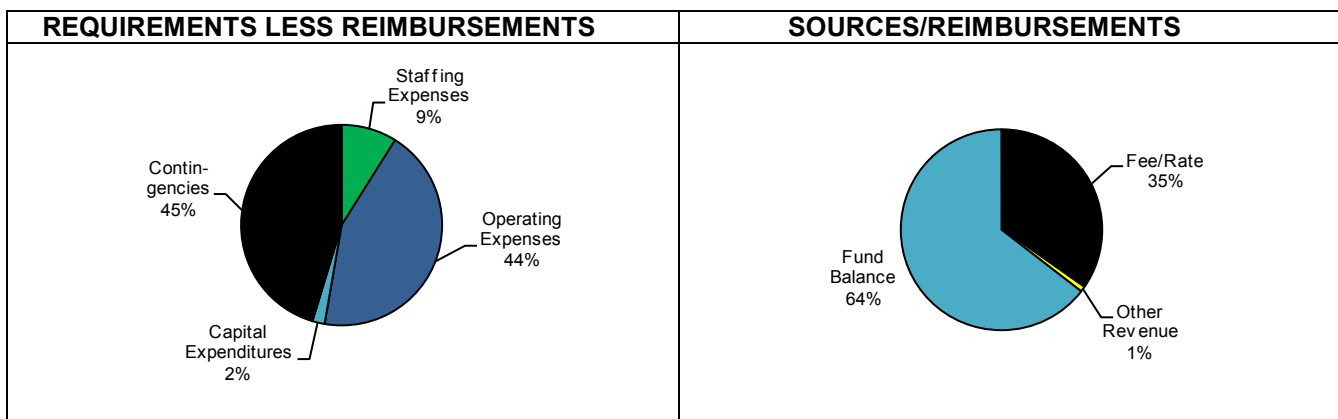
**Vital Records** was established to support vital records operation and retention, including the improvement and automation of vital records systems. Sources include fees collected for certified copies of vital statistics records pursuant to Health and Safety Code Section 10605.3. There is no staffing associated with this budget unit.

**Electronic Recording** was established by Government Code Section 27279.1 to authorize the County of San Bernardino to accept electronic transmission of recordable documents and the Recorder has been recording electronic documents since 2004. Government Code Section 27397 authorized all California counties to accept electronic transmission of recordable documents subject to regulation set forth by the Attorney General. In 2007, the Board approved a joint powers agreement (JPA) for the California e-Recording Transaction Network Authority (CeRTNA). This budget unit was established to support participation in the JPA. Sources include fees collected pursuant to Government Code Section 27397 regarding electronic recording delivery systems such as official records evidencing ownership and encumbrances of real and personal property, and other miscellaneous records. There is no staffing associated with this budget unit.

**Recorder Records** was established to defray the cost of storing, restoring, and imaging the County Recorder's documents. The primary service provided by this budget unit is the maintenance, repair and imaging digitization of the County Recorder's documents. Sources include fees collected pursuant to Government Code Section 27361 on legal documents.

**Social Security Number Truncation** was established to defray the cost of implementing Government Code Section 27301 which requires local governments to truncate the first five digits of social security numbers (SSN) that appear in records that may be disclosed to the public. The law requires the Recorder to implement the SSN truncation program for all records back to 1980. The primary service provided by this budget unit is the review of all recorded documents, flagging of high-value personal information, truncation of the first five digits of the SSN, and the creation of a separate index and images for public view. Phase 1 began with all the documents recorded since January 2009. Phase 2 will require a professional services contract for the documents from 1980 through 2007. The index and images of the original recorded documents will be maintained in their entirety. Sources include fees collected pursuant to Government Code Section 27301. There is no staffing associated with this budget unit.

### 2013-14 ADOPTED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Final	2013-14 Adopted					
Regular	4	12	12	11					
Limited Term	0	0	0	0					
Total	4	12	12	11					
Staffing Expenses	\$275,068	\$1,240,720	\$1,240,720	\$1,128,911					

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Fiscal  
DEPARTMENT: Assessor/Recorder/County Clerk  
FUND: Recorder Special Revenue Funds - Consolidated

BUDGET UNIT: Various  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	1,730,575	258,535	275,068	1,001,309	1,240,720	1,128,911	(111,809)
Operating Expenses	3,262,916	3,908,584	3,820,113	1,778,536	4,647,029	5,540,572	893,543
Capital Expenditures	267,995	24,460	12,173	57,022	222,057	250,000	27,943
Contingencies	0	0	0	0	3,880,608	5,731,975	1,851,367
Total Exp Authority	5,261,486	4,191,579	4,107,354	2,836,867	9,990,414	12,651,458	2,661,044
Reimbursements	0	(6,564)	(118,732)	0	(65,068)	0	65,068
Total Appropriation	5,261,486	4,185,015	3,988,622	2,836,867	9,925,346	12,651,458	2,726,112
Operating Transfers Out	0	600,919	4,000,000	0	0	0	0
Total Requirements	5,261,486	4,785,934	7,988,622	2,836,867	9,925,346	12,651,458	2,726,112
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	3,659,566	3,753,003	3,804,794	4,517,817	3,527,831	4,400,000	872,169
Other Revenue	108,539	105,125	92,356	103,089	87,088	90,092	3,004
Total Revenue	3,768,105	3,858,128	3,897,150	4,620,906	3,614,919	4,490,092	875,173
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	3,768,105	3,858,128	3,897,150	4,620,906	3,614,919	4,490,092	875,173
Fund Balance					6,310,427	8,161,366	1,850,939
Budgeted Staffing					12	11	(1)



**DETAIL OF 2013-14 ADOPTED BUDGET**

	2013-14			
	Requirements	Sources	Fund Balance	Staffing
<b><u>Special Revenue Funds</u></b>				
Systems Development (Fund SDW)	5,666,347	2,825,000	2,841,347	8
Vital Records (Fund SDX)	983,775	130,000	853,775	0
Electronic Recording (Fund SIW)	1,477,550	502,952	974,598	0
Recorder Records (Fund SIX)	1,470,371	504,160	966,211	3
Social Security Number Truncation (Fund SST)	3,053,415	527,980	2,525,435	0
Total Special Revenue Funds	12,651,458	4,490,092	8,161,366	11

**Systems Development** includes approximately \$5.7 million in requirements to fund 8 positions, costs for document indexing/imaging, computer hardware, software and associated maintenance, and includes approximately \$1.6 million in budgeted contingencies. Sources of approximately \$2.8 million are from Recorder modernization fees.

**Vital Records** includes approximately \$1.0 million in requirements to fund computer software, printing and other professional services, and includes approximately \$0.8 million in budgeted contingencies. Sources of \$130,000 are from vital and health statistic fees.

**Electronic Recording** includes approximately \$1.5 million in requirements for computer hardware and CeRTNA related expenses, and includes approximately \$0.9 million in budgeted contingencies. Sources of \$502,952 are from electronic recording fees and anticipated interest earnings.

**Recorder Records** includes approximately \$1.5 million in requirements for staffing expenses to fund 3 positions, costs associated with preservation efforts, and includes approximately \$0.7 in budgeted contingencies. Sources of \$504,160 are from records fees and anticipated interest earnings.

**Social Security Number Truncation** includes approximately \$3.1 million in requirements to fund the cost of truncating records as required by law, and includes approximately \$1.7 million in budgeted contingencies. Sources of \$527,980 are from redaction fees and anticipated interest earnings.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by approximately \$2.7 million primarily due to an increase in contingencies, increases in computer hardware, software and associated maintenances and the purchase of servers in the Systems Development budget unit, and a professional services contract to truncate records as required by law. These increases are partially offset by decreased staffing expenses due to the elimination of one position in the Recorder Records budget unit.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$1.1 million fund 11 budgeted regular positions. The 2013-14 budget includes the addition of 1 Automated Systems Analyst II and the deletion of 1 Business Systems Analyst III in the Systems Development budget unit, as well as the deletion of 1 Archives Analyst in the Recorder Records budget unit. These actions eliminate positions that do not meet the current needs of the Department and provide a new position that will enable the IT staff to more proactively meet the needs of the computer system.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Systems Development	8	0	8	7	0	1	8
Recorder Records	3	0	3	3	0	0	3
Total	11	0	11	10	0	1	11

**Systems Development**Classification

- 1 Business Applications Manager
- 2 Programmer Analyst III
- 1 Automated Systems Analyst II
- 3 Automated Systems Analyst I
- 1 Automated Systems Technician
- 8 Total

**Recorder Records**Classification

- 1 Archives Program Administrator
- 1 Archives Technician
- 1 Storekeeper
- 3 Total





## AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR

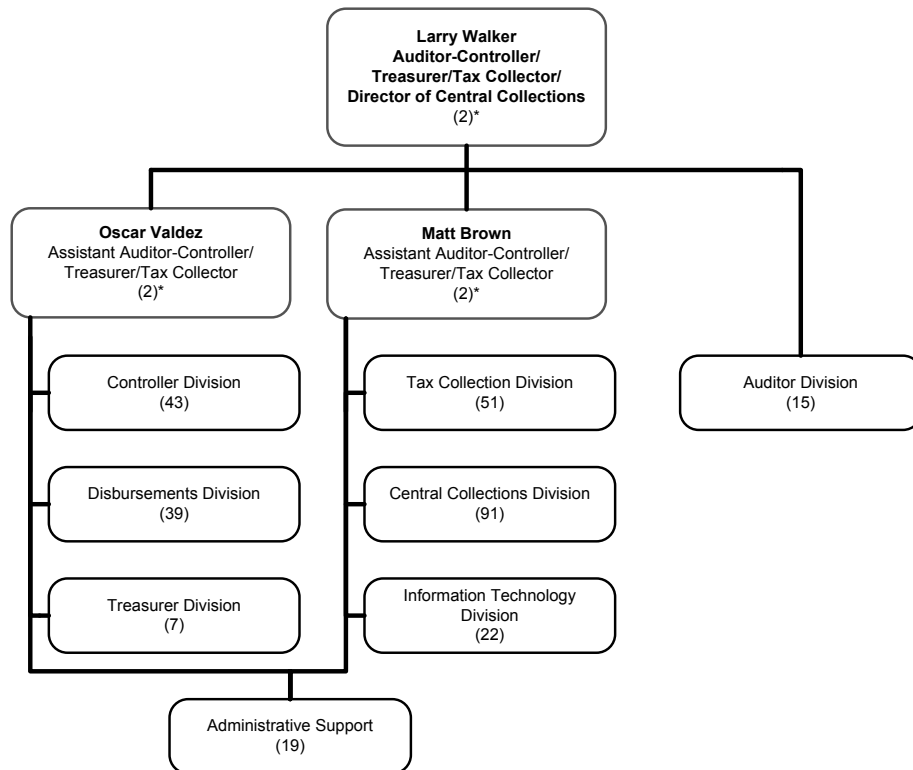
### Larry Walker

#### DEPARTMENT MISSION STATEMENT

*The Office of the Auditor-Controller/Treasurer/Tax Collector processes, safeguards, and provides information regarding County financial activities, manages the County treasury pool, collects and distributes property taxes and other obligations owed to County agencies and courts with integrity, independent judgment, and courteous, outstanding service that is accessible to citizens, businesses, and other public agencies. We are accurate, fair, timely and innovative in the use of technology to enhance services throughout the County.*



#### ORGANIZATIONAL CHART



\*Includes one secretary position

#### 2012-13 ACCOMPLISHMENTS

- In addition to apportioning property taxes to approximately 600 taxing entities Countywide, the Auditor-Controller/Treasurer/Tax Collector (ATC) now manages and calculates approximately 1,515 pass-through agreement payments on behalf of 26 countywide successor agencies. During the past year, ATC has worked diligently with various State Departments, Successor Agencies and Affected Taxing Entities to implement Redevelopment Agency dissolution legislation.
- During the past year, ATC has worked diligently with County School Districts and the County Office of Education to improve school district financings in order to reduce financing costs for districts and taxpayers.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER

**Objective(s):** • *Live within our means, fully funding basic operating systems, liabilities and reserves, while forming capital to strategically invest in the future.*

**Department Strategy:** • *Maintain the financial accounting system in accordance with Generally Accepted Accounting Standards and the Government Finance Officers Association (GFOA) to achieve the highest standards in government accounting and financial reporting.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting.	Yes	Yes	Yes	Yes

### COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES

**Objective(s):** • *Develop a closer working relationship with cities, tribes and other governmental agencies.*

**Department Strategy:** • *Complete the final property tax apportionment by the third week following the end of the fiscal year.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of apportionments completed by the third week of the following fiscal year.	100%	100%	100%	100%

### COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER

**Objective(s):** • *Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.*

**Department Strategy:** • *Maintain the highest possible credit rating for the County investment pool.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
County investment pool rating.	Moody's - Aaa*, S&P - AA+s*, and Fitch - AAA	Fitch - AAA	Fitch - AAA	Fitch - AAA

\*Ratings effective through March 31, 2012. During 2011-12, the County made the decision to terminate the rating contracts with Moody's and Standard and Poor's for a cost savings of \$60,000 annually.

**Department Strategy:** • *Increase marketing, advertising and outreach to improve awareness of the annual Tax Sale and collect defaulted secured property taxes.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of secured property taxes recovered through tax sale process.	N/A	N/A	50%	50%



**SUMMARY OF BUDGET UNITS**

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Auditor-Controller/Treasurer/Tax Collector	36,978,479	26,083,135	10,895,344			293
Total General Fund	36,978,479	26,083,135	10,895,344			293
<b><u>Special Revenue Fund</u></b>						
Redemption Restitution Maintenance	1,434,306	223,800		1,210,506		0
Total Special Revenue Fund	1,434,306	223,800		1,210,506		0
<b>Total - All Funds</b>	38,412,785	26,306,935	10,895,344	1,210,506		293

**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Auditor-Controller/Treasurer/Tax Collector	38,143,630	34,607,550	32,441,654	36,599,126	36,978,479
Redemption Restitution Maintenance	180,350	182,140	973,709	1,059,419	1,434,306
<b>Total</b>	<b>38,323,980</b>	<b>34,789,690</b>	<b>33,415,363</b>	<b>37,658,545</b>	<b>38,412,785</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Auditor-Controller/Treasurer/Tax Collector	23,918,402	24,126,528	23,124,508	27,026,066	26,083,135
Redemption Restitution Maintenance	2,587	1,790	791,562	85,800	223,800
<b>Total</b>	<b>23,920,989</b>	<b>24,128,318</b>	<b>23,916,070</b>	<b>27,111,866</b>	<b>26,306,935</b>

**5-YEAR NET COUNTY COST TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Auditor-Controller/Treasurer/Tax Collector	14,225,228	10,481,022	9,317,146	9,573,060	10,895,344
<b>Total</b>	<b>14,225,228</b>	<b>10,481,022</b>	<b>9,317,146</b>	<b>9,573,060</b>	<b>10,895,344</b>

**5-YEAR FUND BALANCE TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Redemption Restitution Maintenance	177,763	180,350	182,147	973,619	1,210,506
<b>Total</b>	<b>177,763</b>	<b>180,350</b>	<b>182,147</b>	<b>973,619</b>	<b>1,210,506</b>



## Auditor-Controller/Treasurer/Tax Collector

### DESCRIPTION OF MAJOR SERVICES

The Office of the Auditor-Controller/Treasurer/Tax Collector (ATC) is responsible for providing the County and its constituents with a variety of accounting, collections, and investment services.

The Controller Division records the collections and performs the accounting, reporting, and claims of all County financial activities to ensure sound financial management. It is also responsible for the compilation of property tax rates, developing and implementing accounting systems and standards, administering the Countywide Cost Allocation Plan and managing and calculating pass-through agreement payments on behalf of Countywide successor agencies relating to the dissolution of Redevelopment Agencies. The Disbursements Division is responsible for vendor payments, payroll services and revenue disbursements to taxing agencies.

The Treasurer Division performs the County's treasury function including the investment of all County and School District funds within the County investment pool and associated banking services. The Treasurer currently manages assets of \$3.5 - \$4.9 billion. The Tax Collector Division collects property taxes for all County taxing entities which amounted to a little over \$2.1 billion in property taxes and other fees in 2012-13.

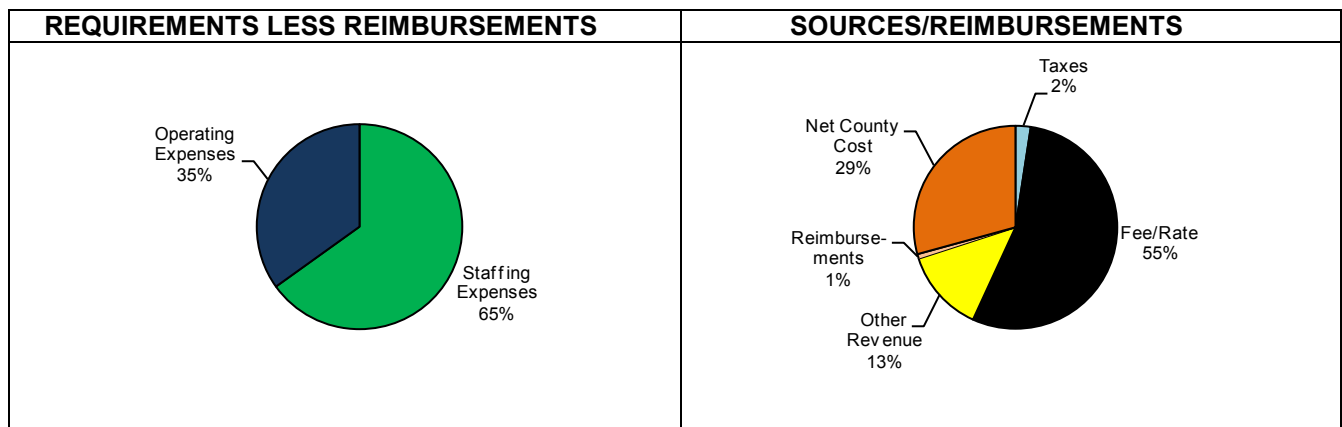
The Central Collections Division provides collection services for the County, collecting nearly \$58 million for the year ending June 30, 2013, including collection of court-ordered payments and Arrowhead Regional Medical Center's delinquent accounts receivable.

The Auditor Division performs operational and financial audits of departments, agencies and special districts, evaluates internal controls for operational improvement, and operates the Fraud, Waste and Abuse Hotline.

#### Budget at a Glance

Total Requirements	\$36,978,479
Total Sources	\$26,083,135
Net County Cost	\$10,895,344
Total Staff	293
Funded by Net County Cost	29%

### 2013-14 ADOPTED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
	2011-12	2012-13	2012-13	2013-14					
Authorized Positions	Final	Adopted	Final	Adopted					
Regular	288	282	277	278					
Limited Term	3	3	3	15					
Total	291	285	280	293					
Staffing Expenses	\$22,181,622	\$24,178,495	\$23,797,675	\$24,151,265					

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Fiscal  
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector  
FUND: General

BUDGET UNIT: AAA ATX  
FUNCTION: General  
ACTIVITY: Finance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	24,458,313	24,350,111	22,181,622	22,511,394	23,797,675	24,151,265	353,590
Operating Expenses	13,826,130	11,778,908	11,296,625	10,365,981	13,254,280	12,958,514	(295,766)
Capital Expenditures	8,691	92,306	55,963	89,777	100,000	140,000	40,000
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	38,293,134	36,221,325	33,534,210	32,967,152	37,151,955	37,249,779	97,824
Reimbursements	(1,430,338)	(1,614,279)	(1,258,293)	(275,419)	(552,829)	(271,300)	281,529
Total Appropriation	36,862,796	34,607,046	32,275,917	32,691,733	36,599,126	36,978,479	379,353
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	36,862,796	34,607,046	32,275,917	32,691,733	36,599,126	36,978,479	379,353
<b>Sources</b>							
Taxes	442,760	307,060	0	386,920	910,000	895,000	(15,000)
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	216,455	90,018	136,501	153,632	150,481	33,081	(117,400)
Fee/Rate	19,717,110	18,347,152	18,108,328	19,472,244	19,904,937	20,267,571	362,634
Other Revenue	2,999,989	5,382,219	4,880,121	4,887,853	6,060,648	4,887,483	(1,173,165)
Total Revenue	23,376,314	24,126,449	23,124,950	24,900,649	27,026,066	26,083,135	(942,931)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	23,376,314	24,126,449	23,124,950	24,900,649	27,026,066	26,083,135	(942,931)
Net County Cost	13,486,482	10,480,597	9,150,967	7,791,084	9,573,060	10,895,344	1,322,284
Budgeted Staffing					280	293	13

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$24.2 million represent the majority of expenditures in this budget unit and fund 293 budgeted positions, of which 278 are regular positions and 15 are limited term positions. These expenses are necessary to provide accounting, collections, and investment services to County departments and constituents. Sources primarily represent fee/rate and cost-reimbursement revenue generated by services provided.



## BUDGET CHANGES AND OPERATIONAL IMPACT

Overall requirements have increased by \$379,353 primarily due to increased staffing expenses, including increased retirement and other benefit costs, as well as increased operating expenses, including Application Development Maintenance and Support costs of \$1.5 million now being budgeted directly in the Department. These increases are offset by a reduction of \$1.1 million in Countywide Treasury banking fees, COWCAP charges, and other cost savings. Although tax sale revenues are expected to increase because of the large number of parcels available for sale in 2013-14, overall sources are decreasing by \$942,931 due to the elimination of the Treasury banking fee expense and corresponding revenue.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$24.2 million fund 293 budgeted positions of which 278 are regular positions and 15 are limited term positions. The 2013-14 budget includes a net increase of 13 positions, consisting of the addition of 1 Automated Systems Analyst II to help manage IT infrastructure, 10 Public Service Employees for ATC's summer internship program, and 2 Public Service Employees to provide support and assistance to meet the increased seasonal workload demands of ATC's Controller Division. In addition, 1 Supervising Accounting Technician position will be added, offset by the deletion of 1 Supervising Fiscal Specialist and 1 Office Assistant III position will be added, offset by the deletion of 1 Office Assistant II position to better meet the needs of the department.

Finally, the budget includes the reclassification of 1 Office Assistant II to an Office Assistant III, as well as 1 Assistant Auditor-Controller/Treasurer/Tax Collector to Auditor-Controller Division Chief to reflect the actual duties performed.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Management	6	0	6	6	0	0	6
Administrative Support	9	10	19	9	0	10	19
Information Technology Division	22	0	22	21	0	1	22
Auditor Division	15	0	15	14	1	0	15
Controller Division	41	2	43	35	6	2	43
Disbursements Division	37	2	39	38	1	0	39
Treasurer Division	7	0	7	7	0	0	7
Tax Collection Division	50	1	51	46	3	2	51
Central Collections Division	91	0	91	78	13	0	91
<b>Total</b>	<b>278</b>	<b>15</b>	<b>293</b>	<b>254</b>	<b>24</b>	<b>15</b>	<b>293</b>

<b>Management</b>	<b>Administrative Support</b>	<b>Information Technology Division</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Elected Auditor-Controller/Treasurer/ Tax Collector	1 Administrative Supervisor I	1 Departmental IS Administrator
2 Assistant ATC	1 Special Projects Administrator	1 Office Assistant III
3 Executive Secretary III	1 ATC Building Coordinator	2 Business Applications Manager
6 Total	1 Accountant III	2 Business Systems Analyst III
	1 Payroll Specialist	2 Department Systems Engineer
	1 Fiscal Specialist	4 Programmer Analyst III
	2 Office Assistant III	1 Programmer III
	1 Office Assistant II	3 Automated Systems Analyst II
	10 Public Service Employee	3 Automated Systems Analyst I
	19 Total	3 Automated Systems Technician
		22 Total
<b>Auditor Division</b>	<b>Controller Division</b>	<b>Disbursements Division</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Auditor-Controller Division Chief	1 Auditor-Controller Division Chief	1 Auditor-Controller Division Chief
1 Secretary I	1 Secretary I	1 Secretary I
1 Auditor-Controller Manager	3 Auditor-Controller Manager	2 Auditor-Controller Manager
2 Supervising Internal Auditor III	3 Supervising Accountant III	1 Supervising Accountant III
1 Internal Auditor IV	1 Supervising Accounting Technician	1 Supervising Accountant II
6 Internal Auditor III	2 Systems Accountant III	3 Sup ATC Payroll Technician
2 Accountant III	5 Systems Accountant II	1 Systems Accountant II
1 Accounting Technician	1 Internal Auditor III	2 Accountant III
15 Total	10 Accountant III	1 Accounting Technician
	5 Accountant II	5 ATC Payroll Technician
	4 Accounting Technician	3 Fiscal Specialist
	2 Fiscal Specialist	5 Fiscal Assistant
	3 Fiscal Assistant	10 Office Assistant III
	2 Public Service Employee	1 Office Assistant II
	43 Total	2 Public Service Employee
		39 Total
<b>Treasurer Division</b>	<b>Tax Collection Division</b>	<b>Central Collections Division</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Cash Manager/Investment Officer	1 Auditor-Controller Division Chief	1 Director of Central Collections
1 Assistant Cash Mngr/Invstmnt Officer	1 Secretary	1 Chief Central Collections
2 Investment Analyst	1 Tax Collection Manager	1 Secretary II
1 Treasurer Office Manager	1 Tax Collector Accounting Manager	1 Auditor-Controller Manager
1 Accounting Technician	1 Tax Sale Manager	1 Chief Collections Supervisor
1 Fiscal Assistant	1 Supervising Accounting Technician	2 Supervising Accountant II
7 Total	7 Collections Officer	2 Accountant III
	5 Accounting Technician	6 Supervising Collections Officer
	3 Supervising Office Assistant	1 Supervising Fiscal Specialist
	3 Fiscal Specialist	54 Collections Officer
	9 Fiscal Assistant	2 Accounting Technician
	8 Office Assistant III	1 Fiscal Specialist
	10 Office Assistant II	5 Fiscal Assistant
	51 Total	2 Office Assistant III
		11 Office Assistant II
		91 Total



Redemption Restitution Maintenance

DESCRIPTION OF MAJOR SERVICES

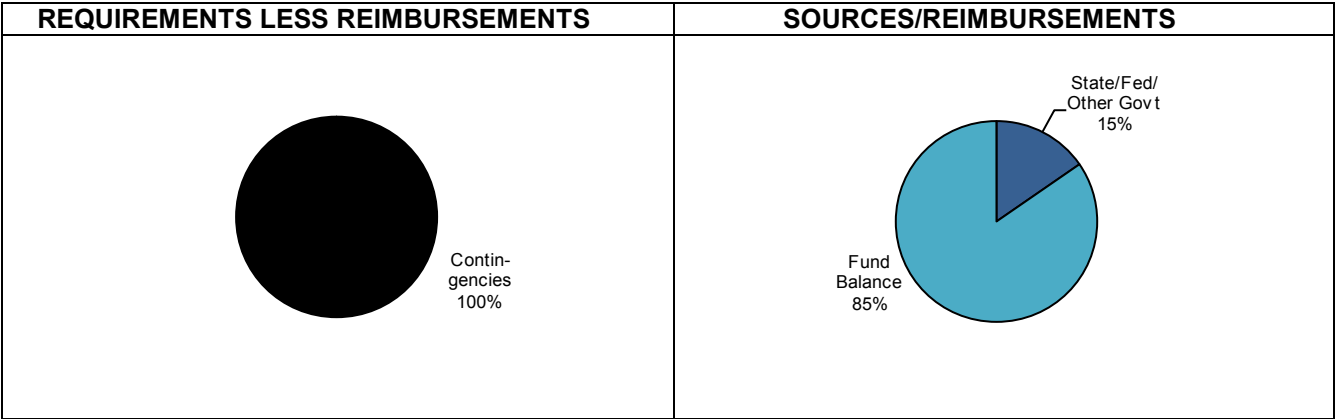
The Redemption Restitution Maintenance budget unit consists of revenue received from tax sales and revenue received from the State of California for the Victim Restitution Rebate.

Redemption Maintenance accounts for revenue received from tax sales to defray the costs of maintaining the redemption and tax defaulted files, and the costs of administering and processing the claims for excess tax sale proceeds. Revenue includes unclaimed excess tax sale proceeds collected pursuant to Revenue and Taxation Code 4674.

Restitution Maintenance accounts for rebate revenue received from the State of California for collecting and submitting Victim Restitution funds timely to the State, per Government Code 13963(f). Additionally, the rebate revenue received shall be used for furthering collection efforts.

Budget at a Glance	
Total Requirements	\$1,434,306
Total Sources	\$223,800
Fund Balance	\$1,210,506
Use of Fund Balance	\$0
Total Staff	0

2013-14 ADOPTED BUDGET





**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Fiscal  
 DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector  
 FUND: Redemption Restitution Maintenance

BUDGET UNIT: SDQ TTX  
 FUNCTION: General  
 ACTIVITY: Finance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	269,219	0	(269,219)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	790,200	1,434,306	644,106
Total Exp Authority	0	0	0	0	1,059,419	1,434,306	374,887
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	1,059,419	1,434,306	374,887
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	1,059,419	1,434,306	374,887
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	790,562	233,744	0	220,000	220,000
Fee/Rate	0	0	0	0	85,000	0	(85,000)
Other Revenue	2,587	1,797	910	3,143	800	3,800	3,000
Total Revenue	2,587	1,797	791,472	236,887	85,800	223,800	138,000
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	2,587	1,797	791,472	236,887	85,800	223,800	138,000
Fund Balance					973,619	1,210,506	236,887
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Sources of \$223,800 represent \$220,000 in Victim Restitution Rebate revenue and \$3,800 in anticipated interest earnings.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Overall requirements have increased by \$374,887 due to increased budgeted contingencies resulting from the anticipation of a one-time increase in tax sale revenue for 2013-14, therefore the reimbursement to the Auditor-Controller/Treasurer/Tax Collector's general fund for work related to the processing of excess tax sale proceeds will not be needed in 2013-14. Overall sources have increased by \$138,000 primarily due to the addition of Victim Restitution Rebate Revenue to this budget unit and an increase in anticipated interest earnings, offset by a decrease in revenue collected from unclaimed excess tax sale proceeds.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



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# HUMAN SERVICES



**HUMAN SERVICES  
SUMMARY**

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Net County Cost</u>	<u>Staffing</u>
<b><u>GENERAL FUND</u></b>					
HUMAN SERVICES	264				
HEALTH ADMINISTRATION	266				
HEALTH ADMINISTRATION	268	110,534,459	95,534,459	15,000,000	2
BEHAVIORAL HEALTH	274				
BEHAVIORAL HEALTH	277	152,535,445	150,543,234	1,992,211	549
PUBLIC HEALTH	290				
PUBLIC HEALTH	293	78,546,440	74,445,996	4,100,444	707
CALIFORNIA CHILDREN'S SERVICES	297	21,008,999	16,335,156	4,673,843	166
INDIGENT AMBULANCE	301	472,501	0	472,501	0
HUMAN SERVICES ADMINISTRATIVE CLAIM	306	473,868,684	458,161,333	15,707,351	4,408
AGING AND ADULT SERVICES	323				
AGING AND ADULT SERVICES	326	8,914,746	8,914,746	0	46
PUBLIC GUARDIAN-CONSERVATOR	329	903,483	286,850	616,633	19
CHILD SUPPORT SERVICES	332	40,134,968	40,134,968	0	434
HUMAN SERVICES - SUBSISTENCE PAYMENTS:					
SUBSISTENCE FUNDS - CONSOLIDATED	341	511,782,257	482,384,868	29,397,389	0
VETERANS AFFAIRS	353	1,896,491	458,777	1,437,714	18
TOTAL GENERAL FUND		<u>1,400,598,473</u>	<u>1,327,200,387</u>	<u>73,398,086</u>	<u>6,349</u>
	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Fund Balance</u>	<u>Staffing</u>
<b><u>SPECIAL REVENUE FUNDS</u></b>					
HEALTH ADMINISTRATION:					
MASTER SETTLEMENT AGREEMENT	272	38,858,857	18,404,020	20,454,837	0
BEHAVIORAL HEALTH:					
MENTAL HEALTH SERVICES ACT	282	162,549,990	83,695,691	78,854,299	404
SPECIAL REVENUE FUNDS - CONSOLIDATED	287	22,236,458	11,571,240	10,665,218	0
PUBLIC HEALTH:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	303	7,833,266	4,187,767	3,645,499	0
HUMAN SERVICES ADMINISTRATION:					
WRAPAROUND REINVESTMENT FUND	338	15,549,078	7,935,000	7,614,078	6
PRESCHOOL SERVICES	346	49,516,770	49,466,702	50,068	700
TOTAL SPECIAL REVENUE FUNDS		<u>296,544,419</u>	<u>175,260,420</u>	<u>121,283,999</u>	<u>1,110</u>



## HUMAN SERVICES

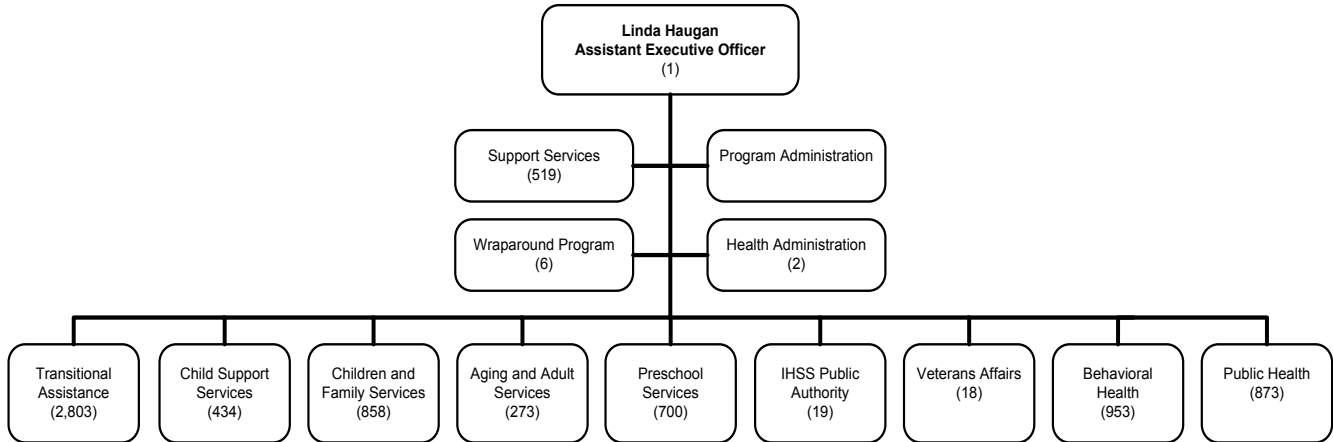
### Linda Haugan

#### MISSION STATEMENT

*Human Services works to build a healthy community by strengthening Individuals and families, enhancing quality of life, and valuing people.*



#### ORGANIZATIONAL CHART



#### SUMMARY OF HEALTH BUDGET UNITS

2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget
<b>General Fund</b>					
Health Administration	110,534,459	95,534,459	15,000,000		2
Behavioral Health (BH)	152,535,445	150,543,234	1,992,211		549
Public Health (PH)	78,546,440	74,445,996	4,100,444		707
PH - California Children's Services	21,008,999	16,335,156	4,673,843		166
PH - Indigent Ambulance	472,501	0	472,501		0
<b>Total General Fund</b>	<b>363,097,844</b>	<b>336,858,845</b>	<b>26,238,999</b>		<b>1,424</b>
<b>Special Revenue Funds</b>					
Master Settlement Agreement	38,858,857	18,404,020		20,454,837	0
BH - Mental Health Services Act	162,549,990	83,695,691		78,854,299	404
BH Special Revenue Funds - Consolidated	22,236,458	11,571,240		10,665,218	0
PH Special Revenue Funds - Consolidated	7,833,266	4,187,767		3,645,499	0
<b>Total Special Revenue Funds</b>	<b>231,478,571</b>	<b>117,858,718</b>		<b>113,619,853</b>	<b>404</b>
<b>Total - All Funds</b>	<b>594,576,415</b>	<b>454,717,563</b>	<b>26,238,999</b>	<b>113,619,853</b>	<b>1,828</b>

Health is comprised of five general fund budget units: Health Administration, Behavioral Health, Public Health, California Children's Services and Indigent Ambulance. In addition, ten special revenue funds have been established to act as financing budgets for the Health Administration, Behavioral Health and Public Health general fund budget units. Each special revenue fund collects and disburses funds based on the specific purpose and activities established including, but not limited to, alcohol and drug prevention services, tobacco cessation services and preparedness and response.



**SUMMARY OF HUMAN SERVICES BUDGET UNITS**

2013-14						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Human Services Administrative Claim	473,868,684	458,161,333	15,707,351			4,408
Aging and Adult Services - Aging Programs	8,914,746	8,914,746	0			46
Public Guardian-Conservator	903,483	286,850	616,633			19
Child Support Services	40,134,968	40,134,968	0			434
Human Services Subsistence - Consolidated	511,782,257	482,384,868	29,397,389			0
Veterans Affairs	1,896,491	458,777	1,437,714			18
Total General Fund	1,037,500,629	990,341,542	47,159,087			4,925
<b><u>Special Revenue Funds</u></b>						
Wraparound Reinvestment Fund	15,549,078	7,935,000		7,614,078		6
Preschool Services	49,516,770	49,466,702		50,068		700
Total Special Revenue Funds	65,065,848	57,401,702		7,664,146		706
<b><u>Other Agencies</u></b>						
IHSS Public Authority	7,052,526	5,638,157		1,414,369		19
Total Other Agencies	7,052,526	5,638,157		1,414,369		19
<b>Total - All Funds</b>	<b>1,109,619,003</b>	<b>1,053,381,401</b>	<b>47,159,087</b>	<b>9,078,515</b>		<b>5,650</b>

NOTE: IHSS Public Authority is reported in a separate budget document.

Human Services is composed of eight County Departments: Transitional Assistance (TAD), Children and Family Services (CFS), Aging and Adult Services (DAAS), Preschool Services, Child Support Services, Veterans Affairs, Behavioral Health (BH) and Public Health (PH). Also three other agencies work in conjunction with the core Human Services departments and they are: Children's Network, Children's Fund and the Office of Homeless Services. Additionally, several support divisions under Human Services Management Services, including the Performance, Education and Resource Center, provide administrative and training support to the Human Services Departments.

Transitional Assistance, Children and Family Services, Aging and Adult Services, and all Human Services support divisions are included in the Human Services Administrative Claim process. The purpose of the claim process is to provide the County with the means for determining the costs applicable to each of the numerous welfare programs. This cost determination is necessary to satisfy federal and state reporting and funding requirements and to determine appropriate federal and state financial reimbursement to the County for each of the welfare programs.

Subsistence Payments and Aid to Indigents (general relief) are either direct payments to welfare recipients or payments to organizations that provide service to the welfare recipients. The Human Services Assistant Executive Officer is responsible for all of the above budget units.



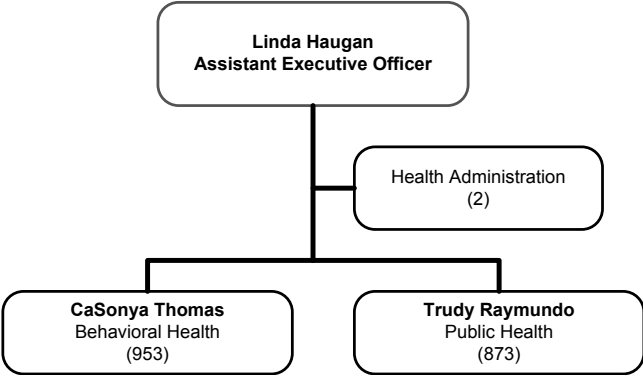
HEALTH ADMINISTRATION

DEPARTMENT MISSION STATEMENT

*Health Administration develops and coordinates budgets, policies, and procedures for the County’s health care departments in accordance with the strategic goals adopted by the Board of Supervisors, the County Charter, and general laws.*



ORGANIZATIONAL CHART





**SUMMARY OF BUDGET UNITS**

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Health Administration	110,534,459	95,534,459	15,000,000			2
Total General Fund	110,534,459	95,534,459	15,000,000			2
<b><u>Special Revenue Fund</u></b>						
Master Settlement Agreement	38,858,857	18,404,020		20,454,837		0
Total Special Revenue Fund	38,858,857	18,404,020		20,454,837		0
<b>Total - All Funds</b>	149,393,316	113,938,479	15,000,000	20,454,837		2

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Health Administration	61,640,716	52,070,117	43,427,735	102,560,645	110,534,459
Master Settlement Agreement	20,039,138	22,852,028	23,877,171	27,207,376	38,858,857
<b>Total</b>	<b>81,679,854</b>	<b>74,922,145</b>	<b>67,304,906</b>	<b>129,768,021</b>	<b>149,393,316</b>

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Health Administration	46,640,716	37,070,117	28,424,005	87,560,645	95,534,459
Master Settlement Agreement	17,409,067	17,812,891	18,025,144	17,075,000	18,404,020
<b>Total</b>	<b>64,049,783</b>	<b>54,883,008</b>	<b>46,449,149</b>	<b>104,635,645</b>	<b>113,938,479</b>

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Health Administration	15,000,000	15,000,000	15,003,730	15,000,000	15,000,000
<b>Total</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,003,730</b>	<b>15,000,000</b>	<b>15,000,000</b>

5-YEAR FUND BALANCE TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Master Settlement Agreement	2,630,071	5,039,137	5,852,027	10,132,376	20,454,837
<b>Total</b>	<b>2,630,071</b>	<b>5,039,137</b>	<b>5,852,027</b>	<b>10,132,376</b>	<b>20,454,837</b>



## Health Administration

### DESCRIPTION OF MAJOR SERVICES

The role of the Health Administration budget unit is to seek and support opportunities to foster collaboration among the Department of Public Health (PH), Department of Behavioral Health (BH), and the Arrowhead Regional Medical Center (ARMC). The Health Administration provides regular fiscal and policy analysis relating to the operations of these departments. Additionally, Health Administration manages the \$110.5 million Health Administration budget unit, which includes funding for ARMC debt service, health related maintenance of effort costs, and transfers required to obtain federal health care funding.

#### Budget at a Glance

Total Requirements	\$110,534,459
Total Sources	\$95,534,459
Net County Cost	\$15,000,000
Total Staff	2
Funded by Net County Cost	14%

Health care related transactions represented by this budget unit include the Disproportionate Share Hospital (DSH) Supplemental Payments, Realignment AB 8 match, and the County's contribution for ARMC debt service payments.

#### Intergovernmental Transfers for Medi-Cal Managed Care Capitation Rates

This budget unit also includes Intergovernmental Transfers (IGT) to the state to fund increased Medi-Cal managed care capitation rate payments to managed care plans that contract with their respective counties. These IGT's are to be used as the non-federal share of the Medi-Cal managed care capitation rate increases. The IGT Proposal became effective for the rate year October 1, 2008 through September 30, 2009. As with the Disproportionate Share Hospital Funds transfers, the IGT matching contributions to the state, as well as the return of that initial investment is reported within this budget unit.

#### California Medi-Cal Hospital/Uninsured Care Demonstration Project (SB 1100)

Effective July 1, 2005, funding from SB 855 and SB 1255 for the Disproportionate Share Hospital Programs was replaced by SB 1100, California's Medi-Cal Hospital/Uninsured Demonstration Project. The prior SB 855 and SB 1255 programs provided supplemental payments to hospitals serving a disproportionate number of low-income individuals, as well as those licensed to provide emergency medical services and contract with the California Medical Assistance Commission (CMAC) to serve Medi-Cal patients under the Selective Provider Contracting Program.

The new funding system, SB 1100, was designed under a Medicaid (Medi-Cal in California) waiver to fund public and private safety-net hospitals providing care to Medi-Cal and uninsured patients. The hospital financing waiver under SB 1100 is comprised of three elements:

- Medi-Cal Fee for Service, which represents federal funds accounted for directly in the ARMC budget unit, for services provided to Medi-Cal patients;
- Safety Net Care Pool Funds, which provide a fixed amount of federal dollars, also accounted for directly in the ARMC budget unit, to cover uncompensated health care costs, and
- DSH Funds, which continue to be reflected as a matching contribution to the state, and a return of that initial investment, within this budget unit.

#### Realignment and General Fund Support

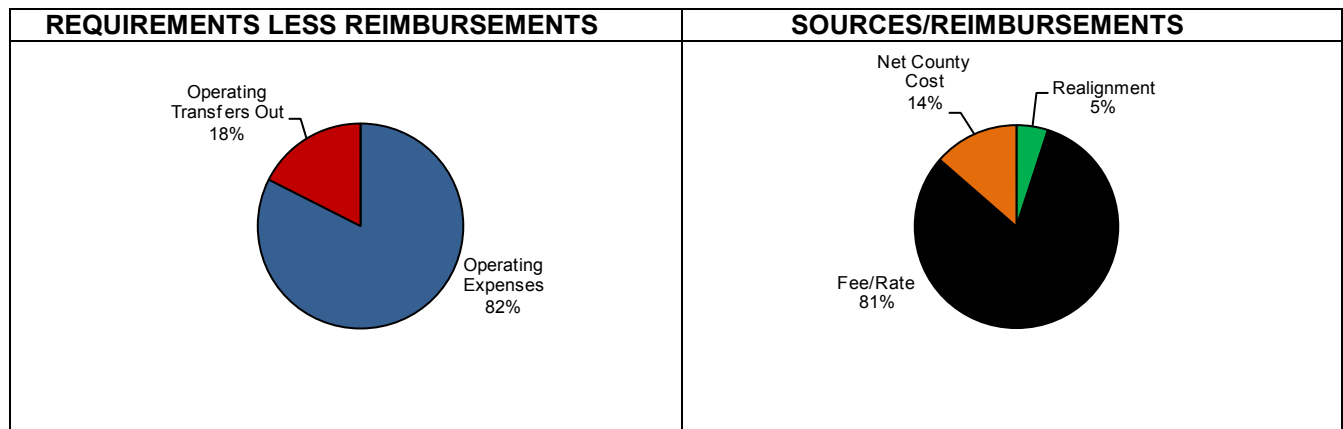
General fund support and realignment funds are used to pay for the ARMC debt service lease payments, Realignment AB 8 match and administrative costs related to this budget unit. To qualify for receipt of Health Realignment funding from the state, the County must contribute a 'match' of local funds. The County's match for 2013-14 is \$4.3 million, which is based on a formula established through AB 8 in 1979. This amount has remained constant throughout the years.

Realignment funds support this budget unit as follows:

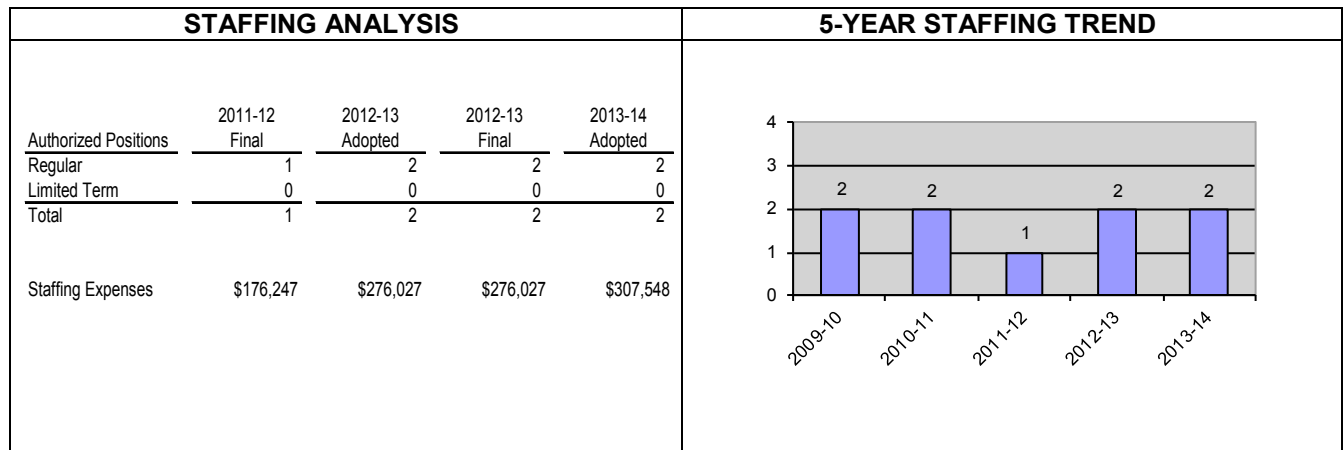
- Mental Health at 10.24% (which covers half of administrative costs).
- Social Services at 2.55% (which covers a share of cost for the 2-1-1 Information System).
- Health at 87.21% (which covers half of administrative costs plus debt service payments).



## 2013-14 ADOPTED BUDGET



## BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Human Services  
DEPARTMENT: Health Administration  
FUND: General

BUDGET UNIT: AAA HCC  
FUNCTION: Health and Sanitation  
ACTIVITY: Hospital Care

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	100,092	230,227	176,247	320,215	276,027	307,548	31,521
Operating Expenses	42,588,434	32,031,388	23,988,795	67,065,145	82,967,939	90,910,232	7,942,293
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	42,688,526	32,261,615	24,165,042	67,385,360	83,243,966	91,217,780	7,973,814
Reimbursements	0	0	(39,979)	0	0	0	0
Total Appropriation	42,688,526	32,261,615	24,125,063	67,385,360	83,243,966	91,217,780	7,973,814
Operating Transfers Out	18,951,047	19,805,002	19,023,328	18,302,938	19,316,679	19,316,679	0
Total Requirements	61,639,573	52,066,617	43,148,391	85,688,298	102,560,645	110,534,459	7,973,814
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	4,754,817	5,825,299	4,873,403	7,826,732	5,470,645	5,534,459	63,814
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	41,884,757	31,244,819	23,277,623	62,861,566	82,090,000	90,000,000	7,910,000
Other Revenue	0	0	0	0	0	0	0
Total Revenue	46,639,574	37,070,118	28,151,026	70,688,298	87,560,645	95,534,459	7,973,814
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	46,639,574	37,070,118	28,151,026	70,688,298	87,560,645	95,534,459	7,973,814
Net County Cost	14,999,999	14,996,499	14,997,365	15,000,000	15,000,000	15,000,000	0
Budgeted Staffing					2	2	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Major expenditures in this budget unit include funding Disproportionate Share and Intergovernmental Transfers to cover Medi-Cal Managed Care and transfers to cover the required local match and debt service lease payments for ARMC. The major revenue is the matching funds from the state to cover Medi-Cal Managed Care capitation rate payment enhancements.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$307,548 fund 2 Administrative Analyst positions. Requirements has a net increase of \$31,521 from prior year due to increased retirement and benefit costs.

Operating expenses of \$90.9 million are increasing by \$7.9 million primarily to fund increasing DSH Funds and Medi-Cal Care capitation rates.

Operating transfers out of \$19.3 million fund \$4.3 million of realignment local match, which must be transferred into trust, before Health Realignment monies can be directed toward the PH and ARMC budget units to fund health programs, and \$15.0 million of net debt service lease payment for ARMC. Net County Cost in this Department is funded by the Tobacco Master Settlement agreement and supports the \$4.3 million realignment match and a portion of Medical Center lease payments.

Fee/rate revenue of \$90.0 million is increasing by \$7.9 million due to the reimbursement from the state for increasing DSH Funds and Medi-Cal Care capitation rates.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$307,548 fund 2 budgeted regular positions. There are no changes to budgeted staffing.



2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Health Administration	2	0	2	2	0	0	2
Total	2	0	2	2	0	0	2

Health Administration							
Classification							
2	Administrative Analyst						
2	Total						

## Master Settlement Agreement

### DESCRIPTION OF MAJOR SERVICES

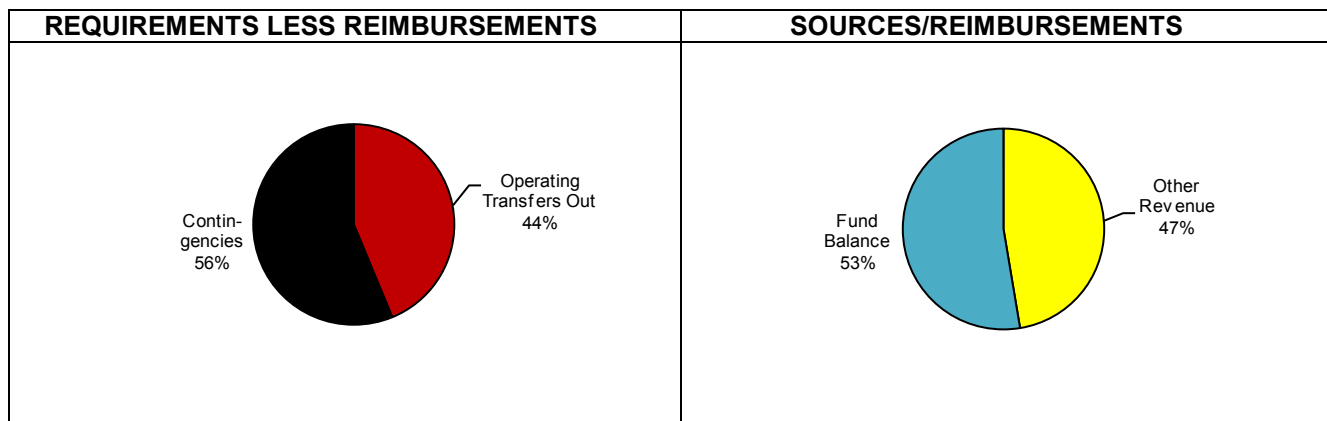
This budget unit accounts for proceeds received from the tobacco lawsuit Master Settlement Agreement (MSA). In late 1998, a settlement was reached in a lawsuit filed by states against the tobacco industry. In California, the proceeds of the settlement are divided equally between the state and local governments who partnered in the lawsuit. Payments to local governments are based on a formula involving total tobacco sales and each local entity's population.

#### Budget at a Glance

Total Requirements	\$38,858,857
Total Sources	\$18,404,020
Fund Balance	\$20,454,837
Use of Fund Balance	\$0
Total Staff	0

A majority of the County's total proceeds are used each year to fund a portion of the Arrowhead Regional Medical Center (ARMC) debt.

### 2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Human Services  
 DEPARTMENT: Health Administration  
 FUND: Master Settlement Agreement

BUDGET UNIT: RSM MSA  
 FUNCTION: Health and Sanitation  
 ACTIVITY: Hospital Care

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	10,207,376	21,858,857	11,651,481
Total Exp Authority	0	0	0	0	10,207,376	21,858,857	11,651,481
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	10,207,376	21,858,857	11,651,481
Operating Transfers Out	15,000,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	0
Total Requirements	15,000,000	17,000,000	17,000,000	17,000,000	27,207,376	38,858,857	11,651,481
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	17,409,065	17,812,890	18,134,168	27,322,460	17,075,000	18,404,020	1,329,020
Total Revenue	17,409,065	17,812,890	18,134,168	27,322,460	17,075,000	18,404,020	1,329,020
Operating Transfers In	0	0	3,146,181	0	0	0	0
Total Sources	17,409,065	17,812,890	21,280,349	27,322,460	17,075,000	18,404,020	1,329,020
Fund Balance					10,132,376	20,454,837	10,322,461
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Contingencies of \$21.9 million are increasing by \$11.7 million based on available fund balance and increased sources.

Operating transfers out of \$17.0 million reflect a transfer to the general fund which is then used to fund the Net County Cost within the Health Administration budget unit and to offset increased health care costs within the Department of Public Health. Health Administration uses that Net County Cost to fund the \$4.3 million realignment local match requirement and \$10.7 million of net debt service lease payment for ARMC.

Other revenue of \$18.4 million reflects anticipated revenue from the major tobacco companies to the Master Settlement Agreement fund.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements have increased by \$11.7 million due to additional fund balance available.

Revenues from the Master Settlement Agreement have remained stable over the past four years with the exception of a 'spike' in 2012-13 due to a settlement regarding the Non-Participating Manufacturers (NPM) Adjustment. The majority of sources will continue to be directed towards ARMC lease payments.

Sources are increasing by \$1.3 million due to increased share of settlement revenues.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



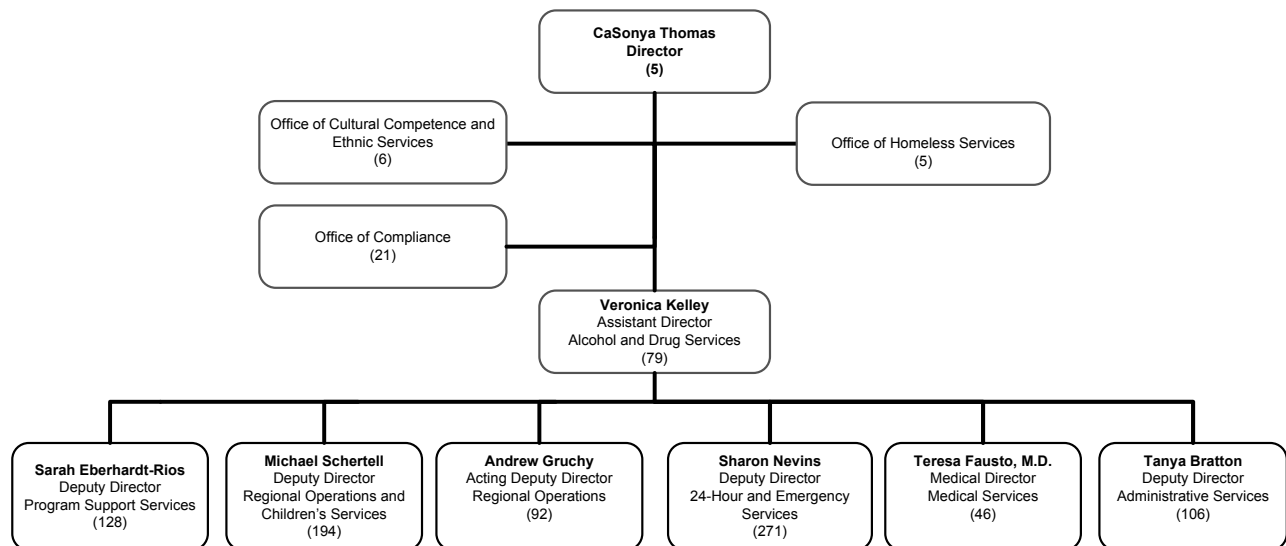
## BEHAVIORAL HEALTH CaSonya Thomas

### DEPARTMENT MISSION STATEMENT

*The County of San Bernardino Behavioral Health Programs strive to be recognized as a progressive system of seamless, accessible, and effective services that promote prevention, intervention, recovery and resiliency for individuals, families and communities.*



### ORGANIZATIONAL CHART



### 2012-13 ACCOMPLISHMENTS

- Partnered with Housing Authority of the County of San Bernardino in a rapid re-housing project called Project HOPE targeting those that are homeless or at risk of homelessness to assist them into permanent housing through housing support, case management, counseling peer support and other numerous services.
- Partnered with Arrowhead Regional Medical Center and Public Health in the implementation of the County's Low Income Health Program (LIHP), Arrowcare, collaborating to support enrollment of 20,000 county residents, and providing specialized behavioral health services and access to primary care services to 2,933 individuals.
- Partnered with a qualified community contract provider, Valley Star, to open a Crisis Residential Treatment Center called "The STAY," which helps Transitional Age Youth safely and successfully transition back to community living after a period of psychiatric crisis and recovery.
- Co-located with County Probation, Department of Behavioral Health is the first mental health department in the State of California to implement both a certified mental health and drug and alcohol treatment program within a Day Reporting Center to serve the AB 109 population.
- Remained a strong participant in the Partnership for Healthy Mothers & Babies (PHMB) program, integrating public health and behavioral health systems to ensure access to the appropriate early intervention services for substance using pregnant women and teens. The Program's goal is for babies to be born free of prenatal exposure to drugs, alcohol and tobacco.
- Continuing with efforts to implement a new Behavioral Health Management Information and Electronic Health Records Systems that will improve efficiency in processing claims and managing health records.





**COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES****COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

**Objective(s):** • *Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.*

**Department Strategy:** • *Increase access to mental health services for Medi-Cal beneficiaries to be in alignment with state wide penetration rates of 5.66%.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Penetration rates for Medi-Cal beneficiaries.	N/A	4.99%	4.99%	5.1%
Number of outreach events focused on reaching community members for education about access to mental health services and Medi-Cal eligibility.	N/A	85	85	90

**COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

**Objective(s):** • *Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.*  
• *Implement Federal Healthcare Reform.*

**Department Strategy:** • *Develop and implement programs and strategies to increase access to coordinated behavioral health services.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Total number of Medi-Cal eligible clients enrolled to access comprehensive behavioral health services.	12,000	14,400	14,379	15,000



**SUMMARY OF BUDGET UNITS**

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Behavioral Health	152,535,445	150,543,234	1,992,211			549
Total General Fund	152,535,445	150,543,234	1,992,211			549
<b><u>Special Revenue Funds</u></b>						
Mental Health Services Act	162,549,990	83,695,691		78,854,299		404
Special Revenue Funds - Consolidated	22,236,458	11,571,240		10,665,218		0
Total Special Revenue Funds	184,786,448	95,266,931		89,519,517		404
<b>Total - All Funds</b>	337,321,893	245,810,165	1,992,211	89,519,517		953

**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Behavioral Health	197,300,042	116,439,381	116,023,908	135,802,713	152,535,445
Mental Health Services Act	119,585,473	145,987,696	139,885,288	161,089,972	162,549,990
Block Grant Carryover Program	14,185,259	14,757,697	18,789,279	20,975,510	19,852,532
Court Alcohol & Drug Program	1,313,371	1,418,406	1,408,636	1,371,284	1,752,975
Driving Under the Influence Program	479,537	542,316	616,004	694,355	630,951
<b>Total</b>	<b>332,863,682</b>	<b>279,145,496</b>	<b>276,723,115</b>	<b>319,933,834</b>	<b>337,321,893</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Behavioral Health	195,307,831	114,447,170	114,031,697	133,810,502	150,543,234
Mental Health Services Act	80,580,439	93,448,103	68,277,594	97,966,341	83,695,691
Block Grant Carryover Program	10,890,373	11,097,502	11,173,848	11,792,819	10,946,230
Court Alcohol & Drug Program	506,315	483,069	444,899	391,000	401,010
Driving Under the Influence Program	284,766	240,969	249,206	284,000	224,000
<b>Total</b>	<b>287,569,724</b>	<b>219,716,813</b>	<b>194,177,244</b>	<b>244,244,662</b>	<b>245,810,165</b>

**5-YEAR NET COUNTY COST TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Behavioral Health	1,992,211	1,992,211	1,992,211	1,992,211	1,992,211
<b>Total</b>	<b>1,992,211</b>	<b>1,992,211</b>	<b>1,992,211</b>	<b>1,992,211</b>	<b>1,992,211</b>

**5-YEAR FUND BALANCE TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Mental Health Services Act	39,005,034	52,539,593	71,607,694	63,123,631	78,854,299
Block Grant Carryover Program	3,294,886	3,660,195	7,615,431	9,182,691	8,906,302
Court Alcohol & Drug Program	807,056	935,337	963,737	980,284	1,351,965
Driving Under the Influence Program	194,771	301,347	366,798	410,355	406,951
<b>Total</b>	<b>43,301,747</b>	<b>57,436,472</b>	<b>80,553,660</b>	<b>73,696,961</b>	<b>89,519,517</b>



## Behavioral Health

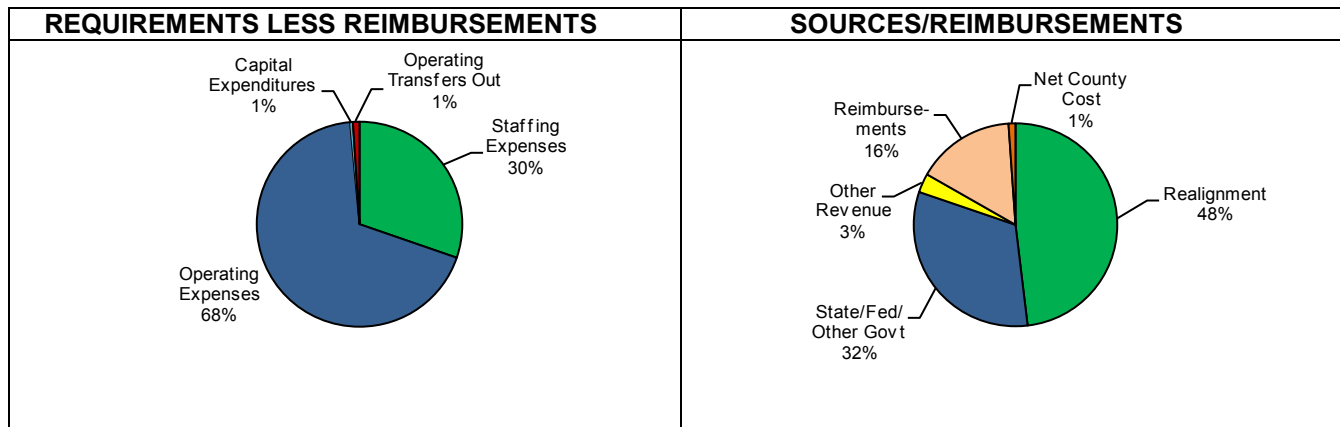
### DESCRIPTION OF MAJOR SERVICES

The Department of Behavioral Health is responsible for providing mental health services to County residents who are either unable to afford treatment or do not live in proximity to private services. Treatment is provided to all age groups, with primary emphasis placed on treating children, families and chronically mentally ill adults (in that priority). Services are delivered throughout the County via a network of Department-operated clinics, community-based contract providers (residential and psychiatric skilled nursing facilities and acute hospitals), public schools, and other community-based settings. Services include: information and referrals, community outreach, client self-help and support groups, a variety of children's programs, mentally ill homeless program, employment services, case management, crisis and transitional residential assistance, augmented board and care placements, conservatorship services, supportive housing services and client transportation assistance. The Department has an Alcohol and Drug Services (ADS) organizational unit which provides comprehensive substance abuse prevention and treatment programs to county residents. The Department also operates as a training setting by administering various internship programs and offering continuing education for licensed department and contractor staff.

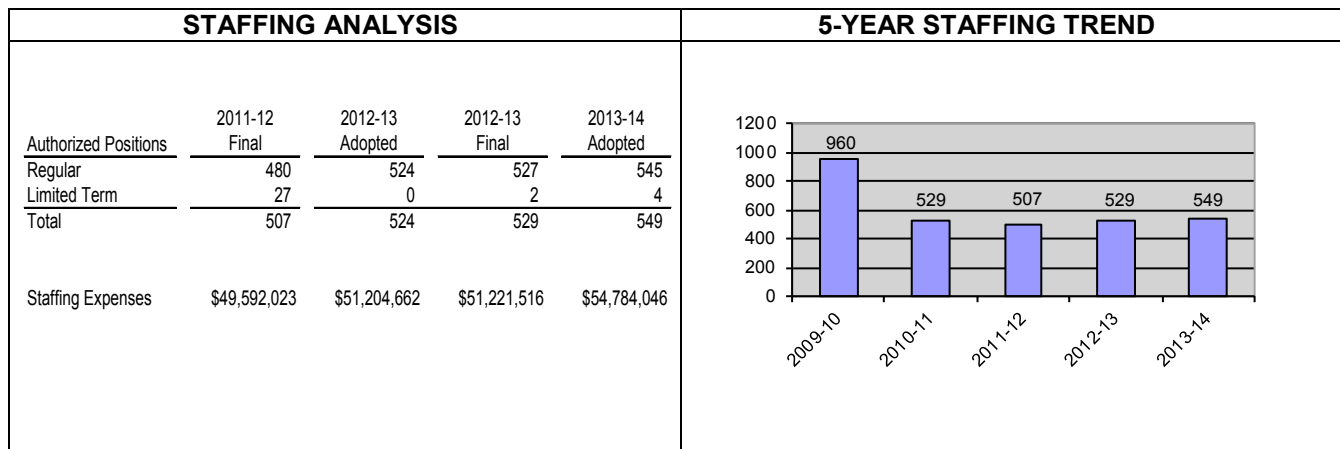
#### Budget at a Glance

Total Requirements	\$152,535,445
Total Sources	\$150,543,234
Net County Cost	\$1,992,211
Total Staff	549
Funded by Net County Cost	1%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Human Services  
DEPARTMENT: Behavioral Health  
FUND: General

BUDGET UNIT: AAA MLH  
FUNCTION: Health and Sanitation  
ACTIVITY: Hospital Care

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	66,033,809	41,230,975	42,297,483	44,648,595	51,221,516	54,784,046	3,562,530
Operating Expenses	135,980,063	96,826,824	95,606,826	105,994,341	108,089,375	123,291,083	15,201,708
Capital Expenditures	490,132	0	52,650	74,514	713,381	833,103	119,722
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	202,504,004	138,057,799	137,956,959	150,717,450	160,024,272	178,908,232	18,883,960
Reimbursements	(8,076,011)	(23,850,322)	(24,177,009)	(24,325,744)	(26,064,312)	(28,215,540)	(2,151,228)
Total Appropriation	194,427,993	114,207,477	113,779,950	126,391,706	133,959,960	150,692,692	16,732,732
Operating Transfers Out	1,842,753	1,842,753	1,842,753	1,842,753	1,842,753	1,842,753	0
Total Requirements	196,270,746	116,050,230	115,622,703	128,234,459	135,802,713	152,535,445	16,732,732
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	49,854,951	42,142,958	52,999,648	82,744,721	83,297,291	86,837,060	3,539,769
State, Fed or Gov't Aid	76,876,917	69,411,012	57,998,084	40,073,886	48,789,248	57,996,689	9,207,441
Fee/Rate	272,844	289,235	217,637	241,892	212,900	247,300	34,400
Other Revenue	2,207,064	2,375,213	2,414,902	3,181,748	1,511,063	5,462,185	3,951,122
Total Revenue	129,211,776	114,218,418	113,630,271	126,242,247	133,810,502	150,543,234	16,732,732
Operating Transfers In	65,207,152	0	222	0	0	0	0
Total Sources	194,418,928	114,218,418	113,630,493	126,242,247	133,810,502	150,543,234	16,732,732
Net County Cost	1,851,818	1,831,812	1,992,210	1,992,211	1,992,211	1,992,211	0
Budgeted Staffing					529	549	20

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Operating expenses of \$123.3 million are comprised mostly of contracted and specialized professional services, and make up the majority of the Department's expenditures within this budget unit for 2013-14. Staffing expenses of \$54.8 million are the other major expense category of the Department. Together these expenses fund programs and clinics necessary to provide mental health services to County residents. Realignment, State, and Federal revenues of \$144.8 million are provided through Sales Tax, Vehicle License Fees, Medi-Cal, Medi-Cal for the Low Income Health Program, Managed Care, AB109 Public Safety Realignment program, and Federal Grants. Other revenue in the amount of \$5.5 million is made up of Social Security Administration payments and reimbursements from other agencies such as Children and Family Services, Desert Mountain Selpa, and First Five.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

In 2013-14, staffing expenses are increasing by \$3.5 million. These increases reflect savings from vacant positions in 2012-13, projected step advancements, employee benefits such as employee group insurance, increased retirement and earned leave related costs, and a net increase of 20 positions. The Screening, Assessment, Referral, and Treatment (SART) program and the AB109 Public Safety Realignment program will be expanding in 2013-14 with the addition of 4 and 9 positions, respectively. Additionally, increased demand for clinical services resulted in 6 new positions.

Operating expenses are increasing by \$15.2 million. An increase of \$6.7 million in the Department's Arrowhead Regional Medical Center (ARMC) contract is attributed to anticipated increases in the Low Income Health Plan (LIHP) and Medi-Cal Expansion consumers as a result of the Affordable Health Care Act of 2010. The Department is assuming full responsibility for the SART program from the Children and Family Services Department requiring a \$4.0 million expansion. Another \$4.5 million increase in expenses is for the purchase of equipment and other costs such as furnishings for capital improvement projects. These increases are partially offset with decreased expenditures for information technology, vehicles, and general liability.



Reimbursements are increasing by \$2.1 million due primarily to an increase in the Alcohol & Drug Services CalWORKs program. Also included are reimbursements from Mental Health Services Act (MHSA) psychiatric services and reimbursement for space occupied by ARMC at the County of San Bernardino Behavioral Health Center.

Sources are increasing by \$16.7 million. Realignment revenue is increasing by \$3.5 million due primarily to increases to the Managed Care Allocation from the Department of Health Care Services, increased AB109 Public Safety Realignment program funding and increased funding of the Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) program. State and Federal Aid is increasing by \$9.2 million due primarily to increases in Medi-Cal programs. Other revenue is increasing by approximately \$4.0 million because of the expansion of the SART program.

## **STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$54.8 million fund 549 budgeted positions of which 545 are regular positions and 4 are limited term positions. The budget includes a total of 19 new positions: 4 Alcohol and Drug Counselors, 4 Clinical Therapist I, 1 Contract Mental Health Staff Physician, 3 Psychiatrists, 1 Contract Psychiatrist and 2 Office Assistant IIIs, as well as 1 Contract Office Assistant III, 1 Contract Automated Systems Analyst II, 1 Contract Business Systems Analyst II, and 1 Contract Clinical Therapist I for the new SART program. Additional changes, including transfers and deletions, resulted in a net increase of 20 budgeted positions.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
24-Hour and Emergency Services	83	0	83	62	21	0	83
Administrative Services	49	1	50	45	4	1	50
Office of Compliance	14	0	14	14	0	0	14
Director	5	0	5	5	0	0	5
Program Support Services	40	1	41	32	6	3	41
Regional Operations	82	0	82	78	4	0	82
Alcohol and Drug Services	78	0	78	63	6	9	78
Regional Operations and Children's Serv	148	2	150	132	15	3	150
Medical Services	46	0	46	40	3	3	46
<b>Total</b>	<b>545</b>	<b>4</b>	<b>549</b>	<b>471</b>	<b>59</b>	<b>19</b>	<b>549</b>

**24-Hour and Emergency Services**Classification

4	Alcohol and Drug Counselor
20	Clinical Therapist I
8	Clinical Therapist II
1	Deputy Director BH Program Services
2	Employment Services Specialist
1	Fiscal Assistant
3	General Services Worker II
4	MentalHealth Clinic Supervisor
1	Mental Health Program Manager I
2	Mental Health Program Manager II
13	Mental Health Specialist
1	Occupational Therapist II
3	Office Assistant II
6	Office Assistant III
2	Psychiatric Aide
2	Psychiatric Technician I
2	Secretary I
7	Social Worker II
1	Supervising Office Assistant
83	<b>Total</b>

**Director**Classification

1	Director of Behavioral Health
1	Executive Secretary II
1	Office Assistant III
1	Office Assistant IV
1	Secretary II
5	<b>Total</b>

**Administrative Services**Classification

3	Accountant II
3	Accountant III
1	Accounting Technician
1	Administrative Manager
1	Administrative Supervisor I
1	Administrative Supervisor II
2	Automated Systems Analyst I
6	Automated Systems Technician
1	Business Applications Manager
1	Contr Automated Systems Analyst II
1	Deputy Director BH Admin Services
2	Fiscal Assistant
7	Fiscal Specialist
1	Mental Health Auditor
2	Office Assistant II
5	Office Assistant III
2	Payroll Specialist
1	Secretary II
1	Staff Analyst II
5	Storekeeper
1	Supervising Office Assistant
1	Supervising Office Specialist
1	Supervising Auto Systems Analyst I
50	<b>Total</b>

**Program Support Services**Classification

1	Administrative Supervisor II
1	Contr Business Systems Analyst II
8	Clinical Therapist I
2	Clinical Therapist II
1	Dep Dir BH Qual Mgt
4	Mental Health Nurse II
1	Mental Health Program Mgr II
1	Mental Health Clinic Supervisor
1	Nurse Supervisor
13	Office Assistant III
1	Office Assistant IV
1	Public Service Employee
1	Research & Planning Psycholgst
2	Secretary I
1	Secretary II
1	Staff Analyst II
1	Supervising Office Assistant
41	<b>Total</b>

**Office Of Compliance**Classification

1	Behavioral Health Med Rec Supv
1	BH Ethics & Compliance Coordin
1	Chief Compliance Officer -BH
2	Clinical Therapist I
1	Medical Emer. Planning Spclst
1	Mental Health Program Mgr I
2	Office Assistant II
1	Office Assistant III
2	Office Specialist
2	Social Worker II
14	<b>Total</b>

**Regional Operations**Classification

19	Clinical Therapist I
2	Clinical Therapist II
1	Deputy Director BH Program Services
2	General Services Worker II
6	Mental Health Clinic Supervisor
3	Mental Health Nurse II
1	Mental Health Program Manager II
10	Mental Health Specialist
15	Office Assistant II
7	Office Assistant III
2	Office Assistant IV
3	Office Specialist
4	Psychiatric Technician I
1	Secretary I
4	Social Worker II
1	Supervising Office Assistant
1	Supervising Office Specialist
82	<b>Total</b>



Alcohol and Drug Services		Regional Operations and Children Services		Medical Services	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Assistant Director	4	Alcohol and Drug Counselor	1	Behavioral Health Medical Director
18	Alcohol and Drug Counselor	43	Clinical Therapist I	6	Contract Adult Psychiatrist
5	Clinical Therapist I	11	Clinical Therapist II	6	Contract Child Psychiatrist
2	Contract Mental Health Staff Physician	1	Contract Office Assistant III	1	Contract LeadChildPsychiatrist
1	Contract Adult Psychiatrist Board Cert	1	Contract Clinical Therapist I	1	Contract P/T Adult Psychiatrist
1	Mental Health Clinic Supervisor	1	Deputy Director BH Program Services	4	Contract Adult Psychiatrist Board Cert
1	Mental Health Program Manager I	2	General Services Worker II	1	Contr P/T Adult Psychiatrist Board Cert
2	Mental Health Program Manager II	10	Mental Health Clinic Supervisor	1	Office Assistant III
5	Mental Health Specialist	3	Mental Health Nurse II	24	Psychiatrist
2	Occupational Therapist II	1	Mental Health Program Manager I	1	Secretary II
2	Occupational Therapy Assistant	4	Mental Health Program Manager II	46	Total
4	Office Assistant II	4	Mental Health Specialist		
7	Office Assistant III	1	Occupational Therapist II		
2	Office Specialist	11	Office Assistant II		
1	Program Specialist I	20	Office Assistant III		
3	Secretary I	4	Office Assistant IV		
1	Secretary II	6	Office Specialist		
16	Social Worker II	3	Psychiatric Technician I		
1	Staff Analyst II	4	Secretary I		
1	Supervising Office Assistant	12	Social Worker II		
1	Supervising Office Specialist	2	Supervising Office Assistant		
1	Supervising Social Worker	2	Supervising Office Specialist		
78	Total	150	Total		



## Mental Health Services Act

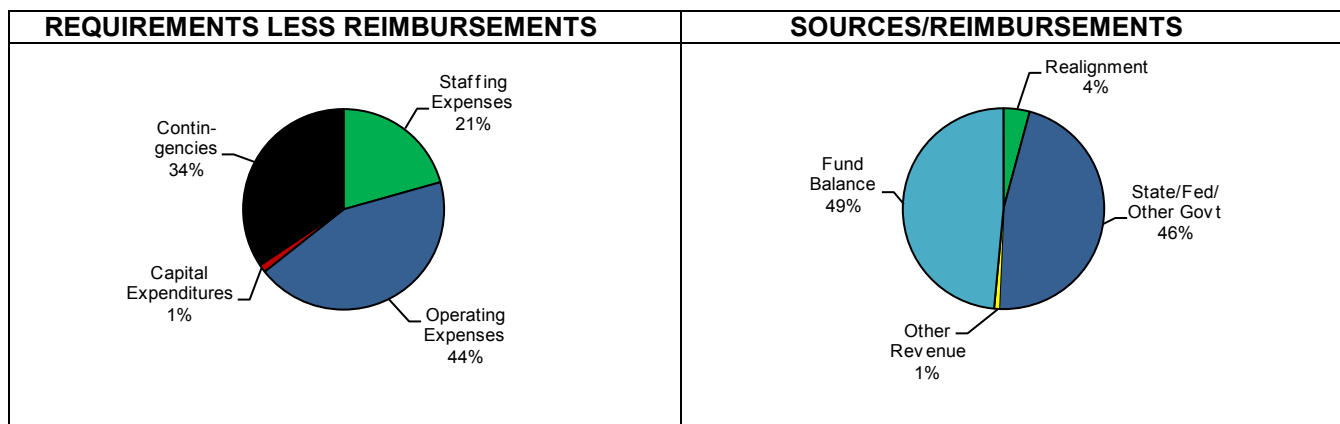
### DESCRIPTION OF MAJOR SERVICES

On November 2, 2004, voters passed Proposition 63, which established a state personal income tax surcharge of one percent on the portion of taxpayers' annual taxable income that exceeds \$1 million. The proposition was enacted into law as the Mental Health Services Act (MHSA) effective January 1, 2005. The overall purpose and intent is "to reduce the long-term adverse impact on individuals, families, and state and local budgets resulting from untreated serious mental illness to insure that all funds are expended in the most cost effective manner and to ensure accountability to taxpayers and to the public."

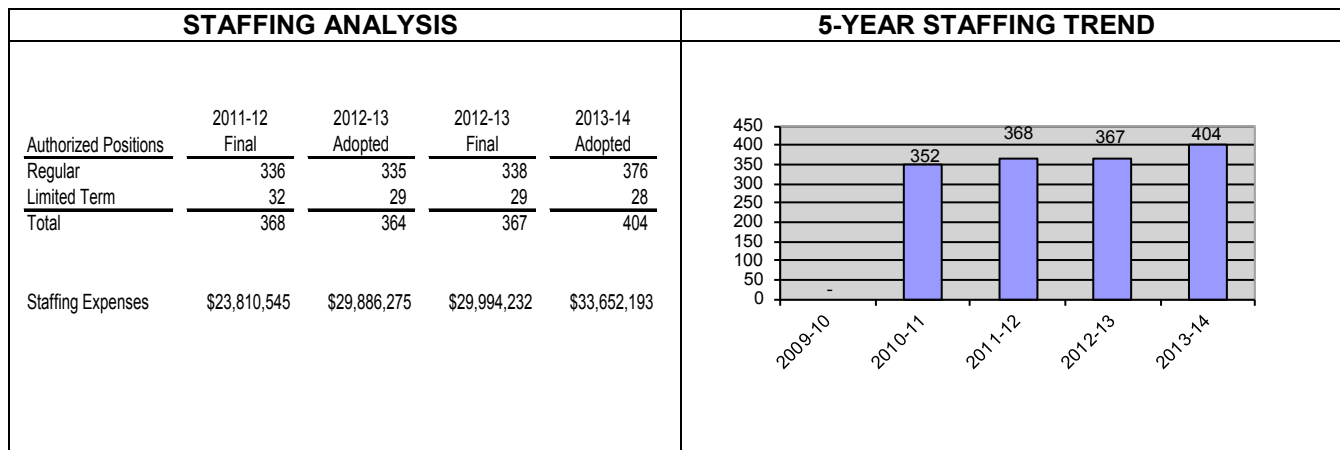
#### Budget at a Glance

Total Requirements	\$162,549,990
Total Sources	\$83,695,691
Fund Balance	\$78,854,299
Use of Fund Balance	\$22,779,739
Total Staff	404

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING





**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Human Services  
DEPARTMENT: Behavioral Health  
FUND: Mental Health Services Act

BUDGET UNIT: RCT MLH  
FUNCTION: Health and Sanitation  
ACTIVITY: Hospital Care

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	23,084,325	23,810,545	26,155,522	29,994,232	33,652,193	3,657,961
Operating Expenses	0	44,454,671	54,054,758	54,895,529	67,183,578	71,268,918	4,085,340
Capital Expenditures	0	891,945	4,995	165,726	7,351,628	2,042,890	(5,308,738)
Contingencies	0	0	0	0	56,924,870	56,074,560	(850,310)
Total Exp Authority	0	68,430,941	77,870,299	81,216,777	161,454,308	163,038,561	1,584,253
Reimbursements	0	(249,003)	(1,092,500)	(501,377)	(421,808)	(488,571)	(66,763)
Total Appropriation	0	68,181,938	76,777,799	80,715,400	161,032,500	162,549,990	1,517,490
Operating Transfers Out	61,938,442	0	0	57,472	57,472	0	(57,472)
Total Requirements	61,938,442	68,181,938	76,777,799	80,772,872	161,089,972	162,549,990	1,460,018
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	4,891,714	6,614,206	6,802,888	188,682
State, Fed or Gov't Aid	79,012,087	91,916,293	67,633,938	87,189,581	90,520,081	75,601,779	(14,918,302)
Fee/Rate	0	(234)	0	0	0	0	0
Other Revenue	1,568,352	426,879	637,594	1,463,325	832,054	1,291,024	458,970
Total Revenue	80,580,439	92,342,938	68,271,531	93,544,620	97,966,341	83,695,691	(14,270,650)
Operating Transfers In	0	0	0	1,026,596	0	0	0
Total Sources	80,580,439	92,342,938	68,271,531	94,571,216	97,966,341	83,695,691	(14,270,650)
Fund Balance					63,123,631	78,854,299	15,730,668
Budgeted Staffing					367	404	37

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$33.7 million fund 404 budgeted positions. Operating expenses of \$71.3 million is comprised primarily of professionally contracted services and supplies (\$56.6 million) and interdepartmental transfers (\$12.1 million). Services and supplies account for administrative and program expenditures to execute the approved MHSA plans of which \$46.5 million are for contracted services with non-governmental organizations. Interdepartmental transfers will distribute \$12.1 million for program collaborations with Human Services, Probation, Public Defender, Children's Network, Preschool Services, Sheriff/Coroner/Public Administrator and Superintendent of Schools as well as expenditures incurred for leases paid by Real Estate Services and office supplies purchased through the Purchasing Department.

Capital expenditures of \$2.0 million are for various fixed assets, equipment and capitalized software purchases necessary for various capital improvement projects, such as: the relocation of the Pathways Clubhouse house, Upland Community Counseling Clinic and Ontario Community Counseling Clinics and relocation of the Barstow Community Counseling Clinic. Additional projects include the continuation of the Technology Component core projects that will allow Behavioral Health to move towards achieving an Integrated Information System Infrastructure.

Reimbursements of \$0.5 million are received from Human Services for shared costs in providing services related to the Office of Homeless Services, administrative support provided by Behavioral Health administration and salary reimbursements from Behavioral Health Alcohol and Drug Services.

State and federal aid of \$75.6 million reflects projected receipts of \$61.4 million for the Mental Health Services Act, \$12.9 million from Medi-Cal Federal Financial Participation, and \$1.3 million from the Substance Abuse and Mental Health Services Administration (SAMSHA), Project for Assistance in Transition from Homelessness (PATH) and Housing and Urban Development Housing Management Information System grants. Realignment revenues are projected at \$6.8 million. Other revenue of \$1.3 million includes Institute of Mental Disease reimbursements, rent reimbursement and earned interest.



## BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses are increasing by a net \$4.1 million due to increases to contracted service providers for mental health and prevention services in the amount of \$4.9 million. The increase primarily reflects expansion of projects specific to the Prevention and Early Intervention Expansion plan that was approved by the Board of Supervisors on December 18, 2012. In addition, interdepartmental transfer projections are increasing by \$0.9 million resulting from a new Memorandum of Understanding with County departments such as Children's Network, Children and Family Services, Probation and Public Defender. These increased costs are offset by decreases of \$1.6 million for revised quotes for technology projects and MOU reclassifications.

Capital expenditures are projected to decrease by \$5.3 million. The decrease is the result of various prior year, one time only projects being completed in 2012-13, revised quotes and accounting adjustments, and expensing of items previously budgeted as capital expenditures.

Overall sources are decreasing by \$14.3 million. MHSA funding is projected to decrease by \$16.2 million. This decrease is based on 2012-13 personal income tax surcharge cash distribution being lower than expected. Medi-Cal revenue is projected to increase by \$1.1 million with the expansion of Screening, Assessment, Referral and Treatment (SART) services within the Prevention and Early Intervention component.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$33.7 million fund 404 budgeted positions of which 376 are regular positions and 28 are limited term positions. Staffing expenses have increased to support programs proposed and approved through the Mental Health Services Act Community Program Planning Process for 2013-14. Forty new positions are recommended for the expansion of recovery services, triage mental health services, clinical assessment services, community crisis services and administrative support. Along with other staffing changes, the net increase to the Department is 37 positions and an increase in staffing expenses of \$3.7 million.

As part of the expansion of MHSA services for programs within administrative support, recovery services, triage mental health services, clinical assessment services and community crisis services, Behavioral Health budgeted the following new positions to support the 24 Hour Services Adult and Older Adult Division, Community Support Services Psychiatrist Diversion Program and a new program that will support recovery activities through engagement teams embedded in the behavioral health clinics.

- 1 Clinical Therapist I
- 4 Clinical Therapist II
- 8 Mental Health Specialist

Behavioral Health Administrative Division budgeted the following to provide administrative support now and for future expansion. These positions will also support the implementation and management of the Behavioral Health Management Information System and Electronic Health Records system which are core technology projects that will allow Behavioral Health to move towards achieving an Integrated Information System Infrastructure.

- 1 Accountant III
- 1 Automated Systems Analyst I
- 2 Automated Systems Technician
- 1 Business Systems Analyst I
- 1 Business Systems Analyst III
- 1 Contract Project Manager
- 1 Fiscal Specialist
- 2 Peer and Family Advocate I
- 1 Secretary I
- 1 Staff Analyst II

Behavioral Health Program Support Services Division following new positions will support mandated quality managements and case management activities for Behavioral Health clients that are supported by MHSA programs:

- 1 Clinical Therapist
- 1 Office Assistant IV
- 1 Program Specialist II
- 1 Staff Aide



Regional Operations and Children's Services Division budgeted the following to support Transitional Age Youth activities and for the implementation of a newly proposed program at the County Behavioral Health Clinics that improve assessment and referral services to meet the Mental Health Plan requirements for adult clients served at County clinics and hospitals.

- 9 Clinical Therapist
- 1 Mental Health Nurse
- 1 Staff Analyst II

## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
24 Hour Services and Emergency Services	188	0	188	157	18	13	188
Administrative Services	55	1	56	43	1	12	56
Office of Compliance	7	0	7	4	3	0	7
Office of Homeless Services	5	0	5	5	0	0	5
Program Support Services	63	24	87	78	5	4	87
Alcohol and Drug Services	1	0	1	1	0	0	1
Regional Operations and Children's Services	41	3	44	37	6	1	44
Regional Operations	10	0	10	0	0	10	10
Office of Cultural Competence & Ethnic Services	6	0	6	3	3	0	6
Total	376	28	404	328	36	40	404

24-Hour Services and Emergency Services	Administrative Services	Office of Compliance
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Administrative Manager	2 Accountant III	2 Office Assistant III
2 Alcohol and Drug Counselor	1 Accounting Technician	1 Office Assistant IV
47 Clinical Therapist I	3 Administrative Supervisor I	1 Peer and Family Advocate III
12 Clinical Therapist II	1 Administrative Supervisor II	3 Staff Analyst II
4 General Services Worker II	3 Automated Systems Analyst I	7 Total
4 Mental Health Clinic Supervisor	2 Automated Systems Analyst II	
1 Mental Health Education Consul	4 Automated Systems Technician	
3 Mental Health Nurse II	2 Business Systems Analyst I	
3 Mental Health Program Manager I	3 Business Systems Analyst II	
2 Mental Health Program Manager II	2 Business Systems Analyst III	
34 Mental Health Specialist	1 Contract Project Manager	
8 Mental Health Clinic Supervisor	1 Fiscal Assistant	
1 Occupational Therapist II	4 Fiscal Specialist	
7 Office Assistant II	2 Mental Health Auditor	
14 Office Assistant III	2 Office Assistant III	
1 Office Specialist	2 Payroll Specialist	
2 Peer and Family Advocate II	2 Peer and Family Advocate I	
4 Peer and Family Advocate III	2 Secretary I	
2 Program Specialist I	1 Staff Analyst I	
5 Psychiatric Technician I	14 Staff Analyst II	
2 Secretary I	1 Supervising Accountant II	
1 Secretary II	1 Supervising Fiscal Specialist	
25 Social Worker II	56 Total	
2 Staff Analyst II		
1 Supervising Office Assistant		
188 Total		



Office of Homeless Services		Program Support Services		Alcohol and Drug Services	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Mental Health Program Manager I	2	Administrative Manager	1	Program Specialist I
2	Program Specialist I	1	Administrative Supervisor I	1	Total
1	Secretary I	1	Alcohol and Drug Counselor		
1	Staff Analyst II	1	Automated Systems Analyst I		
5	Total	3	Business Systems Analyst I		
		3	Clinical Therapist I		
		18	Graduate Student Intern		
		2	Mental Health Education Consultant		
		3	Mental Health Intern Program Supv		
		2	Mental Health Program Manager I		
		2	Mental Health Nurse II		
		5	Mental Health Specialist		
		1	Office Assistant II		
		7	Office Assistant III		
		1	Office Assistant IV		
		7	Peer and Family Advocate II		
		3	Peer and Family Advocate I		
		2	Peer and Family Advocate III		
		2	Program Specialist I		
		4	Program Specialist II		
		1	Psychiatrist		
		1	Secretary I		
		1	Social Worker II		
		1	Staff Aide		
		3	Staff Analyst II		
		1	Statistical Analyst		
		6	Student Intern		
		2	Training and Development Specialist		
		1	Volunteer Services Coordinator		
		87	Total		
Regional Operations and Children's Services		Regional Operations		Office of Cultural Competence and Ethnic Services	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Alcohol and Drug Counselor	9	Clinical Therapist I	1	Cultural Competency Officer
11	Clinical Therapist I	1	Mental Health Nurse II	1	Mental Health Education Consul
1	Clinical Therapist II	10	Total	1	Secretary I
3	Contract Community Liaison			2	Social Worker II
2	Employment Services Specialist			1	Staff Analyst I
2	General Services Worker II			6	Total
1	Mental Health Nurse II				
1	Mental Health Program Manager I				
1	Mental Health Program Manager II				
1	Mental Health Specialist				
2	MentalHealth Clinic Supervisor				
4	Office Assistant III				
2	Peer and Family Advocate II				
1	Peer and Family Advocate I				
1	Peer and Family Advocate III				
2	Program Specialist I				
1	Secretary I				
4	Social Worker II				
3	Staff Analyst II				
44	Total				



## Special Revenue Funds – Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Block Grant Carryover Program** are funds utilized by Alcohol and Drug Services (ADS) to maintain money received from the State Department of Alcohol and Drug Programs (ADP) under a multi-year cost reimbursement contract that allows the County to retain unused federal Substance Abuse Prevention and Treatment (SAPT) funds for use in the next fiscal year. These funds are to be spent on alcohol abuse prevention, education, and treatment in schools and the community as described in the annual update to the contract between County and the State. Funds are transferred to ADS general fund budget unit based on the needs of the program.

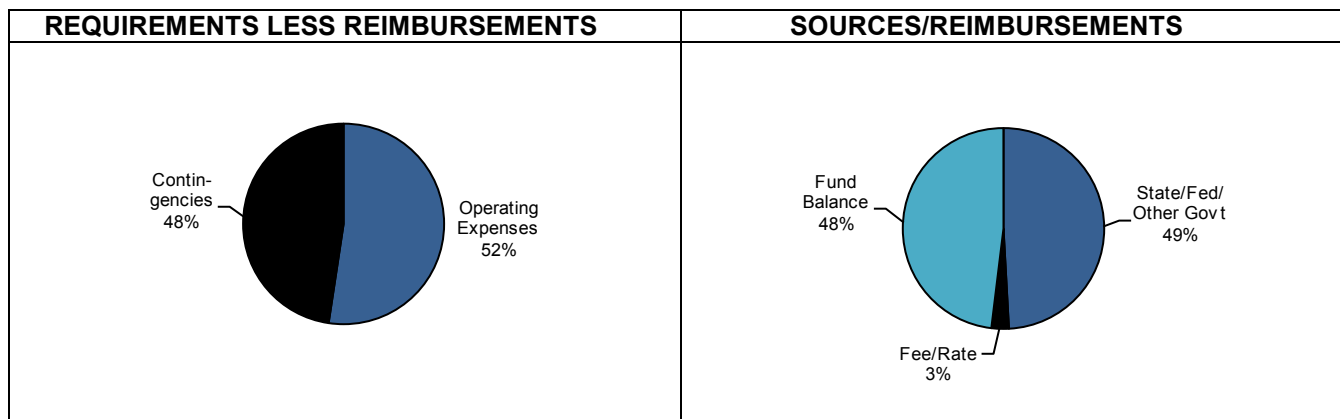
#### Budget at a Glance

Total Requirements	\$22,236,458
Total Sources	\$11,571,240
Fund Balance	\$10,665,218
Use of Fund Balance	\$76,552
Total Staff	0

**Court Alcohol and Drug Program** funding is provided by three sources. The Statham funds, which are fines collected from individuals convicted of Driving Under the Influence (DUI) offenses; Senate Bill 921, which requires persons convicted of an offense involving a controlled substance to pay a drug program fee in an amount not to exceed \$100 for each separate offense; and by Senate Bill 920 that requires persons convicted of specific alcohol related offenses to pay an additional alcohol abuse education and prevention penalty assessment in an amount not to exceed \$50. Funds are distributed to the ADS programs.

**Driving Under the Influence Program** as per Title 9, Division 4, Chapter 3, 9878 (m) of the State regulations and Health and Safety Code 11837.8 (a), the Department of Behavioral Health charges fees to privately owned and operated vendors for monitoring Penal Code (PC) 1000 and DUI programs. Supervision of these programs resides with the County as indicated by Vehicle Code Section 1660.7, which states that the supervision and regulation of the first offender program resides with the County. Fees collected from privately owned and operated DUI programs within the County are deposited into this fund. Funds are then transferred to the ADS unit, as needed, to meet the costs of staff assigned to this function. These funds can only be used for the cost of monitoring PC 1000 and DUI programs.

### 2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Human Services  
 DEPARTMENT: Behavioral Health  
 FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various  
 FUNCTION: Health and Sanitation  
 ACTIVITY: Hospital Care

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	10,159,489	11,311,423	11,420,002	11,872,574	11,647,792	(224,782)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	11,168,575	10,588,666	(579,909)
Total Exp Authority	0	10,159,489	11,311,423	11,420,002	23,041,149	22,236,458	(804,691)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	10,159,489	11,311,423	11,420,002	23,041,149	22,236,458	(804,691)
Operating Transfers Out	11,144,497	0	0	0	0	0	0
Total Requirements	11,144,497	10,159,489	11,311,423	11,420,002	23,041,149	22,236,458	(804,691)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	1,256,776	2,197,147	0	0	0
State, Fed or Gov't Aid	10,804,582	11,023,062	10,806,439	8,854,928	11,745,519	10,898,930	(846,589)
Fee/Rate	834,060	730,173	688,408	657,009	665,245	618,609	(46,636)
Other Revenue	106,023	89,225	56,135	137,806	57,055	53,701	(3,354)
Total Revenue	11,744,665	11,842,460	12,807,758	11,846,890	12,467,819	11,571,240	(896,579)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	11,744,665	11,842,460	12,807,758	11,846,890	12,467,819	11,571,240	(896,579)
Fund Balance					10,573,330	10,665,218	91,888
Budgeted Staffing					0	0	0

**DETAIL OF 2013-14 ADOPTED BUDGET**

	2013-14			
	Requirements	Sources	Fund Balance	Staffing
<b>Special Revenue Funds</b>				
Block Grant Carryover Program (Fund SDH)	19,852,532	10,946,230	8,906,302	0
Court Alcohol and Drug Program (Fund SDI)	1,752,975	401,010	1,351,965	0
Driving Under the Influence Program (Fund SDC)	630,951	224,000	406,951	0
Total Special Revenue Funds	22,236,458	11,571,240	10,665,218	0

**Block Grant Carryover Program** has requirements of \$19.8 million which includes contingencies of \$8.5 million. Operating expenses of \$11.3 million primarily consists of transfers to the Department of Behavioral Health's general fund budget unit for salaries and benefits as well as services and supplies costs related to alcohol abuse prevention, education, and treatment in schools and the community. Sources of \$10.9 million are primarily from federal aid received through State Department of Alcohol and Drug programs.

**Court Alcohol and Drug Program** has requirements of \$1.8 million, including contingencies of \$1.7 million. Operating expenses of \$62,315 are used to fund Alcohol and Drug Programs as needed. Sources of \$0.4 million include fines collected from DUI offenders and interest revenue.

**Driving Under the Influence Program** has requirements of \$0.6 million which includes contingencies of \$393,582. Operating expenses of \$237,369 fund the Alcohol and Drug Services unit to cover salaries and benefits and other miscellaneous expenditures to monitor the DUI/Deferred for Entry of Judgment programs. Sources of \$224,000 include DUI fees paid by program providers and interest revenue.



## BUDGET CHANGES AND OPERATIONAL IMPACT

**Consolidated Special Revenue Funds** have requirements totaling \$22.2 million and represent a net decrease of \$0.8 million. Total sources are \$11.6 million, a net decrease of \$0.9 million. Consolidated fund balance has increased by \$0.1 million and is primarily due to total expenditure reductions from programs experiencing savings from position vacancies and reduced spending due to program changes in 2012-13. Funds are transferred to the ADS budget unit within the General Fund as needed to meet the costs of staff assigned to ADS programs.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no budgeted staffing in these consolidated special revenue funds.



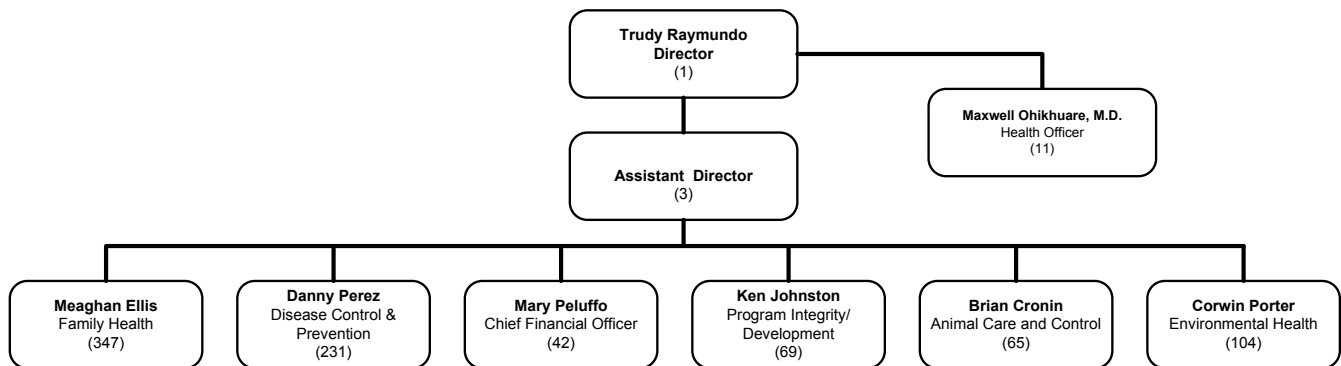
## PUBLIC HEALTH Trudy Raymundo

### DEPARTMENT MISSION STATEMENT

*The Department of Public Health provides community and preventive health services that promote and improve the health, safety and quality of life of San Bernardino County residents and visitors.*



### ORGANIZATIONAL CHART



### 2012-13 ACCOMPLISHMENTS

- Environmental Health Services Division received a National Association of County and City Health Officials (NACCHO) award and a California Conference of Directors of Environmental Health Excellence in Environmental Health award in the area of Information Technology for the development of a mobile website.
- Environmental Health partnered with the Food and Drug Administration and enrolled in National Retail Food Regulatory Program Standards program.
- Environmental Health conducted Industry Roundtables for restaurant, water system and public pool operators.
- The Community Health Division opened the Hesperia Health Center under its Federally Qualified Health Center status in January 2012. An open house celebrated this accomplishment in April 2012. Plans are underway to expand the physical plant at this site through a Capacity Building Grant in 2013-14.
- During 2012-13, the Healthy Communities Program increased its “healthy city” network to 19 partner cities, four unincorporated areas and one region, covering 1.7 million people, or 85% of the County’s population.
- The new CA-PREP (California Personal Responsibility Education Program) teen pregnancy prevention program is geared toward youth ages 13 - 19 with curriculum that is youth-driven and youth-specific. The program exceeded its goal of 524 participants completing the program with 673 participants completing the program in 2012-13.
- In late 2012, the Department successfully negotiated a long-term Animal Care and Control contract with the Town of Apple Valley, developing a partnership with another governmental agency to serve the animal care and control needs of the individuals in the High Desert.
- The Animal Care and Control Division conducted 49 off-site animal adoption events in 2011-12 and held 46 adoption events in 2012-13.





## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY

**Objective(s):** • *Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors.*

**Department Strategy:** • *To achieve an essential element of Public Health Accreditation and ensure stable departmental leadership into the future, implement Public Health Leadership training.*  
• *Environmental Health will increase the number of Industry Roundtables to ensure and promote the viability, success and safety of businesses throughout the County.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Public Health Leadership Trainings: total staff attendance at leadership trainings for current and emerging Public Health leaders.	N/A	N/A	N/A	175
Industry Roundtables: total number of unique businesses that will participate during sessions.	16	64	119	83

### COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

**Objective(s):** • *Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.*

**Department Strategy:** • *Develop and conduct community-based emergency preparedness training to increase resiliency within vulnerable populations.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Community Resilience Trainings: total number of participants during community resiliency trainings targeted at vulnerable populations.	N/A	N/A	N/A	100

### COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION

**Objective(s):** • *Continue the County role of convening conversations on community collaboration and collective action.*

**Department Strategy:** • *Conduct community wide engagement meetings that will encourage alignment around a common agenda; focus strategies around common goals and develop metrics for measuring success.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Total number of community stakeholders that will participate in the Community Vital Signs Initiative to provide input regarding indicators, priorities, and strategies for collective action.	N/A	N/A	N/A	375



## SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Public Health	78,546,440	74,445,996	4,100,444			707
California Children's Services	21,008,999	16,335,156	4,673,843			166
Indigent Ambulance	472,501	0	472,501			0
Total General Fund	100,027,940	90,781,152	9,246,788			873
<b><u>Special Revenue Funds</u></b>						
Special Revenue Funds - Consolidated	7,833,266	4,187,767		3,645,499		0
Total Special Revenue Funds	7,833,266	4,187,767		3,645,499		0
<b>Total - All Funds</b>	107,861,206	94,968,919	9,246,788	3,645,499		873

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Public Health	73,552,097	63,168,103	63,651,180	73,731,861	78,546,440
California Children's Services	15,711,573	15,433,361	15,876,479	19,624,434	21,008,999
Indigent Ambulance	472,501	472,501	472,501	472,501	472,501
Bio-Terrorism Preparedness	3,121,525	2,693,613	2,820,063	3,529,484	2,445,311
H1N1 Preparedness	3,328,268	1,426,622	277,799	0	0
Tobacco Use Reduction Now	393,257	417,499	405,662	368,227	188,545
Vital Statistics State Fees	726,946	748,908	810,131	903,521	979,313
Vector Control Assessments	3,686,779	3,663,669	3,650,836	3,853,544	4,220,097
<b>Total</b>	<b>100,992,946</b>	<b>88,024,276</b>	<b>87,964,651</b>	<b>102,483,572</b>	<b>107,861,206</b>

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Public Health	70,280,468	59,431,460	60,077,328	69,906,009	74,445,996
California Children's Services	12,784,750	11,472,950	12,879,123	15,019,432	16,335,156
Indigent Ambulance	0	0	0	0	0
Bio-Terrorism Preparedness	2,602,803	2,550,022	2,289,763	2,638,317	2,187,795
H1N1 Preparedness	3,328,268	12,935	134,630	0	0
Tobacco Use Reduction Now	374,537	417,148	336,371	310,406	172,750
Vital Statistics State Fees	150,731	145,619	134,094	142,340	133,685
Vector Control Assessments	1,738,689	1,716,523	1,677,215	1,649,319	1,693,537
<b>Total</b>	<b>91,260,246</b>	<b>75,746,657</b>	<b>77,528,524</b>	<b>89,665,823</b>	<b>94,968,919</b>

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Public Health	3,271,629	3,736,643	3,573,852	3,825,852	4,100,444
California Children's Services	2,926,823	3,960,411	2,997,356	4,605,002	4,673,843
Indigent Ambulance	472,501	472,501	472,501	472,501	472,501
<b>Total</b>	<b>6,670,953</b>	<b>8,169,555</b>	<b>7,043,709</b>	<b>8,903,355</b>	<b>9,246,788</b>

5-YEAR FUND BALANCE TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Bio-Terrorism Preparedness	518,722	143,591	530,300	891,167	257,516
H1N1 Preparedness	0	1,413,687	143,169	0	0
Tobacco Use Reduction Now	18,720	351	69,291	57,821	15,795
Vital Statistics State Fees	576,215	603,289	676,037	761,181	845,628
Vector Control Assessments	1,948,090	1,947,146	1,973,621	2,204,225	2,526,560
<b>Total</b>	<b>3,061,747</b>	<b>4,108,064</b>	<b>3,392,418</b>	<b>3,914,394</b>	<b>3,645,499</b>



# Public Health

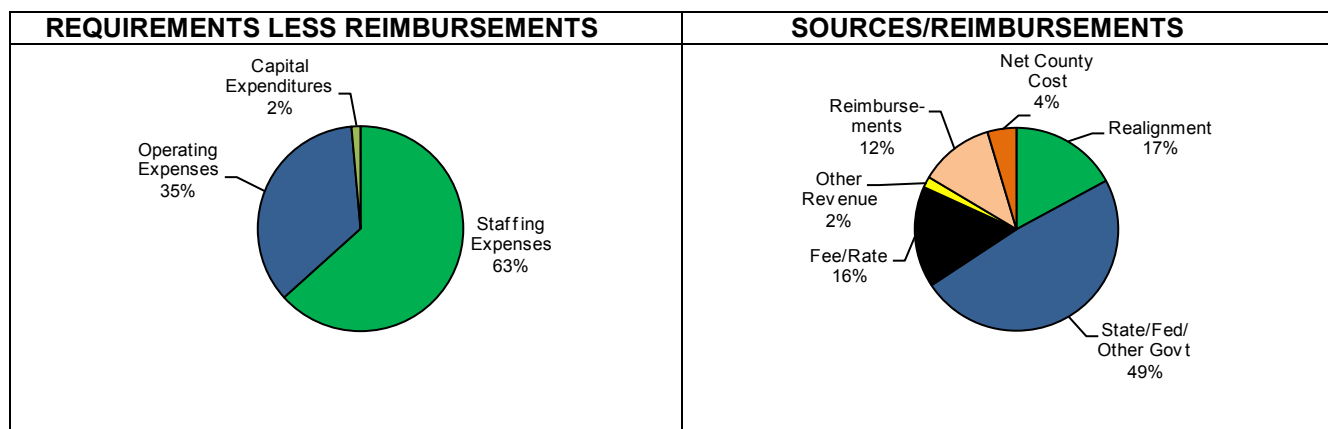
## DESCRIPTION OF MAJOR SERVICES

The Department of Public Health provides a wide range of services to prevent diseases and improve the health, safety and quality of life for residents and visitors of San Bernardino County. Many services are mandated by California Health and Safety Code.

Key delivery areas continue to include Healthy Communities, Disease Control and Prevention, Environmental Health, and Animal Care and Control. Healthy Communities is a Countywide initiative to support collaborative efforts to improve the quality of life for residents through environmental change. Disease Control and Prevention provides for surveillance and prevention of communicable diseases, including tuberculosis, HIV and other transmitted diseases, and provision of immunizations to prevent disease. Environmental Health prevents, eliminates, or reduces hazards adversely affecting health, safety and quality of life through integrated, regulatory programs such as Food Protection, Vector Control, and other Land Use/Water Protection programs. Animal Care and Control protects the public from rabies through dog vaccinations, stray animal abatement, wildlife rabies surveillance, and public education.

In addition, as a complement to the Wellness component of the County Visioning process, the Department will continue its current Community Vital Signs Initiative. This initiative is intended to be a community health improvement framework jointly developed by San Bernardino County residents, organizations and government. It builds upon the Countywide Vision by setting evidence-based goals and priorities for action that encompass policy, education, environment, and systems change in addition to quality, affordable and accessible health care and prevention services. It provides the basis for aligning and leveraging resources and efforts by diverse agencies, organizations and institutions to empower the community to make healthy choices, thereby improving the overall health and well-being of the County's residents.

## 2013-14 ADOPTED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Final	2013-14 Adopted					
Regular	717	711	721	694					
Limited Term	42	17	16	13					
Total	759	728	737	707					
Staffing Expenses	\$49,360,670	\$57,036,881	\$57,587,570	\$56,423,231					

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Human Services  
DEPARTMENT: Public Health  
FUND: General

BUDGET UNIT: AAA PHL  
FUNCTION: Health and Sanitation  
ACTIVITY: Health

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	51,105,146	47,808,678	49,360,670	50,290,287	57,587,570	56,423,231	(1,164,339)
Operating Expenses	28,936,562	26,784,393	24,837,448	24,715,779	26,488,685	31,411,463	4,922,778
Capital Expenditures	507,942	514,936	99,796	190,916	245,557	1,257,350	1,011,793
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	80,549,650	75,108,007	74,297,914	75,196,982	84,321,812	89,092,044	4,770,232
Reimbursements	(7,008,762)	(12,107,264)	(10,690,494)	(9,030,219)	(10,619,951)	(10,545,604)	74,347
Total Appropriation	73,540,888	63,000,743	63,607,420	66,166,763	73,701,861	78,546,440	4,844,579
Operating Transfers Out	0	139,241	(8,644)	29,700	30,000	0	(30,000)
Total Requirements	73,540,888	63,139,984	63,598,776	66,196,463	73,731,861	78,546,440	4,814,579
<b>Sources</b>							
Taxes	2,498	565	588	638	5,000	5,000	0
Realignment	5,162,105	9,970,809	11,058,864	10,638,234	14,164,292	15,222,379	1,058,087
State, Fed or Gov't Aid	42,027,976	33,989,349	34,181,781	33,267,521	39,376,121	43,305,253	3,929,132
Fee/Rate	14,029,603	13,873,892	13,676,547	15,659,730	14,917,134	14,361,957	(555,177)
Other Revenue	1,466,589	1,094,505	1,158,535	2,704,925	1,313,462	1,391,407	77,945
Total Revenue	62,688,771	58,929,120	60,076,315	62,271,048	69,776,009	74,285,996	4,509,987
Operating Transfers In	7,577,044	474,719	1,419	110,093	130,000	160,000	30,000
Total Sources	70,265,815	59,403,839	60,077,734	62,381,141	69,906,009	74,445,996	4,539,987
Net County Cost	3,275,073	3,736,145	3,521,042	3,815,322	3,825,852	4,100,444	274,592
Budgeted Staffing					737	707	(30)

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$56.4 million fund 707 positions in 2013-14. These positions staff 8 medical clinics, 16 Women, Infants and Children (WIC) clinics, and 2 animal shelters, as well as multiple outlying County-owned sites performing environmental health inspections, home visits and animal control staff canvassing. Operating expenses of \$31.4 million include services and supplies, professional service contracts, travel, and reimbursements to other departments.

State and federal aid, realignment and Net County Cost comprise 70% of the sources for this budget unit with the remaining 30% consisting of fees, reimbursements and other revenue.



## BUDGET CHANGES AND OPERATIONAL IMPACT

In 2013-14, requirements are increasing by \$4.8 million primarily due to a \$4.5 million Capital Development – Building Capacity grant for the expansion of the Department's Hesperia clinic and increased Countywide Cost Allocation Plan costs. These are partially offset by a reduction in staffing expenses. Sources are increasing by \$4.5 million due to the Capital Development – Building Capacity Grant.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$56.4 million fund 707 budgeted positions of which 694 are regular positions and 13 are limited term positions. The 2013-14 budget includes the deletion of 38 vacant positions and the addition of 8 new positions resulting in a net decrease of 30 positions. Deletions are: 1 Animal Control Officer, 1 Animal License Checker I, 1 Clinic Supervisor, 1 Contract Nurse Practitioner, 2 Contract Physicians, 4 Environmental Health Specialist IIs, 1 Health Education Assistant, 1 Health Education Specialist II, 1 Lab Response Network Coordinator, 4 Nurse Practitioner IIs, 6 Office Assistant IIs, 3 Office Assistant IIIs, 1 Office Specialist, 2 Program Managers, 1 Public Health Microbiologist, 2 Registered Nurses, 3 Staff Analysts, 1 Supervising Office Assistant, 1 Vector Control Technician, and 1 Vector Ecologist. The new positions are: 3 Public Health Nurse IIs, 2 Supervising Program Specialists, 1 Program Specialist, 1 Environmental Health Specialist III, and 1 Statistical Analyst. The Department is reducing clinic staffing based on lower than expected clinic visits. Existing staff, both professional and support, is being shifted between clinic sites to align with individual clinic need. Although the net decrease in positions is 30, the Department does not expect the staffing decrease to negatively affect operations.

## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Director	1	0	1	1	0	0	1
Health Officer	10	1	11	7	4	0	11
Assistant Director	3	0	3	2	1	0	3
Community Health	179	2	181	162	16	3	181
Disease Control and Prevention	230	1	231	219	11	1	231
Fiscal Services	42	0	42	40	2	0	42
Program Integrity/Development	69	0	69	61	5	3	69
Animal Care and Control	65	0	65	64	1	0	65
Environmental Health	95	9	104	90	13	1	104
Total	694	13	707	646	53	8	707

Director	Health Officer	Assistant Director
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Public Health Director	1 Health Officer	1 Assistant Director of Public Health
1 Total	1 Executive Secretary II	1 Executive Secretary II
	1 Public Health Medical Director	1 Secretary I
	3 Public Health Physician II	3 Total
	4 Public Health Physician I	
	1 Contract Public Health Physician	
	11 Total	



Community Health		Disease Control and Prevention		Fiscal Services	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Chief Comm Health and Nursing Svcs	1	Division Chief, Disease Control	1	Public Health Chief Financial Officer
1	Deputy Chief of Community Hlth Svcs	1	PH Program Manager Laboratory	1	Public Health Program Manager
1	Administrative Supervisor I	3	Public Health Program Manager	1	Administrative Manager
31	Office Assistant II	5	Program Coordinator	1	Administrative Supervisor I
7	Office Assistant III	15	Office Assistant II	1	Supervising Accountant III
4	Supervising Office Assistant	3	Office Assistant III	1	Supervising Accountant II
1	Supervising Office Specialist	1	Supervising Office Assistant	1	Systems Accountant II
1	Fiscal Assistant	2	Office Specialist	1	Accountant III
31	Health Services Assistant I	9	Communicable Disease Investigator	7	Staff Analyst II
16	Licensed Vocational Nurse II	2	Fiscal Assistant	1	Staff Analyst I
2	Medical Records Coder I	2	Fiscal Specialist	4	Accountant II
1	Clinical Therapist I	5	Health Services Assistant II	1	Accounting Technician
8	Nurse Practitioner II	102	Health Services Assistant I	4	Office Assistant II
1	Public Health Nurse I	25	Nutritionist	5	Office Assistant III
2	Public Hlth Prgm Coordinator	4	Laboratory Assistant	1	Office Assistant IV
36	Public Health Nurse II	1	Licensed Vocational Nurse II	1	Fiscal Assistant
2	PH Program Manager	5	Medical Emergency Planning Spclst	3	Fiscal Specialist
1	Radiologic Technologist I	1	Program Specialist I	2	Payroll Specialist
20	Registered Nurse II - Public Health	1	Public Health Laboratory Tech	2	Secretary II
2	Secretary I	3	Public Health Epidemiologist	3	Storekeeper
5	Clinic Supervisor - Public Health	6	Public Health Microbiologist II	42	Total
4	Supervising Public Health Nurse	3	Public Health Microbiologist III		
1	Public Health Nurse Manager	13	Supervising Health Services Asstnt		
2	Contract Physician Assistant	1	Supv Public Health Microbiologist		
181	Total	3	Registered Nurse II - Public Health		
		3	Secretary I		
		1	Clinic Supervisor - Public Health		
		2	Staff Analyst II		
		1	Supervising Program Specialist		
		6	Supvg Public Health Nutritionist		
		1	Cont IEHIVPC Liaison		
		231	Total		
Program Integrity/Development		Animal Care and Control		Environmental Health	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Div Chief, Prgm Integrity & Dev	1	Chief of Animal Care and Control	1	Chief Environmental Health Services
11	Automated Systems Analyst I	1	PH Program Manager Animal Care	2	PH Program Mngr Environment Health
1	Automated Systems Analyst II	2	Animal Health Investigator	1	Administrative Supervisor I
1	Business Applications Manager	28	Animal Control Officer	41	Environmental Health Spec II
1	Business Systems Analyst I	7	Animal License Checker I	10	Environmental Health Spec III
2	Business Systems Analyst II	8	Office Assistant II	8	Supv Environmental Health Specialist
1	Business Systems Analyst III	3	Office Assistant III	2	Environmental Technician II
1	Office Assistant II	2	Office Assistant IV	4	Environmental Technician I
2	Office Assistant III	1	Fiscal Assistant	1	Vector Control Technician II
4	Health Education Assistant	4	General Services Worker II	8	Vector Control Technician I
1	Supv Health Education Specialist	1	Registered Veterinary Tech	2	Secretary I
19	Health Education Specialist I	4	Supervising Animal Control Officer I	1	Fiscal Specialist
9	Health Education Specialist II	3	Supervising Animal Control Officer II	2	Fiscal Assistant
3	Health Services Assistant I	65	Total	1	Supervising Office Specialist
1	Program Specialist I			1	Supervising Office Assistant
3	Public Health Program Coordinator			10	Office Assistant III
2	Staff Analyst II			9	Public Service Employee
3	Statistical Analyst			104	Total
2	Supervising Auto Systems Analyst II				
1	Supervising Program Specialist				
69	Total				



## California Children's Services

### DESCRIPTION OF MAJOR SERVICES

California Children's Services (CCS) is a state program that provides case management, diagnosis and treatment services to individuals up to 21 years of age with severe qualifying medical conditions and whose families are unable to pay for all or part of the care. State law requires the County to maintain a mandated minimum funding level. In addition to realignment dollars and the County's mandated contribution, funding also comes from Medi-Cal, private insurance and patient co-payments.

#### Budget at a Glance

Total Requirements	\$21,008,999
Total Sources	\$16,335,156
Net County Cost	\$4,673,843
Total Staff	166
Funded by Net County Cost	22%

The revenue breakdown among federal, state, realignment and County general fund support depends on the type of services provided under this program. This program provides two types of services.

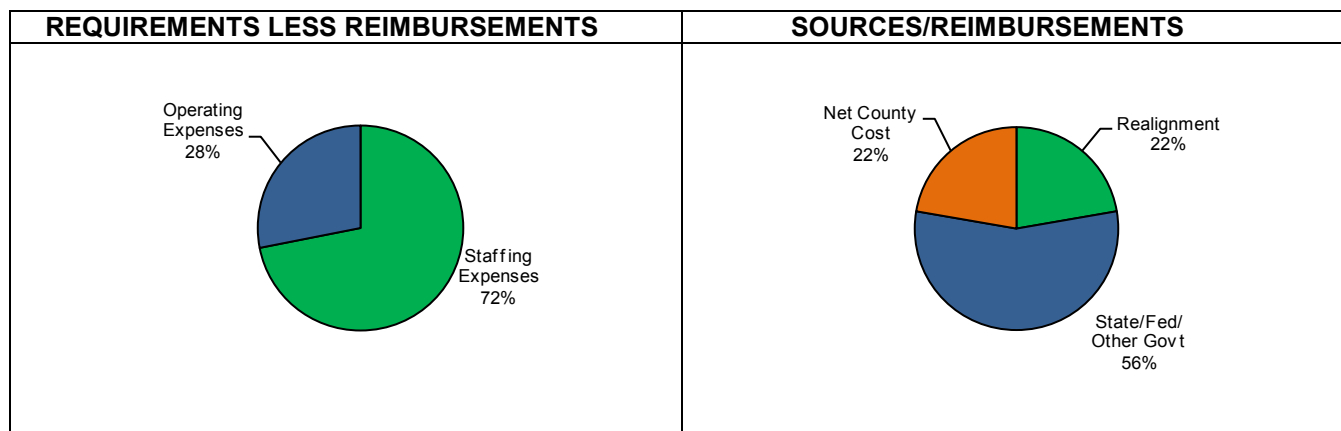
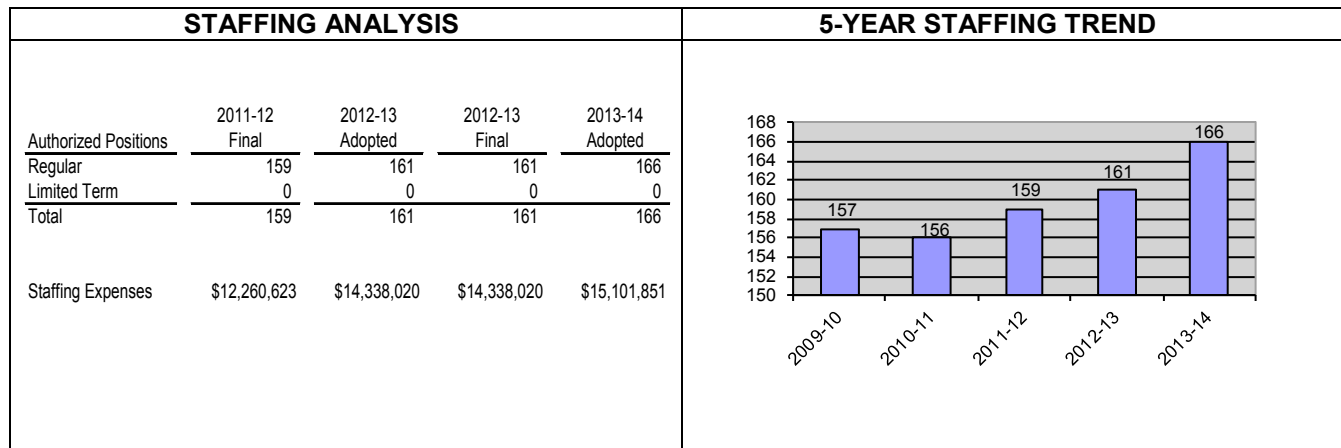
1. Administrative Component – Case Management activities that include determining program eligibility, evaluating needs for specific services, determining the appropriate providers and authorizing/paying for medically necessary care. Reimbursement for administrative and operational costs for county CCS programs is shared between the state and county programs as per Health and Safety Code Section 123955 (a). Administrative funding was previously based on staffing standards and caseload mix of CCS clients; however, since 2008-09 the state has changed this funding methodology. All counties must provide the state with a projected budget based on filling all positions as determined by the staffing standards. The state determines what percentage each county's projected budget is of the total amount budgeted by all counties. The percentage is applied to the total allocation available from the state for the fiscal year, which may change the actual reimbursement rate normally expected on the caseload numbers below.

Caseload percentages are as follows:

- Medi-Cal caseload percentage is 79.94%. Federal and state funds reimburse CCS for 100% of the costs.
- Healthy Families accounts for 12.84% of the caseload. This federal and state program pays 82.5% of the costs. The remaining 17.5% local share is equally funded by Social Services Realignment (8.75%) and general fund support (8.75%) and is billed to CCS on a quarterly basis.
- CCS or Non-Medi-Cal caseload accounts for approximately 7.22% of the caseload. Federal and state funds account for 50% of the costs associated with treating this clientele. The remaining 50% is split equally between Social Services Realignment (25%) and general fund support (25%).

2. Medical Therapy Component – Provides physical therapy, occupational therapy and medical therapy conference services. Licensed physical therapists and certified occupational therapists provide evaluation, treatment, consultation services and case management. The state reimburses the County 50% of the costs incurred by this program up to the allocated amount prescribed by the state. The remaining 50% is equally funded by Social Services Realignment and County general fund support. Additionally, this program is allowed to bill Medi-Cal for therapy provided to Medi-Cal eligible clients. This revenue is split 75% state and 25% County. Approximately 54% of the caseload in the medical therapy component is Medi-Cal eligible. The state also reimburses approximately \$80,000 at 100% for personnel costs while attending individualized educational programs per California AB3632.



**2013-14 ADOPTED BUDGET****BUDGETED STAFFING**



## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Human Services  
DEPARTMENT: Public Health - California Children's Services  
FUND: General

BUDGET UNIT: AAA CCS  
FUNCTION: Health and Sanitation  
ACTIVITY: Health

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	11,719,166	11,418,424	12,260,623	13,030,035	14,338,020	15,101,851	763,831
Operating Expenses	4,024,509	4,018,979	3,630,654	3,938,544	5,121,414	5,907,148	785,734
Capital Expenditures	12,055	0	6,912	163,524	165,000	0	(165,000)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	15,755,730	15,437,403	15,898,189	17,132,103	19,624,434	21,008,999	1,384,565
Reimbursements	(44,160)	(4,042)	(21,712)	(1,871)	0	0	0
Total Appropriation	15,711,570	15,433,361	15,876,477	17,130,232	19,624,434	21,008,999	1,384,565
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	15,711,570	15,433,361	15,876,477	17,130,232	19,624,434	21,008,999	1,384,565
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	2,920,485	3,342,732	2,997,355	2,821,859	4,605,001	4,673,843	68,842
State, Fed or Gov't Aid	9,860,053	8,659,332	9,871,730	11,110,592	10,398,431	11,645,313	1,246,882
Fee/Rate	9,255	12,320	9,675	13,472	14,000	14,000	0
Other Revenue	1,292	76,245	362	182,114	2,000	2,000	0
Total Revenue	12,791,085	12,090,629	12,879,122	14,128,037	15,019,432	16,335,156	1,315,724
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	12,791,085	12,090,629	12,879,122	14,128,037	15,019,432	16,335,156	1,315,724
Net County Cost	2,920,485	3,342,732	2,997,355	3,002,195	4,605,002	4,673,843	68,841
Budgeted Staffing					161	166	5

## MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET

Staffing expenses of \$15.1 million will fund 166 budgeted positions and make up the majority of the expenditures within this budget unit for 2013-14. Operating expenses include payments to the state and other providers for treatment costs and medical supplies.

## BUDGET CHANGES AND OPERATIONAL IMPACT

In 2013-14, requirements are increasing by \$1.4 million due to an increase in staffing expenses to accommodate an increase of 5 positions, increased retirement costs, and negotiated labor agreement costs. A reduction in Capital Expenditures is a result of digital record storage imaging software purchased in 2012-13. Other increases are related to expected costs to move to a new location and an increase to indirect overhead.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$15.1 million fund 166 budgeted regular positions. The 2013-14 budget includes the addition of 2 Public Health Nurse II positions and 2 Office Specialists to address caseload issues and to meet state staffing standards. One Office Assistant III is being added to address support needs at the Hesperia Medical Therapy Unit.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
California Children's Services	166	0	166	151	10	5	166
Total	166	0	166	151	10	5	166

**California Children's Services**Classification

- 1 CCS Physician Consultant I
- 1 CCS Physician Consultant II
- 1 Fiscal Assistant
- 3 Medical Therapist Specialist
- 2 Occupational Therapy Assistant
- 17 Office Assistant II
- 13 Office Assistant III
- 29 Office Specialist
- 40 Pediatric Rehab Therapist
- 1 Public Health Program Manager
- 4 Physical Therapist Assistant
- 1 Public Health Program Coordinator
- 26 Public Health Nurse II
- 6 Rehabilitation Services Aide
- 1 Secretary I
- 4 Social Worker II
- 1 Supervising Office Assistant
- 3 Supervising Office Specialist
- 8 Supv Pediatric Rehab Therapist I
- 1 Supv Pediatric Rehab Therapist II
- 2 Supervising Public Health Nurse
- 1 Supervising Social Worker
- 166 Total



## Indigent Ambulance

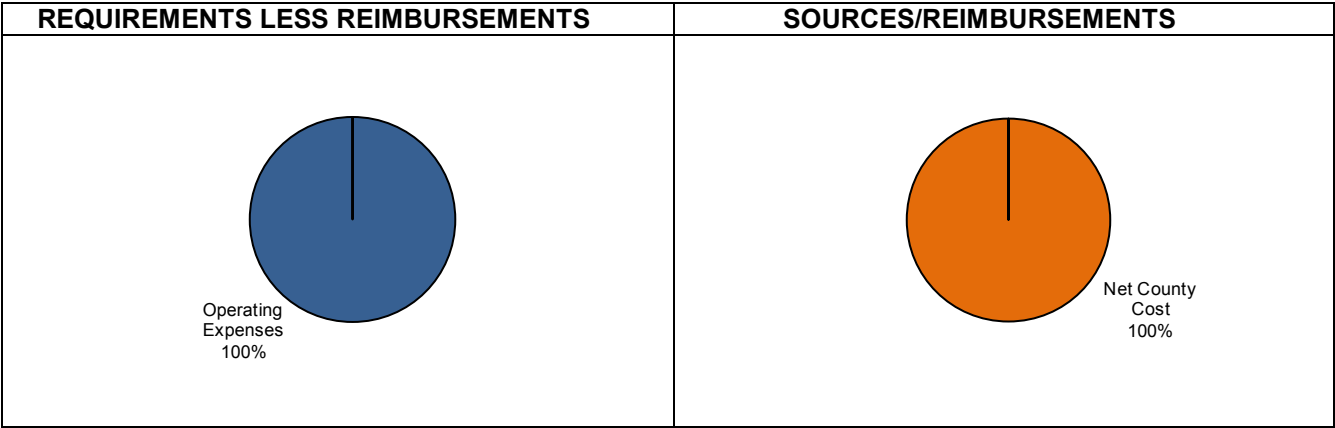
### DESCRIPTION OF MAJOR SERVICES

This budget unit provides funding for ambulance contractors who transport indigents to the Arrowhead Regional Medical Center or the closest hospital under certain life-threatening situations. Up to the extent of available appropriation, the fund also pays for the Sheriff/Coroner/Public Administrator's cost of transportation of inmates for medical treatment. The requirements in this budget unit are maintained at a constant level.

#### Budget at a Glance

Total Requirements	\$472,501
Total Sources	\$0
Net County Cost	\$472,501
Total Staff	0
Funded by Net County Cost	100%

### 2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Human Services  
 DEPARTMENT: Public Health - Indigent Ambulance  
 FUND: General

BUDGET UNIT: AAA EMC  
 FUNCTION: Health and Sanitation  
 ACTIVITY: Hospital Care

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	472,501	472,501	472,501	472,501	472,501	472,501	0
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	472,501	472,501	472,501	472,501	472,501	472,501	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	472,501	472,501	472,501	472,501	472,501	472,501	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	472,501	472,501	472,501	472,501	472,501	472,501	0
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	472,501	472,501	472,501	472,501	472,501	472,501	0
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

All expenditures are for transportation of indigent patients for medical treatment.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

There are no changes to this budget unit.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Bio-Terrorism Preparedness** is supported by federal and state funding from the Centers for Disease Control, Pandemic Influenza and Cities Readiness Initiative. Funds support the Department's preparedness for and response to emergencies caused by bioterrorism, infectious disease, natural disasters and other public health threats such as Pandemic Influenza through the development and exercising of comprehensive public health emergency preparedness and response plans.

#### Budget at a Glance

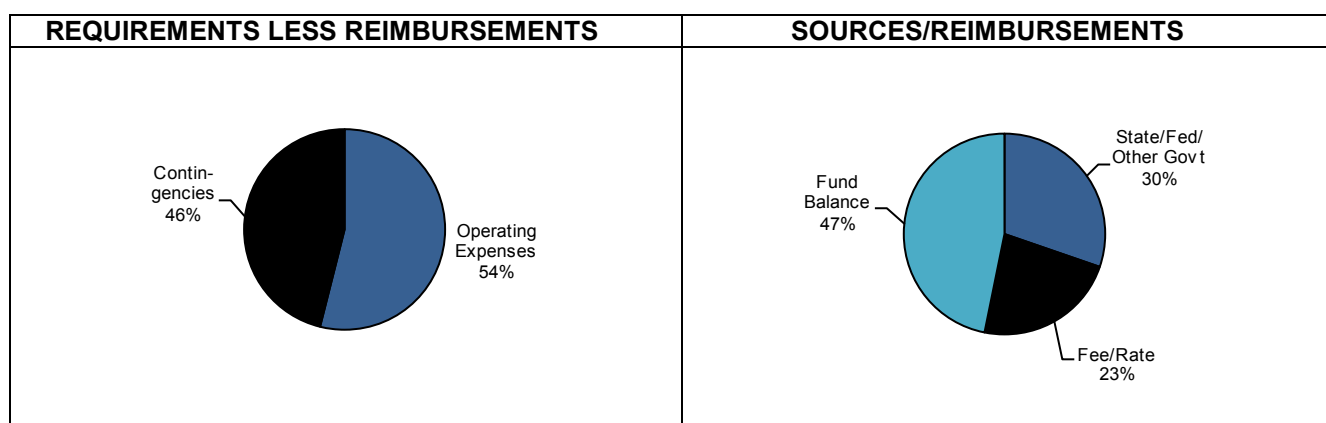
Total Requirements	\$7,833,266
Total Sources	\$4,187,767
Fund Balance	\$3,645,499
Use of Fund Balance	\$35,379
Total Staff	0

**Tobacco Use Reduction Now (TURN)** program provides tobacco control and educational services to the residents of the County. The primary goals of the TURN program are to reduce exposure to secondhand smoke, reduce youth access to tobacco products, counteract the influence of tobacco advertising, promote tobacco cessation and collaborate with various community based organizations through the Coalition for a Tobacco Free San Bernardino County.

**Vital Statistics State Fees** holds fees set by the state which are collected from the sale of birth and death certificates. Per Health and Safety Code 103625, all applicants for birth and death certificates shall pay an additional \$3 to be collected by the County which are then disbursed 45% to the State Registrar and the remaining 55% retained by the Department. The funds may be used to defray the administrative costs of collecting and reporting with respect to those fees but also to improve and/or modernize vital records operations and data collection and analysis.

**Vector Control Assessments** funding is received via the property tax roll and is dedicated for vector control services. The assessments are levied against parcels within the unincorporated parts of the County and the amount assessed depends upon the level of improvement on a given parcel. Services provided by the Vector Control Program include responding to citizen complaint/service requests for community control of vectors. Additional services include monitoring for the presence of vector borne diseases, inspecting poultry ranches, dairies and riding academies for nuisance flies and other vectors and direct abatement and control of vectors in sanitary sewer systems, flood control channels and basins.

### 2013-14 ADOPTED BUDGET



## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Human Services  
DEPARTMENT: Public Health  
FUND: Consolidated Special Revenue

BUDGET UNIT: Various  
FUNCTION: Health and Sanitation  
ACTIVITY: Health

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	7,153,830	5,558,287	4,055,350	4,283,291	5,387,852	4,223,146	(1,164,706)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	3,266,924	3,610,120	343,196
Total Exp Authority	7,153,830	5,558,287	4,055,350	4,283,291	8,654,776	7,833,266	(821,510)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	7,153,830	5,558,287	4,055,350	4,283,291	8,654,776	7,833,266	(821,510)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	7,153,830	5,558,287	4,055,350	4,283,291	8,654,776	7,833,266	(821,510)
<b>Sources</b>							
Taxes	1,719,063	1,696,190	28,615	31,605	27,374	28,944	1,570
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	6,216,487	2,956,507	2,753,994	2,184,890	2,945,773	2,358,545	(587,228)
Fee/Rate	141,398	139,080	1,771,410	1,778,514	1,756,002	1,783,451	27,449
Other Revenue	123,200	43,383	23,308	19,385	11,233	16,827	5,594
Total Revenue	8,200,148	4,835,160	4,577,327	4,014,394	4,740,382	4,187,767	(552,615)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	8,200,148	4,835,160	4,577,327	4,014,394	4,740,382	4,187,767	(552,615)
Fund Balance					3,914,394	3,645,499	(268,895)
Budgeted Staffing					0	0	0

## DETAIL OF 2013-14 ADOPTED BUDGET

	2013-14			
	Requirements	Sources	Fund Balance	Staffing
<b>Special Revenue Funds</b>				
Bio-Terrorism Preparedness (Fund RPL)	2,445,311	2,187,795	257,516	0
Tobacco Use Reduction Now (Fund RSP)	188,545	172,750	15,795	0
Vital Statistics State Fees (Fund SCI)	979,313	133,685	845,628	0
Vector Control Assessments (Fund SNR)	4,220,097	1,693,537	2,526,560	0
Total Special Revenue Funds	7,833,266	4,187,767	3,645,499	0

**Bio-Terrorism Preparedness:** Requirements of \$2.4 million include \$2.2 million in transfers to the Department's general fund budget unit for the costs of the Department's Preparedness and Response Program and \$0.3 million in contingencies for future allocation. Sources of \$2.2 million are primarily from federal aid.

**Tobacco Use Reduction Now:** Requirements of \$188,545 represent transfers to the Department's general fund budget unit for the costs of the Tobacco Use Reduction Now activities. Sources of \$172,750 are from state aid.

**Vital Statistics State Fees:** Requirements of \$979,313 include \$146,823 in transfers to the Department's general fund budget unit for the costs of improvement/modernization of the vital records systems and operations and \$832,490 in contingencies for future allocation. Sources of \$133,685 are primarily vital statistic fees set by the state.

**Vector Control Assessments:** Requirements of \$4.2 million include \$1.7 million in transfers to the Department's general fund budget unit for the cost of operating the Vector Control program and \$2.5 million in contingencies for future allocation. Sources of \$1.7 million are primarily funding received via property tax assessments.



## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$0.8 million resulting primarily from the following:

- \$1.0 million decrease from the use of Bio-Terrorism funds in 2012-13 primarily due to roll over of prior year funds.
- \$0.3 million increase in contingencies.

Sources are decreasing by \$0.6 million due to decreases in state and federal funding.

## STAFFING CHANGES AND OPERATIONAL IMPACT

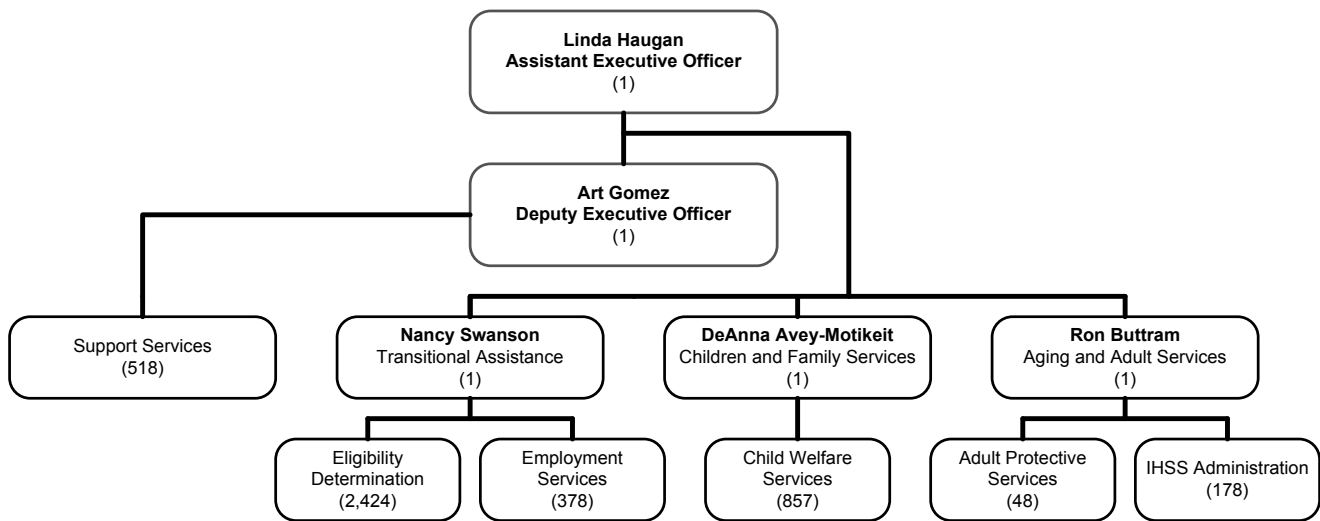
There is no budgeted staffing in these consolidated special revenue funds.



## HUMAN SERVICES ADMINISTRATIVE CLAIM

### Linda Haugan

#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

##### Transitional Assistance Department (TAD)

- Processed \$15.2 million in federal tax returns through the Volunteer Income Tax Assistance (VITA) program. These refunds stimulated economic activity in addition to fighting poverty and leading to increased self-sufficiency.
- Expanded Customer Service Center (CSC) to additional Hesperia and Ontario locations for CalWORKs/CalFresh/Medi-Cal continuing cases which averaged 100,000 calls per month. CSC expansion will also allow for upcoming Health Care Reform and additional workloads.
- Received the 2012 FNS Silver Hunger Champion award for outstanding efforts to provide exemplary customer service and outreach services in support of Food and Nutrition Service programs and services.

##### Children and Family Services (CFS)

- Received and assessed 59,133 child abuse referrals.
- Arranged for 1,337 children to attend summer camp.
- Provided Wraparound services to 711 children Countywide to decrease group home placements.
- Organized and hosted 364 foster and kinship youth at the Annual CFS Sports Fair.
- Hosted 626 children, foster parents and others at the Annual Foster Parent Picnic.
- Finalized 306 adoptions.

##### Department of Aging and Adult Services (DAAS)

- Provided 369,644 congregate meals served in senior centers throughout the county and 390,462 home delivered meals to home-bound seniors.
- Contacted 15,196 individuals providing information on services available to seniors.
- Held the 25th Annual Adult Protective Services MDT Conference with over 245 attendees.
- Published the Elder Abuse Protocol, a multi-agency protocol that deals with adult protection issues.
- Developed a department Speaker Bureau to provide information programs available to seniors and disabled adults. Department staff completed 229 presentations to various organizations on those programs.
- Received the California State Association of Counties 2012 Challenge Merit Award for the Cal Fresh Senior Outreach Partnership with Transitional Assistance Department.





## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### Transitional Assistance Department (TAD)

**COUNTY GOAL:** PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

**Objective(s):** • *Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.*

**Department Strategy:** • *Provide Volunteer Income Tax Assistance (VITA) preparation services for eligible County families and individuals thereby stimulating economic activity.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage increase in number of eligible County taxpayers served.	N/A	N/A	N/A	3%

This is a new goal in 2013-14. Total served in 2012-13 was 7,720. VITA is only done annually during the tax season- January through April.

**COUNTY GOAL:** PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

**Objective(s):** • *To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.*

**Department Strategy:** • *Increase the Work Participation Rate (WPR) of recipients of CalWORKs benefits.*  
• *Increase the number of Welfare to Work (WTW) CalWORKs participants who are engaged in a mandated federal WTW activity.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of participants engaged in a Federal WTW activity.	44%	50%	47%	50%

2012-13 target of 50% not achieved due in part to the high San Bernardino County unemployment rate of 10.3% (compared to CA rate of 8.6% and US of 7.6%).

**COUNTY GOAL:** PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

**Objective(s):** • *Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.*

**Department Strategy:** • *Maintain Cal Fresh (CF) error rate below the federal tolerance level of 6% to avoid fiscal sanction.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of annual error rate for CF benefits.	2%	3%	1%	3%



## Children and Family Services (CFS)

**COUNTY GOAL:** PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

- Objective(s):**
- *Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.*
  - *Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.*

**Department Strategy:**

- *Increase the number of Team Decision Meetings (TDM) to develop safety plans, increasing the number of children remaining safely at home and decreasing foster care entries.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Increase percentage of TDMs for the number of children/youth at risk of removal from home.	65.4%	71.4%	64.5%	68.0%

TDMs are public/community and family meetings to commit to a safety plan to prevent removal from child's home. Actuals in 2012-13 did not reach target due to significant staff turnover in the north desert region, requiring staff to devote most of their time on mandated activities thus not allowing the department to focus on this goal.

**COUNTY GOAL:** PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

- Objective(s):**
- *Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.*
  - *Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.*

**Department Strategy:**

- *Increase Timeliness to Family Reunification.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of children reunified within 12 months from date of detention.	N/A	N/A	N/A	37.2%

This is a new goal and required outcome measure of Children and Family Services by Federal and State governing agencies.

**COUNTY GOAL:** PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

- Objective(s):**
- *Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.*
  - *To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.*

**Department Strategy:**

- *Increase the % total of Transitional Conferences (TC) with transitioned age youth to assist them in preparing for a successful exit from Foster Care.*
- *Increase compliance with federal requirements for documenting National Youth Transitional Data (NYTD).*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Increase percentage of TC's conducted for foster care youth.	46.2%	50.8%	48.3%	49.9%
Increase percentage of documentation compliance for NYTD.	86.9%	91.2%	99.5%	N/A

Transitional Conferences occur every 6 months for youth 16 1/2 to 18 years old in care, to assess their service plan goals for readiness to exit foster care. Actuals in 2012-13 did not reach target due to significant staff turnover in the north desert region, requiring staff to devote most of their time on mandated activities thus not allowing the Department to focus on this goal. It is anticipated that the National Youth Transitional Data measure will be accomplished and removed in 2013-14.



**SUMMARY OF BUDGET UNITS**

2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget
<b>General Fund</b>					
Human Services Administrative Claim	473,868,684	458,161,333	15,707,351		4,408
Total General Fund	473,868,684	458,161,333	15,707,351		4,408

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Human Services Administrative Claim	371,908,075	396,105,044	406,607,443	443,441,035	473,868,684
<b>Total</b>	<b>371,908,075</b>	<b>396,105,044</b>	<b>406,607,443</b>	<b>443,441,035</b>	<b>473,868,684</b>

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Human Services Administrative Claim	352,404,009	381,706,938	393,227,704	428,864,171	458,161,333
<b>Total</b>	<b>352,404,009</b>	<b>381,706,938</b>	<b>393,227,704</b>	<b>428,864,171</b>	<b>458,161,333</b>

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Human Services Administrative Claim	19,504,066	14,398,106	13,379,739	14,576,864	15,707,351
<b>Total</b>	<b>19,504,066</b>	<b>14,398,106</b>	<b>13,379,739</b>	<b>14,576,864</b>	<b>15,707,351</b>



## Administrative Claim

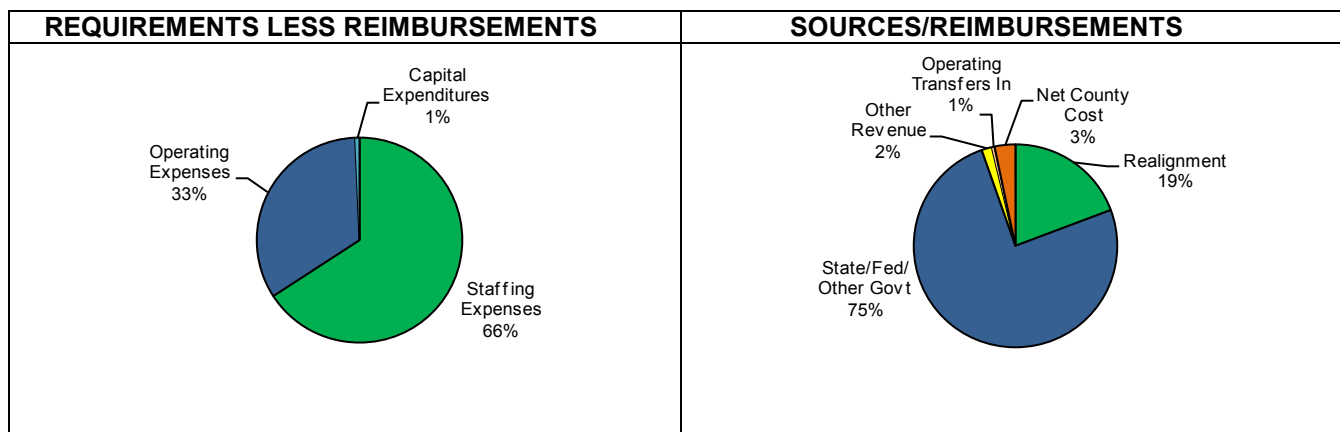
### DESCRIPTION OF MAJOR SERVICES

This budget unit represents the administrative claim made by the County for social services programs under applicable mandatory federal and state regulations. Transitional Assistance Department (Eligibility and Employment Services), Children and Family Services (CFS), Adult Services programs of the Department of Aging and Adult Services (DAAS), Children's Network and the administrative support and training functions provided by Human Services (HS) Administration and the Performance, Education and Resource Center (PERC) are included in the Administrative Claim budget unit.

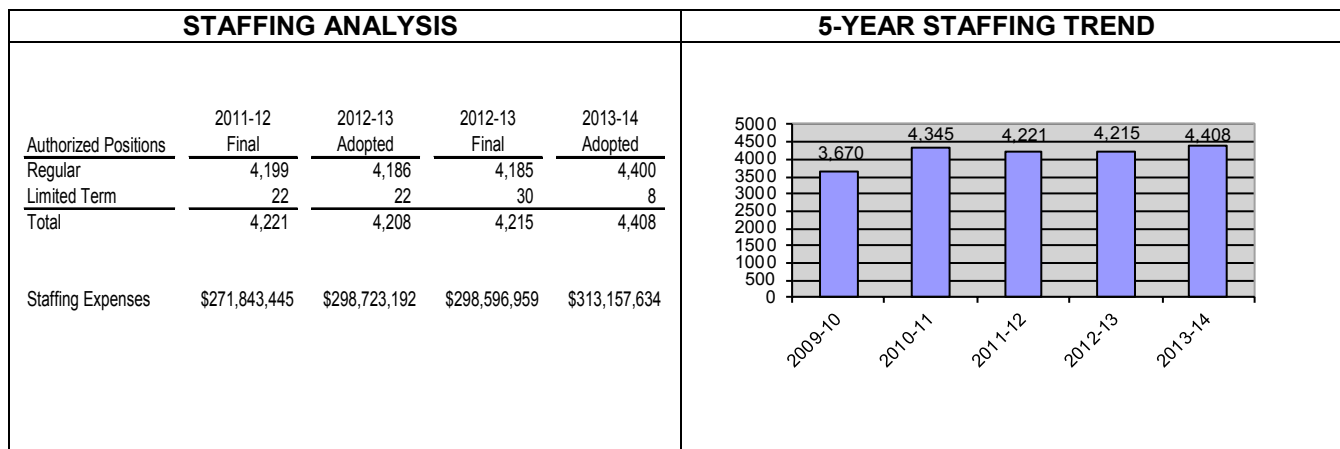
#### Budget at a Glance

Total Requirements	\$473,868,684
Total Sources	\$458,161,333
Net County Cost	\$15,707,351
Total Staff	4,408
Funded by Net County Cost	3%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Human Services  
DEPARTMENT: Human Services Administrative Claim  
FUND: General

BUDGET UNIT: AAA DPA  
FUNCTION: Public Assistance  
ACTIVITY: Administration

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	237,485,494	254,846,538	271,843,445	288,252,316	298,596,959	313,157,634	14,560,675
Operating Expenses	134,075,532	140,128,801	135,477,078	141,603,475	144,726,158	159,457,367	14,731,209
Capital Expenditures	1,548,170	4,912,826	3,340,741	2,297,363	3,058,400	3,190,058	131,658
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	373,109,196	399,888,165	410,661,264	432,153,154	446,381,517	475,805,059	29,423,542
Reimbursements	(2,204,936)	(3,794,945)	(4,111,344)	(3,090,852)	(2,940,482)	(2,098,542)	841,940
Total Appropriation	370,904,260	396,093,220	406,549,920	429,062,301	443,441,035	473,706,517	30,265,482
Operating Transfers Out	809,877	0	0	0	0	162,167	162,167
Total Requirements	371,714,137	396,093,220	406,549,920	429,062,301	443,441,035	473,868,684	30,427,649
<b>Sources</b>							
Taxes	0	0	0	20	0	0	0
Realignment	38,340,834	45,901,973	91,537,022	87,674,827	89,321,122	91,587,834	2,266,712
State, Fed or Gov't Aid	312,835,287	334,195,701	299,981,728	315,372,779	332,747,747	358,273,043	25,525,296
Fee/Rate	555,742	566,072	472,249	493,752	628,550	507,487	(121,063)
Other Revenue	272,366	1,022,664	1,178,496	5,856,170	1,068,000	1,719,969	651,969
Total Revenue	352,004,229	381,686,410	393,169,495	409,397,549	423,765,419	452,088,333	28,322,914
Operating Transfers In	205,842	20,528	0	5,087,889	5,098,752	6,073,000	974,248
Total Sources	352,210,071	381,706,938	393,169,495	414,485,437	428,864,171	458,161,333	29,297,162
Net County Cost	19,504,066	14,386,282	13,380,425	14,576,864	14,576,864	15,707,351	1,130,487
Budgeted Staffing					4,215	4,408	193

## MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET

Major requirements include the following:

- Staffing expenses of \$313.2 million fund 4,408 positions.
- Operating expenses of \$159.5 million represent expenses for County services, computer hardware and software, office supplies, insurance, postage, mail services, professional services, communications, training, security, travel, goods and services for clients, transfers out and miscellaneous operating costs.
- Capital expenditures of \$3.2 million include expenses for fixed asset equipment, capitalized software, leased purchase equipment and vehicles.
- Reimbursements of \$2.1 million include payments from other County departments to HS for administrative support services as requested.

Major sources include the following:

- Realignment of \$91.6 million is comprised of \$51.7 million of Social Services Realignment and \$39.9 million of Realignment 2011. Realignment revenue is used to match available federal funding and replace state funding for programs that have been realigned.
- Federal and state funding of \$358.3 million represents total available funding for the administration of mandated Human Services programs.
- Operating transfers in of \$6.1 million primarily represents funds provided from the Wraparound Reinvestment Fund which are utilized as a match accessing additional Federal funding. This funding will allow Children and Family Services to maintain existing service levels despite increasing costs.

## BUDGET CHANGES AND OPERATIONAL IMPACT

The 2013-14 budget is based on the latest information available from the developing budget situation at the state level. The latest social services allocation projections include funding and mandated program changes included in the 2013-14 Governor's Budget. Allocation increases and program changes mitigate many of the revenue challenges that HS has dealt with in the past few years. Caseload growth, mandated program changes, implementation of the Affordable Care Act and increasing 2011 Realignment revenue continue to push available funding higher for most HS programs. TAD funding is anticipated to increase \$21.7 million. The increase is comprised of CalWORKs; \$11.4 million (9.8%), Cal Fresh; \$4.6 million (7.3%), Medi-Cal; \$4.3 million (6.4%),



Foster Care Administration; \$0.6 million (17.5%) and \$0.8 million in other miscellaneous programs. CFS funding is anticipated to increase \$8.8 million. Since most CFS programs were realigned in 2011 more funding is available due to increased 2011 Realignment receipts and the state's obligation to repay prior cuts made to Child Welfare Services funding. Additional funding is made available by using Wraparound Reinvestment Funds to leverage additional federal funds. DAAS funding is anticipated to decrease \$1.4 million. The decrease is primarily a result of the loss of funding for the Case Management Information and Payrolling System (CMIPS) II project which will lose revenue as the project is completed. The implementation of a new Maintenance of Effort for IHSS programs has stabilized the need for local share to a 3.5% increase per year which is entirely funded with Social Services Realignment. All other funding for programs administered by HS is expected to remain unchanged from what was included in the 2012-13 final budget.

While this budget anticipates increased allocations across most social services programs, the ongoing availability of additional statewide revenue is still uncertain. A slower than anticipated economic recovery or a slow-down of tax receipts could cause budget issues for the state and may result in slower restoration of funding of social services programs. Until such time that the state makes changes to its current budget plan, it has been deemed necessary to plan for the maximum possible available funding in order to effectively take advantage of potential funding increases. HS will continue to monitor developments at the state and federal levels in an effort to maintain mandated public services at appropriate levels while utilizing all available funding.

Current strategy is to increase staffing to the level which provides the most flexibility and opportunity to provide services mandated by the state while remaining within expected allocations. Plans for significant expenditures, whether for staff, services, supplies, equipment, or services to clients will be monitored closely and necessary adjustments will be made as future changes to the state budget are known. Any significant differences between this budget and actual allocations received from the state will be addressed through the County's quarterly budget adjustment process.

Overall, allocations within this budget unit are expected to increase 7.5% from the previous year. This allocation increase combined with additional funds from the Wraparound Reinvestment Fund, Social Services Realignment and 2011 Realignment and Net County Cost result in a requirements increase of \$30.4 million from the 2012-13 final budget as follows:

- Staffing expenses will increase \$14.6 million over the 2012-13 budget. Increases fund additional positions and rising benefit, retirement and salary costs. Mandated program changes and rising caseload contribute to staffing increases of 193 positions in various HS departments and divisions.

	TAD	CFS	DAAS	Support	Total
2012-13 Final Budget	2,645	845	227	498	4,215
2013-14 Adopted Budget	2,803	858	227	520	4,408
Difference between 2012-13 Final Budget and 2013-14 Adopted Budget	158	13	-	22	193

- Operating expenses are increasing \$14.7 million. Significant changes are related to increases in computer hardware and software expense, County service costs, client services costs and data processing costs.
- Capital expenditures are increasing by \$131,658 which is due to increases in equipment and vehicle purchases.
- Reimbursements are decreasing by \$0.8 million which reflects a decrease in the demand for HS administrative support.

Sources increased by \$29.3 million from the 2012-13 budget as follows:

- Realignment increased \$2.3 million as a result of increased 2011 Realignment collections and the need for additional Social Services Realignment to meet the required county share of Child Welfare Services, Foster Care Administration, DAAS Nutrition, DAAS Family Caregiver programs and purchases of fixed assets.
- Federal and state funding available for HS programs increased a net \$25.5 million primarily due to increased funding for CalWORKs, Medi-Cal and Cal Fresh.
- A mix of miscellaneous revenue sources increased \$0.5 million.
- Net County Cost has increased \$1.1 million to provide the local match required by program allocations and to partially offset the increased need for Social Services Realignment funding.



## NET COUNTY COST

Most HS programs are state and/or federal mandates. The County share of funding is either mandated as a percentage of total program costs or as a fixed maintenance of effort. County share is comprised of a combination of Net County Cost, revenue from the Realignment 2011 fund and revenue from the Social Services Realignment (Realignment) fund. Both realignment funds were created by two distinct and separate state realignment processes to offset the costs that were shifted to the County from the state for realigned programs. Their use is limited to designated social services programs.

Changes to HS County share needs are as follows:

### History of Social Services Realignment and Net County Cost HS Administrative Budget and Subsistence Budgets (In Millions)

	ACTUALS					12/13	13/14	Increase
	08/09	09/10	10/11	11/12	12/13	Budget	Budget	
<u>Administrative Budget (DPA)</u>								
Realignment	5.2	12.6	13.1	17.0	12.9	12.1	13.0	0.9
2011 Realignment	-	-	-	36.3	36.1	38.5	39.9	1.4
Net County Cost	19.0	15.6	14.4	13.4	14.6	14.6	15.7	1.1
<u>IHSS Providers (DPA)</u>								
Realignment	28.5	25.1	32.0	37.4	37.8	37.7	37.7	-
Net County Cost	3.9	3.9	-	-	-	-	-	-
<u>IHSS Public Authority (RHH 498)</u>								
Realignment	0.6	0.7	0.8	0.9	0.9	1.0	1.0	-
<u>Domestic Violence (DVC)</u>								
2011 Realignment	-	-	-	0.5	0.5	-	0.5	0.5
<u>Aid to Adoptive Children (ATC)</u>								
Realignment	3.9	4.1	4.8	5.1	5.6	5.8	6.4	0.6
2011 Realignment	-	-	-	21.3	22.9	23.3	25.0	1.7
Net County Cost	2.0	1.9	1.6	2.0	2.0	2.0	2.0	-
<u>Foster Care (BHI)</u>								
Realignment	19.5	20.3	28.2	32.7	27.5	36.7	31.6	(5.1)
2011 Realignment	-	-	-	28.4	27.8	33.2	35.3	2.1
Net County Cost	13.4	12.7	12.7	13.0	15.2	14.0	17.3	3.3
<u>CalWORKs Cash Aid - All Other Families (FGR)</u>								
2011 Realignment	-	-	-	42.9	47.4	48.7	53.5	4.8
Net County Cost	5.1	4.7	5.6	6.3	5.8	6.3	6.2	(0.1)
<u>Kinship Guardianship Assistance Program (KIN)</u>								
2011 Realignment	-	-	-	-	4.1	-	3.4	3.4
Net County Cost	1.1	1.6	1.2	0.8	0.8	1.3	0.9	(0.4)
<u>Seriously Emotionally Disturbed (SED)</u>								
Realignment	2.2	2.0	3.8	-	-	-	-	-
Net County Cost	1.2	1.5	1.0	-	-	-	-	-
<u>All other subsistence budgets</u>								
Net County Cost	2.2	2.6	2.9	2.9	2.8	3.0	3.0	-
<b>Total Realignment</b>	<b>59.9</b>	<b>64.8</b>	<b>82.7</b>	<b>93.1</b>	<b>84.7</b>	<b>93.3</b>	<b>89.7</b>	<b>(3.6)</b>
<b>Total 2011 Realignment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>129.4</b>	<b>138.8</b>	<b>143.7</b>	<b>157.6</b>	<b>13.9</b>
<b>Grand Total Realignment</b>	<b>59.9</b>	<b>64.8</b>	<b>82.7</b>	<b>222.5</b>	<b>223.5</b>	<b>237.0</b>	<b>247.3</b>	<b>10.3</b>
<b>Total Net County Cost</b>	<b>47.9</b>	<b>44.5</b>	<b>39.4</b>	<b>38.4</b>	<b>41.2</b>	<b>41.2</b>	<b>45.1</b>	<b>3.9</b>
<b>Total Net County Share</b>	<b>107.8</b>	<b>109.3</b>	<b>122.1</b>	<b>260.9</b>	<b>264.7</b>	<b>278.2</b>	<b>292.4</b>	<b>14.2</b>

***In aggregate, the HS Administrative Claim (DPA) budget unit includes a net increase to Net County Cost of \$1.1 million.*** All Net County Cost figures are estimates and are dependent upon final allocations from the state after the state budget has been adopted. HS will closely manage changes arising from the state budget. Significant changes will be addressed through the County's quarterly budget update process, as needed.



HS programs that are not state or federal mandates do not generate state or federal revenue and are funded with County general funds through HS. While these programs provide services that benefit HS in general, their functions do not qualify for state or federal reimbursement. These programs and their general fund impact are detailed below:

	2012-13 Budget	2013-14 Budget	Inc/(Dec)
HS Support of Office of Homeless Assistance	200,011	350,000	149,989
HS Support of Children's Fund	412,000	206,000	(206,000)
One-Time Transfer to Senior Programs (Fund AAF-OOA)	-	386,467	386,467
PERC Training Expense	350,000	350,000	-
Total HS General Fund Support	962,011	1,292,467	330,456





**FUNDING AND STAFFING BY PROGRAM  
2013-14**

<b>Transitional Assistance Department</b>	<b>Requirements</b>	<b>Sources</b>	<b>Total Local Share</b>	<b>Staffing</b>
CalWORKs - Eligibility	44,764,465	44,764,465	-	710
Food Stamps	101,436,072	91,446,133	9,989,939	770
CalWORKs - Welfare to Work	49,963,673	49,963,673	-	378
Medi-Cal	72,769,356	72,769,356	-	712
Foster Care Administration	4,802,046	2,401,023	2,401,023	48
Child Care Administration	3,931,374	3,931,374	-	39
CalWORKs - Mental Health	8,614,120	8,614,120	-	86
Cal-Learn	3,571,063	3,571,063	-	36
General Relief Administration	638,662	-	638,662	6
Other Programs	1,724,082	1,687,020	37,062	17
<b>Total</b>	<b>292,214,913</b>	<b>279,148,227</b>	<b>13,066,686</b>	<b>2,803</b>

<b>Department of Children's and Family Services</b>	<b>Requirements</b>	<b>Sources</b>	<b>Total Local Share</b>	<b>Staffing</b>
Child Welfare Services	94,371,459	48,975,019	45,396,439	718
Promoting Safe and Stable Families	1,864,981	1,864,981	-	14
Foster Training and Recruitment	-	-	-	-
Licensing	723,864	723,864	-	5
Support and Therapeutic Options Program	-	-	-	-
Adoptions	4,938,631	2,074,225	2,864,406	37
ILP	-	-	-	-
Wraparound Reinvestment	10,196,000	10,196,000	-	77
Other Programs	742,550	742,550	-	6
<b>Total</b>	<b>112,837,485</b>	<b>64,576,639</b>	<b>48,260,845</b>	<b>858</b>

<b>Aging and Adult Services</b>	<b>Requirements</b>	<b>Sources</b>	<b>Total Local Share</b>	<b>Staffing</b>
In-Home Supportive Services	18,107,286	15,507,683	2,599,603	188
Adult Protective Services	4,997,428	2,241,691	2,755,737	39
IHSS Provider Payments	37,107,957	-	37,107,957	-
IHSS Provider Benefits	625,000	-	625,000	-
IHSS PA	350,000	-	350,000	-
Other Programs	910,000	580,000	330,000	-
<b>Total</b>	<b>62,097,671</b>	<b>18,329,374</b>	<b>43,768,297</b>	<b>227</b>

<b>Support</b>				<b>Staffing</b>
				<b>520</b>

<b>Non Claimable Costs</b>	<b>Requirements</b>	<b>Sources</b>	<b>Total Local Share</b>	<b>Staffing</b>
PERC Training Expense	350,000	-	350,000	
Other	6,368,615	4,519,558	1,849,057	
<b>Total</b>	<b>6,718,615</b>	<b>4,519,558</b>	<b>2,199,057</b>	

**Total Local Share** **107,294,885**

**Social Services Realignment 1991** **51,710,773**  
**2011 Realignment** **39,876,761**

**Grand Total Administrative Budget** **473,868,684** **366,573,798** **15,707,351** **4,408**



## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$313.2 million fund 4,408 budgeted positions of which 4,400 are regular positions and 8 are limited term positions.

### TRANSITIONAL ASSISTANCE DEPARTMENT (TAD)

TAD program funding is expected to increase over the previous year. Caseloads continue to grow and the effect of the Affordable Care Act is likely to increase Medi-Cal funding and caseload. As a result, TAD has identified the need to make the following staffing changes:

#### **Additions:**

- 2 Childcare Provider
- 85 Eligibility Worker II
- 9 Eligibility Worker III
- 8 Eligibility Worker Supervisor I
- 9 Office Assistant II
- 2 TAD District Manager
- 5 Interpreter/Translator
- 31 Employment Services Specialist
- 6 Supervising Employee Services Specialist I
- 1 Employment Services Manager

### CHILDREN AND FAMILY SERVICES (CFS)

CFS allocations are expected to increase over the previous year. Also, utilization of Wraparound Reinvestment Funds to leverage available federal funding allows CFS to absorb much of the effect of increased staffing and related costs. CFS is recommending the following staffing changes:

#### **Deletions:**

- 3 Social Services Practitioner- Recurrent
- 3 Alcohol and Drug Counselor
- 1 Child Welfare Services Manager- Recurrent
- 1 Program Specialist II

#### **Additions:**

- 8 Social Services Practitioner
- 7 Office Assistant III
- 5 Fiscal Specialist
- 1 Secretary I

CFS will continue to deliver mandated levels of services to clients in the most efficient manner possible. These services are provided in an effort to safeguard the well-being of children who reside within the County. Expenditures for services and hard goods are provided to clients in an effort to keep families intact. All such expenditures are directly charged to the Child Welfare Services allocation and will have no effect on other components of the HS Administrative Claim budget unit.

### DEPARTMENT OF AGING AND ADULTS SERVICES (DAAS)

DAAS allocations are expected to remain relatively flat from the previous year. As a result, the Department is recommending position changes which do not impact filled positions but rather attend to necessary administrative adjustments. Staffing changes are as follows:

#### **Deletions**

- 1 Office Assistant II
- 1 Office Assistant III
- 1 Staff Analyst II

#### **Additions:**

- 3 Social Service Practitioner



### **HS ADMINISTRATION AND SUPPORT SERVICES**

HS Administration and Support Services Divisions have operated with few staffing changes for the last few years due to the overall stagnation of funding available to departments in the HS Administrative Claim. The current expected funding increases and corresponding staffing additions to HS departments, specifically within TAD programs, necessitates some staffing changes within the Administration and Support Divisions. These changes are being made to provide additional support for claiming, Information and Technology, program development and quality assurance functions. Staffing changes are as follows:

- Administrative Support Division – To accommodate the need for more complex claiming functions and to provide necessary support for those functions there will be a reclassification of 1 Systems Accountant II to a Systems Accountant III. There will also be the addition of 1 Executive Secretary II which is needed due to increased need for HS Administrative assistance.
- Auditing Division – Reclassification of 2 Accountant III to 2 Systems Accountant II to address operational needs.
- Information and Technology Support Division – Reclassification of 1 Office Assistant II to an IT Technical Assistant. Reclassification of 1 Business Systems Analyst III to a Programmer Analyst III, addition of 1 Automated Systems Technician, addition of 1 Automated Systems Analyst I and addition of 1 Programmer Analyst III in order to align position classifications with assigned work duties.
- Performance and Education Resource Center- No personnel changes for this Fiscal Year
- Program Integrity Division (PID) – Addition of 6 HSS Quality Review Specialist, 8 Fiscal Assistants and 1 HSS Quality Review Supervisor I positions.
- Program Development Division – Addition of 3 Program Specialist I.
- Personnel Division – No personnel changes for this Fiscal Year



The following chart provides an overview of the funding sources and local share requirements for the programs that are budgeted in the HSS Administrative Claim budget:

## REVENUE SOURCE AND NET COUNTY COST BREAKDOWN

	Requirements	Sources					Net County Cost		
		Federal	% Federal	State	% State	Total Federal/State	Local Share	Cost	
Transitional Assistance Department									This is the fixed County MOE for the CalWORKs Single
Food Stamps	101,436,072	57,475,568	57%	33,970,565	33%	91,446,133	9,989,939		
Single Allocation									
CalWORKs - Eligibility	44,764,465	44,764,465	100%	-	0%	44,764,465	-		Remainder of Single Allocation for Stage 1 Childcare is \$27,264,832 (provider payments) and is accounted for in ETP budget.
CalWORKs - Mental Health	8,614,120	-	-	8,614,120	100%	8,614,120	-	-	
CalWORKs - Cal-Learn	3,571,063	3,285,378	0.92	285,685	8%	3,571,063	-	-	
CalWORKs - Welfare to Work	49,963,673	49,963,673	100%	-	-	49,963,673	-	-	
CalWORKs - Child Care Admin - Stage 1	3,931,374	3,931,374	100%	-	-	3,931,374	-	-	
Total Single Allocation	110,844,695	101,944,890		8,899,805		110,844,695	-		
Medi-Cal	72,769,356	36,384,678	50%	36,384,678	50%	72,769,356	-	-	Local Share
Foster Care Administration	4,802,046	2,401,023	50%	-	0%	2,401,023	2,401,023	50%	
General Relief Administration	638,662	-	-	-	-	-	638,662	100%	
Other	1,724,082	1,632,814	95%	54,206	3%	1,687,020	37,062	2%	
Child Welfare Services - Basic	94,371,459	47,185,729	50%	1,789,290	2%	48,975,019	45,396,439	48%	Local Share
CWS Total	94,371,459	47,185,729		1,789,290		48,975,019	45,396,439		
Promoting Safe and Stable Families	1,864,981	1,864,981	100%	-	0%	1,864,981	-	-	
Foster Training and Recruitment	-	-	-	-	-	-	-	-	
Licensing	723,864	269,976	37%	453,888	63%	723,864	-	-	
Support and Therapeutic Options Program	-	-	-	-	-	-	-	-	
Adoptions	4,938,631	2,074,225	42%	-	0%	2,074,225	2,864,406	58%	
ILP	-	-	-	-	-	-	-	-	
Wraparound Reinvestment	10,196,000	5,098,000	50%	5,098,000	50%	10,196,000	-	-	
Other Programs	742,550	-	0%	742,550	100%	742,550	-	-	
Total	112,837,485	56,492,911		8,083,728		64,576,639	48,260,845		
Aging and Adult Services									
In-Home Supportive Services	18,107,286	9,269,119	51%	6,238,563	34%	15,507,683	2,599,603	14%	IHSS Provider Payments - State pays providers and the county is only billed for its local share of costs.
Adult Protective Services	4,997,428	2,241,691	45%	-	0%	2,241,691	2,755,737	55%	
IHSS Provider Payments Local Match	37,107,957	-	0%	-	0%	-	37,107,957	100%	
IHSS Provider Benefits Local Match	625,000	-	0%	-	0%	-	625,000	100%	
IHSS PA Local Cost Match	350,000	-	0%	-	0%	-	350,000	100%	
Other Programs	910,000	330,000	36%	250,000	27%	580,000	330,000	36%	
Total	62,097,671	11,840,810		6,488,563		18,329,374	43,768,297		Local Share
Non Claimable Costs									
PERC Training Expense	350,000	-	-	-	-	-	350,000	100%	Local Share
Other	6,368,615	-	-	4,519,558	64%	4,519,558	1,849,057	36%	
Total Administrative Budget	473,868,684	268,172,695	55%	98,401,103	31%	366,573,798	107,294,885	23%	Fed/State Revenue only.
SOCIAL SERVICES REALIGNMENT 1991							51,710,773		
2011 REALIGNMENT							39,876,761		
NET COUNTY COST							15,707,351		Total Local Share



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Transitional Assistance Department	2,803	0	2,803	2,325	312	166	2,803
Children and Family Services	853	5	858	771	64	23	858
Department of Aging and Adult Services	227	0	227	213	11	3	227
HS Administration and Support Services	517	3	520	495	14	11	520
Total	4,400	8	4,408	3,804	401	203	4,408

**Transitional Assistance Department****Administration**

<u>Classification</u>
1 Director
1 Assistant Director
1 Executive Secretary II
1 C-IV Project Coordinator
1 TAD District Manager
1 Program Specialist I
2 Office Assistant III
1 Program Specialist II
1 Staff Analyst II
10 Total

**Region 1**

<u>Classification</u>
1 Deputy Director
2 Secretary I
6 Childcare Provider
274 Eligibility Worker I/II
28 Eligibility Worker III
25 Eligibility Worker Trainee
29 Eligibility Worker Supervisor I
6 Interpreter/Translator
38 Office Assistant II
2 Office Assistant III
5 Supervising Office Assistant
6 TAD District Manager
422 Total

**Region 2**

<u>Classification</u>
1 Deputy Director
1 Secretary I
7 Childcare Provider
305 Eligibility Worker I/II
31 Eligibility Worker III
25 Eligibility Worker Trainee
32 Eligibility Worker Supervisor I
7 Interpreter/Translator
39 Office Assistant II
3 Office Assistant III
4 Supervising Office Assistant
6 TAD District Manager
461 Total

**Region 3**

<u>Classification</u>
1 Deputy Director
1 Secretary I
6 Childcare Provider
341 Eligibility Worker I/II
37 Eligibility Worker III
25 Eligibility Worker Trainee
39 Eligibility Worker Supervisor I
6 Interpreter/Translator
39 Office Assistant II
3 Office Assistant III
5 Supervising Office Assistant
8 TAD District Manager
1 TAD Regional Manager
512 Total

**Region 4**

<u>Classification</u>
1 Deputy Director
1 Secretary I
8 Childcare Provider
281 Eligibility Worker I/II
35 Eligibility Worker III
25 Eligibility Worker Trainee
30 Eligibility Worker Supervisor I
4 Interpreter/Translator
38 Office Assistant II
2 Office Assistant III
5 Supervising Office Assistant
6 TAD District Manager
436 Total

**Region 5**

<u>Classification</u>
1 Deputy Director
1 Secretary I
6 Childcare Provider
284 Eligibility Worker I/II
34 Eligibility Worker III
34 Eligibility Worker Supervisor I
7 Interpreter/Translator
40 Office Assistant II
2 Office Assistant III
5 Supervising Office Assistant
6 TAD District Manager
420 Total

**Region 6**

<u>Classification</u>
1 Deputy Director
1 Secretary I
1 Childcare Provider
1 Contract TAD Staff Assistant
7 Employment Services Manager
251 Employment Services Specialist
24 Employment Services Trn
5 Employment Services Technician
46 Office Assistant II
5 Supervising Office Assistant
35 Supervising Emp. Services Specialist
1 TAD Regional Manager
378 Total

**Contact Center**

<u>Classification</u>
1 Deputy Director
1 Secretary I
127 Eligibility Worker I/II
13 Eligibility Worker III
14 Eligibility Worker Supervisor I
5 Staff Analyst I
3 TAD District Manager
164 Total



**Department of Aging and Adult Services****Region 1**

<u>Classification</u>	
1 Deputy Director	
1 Secretary I	
2 District Manager	
4 Supvsg Social Services Practitioner	
5 Supervising Social Worker	
2 Supervising Office Assistant	
18 Office Assistant II	
13 Office Assistant III	
1 Office Assistant IV	
2 Public Health Nurse II	
1 Registered Nurse II	
16 Social Service Practitioner	
61 Social Worker II	
<b>127 Total</b>	

**Region 2**

<u>Classification</u>	
1 Deputy Director	
1 Secretary I	
1 District Manager	
4 Supervising Social Services Practitioner	
2 Supervising Social Worker	
2 Supervising Office Assistant	
10 Office Assistant II	
9 Office Assistant III	
1 Supervising Public Health Nurse	
1 Public Health Nurse II	
14 Social Service Practitioner	
35 Social Worker II	
<b>81 Total</b>	

**Admin and Support Services**

<u>Classification</u>	
1 Director	
1 Executive Secretary II	
1 District Manager	
1 Supvsg Social Services Practitioner	
7 Social Worker II	
2 Office Assistant III	
1 Office Specialist	
1 Supervising Office Assistant	
4 Staff Analyst II	
<b>19 Total</b>	

**Children and Family Services****Administrative and Financial Services**

<u>Classification</u>	
1 Director	
1 Assistant Director	
1 Program Specialist II	
1 Executive Secretary III	
1 Secretary I	
1 Administrative Supervisor II	
1 Administrative Supervisor I	
1 CFS Project Coordinator	
3 Staff Analyst	
4 Office Assistant III	
8 Fiscal Assistant	
<b>23 Total</b>	

**North Desert Region**

<u>Classification</u>	
1 Deputy Director	
1 Secretary I	
2 Child Welfare Services Manager	
13 Supv. Social Services Practitioner	
1 Supervising Office Specialist	
3 Supervising Office Assistant	
78 Social Services Practitioner	
26 Social Worker II	
9 Social Services Aide	
26 Office Assistant III	
2 Office Assistant II	
<b>162 Total</b>	

**Western Region**

<u>Classification</u>	
1 Deputy Director	
1 Secretary I	
2 Child Welfare Services Manager	
15 Supv. Social Services Practitioner	
1 Supervising Office Specialist	
3 Supervising Office Assistant	
91 Social Services Practitioner	
17 Social Worker II	
5 Social Services Aide	
25 Office Assistant III	
4 Office Assistant II	
1 Eligibility Worker II	
<b>166 Total</b>	

**Central Region**

<u>Classification</u>	
1 Deputy Director	
1 Secretary I	
2 Child Welfare Services Manager	
11 Supv. Social Services Practitioner	
1 Supervising Office Specialist	
2 Supervising Office Assistant	
76 Social Services Practitioner	
14 Social Worker II	
4 Social Services Aide	
21 Office Assistant III	
3 Office Assistant II	
<b>136 Total</b>	

**Eastern Region**

<u>Classification</u>	
1 Deputy Director	
1 Secretary I	
2 Child Welfare Services Manager	
14 Supv. Social Services Practitioner	
1 Supervising Office Specialist	
3 Supervising Office Assistant	
80 Social Services Practitioner	
15 Social Worker II	
5 Social Services Aide	
24 Office Assistant III	
3 Office Assistant II	
7 Peer and Family Assistant	
<b>156 Total</b>	

**Placement Resources**

<u>Classification</u>	
1 Deputy Director	
1 Secretary I	
3 Child Welfare Services Manager	
10 Supv. Social Services Practitioner	
1 Supervising Office Specialist	
2 Supervising Office Assistant	
1 Supervising Fiscal Specialist	
28 Social Services Practitioner	
16 Social Worker II	
21 Office Assistant III	
2 Office Assistant II	
1 Staff Analyst II	
11 Peer and Family Assistant	
6 Fiscal Specialist	
1 Program Specialist I	
12 Educational Liaison	
<b>117 Total</b>	



**System Resources**Classification

- 1 Deputy Director
- 1 Secretary I
- 3 Child Welfare Services Manager
- 10 Supv. Social Services Practitioner
- 1 Supervising Office Specialist
- 3 Supervising Office Assistant
- 10 Social Services Practitioner
- 2 Social Worker II
- 5 Social Worker Trainee
- 1 Social Services Aide
- 26 Office Assistant III
- 2 Staff Analyst II
- 1 Program Specialist I
- 30 Intake Specialist
- 1 Eligibility Worker II
- 1 Childcare Provider
- 98 Total

**Human Services Administrative Support****Human Services Administration**Classification

- 1 Assistant Executive Officer
- 1 Executive Secretary III
- 1 Administrative Analyst III
- 1 Staff Analyst II
- 1 Contract C-IV Manager
- 1 Cont Business Applications Manager
- 1 Contract Technical Analyst
- 1 C-IV Financial Management
- 1 Contract C-IV Accountant I
- 1 Contract C-IV Tech/Site Prep Coord.
- 4 Contract Business Analyst
- 1 Contract Secretary II
- 15 Total

**Administrative Support Division**Classification

- 2 Deputy Executive Officer
- 1 Executive Secretary II
- 4 Office Assistant III
- 2 Administrative Analyst III
- 4 Administrative Supervisor II
- 1 Supervising Fiscal Specialist
- 1 Supervising Office Assistant
- 2 Stores Supervisor II
- 1 Systems Accountant III
- 21 Staff Analyst II
- 1 Staff Analyst I
- 1 Accountant I
- 2 Accounting Technician
- 2 Fiscal Specialist
- 3 Fiscal Assistant
- 2 Office Assistant II
- 4 Stores Specialist
- 10 Storekeeper
- 1 Secretary I
- 65 Total

**Information, Technology and Support Division**Classification

- 1 Dpartment IS Administrator
- 1 Secretary I
- 3 Department Systems Engineer
- 4 Business Applications Manager
- 2 Supv. Automated Systems Analyst II
- 6 Business Systems Analyst III
- 5 Business Systems Analyst II
- 2 Business Systems Analyst I
- 8 Programmer Analyst III
- 2 Programmer I
- 6 Programmer III
- 5 Automated Systems Analyst II
- 15 Automated Systems Analyst I
- 27 Automated Systems Technician
- 1 Applications Specialist
- 2 Stores Specialist
- 1 Fiscal Specialist
- 2 IT Technical Assistant
- 1 Staff Analyst I
- 1 Office Assistant III
- 95 Total

**Legislation, Research,  
Quality Supportive Services Division**Classification

- 1 Legislative Program Manager
- 1 Administrative Supervisor I
- 1 Program Specialist II
- 1 Program Specialist I
- 3 Statistical Analyst
- 1 Statistical Analyst Trainee
- 1 Eligibility Worker Supervisor I
- 7 Eligibility Worker III
- 1 Office Assistant III
- 17 Total

**Performance and Education Resource Center**Classification

- 1 Chief Learning Officer
- 1 Secretary I
- 1 Human Services Comm Officer
- 1 T&D Manager
- 3 T&D Supervisor
- 7 T&D Specialist
- 1 Supv. Office Assisnt
- 11 Staff Training Instructor
- 1 Staff Analyst I
- 1 Media Specialist I
- 1 Fiscal Assistant
- 2 Office Assistant III
- 5 Office Assistant II
- 36 Total

**Program Integrity Division**Classification

- 1 HSS Program Integrity Chief
- 1 Secretary I
- 4 Case Review Specialist
- 1 Supervising Case Review Specialist
- 20 Appeals Specialist
- 8 Fiscal Assistant
- 23 Fraud Investigator
- 76 HSS Quality eview Specialist
- 7 HSS Quality Review Supervisor I
- 2 HSS Quality Review Supervisor III
- 3 Office Assistant II
- 3 Office Assistant III
- 1 Supervising Office Assistant
- 1 Supervising Office Specialist
- 2 Supervising Appeals Specialist I
- 1 Supervising Appeals Specialist II
- 3 Supervising Fraud Investigator I
- 1 Supervising Fraud Investigator II
- 158 Total



Auditing		Program Development Division		Personnel Division	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	HSS Auditing Manager	1	Deputy Director	1	HS Admin Manager
1	Secretary I	1	Secretary I	1	Secretary I
1	Supervising Accountant III	3	Supervising Program Specialist	1	Supervising Fiscal Specialist
2	Supervising Accountant II	1	Supervising Social Service Practitioner	1	Volunteer Services Coordinator
13	Fiscal Assistant	1	Supervising Office Assistant	1	Personnel Technician
1	Staff Analyst I	11	Program Specialist II	12	Payroll Specialist
1	Staff Analyst Trainee	26	Program Specialist I	1	Fiscal Specialist
2	Systems Accountant II	1	Fiscal Assistant	4	Office Assistant II
8	Accountant III	9	Office Assistant III	22	Total
1	Accountant II	1	Office Assistant II		
2	Accounting Technician	2	Program Manager		
2	Office Assistant II	2	Social Services Practitioner		
5	Fiscal Specialist	59	Total		
3	Supervising Fiscal Specialist				
43	Total				
<b>Children's Network (CNET)</b>					
<u>Classification</u>					
1	CNET Comm. & Event Coordinator				
1	Contract Children's Network Analyst				
1	Associate CNET Officer				
1	Cont Child Abuse Prev. Coordinator				
1	CNET Officer				
2	Office Assistant III				
1	Secretary II				
1	Social Worker II				
1	Contract Case Coordinator				
10	Total				





## AGING AND ADULT SERVICES

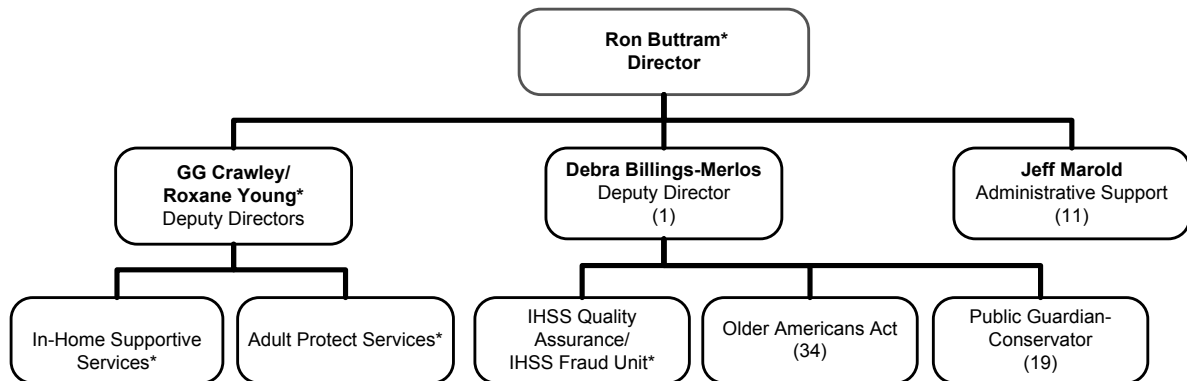
### Ron Buttram

#### DEPARTMENT MISSION STATEMENT

*The Department of Aging and Adult Services provides services to seniors, at-risk individuals, and adults with disabilities to improve or maintain choice, independence, and quality of life so they may age in place in the least restrictive environment.*



#### ORGANIZATIONAL CHART



\*Staffing is reimbursed by the Human Services Administrative Claim budget unit

#### 2012-13 ACCOMPLISHMENTS

- Provided 369,644 congregate meals served in senior centers throughout the County and 390,462 home delivered meals to home-bound seniors.
- Contacted 15,196 individuals providing information regarding services available to seniors.
- Held the 25th Annual Adult Protective Services Multi-Disciplinary Team (MDT) Conference with over 245 attendees from various disciplines and focused on serving vulnerable populations of elders and dependent adults in San Bernardino County.
- Published the Elder Abuse Protocol, a multi-agency protocol that deals with adult protection.
- Developed a Department Speaker Bureau to provide information on all programs available to seniors and disabled adults. Department staff completed 229 presentations to various organizations on those programs.
- Received the California State Association of Counties 2012 Challenge Merit Award for the Cal Fresh Senior Outreach Partnership with Transitional Assistance Department.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

- Objective(s):**
- *Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.*
  - *Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.*

**Department Strategy:** • *Ensure the safety of at-risk adults and the elderly to improve or maintain quality of life.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Respond to emergency Adult Protective Services (APS) referrals within state mandated timeframes.	90%	100%	99.4%	100%

### COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

- Objective(s):**
- *Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.*
  - *Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.*

**Department Strategy:** • *Assist seniors to maintain choices and improve quality of life by increasing knowledge and awareness of available programs and assistance.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage increase of individual customers contacted annually (service information, referral for services) by Senior Information and Assistance.	16.0%	8.0%	14.1%	5.0%

Due to a decrease in funding for 2013-14, the Department anticipates only a 5% target increase in the number of individual customers contacted for Senior Information and Assistance.

### COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS

- Objective(s):**
- *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

**Department Strategy:** • *Ensure Public Guardian provides timely and accurate financial support to conservatees.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Pay 85% of conservatees' bills within ten days of receipt.	81.0%	85.0%	82.9%	87%

The measure was slightly less than the target established. The causes are a change in the manner conservatee bills are processed, special orders issued in the Superior Court requiring additional handling time and frequent change of placements by the conservatees' delaying proper payments. The Department also experienced a less than full complement of staff in 2012-13.



**SUMMARY OF BUDGET UNITS**

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Aging and Adult Services	8,914,746	8,914,746	0			46
Public Guardian-Conservator	903,483	286,850	616,633			19
Total General Fund	9,818,229	9,201,596	616,633			65

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Aging and Adult Services	10,357,658	10,746,636	9,239,446	10,269,763	8,914,746
Public Guardian-Conservator	657,807	540,738	644,683	950,961	903,483
Total	11,015,465	11,287,374	9,884,129	11,220,724	9,818,229

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Aging and Adult Services	9,156,851	9,562,605	9,239,446	10,269,763	8,914,746
Public Guardian-Conservator	135,221	353,153	232,984	325,663	286,850
Total	9,292,072	9,915,758	9,472,430	10,595,426	9,201,596

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Aging and Adult Services	1,200,807	1,184,031	0	0	0
Public Guardian-Conservator	522,586	187,585	411,699	625,298	616,633
Total	1,723,393	1,371,616	411,699	625,298	616,633



## Aging and Adult Services

### DESCRIPTION OF MAJOR SERVICES

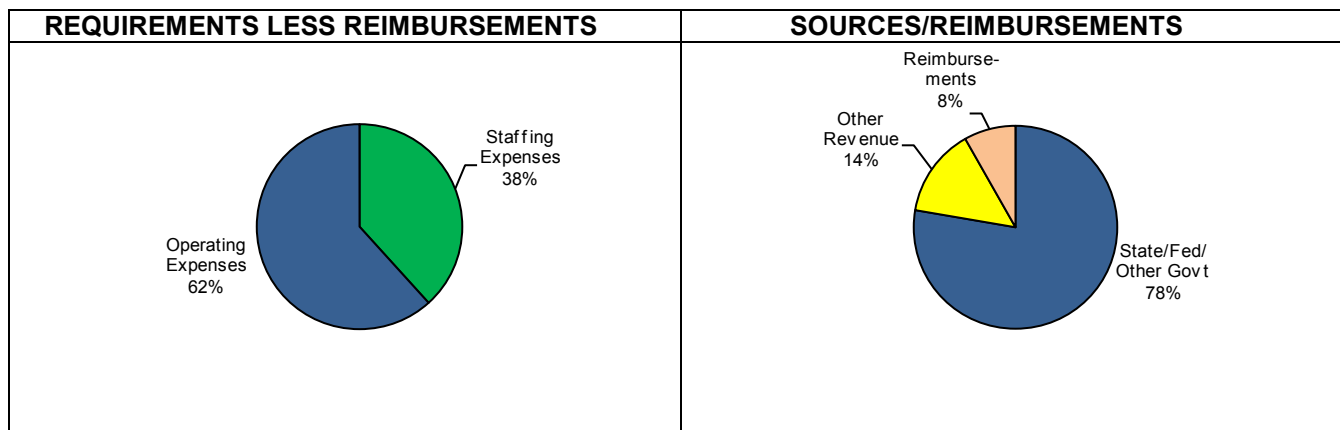
The Department of Aging and Adult Services (DAAS), under the direction of the California Department of Aging (CDA), serves as the federally designated Area Agency on Aging (AAA) for the County of San Bernardino and is responsible for administering programs under the Older Americans Act (OAA).

#### Budget at a Glance

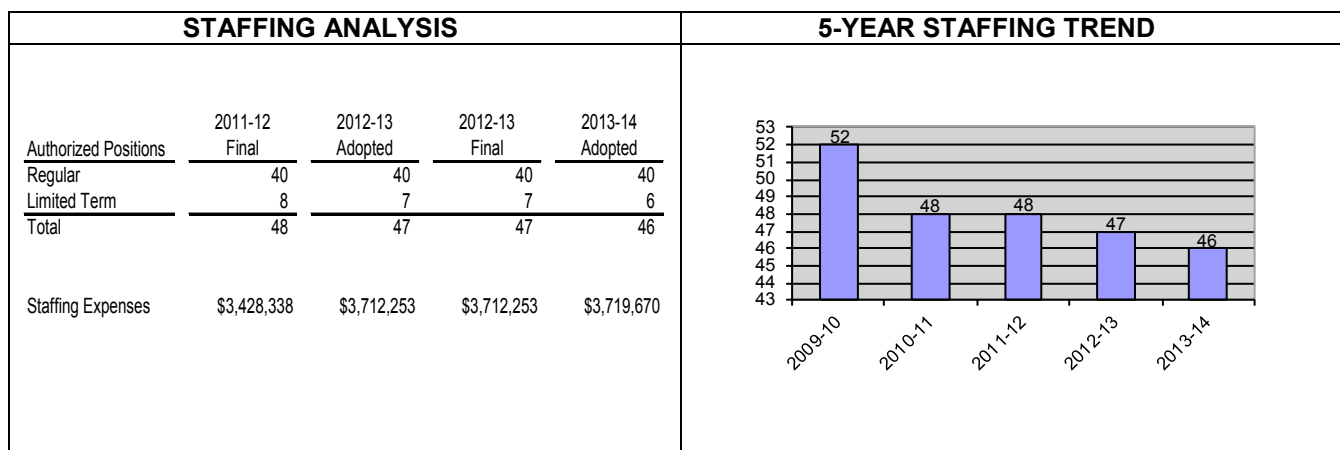
Total Requirements	\$8,914,746
Total Sources	\$8,914,746
Net County Cost	\$0
Total Staff	46
Funded by Net County Cost	0%

The Department works to ensure options are easily accessible to all older individuals and to have a visible resource where seniors can go or call for information. Programs offered by the Department include Senior Information and Assistance (SIA), Elderly Nutrition Program, Senior Community Service Employment Program (SCSEP), Senior Supportive Services, Health Insurance Counseling and Advocacy Program (HICAP), Family Caregiver Support Program (FCSP), Multipurpose Senior Services Program (MSSP), and Long-Term Care Ombudsman (OMB).

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Human Services  
DEPARTMENT: Aging and Adult Services  
FUND: General

BUDGET UNIT: AAF OOA  
FUNCTION: Public Assistance  
ACTIVITY: Administration

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	3,306,071	3,517,741	3,428,338	3,401,839	3,712,253	3,719,670	7,417
Operating Expenses	7,462,602	7,497,566	6,297,267	6,345,228	7,150,886	5,990,783	(1,160,103)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	10,768,673	11,015,307	9,725,605	9,747,067	10,863,139	9,710,453	(1,152,686)
Reimbursements	(416,301)	(456,944)	(561,178)	(429,147)	(593,376)	(795,707)	(202,331)
Total Appropriation	10,352,372	10,558,363	9,164,427	9,317,920	10,269,763	8,914,746	(1,355,017)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	10,352,372	10,558,363	9,164,427	9,317,920	10,269,763	8,914,746	(1,355,017)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	9,085,037	9,511,716	7,972,198	8,276,356	8,993,231	7,544,959	(1,448,272)
Fee/Rate	64,717	50,889	0	0	0	0	0
Other Revenue	7,027	0	144,606	136,427	68,912	0	(68,912)
Total Revenue	9,156,781	9,562,605	8,116,804	8,412,783	9,062,143	7,544,959	(1,517,184)
Operating Transfers In	0	0	1,057,620	1,057,620	1,207,620	1,369,787	162,167
Total Sources	9,156,781	9,562,605	9,174,424	9,470,403	10,269,763	8,914,746	(1,355,017)
Net County Cost	1,195,591	995,758	(9,997)	(152,483)	0	0	0
Budgeted Staffing					47	46	(1)

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$3.7 million fund 40 regular positions and 6 limited term positions. Operating expenses of \$6.0 million primarily consists of obligations for contracted services for the Senior Nutrition, Supportive Services, Family Caregiver, and Multipurpose Senior Services Program programs.

Sources of \$7.5 million include revenue for the Senior Nutrition Services, Supportive Services, Family Caregiver, and the Multipurpose Senior Services Program programs.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

In 2013-14, requirements will decrease by \$1.4 million primarily due to reductions in contracted vendor payments that are slightly offset by increases in reimbursements received from other departments. The reduction in operations is attributed to reductions in sources. DAAS has reduced staff by one limited term position in 2013-14.

Sources will decrease by \$1.4 million due to reductions in federal and state revenues resulting from sequestration budget cuts to services such as Nutrition, Supportive Services, Family Caregiver, and Senior Employment programs; elimination of one-time only Federal funds, and decreased funding for Medi-Cal Administrative Activities (MAA). The reduction of MAA funding will be offset through one-time bridge funding from Human Services. The Department will seek alternative sources to replace the bridge funds prior to approval of the 2014-15 budget.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$3.7 million fund 46 budgeted positions of which 40 are regular positions and 6 are limited term positions. The recommended budget includes a decrease in positions from 47 to 46 positions due to the elimination of 1 vacant Senior Employment Program Aid position. Operations will not be affected by the reduction as work duties will be assumed by the remaining program staff.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	12	0	12	11	1	0	12
Multipurpose Senior Services Program	10	0	10	8	2	0	10
Ombudsman	1	4	5	5	0	0	5
Senior Community Service Employment	0	2	2	2	0	0	2
Senior Information and Assistance	17	0	17	17	0	0	17
Total	40	6	46	43	3	0	46

Administration	Multipurpose Senior Services Program	Ombudsman
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Deputy Director	1 Supv Social Services Practitioner	1 DAAS Program Supervisor
1 Administrative Supervisor II	4 Social Services Practitioner	1 OMB Office Manager
3 Accounting Technician	2 Social Worker II	3 OMB Field Coordinators
1 Office Assistant III	2 Public Health Nurse	5 Total
5 Staff Analyst II	1 Fiscal Assistant	
1 Secretary	10 Total	
12 Total		
<b>Senior Community Service Employment Program (SCSEP)</b>	<b>Senior Information and Assistance</b>	
<u>Classification</u>	<u>Classification</u>	
2 SCSEP Program Aides	2 DAAS Program Supervisor	
2 Total	8 Social Services Aide	
	7 Senior Information and Referral Rep	
	17 Total	



## Public Guardian - Conservator

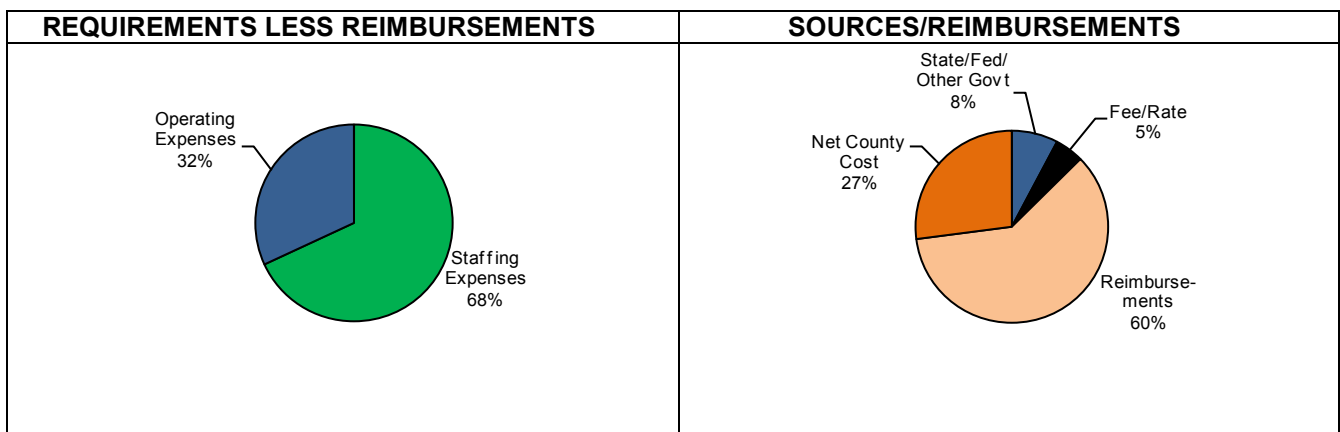
### DESCRIPTION OF MAJOR SERVICES

By court appointment, the Public Guardian-Conservator acts as conservator for any individuals found to be gravely disabled or to lack capacity to manage their finances and provide their own care. A conservator has the responsibility for the conservatee's care, custody and control. The conservator determines where the conservatee lives and ensures his/her daily needs are met. Conservatees must be placed in the least restrictive placement, which may include, but is not limited to the following: medical, psychiatric, nursing, or other licensed facility or state hospital, County hospital, or United States government hospital.

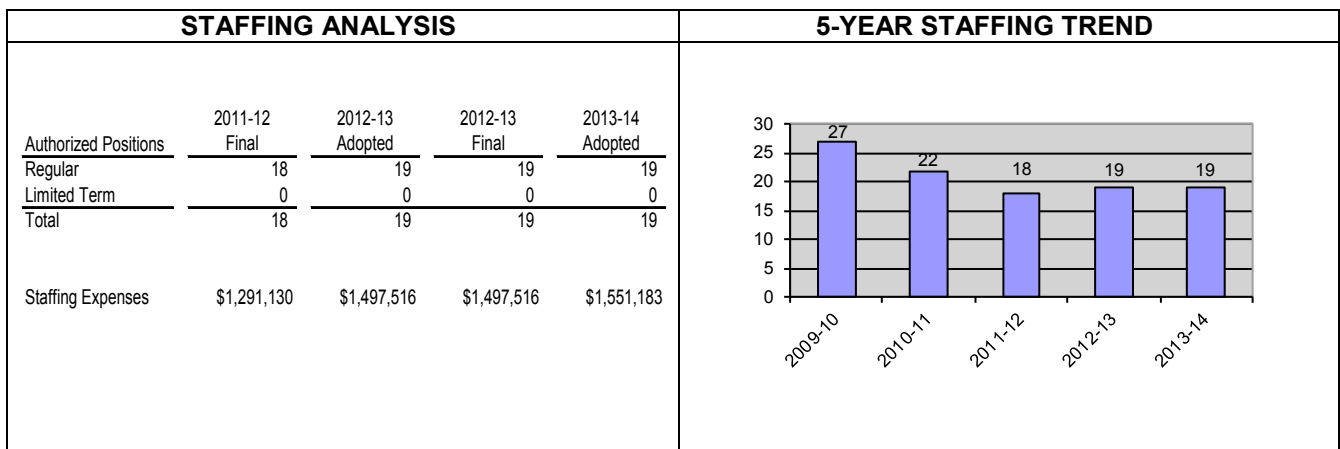
#### Budget at a Glance

Total Requirements	\$903,483
Total Sources	\$286,850
Net County Cost	\$616,633
Total Staff	19
Funded by Net County Cost	27%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Human Services  
 DEPARTMENT: Aging and Adult Services - Public Guardian-Conservator  
 FUND: General

BUDGET UNIT: AAA PGD  
 FUNCTION: Public Protection  
 ACTIVITY: Other Protection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	1,627,198	1,382,729	1,291,130	1,410,648	1,497,516	1,551,183	53,667
Operating Expenses	442,900	532,682	751,034	640,965	827,152	727,108	(100,044)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,070,098	1,915,411	2,042,164	2,051,613	2,324,668	2,278,291	(46,377)
Reimbursements	(1,412,292)	(1,374,673)	(1,397,484)	(1,358,597)	(1,373,707)	(1,374,808)	(1,101)
Total Appropriation	657,806	540,738	644,680	693,016	950,961	903,483	(47,478)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	657,806	540,738	644,680	693,016	950,961	903,483	(47,478)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	(17,500)	242,767	97,054	146,672	200,113	176,850	(23,263)
Fee/Rate	152,304	109,742	135,416	96,316	125,000	110,000	(15,000)
Other Revenue	416	643	514	179	550	0	(550)
Total Revenue	135,220	353,152	232,984	243,167	325,663	286,850	(38,813)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	135,220	353,152	232,984	243,167	325,663	286,850	(38,813)
Net County Cost	522,586	187,586	411,696	449,849	625,298	616,633	(8,665)
Budgeted Staffing					19	19	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Major expenditures and revenue represent the following:

- Staffing expenses of \$1.6 million will fund 19 budgeted positions.
- Reimbursements of \$1.4 million represent funding received primarily from the Department of Behavioral Health for conservatee case costs and from the Sheriff/Coroner/Public Administrator for reimbursement of warehouse operation costs.
- State/federal/other government aid revenue of \$176,850 represents reimbursement for Medi-Cal Administrative Activities (MAA) and AB109 Criminal Justice Realignment and SB90 Mandate.
- Fee/rate revenue of \$110,000 represents Court-ordered fees paid to the Department from the estates of conservatees.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Staffing expenses will increase by \$53,667 in part due to increased retirement costs and a fully budgeted Supervising Deputy Public Guardian position. Operating expenses will decrease by \$100,044 primarily due to reductions to COWCAP and transfers out for shared administrative costs with DAAS and other HS divisions. There will be no operational impact as a result of these expenditure changes.

Budgeted sources will decrease by \$38,813 as a result of reduced revenues received for the AB109 Criminal Justice prisoner release program and fee revenue received from conservatees. Decreased sources are offset by decreased expenditures and the Department foresees no operational impact.





## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.6 million will fund 19 budgeted regular positions and includes a Supervising Deputy Public Guardian position that was partially funded in 2012-13. There will be no staffing level adjustments in 2013-14.

### 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Public Guardian - Conservator	19	0	19	19	0	0	19
Total	19	0	19	19	0	0	19

#### Public Guardian - Conservator

##### Classification

1	Chief Public Guardian
6	Deputy Public Guardian
2	Estate Property Specialist
1	Fiscal Assistant
1	Fiscal Specialist
3	Office Assistant III
1	Social Service Aide
1	Social Service Practitioner
1	Staff Analyst II
1	Supervising Office Assistant
1	Supv. Deputy Public Guardian I
19	Total



## CHILD SUPPORT SERVICES

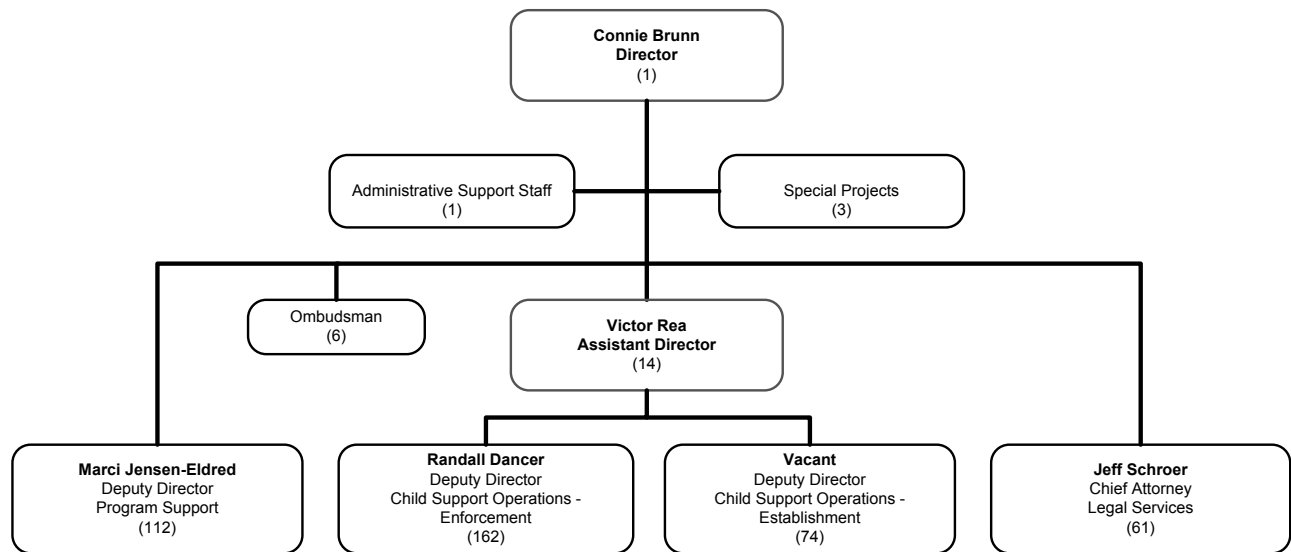
### Connie Brunn

#### DEPARTMENT MISSION STATEMENT

*The County of San Bernardino Department of Child Support Services determines paternity, establishes and enforces child support orders, and secures payments to assist families in meeting the financial and medical needs of their children. The Department provides timely and effective service in a professional manner.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Collected \$169.4 million in child support payments in Federal Fiscal Year 2012, a 4.34% increase over the prior fiscal year.
- Received ranking of second in the State in program cost effectiveness, distributing \$4.38 for each dollar in funding provided to the Department.
- Received the California Department of Child Support Services Directors' Excellence Award for exceeding all performance goals in Federal Fiscal Year 2012 for the second consecutive year.
- Recognized by the California Department of Child Support Services for increasing distributed collections by 4.3% over the prior fiscal year.
- Installed kiosks in all three offices and at the court location to enable participants to access case information, links to related state and County websites, and provide the option of making a child support payment on line via credit card.
- Continued efforts to ensure availability of services to all County residents by assisting customers with their child support-related issues at Transitional Assistance Department (TAD) offices located throughout the County.
- Continued to collaborate with the San Bernardino County Workforce Development Department to provide employment-related services to unemployed non-custodial parents who are unable to meet their child support obligation.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

**Objective(s):** • *To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.*

- Department Strategy:**
- *Work in collaboration with parents to obtain accurate and appropriate child support orders for the families in San Bernardino County.*
  - *Increase the collections of current child support which will result in more money being received by San Bernardino County families.*
  - *Educate Parents about the child support program and the importance of paying consistently and the need for reliable child support on a monthly basis.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of current child support collected compared to the total current child support due.	60%	62%	61.26%	64%
This measure is slightly less than target due, in part, to the exhaustion of customer unemployment benefits that were previously intercepted and used for payment of child support.				

### COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

**Objective(s):** • *To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.*

- Department Strategy:**
- *Create a team dedicated to the collection of child support arrears/past due child support with a focus on increased collections.*
  - *Work with the San Bernardino Courts on non-DCSS cases to prevent the accumulation of child support arrears by involving Child Support Services early in the process.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Increase the percentage of child support cases with a collection of arrears compared to the total child support cases with arrears owed.	62.6%	64.6%	64.83%	66%

### COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

**Objective(s):** • *Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.*

- Department Strategy:**
- *Implement efficiencies in our business processes in order to increase collections and improve cost effectiveness.*
  - *Continue to implement efficient processes regarding the Automated Statewide Child Support System to identify changes that will improve collections and cost effectiveness.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Amount of child support collected for every dollar expensed.	\$4.38	\$4.21	\$4.34	\$4.34



**SUMMARY OF BUDGET UNITS**

2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget
<b>General Fund</b>					
Child Support Services	40,134,968	40,134,968	0		434
Total General Fund	40,134,968	40,134,968	0		434

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Child Support Services	38,197,787	39,696,127	38,934,431	39,685,993	40,134,968
<b>Total</b>	<b>38,197,787</b>	<b>39,696,127</b>	<b>38,934,431</b>	<b>39,685,993</b>	<b>40,134,968</b>

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Child Support Services	38,197,787	39,696,127	38,934,431	39,685,993	40,134,968
<b>Total</b>	<b>38,197,787</b>	<b>39,696,127</b>	<b>38,934,431</b>	<b>39,685,993</b>	<b>40,134,968</b>

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Child Support Services	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## Child Support Services

### DESCRIPTION OF MAJOR SERVICES

The Department of Child Support Services (DCSS) promotes family self-sufficiency by helping parents meet their mutual obligation to provide financial and medical support for their children. These services are offered throughout San Bernardino County with offices located in the high desert, the west end, and the greater San Bernardino area.

#### Budget at a Glance

Total Requirements	\$40,134,968
Total Sources	\$40,134,968
Net County Cost	\$0
Total Staff	434
Funded by Net County Cost	0%

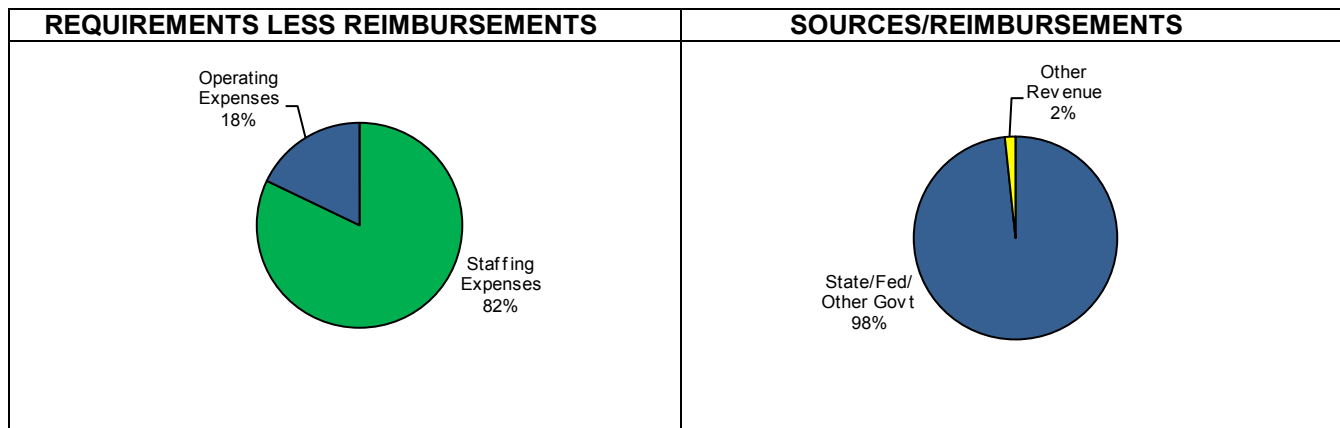
DCSS is dedicated to administering the program in a manner that puts the needs of the children first and foremost. The belief that working collaboratively with parents in understanding and meeting their obligations is a fundamental element in the success of the program.

The services provided by DCSS include the following:

- Locating parents to establish court orders for paternity, child and medical support.
- Enforcing court orders for child, family, spousal and medical support.
- Securing child support payments.
- Maintaining records of payments made and balances due.
- Modifying court orders when appropriate.

Additionally, DCSS offers services to assist customers with concerns that may arise in the progress of their case. The Ombudsman program administers the Complaint Resolution process, in which customers have the opportunity to raise concerns with the processing of their case, pursue resolution, and obtain information about the child support program and their rights and responsibilities.

### 2013-14 ADOPTED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Final	2013-14 Adopted					
Regular	435	434	434	434					
Limited Term	0	1	1	0					
Total	435	435	435	434					
Staffing Expenses	\$30,878,412	\$32,073,284	\$32,073,284	\$32,833,296					

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Human Services  
DEPARTMENT: Child Support Services  
FUND: General

BUDGET UNIT: AAA DCS  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	29,898,490	30,602,092	30,878,412	31,210,827	32,073,284	32,833,296	760,012
Operating Expenses	8,278,733	8,908,877	7,951,067	7,587,812	7,642,833	7,146,571	(496,262)
Capital Expenditures	133,022	310,853	232,668	100,033	100,220	187,762	87,542
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	38,310,245	39,821,822	39,062,147	38,898,672	39,816,337	40,167,629	351,292
Reimbursements	(112,458)	(125,694)	(128,181)	(130,098)	(130,344)	(32,661)	97,683
Total Appropriation	38,197,787	39,696,128	38,933,966	38,768,574	39,685,993	40,134,968	448,975
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	38,197,787	39,696,128	38,933,966	38,768,574	39,685,993	40,134,968	448,975
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	38,136,673	39,268,735	38,864,818	38,726,391	38,891,056	39,462,528	571,472
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	61,113	427,392	67,376	41,963	794,937	672,440	(122,497)
Total Revenue	38,197,786	39,696,127	38,932,194	38,768,354	39,685,993	40,134,968	448,975
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	38,197,786	39,696,127	38,932,194	38,768,354	39,685,993	40,134,968	448,975
Net County Cost	1	1	1,772	220	0	0	0
Budgeted Staffing					435	434	(1)

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Major requirements and sources include the following:

- Staffing expenses of \$32.8 million fund 434 budgeted positions.
- Operating expenses of \$7.1 million include professional services contracts, telephone services, mail services, COWCAP, leases, and other operating costs.

Sources of \$40.1 million primarily represent the federal and state allocation to fund child support operations. DCSS has no Net County Cost.



## BUDGET CHANGES AND OPERATIONAL IMPACT

For 2013-14, requirements are expected to increase by \$0.4 million over the 2012-13 final budget primarily due to the restoration of the one-time Federal and State funding reduction. During 2012-13, funding for Local Child Support Agencies was reduced as a result of the Governor's May Budget Revision. The restored funding will be used for increased salary and retirement benefits costs.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$32.8 million fund 434 budgeted regular positions. This is a reduction of 1 position compared to the 2012-13 final budget and is the net effect of 3 deletions and 2 additions. For 2013-14, 2 vacant program positions as well as 1 extra-help position are being deleted, and 1 legal services position and 1 technical support position are being added. These adjustments are necessary to provide mandatory legal and technical support for child support operations, as well as improve the overall efficiency of the Department's daily operations.

## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Director and Ombudsman	11	0	11	10	1	0	11
Assistant Director and Technical Support	14	0	14	13	0	1	14
Program Support	112	0	112	106	6	0	112
Child Support Operations - Enforcement	162	0	162	155	7	0	162
Child Support Operations - Establishment	74	0	74	66	8	0	74
Legal Services	61	0	61	55	5	1	61
Total	434	0	434	405	27	2	434

Director and Ombudsman	Assistant Director and Technical Support	Program Support
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Child Support	1 Assistant Director of Child Support	1 Deputy Director
4 Child Support Officer II	1 Automated Systems Analyst I	1 Accountant II
1 Child Support Operations Manager	3 Automated Systems Technician	1 Accountant III
1 Executive Secretary II	1 Business Applications Manager	3 Accounting Technician
1 Media Specialist	1 Business Systems Analyst II	1 Administrative Supervisor II
1 Program Specialist I	1 Business Systems Analyst III	1 Child Support Accounting Supervisor
1 Program Specialist II	1 Department Systems Engineer	5 Child Support Assistant
1 Supervising Child Support Officer	1 IT Technical Assistant	44 Child Support Officer I / Trainee
11 Total	1 Secretary I	9 Child Support Officer II
	1 Secretary II	2 Child Support Operations Manager
	1 Statistical Analyst	4 Fiscal Assistant
	1 Supervising Auto Systems Analyst II	18 Office Assistant II
	14 Total	2 Payroll Specialist
		4 Program Specialist I
		3 Staff Analyst II
		3 Staff Training Instructor
		2 Storekeeper
		5 Supervising Child Support Officer
		2 Supervising Office Assistant
		1 Training & Development Supervisor
		112 Total
Child Support Operations - Enforcement	Child Support Operations - Establishment	Legal Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Deputy Director	1 Deputy Director	1 Child Support Chief Attorney
14 Child Support Assistant	19 Child Support Assistant	7 Child Support Assistant
3 Child Support Asst Ops Manager	38 Child Support Officer I	15 Child Support Attorney III
99 Child Support Officer I	7 Child Support Officer II	24 Child Support Officer I
16 Child Support Officer II	2 Child Support Operations Manager	3 Child Support Officer II
4 Child Support Operations Manager	1 Office Assistant II	1 Child Support Operations Manager
8 Office Assistant II	1 Secretary I	2 Office Assistant III
2 Office Assistant III	5 Supervising Child Support Officer	1 Secretary I
15 Supervising Child Support Officer	74 Total	2 Supervising Child Support Attorney
162 Total		5 Supervising Child Support Officer
		61 Total



## Wraparound Reinvestment Fund

### DESCRIPTION OF MAJOR SERVICES

The Wraparound Services Program was created through Senate Bill (SB) 163, Chapter 795, Statutes of 1997, and is an intensive, community-based and family-centered process designed to allow children with serious behavior and/or emotional difficulties to remain in their community at the lowest level of care possible instead of being placed in a group home setting. Payments for Wraparound Services are included in the Aid to Families with Dependent Children (AFDC) – Foster Care budget unit. This bill allows counties to accumulate savings realized from a wraparound program and requires that the savings be reinvested in a Child Welfare Services Program.

#### Budget at a Glance

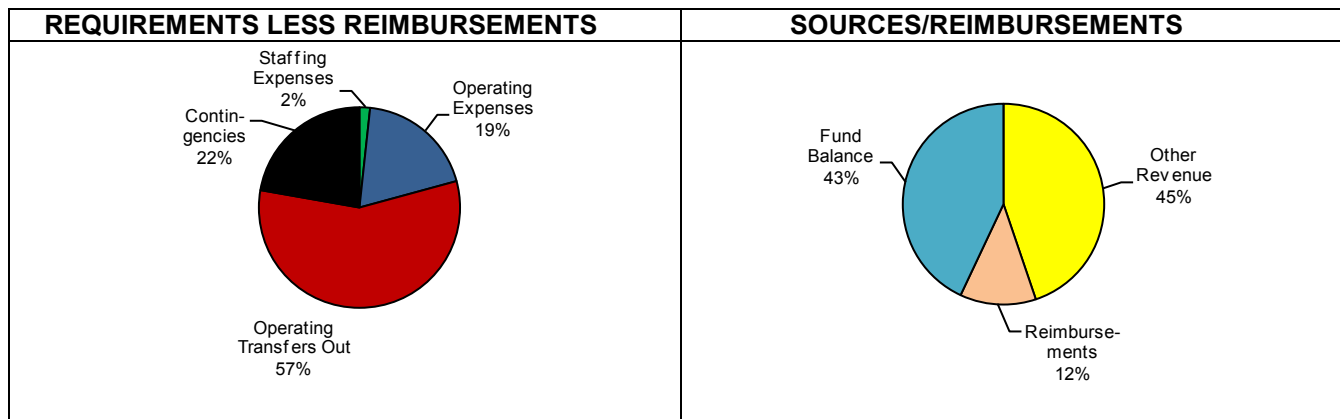
Total Requirements	\$15,549,078
Total Sources	\$7,935,000
Fund Balance	\$7,614,078
Use of Fund Balance	\$3,680,527
Total Staff	6

Contracts have been established with five agencies to provide Countywide Wraparound Program Services to high risk children. These contracts stipulate that the County will retain 5% of the monthly Wraparound Foster Care payments for federally eligible cases and 10% of the monthly Wraparound Foster Care payments for non-federally eligible cases.

This budget unit will provide funding to 1) reinvest in services for youth in placement while they are being assessed for residential based services, 2) enhance services provided to foster care children and their families, 3) expand services to youth aging out of the foster care system in order to promote self-sufficiency in these young adults and 4) provide matching funds to access additional federal funding in support of the Child Welfare Services Program.

This budget unit requires no Discretionary General Funding (Net County Cost) since amounts are withheld from existing AFDC – Foster Care maintenance payments.

### 2013-14 ADOPTED BUDGET





**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Final	2013-14 Adopted					
Regular	3	1	1	1					
Limited Term	25	5	5	5					
Total	28	6	6	6					
Staffing Expenses	\$1,203,198	\$263,436	\$263,436	\$302,370					

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Human Services  
DEPARTMENT: Human Services  
FUND: Wraparound Reinvestment Fund

BUDGET UNIT: SIN BHI  
FUNCTION: Public Assistance  
ACTIVITY: Aid Program

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	650,051	1,203,198	189,625	263,436	302,370	38,934
Operating Expenses	877,306	2,250,552	3,257,484	1,915,383	3,995,560	3,374,405	(621,155)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	8,429,998	3,933,551	(4,496,447)
Total Exp Authority	877,306	2,900,603	4,460,682	2,105,008	12,688,994	7,610,326	(5,078,668)
Reimbursements	0	(1,331,186)	(1,378,400)	(1,682,492)	(2,000,000)	(2,160,000)	(160,000)
Total Appropriation	877,306	1,569,417	3,082,282	422,516	10,688,994	5,450,326	(5,238,668)
Operating Transfers Out	0	0	0	10,087,889	10,098,752	10,098,752	0
Total Requirements	877,306	1,569,417	3,082,282	10,510,405	20,787,746	15,549,078	(5,238,668)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	3,230,053	6,550,990	6,309,157	6,071,418	8,744,911	7,935,000	(809,911)
Total Revenue	3,230,053	6,550,990	6,309,157	6,071,418	8,744,911	7,935,000	(809,911)
Operating Transfers In	920,321	0	0	0	0	0	0
Total Sources	4,150,374	6,550,990	6,309,157	6,071,418	8,744,911	7,935,000	(809,911)
Fund Balance					12,042,835	7,614,078	(4,428,757)
Budgeted Staffing					6	6	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Requirements for 2013-14 are \$15.5 million which is made up of the following:

- \$0.3 million which funds 6 positions.
- \$3.4 million in operating expenses which is made up of the services and supplies, travel and public assistance purchases for children in need.
- \$3.9 million in contingencies to be set aside for future use.
- \$10.1 million in operating transfers out to the Human Services Administrative Claim budget unit to provide matching funds which will allow access to additional federal funding in support of the Child Welfare Services Program which is administered by Children and Family Services.

Reimbursements and sources of \$10.1 million are anticipated from unexpended funds that will be recovered from contractors as their contracts end.



## BUDGET CHANGES AND OPERATIONAL IMPACT

Changes anticipated in 2013-14 are a decrease of \$5.2 million of requirements which includes the following:

- Staffing expenses increasing by \$38,934 to fund 6 positions.
- Operating expenses decreasing by \$621,155 due to a \$615,000 reduction in transfers.
- Reimbursement increasing by \$160,000 which is retained Wraparound Services Program payments.
- Contingencies decreasing by \$4.5 million. Remaining fund balance may be used to cover Wraparound Services program payments.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$302,370 fund 6 budgeted positions of which 1 is a regular position and 5 are limited term positions.

### 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Family to Family	1	5	6	6	0	0	6
Total	1	5	6	6	0	0	6

#### Family to Family Program

##### Classification

5 Contract CFS Parent Partner I

1 Peer and Family Assistant I

6 Total



## Human Services Subsistence Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Aid to Indigents (General Relief)** provides mandated County subsistence in the form of cash aid for food, shelter and transportation to indigents who do not meet categorical eligibility requirements for state and federally funded programs. These general relief payments facilitate transition to an employable status and/or provide interim assistance pending receipt of Social Security Income (SSI) benefits. Revenue under this program represents retroactive SSI payments which the County receives as reimbursements for general relief assistance provided to SSI eligible indigents prior to their enrollment in the SSI program and reimbursements made by non-SSI eligible indigents when assistance under this program is no longer needed.

#### Budget at a Glance

Total Requirements	\$511,782,257
Total Sources	\$482,384,868
Net County Cost	\$29,397,389
Total Staff	0
Funded by Net County Cost	6%

**Domestic Violence/Child Abuse Services** provides for a number of contracts with agencies to ensure temporary shelter, food, transportation, emergency services and treatment/counseling for adults and children who are victims of domestic violence and child abuse. The domestic violence program under SB 1246 is funded by a surcharge on marriage licenses and court fines imposed in domestic violence cases. The child abuse prevention program is funded by a state grant and revenues generated from a surcharge placed on certified copies of birth certificates. Revenues from the surcharges are deposited into special revenue funds and used to fund the payments to contractors. These three revenue sources provide 100% of the funding for this program.

**Entitlement Payments (Childcare)** provides for the Stage 1 Childcare Program administered by the Transitional Assistance Department (TAD). This program is one of the major programs of federal welfare reform and the resulting state CalWORKs program and is intended to fund childcare for CalWORKs recipients who are seeking employment or have obtained employment. Childcare provider payments are 100% federally and state funded through reimbursements by the state.

**Out-of-Home Child Care** provides assistance grants for room, board and care for children pending determination of eligibility for state or federal aid, those who are ineligible due to other resources or those who are undocumented residents. Some of these children have serious emotional and medical problems which increase the difficulty of locating appropriate facilities for care. Costs for this program can fluctuate based on the unique nature and requirements of each individual case.

**Aid to Adoptive Children** program provides financial assistance to adoptive parents who would otherwise not be able to provide for a child's special needs. The children are either personally disadvantaged, physically handicapped or adolescents. This program enables hard to place children to be adopted and taken out of the higher cost Foster Care program. This budget unit is funded approximately 42% federal, 44% state (2011 Realignment), with the remaining costs offset by revenue from Social Services Realignment and Discretionary General Funding (Net County Cost).

**AFDC-Foster Care** provides aid payments for children living in foster homes and group-care facilities. The Foster Care caseload consists of cases from both Children and Family Services (CFS) (approximately 90%) and Probation (approximately 10%). The cost of Probation related foster care cases is approximately 2 times greater than CFS cases due to the higher levels of care required for these juveniles. There are two funding eligibility criteria in the Foster Care Program, federal (federal, state and county participation) and non-federal (state and county only). Foster Care placements are generally eligible for federal financial participation if the parents meet the previous Aid to Families with Dependent Children (AFDC) Program criteria.

- For federally eligible (federal) cases, the cost-sharing ratios are now approximately 45% federal, 21.5% state (2011 Realignment), and 33.5% County.
- For non-federally eligible (non-federal) cases, the cost-sharing ratio is 40% state (2011 Realignment) and 60% County.
- All County share-of-cost is mandated and is reimbursed from Social Services Realignment and Discretionary General Funding (Net County Cost).



**Refugee Cash Assistance** provides assistance payments for a maximum of eight months to all refugees who cannot meet the requirements for the Refugee Demonstration Project and CalWORKs programs. This program is 100% federally funded and open-ended.

**Cash Assistance for Immigrants** program, under AB 2779, provides cash assistance to aged, blind and disabled legal immigrants who meet the Supplemental Security Income/State Supplementary Payment (SSI/SSP) immigration status requirements in effect on August 21, 1998, and all other current SSI/SSP eligibility requirements, yet are no longer eligible for SSI/SSP solely due to their immigration status. This program is 100% state funded.

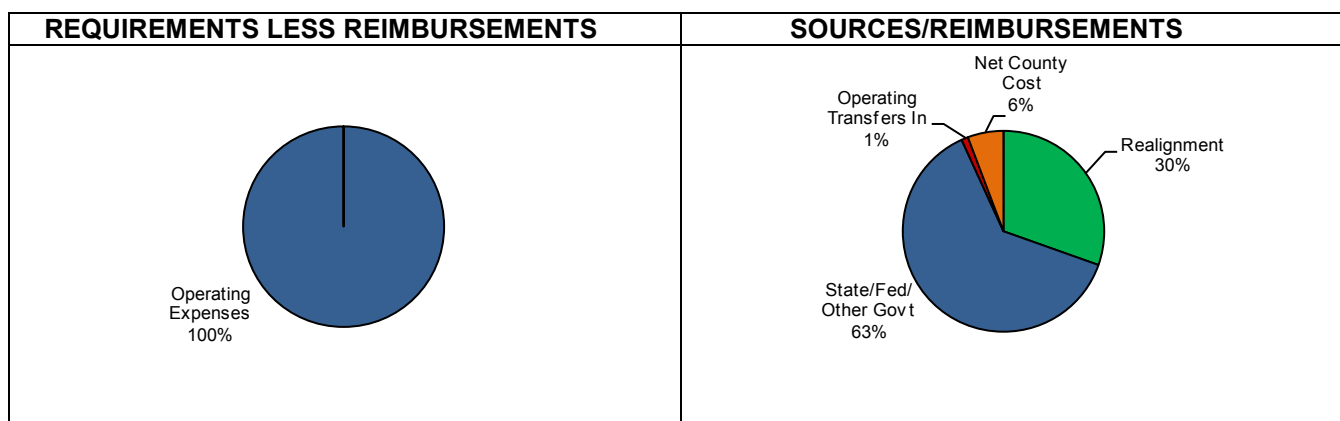
**CalWORKs – All Other Families** provides CalWORKs assistance payments to families eligible for aid and includes all cases that have not been identified as two-parent or zero-parent families. The federal and state governments reimburse 97.5% of the costs for this program. Currently, approximately 37.5% of state funding is 2011 Realignment. The mandated County share of 2.5% is funded by Discretionary General Funding (Net County Cost).

**Kinship Guardianship Assistance Program (Kin-Gap)** provides a subsidy to children who leave the juvenile court dependency system to live with a relative legal guardian. It offers relative caregivers of dependent children an option for providing a permanent home to these children. To be eligible for the program, the child must have lived with the relative at least 12 consecutive months, the relative guardianship must be established pursuant to Welfare and Institutions Code 366.26, and the juvenile court dependency for the child must be dismissed. Movement to the Kin-Gap program is not automatic. The court, with a recommendation from the social worker, has discretion regarding whether termination of dependency is in the child's best interest. This program is approximately 87.7% state (2011 Realignment) funded; the remaining 12.3% is funded by Discretionary General Funding (Net County Cost).

**CalWORKs – 2 Parent Families** provides payments to resident families who are eligible for aid in accordance with state law. This budget includes all cases identified as having two parents in the home or in which the parents are excluded from, or ineligible for, CalWORKs. The federal and state governments reimburse 97.5% of the costs for this program. The mandated County share of 2.5% is funded by Discretionary General Funding (Net County Cost).

There is no staffing associated with these budget units. Services for the above programs are provided by staff budgeted in the Human Services (HS) Administrative Claim budget unit.

## 2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Human Services  
 DEPARTMENT: Human Services Subsistence  
 FUND: Human Services Subsistence - Consolidated

BUDGET UNIT: Various  
 FUNCTION: Public Assistance  
 ACTIVITY: Aid Programs

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	458,805,325	500,221,044	462,275,843	470,192,568	501,314,538	512,561,659	11,247,121
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	458,805,325	500,221,044	462,275,843	470,192,568	501,314,538	512,561,659	11,247,121
Reimbursements	0	(825,444)	(712,333)	(755,768)	(779,402)	(779,402)	0
Total Appropriation	458,805,325	499,395,600	461,563,510	469,436,800	500,535,136	511,782,257	11,247,121
Operating Transfers Out	920,321	0	0	0	0	0	0
Total Requirements	459,725,646	499,395,600	461,563,510	469,436,800	500,535,136	511,782,257	11,247,121
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	26,423,998	36,843,043	130,852,212	135,832,835	147,703,144	155,750,138	8,046,994
State, Fed or Gov't Aid	405,740,566	435,168,514	305,028,947	301,519,375	320,739,228	321,129,730	390,502
Fee/Rate	1,613,622	1,869,596	0	0	0	0	0
Other Revenue	210,337	550,477	684,962	487,201	495,375	505,000	9,625
Total Revenue	433,988,523	474,431,630	436,566,121	437,839,411	468,937,747	477,384,868	8,447,121
Operating Transfers In	739,824	(33,419)	0	5,000,000	5,000,000	5,000,000	0
Total Sources	434,728,347	474,398,211	436,566,121	442,839,411	473,937,747	482,384,868	8,447,121
Net County Cost	24,997,299	24,997,389	24,997,389	26,597,389	26,597,389	29,397,389	2,800,000
Budgeted Staffing					0	0	0

**Consolidated Human Services Subsistence Funds** are increasing requirements by \$11.2 million due to a combination of caseload and grant payment increases in HS Subsistence budget units. Sources are increasing by \$8.4 million which includes an increase of \$8 million in Realignment (both Social Services Realignment and 2011 Realignment funds). This represents required matching funds in various HS Subsistence budget units due to caseload and cost growth and is outlined in the HS Administrative Claim budget unit. Additional \$2.8 million in Discretionary General Funding (Net County Cost) is required because the County share for programs with decreasing requirements is minimal (0 - 2.5%) and the County share for programs with increasing requirements is significant (15% - 60%).

**Realignment Breakdown and History 2011-2014**

	2011-12 Actual		2012-13 Actual		2012-13 Final Budget		2013-14 Adopted Budget		Change from Final	
	R 1	R 2	R 1	R 2	R 1	R 2	R 1	R 2	R 1	R 2
Domestic Violence	-	0.5	-	0.5	-	-	-	0.5	-	0.5
Aid to Adoptive Children	5.1	21.3	5.6	22.9	5.8	23.3	6.4	25.0	0.6	1.7
AFDC - Foster Care	32.7	28.4	27.5	27.8	36.7	33.2	31.6	35.3	(5.1)	2.1
Kinship Guardianship	-	-	-	4.1	-	-	-	3.4	-	3.4
CalWORKs Cash Aid	-	42.9	-	47.4	-	48.7	-	53.5	-	4.8
Total	37.8	93.1	33.1	102.7	42.5	105.2	38.0	117.7	(4.5)	12.5
Grand Total		130.9		135.8		147.7		155.7		8.0

R1 = Social Services Realignment

R2 = 2011 Realignment



**DETAIL OF 2013-14 ADOPTED BUDGET**

	2013-14			
	Requirements	Sources	Net County Cost	Staffing
<b><u>Subsistence Funds</u></b>				
Aid to Indigents (Fund AAA ATI)	1,711,197	505,000	1,206,197	0
Domestic Violence/Child Abuse Services (Fund AAA DVC)	531,812	531,812	0	0
Entitlement Payments (Child Care) (Fund AAA ETP)	31,244,447	31,244,447	0	0
Out-of-Home Child Care (Fund AAA OCC)	810,566	0	810,566	0
Aid to Adoptive Children (AAB ATC)	56,334,041	54,384,521	1,949,520	0
AFDC - Foster Care (Fund AAB BHI)	123,710,568	106,395,312	17,315,256	0
Refugee Cash Assistance (AAB CAP)	75,918	75,918	0	0
Cash Assistance for Immigrants (AAB CAS)	1,924,374	1,924,374	0	0
CalWORKs - All Other Families (AAB FGR)	248,426,880	242,216,208	6,210,672	0
Kinship Guardianship Assistance Program (AAB KIN)	7,485,732	6,568,722	917,010	0
CalWORKs - 2 Parent Families (Fund AAB UPP)	39,526,722	38,538,554	988,168	0
Total Subsistence Funds	511,782,257	482,384,868	29,397,389	0

**BUDGET CHANGES AND OPERATIONAL IMPACT**

**Aid to Indigents (General Relief)** includes operating expenses of \$1.7 million which provides cash aid for food, shelter and transportation, as well as SSI advocacy legal fees, to indigents who do not meet categorical eligibility requirements for state and federally funded programs. Due to anticipated minor caseload decreases, requirements level will decrease by \$70,919. As a result of a small growth in sources from increased SSI referrals, Net County Cost is expected to decrease \$230,544 to \$1.2 million. These savings allow the overall HS Subsistence budget units to remain within overall Net County Cost targets.

**Domestic Violence/Child Abuse Services** includes operating expenses of \$1.3 million which funds contracts with agencies to ensure temporary shelter, food, transportation, emergency services and treatment/counseling for adults and children who are victims of domestic violence and child abuse. Reimbursements of \$779,402 are from a surcharge placed on certified copies of birth certificates, marriage licenses and court fines imposed in domestic violence cases. Sources of \$531,812 represent Realignment 2011 to fund the child abuse prevention program. There is no change to this budget unit from the prior year.

**Entitlement Payments (Child Care)** includes operating expenses of \$31.2 million which provides payments to childcare providers for Stage 1 childcare. The requirements and sources for 2013-14 will be increased by \$2.8 million. The Welfare to Work participation exemption for parents caring for young children expired June 30, 2012. Re-engagement of these clients began in March of 2013 and will continue throughout 2013-14. Therefore, these CalWORKs clients will be required to participate in work activities and the need for childcare services will increase.

**Out-of-Home Child Care** includes operating expenses of \$810,566 which provides assistance grants for room, board and care for children. Requirements are expected to remain level with the 2012-13 final budget as the current average monthly caseload (34) and the current average monthly grant (\$2,001) are expected to remain constant through 2013-14.

**Aid to Adoptive Children** includes operating expenses of \$56.3 million which provides assistance to adoptive parents who would otherwise not be able to provide for a child's special needs. Requirements are projected to increase \$3.4 million (6.5%) over the 2012-13 final budget due to continued caseload growth and associated costs resulting from the success of legislation (AB390) which encourages and promotes the adoption of eligible children. Continued increase in the average monthly grant payment is partially due to historical increases based on the child's needs and legislation (AB106) which granted a California Necessities Index (CNI) increase





retroactive to July 2011. Federal and state revenue (2011 Realignment) is projected to increase \$2.8 million. A Net County Cost increase is averted with the use of an additional \$591,066 of Social Services Realignment.

**AFDC-Foster Care** includes operating expenses of \$123.7 million, a \$7.0 million increase, consisting of \$120.3 million in aid payments and other expenses for children living in foster homes and group-care facilities, \$1.2 million in payments to Transitional Housing Program-Plus (THPP) contractors and \$2.2 million in transfers to the Wraparound Reinvestment Fund. The 100% state funded (2011 Realignment) THPP program provides support services to youth exiting foster care. The transfer to the Wraparound Reinvestment Fund represents the 5% - 10% of monthly Wraparound Foster Care payments to contractors that are contractually retained by the County to be re-invested in Child Welfare Services programs. The number of children receiving Wraparound services continues to increase resulting in an increase of \$160,000. Caseload is projected to increase by 4% overall, (federal cases by 5% with non-federal by 1%). Costs are projected to increase 8.5% due to the following:

- The United States District Court ordered a new method of determining payment rates for foster homes. While costs for foster care cases have increased slightly overall in recent years, the court-ordered foster home rate increases are projected to increase federal case costs by 2% and non-federal case costs by 10%.
- AB 12 allows wards and child welfare dependents turning age 18 in 2012 to remain in extended foster care (EFC). In 2014, these youth will be eligible to stay in care through age 21. The financial impact of this change has not yet been determined.

Federal revenue will increase by \$6.7 million and state revenue (2011 Realignment) will increase by \$2.0 million. \$5 million in additional revenue will be transferred from the Wraparound Reinvestment Fund. An additional \$3.4 million of Net County Cost is required for this program to meet mandated matches, and exceeds targets by \$566,239. Savings in other HS subsistence budget units allow HS to remain within overall Net County Cost targets.

**Refugee Cash Assistance** is 100% federally funded and includes operating expenses of \$75,918 which provides payments to refugees who cannot meet the requirements for the Refugee Demonstration Project and CalWORKs programs. Requirements and sources are projected to decrease slightly due to small changes to caseload and grant payment costs.

**Cash Assistance for Immigrants** is 100% state funded and includes operating expenses of \$1.9 million which provides payments to legal immigrants who meet the SSI/SSP immigration status requirements. Requirements and sources are projected to increase \$190,171 due to a 10% increase in caseload.

**CalWORKs – All Other Families** includes operating expenses of \$248.4 million which provides assistance payments to families eligible for aid and includes all cases that have not been identified as two-parent or zero-parent families. This is a \$1.4 million reduction from the prior year and is a result of slightly lower caseload. Federal and state revenue of \$188.7 million and 2011 Realignment revenue of \$53.5 million comprise 97.5% of the funding for this program, a \$1.3 million reduction from the 2012-13 final budget. The resulting decrease of \$34,476 in Net County Cost allows HS to remain within overall Net County Cost targets.

**Kinship Guardianship Assistance Program (Kin-GAP)** includes operating expenses of \$7.5 million which provides subsidies to relative caregivers of children who leave the juvenile court dependency system to live with a relative legal guardian. Requirements are projected to increase \$0.6 million due an 18% increase in placement costs. Sources are projected to increase \$1.1 million due to the availability of additional 2011 Realignment funds. This additional revenue results in \$416,979 savings of Net County Cost and allows HS to remain within overall Net County Cost targets.

**CalWORKs – 2 Parent Families** includes operating expenses of \$39.5 million which provides assistance payments to all cases identified as having two parents in the home or in which the parents are excluded from or ineligible for CalWORKs. A state mandated reduction in aid payments contributes to a \$1.4 million decrease in requirements. Caseload is expected to remain stable in 2013-14. Federal and state revenue of \$38.5 million comprises 97.5% of the funding for this program, a \$1.3 million decrease from 2012-13 final budget. The resulting decrease of \$34,240 in Net County Cost allows HS to remain within overall Net County Cost targets.



## PRESCHOOL SERVICES

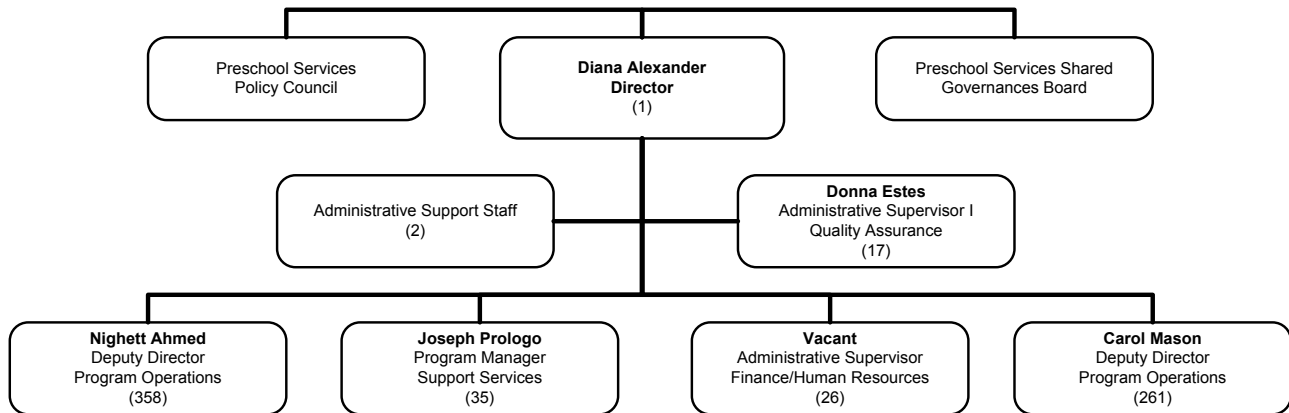
### Diana Alexander

#### MISSION STATEMENT

*Preschool Services improves the well-being of children, empowers families and strengthens communities.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Moved approximately 24% of the children participating in the Pilot Preschool Services Department (PSD) food program classified as “obese” into the less severe “overweight” category and children classified as “overweight” to a “healthy weight” category.
- Provided Prevention and Early Intervention (PEI) Behavioral Health Services to over 400 children enrolled in PSD programs. Children exhibiting challenging behavior patterns and/or experiencing bereavement and loss are eligible to participate. Measurable improvement was documented after implementation.
- Provided prevention and early intervention services to 120 at-risk pregnant women through the Low-Income First-Time Mothers (LIFT) program. Outcomes include an increase of 51% of mothers using family planning methods, 36% increase in number of mothers accessing health care on a regular basis, 8% increase in number of mothers completing a GED or high school diploma, and a 5% increase in mothers with a regular job.
- Implemented a new “Preschool for All” pilot program which will enable PSD to provide school readiness services to families on our waiting list who might otherwise not be served.





## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

**Objective(s):** • *Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.*

**Department Strategy:**

- *To promote School Readiness*
- *Increase Mathematical skills in all children to prepare for School Readiness.*
- *Increase Language and Literacy skills in all children to prepare for School Readiness.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of children who will show growth in Mathematical development skills utilizing the Desired Results Developmental Profile (DRDP-PS).	45%	50%	67%	60%
Percentage of children who will show growth in Language and Literacy utilizing the Desired Results Developmental Profile (DRDP-PS).	60%	70%	95%	75%

### COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

**Objective(s):** • *Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.*

**Department Strategy:**

- *Decrease the number of children who are initially identified as obese or overweight from the higher level of Body Mass Index (BMI) classification to the next lower level by children's heights and weights.*
- *Ensure that children receive both nutrition curriculum and physical activity daily within the classroom schedule.*
- *Promote nutrition education program for parents at each school site.*
- *Extend pilot program to all Preschool Services Department school sites that identified obese children in an effort to promote healthy lifestyle.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of enrolled children identified as obese or overweight whose BMI is reduced.	N/A	N/A	N/A	10%

New measurement. Data is unavailable for 2012-13 actuals.



**SUMMARY OF BUDGET UNITS**

2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget
<b>Special Revenue Fund</b>					
Preschool Services	49,516,770	49,466,702		50,068	700
Total Special Revenue Fund	49,516,770	49,466,702		50,068	700

**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Preschool Services	48,581,331	51,227,178	47,756,351	49,452,457	49,516,770
<b>Total</b>	<b>48,581,331</b>	<b>51,227,178</b>	<b>47,756,351</b>	<b>49,452,457</b>	<b>49,516,770</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Preschool Services	48,030,688	51,109,877	47,739,997	49,383,695	49,466,702
<b>Total</b>	<b>48,030,688</b>	<b>51,109,877</b>	<b>47,739,997</b>	<b>49,383,695</b>	<b>49,466,702</b>

**5-YEAR FUND BALANCE TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Preschool Services	550,643	117,301	16,354	68,762	50,068
<b>Total</b>	<b>550,643</b>	<b>117,301</b>	<b>16,354</b>	<b>68,762</b>	<b>50,068</b>



## Preschool Services

### DESCRIPTION OF MAJOR SERVICES

The Preschool Services Department (PSD) administers the Federal Head Start and Early Head Start programs, California Department of Education State Preschool program, First 5, as well as the Child and Adult Care Food program in 41 locations throughout the County of San Bernardino. The programs are fully funded from federal and state sources with no Net County Cost.

#### Budget at a Glance

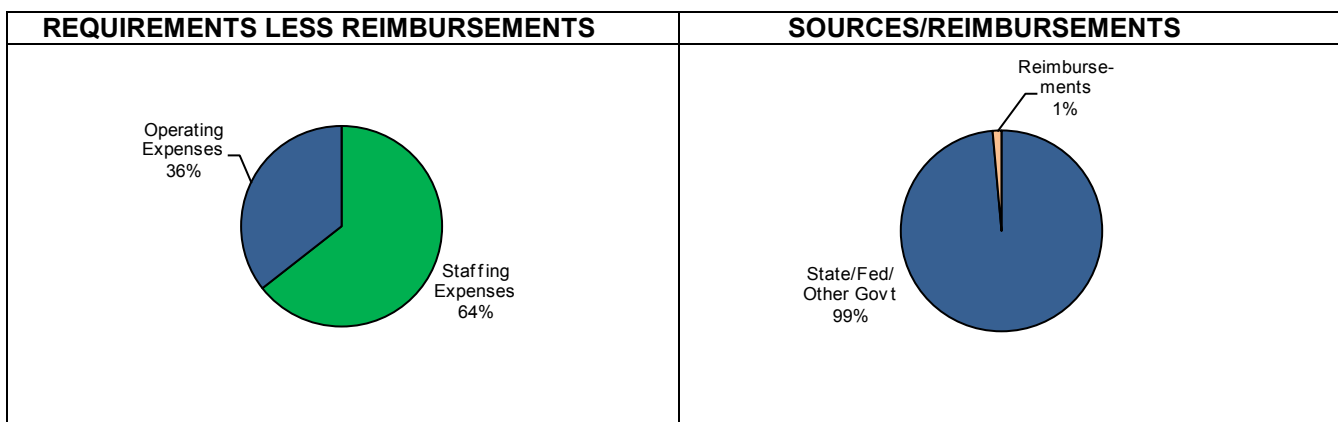
Total Requirements	\$49,516,770
Total Sources	\$49,466,702
Fund Balance	\$50,068
Use of Fund Balance	\$0
Total Staff	700

PSD serves about 6,000 low income and disadvantaged families and children from birth to 5 years of age and pregnant women. PSD's priority population includes children in foster care, those who are homeless and children with special needs and/or disabilities. In addition, the programs offer comprehensive child development and family support services to all enrolled children and families which include: physical health, nutrition and mental health to strengthen the child's capacity to participate successfully in school.

In order to continue to support the accomplishment of program objectives, PSD is sub-divided into the following groups:

- Administration – This unit consists of the Director, secretarial support and Special Projects.
- Finance/Human Resources – Provides oversight for fiscal, budget, reporting/auditing preparation, contracts, grant writing and human resources.
- Operations – Responsible for the overall operations of the Head Start sites to ensure that each child is provided with comprehensive child development services.
- Support Services – Provides oversight for the Health, Eligibility, Recruitment, Selection, Enrollment and Attendance, Nutrition, Mental Health, Home-Base, and Disability Services. In addition, Program Support Services is also responsible for overseeing the Department's facilities and providing family and community related support services.
- Quality Assurance – Provides ongoing Monitoring, Licensing/Transportation, Maintenance and Facilities issues for all sites and delegate agencies. In addition, this unit provides oversight for Organizational Development, Training and Technical Assistance and Parent Involvement.

### 2013-14 ADOPTED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
	2011-12	2012-13	2012-13	2013-14					
Authorized Positions	Final	Adopted	Final	Adopted					
Regular	66	65	66	69					
Limited Term	666	652	640	631					
Total	732	717	706	700					
Staffing Expenses	\$28,965,970	\$32,095,208	\$29,434,697	\$32,197,503					

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Human Services  
DEPARTMENT: Preschool Services  
FUND: Preschool Services

BUDGET UNIT: RSC HPS  
FUNCTION: Public Assistance  
ACTIVITY: Other

	2009-10	2010-11	2011-12	2012-13	2012-13	2013-14	Change From
	Actual	Actual	Actual	Actual	Final Budget	Adopted Budget	2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	28,719,476	31,940,554	28,965,970	28,399,414	29,434,697	32,197,503	2,762,806
Operating Expenses	18,337,484	19,616,424	18,824,347	18,562,930	19,635,590	17,785,151	(1,850,439)
Capital Expenditures	772,888	360,038	286,185	238,899	838,101	192,240	(645,861)
Contingencies	0	0	0	0	68,762	50,068	(18,694)
Total Exp Authority	47,829,848	51,917,016	48,076,502	47,201,243	49,977,150	50,224,962	247,812
Reimbursements	(401,357)	(762,131)	(583,846)	(645,180)	(708,192)	(708,192)	0
Total Appropriation	47,428,491	51,154,885	47,492,656	46,556,063	49,268,958	49,516,770	247,812
Operating Transfers Out	939,576	14,287	1,070	174,712	183,499	0	(183,499)
Total Requirements	48,368,067	51,169,172	47,493,726	46,730,775	49,452,457	49,516,770	64,313
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	47,761,276	50,507,076	47,000,879	46,390,348	49,328,695	49,348,678	19,983
Fee/Rate	(24,760)	155	135	74,999	0	80,000	80,000
Other Revenue	170,849	423,755	598,452	295,976	55,000	38,024	(16,976)
Total Revenue	47,907,365	50,930,986	47,599,466	46,761,323	49,383,695	49,466,702	83,007
Operating Transfers In	0	0	122,015	0	0	0	0
Total Sources	47,907,365	50,930,986	47,721,481	46,761,323	49,383,695	49,466,702	83,007
Fund Balance					68,762	50,068	(18,694)
Budgeted Staffing					706	700	(6)

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$32.2 million fund 700 budgeted positions who administer preschool services programs. Operating expenses of \$17.8 million includes contracts for temporary help, transportation, food and subcontractors. Also included are transfers to other County departments for services such as lease payments, Human Services Administration Support, and Human Resources. Capital expenditures of \$192,240 fund the miscellaneous costs associated with a potential new warehouse. Reimbursements are from the Department of Behavioral Health for the operation of the Prevention and Early Intervention and the Low-Income First-Time Mothers programs.

Sources of \$49.5 million are primarily from federal and state government.



## BUDGET CHANGES AND OPERATIONAL IMPACT

In 2013-14, requirements are increasing overall by \$64,313. Staffing expenses are increasing by \$2.8 million primarily due to an increase in general retirement, workers compensation and medical premium subsidy. In addition, PSD had increases in vision, termination and survivor benefits. Furthermore, PSD increased operating days for the State Preschool Program and increased the hours in the Program Generalist's work schedule. Operating expenses are decreasing by \$1.9 million primarily due to changes in program options and also realized savings in central services-data processing and other charges – food program contracts. Capital expenditures are decreasing by \$645,861 primarily due to the one-time purchase of vehicles in 2012-13.

State, federal or government aid is increasing by \$19,983 primarily due to an increase in projected meals and snacks served through the Child and Adult Food Care Program because of the extension of the school calendars. Moreover, fees are increasing due to the implementation of family fees by the California Department of Education for the State Preschool Program; and offset by a decrease in other revenue due to a reduction in eligible teachers qualified to receive funds provided through Assembly Bill 212 Stipend Program.

For 2013-14, PSD's funding will be affected by the Federal Sequestration by approximately \$2.1 million. Due to the lag time with receipt of the notification from the Office of Head Start, PSD's 2013-14 budget will be adjusted in the first quarter budget report.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$32.2 million fund 700 positions of which 69 are regular positions and 631 are limited term positions. The 2013-14 budget includes a net decrease of 6 positions.

There is a reduction of 10 limited term positions due to program option changes. However, due to an increase in workload at the administrative office and the warehouse, 3 regular positions and 1 limited term position were added resulting in a net decrease of 6 positions in 2013-14, totaling 700 budgeted positions.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	3	0	3	3	0	0	3
Operations	13	606	619	569	50	0	619
Support Services	14	21	35	29	5	1	35
Finance/ Human Resources	25	1	26	21	3	2	26
Quality Assurance	14	3	17	15	1	1	17
Total	69	631	700	637	59	4	700

Administration	Operations	Support Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director	2 Deputy Director	1 Disability Services Manager
1 Executive Secretary II	3 Program Manager	1 Nutritionist
1 Program Specialist II	2 Contract Program Manager	1 Staff Analyst II
3 Total	6 Program Supervisor	1 Behavioral Specialist
	1 Area Coordinator	1 Speech Therapist
	1 Secretary I	1 Supervising Program Specialist
	12 Cont Preschool Site Supv II 12 months	1 Special Education Specialist
	6 Contt Preschool Site Supv II 9 months	1 Program Specialist I
	11 Cont Preschool Site Supv I 9 months	1 Stores Specialist
	2 Cont Preschool Site Supv I 12 months	1 Storekeeper
	30 Contract Teacher III 12 months	2 General Maintenance Mechanic
	1 Contract Teacher III 9 months	2 General Maintenance Worker
	60 Contract Preschool Teacher II 12 months	1 Contract Behavioral Specialist
	179 Contract Preschool Teacher II 9 months	2 Contract Health Education Specialist
	3 months	3 Contract Registered Nurse
	12 months	1 Cont Prgm Qlty Specialist 12 months
	26 months	1 Cont Prgm Quality Specialist 9 months
	88 months	7 Cont General Maint Worker 12months
	12 Contract Center Clerk 12 months	1 Contract Storekeeper 9 months
	23 Contract Center Clerk 9 months	5 Graduate Student Interns
	11 Contract Food Service Worker 12 months	35 Total
	17 Contract Food Service Worker 9 months	
	17 Contract Program Generalist 12 months	
	61 Contract Program Generalist 9 months	
	12 Contract Custodian 12 months	
	21 Contract Custodian 9 months	
	619 Total	
<b>Finance/ Human Resources</b>	<b>Quality Assurance</b>	
<u>Classification</u>	<u>Classification</u>	
1 Administrative Manager	1 Administrative Supervisor I	
1 Administrative Supervisor II	1 Automated Systems Technician	
1 Administrative Supervisor I	1 Supervising Office Assistant	
1 Supervising Accountant II	3 Office Assistant III	
1 Supervising Fiscal Specialist	4 Office Assistant II	
2 Accountant III	1 PSD Area Coordinator	
3 Staff Analyst II	2 Eligibility Worker II	
1 Staff Analyst I	1 Eligibility Worker I	
6 Account Technician	1 Contract Program Generalist 9 months	
3 Fiscal Assistant	2 Contract Center Clerk 12 months	
1 Fiscal Specialist	17 Total	
1 Office Assistant II		
3 Eligibility Worker I		
1 Contract Fiscal Assistant		
26 Total		



## VETERANS AFFAIRS

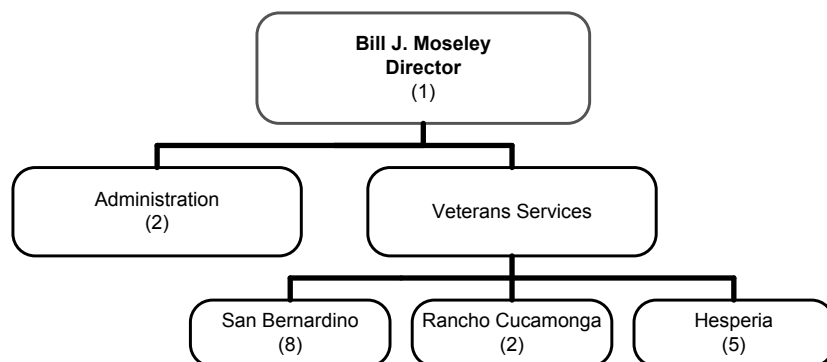
### Bill J. Moseley

#### DEPARTMENT MISSION STATEMENT

*To honor the commitment and sacrifice of our veterans, military and their families, and to promote awareness of their contributions and unique challenges, Veterans Affairs identifies and obtains benefits and services through advocacy, outreach and education, thereby contributing to the quality of life and well-being of our communities.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Produced \$32.0 million in new federal benefits for County residents, including over \$14.0 million that will continue as recurring benefit payments for the lifetime of the Veterans Affairs beneficiary to mitigate the effects of the economic downturn for many veterans and their families. The total produced was the second highest of any county in the state.
- Partnered with private entities Equus Medendi equine therapy, and the Trauma Resource Institute to help meet the mental health needs of County residents at no additional cost to the County.
- Collaborated with the United States Department of Veterans Affairs, CalVet, the San Bernardino Community College District, County Workforce Development, the County Department of Behavioral Health, Transitional Assistance Department, and Aging and Adult Services to ensure County residents receive their fair share of resources by providing referral services.
- Served over 23,000 clients, a 6% increase from 2011-12, focused on efficient interviewing techniques, and improvements in electronic form completion.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

**COUNTY GOAL:** PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES

**Objective(s):** • *Work with Federal, State and regional governments and organizations to ensure San Bernardino County receives its fair share of resources and to help shape legislation and regulations which affect the County.*

**Department Strategy:** • *Receive required hours of training (continuing education) from Federal Veterans Affairs (VA) and Calvet to maintain federal accreditation and maximize staff knowledge of federal benefits and services.*

• *Maximize efficiency in processing state Collage Fee Waiver applications.*

	2011-12	2012-13	2012-13	2013-14
Measurement	Actual	Target	Actual	Target
Percentage of technical staff attending training.	92%	100%	100%	100%
Percentage of College Fee Waiver letters mailed within ten days of application.	98%	100%	100%	100%

**COUNTY GOAL:** PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES

**Objective(s):** • *Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.*

**Department Strategy:** • *Ensure efficient case management and resolution of claims.*

	2011-12	2012-13	2012-13	2013-14
Measurement	Actual	Target	Actual	Target
Percentage of pending Veterans Affairs caseload with case status reviews of more than 90 days past due.	N/A	N/A	N/A	25%
New measurement. Data is unavailable for 2012-13 actuals.				





**SUMMARY OF BUDGET UNITS**

2013-14						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Veterans Affairs	1,896,491	458,777	1,437,714			18
Total General Fund	1,896,491	458,777	1,437,714			18

**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Veterans Affairs	1,396,040	1,599,098	1,763,741	1,860,653	1,896,491
<b>Total</b>	<b>1,396,040</b>	<b>1,599,098</b>	<b>1,763,741</b>	<b>1,860,653</b>	<b>1,896,491</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Veterans Affairs	416,402	439,934	496,437	458,777	458,777
<b>Total</b>	<b>416,402</b>	<b>439,934</b>	<b>496,437</b>	<b>458,777</b>	<b>458,777</b>

**5-YEAR NET COUNTY COST TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Veterans Affairs	979,638	1,159,164	1,267,304	1,401,876	1,437,714
<b>Total</b>	<b>979,638</b>	<b>1,159,164</b>	<b>1,267,304</b>	<b>1,401,876</b>	<b>1,437,714</b>



## Veterans Affairs

### DESCRIPTION OF MAJOR SERVICES

According to the Secretary of the U.S. Department of Veterans Affairs (VA), approximately one out of every three people in the United States is a potential VA beneficiary. The Department of Veterans Affairs provides claims assistance, information and referral, advocacy, and outreach to County residents. These benefits include medical care, life insurance, home loans, pension benefits, disability compensation, education and vocational rehabilitation. County VA employees are often the initial contact with the VA system for veterans and recently discharged military personnel in our community.

#### Budget at a Glance

Total Requirements	\$1,896,491
Total Sources	\$458,777
Net County Cost	\$1,437,714
Total Staff	18
Funded by Net County Cost	76%

Services to the veteran's community are concentrated in the following areas:

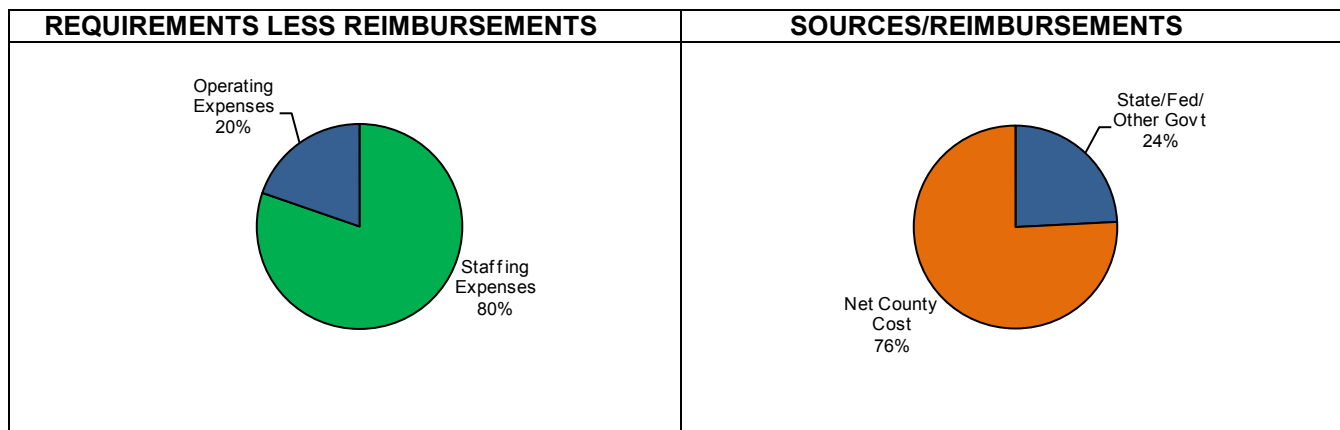
**Claims Assistance** - Provide benefits counseling, claim preparation, and development of material evidence. Monitor adjudication and resolve issues or questions in favor of the veteran. Provide assistance with administrative and appellate review of claims.

**Information and Referral** - Make referrals to other County departments, homeless providers, emergency service providers, and state and federal agencies.

**Advocacy** - Provide individual advocacy, advocacy at the policy and legislative levels, and provide state and federal elected officials with technical assistance regarding veterans' legislation.

**Outreach** - Conduct outreach to retirement homes, mortuaries, schools, military separation programs, and service organizations such as the American Legion, Disabled American Veterans, Veterans of Foreign Wars, Elks, Rotary, etc., for the purpose of informing the community of veterans' benefits and services.

### 2013-14 ADOPTED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Final	2013-14 Adopted					
Regular	18	18	18	18					
Limited Term	0	0	0	0					
Total	18	18	18	18					
Staffing Expenses	\$1,395,429	\$1,491,964	\$1,491,964	\$1,523,035					

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Human Services  
DEPARTMENT: Veterans Affairs  
FUND: General

BUDGET UNIT: AAA VAF  
FUNCTION: Public Assistance  
ACTIVITY: Veteran's Services

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	1,179,074	1,325,095	1,395,429	1,467,500	1,491,964	1,523,035	31,071
Operating Expenses	216,964	274,004	358,753	353,508	388,689	373,456	(15,233)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	1,396,038	1,599,099	1,754,182	1,821,008	1,880,653	1,896,491	15,838
Reimbursements	0	0	0	(20,000)	(20,000)	0	20,000
Total Appropriation	1,396,038	1,599,099	1,754,182	1,801,008	1,860,653	1,896,491	35,838
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,396,038	1,599,099	1,754,182	1,801,008	1,860,653	1,896,491	35,838
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	413,183	439,834	493,264	457,816	458,777	458,777	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	3,219	100	3,173	245	0	0	0
Total Revenue	416,402	439,934	496,437	458,061	458,777	458,777	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	416,402	439,934	496,437	458,061	458,777	458,777	0
Net County Cost	979,636	1,159,165	1,257,745	1,342,947	1,401,876	1,437,714	35,838
Budgeted Staffing					18	18	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$1.5 million is the primary expenditure in the Veterans Affairs budget and supports 18 budgeted positions. Operating expenses primarily consist of general office and COWCAP costs, facilities management costs, and other costs such as printing, mailing, leases and utilities.

Sources of revenue are from the State Veterans Subvention Fund, Medi-Cal Cost Avoidance Program, the County Veterans Service Office Fund, and state reimbursement for contract services performed at the Barstow Veterans Home.



## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$35,838 primarily due to retirement costs. The Department received one-time Board Discretionary Funding of \$20,000 in reimbursements in 2012-13 that will not be received in 2013-14. Operations will not be impacted by these changes.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.5 million fund 18 budgeted regular positions. There are no staffing changes.

## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	3	0	3	3	0	0	3
Veterans Services	15	0	15	15	0	0	15
Total	18	0	18	18	0	0	18

Administration	Veterans Service
<u>Classification</u>	<u>Classification</u>
1 Director	2 Supv Veterans Service Representative
1 Executive Secretary III	4 Veteran Service Representative II
1 Staff Analyst I	5 Veteran Service Representative I
3 Total	4 Office Assistant III
	15 Total





# LAW AND JUSTICE



**LAW AND JUSTICE  
SUMMARY**

<b>GENERAL FUND</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Net County Cost</b>	<b>Staffing</b>
COUNTY TRIAL COURTS	360				
DRUG COURT PROGRAMS	362	381,101	381,101	0	0
GRAND JURY	364	416,022	0	416,022	0
INDIGENT DEFENSE PROGRAM	366	9,805,546	90,000	9,715,546	0
COURT FACILITIES/JUDICIAL BENEFITS	368	1,216,657	0	1,216,657	0
COURT FACILITIES PAYMENTS	370	2,536,349	0	2,536,349	0
TRIAL COURT FUNDING - MAINTENANCE OF EFFORT	373	25,510,051	14,182,000	11,328,051	0
DISTRICT ATTORNEY	381				
CRIMINAL PROSECUTION	384	64,450,766	33,748,776	30,701,990	488
LAW AND JUSTICE GROUP ADMINISTRATION	392				
LAW AND JUSTICE GROUP ADMINISTRATION	394	5,000	5,000	0	1
PROBATION	399				
ADMINISTRATION, CORRECTIONS AND DETENTION	402	137,368,823	73,665,220	63,703,603	1,193
COURT-ORDERED PLACEMENTS	406	0	0	0	0
JUVENILE JUSTICE GRANT PROGRAM	407	0	0	0	38
PUBLIC DEFENDER	412	35,108,960	4,645,553	30,463,407	243
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	417				
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	421	205,741,639	149,015,641	56,725,998	1,670
SHERIFF - DETENTIONS	427	160,480,292	51,603,484	108,876,808	1,332
SHERIFF - LAW ENFORCEMENT CONTRACTS	431	122,762,475	122,762,475	0	575
TOTAL GENERAL FUND		<u>765,783,681</u>	<u>450,099,250</u>	<u>315,684,431</u>	<u>5,540</u>
<b>SPECIAL REVENUE FUND</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Fund Balance</b>	<b>Staffing</b>
COUNTY TRIAL COURTS:					
COURTHOUSE SEISMIC SURCHARGE	375	2,100,044	2,100,000	44	0
ALTERNATE DISPUTE RESOLUTION	377	679,980	500,600	179,380	0
REGISTRATION FEES	379	165,751	5,800	159,951	0
DISTRICT ATTORNEY:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	388	11,158,326	6,441,298	4,717,028	0
LAW AND JUSTICE GROUP ADMINISTRATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	396	4,815,494	275,000	4,540,494	0
PROBATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	409	14,844,057	7,196,928	7,647,129	0
SHERIFF/CORONER/PUBLIC ADMINISTRATOR:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	434	38,696,361	15,626,613	23,069,748	0
TOTAL SPECIAL REVENUE FUNDS		<u>72,460,013</u>	<u>32,146,239</u>	<u>40,313,774</u>	<u>0</u>



## COUNTY TRIAL COURTS

### SUMMARY OF BUDGET UNITS

2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget
<b>General Fund</b>					
Drug Court Programs	381,101	381,101	0		0
Grand Jury	416,022	0	416,022		0
Indigent Defense Program	9,805,546	90,000	9,715,546		0
Court Facilities/Judicial Benefits	1,216,657	0	1,216,657		0
Court Facilities Payments	2,536,349	0	2,536,349		0
Trial Court Funding - Maintenance of Effort	25,510,051	14,182,000	11,328,051		0
Total General Fund	39,865,726	14,653,101	25,212,625		0
<b>Special Revenue Funds</b>					
Courthouse Seismic Surcharge	2,100,044	2,100,000		44	0
Alternate Dispute Resolution	679,980	500,600		179,380	0
Registration Fees	165,751	5,800		159,951	0
Total Special Revenue Funds	2,945,775	2,606,400		339,375	0
<b>Total - All Funds</b>	<b>42,811,501</b>	<b>17,259,501</b>	<b>25,212,625</b>	<b>339,375</b>	<b>0</b>





<b>5-YEAR REQUIREMENTS TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Drug Court Programs	315,060	429,918	356,185	390,103	381,101
Grand Jury	363,660	576,723	412,540	420,520	416,022
Indigent Defense Program	9,217,413	8,973,413	10,334,045	9,802,555	9,805,546
Court Facilities/Judicial Benefits	1,608,583	1,429,195	1,288,342	1,230,902	1,216,657
Court Facilities Payments	2,357,348	2,505,233	2,505,233	2,512,233	2,536,349
Trial Court Funding - Maintenance of Effort	27,062,490	27,310,490	26,524,100	26,397,865	25,510,051
Courthouse Seismic Surcharge	2,814,521	2,633,249	2,801,147	2,801,078	2,100,044
Alternate Dispute Resolution	745,289	860,295	811,036	671,007	679,980
Registration Fees	135,057	147,831	159,140	163,661	165,751
<b>Total</b>	<b>44,619,421</b>	<b>44,866,347</b>	<b>45,191,768</b>	<b>44,389,924</b>	<b>42,811,501</b>

<b>5-YEAR SOURCES TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Drug Court Programs	317,060	424,918	356,185	390,103	381,101
Grand Jury	0	0	0	0	0
Indigent Defense Program	164,000	171,300	130,300	90,000	90,000
Court Facilities/Judicial Benefits	0	0	0	0	0
Court Facilities Payments	0	0	0	0	0
Trial Court Funding - Maintenance of Effort	23,176,000	18,607,000	16,901,830	16,269,848	14,182,000
Courthouse Seismic Surcharge	2,814,200	2,633,000	2,801,000	2,801,000	2,100,000
Alternate Dispute Resolution	560,700	716,000	551,100	500,900	500,600
Registration Fees	34,500	13,500	12,000	8,400	5,800
<b>Total</b>	<b>27,066,460</b>	<b>22,565,718</b>	<b>20,752,415</b>	<b>20,060,251</b>	<b>17,259,501</b>

<b>5-YEAR NET COUNTY COST TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Drug Court Programs	(2,000)	5,000	0	0	0
Grand Jury	363,660	576,723	412,540	420,520	416,022
Indigent Defense Program	9,053,413	8,802,113	10,203,745	9,712,555	9,715,546
Court Facilities/Judicial Benefits	1,608,583	1,429,195	1,288,342	1,230,902	1,216,657
Court Facilities Payments	2,357,348	2,505,233	2,505,233	2,512,233	2,536,349
Trial Court Funding - Maintenance of Effort	3,886,490	8,703,490	9,622,270	10,128,017	11,328,051
<b>Total</b>	<b>17,267,494</b>	<b>22,021,754</b>	<b>24,032,130</b>	<b>24,004,227</b>	<b>25,212,625</b>

<b>5-YEAR FUND BALANCE TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Courthouse Seismic Surcharge	321	249	147	78	44
Alternate Dispute Resolution	184,589	144,295	259,936	170,107	179,380
Registration Fees	100,557	134,331	147,140	155,261	159,951
<b>Total</b>	<b>285,467</b>	<b>278,875</b>	<b>407,223</b>	<b>325,446</b>	<b>339,375</b>



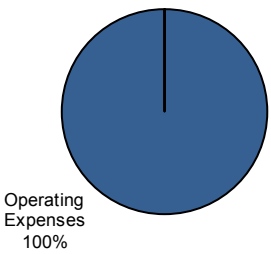
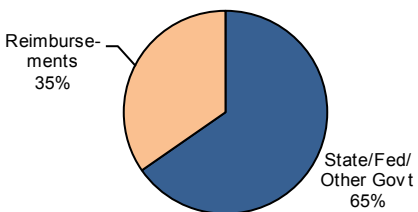
Drug Court Programs

DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for administrative support and treatment costs for Drug Court Programs. Funding for these programs is provided by grant revenues and reimbursements from certain County departments. This unit funds one Treatment Coordinator and one Account Clerk II budgeted within the Superior Court.

Budget at a Glance	
Total Requirements	\$381,101
Total Sources	\$381,101
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

2013-14 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
 <p>Operating Expenses 100%</p>	 <p>Reimburse-ments 35%</p> <p>State/Fed/ Other Gov't 65%</p>

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Law and Justice  
 DEPARTMENT: County Trial Courts - Drug Court Programs  
 FUND: General

BUDGET UNIT: AAA FLP  
 FUNCTION: Public Protection  
 ACTIVITY: Judicial

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	646,465	719,123	628,586	309,613	601,518	583,503	(18,015)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	646,465	719,123	628,586	309,613	601,518	583,503	(18,015)
Reimbursements	(309,893)	(290,552)	(300,384)	(156,545)	(211,415)	(202,402)	9,013
Total Appropriation	336,572	428,571	328,202	153,068	390,103	381,101	(9,002)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	336,572	428,571	328,202	153,068	390,103	381,101	(9,002)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	251,682	385,047	320,816	137,675	390,103	381,101	(9,002)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	1,500	0	0	0	0	0	0
Total Revenue	253,182	385,047	320,816	137,675	390,103	381,101	(9,002)
Operating Transfers In	63,354	38,315	3,000	0	0	0	0
Total Sources	316,536	423,362	323,816	137,675	390,103	381,101	(9,002)
Net County Cost	20,036	5,209	4,386	15,393	0	0	0
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Operating expenses of \$583,503 include professional and specialized services, medical expenses, vehicle charges, general office expenses, and travel related to the operation of drug court programs, as well as a transfer of \$163,783 to the Superior Court to fund 2 budgeted positions. Reimbursements of \$202,402 represent payments from other County departments, primarily Behavioral Health and Children and Family Services, to help pay for program activities. State and federal aid of \$381,101 reflects grant revenues anticipated for Drug Court activities.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements and sources are decreasing by \$9,002 due to reductions in state and federal grant funding.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



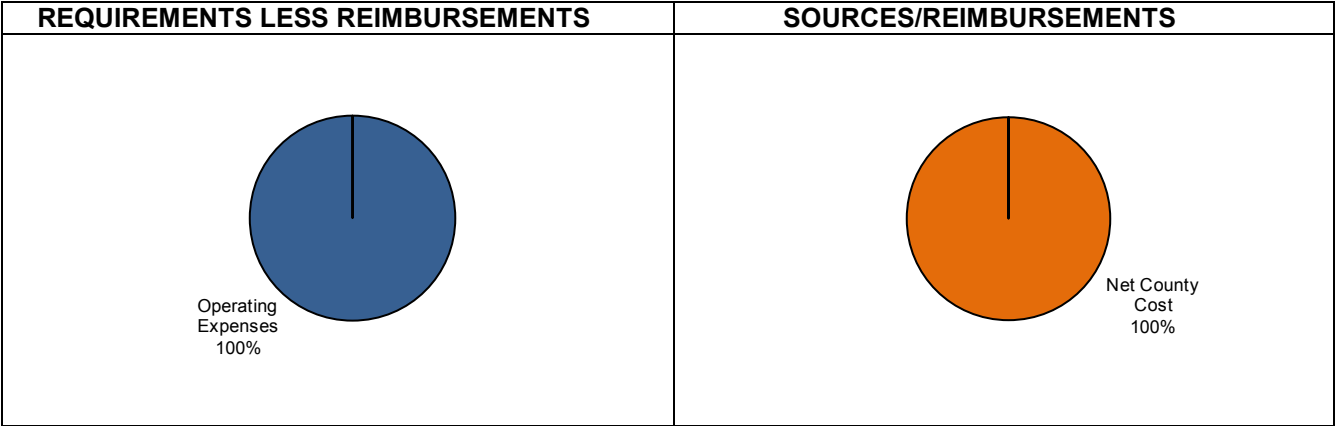
Grand Jury

DESCRIPTION OF MAJOR SERVICES

The San Bernardino County Grand Jury is appointed annually by the Superior Court. Its responsibilities include investigating local government, examining instances of public office crime and corruption, and returning indictments in certain criminal cases brought before it by the District Attorney's Office. Funding in this budget unit covers members' stipends, office supplies, administrative staff, and other support costs. This unit funds one Grand Jury Assistant position budgeted within the Superior Court.

Budget at a Glance	
Total Requirements	\$416,022
Total Sources	\$0
Net County Cost	\$416,022
Total Staff	0
Funded by Net County Cost	100%

2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Law and Justice  
 DEPARTMENT: County Trial Courts - Grand Jury  
 FUND: General

BUDGET UNIT: AAA GJY  
 FUNCTION: Public Protection  
 ACTIVITY: Judicial

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	362,288	576,067	398,548	346,932	420,520	416,022	(4,498)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	362,288	576,067	398,548	346,932	420,520	416,022	(4,498)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	362,288	576,067	398,548	346,932	420,520	416,022	(4,498)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	362,288	576,067	398,548	346,932	420,520	416,022	(4,498)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	362,288	576,067	398,548	346,932	420,520	416,022	(4,498)
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Major expenditures include transfers for staffing expenses of \$110,000 to the Superior Court to fund a Grand Jury Assistant position and juror fees in the amount of \$199,800.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are decreasing by \$4,498 primarily due to reduced costs with Countywide Cost Allocation Plan (COWCAP).

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



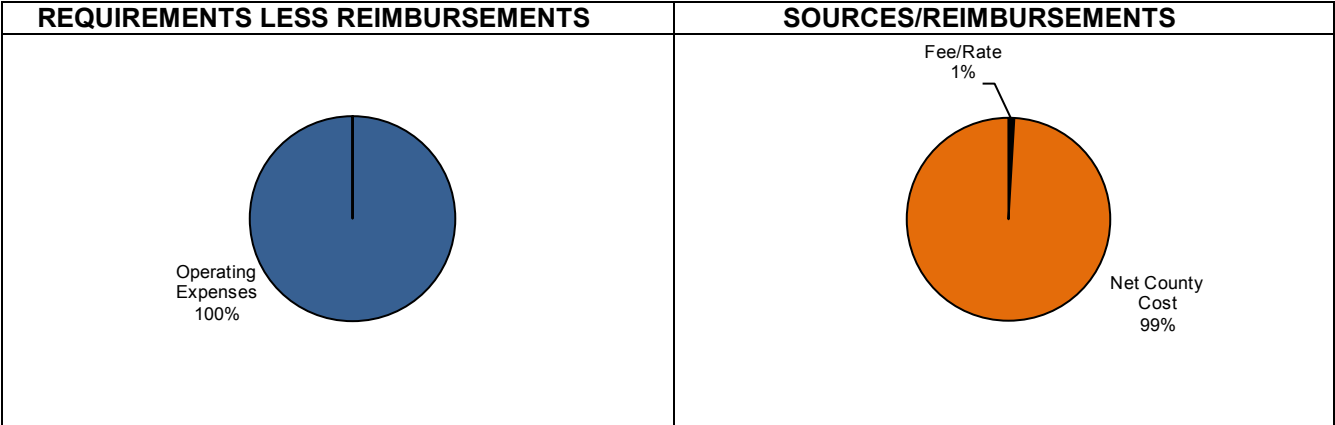
Indigent Defense Program

DESCRIPTION OF MAJOR SERVICES

The Indigent Defense Program pays for court-appointed adult indigent criminal and juvenile delinquency legal representation for clients the Public Defender is unable to represent, and for court-appointed legal representation for civil, conservatorship, guardianship, probate and family law other than Family Code § 3150 minor's counsel. A portion of this budget is also set aside for investigator and expert expenditures for the Public Defender Homicide Defense Unit. The program administers attorney service and alternate dispute resolution contracts, monitors appointed caseloads and expenditures, and reports to the County Administrative Office. The unit funds half of two Indigent Defense positions budgeted within the Superior Court. The program administers and coordinates court-appointed representation services of attorneys, experts and investigators for an average of 2,400 misdemeanor and 3,600 felony cases per year, including capital and life-without-parole cases, and an average of 600 civil, conservatorship, guardianship, probate, and other cases per year.

Budget at a Glance	
Total Requirements	\$9,805,546
Total Sources	\$90,000
Net County Cost	\$9,715,546
Total Staff	0
Funded by Net County Cost	99%

2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Law and Justice  
DEPARTMENT: County Trial Courts - Indigent Defense  
FUND: General

BUDGET UNIT: AAA IDC  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	9,216,425	8,969,038	9,686,812	8,660,660	9,802,555	9,805,546	2,991
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	9,216,425	8,969,038	9,686,812	8,660,660	9,802,555	9,805,546	2,991
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	9,216,425	8,969,038	9,686,812	8,660,660	9,802,555	9,805,546	2,991
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	9,216,425	8,969,038	9,686,812	8,660,660	9,802,555	9,805,546	2,991
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	(11,878)	0	0	0	0	0	0
Fee/Rate	162,782	170,427	106,790	81,686	90,000	90,000	0
Other Revenue	0	0	12,825	56,189	0	0	0
Total Revenue	150,904	170,427	119,615	137,875	90,000	90,000	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	150,904	170,427	119,615	137,875	90,000	90,000	0
Net County Cost	9,065,521	8,798,611	9,567,197	8,522,785	9,712,555	9,715,546	2,991
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Operating expenses of \$9.8 million represents contracted and *ad hoc* (non-contracted) court-appointed legal representation services for adult indigent criminal and juvenile delinquency legal representation, and for civil, conservatorship, guardianship, probate, and family law other than Family Code § 3150 minor's counsel. These expenses include costs for investigators and expert services for the Public Defender Homicide Defense Unit of \$225,000, reflecting the division's projected caseload.

Fee/rate revenue of \$90,000 reflects the receipt of client payments for appointed juvenile delinquency representation.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

"Special Department Expense" for court-appointed Penal Code § 987.9 confidential services of experts and investigators for capital cases is increased by \$25,000 (from \$200,000 to \$225,000) in anticipation of increased need for these services during 2013-14.

"Court Appointed Attorney Fees" is decreased by \$99,000 due to a new contract and resulting decreased costs for paternity and child support contempt representation services effective July 1, 2013, and anticipated extension of existing adult indigent and delinquency representation contracts to June 30, 2014. These contract services are expected to be released for competitive procurement (RFP) during 2013-14 for new contracts to be effective July 1, 2014. Court-appointed legal representation services for civil, conservatorship, guardianship, probate, and family law other than Family Code § 3150 minor's counsel were first included in the Indigent Defense budget unit during 2011-12, resulting in ongoing increased expenditures for these court-appointed attorney services.

"Other Professional and Special Services" for court-appointed services of experts and investigators for non-capital cases continue to be at reduced levels since the Superior Court's January 2010 implementation of its designated Penal Code § 987.2 Judge program, and the Court's adoption of its *Penal Code § 987.2 Procedures and Rules*.

Transfers are increased by \$75,000 (from \$150,000 to \$225,000) in anticipation of increased capital case investigator and expert expenditures by Public Defender Homicide Defense Unit during 2013-14.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



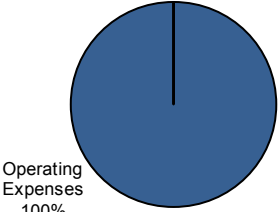
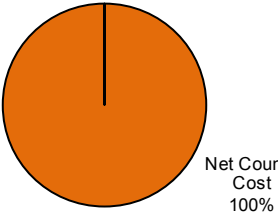
Court Facilities/Judicial Benefits

DESCRIPTION OF MAJOR SERVICES

This budget unit annually appropriates an amount that the County provides in supplemental benefits for Superior Court judges appointed before January 1, 2008. These benefits include automobile, security and education allowances. This budget unit also continues to appropriate funds for property insurance costs not covered by an agreement with the Administrative Office of the Courts, as well as security services at the Fontana Court.

Budget at a Glance	
Total Requirements	\$1,216,657
Total Sources	\$0
Net County Cost	\$1,216,657
Total Staff	0
Funded by Net County Cost	100%

2013-14 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
<div><p>Operating Expenses 100%</p></div>	<div><p>Net County Cost 100%</p></div>



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Law and Justice  
 DEPARTMENT: County Trial Courts - Court Facilities/Judicial Benefits  
 FUND: General

BUDGET UNIT: AAA CTN  
 FUNCTION: Public Protection  
 ACTIVITY: Judicial

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,607,218	1,427,190	1,249,380	1,204,218	1,230,902	1,216,657	(14,245)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	1,607,218	1,427,190	1,249,380	1,204,218	1,230,902	1,216,657	(14,245)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,607,218	1,427,190	1,249,380	1,204,218	1,230,902	1,216,657	(14,245)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,607,218	1,427,190	1,249,380	1,204,218	1,230,902	1,216,657	(14,245)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	1,607,218	1,427,190	1,249,380	1,204,218	1,230,902	1,216,657	(14,245)
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Operating expenses of \$1.2 million include payment of judicial benefits for 52 judges (approximately \$19,620 per judge) who were appointed prior to January 1, 2008. According to the County's agreement with the Superior Court, new judges authorized and appointed after this date do not receive these benefits. \$156,240 represents property insurance costs and transfers to the Sheriff/Coroner/Public Administrator for security services at the Fontana Court.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Operating expenses are decreasing by \$14,245 due to a reduction in property insurance costs.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



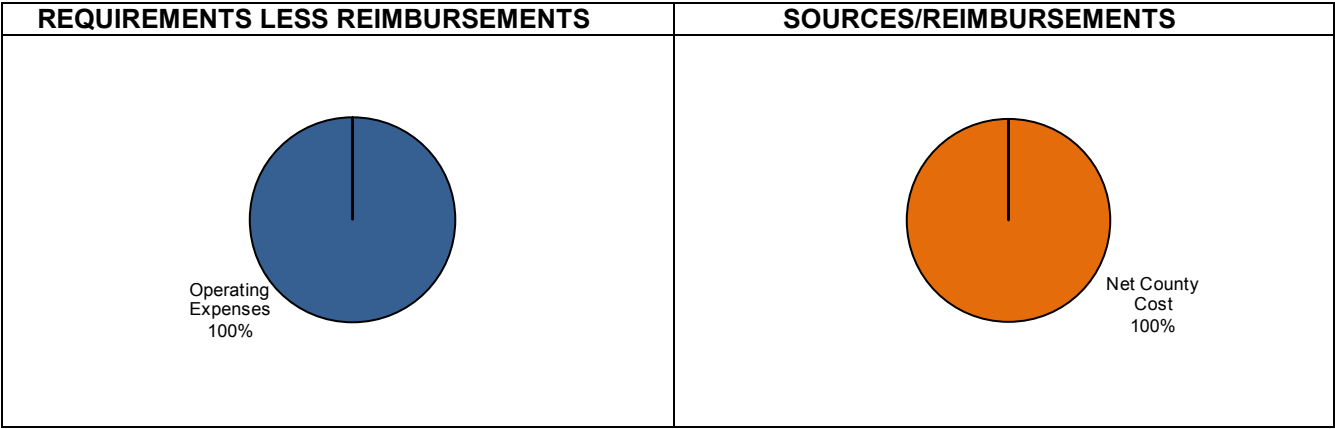
Court Facilities Payments

DESCRIPTION OF MAJOR SERVICES

The Trial Court Facilities Act of 2002, SB 1732, requires the transfer of responsibility for funding and operation of trial court facilities from the counties to the State of California. The County must pay the state the amount that the County historically expended for the operation and maintenance of each court facility. This budget unit was established in 2006-07 to budget and track these payments for the County’s facilities. With the new courthouse, there were two facilities added in 2013-14. Four more locations will be added by 2015 which will be the final obligation under this agreement.

Budget at a Glance	
Total Requirements	\$2,536,349
Total Sources	\$0
Net County Cost	\$2,536,349
Total Staff	0
Funded by Net County Cost	100%

2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Law and Justice  
 DEPARTMENT: County Trial Courts - Court Facilities Payments  
 FUND: General

BUDGET UNIT: AAA CFP  
 FUNCTION: Public Protection  
 ACTIVITY: Judicial

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,357,348	2,504,112	2,504,112	2,504,112	2,512,233	2,536,349	24,116
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,357,348	2,504,112	2,504,112	2,504,112	2,512,233	2,536,349	24,116
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,357,348	2,504,112	2,504,112	2,504,112	2,512,233	2,536,349	24,116
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,357,348	2,504,112	2,504,112	2,504,112	2,512,233	2,536,349	24,116
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	2,357,348	2,504,112	2,504,112	2,504,112	2,512,233	2,536,349	24,116
				Budgeted Staffing	0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Requirements of \$2.5 million represents payments to the state for operational and maintenance costs of the court facilities. The facilities are detailed below:

Facility Name	Payment Amount
<b><u>Current Facilities:</u></b>	
Barstow Courthouse	165,492
Big Bear Courthouse	25,584
Chino Courthouse	125,192
Fontana Courthouse	158,412
Fontana Jury Assembly	21,477
Joshua Tree Courthouse	67,664
Needles Clerk's Office and Courthouse	32,536
Rancho Cucamonga	834,964
Rancho Cucamonga Juvenile	28,700
San Bernardino Courthouse and Annex	812,480
San Bernardino Juvenile	7,752
Victorville Courthouse	224,980
2012-13 Budgeted	2,505,233
<b><u>New Facilities added in 2013-14:</u></b>	
Juvenile Traffic	19,078
Twin Peaks	12,038
2013-14 Budgeted	2,536,349
<b><u>Future Facilities</u></b>	
Juvenile Delinquency Court	25,692
Old Hall of Records	44,835
Old Law Library	155,243
Redlands Courthouse	53,870



### **BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements have increased by \$24,116 due to the addition of the Juvenile Traffic and Twin Peaks locations in 2013-14.

### **STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## Trial Court Funding – Maintenance of Effort (MOE)

### DESCRIPTION OF MAJOR SERVICES

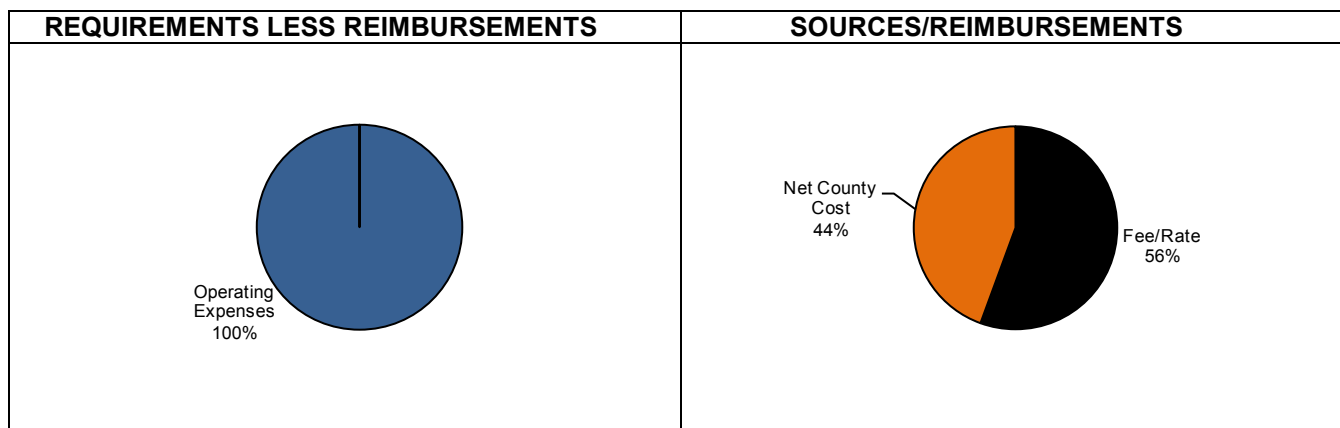
On January 1, 1998, AB 233, the Lockyer – Isenberg Trial Court Funding Act of 1997 went into effect in the State of California. This bill fundamentally changed how the trial courts are funded by transferring primary responsibility for funding the courts to the state, including sole responsibility for funding future growth in court operations costs. In addition, it requires counties to make a capped maintenance of effort (MOE) payment to the state each year for operations of the courts.

#### Budget at a Glance

Total Requirements	\$25,510,051
Total Sources	\$14,182,000
Net County Cost	\$11,328,051
Total Staff	0
Funded by Net County Cost	44%

The County's historical MOE contribution of \$28,390,295 was made up of two components. The expenditure component of \$20,227,102 represented the adjusted 1994-95 County expenses for court operations and the sources component of \$8,163,193 was based on the fine and forfeiture sources sent to the state in 1994-95. In 2006-07 the sources component changed to \$3,325,704 due to legislation. Therefore, the County's current MOE contribution is \$23,552,806. The Legislation allows the counties to retain many fines and forfeitures to help fund their MOE payments with the provision that collections that exceed the amount of sources MOE be shared equally between the state and the County.

### 2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Law and Justice  
 DEPARTMENT: County Trial Courts - Trial Court Funding MOE  
 FUND: General

BUDGET UNIT: AAA TRC  
 FUNCTION: Public Protection  
 ACTIVITY: Judicial

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	26,857,143	27,309,502	26,434,100	25,988,739	26,397,865	25,510,051	(887,814)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	26,857,143	27,309,502	26,434,100	25,988,739	26,397,865	25,510,051	(887,814)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	26,857,143	27,309,502	26,434,100	25,988,739	26,397,865	25,510,051	(887,814)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	26,857,143	27,309,502	26,434,100	25,988,739	26,397,865	25,510,051	(887,814)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	18,357,532	18,624,671	16,778,639	15,409,976	16,269,848	14,182,000	(2,087,848)
Other Revenue	0	0	34,190	0	0	0	0
Total Revenue	18,357,532	18,624,671	16,812,829	15,409,976	16,269,848	14,182,000	(2,087,848)
Operating Transfers In	5,014,984	0	0	0	0	0	0
Total Sources	23,372,516	18,624,671	16,812,829	15,409,976	16,269,848	14,182,000	(2,087,848)
Net County Cost	3,484,627	8,684,831	9,621,271	10,578,763	10,128,017	11,328,051	1,200,034
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Operating expenses of \$25.5 million includes the County's capped MOE payment of \$23,552,806 to the state for court operations, as well as \$2.0 million representing the estimated amount of the fines/forfeitures that exceed the sources component of the MOE base figure, and is shared equally with the state.

Sources of \$14.2 million include traffic and criminal fines, penalty assessments, vital statistics fees, civil filing fees, traffic school and recording fees.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are expected to decrease by \$0.9 million which reflects the continued reductions in fines/forfeiture collections anticipated for 2012-13 that must be paid to the state in accordance with the MOE.

Sources are expected to decrease by \$2.1 million based on 2012-13 collections.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## Courthouse Seismic Surcharge

### DESCRIPTION OF MAJOR SERVICES

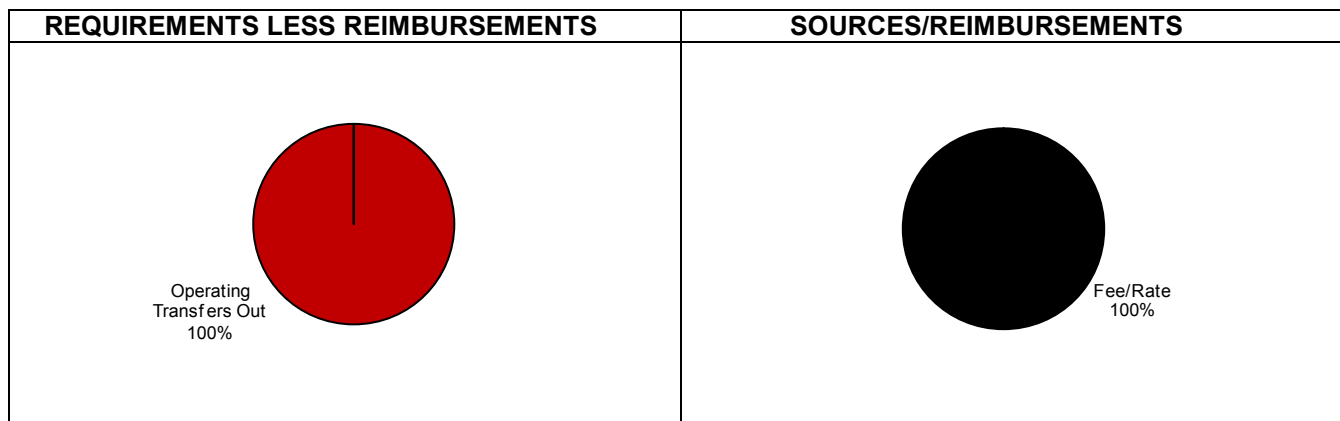
Funding for this budget unit comes from a \$35 surcharge on civil filings as authorized by Government Code Section 70624. Surcharge revenues were used for the Central Courthouse seismic retrofit/remodel project, which was completed in January 2011. These revenues were also used to make contributions to the state for the new courthouse in downtown San Bernardino.

#### Budget at a Glance

Total Requirements	\$2,100,044
Total Sources	\$2,100,000
Fund Balance	\$44
Use of Fund Balance	\$44
Total Staff	0

In June 2007 the County privately placed \$18.4 million of revenue bonds for courthouse improvements. These bonds mature on June 1, 2037, and are payable solely from revenues generated by a \$35 civil filing fee surcharge and related interest earnings. They are not an obligation of the County. The purchasers of the bonds have assumed the risk that surcharge revenues may someday not be sufficient to make principal and interest payments. All pledged revenues are remitted monthly to a trustee acting on behalf of the owners of the bonds.

### 2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Law and Justice  
 DEPARTMENT: County Trial Courts  
 FUND: Courthouse Seismic Surcharge

BUDGET UNIT: RSE CAO  
 FUNCTION: General  
 ACTIVITY: Plant Acquisition

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	0	0	0
Operating Transfers Out	2,813,809	2,633,136	2,216,152	2,142,910	2,801,078	2,100,044	(701,034)
Total Requirements	2,813,809	2,633,136	2,216,152	2,142,910	2,801,078	2,100,044	(701,034)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	2,812,723	2,632,333	2,215,790	2,142,617	2,800,000	2,100,000	(700,000)
Other Revenue	1,014	700	293	258	1,000	0	(1,000)
Total Revenue	2,813,737	2,633,033	2,216,083	2,142,875	2,801,000	2,100,000	(701,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	2,813,737	2,633,033	2,216,083	2,142,875	2,801,000	2,100,000	(701,000)
Fund Balance					78	44	(34)
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Operating transfers out of \$2.1 million reflect the amount of projected revenue and fund balance to be transferred to the bond trustee. Principal and interest payments on the bonds total \$1.3 million for the fiscal year.

Sources of \$2.1 million represent the collection of civil court fees.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements and sources are decreasing by \$701,000 based on 2012-13 collections.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.





## Alternate Dispute Resolution

### DESCRIPTION OF MAJOR SERVICES

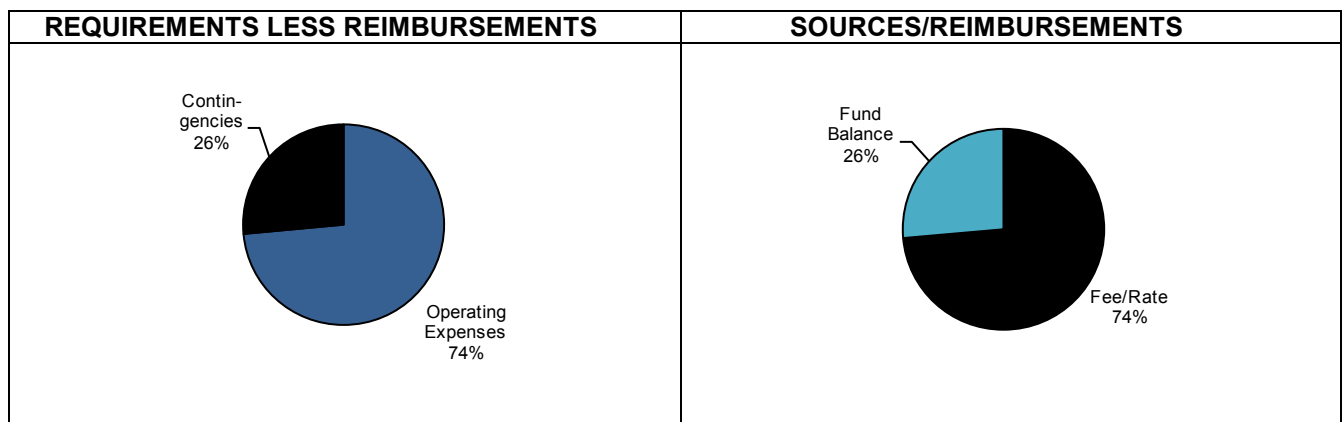
The Dispute Resolution Programs Act of 1986 authorizes the local establishment and funding of dispute resolution programs as an alternative to more formal court proceedings. The County presently receives \$8 per civil filing which funds contract mediation services for small claims and landlord-tenant actions, and certain civil and family law matters. In accordance with the County's annual agreement with the Superior Court, the Court administers these contract services and pays the County contractors directly from this budget unit.

#### Budget at a Glance

Total Requirements	\$679,980
Total Sources	\$500,600
Fund Balance	\$179,380
Use of Fund Balance	\$0
Total Staff	0

The special revenue fund was established January 1, 2005, to account for this program.

### 2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Law and Justice  
 DEPARTMENT: County Trial Courts  
 FUND: Alternate Dispute Resolution

BUDGET UNIT: SEF CAO  
 FUNCTION: Public Protection  
 ACTIVITY: Judicial

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	600,000	600,000	596,500	488,096	545,000	500,000	(45,000)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	126,007	179,980	53,973
Total Exp Authority	600,000	600,000	596,500	488,096	671,007	679,980	8,973
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	600,000	600,000	596,500	488,096	671,007	679,980	8,973
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	600,000	600,000	596,500	488,096	671,007	679,980	8,973
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	346	125	78	13	0	0	0
Fee/Rate	556,536	713,129	505,566	496,562	500,000	500,000	0
Other Revenue	2,824	2,298	1,027	792	900	600	(300)
Total Revenue	559,706	715,552	506,671	497,367	500,900	500,600	(300)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	559,706	715,552	506,671	497,367	500,900	500,600	(300)
				Fund Balance	170,107	179,380	9,273
				Budgeted Staffing	0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Operating expenses of \$500,000 represent costs related to contracts for mediation services. Contingencies of \$179,980 are being set aside for future allocation as approved by the Board of Supervisors. Sources of \$500,000 represent the anticipated collection of civil filing fees and interest earnings.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by \$8,973 due to an increase in contingencies of \$53,973, offset by a decrease in operating expenses of \$45,000 due to the new contract for the alternate dispute resolution services funded by this unit.

Sources from the \$8 civil filing fee have been averaging \$500,000 per year during the past two years. The contract services funded by this special revenue fund were opened to competitive procurement during 2012-13, resulting in a new contract paid at a rate of \$500,000 per year (under previous contract arrangement expenditures were \$600,000 per year). The fund balance is reserved as a contingency in the event the \$8 civil filing fee revenues fall below the contract expenditures of \$500,000 per year.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## Registration Fees

### DESCRIPTION OF MAJOR SERVICES

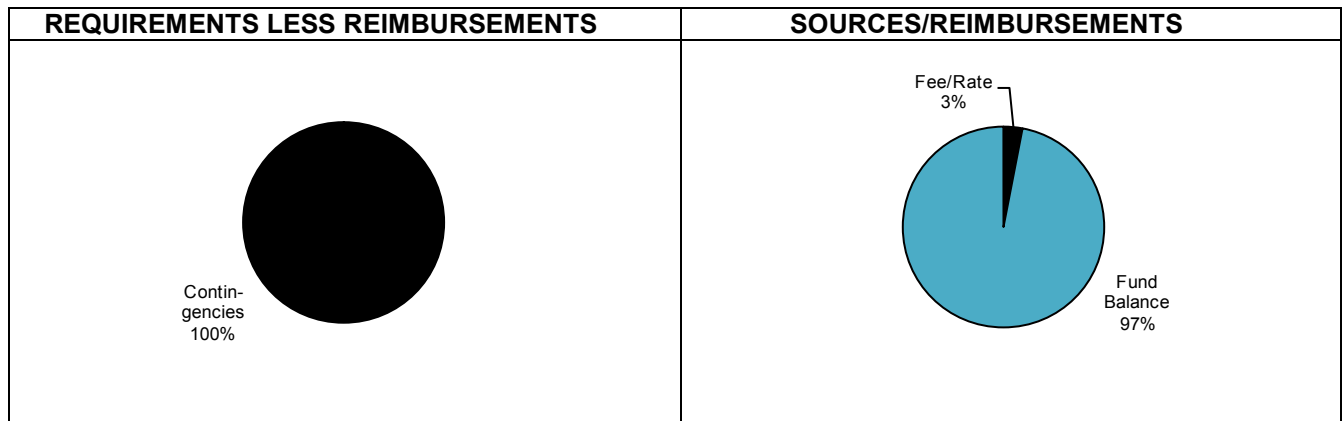
This budget unit accounts for the “registration fee” that is collected from indigent defendants under Penal Code § 987.5 at the time appointed defense counsel is assigned. Effective July 1, 2010, the fee was increased from \$25 to a maximum of \$50 in accordance with California Senate Bill 676. The revenues from this fee are distributed at the discretion of the Board of Supervisors pursuant to Penal Code § 987.5 (e).

#### Budget at a Glance

Total Requirements	\$165,751
Total Sources	\$5,800
Fund Balance	\$159,951
Use of Fund Balance	\$0
Total Staff	0

Revenues from the indigent defense registration fee dropped following implementation of Assembly Bill 3000 (“Court Surcharge Guidelines”), effective September 2002, that prioritized distribution of criminal case installment payments of fines and penalties.

### 2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Law and Justice  
 DEPARTMENT: County Trial Courts  
 FUND: Registration Fees

BUDGET UNIT: RMX IDC  
 FUNCTION: Public Protection  
 ACTIVITY: Judicial

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	163,661	165,751	2,090
Total Exp Authority	0	0	0	0	163,661	165,751	2,090
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	163,661	165,751	2,090
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	163,661	165,751	2,090
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	32,057	11,422	7,370	4,022	7,500	5,000	(2,500)
Other Revenue	1,717	1,386	751	669	900	800	(100)
Total Revenue	33,774	12,808	8,121	4,691	8,400	5,800	(2,600)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	33,774	12,808	8,121	4,691	8,400	5,800	(2,600)
Fund Balance					155,261	159,951	4,690
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Contingencies of \$165,751 are being set aside for future allocation by the Board of Supervisors.

Fee/rate revenue of \$5,000 represents projected collections from the indigent defense registration fee.

Other revenue of \$800 represents projected interest earnings.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

There are no major changes within this budget unit.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



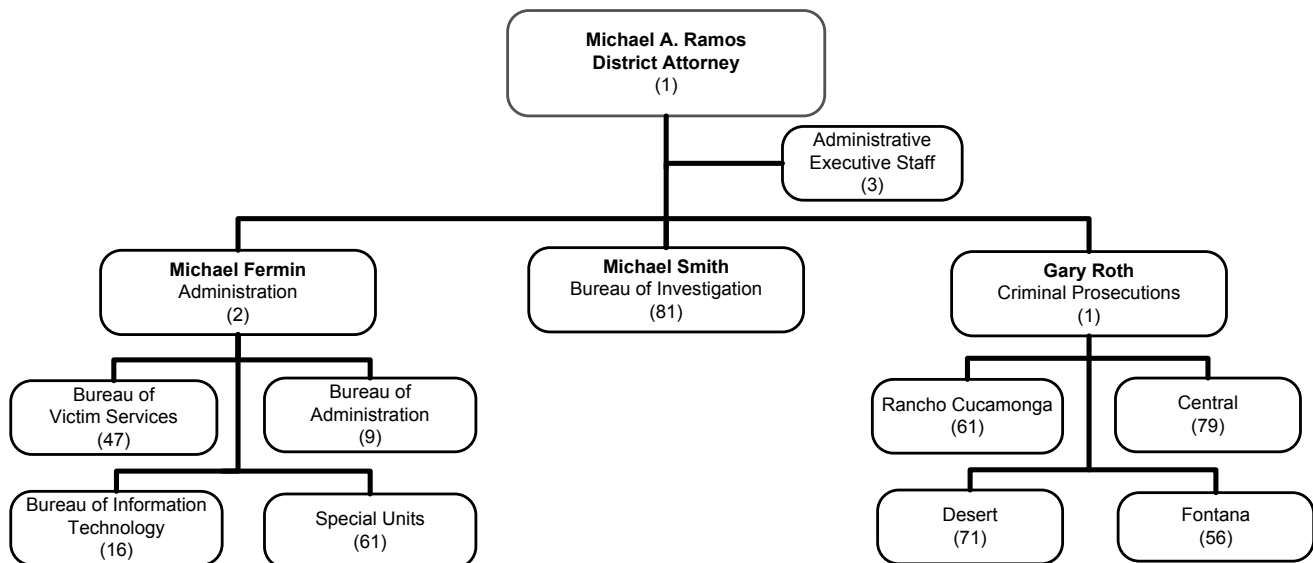
## DISTRICT ATTORNEY Michael A. Ramos

### DEPARTMENT MISSION STATEMENT

*The San Bernardino County District Attorney's Office represents the interests of the people in the criminal justice system, as mandated by California State law. The San Bernardino County District Attorney's Office serves the residents of San Bernardino County by: seeking the truth; protecting the innocent; holding the guilty accountable; preserving the dignity of victims and their families; and ensuring that justice is done while always maintaining the highest ethical standards.*



### ORGANIZATIONAL CHART



### 2012-13 ACCOMPLISHMENTS

- Created the Marsy's Law automated victim notification system.
- Formed Human Trafficking Vertical Prosecution Unit.
- Produced the Human Trafficking Documentary - Teenage Sex 4 Sale.
- Created Major Crimes Against Children Unit (MCAC).
- Received funding from the California Office of Traffic Safety for Special DUI Prosecution Program.
- Implemented the Stop the John Project.
- Implemented Justice 4 Children – a social media campaign to encourage reporting of suspected child abuse.
- Created “My Day in Court” for juvenile witnesses.
- Participated in the Special Assistant United States Attorney (SAUSA) program. This program provides the advantages of utilizing federal criminal laws and resources of the U.S. Attorney's Office to prosecute crimes committed in San Bernardino County.
- Implemented enterprise mobile device management system to allow staff members secure access to exchange services.
- Deployed web-based video training application for staff members to meet Minimum Continuing Legal Education (MCLE) requirements from any mobile device.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: MAINTAIN PUBLIC SAFETY

**Objective(s):** • *Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.*

**Department Strategy:** • *Minimize impact of crime upon the lives of victims and provide assistance as they participate in the criminal justice system.*  
• *Minimize impact of crime upon the lives of child victims by providing assistance at the Children's Assessment Center.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Number of victims who are provided victim services.	2,937	3,054	5,224	5,033
Number of victims served at the Children's Assessment Center.	N/A	N/A	1,275	1,274

**Department Strategy:** • *Continue to promote public safety by holding offenders accountable for their actions and seeking the appropriate punishment for the offense.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of prison sentences to felony defendants charged.	39%	32%	39%	25%

The target amount for 2013-14 is significantly reduced due to the unavailability of prison beds resulting from implementation of public safety realignment (AB 109) and overcrowding of prisons at the state and federal level.

## SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Criminal Prosecution	64,450,766	33,748,776	30,701,990			488
Total General Fund	64,450,766	33,748,776	30,701,990			488
<b><u>Special Revenue Funds</u></b>						
Special Revenue Funds - Consolidated	11,158,326	6,441,298		4,717,028		0
Total Special Revenue Funds	11,158,326	6,441,298		4,717,028		0
<b>Total - All Funds</b>	75,609,092	40,190,074	30,701,990	4,717,028		488



**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Criminal Prosecution	68,582,736	61,251,118	60,855,936	63,053,045	64,450,766
Real Estate Fraud Prosecution	1,833,531	1,085,923	1,629,878	1,567,585	2,130,045
Auto Insurance Fraud Prosecution	914,635	749,707	746,136	719,710	874,784
Workers' Comp Insurance Fraud Prosecution	2,517,418	2,564,599	2,613,846	2,551,674	2,619,456
Specialized Prosecutions	5,351,508	4,524,175	3,463,435	3,071,711	3,305,771
Vehicle Fees - Auto Theft	854,800	838,676	823,000	807,532	827,958
State Asset Forfeitures	366,740	202,012	188,012	187,177	253,048
Federal Asset Forfeitures	308,815	826,524	942,215	739,959	1,147,264
<b>Total</b>	<b>80,730,183</b>	<b>72,042,734</b>	<b>71,262,458</b>	<b>72,698,393</b>	<b>75,609,092</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Criminal Prosecution	31,657,491	25,065,548	28,317,745	30,334,790	33,748,776
Real Estate Fraud Prosecution	842,000	784,400	1,620,467	720,000	1,263,000
Auto Insurance Fraud Prosecution	914,635	638,343	637,495	637,495	637,495
Workers' Comp Insurance Fraud Prosecution	2,274,640	2,175,000	2,173,413	2,173,413	2,366,103
Specialized Prosecutions	4,033,000	690,300	614,200	909,000	857,600
Vehicle Fees - Auto Theft	807,000	811,000	816,101	790,000	795,000
State Asset Forfeitures	306,000	224,000	187,924	160,000	170,000
Federal Asset Forfeitures	219,000	556,180	402,800	252,500	352,100
<b>Total</b>	<b>41,053,766</b>	<b>30,944,771</b>	<b>34,770,145</b>	<b>35,977,198</b>	<b>40,190,074</b>

**5-YEAR NET COUNTY COST TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Criminal Prosecution	36,925,245	36,185,570	32,538,191	32,718,255	30,701,990
<b>Total</b>	<b>36,925,245</b>	<b>36,185,570</b>	<b>32,538,191</b>	<b>32,718,255</b>	<b>30,701,990</b>

**5-YEAR FUND BALANCE TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Real Estate Fraud Prosecution	991,531	301,523	9,411	847,585	867,045
Auto Insurance Fraud Prosecution	0	111,364	108,641	82,215	237,289
Workers' Comp Insurance Fraud Prosecution	242,778	389,599	440,433	378,261	253,353
Specialized Prosecutions	1,318,508	3,833,875	2,849,235	2,162,711	2,448,171
Vehicle Fees - Auto Theft	47,800	27,676	6,899	17,532	32,958
State Asset Forfeitures	60,740	(21,988)	88	27,177	83,048
Federal Asset Forfeitures	89,815	270,344	539,415	487,459	795,164
<b>Total</b>	<b>2,751,172</b>	<b>4,912,393</b>	<b>3,954,122</b>	<b>4,002,940</b>	<b>4,717,028</b>



## Criminal Prosecution

### DESCRIPTION OF MAJOR SERVICES

The District Attorney is the public prosecutor and has the mandated responsibility to prosecute crimes committed within the county of San Bernardino, including all city jurisdictions, pursuant to Government code 26500. Additionally, the District Attorney's Office provides legal assistance for criminal investigations conducted by law enforcement agencies throughout the County; is the legal advisor to the Grand Jury and is authorized to submit evidence and seek indictments from that body; initiates civil commitment petitions to keep Mentally Disordered Offenders and Sexually Violent Predators in locked facilities; employs civil proceedings in asset forfeiture matters to seek the proceeds of criminal activity; and utilizes civil proceedings to seek sanctions and injunctive relief against businesses that pollute or create dangerous conditions for employees and citizens.

The District Attorney also has a duty to investigate crimes. District Attorney Investigators work to prepare cases for trial and initiate special criminal investigations. The Office also administers several state grants and other state revenues that fund prosecutors and investigators who handle Real Estate Fraud, Auto Insurance Fraud, Workers' Compensation Fraud, and other special areas of prosecution.

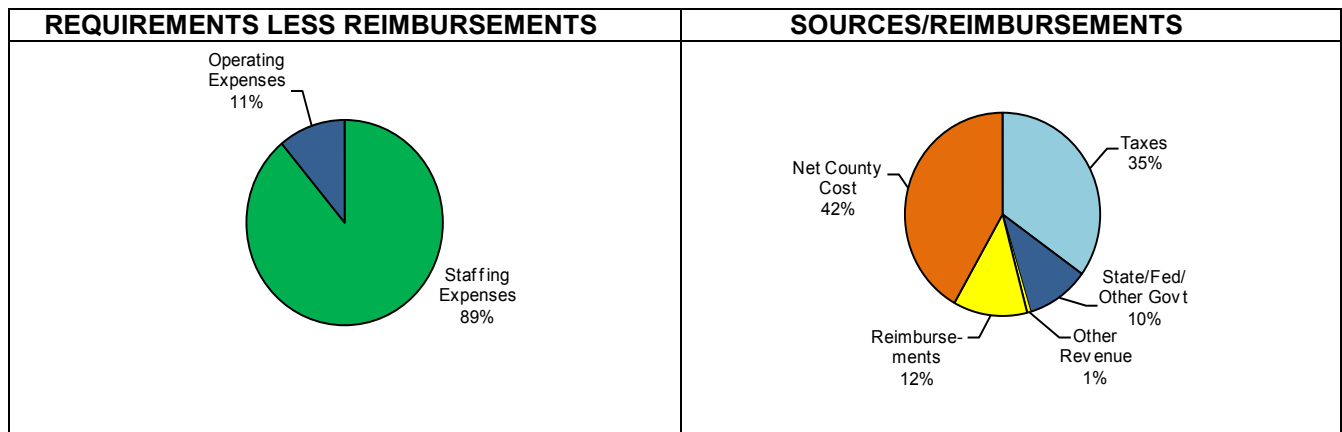
The District Attorney has an ethical and legal responsibility to the victims of crime. The Office seeks restitution for victims and provides emotional and financial support for victims and their families.

Finally, as the public prosecutor who handles all cases in the name of The People, the District Attorney has a responsibility to keep the citizens of this county informed through regular interaction with the media and the public.

#### Budget at a Glance

Total Requirements	\$64,450,766
Total Sources	\$33,748,776
Net County Cost	\$30,701,990
Total Staff	488
Funded by Net County Cost	42%

### 2013-14 ADOPTED BUDGET





**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
	2011-12	2012-13	2012-13	2013-14					
Authorized Positions	Final	Adopted	Final	Adopted					
Regular	469	472	472	484					
Limited Term	4	4	5	4					
Total	473	476	477	488					
Staffing Expenses	\$61,528,675	\$63,644,933	\$63,857,937	\$65,100,013					

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Law and Justice  
DEPARTMENT: District Attorney - Criminal Prosecution  
FUND: General

BUDGET UNIT: AAA DAT  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2009-10	2010-11	2011-12	2012-13	2012-13	2013-14	Change From
	Actual	Actual	Actual	Actual	Final Budget	Adopted Budget	2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	64,288,497	64,052,068	61,514,896	62,613,082	63,857,937	65,100,013	1,242,076
Operating Expenses	5,967,371	6,126,962	7,436,066	7,429,839	7,618,989	8,074,911	455,922
Capital Expenditures	29,766	66,359	16,880	0	0	213,000	213,000
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	70,285,634	70,245,389	68,967,842	70,042,921	71,476,926	73,387,924	1,910,998
Reimbursements	(1,892,794)	(9,132,312)	(8,198,605)	(8,515,366)	(8,583,381)	(9,012,158)	(428,777)
Total Appropriation	68,392,840	61,113,077	60,769,237	61,527,555	62,893,545	64,375,766	1,482,221
Operating Transfers Out	152,548	134,945	72,394	158,819	159,500	75,000	(84,500)
Total Requirements	68,545,388	61,248,022	60,841,631	61,686,374	63,053,045	64,450,766	1,397,721
<b>Sources</b>							
Taxes	20,282,500	20,562,500	22,242,500	25,790,117	23,730,000	25,672,500	1,942,500
Realignment	0	0	0	1,960,000	0	0	0
State, Fed or Gov't Aid	3,704,197	4,006,287	5,644,012	4,295,930	6,176,767	7,655,753	1,478,986
Fee/Rate	196	181	0	0	0	0	0
Other Revenue	302,613	496,340	428,834	532,238	428,023	420,523	(7,500)
Total Revenue	24,289,506	25,065,308	28,315,346	32,578,285	30,334,790	33,748,776	3,413,986
Operating Transfers In	7,367,809	(1,071)	0	0	0	0	0
Total Sources	31,657,315	25,064,237	28,315,346	32,578,285	30,334,790	33,748,776	3,413,986
Net County Cost	36,888,073	36,183,785	32,526,285	29,108,089	32,718,255	30,701,990	(2,016,265)
Budgeted Staffing					477	488	11

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

The major expenditures for the District Attorney's Office are staffing and other operating costs necessary to achieve the Department's core responsibility of prosecuting crimes. These expenditures are funded primarily through \$30.7 million of Discretionary General Funding (Net County Cost) and \$25.7 million of Prop 172 revenues required by law to be used for public safety activities. Other significant funding sources include reimbursements of \$9.0 million primarily from the Department's special revenue funds, \$3.5 million of AB 109 funds, \$1.5 million of SB 90 revenue, and \$2.6 from various state/federal grants.



## BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses are increased by \$1.2 million as a result of a net increase of 11 budgeted positions as detailed below. In addition, operating expenses are increased by \$0.5 million primarily due to additional requirements for computer hardware/systems development charges, and capital expenditures are increased by \$0.2 million for the purchase of seven vehicles. These expenses are offset by an additional \$1.5 million of AB 109 funding as part of the state's public safety realignment and \$0.4 million of increased reimbursements from the department's special revenue funds. Also, taxes are increased by \$1.9 million due to a greater amount of Prop 172 funds expected in 2013-14. However, this additional revenue is offset by a corresponding decrease in Discretionary General Funding (Net County Cost).

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$65.1 million fund 488 budgeted positions of which 484 are regular positions and 4 are limited term positions.

The Department's 2013-14 budgeted staffing includes the addition of the following 12 new positions:

- 8 positions for additional workload associated with the public safety realignment (funded through AB 109):
  - 5 District Attorney Senior Investigators
  - 2 Victim Advocate II's
  - 1 Business System Analyst II
- 1 Deputy District Attorney for the prosecution of cold case homicides in the County.
- 2 positions (1 Deputy District Attorney and 1 Paralegal) for increased workload of the Specialized Prosecution Unit (funded through revenue from case settlements).
- 1 Deputy District Attorney for the Alcohol and Drug Impaired Vertical Prosecution Program (funded by the State Office of Traffic Safety)

These new positions are partially offset by the deletion of 1 extra-help District Attorney Senior Investigator originally added to assist with the investigation of real estate fraud cases.

## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Management	7	0	7	7	0	0	7
Bureau of Administration	9	0	9	8	1	0	9
Bureau of Victim Services	47	0	47	43	2	2	47
Bureau of Information Technology	16	0	16	12	3	1	16
Special Units	61	0	61	57	1	3	61
Bureau of Investigation	77	4	81	75	1	5	81
Criminal Prosecution - Central	79	0	79	79	0	0	79
Criminal Prosecution - Rancho Cucamonga	61	0	61	61	0	0	61
Criminal Prosecution - Fontana	56	0	56	55	0	1	56
Criminal Prosecution - Desert	71	0	71	69	2	0	71
Total	484	4	488	466	10	12	488



Management	Bureau of Administration	Bureau of Victim Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Elected District Attorney	1 Chief of District Attorney Administration	1 Victim Services Chief
1 Executive Secretary III	1 Secretary II	5 Supervising Victim Advocate
2 Asst. District Attorney	1 Administrative Supervisor I	16 Victim Advocate II
1 Executive Secretary II	2 Staff Analyst II	7 Victim Advocate I
1 Special Asst. Deputy District Attorney	2 Payroll Specialist	9 Office Assistant III
1 Public Affairs Officer	1 Fiscal Specialist	2 Paralegal
7 Total	1 Fiscal Assistant	2 Victim/Witness Claims Tech II
	9 Total	5 Victim/Witness Claims Tech I
		47 Total
Bureau of Information Technology	Special Units	Bureau of Investigation
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Deputy Info Services Administrator	1 Chief Deputy District Attorney	1 District Attorney Chief Investigator
1 Programmer III	2 Supervising Deputy District Attorney	1 Executive Secretary I
1 Depart Systems Engineer	30 Deputy District Attorney	2 District Attorney Asst Chief Investigator
1 Supv Automated Systems Analyst II	5 Legal Research Attorney IV	7 Supv District Attorney Investigators
5 Automated Systems Analyst I	2 Secretary II	44 Senior Investigators
2 Automated Systems Analyst II	7 Secretary I	14 Investigative Technician II
3 Business Systems Analyst I	3 Paralegals	3 Investigative Technician III
1 Programmer Analyst III	1 Grand Jury Advisor	9 Office Assistant IV
1 Automated Systems Technician	1 Supervising Office Specialist	81 Total
16 Total	1 Accountant III	
	7 Office Assistant III	
	1 Office Assistant II	
	61 Total	
Criminal Prosecution - Central	Criminal Prosecution - Rancho Cucamonga	Criminal Prosecution - Fontana
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Chief Deputy District Attorney	1 Chief Deputy District Attorney	1 Chief Deputy District Attorney
4 Supervising Deputy District Attorney	2 Supervising Deputy District Attorney	3 Supervising Deputy District Attorney
44 Deputy District Attorney	34 Deputy District Attorney	33 Deputy District Attorney
2 Secretary II	1 Supervising Office Specialist	1 Supervising Office Assistant
3 Secretary III	16 Office Assistant III	16 Office Assistant III
1 Supervising Office Specialist	1 Office Assistant II	1 Secretary II
2 Office Assistant IV	1 Secretary II	1 Secretary I
18 Office Assistant III	5 Secretary I	56 Total
3 Office Assistant II	61 Total	
1 Supervising Office Assistant		
79 Total		
Criminal Prosecution - Desert		
<u>Classification</u>		
1 Chief Deputy District Attorney		
4 Supervising Deputy District Attorney		
39 Deputy District Attorney		
3 Secretary II		
2 Secretary I		
1 Supervising Office Specialist		
2 Supervising Office Assistant		
19 Office Assistant III		
71 Total		



## Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Real Estate Fraud Prosecution** accounts for activity related to the investigation and prosecution of real estate fraud crimes in the County. On January 23, 1996, the Board of Supervisors (Board) adopted Resolution 96-14 to allow the County to collect, pursuant to Government Code 27388, a \$2 fee upon recording documents. On December 9, 2008, the Board adopted Resolution 2008-311 authorizing an increase of this fee from \$2.00 to \$3.00. This fee is used to fund costs of the District Attorney's Real Estate Fraud Prosecution Unit. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff assigned to real estate fraud prosecution.

#### Budget at a Glance

Total Requirements	\$11,158,326
Total Sources	\$6,441,298
Fund Balance	\$4,717,028
Use of Fund Balance	\$1,035,229
Total Staff	0

**Auto Insurance Fraud Prosecution** represents activity related to the investigation and prosecution of automobile insurance fraud. Insurance fraud is a particular problem for automobile policy holders. It contributes substantially to the highest cost of automobile insurance with particular significance in urban areas. Prevention of automobile insurance fraud can significantly reduce insurance claim payments and may therefore produce a commensurate reduction in automobile insurance premiums. Under direction of the Insurance Commissioner, the California Department of Insurance makes funds available, as authorized by the California Insurance Code, to the District Attorney's Office for investigation and prosecution of automobile insurance fraud. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff assigned to auto insurance fraud prosecution.

**Workers Compensation Insurance Fraud Prosecution** accounts for activity related to the investigation and prosecution of workers' compensation insurance fraud. The Department of Insurance, pursuant to Section 1871.83 of the California Insurance Code, distributes funds to the District Attorney's Office for this purpose. These assessed funds represent a percentage of the total premiums collected by workers' compensation claims relating to the willful failure to secure the payment of workers' compensation. Of all money collected by the state, 56% is retained by the state for fraud investigation and 44% is distributed statewide to District Attorney Offices through a grant program. These funds are administered through this budget unit. The insurance grant revenue is transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff assigned to the Workers' Compensation Insurance Fraud Prosecution Unit.

**Specialized Prosecutions** was established in 1990-91 with funding from various fines and forfeitures for the District Attorney's Office to prosecute crimes such as hazardous waste dumping, consumer fraud and violations of Cal/OSHA laws. Sources transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff associated with the Specialized Prosecution.

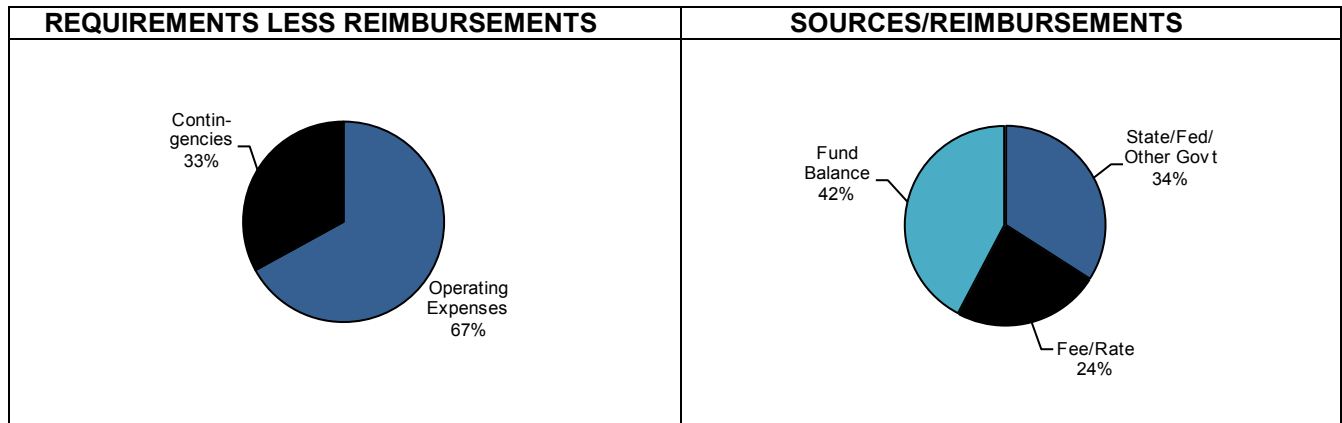
**Vehicle Fees – Auto Theft** accounts for the receipt of assessments on vehicles registered in San Bernardino County. In May of 1995, the Board adopted a resolution, pursuant to Vehicle Code 9250.14, to impose a \$1.00 fee on each San Bernardino County new and renewal vehicle registration. The revenue from this fee is used to enhance the capacity of local law enforcement and prosecutors to deter, investigate and prosecute vehicle theft crimes. This budget unit receives the District Attorney's share of the registration assessment on vehicles registered in San Bernardino County. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to offset the costs of prosecuting and investigating automobile theft crimes.

**State Asset Forfeitures** represent receipt of the District Attorney's share of state asset forfeiture funds. The goal of asset forfeiture is to remove the profits from those who benefit from illegal activities. While seizures and arrests present a temporary setback for criminals, asset forfeiture is effective in permanently removing the proceeds from the criminals while diminishing their ability to continue the illegal enterprise. The law permits law enforcement agencies to use the proceeds of forfeitures to offset public safety expenses. Thus, law enforcement is able to convert criminal profits into supplemental funding to inhibit illegal activities. There is no staffing associated with this budget unit. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to help offset the cost of processing asset forfeiture cases.



**Federal Asset Forfeitures** account for the share of federal asset forfeitures processed by the District Attorney's Office. In 1982, Congress enacted the comprehensive Crime Control Act that gave federal prosecutors new forfeiture provisions to combat crime. Also created by this legislation was the Department of Justice Assets Forfeiture Fund. The proceeds from the sale of forfeited assets such as real property, vehicles, business, financial instruments, vessels, aircraft and jewelry are deposited into this fund and are subsequently used to further law enforcement initiatives. Under the Equitable Sharing Program, proceeds from sales are often shared with the state and local enforcement agencies that participated in the investigation, which led to the seizure of the assets. This important program enhances law enforcement cooperation between state/local agencies and federal agencies. The U.S. Department of Justice sets forth the terms by which law enforcement may use these funds. These funds are transferred to the District Attorney's Criminal Prosecution budget unit to assist with the Asset Forfeitures Unit's operating expenses and other public safety expenses according to the guideline set forth by the U.S. Department of Justice.

## 2013-14 ADOPTED BUDGET



## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Law and Justice  
 DEPARTMENT: District Attorney  
 FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various  
 FUNCTION: Public Protection  
 ACTIVITY: Judicial

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	6,836,889	6,399,296	6,731,790	6,934,073	7,476,527	542,454
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	2,711,275	3,681,799	970,524
Total Exp Authority	0	6,836,889	6,399,296	6,731,790	9,645,348	11,158,326	1,512,978
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	6,836,889	6,399,296	6,731,790	9,645,348	11,158,326	1,512,978
Operating Transfers Out	7,230,722	(1,071)	0	0	0	0	0
Total Requirements	7,230,722	6,835,818	6,399,296	6,731,790	9,645,348	11,158,326	1,512,978
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	3,803,976	3,623,978	3,616,819	3,650,341	3,600,908	3,798,598	197,690
Fee/Rate	5,556,513	2,212,049	2,027,195	3,778,175	2,030,000	2,633,000	603,000
Other Revenue	31,452	41,522	23,495	17,361	11,500	9,700	(1,800)
Total Revenue	9,391,941	5,877,549	5,667,509	7,445,877	5,642,408	6,441,298	798,890
Operating Transfers In	0	0	780,606	0	0	0	0
Total Sources	9,391,941	5,877,549	6,448,115	7,445,877	5,642,408	6,441,298	798,890
Fund Balance					4,002,940	4,717,028	714,088
Budgeted Staffing					0	0	0

## DETAIL OF 2013-14 ADOPTED BUDGET

2013-14				
	Requirements	Sources	Fund Balance	Staffing*
<b>Special Revenue Funds</b>				
Real Estate Fraud Prosecution (Fund REB)	2,130,045	1,263,000	867,045	7
Auto Insurance Fraud Prosecution (Fund RIP)	874,784	637,495	237,289	3
Workers' Comp Insurance Fraud (Fund ROB)	2,619,456	2,366,103	253,353	13
Specialized Prosecutions (Fund SBI)	3,305,771	857,600	2,448,171	9
Vehicle Fees - Auto Theft (Fund SDM)	827,958	795,000	32,958	5
State Asset Forfeitures (Fund SBH)	253,048	170,000	83,048	0
Federal Asset Forfeitures (Fund SDN)	1,147,264	352,100	795,164	0
Total Special Revenue Funds	11,158,326	6,441,298	4,717,028	37

\*Staffing costs for these Special Revenue Funds are located within the District Attorney's General Fund budget unit; however, the funding for these positions is located within these special revenue funds.

**Real Estate Fraud Prosecution:** Requirements of \$2.1 million include transfers to the Department's Criminal Prosecution budget unit for the cost of staff assigned to real estate fraud prosecution (\$1.3 million) and an amount set aside in contingencies for future allocation (\$0.8 million). Sources of \$1.3 million represent the amount anticipated from the \$3.00 fee collected on recording documents for real estate fraud prosecution.

**Auto Insurance Fraud Prosecution:** Requirements of \$874,784 primarily include transfers to the Department's Criminal Prosecution budget unit for the cost of staff assigned to auto insurance fraud prosecution (\$492,672) and an amount set aside in contingencies for future allocation (\$382,036). Sources of \$637,495 represent projected grant funds from the California Department of Insurance.



**Workers' Compensation Insurance Fraud Prosecution:** Requirements of \$2.6 million include transfers to the Department's Criminal Prosecution budget unit for the cost of staff assigned to workers' compensation insurance fraud prosecution (\$2.4 million) and an amount set aside in contingencies for future allocation (\$0.2 million). Sources of \$2.4 million reflect projected grant funds from the California Department of Insurance.

**Specialized Prosecutions:** Requirements of \$3.3 million include transfers to the Department's Criminal Prosecution budget unit for staffing and other costs related to specialized prosecutions (\$1.9 million) and an amount set aside in contingencies for future allocation (\$1.4 million). Sources of \$0.9 million reflect the Department's estimate of case settlements anticipated for 2013-14.

**Vehicle fees – Auto Theft Prosecution:** Requirements of \$827,958 primarily include transfers to the Department's Criminal Prosecution budget unit for costs associated with prosecuting and investigating automobile theft crimes (\$793,000) and an amount set aside in contingencies for future allocation (\$34,894). Sources of \$795,000 represent new and renewal registration assessment on vehicles registered in San Bernardino County.

**State Asset Forfeitures:** Requirements of \$253,048 primarily include transfers to the Department's Criminal Prosecution budget unit to help offset the costs of processing asset forfeiture cases (\$200,019) and an amount set aside in contingencies for future allocation (\$52,876). Sources of \$170,000 reflect the anticipated proceeds from asset forfeitures.

**Federal Asset Forfeitures:** Requirements of \$1.1 million include transfers to the Department's Criminal Prosecution budget unit to assist with operating expenses of the Asset Forfeiture Unit (\$439,000) and an amount set aside in contingencies for future allocation (\$708,095). Sources of \$352,100 represent proceeds from federal asset forfeiture funds (\$350,000) and interest earnings (\$2,100).

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.5 million due to increases in contingencies of \$1.0 million and operating expenses (\$0.5 million) resulting from additional transfers to the District Attorney's criminal budget unit primarily for the cost of 2 new positions in Specialized Prosecutions and planned technology improvements. Sources are increasing by \$0.8 million primarily to reflect the current and projected rise in revenue from real estate recording fees as the housing market improves.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this consolidated special revenue budget units.





## LAW AND JUSTICE GROUP ADMINISTRATION

### Ronald E. Cochran

#### DEPARTMENT MISSION STATEMENT

*The Law and Justice Group Executive Committee enhances the quality of life, provides for the safety of all citizens, and promotes the principles of justice within San Bernardino County by coordinating resources and services including justice facilities and information management.*



#### 2012-13 ACCOMPLISHMENTS

- Secured 2012 Justice Assistance Grant funding of approximately \$657,791 on behalf of the County and 17 cities.
- Secured Juvenile Accountability Block Grant funding of \$132,329 for fiscal year for continuance of the Public Defender's Early Intervention program.
- Purchased equipment for law and justice agencies including the Sheriff/Coroner/Public Administrator, Probation Department, District Attorney, Public Defender and Superior Court.

#### COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

##### COUNTY GOAL: MAINTAIN PUBLIC SAFETY

**Objective(s):** • *Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.*

**Department Strategy:**

- *Increase the number of cases that are electronically filed.*
- *Participate with Law and Justice Agencies to facilitate additional grant funding.*
- *Identify new grant opportunities.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of cases filed electronically.	96%	95%	97%	95%
Number of youth and/or families served with Juvenile Accountability Block Grant funding.	N/A	175	200	200
Amount of additional funding secured.	N/A	N/A	N/A	\$600,000





**SUMMARY OF BUDGET UNITS**

2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget Staffing
<b>General Fund</b>					
Law and Justice Group Administration	5,000	5,000	0		1
Total General Fund	5,000	5,000	0		1
<b>Special Revenue Funds</b>					
Special Revenue Funds - Consolidated	4,815,494	275,000		4,540,494	0
Total Special Revenue Funds	4,815,494	275,000		4,540,494	0
<b>Total - All Funds</b>	<b>4,820,494</b>	<b>280,000</b>	<b>0</b>	<b>4,540,494</b>	<b>1</b>

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Law and Justice Group Administration	230,592	308,183	200,164	144,767	5,000
2009 Recovery Act Justice Assistance Grant	4,691,019	461,699	468,507	202,441	0
2009 Justice Assistance Grant	1,103,496	91,482	76,573	29,207	0
2010 Justice Assistance Grant	7,206	1,035,415	118,874	73,858	41,962
2011 Justice Assistance Grant	0	0	834,114	81,514	52,946
2012 Justice Assistance Grant	0	0	0	657,791	59,746
Southwest Border Prosecution Initiative	9,775,884	9,033,780	5,005,236	4,795,209	4,660,840
<b>Total</b>	<b>15,808,197</b>	<b>10,930,559</b>	<b>6,703,468</b>	<b>5,984,787</b>	<b>4,820,494</b>

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Law and Justice Group Administration	74,066	154,159	200,164	144,767	5,000
2009 Recovery Act Justice Assistance Grant	4,691,019	5,350	2,500	0	0
2009 Justice Assistance Grant	1,103,496	0	0	0	0
2010 Justice Assistance Grant	0	1,035,415	0	0	0
2011 Justice Assistance Grant	0	0	834,114	0	0
2012 Justice Assistance Grant	0	0	0	657,791	0
Southwest Border Prosecution Initiative	2,448,000	1,688,000	543,000	350,000	275,000
<b>Total</b>	<b>8,316,581</b>	<b>2,882,924</b>	<b>1,579,778</b>	<b>1,152,558</b>	<b>280,000</b>

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Law and Justice Group Administration	156,526	154,024	0	0	0
<b>Total</b>	<b>156,526</b>	<b>154,024</b>	<b>0</b>	<b>0</b>	<b>0</b>

5-YEAR FUND BALANCE TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
2009 Recovery Act Justice Assistance Grant	0	456,349	466,007	202,441	0
2009 Justice Assistance Grant	0	91,482	76,573	29,207	0
2010 Justice Assistance Grant	7,206	0	118,874	73,858	41,962
2011 Justice Assistance Grant	0	0	0	81,514	52,946
2012 Justice Assistance Grant	0	0	0	0	59,746
Southwest Border Prosecution Initiative	7,327,884	7,345,780	4,462,236	4,445,209	4,385,840
<b>Total</b>	<b>7,335,090</b>	<b>7,893,611</b>	<b>5,123,690</b>	<b>4,832,229</b>	<b>4,540,494</b>



## Law and Justice Group Administration

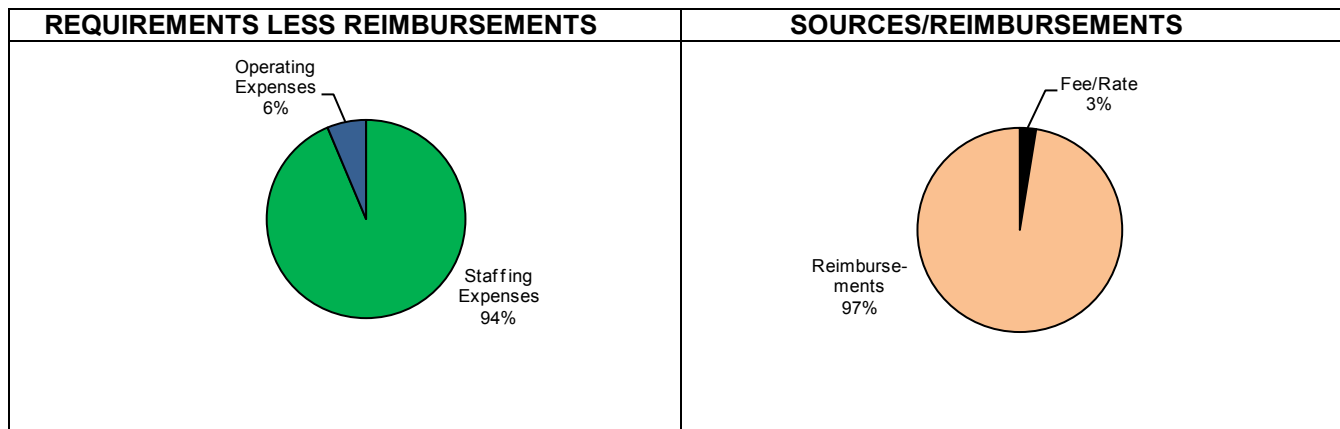
### DESCRIPTION OF MAJOR SERVICES

Under general direction of the Law and Justice Group Chairman, the law and justice departments collaborate on grant applications, projects and operational enhancements, with the assistance of and coordination by the Administrative Analyst for the Law and Justice Group.

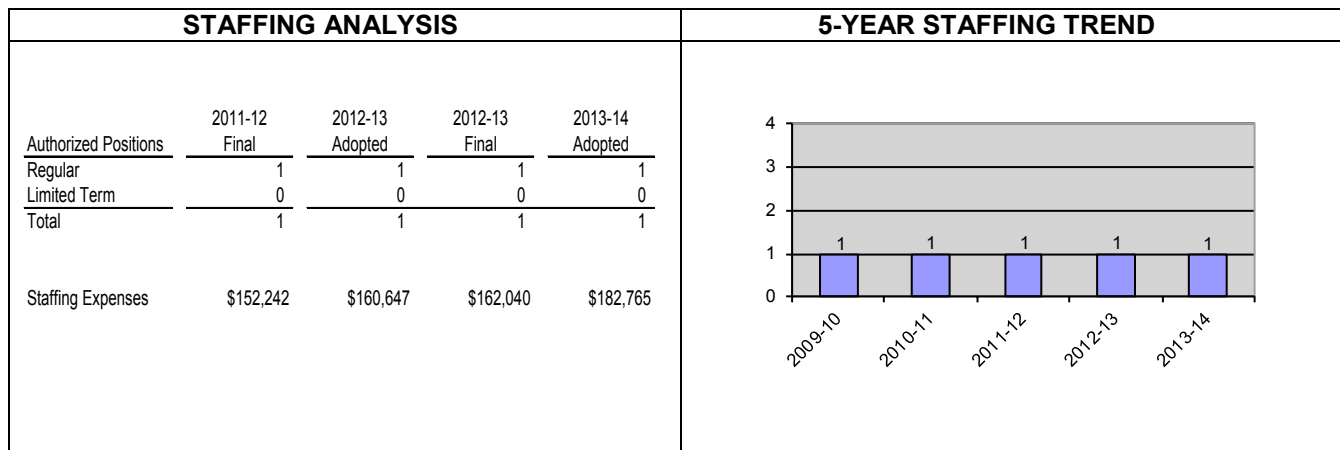
#### Budget at a Glance

Total Requirements	\$5,000
Total Sources	\$5,000
Net County Cost	\$0
Total Staff	1
Funded by Net County Cost	0%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Law and Justice  
DEPARTMENT: Law and Justice Group Administration  
FUND: General

BUDGET UNIT: AAA LNJ  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	159,947	160,014	152,242	162,040	162,040	182,765	20,725
Operating Expenses	69,935	176,854	208,045	107,305	183,624	12,361	(171,263)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	229,882	336,868	360,287	269,345	345,664	195,126	(150,538)
Reimbursements	0	(29,345)	(181,299)	(163,633)	(200,897)	(190,126)	10,771
Total Appropriation	229,882	307,523	178,988	105,712	144,767	5,000	(139,767)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	229,882	307,523	178,988	105,712	144,767	5,000	(139,767)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	68,194	147,818	180,736	97,270	139,767	0	(139,767)
Fee/Rate	5,000	5,000	5,000	5,000	5,000	5,000	0
Other Revenue	1,288	0	0	0	0	0	0
Total Revenue	74,482	152,818	185,736	102,270	144,767	5,000	(139,767)
Operating Transfers In	655	0	0	0	0	0	0
Total Sources	75,137	152,818	185,736	102,270	144,767	5,000	(139,767)
Net County Cost	154,745	154,705	(6,748)	3,442	0	0	0
Budgeted Staffing					1	1	0

## MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET

Staffing expenses of \$182,765 fund 1 budgeted position (Administrative Analyst) for the Law and Justice Group.

Operating expenses of \$12,361 include COWCAP charges (\$6,166); single-audit costs (\$3,000), and administrative expenses (\$3,195).

Reimbursements of \$190,126 include transfers from the Southwest Border Prosecution Initiative Fund (\$134,387) and from the Justice Assistance Grants (\$55,739) to fund staffing and operating expenses.

Sources of \$5,000 include the Superior Court's contribution toward the Law and Justice Group in accordance with an MOU between the County of San Bernardino and Superior Court.

## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	1	0	1	1	0	0	1
Total	1	0	1	1	0	0	1

<b>Administration</b>	
<u>Classification</u>	
1 Administrative Analyst III	
1 Total	



## Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**2009 Recovery Act Justice Assistance Grant** provides funding through the American Recovery and Reinvestment Act (ARRA) for the prevention or reduction of crime and violence. The County of San Bernardino serves as the lead agency and passes allocations through to the various local jurisdictions. Grant funds have been used for Juvenile Drug courts; a security system at the Sheriff/Coroner/Public Administrator's Colorado River station; improvements to the Probation Department's case management system; purchase of computer equipment and training for the District Attorney; and document imaging for the Public Defender.

#### Budget at a Glance

Total Requirements	\$4,815,494
Total Sources	\$275,000
Fund Balance	\$4,540,494
Use of Fund Balance	\$1,261,202
Total Staff	0

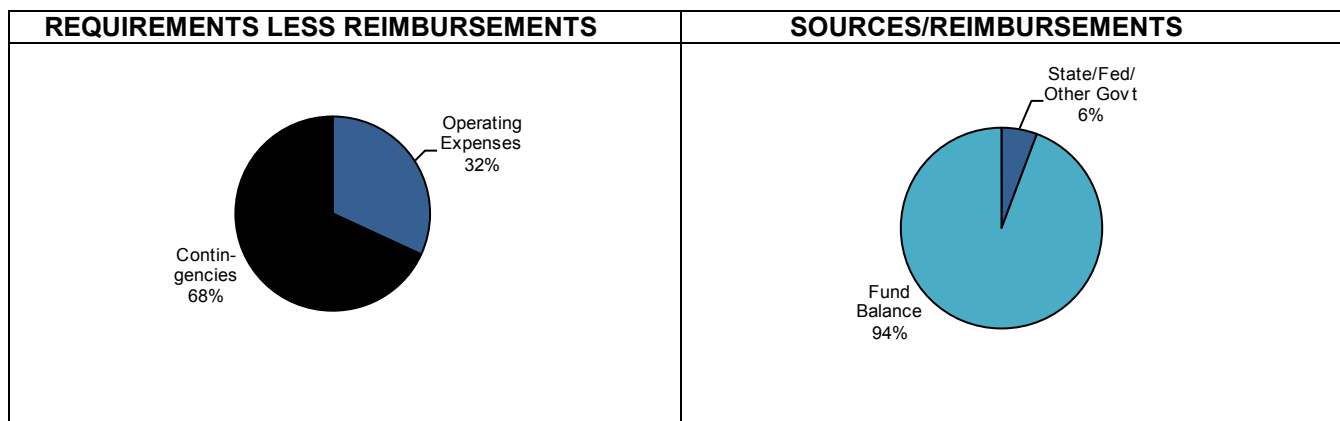
**2010 Justice Assistance Grant** funding is used to support a broad range of law enforcement activities to improve the overall criminal justice system. The County of San Bernardino serves as the lead agency and passes allocations through to the various local jurisdictions. Grant funds have been used for the purchase of tasers for the Sheriff/Coroner/Public Administrator's Detention and Corrections Bureau; purchase of hardware and software for the District Attorney; dispatch services for the Public Defender; and Global Positioning System (GPS) tracking for the Probation Department.

**2011 Justice Assistance Grant** provides funding through the American Recovery and Reinvestment Act (ARRA) for the prevention or reduction of crime and violence. The County of San Bernardino serves as the lead agency and passes allocations through to the various local jurisdictions. Grant funds have been used for the purchase of radios for the Sheriff/Coroner/Public Administrator; software and equipment upgrades for the District Attorney; GPS tracking for the Probation Department; and upgrades to the Public Defender's audio-visual equipment.

**2012 Justice Assistance Grant** funding is used to support a broad range of law enforcement activities to improve the overall criminal justice system. The County of San Bernardino serves as the lead agency and passes allocations through to the various local jurisdictions. Grant funds have been used for the purchase of a microscope for the Sheriff/Coroner/Public Administrator's Scientific Investigations Division; purchase of hardware and software for the District Attorney; computer equipment for the Public Defender; and GPS tracking and polygraph services for the Probation Department.

**Southwest Border Prosecution Initiative** is a reimbursement program under which jurisdictions in the four Southwestern U.S. Border States (Arizona, California, Texas, and New Mexico) are eligible to be reimbursed for a portion of prosecution and detention costs in federal cases. These funds are used for law and justice activities that support and enhance prosecutorial and detention services.

### 2013-14 ADOPTED BUDGET



## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Law and Justice  
DEPARTMENT: Law and Justice Group Administration  
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	3,474,646	1,655,122	1,244,095	2,664,580	1,536,202	(1,128,378)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	3,175,440	3,279,292	103,852
Total Exp Authority	0	3,474,646	1,655,122	1,244,095	5,840,020	4,815,494	(1,024,526)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	3,474,646	1,655,122	1,244,095	5,840,020	4,815,494	(1,024,526)
Operating Transfers Out	0	2,085,270	3,000	0	0	0	0
Total Requirements	0	5,559,916	1,658,122	1,244,095	5,840,020	4,815,494	(1,024,526)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	2,436,749	1,341,164	932,634	1,007,791	275,000	(732,791)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	72,599	25,499	19,834	0	0	0
Total Revenue	0	2,509,348	1,366,663	952,468	1,007,791	275,000	(732,791)
Operating Transfers In	0	219,241	0	0	0	0	0
Total Sources	0	2,728,589	1,366,663	952,468	1,007,791	275,000	(732,791)
Fund Balance					4,832,229	4,540,494	(291,735)
Budgeted Staffing					0	0	0

## DETAIL OF 2013-14 ADOPTED BUDGET

	2013-14			
	Requirements	Sources	Fund Balance	Staffing
<b>Special Revenue Funds</b>				
2009 Recovery Act JAG Grant (Fund SIT)	0	0	0	0
2009 Justice Assistance Grant (Fund SDT)	0	0	0	0
2010 Justice Assistance Grant (Fund SIQ)	41,962	0	41,962	0
2011 Justice Assistance Grant (Fund SDO)	52,946	0	52,946	0
2012 Justice Assistance Grant (Fund SDZ)	59,746	0	59,746	0
Southwest Border Prosecution Initiative (Fund SWI)	4,660,840	275,000	4,385,840	0
Total Special Revenue Funds	4,815,494	275,000	4,540,494	0

Operating expenses of \$1.5 million include costs of Board-approved projects not completed in previous fiscal year as shown below:

- Security Enhancements for the Sheriff/Coroner/Public Administrator's West Foothill Station (\$30,000)
- Sheriff/Coroner/Public Administrator's Desert Dispatch (\$392,726)
- Purchase of a Regional Tactical Vehicle for the Sheriff/Coroner/Public Administrator (\$250,000)
- Purchase of equipment for the Sheriff's Crime Lab (\$40,210)
- Purchase of microscope for the Sheriff's Crime Lab (\$137,250)
- Purchase of software for the Sheriff's Hi Tech Crime Division (\$45,370)
- Purchase of software for the Sheriff's Presynct Project (\$15,817)
- District Attorney Parent Project (\$18,081)
- District Attorney Gang Reduction Intervention Program (\$5,711)
- ISD Corporation contract for Law and Justice Group Server (\$32,000)
- Public Defender's Imaging Project (\$236,878)



- Contribution to the Law and Justice Group for administrative expenses (\$190,336)
- San Bernardino Juvenile Drug Courts – SCRAM tracking (\$33,247)
- Probation's Video Courtroom (\$44,049)
- Upgrades to the Public Defender's Audio-Visual System (\$21,054)
- Purchase of equipment for the Public Defender (\$13,473)
- Public Defender's Dispatch Services Contract (\$30,000)

Contingencies of \$3.3 million represent the amount available for future projects as identified by the Law and Justice Group and approved by the Board of Supervisors.

Sources of \$275,000 include projected reimbursement claims from the federal government.

### **BUDGET CHANGES AND OPERATIONAL IMPACT**

**Consolidated Special Revenue Funds** are decreasing requirements by \$1.0 million and sources by \$0.7 million. Fund balance declined by \$0.3 million primarily as a result of the one-time nature of grant funding.

### **STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## PROBATION

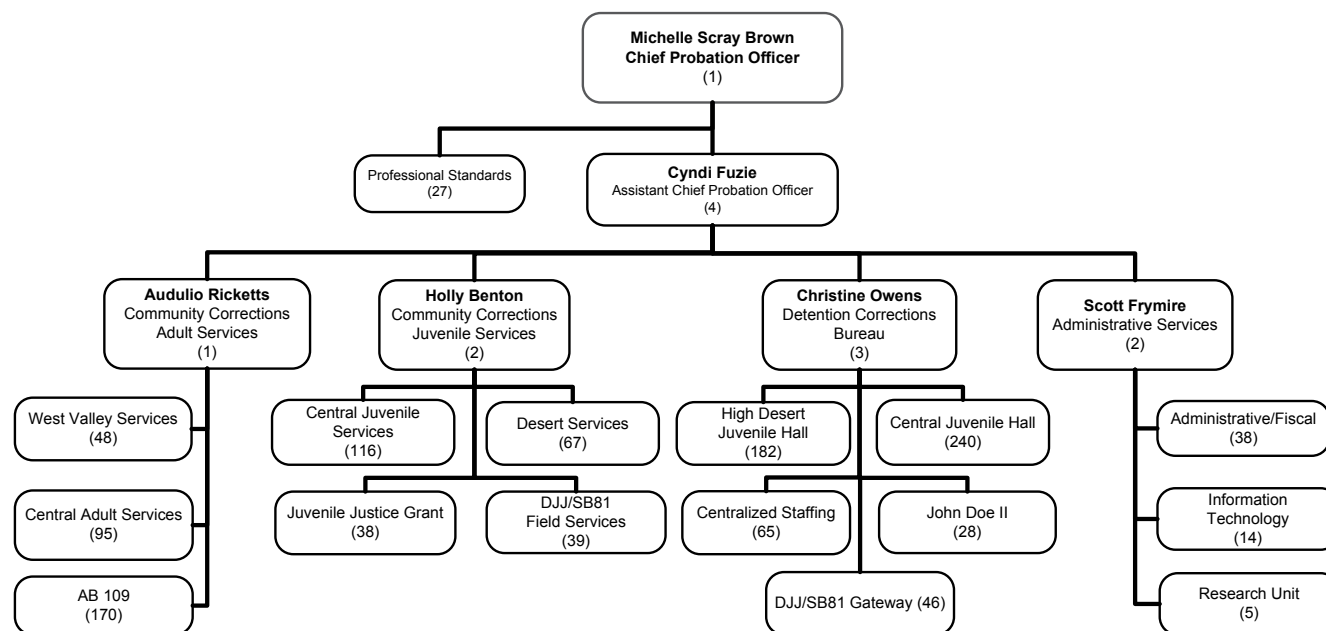
### Michelle Scray Brown

#### DEPARTMENT MISSION STATEMENT

*The Probation Department is dedicated to protecting the community through assessment, treatment and control of adult and juvenile offenders by providing a range of effective services based on legal requirements and recognized professional standards.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Received two National Association of Counties (NACo) Achievement Awards, one for the Gateway Program and the other for development and implementation of the Performance Assessment System (PAS).
- Received the California State Association of Counties (CSAC) Innovation Challenge Award for development and implementation of the AB 109 Realignment Plan. The plan includes three regional Day Reporting Centers (DRC) that operate as a “one stop shop” providing a full array of services from several County departments.
- Established the Probation Apprehension Team to seek and capture offenders that have absconded from supervision.
- Coordinated and/or participated in 37 multi-agency compliance sweeps or enforcement operations resulting in the confiscation of 322 firearms, 391 other weapon types, 70 pounds of marijuana, and 8.6 pounds of methamphetamine.
- Added six probation officers to school campuses, bringing the total to 23, which helped to increase the average daily attendance and allowed for intervention with youth on probation or at risk of entering the juvenile justice system.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: MAINTAIN PUBLIC SAFETY

**Objective(s):** • *Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.*

**Department Strategy:** • *Supervise adult and juvenile probationers at an appropriate level to reduce recidivism.*  
• *Assess each new adult and juvenile offender to determine expected risk of recidivating and their criminogenic risk factors to ensure appropriate supervision level.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of adult supervision cases recidivating.	3.5%	3.1%	4.6%	3.5%
Percentage of juvenile supervision cases recidivating.	8.0%	8.0%	6.8%	6.0%
Percentage of new adult supervision cases assessed within 60 days.	85.9%	87.0%	94.7%	94.0%
Percentage of new juvenile supervision cases assessed within 60 days.	94.4%	95.0%	96.4%	97.2%

There was a small increase in the percentage of adults recidivating during 2012-13 due to a more serious assortment of AB 109 offenders being released by the State sooner than anticipated. For purposes of collecting recidivism information for the adult population, the Probation Department can currently report on only those convictions that occur in San Bernardino County.

## SUMMARY OF BUDGET UNITS

2013-14						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Administration, Corrections and Detention	137,368,823	73,665,220	63,703,603			1,193
Court-Ordered Placements	0	0	0			0
Juvenile Justice Grant Program	0	0	0			38
Total General Fund	137,368,823	73,665,220	63,703,603			1,231
<b><u>Special Revenue Funds</u></b>						
Special Revenue Funds - Consolidated	14,844,057	7,196,928		7,647,129		0
Total Special Revenue Funds	14,844,057	7,196,928		7,647,129		0
<b>Total - All Funds</b>	152,212,880	80,862,148	63,703,603	7,647,129		1,231





<b>5-YEAR REQUIREMENTS TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Administration, Corrections and Detention	109,131,846	107,089,367	117,370,337	135,711,292	137,368,823
Court-Ordered Placements	2,542,766	1,053,834	424,717	1,529,775	0
Juvenile Justice Grant Program	0	0	0	0	0
Juvenile Justice Crime Prevention Act	4,663,510	6,656,996	8,548,431	10,364,803	10,044,011
SB 678 - Criminal Recidivism	0	0	2,266,012	4,089,464	4,413,778
AB 1628 - Juvenile Reentry Program	0	0	200,000	103,372	321,642
Asset Forfeiture 15%	14,727	12,318	9,881	9,908	9,948
State Seized Assets	58,440	54,592	54,356	54,406	54,678
<b>Total</b>	<b>116,411,289</b>	<b>114,867,107</b>	<b>128,873,734</b>	<b>151,863,020</b>	<b>152,212,880</b>

<b>5-YEAR SOURCES TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Administration, Corrections and Detention	45,245,680	45,763,911	55,837,449	71,433,960	73,665,220
Court-Ordered Placements	0	0	0	0	0
Juvenile Justice Grant Program	0	0	0	0	0
Juvenile Justice Crime Prevention Act	3,688,447	6,383,859	5,875,000	5,962,836	5,861,917
SB 678 - Criminal Recidivism	0	0	2,266,012	1,822,330	1,214,775
AB 1628 - Juvenile Reentry Program	0	0	200,000	0	120,000
Asset Forfeiture 15%	193	141	80	50	36
State Seized Assets	837	653	380	160	200
<b>Total</b>	<b>48,935,157</b>	<b>52,148,564</b>	<b>64,178,921</b>	<b>79,219,336</b>	<b>80,862,148</b>

<b>5-YEAR NET COUNTY COST TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Administration, Corrections and Detention	63,886,166	61,325,456	61,532,888	64,277,332	63,703,603
Court-Ordered Placements	2,542,766	1,053,834	424,717	1,529,775	0
Juvenile Justice Grant Program	0	0	0	0	0
<b>Total</b>	<b>66,428,932</b>	<b>62,379,290</b>	<b>61,957,605</b>	<b>65,807,107</b>	<b>63,703,603</b>

<b>5-YEAR FUND BALANCE TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Juvenile Justice Crime Prevention Act	975,063	273,137	2,673,431	4,401,967	4,182,094
SB 678 - Criminal Recidivism	0	0	0	2,267,134	3,199,003
AB 1628 - Juvenile Reentry Program	0	0	0	103,372	201,642
Asset Forfeiture 15%	14,534	12,177	9,801	9,858	9,912
State Seized Assets	57,603	53,939	53,976	54,246	54,478
<b>Total</b>	<b>1,047,200</b>	<b>339,253</b>	<b>2,737,208</b>	<b>6,836,577</b>	<b>7,647,129</b>



## Administration, Corrections and Detention

### DESCRIPTION OF MAJOR SERVICES

Probation executive management is responsible for the overall leadership to provide Department policies and procedures that focus on maintaining public safety while operating in a fiscally responsible and business-like manner. These efforts are driven by the principles of operating with management integrity, relying on recognized professional practices, and developing innovative programs to meet the changing needs of the population.

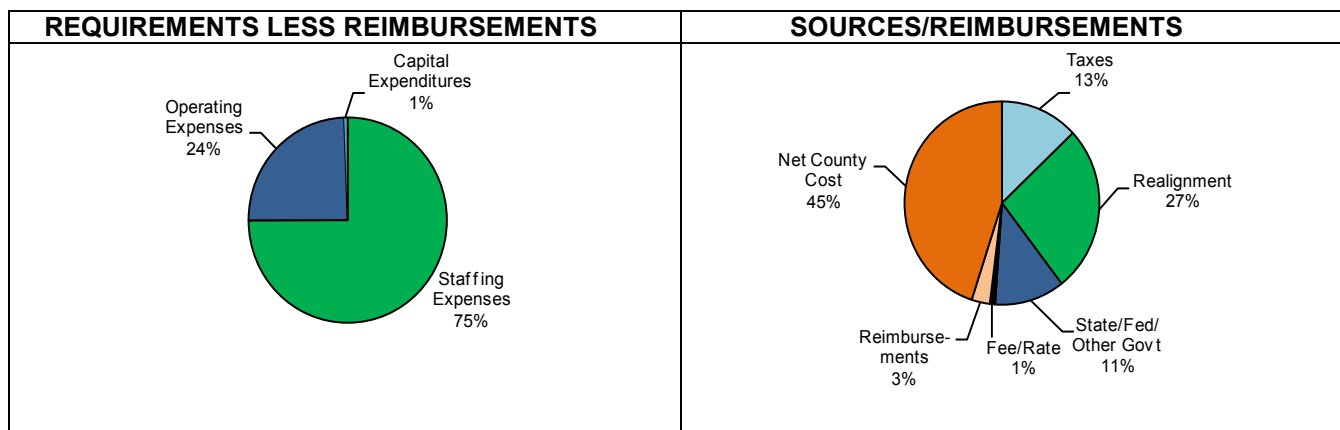
#### Budget at a Glance

Total Requirements	\$137,368,823
Total Sources	\$73,665,220
Net County Cost	\$63,703,603
Total Staff	1,193
Funded by Net County Cost	45%

Each of the following bureaus focus on providing for the health and social service needs of County residents, whether managing field operations in the community or caring for minors in detention, by addressing each individual's criminogenic risk factors and providing services that meet those specific needs:

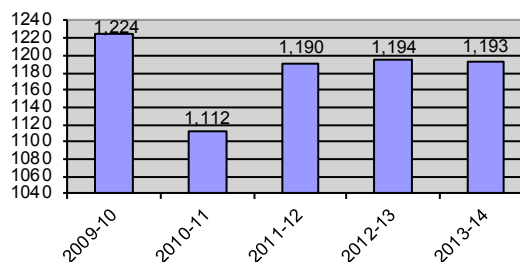
- Community Corrections Bureau (CCB) is responsible for adult and juvenile supervision, investigation reports for the courts, and case management services. CCB utilizes appropriate evidence-based treatment and supervision services as identified through validated assessment tools. With development of AB 109, the Department has created Day Reporting Centers (DRC) in three regions of the County to provide services to the entire adult offender population by offering services from a wide variety of governmental agencies such as Behavioral Health, Workforce Development, Transitional Assistance, and other related agencies much like the Juvenile Division currently operates. All efforts are aimed at minimizing recidivism and moving offenders into a role of self sufficient, producing citizens.
- Detention Corrections Bureau (DCB) is responsible for the County's Juvenile Detention and Assessment Centers (JDAC) and Department operated residential treatment options in secured environments for legally detained and court ordered minors. DCB works with all law enforcement agencies in the County when a minor is considered for detention and with multiple County agencies within the facilities, as well as local community groups such as faith based organizations to address the juvenile's needs.
- Administrative Services Bureau (ASB) is responsible for the organizational and specialty support functions that include fiscal, payroll/personnel, purchasing, accounts payable, information systems, research/analytical support, courier/file management, and the professional Standards Units. Each of these units work with other County agencies, from fiscal audits to developing new training curriculums, to ensure that the Department is operating in a fiscally responsible and business-like manner while staying focused on the primary objective to maintain public safety.

### 2013-14 ADOPTED BUDGET



## BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
	2011-12 Final	2012-13 Adopted	2012-13 Final	2013-14 Adopted					
Authorized Positions									
Regular	1,172	1,184	1,184	1,184					
Limited Term	18	11	10	9					
Total	1,190	1,195	1,194	1,193					
Staffing Expenses	\$92,039,659	\$108,275,325	\$108,199,590	\$106,189,710					



## ANALYSIS OF 2013-14 ADOPTED BUDGET

**GROUP:** Law and Justice  
**DEPARTMENT:** Probation-Administration, Corrections and Detention  
**FUND:** General

**BUDGET UNIT:** AAA PRB  
**FUNCTION:** Public Protection  
**ACTIVITY:** Detention and Corrections

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	93,078,987	92,466,715	92,030,807	99,610,804	108,199,590	106,189,710	(2,009,880)
Operating Expenses	18,436,099	16,437,811	24,080,295	27,367,318	33,511,759	34,665,839	1,154,080
Capital Expenditures	5,412	313,207	2,148,395	141,073	283,700	810,000	526,300
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	111,520,498	109,217,733	118,259,497	127,119,195	141,995,049	141,665,549	(329,500)
Reimbursements	(2,334,244)	(2,431,302)	(1,960,347)	(3,703,984)	(7,207,757)	(4,296,726)	2,911,031
Total Appropriation	109,186,254	106,786,431	116,299,150	123,415,211	134,787,292	137,368,823	2,581,531
Operating Transfers Out	0	293,200	796,000	923,970	924,000	0	(924,000)
Total Requirements	109,186,254	107,079,631	117,095,150	124,339,181	135,711,292	137,368,823	1,657,531
<b>Sources</b>							
Taxes	14,487,500	14,687,500	15,887,500	16,950,000	16,950,000	18,337,500	1,387,500
Realignment	2,700,630	2,700,630	2,700,630	24,837,053	35,754,529	37,669,738	1,915,209
State, Fed or Gov't Aid	25,472,911	26,837,964	35,691,248	18,484,743	16,586,229	16,416,882	(169,347)
Fee/Rate	1,575,050	1,516,110	1,501,502	1,152,760	1,602,202	1,240,100	(362,102)
Other Revenue	3,462	11,933	34,907	1,557,686	1,000	1,000	0
Total Revenue	44,239,553	45,754,137	55,815,787	62,982,242	70,893,960	73,665,220	2,771,260
Operating Transfers In	647,505	(54,191)	21,000	0	540,000	0	(540,000)
Total Sources	44,887,058	45,699,946	55,836,787	62,982,242	71,433,960	73,665,220	2,231,260
Net County Cost	64,299,196	61,379,685	61,258,363	61,356,939	64,277,332	63,703,603	(573,729)
Budgeted Staffing					1,194	1,193	(1)

## MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET

The majority of expenditures for 2013-14 consist of staffing and facility costs related to the supervision and treatment of adult offenders and legally detained or court ordered minors. These costs include operation of the day reporting centers and the juvenile detention and assessment centers. The Department's primary sources of revenue are as follows: AB 109 funds (\$27.9 million), Prop 172 revenues (\$18.3 million), federal Title IV monies (\$7.2 million), Youthful Offender Block Grant (\$7.1 million), Juvenile Probation Funding from the state (\$5.3 million), reimbursements from other departments/budget units (\$4.3 million), and other realignment funding (\$2.7 million).



## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.7 million primarily due to a significant reduction in reimbursements resulting from the Department budgeting prior year AB109 funds in 2012-13 for one-time purposes. The \$2.0 million decrease in staffing expenses is the result of new employee MOU's combined with new hires starting at lower salary steps to produce significant savings. Sources are increasing by \$2.2 million due to additional Prop 172 and AB 109 monies anticipated for 2013-14.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$106.2 million fund 1,193 budgeted positions of which 1,184 are regular positions and 9 are limited term positions. The Department's budgeted staffing reflects a net decrease of 1 position. Staffing changes are shown below:

The Department is adding 7 positions, which are being funded by AB109, to help fulfill workload requirements associated with the public safety realignment:

- 1 Probation Officer II
- 1 Probation Officer III
- 1 Applications Specialist
- 2 Media Specialist II
- 2 Fiscal Specialist

The Department revised its procedure of transporting juveniles due to safety and security reasons, resulting in the addition of the following 24 new positions to more safely perform this function:

- 20 Probation Officer II
- 2 Probation Officer III
- 2 Supervising Probation Officer

The cost of these new positions is offset through the deletion of 26 vacant probation corrections officer positions previously tasked with this function.

Subsequent to adoption of the budget, it was determined that the Department's revised procedure for transporting juveniles could not be implemented at this time. As a result, it is expected that a request to restore the deleted positions and return the function to the original classifications will be submitted for the Board's consideration and approval.

Furthermore, 6 additional vacant positions (5 probation corrections officers and 1 supervising office specialist) were deleted primarily because of fewer wards within the JDAC system.

The 2013-14 budget also includes the following reclassifications:

- Office Assistant III to Office Assistant IV
- Office Assistant III to IT Technical Assistant I
- Probation Officer III to Probation Officer II
- Statistical Analyst to Administrative Supervisor I



## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administrative Services Bureau	85	6	91	81	10	0	91
Community Correction Bureau	538	0	538	514	17	7	538
Detention Corrections Bureau	561	3	564	498	42	24	564
Total	1,184	9	1,193	1,093	69	31	1,193

Administrative Services Bureau	Community Corrections Bureau	Detention Corrections Bureau
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
3 Accounting Technician	1 Accountant III	1 Applications Specialist
1 Administrative Manager	1 Accounting Technician	3 Clinic Assistant
1 Administrative Supervisor I	1 Administrative Supervisor I	8 Clinical Therapist I
1 Applications Specialist	2 Applications Specialist	1 Clinical Therapist II
1 Assistant Chief Probation Officer	1 Automated Systems Technician	3 Correctional Nurse - Per Diem
2 Automated Systems Analyst I	1 Crime Analyst	20 Correctional Nurse II
7 Automated Systems Technician	2 Deputy Chief Probation Officer	4 Custodian I
6 Background Investigator	2 Domestic Violence Program Coordinator	1 Deputy Chief Probation Officer
1 Business Applications Manager	2 Fiscal Specialist	3 General Maintenance Mechanic
1 Business Systems Analyst II	2 Media Specialist II	10 Licd Vocational Nurse II-Corrections
1 Chief Probation Officer	11 Office Assistant II	1 Mental Health Clinic Supervisor
1 Crime Analyst	80 Office Assistant III	11 Office Assistant II
1 Deputy Chief Probation Administrator	3 Office Assistant IV	23 Office Assistant III
1 Executive Secretary III -Class	1 Payroll Specialist	2 Office Assistant IV
4 Fiscal Assistant	4 Probation Corrections Officer	10 Probation Cook I
6 Fiscal Specialist	1 Probation Corrections Supervisor I	4 Probation Cook II
1 IT Technical Assistant I	2 Probation Corrections Supervisor II	315 Probation Corrections Officer
1 Mail Processor II	4 Probation Division Director I	34 Probation Corrections Supv I
1 Office Assistant II	6 Probation Division Director II	17 Probation Corrections Supv II
11 Office Assistant III	317 Probation Officer II	3 Probation Division Director I
1 Office Assistant IV	46 Probation Officer III	3 Probation Division Director II
2 Office Specialist	5 Secretary I	1 Probation Food Service Manager
5 Payroll Specialist	1 Senior Crime Analyst	3 Probation Food Service Supvsr
2 Probation Corrections Officer	1 Statistical Analyst	18 Probation Food Service Worker
1 Probation Corrections Suerpvisor I	2 Supervising Office Assistant	1 Probation Health Services Manager
2 Probation Corrections Supervisor II	39 Supervising Probation Officer	33 Probation Officer II
1 Probation Division Director I	538 Total	9 Probation Officer III
2 Probation Division Director II		5 Secretary I
1 Probation Officer II		1 Statistical Analyst
7 Probation Officer III		3 Storekeeper
2 Secretary I		1 Stores Specialist
2 Staff Analyst II		2 Supervising Office Assistant
1 Statistical Analyst		2 Supervising Correctional Nurse I
1 Storekeeper		3 Supervising Correctional Nurse II
2 Supervising Fiscal Specialist		1 Supervising Custodian
1 Supervising Office Specialist		4 Supervising Probation Officer
2 Supervising Accounting Technician		564 Total
1 Supervising Auto Systems Analyst II		
3 Supervising Probation Officer		
91 Total		



## Court-Ordered Placements

### DESCRIPTION OF MAJOR SERVICES

Juveniles are committed to the California Youth Authority or group homes to facilitate their rehabilitation, in an attempt to offer intervention programs that will lead to their future safety and productivity. The County is required to pay costs of support for those minors not eligible for state or federal reimbursement programs.

#### Budget at a Glance

Total Requirements	\$0
Total Sources	\$0
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

Activity related to court-ordered placements is now consolidated with Probation - Administration, Corrections and Detention, thus closing out this separate budget unit.

### ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Law and Justice  
DEPARTMENT: Probation - Court-Ordered Placements  
FUND: General

BUDGET UNIT: AAA PYA  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,347,600	1,048,604	387,865	235,220	1,529,775	0	(1,529,775)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	1,347,600	1,048,604	387,865	235,220	1,529,775	0	(1,529,775)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,347,600	1,048,604	387,865	235,220	1,529,775	0	(1,529,775)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,347,600	1,048,604	387,865	235,220	1,529,775	0	(1,529,775)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
Net County Cost	1,347,600	1,048,604	387,865	235,220	1,529,775	0	(1,529,775)
Budgeted Staffing					0	0	0

### MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET

Not applicable.

### BUDGET CHANGES AND OPERATIONAL IMPACT

This budget unit is being closed-out effective June 30, 2013.



## Juvenile Justice Grant Program

### DESCRIPTION OF MAJOR SERVICES

The Juvenile Justice Crime Prevention Act allocates state resources annually to fund programs that address juvenile crime prevention and focus on public safety. The Juvenile Justice Coordinating Council, mandated to oversee local programming, consists of a variety of County and community leaders that develop and recommend the Comprehensive Multi-Agency Juvenile Justice Plan. This plan identifies and addresses the public safety gaps in services for juvenile offenders and their families throughout San Bernardino County.

#### Budget at a Glance

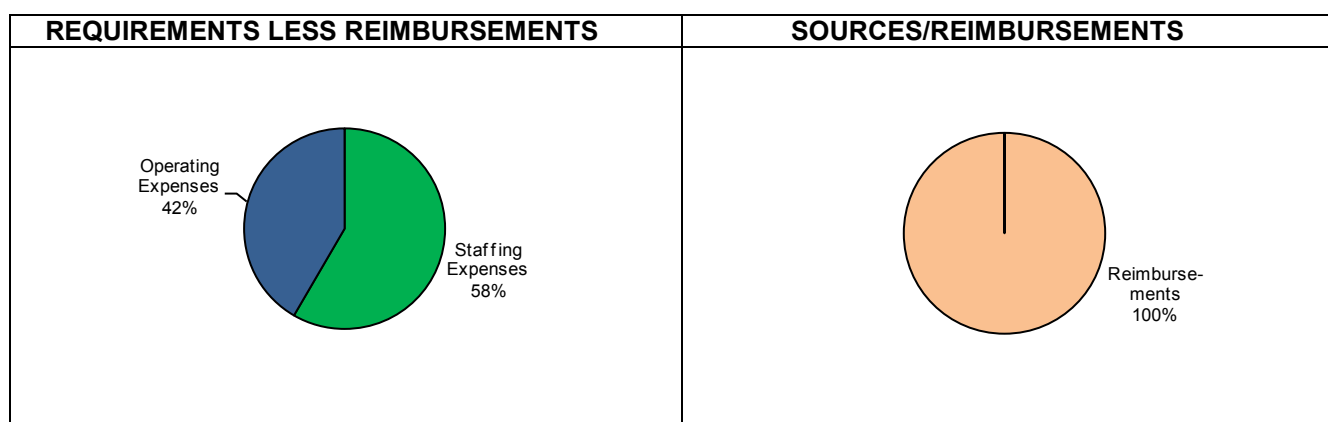
Total Requirements	\$0
Total Sources	\$0
Net County Cost	\$0
Total Staff	38
Funded by Net County Cost	\$0

Current programs include Day Reporting Centers, School Probation Officers and a variety of other programs designed to effectively meet the diverse needs of youth.

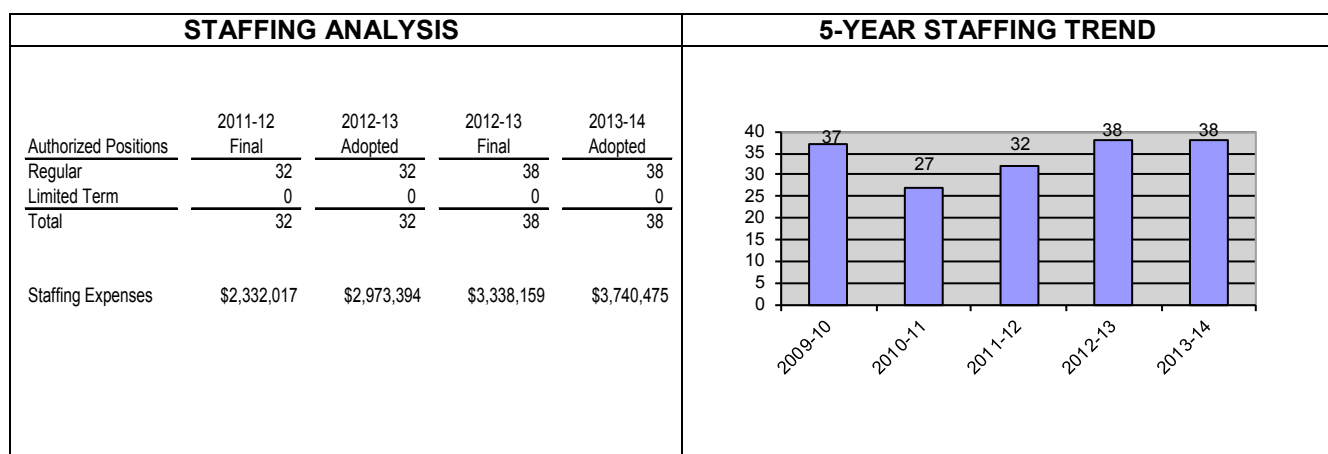
This budget unit was established to receive funds from the Juvenile Justice Grant Program Special Revenue Fund to pay for program expenses and staffing costs when incurred, and avoid cash flow issues.

The Juvenile Justice Grant Program is funded under the State Public Safety Realignment.

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Law and Justice  
DEPARTMENT: Probation - Juvenile Justice Grant Program  
FUND: General

BUDGET UNIT: AAA PRG  
FUNCTION: Public Protection  
ACTIVITY: Detention and Corrections

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	2,519,369	2,446,446	2,331,320	2,899,433	3,338,159	3,740,475	402,316
Operating Expenses	1,887,962	1,535,869	2,015,070	2,421,111	2,887,121	2,664,553	(222,568)
Capital Expenditures	0	0	0	198,793	200,000	0	(200,000)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	4,407,331	3,982,315	4,346,390	5,519,337	6,425,280	6,405,028	(20,252)
Reimbursements	(4,407,331)	(3,982,315)	(4,346,390)	(5,519,192)	(6,425,280)	(6,405,028)	20,252
Total Appropriation	0	0	0	145	0	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	145	0	0	0
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	121	0	0	0
Total Revenue	0	0	0	121	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	121	0	0	0
Net County Cost	0	0	0	24	0	0	0
Budgeted Staffing					38	38	0

## MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET

Staffing and operating expenses represent the cost of programs for at-risk minors that include day reporting centers, counseling and tutoring services, school probation officers, and the District Attorney's Let's End Truancy (LET) Program. This budget unit is funded by reimbursements received from the Department's Juvenile Justice Crime Prevention Act - Special Revenue Fund.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing increases of \$402,316, which includes the full year cost of 6 school probation officers added during 2012-13, are offset by decreased operating expenses and decreased capital expenditures for a one-time equipment purchase made in 2012-13 for expansion of the School Probation Officers program.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$3.7 million fund 38 budgeted regular positions. There are no changes in budgeted staffing for 2013-14.

## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Juvenile Justice Grant	38	0	38	36	2	0	38
Total	38	0	38	36	2	0	38

## Juvenile Justice Grant

## Classification

- 3 Office Assistant III
- 9 Probation Corrections Officers
- 23 Probation Officers II
- 2 Supervising Prob. Officers
- 1 Probation Division Director II
- 38 Total





## Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Juvenile Justice Crime Prevention Act (JJCPA)** accounts for the annual allocation of resources from the state to fund programs that address juvenile crime prevention and focus on public safety. The Juvenile Justice Coordinating Council, mandated to oversee local programming, consists of a variety of county and community leaders that develop and recommend the Comprehensive Multi-Agency Juvenile Justice Plan. This plan identifies and addresses the public safety gaps in services for juvenile offenders and their families throughout San Bernardino County. Staffing is budgeted in the Juvenile Justice Program Grant general fund budget unit and reimbursed by this budget unit.

#### Budget at a Glance

Total Requirements	\$14,844,057
Total Sources	\$7,196,928
Fund Balance	\$7,647,129
Use of Fund Balance	\$1,023,854
Total Staff	0

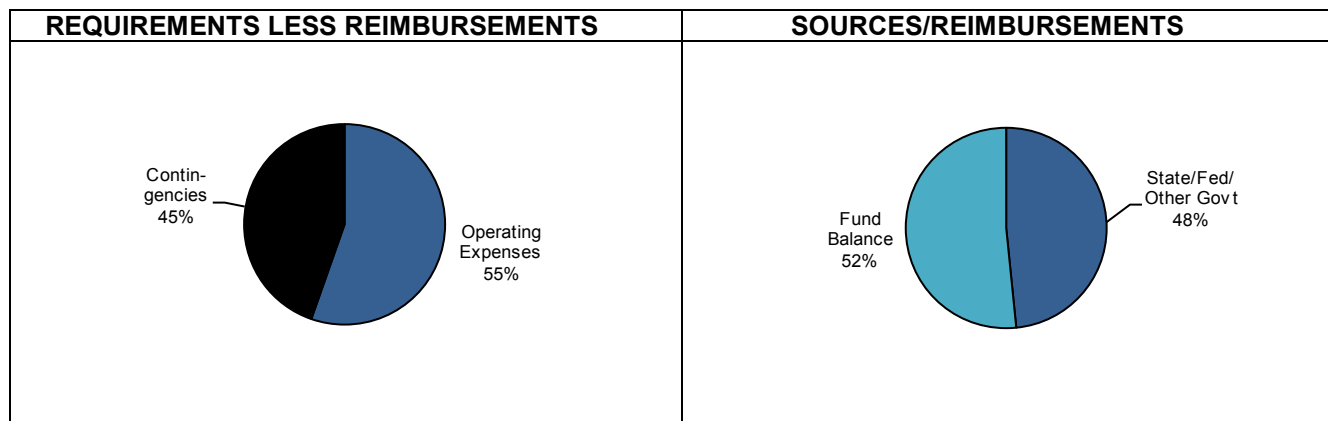
**SB 678 – Criminal Recidivism** allocates state funding resources to oversee programs for the purposes of reducing parolee recidivism. The funding is intended to improve evidence-based probation supervision practices and will enhance public safety outcomes among adult felons who are on probation. Improving felony probation performance, measured by a reduction in felony probationers who are sent to prison because they were revoked on probation or convicted of another crime while on probation, will reduce the number of new admissions to state prison. Staff is budgeted in the Probation general fund budget unit and reimbursed by this budget unit.

**AB 1628 – Juvenile Reentry Program** allocates state funding resources to gradually assume responsibility for supervision of juveniles released from the state's Division of Juvenile Justice (DJJ). This shift of parole supervision to the counties gives local officials more responsibility for the rehabilitation of youth in their communities. This legislation authorizes counties to establish a Juvenile Reentry Fund that would accept state money to address the costs of local supervision and rehabilitative programs.

**Asset Forfeiture 15%** accounts for State of California Health and Safety Code Section 11489 collections which mandates that fifteen percent of distributed seizure funds are used for the sole purpose of funding programs designed to combat drug abuse and divert gang activity. Expenditures for this fund include drug and gang unit expenses not reimbursed through other sources.

**State Seized Assets** accounts for Probation's proportionate share of asset forfeitures seized in conjunction with other agencies. Expenditures for this budget unit include safety equipment and training expenses not reimbursed through other sources.

### 2013-14 ADOPTED BUDGET



## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Law and Justice  
 DEPARTMENT: Probation  
 FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various  
 FUNCTION: Public Protection  
 ACTIVITY: Detention and Corrections

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	4,414,225	3,985,311	4,346,389	7,066,422	8,297,391	8,220,782	(76,609)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	6,324,562	6,623,275	298,713
Total Exp Authority	4,414,225	3,985,311	4,346,389	7,066,422	14,621,953	14,844,057	222,104
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	4,414,225	3,985,311	4,346,389	7,066,422	14,621,953	14,844,057	222,104
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	4,414,225	3,985,311	4,346,389	7,066,422	14,621,953	14,844,057	222,104
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	3,686,238	6,361,365	8,422,181	7,848,633	7,764,166	7,174,692	(589,474)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	15,430	21,902	23,577	28,339	21,210	22,236	1,026
Total Revenue	3,701,668	6,383,267	8,445,758	7,876,972	7,785,376	7,196,928	(588,448)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	3,701,668	6,383,267	8,445,758	7,876,972	7,785,376	7,196,928	(588,448)
Fund Balance					6,836,577	7,647,129	810,552
Budgeted Staffing					0	0	0

## DETAIL OF 2013-14 ADOPTED BUDGET

2013-14

	Requirements	Sources	Fund Balance	Staffing*
<b>Special Revenue Funds</b>				
Juvenile Justice Crime Prevention Act (Fund SIG)	10,044,011	5,861,917	4,182,094	38
SB 678 - Criminal Recidivism (Fund SJB)	4,413,778	1,214,775	3,199,003	17
AB 1628 - Juvenile Reentry Program (Fund SIU)	321,642	120,000	201,642	0
Asset Forfeiture 15% (Fund SYM)	9,948	36	9,912	0
State Seized Assets (Fund SYN)	54,678	200	54,478	0
Total Special Revenue Funds	14,844,057	7,196,928	7,647,129	55

\*Staffing costs for these Special Revenue funds are located within Probation's General Fund budget units (JJCPA staff is in Juvenile Justice Grant Program budget unit and SB 678 staff is in Probation-Administration, Corrections and Detention budget unit. However, the funding for these positions is located within these special revenue funds.

**Juvenile Justice Crime Prevention Act:** Requirements of \$10.0 million include transfers totaling \$6.4 million primarily for the Juvenile Justice Grant Program, the Department's House Arrest Program, and the District Attorney's LET program. Also included is \$3.6 million in contingencies available for future allocation. Sources of \$5.9 million primarily represent the projected state allocation of JJCPA funding.

**SB 678 – Criminal Recidivism:** Requirements of \$4.4 million include transfers of \$1.7 million to the Department's general fund budget unit for reimbursement of salary/benefit costs and other operating expenses. In addition, \$2.7 million is being set aside in contingencies for future allocation. Sources of \$1.2 million represent the projected state allocation of SB 678 funding.



**AB 1628 – Juvenile Reentry Program:** Requirements of \$321,642 represent contingencies available for supervision of juveniles and rehabilitative programs. Sources of \$120,000 represent this program’s anticipated state allocation for 2013-14.

**Asset Forfeiture 15%:** Requirements of \$9,948 represent costs related to drug abuse and gang diversion programs.

**State Seized Assets:** Requirements of \$54,677 include an array of costs such as training, seminars, safety equipment, travel, and incentives for graduates of the youth Gang Resistance Education and Training (G.R.E.A.T.) program.

## BUDGET CHANGES AND OPERATIONAL IMPACT

A net decrease of \$588,448 in total sources is primarily due to less SB 678 funds anticipated from the state for programs that reduce parolee recidivism. Because of the large fund balance available, this reduction will have no impact on operations for 2013-14.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing included in these consolidated special revenue funds.



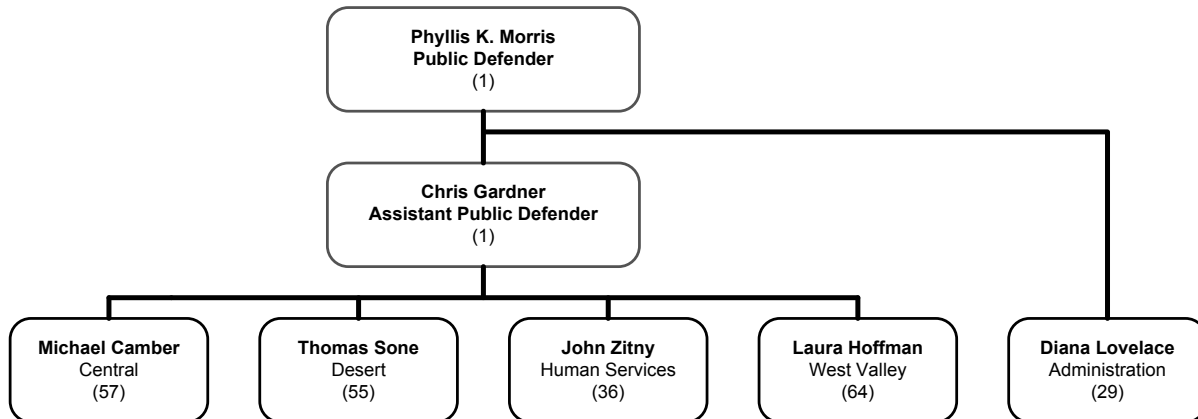
## PUBLIC DEFENDER Phyllis K. Morris

### DEPARTMENT MISSION STATEMENT

*Public Defender's Office protects constitutional rights and promotes justice through effective litigation.*



### ORGANIZATIONAL CHART



### 2012-13 ACCOMPLISHMENTS

- In collaboration with County Information Services Department, implemented a clerical automation project that reduced approximately 70% of clerical manual data entry, increasing efficiency and productivity.
- Entered into an MOU with the Department of Behavioral Health to fund social services support for Public Defender clients and their families.
- Expanded the Juvenile Accountability program to provide social services in the Victorville community.
- Increased litigation of motions in misdemeanor cases.
- Increased community outreach through civic and school groups.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

**COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

**Objective(s):** • *To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.*

**Department Strategy:** • *Protecting constitutional rights and promoting justice through effective litigation by conducting trials.*  
• *Achieving case dispositions that increase chances of self-sufficiency.*  
• *Providing relief from the consequences of a criminal conviction.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of closed cases with a motion filed.	New	New	New	4%
Percentage of closed cases with a preliminary hearing.	New	New	New	35%
Percentage of cases that go to trial.	New	New	New	1.35%
Percentage of Expungement or Certificate of Rehabilitation requests granted.	New	New	New	75%

## SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Public Defender	35,108,960	4,645,553	30,463,407			243
Total General Fund	35,108,960	4,645,553	30,463,407			243

### 5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Public Defender	33,785,481	32,707,647	32,710,032	34,286,690	35,108,960
<b>Total</b>	<b>33,785,481</b>	<b>32,707,647</b>	<b>32,710,032</b>	<b>34,286,690</b>	<b>35,108,960</b>

### 5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Public Defender	1,366,660	1,682,697	2,730,474	3,616,194	4,645,553
<b>Total</b>	<b>1,366,660</b>	<b>1,682,697</b>	<b>2,730,474</b>	<b>3,616,194</b>	<b>4,645,553</b>

### 5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Public Defender	32,418,821	31,024,950	29,979,558	30,670,496	30,463,407
<b>Total</b>	<b>32,418,821</b>	<b>31,024,950</b>	<b>29,979,558</b>	<b>30,670,496</b>	<b>30,463,407</b>



## Public Defender

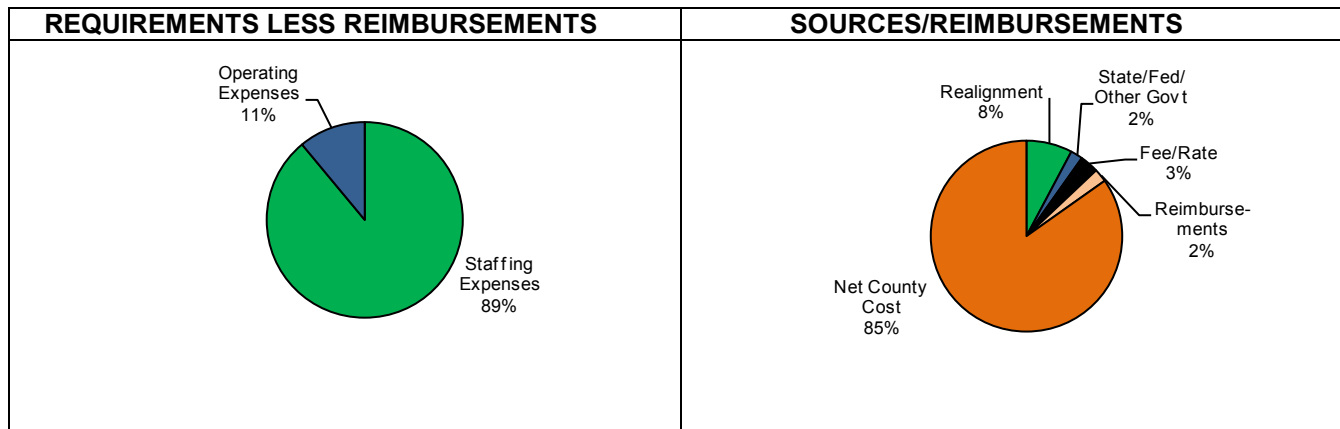
### DESCRIPTION OF MAJOR SERVICES

The Public Defender's Office plays a key role in the administration of justice by providing constitutionally mandated legal services to indigent clients in misdemeanor, felony, juvenile delinquency, and mental health civil commitment cases. Services provided by the Public Defender include performing legal research, writing briefs and writs, counseling clients regarding their legal rights and applicable procedures, investigating the underlying facts and circumstances of each case, negotiating with prosecuting authorities, filing and litigating pre-trial motions, and conducting bench and jury trials. The Public Defender is dedicated to providing for the social service needs of indigent persons throughout the county, actively pursuing case dispositions that increase client's chances of self-sufficiency and providing post-conviction assistance when possible.

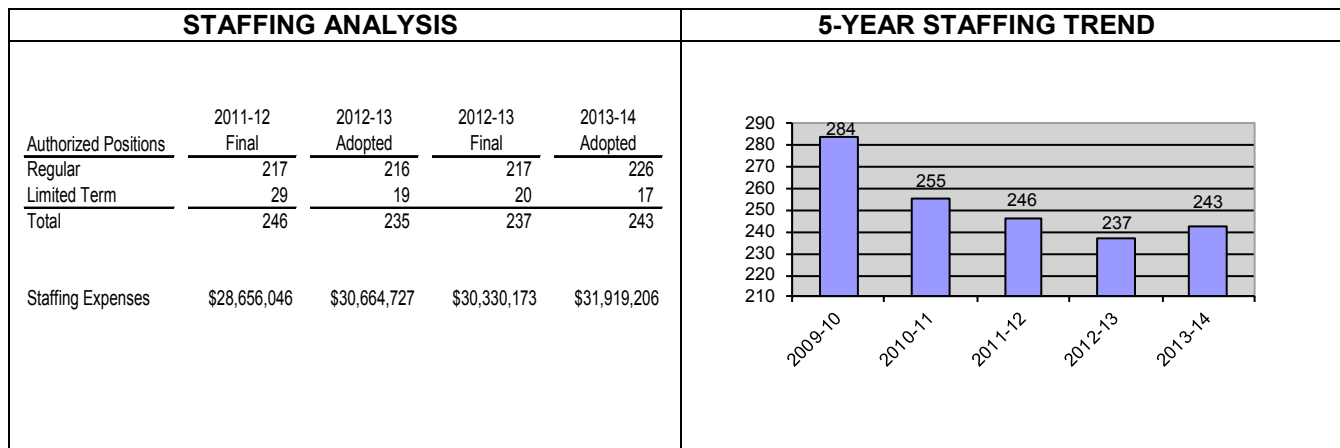
#### Budget at a Glance

Total Requirements	\$35,108,960
Total Sources	\$4,645,553
Net County Cost	\$30,463,407
Total Staff	243
Funded by Net County Cost	85%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Law and Justice  
DEPARTMENT: Public Defender  
FUND: General

BUDGET UNIT: AAA PBD  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	30,212,495	29,660,914	28,656,046	29,184,304	30,330,173	31,919,206	1,589,033
Operating Expenses	3,586,529	3,431,613	4,160,083	4,274,830	4,569,273	3,948,955	(620,318)
Capital Expenditures	95,001	56,022	37,095	31,641	32,500	47,000	14,500
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	33,894,025	33,148,549	32,853,224	33,490,775	34,931,946	35,915,161	983,215
Reimbursements	(332,639)	(448,001)	(346,816)	(419,736)	(645,256)	(806,201)	(160,945)
Total Appropriation	33,561,386	32,700,548	32,506,408	33,071,039	34,286,690	35,108,960	822,270
Operating Transfers Out	219,891	0	0	0	0	0	0
Total Requirements	33,781,277	32,700,548	32,506,408	33,071,039	34,286,690	35,108,960	822,270
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	664,689	0	1,539,816	2,784,093	1,244,277
State, Fed or Gov't Aid	79,597	654,510	817,938	2,399,526	900,839	732,460	(168,379)
Fee/Rate	957,445	1,028,025	1,248,819	1,073,299	1,175,539	1,129,000	(46,539)
Other Revenue	5,953	2,487	0	655	0	0	0
Total Revenue	1,042,995	1,685,022	2,731,446	3,473,480	3,616,194	4,645,553	1,029,359
Operating Transfers In	323,340	0	0	0	0	0	0
Total Sources	1,366,335	1,685,022	2,731,446	3,473,480	3,616,194	4,645,553	1,029,359
Net County Cost	32,414,942	31,015,526	29,774,962	29,597,559	30,670,496	30,463,407	(207,089)
Budgeted Staffing					237	243	6

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

All Public Defender expenditures are for staffing, operating costs and the purchase of fixed assets necessary to achieve the Department's mission of promoting justice through effective litigation that protects constitutional rights. These expenditures are funded primarily through Net County Cost of \$30.5 million. Other sources of revenue include \$2.8 million of Realignment funding, legal services fees of \$1.1 million, and \$0.7 million in SB 90 reimbursements.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

The Department's requirements are increasing by \$0.8 million primarily due to the addition of new positions that will support increasing workloads. Reductions in operating expenses reflect the Department's efforts to contain costs. Sources are increasing by \$1.0 million as the result of increased AB 109 funding awarded from the Local Community Corrections committee.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$31.9 million fund 243 budgeted positions of which 226 are regular positions and 17 are limited term positions. The 2013-14 budget includes a net increase of 6 positions. The Department is requesting the following new positions: 1 Supervising Deputy Public Defender, 4 Deputy Public Defender, 1 Staff Analyst II, 1 Supervising Social Service Practitioner, 2 Public Service Employee, and 2 Investigative Technician II. The Supervising Deputy Public Defender and Deputy Public Defender positions will support increases in case activity related to Realignment. The Staff Analyst II position will support various administrative functions including budget development and tracking, grant and contract administration and perform various analytical studies, recommending and implementing new or improved processes. The Supervising Social Service Practitioner will supervise and direct the activities of the unit responsible for performing specialized social service casework.

Additionally, the Department is deleting 4 Law Clerk II positions and 1 Contract Social Service Practitioner position. The work performed by the Law Clerk II positions will be reassigned to unpaid volunteers and interns seeking to gain job experience in a law firm. The Department added a regular Social Service Practitioner position in 2012-13 and no longer requires the Contract Social Service Practitioner position.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	14	17	31	27	1	3	31
Central Division	57	0	57	53	3	1	57
Desert Division	55	0	55	52	2	1	55
Human Services Division	36	0	36	33	2	1	36
West Valley Division	64	0	64	57	2	5	64
Total	226	17	243	222	10	11	243

Administration	Central Division	Desert Division
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Public Defender	1 Chief Deputy Public Defender	1 Chief Deputy Public Defender
1 Assistant Public Defender	2 Supervising Deputy Public Defender	3 Supervising Deputy Public Defender
1 Chief of Administration	31 Deputy Public Defender	26 Deputy Public Defender
1 Automated Systems Analyst II	1 Supervising Investigator	1 Supervising Investigator
1 Automated Systems Analyst I	10 Investigator	7 Investigator
1 Automated Systems Technician	1 Supervising Office Assistant	1 Supervising Office Assistant
1 Accounting Technician	1 Investigative Technician II	1 Investigative Technician II
1 Executive Secretary II	1 Secretary II	1 Secretary II
4 Office Assistant III	8 Office Assistant III	13 Office Assistant III
1 Payroll Specialist	1 Office Assistant II	1 Office Assistant II
1 Staff Analyst II		
17 Public Service Employee	57 Total	55 Total
31 Total		
Human Services Division	West Valley Division	
<u>Classification</u>	<u>Classification</u>	
1 Chief Deputy Public Defender	1 Chief Deputy Public Defender	
3 Supervising Deputy Public Defender	4 Supervising Deputy Public Defender	
18 Deputy Public Defender	35 Deputy Public Defender	
2 Investigator	1 Supervising Investigator	
1 Secretary II	10 Investigator	
1 Supv. Social Service Practitioner	1 Investigative Technician II	
5 Social Service Practitioner	1 Supervising Office Assistant	
5 Office Assistant III	1 Secretary II	
36 Total	10 Office Assistant III	
	64 Total	





# SHERIFF/CORONER/PUBLIC ADMINISTRATOR

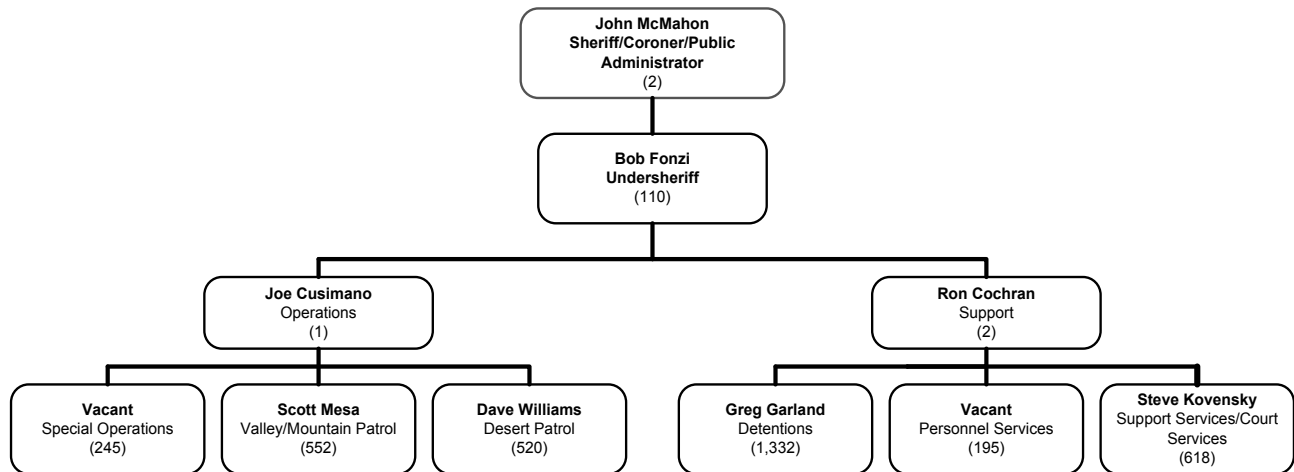
## John McMahon

### DEPARTMENT MISSION STATEMENT

*The Sheriff/Coroner/Public Administrator provides professional public safety services to residents and visitors of San Bernardino so they can be safe and secure in their homes and businesses.*



### ORGANIZATIONAL CHART



### 2012-13 ACCOMPLISHMENTS

- Despite the fiscal challenges resulting from the recent economic downturn and associated budget reductions, in 2012 the Sheriff/Coroner/Public Administrator Department continued providing high quality law enforcement services to the citizens of San Bernardino County. In 2012, the Department made 38,261 arrests, responded to 725,302 Calls for Service, took 101,055 Crime Reports and maintained a murder clearance rate of 80%.
- As part of a Federal DNA Grant, the Cold Case Homicide Team was created in 2008 and consists of two full-time Sheriff Detectives, one Deputy District Attorney and one DNA analyst. During this time, the Cold Case team has reviewed over 365 of the nearly 750 unsolved homicide cases, dating back more than 50 years. To date, the team has cleared 31 cases by arrest with 27 resulting in convictions.
- Recognized at the 39<sup>th</sup> Annual National We-Tip conference as the Law Enforcement Agency of the Year for 2012.
- Collaborated with the San Bernardino County District Attorney's Office to present a new program called The Parent Project. The Parent Project is a parent-training program designed specifically to assist parents raising difficult or out-of-control children.
- Construction of the Adelanto Detention Center expansion project is continuing and is expected to be complete by January 2014. When finished, this project will add 1,392 jail beds to the Department's total capacity.



**COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES****COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES**

**Objective(s):** • *Develop a closer working relationship with cities, tribes and other governmental agencies.*

**Department Strategy:** • *Work with school districts to map the infrastructure of school buildings to enhance the Department's ability to respond to emergencies within these locations.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of school buildings assessed within the Department's jurisdiction per year. (20 schools out of 100 school buildings per year)	N/A	N/A	N/A	20%

**COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS**

**Objective(s):** • *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

**Department Strategy:** • *Implement the Department's Administrative Workflow Solution which automates administrative processes, to reduce the amount of time processing reports.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of Divisions within the Sheriff/Coroner/Public Administrator's Department where the workflow solution has been implemented (3 divisions out of 48).	N/A	N/A	N/A	6%

**COUNTY GOAL: MAINTAIN PUBLIC SAFETY**

**Objective(s):** • *Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.*

**Department Strategy:** • *Establish programs that reduce the amount of time County's pre-sentenced inmates spend in jail, thereby increasing county bed space for higher risk sentenced inmates.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage increase in the number of participants in the Restoration of Competency program, which reduces their number of jail days by 305 days (150 current participants).	N/A	N/A	N/A	60%



## SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Sheriff/Coroner/Public Administrator	205,741,639	149,015,641	56,725,998			1,670
Sheriff - Detentions	160,480,292	51,603,484	108,876,808			1,332
Sheriff- Law Enforcement Contracts	122,762,475	122,762,475	0			575
Total General Fund	488,984,406	323,381,600	165,602,806			3,577
<b><u>Special Revenue Funds</u></b>						
Special Revenue Funds - Consolidated	38,696,361	15,626,613		23,069,748		0
Total Special Revenue Funds	38,696,361	15,626,613		23,069,748		0
<b>Total - All Funds</b>	527,680,767	339,008,213	165,602,806	23,069,748		3,577

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Sheriff/Coroner/Public Administrator	406,617,367	413,430,908	443,264,167	205,771,848	205,741,639
Sheriff - Detentions	0	0	0	149,699,675	160,480,292
Sheriff - Law Enforcement Contracts	0	0	0	120,240,007	122,762,475
Contract Training	3,104,907	4,341,764	5,485,775	5,364,819	3,328,054
Public Gatherings	1,157,367	1,157,616	1,257,551	1,450,000	0
Aviation	1,148,701	1,350,172	1,812,657	500,000	325,254
IRNET Federal	2,101,471	2,787,967	3,168,416	3,780,283	3,415,896
IRNET State	202,936	165,855	160,830	193,945	250,025
Federal Seized Assets (DOJ)	6,946,834	9,905,768	12,813,321	8,631,593	12,438,654
Federal Seized Assets (Treasury)	36,385	36,786	47,148	47,258	340,629
State Seized Assets	3,449,480	4,178,260	4,547,778	3,983,112	4,114,963
Auto Theft Task Force	815,934	815,279	1,097,941	1,039,623	971,492
Search and Rescue	108,200	167,149	553,874	98,855	92,283
CAL-ID Program	3,590,625	3,333,449	3,777,756	5,148,322	5,367,445
Capital Projects Fund	3,399,831	3,486,706	1,201,892	842,695	0
Court Services Auto	1,540,522	1,715,077	2,248,002	2,165,754	2,867,527
Court Services Tech	1,218,321	1,496,146	1,815,776	2,107,422	2,347,260
Local Detention Facility Revenue	2,094,141	4,137,554	6,025,556	2,721,863	2,836,879
<b>Total</b>	<b>437,533,022</b>	<b>452,506,456</b>	<b>489,278,440</b>	<b>513,787,074</b>	<b>527,680,767</b>



**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Sheriff/Coroner/Public Administrator	253,236,140	260,875,623	270,566,652	139,799,629	149,015,641
Sheriff - Detentions	0	0	0	48,720,153	51,603,484
Sheriff - Law Enforcement Contracts	0	0	0	119,201,662	122,762,475
Contract Training	1,443,409	2,573,637	3,239,890	2,302,720	0
Public Gatherings	1,131,865	1,057,635	1,048,998	1,450,000	(3,461)
Aviation	469,761	234,988	540,282	500,000	0
IRNET Federal	1,035,198	1,213,048	770,000	770,000	820,000
IRNET State	87,339	6,114	19,000	74,000	74,000
Federal Seized Assets (DOJ)	3,968,398	3,703,316	3,670,000	1,727,244	3,760,000
Federal Seized Assets (Treasury)	521	400	10,400	10,400	5,300
State Seized Assets	1,052,946	915,025	1,025,000	1,025,000	1,215,000
Auto Theft Task Force	812,300	815,520	1,016,000	885,330	851,200
Search and Rescue	6,158	83,503	410,283	98,855	0
CAL-ID Program	3,230,987	2,988,724	3,433,031	4,813,970	4,923,555
Capital Projects Fund	302,568	87,425	40,000	94,306	(1,038)
Court Services Auto	763,576	794,930	893,000	675,000	808,000
Court Services Tech	388,504	425,097	395,000	395,000	408,000
Local Detention Facility Revenue	2,055,827	2,043,412	2,888,236	2,715,000	2,766,057
<b>Total</b>	<b>269,985,497</b>	<b>277,818,397</b>	<b>289,965,772</b>	<b>325,258,269</b>	<b>339,008,213</b>

**5-YEAR NET COUNTY COST TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Sheriff/Coroner/Public Administrator	153,381,227	152,555,285	172,697,515	65,972,219	56,725,998
Sheriff - Detentions	0	0	0	100,979,522	108,876,808
Sheriff - Law Enforcement Contracts	0	0	0	1,038,345	0
<b>Total</b>	<b>153,381,227</b>	<b>152,555,285</b>	<b>172,697,515</b>	<b>167,990,086</b>	<b>165,602,806</b>

**5-YEAR FUND BALANCE TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Contract Training	1,661,498	1,768,127	2,245,885	3,062,099	3,328,054
Public Gatherings	25,502	99,981	208,553	0	3,461
Aviation	678,940	1,115,184	1,272,375	0	325,254
IRNET Federal	1,066,273	1,574,919	2,398,416	3,010,283	2,595,896
IRNET State	115,597	159,741	141,830	119,945	176,025
Federal Seized Assets (DOJ)	2,978,436	6,202,452	9,143,321	6,904,349	8,678,654
Federal Seized Assets (Treasury)	35,864	36,386	36,748	36,858	335,329
State Seized Assets	2,396,534	3,263,235	3,522,778	2,958,112	2,899,963
Auto Theft Task Force	3,634	(241)	81,941	154,293	120,292
Search and Rescue	102,042	83,646	143,591	0	92,283
CAL-ID Program	359,638	344,725	344,725	334,352	443,890
Capital Projects Fund	3,097,263	3,399,281	1,161,892	748,389	1,038
Court Services Auto	776,946	920,147	1,355,002	1,490,754	2,059,527
Court Services Tech	829,817	1,071,049	1,420,776	1,712,422	1,939,260
Local Detention Facility Revenue	38,314	2,094,142	3,137,320	6,863	70,822
<b>Total</b>	<b>14,166,298</b>	<b>22,132,774</b>	<b>26,615,153</b>	<b>20,538,719</b>	<b>23,069,748</b>



## Sheriff/Coroner/Public Administrator

### DESCRIPTION OF MAJOR SERVICES

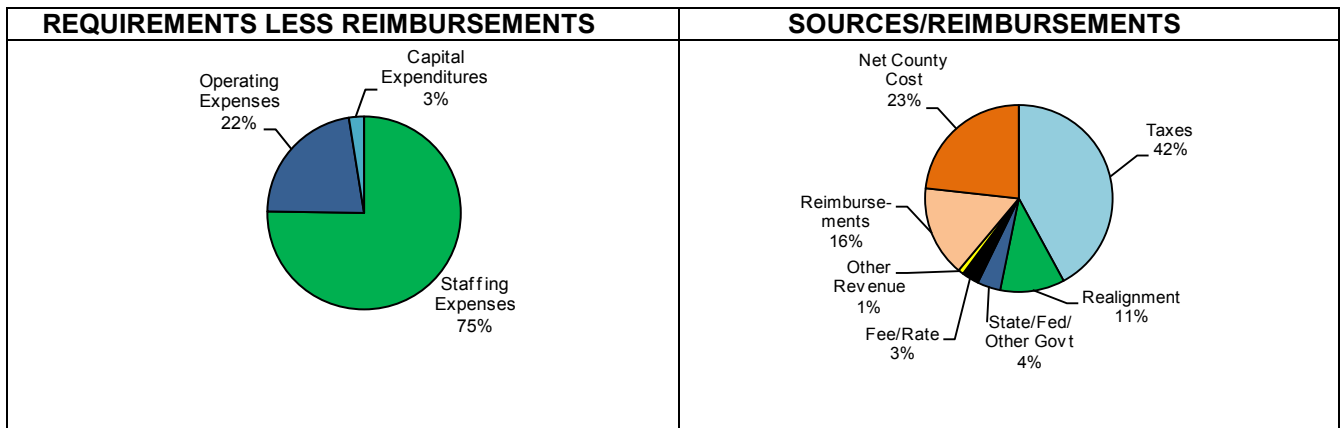
The Sheriff/Coroner/Public Administrator acts as the chief law enforcement officer, coroner/public administrator, and director of safety and security for the County by providing a full range of services throughout the County unincorporated areas.

The Department's general law enforcement mission is carried out through the operation of 10 County stations and a centralized headquarters, using basic crime and narcotics investigations, a crime laboratory and identification bureau, central records, two dispatch communication centers and an aviation division for general patrol and search/rescue operations. The Coroner's Division is tasked with investigating the cause and manner of death, while the Public Administrator's function is to manage estates of persons who are deceased with whom no executor has been appointed.

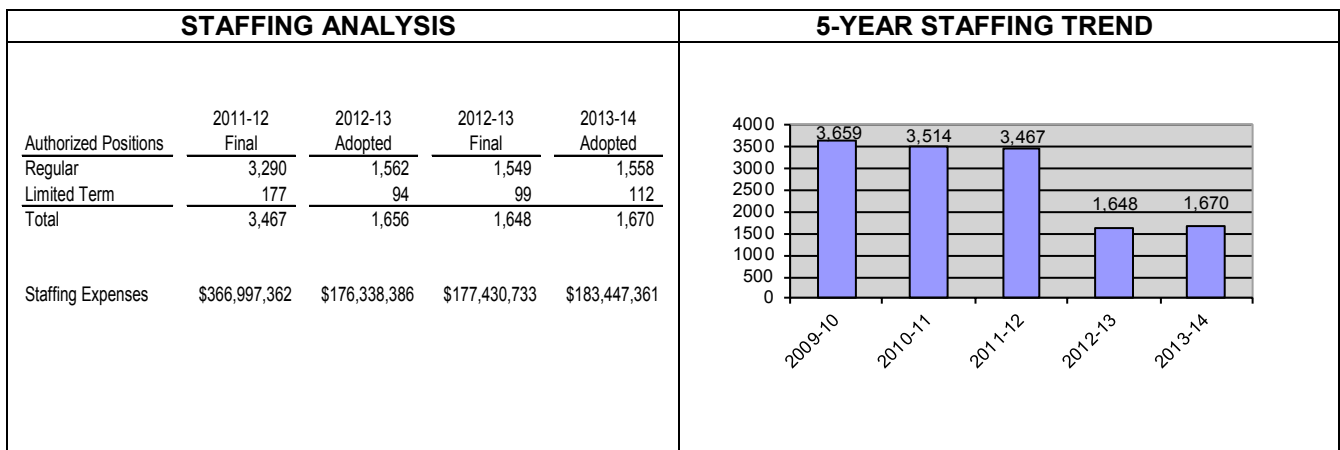
#### Budget at a Glance

Total Requirements	\$205,741,639
Total Sources	\$149,015,641
Net County Cost	\$56,725,998
Total Staff	1,670
Funded by Net County Cost	23%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Law and Justice  
DEPARTMENT: Sheriff/Coroner/Public Administrator  
FUND: General

BUDGET UNIT: AAA SHR  
FUNCTION: Public Protection  
ACTIVITY: Police Protection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	344,953,820	349,847,551	366,991,106	174,452,559	177,430,733	183,447,361	6,016,628
Operating Expenses	59,765,973	65,119,817	87,839,374	67,534,394	69,955,609	54,165,873	(15,789,736)
Capital Expenditures	6,316,880	8,068,482	2,812,329	5,365,923	7,217,824	6,149,746	(1,068,078)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	411,036,673	423,035,850	457,642,809	247,352,876	254,604,166	243,762,980	(10,841,186)
Reimbursements	(4,769,039)	(9,649,530)	(15,066,541)	(45,614,298)	(49,456,207)	(38,164,092)	11,292,115
Total Appropriation	406,267,634	413,386,320	442,576,268	201,738,578	205,147,959	205,598,888	450,929
Operating Transfers Out	116,131	6,254	681,145	308,080	623,889	142,751	(481,138)
Total Requirements	406,383,765	413,392,574	443,257,413	202,046,658	205,771,848	205,741,639	(30,209)
<b>Sources</b>							
Taxes	81,130,000	82,250,000	88,970,000	101,728,950	94,920,000	102,690,000	7,770,000
Realignment	0	0	31,697,053	26,402,887	28,927,816	27,053,068	(1,874,748)
State, Fed or Gov't Aid	35,369,342	37,704,119	28,373,499	7,655,233	9,441,012	9,767,991	326,979
Fee/Rate	126,876,856	133,915,370	113,201,168	3,773,030	3,253,981	7,201,206	3,947,225
Other Revenue	6,245,426	5,937,520	7,179,890	3,602,763	1,801,742	1,446,000	(355,742)
Total Revenue	249,621,624	259,807,009	269,421,610	143,162,863	138,344,551	148,158,265	9,813,714
Operating Transfers In	3,614,801	1,029,365	1,147,694	619,333	1,455,078	857,376	(597,702)
Total Sources	253,236,425	260,836,374	270,569,304	143,782,196	139,799,629	149,015,641	9,216,012
Net County Cost	153,147,340	152,556,200	172,688,109	58,264,462	65,972,219	56,725,998	(9,246,221)
Budgeted Staffing					1,648	1,670	22

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Total expenditure authority of \$243.8 million includes the cost of providing patrol operations for the County's unincorporated areas. Also included are costs related to the following additional divisions: Automotive, Bureau of Administration, County Building Security, Civil Liabilities, Criminal Intelligence, Employee Resources, Information Services, Internal Affairs, Public Affairs, Records, Technical Services, Training (Basic Academy, Emergency Vehicles Operation Center, Range), Specialized Investigations, Aviation, Arson/Bomb, Coroner, Court Services, Communications, and the Inland Regional Narcotics Enforcement Team (IRNET). These costs are funded by a variety of sources, the more significant of which are listed below:

- \$102.7 million in Proposition 172 half cent sales tax revenue
- \$ 56.7 million in allocation of Net County Cost
- \$ 38.2 million in reimbursements (primarily from the Department's Law Enforcement Contracts Unit)
- \$ 27.1 million from the state for providing court security services (2011 Realignment Funds)
- \$ 7.2 million in fees/charges for providing an array of law enforcement related services
- \$ 4.5 million in various state and federal grants
- \$ 1.7 million in California Multi-jurisdictional Methamphetamine Enforcement Team funding
- \$ 0.8 million from Proposition 69 funding related to the collection of DNA information on inmates
- \$ 0.6 million from the state under the Citizens' Option for Public Safety (COPS) Program
- \$ 0.5 million from proceeds from sale of fixed assets

**BUDGET CHANGES AND OPERATIONAL IMPACT**

The most notable change in this budget unit for 2013-14 is associated with the movement of operating expenses totaling approximately \$15.3 million from this budget unit to the Sheriff – Detentions unit (\$5.8 million) and Sheriff – Law Enforcement Contracts unit (\$9.5 million) in order to more accurately account for the cost of these units. This change also contributed to the net reduction in reimbursements of \$11.3 million, as the Sheriff – Law Enforcement Contract unit previously reimbursed this unit for those costs. Changes in staffing expenses are primarily due to additional retirement costs as well as the movement of staffing costs from the Sheriff Public Gathering Special Revenue Fund to this budget unit. The Department is closing this Special Revenue Fund and



taking steps as part of this budget to close its Aviation, Contract Training, and Search and Rescue Special Revenue Funds in accordance with the Governmental Accounting Standards Board (GASB) 54 requirements. The ongoing costs and revenues for these funds were moved into this budget unit.

The increase in sources for this budget unit is related to estimated increases in Proposition 172 Half-Cent Sales Tax revenue totaling \$7.8 million (which is offset by reduced net county cost) as well as additional Fee/Rate revenue associated with the inclusion of the ongoing revenue of the closed out Special Revenue Funds detailed above.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$183.4 million fund 1,670 budgeted positions of which 1,558 are regular positions and 112 are limited term positions. The Department added 22 positions as part of the Adopted Budget.

Additional positions for 2013-14 include the transfer of 1 Accountant II from the Sheriff – Detentions unit and 1 new Supervising Accountant III positions, both of which will be funded by AB 109 Public Safety Realignment funds. The Department added 1 Criminalist III to the CAL-ID program, which is funded through regional CAL-ID funds. Grant operations required the addition of 1 Accountant III and 1 Staff Analyst II, both funded by charging new grants between 3% and 5% in administration costs. The Inland Regional Narcotic Enforcement Team (IRNET) is adding 1 Safety Unit Extra Help position funded through the IRNET Special Revenue fund. Additionally, the Department is adding 1 Public Service Employee, 4 Safety Unit Extra Help, 4 Sheriff's Communication Dispatcher I – Recurrent and 4 Sheriff Communication Dispatcher II – Recurrent positions for temporary workload relief due to existing and projected vacancies. Finally, the Department is adding 3 additional employees that will be job sharing, which will not result in additional costs to the Department.

The budget also includes the reclassification of positions in the Crime Lab including the change of a Forensic Specialist position to Sheriff's Service Specialist and 1 Criminalist I to a Programmer Analyst II. The Department also included the reclassification of 1 Office Assistant II to a Secretary I to be assigned to the Civil Liabilities Division. Finally, the Department reclassified 2 Safety Unit Extra Help to become Specialized Enforcement Specialists assigned to the Narcotics Division.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Sheriff	2	0	2	1	1	0	2
Undersheriff	103	7	110	83	22	5	110
Assistant Sheriff - Operations	1	0	1	1	0	0	1
Assistant Sheriff - Support	2	0	2	1	1	0	2
Special Operations	230	15	245	225	17	3	245
Valley Patrol	220	5	225	215	10	0	225
Desert Patrol	260	12	272	260	12	0	272
Support Services/Courts/Personnel	740	73	813	701	98	14	813
Total	1,558	112	1,670	1,487	161	22	1,670

Sheriff	Undersheriff	Assistant Sheriff - Operations
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of County Safety&Security	4 Accountant II	1 Assistant Sheriff
1 Sheriff/Coroner/Public Administrator	4 Accountant III	1 Total
2 Total	2 Accounting Technician	
	1 Administrative Supervisor II	
	16 Automated Systems Analyst I	
	9 Automated Systems Technician	
	2 Communications Installer	
	2 Communications Tech I	
	2 Executive Secretary I	
	1 Executive Secretary III-Unclassified	
	6 Fiscal Assistant	
	2 Help Desk Technician II	
	1 Mechanics Assistant	
	1 Motor Pool Services Assistant	
	4 Office Assistant II	
	1 Office Assistant III	
	1 Office Specialist	
	2 Programmer Analyst III	
	2 Public Service Employee	
	2 Safety Unit Extra Help	
	3 Secretary I	
	1 Secretary II	
	1 Sheriff Deputy Director Admin Svcs	
	1 Sheriff's Administrative Manager	
	2 Sheriff's Automated Systems Supervisor	
	1 Sheriff's Captain	
	1 Sheriff's Custody Specialist	
	1 Sheriff's Facilities Coordntr	
	1 Sheriff's Financial Manager	
	1 Sheriff's Fleet Supervisor	
	1 Sheriff's Research Analyst	
	2 Sheriff's Special Assistant	
	4 Staff Analyst I	
	3 Staff Analyst II	
	3 Student Intern	
	1 Supervising Accountant II	
	1 Supervising Accountant III	
	1 Supervising Fiscal Specialist	
	3 Systems Development Team Leader	
	8 Systems Support Analyst III	
	1 Undersheriff	
	110 Total	





Assistant Sheriff - Support	Special Operations	Valley Patrol
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Assistant Sheriff	3 Automated Systems Analyst I	2 Deputy Sheriff
1 Sheriffs Lieutenant	7 Crime Analyst	116 Deputy Sheriff 12 Hour Shift
2 Total	1 Criminalist III	1 Deputy Sheriff Resident
	37 Deputy Sheriff	3 Motor Pool Services Assistant
	1 Fiscal Assistant	7 Office Assistant II
	1 Fiscal Specialist	17 Office Specialist
	1 Lead Aviation Mechanic	1 Safety Unit Extra Help
	3 Office Assistant II	4 Secretary I
	5 Office Assistant III	4 Sheriff's Captain
	8 Office Assistant IV	3 Sheriff's Custody Specialist
	2 Polygraph Examiner	1 Sheriff's Deputy Chief
	14 Safety Unit Extra Help	21 Sheriff's Detective Corporal
	5 Secretary I	5 Sheriff's Lieutenant
	6 Sheriff's Aviation Mechanic	26 Sheriff's Sergeant
	1 Sheriff's Aviation Mechanic Supervisor	10 Sheriff's Service Specialist
	4 Sheriffs Captain	4 Sheriff's Station Officer
	1 Sheriff's Deputy Chief	225 Total
	99 Sheriff's Detective/Corporal	
	1 Sheriff's Emergency Svcs Cdntr	
	7 Sheriff's Lieutenant	
	1 Sheriff's Pilot	
	28 Sheriff's Sergeant	
	2 Sheriff's Service Specialist	
	1 Sheriff's Spcl. Program Coordinator	
	1 Sheriff's Training Specialist I	
	2 Specialized Enforcement Specialist	
	1 Supervising Crime Analyst	
	1 Supervising Polygraph Examiner	
	1 Systems Support Analyst II	
	245 Total	



**Desert Patrol**

Classification  
 1 Crime Scene Specialist I  
 10 Deputy Sheriff  
 129 Deputy Sheriff 12 Hour Shift  
 1 Deputy Sheriff III Resident  
 10 Deputy Sheriff Resident  
 2 Motor Pool Services Assistant  
 5 Office Assistant II  
 1 Office Assistant III  
 19 Office Specialist  
 4 Safety Unit Extra Help  
 4 Secretary I  
 4 Sheriff's Captain  
 1 Sheriff's Custody Specialist  
 1 Sheriff's Custody Assistant  
 14 Sheriff's Custody Special 12 hr  
 1 Sheriff's Deputy Chief  
 19 Sheriff's Detective/Corporal  
 5 Sheriff's Lieutenant  
 25 Sheriff's Sergeant  
 8 Sheriff's Service Specialist  
 8 Sheriff's Station Officer  
 272 Total

**Support Services/Court/Personnel**

Classification  
 1 Accountant III  
 1 Accounting Technician  
 2 Automated Systems Analyst I  
 8 Autopsy Assistant  
 1 Cont Chief Forensic Pathologist  
 2 Contract Dep. Med. Examiner (Full Time)  
 2 Contract Dep. Med. Examiner  
 1 Crime Laboratory Director  
 10 Crime Scene Specialist I  
 2 Crime Scene Specialist II  
 14 Criminalist I  
 19 Criminalist II  
 2 Criminalist III  
 1 Departmental IS Administrator  
 20 Deputy Coroner Investigator  
 1 Deputy Director-Sheriff Coroner  
 3 Deputy Public Administrator  
 155 Deputy Sheriff  
 1 Executive Secretary III -Class  
 7 Fingerprint Examiner I  
 15 Fingerprint Examiner II  
 1 Fiscal Assistant  
 1 Fiscal Specialist  
 1 Forensic Specialist I (DC)  
 1 Forensic Specialist II (DC)  
 1 Indigent Burial Specialist  
 1 Laboratory Aid  
 29 Office Assistant II  
 16 Office Assistant III  
 1 Office Assistant IV  
 7 Office Specialist  
 3 Public Service Employee  
 5 Safety Unit Extra Help  
 3 Secretary I  
 1 Secretary II  
 4 Sheriff's Captain  
 10 Sheriff's Civil Technician  
 53 Sheriff's Comm Dispatcher I  
 93 Sheriff's Comm Dispatcher II  
 12 Sheriff's Comm Dispatcher III  
 2 Sheriff's Communications Mgr  
 3 Sheriff's Custody Specialist  
 2 Sheriff's Deputy Chief  
 3 Sheriff's Detective/Corporal  
 8 Sheriff's Lieutenant  
 30 Sheriff's Records Clerk  
 1 Sheriff's Records Manager  
Classification  
 11 Sheriff's Sergeant  
 7 Sheriff's Service Specialist  
 17 Sheriff's Supv Comm Dispatcher  
 3 Supervising Criminalist  
 10 Supervising Office Assistant  
 1 Supvg Deputy Public Administrator  
 5 Supvg Deputy Coroner Investigator I  
 1 Supvg Deputy Coroner Investigator II  
 2 Supvg Fingerprint Examiner  
 1 Systems Support Analyst II  
 12 Contract Motorcycle Instructor  
 1 Contract Motorcycle Program Direct  
 1 Contract Range Safety Officer  
 1 Contract Sheriff Training Program  
 1 Contract Sheriff's Armorer  
 1 Crime Prevention Program Coordinator  
 62 Deputy Sheriff  
 1 Fiscal Assistant  
 1 Fiscal Specialist  
 1 Motor Pool Services Assistant  
 2 Multimedia Coordinator  
 5 Office Assistant II  
 7 Office Assistant III  
 6 Payroll Specialist  
 2 Personnel Technician  
 1 Programmer Analyst II  
 2 Public Service Employee  
 11 Safety Unit Extra Help  
 4 Secretary I  
 1 Secretary II  
 3 Sheriff's Captain  
 1 Sheriff's Civil Investigator  
 1 Sheriff's Community Relations Officer  
 1 Sheriff's Deputy Chief  
 13 Sheriff's Detective/Corporal  
 1 Sheriff's Facilities Coordntr  
 6 Sheriff's Lieutenant  
 1 Sheriff's MaintenanceMechanic  
 2 Sheriff's Public Info Offcr I  
 1 Sheriff's Public Info Offcr II  
 11 Sheriff's Sergeant  
 2 Sheriff's Service Specialist  
 23 Sheriff's Training Specialist I  
 2 Sheriff's Training Specialist II  
 2 Sheriff's Training Supervisor  
 1 Sheriff'sMotor/FabricMechanic  
 1 Supervising Fiscal Specialist  
 813 Total



# Sheriff - Detentions

## DESCRIPTION OF MAJOR SERVICES

Penal Code Section 4000 designates the Sheriff to manage the County's detention facilities for the following uses: detention of persons committed in order to secure their attendance as witnesses in criminal cases; detention of persons charged with crime and committed for trial; confinement of persons for contempt, or upon civil process, or by other authority of law; confinement of persons sentenced to imprisonment upon conviction of a crime; or violation of the terms and condition of post release community supervision.

### Budget at a Glance

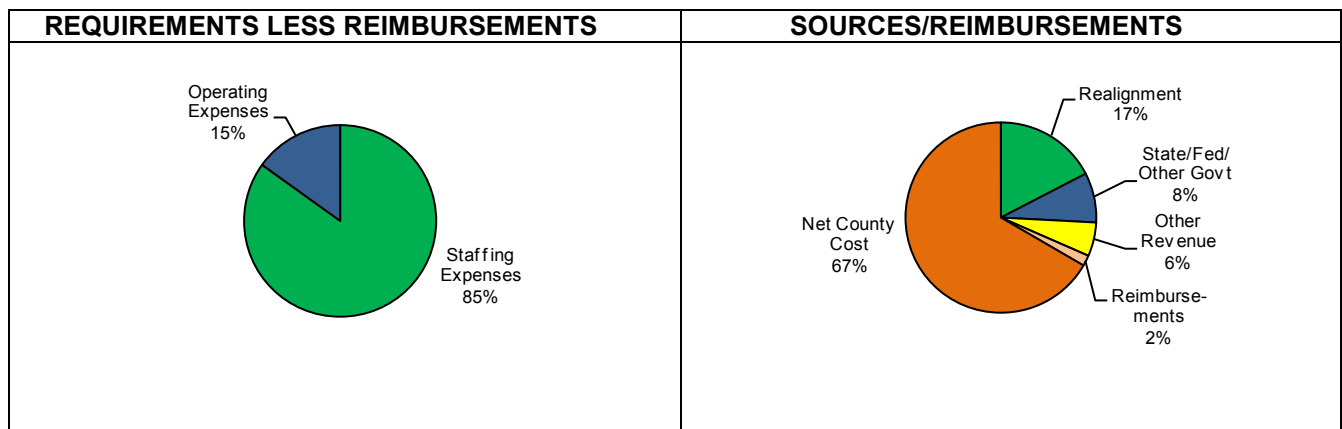
Total Requirements	\$160,480,292
Total Sources	\$51,603,484
Net County Cost	\$108,876,808
Total Staff	1,332
Funded by Net County Cost	67%

The San Bernardino County Sheriff operates four Type II detention facilities with a total maximum inmate capacity of 6,013. West Valley Detention Center, Central Detention Center, and Adelanto Detention Center houses pre-trial inmates and the Glen Helen Rehabilitation Center houses persons sentenced to serve time in a County facility.

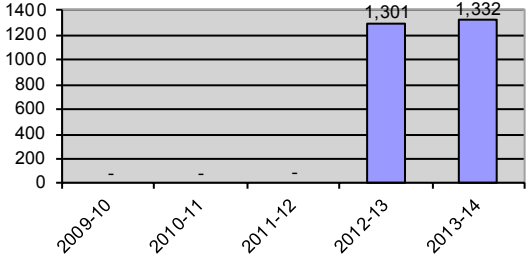
On April 4, 2011, the Governor of California signed Assembly Bill 109, the Public Safety Realignment Act, which created a significant change to the California correctional system. This law, which became effective on October 1, 2011, transferred responsibility for housing/supervising inmate and parolee populations classified as low-level offenders from the California Department of Corrections and Rehabilitation (CDCR) to counties. AB 109 allows newly sentenced low-level offenders to serve their sentence in a county jail facility rather than the state prison system.

Construction of the Adelanto Detention Center expansion project is underway and is expected to be completed in 2014. This project will add 1,392 beds to the Department's total capacity, increasing the amount of total beds to 7,405.

## 2013-14 ADOPTED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Final	2013-14 Adopted					
Regular	0	1,250	1,250	1,281					
Limited Term	0	52	51	51					
Total	0	1,302	1,301	1,332					
Staffing Expenses	\$0	\$135,295,426	\$132,901,561	\$138,642,430					

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Law and Justice  
DEPARTMENT: Sheriff - Detentions  
FUND: General

BUDGET UNIT: AAA SHD  
FUNCTION: Public Protection  
ACTIVITY: Detention and Rehabilitation

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	128,245,794	132,901,561	138,642,430	5,740,869
Operating Expenses	0	0	0	18,149,278	19,029,114	24,606,795	5,577,681
Capital Expenditures	0	0	0	0	300,000	200,000	(100,000)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	146,395,072	152,230,675	163,449,225	11,218,550
Reimbursements	0	0	0	(2,726,299)	(4,631,000)	(2,968,933)	1,662,067
Total Appropriation	0	0	0	143,668,773	147,599,675	160,480,292	12,880,617
Operating Transfers Out	0	0	0	2,004,860	2,100,000	0	(2,100,000)
Total Requirements	0	0	0	145,673,633	149,699,675	160,480,292	10,780,617
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	25,128,163	25,128,163	28,407,422	3,279,259
State, Fed or Gov't Aid	0	0	0	12,685,330	16,151,215	13,809,050	(2,342,165)
Fee/Rate	0	0	0	61,245	0	0	0
Other Revenue	0	0	0	6,970,068	7,340,775	9,387,012	2,046,237
Total Revenue	0	0	0	44,844,806	48,620,153	51,603,484	2,983,331
Operating Transfers In	0	0	0	0	100,000	0	(100,000)
Total Sources	0	0	0	44,844,806	48,720,153	51,603,484	2,883,331
Net County Cost	0	0	0	100,828,827	100,979,522	108,876,808	7,897,286
Budgeted Staffing					1,301	1,332	31

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Total expenditure authority of \$163.5 million represents the cost to staff and operate the County's four detention facilities. This includes costs of the food services division that serves approximately 19,200 meals each day, the health services division that is responsible for providing healthcare to over 6,000 inmates, and the transportation detail that transports over 286,000 inmates annually primarily for court appearances. The most significant sources of revenue for this budget unit are as follows:

- \$108.9 million of Discretionary General Funding (Net County Cost)
- \$ 28.4 million in Realignment funding (AB 109 Public Safety Realignment)
- \$ 10.9 million from the U.S. Marshal for housing federal inmates
- \$ 4.9 million received from the Inmate Welfare Fund
- \$ 2.8 million reimbursement from the Local Detention Facility Revenue Fund



- \$ 2.2 million from charging inmates for participating in the Electronic Monitoring Program
- \$ 1.5 million from charging inmates participating in the Work Release Program
- \$ 1.0 million from the U.S. Department of Justice, State Criminal Alien Assistance Program (SCAAP)

## BUDGET CHANGES AND OPERATIONAL IMPACT

The largest impact to this budget unit for 2013-14 is from the additional \$3.3 million anticipated in AB 109 Public Safety Realignment funding, of which \$1.1 million will be used for additional staffing to improve monitoring of inmates participating in the Electronic Monitoring Program. \$2.2 million will be used for additional staffing and other operational costs in the Health Services Division, which has been greatly impacted by the implementation of AB 109 due to the increased length of stay of inmates with significant health issues. In addition, transfer of expenditures and Discretionary General Funding (Net County Cost) for the net amount of \$5.4 million from the Sheriff/Coroner/Public Administrator budget unit is reflected in this budget unit for proper recording of County risk management and facilities costs in the rightful budget unit where the expenditures are incurred. Furthermore, an increase of \$1.3 million reimbursement from Inmate Welfare is due to additional positions approved by the Inmate Welfare Board, as detailed below. Finally, the Department has seen reduced revenue associated with State Criminal Alien and Assistance Program and U.S. Marshall funding totaling \$2.86 million, which was offset by additional Discretionary General Funding (Net County Cost).

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$138.6 million fund 1,332 budgeted positions of which 1,281 are regular positions and 51 are limited term positions. The Department included a net 31 additional positions to the budget as follows: 10 additional AB 109 funded positions (5 Deputy Sheriffs and 5 Sheriff's Custody Specialist) are allocated to the Electronic Monitoring Program to improve monitoring of inmates participating in the program; 13 additional AB 109 funded positions (5 Deputy Sheriffs assigned to Medical Transportation, 4 Correctional Nurse II and 4 Licensed Vocational Nurse-Corrections) are allocated to the Health Services Division, which has been greatly impacted by the implementation of AB 109, and 8 Inmate Welfare funded positions (1 Captain, 3 Alcohol & Drug Counselors, 3 Social Worker II, and 1 Contract Culinary Instructor) are per approval by the Inmate Welfare Board. Additionally, 1 regular position (Accountant II) was transferred to the Sheriff/Coroner/Public Administrator budget unit, which was offset by the increase of one additional employee that is job sharing a Sheriff's Custody Assistant position.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Detentions	1,281	51	1,332	1,150	151	31	1,332
Total	1,281	51	1,332	1,150	151	31	1,332

**Detentions**

<u>Classification</u>	<u>Classification</u>
1 Accounting Technician	2 Sheriff's Captain
6 Alcohol and Drug Counselor	45 Sheriff's Cook II
2 Automated Systems Analyst I	15 Sheriff's Cook II
1 Contract Bakery Occupation Instructor	72 Sheriffs Custody Assistant
1 Contract Bakery Occupational Instructor	1 Sheriff's Custody Assistant
2 Contract Culinary Instructor	37 Sheriff's Custody Specialist
1 Contract Dentist	39 Sheriff's Custody Specialist
1 Contract Print Shop Supervisor	25 Sheriff's CustodyAssistant
1 Contract Radiologic Tech II	152 Sheriff's CustodySpecial 12 hr
1 Contract Sheriff Chaplain H Rng	45 Sheriff's CustodySpecialist
4 Cont Sheriff Dentist	1 Sheriff's Deputy Chief
1 Contract Sheriff Inst Landscape Sp	3 Sheriff's Detective/Corporal 12 Hr-84
1 Contract Sheriff Psychiatrist	5 Sheriff's Detective/Corporal
1 Contract Sheriff Psychologist	3 Sheriff's Facilities Coordinator
1 Contract Sheriff's Regst Dietitian	1 Sheriff's Food Service Manager
20 Correctional Nurse - Per Diem	1 Sheriff's Food Service Supervisor
46 Correctional Nurse II	5 Sheriff's Food Service Supervisor
2 Correctional Nurse III	1 Sheriff's Food Services Director
1 Contract Sheriff Chaplain L Rng	3 Sheriff's Food Service Supervisor
1 Contract Sheriff Chap H Rng W/RTM	1 Sheriff's Health Services Manager
1 Contract Sheriff Chap L Rng W/RTM	6 Sheriff's Lieutenant
2 Dental Assistant-Corrections	2 Sheriff's Lieutenant
86 Deputy Sheriff	4 Sheriff's Lieutenant 12hrShift
53 Deputy Sheriff 12 Hour Shift	1 Sheriff's Maintenance Manager
7 Deputy Sheriff 12 Hr Shift-80	23 Sheriff's Maintenance Mechanic
386 Deputy Sheriff 12 Hr Shift-84	8 Sheriff's MaintenanceMechanic
6 Detention Review Officer I	3 Sheriff's Medical Stores Spcst
1 Detention Review Officer II	4 Sheriff's Nurse Supervisor I
2 Electrician	5 Sheriff's Nurse Supervisor II
18 Fiscal Assistant	1 Sheriff's Research Analyst
1 Fiscal Specialist	1 Sheriff's Sergeant
19 Health Services Assistant I	10 Sheriff's Sergeant
1 Inmate Programs Coordinator	2 Sheriff's Sergeant 12 HourShft
10 Licensed Vocational Nurse-Per Diem	27 Sheriff's Sergeant 12 Hr - 84
41 Lic. Vocational Nurse II-Corrections	5 Sheriff's Training Specialist I
5 Maintenance Supervisor	1 Sheriff's Training Specialist I
1 Motor Pool Services Assistant	2 Sheriff's Training Specialist II
2 Office Assistant II	1 Social Service Aide
3 Office Assistant III	6 Social Worker II
1 Office Specialist	4 Stores Specialist
2 Painter I	1 Supervising Accountant II
1 Safety Unit Extra Help	1 Supervising Fiscal Specialist
6 Secretary I	1 Supervising Office Specialist
3 Sheriff's Captain	3 Supv Sheriff's Custody Specialist
	1,332 Total



## Sheriff – Law Enforcement Contracts

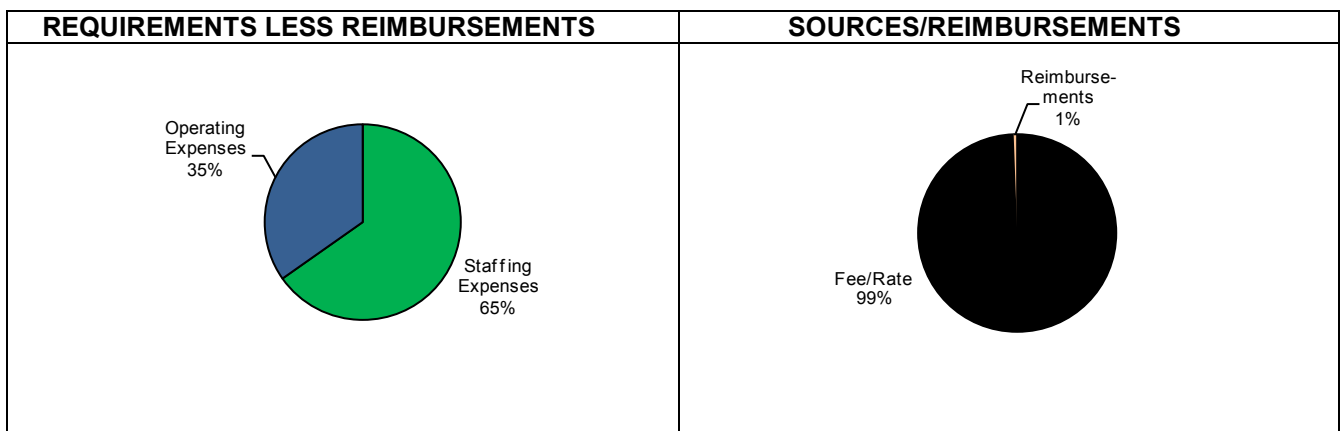
### DESCRIPTION OF MAJOR SERVICES

The San Bernardino County Sheriff provides contract law enforcement services to 14 cities/towns (Adelanto, Apple Valley, Big Bear, Chino Hills, Grand Terrace, Hesperia, Highland, Loma Linda, Needles, Rancho Cucamonga, Twentynine Palms, Victorville, Yucaipa, and Yucca Valley) within San Bernardino County and the San Manuel Band of Mission Indians. The Commanders for these stations also act as the city's Chief of Police, affording the cities an economical way of providing quality law enforcement services to its citizens while maintaining seamless cooperation between cities and County stations resulting in a more effective and efficient broad-based law enforcement environment.

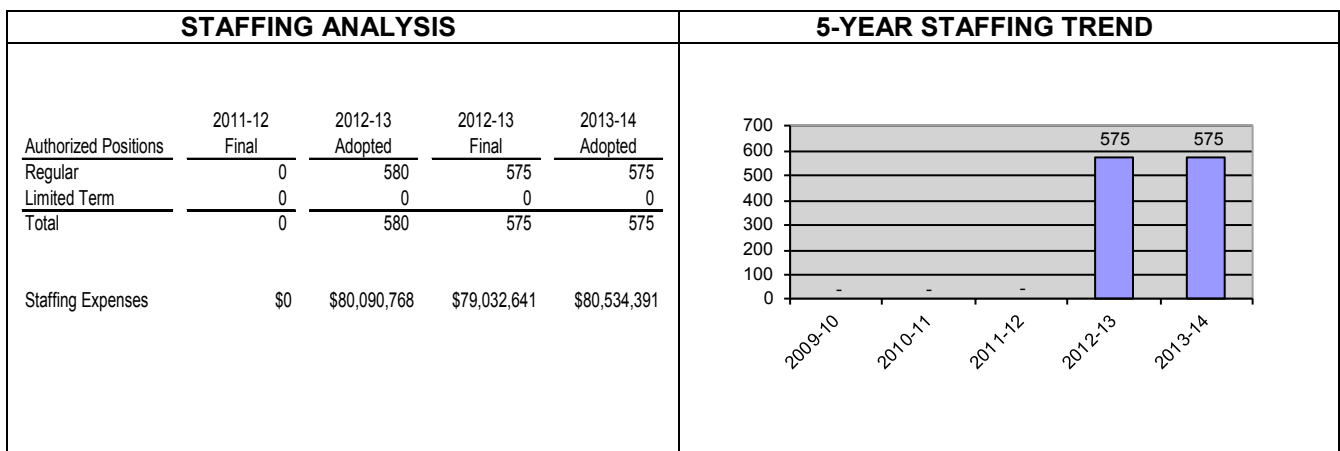
#### Budget at a Glance

Total Requirements	\$122,762,475
Total Sources	\$122,762,475
Net County Cost	\$0
Total Staff	575
Funded by Net County Cost	0%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Law and Justice  
 DEPARTMENT: Sheriff - Law Enforcement Contracts  
 FUND: General

BUDGET UNIT: AAA SHC  
 FUNCTION: Public Protection  
 ACTIVITY: Contract Law Enforcement

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	76,359,497	79,032,641	80,534,391	1,501,750
Operating Expenses	0	0	0	40,358,387	41,207,366	42,926,448	1,719,082
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	116,717,884	120,240,007	123,460,839	3,220,832
Reimbursements	0	0	0	(264)	0	(698,364)	(698,364)
Total Appropriation	0	0	0	116,717,620	120,240,007	122,762,475	2,522,468
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	116,717,620	120,240,007	122,762,475	2,522,468
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	114,847,941	119,201,662	122,762,475	3,560,813
Other Revenue	0	0	0	350	0	0	0
Total Revenue	0	0	0	114,848,291	119,201,662	122,762,475	3,560,813
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	114,848,291	119,201,662	122,762,475	3,560,813
Net County Cost	0	0	0	1,869,329	1,038,345	0	(1,038,345)
Budgeted Staffing					575	575	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Requirements of \$122.8 million include \$80.5 million for 575 budgeted law enforcement and professional staff assigned to stand-alone stations serving as city police departments and \$42.9 million in operating expenses consisting primarily of the following: \$18.9 million for service hours provided from County stations for smaller city operations, \$5.8 million for dispatch services, \$5.2 million for COWCAP (Countywide Cost Allocation Plan) charges, \$3.7 million for vehicle/equipment replacement charges, \$2.5 million for fuel and auto repair/parts, and \$2.1 for insurance. All expenditures in this budget unit are funded through law enforcement contracts with various cities/towns and the San Manuel Band of Mission Indians.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by \$2.5 million primarily due to increased staffing expenses of \$1.5 million associated with increased retirement costs, which were partially offset by savings in safety employee costs related to employee concessions. Additionally, this unit is seeing increased operating expenses to pay for transfers to the Sheriff/Coroner/Public Administrator budget unit for additional dual operations staffing costs as well as increases in fuel and insurance charges. Finally, this budget unit will see the removal of one-time Net County Cost totaling \$1.0 million that was provided to Contract Cities in 2012-13 associated with a Board of Supervisors directed half-year subsidization of increased COWCAP costs.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$80.5 million fund 575 budgeted regular positions. There were no staffing changes in the 2013-14 budget.





## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Valley Patrol	327	0	327	318	9	0	327
Desert Patrol	248	0	248	245	3	0	248
Total	575	0	575	563	12	0	575

Valley Patrol	Desert Patrol
<u>Classification</u>	<u>Classification</u>
1 Crime Analyst	33 Deputy Sheriff
52 Deputy Sheriff	108 Deputy Sheriff 12 Hour Shift
136 Deputy Sheriff 12 Hour Shift	27 Office Specialist
5 Motor Pool Service Assistant	3 Secretary I
34 Office Specialist	3 Sheriff's Captain
5 Secretary I	1 Sheriff's Detective/Corporal 12 Hour
4 Sheriff's Captain	18 Sheriff's Detective/Corporal
26 Sheriff's Detective/Corporal	3 Sheriff's Lieutenant
5 Sheriff's Lieutenant	14 Sheriff's Sergeant
23 Sheriff's Sergeant	10 Sheriff's Sergeant 12 Hour Shift
8 Sheriff's Sergeant 12 Hour Shift	26 Sheriff's Service Specialist
27 Sheriff's Service Specialist	2 Supervising Office Specialist
1 Supervising Office Specialist	248 Total
327 Total	



## Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Contract Training** represents special law enforcement training provided to the Sheriff/Coroner/Public Administrator and other law enforcement agencies. Funding is provided through fees for service. Services at the Emergency Vehicle Operations Center (EVO) and the Training Academy are provided by staff budgeted in the Sheriff/Coroner/Public Administrator's general fund budget unit, and have historically been reimbursed by this budget unit. For 2013-14, the ongoing revenue and expenses in this unit will be transferred into the Department's general fund budget unit. The Department will work with the County Administrative Office on a plan to expend the fund balance and discontinue this Special Revenue Fund in 2013-14.

#### Budget at a Glance

Total Requirements	\$38,696,361
Total Sources	\$15,626,613
Fund Balance	\$23,069,748
Use of Fund Balance	\$17,002,412
Total Staff	0

**Aviation** provides law enforcement, search and rescue, fire suppression and transportation services for the County and other fire and law enforcement agencies. This budget unit represents the maintenance and acquisition of helicopters, aircraft, and equipment for search and rescue, firefighting and flight operations, with contract revenue and proceeds from the sale of surplus aircraft and equipment providing the funding. For 2013-14, the ongoing revenue and expenses in this unit will be transferred into the Department's general fund budget unit. The Department will work with the County Administrative Office on a plan to expend the fund balance and discontinue this Special Revenue Fund in 2013-14.

**Public Gatherings** represents protective services provided by the Sheriff/Coroner/Public Administrator for various public functions and events throughout the County; fully funded by fees charged to the sponsoring organizations. For 2013-14, this budget unit was discontinued and the ongoing expenses and revenue were moved to the Sheriff/Coroner/Public Administrator's general fund budget unit.

The Inland Regional Narcotics Enforcement Team (IRNET) is a joint project among city, county, state and federal agencies in the Inland Empire aimed at combating major narcotics and money laundering operations. **IRNET Federal** accounts for IRNET share of federal asset forfeitures. **IRNET State** accounts for IRNET share of state asset forfeitures, and was established to comply with federal guidelines requiring state forfeiture funds to be kept separate from federal forfeiture funds.

**Federal Seized Assets (DOJ)** accounts for asset forfeitures from federal cases filed with the U.S. Department of Justice (DOJ) through its asset forfeiture program and **Federal Seized Assets (Treasury)** accounts for asset forfeitures from cases filed with the U.S. Department of Treasury. Receipts from this program are required to be maintained in separate funds and must not replace existing funds that would be made available to the Sheriff/Coroner/Public Administrator in the absence of forfeiture funds.

**State Seized Assets** accounts for asset forfeiture proceeds from cases filed and adjudicated under state asset seizure statutes. The California Health Safety Code requires these funds be maintained in a special fund and that 15% of all forfeitures received after January 1994 are set aside for drug education and gang intervention programs. The proceeds are used to offset a portion of the labor costs for staff assigned to the IRNET Team and High Density Drug Trafficking Area (HIDTA) task forces. The 15% allocated to drug education programs is used to fund the Sheriff/Coroner/Public Administrator's Drug Use is Life Abuse (DUILA) program, Crime-Free Multi-Housing, Law Enforcement Internship and Operation Clean Sweep Programs. Funds are also used for maintenance of seized properties. Services for the drug education program are provided by staff budgeted in the Sheriff/Coroner/Public Administrator's general fund budget unit, and reimbursed by this budget unit.

San Bernardino County **Auto Theft Task Force** (SANCATT), established by the Board of Supervisors in 1995, deters, investigates and prosecutes vehicle theft organizations and provides statistical and financial reports to the State Controller, State Legislature and California Highway Patrol as required by AB183. In January, 2010, AB183 was extended to January 1, 2018 by AB286 (Chapter 230; 2009). This budget unit accounts for vehicle registration assessments, per Vehicle Code 9250.14, allocated to the Task Force. Revenue from these fees



offsets operating expenses for qualified expenditures by participating agencies. Staffing costs for those positions assigned to SANCATT are reimbursed to the Sheriff/Coroner/Public Administrator's general fund budget unit.

**Search and Rescue** accounts for the principal and interest from a restricted donation for search and rescue purposes, along with reimbursements received for the cost of providing search and rescue operations. For 2013-14, the ongoing revenue and expenses in this unit will be transferred into the Department's general fund budget unit. The Department will work with the County Administrative Office on a plan to expend the fund balance and discontinue this Special Revenue Fund in 2013-14.

**CAL-ID Program** funding is used for the operating expenses of the Local Automated Fingerprint Identification System (AFIS), and reimburses general fund expenditures for salaries and benefits. The budget unit is funded from joint trust contributions by all local contracting municipal agencies. Staffing costs for those positions assigned to the CAL-ID program are reimbursed to the Sheriff/Coroner/Public Administrator's general fund budget unit.

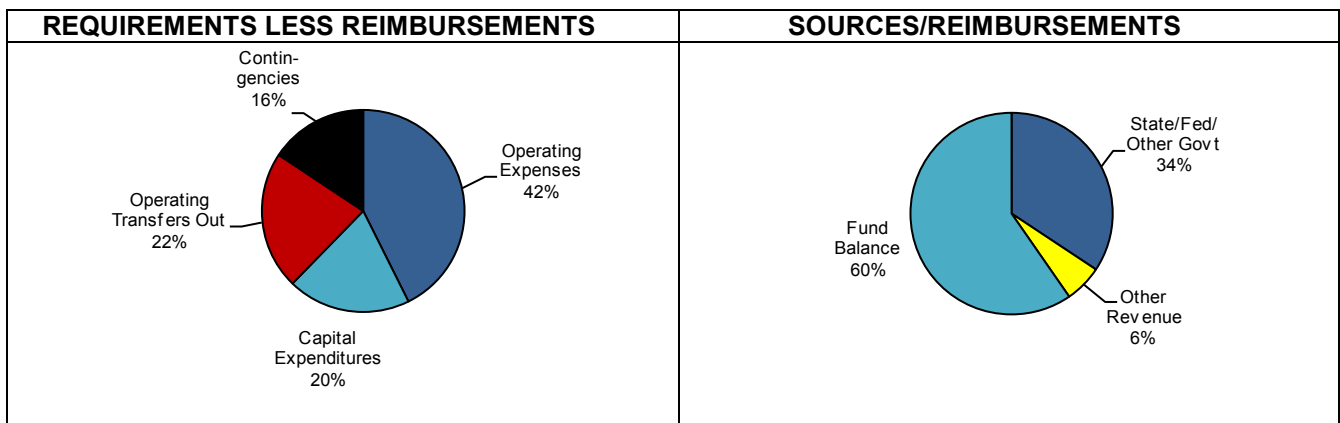
**Capital Projects Fund** represents revenue received in prior years for one-time law enforcement or detention projects. This Special Revenue Fund is being discontinued in 2013-14.

**Court Services Auto** accounts for processing fees collected under AB1109 and are used for purchases and maintenance of automotive equipment necessary to operate court services.

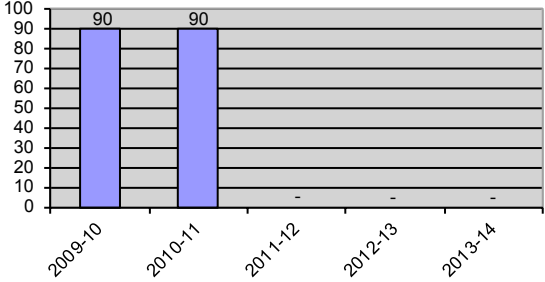
**Court Services Tech** accounts for processing fees collected under AB709 used for automated equipment and furnishings necessary to operate court services.

In accordance with State legislation (AB1805) effective July 1, 2007, **Local Detention Facility Revenue** accounts for an allocation of funds from the State replacing booking fees previously charged by the County to cities and local entities, as permitted by Government Code Section 29550. Funds are required to be used for the purpose of operating, renovating, remodeling, or constructing local detention facilities.

## 2013-14 ADOPTED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Final	2013-14 Adopted					
Regular	0	0	0	0					
Limited Term	0	0	0	0					
Total	0	0	0	0					
Staffing Expenses	\$662,388	\$1,259,637	\$1,259,637	\$0					

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Law and Justice  
DEPARTMENT: Sheriff/Coroner/Public Administrator  
FUND: Consolidated Special Revenue

BUDGET UNIT: Various  
FUNCTION: Public Protection  
ACTIVITY: Police Protection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	1,043,482	917,453	654,613	719,829	1,259,637	0	(1,259,637)
Operating Expenses	6,646,068	10,205,450	22,062,918	13,383,015	19,325,956	16,523,100	(2,802,856)
Capital Expenditures	1,177,983	1,278,021	2,205,763	2,355,600	7,084,004	7,609,454	525,450
Contingencies	0	0	0	0	5,337,605	6,067,336	729,731
Total Exp Authority	8,867,533	12,400,924	24,923,294	16,458,444	33,007,202	30,199,890	(2,807,312)
Reimbursements	(82,907)	(122,406)	(143,076)	(115,146)	(60,000)	(60,000)	0
Total Appropriation	8,784,626	12,278,518	24,780,218	16,343,298	32,947,202	30,139,890	(2,807,312)
Operating Transfers Out	0	200,000	276,857	2,315,425	5,128,342	8,556,471	3,428,129
Total Requirements	8,784,626	12,478,518	25,057,075	18,658,723	38,075,544	38,696,361	620,817
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	11,194,879	10,875,054	12,117,454	15,672,072	11,501,214	13,281,612	1,780,398
Fee/Rate	2,584,496	3,461,229	4,072,032	3,185,873	3,643,875	5,000	(3,638,875)
Other Revenue	2,722,232	2,580,229	2,612,538	2,324,121	2,391,736	2,340,001	(51,735)
Total Revenue	16,501,607	16,916,512	18,802,024	21,182,066	17,536,825	15,626,613	(1,910,212)
Operating Transfers In	246,818	27,000	0	0	0	0	0
Total Sources	16,748,425	16,943,512	18,802,024	21,182,066	17,536,825	15,626,613	(1,910,212)
Fund Balance					20,538,719	23,069,748	2,531,029
Budgeted Staffing					0	0	0



## DETAIL OF 2013-14 ADOPTED BUDGET

2013-14				
	Requirements	Sources	Fund Balance	Staffing
<b>Special Revenue Funds</b>				
Contract Training (Fund SCB)	3,328,054	0	3,328,054	0
Public Gathering (Fund SCC)	0	(3,461)	3,461	0
Aviation (Fund SCE)	325,254	0	325,254	0
IRNET Federal (Fund SCF)	3,415,896	820,000	2,595,896	0
IRNET State (Fund SCX)	250,025	74,000	176,025	0
Federal Seized Assets - DOJ (Fund SCK)	12,438,654	3,760,000	8,678,654	0
Federal Seized Assets - Treasury (Fund SCO)	340,629	5,300	335,329	0
State Seized Assets (Fund SCT)	4,114,963	1,215,000	2,899,963	0
Auto Theft Task Force (Fund SCL)	971,492	851,200	120,292	0
Search and Rescue (Fund SCW)	92,283	0	92,283	0
CAL-ID Program (Fund SDA)	5,367,445	4,923,555	443,890	0
Capital Projects Fund (Fund SQA)	0	(1,038)	1,038	0
Court Services Auto (Fund SQR)	2,867,527	808,000	2,059,527	0
Court Services Tech (Fund SQT)	2,347,260	408,000	1,939,260	0
Local Detention Facility Revenue (Fund SRL)	2,836,879	2,766,057	70,822	0
Total Special Revenue Funds	38,696,361	15,626,613	23,069,748	0

**Contract Training:** Requirements of \$3.3 million represent the remaining fund balance in this Special Revenue Fund. Ongoing expenses and revenues were transferred to the Sheriff/Coroner/Public Administrator's general fund budget unit for 2013-14 and the Department will work with the County Administrative Office on a plan to expend the remaining fund balance and discontinue this fund.

**Public Gatherings:** This budget unit has been discontinued as a Special Revenue Fund in 2013-14; therefore, the ongoing expenses and revenues were transferred to the Sheriff/Coroner/Public Administrator's general fund budget unit. Additionally, the remaining fund balance of \$3,461 will be transferred to the Department's general fund budget unit in 2013-14.

**Aviation:** Requirements of \$325,254 represent the remaining fund balance in this Special Revenue Fund. Ongoing expenses and revenues were transferred to the Sheriff/Coroner/Public Administrator's general fund budget unit for 2013-14 and the Department will work with the County Administrative Office on a plan to expend the remaining fund balance and discontinue this fund.

**IRNET Federal:** Requirements of \$3.4 million reflect the following: \$1.8 million in operating expenses (including transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit to support the cost of overtime), \$1.5 million in contingencies for future allocation, and \$150,000 on one-time additional equipment purchases. Sources of \$820,000 include anticipated asset forfeiture funds (\$800,000) and projected interest earnings (\$20,000).

**IRNET State:** Requirements of \$250,025 are budgeted for operating expenses (\$111,181), equipment purchases (\$25,000), and contingencies (\$113,844). Sources of \$74,000 include anticipated asset forfeiture funds (\$60,000), other revenue (\$10,000), and projected interest earnings (\$4,000).

**Federal Seized Assets (DOJ):** Requirements of \$12.4 million consists of \$3.2 million for improvements to the department's detention facilities and training academy, \$2.9 million for general maintenance expenditures, \$3.1 million for vehicle replacement (including the replacement of a surveillance aircraft), \$1.1 million for equipment purchases, \$0.8 million for a proprietary law enforcement application to convert to a paperless ticketing system and upgrades to other systems, and \$1.4 million set aside for contingencies. Sources of \$3.8 million primarily represent anticipated DOJ cases to be settled during 2013-14.

**Federal Seized Assets (Treasury):** Requirements of \$340,629 primarily include \$40,000 for the purchase of computer related equipment and \$292,169 in departmental contingencies. Sources of \$5,300 represent projected asset seizures and interest earnings.



**State Seized Assets:** Requirements of \$4.1 million include the following: \$2.4 million for projects related to expansion and parking improvements at the department's training center, \$0.4 million for equipment and vehicle purchases, as well as \$1.3 million for the cost of drug education programs (including transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit to support 2 positions), vehicle maintenance, fuel, repairs, and other general expenses for the resolution of asset forfeitures. Sources of \$1.2 million primarily represent anticipated state asset seizures.

**Auto Theft Task Force:** Requirements of \$971,492 provides for salary reimbursements to participating agencies, including transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit to support 4 positions, and other task force operating costs. Sources of \$851,200 primarily represent vehicle registration fees.

**Search and Rescue:** Requirements of \$92,283 represent the remaining fund balance in this Special Revenue Fund. Ongoing expenses and revenues were transferred to the Sheriff/Coroner/Public Administrator's general fund budget unit for 2013-14 and the Department will work with the County Administrative Office on a plan to expend the remaining fund balance and discontinue this fund.

**CAL-ID Program:** Requirements of \$5.4 million primarily include the following: \$4.1 million in transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit for staffing costs of 40 personnel assigned to this program, \$1.2 million for the following operating expenses: monitoring and maintenance costs for equipment, fuel, computer hardware and software items, replacement of fingerprinting stations, and upgrades to serviceable stations. Sources of \$4.9 million are from the CAL-ID Program trust fund and directly offsets all claimable costs.

**Capital Projects Fund:** This budget unit has been discontinued as a Special Revenue Fund in 2013-14. Therefore, the remaining fund balance of \$1,038 will be transferred to the Sheriff/Coroner/Public Administrator's general fund budget unit.

**Court Services Auto:** Requirements of \$2.9 million include \$0.5 million in operating expenses, \$1.1 million to replace vehicles, and \$1.3 million set aside in contingencies. Sources of \$808,000 primarily reflect anticipated court fines.

**Court Services Tech:** Requirements of \$2.3 million include \$389,218 in operating expenses, \$600,000 for purchase of computer equipment and software upgrades, and \$1.4 million in contingencies. Sources of \$408,000 primarily represent estimated court fines.

**Local Detention Facility Revenue:** Requirements of \$2.8 million represent transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit for expenditures related to the operation, renovation, remodeling, or construction of local detention facilities. Sources of \$2.8 million represent the booking fee allocation anticipated from the state.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Total Requirements are increasing by a net \$0.6 million resulting primarily from the following changes:

- \$3.4 million increase in operating transfers out, which primarily represents the remaining fund balance in the Contract Training Special Revenue Fund. The Department will work with the County Administrative Office on a plan to expend the remaining fund balance and discontinue this fund in 2013-14.
- \$4.5 million decrease in requirements resulting from the transfer of ongoing expenses from the Contract Training, Public Gathering, Aviation, and Search and Rescue Special Revenue Funds to the Department's General Fund budget unit.
- \$2.2 million increase in services and supplies for the remaining special revenue funds, which includes an additional cost of \$1.2 for a helicopter engine overhaul in the Department's Federal Seized Assets (DOJ) Special Revenue Fund.

Total sources are decreasing by \$1.9 million due primarily to the transfer of ongoing revenues from Special Revenue Funds to the General Fund totaling \$4.5 million. This was partially offset primarily by an additional \$2.1 million federal seized asset cases anticipated to be settled in 2013-14 and \$0.3 million increase in vehicle registration and reimbursements from CAL-ID trust fund.







# OPERATIONS AND COMMUNITY SERVICES







**OPERATIONS AND COMMUNITY SERVICES  
SUMMARY**

<b>GENERAL FUND</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Net County Cost</b>	<b>Staffing</b>
AGRICULTURE/WEIGHTS AND MEASURES	440				
AGRICULTURE/WEIGHTS AND MEASURES	443	6,797,080	5,437,850	1,359,230	63
AIRPORTS	448				
AIRPORTS	452	2,910,893	2,910,893	0	20
ARCHITECTURE AND ENGINEERING	458	0	0	0	19
COUNTY MUSEUM	469				
COUNTY MUSEUM	472	3,091,973	975,006	2,116,967	22
LAND USE SERVICES	478				
ADMINISTRATION	481	1,167,142	0	1,167,142	36
PLANNING	484	8,331,849	3,229,617	5,102,232	25
BUILDING AND SAFETY	487	3,934,957	3,357,750	577,207	21
CODE ENFORCEMENT	490	5,485,718	643,756	4,841,962	28
FIRE HAZARD ABATEMENT	493	2,505,670	2,251,250	254,420	15
LAND DEVELOPMENT	496	825,000	225,000	600,000	9
PUBLIC WORKS	498				
SURVEYOR	502	3,536,654	2,972,208	564,446	25
REAL ESTATE SERVICES	519				
REAL ESTATE SERVICES	523	1,166,965	1,166,965	0	23
RENTS AND LEASES	526	2,511,056	2,511,056	0	0
COURTS PROPERTY MANAGEMENT	528	2,285,336	2,285,336	0	0
FACILITIES MANAGEMENT DIVISION	532	13,258,458	12,905,399	353,059	109
UTILITIES	535	19,625,024	277,495	19,347,529	2
REGIONAL PARKS	538				
REGIONAL PARKS	542	10,420,719	7,863,567	2,557,152	252
REGISTRAR OF VOTERS	552	8,620,303	2,498,240	6,122,063	26
<b>TOTAL GENERAL FUND</b>		<b>96,474,797</b>	<b>51,511,388</b>	<b>44,963,409</b>	<b>695</b>
<b>SPECIAL REVENUE FUNDS</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Fund Balance</b>	<b>Staffing</b>
AGRICULTURE/WEIGHTS AND MEASURES:					
CALIFORNIA GRAZING	446	143,417	3,000	140,417	0
AIRPORTS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	455	5,882,850	2,496,046	3,386,804	0
COUNTY LIBRARY	464	18,484,562	13,818,082	4,666,480	279
PUBLIC WORKS DEPARTMENT:					
SURVEYOR					
SURVEY MONUMENT PRESERVATION	505	110,641	62,000	48,641	0
TRANSPORTATION					
SPECIAL REVENUE FUNDS - CONSOLIDATED	507	159,382,468	102,232,209	57,150,259	343
REAL ESTATE SERVICES:					
CHINO AGRICULTURAL PRESERVE	530	9,670,810	547,236	9,123,574	0
REGIONAL PARKS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	545	7,391,748	3,331,326	4,060,422	0
SPECIAL DISTRICTS:					
FISH AND GAME COMMISSION	558	6,195	4,267	1,928	0
<b>TOTAL SPECIAL REVENUE FUNDS</b>		<b>201,072,691</b>	<b>122,494,166</b>	<b>78,578,525</b>	<b>622</b>
<b>ENTERPRISE FUNDS</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Net Budget</b>	<b>Staffing</b>
COUNTY MUSEUM:					
MUSEUM STORE	476	67,174	55,000	(12,174)	1
PUBLIC WORKS DEPARTMENT:					
SOLID WASTE MANAGEMENT					
ENTERPRISE FUNDS - CONSOLIDATED	514	86,589,419	85,238,287	(1,351,132)	81
REGIONAL PARKS:					
ENTERPRISE FUNDS - CONSOLIDATED	549	70,219	47,108	(23,111)	4
<b>TOTAL ENTERPRISE FUNDS</b>		<b>86,726,812</b>	<b>85,340,395</b>	<b>(1,386,417)</b>	<b>86</b>



## AGRICULTURE/WEIGHTS AND MEASURES

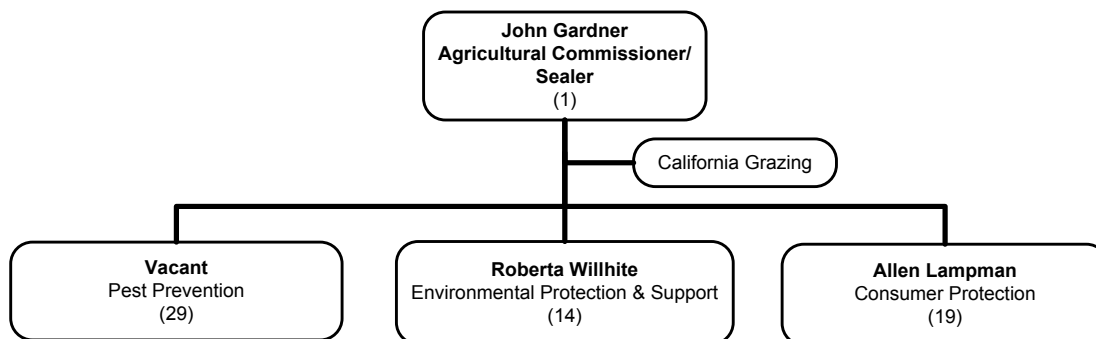
### John Gardner

#### DEPARTMENT MISSION STATEMENT

*The Department of Agriculture/Weights and Measures protects the environment, agricultural industry, businesses and consumers through regulation and satisfies its customers by providing services that promote the health, safety, well-being, and quality of life of its residents according to the County Charter, general laws, and the will of the customers it serves.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Performed 3,800 site visits to shipping terminals, inspected over 49,000 plant shipments, rejected 480 shipments for various violations and intercepted 45 foreign pest species.
- Visited 7,800 businesses requiring a Weights and Measures inspection, inspected 32,000 devices and issued 1,680 notices of violation.
- Checked the price accuracy on 28,700 items in an effort to achieve an overall price overage error rate of less than 2%. The measured error rate achieved was 1.7%.
- Averaged 7,200 trap placements per month in an effort to detect unwanted foreign pests.



**COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES****COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS**

- Objective(s):**
- *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

**Department Strategy:**

- *Review and analyze one significant business process each quarter, revising processes to make them more business friendly and efficient.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Business processes reviewed/analyzed (total number for the year).	N/A	N/A	N/A	4

**COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES**

- Objective(s):**
- *Work with Federal, State and regional governments and organizations to ensure San Bernardino County receives its fair share of resources and to help shape legislation and regulations which affect the County.*
  - *Work with all Federal and State agencies owning land in the County, to maximize the benefit to the County.*

**Department Strategy:**

- *Cooperatively develop service contracts with State agencies to fund department activities.*
- *Develop grazing land improvements on federal land as requested by the Range Improvement Advisory Committee in conjunction with the Bureau of Land Management.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Contract workplans submitted and/or state-approved contracts.	N/A	N/A	13	12
Rangeland improvement projects (# of projects completed).	1	N/A	1	3



**SUMMARY OF BUDGET UNITS**

2013-14						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Agriculture/Weights and Measures	6,797,080	5,437,850	1,359,230			63
Total General Fund	6,797,080	5,437,850	1,359,230			63
<b><u>Special Revenue Fund</u></b>						
California Grazing	143,417	3,000		140,417		0
Total Special Revenue Fund	143,417	3,000		140,417		0
<b>Total - All Funds</b>	6,940,497	5,440,850	1,359,230	140,417		63

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Agriculture/Weights and Measures	6,062,955	5,980,537	6,363,146	6,967,436	6,797,080
California Grazing	142,918	147,036	151,337	144,536	143,417
<b>Total</b>	<b>6,205,873</b>	<b>6,127,573</b>	<b>6,514,483</b>	<b>7,111,972</b>	<b>6,940,497</b>

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Agriculture/Weights and Measures	4,814,820	5,385,445	5,311,670	5,672,365	5,437,850
California Grazing	6,313	4,117	4,300	4,000	3,000
<b>Total</b>	<b>4,821,133</b>	<b>5,389,562</b>	<b>5,315,970</b>	<b>5,676,365</b>	<b>5,440,850</b>

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Agriculture/Weights and Measures	1,248,135	595,092	1,051,476	1,295,071	1,359,230
<b>Total</b>	<b>1,248,135</b>	<b>595,092</b>	<b>1,051,476</b>	<b>1,295,071</b>	<b>1,359,230</b>

5-YEAR FUND BALANCE TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
California Grazing	136,605	142,919	147,037	140,536	140,417
<b>Total</b>	<b>136,605</b>	<b>142,919</b>	<b>147,037</b>	<b>140,536</b>	<b>140,417</b>



## Agriculture/Weights and Measures

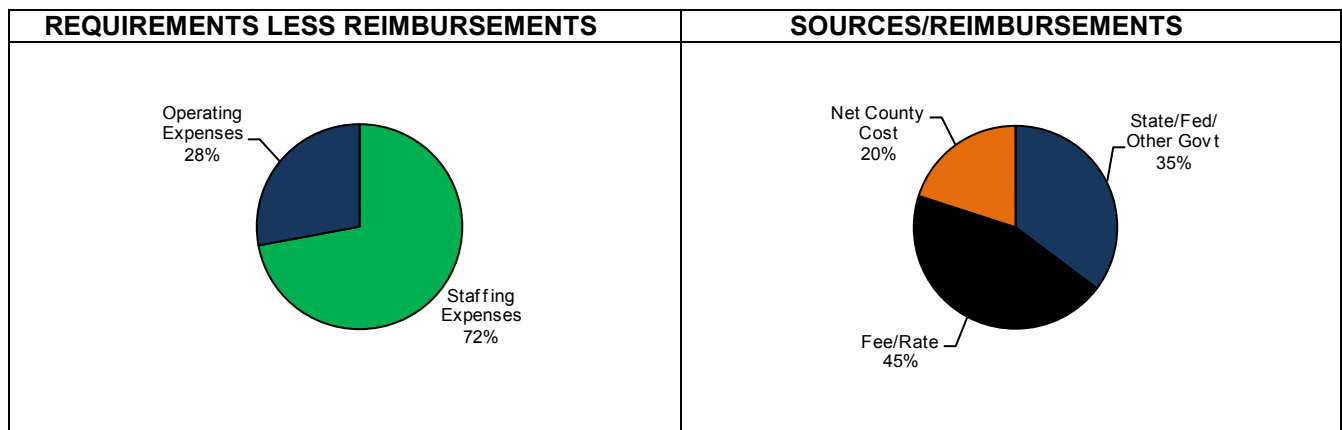
### DESCRIPTION OF MAJOR SERVICES

The Department of Agriculture/Weights and Measures (Department) protects the environment, public health, worker safety and the welfare of the public by enforcing state and local agricultural and consumer protection laws. The Department enforces plant quarantines, detects and eradicates unwanted foreign pests, regulates pesticide use, verifies pricing accuracy of goods, and regulates all business transactions based on units of measures such as weight or volume. Additional duties include inspecting eggs, produce and nursery stock, certifying plant shipments for export, controlling vegetation along state and County right-of ways and flood control channels, and other miscellaneous services provided to businesses and the general public. The Department has two canine inspection teams that are utilized with great success to detect plant materials from within unmarked agricultural parcels found at industrial shipping terminals.

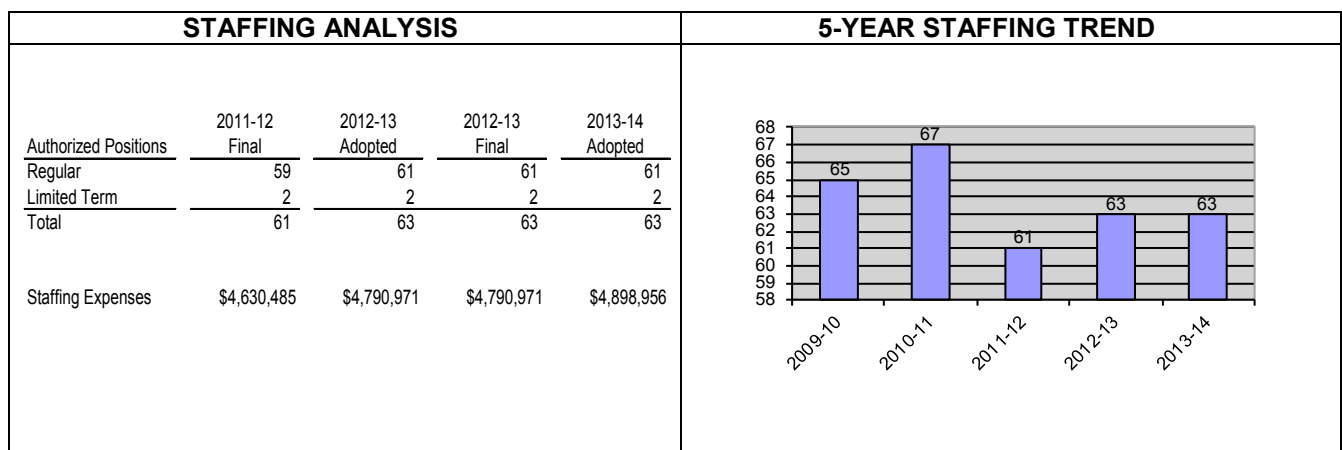
#### Budget at a Glance

Total Requirements	\$6,797,080
Total Sources	\$5,437,850
Net County Cost	\$1,359,230
Total Staff	63
Funded by Net County Cost	20%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: Agriculture/Weights and Measures  
 FUND: General

BUDGET UNIT: AAA AWM  
 FUNCTION: Public Protection  
 ACTIVITY: Protective Inspection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	4,428,525	4,377,781	4,630,485	4,427,088	4,790,971	4,898,956	107,985
Operating Expenses	1,437,735	1,602,738	1,679,644	2,061,544	2,074,465	1,898,124	(176,341)
Capital Expenditures	60,790	0	0	8,870	54,000	0	(54,000)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	5,927,050	5,980,519	6,310,129	6,497,502	6,919,436	6,797,080	(122,356)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	5,927,050	5,980,519	6,310,129	6,497,502	6,919,436	6,797,080	(122,356)
Operating Transfers Out	135,871	0	0	48,000	48,000	0	(48,000)
Total Requirements	6,062,921	5,980,519	6,310,129	6,545,502	6,967,436	6,797,080	(170,356)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	2,431,522	3,141,599	2,413,131	3,104,929	2,659,365	2,397,350	(262,015)
Fee/Rate	2,346,512	2,236,684	2,831,351	3,068,429	3,010,800	3,039,000	28,200
Other Revenue	41,156	7,163	31,849	(257)	2,200	1,500	(700)
Total Revenue	4,819,190	5,385,446	5,276,331	6,173,101	5,672,365	5,437,850	(234,515)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	4,819,190	5,385,446	5,276,331	6,173,101	5,672,365	5,437,850	(234,515)
Net County Cost	1,243,731	595,073	1,033,798	372,401	1,295,071	1,359,230	64,159
Budgeted Staffing					63	63	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses make up the majority of the Department's expenditures within this budget unit for 2013-14. These expenses are necessary primarily in order to provide mandated inspection services in the field of agriculture and weights and measures. Herbicide purchases, vehicle and equipment maintenance charges comprise the majority of the Department's operating expenses. Sources of \$5.4 million are derived primarily from license and permit fees, reimbursement for State Contracts, County's portion of Unclaimed Gas Tax, and reimbursement for weed control services.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

This budget deletes four positions and restores four positions that were deleted in prior years due to budget reductions, and reestablishes the Environmental Protection Division with the added duties of administrative support functions. The restoration of these positions will enable the Department to meet existing workload and enhance its ability to meet succession planning needs.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$4.9 million fund 63 budgeted positions of which 61 are regular positions and 2 are limited term positions.

The Department has added 1 Deputy Agricultural Commissioner/Sealer position, and 3 Agricultural/Standards Officer IV positions to provide mandated services and meet an increased workload. The Department is also deleting 3 Agricultural Field Aide I positions (all vacant) and 1 Agricultural Field Aide II position (vacant) assigned to the Pest Prevention Division. The remaining staff in these classifications have demonstrated the ability to perform the contracted workload.



## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Consumer Protection	19	0	19	18	0	1	19
Environmental Protection	15	0	15	14	0	1	15
Pest Prevention	27	2	29	25	2	2	29
Total	61	2	63	57	2	4	63

Consumer Protection	Environmental Protection	Pest Prevention
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Deputy Agricultural Commissioner	1 Agricultural Commissioner/Sealer	1 Deputy Agricultural Commissioner
1 Supervising Agricultural/Stand. Officer	1 Assistant Ag. Commissioner/Sealer	2 Supervising Agricultural/Stand. Officer
16 Agricultural/Standards Officer	1 Executive Secretary II	6 Agricultural/Standards Officer
1 Office Assistant III	1 Fiscal Assistant	1 Office Assistant III
19 Total	1 Supervising Agricultural/Stand. Officer	15 Agricultural Field Aide I
	6 Agricultural/Standards Officer	1 Agricultural Field Aide II
	3 Agricultural/Standards Technician	1 Ag. Pest Exclusion Officer
	1 Office Assistant III	2 Contract Canine Assistant
	15 Total	29 Total



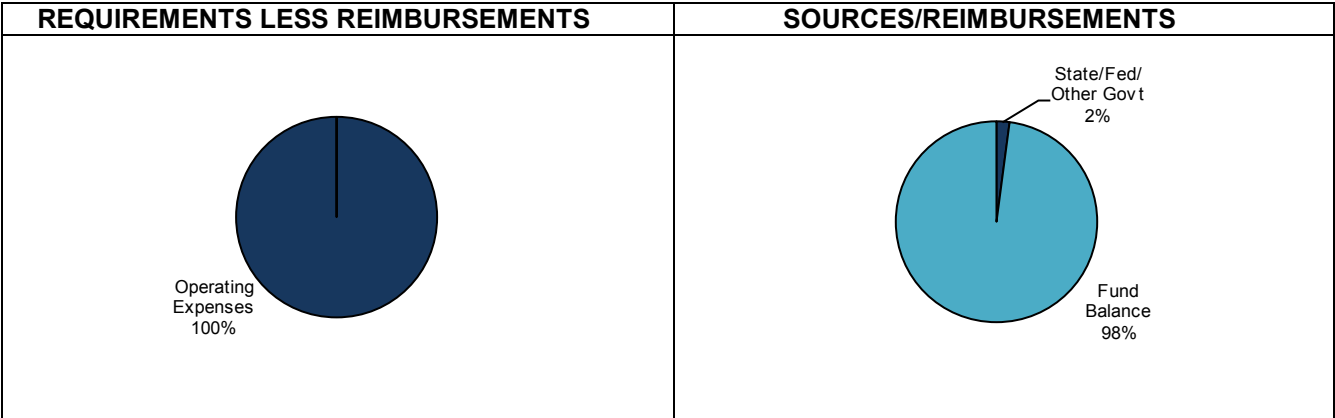
## California Grazing

### DESCRIPTION OF MAJOR SERVICES

The California Grazing budget unit funds a variety of range improvement projects such as cattle guards, fencing, pipelines, tanks and other water dispensing facilities adopted by the County's Range Improvement Advisory Committee (RIAC). RIAC is comprised of five lessees of federal grazing land and one wildlife representative, and are appointed by the Board of Supervisors. RIAC recommends various grazing improvement projects for funding to the Board of Supervisors. The Bureau of Land Management (BLM), the federal agency responsible for leasing the grazing allotments to the ranchers, reviews the environmental impact of projects. Funding for these projects comes from fees paid to the federal government for grazing rights by ranchers under the provisions of the federal Taylor Grazing Act of 1934. A portion of the grazing fees is distributed back to the County to finance improvements on federal lands. The County acts in a trustee capacity for these funds.

Budget at a Glance	
Total Requirements	\$143,417
Total Sources	\$3,000
Fund Balance	\$140,417
Use of Fund Balance	\$140,417
Total Staff	0

### 2013-14 ADOPTED BUDGET





## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Agriculture/Weights and Measures  
FUND: California Grazing

BUDGET UNIT: SCD ARE  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	10,804	2,995	144,536	143,417	(1,119)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	0	10,804	2,995	144,536	143,417	(1,119)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	10,804	2,995	144,536	143,417	(1,119)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	10,804	2,995	144,536	143,417	(1,119)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	6,314	4,118	4,303	2,876	4,000	3,000	(1,000)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	6,314	4,118	4,303	2,876	4,000	3,000	(1,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	6,314	4,118	4,303	2,876	4,000	3,000	(1,000)
Fund Balance					140,536	140,417	(119)
Budgeted Staffing					0	0	0

## MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET

Operating expenses provide for a variety of grazing/range improvement projects on federal lands, and these improvement projects are approved by the Board of Supervisors through recommendations from the RIAC. Sources are derived from fees paid by the federal government for grazing rights by ranchers.

## BUDGET CHANGES AND OPERATIONAL IMPACT

No major budget changes from prior year.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## AIRPORTS

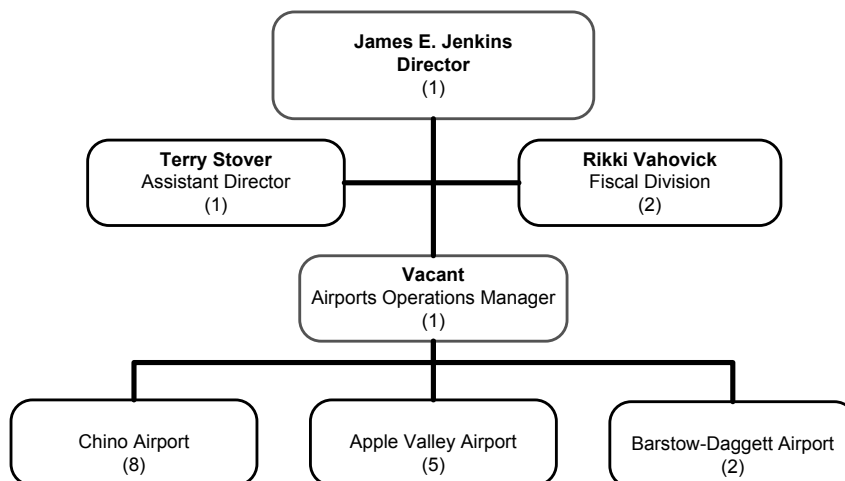
### James E. Jenkins

#### DEPARTMENT MISSION STATEMENT

*San Bernardino County Department of Airports plans, organizes and directs the County's airport and aviation system to provide high-quality aviation facilities and services in a safe and efficient manner, optimizing the benefit to the communities and citizens of the County.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Completed closure of the Barstow-Daggett Airport housing units. Achieved net operational cost savings in excess of \$450,000 annually due to reduction in costs to maintain potable water system, reduction of 2 positions to maintain units, reduction in energy costs associated with maintaining water and sewer systems, and reduction in insurance costs.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES

- Objective(s):**
- *Work with Federal, State and regional governments and organizations to ensure San Bernardino County receives its fair share of resources and to help shape legislation and regulations which affect the County.*

- Department Strategy:**
- *Improve and maintain Airport infrastructure, such as runways and drainage systems, by maximizing use of Federal Aviation Administration and Cal Trans Aeronautics funding.*
  - *Continue to develop and maintain focus on structured and preventative maintenance programs to address infrastructure deficiencies.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of pavement rehabilitation completed (minimum 10% annually).	12.4%	15%	2%	15%
Federal grant monies have been reduced during this period (Federal Sequester), and anticipated grant funding for infrastructure project was not received in 2012-13.				

### COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER

- Objective(s):**
- *Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.*

- Department Strategy:**
- *Construct aircraft storage facilities at Chino or Twentynine Palms Airports, producing a revenue generating asset to support ongoing operations.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Construction of aircraft hangar facilities (# of facilities).	N/A	N/A	N/A	1 hangar

### COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY

- Objective(s):**
- *Continue business retention and expansion programs while implementing office and industrial attraction strategies emphasizing provision of high-paying jobs.*

- Department Strategy:**
- *Maximize structured outreach activities to private sector business entities thus informing prospective businesses of real estate opportunities at various County airports.*
  - *Continue to closely monitor existing airport businesses to ensure continued success; assist by providing clearinghouse guidance to available related resources within the County.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Number of businesses operating on airport properties (commercial leases).	76	N/A	75	85



**SUMMARY OF BUDGET UNITS**

2013-14						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Airports	2,910,893	2,910,893	0			20
Total General Fund	2,910,893	2,910,893	0			20
<b><u>Special Revenue Funds</u></b>						
Special Revenue Funds - Consolidated	5,882,850	2,496,046		3,386,804		0
Total Special Revenue Funds	5,882,850	2,496,046		3,386,804		0
<b><u>Enterprise Funds</u></b>						
*Apple Valley Airport - Operations (CSA 60)	5,572,889	2,234,189			(3,338,700)	0
*Apple Valley Airport - Cap. Improv (CSA 60)	4,117,693	64,000			(4,053,693)	0
Total Enterprise Funds	9,690,582	2,298,189			(7,392,393)	0
<b>Total - All Funds</b>	<b>18,484,325</b>	<b>7,705,128</b>	<b>0</b>	<b>3,386,804</b>	<b>(7,392,393)</b>	<b>20</b>

\*These budget units are located in the County Special Districts budget book under Special Districts (CSA 60).



<b>5-YEAR REQUIREMENTS TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Airports	2,678,516	3,088,478	2,886,349	2,879,545	2,910,893
Chino Airport Commercial Hangars	1,810,347	1,863,863	1,569,987	1,258,469	1,339,915
Chino Airport Incentive Fund	996,159	142,142	172,415	106,633	71,260
Airports Capital Improvement Program	5,844,131	8,063,335	4,886,535	3,935,451	4,471,675
*Apple Valley Airport - Operations (CSA 60)	3,375,569	3,347,296	5,566,790	6,144,933	5,572,889
*Apple Valley Airport - Cap. Improv (CSA 60)	6,104,400	6,564,764	5,360,429	4,922,355	4,117,693
<b>Total</b>	<b>20,809,122</b>	<b>23,069,878</b>	<b>20,442,505</b>	<b>19,247,386</b>	<b>18,484,325</b>

<b>5-YEAR SOURCES TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Airports	2,678,516	3,088,478	2,886,349	2,879,545	2,910,893
Chino Airport Commercial Hangars	887,312	837,630	914,248	1,249,101	1,162,131
Chino Airport Incentive Fund	227,143	58,662	0	105,026	43,929
Airports Capital Improvement Program	1,157,519	4,806,196	925,375	2,200,771	1,289,986
*Apple Valley Airport - Operations (CSA 60)	2,377,776	2,652,261	3,716,654	3,117,287	2,234,189
*Apple Valley Airport - Cap. Improv (CSA 60)	2,797,488	46,038	(905,155)	619,918	64,000
<b>Total</b>	<b>10,125,754</b>	<b>11,489,265</b>	<b>7,537,471</b>	<b>10,171,648</b>	<b>7,705,128</b>

<b>5-YEAR NET COUNTY COST TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Airports	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>5-YEAR FUND BALANCE TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Chino Airport Commercial Hangars	923,035	1,026,233	655,739	9,368	177,784
Chino Airport Incentive Fund	769,016	83,480	172,415	1,607	27,331
Airports Capital Improvement Program	4,686,612	3,257,139	3,961,160	1,734,680	3,181,689
<b>Total</b>	<b>6,378,663</b>	<b>4,366,852</b>	<b>4,789,314</b>	<b>1,745,655</b>	<b>3,386,804</b>

<b>5-YEAR NET BUDGET TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
*Apple Valley Airport - Operations (CSA 60)	(997,793)	(695,035)	(1,850,136)	(3,027,646)	(3,338,700)
*Apple Valley Airport - Cap. Improv (CSA 60)	(3,306,912)	(6,518,726)	(6,265,584)	(4,302,437)	(4,053,693)
<b>Total</b>	<b>(4,304,705)</b>	<b>(7,213,761)</b>	<b>(8,115,720)</b>	<b>(7,330,083)</b>	<b>(7,392,393)</b>

\*These budget units are located in the County Special Districts budget book under Special Districts (CSA 60).

*Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.*



## Airports

### DESCRIPTION OF MAJOR SERVICES

The Department of Airports (Department) provides for the management, development, maintenance and operation of six airports. The Department assures that County airports are maintained and operated in compliance with state and federal regulations. The Department works cooperatively with other airports located within the County regarding state and federal aviation programs, issues and requirements. The Department participates and provides input to aviation industry support organizations, as necessary, to develop local, national and state aviation policy.

#### Budget at a Glance

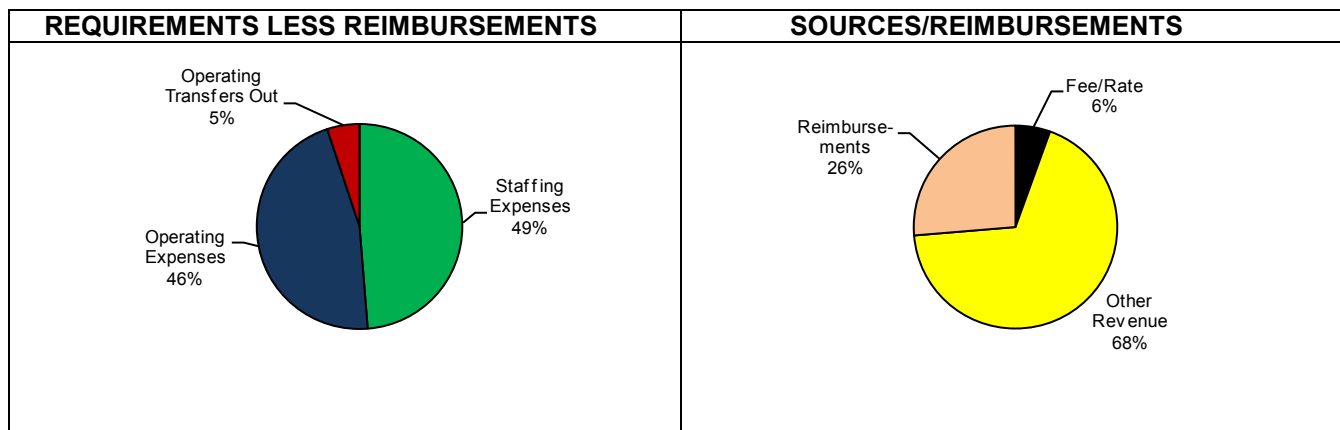
Total Requirements	\$2,910,893
Total Sources	\$2,910,893
Net County Cost	\$0
Total Staff	20
Funded by Net County Cost	0%

The County's six airports include:

1. Apple Valley Airport, a County Service Area (CSA 60) with a significant sport aviation base;
2. Baker Airport, located adjacent to the Town of Baker and supports 1-40 between Barstow and Las Vegas;
3. Barstow-Daggett Airport, which features significant military activity and the Fort Irwin Helicopter Maintenance Base, both of which support the Fort Irwin National Training Center;
4. Chino Airport, a Federal Aviation Administration (FAA) designated reliever to John Wayne Airport and one of the largest general aviation airports in the country with approximately 650 based aircraft;
5. Needles Airport, a critical transportation link along the Colorado River; and
6. Twentynine Palms Airport, a center for soaring activity serving the surrounding community, including the United States Marine Corps Air-Ground Combat Center.

The County's airports produce revenue to operate and maintain the airport system. Revenues are generated from facility rents, concession and user fees, and, in the case of Apple Valley Airport, property taxes dedicated to the support of CSA 60. State and federal grants are significant sources for funds to construct, improve and maintain airport infrastructure.

### 2013-14 ADOPTED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Final	2013-14 Adopted					
Regular	24	19	19	20					
Limited Term	0	0	0	0					
Total	24	19	19	20					
Staffing Expenses	\$2,091,782	\$1,814,396	\$1,814,396	\$1,925,294					

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
DEPARTMENT: Airports  
FUND: General

BUDGET UNIT: AAA APT  
FUNCTION: Public Ways and Facilities  
ACTIVITY: Transportation Terminals

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	2,235,518	2,233,507	2,091,771	1,632,659	1,814,396	1,925,294	110,898
Operating Expenses	1,165,200	1,325,493	2,004,137	1,867,509	1,930,681	1,824,778	(105,903)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	3,400,718	3,559,000	4,095,908	3,500,168	3,745,077	3,750,072	4,995
Reimbursements	(807,558)	(859,932)	(1,227,613)	(886,813)	(865,532)	(1,039,925)	(174,393)
Total Appropriation	2,593,160	2,699,068	2,868,295	2,613,355	2,879,545	2,710,147	(169,398)
Operating Transfers Out	85,356	335,210	19,000	424,000	0	200,746	200,746
Total Requirements	2,678,516	3,034,278	2,887,295	3,037,355	2,879,545	2,910,893	31,348
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	80,000	58,519	45,616	0	0	0
Fee/Rate	176,245	160,214	176,850	156,865	172,000	217,563	45,563
Other Revenue	2,422,677	2,849,265	2,649,144	2,821,029	2,682,545	2,668,330	(14,215)
Total Revenue	2,598,922	3,089,479	2,884,513	3,023,510	2,854,545	2,885,893	31,348
Operating Transfers In	81,563	0	0	25,000	25,000	25,000	0
Total Sources	2,680,485	3,089,479	2,884,513	3,048,510	2,879,545	2,910,893	31,348
Net County Cost	(1,969)	(55,201)	2,782	(11,155)	0	0	0
Budgeted Staffing					19	20	1

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$1.9 million fund 20 budgeted regular positions that provide support for 6 County-operated airports. Operating expenses of \$1.8 million include Countywide Services (COWCAP), property insurance, utilities, other professional services, general maintenance, and fuel purchases for the sale of fuel at Twentynine Palms Airport. Reimbursements of \$1.0 million are primarily for staffing costs and services/supplies expenses that are incurred by the Airport's general fund budget unit for personnel that are assigned to support the Apple Valley Airport and Chino Airport Commercial Hangar complex. Sources of \$2.9 million primarily represents Rents and Concession receipts at the airports.



## BUDGET CHANGES AND OPERATIONAL IMPACT

There are relatively minor changes to the Department of Airports 2013-14 budget as a whole; however, the budget does include an increase of \$106,526 in staffing expenses specifically attributed to the addition of 1 new position (Airports Operations Manager), with all remaining positions fully budgeted. Reimbursements increased primarily to recover administrative costs associated with the Chino Airport Commercial Hangar complex. Rents and Concession sources at the airports were adjusted to reflect anticipated collection levels.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.9 million fund 20 budgeted regular positions. A minor restructuring of the Departments' organizational function and programmatic responsibilities has resulted in the addition of 1 position (Airports Operations Manager). This position will be responsible for the daily operations management responsibilities throughout the six County airports.

## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	5	0	5	4	0	1	5
Apple Valley Airport	5	0	5	5	0	0	5
Barstow-Daggett Airport	2	0	2	2	0	0	2
Chino Airport	8	0	8	8	0	0	8
Total	20	0	20	19	0	1	20

Administration	Apple Valley Airport	Barstow-Daggett Airport
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Airports Director	1 Airport Maintenance Supervisor	2 Airport Maintenance Worker I
1 Airports Assistant Director	2 Airport Maintenance Worker I	2 Total
1 Airports Operations Manager	1 Airport Maintenance Worker II	
1 Fiscal Assistant	1 Secretary I	
1 Staff Analyst II	5 Total	
5 Total		
<b>Chino Airport</b>		
<u>Classification</u>		
1 Airport Maintenance Supervisor		
5 Airport Maintenance Worker I		
1 Fiscal Assistant		
1 Secretary I		
8 Total		





## Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Chino Airport Commercial Hangars** complex is managed, maintained, and operated by the Department of Airports. The Commercial Hangars at Chino Airport were constructed in 1987 with proceeds from a 30-year bond issue. In addition to maintenance expenses, requirements are budgeted annually for insurance costs and bond repayment. Requirements for this budget unit are funded from rental revenues and available fund balance. There is no staffing associated with this budget unit. However, this budget unit reimburses the Airport's general fund budget unit for the cost of staffing incurred to support the Commercial Hangar complex.

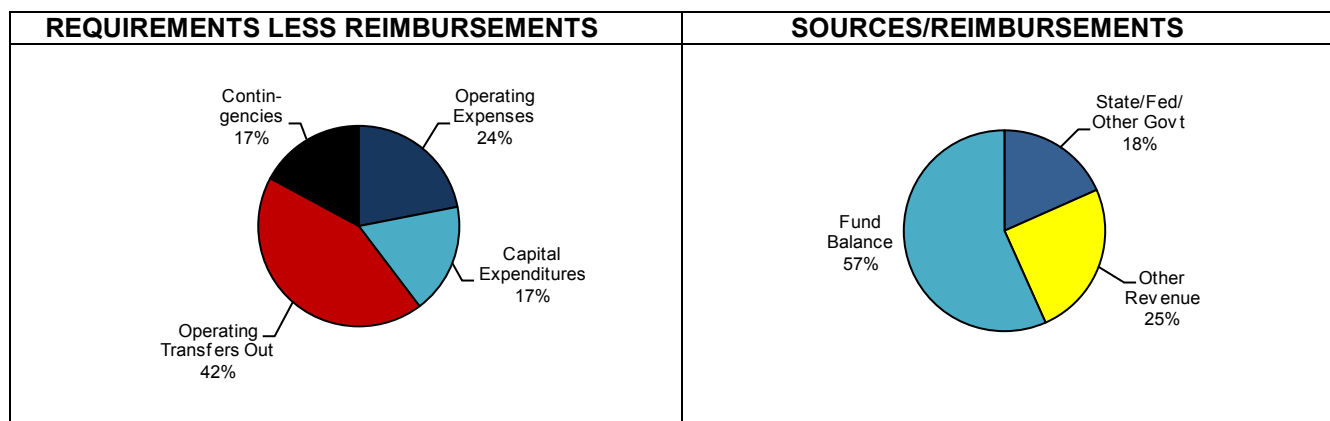
#### Budget at a Glance

Total Requirements	\$5,882,850
Total Sources	\$2,496,046
Fund Balance	\$3,386,804
Use of Fund Balance	\$2,401,307
Total Staff	0

**The Chino Airport Incentive Fund** was established mid-year in 2007-08 to provide separate accountability for all costs and revenues related to the objective of attracting and retaining businesses at Chino Airport. There is no staffing associated with this budget unit.

**Airports Capital Improvement Program** is a Capital Improvement Program (CIP) that is managed by the Department of Airports and includes projects for Baker Airport, Barstow-Daggett Airport, Chino Airport, Needles Airport, and Twentynine Palms Airport. Projects funded in this budget unit include utility, storm water, and fire suppression plans, Airport Master Plans, Airport Layout Plans, construction and rehabilitation for numerous runways, taxiways, water systems, airport facilities, annual pavement maintenance, infrastructure and rehabilitation of reverted buildings. The capital projects for Apple Valley Airport (County Service Area 60) are budgeted in a separate budget unit in the Special Districts budget book. All Capital Improvement Projects for all six airports that are administered by the Department, or by Architecture and Engineering on behalf of the Department, are reported in the Capital Improvement Program section of this budget book. There is no staffing associated with this budget unit

### 2013-14 ADOPTED BUDGET



## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Operations and Community Services  
 DEPARTMENT: Airports  
 FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various  
 FUNCTION: Public Ways and Facilities  
 ACTIVITY: Public Ways

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,331,273	1,700,659	1,416,177	1,094,597	1,395,102	1,382,826	(12,276)
Capital Expenditures	2,654,785	3,536,343	2,925,116	539,298	1,209,438	1,024,449	(184,989)
Contingencies	0	0	0	0	1,585,160	985,497	(599,663)
Total Exp Authority	3,986,058	5,237,002	4,341,293	1,633,895	4,189,700	3,392,772	(796,928)
Reimbursements	0	0	0	(200,000)	(200,000)	0	200,000
Total Appropriation	3,986,058	5,237,002	4,341,293	1,433,895	3,989,700	3,392,772	(596,928)
Operating Transfers Out	405,000	234,000	442,100	1,057,764	1,310,888	2,490,078	1,179,190
Total Requirements	4,391,058	5,471,002	4,783,393	2,491,659	5,300,588	5,882,850	582,262
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	947,950	4,201,216	909,730	1,975,371	1,981,061	1,057,500	(923,561)
Fee/Rate	0	4,536	0	184	0	0	0
Other Revenue	996,283	937,734	587,260	926,559	803,106	518,066	(285,040)
Total Revenue	1,944,233	5,143,486	1,496,990	2,902,114	2,784,167	1,575,566	(1,208,601)
Operating Transfers In	285,356	596,210	221,100	1,111,129	770,731	920,480	149,749
Total Sources	2,229,589	5,739,696	1,718,090	4,013,243	3,554,898	2,496,046	(1,058,852)
Fund Balance					1,745,690	3,386,804	1,641,114
Budgeted Staffing					0	0	0

## DETAIL OF 2013-14 ADOPTED BUDGET

2013-14			
Requirements	Sources	Fund Balance	Staffing
<b>Special Revenue Funds</b>			
Chino Airport Commercial Hangars (Fund RCI)	1,339,915	1,162,131	177,784
Chino Airport Incentive Fund (Fund RCO)	71,260	43,929	27,331
Airports Capital Improvement Program (Fund RAA, RCD)	4,471,675	1,289,986	3,181,689
Total Special Revenue Funds	5,882,850	2,496,046	3,386,804

**Chino Airport Commercial Hangars** has approximately \$1.3 million in requirements for operating expenses, which includes transfers of \$856,253 for the bond payment and services and supplies of \$174,886 for operations. Sources of approximately \$1.2 million are generated from Rents and Concessions receipts from commercial tenants in the amount of \$513,066, and an operating transfer in from the Airport Capital Improvement Program budget unit in the amount of \$649,065 to fund current services. The Chino Airport Commercial Hangars, if fully occupied at the current market lease rate, will not generate adequate revenues to fully fund the operations, maintenance and bond obligation expenses through the bond payment period.

**Chino Airport Incentive Fund** has \$71,260 in requirements for operating expenses for services and supplies which is primarily for the completion of the Chino Airport Master Plan contract. Sources of \$43,929 are an operating transfer in from the Airport Capital Improvement Program budget unit to fund current services.



**Airports Capital Improvement Program** has \$4.5 million in requirements which includes \$1.0 million in capital expenditures primarily for the installation of monitoring wells and groundwater assessment associated with the groundwater plume at Chino Airport for \$363,924, the Chino Airport pavement project for \$330,746, apron rehab projects at both the Chino and Barstow-Daggett Airports for \$115,000, and pavement maintenance and Comprehensive Land Use Plan (CLUP) at Chino Airport for \$110,000. Additionally, \$840,210 is budgeted in contingencies to fund future airport capital improvement projects. Operating transfers out of \$2.5 million primarily consist of transfers to Architecture and Engineering (A&E) for management of various CIP's including \$1.0 million for the Chino Airport Runway Safety Fire Suppression project and \$240,000 for the Chino Airport Storm Water Conveyance project, \$650,000 will assist with funding the bond payment within the Chino Airport Commercial Hangars budget unit and \$44,000 to the Chino Airport Master Plan within the Chino Airport Incentive Fund budget unit, and \$0.5 million for the continuing groundwater plume project at Chino Airport. Sources of \$1.3 million are primarily from state and federal grants for various CIP's including the Chino Fire Suppression Removal project.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Overall, requirements are increasing by \$582,262 and sources are decreasing by \$1.1 million. Requirements reflect a decrease of \$599,663 in contingencies to fund current year operations, a decrease of \$184,989 in capital expenditures, and an increase of \$1.2 million to operating transfers out primarily to A&E for project management of the Chino Airport fire suppression project. Sources are decreasing by approximately \$1.1 million due to a decrease of \$924,000 to state/federal revenue primarily due to the completion of the electrical upgrades CIP at Barstow-Daggett Airport as the project was federally funded with a 95% match from the Federal Aviation Administration, and a decrease to other revenue of \$285,000 primarily due to the receipt of plume reimbursement funds from Risk Management for 2012-13 plume related expenditures.



## ARCHITECTURE AND ENGINEERING

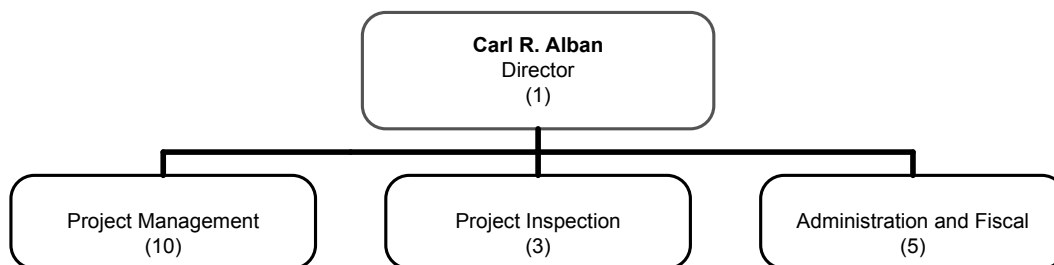
### Carl R. Alban

#### DEPARTMENT MISSION STATEMENT

*The Architecture and Engineering Department is committed to the timely and cost effective design and construction of projects included in the County's annual Capital Improvement Program, providing quality improvements to ensure accessible and safe environments for County departments and the public they serve.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Developed ongoing multi-year capital plan to bring the County into fiscal balance and address the most pressing capital requirements Countywide which enabled a reduction in the annual capital improvement program funding from \$15.3 million to \$12.0 million.
- Completed acquisition of existing space and established plans to revitalize County office buildings to strategically invest in the future. The scope of planned activities includes seismic retrofits, modernization and extension of the useful life of building systems, major equipment replacements and infrastructure upgrades as part of the Building Acquisitions and Retrofit Project in San Bernardino.
- Completed and refined assessment of buildings and allocation of resources to address deferred maintenance and major repairs of the County's building assets.
- Invested capital resources to reduce energy costs through the energy efficiency program partnership with Southern California Edison and Southern California Gas Company. Various implementation projects have been completed with others in process.
- Supported all Law and Justice functions to maintain public safety achieved by improving County facilities. Major projects to address safety issues and reduce liability and cost include:
  - Adelanto Detention Center Expansion
  - San Bernardino Probation AB109 Program Remodel of Library Administration Building
  - Glen Helen Rehabilitation Center Sheriff Security Improvements
  - High Desert Public Safety Operations Center
- Continued to implement the Americans with Disabilities Act (ADA) program to improve accessibility. ADA improvements have been completed in Courthouses countywide.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER

**Objective(s):** • *Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.*

**Department Strategy:** • *Continue to implement and build upon strategies developed under the County's energy efficiency partnership with SCE and SoCalGas.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Reduce natural gas usage (therms).	N/A	N/A	8,000	40,000
Reduce electricity usage (kilowatt hours - kWh).	N/A	N/A	400,000	830,000

**Department Strategy:** • *Reduce on-going utility costs through the implementation of energy savings measures.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Reduce ongoing electricity costs.	N/A	N/A	\$100,000	\$115,000
Reduce ongoing natural gas costs.	N/A	N/A	\$8,000	\$40,000

**Department Strategy:** • *Maximize utility company incentives received from the implementation of energy saving measures to utilize them to fund additional measures.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Incentives received from energy savings measures.	N/A	N/A	\$85,000	\$175,000

### COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS

**Objective(s):** • *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

**Department Strategy:** • *Complete capital projects on schedule.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of projects completed within one year of budget approval.	N/A	N/A	N/A	90%



**SUMMARY OF BUDGET UNITS**

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Architecture and Engineering	0	0	0			19
Total General Fund	0	0	0			19

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Architecture and Engineering	62,972	(65,000)	(100,000)	0	0
<b>Total</b>	<b>62,972</b>	<b>(65,000)</b>	<b>(100,000)</b>	<b>0</b>	<b>0</b>

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Architecture and Engineering	(3,618)	0	0	0	0
<b>Total</b>	<b>(3,618)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Architecture and Engineering	66,590	(65,000)	(100,000)	0	0
<b>Total</b>	<b>66,590</b>	<b>(65,000)</b>	<b>(100,000)</b>	<b>0</b>	<b>0</b>



## Architecture and Engineering

### DESCRIPTION OF MAJOR SERVICES

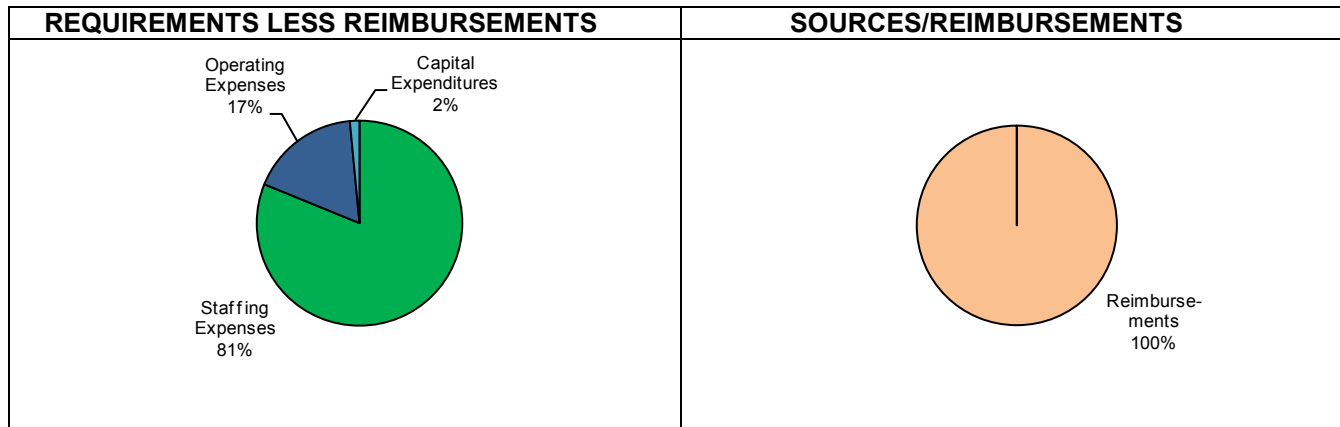
The Architecture and Engineering Department (A&E) is responsible for planning and implementing the design and construction of projects for Arrowhead Regional Medical Center, Airports, Regional Parks, Community Development and Housing and other County departments. These projects are approved as part of the annual Capital Improvement Program (CIP), or added during the year as organizational needs and priorities change. A&E collaborates with County departments and Finance and Administration to develop the scope, schedule and budget for these projects. Following approval of the project elements, A&E administers the projects from conceptual design through construction to completion and close-out.

#### Budget at a Glance

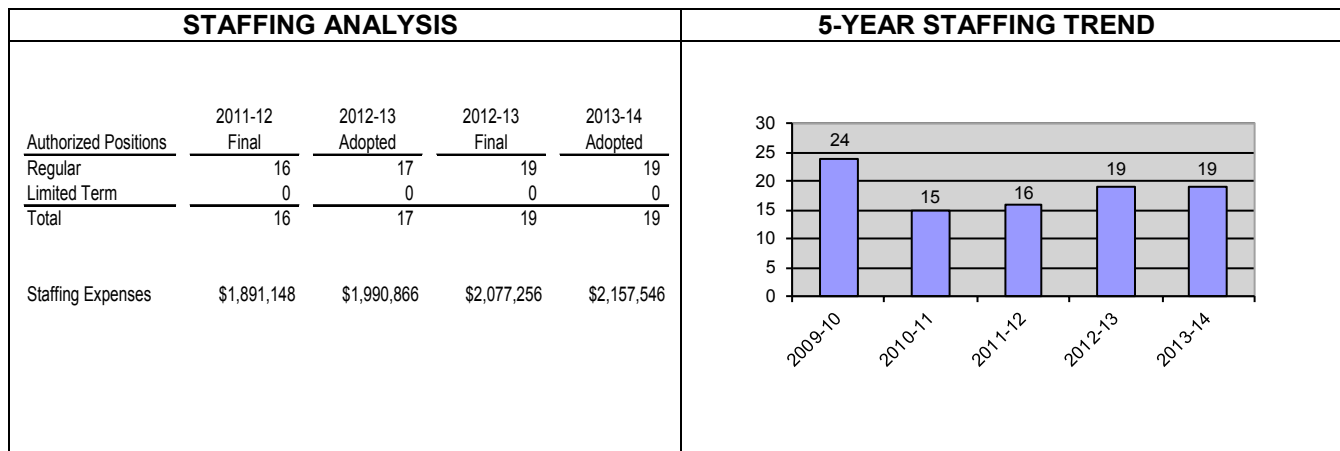
Total Requirements	\$0
Total Sources	\$0
Net County Cost	\$0
Total Staff	19
Funded by Net County Cost	0%

As a competitive public service organization, A&E takes pride in its ability to respond quickly to changing organizational needs and priorities, while continuing to complete quality projects in a timely and cost effective manner for the benefit of county departments and the public they serve.

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: Architecture and Engineering  
 FUND: General

BUDGET UNIT: AAA ANE  
 FUNCTION: General  
 ACTIVITY: Property Management

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	2,388,343	1,787,709	1,848,263	2,003,957	2,077,256	2,157,546	80,290
Operating Expenses	357,008	353,986	324,355	378,562	398,851	460,037	61,186
Capital Expenditures	0	98,819	99,389	53,000	73,000	40,000	(33,000)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,745,351	2,240,514	2,272,007	2,435,519	2,549,107	2,657,583	108,476
Reimbursements	(2,682,380)	(2,313,595)	(2,452,433)	(2,470,129)	(2,549,107)	(2,657,583)	(108,476)
Total Appropriation	62,971	(73,081)	(180,426)	(34,609)	0	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	62,971	(73,081)	(180,426)	(34,609)	0	0	0
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	(3,618)	0	0	1,185	0	0	0
Other Revenue	0	0	0	56,066	0	0	0
Total Revenue	(3,618)	0	0	57,251	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	(3,618)	0	0	57,251	0	0	0
Net County Cost	66,589	(73,081)	(180,426)	(91,861)	0	0	0
Budgeted Staffing					19	19	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$2.2 million make up a majority of A&E's expenditures within this budget unit for 2013-14. Operating expenses of \$460,037 fund services and supplies, central services, travel and transfers to Information Services Department (ISD) for support and Real Estate Services Department for overhead. Capital expenditures of \$40,000 are for continued improvements to A&E's automated Project Tracking System. Reimbursements of \$2.7 million are for project management and inspection services provided by A&E staff on capital projects.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Major changes for A&E include an increase in staffing expenses of \$80,290 due to step increases, increase in retirement and employee group insurance costs. Additionally, operating expenses are increasing \$61,186 due primarily to an increase in ISD charges and overhead charges from the Real Estate Services Department for shared administrative and fiscal staff. Capital expenditures are decreasing by \$33,000 due to reduced software development costs and the inability to complete the acquisition of an additional vehicle from Fleet Management prior to year end. Reimbursements include an increase of \$108,476. The total departmental expenditure authority is fully reimbursed from services provided to the Capital Improvement Program.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$2.2 million fund 19 budgeted regular positions. For 2013-14, the budget includes the reclassification of a Facilities Project Manager position to a Project Manager I position to be more consistent with the Department workload requirements.





## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration and Fiscal	6	0	6	6	0	0	6
Project Management	10	0	10	10	0	0	10
Project Inspection	3	0	3	3	0	0	3
Total	19	0	19	19	0	0	19

Administration and Fiscal	Project Management	Project Inspection
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director	1 Supervising Project Manager	3 Building Construction Inspector
1 Office Assistant III	3 A/E Project Manager III	3 Total
1 Accountant III	3 A/E Project Manager II	
1 Accounting Technician	2 A/E Project Manager I	
1 Fiscal Specialist	1 A/E Project Development Analyst	
1 Secretary II	10 Total	
6 Total		



## COUNTY LIBRARY

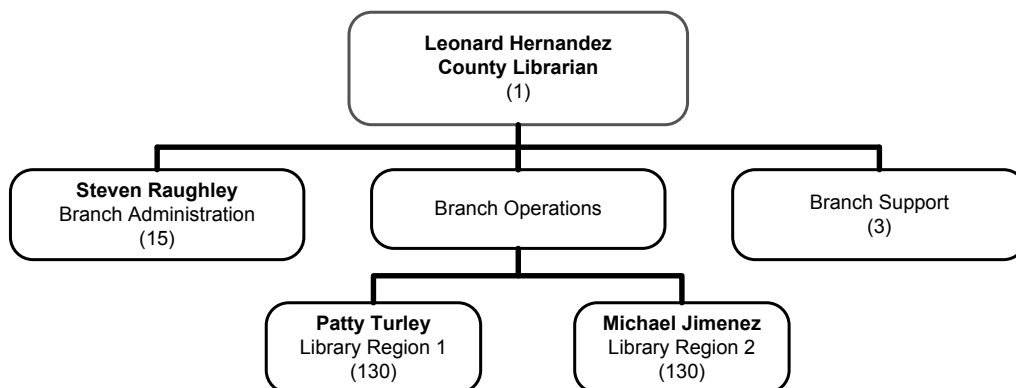
### Leonard X. Hernandez

#### DEPARTMENT MISSION STATEMENT

*The San Bernardino County Library System (SBCL) is a dynamic network of 32 branches that serves a diverse population over a vast geographic area. SBCL strives to provide equal access to information, technology, programs, and services for all the people who call San Bernardino County home.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Opened the Baker Family Learning Center in Muscoy, which is a facility that houses both Pre-School Services and the County Library. This facility has a community room, a computer lab featuring 24 computers, and is a Leadership in Energy and Environmental Design (LEED) Certified Silver building.
- Refreshed both staff and public access computers at the Lake Arrowhead, Hesperia, and Bloomington branch libraries.
- Added over \$100,000 in electronic content through its updated OverDrive eBook/audiobook platform, which allows for patrons to check out digital books to their eReader, cell phone, tablet, or through their web browser.
- Migrated to a more efficient computer system known as Polaris which more efficiently allows staff to track cash based transactions.
- Implemented a California State Library grant funded JobScout database that is available at all County libraries through the website. JobScout is a free online database that trains and educates Library patrons on how to effectively apply and interview for jobs.
- Continued to implement an Adult Literacy Program across the County Library system which enhances the skill base for those who cannot read.
- Conducted a College Fair at the Lewis Library and Technology Center in Fontana that attracted over 3,000 students and parents over 53 universities, colleges, and technical schools from all over the country.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS

**Objective(s):** • *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

**Department Strategy:**

- *Enhance materials budget from multiple funding streams to keep resources current for key job requirements such as GED, Armed Services Vocational Aptitude Battery (ASVAB), and other testing requirements.*
- *Continue to enhance computer hardware budget to keep a current technology refresh cycle allowing patrons to use the latest software for job searching and resume building.*
- *Continue to enhance digital eBook/audiobook offerings for easy anytime access to materials across a multitude of digital devices to aid in job enrichment.*

	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Measurement				
Materials available for circulation to County Library patrons (# count).	2,515,202	N/A	2,425,711	2,650,000
Patron utilization of computers (computer hours).	826,622	1,250,000	788,070	1,200,000
Checkouts of Digital Materials (count).	N/A	N/A	26,752	25,000

The "2011-12 Actual" number of computer hours has been restated from 1,156,000 computer hours (as previously reported) to 826,622 computer hours to reflect an accurate number. The higher level inadvertently included non-County Library computer usage hours, which artificially inflated the true patron usage of computer time at County Library Branches and resulted in inflated forecasts for the "2012-13 Target" and "2013-14 Target".

## SUMMARY OF BUDGET UNITS

### 2013-14

	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b>Special Revenue Fund</b>						
County Library	18,484,562	13,818,082		4,666,480		279
Total Special Revenue Fund	18,484,562	13,818,082		4,666,480		279

### 5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
County Library	16,913,569	15,981,597	13,938,172	14,977,128	18,484,562
<b>Total</b>	<b>16,913,569</b>	<b>15,981,597</b>	<b>13,938,172</b>	<b>14,977,128</b>	<b>18,484,562</b>

### 5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
County Library	16,909,820	15,828,469	13,388,182	13,863,670	13,818,082
<b>Total</b>	<b>16,909,820</b>	<b>15,828,469</b>	<b>13,388,182</b>	<b>13,863,670</b>	<b>13,818,082</b>

### 5-YEAR FUND BALANCE TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
County Library	3,749	153,128	549,990	1,113,458	4,666,480
<b>Total</b>	<b>3,749</b>	<b>153,128</b>	<b>549,990</b>	<b>1,113,458</b>	<b>4,666,480</b>



## County Library

### DESCRIPTION OF MAJOR SERVICES

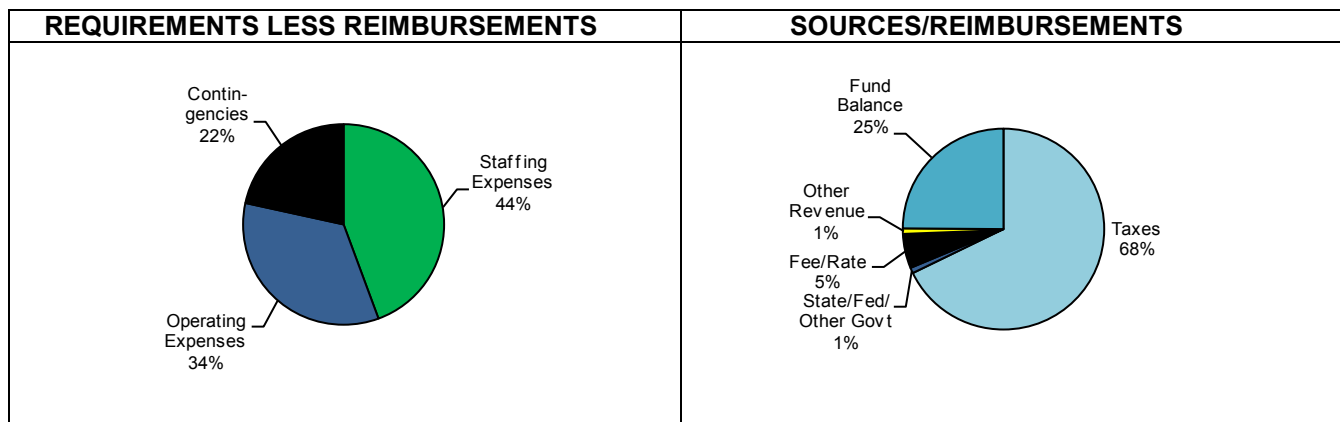
The San Bernardino County Library (Library) provides public library services through a network of thirty two branches in the unincorporated areas and seventeen cities within the County. The Library provides access to information through its materials collection and now offers more than 1,000 Internet accessible public computers. These public computers also provide access to a number of online databases and other electronic resources. Electronic access to the Library's collection of materials is available through the Internet, and daily delivery services provide for materials to be shared among the various branches. The Library's on-line catalog provides access to over 2.5 million items. The system (shared between Riverside County and San Bernardino County library jurisdictions) allows for patrons to directly request materials held by participating library jurisdictions and to have those items delivered to their local branch for pick up. In addition, the Library's OverDrive system allows online access for library patrons to thousands of eBooks, Audiobooks, music, and video through their personal device or web browser.

#### Budget at a Glance

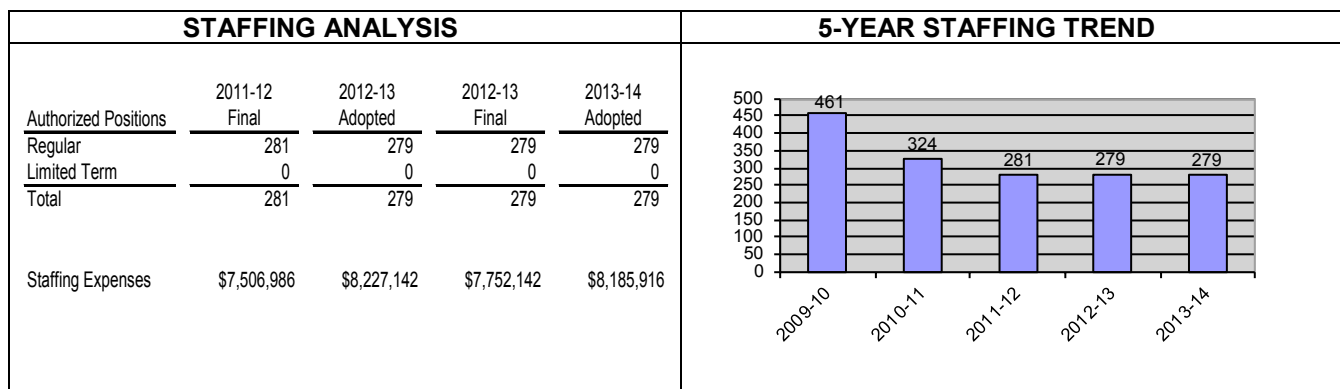
Total Requirements	\$18,484,562
Total Sources	\$13,818,082
Fund Balance	\$4,666,480
Use of Fund Balance	\$687,880
Total Staff	279

The Library is in the process of a major improvement to its computer communications infrastructure for the coming year. This will be accomplished by greatly increasing available bandwidth at 29 branch locations. This will not only allow faster Internet access, it will also allow the Library to add wireless service to most branches currently without wireless connectivity. The annual costs for the upgrade will actually be less than the Library is currently paying for those services – primarily due to significant federal and state discounts.

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: County Library  
 FUND: County Library

BUDGET UNIT: SAP CLB  
 FUNCTION: Education  
 ACTIVITY: Library

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	10,797,310	9,897,502	7,407,588	6,847,673	7,752,142	8,185,916	433,774
Operating Expenses	6,026,553	5,700,577	5,658,055	6,071,809	6,556,612	6,289,255	(267,357)
Capital Expenditures	10,168	48,093	16,256	0	0	30,000	30,000
Contingencies	0	0	0	0	615,757	3,978,600	3,362,843
Total Exp Authority	16,834,031	15,646,172	13,081,899	12,919,482	14,924,511	18,483,771	3,559,260
Reimbursements	(321,683)	(266,999)	(45,924)	(73,177)	(50,000)	(61,000)	(11,000)
Total Appropriation	16,512,348	15,379,173	13,035,975	12,846,305	14,874,511	18,422,771	3,548,260
Operating Transfers Out	80,268	61,791	144,870	40,825	102,617	61,791	(40,826)
Total Requirements	16,592,616	15,440,964	13,180,845	12,887,130	14,977,128	18,484,562	3,507,434
<b>Sources</b>							
Taxes	12,896,106	12,248,522	12,008,997	13,155,918	11,967,314	12,472,667	505,353
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	997,830	1,290,484	456,883	253,000	298,754	165,369	(133,385)
Fee/Rate	1,202,497	1,074,742	979,092	1,026,706	974,400	1,048,800	74,400
Other Revenue	677,336	453,898	301,477	1,749,615	361,246	131,246	(230,000)
Total Revenue	15,773,769	15,067,646	13,746,449	16,185,239	13,601,714	13,818,082	216,368
Operating Transfers In	961,850	761,850	0	168,397	261,956	0	(261,956)
Total Sources	16,735,619	15,829,496	13,746,449	16,353,636	13,863,670	13,818,082	(45,588)
Fund Balance					1,113,458	4,666,480	3,553,022
Budgeted Staffing					279	279	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses are the largest portion of the Department's expenditures for 2013-14, which encompasses staffing for 32 library branches and support staff at Library Administration. Operating expenses of \$6.3 million include general operating expenses for branch locations, computer and telecommunication charges for internet access at branch locations, utilities, COWCAP charges, and custodial/maintenance charges. Sources of \$13.8 million primarily represent property tax allocations and library fines and fees collected from patrons.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Major changes for the Department include an increase in property tax allocations, a decrease in state aid due to no State Library funding being passed onto the County Library, and an increase in fines and fees collected primarily by reducing the threshold for outstanding accounts that are sent to collections from \$65 or more to \$25 or more. A lower threshold will enable the County Library to collect more outstanding materials and fees/fines.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$8.2 million fund 279 budgeted regular positions. The Library reclassified a Librarian II position to a Librarian I, due to the position no longer managing two library branches and a decrease in external branch responsibilities.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Library Administration	19	0	19	17	2	0	19
Library Region 1	130	0	130	106	24	0	130
Library Region 2	130	0	130	104	26	0	130
Total	279	0	279	227	52	0	279

Library Administration	Library Region 1	Library Region 2
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 County Librarian	1 Library Regional Manager	1 Library Regional Manager
1 Library Services Manager	2 Librarian II	4 Librarian II
1 Fiscal Specialist	10 Librarian I	10 Librarian I
1 Payroll Specialist	70 Library Assistant	62 Library Assistant
1 Automated Systems Analyst I	47 Library Page	53 Library Page
5 Automated Systems Technician	130 Total	130 Total
4 Library Assistant		
1 Library Assistant II		
1 Office Assistant I		
1 Office Assistant II		
1 Graphic Designer		
1 Library Regional Manager		
19 Total		



## COUNTY MUSEUM

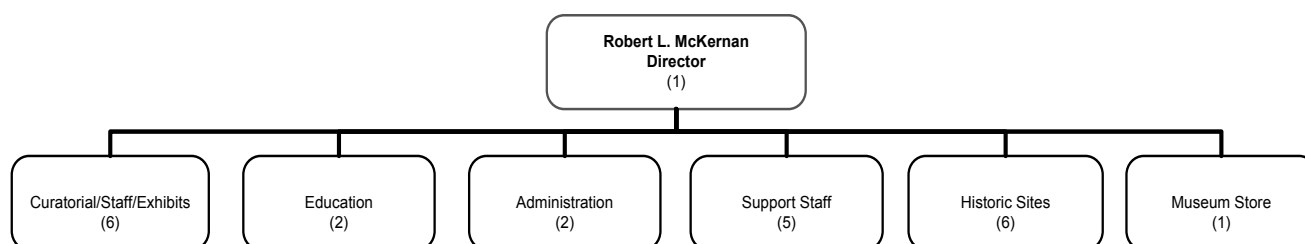
### Robert L. McKernan

#### DEPARTMENT MISSION STATEMENT

*The San Bernardino County Museum maintains and develops unique cultural and natural science collections related to the region and the greater Southwest. Through responsible collection, preservation, exhibition, and education, the County Museum inspires the public to a deeper understanding of their cultural and natural history.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- In September 2012, the Board of Supervisors adopted an agreement with the Orange County Flood Control District to convey rights for the Prado Dam project and protection and preservation of the Yorba Slaughter Families' Adobe Museum. The flood protection will safeguard the County Historic site from future flooding.
- The Board of Supervisors provided discretionary funding to enhance the County Historic Sites: The Fifth District Supervisor provided funding (\$45,000) for the restoration of headstones at the Agua Mansa Pioneer Cemetery; the Fourth District Supervisor provided funding (\$22,000) for greater interpretation of the Winery Building at the Yorba & Slaughter Families Adobe; the Second District Supervisor provided funding (\$21,000) at the John Rains House to enrich public use of the historic site.
- In March 2013 the Board of Supervisors approved a significant partnership with the Redlands Service Club Council and Redlands Stake of the Church of Jesus Christ of Latter Day Saints to provide professional volunteer support and materials to repair and refurbishment of deferred maintenance issues on April 27, 2013 at the Asistenica Historic Site in Redlands as a part of the Heritage Park, Redlands development.
- The Museum is identified by the Southern California Earthquake Center as a California "Epicenter," the Museum provides public outreach and education to the public and hosts The Great California ShakeOut event annually, where more than 1000 students, visitors, and public, private and nonprofit entities attend the Museum for earthquake preparedness and science education programming.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER

- Objective(s):**
- *Live within our means, fully funding basic operating systems, liabilities and reserves, while forming capital to strategically invest in the future.*

- Department Strategy:**
- *Improve Museum operations by working with the Museum Association, and community for greater funding sustainability.*
  - *Develop partnerships with key regional corporations to secure funding and programmatic sponsorships.*
  - *Secure funding from California Seismic Safety Commission for construction of Hall of Geological Wonders earthquake exhibition.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Secure annual funding support from Museum Association.	N/A	N/A	N/A	\$50,000
Secure three annual sponsorships from regional corporations (total support).	N/A	N/A	N/A	\$90,000

### COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

- Objective(s):**
- *Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.*

- Department Strategy:**
- *Museum Outreach – Great ShakeOut earthquake drills to educate people in homes, schools, and organizations to improve preparedness and practice how to be safe.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Entities participating in annual ShakeOut event at County Museum (# of entities participating).	20	N/A	30	33

### COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES

- Objective(s):**
- *Work with all Federal and State agencies owning land in the County, to maximize the benefit to the County.*

- Department Strategy:**
- *Continue to partner with U.S. Department of Interior and U.S. Department of Agriculture regarding depositing artifacts from federal lands using the Fee Ordinance.*
  - *Continue to partner with California Energy Commission regarding depositing artifacts and specimens from energy projects using the Fee Ordinance.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Utilize federal/state partnerships to increase artifact/specimen collection revenue for the Museum (revenue amount).	\$404,934	N/A	\$108,700	\$20,000





**SUMMARY OF BUDGET UNITS**

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
County Museum	3,091,973	975,006	2,116,967			22
Total General Fund	3,091,973	975,006	2,116,967			22
<b><u>Enterprise Fund</u></b>						
Museum Store	67,174	55,000			(12,174)	1
Total Enterprise Fund	67,174	55,000			(12,174)	1
<b>Total - All Funds</b>	3,159,147	1,030,006	2,116,967		(12,174)	23

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
County Museum	3,114,911	3,117,899	3,450,743	3,608,929	3,091,973
Museum Store	103,849	71,214	68,355	79,407	67,174
<b>Total</b>	<b>3,218,760</b>	<b>3,189,113</b>	<b>3,519,098</b>	<b>3,688,336</b>	<b>3,159,147</b>

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
County Museum	1,539,021	1,615,981	1,590,195	1,740,766	975,006
Museum Store	100,000	70,366	67,000	60,000	55,000
<b>Total</b>	<b>1,639,021</b>	<b>1,686,347</b>	<b>1,657,195</b>	<b>1,800,766</b>	<b>1,030,006</b>

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
County Museum	1,575,890	1,501,918	1,860,548	1,868,163	2,116,967
<b>Total</b>	<b>1,575,890</b>	<b>1,501,918</b>	<b>1,860,548</b>	<b>1,868,163</b>	<b>2,116,967</b>

5-YEAR NET BUDGET TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Museum Store	(3,849)	(848)	(1,355)	(19,407)	(12,174)
<b>Total</b>	<b>(3,849)</b>	<b>(848)</b>	<b>(1,355)</b>	<b>(19,407)</b>	<b>(12,174)</b>

*Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.*



## County Museum

### DESCRIPTION OF MAJOR SERVICES

The County Museum ranks among the top accredited regional museums in California and provides enhanced "Quality of Life" for County and regional residents. It contains an encyclopedic collection of cultural and natural heritage in public trust from the greater Southwest region. The Museum is comprised of the following divisions: Education, Exhibitions, Anthropology, History/Archives, Biological Science, and Geological Sciences. All divisions enhance public learning through educational services for families, general public, school groups, educators, and scholars at the main Museum facility, historic sites and Victor Valley Museum. The County Museum specifically enriches "Quality of Life" to County residents through cultural and natural science educational programs and activities for the public at its facility in Redlands, as well as the following seven regional sites: Agua Mansa Cemetery in Colton, Casa de Rancho Cucamonga (John Rains House) in Rancho Cucamonga, Daggett Stone Hotel in Barstow, Asistencia Outpost of the Mission San Gabriel in Redlands, Yorba-Slaughter Families Adobe in Chino, Yucaipa Adobe in Yucaipa, and the Victor Valley Museum in Apple Valley. These programs and activities involve the preservation of cultural and natural heritage collections, display of permanent and special exhibitions, and care and preservation of historical sites depicting the history and culture of San Bernardino County and the greater southwest region.

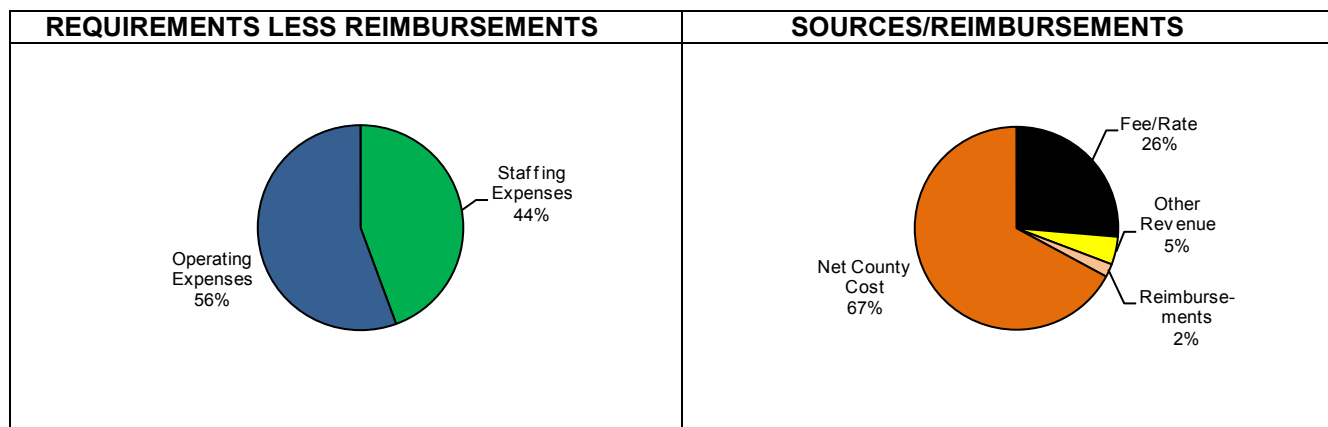
#### Budget at a Glance

Total Requirements	\$3,091,973
Total Sources	\$975,006
Net County Cost	\$2,116,967
Total Staff	22
Funded by Net County Cost	67%

Museum programs incorporate State Educational Standards (including school programs, research symposiums, museum internships, special events, and guest lecture series) to promote non-formal education learning and awareness through community outreach, partnerships with educational institutions, and research that enhances both the collections and educational services. Approximately 3.0 million permanent and loaned collections are preserved for the benefit of the public and the scientific community. The County Museum has been accredited by the American Association of Museums since February 23, 1973. In 2002, the Museum received its reaccreditation that will continue through 2015.

Furthermore, all Divisions have active discipline related research programs that contribute directly to regional community benefit by enhancing museum exhibit content through primary information acquired through research activities. The Museum is a recognized regional federal and state repository for cultural and natural objects, artifacts and specimens that are deposited in public trust for a fee from federal and state regional lands. The Museum provides best curatorial practices and preservation for these materials, and utilizes these antiquities for education, exhibits, and research. In addition, the Anthropology/Archeological Information Center provides archeological land use information for the public and private sector for a fee as outlined in the County Fee Ordinance. The Biological Sciences and the Geological Science divisions conduct scientific field research and studies for public and private agencies which provides a revenue source for the Museum. This field research results in valuable intellectual resources and also collections which are accessioned into the museum collections then curated and exhibited for public education at the main facility and historic sites.

### 2013-14 ADOPTED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Final	2013-14 Adopted					
Regular	22	22	22	16					
Limited Term	8	8	8	6					
Total	30	30	30	22					
Staffing Expenses	\$1,829,837	\$1,765,067	\$1,997,567	\$1,401,302					

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
DEPARTMENT: County Museum  
FUND: General

BUDGET UNIT: AAA CCM  
FUNCTION: Recreation and Cultural Services  
ACTIVITY: Culture

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	2,502,258	2,312,848	1,829,324	1,682,722	1,997,567	1,401,302	(596,265)
Operating Expenses	616,253	955,311	1,688,820	1,535,055	1,611,362	1,756,671	145,309
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	3,118,511	3,268,159	3,518,144	3,217,777	3,608,929	3,157,973	(450,956)
Reimbursements	(3,600)	(150,261)	(69,675)	(136,000)	0	(66,000)	(66,000)
Total Appropriation	3,114,911	3,117,898	3,448,469	3,081,777	3,608,929	3,091,973	(516,956)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,114,911	3,117,898	3,448,469	3,081,777	3,608,929	3,091,973	(516,956)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	402,613	822,589	86,137	27,604	24,250	4,250	(20,000)
Fee/Rate	800,622	413,179	744,603	804,497	1,437,935	830,696	(607,239)
Other Revenue	230,178	380,188	759,078	(151,424)	266,605	140,060	(126,545)
Total Revenue	1,433,413	1,615,956	1,589,818	680,677	1,728,790	975,006	(753,784)
Operating Transfers In	105,606	0	0	138,000	11,976	0	(11,976)
Total Sources	1,539,019	1,615,956	1,589,818	818,677	1,740,766	975,006	(765,760)
Net County Cost	1,575,892	1,501,942	1,858,651	2,263,100	1,868,163	2,116,967	248,804
Budgeted Staffing					30	22	(8)

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$1.4 million fund 22 budgeted positions that provide program services and oversight for the main Museum facility and seven historic sites. Operating expenses of \$1.8 million primarily includes services and supplies expenses of \$450,112 for educational programming, exhibits, and advertising of Museum activities/programs; COWCAP charges of \$689,140; central services charges of \$428,775 for Facilities Management and Information Services Department (ISD) charges; and transfers of \$128,644 primarily related to the Museum's off-site storage. Reimbursements of \$66,000 are from the First District's Board Discretionary Fund as a one-time allocation to pay for a Secretary I position to provide clerical support at the Victor Valley Museum. Sources of \$975,006 are derived from admission fees, educational services revenues, professional archeological/paleontological service revenues, and facility rental revenues.



## BUDGET CHANGES AND OPERATIONAL IMPACT

The 2013-14 budget reflects major reductions in the categories of requirements and sources that are being driven by a revenue downturn, and budgeted staffing has been decreased with the deletion of 8 positions. Sources have been reduced by \$765,760, requirements have been reduced by \$516,956, and Net County Cost has been increased by \$248,804 (\$200,000 is a one-time increase only for 2013-14) as a measure to buy time for the Department to develop a sustainable revenue base.

Previous budgets included a mix of a smaller amount of ongoing revenue sources (primarily admission fees and development related service fees) and a larger amount of one-time sources (primarily federal and state) that partially subsidized ongoing costs. The 2012-13 budget was developed on that basis as well, but the one-time revenue sources are not being fully recognized in the current fiscal year. Historically many of these one-time sources have been renewed or were replaced with other one-time sources; however, these one-time sources are becoming more difficult to secure at the present time and are forecast to remain lean in the near future. In response to this revenue downturn, the 2013-14 budget was developed conservatively with a minimal reliance on one-time sources. This is a step toward creating a more sustainable revenue base, and when this lower level of budgeted sources is combined with net county cost, it funds a much lower level of ongoing costs. To achieve a lower level of ongoing costs, 8 positions were deleted, and these deletions will result in service delivery impacts.

The 2013-14 staffing level reductions will create significant service level reductions in the areas of educational programs, the live animal exploration station at the Redlands main facility, educational K-12 outreach programs, Museums on the Roads programs, Geological Sciences, and weekend programming. Reductions to the Museum Visitor Services/Security function will result in no dedicated in-house security personnel available during daytime Museum hours of operation, or during evening hours where the facility is typically used by affiliate groups and for community fund raising events.

The Department will work with other government agencies to explore opportunities to transfer the ownership/operation of the Victor Valley Museum to another entity. The remaining six historic sites will be open and will operate on their customary schedule.

The Department recognizes the challenge of providing museum services with fewer resources, but remains committed to managing within these means and continuing to work with the County Administrative Office to collectively explore service-related solutions and more sustainable revenue sources that can be used to restore programs, services, and staffing.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.4 million fund 22 budgeted positions of which 16 are regular positions and 6 are limited term positions.

Staffing changes are comprised of a decrease of 8 budgeted positions (5 – filled; 3 – vacant). These deletions are 2 Museum Education Specialist positions (1 – filled; 1 – vacant), 2 General Services Worker II positions (2 – filled), 1 Security Technician II position (filled), 1 Museum Excavation Technician (filled), 1 Contract Excavation Technician (vacant), and 1 Contract Paleo Project Facilitator (vacant).



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	3	0	3	3	0	0	3
Curatorial/Exhibits	6	0	6	6	0	0	6
Education	2	0	2	2	0	0	2
Support	5	0	5	5	0	0	5
Historic Sites	0	6	6	6	0	0	6
Total	16	6	22	22	0	0	22

Administration	Curatorial/Exhibits	Education
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director	1 Senior Curator	1 Museum Curator
1 Accounting Technician	3 Museum Curator	1 Museum Educator
1 Fiscal Assistant	1 Associate Curator	2 Total
3 Total	1 Museum Excavation Technician	
	6 Total	
Support	Historic Sites	
<u>Classification</u>	<u>Classification</u>	
1 Registrar (GSWII)	6 Contract Site Manager	
1 Museum Preparator	6 Total	
1 Media Specialist		
1 General Maintenance Worker		
1 Secretary I		
5 Total		



## Museum Store

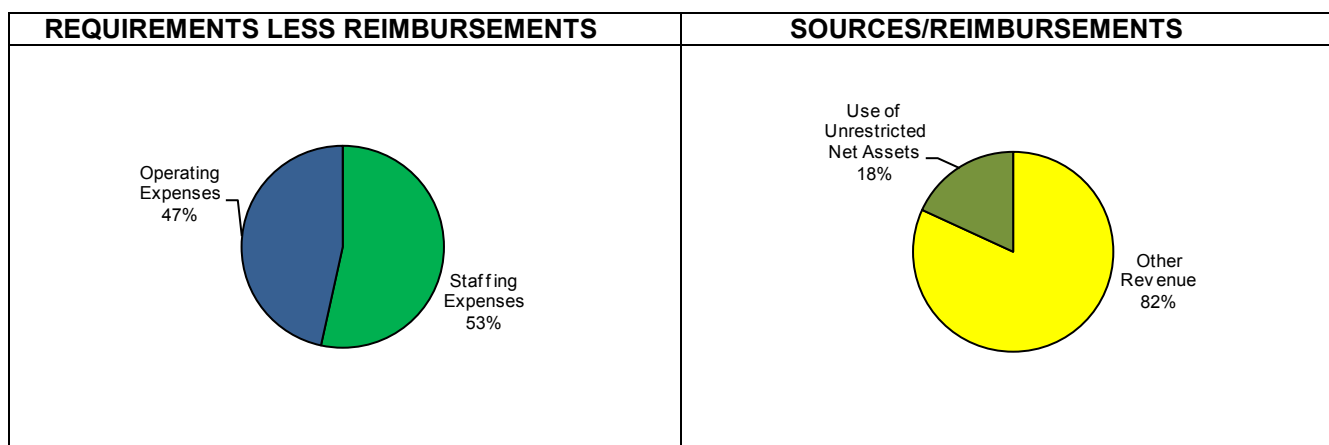
### DESCRIPTION OF MAJOR SERVICES

The Museum Store operates as an enterprise fund under the management of the San Bernardino County Museum. The Store is considered a critical part of the K through 12 visitor experience and provides many museum related items for sale including books and publications, educational toys, thematic novelty items for exhibitions, jewelry, minerals, and souvenirs. The Museum Store provides important information to patrons regarding current exhibitions in the Museum and enhances lifelong learning for families and adult audiences. The Garden Café offers snack products, pastries, bottled beverages, and food items for events to enhance the visitor experience.

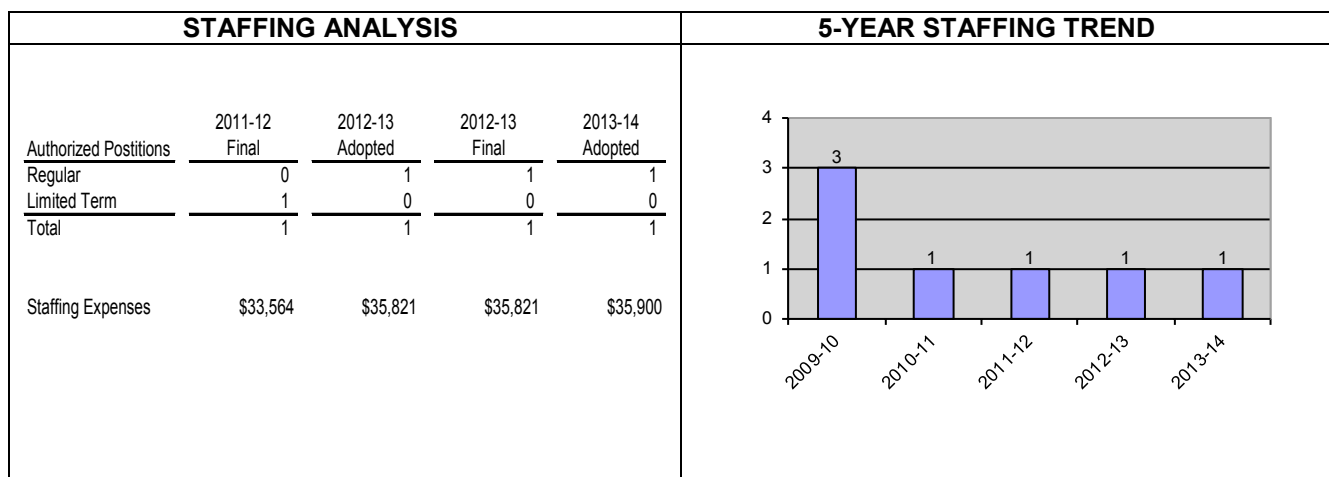
#### Budget at a Glance

Total Requirements	\$67,174
Total Sources	\$55,000
Net Budget	(\$12,174)
Estimated Unrestricted Net Assets	\$45,139
Use of Unrestricted Net Assets	\$12,174
Total Staff	1

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: County Museum  
FUND: Museum Store

BUDGET UNIT: EMM CCR  
FUNCTION: Recreation and Cultural Services  
ACTIVITY: Culture

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	50,191	35,923	33,537	12,247	35,821	35,900	79
Operating Expenses	26,806	21,788	127	39,836	43,586	31,274	(12,312)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	76,997	57,711	33,664	52,083	79,407	67,174	(12,233)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	76,997	57,711	33,664	52,083	79,407	67,174	(12,233)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	76,997	57,711	33,664	52,083	79,407	67,174	(12,233)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	72,041	70,366	66,566	43,523	60,000	55,000	(5,000)
Total Revenue	72,041	70,366	66,566	43,523	60,000	55,000	(5,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	72,041	70,366	66,566	43,523	60,000	55,000	(5,000)
Net Budget	(4,956)	12,655	32,902	(8,560)	(19,407)	(12,174)	7,233
Budgeted Staffing					1	1	0

## MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET

Staffing expenses of \$35,900 fund 1 position that operates the Museum Store. Operating expenses of \$31,274 are specific to purchases for resale (inventory). Sources of \$55,000 are generated from novelty items/souvenirs product sales, books and publications.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$12,233 due to reduced inventory costs as a result of locating cost effective vendors and controlling inventory. Sources are decreasing by \$5,000 to reflect a realistic level of anticipated sales of museum novelty items/souvenirs. The Department plans to explore outsourcing opportunities for the Museum Store program, as it has become increasingly difficult for staff to operate it in a profitable manner.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$35,900 fund 1 budgeted regular position.

## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Museum Store	1	0	1	0	1	0	1
Total	1	0	1	0	1	0	1

## Museum Store

## Classification

1 General Service Worker II

1 Total



## LAND USE SERVICES

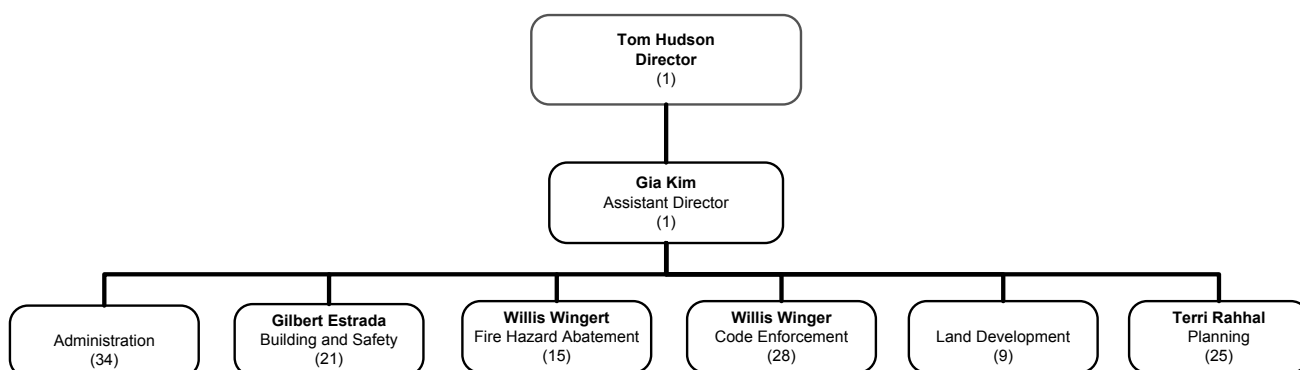
### Tom Hudson

#### DEPARTMENT MISSION STATEMENT

*The Land Use Services Department is dedicated to ensuring a balance in the areas of housing, business, and recreational needs for the diverse cultures and communities of San Bernardino County. This is accomplished through comprehensive regional planning and enforcement of building standards, land uses, and environmental impacts.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Prepared and submitted grant application to State of California Energy Commission (CEC) for a Renewable Energy and Conservation Planning Grant (RECPG) for \$700,000 for preparation of a Renewable Energy and Conservation Element for the County Federal Plan and associated Development Code Amendments.
- Reduced the use of outside planning consultants by beginning process of hiring for vacant Planning positions.
- Implemented a customer services liaison program at the High Desert Government Center to allow immediate facilitation of customer service concerns.
- Implemented a customer service advocate role for the Department to assist in the tracking and timely resolution of complaints from the board and constituents. This role also serves as a point of contact for all complaints received by the department.
- Implemented a self-certification program in the Building and Safety Division for smoke and carbon monoxide alarms, saving time and money for citizens and the County.
- Implemented County website so applicants can access and verify their status on the daily Building and Safety Inspection schedule.
- Implemented an automated call distribution software to streamline response time to phone calls from the public.
- Performed a comprehensive review of the status of Planning project applications and their associated trust accounts. The review identified 520 open trust accounts associated with projects that are closed due to withdrawal by the applicant, project completion, or project expiration.
- Updated the Fire Hazard Abatement's website with before and after pictures to better demonstrate appropriate standards for abating hazardous conditions, along with adding a Frequently Asked Question section, resulting in a substantial decrease in customer calls.
- Updated the Code Enforcement Administrative Citation section of the County Code pertaining to citations and penalties to expand enforcement to include Civil Penalties in addition to Administrative Citations.
- Modified parking standards in Mountain Communities to better reflect the unique conditions in the Mountains.
- Amended the Code to provide for standards and an application process for food truck events.





- Amended the Code to update regulations regarding Wind Energy systems to accommodate the new technology of smaller wind energy units.
- Worked with the staff from the Town of Apple Valley to review land use and development for the town's Sphere of Influence.

## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY

- Objective(s):**
- *Take steps to ensure that the Land Use Services Department continues to make progress in terms of operating more efficiently.*
  - *Work with cities to ensure that County zoning and development standards in their spheres of influence are more compatible.*

- Department Strategy:**
- *Improve processing times for land use applications.*
  - *Enhance collaboration with cities and towns on Sphere of Influence and land use regulations.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Reduction in average processing time for land use applications.	N/A	N/A	N/A	20%
Meet with at least 4 cities and/or towns per quarter to discuss concerns and priorities regarding land use and development in Sphere of Influence areas.	N/A	N/A	50%	100%

### COUNTY GOAL: MAINTAIN PUBLIC SAFETY

- Objective(s):**
- *Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.*

- Department Strategy:**
- *Refine fire hazard abatement processes to achieve total abatement of all conditions declared fire hazards.*
  - *Streamline demolition of buildings known to constitute an imminent threat to public health and safety, ensuring completion in a timely manner.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of successful abatements for properties identified as having hazardous conditions.	N/A	N/A	N/A	99%
Percentage decrease in time to completion of demolition projects.	N/A	N/A	N/A	10%



**SUMMARY OF BUDGET UNITS**

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<u>General Fund</u>						
Land Use Services - Administration	1,167,142	0	1,167,142			36
Land Use Services - Planning	8,331,849	3,229,617	5,102,232			25
Land Use Services - Building and Safety	3,934,957	3,357,750	577,207			21
Land Use Services - Code Enforcement	5,485,718	643,756	4,841,962			28
Land Use Services - Fire Hazard Abatement	2,505,670	2,251,250	254,420			15
Land Use Services - Land Development	825,000	225,000	600,000			9
Total General Fund	22,250,336	9,707,373	12,542,963			134

**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Administration	332,178	310,000	238,319	720,757	1,167,142
Planning	5,776,657	4,573,733	4,922,906	8,476,076	8,331,849
Building and Safety	4,453,544	3,230,783	3,481,434	3,965,842	3,934,957
Code Enforcement	4,041,900	3,817,881	4,631,393	4,629,622	5,485,718
Fire Hazard Abatement	2,092,551	1,797,208	2,040,062	1,895,018	2,505,670
Land Development	0	0	0	0	825,000
<b>Total</b>	<b>16,696,830</b>	<b>13,729,605</b>	<b>15,314,114</b>	<b>19,687,315</b>	<b>22,250,336</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Administration	0	0	0	0	0
Planning	(197,352)	2,133,427	1,834,449	2,500,618	3,229,617
Building and Safety	743,573	3,061,417	4,656,377	3,405,184	3,357,750
Code Enforcement	371,295	701,773	458,747	408,955	643,756
Fire Hazard Abatement	1,255,609	2,024,251	1,894,881	1,626,270	2,251,250
Land Development	0	0	0	0	225,000
<b>Total</b>	<b>2,173,125</b>	<b>7,920,868</b>	<b>8,844,454</b>	<b>7,941,027</b>	<b>9,707,373</b>

**5-YEAR NET COUNTY COST TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Administration	332,178	310,000	238,319	720,757	1,167,142
Planning	5,974,009	2,440,306	3,088,457	5,975,458	5,102,232
Building and Safety	3,709,971	169,366	(1,174,943)	560,658	577,207
Code Enforcement	3,670,605	3,116,108	4,172,646	4,220,667	4,841,962
Fire Hazard Abatement	836,942	(227,043)	145,181	268,748	254,420
Land Development	0	0	0	0	600,000
<b>Total</b>	<b>14,523,705</b>	<b>5,808,737</b>	<b>6,469,660</b>	<b>11,746,288</b>	<b>12,542,963</b>



## Administration

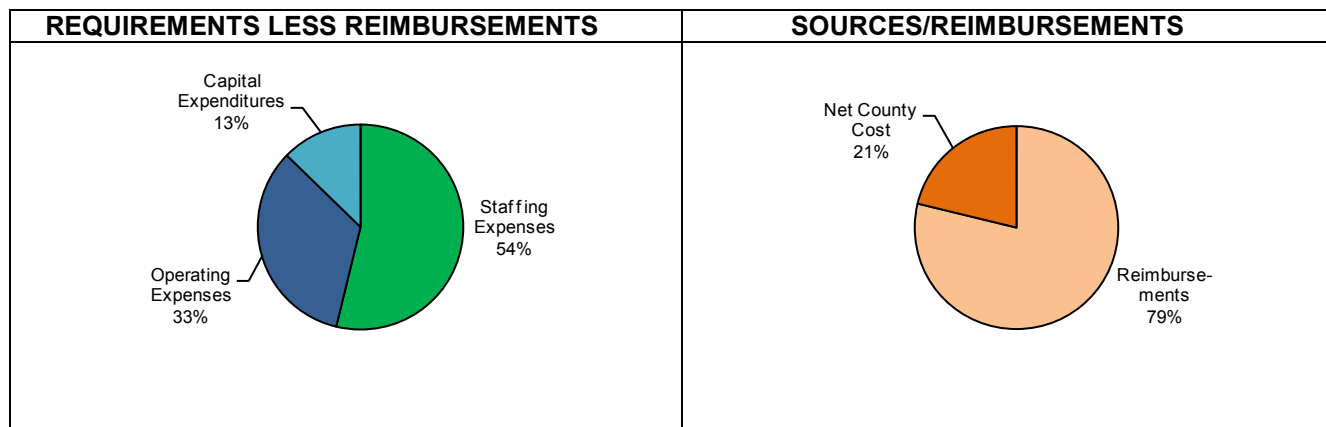
### DESCRIPTION OF MAJOR SERVICES

The Administration Division provides centralized fiscal services, personnel, and customer service support to all divisions and offices throughout Land Use Services.

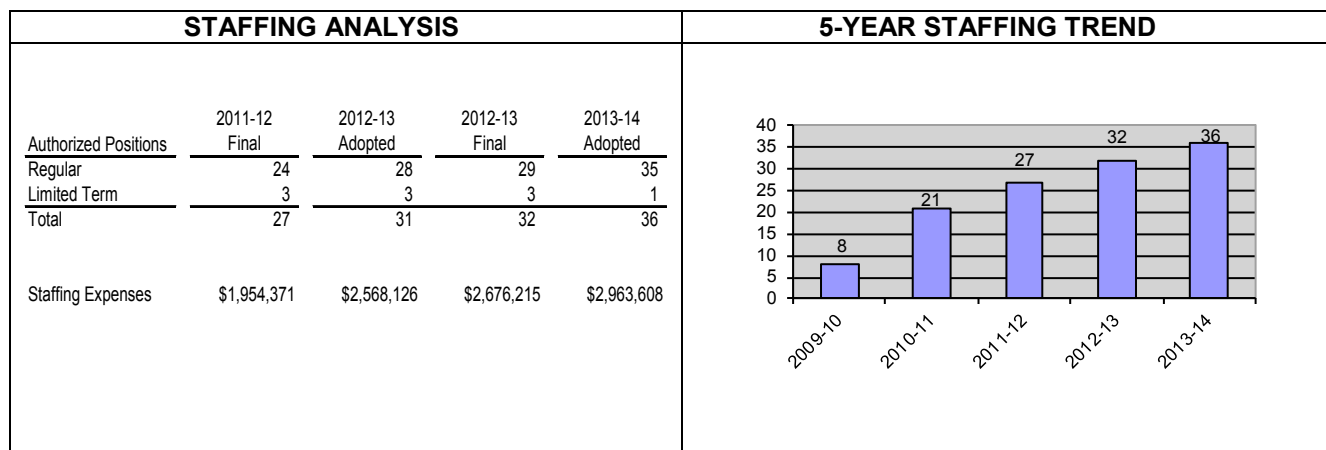
#### Budget at a Glance

Total Requirements	\$1,167,142
Total Sources	\$0
Net County Cost	\$1,167,142
Total Staff	36
Funded by Net County Cost	21%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: Land Use Services - Administration  
 FUND: General

BUDGET UNIT: AAA LUS  
 FUNCTION: Public Protection  
 ACTIVITY: Other Protection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	1,183,621	1,461,337	1,954,371	2,363,182	2,676,215	2,963,608	287,393
Operating Expenses	1,683,671	1,960,480	1,994,056	1,510,832	1,605,330	1,844,389	239,059
Capital Expenditures	12,000	0	14,976	0	709,000	700,000	(9,000)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,879,292	3,421,817	3,963,403	3,874,014	4,990,545	5,507,997	517,452
Reimbursements	(2,547,116)	(3,111,817)	(3,725,084)	(3,852,761)	(4,269,788)	(4,340,855)	(71,067)
Total Appropriation	332,176	310,000	238,319	21,253	720,757	1,167,142	446,385
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	332,176	310,000	238,319	21,253	720,757	1,167,142	446,385
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	67	0	0	0
Total Revenue	0	0	0	67	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	67	0	0	0
Net County Cost	332,176	310,000	238,319	21,186	720,757	1,167,142	446,385
Budgeted Staffing					32	36	4

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$3.0 million fund 36 budgeted positions, of which 1 is limited term.

Operating expenses of \$1.8 million primarily include \$636,889 for COWCAP charges, \$110,000 in license renewal charges for the department's Permit Plus system, \$150,786 for computer software, \$733,497 in charges payable to the Information Services Department for application development and direct labor charges, and \$68,164 for Facilities charges.

Reimbursements of \$4.3 million are comprised of transfers-in from the other Land Use Services divisions for administrative support.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

In 2013-14, requirements increased by \$446,385, primarily due to the change in billing for application development by the Information Services Department.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$3.0 million fund 36 budgeted positions of which 35 are regular positions and 1 is a limited term position. Changes in staffing include the deletion of 2 Public Service Employee positions, the addition of 3 Office Assistant IIIs, and the addition of 2 Secretary I positions transferred in, 1 from Code Enforcement and 1 from Planning. These changes will enable the department to streamline and enhance program support. The addition of 1 Accountant II position will be critical in analyzing departmental revenue and expenses. Lastly, the reclassification of 2 Staff Analyst I to Staff Analyst IIs will correctly align the classification with actual duties performed, as these positions have been tasked with increasingly complex assignments.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	35	1	36	31	1	4	36
Total	35	1	36	31	1	4	36

**Administration**Classification

1	Director of Land Use Services
1	Asstnt Director of Land Use Services
1	Administrative Manager
1	Executive Secretary II
1	Administrative Supervisor I
2	Staff Analyst II
10	Office Assistant III
2	Fiscal Specialist
1	Payroll Specialist
2	Land Use Technician Supervisor
10	Land Use Technician
1	Public Service Employee
1	Accountant II
2	Secretary I
36	Total



## Planning

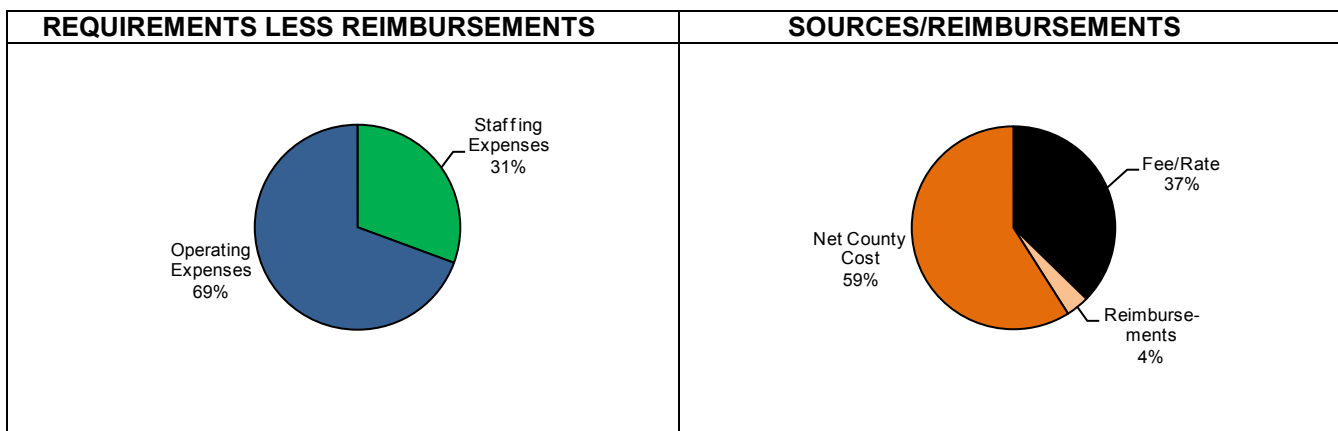
### DESCRIPTION OF MAJOR SERVICES

The Planning Division oversees land use, housing, and community design. Planning facilitates the review, processing, and approval of applications for land use and land divisions within the County unincorporated areas; oversees General Plan implementation, updates and annual reports as required by law; maintains, updates, and interprets the Development Code; serves as the County lead for California Environmental Quality Act (CEQA) compliance, oversees the preparation of environmental reports for private and capital improvement projects; reviews and processes mining and reclamation plans in compliance with Surface Mining and Reclamation Act (SMARA); and conducts annual mine inspections to ensure adequate reclamation financial assurances for mining operations.

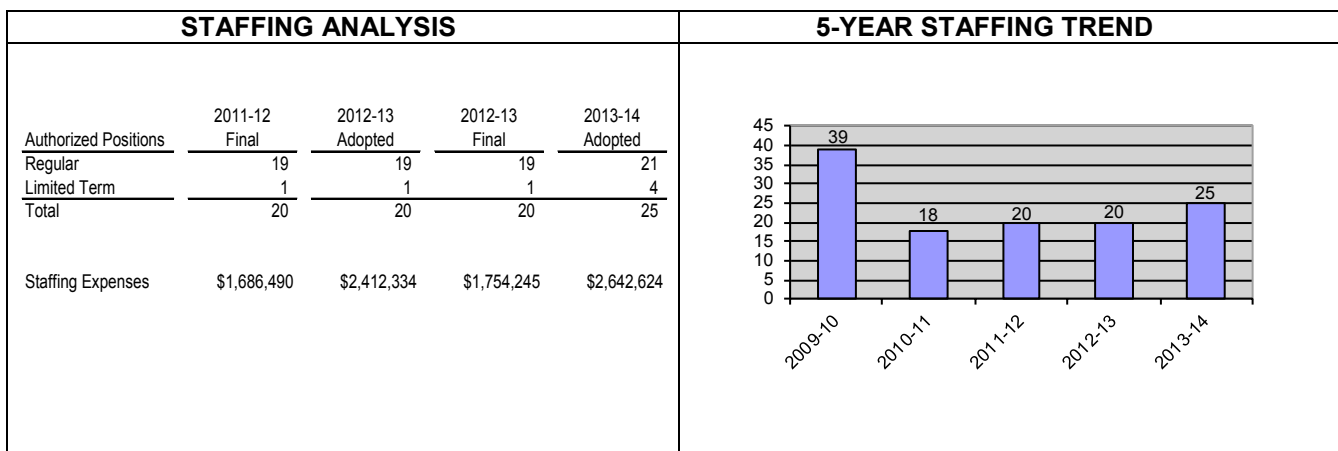
#### Budget at a Glance

Total Requirements	\$8,331,849
Total Sources	\$3,229,617
Net County Cost	\$5,102,232
Total Staff	25
Funded by Net County Cost	59%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: Land Use Services - Planning  
 FUND: General

BUDGET UNIT: AAA PLN  
 FUNCTION: Public Protection  
 ACTIVITY: Other Protection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	3,607,422	2,100,652	1,686,490	1,452,249	1,754,245	2,642,624	888,379
Operating Expenses	2,366,456	2,756,716	3,174,754	4,860,695	7,592,815	5,984,225	(1,608,590)
Capital Expenditures	0	0	0	0	0	25,000	25,000
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	5,973,878	4,857,368	4,861,244	6,312,944	9,347,060	8,651,849	(695,211)
Reimbursements	(197,219)	(283,634)	(94,208)	(515,831)	(870,984)	(320,000)	550,984
Total Appropriation	5,776,659	4,573,734	4,767,036	5,797,113	8,476,076	8,331,849	(144,227)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,776,659	4,573,734	4,767,036	5,797,113	8,476,076	8,331,849	(144,227)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	(201,768)	2,045,932	1,896,415	2,550,431	2,500,618	3,228,617	727,999
Other Revenue	4,419	87,495	1,375	7,977	0	1,000	1,000
Total Revenue	(197,349)	2,133,427	1,897,790	2,558,408	2,500,618	3,229,617	728,999
Operating Transfers In	0	0	0	64,161	0	0	0
Total Sources	(197,349)	2,133,427	1,897,790	2,622,569	2,500,618	3,229,617	728,999
Net County Cost	5,974,008	2,440,307	2,869,246	3,174,544	5,975,458	5,102,232	(873,226)
Budgeted Staffing					20	25	5

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$2.6 million fund 25 budgeted positions, of which 4 are limited term positions.

Operating expenses of \$6.0 million include \$1.6 million for General Plan and Development Code Amendments and \$1.0 million in litigation expenses for the Cadiz project. Other major expenses include consultants, project expenses reimbursable by applicants, and transfers of \$1.7 million to Land Use Services – Administration budget unit for administrative support.

Sources of \$3.2 million include \$1.5 million in reimbursements from applicants for project related expenses including litigation, and \$1.4 million in fees for current services.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

In 2013-14, requirements are decreasing by \$144,227 primarily due to the reduction of one-time Discretionary General Funding for the General Plan update offset by the addition of several positions to staff the Division's Mining Program. The current staffing for the Mining Program is inadequate to effectively and efficiently process mining applications and limit County liability. Properly staffing the Mining Program will ensure compliance with state and federal laws, all mines are inspected at least once annually, and County liability is properly mitigated through the quick processing of bonds. Other budget changes include a decrease in one time projects funded by district discretionary funds and an increase in litigation costs.

Sources are increasing by \$728,999 primarily due to an increase of reimbursement for litigation expenses and revenues related to the increase in staffing of the Mining Program.



## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2.6 million fund 25 budgeted positions of which 21 are regular positions and 4 are limited term positions. Staffing changes are primarily for the Mining Program, which include the addition of 1 Land Use Technician, 1 Supervising Planner, and 3 Public Service Employee positions. Additional changes include 1 Engineering Geologist added for Planning and offset by a transfer of 1 Secretary I to Land Use Administration.

### 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Planning	18	1	19	10	8	1	19
Mining	3	3	6	1	0	5	6
Total	21	4	25	11	8	6	25

Planning	Mining
<u>Classification</u>	<u>Classification</u>
1 Planning Director	1 Land Use Technician
1 Planning Director (Extra Help)	1 Supervising Planner
1 Planning Manager	1 Planner III
2 Engineering Geologist	3 Public Services Employee
3 Supervising Planner	6 Total
10 Planner III	
1 Planner I	
19 Total	





## Building and Safety

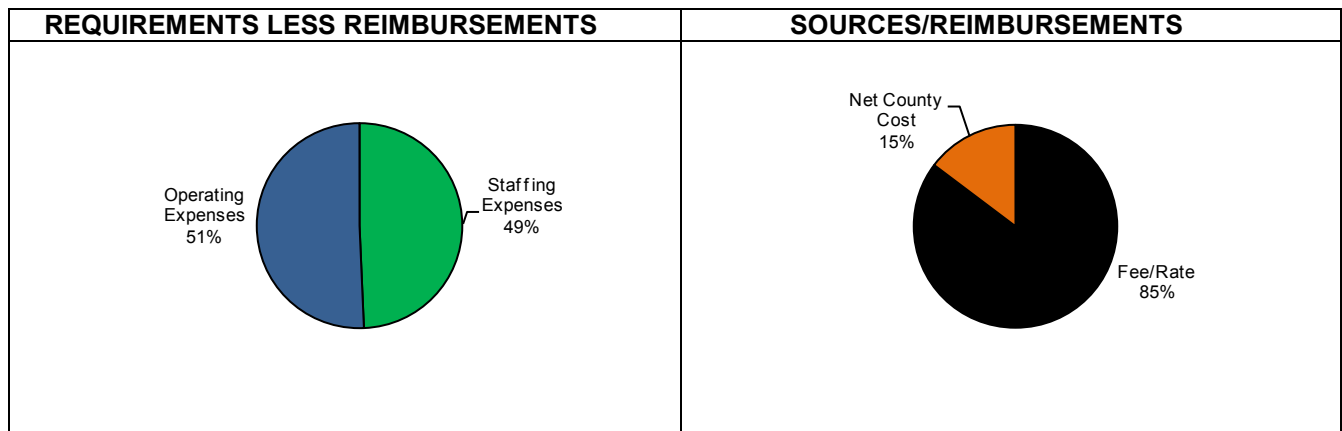
### DESCRIPTION OF MAJOR SERVICES

Building and Safety administers construction and occupancy standards to safeguard life, health, and property in the unincorporated areas of the County. The Division applies state law and County ordinances and inspects the construction, alteration, relocation, demolition, repair, occupancy, and use of buildings and structures to ensure compliance.

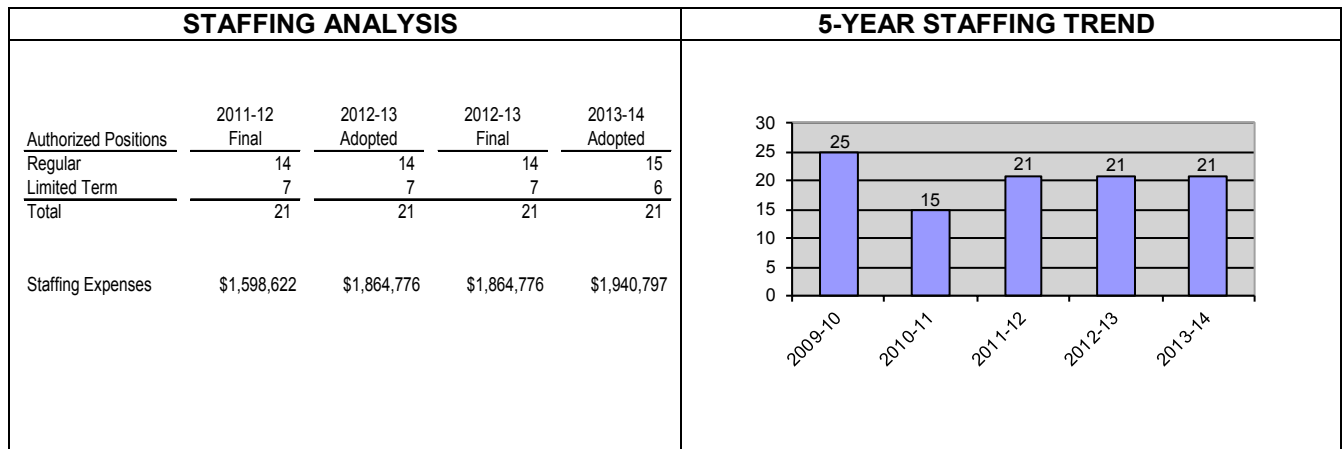
#### Budget at a Glance

Total Requirements	\$3,934,957
Total Sources	\$3,357,750
Net County Cost	\$577,207
Total Staff	21
Funded by Net County Cost	15%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: Land Use Services-Building and Safety  
 FUND: General

BUDGET UNIT: AAA BNS  
 FUNCTION: Public Protection  
 ACTIVITY: Other Protection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	3,066,746	1,587,713	1,598,622	1,697,028	1,864,776	1,940,797	76,021
Operating Expenses	1,424,482	1,712,560	1,743,784	1,950,030	2,101,066	1,994,160	(106,906)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	4,491,228	3,300,273	3,342,406	3,647,058	3,965,842	3,934,957	(30,885)
Reimbursements	(37,685)	(69,492)	0	0	0	0	0
Total Appropriation	4,453,543	3,230,781	3,342,406	3,647,058	3,965,842	3,934,957	(30,885)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	4,453,543	3,230,781	3,342,406	3,647,058	3,965,842	3,934,957	(30,885)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	695,508	2,903,488	4,699,011	3,917,268	3,392,074	3,349,000	(43,074)
Other Revenue	48,064	21,688	12,354	7,207	13,110	8,750	(4,360)
Total Revenue	743,572	2,925,176	4,711,365	3,924,475	3,405,184	3,357,750	(47,434)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	743,572	2,925,176	4,711,365	3,924,475	3,405,184	3,357,750	(47,434)
Net County Cost	3,709,971	305,605	(1,368,959)	(277,417)	560,658	577,207	16,549
Budgeted Staffing					21	21	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$1.9 million fund 21 budgeted positions of which 6 positions are limited term.

Operating expenses of \$2.0 million are comprised primarily of transfers to Land Use Services – Administration budget unit for administrative support, vehicle services charges, COWCAP, and consultants.

Sources of \$3.4 million primarily include revenue from fees charged for permit and plan reviews.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

In 2013-14, requirements are decreasing by \$30,885, primarily due to a reduction in consultant costs as a result of the vacancy of the Building Official position and other temporary staffing shortages. Other decreases are related to the transfer to Land Use Services – Administration budget unit for administrative support, and rent and leases for equipment.

Sources decreased by \$47,434, primarily due to decrease in activity for Moly Corp as Phase I of their project is nearly complete.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$1.9 million fund 21 budgeted positions of which 15 are regular positions and 6 are limited term positions. Changes in budgeted staffing include the addition of 1 Building and Safety Engineer, the reclassification of 2 Building Inspector II positions to Building Inspector III, and the deletion of 1 Extra Help Building Inspector II position. The addition of the Building and Safety Engineer position will provide in-house expertise in complex building issues. The reclassification of the 2 Building Inspector II positions to Building Inspector III will ensure adequate staffing for plan reviews, improving thru-put times for plan review as the demand increases. Deleting 1 Extra Help Building Inspector II position was a result of declining activity for the Moly Corp project.



2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Building and Safety	15	6	21	18	2	1	21
Total	15	6	21	18	2	1	21

Building and Safety	
<u>Classification</u>	
1	Building Official
1	Regional Building Inspector Supervisor
6	Building Inspector III
10	Building Inspector II
1	Contract Engineering Geologist
1	Contract Building Inspector
1	Building and Safety Engineer
21	Total

## Code Enforcement

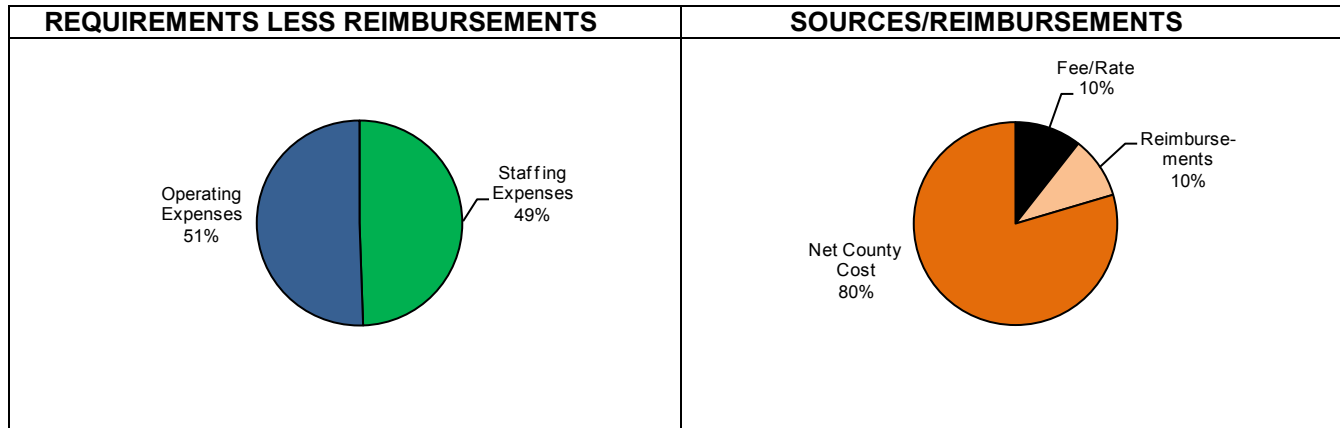
### DESCRIPTION OF MAJOR SERVICES

Code Enforcement administers programs designed to protect the public's safety, welfare, and property through enforcement of County ordinances and state laws related to housing and property.

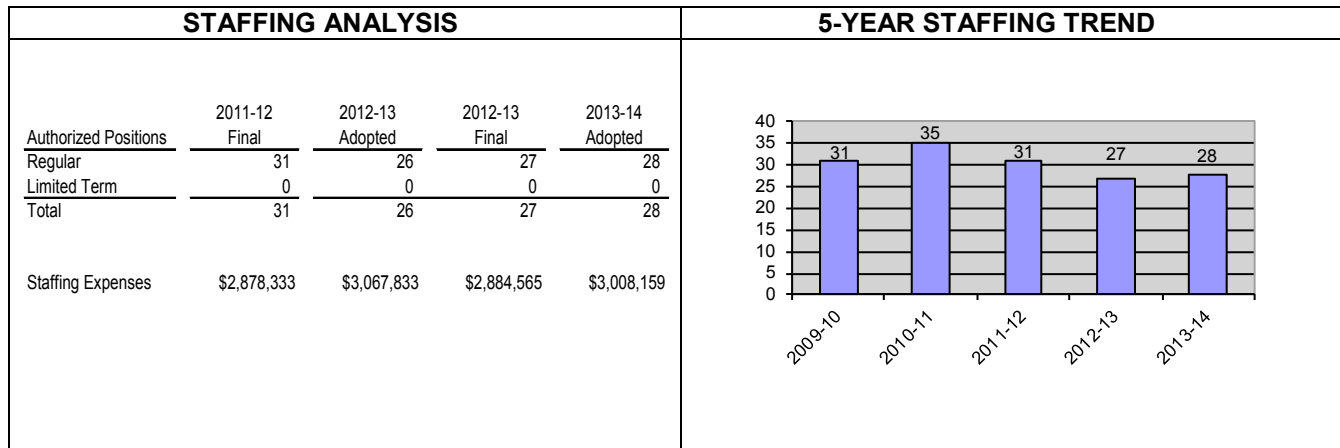
#### Budget at a Glance

Total Requirements	\$5,485,718
Total Sources	\$643,756
Net County Cost	\$4,841,962
Total Staff	28
Funded by Net County Cost	80%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Land Use Services - Code Enforcement  
FUND: General

BUDGET UNIT: AAA CEN  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	2,729,492	2,929,381	2,878,333	2,741,668	2,884,565	3,008,159	123,594
Operating Expenses	2,126,090	1,534,049	2,064,049	1,853,482	2,428,378	3,075,384	647,006
Capital Expenditures	28,643	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	4,884,225	4,463,430	4,942,382	4,595,150	5,312,943	6,083,543	770,600
Reimbursements	(847,871)	(676,997)	(403,423)	(428,149)	(683,321)	(597,825)	85,496
Total Appropriation	4,036,354	3,786,433	4,538,959	4,167,001	4,629,622	5,485,718	856,096
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	4,036,354	3,786,433	4,538,959	4,167,001	4,629,622	5,485,718	856,096
<b>Sources</b>							
Taxes	376	25,356	2,608	2	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	30,158	0	0	0	0	0	0
Fee/Rate	296,853	668,949	466,158	478,394	408,955	643,756	234,801
Other Revenue	38,344	7,468	834	602	0	0	0
Total Revenue	365,731	701,773	469,600	478,998	408,955	643,756	234,801
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	365,731	701,773	469,600	478,998	408,955	643,756	234,801
Net County Cost	3,670,623	3,084,660	4,069,359	3,688,003	4,220,667	4,841,962	621,295
Budgeted Staffing					27	28	1

## MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET

Staffing expenses of \$3.0 million fund 28 regular positions.

Operating expenses of \$3.1 million include \$950,000 for the demolition of derelict properties. Other major expenditures include graffiti abatement contracts, vehicle service charges, litigation, and transfers in the amount of \$1.3 million to Land Use Services – Administration budget unit for administrative support.

Sources of \$643,756 are comprised of revenues from administrative citations and home rental permits.

## BUDGET CHANGES AND OPERATIONAL IMPACT

In 2013-14, requirements are increasing by \$856,096 primarily due to the increase in funding for the boarding up and demolition of derelict properties, and the addition of a Land Use Technician and Code Enforcement Officer II to properly staff the Short Term Rental Application program. Other increases are related to retirement costs, COWCAP, and transfers to Land Use Services – Administration budget unit for administrative support.

Sources increased by \$234,801 primarily due to administrative citation collections and an increase in revenue for the rental permit program.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$3.0 million fund 28 budgeted regular positions. Changes to staffing include the addition of 1 Land Use Technician and 1 Code Enforcement Officer II to properly staff the Short Term Rental program in an effort to generate additional revenues. Other changes to staffing include the transfer of 1 Secretary I position to Land Use Services – Administration budget unit to cross-train and assign tasks as needed throughout the department.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Code Enforcement	28	0	28	26	0	2	28
Total	28	0	28	26	0	2	28

**Code Enforcement**Classification

- 1 Code Enforcement Chief
- 1 Program Manager
- 3 Code Enforcement Supervisor
- 12 Code Enforcement Officer II
- 7 Code Enforcement Officer III
- 3 Land Use Technician
- 1 Office Assistant III
- 28 Total



## Fire Hazard Abatement

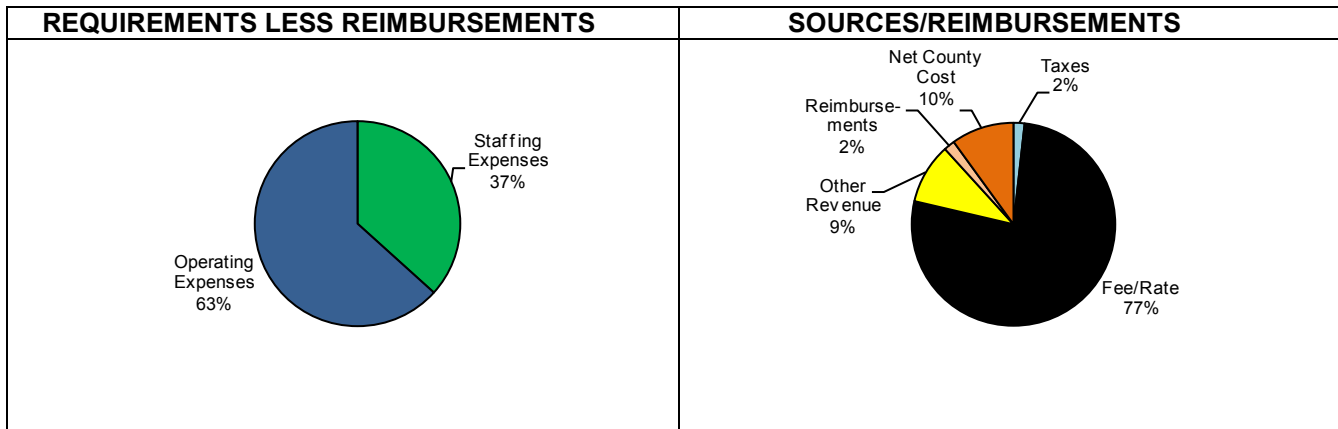
### DESCRIPTION OF MAJOR SERVICES

Fire Hazard Abatement enforces the Fire and Hazardous trees Ordinance in the unincorporated portions of the County and provides contract services to specified cities and fire districts within the County.

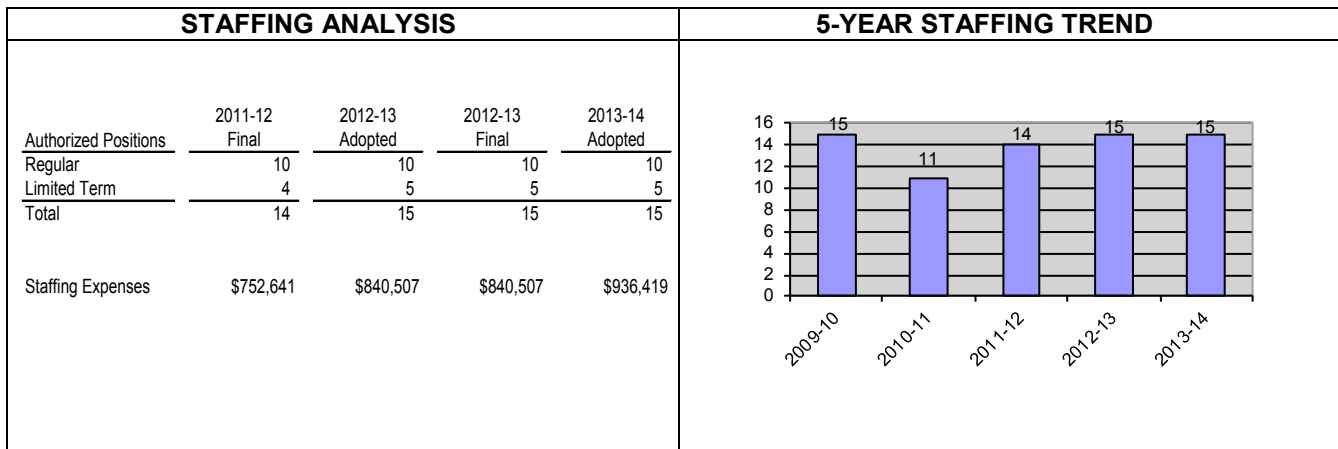
#### Budget at a Glance

Total Requirements	\$2,505,670
Total Sources	\$2,251,250
Net County Cost	\$254,420
Total Staff	15
Funded by Net County Cost	10%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: Land Use Services-Fire Hazard Abatement  
 FUND: General

BUDGET UNIT: AAA WAB  
 FUNCTION: Public Protection  
 ACTIVITY: Protective Inspection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	1,062,948	742,463	752,641	805,363	840,507	936,419	95,912
Operating Expenses	1,029,601	1,081,553	1,190,646	1,042,780	1,099,511	1,614,251	514,740
Capital Expenditures	0	0	15,605	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,092,549	1,824,016	1,958,892	1,848,143	1,940,018	2,550,670	610,652
Reimbursements	0	(26,808)	0	(2,385)	(45,000)	(45,000)	0
Total Appropriation	2,092,549	1,797,208	1,958,892	1,845,758	1,895,018	2,505,670	610,652
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,092,549	1,797,208	1,958,892	1,845,758	1,895,018	2,505,670	610,652
<b>Sources</b>							
Taxes	46,040	47,160	54,346	53,290	35,000	45,000	10,000
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	1,196,701	1,800,974	1,650,089	1,683,888	1,491,270	1,961,569	470,299
Other Revenue	6,165	176,117	204,092	157,175	100,000	244,681	144,681
Total Revenue	1,248,906	2,024,252	1,908,527	1,894,353	1,626,270	2,251,250	624,980
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	1,248,906	2,024,252	1,908,527	1,894,353	1,626,270	2,251,250	624,980
Net County Cost	843,643	(227,044)	50,365	(48,595)	268,748	254,420	(14,328)
Budgeted Staffing					15	15	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$936,419 fund 15 budgeted positions of which 5 are limited term.

Operating expenses of \$1.6 million include \$900,000 for contract weed abatement services and \$90,000 for vehicle service charges. These expenses are necessary to identify and mitigate all fire hazard risks throughout the County. Transfers in the amount of \$464,701 are also included in operating expenses for administrative support paid to the Land Use Services – Administration budget.

Sources of \$2.3 million are comprised primarily of revenues from contracts with cities and fire protection districts (\$278,569), administrative citations (\$110,000), and charges to property owners for abatement services (\$1.1 million).

**BUDGET CHANGES AND OPERATIONAL IMPACT**

In 2013-14, requirements are increasing by \$610,652, primarily due to the increase in weed abatement contracts to ensure all fire hazards identified throughout the County are abated in a timely manner. Other increases are related to retirement, the costs associated to the reclassification of five positions, and transfers to Land Use Services – Administration budget unit for administrative support.

Sources increased by \$624,980, primarily due to a projected increase in customer receipts for weed abatement work as a direct result of the increase in contract abatement services. Other increases are related to the collections of lien release fees.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$936,419 fund 15 budgeted positions of which 10 are regular positions and 5 are limited term positions. Changes to staffing include the reclassification of 5 Code Enforcement Field Assistants to Code Enforcement Officer Is to reflect current duties.





2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Fire Hazard Abatement	10	5	15	10	5	0	15
Total	10	5	15	10	5	0	15

Fire Hazard Abatement							
Classification							
1	Code Enforcement Supervisor						
1	Code Enforcement Officer III						
2	Code Enforcement Officer II						
5	Code Enforcement officer I						
1	Fiscal Specialist						
5	Public Service Employee						
15	Total						

## Land Development

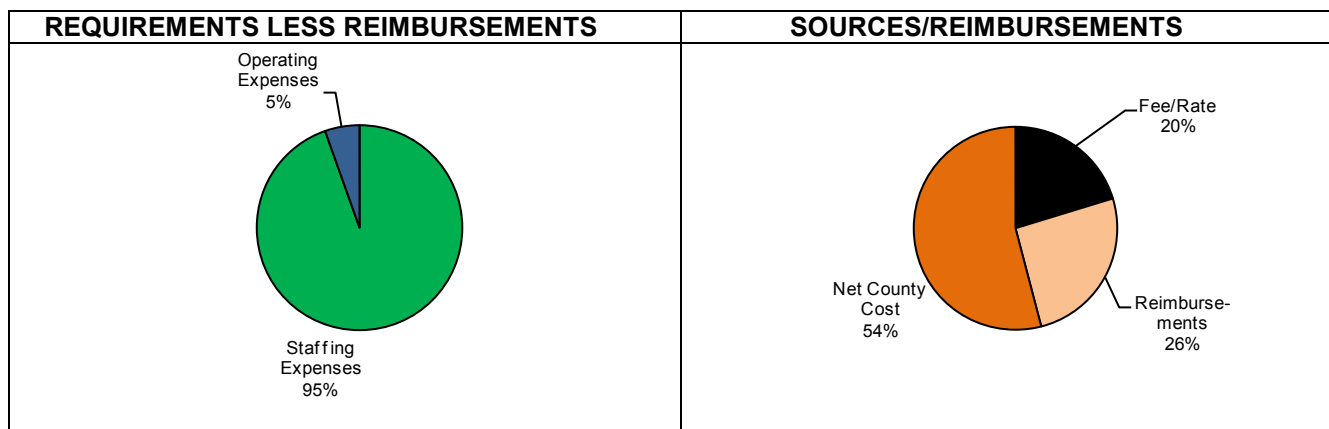
### DESCRIPTION OF MAJOR SERVICES

The Land Development Division is responsible for review of local area drainage, grading plans, tentative, and final maps, conditioning of new developments and reviewing and processing improvement plans for roads and drainage facilities associated with land development projects in accordance with the San Bernardino County Development Code and General Plan within the County area.

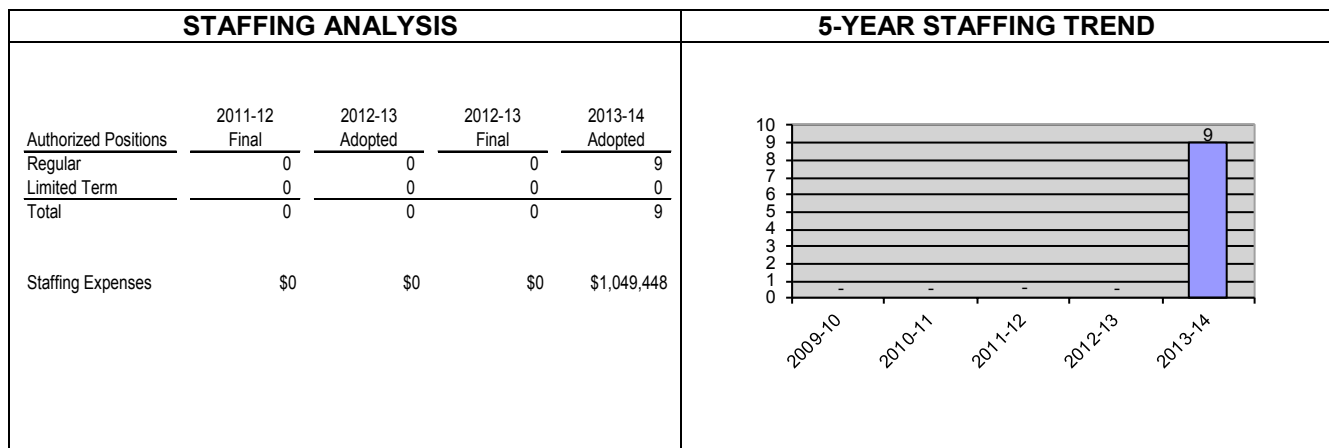
#### Budget at a Glance

Total Requirements	\$825,000
Total Sources	\$225,000
Net County Cost	\$600,000
Total Staff	9
Funded by Net County Cost	54%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: Land Use Services - Land Development  
 FUND: General

BUDGET UNIT: AAA LND  
 FUNCTION: Public Protection  
 ACTIVITY: Other Protection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	1,049,448	1,049,448
Operating Expenses	0	0	0	0	0	60,373	60,373
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	0	0	1,109,821	1,109,821
Reimbursements	0	0	0	0	0	(284,821)	(284,821)
Total Appropriation	0	0	0	0	0	825,000	825,000
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	0	825,000	825,000
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	225,000	225,000
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	225,000	225,000
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	225,000	225,000
Net County Cost	0	0	0	0	0	600,000	600,000
Budgeted Staffing					0	9	9

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$1.0 million fund 9 budgeted regular positions. Operating expenses are comprised primarily of \$32,918 for County Counsel services. Reimbursements of \$284,821 are comprised of transfers from the Public Works Transportation Division for work performed. Sources of \$225,000 represent fees for current services.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

The Land Development Division will be a new addition to the Land Use Services Department. This addition will improve customer services and streamline current operations processes to the development community.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$1.0 million fund 9 budgeted regular positions.

**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Land Development	9	0	9	8	1	0	9
Total	9	0	9	8	1	0	9

**Land Development**Classification

- 1 Public Works Engineer IV
- 1 Public Works Engineer III
- 2 Public Works Engineer II
- 1 Engineering Technician V
- 3 Engineering Technician IV
- 1 Secretary I
- 9 Total



## PUBLIC WORKS

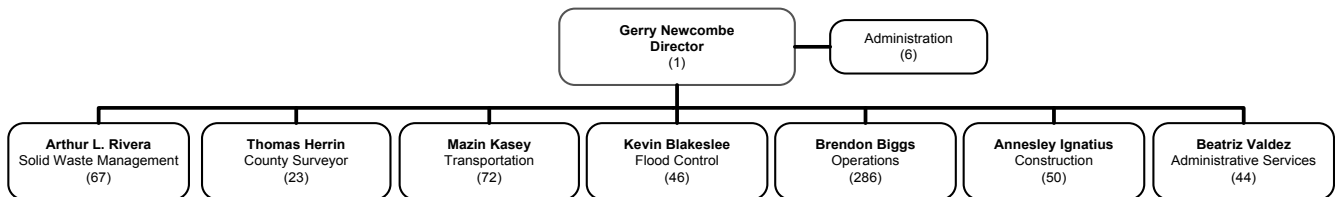
### Gerry Newcombe

#### DEPARTMENT MISSION STATEMENT

*The Public Works Department provides a broad range of services and infrastructure to help ensure safe and desirable communities for the people of San Bernardino County. Areas of responsibility include roads, traffic, flood control, storm water quality, water conservation, solid waste services, and County surveyor functions.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Surveyor - Continued to expand services for Geographic Information Systems support, with projects performed for Public Works and other County departments. In addition, the Division transitioned its public website to offer free document downloads for survey records research, which provides both a benefit to the professional land surveying community and a net cost savings to the Division.
- Transportation – Completed \$14.7 million in pavement improvement projects, which included 9.8 miles of road repaving projects (4.3 miles of which were on Shay Road and Baldwin Lake Road), 12.7 miles of overlay projects, and 90.1 miles of roadway surface sealing protection projects. Additionally, the Division completed construction of a mile of new paved roadway on Caughlin Road; culvert replacement project to reopen Lenwood Road at the Mojave River; 3 sidewalk projects (on Roswell Avenue, Pipe Line Avenue and Eureka Street); 7 drainage projects; 2 bridge repair projects (one on Torrey Pines Road and one on National Trails Highway); widening project on Cherry Avenue; an intersection improvement; and a retaining wall. Of the 112.6 miles of repaving, overlay, and sealing/surface protection projects completed in 2012-13, 49.0 miles were funded with \$5.0 million from the General Fund as a one-time contribution to assist the Division in maintaining the pavement condition of the County's Maintained Road System (CMRS).
- Solid Waste Management – Negotiated a long-term operations contract that will improve the day-to-day operations and maintenance of the County's Solid Waste Disposal System at a significant cost savings. Also, the Division completed the following capital improvement projects: 1) Heaps Peak Leachate Treatment System; and 2) major improvements to the landfill gas flare stations at Mid-Valley, Colton, Milliken and Victorville Sanitary Landfills and Yucaipa and Heaps Peak Disposal Sites. Furthermore, the Division received regulatory approval to double the daily permitted capacity of the San Timoteo Sanitary Landfill (STSL) which provides flexibility to divert waste to the STSL as needed due to weather or capacity related conditions encountered at other valley area disposal sites. In addition, for the unincorporated areas of the county, the Division achieved a 62.1% diversion rate for municipal waste, exceeding the State mandated 50% diversion rate, and it continued to reduce the number of exemptions to mandatory trash service, down 4% from 2011-12 and 12.2% since 2008-09.
- Flood Control District - Completed the following: construction on Sultana Cypress Storm Drain Phase II-C for an additional catch basin in the Ontario area; design and environmental activities and advertised Mountain View Acres Storm Drain Project for construction in early summer 2013 in the Victorville area; design and environmental activities, advertised and awarded a contract for the construction of Alabama at City Creek in the Highland/Redlands area; design and environmental activities and advertised Lytle Cajon Channel Invert Repair Project for construction in the Colton/San Bernardino area; design and environmental activities and advertised the Sheep Creek Grouted Rock Bank Protection project for construction in the Wrightwood area; Cactus Basin Supplemental Environmental Impact Report in Rialto; and removal of approximately 50,000 cubic yards of material in San Timoteo basins 13 to 15.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

**COUNTY GOAL:** ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY

**Objective(s):** • *Continue to identify and implement short-term solutions to systemic problems.*

**Department Strategy:** • *Increase efficiency in use of labor, equipment and materials in delivery of roadway preservation projects.*

	2011-12	2012-13	2012-13	2013-14
Measurement	Actual	Target	Actual	Target
Perform 25 to 28 miles of roadway preservation projects per \$1.0 million.	21.6	24.6	24.0	25.5

**COUNTY GOAL:** OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER

**Objective(s):** • *Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.*  
• *Live within our means, fully funding basic operating systems, liabilities and reserves, while forming capital to strategically invest in the future.*

**Department Strategy:** • *Actively evaluate projects for eligibility and project readiness for grant funding; apply for state and federal grants as calls for projects are announced.*  
• *Seek opportunities to secure additional revenue in order to become more financially stable while setting aside funds for future liabilities.*

	2011-12	2012-13	2012-13	2013-14
Measurement	Actual	Target	Actual	Target
Percentage of grant applications that receive funding.	50%	50%	75%	50%
Percentage of revenue generated from out-of-county waste controlled by the new landfill operator set aside for future expansion, closure, and post-closure activities.	N/A	N/A	N/A	26%

**COUNTY GOAL:** IMPROVE COUNTY GOVERNMENT OPERATIONS

**Objective(s):** • *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

**Department Strategy:** • *Manage existing funding sources in order to maintain and build the Flood Control System by prioritizing maintenance and construction activities.*

	2011-12	2012-13	2012-13	2013-14
Measurement	Actual	Target	Actual	Target
Percentage of Flood Control basins cleaned out to full capacity.	N/A	N/A	96%	99%



## SUMMARY OF BUDGET UNITS

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Surveyor	3,536,654	2,972,208	564,446			25
Total General Fund	3,536,654	2,972,208	564,446			25
<b><u>Special Revenue Funds</u></b>						
Survey Monument Preservation	110,641	62,000		48,641		0
Transportation Special Revenue Funds - Consolidated	159,382,468	102,232,209		57,150,259		343
Total Special Revenue Funds	159,493,109	102,294,209		57,198,900		343
<b><u>Enterprise Funds</u></b>						
Solid Waste Enterprise Funds - Consolidated	86,589,419	85,238,287			(1,351,132)	81
Total Enterprise Funds	86,589,419	85,238,287			(1,351,132)	81
<b><u>Other Agencies *</u></b>						
Flood Control Consolidated	153,180,829	70,840,524		82,340,305		146
Flood Control Equipment	2,061,000	2,930,000			869,000	0
Total Other Agencies	155,241,829	73,770,524		82,340,305	869,000	146
<b>Total - All Funds</b>	404,861,011	264,275,228	564,446	139,539,205	(482,132)	595

\* Other Agencies are reported in the County Special Districts budget book under Flood Control.

Below is a reconciliation of staffing per budget unit and the Department organizational chart on the previous page:

	Surveyor	Transportation - Road Operations	Solid Waste Management - Operations	Flood Control District	Total
Gerry Newcombe	0	5	0	2	7
Arthur L. Rivera	0	0	67	0	67
Thomas Herrin	23	0	0	0	23
Mazin Kasey	0	72	0	0	72
Kevin Blakeslee	0	0	0	46	46
Brendon Biggs	0	218	0	68	286
Annesley Ignatius	0	27	0	23	50
Beatriz Valdez	2	21	14	7	44
<b>Total Budgeted Staffing</b>	<b>25</b>	<b>343</b>	<b>81</b>	<b>146</b>	<b>595</b>



<b>5-YEAR REQUIREMENTS TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Surveyor	3,569,567	3,552,346	3,543,358	3,485,492	3,536,654
Survey Monument Preservation	222,254	179,844	196,827	64,581	110,641
Transportation Consolidated	134,297,394	148,234,077	146,560,399	136,326,748	159,382,468
Solid Waste Enterprise Funds Consolidated	139,681,368	214,663,539	210,819,066	233,204,829	86,589,419
*Flood Control Consolidated	117,721,245	129,491,826	125,626,420	126,541,241	153,180,829
*Flood Control Equipment	2,609,001	5,094,468	7,916,830	6,726,093	2,061,000
<b>Total</b>	<b>398,100,829</b>	<b>501,216,100</b>	<b>494,662,900</b>	<b>506,348,984</b>	<b>404,861,011</b>

<b>5-YEAR SOURCES TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Surveyor	3,355,472	3,304,229	3,303,955	3,205,589	2,972,208
Survey Monument Preservation	59,660	56,124	59,670	58,510	62,000
Transportation Consolidated	90,378,581	76,538,362	87,830,847	71,877,120	102,232,209
Solid Waste Enterprise Funds Consolidated	93,396,166	73,738,120	66,017,889	95,284,250	85,238,287
*Flood Control Consolidated	73,587,941	76,194,625	70,303,083	74,247,720	70,840,524
*Flood Control Equipment	2,935,000	3,052,541	3,063,700	3,075,000	2,930,000
<b>Total</b>	<b>263,712,820</b>	<b>232,884,001</b>	<b>230,579,144</b>	<b>247,748,189</b>	<b>264,275,228</b>

<b>5-YEAR NET COUNTY COST TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Surveyor	214,095	248,117	239,403	279,903	564,446
<b>Total</b>	<b>214,095</b>	<b>248,117</b>	<b>239,403</b>	<b>279,903</b>	<b>564,446</b>

<b>5-YEAR FUND BALANCE TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Survey Monument Preservation	162,594	123,720	137,157	6,071	48,641
Transportation Consolidated	43,918,813	71,695,715	58,729,552	64,449,628	57,150,259
*Flood Control Consolidated	44,133,304	53,297,201	55,323,337	52,293,521	82,340,305
<b>Total</b>	<b>88,214,711</b>	<b>125,116,636</b>	<b>114,190,046</b>	<b>116,749,220</b>	<b>139,539,205</b>

<b>5-YEAR NET BUDGET TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Solid Waste Enterprise Funds Consolidated	(46,285,202)	(140,925,419)	(144,801,177)	(137,920,579)	(1,351,132)
*Flood Control Equipment	325,999	(2,041,927)	(4,853,130)	(3,651,093)	869,000
<b>Total</b>	<b>(45,959,203)</b>	<b>(142,967,346)</b>	<b>(149,654,307)</b>	<b>(141,571,672)</b>	<b>(482,132)</b>

\*These budget units are located in the County Special Districts budget book under Flood Control.

*Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.*



## Surveyor

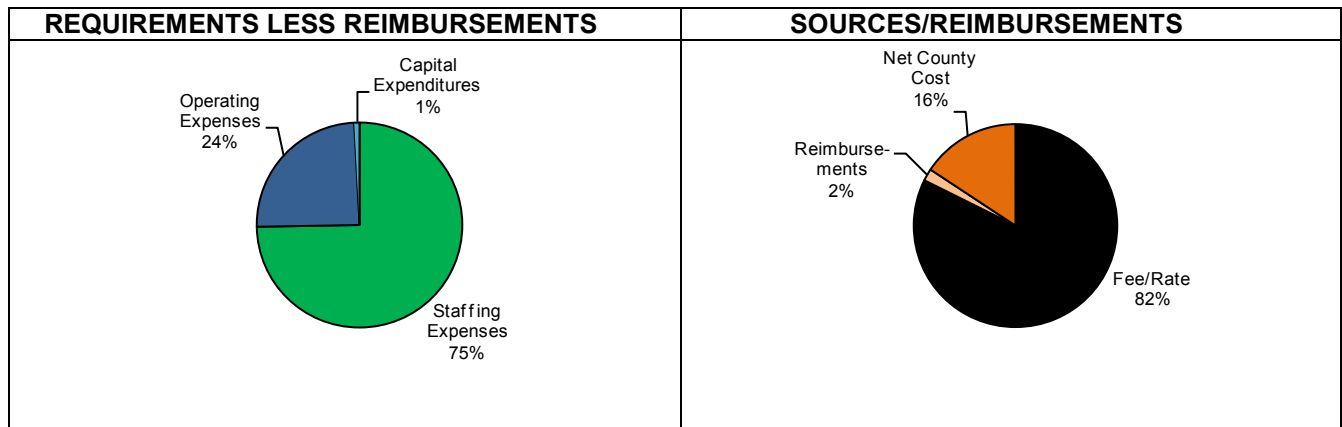
### DESCRIPTION OF MAJOR SERVICES

The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions and maps, perform design and construction surveys for various County departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used in the preparation of maps and plans for project development within the county. The County Surveyor ensures these maps and plans conform to conditions of approval, local ordinances, standards for development, and state laws. Field crews perform boundary and construction surveys for other County departments and are responsible for perpetuation of controlling survey monuments. The County Surveyor also maintains the integrity of the Countywide Geographic Information Services (GIS) Parcel Basemap.

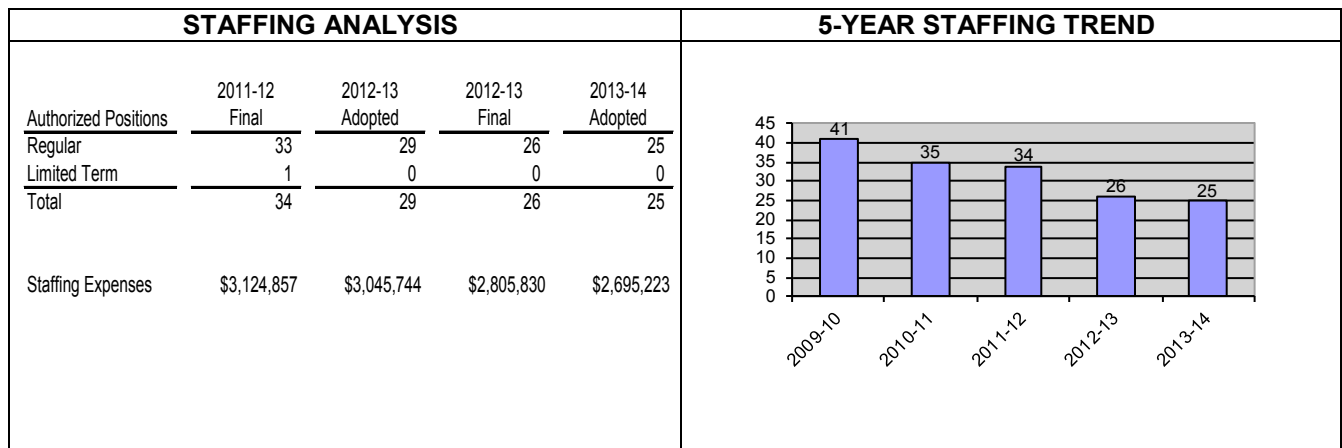
#### Budget at a Glance

Total Requirements	\$3,536,654
Total Sources	\$2,972,208
Net County Cost	\$564,446
Total Staff	25
Funded by Net County Cost	16%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING





## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Public Works - Surveyor  
FUND: General

BUDGET UNIT: AAA SVR  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	3,137,690	3,053,515	3,123,951	2,790,927	2,805,830	2,695,223	(110,607)
Operating Expenses	492,489	567,041	493,051	541,864	691,022	880,855	189,833
Capital Expenditures	9,249	0	0	59,710	60,000	30,000	(30,000)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	3,639,428	3,620,556	3,617,002	3,392,501	3,556,852	3,606,078	49,226
Reimbursements	(71,638)	(68,212)	(80,744)	(69,395)	(71,360)	(69,424)	1,936
Total Appropriation	3,567,790	3,552,344	3,536,258	3,323,106	3,485,492	3,536,654	51,162
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,567,790	3,552,344	3,536,258	3,323,106	3,485,492	3,536,654	51,162
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	3,326,474	3,271,455	3,268,897	3,150,330	3,178,589	2,960,183	(218,406)
Other Revenue	28,996	33,456	22,494	9,473	27,000	12,025	(14,975)
Total Revenue	3,355,470	3,304,911	3,291,391	3,159,803	3,205,589	2,972,208	(233,381)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	3,355,470	3,304,911	3,291,391	3,159,803	3,205,589	2,972,208	(233,381)
Net County Cost	212,320	247,433	244,867	163,303	279,903	564,446	284,543
Budgeted Staffing					26	25	(1)

## MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET

Staffing expenses represent the majority of requirements for 2013-14. In the event of unanticipated workload increases, \$100,000 has been included in operating expenses for the services of private land surveying firms as needed. Capital expenditures of \$30,000 represent the replacement of 3 data recorders needed to perform field surveys. All of these costs are necessary to provide the public with protection in matters that relate to sound surveying practices and to meet state mandated time frames. Sources of \$3.0 million include fees charged to customers for: field surveys, review of subdivision maps, preparation of legal descriptions/maps, and taxable sales of microfiche prints, plotter prints, electronic map images and photocopies.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Budget changes for the Surveyor include a net decrease in staffing expenses of \$110,607 primarily due to the deletion of a Staff Analyst II position responsible for accounting and budget preparation. These functions are now being performed by other administrative staff within the Public Works Department. Accordingly, operating expenses are increased by a similar amount since the Surveyor is providing reimbursement for these services. Sources are decreased by \$233,381 due to the continued slow development that has been occurring in this County. Discretionary General Funding (Net County Cost) is increased by \$284,543 to provide additional funding for costs associated with processing corner records, a mandated service, and maintaining the integrity of the Countywide Geographic Information Services (GIS) Parcel Basemap.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2.7 million fund 25 budgeted regular positions. As mentioned above, the Surveyor deleted a Staff Analyst II position responsible for accounting and budget preparation and is utilizing administrative personnel within the Public Works Department to accomplish these tasks.

The 2013-14 budget also includes the following reclassifications:

- Engineering Technician V to Land Surveyor
- Engineering Technician IV to Land Surveyor



**2013-14 POSITION SUMMARY**

<u>Division</u>	<u>Regular</u>	<u>Limited Term</u>	<u>Total</u>	<u>Filled</u>	<u>Vacant</u>	<u>New</u>	<u>Total</u>
Surveyor Administration	1	0	1	1	0	0	1
Field Section	13	0	13	13	0	0	13
Office Section	9	0	9	9	0	0	9
Administrative Services	2	0	2	2	0	0	2
Total	25	0	25	25	0	0	25

<b>Surveyor Administration</b>	<b>Field Section</b>	<b>Office Section</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 County Surveyor	1 Supervising Land Surveyor	1 Survey Division Chief
1 Total	1 Land Surveyor	1 Supervising Land Surveyor
	5 Survey Party Chief	1 Land Surveyor
	1 Engineering Technician V	1 Engineering Technician V
	1 Engineering Technician IV	3 Engineering Technician IV
	3 Engineering Technician III	1 Engineering Technician III
	1 Engineering Technician II	1 Secretary I
	13 Total	9 Total
<b>Administrative Services</b>		
<u>Classification</u>		
1 Accounting Technician		
1 Fiscal Assistant		
2 Total		



## Survey Monument Preservation

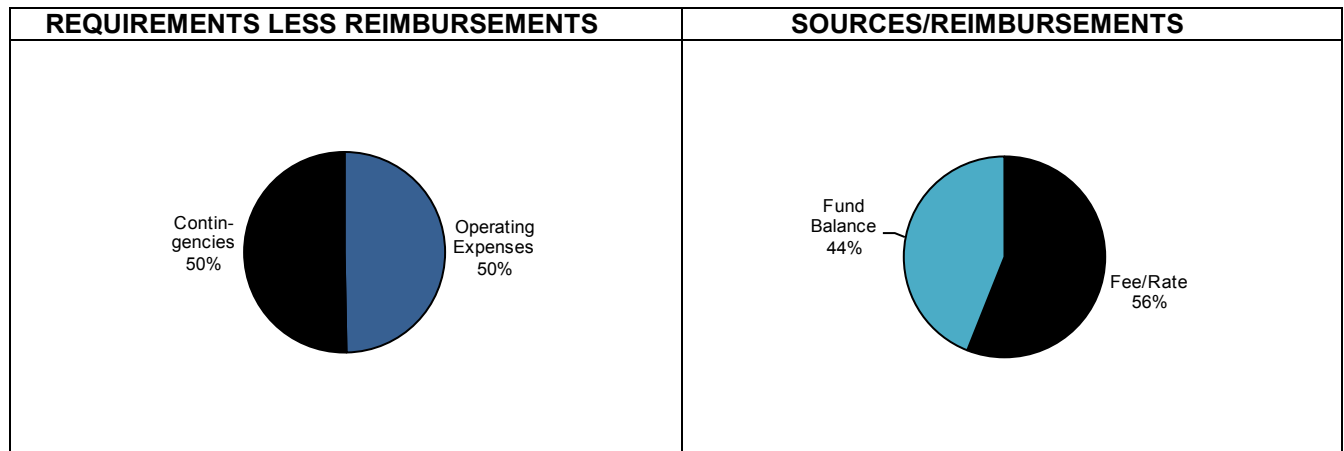
### DESCRIPTION OF MAJOR SERVICES

The Survey Monument Preservation budget unit was established to account for expenses incurred related to the retracement or re-monument surveys of major historical land division lines, upon which later surveys are based. These include, but are not limited to, surveys of government section lines, rancho section lines, acreage subdivision lot lines, and subdivision boundary lines. The services related to this budget unit are funded by a \$10 fee charged to the public for filing or recording specific types of grant deeds conveying real property.

#### Budget at a Glance

Total Requirements	\$110,641
Total Sources	\$62,000
Fund Balance	\$48,641
Use of Fund Balance	\$0
Total Staff	0

### 2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: Public Works - Surveyor  
 FUND: Survey Monument Preservation

BUDGET UNIT: SBS SVR  
 FUNCTION: Public Protection  
 ACTIVITY: Other Protection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	98,534	42,685	145,131	17,550	57,674	55,000	(2,674)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	6,907	55,641	48,734
Total Exp Authority	98,534	42,685	145,131	17,550	64,581	110,641	46,060
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	98,534	42,685	145,131	17,550	64,581	110,641	46,060
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	98,534	42,685	145,131	17,550	64,581	110,641	46,060
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	59,660	56,123	59,670	60,120	58,510	62,000	3,490
Other Revenue	0	0	0	0	0	0	0
Total Revenue	59,660	56,123	59,670	60,120	58,510	62,000	3,490
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	59,660	56,123	59,670	60,120	58,510	62,000	3,490
Fund Balance					6,071	48,641	42,570
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Operating expenses and contingencies totaling \$110,641 are for services specifically related to retracement or re-monument surveys. Sources of \$62,000 are from fees charged to the public for filing or recording specific types of grant deeds conveying real property.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

An increase in contingencies is a reflection of additional fund balance available for 2013-14.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## Transportation Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Road Operations** is responsible for the operation, maintenance, and improvement of the County's road system that currently includes approximately 2,769 miles of roadways. Additional activities include administration, planning, design, construction, environmental management, and traffic operations.

#### Budget at a Glance

Total Requirements	\$159,382,468
Total Sources	\$102,232,209
Fund Balance	\$57,150,259
Use of Fund Balance	\$18,950,350
Total Staff	343

The Division's routine maintenance activities include patching and crack filling on approximately 7,500 lane-miles of asphalt pavement, grading of 533 miles of unpaved roads, shoulder maintenance, snowplowing of over 300 miles of mountain roads, traffic signal maintenance at 56 intersections, roadside weed abatement in urban areas, traffic sign and pavement striping maintenance throughout the system, storm repairs and cleanup, maintenance of 380 bridges and thousands of concrete box and metal pipe culverts, as well as maintenance of drainage facilities such as inlets, ditches, dikes, and gutters. Maintenance functions are provided through 13 yard districts with regional facilities located to best serve the 20,000 square-mile area of the County.

Road activities are funded primarily from highway-users sources. Funding sources consist of state and federal fuel taxes (Highway Users' Tax or Gas Tax), voter-approved state transportation infrastructure bond (Proposition 1B – a one-time funding source), local transportation funds generated by sales tax revenues (Measure I), and development fees. The Department has eight established Local Area Transportation Facilities Development Plans and one Regional Development Mitigation Plan containing 16 subareas throughout the County to collect funds for the purpose of mitigating the impacts of new development. Construction of major improvements (such as new roads, bridges, or adding of lanes) is limited to a few projects per year based on available financing.

The County's goal, for the maintained roads Pavement Condition Index (PCI), is good or better rating. Currently the average rating is in the very good range with some roads below a PCI rating of "Fair". In prior years, the Division utilized Gas Tax to fund the local share of major infrastructure projects such as major arterials and grade separations instead of utilizing those funds to maintain or improve the County Maintained Road System (Road System). Over the last two years, the General Fund provided a total of \$13.0 million to the Division to support the Pavement Management Program. With the focus of the Transportation Division being shifted to emphasize the maintenance of the Road System ahead of capital projects, the Division allocated its main funding sources to support maintenance and pavement preservation projects. Thus for 2013-14, the General Fund contribution for maintenance activities is only \$0.4 million. With this allocation, routine maintenance and pavement preservation projects will still be funded at \$23.0 million and \$18.0 million respectively and other Departmental functions such as traffic safety and support will still be maintained at the same level. This fundamental shift, which is necessary to ensure that the pavement condition of the Road System does not deteriorate, will also have an impact on the ability to complete non-pavement preservation projects that have been programmed as Gas Tax is no longer available to pay for the local share. These projects will now be reflected as unfunded and will be completed at the discretion of the Board of Supervisors. Therefore, in 2013-14, the General Fund is contributing \$0.9 million for the Yates Road realignment project and due to the slow growth in developer fees, the General Fund will also contribute \$3.2 million to help fund the required development contribution of the Glen Helen Parkway grade separation project. Furthermore due to the end of Proposition 1B funding in 2013-14, it is expected that in the upcoming years, the Division will not be able to sustain an \$18 million allocation to the Pavement Management Program and will require additional discretionary general funding to maintain the pavement condition of the Road System.

The Department's Land Development functions were transferred to the Land Use Services Department effective July 1, 2013 in order to improve overall service to the development community.

**Measure I** is a Countywide one-half cent transaction use tax that was passed by the voters of San Bernardino County in November 1989 (1989 Measure), and extended by voters in 2004 (2004 Measure), to provide funding for transportation improvements until 2040. Measure I provides funding for roadway resurfacing, rehabilitation, and widening projects, as well as traffic signal projects throughout the County. The County is divided into six sub-

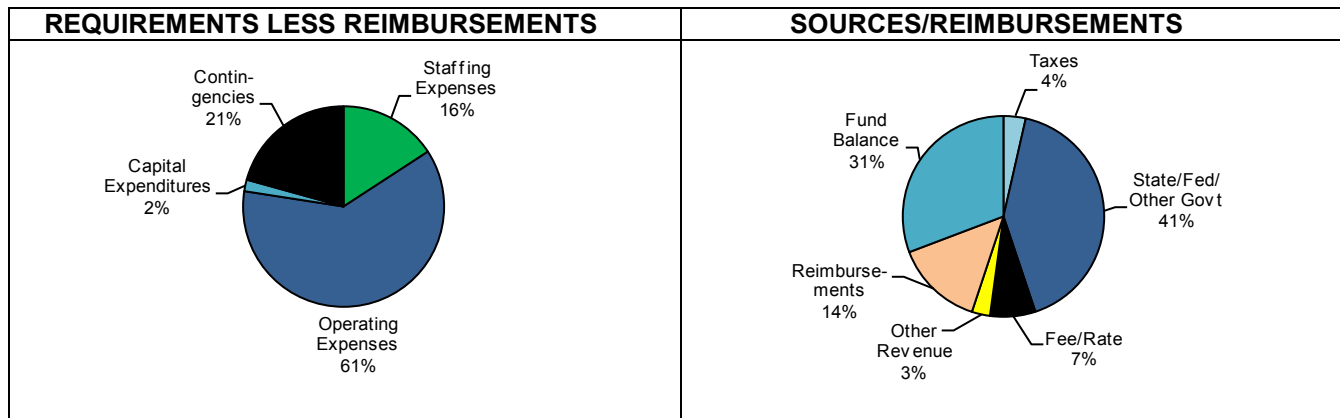


areas, and the Measure I funds received must be spent within the sub-area in which they were collected. The sub-areas are as follows: North Desert, Morongo Basin, San Bernardino Mountains, Colorado River, Victor Valley, and San Bernardino Valley.

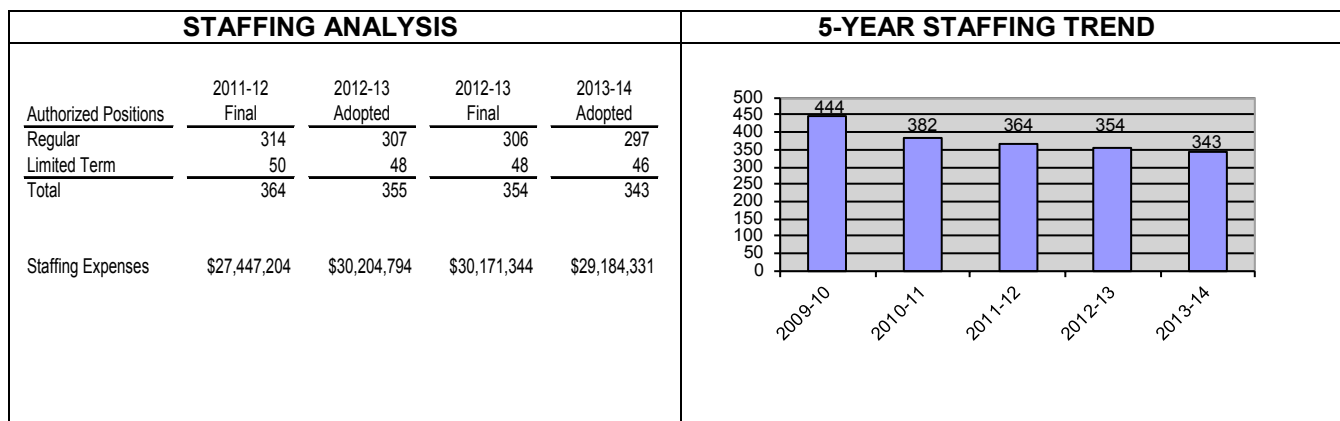
**Facilities Development Plans** were established by County ordinance to collect development impact fees for new construction of roads within the boundaries of the established fee areas. Fee ordinances have been approved in the areas of Helendale/Oro Grande, High Desert (Phelan and Pinon Hills), Lucerne Valley, Oak Glen, Yucaipa, Oak Hills, Snowdrop Road, South and East Apple Valley, and Summit Valley. Interim fee plans in the areas of Big Bear and Joshua Tree have been approved to collect fees pending final approval from the residents. Yucaipa and Oak Glen were dissolved in 2007 due to annexation.

**Regional Development Mitigation Plan** was adopted by the Board of Supervisors in 2006 as a condition of the voter approved Measure I Ordinance to generate fair-share development contributions for regional transportation needs resulting from the impacts of new development, including freeway interchanges, regional arterials, and railroad grade separation projects. The County of San Bernardino's development contribution target shares were calculated for each of the unincorporated city spheres of influence in the San Bernardino Valley and Victor Valley as part of San Bernardino Associated Government's (SANBAG) Development Mitigation Nexus Study. Development impact fees are collected at the time of issuance of a building permit for all residential, commercial, and industrial development. When sufficient fees are collected to cover the development contribution fair-share amount of projects, applications are submitted to SANBAG for the regional Measure I and/or federal and state funds necessary to construct the regional arterial roads, freeway interchanges, and railroad grade separation projects listed in the Regional Development Mitigation Plan. The Regional Development Mitigation Plan was updated with the effective date of August 25, 2012.

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Operations and Community Services  
 DEPARTMENT: Public Works - Transportation  
 FUND: Transportation Special Revenue Funds - Consolidated

BUDGET UNIT: Various  
 FUNCTION: Public Ways and Facilities  
 ACTIVITY: Public Ways

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	26,783,427	28,064,072	27,438,880	28,153,395	30,171,344	29,184,331	(987,013)
Operating Expenses	30,058,175	77,281,457	70,884,542	74,313,533	78,799,234	113,887,509	35,088,275
Capital Expenditures	2,570,520	6,556,695	6,854,687	4,246,049	7,267,807	3,442,000	(3,825,807)
Contingencies	0	0	0	0	32,594,989	38,199,909	5,604,920
Total Exp Authority	59,412,122	111,902,224	105,178,109	106,712,977	148,833,374	184,713,749	35,880,375
Reimbursements	(6,101,911)	(16,986,373)	(18,621,122)	(15,297,971)	(19,079,395)	(26,215,914)	(7,136,519)
Total Appropriation	53,310,211	94,915,851	86,556,987	91,415,006	129,753,979	158,497,835	28,743,856
Operating Transfers Out	11,318,805	214,098	5,119,090	5,158,358	6,572,769	884,633	(5,688,136)
Total Requirements	64,629,016	95,129,949	91,676,077	96,573,364	136,326,748	159,382,468	23,055,720
<b>Sources</b>							
Taxes	5,757,788	4,658,635	6,195,459	6,880,906	4,668,369	6,580,789	1,912,420
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	70,482,121	56,212,604	60,477,497	50,740,447	50,632,173	76,699,807	26,067,634
Fee/Rate	1,941,752	5,038,763	5,274,361	8,973,013	3,427,431	13,509,200	10,081,769
Other Revenue	1,043,312	882,898	2,069,182	5,993,955	555,171	508,784	(46,387)
Total Revenue	79,224,973	66,792,900	74,016,499	72,588,321	59,283,144	97,298,580	38,015,436
Operating Transfers In	11,885,711	9,637,047	16,234,378	11,797,291	12,593,976	4,933,629	(7,660,347)
Total Sources	91,110,684	76,429,947	90,250,877	84,385,612	71,877,120	102,232,209	30,355,089
Fund Balance					64,449,628	57,150,259	(7,299,369)
Budgeted Staffing					354	343	(11)

## DETAIL OF 2013-14 ADOPTED BUDGET

	2013-14			
	Requirements	Sources	Fund Balance	Staffing
<b>Special Revenue Funds</b>				
Road Operations	120,252,088	90,385,556	29,866,532	343
Measure I	28,792,284	9,146,027	19,646,257	0
Facilities Development Plans	2,902,198	48,333	2,853,865	0
Regional Development Mitigation Plan	7,435,898	2,652,293	4,783,605	0
Total Special Revenue Funds	159,382,468	102,232,209	57,150,259	343

**Road Operations** has requirements of \$120.3 million consisting of the following: \$29.2 million for staffing costs of 343 positions; \$85.2 million for operating expenses such as road maintenance, equipment/materials purchases, vehicle maintenance, County internal service and administrative expenses, insurance, professional services for road construction projects, and transfers for labor/equipment usage within all Department of Public Works divisions; \$3.4 million for capital expenditures (\$2.8 million to purchase land and right-of-way for planned road construction projects and \$0.6 million to replace equipment needed for daily operations); \$23.2 million in reimbursements from other Department of Public Works divisions for labor and equipment usage; \$0.9 million in operating transfers out primarily for capital improvement projects managed by the Architecture and Engineering Department (primarily demolition work for the Glen Helen Parkway grade separation project and paving the parking lot for the Big Bear Yard); and \$24.8 million is contingencies for future construction projects and a new accounting system.





Sources of \$90.4 million includes \$46.5 million in Gas Tax and \$25.7 million in state, federal, and other government aid for construction projects, with some of the major contributions being as follows:

- \$6.4 million from SANBAG for various projects
- \$3.9 million from State Proposition 1B funds for share of the Glen Helen Grade separation project
- \$3.6 million from Highway Bridge Program for various bridge repair and replacement projects
- \$2.9 million from Federal Highway Administration for Alabama Street at City Creek culvert replacement
- \$2.3 million from Union Pacific and Burlington Northern Santa Fee Railroads
- \$1.1 million from Highway Safety Improvement Program for Valley Boulevard median installation project

Also included in sources are: \$8.3 million from the San Bernardino Redevelopment Successor Agency for completion of the Cherry Avenue widening project and Cherry Avenue at Interstate 10 interchange improvement project; \$3.5 million of Federal Highway Administration Surface Transportation Program funds for the Cedar Avenue at Interstate 10 interchange improvement project; \$1.1 million from permit/inspection fees and other miscellaneous reimbursement for services to outside agencies; \$4.9 million in operating transfers, including a General Fund contribution of \$3.2 million for the local developer's share of the Glen Helen Parkway grade separation project; and \$0.4 million in other sources (primarily interest earnings).

Over the years, Gas Tax and Measure I funding have declined while costs have increased. In 2012-13, the General Fund contributed \$5.0 million in one-time funding to Transportation to assist in the maintenance of the County Maintained Road System. For 2013-14, the General Fund contribution decreased to \$0.4 million.

**Measure I** has requirements of \$28.8 million consisting of \$25.1 million in operating expenses for road construction projects, routine maintenance, and snow removal; \$6.5 million in anticipated contingencies set aside for future road construction projects; and \$2.8 million in reimbursements from Road Operations to partially fund a portion of costs associated with Ranchero Road and Phelan Road. Sources of \$9.1 million include \$6.6 million in Measure I sales tax and \$2.5 million in federal and other government aid for the following projects: Ranchero Road signal installation; Maple Lane drainage improvements; and Orange Blossom bike trail.

**Facilities Development Plans** has requirements of \$2.9 million, which includes \$0.9 million in operating expenses primarily for the design of Shadow Mountain Road in the Helendale/Oro Grande area and Rock Springs Road Widening and Bridge over the Mojave River in the Southeast Apple Valley area. These expenses are partially offset by a reimbursement of \$138,368 from the Measure I fund for a share of the Shadow Mountain project. Additionally, \$2.1 million has been allocated to contingencies for future construction projects. Sources of \$48,333 consist of anticipated development fees and estimated interest earnings.

**Regional Development Mitigation Plan** has requirements of \$7.4 million. This amount consists of \$2.2 million to the Road Operations fund for SANBAG's public local share of Reche Canyon Road and Slover Avenue rehabilitation projects, Glen Helen Grade separation project, and Cherry Avenue at Interstate 10 interchange improvement project; \$0.5 million to Measure I for developer's share of Ranchero Road; and \$4.7 million allocated to contingencies for future road construction projects. Sources of \$2.7 million include \$2.1 million from SANBAG for various road rehabilitation projects and \$0.6 million in development fees.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Total requirements are increasing by a net amount of \$23.1 million primarily due to the addition of new road projects scheduled for 2013-14 that include Glen Helen Parkway grade separation, Maple Lane drainage improvements, Ranchero Road signal installation, Alabama Street at City Creek culvert construction, National Trails Highway bridge rehabilitation projects at Avon and Kalmia washes, and various sidewalk construction projects.





Total sources are increasing by a net \$30.4 million. The most significant of the increases anticipated for 2013-14 include the following:

- \$8.3 million from the San Bernardino Redevelopment Agency successor for the Cherry Avenue widening project and the Cherry Avenue at Interstate 10 interchange improvement project.
- \$6.7 million from SANBAG for Glen Helen Parkway grade separation project (\$5.2 million) and Maple Lane drainage improvements (\$1.5 million).
- \$4.6 million from Federal Highway Administration for Alabama Street culvert construction (\$2.9 million) and Glen Helen Parkway bridge construction (\$1.7 million).
- \$2.3 million from Southern Pacific and Union Pacific Burlington Northern Rail Roads for the Glen Helen Parkway grade separation project.
- \$1.9 million of Measure I tax revenue.
- \$1.8 million from the Highway Safety Improvement Program for the Cedar Avenue and Valley Avenue median installation projects.
- \$1.3 million from the Highway Bridge Program for Yermo Bridge reconstruction.

The fund balance is decreased by \$7.3 million due to the completion of several road construction projects in 2012-13.

## PROGRAMMATIC INFORMATION

With the focus of the Transportation Division being the maintenance of the County's Maintained Road System, public safety, and infrastructure improvements, a variety of road related projects have been identified for 2013-14.

Project Type	Major Projects	Funding Sources
Major Rehabilitation and Overlay	Parker Dam Road, Rimrock Road, Almond Avenue	Measure I, Proposition 1B, Gas Tax
Surface and Chip Seal	El Paseo Street, Cedar Avenue, Grove Place	Measure I and Gas Tax
Major Infrastructure Improvements	Glen Helen Parkway grade separation, Lenwood Road grade separation, Yates Road reconstruction, Interstate 10 at Cherry Avenue interchange improvement.	Measure I, Gas Tax, Flood Control District, Federal grants, Developer Fees, and other local agencies
Public Safety	Medians on Cedar Avenue, crosswalk lights on Beach Avenue, and various sidewalk construction.	Measure I, Gas Tax, Federal and State grants
Bridge Repair and Replacement	Yermo Bridge, Garnet Street Bridge, and several bridge repairs on National Trails Highway.	Federal grants, Gas Tax, Federal Toll Credits

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$29.2 million fund 343 budgeted positions of which 297 are regular positions and 46 are limited term positions. The 2013-14 budget reflects a net decrease of 11 positions. Changes include the addition of the following new positions:

- 1 Business Applications Manager (BAM) to interact primarily with the Information Systems Department (ISD) on future system implementations and development of integral functions, policies and procedures. This addition will not have a budgetary impact since Public Works is currently paying ISD for the equivalent of a full time BAM.
- 1 Accountant III to help manage the complex reporting, auditing, and cost accounting requirements associated with the Department of Public Works.

The Transportation Division is also deleting 3 vacant positions (1 Public Works Engineer II; 1 Engineering Technician IV; 1 Engineering Technician V) without an impact to departmental operations and transferring 10 positions (1 Public Works Engineer IV; 1 Public Works Engineer III; 2 Public Works Engineer II; 1 Engineering



Technician V; 3 Engineering Technician IV; 1 Secretary I; 1 Office Assistant III) to the Land Use Services Department in order to better serve the development community.

In addition, the 2013-14 budget includes the following reclassifications:

- Automated Systems Analyst I to Automated Systems Analyst II
- Engineering Technician I to Engineering Technician II

### 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	5	0	5	5	0	0	5
Design	28	0	28	27	1	0	28
Planning	18	1	19	17	2	0	19
Traffic	25	0	25	23	2	0	25
Operations	144	42	186	160	26	0	186
Contracts/Inspections	25	2	27	25	2	0	27
Traffic Operations Services	24	1	25	24	1	0	25
Permits	7	0	7	7	0	0	7
Administrative Services	12	0	12	11	0	1	12
Budget/Revenue Claiming	5	0	5	5	0	0	5
Information Technology Services	4	0	4	3	0	1	4
Total	297	46	343	307	34	2	343



<p><b>Administration</b></p> <p><u>Classification</u></p> <p>1 Director of Public Works</p> <p>1 Executive Secretary II</p> <p>1 Secretary II</p> <p>1 Staff Analyst II</p> <p>1 Office Assistant III</p> <hr/> <p>5 Total</p>	<p><b>Design</b></p> <p><u>Classification</u></p> <p>1 Public Works Engineer IV</p> <p>3 Public Works Engineer III</p> <p>6 Public Works Engineer II</p> <p>1 Supervising Land Surveyor</p> <p>5 Engineering Technician V</p> <p>5 Engineering Technician IV</p> <p>4 Engineering Technician III</p> <p>1 Engineering Technician II</p> <p>1 Secretary I</p> <p>1 Office Assistant III</p> <hr/> <p>28 Total</p>	<p><b>Planning</b></p> <p><u>Classification</u></p> <p>1 Chief Public Works Engineer</p> <p>1 Public Works Engineer IV</p> <p>2 Public Works Engineer III</p> <p>2 Public Works Engineer II</p> <p>1 Engineering Technician V</p> <p>3 Engineering Technician IV</p> <p>1 Engineering Technician III</p> <p>1 Supervising Transportation Analyst</p> <p>4 Transportation Analyst</p> <p>1 Geographic Info Systems Tech III</p> <p>1 Contract PSG Transportation Planner</p> <p>1 Secretary I</p> <hr/> <p>19 Total</p>
<p><b>Traffic</b></p> <p><u>Classification</u></p> <p>1 Public Works Engineer IV</p> <p>3 Public Works Engineer III</p> <p>2 Public Works Engineer II</p> <p>1 Incident Reconstruction Specialist</p> <p>1 Engineering Technician V</p> <p>6 Engineering Technician IV</p> <p>5 Engineering Technician III</p> <p>3 Engineering Technician II</p> <p>1 Secretary I</p> <p>1 Office Assistant IV</p> <p>1 Office Assistant II</p> <hr/> <p>25 Total</p>	<p><b>Operations</b></p> <p><u>Classification</u></p> <p>1 Chief Public Works Engineer</p> <p>2 Public Works Operations Supt</p> <p>10 Public Works Operations Supv</p> <p>13 Maintenance &amp; Const Supv II</p> <p>2 Maintenance &amp; Const Supv I</p> <p>16 Maintenance &amp; Const Worker II</p> <p>12 Maintenance &amp; Const Worker I</p> <p>23 Equipment Operator III</p> <p>69 Equipment Operator II</p> <p>34 Equipment Operator I</p> <p>1 Equipment Parts Specialist I</p> <p>1 Secretary II</p> <p>1 Office Assistant III</p> <p>1 Public Service Employee</p> <hr/> <p>186 Total</p>	<p><b>Contracts/Inspections</b></p> <p><u>Classification</u></p> <p>1 Chief Public Works Engineer</p> <p>1 Public Works Engineer IV</p> <p>4 Public Works Engineer III</p> <p>3 Public Works Engineer II</p> <p>2 Contract Project Senior Inspector</p> <p>4 Engineering Technician V</p> <p>5 Engineering Technician IV</p> <p>4 Engineering Technician III</p> <p>1 Engineering Technician II</p> <p>1 Secretary I</p> <p>1 Office Assistant II</p> <hr/> <p>27 Total</p>
<p><b>Traffic Operations Services</b></p> <p><u>Classification</u></p> <p>1 Public Works Operations Supv</p> <p>2 Maintenance &amp; Const Supv II</p> <p>1 Maintenance &amp; Const Supv I</p> <p>14 Maintenance &amp; Const Worker II</p> <p>3 Maintenance &amp; Const Worker I</p> <p>1 Equipment Operator III</p> <p>1 Equipment Operator II</p> <p>2 Equipment Operator I</p> <hr/> <p>25 Total</p>	<p><b>Permits</b></p> <p><u>Classification</u></p> <p>1 Public Works Engineer III</p> <p>1 Public Works Engineer II</p> <p>4 Engineering Technician IV</p> <p>1 Office Assistant III</p> <hr/> <p>7 Total</p>	<p><b>Administrative Services</b></p> <p><u>Classification</u></p> <p>1 Public Works Chief Financial Officer</p> <p>1 Administrative Supervisor II</p> <p>1 Supervising Accountant II</p> <p>1 Accountant III</p> <p>2 Accountant II</p> <p>1 Supervising Accounting Technician</p> <p>1 Accounting Technician</p> <p>1 Reproduction Equipment Operator</p> <p>1 Payroll Specialist</p> <p>2 Fiscal Assistant</p> <hr/> <p>12 Total</p>
<p><b>Budget/Revenue Claiming</b></p> <p><u>Classification</u></p> <p>1 Budget Officer</p> <p>3 Staff Analyst II</p> <p>1 Fiscal Assistant</p> <hr/> <p>5 Total</p>	<p><b>Information Technology Services</b></p> <p><u>Classification</u></p> <p>1 Business Applications Manager</p> <p>1 Business Systems Analyst II</p> <p>1 Automated Systems Analyst II</p> <p>1 Automated Systems Technician</p> <hr/> <p>4 Total</p>	



## Solid Waste Enterprise Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Operations Fund** is responsible for the operation and management of the County's solid waste disposal system, which consists of six regional landfills, nine transfer stations, and thirty-three closed landfills or disposal sites. The Solid Waste Management Division also administers the County's solid waste franchise program which authorizes and regulates trash collection by private haulers in the County unincorporated area, and state mandated waste diversion and recycling programs. This is the only fund that has staffing associated with it.

#### Budget at a Glance

Total Requirements	\$86,589,419
Total Sources	\$85,238,287
Net Budget	(\$1,351,132)
Estimated Unrestricted Net Assets*	(\$62,308,127)
Use of Unrestricted Net Assets	\$1,301,132
Total Staff	81

\*While the Solid Waste Management Division has approximately \$106.5 million in short-term assets such as cash that is used to support the operations of the system, the Division is estimating its Unrestricted Net Assets to be in deficit by \$62.3 million at June 30, 2013 due to the inclusion of approximately \$170.2 million of long term landfill liabilities for pollution remediation obligations, future closure construction, and post-closure maintenance. These liabilities do not come due within the current year budget and represent future costs that will be funded with future revenue. For 2013-14, the Division will be using approximately \$1.4 million of its short term assets to balance the budget.

**Site Closure and Maintenance Fund** provides for the closure of landfills and for post-closure maintenance (e.g. fencing, storm damage, soil erosion, but excluding landfill gas and groundwater monitoring) required by Titles 14 and 27 of the California Code of Regulations. This budget unit accounts for the requirements and sources related to the planning, design, permitting, construction, and maintenance activities required for closure and post-closure maintenance of County landfills.

**Site Enhancement, Expansion and Acquisition Fund** provides for the construction of landfills and transfer stations, purchase of land, construction of ancillary facilities, and site enhancements, all of which are directly related to the increase of waste capacity. This budget unit accounts for the requirements and sources related to the planning, permitting, design, and construction activities required for the expansion and/or enhancement of County landfill and transfer station operations.

**Environmental Fund** provides environmental mitigation and monitoring activities (e.g., landfill gas systems operation, maintenance and monitoring, groundwater monitoring and remediation) at disposal sites and active and closed landfill sites for the health and safety of the public. This budget unit accounts for the requirements and sources related to these environmental mitigation and monitoring activities.

**Environmental Mitigation Fund (EMF)** was established to provide separate accountability of that portion of the tipping fee designated as a resource for addressing solid waste facilities impacts on local communities. On July 10, 2001, the Board of Supervisors (Board) approved an Environmental Mitigation Fund Use Policy. In accordance with this policy, projects or programs must reduce, avoid, or otherwise mitigate impacts arising from the operations and management of a County owned landfill or transfer station to be eligible for use of EMF monies. Current programs funded through EMF monies are the Household Hazardous Waste Program in unincorporated County communities, ongoing since 1993; and the Host Cities Program. Sources collected in this fund are also used to make contractual payments to the seven host cities with a County landfill or transfer station within its boundary or sphere of influence. On March 30, 2004, the Board approved an amended EMF Use Policy that revised the eligibility criteria to include the County's portion of costs associated with debris cleanup in the aftermath of a locally declared disaster. Also, for 2008-09 and forward, all uncovered load fees will be transferred into this fund and used to finance the fund's activities.

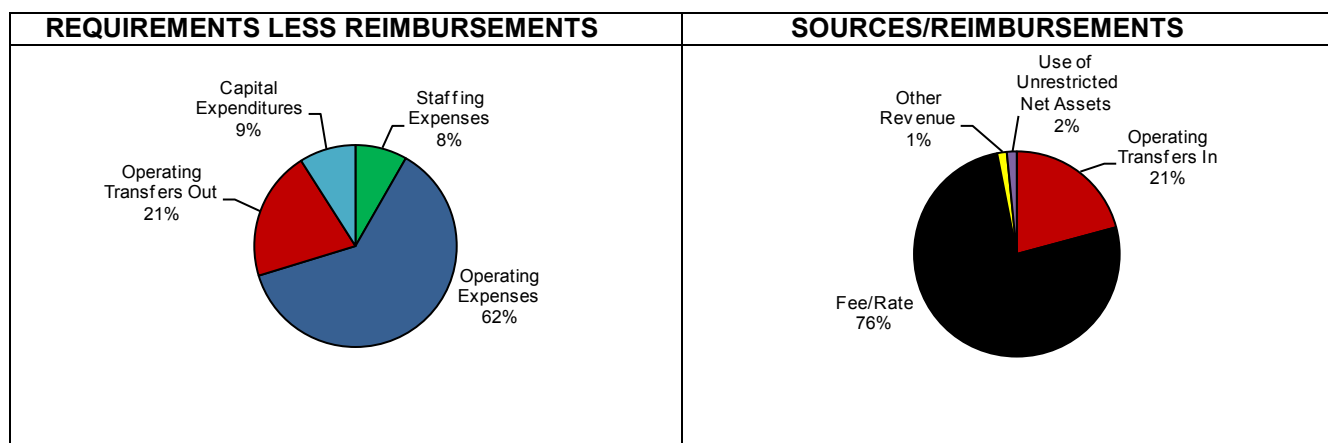
**Closure and Post-Closure Maintenance Fund** provides for the funding of landfill closure construction for those facilities that fall within the regulatory requirements of landfill facilities that were still actively receiving waste as of 1989. Deposits are made to this budget unit from the Solid Waste Operations budget unit, as needed, to provide proper funding, based upon the amount of waste deposited into the landfills each year. No expenditures are booked to this budget unit, only operating transfers out to the Site Closure and Maintenance budget unit and



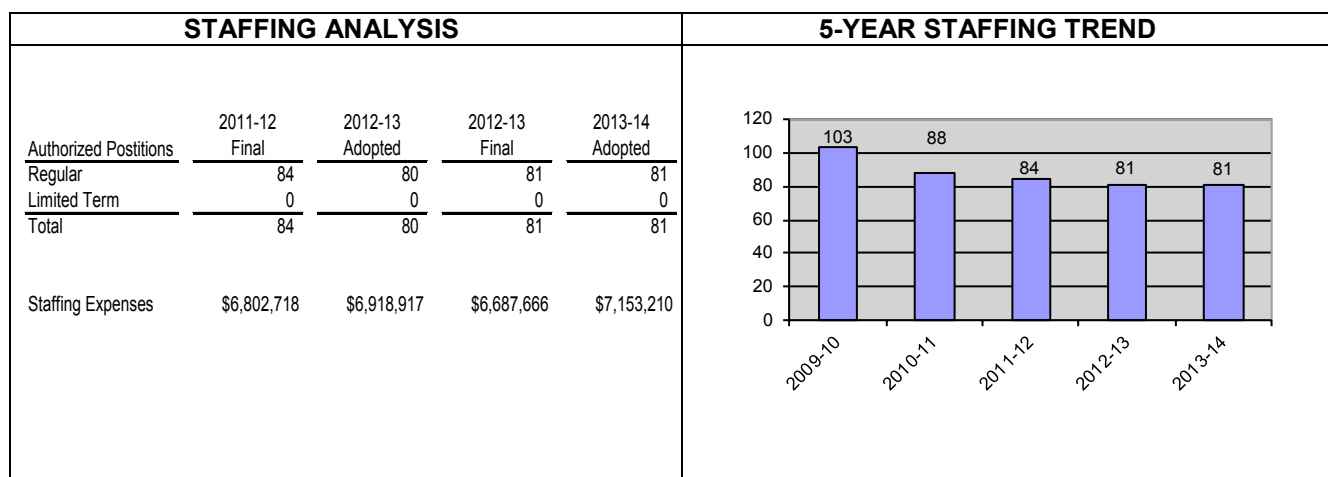
contingencies to reflect total net assets available at year end. Operating transfers to the Site Closure and Maintenance budget unit can only be done when Solid Waste Management Division receives written approval from CalRecycle for the release of funds.

**Solid Waste Management Earned Leave Fund** provides for the funding of employee compensated absences which are the accumulated vacation, holiday benefits, sick pay, and compensatory time recorded as an expense and non-current liability as benefits are earned. In the event of retirement or termination, an employee is paid 100% of accumulated vacation, holiday and compensatory time. This fund was newly created in 2011-12.

## 2013-14 ADOPTED BUDGET



## BUDGETED STAFFING



## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Operations and Community Services  
 DEPARTMENT: Public Works - Solid Waste Management  
 FUND: Solid Waste Enterprise Funds Consolidated

BUDGET UNIT: Various  
 FUNCTION: Health and Sanitation  
 ACTIVITY: Sanitation

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	7,339,483	6,973,106	6,779,486	6,486,789	6,687,666	7,153,210	465,544
Operating Expenses	54,942,707	54,488,633	49,429,697	85,597,992	90,821,674	53,678,289	(37,143,385)
Capital Expenditures	4,965,442	1,565,790	6,957,075	1,079,216	4,456,926	7,806,620	3,349,694
Contingencies	0	0	0	0	95,074,445	50,000	(95,024,445)
Total Exp Authority	67,247,632	63,027,529	63,166,258	93,163,997	197,040,711	68,688,119	(128,352,592)
Reimbursements	0	0	(1,822)	(43,474)	(8,000)	(48,700)	(40,700)
Total Appropriation	67,247,632	63,027,529	63,164,436	93,120,523	197,032,711	68,639,419	(128,393,292)
Operating Transfers Out	14,704,327	15,200,656	6,993,468	34,002,942	36,172,118	17,950,000	(18,222,118)
Total Requirements	81,951,959	78,228,185	70,157,904	127,123,465	233,204,829	86,589,419	(146,615,410)
<b>Sources</b>							
Taxes	182,046	171,276	187,231	220,863	180,000	230,000	50,000
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	36,988	32,530	928,264	1,750,845	0	70,000	70,000
Fee/Rate	56,832,423	57,011,260	55,248,472	57,782,418	56,075,702	65,688,387	9,612,685
Other Revenue	2,383,333	1,666,896	1,270,846	2,419,018	1,356,430	1,299,900	(56,530)
Total Revenue	59,434,790	58,881,962	57,634,813	62,173,144	57,612,132	67,288,287	9,676,155
Operating Transfers In	15,118,590	15,200,656	6,794,391	32,003,142	37,672,118	17,950,000	(19,722,118)
Total Sources	74,553,380	74,082,618	64,429,204	94,176,286	95,284,250	85,238,287	(10,045,963)
Net Budget	(7,398,579)	(4,145,567)	(5,728,700)	(32,947,179)	(137,920,579)	(1,351,132)	136,569,447
Budgeted Staffing					81	81	0

## DETAIL OF 2013-14 ADOPTED BUDGET

## 2013-14

	Requirements	Sources	Net Budget	Staffing
<b>Enterprise Funds</b>				
Operations Fund (Fund EAA)	55,511,773	62,255,866	6,744,093	81
Site Closure and Maintenance Fund (Fund EAB)	1,703,500	854,613	(848,887)	0
Site Enhancement, Expansion & Acquisition Fund (Fund EAC)	11,511,248	2,721,144	(8,790,104)	0
Environmental Fund (Fund EAL)	10,956,898	11,459,497	502,599	0
Environmental Mitigation Fund (Fund EWD)	6,856,000	7,897,167	1,041,167	0
Closure and Post-Closure Maintenance Fund (fund EAN)	0	0	0	0
Earned Leave Fund (Fund IDA)	50,000	50,000	0	0
Total Enterprise Funds	86,589,419	85,238,287	(1,351,132)	81

**Operations Fund** has requirements of \$55.5 million for operation of the County's solid waste disposal system, which primarily includes \$7.2 million for 81 budgeted positions, \$32.0 million for the landfill operations contract and other professional services needed to maintain the County's disposal sites, \$10.7 million in operating transfers to the Environmental Fund for operation, maintenance and monitoring of landfill environmental control systems, \$2.3 million for payments to the Board of Equalization based on a per ton of landfill waste, \$1.3 million set aside for potential legal settlements, and \$0.9 million for payments to cities for their share of Article 19 Waste fees. Sources of \$62.3 million includes funds generated from landfill gate fees, special land use assessments, solid waste franchise fees, royalty agreements, land leases, interest earned on fund balance, and a small state grant for beverage container recycling education and outreach program. Sources received in this budget unit also finance the activities of other solid waste budget units and is reflected as operating transfers out.



**Site Closure and Maintenance Fund** includes requirements of \$1.7 million for partial final closure of the Mid-Valley Landfill's Unit 1's south and west slopes. Sources of \$0.9 million include allocated special assessments, landfill gate fees that support closure activities, and interest earnings.

**Site Enhancement, Expansion and Acquisition Fund** includes requirements of \$11.5 million, of which \$4.0 million is for the Barstow Landfill – Borrow Area Phase 1 Liner project, \$0.3 million for Landers Landfill - Lateral Expansion, and \$7.2 million in operating transfers to the Environmental Fund for capital projects and annual maintenance/monitoring of existing landfill gas, air, and groundwater systems. Sources of \$2.7 million are from allocated landfill gate fees that support expansion activities.

**Environmental Fund** includes requirements of \$11.0 million for the following list of projects related to the construction, operation, maintenance, and monitoring (OM&M) of environmental control systems to protect groundwater, air, and soil per Title 5 and Title 27 regulations:

- Countywide - Landfill Gas Extraction System OM&M
- Countywide - Water Quality Response Program OM&M
- Big Bear Landfill - Landfill Gas Extraction System
- Heaps Peak Disposal Site - Leachate Treatment System OM&M
- Heaps Peak Disposal Site - East Slope Stabilization
- Landers Landfill - Landfill Gas Extraction System
- Mid-Valley Landfill - Broco Cleanup
- Mid-Valley Landfill - Perchlorate - State Dept. of Toxic Substances Control
- Milliken Landfill - Easement Agreements – Edison
- Yucaipa Disposal Site - Groundwater Treatment System

Sources of \$11.5 million consist primarily of operating transfers from the Operations Fund (\$10.7 million) and allocated landfill gate fees (\$0.7 million).

**Environmental Mitigation Fund** includes requirements of \$6.9 million for that portion of the tipping fee designated as a resource for addressing solid waste facilities impacts on local communities as payments to seven host cities with a landfill or transfer station in their sphere of influence or within incorporated city limits. Sources of \$7.9 million are from allocated special assessments and landfill gate fees.

**Closure and Post-Closure Maintenance Fund** is expected to not have any activity required for closure based on the estimated waste to be deposited for the Financial Assurance period covered within 2013-14.

**Solid Waste Management - Earned Leave Fund** has \$50,000 in requirements (contingencies) and sources that represent operating transfers from the Operations Fund for approximately one-twentieth of the unfunded liability of employees' earned leave balances.

## BUDGET CHANGES AND OPERATIONAL IMPACT

The Solid Waste Enterprise Funds are decreasing total requirements by a net \$146.6 million. Due to a change in the presentation of the budget, the amount representing available net assets set aside for future use is no longer shown in requirements, resulting in a \$95.0 million decrease in budgeted contingencies. Those net assets provide sufficient operating cash reserves in addition to the sources from current services to fund current budgeted activities. Other significant reductions in requirements include a \$38.7 million decrease from the County's decision to prepay the outstanding balance of the 2008 Refunding Program Certificates of Participation (Solid Waste COPs) in 2012-13, and \$18.2 million less in operating transfers out due to payoff of the Solid Waste COPs.

Total sources are decreasing by a net amount of \$10.0 million resulting from the following: \$19.7 million less in operating transfers in due to payoff of the Solid Waste COPs, partially offset by a \$9.7 million increase from out-of-County imported waste coming in under the new disposal system operations contract.





## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$7.2 million fund 81 budgeted regular positions. Although the overall staffing total remains unchanged, the 2013-14 budget includes the following actions:

- Public Works Operations Supervisor position was restored to supervise the day-to-day operations of the Colton Sanitary Landfill and assist with managing the new disposal system operations contract.
- Vacant Media Specialist position was deleted as duties were reassigned within the division.
- Reclassification of Solid Waste Division Manager to Chief Public Works Engineer.

## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	6	0	6	6	0	0	6
Special Projects	5	0	5	5	0	0	5
Operations and Scales	37	0	37	35	1	1	37
Engineering	19	0	19	19	0	0	19
Administrative Services	12	0	12	11	1	0	12
Information Technology Services	2	0	2	2	0	0	2
Total	81	0	81	78	2	1	81

Administration	Special Projects	Operations and Scales
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Chief Public Works Engineer	1 Solid Waste Program Administrator	1 Public Works Operations Supt.
1 Solid Waste Analyst	1 Staff Analyst II	1 Public Works Operations Supvr.
1 Staff Aide	1 Recycling Specialist	1 Maintenance & Const. Supervisor I
1 Secretary II	1 Secretary I	4 Landfill Operations Inspector
2 Office Assistant III	1 Office Assistant II	1 Engineering Technician III
6 Total	5 Total	1 Scale Operations Supervisor II
		2 Scale Operations Supervisor I
		25 Scale Operator
		1 Fiscal Assistant
		37 Total
Engineering	Administrative Services	Information Technology Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Public Works Engineer IV	1 Administrative Supervisor II	1 Automated Systems Analyst I
3 Public Works Engineer III	1 Accountant III	1 Automated Systems Technician
4 Public Works Engineer II	2 Accountant II	2 Total
1 Engineering Tech V	1 Staff Analyst II	
4 Engineering Tech IV	1 Staff Analyst I	
3 Engineering Tech III	1 Supervising Accounting Tech.	
1 Engineering Tech II	5 Fiscal Assistant	
1 Staff Analyst I	12 Total	
1 Secretary I		
19 Total		





## REAL ESTATE SERVICES

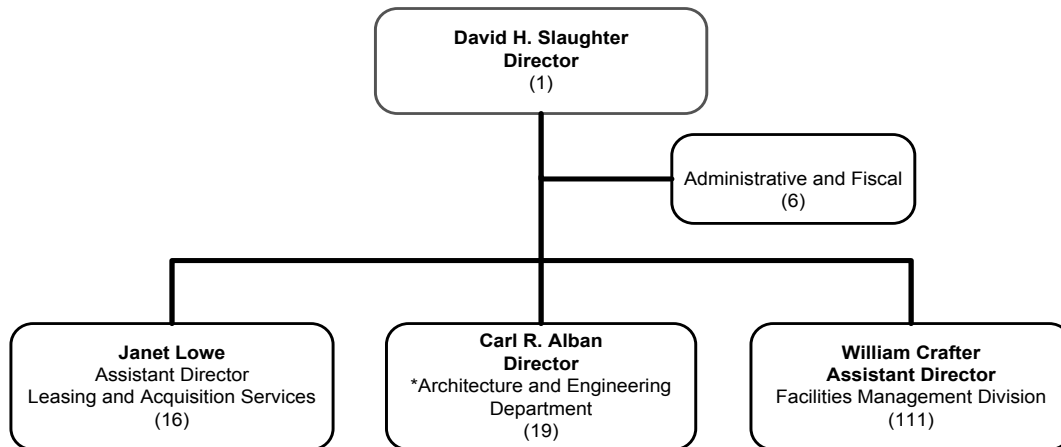
### David H. Slaughter

#### DEPARTMENT MISSION STATEMENT

*The Real Estate Services Department is committed to providing a broad spectrum of timely, professional and quality real estate related services including leasing, appraisal, acquisitions, surplus property sales, inventory of owned and leased buildings and land, maintenance, grounds and custodial services, and design and construction of projects included in the annual Capital Improvement Program.*



#### ORGANIZATIONAL CHART



\*The budget of Architecture and Engineering Department is shown under its own budget section.

#### 2012-13 ACCOMPLISHMENTS

- The Leasing and Acquisition Division (LAD) purchased a 103,730 square foot, 4-story office building with 420 parking spaces and 4.3 acres of land for additional parking at 268 West Hospitality Lane in San Bernardino to provide additional space and accommodate consolidation of County departments as part of the Building Acquisitions and Retrofit Project.
- LAD secured leases of 139,830 square feet for Human Services to provide office space for staff and to improve the efficient delivery of services as a result of increasing caseloads:
  - Department of Public Health – 57,930 square feet in Ontario
  - Department of Children and Family Services – 37,000 square feet in Victorville
  - Transitional Assistance Department – 26,900 square feet in Redlands
  - Transitional Assistance Department - 18,000 square feet in Yucaipa
- The Land Plan Prop-70 Transformation for agricultural preservation in the Chino area was developed and approved by the State Parks Department and subsequently the Board for implementation.
- LAD completed the final cell tower and billboard relocations, and obtained an additional 33 Permits to Enter and Construct from property owners for sound wall construction for the Cherry Avenue at Interstate 10 Interchange Improvement Project.
- LAD assumed full responsibility for managing all the Franchise agreements with a variety of utility purveyors who operate facilities in County's road right-of-way.
- The Facilities Management Division (FMD) integrated 23 of the larger heating, ventilation and air conditioning (HVAC) systems to a web based system allowing remote control, diagnostic and system failure alerts.
- FMD Air Conditioning technicians obtained North American Technician Excellence (NATE) certifications.
- FMD met Air Quality Management District (AQMD) boiler emission requirements.



**COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES****COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS**

**Objective(s):** • *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

**Department Strategy:** • *Renew leases or relocate County departments prior to the lease termination date.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of lease renewal processes initiated not later than 6 months prior to the termination date.	N/A	N/A	N/A	100%
Percentage of lease relocation processes initiated not later than 18 months prior to the termination date.	N/A	N/A	N/A	100%

**COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

**Objective(s):** • *Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.*

**Department Strategy:** • *Participate in Southern California Edison's (SCE) HVAC Optimization Program - a three-year planned HVAC maintenance program with financial incentives.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Number of HVAC units enrolled in the HVAC Optimization Program (563 total units).	N/A	N/A	N/A	149
Percentage of enrolled HVAC units repaired and serviced to minimum performance level (baseline).	N/A	N/A	N/A	100%

**COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES**

**Objective(s):** • *Work with all Federal and State agencies owning land in the County, to maximize the benefit to the County.*

**Department Strategy:** • *Transfer County-owned parcels in the El Mirage Off Highway Vehicle (OHV) area to the Bureau of Land Management for recreation and conservation purposes.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of total parcels conveyed (1,250 total).	N/A	N/A	N/A	10%



**COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS**

**Objective(s):** • *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

**Department Strategy:** • *Increase number of preventative maintenance tasks for County equipment and building systems.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Increase number of preventative maintenance tasks completed.	5,432	7,216	7,283	8,298

**SUMMARY OF BUDGET UNITS**

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Real Estate Services Department	1,166,965	1,166,965	0			23
Rents and Leases	2,511,056	2,511,056	0			0
Courts Property Management	2,285,336	2,285,336	0			0
Architecture and Engineering	0	0	0			19
Facilities Management Division	13,258,458	12,905,399	353,059			109
Utilities	19,625,024	277,495	19,347,529			2
Total General Fund	38,846,839	19,146,251	19,700,588			153
<b><u>Special Revenue Fund</u></b>						
Chino Agricultural Preserve	9,670,810	547,236		9,123,574		0
Total Special Revenue Fund	9,670,810	547,236		9,123,574		0
<b>Total - All Funds</b>	48,517,649	19,693,487	19,700,588	9,123,574		153



**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Real Estate Services Department	1,815,957	1,355,175	1,226,884	1,225,745	1,166,965
Rents and Leases	393,112	474,198	1,857,058	1,482,408	2,511,056
Courts Property Management	2,063,555	2,151,623	2,381,364	2,420,010	2,285,336
Chino Agricultural Preserve	9,031,705	9,639,822	10,037,703	9,471,919	9,670,810
Architecture and Engineering	62,972	(65,000)	(100,000)	0	0
Facilities Management Division	11,209,835	14,679,893	11,789,944	13,268,224	13,258,458
Utilities	15,806,215	18,915,207	17,276,736	19,618,084	19,625,024
<b>Total</b>	<b>40,383,351</b>	<b>47,150,918</b>	<b>44,469,689</b>	<b>47,486,390</b>	<b>48,517,649</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Real Estate Services Department	1,324,370	1,505,595	1,226,884	1,225,745	1,166,965
Rents and Leases	434,247	480,854	1,857,058	1,482,408	2,511,056
Courts Property Management	2,029,779	2,167,395	2,381,364	2,420,010	2,285,336
Chino Agricultural Preserve	884,929	767,596	675,431	674,156	547,236
Architecture and Engineering	0	0	0	0	0
Facilities Management Division	3,399,736	14,641,479	12,226,748	13,268,224	12,905,399
Utilities	223,844	2,849,818	1,485,093	385,292	277,495
<b>Total</b>	<b>8,296,905</b>	<b>22,412,737</b>	<b>19,852,578</b>	<b>19,455,835</b>	<b>19,693,487</b>

**5-YEAR NET COUNTY COST TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Real Estate Services Department	491,587	(150,420)	0	0	0
Rents and Leases	(41,135)	(6,656)	0	0	0
Courts Property Management	33,776	(15,772)	0	0	0
Architecture and Engineering	62,972	(65,000)	(100,000)	0	0
Facilities Management Division	7,810,099	38,414	(436,804)	0	353,059
Utilities	15,582,371	16,065,389	15,791,643	19,232,792	19,347,529
<b>Total</b>	<b>23,939,670</b>	<b>15,865,955</b>	<b>15,254,839</b>	<b>19,232,792</b>	<b>19,700,588</b>

**5-YEAR FUND BALANCE TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Chino Agricultural Preserve	8,146,776	8,872,226	9,362,272	8,797,763	9,123,574
<b>Total</b>	<b>8,146,776</b>	<b>8,872,226</b>	<b>9,362,272</b>	<b>8,797,763</b>	<b>9,123,574</b>



## Real Estate Services

### DESCRIPTION OF MAJOR SERVICES

The Real Estate Services Department (RESA) consists of the Leasing and Acquisition Division, Administration and Fiscal section, Facilities Management Division, and the Architecture and Engineering Department (shown elsewhere in the County budget).

The Leasing and Acquisition Division negotiates and administers revenue and expenditure leases on behalf of County departments. Revenue leases allow for the use of County-owned facilities, generally at County parks and airports, and generate revenue to offset expenses incurred to provide such facilities to residents and users. Expenditure leases provide space in leased facilities throughout the County for departments and their employees to support the delivery of services in locations convenient to the residents served. In addition, the division is responsible for the property management of court facilities within the County and the County-owned land and dairy facilities in the Chino Agricultural Preserve.

The Leasing and Acquisition Division also provides appraisal, acquisition, and relocation assistance for County departments and, upon request, to other agencies including San Bernardino Associated Governments (SANBAG), the State of California, and various cities. Staff establishes values and acquires the necessary rights-of-way needed to complete public safety projects, including the construction and maintenance of transportation corridors and floodways. This Division also acquires land and facilities for various functions and disposes of property determined to be surplus to the County's needs.

The activities of the Leasing and Acquisition Division are conducted in accordance with, and in support of, the County goals to operate in a fiscally responsible and business-like manner, to maintain public safety, to provide for the health and social service needs of County residents, and to pursue County goals and objectives by working with governmental agencies.

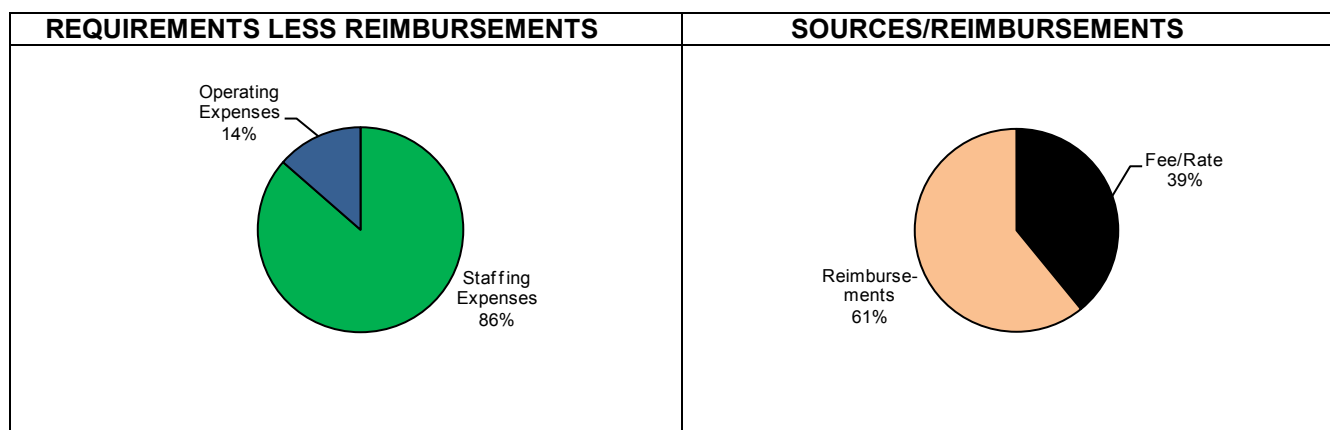
The Administration and Fiscal section is responsible for maintaining an inventory of all County land and buildings, including leased facilities, and provides all support functions including budgeting, personnel administration and automation services.

The Facilities Management Division serves the public by providing quality custodial, grounds and maintenance services that enable County departments and staff to effectively meet the expectations of their customers.

#### Budget at a Glance

Total Requirements	\$1,166,965
Total Sources	\$1,166,965
Net County Cost	\$0
Total Staff	23
Funded by Net County Cost	0%

### 2013-14 ADOPTED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Final	2013-14 Adopted					
Regular	22	23	23	23					
Limited Term	0	0	0	0					
Total	22	23	23	23					
Staffing Expenses	\$2,449,370	\$2,493,985	\$2,493,985	\$2,580,399					

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
DEPARTMENT: Real Estate Services  
FUND: General

BUDGET UNIT: AAA RPR  
FUNCTION: General  
ACTIVITY: Property Management

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	1,756,672	2,070,831	2,376,998	2,456,624	2,493,985	2,580,399	86,414
Operating Expenses	249,894	229,159	380,674	311,174	376,906	404,537	27,631
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,006,566	2,299,990	2,757,672	2,767,798	2,870,891	2,984,936	114,045
Reimbursements	(190,612)	(959,396)	(1,639,941)	(1,612,260)	(1,645,146)	(1,817,971)	(172,825)
Total Appropriation	1,815,954	1,340,594	1,117,731	1,155,538	1,225,745	1,166,965	(58,780)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,815,954	1,340,594	1,117,731	1,155,538	1,225,745	1,166,965	(58,780)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	1,246,205	1,478,374	1,226,221	1,244,450	1,225,745	1,166,965	(58,780)
Other Revenue	28,164	26,655	50	41,826	0	0	0
Total Revenue	1,274,369	1,505,029	1,226,271	1,286,276	1,225,745	1,166,965	(58,780)
Operating Transfers In	50,000	0	0	0	0	0	0
Total Sources	1,324,369	1,505,029	1,226,271	1,286,276	1,225,745	1,166,965	(58,780)
Net County Cost	491,585	(164,435)	(108,540)	(130,738)	0	0	0
Budgeted Staffing					23	23	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$2.6 million make up a majority of Real Estate Services Department's expenditures within this budget unit. Operating expenses of \$404,537 fund services and supplies, central services, travel and transfers. Reimbursements of \$1.8 million are for transfers from Architecture and Engineering Department (A&E) and the Facilities Management Division (FMD) for department overhead for shared administrative and fiscal staff, and from the Rents Budget for administration of expenditure leases (based on 3% of annual lease cost in excess of \$36,000). Sources of \$1.2 million is based on billable labor hours for leases with annual lease cost less than \$36,000, and for acquisition and appraisal services billed at an hourly rate.



## BUDGET CHANGES AND OPERATIONAL IMPACT

Department requirements and sources of \$1.2 million decreased overall by \$58,780. Staffing expenses increased \$86,414 due primarily to increased retirement and employee group insurance costs. Operating expenses increased \$27,631 related to information-technology services. Reimbursements increased \$172,825 due to an increase in department overhead allocated to A&E and FMD. Sources decreased \$58,780 due to a reduction of billable labor hours charged to departments associated with appraisal and acquisition activities. Since the overall budget change is minimal, there is no impact to operations.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2.6 million fund 23 budgeted regular positions. There is no change in staffing proposed for 2013-14.

## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration and Fiscal	7	0	7	7	0	0	7
Leasing and Acquisition	16	0	16	16	0	0	16
Total	23	0	23	23	0	0	23

Administration and Fiscal		Leasing and Acquisition	
Classification		Classification	
1	Director	1	Assistant Director
1	Administrative Supervisor II	2	Real Estate Service Manager
1	Asset Management Analyst	2	Real Property Agents III
2	Staff Analyst II	9	Real Property Agents II
1	Fiscal Specialist	1	Executive Secretary II
1	Payroll Specialist	1	Secretary II
7	Total	16	Total



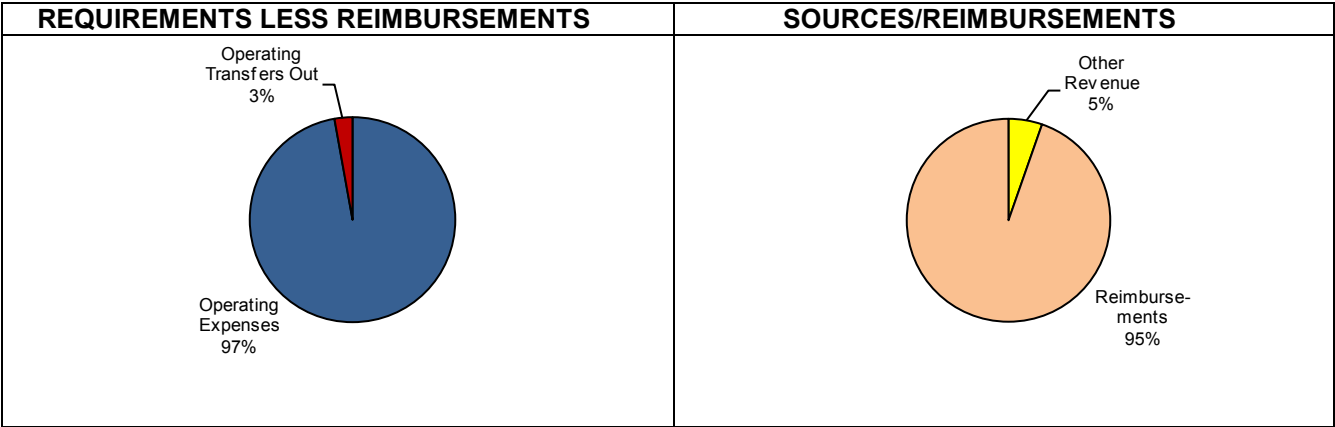
## Rents and Leases

### DESCRIPTION OF MAJOR SERVICES

This budget unit pays rental payments for leased space utilized by County departments. These expense lease payments are reimbursed from various user departments. This budget unit also collects rental income for leases of County-owned property.

Budget at a Glance	
Total Requirements	\$2,511,056
Total Sources	\$2,511,056
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

### 2013-14 ADOPTED BUDGET





**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: Real Estate Services - Rents and Leases  
 FUND: General

BUDGET UNIT: AAA RNT  
 FUNCTION: General  
 ACTIVITY: Property Management

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	38,297,971	40,089,418	41,694,408	42,928,641	44,464,565	45,548,117	1,083,552
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	38,297,971	40,089,418	41,694,408	42,928,641	44,464,565	45,548,117	1,083,552
Reimbursements	(37,904,860)	(39,618,474)	(41,172,713)	(42,022,549)	(43,609,979)	(44,359,561)	(749,582)
Total Appropriation	393,111	470,944	521,695	906,092	854,586	1,188,556	333,970
Operating Transfers Out	0	3,250	1,315,730	627,822	627,822	1,322,500	694,678
Total Requirements	393,111	474,194	1,837,425	1,533,914	1,482,408	2,511,056	1,028,648
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	75	0	0	0
Other Revenue	434,247	480,864	1,910,190	1,807,514	1,482,408	2,511,056	1,028,648
Total Revenue	434,247	480,864	1,910,190	1,807,589	1,482,408	2,511,056	1,028,648
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	434,247	480,864	1,910,190	1,807,589	1,482,408	2,511,056	1,028,648
Net County Cost	(41,136)	(6,670)	(72,765)	(273,675)	0	0	0
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

The major expenditures for this budget unit primarily include lease payments of \$43.0 million paid to landlords. In addition, expenditures include transfers of \$1.0 million to Facilities Management for operating expenses of non-billable vacant or tenant space in County-owned property, \$1.3 million to the Real Estate Services Department for property lease management, \$170,000 to the Sheriff/Coroner/Public Administrator for the 303 Building security costs, and \$106,340 for miscellaneous operations and maintenance costs. Reimbursements of \$44.4 million represent payments from County departments for lease payments and property lease management fees of \$44.3 million and \$97,286 from the Public Health Department in-lieu of rent for the Haven Office Building in Rancho Cucamonga. Sources of \$2.5 million are primarily from the lease of space in the 303 Building to the Courts, as well as lease payments received from tenants in the newly acquired 268 Hospitality building. Also included in sources is \$271,785 for lease revenue previously directed to the Information Services Department (ISD).

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Total requirements are increasing by \$1.0 million, which includes an increase in operating expenses of \$1.1 million primarily due to an increase in lease payments paid to landlords and an increase in transfers to Facilities Management for operations and maintenance costs of County-owned vacant and tenant space. Reimbursements increased by \$749,582 for lease costs and administrative fees paid to the Real Estate Services Department by various County departments. Operating transfers out of \$1.3 million increased by \$694,678 from new revenue leases resulting in excess revenue anticipated to be transferred to the general fund. Sources increased by \$1.0 million which includes lease revenue from 268 Hospitality and revenue now redirected from ISD.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There are no staffing costs associated with this budget unit.



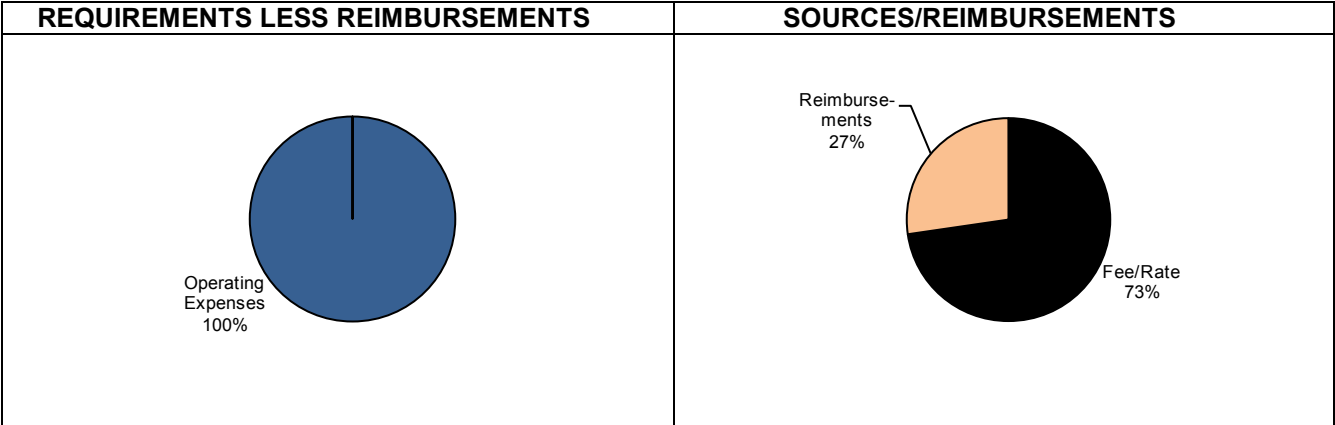
## Courts Property Management

### DESCRIPTION OF MAJOR SERVICES

The Trial Court Facilities Act of 2002, SB 1732, required the transfer of responsibility for funding and operation of trial court facilities from all counties to the State of California on behalf of the Judicial Council of California, Administrative Office of the Courts (AOC). In addition, as each transfer occurred, the County and the AOC entered into an agreement that defined whether the County or the AOC manages the operations and maintenance of the building. This budget unit is used to manage and account for reimbursements from the AOC for maintenance, utilities, insurance, overhead expenditures, and work order requests for space occupied by the local court in County-managed facilities. This budget unit is also used to manage and account for payments to the AOC for costs associated with the space occupied by County departments in AOC-managed facilities.

Budget at a Glance	
Total Requirements	\$2,285,336
Total Sources	\$2,285,336
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

### 2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: Real Estate Services - Courts Property Management  
 FUND: General

BUDGET UNIT: AAA CRT  
 FUNCTION: Public Protection  
 ACTIVITY: Judicial

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	3,307,098	2,894,813	3,552,861	3,526,603	3,526,630	3,143,999	(382,631)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	3,307,098	2,894,813	3,552,861	3,526,603	3,526,630	3,143,999	(382,631)
Reimbursements	(1,243,545)	(743,199)	(1,178,626)	(1,106,595)	(1,106,620)	(858,663)	247,957
Total Appropriation	2,063,553	2,151,614	2,374,235	2,420,008	2,420,010	2,285,336	(134,674)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,063,553	2,151,614	2,374,235	2,420,008	2,420,010	2,285,336	(134,674)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	2,029,779	2,167,395	2,374,236	2,420,008	2,420,010	2,285,336	(134,674)
Other Revenue	0	0	0	0	0	0	0
Total Revenue	2,029,779	2,167,395	2,374,236	2,420,008	2,420,010	2,285,336	(134,674)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	2,029,779	2,167,395	2,374,236	2,420,008	2,420,010	2,285,336	(134,674)
Net County Cost	33,774	(15,781)	(1)	0	0	0	0
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

This budget unit acts as a clearinghouse between County departments and the AOC for management of court facilities. Operating expenses of \$3.1 million include payments of \$858,663 to the AOC for operations, maintenance and utility costs for space occupied by County departments in AOC-managed court facilities, \$340,746 to Risk Management for property insurance, and transfers of \$1.9 million to Facilities Management Division (FMD), Utilities (UTL), and Real Estate Services (RPR) for reimbursement of the AOC's share of operations, maintenance, utility and administrative costs in County-managed court facilities. Reimbursements of \$858,663 from FMD and UTL budgets are for AOC-managed court facilities, and sources of \$2.3 million represents the AOC's share of operations, maintenance, utility, administrative and insurance costs for County-managed court facilities.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements and sources for 2013-14 of \$2.3 million include a decrease of \$134,674 because the 2012-13 budget was increased mid-year due to prior year reconciliation for AOC-managed and County-managed court facilities wherein the County owed additional funds to the AOC. In the absence of this reconciliation, there would be nominal change in requirements and sources from the 2012-13 to the 2013-14 budget. This budget unit does not require Discretionary General Funding (Net County Cost) as the costs are budgeted in the Facilities Management and Utility budgets.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



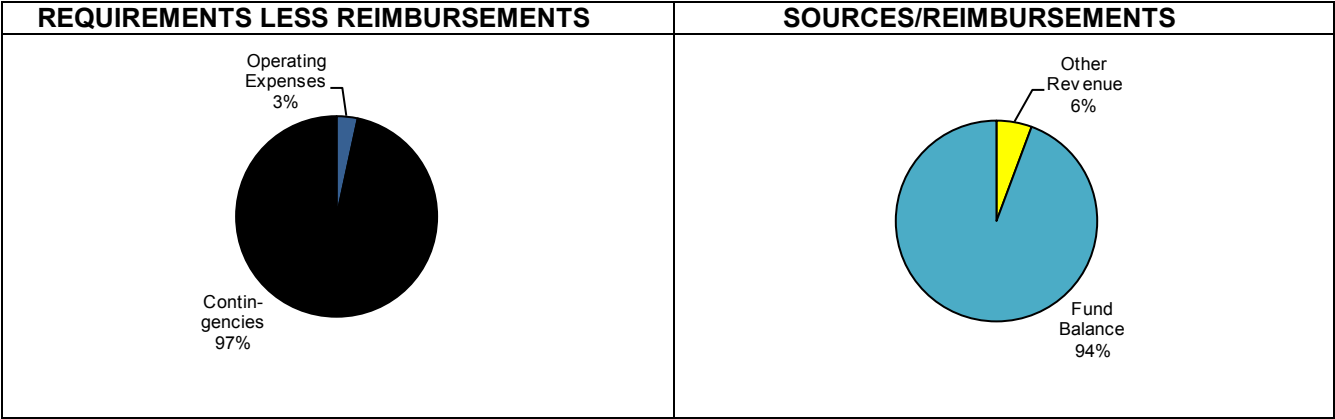
## Chino Agricultural Preserve

### DESCRIPTION OF MAJOR SERVICES

The Real Estate Services Department administers a special revenue fund to continue the Agricultural Land Acquisition and Preservation Program under the California Wildlife, Coastal and Parkland Conservation Act (Proposition 70). The Department is responsible for negotiating and managing leases for the properties acquired, and developing recommendations for the ultimate use/disposition of these properties. Property management activities include arranging for all ordinary and emergency repairs and improvements necessary to preserve and maintain the properties in their present condition and improve operating efficiency, or altering them to enhance lease potential and/or comply with lease requirements. Expenditures are fully funded through revenues received from the lease of acquired properties.

Budget at a Glance	
Total Requirements	\$9,670,810
Total Sources	\$547,236
Fund Balance	\$9,123,574
Use of Fund Balance	\$0
Total Staff	0

### 2013-14 ADOPTED BUDGET



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: Real Estate Services  
 FUND: Chino Agricultural Preserve

BUDGET UNIT: SIF INQ  
 FUNCTION: Public Ways and Facilities  
 ACTIVITY: Public Ways

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	160,175	296,529	208,743	275,922	344,664	325,946	(18,718)
Capital Expenditures	0	0	0	0	9,800	0	(9,800)
Contingencies	0	0	0	0	9,117,455	9,344,864	227,409
Total Exp Authority	160,175	296,529	208,743	275,922	9,471,919	9,670,810	198,891
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	160,175	296,529	208,743	275,922	9,471,919	9,670,810	198,891
Operating Transfers Out	0	0	1,035,906	0	0	0	0
Total Requirements	160,175	296,529	1,244,649	275,922	9,471,919	9,670,810	198,891
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	884,928	786,574	662,889	601,734	674,156	547,236	(126,920)
Total Revenue	884,928	786,574	662,889	601,734	674,156	547,236	(126,920)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	884,928	786,574	662,889	601,734	674,156	547,236	(126,920)
Fund Balance					8,797,763	9,123,574	325,811
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Operating expenses of \$325,946 represent the costs to maintain County dairies, such as utility costs associated with vacant properties, property management charges, County Counsel fees, professional services, and maintenance charges. Sources of \$547,236 include revenue anticipated from the leasing of dairy properties and interest revenue.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements of \$9.7 million include an increase of \$198,891 primarily due to a Fund Balance adjustment resulting in increased contingencies. Sources of \$547,236 includes a decrease of \$126,920 primarily due to the termination of two dairy leases and a decrease in anticipated interest revenue.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## Facilities Management Division

### DESCRIPTION OF MAJOR SERVICES

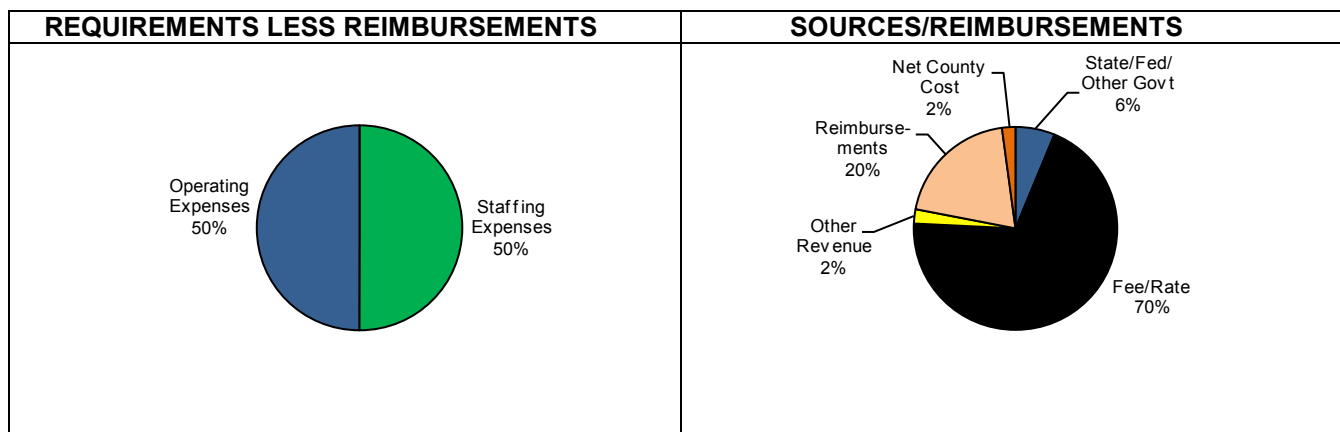
The Facilities Management Division (FMD) provides routine maintenance, grounds and custodial services to ensure County facilities are well maintained, including 24 hours per day – 7 days per week emergency building maintenance. Services also include repairing building structures, equipment, and fixtures.

FMD's focus is on asset protection. Using data and support systems, it maintains the County's valuable facilities and equipment, preserves a high level of functionality, supports sustainability projects, and promotes responsible and efficient use of resources.

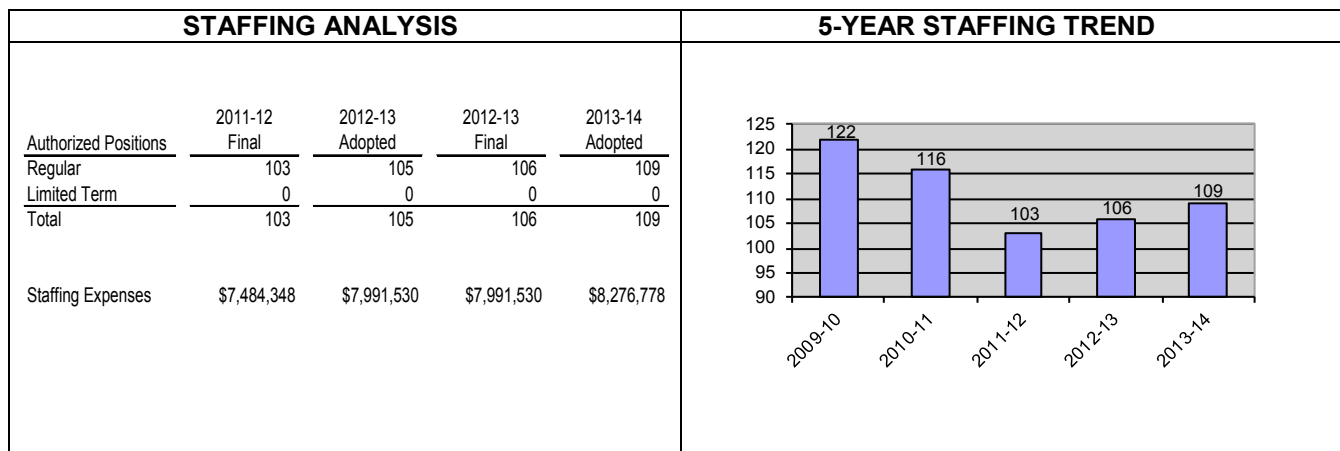
#### Budget at a Glance

Total Requirements	\$13,258,458
Total Sources	\$12,905,399
Net County Cost	\$353,059
Total Staff	109
Funded by Net County Cost	2%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: Real Estate Services - Facilities Management Division  
 FUND: General

BUDGET UNIT: AAA FMD  
 FUNCTION: General  
 ACTIVITY: Property Management

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	7,924,141	7,833,413	7,483,123	7,743,227	7,991,530	8,276,778	285,248
Operating Expenses	6,852,257	9,993,926	7,068,796	8,104,940	8,402,081	8,261,705	(140,376)
Capital Expenditures	35,618	20,562	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	14,812,016	17,847,901	14,551,919	15,848,167	16,393,611	16,538,483	144,872
Reimbursements	(3,621,389)	(3,170,178)	(2,766,254)	(2,994,605)	(3,129,482)	(3,280,025)	(150,543)
Total Appropriation	11,190,627	14,677,723	11,785,665	12,853,562	13,264,129	13,258,458	(5,671)
Operating Transfers Out	0	0	0	4,095	4,095	0	(4,095)
Total Requirements	11,190,627	14,677,723	11,785,665	12,857,657	13,268,224	13,258,458	(9,766)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	22,564	621,004	1,203,715	1,079,483	1,034,433	(45,050)
Fee/Rate	3,369,583	14,599,529	11,637,129	11,161,422	11,243,489	11,495,966	252,477
Other Revenue	20	6,517	8,421	1,918,135	945,252	375,000	(570,252)
Total Revenue	3,369,603	14,628,610	12,266,554	14,283,272	13,268,224	12,905,399	(362,825)
Operating Transfers In	0	10,471	(10,471)	0	0	0	0
Total Sources	3,369,603	14,639,081	12,256,083	14,283,272	13,268,224	12,905,399	(362,825)
Net County Cost	7,821,024	38,642	(470,418)	(1,425,615)	0	353,059	353,059
Budgeted Staffing					106	109	3

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$8.3 million constitute approximately one-half of FMD's expenditures. Operating expenses of \$8.3 million constitute the other half and fund contracts for grounds, maintenance and custodial services; materials for repairs and maintenance of County facilities and equipment; and vehicles, tools, supplies, systems development charges, overhead and administrative costs. Reimbursements of \$3.3 million and sources of \$12.9 million offset these costs by billing County departments, the Administrative Office of the Courts, and local courts for services provided.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

An increase of \$285,248 in staffing expenses for 2013-14 is due primarily to the addition of three full-time positions to maintain additional office building space added during 2012-13. While some costs for maintenance services have increased as a result of contracting out additional services for boilers, and heating, ventilation and air conditioning (HVAC) controls, there is an overall decrease in services and supplies of \$140,376 attributed to anticipated decline in requisition work for County departments. Reimbursements increased \$150,543 as a result of the overall increase in allocation of administrative overhead.

Sources are decreasing \$362,825 primarily due to County departments not requesting work outside of basic services from Facilities Management.

In 2013-14, Discretionary General Funding (Net County Cost) of \$353,059 is budgeted to mitigate Information Services Department (ISD) charges for the creation, maintenance and support of a new financial billing system. The costs for the billing system are reflected in an increase to Central Services.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$8.3 million fund 109 regular positions including the addition of 3 full-time positions: 1 Facilities Management Dispatcher, 1 Air Conditioning Mechanic, and 1 General Maintenance Mechanic for maintenance services to address increased workload.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	9	0	9	8	1	0	9
Maintenance	57	0	57	52	2	3	57
Custodial	39	0	39	39	0	0	39
Grounds	4	0	4	4	0	0	4
Total	109	0	109	103	3	3	109

Administration	Maintenance	Custodial
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Assistant Director	1 Building Services Superintendent	1 Custodial Services Chief
2 Staff Analyst II	5 Maintenance Supervisor	4 Supervising Custodian
1 Secretary II	8 Air Conditioning Mechanic	1 Custodian II
2 Parts Specialist	8 Building Plant Operator	32 Custodian I
2 Fiscal Specialist	1 Facilities Mgmt Project Scheduler	1 General Services Worker II
1 Office Assistant II	5 Electrician	39 Total
9 Total	3 Plumber	
	18 General Maintenance Mechanic	
	1 Locksmith	
	2 Facilities Management Dispatcher	
	3 General Maintenance Worker	
	2 General Services Worker II	
	57 Total	
<b>Grounds</b>		
<u>Classification</u>		
1 Grounds Services Superintendent		
1 Supervising Grounds Caretaker		
1 Sprinkler System Worker		
1 General Maintenance Worker		
4 Total		





## Utilities

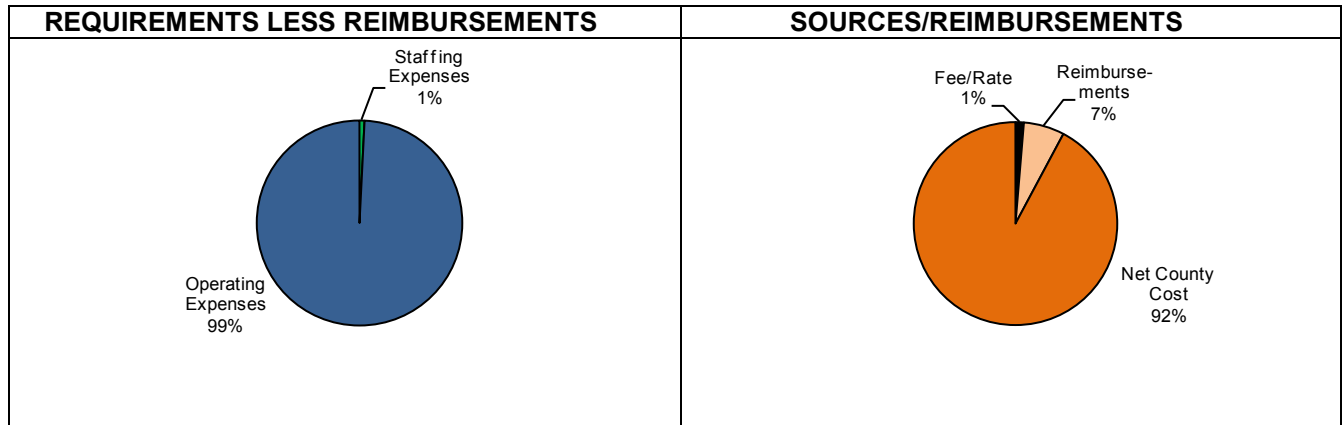
### DESCRIPTION OF MAJOR SERVICES

The County's utility budget unit funds the cost of electricity, natural and propane gas, water, sewerage, refuse disposal and other related costs for County-owned and various leased facilities

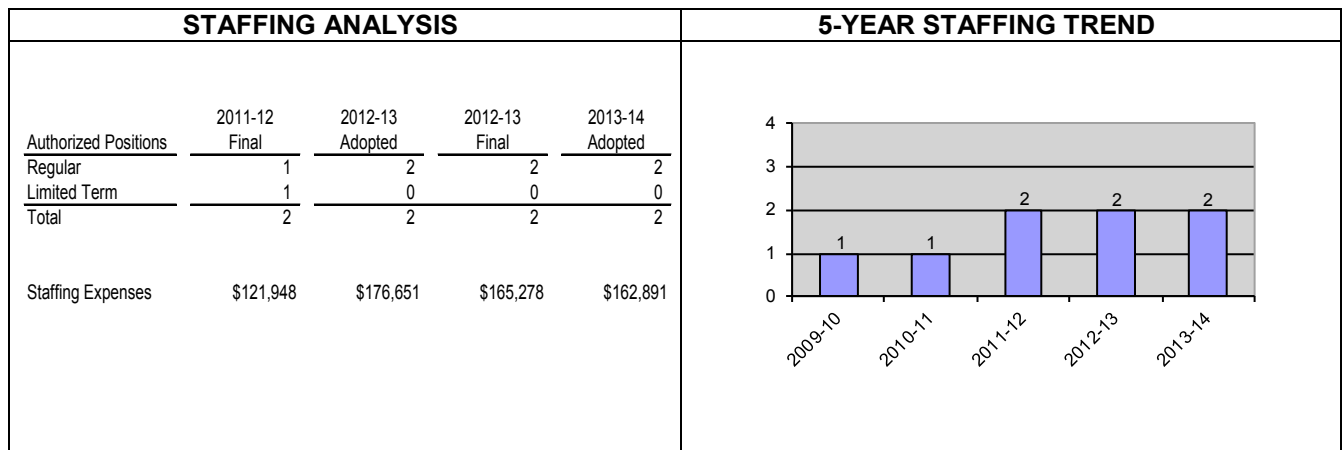
#### Budget at a Glance

Total Requirements	\$19,625,024
Total Sources	\$277,495
Net County Cost	\$19,347,529
Total Staff	2
Funded by Net County Cost	92%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: Real Estate Services - Utilities  
 FUND: General

BUDGET UNIT: AAA UTL  
 FUNCTION: General  
 ACTIVITY: Property Management

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	90,381	95,928	116,285	152,064	165,278	162,891	(2,387)
Operating Expenses	16,839,356	17,379,188	17,120,450	17,624,452	20,599,236	20,818,516	219,280
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	16,929,737	17,475,116	17,236,735	17,776,516	20,764,514	20,981,407	216,893
Reimbursements	(1,233,697)	(953,696)	(1,233,232)	(1,411,052)	(1,280,508)	(1,356,383)	(75,875)
Total Appropriation	15,696,040	16,521,420	16,003,503	16,365,464	19,484,006	19,625,024	141,018
Operating Transfers Out	0	2,393,788	1,210,658	125,543	134,078	0	(134,078)
Total Requirements	15,696,040	18,915,208	17,214,161	16,491,007	19,618,084	19,625,024	6,940
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	12,000	2,622,147	1,291,109	125,543	134,079	0	(134,079)
Fee/Rate	148,717	234,775	181,467	312,040	251,213	277,495	26,282
Other Revenue	63,127	0	38,067	30,019	0	0	0
Total Revenue	223,844	2,856,922	1,510,643	467,602	385,292	277,495	(107,797)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	223,844	2,856,922	1,510,643	467,602	385,292	277,495	(107,797)
Net County Cost	15,472,196	16,058,286	15,703,518	16,023,405	19,232,792	19,347,529	114,737
Budgeted Staffing					2	2	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

This budget unit's requirements are \$19.6 million and primarily funds utility costs for County facilities. Sources of \$277,495 represent utility costs passed on to customers and third parties that occupy County-owned space.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

For 2013-14, staffing expenses of \$162,891 fund 2 positions and decreased a nominal \$2,387. Operating expenses of \$20.8 million increased \$219,280 due to rate increases anticipated for various utilities and the addition of new facilities. Reimbursements of \$1.4 million include an increase of \$75,875 for anticipated increased utility costs for the Superintendent of Schools and the Administrative Office of the Courts for courthouses, and the addition of reimbursements from the Probation Department for the West Valley Juvenile Detention and Assessment Center funded through AB109.

This budget unit also realized a reduction of \$134,078 for operating transfers out to the capital program and a reduction of \$134,079 in Federal Aid as the American Recovery and Reinvestment Act (ARRA) federal energy efficiency grant that funded various energy efficiency capital projects was fully received in 2012-13.

Sources of \$277,495 for utility costs passed on to customers and third parties that occupy County-owned space decreased \$107,797 due to the completion of the remaining project funded through the energy efficiency grant. Discretionary General Funding (Net County Cost) increased \$114,737.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$162,891 fund 2 budgeted regular positions. There is no change in staffing for 2013-14.



## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Utilities	2	0	2	2	0	0	2
Total	2	0	2	2	0	0	2

Utilities	
<u>Classification</u>	
1	Staff Analyst II
1	Fiscal Assistant
2	Total



## REGIONAL PARKS

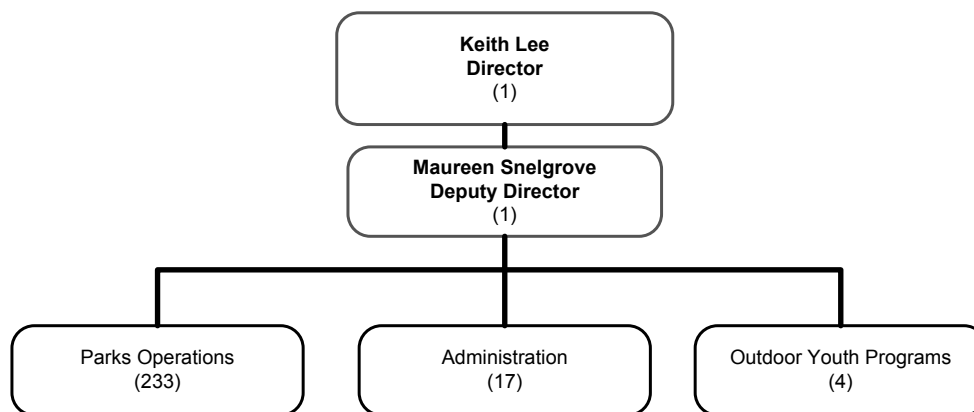
### Keith Lee

#### DEPARTMENT MISSION STATEMENT

*Regional Parks Department ensures diversified recreational opportunities for the enrichment of County residents and visitors while protecting the County's natural, cultural, historical and land resources.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Opened the Calico Mining Museum and renovated the Lucy Lane House Museum at Calico Ghost Town.
- Completed the renovation and re-construction of Mojave Narrows Regional Park Horseshoe Lake and Levee.
- Reduced the electrical, water and sewer utility usage at Prado and Cucamonga-Guasti Regional Parks by initiating energy efficient repairs.
- Completed the replacement of the Calico Ghost Town Campground "O" Restrooms and the Calico Bunkhouse.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY

- Objective(s):**
- Review and revise fees, processes and decision-making to ensure a business friendly environment.
  - Utilize County programs and resources to maximize job creation.

- Department Strategy:**
- Promote youth entry into workforce/workplace environment through summer youth employment.
  - Reserve a minimum of 50% of PSE summer positions as a means of supporting youths looking for part-time jobs.

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Number of seasonal part-time employees hired.	N/A	N/A	132	155

### COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER

- Objective(s):**
- Live within our means, fully funding basic operating systems, liabilities and reserves, while forming capital to strategically invest in the future.

- Department Strategy:**
- Reduce reliance on the County General Fund by continuing to address infrastructure repairs and thereby reducing utility costs.
  - Enhance and develop new amenities that will enhance the park experience for patrons, which generate additional revenues hence less reliance on the County General Fund.
  - Continue to streamline park operations and identify supply cost inefficiencies using preventive maintenance measures to reduce ongoing repair costs.

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Develop and/or implement plans to reduce funding support from the County General Fund (general fund amount provided).	\$3,557,302	\$2,763,271	\$2,760,875	\$1,763,271

### COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER

- Objective(s):**
- Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.

- Department Strategy:**
- Increase awareness of Calico Ghost Town through the completion of Campground 'O'.
  - Complete RV campground at Glen Helen Regional Park, thereby creating more ongoing revenue.

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Number of completed projects increasing visitors experience at the Regional Parks.	N/A	N/A	2	4



**SUMMARY OF BUDGET UNITS**

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Regional Parks	10,420,719	7,863,567	2,557,152			252
Total General Fund	10,420,719	7,863,567	2,557,152			252
<b><u>Special Revenue Funds</u></b>						
Special Revenue Funds - Consolidated	7,391,748	3,331,326		4,060,422		0
Total Special Revenue Funds	7,391,748	3,331,326		4,060,422		0
<b><u>Enterprise Funds</u></b>						
Snack Bars	12,342	0			(12,342)	0
Active Outdoors	57,877	47,108			(10,769)	4
Total Enterprise Funds	70,219	47,108			(23,111)	4
<b>Total - All Funds</b>	17,882,686	11,242,001	2,557,152	4,060,422	(23,111)	256



<b>5-YEAR REQUIREMENTS TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Regional Parks	9,245,313	8,318,434	11,277,405	10,609,383	10,420,719
County Trails System	209,671	828,150	1,179,119	5,324,297	1,585,512
Proposition 40 Projects	235,593	1,741,254	552,590	5,403	286
San Manuel Amphitheater	2,029,391	2,223,840	2,739,057	2,780,921	1,527,073
Amphitheater Improvements at Glen Helen	404,069	458,759	513,031	563,563	581,563
Park Maintenance/Development	1,403,642	2,317,353	2,592,257	2,576,449	1,401,178
Calico Ghost Town Marketing Services	543,707	664,302	716,537	749,405	663,420
Off-Highway Vehicle License Fee	1,354,831	1,693,021	1,985,403	2,116,974	1,632,716
Regional Parks Snack Bars	92,306	36,358	53,413	35,642	12,342
Active Outdoors	170,862	119,922	58,892	63,456	57,877
<b>Total</b>	<b>15,689,385</b>	<b>18,401,393</b>	<b>21,667,704</b>	<b>24,825,493</b>	<b>17,882,686</b>

<b>5-YEAR SOURCES TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Regional Parks	7,653,190	7,082,004	7,713,325	7,847,404	7,863,567
County Trails System	377,493	628,461	717,545	4,579,940	883,940
Proposition 40 Projects	290,805	1,659,952	0	0	0
San Manuel Amphitheater	1,737,763	1,500,838	1,591,000	1,459,585	1,403,000
Amphitheater Improvements at Glen Helen	29,564	28,511	30,000	28,000	28,000
Park Maintenance/Development	648,508	763,635	1,156,912	360,000	321,386
Calico Ghost Town Marketing Services	482,126	482,941	469,600	394,800	385,000
Off-Highway Vehicle License Fee	357,331	336,932	311,000	308,000	310,000
Regional Parks Snack Bars	103,000	37,229	11,000	35,000	0
Active Outdoors	171,470	98,462	45,000	50,000	47,108
<b>Total</b>	<b>11,851,250</b>	<b>12,618,965</b>	<b>12,045,382</b>	<b>15,062,729</b>	<b>11,242,001</b>

<b>5-YEAR NET COUNTY COST TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Regional Parks	1,592,123	1,236,430	3,564,080	2,761,979	2,557,152
<b>Total</b>	<b>1,592,123</b>	<b>1,236,430</b>	<b>3,564,080</b>	<b>2,761,979</b>	<b>2,557,152</b>

<b>5-YEAR FUND BALANCE TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
County Trails System	(167,822)	199,689	461,574	744,357	701,572
Proposition 40 Projects	(55,212)	81,302	552,590	5,403	286
San Manuel Amphitheater	291,628	723,002	1,148,057	1,321,336	124,073
Amphitheater Improvements at Glen Helen	374,505	430,248	483,031	535,563	553,563
Park Maintenance/Development	755,134	1,553,718	1,435,345	2,216,449	1,079,792
Calico Ghost Town Marketing Services	61,581	181,361	246,937	354,605	278,420
Off-Highway Vehicle License Fee	997,500	1,356,089	1,674,403	1,808,974	1,322,716
<b>Total</b>	<b>2,257,314</b>	<b>4,525,409</b>	<b>6,001,937</b>	<b>6,986,687</b>	<b>4,060,422</b>

<b>5-YEAR NET BUDGET TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Regional Parks Snack Bars	10,694	871	(42,413)	(642)	(12,342)
Active Outdoors	608	(21,460)	(13,892)	(13,456)	(10,769)
<b>Total</b>	<b>11,302</b>	<b>(20,589)</b>	<b>(56,305)</b>	<b>(14,098)</b>	<b>(23,111)</b>

*Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.*



## Regional Parks

### DESCRIPTION OF MAJOR SERVICES

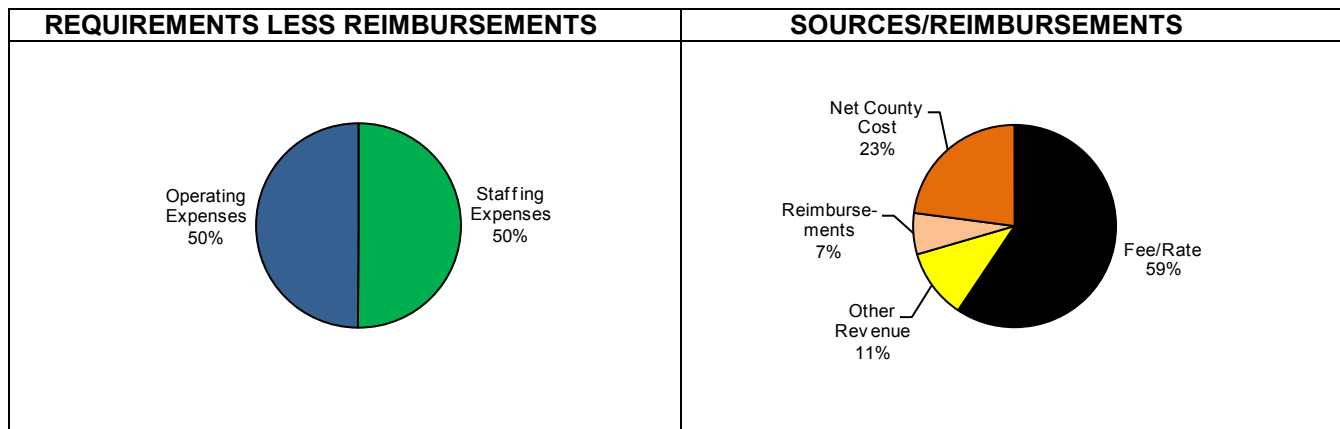
The Regional Parks Department is responsible for the operation and maintenance of nine regional parks located throughout the County. These parks, which encompass 8,668 acres, are as follows: Prado (Chino), Cucamonga-Guasti (Ontario), Glen Helen (San Bernardino), Mojave River Forks (Summit Valley), Mojave Narrows (Victorville), Moabi (Needles), Lake Gregory (Crestline), Yucaipa, and Calico Ghost Town (Yermo). Visitors to the County parks enjoy open space, walking trails, camping, swimming, fishing, picnicking, equestrian activities and other recreational opportunities. The Department hosts cultural, educational and special events through the use of park resources and contractual agreements with private and non-profit organizations. Park special events include Civil War Days at Calico Ghost Town, Huck Finn Jubilee at Cucamonga-Guasti, and Dragon Boat Races at Lake Gregory. Educational programs are the Environmental Science Day Camp at Yucaipa, and a Junior Fishing Workshop at multiple parks.

The Department is also responsible for maintaining 17.8 miles of open, accessible and usable trails through the County Trails Program. Additionally, the Department oversees operation of the Morongo Wildlife Preserve in Morongo Valley, administers leases with the operators of the San Manuel Amphitheater, Park Moabi and concession contracts that offer amenities to park users.

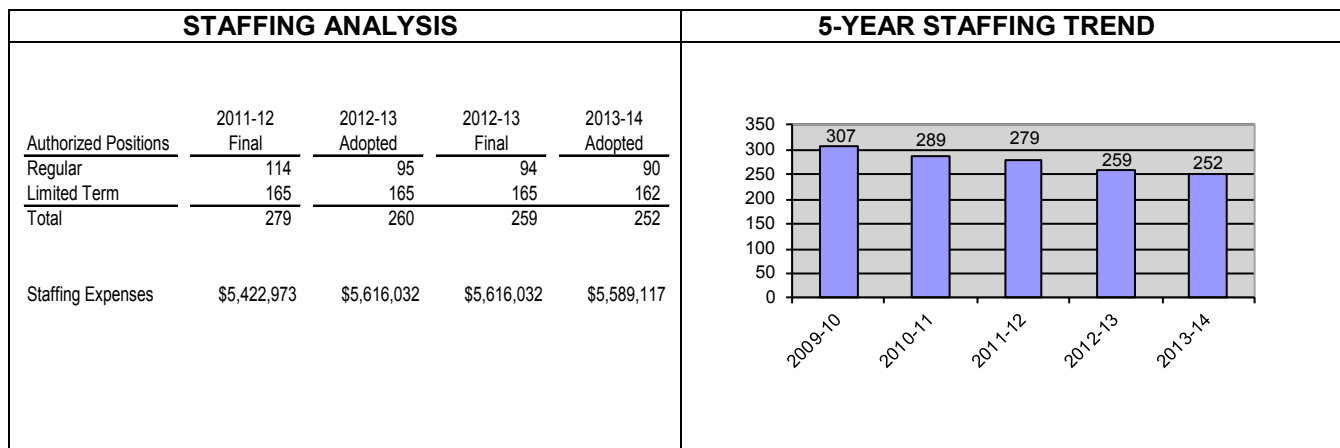
#### Budget at a Glance

Total Requirements	\$10,420,719
Total Sources	\$7,863,567
Net County Cost	\$2,557,152
Total Staff	252
Funded by Net County Cost	23%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING





**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: Regional Parks  
 FUND: General

BUDGET UNIT: AAA CCP  
 FUNCTION: Recreation and Cultural Services  
 ACTIVITY: Recreation Facilities

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	6,731,442	6,726,964	5,420,195	5,408,959	5,616,032	5,589,117	(26,915)
Operating Expenses	2,555,962	2,031,511	6,173,142	5,832,788	5,865,692	5,567,002	(298,690)
Capital Expenditures	0	0	23,845	6,684	7,600	0	(7,600)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	9,287,404	8,758,475	11,617,182	11,248,431	11,489,324	11,156,119	(333,205)
Reimbursements	(42,090)	(440,045)	(661,551)	(817,577)	(879,941)	(735,400)	144,541
Total Appropriation	9,245,314	8,318,430	10,955,631	10,430,854	10,609,383	10,420,719	(188,664)
Operating Transfers Out	0	0	315,000	0	0	0	0
Total Requirements	9,245,314	8,318,430	11,270,631	10,430,854	10,609,383	10,420,719	(188,664)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	6,370,910	6,016,066	6,423,227	5,517,926	6,672,304	6,625,492	(46,812)
Other Revenue	1,282,280	1,065,939	1,290,102	1,213,944	1,175,100	1,238,075	62,975
Total Revenue	7,653,190	7,082,005	7,713,329	6,731,870	7,847,404	7,863,567	16,163
Operating Transfers In	0	0	0	941,864	0	0	0
Total Sources	7,653,190	7,082,005	7,713,329	7,673,734	7,847,404	7,863,567	16,163
Net County Cost	1,592,124	1,236,425	3,557,302	2,757,120	2,761,979	2,557,152	(204,827)
				Budgeted Staffing	259	252	(7)

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$5.6 million fund 252 budgeted positions (67 full-time, 23 part-time, and 162 seasonal/extra help employees) to oversee administration, operations and maintenance for the nine regional parks, the County Trails System, and various special events/programs. Operating expenses of \$5.6 million include stocking fish at park lakes, turf maintenance contracts (Prado, Cucamonga-Guasti, Yucaipa, and Glen Helen Regional Parks), supplies for general maintenance and special projects, aquatic facility supplies, office supplies, computer hardware and software replacement/upgrades, credit card use fee charges, advertising park events/amenities, restroom supplies, insurance, and COWCAP (\$3.1 million with a corresponding net county cost allocation less \$500,000 departmental reduction). Sources of \$7.9 million represent fees from camping, fishing, park entrance, swimming, facility use, special events, and concessionaire and/or partnership agreements.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Due to projected budgetary constraints for 2013-14, the Department has continued reorganization to address program priorities and the provision of park services with a lower level of staffing resources and by a reconfiguration of position classifications. Staffing expenses include adjustments for retirement and health insurance cost increases and a budgeted staffing level of 252 positions for 2013-14, which reflects an overall net decrease of 7 positions that is the result of this continued reorganization (a reduction of 11 positions that is offset by an increase of 4 positions). Operating expenses are decreasing by approximately \$300,000 primarily due to a reduction in COWCAP charges, and reimbursements are decreasing primarily from a reduced amount of transfers from other Regional Parks funds. Sources are increasing in other revenue (primarily taxable sale items to the public) that affects many of the nine parks in the Regional Parks system. Net County Cost support from the County general fund was reduced by \$204,827, a decrease related to a corresponding reduction in COWCAP charges.



## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$5.6 million fund 252 budgeted positions of which 90 are regular positions and 162 are limited term positions.

Staffing changes include a decrease of 11 budgeted positions (11 vacant; 0 filled) and an increase of 4 positions, for an overall net decrease of 7 budgeted positions. Under the continued departmental reorganization, added positions include: 1 Fiscal Specialist position to provide for the full-year cost of an employee sharing a position on a dual-fill basis, 2 General Services Worker II positions to provide funding for positions that are filled but had no funding budgeted in 2012-13, and 1 General Services Worker II position funded on a part-time basis. Deletions include: 1 Elections Analyst position, 6 General Services Worker II positions, 1 Park Ranger II position, and 3 Public Service Employee positions. A reclassification of an Office Assistant III position is also included. Some of the related duties/responsibilities for deleted positions will be streamlined and spread amongst full-time General Service Worker positions. The Department is committed to managing park activities with this reduction in staffing.

## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	19	0	19	17	1	1	19
Park Operations	71	162	233	74	156	3	233
Total	90	162	252	91	157	4	252

Administration	Park Operations
<u>Classification</u>	<u>Classification</u>
1 Deputy Executive Officer (Director)	3 Park Superintendent
1 Deputy Director	5 Assistant Park Superintendent
1 Administrative Analyst III	3 Office Assistant III
1 Administrative Supervisor	3 Ranger III
1 Planner III	15 Ranger II
1 Executive Secretary	42 General Service Worker II
1 Youth Services Coordinator	162 Public Service Employee
2 Staff Analyst II	233 Total
1 Revenue and Development Manager	
1 Automated System Technician	
3 Fiscal Specialist	
1 Staff Aide	
3 Fiscal Assistant	
1 Office Assistant II	
19 Total	



## Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**County Trails System** was established by the Board of Supervisors and the Regional Parks Department was assigned as the steward of the County's Regional Trail Program charged with the development, operation and maintenance of regional and diversified trails throughout the County. This budget unit was established to follow compliance requirements for federal and state grant funding used in the development and construction of the trails system. Currently the Department has built seven miles of the Santa Ana River Trail. This section makes the link to Riverside County, offering users over 22 miles of contiguous trail along the Santa Ana River.

#### Budget at a Glance

Total Requirements	\$7,391,748
Total Sources	\$3,331,326
Fund Balance	\$4,060,422
Use of Fund Balance	\$2,231,869
Total Staff	0

**San Manuel Amphitheater** was established to account for lease payments received annually from the operators of the San Manuel amphitheater at Glen Helen Regional Park. Each year, the bulk of this revenue is transferred to the County general fund to fund the cost of the amphitheater's debt service payment.

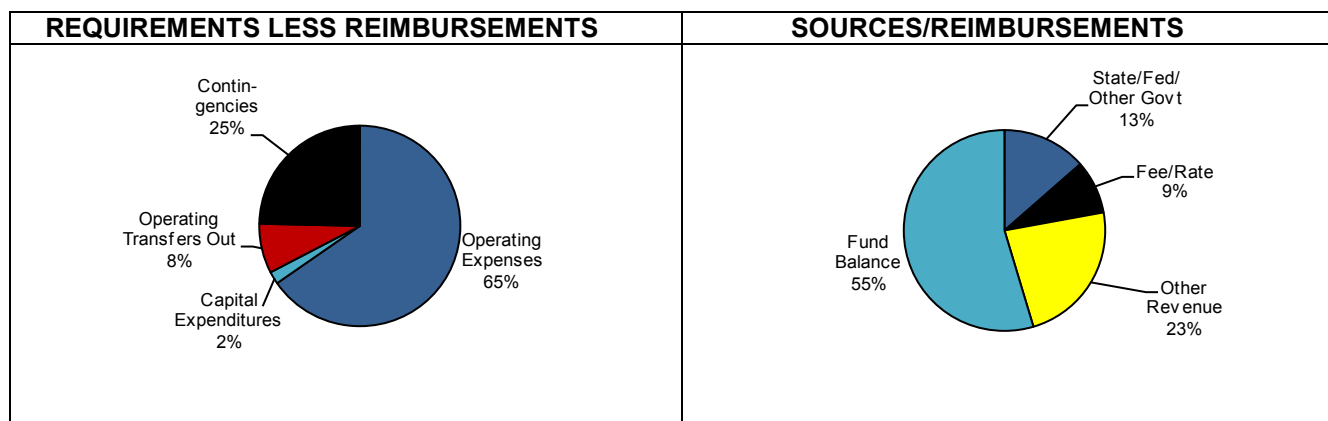
**Amphitheater Improvements at Glen Helen** was established to provide for improvements to the San Manuel Amphitheater at Glen Helen Regional Park. These improvements are designed to maintain the amphitheater and its facilities in their current condition in order to preserve a quality entertainment experience for its visitors. This budget unit is funded jointly by deposits from the County and the operators of the amphitheater.

**Park Maintenance/Development** was established to provide for the maintenance, development and emergency repairs at all regional parks. The costs associated with this budget unit are funded through an allocation of park admission fees.

**Calico Ghost Town Marketing Services** was established to provide separate accountability and operations of marketing services for Calico Ghost Town Regional Park. A portion of revenues from Calico Ghost Town concessionaire operations and park admission fees are used to advertise and market several special events including Calico Days, Calico Ghost Haunt, Civil War, Bluegrass in the Spring and Wild West Days.

**Off-Highway Vehicle License Fee** was established by Off-Highway Vehicle (OHV) "in-lieu of taxes." Fees are provided from the California State Controller's Office based on the amount of OHV recreation in the County. The state collects these fees for each OHV identification plate sold by the Department of Motor Vehicles.

### 2013-14 ADOPTED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Final	2013-14 Adopted					
Regular	0	0	0	0					
Limited Term	2	0	0	0					
Total	2	0	0	0					
Staffing Expenses	\$1,820	\$0	\$0	\$0					

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
DEPARTMENT: Regional Parks  
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various  
FUNCTION: Recreations and Cultural Services  
ACTIVITY: Recreation Facilities

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	71,010	80,626	1,758	0	0	0	0
Operating Expenses	1,953,720	2,889,358	2,785,782	2,822,805	5,077,083	4,845,701	(231,382)
Capital Expenditures	76,130	351,814	6,717	16,775	4,154,655	150,100	(4,004,555)
Contingencies	0	0	0	0	413,871	1,828,553	1,414,682
Total Exp Authority	2,100,860	3,321,798	2,794,257	2,839,580	9,645,609	6,824,354	(2,821,255)
Reimbursements	(300,000)	(25,000)	(135,600)	(185,000)	(175,000)	(25,000)	150,000
Total Appropriation	1,800,860	3,296,798	2,658,657	2,654,580	9,470,609	6,799,354	(2,671,255)
Operating Transfers Out	73,071	793,393	549,655	3,378,115	4,646,403	592,394	(4,054,009)
Total Requirements	1,873,931	4,090,191	3,208,312	6,032,695	14,117,012	7,391,748	(6,725,264)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	998,522	2,612,227	918,473	515,914	4,879,940	993,940	(3,886,000)
Fee/Rate	777,167	944,320	778,528	967,342	680,000	630,000	(50,000)
Other Revenue	2,161,692	1,676,569	1,726,511	1,568,204	1,570,385	1,707,386	137,001
Total Revenue	3,937,381	5,233,116	3,423,512	3,051,460	7,130,325	3,331,326	(3,798,999)
Operating Transfers In	0	0	791,612	5,403	0	0	0
Total Sources	3,937,381	5,233,116	4,215,124	3,056,863	7,130,325	3,331,326	(3,798,999)
Fund Balance					6,986,687	4,060,422	(2,926,265)
Budgeted Staffing					0	0	0



## DETAIL OF 2013-14 ADOPTED BUDGET

2013-14				
	Requirements	Sources	Fund Balance	Staffing
<b>Special Revenue Funds</b>				
County Trails System (Fund RTS)	1,585,512	883,940	701,572	0
Proposition 40 Projects (Fund RKM)	286	0	286	0
San Manuel Amphitheater (Fund SGH)	1,527,073	1,403,000	124,073	0
Amphitheater Improvements at Glen Helen (Fund SGR)	581,563	28,000	553,563	0
Park Maintenance/Development (Fund SPR)	1,401,178	321,386	1,079,792	0
Calico Ghost Town Marketing Services (Fund SPS)	663,420	385,000	278,420	0
Off-Highway Vehicle License Fee (Fund SBY)	1,632,716	310,000	1,322,716	0
Total Special Revenue Funds	7,391,748	3,331,326	4,060,422	0

**County Trails System** includes operating expenses of \$1.2 million for the anticipated costs for finalizing design, environmental and acquiring trail right-of-way for Phase III (Waterman Avenue to California) and Reach "A" of Phase IV of the Santa Ana River Trail (California Street to Orange Street, Redlands; 3.5 miles). Also included is the construction of the pocket park along the Santa Ana River Trail (funded by HUD Grant of \$99,000). Sources of \$883,940 include \$559,940 in State Local Transportation Funds (SANBAG) for Phase III of the Santa Ana River Trail. State revenue of \$100,000 represents an allocation of Prop 84 grant funds from the Coastal Conservancy for the Santa Ana River Trail (Phase IV initial funding) and \$24,000 HUD Grant #L09AP15533 revenue. Grant revenue reimbursements will be contingent upon incurring project expenses first, which will create cash flow challenges for this budget unit. The Department will work with the County Administrative Office for financial assistance prior to grant contracts or construction contracts being presented to the Board of Supervisors for approval. Contingencies of \$309,178 are set aside for unanticipated expenses.

**San Manuel Amphitheater** includes operating expenses of \$1.5 million for payments to the County general fund for the cost of the annual debt service payment for the amphitheater (\$1.0 million), other payments of \$475,000 for payment to the Regional Parks general fund budget unit for the upkeep and management of the amphitheater (\$450,000) and to the Amphitheater Improvements at Glen Helen budget unit (\$25,000) as required per the lease agreement with the operators of the amphitheater. Contingencies of \$47,031 are budgeted as a precaution against unforeseen necessities involving the amphitheater. Sources of \$1.4 million include use of money/property as rent from the operators of the amphitheater and interest earnings. Naming rights revenues are still under negotiation with Live Nation.

**Amphitheater Improvements at Glen Helen** includes operating expenses of \$288,563 which represent a provision for maintaining the amphitheater to preserve quality entertainment experiences for its visitors. Contingencies of \$318,000 are set aside for unanticipated expenses. Reimbursements of \$25,000 represent the County's contribution towards improvements at the amphitheater per provisions of the lease. Sources of \$28,000 include a \$25,000 matching contribution from the operators for the amphitheater per the lease agreement.

**Park Maintenance/Development** includes operating expenses of \$670,418 to be used in part for ongoing upgrades and implementation of a new Point of Sale component to the camping reservation system. The balance of the requirements authority is available for emergency repairs and development for the current fiscal year as well as held for repairs and development for future years. Capital expenditures for park equipment are budgeted at \$150,100, which include a new HVAC system, CAT backhoe, John Deere gator, and a portable Boom. Replacement of heavy-equipment is part of the department's plan to rotate out all non-repairable or outdated equipment with high repair costs. Contingencies of \$538,552 are set aside for unanticipated expenses. Sources are anticipated at \$321,386 for current services representing a portion of gate entrance fees collected throughout all Regional Parks.



**Calico Ghost Town Marketing Services** includes requirements of \$663,420 for the costs of producing special events at the Park, advertising of Calico Ghost Town, travel, and transfers. Travel of \$14,100 is expected for participation in the annual POW-WOW International Trade Show, a crucial event in promoting Calico Ghost Town and its specialized events. Approximately 60% of the attendance at Calico Ghost Town is a result of the tours booked at this trade show. Transfers of \$30,000 to the Regional Parks general fund budget unit represent the labor cost of park staff time (outside of regular duties) to produce and assist with the set up for the special events. Sources of \$385,000 include all special event gate revenue and, as stipulated in the concession contracts, the Department also contributes a percentage of the regular day fees collected throughout the year. Use of money and property revenue of \$51,000 represents rent payments from Calico concessions, and interest earned on the fund balance.

**Off-Highway Vehicle License Fee** includes operating expenses of \$516,924 for enforcement, safety, trail signage, maintenance and administration of the Off-Highway Vehicle Fund (OHV) throughout the County, at Moabi Regional Park, and Calico Ghost Town. Operating transfers out of \$500,000 are programmed for Calico Ghost Town Off Highway Vehicle campground hook-ups. Contingencies of \$615,792 are budgeted for unforeseen future projects. Sources consist of \$310,000 that is received from the state, which is derived from vehicle registrations/licensing for use of off-highway operations in the County. The California Public Resources Code 5090.50 specifies that these funds may be used for '...planning, acquisition, development, maintenance, administration, operation, enforcement, restoration, and conservation of trails, trailheads, areas and other facilities associated with the use of off-highway motor vehicles, and programs involving off-highway motor vehicle safety or education.'

## BUDGET CHANGES AND OPERATIONAL IMPACT

**Consolidated Special Revenue Funds** are decreasing overall requirements by approximately \$6.7 million, and sources have decreased by approximately \$3.3 million. Decreases to requirements relate to capital expenditures planned for the construction of Phase III of the Santa Ana River Trail (Waterman Avenue, San Bernardino to California Street, Redlands; 3.6 miles) that were not initiated during 2012-13 as planned due to environmental delays and were re-budgeted at a lower level for 2013-14. Decreases to sources are primarily related to the lower federal revenues intended to fund the cost of the revised Phase III for the Santa Ana River Trail.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.



## Enterprise Funds - Consolidated

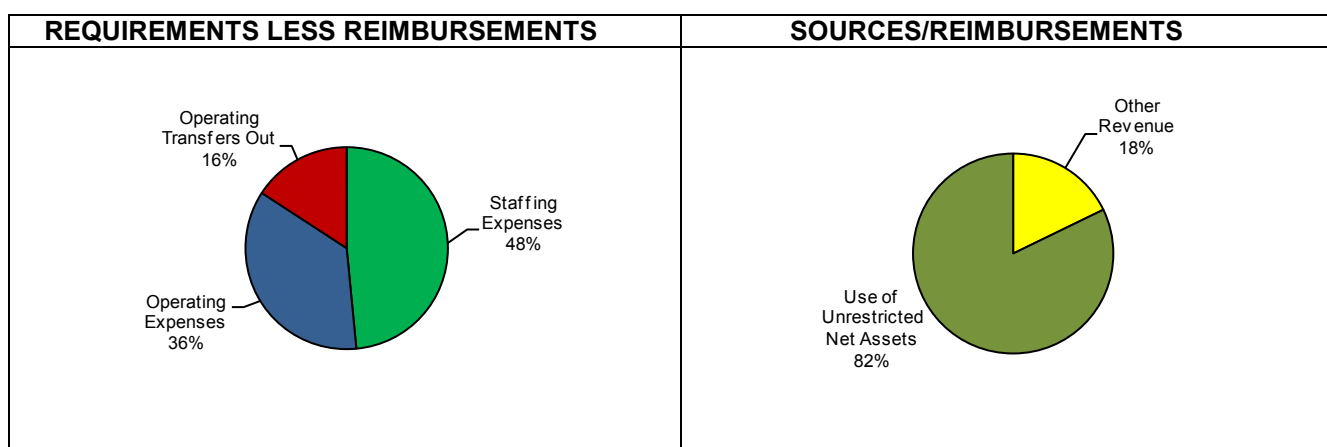
### DESCRIPTION OF MAJOR SERVICES

The Active Outdoors program was created to provide programs that promote a healthy outdoors lifestyle. All programs under 'Active Outdoors' are grant funded or created through partnerships with local and/or state agencies. The Environmental Science Day Camp (ESDC) is a part of the program and is offered at Yucaipa. ESDC takes place during the traditional school year, Wednesday through Friday, and follows the California State 4<sup>th</sup> and 5<sup>th</sup> grade science curriculum for wildlife, botany and geology. Each student attends the program with their class for a full day of learning, exploration, and hiking. Other programs in addition to the Environmental Science Day Camp include the Junior Fishing Workshops and Derby, and Doggie Palooza.

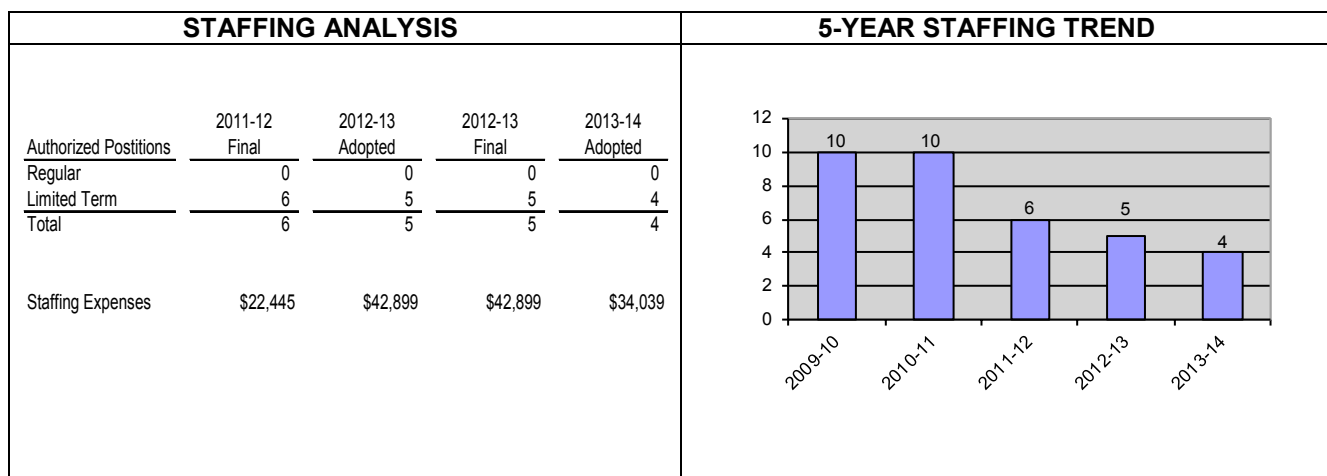
#### Budget at a Glance

Total Requirements	\$70,219
Total Sources	\$47,108
Net Budget	(\$23,111)
Estimated Unrestricted Net Assets	\$25,183
Use of Unrestricted Net Assets	\$23,111
Total Staff	4

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING





## ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Operations and Community Services  
 DEPARTMENT: Regional Parks  
 FUND: Enterprise Funds - Consolidated

BUDGET UNIT: Various  
 FUNCTION: Recreation and Cultural Services  
 ACTIVITY: Recreation Facilities

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	69,481	59,561	22,253	26,534	42,899	34,039	(8,860)
Operating Expenses	190,631	74,681	28,794	24,122	51,199	25,080	(26,119)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	5,000	0	(5,000)
Total Exp Authority	260,112	134,242	51,047	50,656	99,098	59,119	(39,979)
Reimbursements	0	(191)	0	0	0	0	0
Total Appropriation	260,112	134,051	51,047	50,656	99,098	59,119	(39,979)
Operating Transfers Out	0	0	0	0	0	11,100	11,100
Total Requirements	260,112	134,051	51,047	50,656	99,098	70,219	(28,879)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	176,288	134,291	51,978	(15,587)	40,000	5,000	(35,000)
Total Revenue	176,288	134,291	51,978	(15,587)	40,000	5,000	(35,000)
Operating Transfers In	0	0	0	45,000	45,000	42,108	(2,892)
Total Sources	176,288	134,291	51,978	29,413	85,000	47,108	(37,892)
Net Budget	(83,824)	240	931	(21,243)	(14,098)	(23,111)	(9,013)
Budgeted Staffing					5	4	(1)

## DETAIL OF 2013-14 ADOPTED BUDGET

	2013-14			
	Requirements	Sources	Net Budget	Staffing
<b>Enterprise Funds</b>				
Snack Bars (Fund EMT)	12,342	0	(12,342)	0
Active Outdoors (Fund EME)	57,877	47,108	(10,769)	4
Total Special Revenue Funds	70,219	47,108	(23,111)	4

**Snack Bars** include requirements of \$12,342 that are primarily budgeted as an operating transfer out to close out residual funds within this budget unit. Previously, this budget unit included staffing expenses that funded 1 budgeted position (Public Service Employee) to operate the Boathouse snack bar at Lake Gregory Regional Park, and the related operating expenses that represented the cost of pre-packaged food/snack items sold at the snack bar. During 2012-13, the Department outsourced this function to a Board-approved private contractor, which is consistent with snack bar operations at other regional parks.

**Active Outdoors** includes staffing expenses of \$34,039 which funds 4 budgeted Public Service Employee positions that will operate the Environmental Science Day Camp and other programs such as Junior Fishing Workshop, and Doggie Palooza. Operating expenses of \$23,838 will primarily fund services and supplies for use in the Environmental Science Day Camp program, as well as fishing poles, equipment and supplies for the Junior Fishing Workshop. Expenses also include costs of supplies, awards, and printing materials for all programs within Active Outdoors. Sources of \$47,108 are anticipated through an Operating Transfer In from the Department's Park Maintenance and Development budget unit in the amount of \$42,108, as well as anticipated vendor fees and other participation costs collected for program events associated with the Junior Fishing Workshop and Doggie Palooza in the amount of \$5,000.





## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$28,879 and reflect the discontinuance of the Department-operated snack bar at Lake Gregory Regional Park and reduced operating expenses for the Active Outdoors program. Sources are decreasing by \$37,892 which reflects receipts for the Active Outdoors program only.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$34,039 fund 4 budgeted positions which are all limited term positions for the Active Outdoors budget unit. The budget reflects a decrease of 1 Public Service Employee due to the outsourcing of snack bar operations to a private contractor.

## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Active Outdoors	0	4	4	4	0	0	4
Total	0	4	4	4	0	0	4

### Active Outdoors

#### Classification

4	Public Service Employees
4	Total



## REGISTRAR OF VOTERS

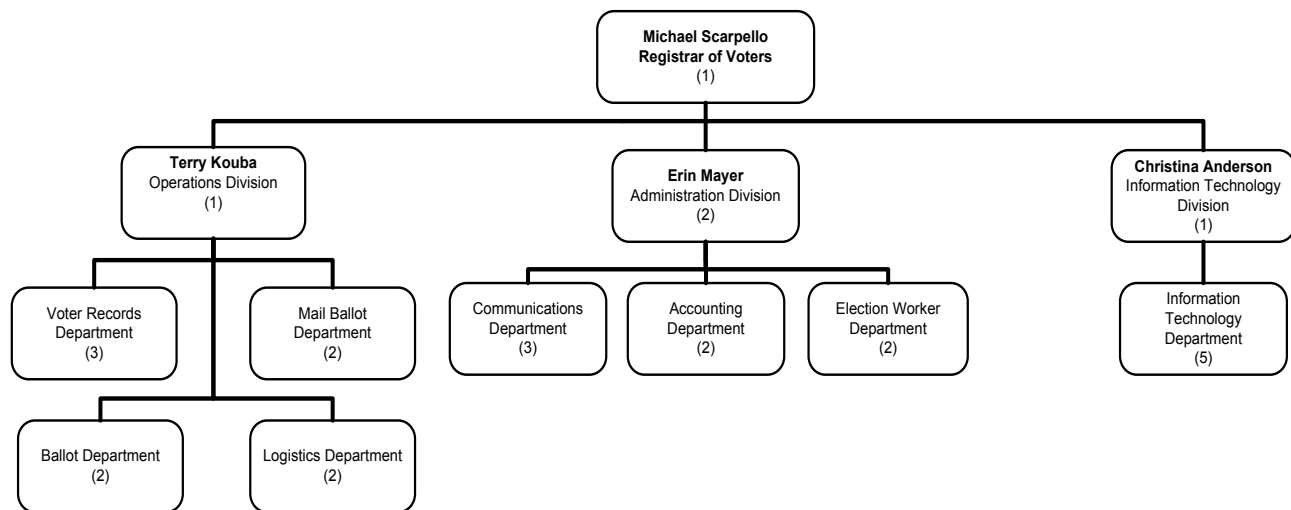
### Michael Scarpello

#### DEPARTMENT MISSION STATEMENT

*The Registrar of Voters Office upholds the integrity of the electoral process by consistently conducting fair and open elections that are accessible to all and that accurately reflects the intent of the electorate, promotes public confidence, increased voter participation, and strengthens democracy while providing the highest quality of customer service.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Conducted the 2012 Presidential Primary and General Elections with no major issues or long lines at the polls.
- Reorganized the Elections Office staffing in order to be more effective.
- Rebuilt the Elections Office website, [www.sbcountyelections.com](http://www.sbcountyelections.com), and implemented a new online polling place look-up tool to better serve the public.
- Redesigned the Voter Information Guide, Sample Ballot, and Official Ballot for better readability and fewer voter errors.
- Added an Early Voting site in the High Desert, added more than 50 mail ballot drop-off sites, and introduced drive-through mail ballot drop-off sites in three locations.
- Re-engineered polling place procedures and ballot counting procedures that allowed the Elections Office to count ballots 40 percent faster in the 2012 Presidential General Election than in the 2008 Presidential General Election.
- Consolidated underutilized polling places from 551 in the 2008 Presidential General Election to 444 for the 2012 Presidential General Election, resulting in cost savings.
- Consolidated the Elections Office computer network with the County's network resulting in considerable savings.
- Obtained a \$134,000 grant from the Department of Defense to provide online ballot delivery to our overseas and military voters.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS

- Objective(s):**
- *Create clear lines of authority and clarify roles, responsibilities and governance of all County departments and programs.*

- Department Strategy:**
- *Expand the Elections Office Election Deadline, Assignment, and Task Engine (EDATE) system to maximize effectiveness and efficiency of election operations.*
  - *Review, revise, and document Elections Office processes and procedures.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Number of new or modified tasks populated in EDATE (% of cumulative completion).	10%	N/A	40%	60%
Number of processes and procedures reviewed.	N/A	N/A	24	15

### COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER

- Objective(s):**
- *Live within our means, fully funding basic operating systems, liabilities and reserves, while forming capital to strategically invest in the future.*
  - *Implement information management best-practices that would unify technology platforms and move toward a standardized enterprise approach.*

- Department Strategy:**
- *Expand the availability of voting opportunities by increasing the number of registered permanent mail ballot voters.*
  - *Create cost savings by decreasing the number of polling places used in major elections by eliminating under-utilized polling places.*
  - *Create cost savings by increasing the number of voters who receive their Voter Information Guide electronically.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Number of permanent mail ballot voters.	328,552	N/A	385,797	404,543
Percentage of reduction in the number of polling places used in major elections.	(70%)	N/A	(19%)	(5%)
Number of voters who signed up to receive their Voter Information Guide electronically.	N/A	N/A	1,435	2,000



**SUMMARY OF BUDGET UNITS**

2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget
<b>General Fund</b>					
Registrar of Voters	8,620,303	2,498,240	6,122,063		26
Total General Fund	8,620,303	2,498,240	6,122,063		26

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Registrar of Voters	5,875,261	6,911,479	7,979,388	10,477,990	8,620,303
<b>Total</b>	<b>5,875,261</b>	<b>6,911,479</b>	<b>7,979,388</b>	<b>10,477,990</b>	<b>8,620,303</b>

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Registrar of Voters	3,480,505	3,544,044	2,843,000	2,914,734	2,498,240
<b>Total</b>	<b>3,480,505</b>	<b>3,544,044</b>	<b>2,843,000</b>	<b>2,914,734</b>	<b>2,498,240</b>

5-YEAR NET COUNTY COST TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Registrar of Voters	2,394,756	3,367,435	5,136,388	7,563,256	6,122,063
<b>Total</b>	<b>2,394,756</b>	<b>3,367,435</b>	<b>5,136,388</b>	<b>7,563,256</b>	<b>6,122,063</b>



## Registrar of Voters

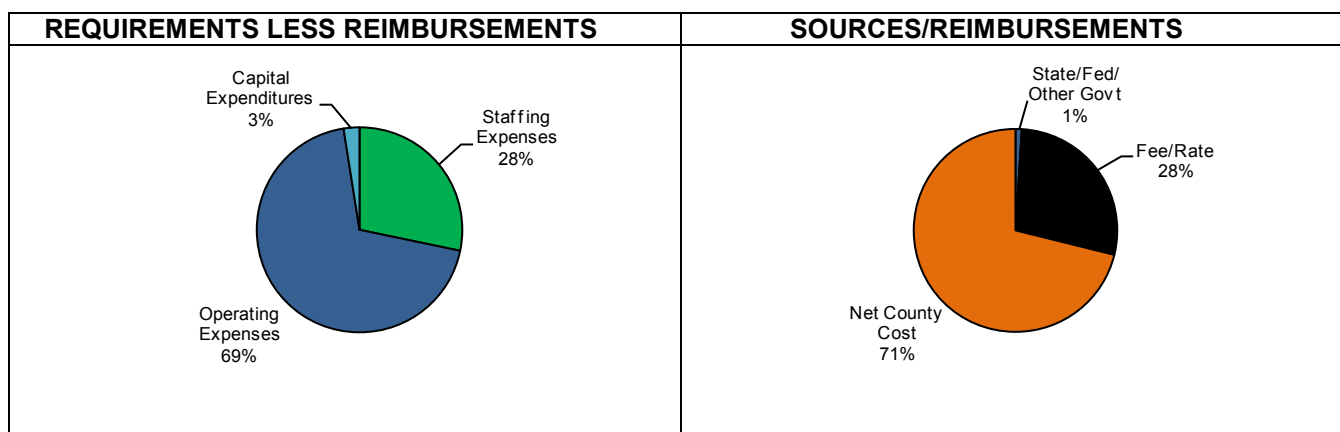
### DESCRIPTION OF MAJOR SERVICES

The Elections Office of the Registrar of Voters is responsible for conducting efficient and impartial elections, and to provide the means by which every eligible citizen can exercise their voting rights and privileges, as provided by local ordinances and Federal and California Election Codes. To support this function, the Department is organized into three divisions and eight sections. The Department's organizational structure has been adjusted to be in alignment with the County's goals of improving County Government operations and operating in a fiscally-responsible and business-like manner.

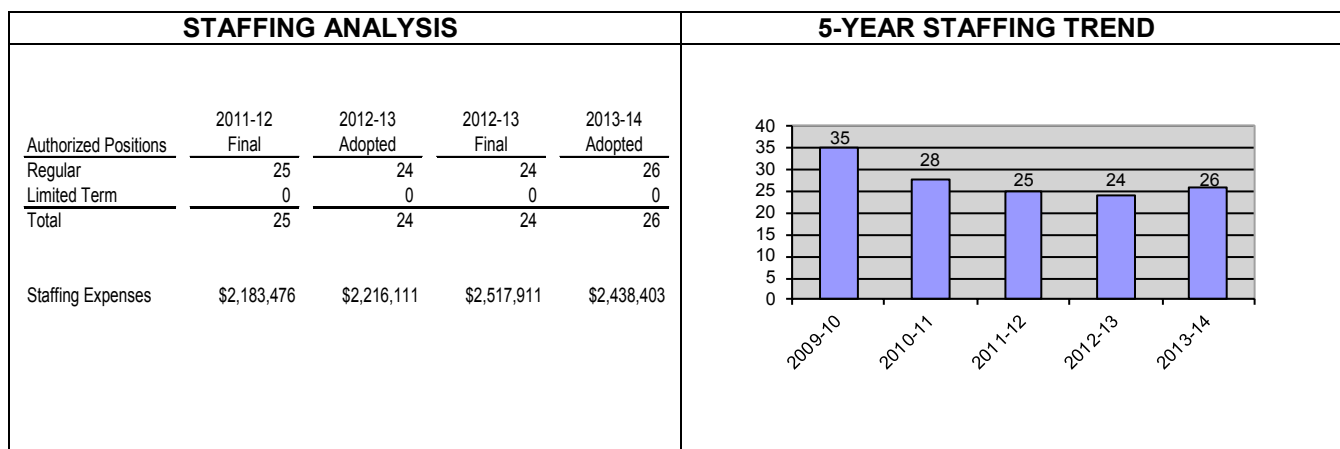
#### Budget at a Glance

Total Requirements	\$8,620,303
Total Sources	\$2,498,240
Net County Cost	\$6,122,063
Total Staff	26
Funded by Net County Cost	71%

### 2013-14 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
DEPARTMENT: Registrar of Voters  
FUND: General

BUDGET UNIT: AAA ROV  
FUNCTION: General  
ACTIVITY: Elections

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	2,415,530	2,284,039	2,171,716	2,517,890	2,517,911	2,438,403	(79,508)
Operating Expenses	3,459,731	4,230,511	5,644,907	7,764,430	7,907,099	5,966,900	(1,940,199)
Capital Expenditures	0	396,516	47,420	7,980	52,980	215,000	162,020
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	5,875,261	6,911,066	7,864,043	10,290,300	10,477,990	8,620,303	(1,857,687)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	5,875,261	6,911,066	7,864,043	10,290,300	10,477,990	8,620,303	(1,857,687)
Operating Transfers Out	0	0	9,785	0	0	0	0
Total Requirements	5,875,261	6,911,066	7,873,828	10,290,300	10,477,990	8,620,303	(1,857,687)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	671,798	1,453,232	18,768	160,086	159,000	85,000	(74,000)
Fee/Rate	2,616,266	1,928,535	2,666,300	2,972,380	2,725,234	2,401,240	(323,994)
Other Revenue	22,248	162,278	145,216	39,913	30,500	12,000	(18,500)
Total Revenue	3,310,312	3,544,045	2,830,284	3,172,379	2,914,734	2,498,240	(416,494)
Operating Transfers In	275,000	0	0	0	0	0	0
Total Sources	3,585,312	3,544,045	2,830,284	3,172,379	2,914,734	2,498,240	(416,494)
Net County Cost	2,289,949	3,367,021	5,043,544	7,117,921	7,563,256	6,122,063	(1,441,193)
Budgeted Staffing					24	26	2

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Requirements of \$8.6 million to conduct two minor elections (July 2013 and August 2013) and two major elections (November 2013 and June 2014) includes staffing expenses of \$2.4 million for 26 budgeted positions, operating expenses of \$6.0 million and capital expenditures of \$215,000. Operating expenses primarily consist of services and supplies of \$5.5 million for routine operations and election-related expenses (such as temporary labor, ballots, postage, poll workers and other professional services). Operating expenses also include central service charges for Facilities Management and Information Services as well as travel costs. Capital expenditures of \$215,000 include the purchase of two high speed ballot counters to supplement aging counters and speed up election results (\$75,000 each; \$150,000 total) and ballot printing equipment funded by a portion of the Federal Voting Assistance Program Grant (\$65,000). Sources of \$2.5 million are derived from a variety of sources. These sources include: Secretary of State quarterly postage reimbursement (\$20,000), Federal Voting Assistance Program Grant (\$65,000); sale of services and products including maps, voter files and certified documents (\$12,240); and election services for participation jurisdictions (\$2.4 million).

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements and related sources will fluctuate based on a 4-year election cycle with the Presidential Election being the most costly of the major elections. The Department is transitioning from a 1 major election (Presidential Election) cycle in 2012-13 to a 2 major election cycle in 2013-14. The 2013-14 budget includes provisions for 2 minor and 2 major elections as follows: July 16, 2013, for the Fontana Unified School District Election (minor); August 27, 2013, for a General District Mail Ballot Election (minor); November 5, 2013, for a Consolidated General Election (major); and June 3, 2014, for a Gubernatorial Primary Election (major). The first three elections are 100% reimbursable; however, the Gubernatorial Primary Election is only 2% reimbursable, which requires significant net county cost financing. In addition, the Department has implemented numerous cost savings measures which has resulted in reduced requirements.



## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2.4 million fund 26 budgeted regular positions. Following the 2012 Presidential Election, the Elections Office analyzed its strengths and weaknesses and re-aligned its organizational structure to increase its effectiveness, lower temporary labor expenses, and to provide appropriate backup for existing employees. In doing so, 4 existing positions (3 – vacant, 1 – filled) were deleted and 6 new positions were added; for an overall net increase of 2 positions. Position deletions include 1 Business Applications Manager position (vacant), a Geographic Information Systems Technician I position (filled), and two Office Assistant III positions (vacant). Position additions include 1 Fiscal Specialist position, 2 Elections Technician positions, 1 Elections Services Assistant position, 1 Applications Specialist position, and 1 Automated Systems Technician position.

### 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration Division	10	0	10	7	1	2	10
Operations Division	10	0	10	8	0	2	10
Information Technology Division	6	0	6	4	0	2	6
Total	26	0	26	19	1	6	26

Administration Division	Operations Division	Technology Division
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Registrar of Voters	1 Chief Deputy Registrar of Voters	1 Business Systems Analyst III
1 Chief Deputy Registrar of Voters	4 Elections Technician	1 Programmer Analyst II
1 Executive Secretary II	2 Elections Services Assistant	2 Applications Specialist
1 Staff Analyst II	1 Office Assistant IV	1 Automated Systems Technician
1 Elections Specialist	2 Office Assistant III	1 Geographic Info Sys Tech II
1 Media Specialist I	10 Total	6 Total
2 Elections Technician		
1 Office Assistant IV		
1 Fiscal Specialist		
10 Total		



## Fish and Game Commission

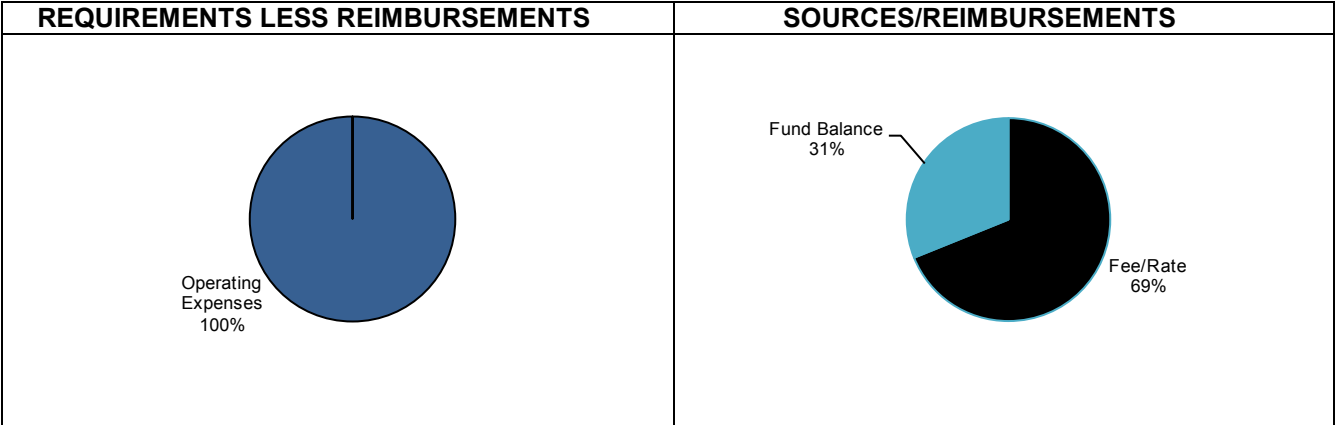
### DESCRIPTION OF MAJOR SERVICES

The Fish and Game Commission (Commission) is administered by the Special Districts Department, and its primary function is to act as the liaison between the State Department of Fish and Game, the County Board of Supervisors (Board), and the public. The Commission makes recommendations to the Board on matters pertaining to wildlife in San Bernardino County.

Budget at a Glance	
Total Requirements	\$6,195
Total Sources	\$4,267
Fund Balance	\$1,928
Use of Fund Balance	\$0
Total Staff	0

The Fish and Game Commission budget unit receives funding from fines imposed on hunting, fishing, and environmental infractions and from the sale of hunting maps. These funds are used by the Commission to assist qualified organizations with projects that assist in enhancing wildlife and its propagation in San Bernardino County.

### 2013-14 ADOPTED BUDGET





**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: Special Districts  
 FUND: Fish and Game Commission

BUDGET UNIT: SBV CAO  
 FUNCTION: Public Protection  
 ACTIVITY: Other Protection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	28,233	10,444	10,718	7,441	12,618	4,633	(7,985)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	1,367	1,562	195
Total Exp Authority	28,233	10,444	10,718	7,441	13,985	6,195	(7,790)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	28,233	10,444	10,718	7,441	13,985	6,195	(7,790)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	28,233	10,444	10,718	7,441	13,985	6,195	(7,790)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	6,852	11,118	8,156	5,385	10,000	4,267	(5,733)
Other Revenue	0	0	71	0	0	0	0
Total Revenue	6,852	11,118	8,227	5,385	10,000	4,267	(5,733)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	6,852	11,118	8,227	5,385	10,000	4,267	(5,733)
Fund Balance					3,985	1,928	(2,057)
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Operating expenses of \$4,633 include costs for various projects, including administrative costs, as approved by the Commission.

Sources of \$4,267 primarily represent fines imposed on hunting, fishing, and environmental infractions and from sales of hunting maps.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are decreasing by \$7,790 as a result of decreased operating expenses primarily due to the completion of the wildlife drinking station project in 2012-13.

Sources are decreasing by \$5,733 due to lower expected collection of fines and reduced sales of hunting maps.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



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# CAPITAL IMPROVEMENT PROGRAM



# CAPITAL IMPROVEMENT PROGRAM SUMMARY

<b>PROJECTS ADMINISTERED BY</b>	<b>Page #</b>	<b>Discretionary General Funding</b>	<b>Other Funding</b>	<b>Total</b>
<b><u>ARCHITECTURE AND ENGINEERING DEPARTMENT</u></b>	572			
NEW PROJECTS		56,850,000	7,991,194	64,841,194
CARRYOVER PROJECTS		86,908,909	26,482,836	113,391,745
TOTAL PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING		<u>143,758,909</u>	<u>34,474,030</u>	<u>178,232,939</u>
<b><u>DEPARTMENT OF PUBLIC WORKS</u></b>	590			
TRANSPORTATION				
NEW PROJECTS		4,109,813	13,471,154	17,580,967
CARRYOVER BALANCES		7,980,000	55,574,112	63,554,112
TOTAL PROJECTS ADMINISTERED BY TRANSPORTATION		<u>12,089,813</u>	<u>69,045,266</u>	<u>81,135,079</u>
SOLID WASTE MANAGEMENT	596			
NEW PROJECTS		0	12,034,941	12,034,941
CARRYOVER PROJECTS		0	5,276,506	5,276,506
TOTAL PROJECTS ADMINISTERED BY SOLID WASTE MANAGEMENT		<u>0</u>	<u>17,311,447</u>	<u>17,311,447</u>
TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS		<u>12,089,813</u>	<u>86,356,713</u>	<u>98,446,526</u>
<b><u>OTHER DEPARTMENTS</u></b>	598			
NEW PROJECTS		0	871,009	871,009
CARRYOVER BALANCES		0	559,940	559,940
TOTAL PROJECTS ADMINISTERED BY OTHERS		<u>0</u>	<u>1,430,949</u>	<u>1,430,949</u>
<b>TOTAL 2013-14 CAPITAL IMPROVEMENT PROJECT BUDGET</b>		<u><b>155,848,722</b></u>	<u><b>122,261,692</b></u>	<u><b>278,110,414</b></u>



## CAPITAL IMPROVEMENT PROGRAM

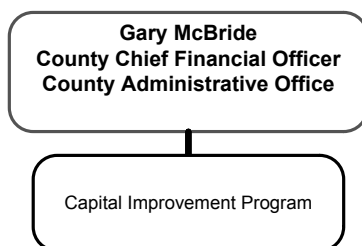
### Gary McBride

#### MISSION STATEMENT

*The Capital Improvement Program receives and evaluates capital expenditure requests, recommends priorities for the acquisition or improvement of land, facilities and infrastructure, oversees and monitors major capital projects, and guides growth and change of County facilities and infrastructure by anticipating future needs.*



#### ORGANIZATIONAL CHART



#### SUMMARY OF BUDGET UNITS

Funding for capital projects is included in the Architecture and Engineering Department (A&E) Capital Improvement Program (CIP) funds, and specific Arrowhead Regional Medical Center (ARMC), Airports, Regional Parks, Transportation, and Solid Waste Management CIP funds.



## DESCRIPTION OF MAJOR SERVICES

The Capital Improvement Program (CIP) is an internal planning tool administered by the County Administrative Office (CAO) to provide the Board of Supervisors (Board) with information to assist in the decision-making process for the allocation of limited resources to capital projects. The CIP provides for the acquisition, construction, reconstruction, initial fixtures and equipment, renovation, rehabilitation or replacement of facilities or equipment with a life expectancy of at least five years and capital costs of \$5,000 or more. The program:

- Receives and evaluates requests to lease or expand leased space or to vacate, occupy, alter, remodel or construct County-owned space, land, or facilities;
- Recommends priorities for capital projects based on criteria in the Capital Budget Policy for government facilities, regional parks, airports, transportation, and solid waste facilities;
- Prepares the annual CIP budget, monitors and directs implementation of approved projects through the Architecture and Engineering (A&E), Real Estate Services, Airports, Regional Parks and Public Works departments;
- Provides direct oversight for major capital projects;
- Develops and implements facility standards and maintains land and building inventories;
- Performs long-range planning to:
  - Link department capital and operational budget plans to Countywide strategic plans,
  - Conduct physical condition assessments through periodic surveys of facilities to identify major, large-scale projects to repair and rehabilitate County assets,
  - Identify opportunities for energy efficiencies, life-cycle increases, and maintenance operating cost reductions,
  - Identify future space and infrastructure needs of the County,
  - Develop formal estimates of costs and seek adequate project funding, and
  - Identify opportunities for public-private partnerships for the development of County facilities.

## BUDGET HISTORY

The CIP is funded by a number of sources, including the County general fund and various other funding sources:

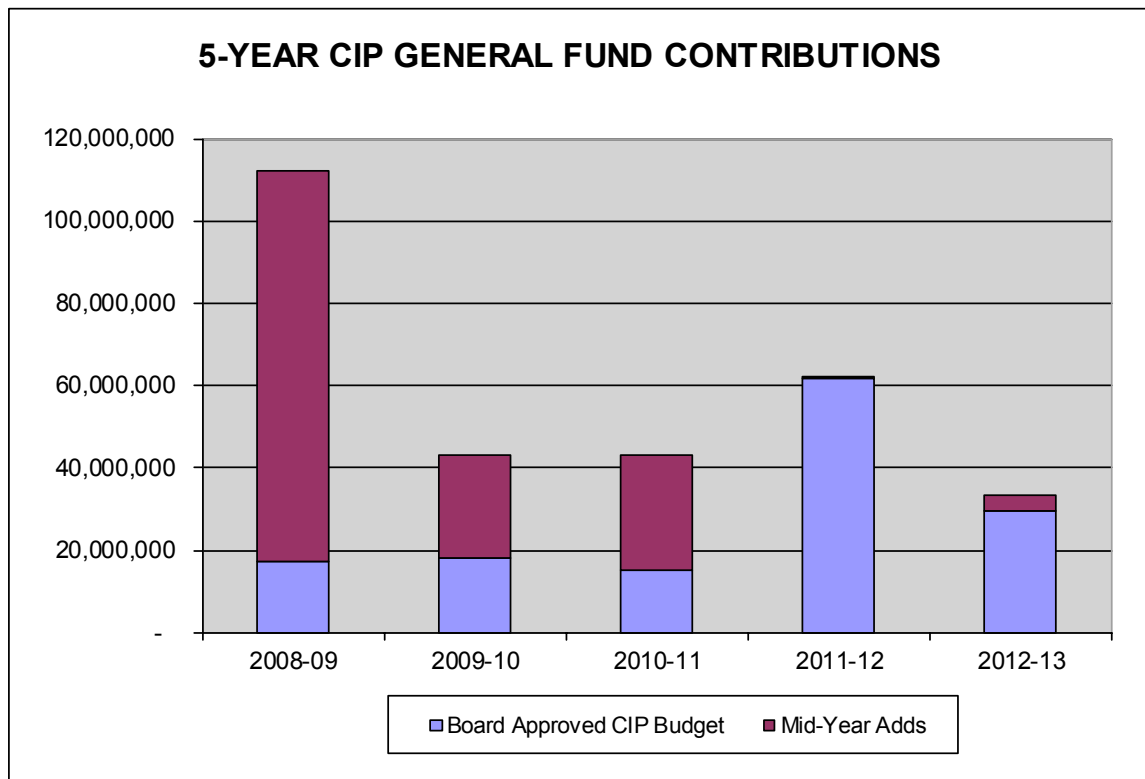
- Discretionary General Funding: Funded from County General Fund discretionary dollars provided to CIP for general fund projects.
- Other Funding: The underlying funding source is from a general fund department or from a funding source over which the Board has discretion (such as Realignment, fines and forfeitures, special revenue, or internal service funds such as Risk Management and Fleet Management), or is from a dedicated source for a specified purpose (such as grants, Inmate Welfare Fund, enterprise funds, Courts, Library, fees, dedicated gas and sales tax, and state and federal aid).

The County's CIP includes construction, rehabilitation, and repair projects for numerous facilities and structures. Solid Waste Management and Transportation Division (road) projects are administered by the Department of Public Works (DPW). A&E administers projects for all others, including Arrowhead Regional Medical Center (ARMC), Airports, Regional Parks, general fund departments, and Community Development and Housing which is part of the Economic Development Agency.

CIP funds are budgeted in various capital budget units and expended in various capital asset object codes for County-owned facilities: 4005-Land, 4010-Improvements to Land, 4030-Structures and Improvements to Structures, 4040-Equipment and 5010/5012-Transfers. The CIP budget also includes funding for non-owned facilities: 3305-Contributions to Other Agencies (for various city or community sponsored deferred maintenance/infrastructure capital projects that provide benefits to County residents), and 3310-Contributions to Non-Owned Projects (generally Community Development and Block Grant funded projects also administered by A&E).



The amount of Discretionary General Funding (Net County Cost) for CIP varies annually based on available one-time funding. The following chart demonstrates the Board's commitment in recent years to address the backlog of deferred maintenance projects for County buildings and infrastructure. General fund contributions to CIP over the past five years total **\$293.6 million** and have averaged approximately \$58.7 million per year.



## ANALYSIS OF 2013-14 ADOPTED BUDGET

On December 20, 2012, County departments were requested to submit CIP requests for Discretionary General Funding for 2013-14. The CAO received 93 requests from 15 departments with an estimated total project cost of \$205.4 million. Departments submitting more than one CIP request prioritized their requests. CIP requests were also submitted by A&E, Facilities Management and Regional Parks for general projects.

The ongoing base budget allocation for CIP for 2012-13 was \$12.0 million. For 2013-14, the Board approved the same base budget allocation for CIP. This funding level allows the County to continue to invest in County building assets at an acceptable level.

## 2013-14 ADOPTED BUDGET

The following are funded from the ongoing base budget allocation of **\$12.0 million** for 2013-14:

- **Deferred Maintenance** **\$3.4 million**
  - Minor CIP Program – This program addresses minor deferred or unscheduled maintenance projects for County facilities in the total amount of \$2,057,210. Projects are identified and implemented as they occur during the year.
  - Regional Parks Improvement Program – This program addresses various deferred maintenance or infrastructure improvement projects at Regional Park facilities in the total amount of \$1,000,000. Six projects are funded at Prado, Cucamonga-Guasti, Glen Helen, Yucaipa and Mojave Narrows Regional Parks for 2013-14.





- Exterior Renovation Program - This program makes various improvements to renovate building exteriors in the amount of \$282,000. Four projects are currently approved for 2013-14: County Government Center (CGC) in San Bernardino (\$100,000) and three projects at the County Museum in Redlands (Association Buildings Exterior Renovation-\$50,000, Entry and Patio Deck Resurfacing-\$49,500 and Paint and Seal of the Dome-\$82,500).
- Joshua Tree Courthouse – This project replaces ceiling tiles in the Joshua Tree Courthouse. The funding sources are \$60,000 of Discretionary General Funding and \$62,431 from the Administrative Office of the Courts (AOC) for the Court's share of capital costs.
- Rancho Courthouse – This project replaces sprinkler heads in the Rancho Courthouse. The funding sources are Discretionary General Funding of \$10,000 and the AOC (\$31,754) for the Court's share of capital costs.

• **Heating, Ventilation and Air Conditioning (HVAC) \$2.8 million**

- HVAC Program - Seven HVAC projects in the total amount of \$2,760,000 are funded for 2013-14: Adelanto Detention Center HVAC (\$1,600,000), Countywide Hardware and HVAC Controls Upgrade (\$450,000), West Valley Detention Center (WVDC) HVAC Commissioning Implementation-Phase II (\$395,000), Twin Peaks Office Building Chiller Replacement (\$200,000), Barstow Public Health Building Air Handler (\$50,000), CGC HVAC Study (\$40,000), and Facilities Management Building HVAC Package Units Replacement (\$25,000).

• **Infrastructure \$1.5 million**

- Site Infrastructure Program - Nine projects in the total amount of \$1,497,500 improve site infrastructure: WVDC Perimeter Security Enhancements (\$950,000), Redlands Museum Flooding Resolution (\$140,000), Gilbert Street Oil Switches Replacement (\$215,000), 172 W. 3<sup>rd</sup> Street Oil Switch Replacements (\$48,000), 316 Mt. View Air Switches Replacement (\$42,000), Gilbert Street Switchgear Preventive Maintenance (\$40,000), 351 Mt. View Oil Switch Replacement (\$24,000), 364 Mt. View Oil Switch Replacement (\$24,000), and Cucamonga Guasti Regional Park Reclaimed Water final payment (\$14,500).

• **Interior Renovations/Remodels \$1.2 million**

- Interior Renovation Program – Eight projects in the total amount of \$1,225,000 renovate interior spaces in County buildings: WVDC Inmate Shower Renovation (3 year funding) (Year 1 - \$600,000), District Attorney Remodel of Sheriff Court Services Space in the Victorville Courthouse (\$220,000), Countywide Conference Room Upgrades (\$150,000), CGC Land Use Services Wall (\$80,000) and Break Room (\$40,000), Redlands Museum 2<sup>nd</sup> Floor Flooring Replacement (\$66,000) and Mammal Hall Flooring Replacement (\$44,000), and Glen Helen Rehabilitation Center (GHRC) Work Release Offices Carpet Replacement (\$25,000).

• **Building System Improvements \$1.0 million**

- Elevator Modernization Program – One project in the total amount of \$450,000 modernizes two elevators at 268 Hospitality Lane in San Bernardino.
- Boiler Replacement Program – Three projects in the total amount of \$350,000 replace boilers at 316 Mt. View (\$120,000), 268 Hospitality Lane (\$120,000), and the Regional Youth Education Facility (RYEF) (\$110,000) on Gilbert Street, all in San Bernardino.
- Big Bear Courthouse Elevator Modernization – This project modernizes the elevator in the Big Bear Courthouse. The funding sources are Discretionary General Funding of \$118,290 and the AOC (\$31,710) for the Court's share of capital costs.
- Generator Replacement Program – One project in the total amount of \$60,000 removes the generator and installs temporary connections for the RYEF on Gilbert Street in San Bernardino.

• **Roofing \$0.9 million**

- Roofing Repairs/Replacement Program – Four projects in the total amount of \$940,000 are funded for 2013-14: Adelanto Detention Center Roofing Replacement (\$340,000), Sheriff GHRC Facilities Roof (\$270,000), Probation Day Reporting Center Roof (\$220,000), and Barstow Probation Roofing Replacement (\$110,000).



- **Paving** **\$0.9 million**
  - Pavement Management Program - Three paving projects in the total amount of \$820,000 are funded from the Pavement Management Program for 2013-14: General Services Building (GSB) Patch and Slurry Seal (\$360,000), CGC Complex Paving Rehabilitation (\$240,000), and Facilities Management Parking Lot and Driveway Rehabilitation (\$220,000).
  - Joshua Tree Courthouse - This project in the total amount of \$240,000 rehabilitates the parking lot at the Joshua Tree Courthouse. The funding sources are Discretionary General Funding of \$120,000 and the AOC (\$120,000) for the Court's share of capital costs.
- **Health/Safety/Americans with Disabilities Act (ADA)** **\$0.3 million**
  - Fire/Life Safety Program - One project in the total amount of \$250,000 is funded for 2013-14 to upgrade the fire alarm system at 268 Hospitality Lane in San Bernardino.

The 2013-14 new projects will extend the useful life of facilities, remove potential hazards and reduce liability, and decrease operating expenses in some cases.

In addition to the projects described above, which are funded with a \$12.0 million ongoing allocation of Discretionary General Funding, construction projects totaling \$44.8 million are also funded with Discretionary General Funding (Net County Cost). These projects, which are described below, include the 800 Megahertz (MHz) Upgrade Project which is funded on an ongoing basis at \$20.0 million per year, and one-time construction projects that are funded with \$24.8 million of one-time Discretionary General Funding. These construction projects are described below:

- **Construction** **\$44.8 million**
  - 800 MHz Upgrade Project - This project will begin to address the upgrade of the aging 800 MHz digital radio system. The Board previously approved redirecting an annual allocation from the Future Space Needs Reserve to fund this project. The total estimated project cost is \$175.0 million with a project duration in excess of seven years. \$24.0 million was funded in 2011-12, \$20.0 million in 2012-13, and \$20.0 million is funded in 2013-14.
  - Sheriff's Crime Lab - In 2012-13, the Board approved \$1.3 million for design to expand and remodel the existing Sheriff's Crime Lab located at 200 S. Lena Road in San Bernardino. The total estimated project cost is \$17.0 million to expand the existing facility approximately 20,000 square feet. \$15.7 million is funded in 2013-14 for the estimated cost of construction for this project.
  - Sheriff's Aviation Relocation from Rialto Airport to San Bernardino International Airport - This project relocates the Sheriff's Aviation Division from Rialto Airport located at 1776 Miro Way to the San Bernardino International Airport (SBIA) and consolidates space currently leased at SBIA into a new facility. The County will construct approximately 55,000 square feet of maintenance and hangar space and approximately 10,000 square feet of office space on approximately 8 acres of land at SBIA. The total estimated cost is \$9.6 million and will be funded with \$4.1 million from the City of Rialto for relocation, \$1.0 million from the Sheriff/Coroner/Public Administrator Asset Seizure Fund, and \$4.5 million from one-time Discretionary General Funding. It is anticipated that the County will enter into a 25-year lease with six, five-year options to extend the term with SBIA for the land at an estimated annual cost of \$62,000 increasing 3% every five years. The estimated operating expenses are \$170,800 annually for a total ongoing cost of \$242,800. This cost will be offset from savings of existing lease cost in other buildings leased by the Sheriff.
  - County Buildings Acquisition and Retrofit Project - Funding of \$4.5 million is added to the County Buildings Acquisition and Retrofit Project to acquire existing office space near the Victorville Courthouse to relocate general fund departments currently in leased space. This budget acquires and remodels space for the District Attorney and Public Defender.
  - Sheriff's Resident Deputy Housing Improvements - This project makes various improvements in the total amount of \$150,000 to the Resident Deputy Housing at various locations throughout the County. Improvements include carpet, paint, plumbing, electrical, roofing and heating, ventilation and air conditioning upgrades as required to address deferred maintenance at remote sites.



In addition to the Discretionary General Funding projects identified above in the total amount of **\$56.8 million**, other new projects are funded from other sources in the total amount of **\$8.0 million** including department funded projects, and projects at the Arrowhead Regional Medical Center (ARMC) and County Airports, for a total of **\$64.8 million** in new projects administered by A&E.

The Department of Public Works (DPW) administers various new Transportation projects in the amount of **\$17.6 million** funded with \$4.1 million in Discretionary General Funding and \$13.5 million of other sources. DPW also manages Solid Waste Management projects in the amount of **\$12.0 million**, which utilize other funding sources. In addition, various departments will manage smaller CIP projects with total departmental funding of **\$0.9 million** with oversight and inspection provided by A&E as needed. In 2013-14, the total budget for new CIP projects is **\$95.3 million**.

The following chart demonstrates the allocation of funding sources for all new projects funded in CIP for 2013-14:

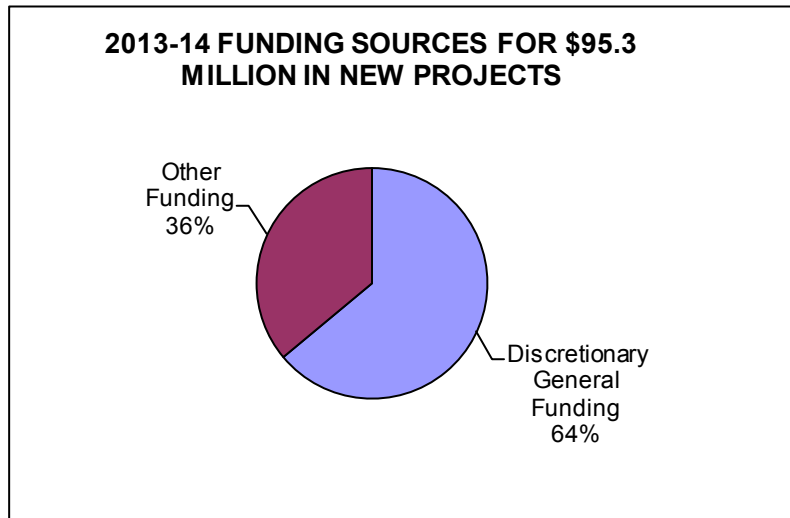


Table 1 provides a summary of all new CIP projects for 2013-14.

**Table 1**

SUMMARY OF 2013-14 NEW CIP PROJECTS			
	Discretionary General Funding	Other Funding	Total New Projects
<b>NEW PROJECTS ADMINISTERED BY A&amp;E:</b>			
A&E Capital Fund (Fund CJP)	56,850,000	7,276,341	64,126,341
ARMC Capital Fund (Fund CJE)	-	714,853	714,853
<b>Total New Projects Administered by A&amp;E</b>	<b>56,850,000</b>	<b>7,991,194</b>	<b>64,841,194</b>
<b>NEW PROJECTS ADMINISTERED BY DPW:</b>			
Transportation New Projects (Various Funds)	4,109,813	13,471,154	17,580,967
Solid Waste Management New Projects (Various Funds)	-	12,034,941	12,034,941
<b>Total New Projects Administered by DPW</b>	<b>4,109,813</b>	<b>25,506,095</b>	<b>29,615,908</b>
<b>NEW PROJECTS ADMINISTERED BY OTHER DEPARTMENTS:</b>			
Various Departments (Various Funds)	-	871,009	871,009
<b>TOTAL NEW CIP PROJECTS</b>	<b>60,959,813</b>	<b>34,368,298</b>	<b>95,328,111</b>



## REVIEW OF CARRYOVER PROJECTS

Large capital projects often span more than one fiscal year and project balances are carried over annually until project completion. Carryover projects administered by A&E have projected carryover balances of approximately \$113.4 million. Carryover projects administered by Department of Public Works (DPW) have carryover balances of \$68.8 million. Carryover projects administered by other departments have carryover balances of \$559,940. Table 2 provides a summary of all Carryover Projects.

**Table 2**

SUMMARY OF 2013-14 CARRYOVER BALANCES			
	Discretionary General Funding	Other Funding	Carryover Balance
<b>CARRYOVER PROJECTS ADMINISTERED BY A&amp;E:</b>			
A&E Capital Fund (Fund CJP)	85,820,104	14,500,570	100,320,674
A&E Capital Fund (Fund CJV)	1,088,805	9,263,313	10,352,118
ARMC Capital Funds (Fund CJE)	-	2,718,953	2,718,953
<b>Total A&amp;E Carryover Projects</b>	<b>86,908,909</b>	<b>26,482,836</b>	<b>113,391,745</b>
<b>CARRYOVER PROJECTS ADMINISTERED BY DPW:</b>			
Transportation Carryover Projects (Various Funds)	7,980,000	55,574,112	63,554,112
Solid Waste Mgmt Carryover Projects (Various Funds)	-	5,276,506	5,276,506
<b>Total DPW Carryover Projects</b>	<b>7,980,000</b>	<b>60,850,618</b>	<b>68,830,618</b>
<b>CARRYOVER PROJECTS ADMINISTERED BY OTHER DEPARTMENTS:</b>			
Various Departments (Various Funds)	-	559,940	559,940
<b>TOTAL CARRYOVER PROJECTS</b>	<b>94,888,909</b>	<b>87,893,394</b>	<b>182,782,303</b>

Following is a status of the large carryover construction projects administered by A&E:

Project	Total Project Cost	Carryover Balance
<b>800 MHz Upgrade Project</b> As part of the adoption of the CIP budget for 2011-12, the Board approved redirecting the ongoing set aside for Future Space Needs to fund an 800 MHz digital radio system upgrade for public safety. The total estimated project cost is \$175.0 million. \$44.0 million has been funded to date and an additional \$20.0 million is funded in 2013-14. During 2012-13, \$4.75 million of the \$44.0 million was redirected to the High Desert Government Center (HDGC) Public Safety Operations Center (PSOC) project for infrastructure to support the 800 MHz upgrade and a consultant contract was issued in the amount of \$250,000 to Motorola to assist in the planning and implementation of the system upgrade. The scope of the project includes acquisition/lease of microwave sites, tower construction and upgrades, and equipment. The assessment by Motorola is expected to be completed September 2013. Other actions will be presented to the Board for implementation of the project in 2013-14.	<b>\$175.0 million</b>	<b>\$39.0 million</b>



Project	Total Project Cost	Carryover Balance
<p><b>Adelanto Detention Center Expansion</b></p> <p>In December 2010, the Board approved the project budget of \$120.0 million and awarded a construction contract for the 1,368 bed expansion of the Adelanto Detention Center located in Adelanto. Since that time, the Board has approved three additional increases in the project budget totaling \$24.0 million bringing the construction project budget to \$144.0 million. In addition, the Sheriff/Coroner/Public Administrator estimates transition planning costs of \$1.5 million bringing the total project cost to \$145.5 million. The project is funded with a combination of a grant from the State of California under the Public Safety and Offender Rehabilitation Services Act of 2007 (AB900) and by the County from the Future Space Needs Reserve. The current estimate of the State's share of the project cost is \$100.0 million. The County's total share of the project cost is estimated at \$45.5 million. Construction commenced in January 2011 and is estimated to be completed January 2014. Estimated annual staffing and operating costs are \$37.5 million when fully operational. It is anticipated that the full operation of this facility will be phased in over a period of time depending on availability of funding and will be included within the Sheriff/Coroner/Public Administrator Department's budget allocation.</p>	\$145.5 million	\$9.2 million
<p><b>County Buildings Acquisition and Retrofit Project</b></p> <p>As part of the adoption of the CIP budget for 2011-12, the Board allocated one-time Discretionary General Funding of \$30.0 million to acquire and complete tenant improvements to existing buildings, and to complete the seismic retrofit and modernization of certain existing buildings in San Bernardino. Additional funding of \$10.0 million was added in 2012-13 to meet the anticipated need to acquire additional square footage and to fund furniture, fixtures and equipment, which were previously planned to be funded by department occupants. Approximately \$1.7 million was also transferred from existing CIP projects into the County Buildings Acquisition and Retrofit Project bringing the total to \$41.7 million funded to date. The 2013-14 budget includes the addition of \$4.5 million to acquire additional office space near the Victorville Courthouse to relocate general fund departments currently in leased space. The estimated total cost of the project is \$49.8 million for San Bernardino and \$4.5 million for Victorville for a total of \$54.3 million. The amount that is not currently funded is approximately \$8.1 million. It is anticipated that \$4.1 million will be funded from the annual base allocation for the CIP over the next three to four years (the project duration in San Bernardino) and \$4.0 million has been set-aside in the County's general fund contingencies. Activities during 2012-13 included the acquisition of a 106,000 square foot existing office building and 4.3 acres of land for additional parking at 268 W. Hospitality Lane in San Bernardino. Space programs and restacking plans were also completed for 13 departments in approximately 500,000 square feet of existing space. In addition, planning for County Government Center campus improvements, building exteriors and seismic retrofits, and parking studies are underway. Additional acquisition of space is under consideration for the project in 2013-14. The estimated operations and maintenance cost for approximately 150,000 square feet of additional space is \$1,080,000 annually.</p> <p>*Budgets of \$41.0 million were distributed to individual building remodel projects. Current carryover balances are \$28,031,938.</p>	\$54.3 million	\$5.18 million*



A summary of new projects and previously approved CIP projects still in progress is provided in:

- Exhibit A – 2013-14 Capital Improvement Program Projects Administered by Architecture and Engineering Department
- Exhibit B – 2013-14 Capital Improvement Program Projects Administered by Department of Public Works-Transportation
- Exhibit C – 2013-14 Capital Improvement Program Projects Administered by Department of Public Works-Solid Waste Management
- Exhibit D – 2013-14 Capital Improvement Program Projects Administered by Other Departments

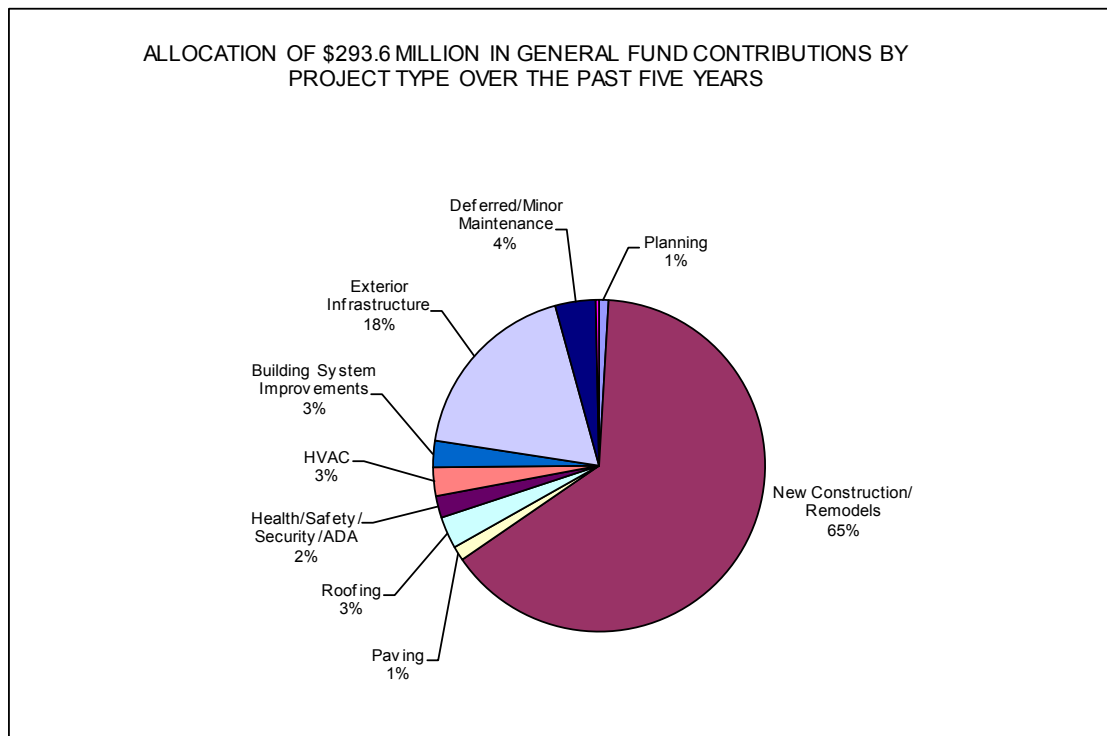
## FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM PLAN

The Five-Year CIP is reviewed annually and revised based on current circumstances and opportunities and considers historic requirements and expenditures for capital projects. While the Five-Year CIP does not appropriate funds, it does serve as a budgeting tool to set priorities, identify needed capital projects, estimate capital requirements, and coordinate financing and timing. It identifies projects for annual funding, focuses resources in program areas, and supports the County Goals and Objectives. It also identifies project impacts on future operating budgets, including additional staffing, maintenance, and other recurring operational expenditures that require ongoing funding and must be considered in the planning and approval of new projects.

The current General Fund annual allocation for CIP projects is \$12.0 million and the focus is on maintenance. That funding has been programmed over the next five years and is summarized on Exhibit E – 2013-14 through 2017-18 Five-Year Capital Improvement Program and includes capital expenditures of \$60.0 million.

## THE LAST FIVE YEARS

Over the past five years, the Board of Supervisors has allocated \$293.6 million in general fund contributions for the CIP. The following chart indicates how those resources have been allocated by project type:





## CIP NEEDS ADDRESSED IN THIS PROGRAM

The Five-Year CIP addresses the following needs:

- **Departmental Requirements**
  - Carpet/paint
  - Minor remodels
  - Restroom upgrades/ADA improvements
- **Building Systems**
  - Backlog of deferred maintenance
  - Moving towards emphasis on Preventative Maintenance
  - Emphasis on energy efficiency projects
- **Building Exterior/Interior Renovations**
- **Site Infrastructure**
  - Landscaping, irrigation and lighting
  - Increases parking and provides pavement management
- **New Projects**
  - Allocates from \$0.8 to \$3.2 million per year to unprogrammed new projects



**EXHIBIT A**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT**

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj. #
1	Adelanto-9428 Commerce Way	Architecture and Engineering (A&E)	Adelanto Detention Center (ADC) Roof Replacement	12-067	CJP	2X00
2	Adelanto-9428 Commerce Way	A&E	Adelanto Detention Center Heating, Ventilation and Air Conditioning (HVAC) project	12-093	CJP	2X60
3	Adelanto-9428 Commerce Way	Sheriff/ Coroner	Adelanto Detention Center Jail Expansion funded by General Fund and AB900 state grant	07-305	CJV	7700
4	Angeles Oaks-5766 Frontage Rd.	County Fire	Angeles Oaks Fire Station	09-007	CJP	9Y15
5	Apple Valley-14901 Dale Evans Pkwy	A&E	Apple Valley Library Paint and Carpet	13-108	CJP	3X53
6	Apple Valley-21101 Dale Evans Pkwy	Probation	High Desert Juvenile Detention and Assessment Center (HDJDAC) Outdoor Visitor Enclosure funded with Excess Prop 172 funds	13-212	CJP	3P10
7	Apple Valley-21101 Dale Evans Pkwy	Probation	HDJDAC Employee Parking Expansion	13-214	CJP	3P15
8	Apple Valley-21101 Dale Evans Pkwy	A&E	HDJDAC Secondary Water Source funded by General Fund and State Department of Corrections and Rehabilitation (CDCR)	NA	CJP	7705
9	Apple Valley-21101 Dale Evans Pkwy	A&E	HDJDAC Facility Sewer Reimbursement funded from utility	On-going	CJP	AVWD
10	Apple Valley-21101 Dale Evans Pkwy	Probation	HDJDAC Card Access System funded by Probation Department budget	11-185	CJP	1P04
11	Apple Valley-21600 Corwin Rd.	Airports	Apple Valley Airport T-Hangar Improvement funded by County Service Area 60 (CSA 60) CIP Fund RAI	14-002	CJP	4J05
12	Apple Valley-21600 Corwin Rd.	Airports	Apple Valley Airport Fuel Facility Replacement funded by CSA60	12-194	CJP	2J05
13	Apple Valley-21600 Corwin Rd.	Airports	Apple Valley Airport Electrical Service Separation for Law Enforcement Hangar funded by CSA60	13-143	CJP	3J05
14	Baker-56778 Park Rd.	Sheriff/ Coroner	Baker Sheriff's Residences funded by general fund and State Asset Forfeiture funding	11-101 11-102	CJP	1Z10
15	Barstow-235 E. Mtn. View	A&E	Barstow Courthouse Americans with Disabilities Act (ADA) Site Improvements funded by Community Development Block Grant (CDBG) funding	NA	CJP	2A01
16	Barstow-235 E. Mtn. View	A&E	Barstow Courthouse Upper Parking Lot Rehab funded \$210,000 by the general fund and \$20,000 by the AOC	13-114	CJP	3X10
17	Barstow-301 E. Mtn. View	Assessor-Recorder-County Clerk	Barstow Assessor Office Remodel funded from the department budget	13-002	CJP	3K40
18	Barstow-304 E. Buena Vista	A&E	Barstow Library Pavement Rehab	13-105	CJP	3X46
19	Big Bear-41930 Garstin Dr.	A&E	Big Bear Library Roof Replacement	13-104	CJP	3X42
20	Big Bear-42090 N. Shore Dr.	Public Works-Transportation	Big Bear Yard Parking Lot Paving Project funded by Gas Tax	13-079	CJP	3K32
21	Big Bear-477 Summit Blvd.	Assessor-Recorder-County Clerk	Big Bear Assessor Paint and Carpet funded \$45,000 by department budget and \$10,000 by the general fund	13-003	CJP	3X25
22	Big Bear-477 Summit Blvd.	A&E	Big Bear Courthouse ADA Site Improvements funded by CDBG	NA	CJP	2A03
23	Big Bear-477 Summit Blvd.	A&E	Big Bear Courthouse ADA Building Improvements funded by CDBG	NA	CJP	2A04
24	Big Bear-477 Summit Blvd.	A&E	Big Bear Courthouse Elevator Modernization (1)-Funded Court Share 21.14% (\$31,710), County Share 78.86% (\$118,290)	14-093	CJP	4X01
25	Blue Jay-26830 Hwy 189	Public Works-Transportation	Blue Jay Yard Roofing funded by Gas Tax	14-057	CJP	4K01
26	Chino-16700 S. Euclid Ave.	Regional Parks	Prado Regional Park Electrical Upgrades	13-132	CJP	3R01
27	Chino-16700 E. Euclid Ave.	Airports	Chino Airport Groundwater Assessment Phase III funded by the general fund and Airports Capital Improvement Fund (RAA APT)	10-160	CJP	2J04
28	Chino-7000 E. Merrill Ave.	Airports	Chino Airport Retention and Storm Water Conveyance Phase II funded by the department budget	09-170	CJP	2J03





**EXHIBIT A**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2013-14 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Total Carryover Balances		
500,000			-	432,435		432,435	432,435	1
735,000			-	662,257		662,257	662,257	2
144,000,000			-		9,212,840	9,212,840	9,212,840	3
2,275,000			-		262,137	262,137	262,137	4
145,000			-	143,837		143,837	143,837	5
240,000			-		238,421	238,421	238,421	6
300,000			-		298,358	298,358	298,358	7
1,400,000			-	1,063,560	336,440	1,400,000	1,400,000	8
91,317			-		105,386	105,386	105,386	9
250,003			-		210,746	210,746	210,746	10
250,000		250,000	250,000			-	250,000	11
3,360,000			-		514,647	514,647	514,647	12
75,000			-	74,436		74,436	74,436	13
400,000			-	5,946		5,946	5,946	14
198,000			-		96,950	96,950	96,950	15
230,000			-	8,036		8,036	8,036	16
16,000			-		1,646	1,646	1,646	17
150,000			-	140,814		140,814	140,814	18
200,000			-	195,411		195,411	195,411	19
96,000			-		96,000	96,000	96,000	20
79,021			-		1,961	1,961	1,961	21
75,000			-		1,184	1,184	1,184	22
183,000			-		7,039	7,039	7,039	23
150,000	118,290	31,710	150,000			-	150,000	24
50,000		50,000	50,000			-	50,000	25
250,000			-	32,135		32,135	32,135	26
505,344			-	102,479		102,479	102,479	27
332,570			-		332,570	332,570	332,570	28



**EXHIBIT A**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT**

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj. #
29	Chino-7000 E. Merrill Ave.	Airports	Chino Airport Runway Safety - Fire Suppression Removal funded 10% CIP fund RAA and 90% Federal Aviation Administration (FAA) funds	14-009	CJP	4J10
30	Colton-400 N. Pepper Ave.	Arrowhead Regional Medical Center (ARMC)	IV Room Retrofit funded by ARMC Enterprise Capital Funds	11-120	CJE	1G05
31	Colton-400 N. Pepper Ave.	ARMC	Angio/Cath Lab Suite funded by ARMC Enterprise Capital Funds	11-181	CJE	1G20
32	Colton-400 N. Pepper Ave.	ARMC	Medical Imaging Floor Room 2 - CT Unit funded by ARMC Enterprise Capital Funds	12-046	CJE	2G03
33	Colton-400 N. Pepper Ave.	ARMC	Medical Imaging Floor Room 2 - GE Unit funded from ARMC Enterprise Capital Funds	12-080	CJE	2G12
34	Colton-400 N. Pepper Ave.	ARMC	Cath Lab Suite Replacement funded from ARMC Enterprise Capital Funds	12-116	CJE	2G15
35	Colton-400 N. Pepper Ave.	ARMC	Patient Lifts Project funded from ARMC Enterprise Capital Funds	13-048	CJE	3G05
36	Colton-400 N. Pepper Ave.	ARMC	Centralized Electronic Surveillance for BH funded from ARMC Enterprise Capital Funds	13-049	CJE	3G10
37	Colton-400 N. Pepper Ave.	ARMC	Behavioral Health Security Fencing funded from ARMC Enterprise Capital Funds	13-050	CJE	3G15
38	Colton-400 N. Pepper Ave.	ARMC	Ambulance Bay Parking Alterations funded from ARMC Enterprise Capital Funds	13-052	CJE	3G25
39	Colton-400 N. Pepper Ave.	ARMC	Conversion to Hot/Cold Fresh Food Tray Line funded from ARMC Enterprise Capital Funds	13-056	CJE	3G45
40	Colton-400 N. Pepper Ave.	ARMC	HIM Reception Remodel funded by ARMC Enterprise Capital Funds	13-232	CJE	3G50
41	Colton-400 N. Pepper Ave.	ARMC	HIM Coding Remodel funded by ARMC Enterprise Capital Funds	13-233	CJE	3G55
42	Colton-400 N. Pepper Ave.	ARMC	Data Center Cooling and Electrical Upgrade funded by ARMC Enterprise Capital Funds	13-237	CJE	3G60
43	Colton-400 N. Pepper Ave.	ARMC	Fetal Monitors Replacement (30 units). The total cost is \$570,179. ARMC will budget the equipment portion of the project in the amount of \$540,179. This budget is for the construction portion of the project and is funded by ARMC Enterprise Capital Funds.	14-048	CJE	4G05
44	Colton-400 N. Pepper Ave.	ARMC	Ceiling Mounted Patient Lift Install. Total project cost is \$375,000 for 2013-14. ARMC will budget the equipment portion of the project in the amount of \$150,000. This budget is the construction portion and is funded by ARMC Enterprise Capital Funds.	14-052	CJE	4G25
45	Colton-400 N. Pepper Ave.	ARMC	Parking Lot Upgrade for Americans with Disabilities Act (ADA) Improvements funded by ARMC Enterprise Capital Funds	14-055	CJE	4G40
46	Countywide-Variou	Information Services Department (ISD)	800 MHz Replacement Project	Various 14-078	CJP	2V03
47	Countywide-Variou	Public Health	Public Health Clinic Design Oversight Project funded from department budget	13-129	CJP	3U05
48	Countywide-Variou	A&E	Countywide HVAC Control System Upgrade	13-100	CJP	3X20
49	Countywide-Variou	Sheriff/ Coroner	Resident Deputy Housing Improvements	14-098	CJP	4X06
50	Countywide-Variou	A&E	ADA Program	Program	CJP	ADA
51	Countywide-Variou	A&E	ADA Management	Program	CJP	ADAM
52	Countywide-Variou	A&E	Countywide Boiler Replacements Program-New Projects:  -Regional Youth Educational Facility (RYEF) Boiler-\$110,000 -316 Mountain View Boiler-\$120,000 -268 Hospitality Boiler-\$120,000	12-054 14-080	CJP	BOIL



**EXHIBIT A**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2013-14 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Total Carryover Balances		
1,000,000		1,000,000	1,000,000			-	1,000,000	29
485,000			-		26,487	26,487	26,487	30
444,144			-		62,897	62,897	62,897	31
2,043,625			-		35,270	35,270	35,270	32
407,622			-		44,398	44,398	44,398	33
1,688,451			-		364,362	364,362	364,362	34
400,000			-		393,541	393,541	393,541	35
685,419			-		684,393	684,393	684,393	36
121,300			-		109,813	109,813	109,813	37
73,500			-		73,468	73,468	73,468	38
213,718			-		204,832	204,832	204,832	39
50,000			-		50,000	50,000	50,000	40
80,000			-		79,577	79,577	79,577	41
591,100			-		589,915	589,915	589,915	42
570,179		30,000	30,000			-	30,000	43
375,000		225,000	225,000			-	225,000	44
459,853		459,853	459,853			-	459,853	45
175,000,000	20,000,000		20,000,000	39,000,000		39,000,000	59,000,000	46
80,000			-		61,287	61,287	61,287	47
250,000			-	41,656		41,656	41,656	48
150,000	150,000		150,000			-	150,000	49
NA			-	432,687		432,687	432,687	50
13,544			-	13,544		13,544	13,544	51
NA	350,000		350,000	77,198		77,198	427,198	52



**EXHIBIT A**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT**

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj. #
53	Countywide-Variou	A&E	Minor CIP Administration	Program	CJP	CIPA
54	Countywide-Variou	A&E	Capital Improvement Program Residual	Program	CJP	CJPR
55	Countywide-Variou	A&E	Court Buildings Capital Projects Program	12-083	CJP	CRTB
56	Countywide-Variou	A&E	Elevator Modernization Program-New Projects: -268 Hospitality Elevator Modernization (2)-\$450,000	14-083	CJP	ELEV
57	Countywide-Variou	A&E	Energy Projects Program (Rebates)	Program	CJP	ENGR
58	Countywide-Variou	A&E	Energy Efficiency Projects, General Fund	Program	CJP	ENGX
59	Countywide-Variou	A&E	Countywide Exterior Renovation Program-New Projects: -County Government Center (CGC) Exterior Renovation-\$100,000 -Redlands Museum Association Buildings Exterior Renovation-\$50,000 -Redlands Museum Entry and Patio Deck Resurfacing-\$49,500 (CIP #14-069) -Redlands Museum Paint and Seal Dome-\$82,500 (CIP #14-070)	14-086	CJP	EXTR
60	Countywide-Variou	A&E	Countywide Generator Replacements Program-New Projects: -RYEF Generator Removal/Temporary Connections-\$60,000	14-082	CJP	GENR
61	Countywide-Variou	A&E	HVAC Upgrades/Maintenance/Replacement Program-New Projects: -Countywide Hardware and HVAC Controls Upgrade-\$450,000 -CGC HVAC Study-\$40,000 -WVDC HVAC Commissioning Implementation-Phase II-\$395,000 -FM HVAC Package Units (2)-\$25,000 -Barstow Public Health Air Handler-\$50,000 -Twin Peaks Chiller-\$200,000 -Adelanto Detention Center HVAC-\$1,600,000	14-079	CJP	HVAC
62	Countywide-Variou	A&E	Countywide Interior Renovation Program-New Projects: -Glen Helen Rehabilitation Center (GHRC) Work Release Offices Carpet Replacement-\$25,000 -West Valley Detention Center (WVDC) Inmate Shower Renovation (3 Year Funding)-\$600,000 -Countywide Conference Room Upgrade-\$150,000 -CGC Land Use Services Wall-\$80,000 (CIP #14-024) -CGC Land Use Services Break room-\$40,000 (CIP #14-025) -District Attorney into Victorville Sheriff's Court Services space-\$220,000 (CIP #14-064) -Redlands Museum 2nd Floor Flooring Replacement-\$66,000 (CIP #14-067) -Redlands Museum Mammal Hall Flooring Replacement-\$44,000 (CIP #14-068)	14-0878	CJP	INTR
63	Countywide-Variou	A&E	Minor CIP Projects	Program	CJP	MCIP
64	Countywide-Variou	A&E	Countywide Pavement Program-New Projects: -Facilities Management Parking Lot and Driveway Rehab-\$220,000 -General Services Building (GSB) Patch and Slurry-\$360,000 -CGC Complex Paving Rehab-\$240,000	14-085	CJP	PAVE



**EXHIBIT A**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2013-14 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Total Carryover Balances		
NA			-	21,217		21,217	21,217	53
NA			-	1,119,410		1,119,410	1,119,410	54
200,000			-	200,000		200,000	200,000	55
NA	450,000		450,000			-	450,000	56
NA			-	410,110		410,110	410,110	57
NA			-	313,897		313,897	313,897	58
NA	282,000		282,000	2,442		2,442	284,442	59
NA	60,000		60,000	126,496		126,496	186,496	60
NA	2,760,000		2,760,000			-	2,760,000	61
NA	1,225,000		1,225,000			-	1,225,000	62
NA	2,057,210		2,057,210	89,858		89,858	2,147,068	63
NA	820,000		820,000	123,717		123,717	943,717	64



**EXHIBIT A**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT**

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj. #
65	Countywide-Variou	Regional Parks	Regional Parks Improvement Program-New Projects: -Prado Regional Park Electrical Upgrade-\$150,000 -GHRP Sewer Main Extension-\$250,000 -Mojave Narrows Water Service Improvements-\$150,000 -Yucaipa Regional Park Restroom Rehab.-\$100,000 -GHRP Island Bridge Replacement-\$150,000 -Cucamonga-Guasti Electrical Service.-\$200,000	Program 14-073 14-074 14-075 14-076 14-077 14-073	CJP	REGP
66	Countywide-Variou	A&E	Roofing Repair/Replacement Program-New Projects: -Probation Day Reporting Center Roof-\$220,000 -Sheriff GHRC Facilities Roof-\$270,000 -Adelanto Detention Center Roofing Replacement-\$340,000 -Barstow Probation Roofing Replacement-\$110,000 (CIP #14-015)	14-084	CJP	ROOF
67	Countywide-Variou	A&E	Fire/Life Safety Program-New Project: -268 Hospitality Fire Alarm Upgrade	14-089	CJP	SAFE
68	Countywide-Variou	A&E	Site Infrastructure Program-New Projects: -172 W. 3rd Replace Oil Switches (2)-\$48,000 -Gilbert Street Replace Oil Switches (9)-\$215,000 -351 Mt. View Replace Oil Switch-\$24,000 -364 Mt. View Replace Oil Switch-\$24,000 -316 Mt. View Air Switches (2)-\$42,000 -Redlands Museum Flooding-\$140,000 -Cucamonga Guasti Regional Park Reclaimed Water-\$14,500 -Gilbert Street Preventive Maintenance on Switchgear-\$40,000 -WVDC Perimeter Security Enhancement-\$950,000 (CIP #14-017)	14-088	CJP	SITE
69	Crestline-24171 Lake Dr.	Regional Parks	Lake Gregory Dam Outlet Valve		CJV	1470
70	Devore-18000 Institution Rd.	Sheriff/ Coroner	Sheriff Range Training Classroom Renovation funded by Sheriff's budget	11-147	CJP	1S30
71	Devore-18000 Institution Rd.	Sheriff/ Coroner	Sheriff Training Center Expansion funded by State Asset Forfeiture and Law and Justice Funds	12-009	CJP	2S00
72	Devore-18000 Institution Rd.	Sheriff/ Coroner	Sheriff Glen Helen Rehabilitation Center (GHRC) Roofing	12-091	CJP	2X63
73	Devore-18000 Institution Rd.	Sheriff/ Coroner	Sheriff Glen Helen Rehabilitation Center Security Improvements	13-041 13-162	CJP	3S08
74	Devore-18000 Institution Rd.	Sheriff/ Coroner	Sheriff Remodel Range Restroom funded from the department budget	13-039	CJP	3S02
75	Devore-18000 Institution Rd.	Sheriff/ Coroner	Sheriff Academy Scenario Village - Phase I funded from Federal Asset Forfeiture funds (SCK SHR)	13-153	CJP	3S13
76	Devore-18000 Institution Rd.	Sheriff/ Coroner	Sheriff Training Academy Range Lead Traps funded from general fund and Sheriff's Asset Forfeiture Funding	13-115	CJP	3X14
77	Devore-18000 Institution Rd.	A&E	Sheriff GHRC Southern California Gas Study Implementation	13-106	CJP	3X48
78	Devore-18000 Institution Rd.	Sheriff/ Coroner	Sheriff Regional Training Center Design funded by the general fund and \$800,000 from Federal Asset Forfeiture funds (SHR SCK)	08-207	CJV	8X84
79	Devore-18958 Institution Rd.	Sheriff/ Coroner	Sheriff Emergency Vehicle Operations Center (EVOC) Roadway/Track Pavement Management funded from Sheriff's budget	13-145	CJP	3S09
80	Devore-19777 Shelter Way	Public Health	Devore Animal Control Improvements	13-221	CJP	3X75



**EXHIBIT A**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2013-14 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Total Carryover Balances		
NA	1,000,000		1,000,000	3,426		3,426	1,003,426	65
NA	940,000		940,000	45,052		45,052	985,052	66
NA	250,000		250,000			-	250,000	67
NA	1,497,500		1,497,500	12,291		12,291	1,509,791	68
603,000			-	149,658		149,658	149,658	69
110,000			-		1,175	1,175	1,175	70
1,785,000			-		1,703,900	1,703,900	1,703,900	71
450,000			-	71,375		71,375	71,375	72
3,000,000			-	411,189		411,189	411,189	73
18,000			-		16,476	16,476	16,476	74
300,000			-		251,252	251,252	251,252	75
1,125,000			-	230,988		230,988	230,988	76
100,000			-	94,457		94,457	94,457	77
1,300,000			-	297,431	-	297,431	297,431	78
164,450			-		161,806	161,806	161,806	79
250,000			-	249,873		249,873	249,873	80



**EXHIBIT A**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
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Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj. #
81	Devore-2555 Glen Helen Parkway	Regional Parks	Glen Helen Regional Park Campground Improvements funded by Regional Parks Maintenance Program	12-202	CJP	2R40
82	Devore-Glen Helen Parkway between Cajon Blvd. and Cajon Wash	Public Works-Transportation	Glen Helen Parkway Demolition funded by the department budget	13-174	CJP	3K42
83	Fontana-17830 Arrow Boulevard	District Attorney	District Attorney Fontana Chief's Office Remodel	13-238	CJP	3K48
84	Hesperia-15900 Smoketree Rd.	A&E	High Desert Government Center (HDGC) Public Safety Operations Center (PSOC)	12-099	CJP	2X62
85	Hesperia-15900 Smoketree Rd.	A&E	HDGC Transformer Reinstallation	NA	CJP	3X77
86	Hesperia-9650 7th Ave.	County Library	Hesperia Library Restroom Repairs funded by the department budget	13-236	CJP	3L10
87	High Desert-To Be Determined (TBD)	Public Health	High Desert Animal Shelter	10-109	CJP	0X80
88	Joshua Tree-63665 29P Hwy	A&E	Joshua Tree County Office Building	09-172	CJV	9Y20
89	Joshua Tree-6527 Whitefeather Rd.	A&E	Joshua Tree Courthouse ADA Site Improvements funded by CDBG	NA	CJP	2A06
90	Joshua Tree-6527 Whitefeather Rd.	A&E	Joshua Tree Complex Pavement Rehabilitation-Court Share 50% (\$120,000), County Share 50% (\$120,000)	14-090	CJP	4X02
91	Joshua Tree-6527 Whitefeather Rd.	A&E	Joshua Tree Courthouse Ceiling Tile Replacement-Court Share 33.83% (\$30,677), County Share 66.17% (\$60,000).	14-091	CJP	4X03
92	Lake Arrowhead-301 S. State Hwy 173	County Fire	County Fire Station 91 Admin Window Replacement funded from County Fire/Division 4 budget (FMR 600)	13-016	CJP	3K01
93	Lake Arrowhead-301 S. State Hwy 173	County Fire	County Fire Station 91 Concrete Project funded by Reserves (FMR 600 4000)	14-041	CJP	4K04
94	Lake Arrowhead-981 N. State Hwy 173	County Fire	County Fire Station 92 Parking Structure funded by Reserves (FMR 600 4000)	14-042	CJP	4K05
95	Lake Havasu-Havasut Landing	Sheriff/ Coroner	Sheriff Havasut Landing Fuel Generator Replacement	NA	CJP	3X74
96	Mt. Baldy-APN 0353-151-12-0000	Public Works-Transportation	Design of a 1,500 square foot cinder building for the Mt. Baldy Yard on US Forest Service land funded by Gas Tax	14-062	CJP	4K02
97	Muscoy-2818 Macy St.	A&E	Baker Family Learning Center Furniture, Fixtures and Equipment (FF&E) Project funded by Board Discretionary Funding	12-135	CJP	2Y15
98	Muscoy-2818 Macy St.	Board of Supervisors-Fifth District	Baker Family Learning Center funded by CDBG	06-180 07-274 07-291	CJV	8Y35
99	Muscoy-2818 Macy St.	A&E	Baker Family Learning Center Solar Project funded by Americans Recovery and Reinvestment Act (ARRA)	12-134	CJV	ARA7
100	Needles-100 Park Moabi Rd.	Regional Parks	Moabi Regional Park Off Highway Vehicle (OHV) Area funded by the OHV fund (SBY AMS)	13-163	CJP	3R05
101	Needles-1111 E. Bailey Ave.	A&E	Needles Courthouse ADA Site Improvements funded by CDBG	NA	CJP	2A07
102	Needles-1111 E. Bailey Ave.	A&E	Needles Courthouse ADA Building Improvements funded by CDBG	NA	CJP	2A15
103	Needles-1111 E. Bailey Ave.	A&E	Needles Complex Roof Replacement funded by general fund and AOC	13-111	CJP	3X12
104	Needles-1111 E. Bailey Ave.	A&E	Needles Complex Pavement Rehab funded by general fund and AOC	13-112	CJP	3X13
105	Needles-TBD	County Fire	Needles Fire Station	12-137 13-095	CJP	2Y30
106	Ontario-555 W. Maple Ave.	Preschool Services Department (PSD)	Replace HVAC and electrical funded by PSD	13-234	CJP	3K45
107	Ontario-800 N. Archibald Ave.	Regional Parks	Cucamonga/Guasti Reclaimed Water Project	12-052	CJP	2X18
108	Parker Dam-1790 Parker Dam Rd.	Sheriff/ Coroner	Sheriff Parker Dam Resident Housing Garages funded from the Sheriff's Special Revenue Fund (SCT SHR)	13-191	CJP	3S15





**EXHIBIT A**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2013-14 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Total Carryover Balances		
829,089			-	373,809		373,809	373,809	81
450,000			-		123	123	123	82
62,000			-		62,000	62,000	62,000	83
15,250,000			-	61,579		61,579	61,579	84
3,128			-	3,128		3,128	3,128	85
30,000			-		30,000	30,000	30,000	86
1,485,000			-	1,235,000		1,235,000	1,235,000	87
7,078,439			-	80,141		80,141	80,141	88
133,000			-		403	403	403	89
240,000	120,000	120,000	240,000			-	240,000	90
90,677	60,000	30,677	90,677			-	90,677	91
283,000			-		283,000	283,000	283,000	92
200,000		200,000	200,000			-	200,000	93
100,000		100,000	100,000			-	100,000	94
60,000			-	60,000		60,000	60,000	95
20,000		20,000	20,000			-	20,000	96
567,257			-		9,463	9,463	9,463	97
4,110,000			-		41,902	41,902	41,902	98
137,746			-		67	67	67	99
293,280			-		293,280	293,280	293,280	100
46,000			-		9,703	9,703	9,703	101
104,000			-		138	138	138	102
250,000			-	156,441	50,000	206,441	206,441	103
220,000			-	152,050	50,000	202,050	202,050	104
2,542,791			-	2,524,125		2,524,125	2,524,125	105
195,000			-		5,881	5,881	5,881	106
141,611			-	37,611		37,611	37,611	107
175,000			-		175,000	175,000	175,000	108



**EXHIBIT A**  
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Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj. #
109	Rancho Cucamonga-8303 Haven Ave.	A&E	Rancho Courthouse Base Isolation Testing	07-180	CJP	7200
110	Rancho Cucamonga-8303 Haven Ave.	A&E	Rancho Courthouse Roofing Replacement funded by General Fund (23.95%) and Administrative Office of the Courts (AOC) (76.05%).	11-043	CJP	1X40
111	Rancho Cucamonga-8303 Haven Ave.	A&E	Rancho Courthouse Sidewalk Replacement funded by the AOC (76.05%) and general fund (23.95%)	12-066	CJP	2X06
112	Rancho Cucamonga-8303 Haven Ave.	A&E	Rancho Courthouse Sprinkler Head Replacement -Court Share 76.05% (\$31,754), County Share 23.95% (\$10,000)	14-092	CJP	4X04
113	Rancho Cucamonga-9500 Etiwanda	Sheriff/ Coroner	WVDC Revocation Hearing Rooms Remodel funded from Federal Asset Forfeiture funds (SCK SHR)	13-146	CJP	3S10
114	Rancho Cucamonga-9500 Etiwanda	Sheriff/ Coroner	WVDC Recreation Yard Improvement Project funded from Inmate Welfare Fund	13-149	CJP	3S11
115	Rancho Cucamonga-9500 Etiwanda	Sheriff-Coroner	WVDC ADA improvements funded from the department budget	13-222	CJP	3S16
116	Rancho Cucamonga-9500 Etiwanda	A&E	WVDC Generators Replacement	13-102	CJP	3X60
117	Rancho Cucamonga-9500 Etiwanda	Sheriff/ Coroner	WVDC Steam Boiler Feed water Pump		CJP	3X62
118	Rancho Cucamonga-9500 Etiwanda	Sheriff/ Coroner	WVDC Cooling Tower Pumps	NA	CJP	3X71
119	Rancho Cucamonga-9500 Etiwanda	A&E	WVDC Commissioning Study Implementation	13-106	CJP	3Y15
120	Redlands-2024 Orange Tree Ln.	Museum	Museum Patch and Slurry Seal	13-105	CJP	3X44
121	Redlands-2024 Orange Tree Ln.	A&E	Museum Flooding Mitigation	13-109	CJP	3X54
122	Redlands-2024 Orange Tree Ln.	Museum	Museum Hall of Geological Wonders Exhibit Fabrication funded by CCHE Grant/ IMLS Grant/ Museum budget	08-206	CJV	8X78
123	Redlands-2024 Orange Tree Ln.	Museum	Museum Sewer Line Modifications	NA	CJP	3X76
124	Redlands-222 W. Brookside	A&E	Redlands Public Guardian Roof Replacement	13-104	CJP	3X40
125	Rialto-1743 Miro Way	ISD	ISD Fire Protection System Upgrade funded by ISD	11-007	CJP	1V10
126	Rialto-1743 Miro Way	County Fire	Office of Emergency Services Rialto Generator Replacement	NA	CJP	3X72
127	Rialto-1743 Miro Way	Sheriff/ Coroner	Sheriff Dispatch Generator Replacement	NA	CJP	3X73
128	Running Springs-1896 Wilderness Rd.	Public Works	Running Springs Equipment Storage funded by Transportation Gas Tax	11-197	CJP	1Z72
129	San Bernardino-104 W. 4th St.	RESA/A&E	104 Building Exterior Improvements	12-102	CJP	3D05
130	San Bernardino-104 W. 4th St.	Probation	Probation Day Reporting Center Elevator Modernization	13-103	CJP	3X36
131	San Bernardino-104 W. 4th St.	A&E	Probation Day Report Center Exterior Painting	13-107	CJP	3X37
132	San Bernardino-1499 S. Tippecanoe Ave.	Preschool Services	Butler Building Improvements funded from the department budget	13-044	CJP	3K04
133	San Bernardino-1499 S. Tippecanoe Ave.	Children's Assessment Center	Children's Assessment Center Remodel funded by Minor CIP/insurance reimbursement	12-183	CJP	2Y25
134	San Bernardino-157-175 W. 5th St.	RESA/A&E	157-175 Building Seismic Retrofit and Improvements	12-102	CJP	3D06
135	San Bernardino-172 W. 3rd St.	RESA/A&E	172 Building Seismic Retrofit and Improvements	12-102	CJP	3D07
136	San Bernardino-172 W. 3rd St.	A&E	Old Hall of Records Pavement Rehab-North side	13-105	CJP	3X30
137	San Bernardino-175 S. Lena Rd.	Sheriff-Coroner	Coroner Building Perimeter Fencing funded from Sheriff budget (SCT SHR SHR)	14-020	CJP	4S05
138	San Bernardino-175 W. 5th St.	Probation	Probation Crime Intelligence Unit Remodel funded by AB109	13-119	CJP	3P05
139	San Bernardino-200 S. Lena Rd.	Sheriff-Coroner	Sheriff Crime Lab Server Room Relocation funded 50% with Biometric Identification Network funds and 50% from the Sheriff's Special Revenue fund	13-215	CJP	3S17
140	San Bernardino-200 S. Lena Rd.	Sheriff/ Coroner	Sheriff Crime Lab Expansion	07-293	CJP	2Y65
141	San Bernardino-200 S. Lena Rd.	Sheriff/ Coroner	Sheriff Crime Lab Design	07-293	CJV	7600
142	San Bernardino-210 N. Lena Rd.	Fleet Management	Fleet Management Facility Upgrades Project funded from the transfer of funding from two cancelled projects and the Fleet budget (ICB VHS)	13-186	CJP	3F03



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Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2013-14 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Total Carryover Balances		
80,000			-	80,000		80,000	80,000	109
550,000			-		104,590	104,590	104,590	110
522,000			-		320,305	320,305	320,305	111
41,754	10,000	31,754	41,754			-	41,754	112
250,000			-		248,782	248,782	248,782	113
120,000			-		115,140	115,140	115,140	114
2,000,000			-		1,997,340	1,997,340	1,997,340	115
1,300,000			-	532,482		532,482	532,482	116
37,680			-	772		772	772	117
160,000			-	160,000		160,000	160,000	118
430,000			-	6,078		6,078	6,078	119
142,332			-	2,133		2,133	2,133	120
160,000			-	113,238		113,238	113,238	121
3,150,730			-		8,504	8,504	8,504	122
70,000			-	68,201		68,201	68,201	123
40,451			-	1,562		1,562	1,562	124
150,000			-		12,950	12,950	12,950	125
70,000			-	70,000		70,000	70,000	126
65,000			-	65,000		65,000	65,000	127
893,000			-		32,067	32,067	32,067	128
500,000			-	500,000		500,000	500,000	129
150,000			-	27,667		27,667	27,667	130
50,000			-	50,000		50,000	50,000	131
46,100			-		41,888	41,888	41,888	132
87,000			-		83,472	83,472	83,472	133
13,000,000			-	12,929,058		12,929,058	12,929,058	134
6,500,000			-	6,500,000		6,500,000	6,500,000	135
650,000			-	645,682		645,682	645,682	136
34,700		34,700	34,700			-	34,700	137
296,000			-		272,556	272,556	272,556	138
50,000			-		49,468	49,468	49,468	139
17,000,000	15,700,000		15,700,000	268,017		268,017	15,968,017	140
413,293			-	878	-	878	878	141
550,000			-	165,290		165,290	165,290	142



**EXHIBIT A**  
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Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj. #
143	San Bernardino-222 W. Hospitality Ln.	A&E	Hall of Records Sign Project funded by SANBAG	12-133	CJP	2X88
144	San Bernardino-222 W. Hospitality Ln.	RES/A&E	222 Building Remodel	12-102	CJP	3D04
145	San Bernardino-268 W. Hospitality Ln.	RES/A&E	268 Building Acquisition and Improvements	12-102	CJP	3D02
146	San Bernardino-303 Vanderbilt Way	RES/A&E	Behavioral Health Move to IEHP	12-102	CJP	3D14
147	San Bernardino-303 W. 3rd St.	A&E	Central Civil Courthouse ADA Building Improvements funded by CDBG	NA	CJP	2A18
148	San Bernardino-303 W. 3rd St.	A&E	303 Building Elevator Upgrade	12-073	CJP	2X39
149	San Bernardino-303 W. 3rd St.	District Attorney	6th Floor Conference room expansion funded by department budget	13-216	CJP	3K46
150	San Bernardino-303 W. 3rd St.	RES/A&E	303 Building Remodel for District Attorney	NA	CJP	3D09
151	San Bernardino-351 N. Arrowhead Ave.	A&E	Central Courthouse ADA Site Improvements funded by CDBG	NA	CJP	2A09
152	San Bernardino-351 N. Arrowhead Ave.	A&E	Central Courthouse Annex ADA Building Improvements funded by CDBG	NA	CJP	2A16
153	San Bernardino-351 N. Arrowhead Ave.	A&E	Central Courthouse ADA Building Improvements funded by CDBG	NA	CJP	2A17
154	San Bernardino-351 N. Mtn. View Ave.	RES/A&E	351 Building Remodel	12-102	CJP	3D08
155	San Bernardino-364 N. Mtn. View	Public Defender	Sewer improvements	13-197	CJP	3K49
156	San Bernardino-385 N. Arrowhead Ave.	A&E	County Government Center (CGC) Fire Alarm Upgrade	12-071	CJP	2X42
157	San Bernardino-385 N. Arrowhead Ave.	A&E	CGC Pavement Rehab	13-105	CJP	3X28
158	San Bernardino-385 N. Arrowhead Ave.	A&E	CGC ADA Parking Renovation	13-098	CJP	3X63
159	San Bernardino-385 N. Arrowhead Ave.	A&E	CGC Exterior Lighting Repair	NA	CJP	3X65
160	San Bernardino-630 E. Rialto Ave.	A&E	Sheriff Central Detention Center (CDC) Domestic Hot Water Boiler Design	12-189	CJP	2Y60
161	San Bernardino-630 E. Rialto Ave.	Sheriff/ Coroner	Sheriff CDC Recreation Yard Fencing funded by Inmate Welfare Fund	13-037	CJP	3S07
162	San Bernardino-630 E. Rialto Ave.	A&E	Sheriff CDC Elevator Modernization	13-103	CJP	3X39
163	San Bernardino-630 E. Rialto Ave.	A&E	Sheriff CDC Southern California Gas Study Implementation	13-106	CJP	3X47
164	San Bernardino-670 E. Gilbert St.	ISD	ISD Data Center Uninterrupted Power Source (UPS) Upgrade funded by ISD budget	11-003 12-086	CJP	1V20
165	San Bernardino-670 E. Gilbert St.	ISD	Elevator Modernization (2) funded by ISD budget	14-072	CJP	4V05
166	San Bernardino-670 E. Gilbert St.	ISD	Freight Elevator Rehabilitation funded by ISD Retained Earnings.	13-231	CJP	3V10
167	San Bernardino-700 E. Gilbert St.	Children's Assessment Center	Children's Assessment Center Relocation/Remodel funded by the Minor CIP Program budget	13-123	CJP	3X16
168	San Bernardino-777 E. Rialto Ave.	A&E	GSB Roof Replacement	12-062	CJP	2X51
169	San Bernardino-777 E. Rialto Ave.	Various	Probation/Airports/Regional Parks Remodel for AB109 Space	12-147	CJP	2Y11
170	San Bernardino-777 E. Rialto Ave.	A&E	GSB Parking Lot Lighting	13-109	CJP	3X55
171	San Bernardino-777 E. Rialto Ave.	Purchasing	Break room Relocation funded by CIP Residual Funding	13-218	CJP	3X69
172	San Bernardino-777 E. Rialto Ave.	Agriculture	Cooperative Extension Recarpet funded by Agriculture	13-235	CJP	3K50
173	San Bernardino-780 E. Gilbert St.	A&E	Gilbert Street Warehouse Exterior Painting	13-107	CJP	3X51
174	San Bernardino-825 E. 3rd St., Building 6B	Public Works-Transportation	Contracts Ventilation and Ducting funded by Gas Tax	14-063	CJP	4K03
175	San Bernardino-825 E. 3rd St.	A&E	Public Works Roofing Replacement	11-084	CJP	1X90
176	San Bernardino-860 E. Gilbert St.	A&E	Central Juvenile Dependency Courthouse ADA Building Improvements funded by CDBG	NA	CJP	2A19
177	San Bernardino-860 E. Gilbert St.	Children and Family Services	Children and Family Services Dependency Court Improvements funded 90% federal/state and 10% local share	13-066	CJP	3K07
178	San Bernardino-900 E. Gilbert St.	A&E	Central Juvenile Hall Building Demolition	12-079	CJP	2X54
179	San Bernardino-900 E. Gilbert St.	A&E	Probation Regional Youth Educational Facility Roof Replacement	13-104	CJP	3X43
180	San Bernardino-900 E. Gilbert St.	A&E	Demo Gilbert Street Covered Parking Structures	13-109	CJP	3X56



**EXHIBIT A**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2013-14 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Total Carryover Balances		
5,000			-		5,000	5,000	5,000	143
1,000,000			-	1,000,000		1,000,000	1,000,000	144
14,900,000			-	2,572,903		2,572,903	2,572,903	145
100,000			-	66,450		66,450	66,450	146
110,000			-		735	735	735	147
780,000			-	85,835		85,835	85,835	148
9,500			-		8,992	8,992	8,992	149
1,000,000			-	987,117		987,117	987,117	150
167,000			-		1,037	1,037	1,037	151
118,500			-		865	865	865	152
42,000			-		430	430	430	153
2,000,000			-	2,000,000		2,000,000	2,000,000	154
67,208			-	3,474		3,474	3,474	155
402,588			-	2,056		2,056	2,056	156
500,000			-	431,493		431,493	431,493	157
83,831			-	3,181		3,181	3,181	158
65,000			-	53,540		53,540	53,540	159
250,000			-	67,871	-	67,871	67,871	160
59,640			-		3,838	3,838	3,838	161
450,000			-	426,502		426,502	426,502	162
3,480			-	738		738	738	163
4,729,705			-		4,102,932	4,102,932	4,102,932	164
300,000		300,000	300,000			-	300,000	165
150,000			-		149,801	149,801	149,801	166
950,000			-		327,653	327,653	327,653	167
950,000			-	556,130		556,130	556,130	168
635,826			-	2,305		2,305	2,305	169
100,000			-	93,172		93,172	93,172	170
28,000			-	27,188		27,188	27,188	171
48,000			-		47,181	47,181	47,181	172
75,000			-	9,992		9,992	9,992	173
7,500		7,500	7,500			-	7,500	174
310,000			-	157		157	157	175
37,500			-		756	756	756	176
95,000			-		95,000	95,000	95,000	177
1,190,623			-	1,190,623		1,190,623	1,190,623	178
200,000			-	95,486		95,486	95,486	179
67,709			-	2,927		2,927	2,927	180



**EXHIBIT A**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT**

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj. #
181	San Bernardino-900 E. Gilbert St.	Courts/ Probation	Juvenile Delinquency Court Upgrade Project	13-183	CJP	3X58
182	San Bernardino-900 E. Gilbert St.	Courts	Juvenile Delinquency Court Cooling Tower	NA	CJP	3X70
183	San Bernardino-Hospitality Lane Campus	RES/D/A&E	Hospitality Lane Additional Parking Acquisition and Improvements	12-102	CJP	3D03
184	San Bernardino-San Bernardino International Airport	Sheriff-Coroner	Sheriff Aviation Relocation from Rialto Airport to San Bernardino International Airport. Funding sources \$4.5 million discretionary general funding, \$4.1 million City of Rialto and \$1.0 million Sheriff's federal asset forfeiture.	14-095	CJP	4X05
185	San Bernardino-Santa Ana River/San Timoteo Creek	Regional Parks	Construction of Confluence Park and Rest Area funded by a Housing and Urban Development Grant	13-226	CJP	3R13
186	San Bernardino-Various	A&E	<p>County Buildings Acquisition and Retrofit Project-\$41,675,544 funded. In 2012-13, \$41.0 million was moved to individual building projects as noted below. \$4.5 million was added in 2013-14 to acquire existing buildings in Victorville near the courthouse to locate general funded departments currently in leased space:</p> <ul style="list-style-type: none"> <li>-Downtown Building Project Master Planning Budget-\$250,000 (Org 3D00)</li> <li>-County Government Center Campus Improvements-\$850,000 (Org 3D01)</li> <li>-268 Building Acquisition and Improvements-\$14,900,000 (Org 3D02)</li> <li>-Hospitality Lane Additional Parking Acquisition and Improvements-\$900,000 (Org 3D03)</li> <li>-222 Building Remodel-\$1,000,000 (Org 3D04)</li> <li>-104 Building Exterior Improvements-\$500,000 (Org 3D05)</li> <li>-157-175 Building Seismic Retrofit and Improvements-\$13,000,000 (Org 3D06)</li> <li>-172 Building Seismic Retrofit and Improvements-\$6,500,000 (Org 3D07)</li> <li>-351 Building Remodel-\$2,000,000 (Org 3D08)</li> <li>-303 Building Remodel-Phase I-\$1,000,000 (Org 3D09)</li> <li>-303 Building Remodel-Phase II-\$0 (Org 3D10)</li> <li>-316 Building Remodel-\$0 (Org 3D11)</li> <li>-401 Building Remodel-\$0 (Org 3D12)</li> <li>-825 Building Remodel-\$0 (Org 3D13)</li> <li>-Behavioral Health Move to IEHP-\$100,000 (Org 3D14)</li> </ul>	12-102	CJP	2X64
187	San Bernardino-Various	RES/D/A&E	Downtown Building Project Master Planning Budget	12-102	CJP	3D00
188	San Bernardino-Various	RES/D/A&E	County Government Center Campus Improvements	12-102	CJP	3D01
189	San Bernardino-Various	A&E	Superblock Steam Piping Replacement	13-109	CJP	3X57
190	Trona-83732 Trona Rd.	Sheriff/ Coroner	Sheriff Substation Generator Replacement	NA	CJP	3X67
191	Twentynine Palms-73663 Manana	Fleet Management	Twentynine Palms Transportation Yard Swamp Cooler Replacement funded from the department budget	13-189	CJP	3K44
192	Victorville-14455 Civic Dr.	A&E	Victorville Courthouse ADA Building Improvements funded by CDBG	NA	CJP	2A20
193	Victorville-14455 Civic Dr.	Sheriff/ Coroner	Sheriff Victorville Station Remodel funded from the Sheriff's Special Revenue Fund (SCT SHR)	13-190	CJP	3S14
194	Victorville-14455 Civic Dr.	A&E	Victorville Courthouse Air Handler Replacement	NA	CJP	020A
195	Victorville-18000 Yates Rd.	Regional Parks	Mojave Narrows Regional Park Levee Project	12-101	CJP	2R15
196	Victorville-Tamarisk and Huerta Rd.	County Fire	Spring Valley Lake Fire Station	12-138	CJP	2Y07



**EXHIBIT A**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2013-14 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Total Carryover Balances		
125,000			-	95,676		95,676	95,676	181
40,000			-	40,000		40,000	40,000	182
900,000			-	490,589		490,589	490,589	183
9,600,000	4,500,000	5,100,000	9,600,000			-	9,600,000	184
99,000			-		95,421	95,421	95,421	185
54,300,000	4,500,000		4,500,000	675,544		675,544	5,175,544	186
250,000			-	156,433		156,433	156,433	187
850,000			-	829,388		829,388	829,388	188
375,000			-	348,199		348,199	348,199	189
55,000			-	31,115		31,115	31,115	190
12,000			-		11,420	11,420	11,420	191
220,000			-		11,177	11,177	11,177	192
155,000			-		149,495	149,495	149,495	193
200,000			-	194,714		194,714	194,714	194
2,520,000			-	37,047		37,047	37,047	195
3,150,000			-	495,883		495,883	495,883	196



**EXHIBIT A**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT**

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj. #
197	Yermo-36600 Ghost Town Rd.	Regional Parks	Calico Ghost Town Restroom O Replacement funded by Off Highway Vehicle (OHV) fund	12-038	CJP	2R00
198	Yermo-36600 Ghost Town Rd.	Regional Parks	Calico Ghost Town Mini and Large Bunkhouse Improvements	12-201	CJP	2R35
199	Yermo-36600 Ghost Town Rd.	Regional Parks	Calico Ghost Town Off Highway Vehicle (OHV) campground hook-ups funded by the Regional Parks OHV Infrastructure Fund.	13-227	CJP	3R14
200	Yermo-36600 Ghost Town Rd.	Regional Parks	Calico Ghost Town Water Quality Improvements	09-047	CJV	9X20
<b>TOTAL PROJECTS ADMINISTERED BY A&amp;E</b>						





**EXHIBIT A**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY ARCHITECTURE AND ENGINEERING DEPARTMENT**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2013-14 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Total Carryover Balances		
830,000			-		42,722	42,722	42,722	197
100,000			-	5,224		5,224	5,224	198
500,000			-		499,185	499,185	499,185	199
800,000			-	560,697		560,697	560,697	200
<b>542,850,828</b>	<b>56,850,000</b>	<b>7,991,194</b>	<b>64,841,194</b>	<b>86,908,909</b>	<b>26,482,836</b>	<b>113,391,745</b>	<b>178,232,939</b>	



**EXHIBIT B**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP #	Fund
1	Apple Valley	1	Transportation	Ocotillo Way, Central Rd N/Bellview Ave - Chip Seals / Surface Seals - PCI. Gas Tax		SAA
2	Apple Valley	1	Transportation	Rock Springs Road Bridge 54-C670 @ Mojave River - Design Bridge Replacement. Fee Plan (construction not funded)		SXP
3	Apple Valley	1	Transportation	Yard 16 (Apple Valley Area) Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax		SAA
4	Arrowhead Farms	5	Transportation	E Street, Fortieth St N/Forty-Eighth St - Repave - PCI. Gas Tax, Prop 1B		SAA
5	Baker	1	Transportation	Baker Boulevard Bridge 54-C127, 0.25M W of SH 127 - Feasibility Study for Bridge Replacement. HBP 88.53%, Gas Tax match		SAA
6	Barstow Heights	3	Transportation	H Street, Rimrock Rd N/08m N, Armory Rd - Repave - PCI (City Lead). Measure I		SXC
7	Barstow Heights	3	Transportation	Rimrock Road, O St E/Agarita Ave - Repave - PCI (City Lead). Measure I		SXC
8	Big Bear	3	Transportation	Yard 9 (Big Bear Area) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax		SAA
9	Big River	1	Transportation	Yard 2 (Big River Area) Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax		SAA
10	Bloomington	5	Transportation	Cedar Avenue @ I-10 - Interchange (construction not funded). 2013/14 Design phase, STP		SAA
11	Bloomington	5	Transportation	Cedar Avenue Riverside County Line N to Slover Ave - Surface Seal - PCI (w/median project). Gas Tax		SAA
12	Bloomington	5	Transportation	Cedar Avenue, Bloomington Ave to Randall Ave - Install Medians. HSIP 90%, Gas Tax match		SAA
13	Bloomington	5	Transportation	Cedar Avenue, El Rivino to Slover Ave - Install Medians. HSIP 90%, Prop 1B match		SAA
14	Bloomington	5	Transportation	Locust Avenue, 7th St to 11th St - Repave. Gas Tax (City Lead)		SAA
15	Bloomington	5	Transportation	Seventh St, Locust Ave E/Cedar Ave - Repave - PCI. Measure I, Prop 1B		SXE
16	Cajon	1	Transportation	Wagon Train Road, End NE/SH138 - Repave - PCI. Gas Tax		SAA
17	Calico	1	Transportation	Ghost Town Rd, Calico Rd N/Entrance - 1-Way(NB) - Surface Seal - PCI. Gas Tax		SAA
18	Calico	1	Transportation	Ghost Town Rd, Ghost Town Rd N/Entrance-1 Way (SB) - Surface Seal - PCI. Gas Tax		SAA
19	Camp Baldy	2	Transportation	Yard 1 (Camp Baldy Area) Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax		SAA
20	Chino	4	Transportation	Roswell Avenue, Philadelphia to Francis Ave - Sidewalk Construction. General Fund (transferred previously), City of Chino		SAA
21	Colton	5	Transportation	Yard 5 (Colton and Del Rosa Areas) Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax		SAA
22	Crestline	2	Transportation	San Moritz Way @ San Moritz Drive, Drainage Improvements. Gas Tax		SAA
23	Crestline	2	Transportation	Yard 7 (Crestline Area) Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax		SAA
24	Crestline	2	Transportation	Yard 7 (Crestline Area) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax		SAA
25	Devore	5	Transportation	Yard 3 (Devore and Lytle Creek Areas) Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax		SAA
26	Fontana	2	Transportation	Almond Avenue, Upas Ct to .12M S of Foothill Blvd - Sidewalk Construction. SR2S		SAA
27	Fontana	2	Transportation	Almond Avenue, Whittram Ave N/.12m S, Foothill Blvd - Repave - PCI. Gas Tax, Prop 1B		SAA
28	Fontana	2	Transportation	Banana and Santa Ana, Various locations - Drainage Improvements. MOU with General Fund, City of Fontana sewer fees		SAA
29	Fontana	2	Transportation	Beech Avenue @ Pine Street - Install Crosswalk Lights. HSIP 90%, Gas Tax match		SAA
30	Fontana	2	Transportation	Beech Avenue, Arrow Route N/Sh66 - Repave - PCI. Measure I		SXE
31	Fontana	2	Transportation	Beech Avenue, Randall Ave N/Arrow Rte - Repave - PCI. Measure I		SXE
32	Fontana	2	Transportation	Cherry Avenue @ I-10 - Improve interchange. SANBAG, Regional Fee Plan, City of Fontana, RDA		SAA



**EXHIBIT B**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2013-14 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Carryover Balances		
121,000		121,000	121,000			-	121,000	1
1,850,000			-		721,260	721,260	721,260	2
154,770		154,770	154,770			-	154,770	3
302,069		302,069	302,069			-	302,069	4
2,900,000			-		35,000	35,000	35,000	5
460,000		460,000	460,000			-	460,000	6
760,000		760,000	760,000			-	760,000	7
225,000		225,000	225,000			-	225,000	8
225,000		225,000	225,000			-	225,000	9
53,000,000			-		4,000,000	4,000,000	4,000,000	10
56,300		56,300	56,300			-	56,300	11
915,500			-		830,500	830,500	830,500	12
2,040,000			-		1,800,000	1,800,000	1,800,000	13
82,709			-		82,709	82,709	82,709	14
365,000		365,000	365,000			-	365,000	15
299,700		299,700	299,700			-	299,700	16
4,000		4,000	4,000			-	4,000	17
4,000		4,000	4,000			-	4,000	18
225,000		225,000	225,000			-	225,000	19
650,000			-	345,000	-	345,000	345,000	20
175,000		175,000	175,000			-	175,000	21
160,000			-		90,314	90,314	90,314	22
280,000		280,000	280,000			-	280,000	23
170,000		170,000	170,000			-	170,000	24
205,000		205,000	205,000			-	205,000	25
240,000			-		187,777	187,777	187,777	26
447,100		447,100	447,100			-	447,100	27
810,000			-	700,000	-	700,000	700,000	28
76,000			-		58,080	58,080	58,080	29
438,024		438,024	438,024			-	438,024	30
865,000		865,000	865,000			-	865,000	31
76,000,000			-		6,165,000	6,165,000	6,165,000	32



**EXHIBIT B**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP #	Fund
33	Fontana	5	Transportation	Randall Ave, Alder to Maple - Repave. Gas Tax (City Lead)		SAA
34	Fontana	5	Transportation	San Bernardino Avenue, Alder Ave E/.07M E, Larch Ave - Repave - PCI. Gas Tax, Prop 1B		SAA
35	Fontana	2	Transportation	San Bernardino Avenue, Calabash Ave E to Fontana Ave - Widen Roadway. Measure I, Prop 1B (w/PCI Component)		SWW
36	Fontana	5	Transportation	Slover Ave Ph 1, Alder to Linden - Widening. Prop 1B, Measure I, Gas Tax (loan for Regional Fees), SANBAG, City of Fontana (w/PCI Component)		SAA
37	Fontana	5	Transportation	Slover Ave Ph 2, Tamarind to Alder and Linden to Cedar - Widening. Gas Tax (loan for Regional Fees), SANBAG (w/PCI Component)		SAA
38	Fontana	5	Transportation	Tamarind Ave, Jurupa Ave to Slover Ave - Repave. Gas Tax, Prop 1B		SAA
39	Fontana	5	Transportation	Valley Blvd, Locust to Spruce - Install Medians. HSIP 90%, Gas Tax match		SAA
40	Fontana	2	Transportation	Valley Boulevard @ Banana Ave - Signal Installation. General Fund (transferred previously)		SAA
41	Fontana	2	Transportation	Various Roads (Fontana area) - Surface Seals - PCI. Gas Tax, General Fund (transferred previously)		SAA
42	Helendale	1	Transportation	Shadow Mountain Rd, .16m W, Rivers Edge E/Helendale Rd - Repave - PCI. Measure I		SXC
43	Helendale	1	Transportation	Shadow Mountain Road, Helendale Road to National Trails Highway - Design road, grade separation & bridge. Measure I, Local Fee Plan (construction not funded)		SWD
44	Hesperia	1	Transportation	Summit Valley Road, SH138 N to Hesperia City Limits - Design to widen and realign road. PLH (construction not funded)		SAA
45	Hinkley	1	Transportation	Hinkley Road @ Mojave River, Repair Bridge. Gas Tax, Measure I (possible FHWA disaster reimbursement)		SAA
46	Lake Arrowhead	2	Transportation	Grandview Road, Sawmill Rd to Walnut Hills Dr - Sidewalk Construction. SR2S, Gas Tax		SAA
47	Lake Arrowhead	2	Transportation	Pine Drive, 85' E of Hook Creek Rd - Retaining Wall Replace/Retrofit. Gas Tax		SAA
48	Lake Arrowhead	2	Transportation	Yard 8 (Lake Arrowhead Area) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax		SAA
49	Lenwood	1	Transportation	Lenwood Road, Lenwood Rd north to Main St - Design Grade Separation. Measure I, SANBAG, City of Barstow		RWR
50	Lucerne Valley	3	Transportation	Yard 16 (Lucerne Valley Area) Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax		SAA
51	Ludlow	1	Transportation	Dola Ditch Bridge on Nat Trls Hwy, Br No 54C 285, 2.08M E of Kelbaker - Design Bridge replacement. HBP 88.53%, Gas Tax match		SAA
52	Ludlow	1	Transportation	Lanzit Ditch Bridge on Nat Trls Hwy, Br No 54C 286, 2.77M E of Kelbaker - Design Bridge replacement. HBP 88.53%, Gas Tax match		SAA
53	Ludlow	1	Transportation	National Trails Hwy Bridge @ Avon Wash Bridge #54C-239 (9.48M E, Crucero Rd) - Bridge Repair. HBP 88.53%, Gas Tax match		SAA
54	Ludlow	1	Transportation	National Trails Hwy Bridge @ Kalmia Ditch Bridge #54C-242 (11.8M E, Crucero Rd) - Bridge Repair. HBP 88.53%, Gas Tax match		SAA
55	Lytle Creek	5	Transportation	Glen Helen Pkwy @ Cajon Wash - Bridge Replacement. HBP 88.53%, Measure I match		SAA
56	Lytle Creek	5	Transportation	Glen Helen Pkwy @ UPRR-BNSF Crossing - Grade Separation. General Fund, SANBAG, TCIF, Measure I, Railroads		SAA
57	Mentone	3	Transportation	Orange Blossom Trail, Wabash Ave NELY/SH 38 - Design Bike Trail. TDA Art 3 90%, Measure I match		SXE
58	Moonridge	3	Transportation	Hatchery Drive, Glencove Dr N to State Lane - Pave dirt road. Prop 1B		SAA
59	Moonridge	3	Transportation	Maple Lane, Barton Lane N to SH 38 - Slope Protection. Prop 1B (design), Measure I \$1.3M, SLPP \$1.3 (construction)		SXD
60	Morongo Area	3	Transportation	Yard 10 (Joshua Tree, Twentynine Palms, Morongo, Yucca Valley Areas) - Chip Seals / Surface Seals - PCI. Gas Tax & Measure I		SAA
61	Muscoy	5	Transportation	Adams Street, Macy St E/California St - Repave - PCI. Gas Tax, Prop 1B		SAA
62	Muscoy	5	Transportation	Darby Street, June St E/Calif St - Surface Seal - PCI. Gas Tax		SAA



**EXHIBIT B**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2013-14 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Carryover Balances		
130,479			-		130,479	130,479	130,479	33
1,109,000		1,109,000	1,109,000			-	1,109,000	34
2,331,000			-		1,635,829	1,635,829	1,635,829	35
4,500,000			-		2,881,000	2,881,000	2,881,000	36
3,577,000			-		952,000	952,000	952,000	37
150,000		150,000	150,000			-	150,000	38
1,520,000			-		1,250,461	1,250,461	1,250,461	39
331,000			-	272,000	-	272,000	272,000	40
160,000			-	113,000	47,000	160,000	160,000	41
605,000		605,000	605,000			-	605,000	42
3,140,000			-		180,000	180,000	180,000	43
2,500,000			-		1,187,680	1,187,680	1,187,680	44
325,000			-		295,000	295,000	295,000	45
190,000			-		115,352	115,352	115,352	46
670,000			-		313,668	313,668	313,668	47
240,000		240,000	240,000			-	240,000	48
31,500,000			-		20,000	20,000	20,000	49
95,000		95,000	95,000			-	95,000	50
750,000			-		532,843	532,843	532,843	51
1,000,000			-		832,039	832,039	832,039	52
307,000			-		250,000	250,000	250,000	53
307,000			-		250,000	250,000	250,000	54
18,848,000			-		2,668,501	2,668,501	2,668,501	55
32,500,000	3,201,270		3,201,270		10,026,528	10,026,528	13,227,798	56
70,000			-		20,000	20,000	20,000	57
1,000,000			-		600,000	600,000	600,000	58
2,917,000			-		2,600,000	2,600,000	2,600,000	59
230,000		230,000	230,000			-	230,000	60
259,613		259,613	259,613			-	259,613	61
58,400		58,400	58,400			-	58,400	62



**EXHIBIT B**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP #	Fund
63	Needles	1	Transportation	Needles Highway N Street N&E to State Line - Design Passing Lanes. STP, PLH (construction not funded)		SAA
64	Newberry Springs	1	Transportation	Yard 12 (Newberry Springs Area) Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax		SAA
65	Oak Hills	1	Transportation	Ranchero Road .30M E of Mariposa E to 1.00M E of Escondido Ave - Design Roadway widening. Measure I (construction not funded)		RWV
66	Oak Hills	1	Transportation	Ranchero Road @ Escondido Ave - Install signal. Measure I, Regional Fee Plan, SANBAG, Prop 1B (w/PCI Component)		RWV
67	Oro Grande	1	Transportation	Yard 16 (Oro Grande Area) Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax		SAA
68	Phelan	1	Transportation	Phelan Road @ Lilac - Realign intersection. Prop 1B		SAA
69	Phelan	1	Transportation	Phelan Road, Beekley Rd E to Los Banos Ave - Drainage improvements. Measure I, Prop 1B		SWV
70	Phelan	1	Transportation	Sheep Crk Rd & Phelan Rd, .14m N, SH 138 N/Duncan Rd & Malpaso E/Johnson - Repave. Prop 1B		SAA
71	Redlands	3	Transportation	Garnet Street, Mill Creek Br No. 54C 420 - Bridge replacement. Design-HBP 80%, Gas Tax match 20%, Construction-HBP 100%		SAA
72	Running Springs	3	Transportation	Running Springs School Road, .15m S, Snow Cactus Ct N/Sh 18 - Repave - PCI. Gas Tax, Prop 1B		SAA
73	Running Springs	2	Transportation	Yard 8 (Running Spring Area) Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax		SAA
74	San Antonio Heights	2	Transportation	Various Roads (San Antonio Heights area) - Surface Seals - PCI. Gas Tax, General Fund (transferred previously)		SAA
75	San Bernardino	3	Transportation	Pacific St, ADA Ramp & Flashing Lighted Crosswalk. SR2S		SAA
76	Silver Lakes	1	Transportation	Helendale Road, Shadow Mtn Rd Nly/Vista Rd - Repave - PCI. Measure I		SXC
77	Silver Lakes	1	Transportation	Vista Road, Helendale Rd W/Lakeview Dr - Repave - PCI. Measure I		SXC
78	Spring Valley Lake	1	Transportation	Ridge Crest Road & Pahute Ave - Sidewalk Construction. SRTS		SAA
79	Spring Valley Lake	1	Transportation	Various Roads (Spring Valley Lake area) - Repave / Surface Seals - PCI. Measure I		SXF
80	Spring Valley Lake	1	Transportation	Yates Road, .24M N of Chiquapin Dr E & S to .02M S of Fortuna, Signal at Ridge Crest & Chiquapin - Widen, repave (City lead, County share only). Measure I, Prop 1B, Regional Fee Plan (w/PCI Component)		SAA
81	Verdemont	5	Transportation	Institution Rd, .20M W of Verdemont Rch Rd east .40M - Repave. General Fund (transferred previously)		SAA
82	Yermo	1	Transportation	Calico Blvd, .16M W, Sagebrush Ln E/Minneola Rd - Chip Seals / Surface Seals - PCI. Gas Tax		SAA
83	Yermo	1	Transportation	Yermo Road at Manix Wash - Design bridge replacement. HBP 88.53%, Gas Tax match		SAA
<b>TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION</b>						

Acronyms/Symbols:

HBP	Federal Highway Bridge Program
HSIP	Highway Safety Improvement Program
PLH	Public Lands Highway Program
Prop 1B	Proposition 1B Bond Act
SLPP	State-Local Partnership Program
SR2S	State Safe Routes to School Program
SRTS	Federal Safe Routes to School Program
STP	Federal Surface Transportation Program
TCIF	Trade Corridor Improvement Fund (under Prop 1B)
TDA Art 3	Transportation Development Act, Bicycle & Pedestrian Funds
PCI	Project Protects/Improves the Pavement Condition



**EXHIBIT B**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2013-14 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Carryover Balances		
12,701,000			-		900,000	900,000	900,000	63
185,000		185,000	185,000			-	185,000	64
11,300,000			-		70,198	70,198	70,198	65
2,500,000			-		2,111,423	2,111,423	2,111,423	66
125,000		125,000	125,000			-	125,000	67
536,162			-		302,000	302,000	302,000	68
1,650,000			-		1,371,000	1,371,000	1,371,000	69
5,628,850			-		5,553,850	5,553,850	5,553,850	70
6,500,000			-		344,059	344,059	344,059	71
425,000		425,000	425,000			-	425,000	72
291,178		291,178	291,178			-	291,178	73
464,000			-	50,000	414,000	464,000	464,000	74
407,900			-		332,500	332,500	332,500	75
1,200,000		1,200,000	1,200,000			-	1,200,000	76
900,000		900,000	900,000			-	900,000	77
262,508			-		192,508	192,508	192,508	78
1,750,000		1,750,000	1,750,000			-	1,750,000	79
2,870,000	908,543		908,543		1,460,457	1,460,457	2,369,000	80
7,000,000			-	6,500,000	-	6,500,000	6,500,000	81
66,000		66,000	66,000			-	66,000	82
1,867,231			-		1,763,097	1,763,097	1,763,097	83
<b>314,456,493</b>	<b>4,109,813</b>	<b>13,471,154</b>	<b>17,580,967</b>	<b>7,980,000</b>	<b>55,574,112</b>	<b>63,554,112</b>	<b>81,135,079</b>	



**EXHIBIT C**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-SOLID WASTE MANAGEMENT**

Proj.	Location/ Address	Department	Project Name-Description	Fund
1	Barstow 32553 Barstow Road, Barstow	Solid Waste	Borrow Area Phase 1 Liner	EAC
2	Big Bear 38550 Holcomb Valley Road, Big Bear	Solid Waste	Landfill Gas Extraction System	EAL
3	Countywide-Variou	Solid Waste	Landfill Gas Extraction System Operations, Maintenance & Monitoring (OM&M)	EAL
4	Countywide-Variou	Solid Waste	Water Quality Management & Reporting Program OM&M	EAL
5	Heaps Peak 29898 Hwy 18, Running Springs	Solid Waste	Entrance/Facility Pavement - Design	EAA
6	Heaps Peak 29898 Hwy 18, Running Springs	Solid Waste	Install Modular Scale House	EAA
7	Heaps Peak 29898 Hwy 18, Running Springs	Solid Waste	Leachate Treatment System OM&M	EAL
8	Heaps Peak 29898 Hwy 18, Running Springs	Solid Waste	East Slope Stabilization	EAL
9	Landers 59200 Winters Road, Landers	Solid Waste	Install Modular Scale House	EAA
10	Landers 59200 Winters Road, Landers	Solid Waste	Lateral Expansion	EAC
11	Landers 59200 Winters Road, Landers	Solid Waste	Landfill Gas Extraction System	EAL
12	Mid-Valley 2390 N. Alder Avenue, Rialto	Solid Waste	Lane 24 Radio Frequency Identification (RFID) Improvement Project	EAA
13	Mid-Valley 2390 N. Alder Avenue, Rialto	Solid Waste	Unit 1 South & West Slopes Partial Final Closure	EAB
14	Mid-Valley 2390 N. Alder Avenue, Rialto	Solid Waste	Broco Cleanup	EAL
15	Mid-Valley 2390 N. Alder Avenue, Rialto	Solid Waste	Perchlorate - State Dept. of Toxic Substances Control (DTSC) Reimbursement	EAL
16	Milliken 2050 South Milliken Ave., Ontario	Solid Waste	Easement Agreements - Edison	EAL
17	San Timoteo 31 Refuse Road, Redlands	Solid Waste	Entrance/Access Road Construction - Design	EAA
18	Victorville 18600 Stoddard Wells Road, Victorville	Solid Waste	Chip Seal Entrance Road	EAA
19	Yucaipa 33900 Oak Glen Road, Yucaipa	Solid Waste	Ground Water Treatment System	EAL
<b>TOTAL PROJECTS ADMINISTERED BY PUBLIC WORKS-SOLID WASTE MANAGEMENT</b>				





**EXHIBIT C**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-SOLID WASTE MANAGEMENT**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2013-14 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Carryover Balances		
3,964,468		2,110,934	2,110,934		1,853,534	1,853,534	3,964,468	1
1,430,113		1,430,113	1,430,113			-	1,430,113	2
4,174,637		4,174,637	4,174,637			-	4,174,637	3
2,275,334		2,275,334	2,275,334			-	2,275,334	4
100,000		100,000	100,000			-	100,000	5
100,000		50,000	50,000		50,000	50,000	100,000	6
250,000		250,000	250,000			-	250,000	7
1,222,692			-		1,222,692	1,222,692	1,222,692	8
100,000			-		100,000	100,000	100,000	9
346,780			-		346,780	346,780	346,780	10
250,000		250,000	250,000			-	250,000	11
130,000		130,000	130,000			-	130,000	12
1,703,500			-		1,703,500	1,703,500	1,703,500	13
500,000		500,000	500,000			-	500,000	14
163,618		163,618	163,618			-	163,618	15
5,305		5,305	5,305			-	5,305	16
100,000		100,000	100,000			-	100,000	17
45,000		45,000	45,000			-	45,000	18
450,000		450,000	450,000			-	450,000	19
<b>17,311,447</b>	<b>-</b>	<b>12,034,941</b>	<b>12,034,941</b>	<b>-</b>	<b>5,276,506</b>	<b>5,276,506</b>	<b>17,311,447</b>	



**EXHIBIT D**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY OTHER DEPARTMENTS**

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj #
1	Apple Valley-21600 Corwin Dr.	Airports	Apple Valley Airport Runway Rehabilitation - Phase I. Phase 2 - \$90,000 in 2014-15 and Phase 3 - \$975,000 in 2015-16 funded 10% CIP Fund RAI and 90% FAA funds.	14-004	RAI	
2	Apple Valley-21600 Corwin Dr.	Airports	Apple Valley Airport Comprehensive Land Use Plan (CLUP) Update funded by CSA 60 CIP fund	14-006	RAI	
3	Bloomington-10174 Magnolia	County Fire	Station 76 Kitchen Remodel funded by Valley Improvement Zone Capital Reserves (FVR 580 4000)	14-028	FVR	
4	Bloomington-10174 Magnolia	County Fire	Station 76 Exterior Stucco and Paint funded by Valley Improvement Zone Capital Reserves (FVR 580 4000)	14-032	FVR	
5	Chino-7000 Merrill Ave.	Airports	Chino Airport Northwest Apron Rehabilitation - Phase I. Phase 2 - \$80,000 in 2014-15 and Phase 3 - \$340,000 in 2015-16 funded 10% CP Fund RAA and 90% FAA funds.	14-001	RAA	
6	Chino-7000 Merrill Ave.	Airports	Chino Airport Pavement Maintenance Plan Update funded 10% CIP fund RAA and 90% FAA funds	14-007	RAA	
7	Chino-7000 Merrill Ave.	Airports	Chino Airport CLUP Update funded by CIP fund RAA.	14-008	RAA	
8	Countywide-Various	Fleet Management	Modify/replace existing unleaded fuel tanks to comply with California Air Resources (CARB) Executive Order 401 by April 1, 2014. Funded by Fleet Management Internal Service funds.	14-011		
9	Daggett-39500 National Trails Hwy	Airports	Barstow-Daggett Airport Apron Rehabilitation - Phase I. Phase 2 - \$310,000 in 2014-15 and Phase 3 - \$6,345,000 in 2015-16. Funded 10% CIP Fund RAI and 90% FAA funds	14-003	RAI	
10	Devore-1511 Devore Rd.	County Fire	Station 2 Kitchen and Dining Remodel funded by Valley Improvement Zone Capital Reserves (FVR 580 4000)	14-027	FVR	
11	Helendale-27089 Helendale Rd.	County Fire	Station 4 Exterior Paint funded by Fire Station 4 Budget (FNZ 590 3004)	14-038	FNZ	
12	Hesperia-4691 Summit Valley Rd.	County Fire	Station 48 Painting Exterior Project funded by Reserves (FMR 590 5000)	14-036	FMR	
13	Hesperia-4691 Summit Valley Rd.	County Fire	Station 48 Underskirting Project funded by Reserves (FMR 590 5000)	14-037	FMR	
14	Lake Arrowhead- 27470 N. Bay Rd.	County Fire	Station 94 Apparatus Bay Doors funded by Reserves (FMR 600 4000)	14-043	FMR	
15	Mentone-1300 Crafton Ave.	County Fire	Station 9 Kitchen Bathroom Remodels funded by Valley Improvement Zone Capital Reserves (FVR 580 4000)	14-029	FVR	
16	Mentone-1300 Crafton Ave.	County Fire	Station 9 Asbestos Abatement funded by Valley Improvement Zone Capital Reserves (FVR 580 4000)	14-030	FVR	
17	Mountain View Acres- 13782 El Evado Rd.	County Fire	Station 37 Security Gate Opener funded by Fire Station 37 Budget (FNZ 590 4037)	14-039	FNZ	
18	Muscoy-12852 Macy Ave.	County Fire	Station 75 Zero Scape Landscaping funded by Valley Improvement Zone Capital Reserves (FVR 580 4000)	14-033	FVR	
19	S.B./Redlands-Santa Ana River Trail	Regional Parks	Construct hiking/biking/equestrian trail - Phase 3 funded by Sanbag		RTS	PT0142
20	San Bernardino/ Redlands Santa Ana River Trail	Regional Parks	Construct hiking/biking/equestrian trail - Phase 4 funded by the California State Coastal Conservancy (Prop 84)		RTS	PT0094
21	San Bernardino-210 N. Lena Rd.	Fleet Management	Parts Room Upgrade funded from Fleet Management Internal Service Funds.	14-012		
22	Trona-83732 Trona Rd.	County Fire	Station 57 Roof Replacement funded by Fire Station Budget (FNZ 590 3057)	14-040	FNZ	



**EXHIBIT D**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY OTHER DEPARTMENTS**

Total Project Cost	NEW PROJECTS			CARRYOVER			2013-14 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Carryover Balances		
60,000		60,000	60,000			-	60,000	1
50,000		50,000	50,000			-	50,000	2
19,950		19,950	19,950			-	19,950	3
26,600		26,600	26,600			-	26,600	4
50,000		50,000	50,000			-	50,000	5
60,000		60,000	60,000			-	60,000	6
50,000		50,000	50,000			-	50,000	7
100,000		100,000	100,000			-	100,000	8
65,000		65,000	65,000			-	65,000	9
26,600		26,600	26,600			-	26,600	10
20,000		20,000	20,000			-	20,000	11
7,667		7,667	7,667			-	7,667	12
13,034		13,034	13,034			-	13,034	13
40,000		40,000	40,000			-	40,000	14
19,950		19,950	19,950			-	19,950	15
19,950		19,950	19,950			-	19,950	16
8,000		8,000	8,000			-	8,000	17
19,950		19,950	19,950			-	19,950	18
4,159,940			-		559,940	559,940	559,940	19
3,500,000	-	100,000	100,000			-	100,000	20
10,000		10,000	10,000			-	10,000	21
25,334		25,334	25,334			-	25,334	22



**EXHIBIT D**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY OTHER DEPARTMENTS**

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund	Proj #
23	Upland-2413 N. Euclid Ave.	County Fire	Station 12 Re-surface Asphalt funded by Valley Improvement Zone Capital Reserves (FVR 580 4000)	14-031	FVR	
24	Wrightwood-5980 Elm St.	County Fire	Station 14 Roof Replacement funded by Reserves (FMR 590 5000)	14-034	FMR	
25	Wrightwood-5980 Elm St.	County Fire	Station 14 Facia Boards Replacement funded by Reserves (FMR 590 5000)	14-035	FMR	
26	Yucca Valley-57201 29 Palms Hwy	County Fire	Station 41 Roof Repair funded by Station 41 Operating Budget (FSZ 610 3041)	14-044	FSZ	
<b>TOTAL PROJECTS ADMINISTERED BY OTHER DEPARTMENTS</b>						



**EXHIBIT D**  
**2013-14 CAPITAL IMPROVEMENT PROGRAM PROJECTS**  
**ADMINISTERED BY OTHER DEPARTMENTS**

Total Project Cost	NEW PROJECTS			CARRYOVER			2013-14 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Other Funding	Carryover Balances		
13,300		13,300	13,300			-	13,300	23
42,000		42,000	42,000			-	42,000	24
13,034		13,034	13,034			-	13,034	25
10,640		10,640	10,640			-	10,640	26
<b>8,430,949</b>	<b>-</b>	<b>871,009</b>	<b>871,009</b>	<b>-</b>	<b>559,940</b>	<b>559,940</b>	<b>1,430,949</b>	



**EXHIBIT E**  
**2013-14 THROUGH 2017-18**  
**FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM**  
**By Project Type**

Description	Adopted Year 1 (2013-14)	Proposed Year 2 (2014-15)
<b>Minor Capital Improvement Program</b>	2,057,210	2,000,000
<b>ADA Improvements Program</b>	-	200,000
<b>Regional Parks Improvements Program</b>	1,000,000	1,000,000
<b>HVAC Upgrades/Maintenance/Replacement:</b>	2,760,000	2,400,000
Countywide Hardware and HVAC Controls Upgrade-\$450,000		300,000
CGC HVAC Study-\$40,000		
WVDC HVAC Commissioning Implementation-Phase II-\$395,000		
FM HVAC Package Units (2) - \$25,000		
Barstow Public Health Air Handler - \$50,000		
Twin Peaks Chiller - \$200,000		
Adelanto Detention Center HVAC - \$1,600,000		
<b>Boiler Replacements:</b>	350,000	250,000
RYEF Boiler-\$110,000		
316 Mountain View Boiler-\$120,000		
268 Hospitality Boiler-\$120,000		
<b>Emergency Generators:</b>	60,000	600,000
RYEF Generator Removal/Temporary Connections		
<b>Elevator Modernization:</b>	568,290	350,000
268 Building (2)-\$450,000		
Big Bear Courthouse (1)-\$118,290		
<b>Fire/Life Safety Program:</b>	260,000	250,000
268 Hospitality Fire Alarm Upgrade-\$250,000		
Rancho Courthouse Sprinkler Head Replacement-\$10,000		
Security Control Systems		
<b>Roofing Repair/Replacement Program:</b>	940,000	600,000
Probation Day Reporting Center Roof-\$220,000		
Sheriff GHRC Facilities Roof-\$270,000		
Adelanto Detention Center Roofing Replacement-\$340,000		250,000
Barstow Probation Roofing Replacement-\$110,000		
<b>Pavement Management Program:</b>	940,000	1,000,000
Facilities Mgmt Parking Lot and Driveway Rehab-\$220,000		
General Services Building Patch and Slurry-\$360,000		
CGC Complex Paving Rehab-\$240,000		
Joshua Tree Complex Pavement Rehabilitation-\$120,000		
<b>Energy Efficiency Program</b>	-	250,000
<b>Exterior Renovation Program:</b>	282,000	400,000
CGC Exterior Renovation-\$100,000		
Redlands Museum Assoc. Buildings-\$50,000		
Redlands Museum Entry and Patio Deck Resurfacing-\$49,500		
Redlands Museum Paint and Seal Dome-\$82,500		
<b>Interior Renovation Program:</b>	1,285,000	500,000
GHRC Work Release Offices Carpet Replacement-\$25,000		
WVDC Inmate Shower Renovation (3 Year Funding)-\$600,000		
Countywide Conference Room Upgrade-\$150,000		150,000
CGC Land Use Services Wall-\$80,000		
CGC Land Use Services Breakroom-\$40,000		
District Attorney into Victorville Sheriff's Court Svcs-\$220,000		
Redlands Museum 2nd Floor Flooring Replacement-\$66,000		
Redlands Museum Mammal Hall Flooring Replacement-\$44,000		
Joshua Tree Courthouse Ceiling Tile Replacement-\$60,000		



**EXHIBIT E**  
**2013-14 THROUGH 2017-18**  
**FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM**  
**By Project Type**

Proposed Year 3 (2015-16)	Proposed Year 4 (2016-17)	Proposed Year 5 (2017-18)	Total One-Time Capital Cost
2,000,000	2,000,000	2,000,000	10,057,210
200,000	200,000	200,000	800,000
1,000,000			3,000,000
1,700,000	1,500,000	1,000,000	9,360,000
300,000	300,000		900,000
250,000	200,000	150,000	1,200,000
600,000	600,000	600,000	2,460,000
350,000	350,000	350,000	1,968,290
250,000	250,000	250,000	1,260,000
400,000	400,000		800,000
500,000	400,000	400,000	2,840,000
			250,000
750,000	500,000	500,000	3,690,000
250,000	250,000	250,000	1,000,000
450,000	500,000	600,000	2,232,000
500,000	500,000	500,000	3,285,000
150,000			300,000



**EXHIBIT E**  
**2013-14 THROUGH 2017-18**  
**FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM**  
**By Project Type**

Description	Adopted Year 1 (2013-14)	Proposed Year 2 (2014-15)
<b>Site Infrastructure Program:</b>	1,497,500	600,000
172 W. 3rd Replace Oil Switches (2)-\$48,000		
Gilbert Street Replace Oil Switches (9)-\$215,000		
351 Mt View Replace Oil Switch-\$24,000		
364 Mt. View Replace Oil Switch-\$24,000		
316 Mt. View Air Switches (2)-\$42,000		
Redlands Museum Flooding-\$140,000		
Cucamonga Guasti Regional Park Reclaimed Water-\$14,500		
Gilbert Street Preventative Maintenance on Switchgear-\$40,000		
WVDC Perimeter Security Enhancement-\$950,000		
<b>County Buildings Acquisition and Retrofit Project</b>		900,000
<b>Unprogrammed</b>	-	-
<b>TOTAL BUDGET</b>	<b>12,000,000</b>	<b>12,000,000</b>





### By Project Type

**60,000,000**

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# APPENDICES





**ADMINISTRATION**

	Fiscal Year 2011-12 Final Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Final Budget	Fiscal Year 2013-14 Adopted Budget
<b>Requirements</b>				
Staffing Expenses	88,555,657	104,691,774	93,600,731	95,853,594
Operating Expenses	158,990,499	187,710,265	196,324,571	193,956,682
Capital Expenditures	10,637,093	15,312,824	14,727,423	13,962,844
Reimbursements	(40,748,926)	(42,600,952)	(43,715,838)	(43,042,356)
Contingencies	1,473,885	1,501,830	1,481,830	1,362,244
Subtotal	218,908,208	266,615,741	262,418,717	262,093,008
Operating Transfers Out	11,667,804	12,437,269	13,227,088	10,296,994
Total	230,576,012	279,053,010	275,645,805	272,390,002
<b>Sources</b>				
Taxes	0	0	0	0
1991 Realignment	0	0	0	0
2011 Realignment	0	126,409	126,409	131,242
State and Federal Aid	158,795	289,302	289,302	289,300
Fee/Rate	163,484,504	165,698,233	167,651,165	180,455,434
Other Revenue	(270,634)	18,612,241	12,360,540	6,982,723
Operating Transfers In	7,948,126	6,183,948	6,404,593	6,298,738
Fund Balance/Net Assets	18,725,930	37,840,596	37,840,596	34,531,031
General Fund Allocation/Local Cost	40,529,291	50,302,281	50,973,200	43,701,534
Total	230,576,012	279,053,010	275,645,805	272,390,002
Budgeted Staffing	816	797	797	818



**CAPITAL FACILITIES LEASES**

	Fiscal Year 2011-12 Final Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Final Budget	Fiscal Year 2013-14 Adopted Budget
<b>Requirements</b>				
Staffing Expenses	0	0	0	0
Operating Expenses	18,052,053	14,998,418	14,998,418	14,954,748
Capital Expenditures	0	0	0	0
Reimbursements	(1,943,662)	(1,945,536)	(1,945,536)	(1,941,734)
Contingencies	0	0	0	0
Subtotal	16,108,391	13,052,882	13,052,882	13,013,014
Operating Transfers Out	0	0	0	0
Total	16,108,391	13,052,882	13,052,882	13,013,014
<b>Sources</b>				
Taxes	0	0	0	0
1991 Realignment	0	0	0	0
2011 Realignment	0	0	0	0
State and Federal Aid	0	0	0	0
Fee/Rate	0	0	0	0
Other Revenue	917,784	0	0	0
Operating Transfers In	189,605	0	0	0
Fund Balance/Net Assets	0	0	0	0
General Fund Allocation/Local Cost	15,001,002	13,052,882	13,052,882	13,013,014
Total	16,108,391	13,052,882	13,052,882	13,013,014



**ECONOMIC DEVELOPMENT AGENCY**

	Fiscal Year 2011-12 Final Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Final Budget	Fiscal Year 2013-14 Adopted Budget
<b>Requirements</b>				
Staffing Expenses	10,841,247	12,027,678	12,327,678	12,218,257
Operating Expenses	44,498,269	73,810,868	83,827,817	57,059,703
Capital Expenditures	2,300,450	366,000	366,000	0
Reimbursements	(5,163,834)	(4,383,984)	(4,600,384)	(4,853,952)
Contingencies	20,692,605	10,143,591	10,766,609	12,559,785
Subtotal	73,168,737	91,964,153	102,687,720	76,983,793
Operating Transfers Out	2,826,281	12,945,270	7,693,076	2,342,765
Total	75,995,018	104,909,423	110,380,796	79,326,558
<b>Sources</b>				
Taxes	3,695	0	0	0
1991 Realignment	0	0	0	0
2011 Realignment	0	0	0	159,003
State and Federal Aid	49,683,469	50,687,815	55,633,480	37,003,328
Fee/Rate	47,313	30,000	30,000	30,000
Other Revenue	3,635,629	4,591,374	4,768,395	3,161,741
Operating Transfers In	268,316	300,000	650,000	824,276
Fund Balance/Net Assets	19,731,418	46,385,020	46,385,020	35,173,376
General Fund Allocation/Local Cost	2,625,178	2,915,214	2,913,901	2,974,834
Total	75,995,018	104,909,423	110,380,796	79,326,558
Budgeted Staffing	157	143	155	137



**FISCAL**

	Fiscal Year 2011-12 Final Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Final Budget	Fiscal Year 2013-14 Adopted Budget
<b>Requirements</b>				
Staffing Expenses	38,559,078	43,061,868	42,229,476	43,297,596
Operating Expenses	21,583,508	23,364,855	23,935,537	24,467,808
Capital Expenditures	179,667	285,000	383,057	390,000
Reimbursements	(2,954,626)	(1,673,664)	(1,658,664)	(1,474,919)
Contingencies	7,129,493	4,795,573	4,670,808	7,166,281
Subtotal	64,497,120	69,833,632	69,560,214	73,846,766
Operating Transfers Out	4,045,000	0	41,000	7,000
Total	68,542,120	69,833,632	69,601,214	73,853,766
<b>Sources</b>				
Taxes	18,000	926,500	926,500	905,000
1991 Realignment	0	0	0	0
2011 Realignment	0	0	0	0
State and Federal Aid	925,062	150,481	150,481	253,081
Fee/Rate	27,864,933	29,852,768	29,980,768	31,569,571
Other Revenue	5,189,379	6,360,536	6,385,536	5,175,875
Operating Transfers In	0	0	0	0
Fund Balance/Net Assets	10,549,141	7,284,046	7,284,046	9,371,872
General Fund Allocation/Local Cost	23,995,605	25,259,301	24,873,883	26,578,367
Total	68,542,120	69,833,632	69,601,214	73,853,766
Budgeted Staffing	511	513	508	525





**ARROWHEAD REGIONAL MEDICAL CENTER**

	Fiscal Year 2011-12 Final Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Final Budget	Fiscal Year 2013-14 Adopted Budget
<b>Requirements</b>				
Staffing Expenses	213,455,055	234,420,563	234,823,505	244,234,021
Operating Expenses	234,226,490	221,099,068	233,458,260	222,164,334
Capital Expenditures	16,329,447	19,137,833	17,256,224	10,153,227
Reimbursements	(139,321)	0	0	0
Contingencies	172,045	172,045	172,045	0
Subtotal	464,043,716	474,829,509	485,710,034	476,551,582
Operating Transfers Out	11,713,936	9,794,216	9,818,891	10,596,425
Total	475,757,652	484,623,725	495,528,925	487,148,007
<b>Sources</b>				
Taxes	0	0	0	0
1991 Realignment	0	0	0	0
2011 Realignment	0	0	0	0
State and Federal Aid	307,854,556	325,922,825	337,853,465	331,418,413
Fee/Rate	86,684,872	78,120,942	78,120,942	76,464,564
Other Revenue	4,630,025	6,576,002	6,063,891	6,022,851
Operating Transfers In	66,775,992	65,657,499	65,144,170	64,186,827
Fund Balance/Net Assets	9,812,207	8,346,457	8,346,457	9,055,352
General Fund Allocation/Local Cost	0	0	0	0
Total	475,757,652	484,623,725	495,528,925	487,148,007
Budgeted Staffing	3,416	3,507	3,544	3,608

Note: Includes appropriation and revenue for ARMC's Capital Improvement Funds.



**HUMAN SERVICES**

	Fiscal Year 2011-12 Final Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Final Budget	Fiscal Year 2013-14 Adopted Budget
<b>Requirements</b>				
Staffing Expenses	466,927,020	522,598,718	520,531,674	545,553,560
Operating Expenses	854,295,625	949,692,785	993,221,124	1,046,548,783
Capital Expenditures	4,048,640	10,965,700	12,472,286	7,703,403
Reimbursements	(45,036,036)	(44,776,243)	(45,651,574)	(47,199,027)
Contingencies	95,477,530	70,224,282	90,066,505	96,115,822
Subtotal	1,375,712,779	1,508,705,242	1,570,640,015	1,648,722,541
Operating Transfers Out	37,911,523	43,059,432	48,529,156	48,420,351
Total	1,413,624,302	1,551,764,674	1,619,169,171	1,697,142,892
<b>Sources</b>				
Taxes	29,204	32,374	32,374	33,944
1991 Realignment	161,861,903	167,851,315	168,703,699	165,333,733
2011 Realignment	91,167,327	182,093,753	183,400,760	201,130,818
State and Federal Aid	924,874,896	919,458,984	954,205,262	978,145,124
Fee/Rate	40,518,812	75,408,831	100,408,831	107,722,804
Other Revenue	31,395,970	31,760,348	32,029,552	37,491,597
Operating Transfers In	1,059,261	6,237,620	11,436,372	12,602,787
Fund Balance/Net Assets	98,622,582	99,855,328	99,855,328	121,283,999
General Fund Allocation/Local Cost	64,094,347	69,066,121	69,096,993	73,398,086
Total	1,413,624,302	1,551,764,674	1,619,169,171	1,697,142,892
Budgeted Staffing	7,294	7,229	7,242	7,459



**LAW AND JUSTICE**

	Fiscal Year 2011-12 Final Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Final Budget	Fiscal Year 2013-14 Adopted Budget
<b>Requirements</b>				
Staffing Expenses	552,448,815	598,703,243	596,512,471	609,756,351
Operating Expenses	203,802,898	258,844,663	259,224,981	245,378,100
Capital Expenditures	7,323,432	12,057,563	15,118,028	15,029,200
Reimbursements	(30,645,307)	(73,104,001)	(77,421,193)	(62,804,030)
Contingencies	36,442,415	21,386,874	17,838,550	20,009,807
Subtotal	769,372,253	817,888,342	811,272,837	827,369,428
Operating Transfers Out	4,647,647	6,068,191	11,736,809	10,874,266
Total	774,019,900	823,956,533	823,009,646	838,243,694
<b>Sources</b>				
Taxes	127,100,000	135,600,000	135,600,000	146,700,000
1991 Realignment	2,700,630	2,700,630	2,700,630	2,700,630
2011 Realignment	26,475,536	93,053,310	90,609,695	96,791,817
State and Federal Aid	102,684,063	69,087,186	71,700,010	69,715,013
Fee/Rate	142,911,705	152,500,014	150,579,607	151,852,781
Other Revenue	10,155,790	11,990,786	11,998,786	13,627,872
Operating Transfers In	1,949,781	1,065,228	2,095,078	857,376
Fund Balance/Net Assets	38,837,396	36,535,911	36,535,911	40,313,774
General Fund Allocation/Local Cost	321,204,999	321,423,468	321,189,929	315,684,431
Total	774,019,900	823,956,533	823,009,646	838,243,694
Budgeted Staffing	5,409	5,477	5,471	5,540



**OPERATIONS AND COMMUNITY SERVICES**

	Fiscal Year 2011-12 Final Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Final Budget	Fiscal Year 2013-14 Adopted Budget
<b>Requirements</b>				
Staffing Expenses	82,075,915	88,084,502	86,980,936	89,260,360
Operating Expenses	230,211,919	278,108,332	295,986,579	291,772,953
Capital Expenditures	17,144,990	22,179,511	18,055,206	13,463,169
Reimbursements	(75,740,752)	(82,713,797)	(80,519,163)	(88,180,050)
Contingencies	213,184,891	167,929,554	139,408,044	54,444,626
Subtotal	466,876,963	473,588,102	459,911,602	360,761,058
Operating Transfers Out	17,174,097	20,640,584	49,618,790	23,513,242
Total	484,051,060	494,228,686	509,530,392	384,274,300
<b>Sources</b>				
Taxes	18,132,467	16,850,683	16,850,683	19,328,456
1991 Realignment	0	0	0	0
2011 Realignment	0	0	0	0
State and Federal Aid	68,306,956	71,080,260	61,852,105	82,510,649
Fee/Rate	102,936,214	104,241,500	101,356,279	121,650,532
Other Revenue	13,347,722	11,001,063	12,145,214	11,985,095
Operating Transfers In	23,168,735	26,359,028	51,380,757	23,871,217
Fund Balance/Net Assets	224,582,572	221,197,902	221,197,902	79,964,942
General Fund Allocation/Local Cost	33,576,394	43,498,250	44,747,452	44,963,409
Total	484,051,060	494,228,686	509,530,392	384,274,300
Budgeted Staffing	1,447	1,405	1,406	1,403



**CAPITAL IMPROVEMENT PROGRAM**

	Fiscal Year 2011-12 Final Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Final Budget	Fiscal Year 2013-14 Adopted Budget
<b>Requirements</b>				
Staffing Expenses	0	0	0	0
Operating Expenses	7,319,130	9,806,852	11,828,993	112,504
Capital Expenditures	231,247,727	173,909,619	189,275,945	174,686,629
Reimbursements	0	0	0	0
Contingencies	0	0	0	0
Subtotal	238,566,857	183,716,471	201,104,938	174,799,133
Operating Transfers Out	17,164,517	21,527,523	21,725,068	3,302,765
Total	255,731,374	205,243,994	222,830,006	178,101,898
<b>Sources</b>				
Taxes	0	0	0	0
1991 Realignment	0	0	0	0
2011 Realignment	0	0	0	0
State and Federal Aid	79,130,728	31,647,722	31,737,258	24,092,460
Fee/Rate	0	0	0	62,186
Other Revenue	47,774	53,423	426,669	4,114,068
Operating Transfers In	88,923,480	69,164,926	86,288,157	78,079,322
Fund Balance/Net Assets	87,629,392	104,377,923	104,377,922	71,753,862
General Fund Allocation/Local Cost	0	0	0	0
Total	255,731,374	205,243,994	222,830,006	178,101,898



**OTHER - FUNDING**

	Fiscal Year 2011-12 Final Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Final Budget	Fiscal Year 2013-14 Adopted Budget
<b>Requirements</b>				
Staffing Expenses	0	0	0	0
Operating Expenses	8,608,248	11,986,275	26,664,123	8,925,768
Capital Expenditures	11,500,000	11,500,000	11,500,000	11,500,000
Reimbursements	0	0	0	0
Contingencies	143,886,077	131,495,493	121,405,505	212,309,310
Subtotal	163,994,325	154,981,768	159,569,628	232,735,078
Operating Transfers Out	149,979,016	125,171,026	139,218,323	122,058,315
Total	313,973,341	280,152,794	298,787,951	354,793,393

**Sources**

Taxes	441,433,975	433,430,563	438,712,315	445,382,478
1991 Realignment	1,799,000	1,799,000	1,799,000	1,799,000
2011 Realignment	0	0	0	0
State and Federal Aid	3,420,223	3,139,903	3,234,756	3,077,399
Fee/Rate	84,637,225	75,933,495	73,133,495	73,870,278
Other Revenue	34,899,487	28,806,489	43,580,764	27,620,748
Operating Transfers In	80,315,399	57,238,267	56,653,267	39,527,688
Fund Balance/Net Assets	126,661,159	146,468,137	146,468,137	67,113,055
General Fund Unreserved Fund Balance	69,913,117	60,449,354	60,449,354	193,504,408
Use of Reserves	5,218,640	5,000,000	19,200,000	35,880,206
General Fund Allocation/Local Cost	(501,026,816)	(525,517,517)	(526,848,240)	(520,313,675)
Contributions to Reserves	(33,298,068)	(6,594,897)	(17,594,897)	(12,668,192)
Total	313,973,341	280,152,794	298,787,951	354,793,393



**PROJECTED CHANGES IN BUDGETARY FUND BALANCE – GOVERNMENTAL FUNDS**

	<b>General Fund</b>	<b>Restricted General Fund</b>	<b>Special Revenue Funds</b>	<b>Capital Project Funds</b>
<b>2013-14 Beginning Budgetary Fund Balance</b>	<b>194,412,332</b>	<b>273,588,603</b>	<b>275,602,268</b>	<b>83,255,885</b>
<b>Add:</b>				
Revenues	2,435,957,234	481,423,463	373,330,704	28,268,715
Other Financing Sources	33,368,256	6,159,432	6,730,272	78,079,321
Use of Reserves	35,918,789	-	-	-
<b>Total Available Financing</b>	<b>2,699,656,611</b>	<b>761,171,498</b>	<b>655,663,244</b>	<b>189,603,921</b>
<b>Less:</b>				
Expenditures	2,412,937,732	479,967,608	430,783,625	174,799,133
Other Financing Uses	84,688,315	37,370,000	44,114,301	3,315,599
Increase in Reserves	12,668,192	-	-	-
<b>Total Requirements</b>	<b>2,510,294,239</b>	<b>517,337,608</b>	<b>474,897,926</b>	<b>178,114,732</b>
<b>2013-14 Projected Ending Budgetary Fund Balance</b>	<b>189,362,372</b>	<b>243,833,890</b>	<b>180,765,318</b>	<b>11,489,189</b>

General Fund

For the General Fund, budgetary fund balance is expected to decrease by \$5.0 million. This is due to several one-time projects funded in the general fund, including \$15.7 million for expansion and remodel of the Sheriff's Crime Lab, \$4.5 million to relocate the Sheriff's aviation division, \$4.5 million for the purchase of a building in Victorville, and \$4.5 million for Glen Helen Road Improvements and road maintenance.

Restricted General Fund

The restricted general fund includes the 1991 and 2011 Realignment funds, the Proposition 172 Fund and the Automated Systems Development fund.

For the Realignment funds, departmental usage exceeds revenue projections. Realignment expenditure levels, budgeted based on requirements with adjustments for recent program changes, continue to be monitored closely, with specific measures being developed to reduce overall departmental usage until such time as revenue growth is realized and fund balance is restored.

For the Automated Systems Development Fund, the budget appropriates the entire fund balance. However, this is a large project which will likely span many fiscal years.



Special Revenue Funds

In accordance with Section 29009 of the California Government Code, the entire unreserved fund balance in special revenue funds must be appropriated each year. Budgeted contingencies are appropriated for future or unplanned expenditures that are not anticipated for the current budget year. The projected 2013-14 ending fund balance of \$180.8 million is the contingency appropriation. Therefore, overall fund balances in the special revenue funds are anticipated to decrease by \$94.8 million from a beginning budgetary fund balance of \$275.6 million. Fund balance at the end of this fiscal year will be carried over to the 2014-15 budget.

Significant details regarding projected reductions in fund balances for Special Revenue Funds:

- **Behavioral Health – Mental Health Services Act (MHSA)** budget unit projects a \$22.8 million decrease in fund balance primarily due to a decrease in MHSA funding and an increase in operating expenses for contracted service providers for mental health and prevention services.
- **Community Development and Housing** estimates a decrease in fund balance of \$23.3 million due to decreased sources as a result of federal sequestration and a change in budget methodology whereby the department no longer budgets funds held by Housing and Urban Development (HUD) for future projects. Other reductions in sources include sources related to projects completed in 2012-13. In addition, operating expenses have increased as compared to prior year actuals.
- **Public Works Transportation** anticipates a \$19.0 million reduction in fund balance due to the addition of new road projects for 2013-14.
- **Sheriff/Coroner/Public Administrator** anticipates a \$17.1 million reduction in fund balance due to increased operating and capital expenditures and a reduction in projected revenue.

Capital Project Funds

Capital project funds normally appropriate the entire fund balance each year by project; therefore, the projected ending fund balance is normally zero. For 2013-14 the projected fund balance of \$11.5 million represents a contingency appropriation in the Housing Successor capital project fund that is the result of unanticipated revenue in 2012-13. A plan for the expenditure of this money has not yet been presented to the Board and as a result has been budgeted as contingencies, which is shown in the schedule as projected fund balance.

Historically, amounts budgeted in capital projects funds each year is greater than the amount actually expended because large capital projects often span many fiscal years and project balances are carried over annually until project completion. Hence, the actual ending fund balance is typically much greater than budgeted.





### General Fund

Aging and Adult Services - Aging Programs	AAF OOA
Aging and Adult Services - Public Guardian-Conservator	AAA PGD
Agriculture/Weights and Measures	AAA AWM
Airports	AAA APT
Architecture and Engineering	AAA ANE
Assessor/Recorder/County Clerk	AAA ASR
Auditor-Controller/Treasurer/Tax Collector	AAA ATX
Behavioral Health	AAA MLH
Board of Supervisors	AAA BDF
Board of Supervisors - Board Discretionary Fund	AAA CNA
Child Support Services	AAA DCS
Clerk of the Board	AAA CBD
County Administrative Office	AAA CAO
County Administrative Office - Earned Leave	ACA CAO
County Administrative Office - Litigation	AAA LIT
County Counsel	AAA CCL
County Museum	AAA CCM
County Schools	AAA SCL
County Trial Courts - Court Facilities Payments	AAA CFP
County Trial Courts - Court Facilities/Judicial Benefits	AAA CTN
County Trial Courts - Drug Court Programs	AAA FLP
County Trial Courts - Grand Jury	AAA GJY
County Trial Courts - Indigent Defense Program	AAA IDC
County Trial Courts - Trial Court Funding - Maintenance of Effort	AAA TRC
District Attorney - Criminal Prosecution	AAA DAT
Economic Development	AAA EDF
Finance and Administration	AAA FAB
Finance and Administration - Capital Facilities Leases	AAA JPL
Health Administration	AAA HCC
Human Resources	AAA HRD
Human Resources - The Center for Employee Health and Wellness	AAA OCH
Human Resources - Unemployment Insurance	AAA UNI
Human Services - Administrative Claim	AAA DPA
Human Services - AFDC - Foster Care	AAB BHI
Human Services - Aid to Adoptive Children	AAB ATC
Human Services - Aid to Indigents (General Relief)	AAA ATI
Human Services - CalWORKs - 2 Parent Families	AAB UPP
Human Services - CalWORKs - All Other Families	AAB FGR
Human Services - Cash Assistance for Immigrants	AAB CAS
Human Services - Domestic Violence / Child Abuse Services	AAA DVC
Human Services - Entitlement Payments (Child Care)	AAA ETP
Human Services - Kinship Guardianship Assistance Program	AAB KIN
Human Services - Out-of-Home Child Care	AAA OCC
Human Services - Refugee Cash Assistance	AAB CAP
Information Services - Application Development	AAA ISD
Land Use Services - Administration	AAA LUS
Land Use Services - Building and Safety	AAA BNS
Land Use Services - Code Enforcement	AAA CEN
Land Use Services - Fire Hazard Abatement	AAA WAB
Land Use Services - Land Development	AAA LND
Land Use Services - Planning	AAA PLN
Law and Justice Group Administration	AAA LNJ



### General Fund

Local Agency Formation Commission	AAA LAF
Probation - Administration, Corrections and Detention	AAA PRB
Probation - Court-Ordered Placements	AAA PYA
Probation - Juvenile Justice Grant Program	AAA PRG
Public Defender	AAA PBD
Public Health	AAA PHL
Public Health - California Children's Services	AAA CCS
Public Health - Indigent Ambulance	AAA EMC
Public Works - Surveyor	AAA SVR
Purchasing	AAA PUR
Real Estate Services	AAA RPR
Real Estate Services - Courts Property Management	AAA CRT
Real Estate Services - Facilities Management Division	AAA FMD
Real Estate Services - Rents and Leases	AAA RNT
Real Estate Services - Utilities	AAA UTL
Regional Parks	AAA CCP
Registrar of Voters	AAA ROV
Sheriff/Coroner/Public Administrator	AAA SHR
Sheriff/Coroner/Public Administrator - Detentions	AAA SHD
Sheriff/Coroner/Public Administrator - Law Enforcement Contracts	AAA SHC
Veterans Affairs	AAA VAF

### Restricted General Funds

Automated Systems Development	AAP CAO
Prop 172 - District Attorney	AAG DAT
Prop 172 - Probation	AAG PRB
Prop 172 - Sheriff	AAG SHR
1991 Realignment - Behavioral Health	AAC HCC
1991 Realignment - Health Services	AAE HCC
1991 Realignment - Social Services	AAD HCC
2011 Realignment - Law and Justice	AAH CAO
2011 Realignment - CalWORKs Maintenance of Effort (MOE)	AAI CAO
2011 Realignment - Support Services	AAJ CAO

### Special Revenue Funds

Agriculture/Weights and Measures - California Grazing	SCD ARE
Airports - Capital Improvement Program	RAA APT
Airports - Capital Improvement Program	RAW APT
Airports - Capital Improvement Program	RCD APT
Airports - Chino Airport Commercial Hangars	RCI APT
Airports - Chino Airport Incentive Fund	RCO APT
Assessor/Recorder/County Clerk - Electronic Recording	SIW REC
Assessor/Recorder/County Clerk - Recorder Records	SIX REC
Assessor/Recorder/County Clerk - Social Security Number Truncation	SST REC
Assessor/Recorder/County Clerk - Systems Development	SDW REC
Assessor/Recorder/County Clerk - Vital Records	SDX REC
Auditor-Controller/Treasurer/Tax Collector - Redemption Restitution Maintenance	SDQ TTX
Behavioral Health - Block Grant Carryover Program	SDH MLH
Behavioral Health - Court Alcohol and Drug Program	SDI MLH
Behavioral Health - Driving Under the Influence Programs	SDC MLH



### Special Revenue Funds

Behavioral Health - Mental Health Services Act	RCT MLH
Community Development and Housing	SAR ECD
Community Development and Housing	SAS ECD
Community Development and Housing	SAT ECD
Community Development and Housing	SAU ECD
Community Development and Housing	SAV ECD
Community Development and Housing	SBA ECD
Community Development and Housing	SBC ECD
Community Development and Housing	SBD ECD
Community Development and Housing	SBE ECD
Community Development and Housing	SBQ ECD
Community Development and Housing	SBR ECD
Community Development and Housing	SBT ECD
Community Development and Housing	SBW ECD
Community Development and Housing	SBZ ECD
Community Development and Housing	SCS ECD
Community Development and Housing	SDJ ECD
Community Development and Housing	SDK ECD
Community Development and Housing	SDR ECD
Community Development and Housing	SEI ECD
Community Development and Housing	SIH ECD
Community Development and Housing	SIL ECD
Community Development and Housing	SIO ECD
Community Development and Housing	SIR ECD
County Library	SAP CLB
County Trial Courts - Alternate Dispute Resolution	SEF CAO
County Trial Courts - Courthouse Seismic Surcharge	RSE CAO
County Trial Courts - Registration Fees	RMX IDC
District Attorney - Auto Insurance Fraud Prosecution	RIP DAT
District Attorney - Federal Asset Forfeitures	SDN DAT
District Attorney - Real Estate Fraud Prosecution	REB DAT
District Attorney - Specialized Prosecutions	SBI DAT
District Attorney - State Asset Forfeitures	SBH DAT
District Attorney - Vehicle Fees - Auto Theft	SDM DAT
District Attorney - Workers' Compensation Insurance Fraud Prosecution	ROB DAT
Economic Development - Housing Successor	MPW 644
Economic Development - Housing Successor	SPE RDA
Economic Development - Housing Successor	SPH RDA
Economic Development - Housing Successor	SPL CED
Economic Development - Housing Successor	SPM MIS
Economic Development - San Bernardino Valley Enterprise Zone	SYZ EDF
Finance and Administration - Disaster Recovery Fund	SFH CAO
Health Administration - Master Settlement Agreement	RSM MSA
Human Resources - Commuter Services	SDF HRD
Human Resources - Employee Benefits and Services	SDG HRD
Human Services - Wraparound Reinvestment Fund	SIN BHI
Law and Justice Group - 2012 Justice Assistance Grant	SDZ LNJ
Law and Justice Group - 2011 Justice Assistance Grant	SDO LNJ
Law and Justice Group - 2010 Justice Assistance Grant	SIQ LNJ
Law and Justice Group - 2009 Justice Assistance Grant	SDT LNJ
Law and Justice Group - 2009 Recovery Act Justice Assistance Grant (JAG)	SIT LNJ
Law and Justice Group - Southwest Border Prosecution Initiative	SWI LNJ



### Special Revenue Funds

Preschool Services	RSC HPS
Probation - Asset Forfeiture 15%	SYM PRB
Probation - Criminal Recidivism (SB 678)	SJB PRB
Probation - Juvenile Justice Crime Prevention Act	SIG PRG
Probation - Juvenile Re-Entry Program (AB 1628)	SIU PRB
Probation - State Seized Assets	SYN PRB
Public Health - Bio-Terrorism Preparedness	RPL PHL
Public Health - H1N1 Preparedness	RPM PHL
Public Health - Tobacco Use Reduction Now	RSP PHL
Public Health - Vector Control Assessments	SNR PHL
Public Health - Vital Statistics State Fees	SCI PHL
Public Works - Surveyor - Survey Monument Preservation	SBS SVR
Public Works - Transportation - Developer Fees	SVC TRA
Public Works - Transportation - Facilities Development Plans	SWB TRA
Public Works - Transportation - Facilities Development Plans	SWD TRA
Public Works - Transportation - Facilities Development Plans	SWG TRA
Public Works - Transportation - Facilities Development Plans	SWJ TRA
Public Works - Transportation - Facilities Development Plans	SWN TRA
Public Works - Transportation - Facilities Development Plans	SWO TRA
Public Works - Transportation - Facilities Development Plans	SWQ TRA
Public Works - Transportation - Facilities Development Plans	SWX TRA
Public Works - Transportation - Facilities Development Plans	SXP TRA
Public Works - Transportation - Facilities Development Plans	SXQ TRA
Public Works - Transportation - Measure I Program	RRR TRA
Public Works - Transportation - Measure I Program	RRS TRA
Public Works - Transportation - Measure I Program	RRT TRA
Public Works - Transportation - Measure I Program	RRU TRA
Public Works - Transportation - Measure I Program	RRV TRA
Public Works - Transportation - Measure I Program	RWR TRA
Public Works - Transportation - Measure I Program	RWS TRA
Public Works - Transportation - Measure I Program	RWT TRA
Public Works - Transportation - Measure I Program	RWU TRA
Public Works - Transportation - Measure I Program	RWV TRA
Public Works - Transportation - Measure I Program	SWR TRA
Public Works - Transportation - Measure I Program	SWS TRA
Public Works - Transportation - Measure I Program	SWT TRA
Public Works - Transportation - Measure I Program	SWU TRA
Public Works - Transportation - Measure I Program	SWV TRA
Public Works - Transportation - Measure I Program	SWW TRA
Public Works - Transportation - Measure I Program	SXA TRA
Public Works - Transportation - Measure I Program	SXB TRA
Public Works - Transportation - Measure I Program	SXC TRA
Public Works - Transportation - Measure I Program	SXD TRA
Public Works - Transportation - Measure I Program	SXE TRA
Public Works - Transportation - Measure I Program	SXF TRA
Public Works - Transportation - Measure I Program	SXG TRA
Public Works - Transportation - Measure I Program	SXO TRA
Public Works - Transportation - Measure I Program	SXU TRA
Public Works - Transportation - Measure I Program	SXV TRA
Public Works - Transportation - Measure I Program	SXW TRA
Public Works - Transportation - Measure I Program	SXY TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEA TRA



### Special Revenue Funds

Public Works - Transportation - Regional Development Mitigation Plan	SEH TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEJ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEK TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEM TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEO TRA
Public Works - Transportation - Regional Development Mitigation Plan	SER TRA
Public Works - Transportation - Regional Development Mitigation Plan	SES TRA
Public Works - Transportation - Regional Development Mitigation Plan	SET TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEV TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEZ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFA TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFJ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFK TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFR TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFT TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGB TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGC TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGL TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGO TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGT TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGU TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGV TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHB TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHC TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHF TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHH TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHI TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHK TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHL TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHO TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHQ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHR TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHU TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHX TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHY TRA
Public Works - Transportation - Regional Development Mitigation Plan	SIA TRA
Public Works - Transportation - Regional Development Mitigation Plan	SID TRA
Public Works - Transportation - Road Operations	SAA TRA
Public Works - Transportation - Road Operations	SVF TRA
Public Works - Transportation - Road Operations	SVK TRA
Public Works - Transportation - Road Operations	SVL TRA
Public Works - Transportation - Road Operations	SVM TRA
Public Works - Transportation - Road Operations	SXI TRA
Real Estate Services - Chino Agricultural Preserve	SIF INQ





### Special Revenue Funds

Regional Parks - Calico Ghost Town Marketing Services	SPS CCR
Regional Parks - County Trails System	RTS CCP
Regional Parks - San Manuel Amphitheater	SGH CAO
Regional Parks - Off-Highway Vehicle License Fee	SBY AMS
Regional Parks - Park Maintenance/Development	SPR CCR
Regional Parks - Amphitheater Improvements at Glen Helen	SGR RGP
Regional Parks - Proposition 40 Projects	RKM RGP
Sheriff/Coroner/Public Administrator- Aviation	SCE SHR
Sheriff/Coroner/Public Administrator - CAL-ID Program	SDA SHR
Sheriff/Coroner/Public Administrator - Capital Projects Fund	SQA SHR
Sheriff/Coroner/Public Administrator - Contract Training	SCB SHR
Sheriff/Coroner/Public Administrator- Court Services Auto	SQR SHR
Sheriff/Coroner/Public Administrator - Court Services Tech	SQT SHR
Sheriff/Coroner/Public Administrator - Federal Seized Assets (DOJ)	SCK SHR
Sheriff/Coroner/Public Administrator - Federal Seized Assets (Treasury)	SCO SHR
Sheriff/Coroner/Public Administrator - IRNET Federal	SCF SHR
Sheriff/Coroner/Public Administrator - IRNET State	SCX SHR
Sheriff/Coroner/Public Administrator - Local Detention Facility Revenue	SRL SHR
Sheriff/Coroner/Public Administrator - Public Gatherings	SCC SHR
Sheriff/Coroner/Public Administrator - Search and Rescue	SCW SHR
Sheriff/Coroner/Public Administrator - State Seized Assets	SCT SHR
Sheriff/Coroner/Public Administrator - Auto Theft Task Force	SCL SHR
Special Districts - Fish and Game Commission	SBV CAO
Workforce Development	SAC JOB

### Capital Improvement Funds

Architecture and Engineering - Capital Improvements and Maintenance	CJP CIP
Architecture and Engineering - Capital Improvements and Maintenance	CJV CIP
Architecture and Engineering - Courthouse Capital Improvement Program	CJY CIP
Architecture and Engineering - Capital Improvements and Maintenance	CMV CIP
Economic Development - Housing Successor Bonds Proceeds	CPW RDA

### Enterprise Funds

Arrowhead Regional Medical Center (ARMC)	EAD MCR
Arrowhead Regional Medical Center - Earned Leave	IDB MCR
Arrowhead Regional Medical Center - Medical Center Lease Payments	EMD JPL
Arrowhead Regional Medical Center - Capital Improvements	CJE CIP
Arrowhead Regional Medical Center - Capital Improvements	CJZ CIP
County Museum - Museum Store	EMM CCR
Public Works - Solid Waste Management - Earned Leave	IDA SWM
Public Works - Solid Waste Management - Environmental Fund	EAL SWM
Public Works - Solid Waste Management - Environmental Mitigation Fund	EWD SWM
Public Works - Solid Waste Management - Operations	EAA SWM
Public Works - Solid Waste Management - Site Closure and Maintenance	EAB SWM
Public Works - Solid Waste Management - Site Enhancement, Expansion, and Acquisition	EAC SWM
Public Works - Solid Waste Management - Closure and Post Closure Maintenance	EAN SWM
Public Works - Solid Waste Management - Earned leave Fund	IDA SWM
Regional Parks - Active Outdoors	EME CCP
Regional Parks - Snack Bars	EMO CCR
Regional Parks - Snack Bars	EMP CCR
Regional Parks - Snack Bars	EMT CCR



### Internal Service Funds

Fleet Management	IFM FLT
Fleet Management - Earned Leave	IDJ FLT
Information Services - Computer Operations	IAJ ISD
Information Services - Computer Operations - Earned Leave	IDD ISD
Information Services - Telecommunication Services	IAM ISD
Information Services - Telecommunication Services - Earned Leave	IDE ISD
Purchasing - Mail/Courier Services	IAY PUR
Purchasing - Mail/Courier Services - Earned Leave	IDG PUR
Purchasing - Printing Services	IAG PUR
Purchasing - Printing Services - Earned Leave	IDC PUR
Purchasing - Surplus Property and Storage Operations	IAV PUR
Purchasing - Surplus Property and Storage Operations- Earned Leave	IDF PUR
Risk Management - Earned Leave	IDI RMG
Risk Management - Insurance Programs	IAA RMG
Risk Management - Insurance Programs	IAB RMG
Risk Management - Insurance Programs	IAD RMG
Risk Management - Insurance Programs	IAE RMG
Risk Management - Insurance Programs	IAF RMG
Risk Management - Insurance Programs	IAH RMG
Risk Management - Insurance Programs	IAI RMG
Risk Management - Insurance Programs	IAL RMG
Risk Management - Insurance Programs	IAN RMG
Risk Management - Insurance Programs	IAO RMG
Risk Management - Insurance Programs	IAQ RMG
Risk Management - Insurance Programs	IAR RMG
Risk Management - Insurance Programs	IAT RMG
Risk Management - Insurance Programs	IAU RMG
Risk Management - Insurance Programs	IAW RMG
Risk Management - Insurance Programs	IBR RMG
Risk Management - Insurance Programs	IBS RMG
Risk Management - Insurance Programs	IMM RMG
Risk Management - Insurance Programs	ISB RMG
Risk Management - Operations	IBP RMG



**1991 Realignment:** In 1991-92, the state approved the Health and Welfare Realignment Program that involves a shift of program responsibilities from the state to the counties. This shift is funded through a corresponding shift of dedicated Sales Tax and Vehicle License Fee revenue.

**2011 Realignment:** In 2011-12, the state approved AB 109, the Public Safety Realignment Act, which shifted custodial responsibility of non-violent, non-sex, and non-sex-against-children ('Triple-Nons') offenders to local jails. In addition, the parole function of the state was delegated to County Probation departments. In conjunction with Public Safety Realignment, the state also shifted full financial burden of many social service and mental health programs to the County. While the state no longer shares in the cost, it has dedicated a portion of the state sales tax (1.0625%) revenue along with a portion of vehicle license fees for these realigned programs.

**AB 109:** Assembly Bill 109, the Public Safety Realignment Act, signed April 4, 2011, transfers responsibility for housing/supervising inmate and parolee populations classified as "low-level" offenders from the California Department of Corrections and Rehabilitation (CDCR) to counties effective October 1, 2011.

**AB 900:** Assembly Bill 900, Public Safety and Offender Rehabilitation Services Act, signed May 3, 2007, provides that the State Public Works Board (SPWB) and the California Department of Corrections and Rehabilitation (CDCR) are authorized to enter into agreements with participating counties for the acquisition, design and construction of local jail facilities for projects approved by the State Corrections Standards Authority (CSA). Up to \$1.2 billion is authorized by the legislation for county jail construction. Funds are being distributed in two phases.

**ABx1 26:** Assembly Bill x1 26, the Dissolution Act, signed June 29, 2011, mandates the elimination of every redevelopment agency in California effective February 1, 2012, and mandates all unobligated funds be distributed to the appropriate taxing entities.

**Accrual:** An accrual is an accounting entry that recognizes revenue when earned and expenses when incurred. An accrual is made at the end of the fiscal year to ensure revenue and expenses are recorded in the appropriate fiscal year.

**Activity:** A component within a fund; usually a specific line of work performed to accomplish a function for which a governmental unit is responsible.

**Adopted Budget:** The original spending plan at the beginning of the fiscal year, typically adopted by the Board of Supervisors in June for the upcoming fiscal year. It may vary from the Recommended Budget.

**Affordable Care Act (ACA):** In March 2010, President Obama signed comprehensive health reform, the Patient Protection and Affordable Care Act into law. The legislation includes a long list of health-related provisions that began taking effect in 2010 and will continue to be rolled out over the next four years. Key provisions are intended to extend coverage to millions of uninsured Americans, to implement measures that will lower health care costs and improve system efficiency, and to eliminate industry practices that include rescission and denial of coverage due to pre-existing conditions. The most significant part of this Federal Healthcare Reform legislation will extend coverage to an expanded population effective January 1, 2014 through new eligibility processes for Medi-cal and the implementation of insurance exchanges.

**Amortization:** The process of gradually extinguishing an asset on the books.

**Appropriation:** An appropriation is the amount of authority to spend less reimbursements. It represents the authorization for the County to make expenditures/incur obligations for a specified purpose and period of time.

**ARRA:** ARRA is an acronym used for American Recovery and Reinvestment Act of 2009, also known as Economic Stimulus Funds. The three immediate goals of ARRA are to create new jobs and save existing ones, spur economic activity and invest in long-term growth, and foster unprecedented levels of accountability and transparency in government spending.

**Balanced Budget:** Total sources, including carry-over fund balances, equals the total requirements and reserves.





**Budgeted Staffing:** The number of positions (headcount) funded in a budget unit.

**Budget Unit:** An organizational component which is represented by the combination of a fund and department into one unit for purposes of budgeting.

**Capital Expenditures:** An asset of a long-term character such as land, buildings, furniture, and other equipment costing \$5,000 or more and having a useful life of one year or more. Additionally, computer software is capitalized if the value is \$100,000 or greater.

**Capital Project Funds:** Capital Project Funds are used to account for financial resources designated for the acquisition or construction of major capital facilities other than those financed by Enterprise and Internal Service Funds.

**Central Services:** The Central Services expense category, replaces Central Computer and was set up beginning fiscal year 2010-11 to allocate both the Information Services and Facilities Management Departments' associated charges.

- Information Services Department computer charges are Countywide costs for computer infrastructure such as email, wide area network, payroll processing, and software/hardware staff support. Each department's Central Computer budget amount is estimated at the beginning of the fiscal year by the Information Services Department and is billed based on that estimate.
- Facilities Management Department charges are for basic services provided to departments including grounds, custodial, and maintenance. Each department's budget amount for grounds, custodial, and maintenance is based on an annual average cost per square foot.

**Contingencies:** An amount set aside within a budget for unforeseen expenditure requirements. Board action must be taken to spend contingency funds and a 4/5 vote is required for approval.

**County Fire:** San Bernardino County Fire Protection District

**COWCAP:** COWCAP is an acronym for County Wide Cost Allocation Plan. It is the method by which indirect support costs for services such as Human Resources, Payroll, Purchasing, etc. are allocated to departments. It is prepared annually by the County Auditor-Controller/Treasurer/Tax Collector in accordance with Code of Federal Regulations (2 CFR Part 225), which is the guideline for state and federal reimbursements for indirect costs.

**Department:** An organizational unit used by County management to group programs of a like nature. In terms of financial structure, departments may have multiple funding sources, i.e. general fund, special revenue fund, etc. that are based on specified uses. The combinations of the various funds are consolidated at the department level.

**Depreciation:** The recording of expiration in the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

**Deficit:** Insufficient sources to fully fund expenditures and other disbursements during a fiscal year.

**Discretionary General Funding:** Describes the overall process of administering net county cost, which is the amount contributed by the County general fund from its discretionary revenue sources to fund the activities of a department.

**Discretionary Revenue:** Revenue not legally designated for a specific purpose or program that can be appropriated at the discretion of the Board of Supervisors.

**Employee Health and Productivity Program (EHaP):** A modified duty/return to work program that utilizes specialized nurses to obtain effective and timely treatment for injured or ill employees. Overall goals are to return the employee to the workplace as soon as possible and to increase the health and productivity of employees through health promotion and risk reduction programs.



**Encumbrance:** An encumbrance is not an expenditure or a liability but merely a reserve of appropriation in a given fiscal year for a specific expenditure.

**Enterprise Funds:** Enterprise Funds are established to account for operations that are funded and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be funded or recovered primarily through operational revenues.

**Expenditure:** Decreases in net financial resources. An expenditure includes current operating expenses that require the present or future use of resources.

**Final Budget:** A budget unit's adopted spending plan and financing, including all mid-year adjustments through the fourth quarter.

**Fiscal Year:** The County's twelve-month accounting period (July 1 through the following June 30), which varies from the calendar year and the federal fiscal year.

**Function:** A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. This designation is specified by the State Controller. For example: "Public Protection" is the function of the Sheriff/Coroner/Public Administrator Department.

**Fund:** A legal unit that provides for the segregation of moneys or other resources in the County treasury for specific activities or obligations in accordance with specific restrictions or limitations. A separate set of accounts must be maintained for each fund to show its assets, liabilities, reserves, and fund balance, as well as its income and expenditures. The assets of a fund may also be placed into separate accounts to provide for limitations on specific fund income or expenditures.

**Fund Balance:** An amount comprised of accumulated excess or deficiency of revenues less expenditures of a fund, including the cancellation of prior year encumbrances. This is measured at the end of each fiscal year. Fund balance may be used in the budget unit for the upcoming year as a funding source for one-time projects or services.

**Fund Balance Classifications:** Beginning in 2010-11, GASB 54 requires that financial statements for governmental funds classify fund balance in one of the following five components:

- Nonspendable fund balance – assets that will never convert to cash, or will not convert soon enough to affect the current period, or resources that must be maintained intact pursuant to legal or contractual requirements;
- Restricted fund balance – resources that are subject to externally enforceable limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments, constitutional provision, or enabling legislation;
- Committed fund balance – resources that are constrained by self-imposed limitations set in place prior to the end of the period by the highest level of decision making, and remain binding unless removed in the same manner;
- Assigned fund balance – resources that are limited resulting from an intended use established by either the highest level of decision making, or the official or body designated for that purpose;
- Unassigned fund balance – residual net resources that cannot be classified in one of the other four categories.

**GASB 34:** Governmental Accounting Standards Board (GASB), Statement 34 establishes requirements for the annual financial reports of state and local governments. The goal is to make annual reports easier to understand and more useful to people who use governmental financial information to make decisions. There are many components of GASB 34, but as it relates to the budget, it is primarily composed of how services provided between County budget units are accounted for. GASB 34 specifies how payments for services should be accounted for (either as reimbursements or as departmental revenues). All transactions between departments within the same fund (i.e. general fund) are budgeted as reimbursements. While the net impact is zero, reclassifications between these two categories cause inconsistencies when comparing year-to-year budgets by specific expense or revenue categories.



**GASB 51:** Governmental Accounting Standards Board (GASB), Statement 51 establishes requirements for the annual financial reports of state and local governments. The objective of this statement is to enhance the comparability of the accounting and financial reporting of intangible assets among state and local governments, and requires that all intangible assets not specifically excluded by its scope provisions be classified as capital assets.

**GASB 54:** Governmental Accounting Standards Board (GASB), Statement 54 establishes requirements for the annual financial reports of state and local governments to be implemented for periods beginning after June 15, 2010. The objective of this statement is to enhance the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying the existing governmental fund type definitions. The main components of GASB 54 and how they relate to budget primarily consists of replacing existing fund balance classifications (reserved and unreserved) with new classifications (nonspendable, restricted, committed, assigned, and unassigned) that observe the constraints imposed upon the use of the resources reported in governmental funds. In addition, special revenue fund type was clarified and affects the activities required to be reported in that fund type.

**General Fund:** The General Fund is the predominate fund for funding County programs.

**Geographic Information System (GIS):** A geographic information system integrates hardware, software, and data for capturing, managing, analyzing, and displaying all forms of geographically referenced information.

**Governmental Funds:** Governmental funds consist of the general fund, special revenue funds, capital projects funds and debt service funds.

**Grants:** A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

**Headcount:** Actual number of individuals carried in a budget unit's payroll, as opposed to the equivalent number computed from wages budgeted.

**Housing Successor:** ABx1 26, the Dissolution Act, mandates the elimination of every redevelopment agency in California effective February 1, 2012. The Housing Successor retained the housing functions of the former Redevelopment Agency (RDA) and has all rights, power, duties, and obligations related to building, preserving, and rehabilitating affordable housing for low to moderate income households.

**Internal Service Funds (ISF):** Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis.

**Limited Term:** A position designation for non-regular positions, consisting of contract, extra-help, or recurrent position types.

**Mandate:** A program that meets constitutional, statutory or court-ordered requirements from either federal or state entities.

**Memorandum of Understanding (MOU):** For budget purposes, the MOU refers to a negotiated and approved labor agreement between the County and an employee labor organization or group that details the salary, benefits, and other conditions of employment.

**Mid-Year Adjustments:** Board approved budget changes subsequent to adoption.

**Mission:** A clear, concise statement of purpose for the entire department. The mission focuses on the broad, yet distinct, results the department will achieve for its customers.

**Modified Budget:** A budget unit's adopted requirements and sources, including any mid-year adjustments.

**Net Budget:** Total Sources less Total Requirements in a proprietary fund.



**Net County Cost:** Net county cost (or discretionary general funding) is the amount contributed to County general fund departments from discretionary revenue sources to fund the activities of a department.

**Operating Expenses:** A category of expenditures within a budget unit for all standard costs of daily operations, including such items as office supplies, training, contractual services, and travel.

**Operating Transfers In/Out:** A method of providing financing from one budget unit to another for the implementation of a project or program.

**Performance Measure:** An ongoing, quantitative indicator of resources consumed, workload, productivity, efficiency, and effectiveness. Performance measures should relate to objectives and allow for measurement of the same thing over time.

**Position:** A specific employment, whether occupied or vacant, involving duties requiring the services of one person. A position whether full or part-time is reflected as 1 in budgeted staffing amounts.

**Proposition 30 (Prop 30):** A ballot measure approved by California voters on November 6, 2012, that increased taxes on earnings over \$250,000 for seven years (2012-2018) and increased sales taxes by ¼ cent for four years (2013-2016) to fund schools. The measure is expected to generate an average of \$6 billion annually, and also guarantees Public Safety Realignment funding.

**Proposition 172 (Prop 172):** A permanent extension of a half-cent Local Public Safety Sales Tax approved by California voters on November 2, 1993. Proceeds of this sales tax must be dedicated to public safety.

**Proprietary Funds:** Classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

**Public Service Employee (PSE):** PSEs are employees assigned to entry-level positions in a variety of fields and occupations for a limited duration. They are not full-time, regular County employees. PSEs are subject to an expedited recruiting process to accommodate additional workload or to manage one-time special projects. They do not receive the full range of benefits or have the civil service status of regular County employees.

**Recommended Budget:** A recommended budget is the working document of the fiscal year under discussion.

**Redevelopment Agency:** In 1951 the California Redevelopment Law (CRL) was enacted, which gave California cities and counties the authority to create redevelopment agencies. The CRL provided the local redevelopment agencies powerful local tools to eliminate urban decay, apply for grants, create jobs, build community facilities and infrastructure and attract economic reinvestment. Eventually, the CRL was expanded to assist in the creation of low and moderate income housing. A redevelopment agency, a separate legal entity, was responsible for the implementation of the CRL for the local communities. A redevelopment agency had the ability to create project areas, to purchase and assemble development sites, build infrastructure, construct deed-restricted affordable housing, and issue debt. An agency paid for these improvements through the utilization of tax increment financing. Redevelopment agencies and tax increment financing were eliminated by the state effective February 1, 2012.

**Reimbursements:** Amount received as payment of the cost of work, or service performed, or of other expenditures made, for or on behalf of another governmental unit or department. Reimbursements represent the recovery of expenditures and are considered a source.

**Requirements:** A department's appropriation or authority to spend plus department's budgeted operating transfers out.

**Restricted Funds:** Restricted funds consist of two restricted funding sources – Prop 172, 1991 Realignment and 2011 Realignment. Prop 172 revenue assists in funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments. 1991 Realignment assists in funding mental health, social services, and health programs within the County. 2011 Realignment assists in funding public safety, mental health, social services, and health programs within the County.



**Revenue:** The addition of cash or other current assets to governmental funds (receipts) which do not increase any liability or reserve and do not represent the recovery of an expenditure, i.e., reimbursements. Generally, revenue is derived from taxes, licenses and fees, or investment earnings. Revenues are deposited in a budget unit for future appropriation.

**Retirement Incentive Program (RIP):** A program offered to County employees in 2008-09 to obtain personnel cost savings in a manner that minimized the financial impact to the County. County employees retiring by June 30, 2009 were made eligible to receive \$250 for each completed quarter of continuous County service, payable annually over five years. As part of the RIP, it was expected that the resulting vacated positions would not be filled for a period of five years (although some exceptions applied) and that payment would be suspended if the participating employee returned to work for the County in any capacity.

**SB 90 State-Mandated Local Program:** State reimbursements to local governments for the cost of activities required by State legislative and executive acts.

**Set-Aside Contingency:** A contingency made up from available balances materializing throughout one or more fiscal years which are not required to support disbursements of a legal or emergency nature and are held (set-aside) for future funding requirements.

**Sources:** Amount of funding available to departments such as revenue, reimbursements, operating transfers in, fund balance and reserves.

**Special Revenue Funds:** Special Revenue Funds are used to account for the proceeds of specific sources of revenue whereby the use of such revenue is restricted by law for particular functions or activities of government. State Government Code Section 29009 requires that the entire unreserved fund balance must be appropriated each year. The amount not expended is carried over to the subsequent year's budget.

**Staffing Expenses:** A category of expenditures within a budget unit for all costs related to employees including salary, retirement, employee benefits and workers compensation insurance.

**Step Increases:** An employee, based upon the completion of the required service hours in their classification, satisfactory work performance, and appointing authority recommendation, may receive step advancements. Step advancements within the base salary range shall be based on one (1) or two (2) step increments depending on hire date and bargaining unit. Each increment is 2.5%.

**Structurally Balanced Budget:** The annual operating budget will be structurally balanced upon adoption of the Board of Supervisors. One-time sources will not be spent on ongoing expenditures.

**Successor Agency:** A separate public entity from the public agency that had formed the former redevelopment agency. Its purpose is to expeditiously wind down the affairs of the former redevelopment agency pursuant to ABx1 26 and AB 1484 and in accordance with the direction of the oversight board. The primary task of the Agency is to continue to make payments due from its enforceable obligations.

**Total Expenditure Authority:** The authorized expenditure limit for a budget unit for the current fiscal year.

**Transfers:** The movement of resources from one budget unit to another usually for payment of services received.

**Trend:** A documented recurrence of a measurable event or circumstance over time that is increasing, decreasing or even staying the same.

**Unrestricted Net Assets:** That portion of net assets that is neither restricted nor invested in capital assets (net of related debt).





<b>A&amp;E:</b> Architecture and Engineering Department	<b>CCB:</b> Community Corrections Bureau
<b>AAA:</b> Area Agency of Aging	<b>CCH:</b> Cardiac Care Hospitals
<b>AABs:</b> Assessment Appeals Boards	<b>CCS:</b> California Children's Services
<b>AB:</b> Assembly Bill	<b>CDA:</b> California Department of Aging
<b>ACF:</b> Administration for Children and Families	<b>CDBG:</b> Community Development Block Grant
<b>ACIP:</b> Airport Capital Improvement Program	<b>CDBG–R:</b> Community Development Block Grant, Economic Stimulus Funds (also ARRA)
<b>ACS:</b> American College of Surgeons	<b>CDC:</b> Centers for Disease Control
<b>ACT:</b> Animal Cruelty Task	<b>CDC:</b> Central Detention Center
<b>ADA:</b> Americans with Disabilities Act	<b>CDCR:</b> California Department of Corrections and Rehabilitation
<b>ADC:</b> Adelanto Detention Center	<b>CDH:</b> Community Development and Housing
<b>ADP:</b> State Department of Alcohol and Drug Programs	<b>CDPH:</b> California Department of Public Health
<b>ADS:</b> Alcohol and Drug Services	<b>CEC:</b> California Emergency Commission
<b>AFDC:</b> Aid to Families with Dependent Children	<b>Cedar Glen:</b> Cedar Glen Disaster Recovery Project Area
<b>AFIS:</b> Automated Fingerprint Identification System	<b>CEHW:</b> Center for Employee Health and Wellness
<b>AMS:</b> Agenda Management System	<b>CEO:</b> Chief Executive Officer
<b>AOC:</b> Administrative Office of the Courts	<b>CEQA:</b> California Environmental Quality Act
<b>AOPA:</b> Aircraft Owners and Pilots Association	<b>CeRTNA:</b> California e-Recording Transaction Network Authority
<b>APS:</b> Adult Protective Services	<b>CF:</b> Cal Fresh
<b>AQMD:</b> Air Quality Management District	<b>CFCO:</b> Community First Choice Options
<b>ARMC:</b> Arrowhead Regional Medical Center	<b>CFS:</b> Children and Family Services
<b>ARRA:</b> American Recovery and Reinvestment Act	<b>CGC:</b> County Government Center
<b>ASB:</b> Administrative Services Bureau	<b>CGRP:</b> Cucamonga-Guasti Regional Park
<b>ATC:</b> Aid to Adoptive Children	<b>CHCF:</b> California Healthcare Foundation
<b>ATC:</b> Auditor-Controller/Treasurer/Tax Collector	<b>CIP:</b> Capital Improvement Program
<b>BAM:</b> Business Applications Manager	<b>CLUP:</b> Comprehensive Land Use Plan
<b>BCCs:</b> Boards, Commissions, and Committees	<b>CMAC:</b> California Medical Assistance Commission
<b>BH:</b> Behavioral Health	<b>CMIPS:</b> Case Management Information and Payrolling System
<b>BLM:</b> Bureau of Land Management	<b>CMP:</b> Congestion Management Program
<b>BMI:</b> Body Mass Index	<b>CMRS:</b> County's Maintained Road System
<b>BOS:</b> Board of Supervisors	<b>CMS:</b> Center for Medicare and Medicaid Services
<b>BRT:</b> Business Resource Team	<b>CMSP:</b> County Medical Services Program
<b>CAEZ:</b> California Enterprise Zone Association	<b>CNET:</b> Children's Network
<b>CAFM:</b> Computer Aided Facilities Management	<b>CNI:</b> California Necessities Index
<b>Cal EMA:</b> California Emergency Management Agency	<b>COB:</b> Clerk of the Board
<b>CAL ID:</b> California Identification System	<b>CoIDA:</b> San Bernardino County Industrial Development Authority
<b>CAL MMET:</b> California Multi-Jurisdictional Methamphetamine Enforcement Team	<b>COLA:</b> Cost of Living Adjustment
<b>CALTRANS:</b> California Department of Transportation	<b>COP:</b> Certificates of Participation
<b>CalWORKs:</b> California Work Opportunities and Responsibilities to Kids	<b>COPPS:</b> Community Oriented Policing and Problem Solving
<b>CAD:</b> Computer Aided Design	<b>COPS:</b> Citizens' Option for Public Safety
<b>CAFR:</b> Comprehensive Annual Financial Report	<b>CoRDA:</b> County of San Bernardino Redevelopment Agency
<b>CAO:</b> County Administrative Office	<b>COWCAP:</b> Countywide Cost Allocation Plan
<b>CA-PREP:</b> California Personal Responsibility Education Program	<b>CPR:</b> Cardiopulmonary resuscitation
<b>CARE:</b> Coordinated Asthma Referral Education	<b>CRI:</b> Cities Readiness Initiative
<b>CAS:</b> Cash Assistance for Immigrants	<b>CRM:</b> Community Relationship Management
<b>CASE:</b> Coalition Against Sexual Exploitation	<b>CSA:</b> County Service Area
<b>CBO:</b> Community Based Organization	
<b>CBP:</b> Customs and Border Protection	



<b>CSAC:</b> California State Association of Counties	<b>ESDC:</b> Environmental Science Day Camp
<b>CSU:</b> Customer Service Unit	<b>EVOC:</b> Emergency Vehicle Operations Center
<b>CTC:</b> Contract Transaction Charge	<b>F2F:</b> Family-to-Family
<b>CWS:</b> Child Welfare Services	<b>FAA:</b> Federal Aviation Administration
<b>DA:</b> District Attorney	<b>FAS:</b> Financial Accounting System
<b>DAAS:</b> Department of Aging and Adult Services	<b>FCC:</b> Federal Communications Commission
<b>DBH:</b> Department of Behavioral Health	<b>FCSP:</b> Family Caregiver Support Program
<b>DCB:</b> Detention Corrections Bureau	<b>FEMA:</b> Federal Emergency Management Agency
<b>DCSS:</b> Department of Child Support Services	<b>FGR:</b> Cash Aid for All other Families
<b>DHCS:</b> State Department of Health Care Services	<b>FLJC:</b> Foothill Law and Justice Center
<b>DJJ:</b> Division of Juvenile Justice	<b>FMD:</b> Facilities Management Division
<b>DMH:</b> State Department of Mental Health	<b>FMAP:</b> Federal Medical Assistance Percentage
<b>DMV:</b> Department of Motor Vehicles	<b>FMIS:</b> Fleet Management Information System
<b>DNA:</b> Deoxyribonucleic Acid	<b>FMLA:</b> Family Medical Leave Act
<b>DOJ:</b> Department of Justice	<b>FNS:</b> Food and Nutrition Services
<b>DOL:</b> Department of Labor	<b>FPACT:</b> Family Planning, Access, Care, and Treatment
<b>DPH:</b> Department of Public Health	<b>FRA:</b> Frequency Reconfiguration Agreement
<b>DPW:</b> Department of Public Works	<b>FSP:</b> Food Stamp Participation
<b>DRC:</b> Day Reporting Center	<b>GASB:</b> Governmental Accounting Standards Board
<b>DRDP-PS:</b> Desired Results Developmental Profile - Preschool	<b>GED:</b> General Equivalency Diploma
<b>DRDP-R:</b> Desired Results Developmental Profile-Revised	<b>GFOA:</b> Government Finance Officers Association
<b>DRM:</b> Department of Risk Management	<b>GHRC:</b> Glen Helen Regional Center
<b>DSH:</b> Disproportionate Share Hospital	<b>GHRP:</b> Glen Helen Regional Park
<b>DSRIP:</b> Delivery System Reform Incentive Plan	<b>GIS:</b> Geographic Information System
<b>DUI:</b> Driving Under the Influence	<b>GPS:</b> Global Positioning System
<b>DUILA:</b> Drug Use is Life Abuse	<b>GR:</b> General Relief
<b>DVD:</b> Digital Video Discs	<b>GREAT:</b> Gang Resistance Education and Training
<b>EAP:</b> Employee Assistance Program	<b>GRIP:</b> Gang Reduction Intervention Program
<b>ECD:</b> Economic and Community Development	<b>GSA:</b> General Services Administration
<b>ED:</b> Department of Economic Development	<b>GSB:</b> General Services Building
<b>EDA:</b> Economic Development Agency	<b>GWTS:</b> Groundwater Treatment System
<b>EDATE:</b> Election Deadline, Assignment, and Task Engine	<b>HAVA:</b> Help America Vote Act of 2002
<b>EDD:</b> California Employment Development Department	<b>HBP:</b> Highway Bridge Program
<b>EEO:</b> Equal Employment Office	<b>HDGC:</b> High Desert Government Center
<b>EFC:</b> Extended Foster Care	<b>HDJDAC:</b> High Desert Juvenile Detention and Assessment Center
<b>EFT:</b> Electronic Funds Transfer	<b>HFAP:</b> Health Care Facilities Accreditation Program
<b>EHaP:</b> Employee Health and Productivity Program	<b>HHW:</b> Household Hazardous Waste
<b>EIR:</b> Environmental Impact Report	<b>HICAP:</b> Health Insurance Counseling and Advocacy Program
<b>EMACS:</b> Employee Management and Compensation System	<b>HIDTA:</b> High Intensity Drug Trafficking Area
<b>EMF:</b> Environmental Mitigation Fund	<b>HPRP:</b> Housing Preservation and Rapid Re-housing Program
<b>EMS:</b> Emergency Medical Services	<b>HRP:</b> Home Rehabilitation Program
<b>EMSA:</b> Emergency Medical Services Authority	<b>HS:</b> Human Services
<b>EOC:</b> Emergency Operations Center	<b>HSS:</b> Human Services System
<b>EPSDT:</b> Early and Periodic Screening, Diagnosis and Treatment	<b>HUD:</b> Housing and Urban Development
<b>ERAF:</b> Educational Revenue Augmentation Fund	<b>HVAC:</b> Heating, Ventilation, and Air Conditioning
<b>ERC:</b> Employment Resource Center	<b>ICE:</b> Immigration and Customs Enforcement
<b>ERRP:</b> Early Retiree Reimbursement Program	<b>ICEMA:</b> Inland Counties Emergency Medical Agency



<b>IEP:</b> Individualized Education Program	<b>NACCHO:</b> National Association of County and City Health Officials
<b>IEUW:</b> Inland Empire United Way	<b>NACo:</b> National Association of Counties
<b>IGT:</b> Intergovernmental Transfers	<b>NATE:</b> North American Technician Excellence
<b>IHSS:</b> In-Home Supportive Services	<b>NBAA:</b> National Business Aviation Association
<b>IHSSPA:</b> In Home Supportive Services Public Authority	<b>NEPA:</b> National Environmental Policy Act
<b>ILP:</b> Independent Living Program	<b>NHoR:</b> New Hall of Records
<b>IMLS:</b> Institute of Museum and Library Services	<b>NIP:</b> Neighborhood Initiative Program
<b>IP:</b> Internet Protocol	<b>NISG:</b> Neighborhood Initiative Special Grant
<b>IRNET:</b> Inland Regional Narcotics Enforcement Team	<b>NPDES:</b> National Pollutant
<b>ISD:</b> Information Services Department	<b>NPM:</b> Non-Participating Manufacturers
<b>ISF:</b> Internal Service Fund	<b>NSP:</b> Neighborhood Stabilization Program
<b>IT:</b> Information Technology	<b>NYTD:</b> National Youth Transitional Data
<b>ITSD:</b> Information Technology and Support Division	<b>OAA:</b> Older Americans Act
<b>IVDA:</b> Inland Valley Development Agency	<b>OCE:</b> Office of Compliance and Ethics
<b>JDAC:</b> Juvenile Detention and Assessment Center	<b>OHV:</b> Off-Highway Vehicle
<b>JIMS:</b> Jail Information Management System	<b>OMB:</b> Ombudsman
<b>JJCPA:</b> Juvenile Justice Crime Prevention Act	<b>OM&amp;M:</b> Operations Maintenance and Monitoring
<b>JOCS:</b> Job Order Contract System	<b>OPF:</b> Official Personnel File
<b>JPA:</b> Joint Powers Agreement	<b>OSHA:</b> Occupational Safety and Health Administration
<b>JPA:</b> Joint Powers Authority	<b>PA:</b> Public Authority
<b>JPF:</b> Juvenile Probation Funding	<b>PACE:</b> Pro Active Code Enforcement Program
<b>JTGC:</b> Joshua Tree Government Center	<b>PACE:</b> Process Approach to Case Excellence
<b>Kin-Gap:</b> Kinship Guardianship Assistance Program	<b>PAS:</b> Performance Assessment System
<b>LAD:</b> Leasing and Acquisition Division	<b>PATH:</b> Project for Assistance in Transition from Homelessness
<b>LAFCO:</b> Local Agency Formation Commission	<b>PBX:</b> Private Branch Exchange
<b>LEED:</b> Leadership in Energy and Environmental Design	<b>PC:</b> Penal Code
<b>LEINC:</b> Law Enforcement Intelligence Network Center	<b>PCE:</b> Perchloroethylene
<b>LET:</b> Let's End Truancy	<b>PCI:</b> Pavement Condition Index
<b>LFGES:</b> Landfill Gas Extraction System	<b>PCO:</b> Probation Corrections Officer
<b>LGRP:</b> Lake Gregory Regional Park	<b>PD:</b> Public Defender
<b>LIFT:</b> Low-Income First-Time Mothers	<b>PEI/TREP:</b> Prevention and Early Intervention/ Transportation Reimbursement Escort Program
<b>LIHP:</b> Low Income Health Plan	<b>PEPRA:</b> Public Employee's Pension Reform Act
<b>LLUMC:</b> Loma Linda University Medical Center	<b>PERC:</b> Performance, Education and Resource Center
<b>MAA:</b> Medi-Cal Administrative Activities	<b>PFA:</b> Planning Funding Agreement
<b>MCAC:</b> Major Crimes Against Children	<b>PG:</b> Programmed Maintenance
<b>MCLE:</b> Minimum Continuing Legal Education	<b>PH:</b> Public Health
<b>MDAQMD:</b> Mojave Desert Air Quality Management District	<b>PHER:</b> Public Health Emergency Response
<b>MDCs:</b> Mobile Data Computers	<b>PHMB:</b> Partnership for Healthy Mothers and Babies
<b>MDT:</b> Multi-Disciplinary Team	<b>PID:</b> Program Integrity Division
<b>MHMI:</b> My Health Matters!	<b>PIMS:</b> Property Information Management System
<b>MHSA:</b> Mental Health Services Act	<b>PIN:</b> Personal Identification Number
<b>MHz:</b> Megahertz	<b>PLF:</b> State Public Library Fund
<b>MIPPA:</b> Medicare Improvements for Patients and Providers Act	<b>PLH:</b> Public Lands Highway
<b>MOE:</b> Maintenance of Effort	<b>PM:</b> Programmed Maintenance
<b>MOU:</b> Memorandum of Understanding	<b>PO:</b> Probation Officer
<b>MRI:</b> Magnetic Resonance Imaging	<b>POS:</b> Point of Sale
<b>MSA:</b> Master Settlement Agreement	<b>POST:</b> Peace Officers Standards of Training
<b>MSSP:</b> Multipurpose Senior Services Program	<b>Prop:</b> Proposition
<b>N/A:</b> Not Applicable	





<b>PRP:</b> Potentially Responsible Parties	<b>STOP:</b> Support and Therapeutic Options Program
<b>PSART:</b> Perinatal Screening, Assessment, Referral and treatment	<b>STORM:</b> Storage Technology Optical Records Management
<b>PSD:</b> Preschool Services Department	<b>STP:</b> Surface Transportation Program
<b>PSE:</b> Public Service Employee	<b>STSL:</b> San Timoteo Sanitary Landfill
<b>PSIC:</b> Public Safety Interoperable Communications	<b>SWAT:</b> Special Weapons and Tactics
<b>PSOC:</b> Public Safety Operations Center	<b>SWBPI:</b> Southwest Border Prosecution Initiative
<b>PSSF:</b> Promoting Safe and Stable Families	<b>SWMD:</b> Solid Waste Management Division
<b>QSS:</b> Quality Supportive Services	<b>TA:</b> Transition Authority
<b>RDA:</b> Redevelopment Agency	<b>TAD:</b> Transitional Assistance Department
<b>RECPG:</b> Renewable Energy and Conservation Element for the County Federal Plan	<b>TAY:</b> Transitional Age Youth
<b>RESD:</b> Real Estate Services Department	<b>TBD:</b> To Be Determined
<b>RFP:</b> Request for Proposal	<b>TC:</b> Transitional Conferences
<b>RIAC:</b> Range Improvement Advisory Committee	<b>TCE:</b> Trichloroethylene
<b>RIP:</b> Retirement Incentive Program	<b>TDM:</b> Team Decision Meeting
<b>ROPS:</b> Recognized Obligation Payment Schedules	<b>TENS:</b> Telephone Emergency Notification Section
<b>ROV:</b> Registrar of Voters	<b>TFS:</b> Team Foundation Services
<b>RPR:</b> Real Estate Services	<b>THPP:</b> Transitional Housing Program-Plus
<b>RPTTF:</b> Redevelopment Property Tax Trust Fund	<b>TOP:</b> Training Online Program
<b>RYEF:</b> Regional Youth Education Facility	<b>TOT:</b> Transient Occupancy Tax
<b>SAMHSA:</b> Substance Abuse and Mental Health Services Administration	<b>TRANS:</b> Tax Revenue Anticipation Notes
<b>SANBAG:</b> San Bernardino Associated Governments	<b>TURN:</b> Tobacco Use Reduction Now
<b>SANCATT:</b> San Bernardino County Auto Theft Task Force	<b>UDEL:</b> Uniform District Election Law
<b>SAPT:</b> Substance Abuse Prevention and Treatment	<b>ULEV:</b> Ultra Low Emission Vehicle
<b>SART:</b> Screening, Assessment, Referral, and Treatment	<b>UPP:</b> Cash Aid for 2 Parent Families
<b>SAUSA:</b> Special Assistant United States Attorney	<b>UPS:</b> Uninterruptible Power Supply
<b>SB:</b> Senate Bill	<b>USDA:</b> US Department of Agriculture
<b>SBCL:</b> San Bernardino County Library	<b>U.S. Postal:</b> United States Postal
<b>SBCM:</b> San Bernardino County Museum	<b>USPS:</b> United States Postal Services
<b>SBIA:</b> San Bernardino International Airport	<b>UTL:</b> Utilities
<b>SBPEA:</b> San Bernardino Public Employees' Association	<b>VA:</b> Veterans Affairs
<b>SBVEZ:</b> San Bernardino Valley Enterprise Zone	<b>VEAP:</b> Veteran Employment Assistance Program
<b>SCAAP:</b> State Criminal Alien and Assistance Program	<b>VITA:</b> Volunteer Income Tax Assistance
<b>SCAG:</b> Southern California Association of Governments	<b>VLF:</b> Vehicle License Fee
<b>SCAQMD:</b> South Coast Air Quality Management District	<b>VOIP:</b> Voice Over Internet Protocol
<b>SCBA:</b> Self-Contained Breathing Apparatus	<b>VSS:</b> Visual Source Safe
<b>SCE:</b> Southern California Edison	<b>VVEDA:</b> Victor Valley Economic Development Authority
<b>SCSEP:</b> Senior Community Service Employment Program	<b>WAN:</b> Wide Area Network
<b>SED:</b> Seriously Emotionally Disturbed	<b>WDD:</b> Department of Workforce Development
<b>SHPO:</b> State Historic Preservation Office	<b>WECA:</b> West End Communications Authority
<b>SIA:</b> Senior Information and Assistance	<b>WEX:</b> Work Experience
<b>SMARA:</b> Surface Mining and Reclamation Act	<b>WIA:</b> Workforce Investment Act
<b>SRZS:</b> Safe Routes to Schools	<b>WIB:</b> Workforce Investment Board
<b>SSI:</b> Social Security Income	<b>WIC:</b> Welfare and Institutions Code
<b>SSI/SSP:</b> Supplemental Security Income/State Supplementary Payment	<b>WIC:</b> Women, Infant, and Children
<b>SSN:</b> Social Security Number	<b>WPR:</b> Work Participation Rate
<b>STC:</b> Standards for Training and Corrections	<b>WRIB:</b> Western Region Item Bank
<b>STEP:</b> Subsidized Training and Employment Program	<b>WTW:</b> Welfare to Work
	<b>WVDC:</b> West Valley Detention Center
	<b>WVJDAC:</b> West Valley Juvenile Detention and Assessment Center



State Controller Schedules County Budget Act							Schedule 1
County of San Bernardino All Funds Summary Fiscal Year 2014							
Fund Name	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	Fund Balance Available June 30, 2013	Decreases to Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balances	Total Financing Uses
1	2	3	4	5	6	7	8
<b>Governmental Funds</b>							
General Fund	468,000,935	35,918,789	2,268,204,455	2,772,124,179	2,759,455,987	12,668,192	2,772,124,179
Special Revenue Funds	275,602,268	0	380,060,976	655,663,244	655,663,244	0	655,663,244
Capital Project Funds	83,255,885	0	106,348,036	189,603,921	189,603,921	0	189,603,921
<b>Total All Funds</b>	<b>826,859,088</b>	<b>35,918,789</b>	<b>2,754,613,467</b>	<b>3,617,391,344</b>	<b>3,604,723,152</b>	<b>12,668,192</b>	<b>3,617,391,344</b>



State Controller Schedules County Budget Act								Schedule 2
County of San Bernardino Governmental Funds Summary Fiscal Year 2014								
Fund Name	TOTAL FINANCING SOURCES				TOTAL FINANCING USES			
	Fund Balance Available June 30, 2013	Decreases to Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balances	Total Financing Uses	
1	2	3	4	5	6	7	8	
<b>General Fund</b>								
General Fund	194,412,332	35,918,789	2,469,325,490	2,699,656,611	2,686,988,419	12,668,192	2,699,656,611	
Restricted General Fund	273,588,603		(201,121,035)	72,467,568	72,467,568		72,467,568	
<b>Total General Fund</b>	<b>468,000,935</b>	<b>35,918,789</b>	<b>2,268,204,455</b>	<b>2,772,124,179</b>	<b>2,759,455,987</b>	<b>12,668,192</b>	<b>2,772,124,179</b>	
<b>Special Revenue Funds</b>								
Agricultural, Weights & Measures - California Grazing Fees	140,417		3,000	143,417	143,417		143,417	
Airports - Special Aviation	3,386,804		2,496,046	5,882,850	5,882,850		5,882,850	
Assessor - Recording Fees	8,161,366		4,490,092	12,651,458	12,651,458		12,651,458	
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance	1,210,506		223,800	1,434,306	1,434,306		1,434,306	
Behavioral Health - Block Grant Carryover	8,906,302		10,946,230	19,852,532	19,852,532		19,852,532	
Behavioral Health - Driving Under the Influence Programs	406,951		224,000	630,951	630,951		630,951	
Behavioral Health - Mental Health Services Act	78,854,299		83,695,691	162,549,990	162,549,990		162,549,990	
Census 2010	17		0	17	17		17	
Community Development and Housing	23,250,811		19,607,995	42,858,806	42,858,806		42,858,806	
County Library	4,666,480		13,818,082	18,484,562	18,484,562		18,484,562	
County Trial Courts - Alternate Dispute Resolution Program	179,380		500,600	679,980	679,980		679,980	
County Trial Courts - Court Alcohol and Drug Program	1,351,965		401,010	1,752,975	1,752,975		1,752,975	
County Trial Courts - Courthouse Seismic Surcharge	44		2,100,000	2,100,044	2,100,044		2,100,044	
County Trial Courts - Registration Fees	159,951		5,800	165,751	165,751		165,751	
District Attorney Special Projects	4,717,029		6,441,298	11,158,327	11,158,327		11,158,327	
Economic Development - San Bernardino Valley Enterprise Zone	0		0	0	0		0	
Finance and Administration - Disaster Recovery Fund	14,315		10,000	24,315	24,315		24,315	
Human Resources - Commuter Services	822,986		693,050	1,516,036	1,516,036		1,516,036	
Human Resources - Employee Benefits and Services	590,318		2,953,135	3,543,453	3,543,453		3,543,453	
Human Services - Domestic Violence/Child Abuse Surcharges	815,122		426,578	1,241,700	1,241,700		1,241,700	
Human Services - Marriage License Fees Surcharge	139,797		340,148	479,945	479,945		479,945	
Human Services - Wraparound Reinvestment Fund	7,614,078		7,935,000	15,549,078	15,549,078		15,549,078	
Local Law Enforcement Block Grant	4,540,684		275,000	4,815,684	4,815,684		4,815,684	
Master Settlement Agreement	20,454,837		18,404,020	38,858,857	38,858,857		38,858,857	
Preschool Services	50,068		49,466,702	49,516,770	49,516,770		49,516,770	
Probation - Asset Forfeiture 15%	64,389		236	64,625	64,625		64,625	
Probation - Criminal Recidivism SB 678	3,199,003		1,214,775	4,413,778	4,413,778		4,413,778	
Probation - Juvenile Justice Grant Program	4,182,094		5,861,917	10,044,011	10,044,011		10,044,011	
Probation - Juvenile Re-Entry Program AB 1628	201,642		120,000	321,642	321,642		321,642	
Public Health - Bio-Terrorism Preparedness	257,516		2,187,795	2,445,311	2,445,311		2,445,311	
Public Health - Tobacco Use Reduction Now	15,795		172,750	188,545	188,545		188,545	
Public Health - Vector Control Assessments	2,526,560		1,693,537	4,220,097	4,220,097		4,220,097	
Public Health - Vital Statistics State Fees	845,628		133,685	979,313	979,313		979,313	
Public Works - Special Transportation	27,283,727		11,846,653	39,130,380	39,130,380		39,130,380	
Public Works - Surveyor - Survey Monument Preservation	48,641		62,000	110,641	110,641		110,641	
Public Works - Transportation - Road Operations	29,866,532		90,385,556	120,252,088	120,252,088		120,252,088	
Real Estate Services - Chino Agricultural Preserve	9,123,574		547,236	9,670,810	9,670,810		9,670,810	
Regional Parks - Calico Ghost Town Marketing Services	278,420		385,000	663,420	663,420		663,420	
Regional Parks - County Trail System	701,572		883,940	1,585,512	1,585,512		1,585,512	
Regional Parks - Off-Highway Vehicle License Fees	1,322,716		310,000	1,632,716	1,632,716		1,632,716	
Regional Parks - Park Maintenance and Development	1,079,792		321,386	1,401,178	1,401,178		1,401,178	
Regional Parks - Proposition 40 Projects	286		0	286	286		286	
Regional Parks - San Manuel Amphitheater	124,073		1,403,000	1,527,073	1,527,073		1,527,073	
Regional Parks - San Manuel Amphitheater Improvements	553,563		28,000	581,563	581,563		581,563	
Sheriff's Special Projects	23,069,748		15,626,613	38,696,361	38,696,361		38,696,361	
Special Districts - Fish and Game Commission	1,928		4,267	6,195	6,195		6,195	
Workforce Development	420,542		21,415,353	21,835,895	21,835,895		21,835,895	
<b>Total Special Revenue Funds</b>	<b>275,602,268</b>	<b>0</b>	<b>380,060,976</b>	<b>655,663,244</b>	<b>655,663,244</b>	<b>0</b>	<b>655,663,244</b>	
<b>Capital Project Funds</b>								
Capital Improvements Fund	71,753,862		106,348,036	178,101,898	178,101,898		178,101,898	
Redevelopment Agency (Housing Successor)	11,502,023		0	11,502,023	11,502,023		11,502,023	
<b>Total Capital Project Funds</b>	<b>83,255,885</b>	<b>0</b>	<b>106,348,036</b>	<b>189,603,921</b>	<b>189,603,921</b>	<b>0</b>	<b>189,603,921</b>	
<b>Total Governmental Funds</b>	<b>826,859,088</b>	<b>35,918,789</b>	<b>2,754,613,467</b>	<b>3,617,391,344</b>	<b>3,604,723,152</b>	<b>12,668,192</b>	<b>3,617,391,344</b>	



County of San Bernardino Fund Balance - Governmental Funds Fiscal Year 2014							
Fund Name 1	Total Fund Balance June 30, 2013 2	Less: Obligated Fund Balances			Fund Balances Available (GAAP Basis) June 30, 2013 6	Minus GASB 31 Adjustment 7	Fund Balances Available (Budgetary Basis) June 30, 2013 8
		Encumbrances 3	Nonspendable, Restricted and Committed 4	Assigned 5			
<b>General Fund</b>							
General Fund	411,095,727	(12,180,337)	(197,199,531)	(555,925)	201,159,934	(6,747,602)	194,412,332
Restricted General Fund	279,510,165	(53,735)	(5,596,277)	0	273,860,153	(271,550)	273,588,603
<b>Total General Fund</b>	<b>690,605,892</b>	<b>(12,234,072)</b>	<b>(202,795,808)</b>	<b>(555,925)</b>	<b>475,020,087</b>	<b>(7,019,152)</b>	<b>468,000,935</b>
<b>Special Revenue Funds</b>							
Agricultural, Weights & Measures - California Grazing Fees	140,417	0	0	0	140,417	0	140,417
Airports - Special Aviation	3,712,026	(288,860)	0	0	3,423,166	(36,362)	3,386,804
Assessor - Recording Fees	9,167,587	(965,329)	0	0	8,202,258	(40,892)	8,161,366
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance	1,217,905	0	0	0	1,217,905	(7,399)	1,210,506
Behavioral Health - Block Grant Carryover	9,020,518	0	0	0	9,020,518	(114,216)	8,906,302
Behavioral Health - Driving Under the Influence Programs	411,747	0	0	0	411,747	(4,796)	406,951
Behavioral Health - Mental Health Services Act	105,717,057	(3,773,320)	(22,152,363)	0	79,791,374	(937,075)	78,854,299
Census 2010	43	0	0	0	43	(26)	17
Community Development and Housing	25,568,946	(143,619)	(1,863,329)	(750)	23,561,248	(310,437)	23,250,811
County Library	4,700,064	(24,584)	0	(9,000)	4,666,480	0	4,666,480
County Trial Courts - Alternate Dispute Resolution Program	181,245	0	0	0	181,245	(1,865)	179,380
County Trial Courts - Court Alcohol and Drug Program	1,363,853	0	0	0	1,363,853	(11,888)	1,351,965
County Trial Courts - Courthouse Seismic Surcharge	651	0	0	0	651	(607)	44
County Trial Courts - Registration Fees	161,526	0	0	0	161,526	(1,575)	159,951
District Attorney Special Projects	4,746,839	0	0	0	4,746,839	(28,810)	4,717,029
Economic Development - San Bernardino Valley Enterprise Zone	1	0	0	0	1	(1)	0
Finance and Administration - Disaster Recovery Fund	38,910	0	0	0	38,910	(24,595)	14,315
Human Resources - Commuter Services	830,338	0	0	0	830,338	(7,352)	822,986
Human Resources - Employee Benefits and Services	613,977	(18,000)	0	0	595,977	(5,659)	590,318
Human Services - Domestic Violence/Child Abuse Surcharges	827,196	0	0	0	827,196	(12,074)	815,122
Human Services - Marriage License Fees Surcharge	139,797	0	0	0	139,797	0	139,797
Human Services - Wraparound Reinvestment Fund	7,762,188	(2,300)	0	0	7,759,888	(145,810)	7,614,078
Local Law Enforcement Block Grant	4,587,384	0	0	0	4,587,384	(46,700)	4,540,684
Master Settlement Agreement	20,576,391	0	0	0	20,576,391	(121,554)	20,454,837
Preschool Services	402,718	(334,160)	0	(9,500)	59,058	(8,990)	50,068
Probation - Asset Forfeiture 15%	65,032	0	0	0	65,032	(643)	64,389
Probation - Criminal Recidivism SB 678	3,223,088	0	0	0	3,223,088	(24,085)	3,199,003
Probation - Juvenile Justice Grant Program	4,224,060	0	0	0	4,224,060	(41,966)	4,182,094
Probation - Juvenile Re-Entry Program AB 1628	201,642	0	0	0	201,642	0	201,642
Public Health - Bio-Terrorism Preparedness	269,488	0	0	0	269,488	(11,972)	257,516
Public Health - Tobacco Use Reduction Now	16,613	0	0	0	16,613	(818)	15,795
Public Health - Vector Control Assessments	2,551,268	0	0	0	2,551,268	(24,708)	2,526,560
Public Health - Vital Statistics State Fees	853,771	0	0	0	853,771	(8,143)	845,628
Public Works - Special Transportation	28,938,865	(1,405,792)	0	0	27,533,073	(249,346)	27,283,727
Public Works - Surveyor - Survey Monument Preservation	48,641	0	0	0	48,641	0	48,641
Public Works - Transportation - Road Operations	56,148,497	(25,753,331)	(72,867)	(2,500)	30,319,799	(453,267)	29,866,532
Real Estate Services - Chino Agricultural Preserve	9,218,826	(5,025)	0	0	9,213,801	(90,227)	9,123,574
Regional Parks - Calico Ghost Town Marketing Services	289,542	(7,040)	0	0	282,502	(4,082)	278,420
Regional Parks - County Trail System	723,177	(13,388)	0	0	709,789	(8,217)	701,572
Regional Parks - Off-Highway Vehicle License Fees	1,343,216	0	0	0	1,343,216	(20,500)	1,322,716
Regional Parks - Park Maintenance and Development	1,130,740	(28,690)	0	0	1,102,050	(22,258)	1,079,792
Regional Parks - Proposition 40 Projects	960	0	0	0	960	(674)	286
Regional Parks - San Manuel Amphitheater	139,833	0	0	0	139,833	(15,760)	124,073
Regional Parks - San Manuel Amphitheater Improvements	559,024	0	0	0	559,024	(5,461)	553,563
Sheriff's Special Projects	23,701,896	(375,581)	0	(8,500)	23,317,815	(248,067)	23,069,748
Special Districts - Fish and Game Commission	1,928	0	0	0	1,928	0	1,928
Workforce Development	614,481	(177,912)	0	(2,500)	434,069	(13,527)	420,542
<b>Total Special Revenue Funds</b>	<b>336,153,912</b>	<b>(33,316,931)</b>	<b>(24,088,559)</b>	<b>(32,750)</b>	<b>278,715,672</b>	<b>(3,113,404)</b>	<b>275,602,268</b>
<b>Capital Project Funds</b>							
Capital Improvements Fund	93,359,974	(21,594,745)	0	0	71,765,229	(11,367)	71,753,862
Redevelopment Agency (Housing Successor)	11,616,982	0	0	0	11,616,982	(114,959)	11,502,023
<b>Total Capital Project Funds</b>	<b>104,976,956</b>	<b>(21,594,745)</b>	<b>0</b>	<b>0</b>	<b>83,382,211</b>	<b>(126,326)</b>	<b>83,255,885</b>
<b>Total Governmental Funds</b>	<b>1,131,736,760</b>	<b>(67,145,748)</b>	<b>(226,884,367)</b>	<b>(588,675)</b>	<b>837,117,970</b>	<b>(10,258,882)</b>	<b>826,859,088</b>



**State Controller Schedules** **Schedule 4**  
**County Budget Act**

**County of San Bernardino**  
**Obligated Fund Balances - By Governmental Funds**  
**Fiscal Year 2014**

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2013	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
1	2	3	4	5	6	7

**General Fund**General Fund

General Reserves	70,830,305			5,661,332	5,661,332	76,491,637
Restricted - Teeter	11,669,841					11,669,841
Nonspendable - Prepaid Items	891,860					891,860
Nonspendable - Loans Receivable	11,169,101					11,169,101
Nonspendable - Land Held For Resale	548,622					548,622
Nonspendable - Inventory	1,051,083					1,051,083
Committed - Teeter Plan	13,040,084	13,040,084	13,040,084			0
Committed - Restitution	1,545,025					1,545,025
Committed - Property Tax System	20,000,000					20,000,000
Committed - Medical Center Debt Service	32,074,905					32,074,905
Committed - Insurance	3,000,000					3,000,000
Committed - Future Space Needs	22,878,705	22,878,705	22,878,705			0
Committed - Future Retirement Rate	8,500,000					8,500,000
Assigned - Revolving Funds	397,000					397,000
Assigned - Imprest Cash	121,240					121,240
Assigned - Change Funds	37,685					37,685

Restricted General Fund

Committed - Earned Leave	3,596,277			7,006,860	7,006,860	10,603,137
Committed - CSA Revolving Loan	2,000,000					2,000,000

<b>Total General Fund</b>	<b>203,351,733</b>	<b>35,918,789</b>	<b>35,918,789</b>	<b>12,668,192</b>	<b>12,668,192</b>	<b>180,101,136</b>
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**Special Revenue Funds**County Library

Assigned - Imprest Cash	2,500					2,500
Assigned - Change Funds	6,500					6,500

Community Development and Housing

Restricted - Land Held For Resale	1,863,329					1,863,329
Assigned - Imprest Cash	750					750

Preschool Services

Assigned - Imprest Cash	9,500					9,500
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Behavioral Health - Mental Services Health Act

Committed - General Purpose	22,152,363					22,152,363
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Sheriff's Special Projects

Assigned - Imprest Cash	3,500					3,500
Assigned - Revolving Funds	5,000					5,000

Public Works - Transportation - Road Operations

Nonspendable - Inventory	72,867					72,867
Assigned - Imprest Cash	2,500					2,500

Workforce Development

Assigned - Imprest Cash	2,500					2,500
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<b>Total Special Revenue Funds</b>	<b>24,121,309</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,121,309</b>
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<b>Total Governmental Funds</b>	<b>227,473,042</b>	<b>35,918,789</b>	<b>35,918,789</b>	<b>12,668,192</b>	<b>12,668,192</b>	<b>204,222,445</b>
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State Controller Schedules County Budget Act				Schedule 5
County of San Bernardino Summary of Additional Financing Sources by Source and Fund Governmental Funds Fiscal Year 2014				
Description 1	FY 2012 Actual 2	FY 2013 Actual 3	FY 2014 Recommended 4	FY 2014 Adopted by the Board of Supervisors 5
<b>Summarization by Source</b>				
Taxes	592,565,336	629,643,673	610,000,939	610,000,939
Licenses, Permits and Franchises	21,109,106	21,962,660	21,092,048	21,092,048
Fines, Forfeitures and Penalties	11,194,853	11,751,541	9,107,676	9,107,676
Revenue from Use of Money and Property	33,643,269	45,861,305	37,553,658	37,553,658
Intergovernmental Revenues	1,528,588,536	1,544,984,671	1,534,355,920	1,457,751,069
Charges for Current Services	328,665,103	364,941,314	416,526,686	416,588,872
Other Revenues	56,882,047	111,279,010	64,182,692	64,196,761
Other Financing Sources	123,225,961	210,762,324	138,832,386	138,322,444
<b>Total Summarization by Source</b>	<b>2,695,874,210.83</b>	<b>2,941,186,497</b>	<b>2,831,652,005</b>	<b>2,754,613,467</b>
<b>Summarization by Fund</b>				
General Fund	2,135,106,382	2,404,886,740	2,469,325,490	2,469,325,490
Restricted General Fund	54,422,217	48,864,606	(120,377,965)	(201,121,035)
Agricultural, Weights & Measures - California Grazing Fees	4,303	2,876	3,000	3,000
Airports - Special Aviation	1,718,090	4,013,243	2,496,046	2,496,046
Assessor - Recording Fees	3,897,150	4,620,906	4,490,092	4,490,092
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance	791,472	236,887	223,800	223,800
Behavioral Health - Block Grant Carryover	12,111,302	11,182,796	10,946,230	10,946,230
Behavioral Health - Driving Under the Influence Programs	249,908	230,098	224,000	224,000
Behavioral Health - Mental Health Services Act	68,271,531	94,571,216	83,695,691	83,695,691
Census 2010	28	17	0	0
Community Development and Housing	33,785,928	23,834,352	19,607,995	19,607,995
County Library	13,746,449	16,353,636	13,818,082	13,818,082
County Trial Courts - Alternate Dispute Resolution Program	506,671	497,367	500,600	500,600
County Trial Courts - Court Alcohol and Drug Program	446,546	433,997	401,010	401,010
County Trial Courts - Courthouse Seismic Surcharge	2,216,084	2,142,876	2,100,000	2,100,000
County Trial Courts - Registration Fees	8,121	4,691	5,800	5,800
District Attorney Special Projects	6,448,115	7,445,877	6,441,298	6,441,298
Economic Development - San Bernardino Valley Enterprise Zone	530	(137)	0	0
Finance and Administration - Disaster Recovery Fund	471,263	10,446	10,000	10,000
Human Resources - Commuter Services	655,780	698,134	693,050	693,050
Human Resources - Employee Benefits and Services	2,602,669	2,663,935	2,953,135	2,953,135
Human Services - Domestic Violence/Child Abuse	446,819	438,724	426,578	426,578
Human Services - Marriage License Fees Surcharge	344,409	339,151	340,148	340,148
Human Services - Wraparound Reinvestment Fund	6,309,158	6,071,418	7,935,000	7,935,000
Local Law Enforcement Block Grant	1,366,663	952,469	275,000	275,000
Master Settlement Agreement	21,280,349	27,322,460	18,404,020	18,404,020
Preschool Services	47,721,480	46,761,324	49,466,702	49,466,702
Probation - Asset Forfeiture 15%	326	286	236	236
Probation - Criminal Recidivism SB 678	2,267,134	2,479,099	1,214,775	1,214,775
Probation - Juvenile Justice Grant Program	6,074,926	5,299,319	5,861,917	5,861,917
Probation - Juvenile Re-Entry Program AB1628	103,372	98,269	120,000	120,000
Public Health - Bio-Terrorism Preparedness	2,290,925	1,972,427	2,187,795	2,187,795
Public Health - H1N1 Preparedness	134,630	0	0	0
Public Health - Tobacco Use Reduction Now	336,574	217,895	172,750	172,750
Public Health - Vector Control Assessments	1,680,181	1,696,347	1,693,537	1,693,537
Public Health - Vital Statistics State Fees	135,017	127,725	133,685	133,685
Public Works - Special Transportation	8,031,109	9,833,021	11,846,653	11,846,653
Public Works - Surveyor - Survey Monument Preservation	59,670	60,120	62,000	62,000
Public Works - Transportation - Road Operations	82,219,769	74,552,590	90,385,556	90,385,556
Real Estate Services - Chino Agricultural Preserve	662,889	601,734	547,236	547,236
Regional Parks - Calico Ghost Town Marketing Services	491,557	502,398	385,000	385,000
Regional Parks - County Trail System	637,866	33,490	883,940	883,940
Regional Parks - Off-Highway Vehicle License Fees	330,988	249,630	310,000	310,000
Regional Parks - Park Maintenance and Development	1,168,519	773,960	321,386	321,386
Regional Parks - Proposition 40 Projects	5,341	286	0	0
Regional Parks - San Manuel Amphitheater	1,553,322	1,469,779	1,403,000	1,403,000
Regional Parks - San Manuel Amphitheater Improvements	27,532	27,319	28,000	28,000
Sheriff's Special Projects	18,802,024	21,182,065	15,631,112	15,626,613
Special Districts - Fish and Game Commission	8,227	5,385	4,267	4,267
Workforce Development	20,413,712	20,115,387	21,415,353	21,415,353
Capital Improvements Fund	133,509,184	83,790,888	102,639,005	106,348,036
Redevelopment Agency (Housing Successor)	0	11,516,972	0	0
<b>Total Summarization by Fund</b>	<b>2,695,874,211</b>	<b>2,941,186,497</b>	<b>2,831,652,005</b>	<b>2,754,613,467</b>



State Controller Schedules County Budget Act						Schedule 6
County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2014						
Fund Name	Financing Source Category	Financing Source Account	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5	6	7

**GENERAL FUND**

## General Fund

**Taxes**

Property Taxes - Current Secured 1%	169,998,753	161,386,404	158,650,815	158,650,815
Property Taxes - Current Unsecured	7,818,976	6,747,802	6,695,904	6,695,904
Property Taxes - Current Utility Unitary	15,146,080	13,983,337	14,310,147	14,310,147
Property Taxes - Prior Secured	36,301	(123,049)	1,160,000	1,160,000
Property Taxes - Prior Unsecured	298,857	283,912	270,000	270,000
Property Tax In Lieu of VLF	200,679,043	202,181,646	205,214,371	205,214,371
Penalties, Interest and Costs	5,024,619	4,819,000	4,245,000	4,245,000
Negotiated Pass Thru	10,266,768	28,456,271	21,010,500	21,010,500
Residual Balance	1,208,899	11,314,471	0	0
Statutory Pass Thru	732,284	1,858,398	2,334,500	2,334,500
Property Tax augmentation	0	20	0	0
Other Taxes - Aircraft Tax	702,847	733,441	790,000	790,000
Other Taxes - Delinquent Mobile Home	155	91	0	0
Other Taxes - Racehorse	537	157	0	0
Other Taxes - Supplemental Rolls	2,234,650	2,608,373	2,750,000	2,750,000
Other Taxes - Property Transfer	5,179,180	6,404,573	6,000,000	6,000,000
Other Taxes - Hotel/Motel	1,456,569	1,519,054	1,200,000	1,200,000
In Lieu Local Sales & Use Tax	4,370,793	6,889,266	6,098,839	6,098,839
Sales and Use Taxes	13,988,961	16,694,649	13,488,463	13,488,463
1/2% Sales Tax - Public Safety	127,100,001	144,469,067	146,700,000	146,700,000
<b>Total Taxes</b>	<b>566,244,271</b>	<b>610,226,883</b>	<b>590,918,539</b>	<b>590,918,539</b>

**Licenses, Permits and Franchises**

Animal Licenses	580,340	641,557	780,000	780,000
Business Licenses	80,894	60,977	76,903	76,903
Construction Permits	4,660,335	3,865,213	3,310,000	3,310,000
Road Permits	20,776	0	0	0
Other Licenses and Permits	9,660,889	11,160,403	10,740,145	10,740,145
Cable Television	1,512,791	1,629,786	1,500,000	1,500,000
Gas	1,333,392	1,116,573	1,300,000	1,300,000
Water	386,002	267,367	250,000	250,000
Electricity	2,432,328	2,760,141	2,700,000	2,700,000
Pipeline	63,443	54,127	60,000	60,000
<b>Total Licenses, Permits and Franchises</b>	<b>20,731,189</b>	<b>21,556,144</b>	<b>20,717,048</b>	<b>20,717,048</b>

**Fines, Forfeitures and Penalties**

Vehicle Code Fines	27,258	25,803	33,000	33,000
Parking Fines	95,325	99,170	80,000	80,000
Other Court Fines	8,449,905	7,940,448	6,700,000	6,700,000
Dog Citation Fines	17,355	12,774	14,800	14,800
Court Administration Assessments	1,080	811	2,000	2,000
Warrant Servicing	489	1,014	500	500
Bond Forfeitures	293,526	0	0	0
Other Forfeitures	404,592	367,125	415,000	415,000
Penalties	128,878	79,567	87,000	87,000
<b>Total Fines, Forfeitures and Penalties</b>	<b>9,418,407</b>	<b>8,526,711</b>	<b>7,332,300</b>	<b>7,332,300</b>

**Revenue From Use of Money and Property**

Interest	22,482,249	24,039,107	26,808,500	26,808,500
SB90 Interest on Late Payments	130,330	0	0	0
Rents and Concessions	5,385,043	5,383,134	6,088,514	6,088,514
Rents and Concessions-Vending Machines	448,712	(336,246)	57,610	57,610
Interest - Excess Proceeds	0	11,989,547	0	0
<b>Total Revenue From Use of Money and Property</b>	<b>28,446,335</b>	<b>41,075,542</b>	<b>32,954,624</b>	<b>32,954,624</b>

**Intergovernmental Revenues****State**

Aviation - State Matching	40,000	40,000	0	0
State Vehicle License Fees In Lieu	858,019	894,275	0	0
State Other In Lieu Tax	0	644	0	0
Welfare Administration	67,759,504	72,709,080	57,951,895	57,951,895
Aid for Children	82,578,640	152,269,153	110,648,305	110,648,305
Health Administration	31,725,599	34,394,234	54,565,570	54,565,570
Realignment Revenue	208,872,965	161,776,692	169,833,363	169,833,363
Aid to Crippled Children	9,326,252	10,536,712	11,020,313	11,020,313
Aid for Health	2,460,893	1,872,386	2,089,900	2,089,900
Realignment 2011	141,044,683	250,246,266	291,130,989	291,130,989
Aid for Mental Health	9,934,046	8,333	17,777	17,777
Aid for Agriculture	2,385,785	3,064,815	2,369,350	2,369,350
Aid for Disaster	35,295	22,906	0	0
State Aid for Veterans Affairs	155,267	155,670	160,000	160,000
Cops Program	1,731,288	1,700,256	1,869,905	1,869,905





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Fund Name	Financing Source Category	Financing Source Account	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
		Homeowner's Tax Relief	2,365,530	2,251,359	2,118,939	2,118,939
		Other State Support	252,202	277,154	252,250	252,250
		Other State Aid	19,824,953	2,556,523	5,352,907	5,352,907
		Medi-Cal - Inpatient	30,021,122	36,195,032	51,292,462	51,292,462
		Medi-Cal - Outpatient	2,290,996	2,365,996	3,355,365	3,355,365
		STC 924 Program	1,074,566	906,125	1,074,350	1,074,350
		SB 90 Mandated Cost Reimbursement	772,313	2,758,810	2,377,656	2,377,656
		Assembly Bills and Senate Bills	1,085,058	1,076,113	1,649,359	1,649,359
		State - Unrestricted Grants	21,162,625	20,012,298	21,964,864	21,964,864
		<b>Total State</b>	<b>637,757,600</b>	<b>758,090,831</b>	<b>791,095,519</b>	<b>791,095,519</b>
		<b>Federal</b>				
		Welfare Administration	167,053,113	172,543,594	200,512,671	200,512,671
		Aid for Children	221,135,630	147,566,859	208,557,051	208,557,051
		Health Administration	49,080,264	50,025,088	59,821,291	59,821,291
		Medicare - Inpatient	157,223	60,149	181,000	181,000
		Medicare - Outpatient	111,557	102,652	123,300	123,300
		Federal - Capital Grants	0	0	160,000	160,000
		Federal - Grants	61,056,207	41,450,227	47,038,374	47,038,374
		Aid for Disaster - FEMA	112,699	73,303	0	0
		Other In-Lieu Taxes	3,110,589	3,179,096	3,020,131	3,020,131
		Other Gov Agencies - Fed Only	13,273,158	10,521,409	10,874,700	10,874,700
		Other Federal Aid	4,799,736	4,475,954	3,792,309	3,792,309
		Federal - Pass Through	7,147,198	26,229,075	29,723,493	29,723,493
		ARRA/Federal Direct	1,291,109	125,543	0	0
		ARRA/Pass-Through	1,886,393	(613,365)	0	0
		<b>Total Federal</b>	<b>530,214,875</b>	<b>455,739,585</b>	<b>563,804,320</b>	<b>563,804,320</b>
		<b>Other</b>				
		Aid From Other Governmental Agencies	45,153	0	0	0
		<b>Total Other</b>	<b>45,153</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Total Intergovernmental Revenues</b>	<b>1,168,017,628</b>	<b>1,213,830,416</b>	<b>1,354,899,839</b>	<b>1,354,899,839</b>
		<b>Charges For Current Services</b>				
		Special Assessments All Prior Years	220,601	184,449	201,000	201,000
		Special Assessments-Current Year	383,279	761,408	561,000	561,000
		Adoption Fees	55,361	41,792	82,550	82,550
		Agricultural Services	1,743,753	2,090,736	2,430,495	2,430,495
		Weed Abatement Contracts	375,847	118,605	278,569	278,569
		SB 813 Implementation Cost	1,372,833	1,290,894	1,515,000	1,515,000
		ABX1 26 ATC Admin Cost Reimbursement	844,147	1,683,084	832,576	832,576
		Assessment and Tax Collection Fees	2,864,782	2,365,989	2,960,944	2,960,944
		Tax Sale Fees	107,700	331,888	300,000	300,000
		Reimbursement Fee-Tax Deeded Property	595,650	1,288,147	747,450	747,450
		Exclusion Fees	61,028	115,660	110,000	110,000
		Auditing Fees	797,312	720,255	788,517	788,517
		Accounting Services	3,739,873	4,008,907	4,611,244	4,611,244
		Electronic Monitoring	105,593	1,355	0	0
		Change of Plea	10,352	11,840	12,000	12,000
		Probation Diversion Fees	18,351	14,568	15,000	15,000
		Sealing of Records	12,314	14,361	15,000	15,000
		Institutional Care and Services	4,243,123	4,126,196	4,828,691	4,828,691
		Adult Supervision Fees	682,140	552,487	670,000	670,000
		Civil Process Service	1,697,563	1,547,458	1,984,763	1,984,763
		Registration Fees	708,670	671,359	550,180	550,180
		Court Fees - Other	6,804,109	5,939,753	6,300,000	6,300,000
		Court Installment Fees	25,766	19,737	22,000	22,000
		Health Fees	1,783,613	2,521,271	2,898,431	2,898,431
		Health Service Fees	24,043,381	64,244,075	90,601,801	90,601,801
		Private Pay - Inpatient	97,258	85,531	92,300	92,300
		Private Pay - Outpatient	104,663	57,473	50,419	50,419
		Coroner's Removal Fees	247,165	217,555	250,000	250,000
		Coroner's Report Fees	33,310	32,055	30,000	30,000
		Mental Health Services	181,100	111,885	0	0
		Humane Services	1,299,172	1,353,650	1,395,668	1,395,668
		Telephone & Telegraph	127,429	182,013	130,240	130,240
		Educational Services	342,153	351,729	352,042	352,042
		Election Services	2,666,020	2,971,999	2,401,000	2,401,000
		Estate Fees	135,416	162,318	255,000	255,000
		Legal Services	6,859,738	6,065,727	6,269,220	6,269,220
		Legal Services - Justice Courts	932,354	899,062	878,500	878,500
		Law Enforcement Services	111,295,464	115,630,773	126,385,642	126,385,642
		Substance Abuse Test Fee	313	216	100	100
		Park and Recreation Fees	6,423,227	5,517,926	6,625,492	6,625,492
		Museum Admission Fees	167,105	184,155	222,000	222,000





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Fund Name	Financing Source Category	Financing Source Account	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
		Personnel Services	183,600	234,600	204,000	204,000
		Credit Card Service Fees	30,780	30,832	30,000	30,000
		Collection Fees	4,775,128	4,870,917	5,091,719	5,091,719
		Vital Records	727,088	874,725	845,000	845,000
		Sale of Public Information	277,297	730,336	640,000	640,000
		County Clerk	786,055	933,507	850,000	850,000
		Recording Fees	8,228,686	9,529,807	8,766,781	8,766,781
		Adult Investigations Fees	309,686	190,832	268,000	268,000
		Planning Services	1,326,446	1,298,163	1,460,000	1,460,000
		Land Development Engineering Svcs	3,268,897	3,150,330	3,035,183	3,035,183
		EIR Consultant Fees	353,934	1,048,854	1,568,617	1,568,617
		Contract Transaction Charge	0	22,426	0	0
		Sanitation Services	879,934	264,265	0	0
		Map Automation Fees	6,335	2,597	2,597	2,597
		Fuel Flowage	76,037	103,631	180,723	180,723
		Landing Fees	4,543	1,874	1,840	1,840
		Subrogation For Departments	69,142	77,618	59,375	59,375
		Reimbursement for Indirect Costs	58,155,155	53,319,061	53,977,428	53,977,428
		Other Services	33,533,188	25,414,457	28,409,182	28,409,182
		ISD Direct Labor Services	7,670,498	6,806,497	13,483,835	13,483,835
		Operating Revenue From Outside Agencies	114,282	56,108	54,776	54,776
		<b>Total Charges For Current Services</b>	<b>304,985,736</b>	<b>337,451,782</b>	<b>387,583,890</b>	<b>387,583,890</b>
<b>Other Revenue</b>						
		Property Tax Secured Unclaimed Refunds	2,380,983	0	400,000	400,000
		DDR - LMIHF Unencumbered Fund	0	12,621,506	0	0
		DDR - Other Unencumbered Fund	0	31,424,227	0	0
		Assessor Revenue/Municipal Court Suspense	24,929	39,666	35,000	35,000
		PIMS Access Fee	61,233	28,545	30,000	30,000
		Revenue Applicable to Prior Years	2,250,032	597,288	(166,769)	(166,769)
		Taxable Sales to the Public	95,744	41,709	45,072	45,072
		Other Sales	325,855	334,434	267,000	267,000
		Contributions and Donations	102,433	40,898	80,650	80,650
		Litigation Settlement	49,297	17,372	0	0
		Evidence and Seizures	74,709	16,588	0	0
		Other Revenues	24,607,234	20,628,218	26,874,878	26,874,878
		<b>Total Other Revenue</b>	<b>29,972,448</b>	<b>65,790,452</b>	<b>27,565,831</b>	<b>27,565,831</b>
<b>Other Financing Sources</b>						
		Operating Transfers In	58,852,887	58,076,085	46,853,419	46,853,419
		Sale of Fixed Assets	910,151	3,562,328	500,000	500,000
		Residual Equity Transfers In	20,211	79,415,663	0	0
		Residual Equity Transfers Out	(52,492,880)	(34,625,266)	0	0
		<b>Total Other Financing Sources</b>	<b>7,290,369</b>	<b>106,428,810</b>	<b>47,353,419</b>	<b>47,353,419</b>
<b>TOTAL General Fund Financing Sources</b>			<b>2,135,106,382</b>	<b>2,404,886,740</b>	<b>2,469,325,490</b>	<b>2,469,325,490</b>
<b>Restricted General Fund</b>						
<b>Taxes</b>						
		1/2% Sales Tax - Public Safety	6,934,664	(651,639)	0	0
		<b>Total Taxes</b>	<b>6,934,664</b>	<b>(651,639)</b>	<b>0</b>	<b>0</b>
<b>Revenue From Use of Money and Property</b>						
		Interest	136,591	115,336	150,000	150,000
		<b>Total Revenue From Use of Money and Property</b>	<b>136,591</b>	<b>115,336</b>	<b>150,000</b>	<b>150,000</b>
<b>Intergovernmental Revenues</b>						
		<b>State</b>				
		Realignment Revenue	(198,693,144)	(167,678,498)	(301,265,545)	(368,311,140)
		Realignment 2011	(16,628,287)	(252,330,691)	(299,149,532)	(311,730,015)
		Social Services Realignment	84,927,838	97,614,978	93,718,133	93,718,133
		Realignment Revenue for Health	14,609,484	12,845,582	13,997,358	13,997,358
		CalWorks Realignment MOE	32,134,297	45,280,810	51,486,685	51,486,685
		Law and Justice Realignment	5,539,646	85,856,909	102,493,187	101,376,195
		Support Services Realignment	23,490,360	133,970,030	129,327,961	129,327,961
		Mental Health Realignment	44,375,733	53,008,206	43,781,143	43,781,143
		Vehicle License Fees Realignment	44,935,604	34,674,150	38,923,213	38,923,213
		<b>Total State</b>	<b>34,691,530</b>	<b>43,241,476</b>	<b>(126,687,397)</b>	<b>(207,430,467)</b>
		<b>Total Intergovernmental Revenues</b>	<b>34,691,530</b>	<b>43,241,476</b>	<b>(126,687,397)</b>	<b>(207,430,467)</b>
<b>Other Revenue</b>						
		Other Revenues	(5,500,000)	0	0	0
		<b>Total Other Revenue</b>	<b>(5,500,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>



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1	2	3	4	5	6	7
<b>Other Financing Sources</b>						
		Operating Transfers In	18,159,432	6,159,432	6,159,432	6,159,432
		<b>Total Other Financing Sources</b>	<b>18,159,432</b>	<b>6,159,432</b>	<b>6,159,432</b>	<b>6,159,432</b>
<b>TOTAL Restricted General Fund Financing Sources</b>			<b>54,422,217</b>	<b>48,864,606</b>	<b>(120,377,965)</b>	<b>(201,121,035)</b>
<b>TOTAL General Fund Financing Sources</b>			<b>2,189,528,600</b>	<b>2,453,751,346</b>	<b>2,348,947,525</b>	<b>2,268,204,455</b>
<b>SPECIAL REVENUE FUNDS</b>						
<b>County Trial Courts - Alternate Dispute Resolution Program</b>						
<b>Revenue From Use of Money and Property</b>						
		Interest	1,027	792	600	600
		<b>Total Revenue From Use of Money and Property</b>	<b>1,027</b>	<b>792</b>	<b>600</b>	<b>600</b>
<b>Intergovernmental Revenues</b>						
		<b>State</b>				
		Other State Aid	78	13	0	0
		<b>Total State</b>	<b>78</b>	<b>13</b>	<b>0</b>	<b>0</b>
		<b>Total Intergovernmental Revenues</b>	<b>78</b>	<b>13</b>	<b>0</b>	<b>0</b>
<b>Charges For Current Services</b>						
		Court Fees - Civil	505,566	496,563	500,000	500,000
		<b>Total Charges For Current Services</b>	<b>505,566</b>	<b>496,563</b>	<b>500,000</b>	<b>500,000</b>
<b>TOTAL County Trial Courts - Alternate Dispute Resolution Program Financing Sources</b>			<b>506,671</b>	<b>497,367</b>	<b>500,600</b>	<b>500,600</b>
<b>Public Health - Bio-Terrorism Preparedness</b>						
<b>Revenue From Use of Money and Property</b>						
		Interest	5,085	5,085	2,000	2,000
		<b>Total Revenue From Use of Money and Property</b>	<b>5,085</b>	<b>5,085</b>	<b>2,000</b>	<b>2,000</b>
<b>Intergovernmental Revenues</b>						
		<b>State</b>				
		Aid for Health	91,140	116,612	131,270	131,270
		<b>Total State</b>	<b>91,140</b>	<b>116,612</b>	<b>131,270</b>	<b>131,270</b>
		<b>Federal</b>				
		Federal - Grants	2,194,700	309,834	2,054,525	2,054,525
		Federal - Pass Through	0	1,540,896	0	0
		<b>Total Federal</b>	<b>2,194,700</b>	<b>1,850,730</b>	<b>2,054,525</b>	<b>2,054,525</b>
		<b>Total Intergovernmental Revenues</b>	<b>2,285,840</b>	<b>1,967,342</b>	<b>2,185,795</b>	<b>2,185,795</b>
<b>TOTAL Public Health - Bio-Terrorism Preparedness Financing Sources</b>			<b>2,290,925</b>	<b>1,972,427</b>	<b>2,187,795</b>	<b>2,187,795</b>
<b>Behavioral Health - Block Grant Carryover</b>						
<b>Revenue From Use of Money and Property</b>						
		Interest	48,087	48,511	47,300	47,300
		<b>Total Revenue From Use of Money and Property</b>	<b>48,087</b>	<b>48,511</b>	<b>47,300</b>	<b>47,300</b>
<b>Intergovernmental Revenues</b>						
		<b>State</b>				
		Realignment 2011	1,256,776	2,197,147	0	0
		<b>Total State</b>	<b>1,256,776</b>	<b>2,197,147</b>	<b>0</b>	<b>0</b>
		<b>Federal</b>				
		Federal - Grants	10,806,439	8,854,928	10,898,930	10,898,930
		<b>Total Federal</b>	<b>10,806,439</b>	<b>8,854,928</b>	<b>10,898,930</b>	<b>10,898,930</b>
		<b>Total Intergovernmental Revenues</b>	<b>12,063,215</b>	<b>11,052,075</b>	<b>10,898,930</b>	<b>10,898,930</b>
<b>Other financing Sources</b>						
		Residual Equity Transfers In	0	82,210	0	0
		<b>Total Other Financing Sources</b>	<b>0</b>	<b>82,210</b>	<b>0</b>	<b>0</b>
<b>TOTAL Behavioral Health - Block Grant Carryover Financing Sources</b>			<b>12,111,302</b>	<b>11,182,796</b>	<b>10,946,230</b>	<b>10,946,230</b>



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1	2	3	4	5	6	7
<b>Regional Parks - Calico Marketing Services</b>						
	<b>Revenue From Use of Money and Property</b>					
		Interest	1,543	1,734	1,000	1,000
		Rents and Concessions	69,759	61,494	50,000	50,000
		<b>Total Revenue From Use of Money and Property</b>	<b>71,302</b>	<b>63,228</b>	<b>51,000</b>	<b>51,000</b>
	<b>Charges For Current Services</b>					
		Park and Recreation Fees	410,035	414,952	330,000	330,000
		<b>Total Charges For Current Services</b>	<b>410,035</b>	<b>414,952</b>	<b>330,000</b>	<b>330,000</b>
	<b>Other Revenue</b>					
		Taxable Sales to Public		100	0	0
		Other Sales	9,485	6,350	2,000	2,000
		Other Revenues	735	12,148	2,000	2,000
		<b>Total Other Revenue</b>	<b>10,220</b>	<b>18,598</b>	<b>4,000</b>	<b>4,000</b>
	<b>Other Financing Sources</b>					
		Residual Equity Transfers In	0	5,620	0	0
		<b>Total Other Financing Sources</b>	<b>0</b>	<b>5,620</b>	<b>0</b>	<b>0</b>
<b>TOTAL Regional Parks - Calico Marketing Services Financing Sources</b>			<b>491,557</b>	<b>502,398</b>	<b>385,000</b>	<b>385,000</b>
<b>Agricultural, Weights &amp; Measures - California Grazing Fees</b>						
	<b>Intergovernmental Revenues</b>					
		<b>Federal</b>				
		Grazing Fees	4,303	2,876	3,000	3,000
		<b>Total Federal</b>	<b>4,303</b>	<b>2,876</b>	<b>3,000</b>	<b>3,000</b>
		<b>Total Intergovernmental Revenues</b>	<b>4,303</b>	<b>2,876</b>	<b>3,000</b>	<b>3,000</b>
<b>TOTAL Agricultural, Weights &amp; Measures - California Grazing Fees Financing Sources</b>			<b>4,303</b>	<b>2,876</b>	<b>3,000</b>	<b>3,000</b>
<b>Census 2010</b>						
	<b>Revenue From Use of Money and Property</b>					
		Interest	28	17	0	0
		<b>Total Revenue From Use of Money and Property</b>	<b>28</b>	<b>17</b>	<b>0</b>	<b>0</b>
<b>TOTAL Census 2010 Financing Sources</b>			<b>28</b>	<b>17</b>	<b>0</b>	<b>0</b>
<b>Real Estate Services - Chino Agriculture Preserve</b>						
	<b>Revenue From Use of Money and Property</b>					
		Interest	47,017	38,322	41,000	41,000
		Rents and Concessions	613,446	563,412	506,236	506,236
		<b>Total Revenue From Use of Money and Property</b>	<b>660,463</b>	<b>601,734</b>	<b>547,236</b>	<b>547,236</b>
	<b>Other Revenue</b>					
		Other Revenues	2,426	0	0	0
		<b>Total Other Revenue</b>	<b>2,426</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL Real Estate Services - Chino Agriculture Preserve Financing Sources</b>			<b>662,889</b>	<b>601,734</b>	<b>547,236</b>	<b>547,236</b>
<b>Human Resources - Commuter Services</b>						
	<b>Revenue From Use of Money and Property</b>					
		Interest	3,741	3,123	3,750	3,750
		<b>Total Revenue From Use of Money and Property</b>	<b>3,741</b>	<b>3,123</b>	<b>3,750</b>	<b>3,750</b>
	<b>Intergovernmental Revenues</b>					
		<b>Federal</b>				
		Other Gov Agencies - Fed Only	275,958	306,639	289,300	289,300
		<b>Total Federal</b>	<b>275,958</b>	<b>306,639</b>	<b>289,300</b>	<b>289,300</b>
		<b>Total Intergovernmental Revenues</b>	<b>275,958</b>	<b>306,639</b>	<b>289,300</b>	<b>289,300</b>
	<b>Charges For Current Services</b>					
		Other Services	374,672	386,066	400,000	400,000
		<b>Total Charges For Current Services</b>	<b>374,672</b>	<b>386,066</b>	<b>400,000</b>	<b>400,000</b>
	<b>Other Revenue</b>					
		Other Revenues	1,410	0	0	0
		<b>Total Other Revenue</b>	<b>1,410</b>	<b>0</b>	<b>0</b>	<b>0</b>



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Fund Name	Financing Source Category	Financing Source Account	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
<b>Other Financing Sources</b>						
		Residual Equity Transfers In	0	2,306	0	0
		<b>Total Other Financing Sources</b>	<b>0</b>	<b>2,306</b>	<b>0</b>	<b>0</b>
<b>TOTAL Human Resources - Commuter Services Financing Sources</b>			<b>655,780</b>	<b>698,134</b>	<b>693,050</b>	<b>693,050</b>
<b>Special Districts - Fish And Game Commission</b>						
	<b>Fines, Forfeitures and Penalties</b>					
		Other Court Fines	6,262	4,394	3,417	3,417
		<b>Total Fines, Forfeitures and Penalties</b>	<b>6,262</b>	<b>4,394</b>	<b>3,417</b>	<b>3,417</b>
	<b>Charges For Current Services</b>					
		Other Services	1,894	991	850	850
		<b>Total Charges For Current Services</b>	<b>1,894</b>	<b>991</b>	<b>850</b>	<b>850</b>
	<b>Other Revenue</b>					
		Contributions and Donations	71	0	0	0
		<b>Total Other Revenue</b>	<b>71</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL Special Districts - Fish And Game Commission Financing Sources</b>			<b>8,227</b>	<b>5,385</b>	<b>4,267</b>	<b>4,267</b>
<b>County Library</b>						
	<b>Taxes</b>					
		Property Taxes - Current Secured 1%	9,595,404	8,952,391	9,193,865	9,193,865
		Property Taxes - Current Unsecured	454,909	391,991	404,972	404,972
		Property Taxes - Current Utility Unitary	553,399	506,487	521,580	521,580
		Property Taxes - Prior Secured	596,253	345,347	18,180	18,180
		Property Taxes - Prior Unsecured	17,143	16,485	17,170	17,170
		Penalties, Interest and Costs	17,604	15,675	25,250	25,250
		Negotiated Pass Thru	993,890	2,265,950	2,241,150	2,241,150
		Residual Balance	(327,256)	497,131	0	0
		Statutory Pass Thru	49,646	101,052	0	0
		5% Supplemental Administration Change	0	(5,906)	0	0
		Other Taxes - Supplemental Rolls	58,006	69,316	50,500	50,500
		<b>Total Taxes</b>	<b>12,008,997</b>	<b>13,155,918</b>	<b>12,472,667</b>	<b>12,472,667</b>
	<b>Intergovernmental Revenues</b>					
		<b>State</b>				
		Homeowner's Tax Relief	137,120	124,477	123,369	123,369
		Local Governmental Agencies	105,387	0	0	0
		State - Unrestricted Grants	165,737	112,967	0	0
		<b>Total State</b>	<b>302,857</b>	<b>237,444</b>	<b>123,369</b>	<b>123,369</b>
		<b>Federal</b>				
		Federal - Grants	48,638	15,556	42,000	42,000
		<b>Total Federal</b>	<b>48,638</b>	<b>15,556</b>	<b>42,000</b>	<b>42,000</b>
		<b>Other</b>				
		Local Governmental Agencies	105,387	0	0	0
		<b>Total Other</b>	<b>105,387</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Total Intergovernmental Revenues</b>	<b>456,883</b>	<b>253,000</b>	<b>165,369</b>	<b>165,369</b>
	<b>Charges For Current Services</b>					
		Library Services	979,092	1,026,707	1,048,800	1,048,800
		<b>Total Charges For Current Services</b>	<b>979,092</b>	<b>1,026,707</b>	<b>1,048,800</b>	<b>1,048,800</b>
	<b>Other Revenue</b>					
				631,740		
				644,414		
		Other Revenues	301,477	366,622	131,246	131,246
		<b>Total Other Revenue</b>	<b>301,477</b>	<b>1,642,776</b>	<b>131,246</b>	<b>131,246</b>
	<b>Other Financing Sources</b>					
		Operating Transfers In	0	168,397	0	0
		Residual Equity Transfers In	0	106,839	0	0
		<b>Total Other Financing Sources</b>	<b>0</b>	<b>275,236</b>	<b>0</b>	<b>0</b>
<b>TOTAL County Library Financing Sources</b>			<b>13,746,449</b>	<b>16,353,636</b>	<b>13,818,082</b>	<b>13,818,082</b>
<b>Regional Parks - County Trail System</b>						
	<b>Revenue From Use of Money and Property</b>					
		Interest	3,692	3,490	0	0
		<b>Total Revenue From Use of Money and Property</b>	<b>3,692</b>	<b>3,490</b>	<b>0</b>	<b>0</b>



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Fund Name	Financing Source Category	Financing Source Account	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
<b>Intergovernmental Revenues</b>						
		<b>State</b>				
		State - Capital Grants	0	0	100,000	100,000
		State - Grants	270,000	30,000	0	0
		<b>Total State</b>	<b>270,000</b>	<b>30,000</b>	<b>100,000</b>	<b>100,000</b>
		<b>Federal</b>				
		Federal - Capital Grants	259,964	0	583,940	583,940
		Federal - Grants	66,799	0	0	0
		<b>Total Federal</b>	<b>326,764</b>	<b>0</b>	<b>583,940</b>	<b>583,940</b>
		<b>Total Intergovernmental Revenues</b>	<b>596,764</b>	<b>30,000</b>	<b>683,940</b>	<b>683,940</b>
<b>Other Revenue</b>						
		Other Revenues	37,410	0	200,000	200,000
		<b>Total Other Revenue</b>	<b>37,410</b>	<b>0</b>	<b>200,000</b>	<b>200,000</b>
<b>TOTAL Regional Parks - County Trail System Financing Sources</b>			<b>637,866</b>	<b>33,490</b>	<b>883,940</b>	<b>883,940</b>
<b>County Trial Courts - Court Alcohol And Drug Program Fines, Forfeitures and Penalties</b>						
		Other Court Fines	440,816	428,948	396,959	396,959
		<b>Total Fines, Forfeitures and Penalties</b>	<b>440,816</b>	<b>428,948</b>	<b>396,959</b>	<b>396,959</b>
<b>Revenue From Use of Money and Property</b>						
		Interest	5,730	5,049	4,051	4,051
		<b>Total Revenue From Use of Money and Property</b>	<b>5,730</b>	<b>5,049</b>	<b>4,051</b>	<b>4,051</b>
<b>TOTAL County Trial Courts - Court Alcohol And Drug Program Financing Sources</b>			<b>446,546</b>	<b>433,997</b>	<b>401,010</b>	<b>401,010</b>
<b>County Trial Courts - Courthouse Seismic Surcharge Revenue From Use of Money and Property</b>						
		Interest	294	258	0	0
		<b>Total Revenue From Use of Money and Property</b>	<b>294</b>	<b>258</b>	<b>0</b>	<b>0</b>
<b>Charges For Current Services</b>						
		Court Fees - Civil	2,215,790	2,142,617	2,100,000	2,100,000
		<b>Total Charges For Current Services</b>	<b>2,215,790</b>	<b>2,142,617</b>	<b>2,100,000</b>	<b>2,100,000</b>
<b>TOTAL County Trial Courts - Courthouse Seismic Surcharge Financing Sources</b>			<b>2,216,084</b>	<b>2,142,876</b>	<b>2,100,000</b>	<b>2,100,000</b>
<b>Probation - Criminal Recidivism SB 678 Revenue From Use of Money and Property</b>						
		Interest	2,122	10,230	5,000	5,000
		<b>Total Revenue From Use of Money and Property</b>	<b>2,122</b>	<b>10,230</b>	<b>5,000</b>	<b>5,000</b>
<b>Intergovernmental Revenues</b>						
		<b>State</b>				
		Welfare Administration	2,265,012	2,468,870	1,209,775	1,209,775
		<b>Total State</b>	<b>2,265,012</b>	<b>2,468,870</b>	<b>1,209,775</b>	<b>1,209,775</b>
		<b>Federal</b>				
		ARRA/Pass-Through	0	(1)	0	0
		<b>Total Federal</b>	<b>0</b>	<b>(1)</b>	<b>0</b>	<b>0</b>
		<b>Total Intergovernmental Revenues</b>	<b>2,265,012</b>	<b>2,468,869</b>	<b>1,209,775</b>	<b>1,209,775</b>
<b>TOTAL Probation - Criminal Recidivism SB 678 Financing Sources</b>			<b>2,267,134</b>	<b>2,479,099</b>	<b>1,214,775</b>	<b>1,214,775</b>
<b>Finance and Administration - Disaster Recovery Fund Revenue From Use of Money and Property</b>						
		Interest	13,253	10,446	10,000	10,000
		<b>Total Revenue From Use of Money and Property</b>	<b>13,253</b>	<b>10,446</b>	<b>10,000</b>	<b>10,000</b>
<b>Intergovernmental Revenues</b>						
		<b>State</b>				
		State Aid For Disaster	11,998	0	0	0
		<b>Total State</b>	<b>11,998</b>	<b>0</b>	<b>0</b>	<b>0</b>



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Fund Name	Financing Source Category	Financing Source Account	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
<b>Federal</b>						
		Federal Aid For Disaster	264,709	0	0	0
		<b>Total Federal</b>	<b>264,709</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Total Intergovernmental Revenues</b>	<b>276,707</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Financing Sources</b>						
		Operating Transfers In	181,303	0	0	0
		<b>Total Other Financing Sources</b>	<b>181,303</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL Finance and Administration - Disaster Recovery Fund Financing Sources</b>			<b>471,263</b>	<b>10,446</b>	<b>10,000</b>	<b>10,000</b>
<b>District Attorney Special Projects</b>						
	<b>Fines, Forfeitures and Penalties</b>					
		Forfeitures - District Attorney	1,328,246	2,789,352	1,370,000	1,370,000
		<b>Total Fines, Forfeitures and Penalties</b>	<b>1,328,246</b>	<b>2,789,352</b>	<b>1,370,000</b>	<b>1,370,000</b>
	<b>Revenue From Use of Money and Property</b>					
		Interest	17,594	12,661	9,700	9,700
		<b>Total Revenue From Use of Money and Property</b>	<b>17,594</b>	<b>12,661</b>	<b>9,700</b>	<b>9,700</b>
	<b>Intergovernmental Revenues</b>					
		<b>State</b>				
		Other State Aid	805,911	806,507	795,000	795,000
		State - Unrestricted Grants	2,810,908	2,843,834	3,003,598	3,003,598
		<b>Total State</b>	<b>3,616,819</b>	<b>3,650,341</b>	<b>3,798,598</b>	<b>3,798,598</b>
		<b>Total Intergovernmental Revenues</b>	<b>3,616,819</b>	<b>3,650,341</b>	<b>3,798,598</b>	<b>3,798,598</b>
	<b>Charges For Current Services</b>					
		Other Services	698,949	988,824	1,263,000	1,263,000
		<b>Total Charges For Current Services</b>	<b>698,949</b>	<b>988,824</b>	<b>1,263,000</b>	<b>1,263,000</b>
	<b>Other Revenue</b>					
		Other Revenues	5,901	4,700	0	0
		<b>Total Other Revenue</b>	<b>5,901</b>	<b>4,700</b>	<b>0</b>	<b>0</b>
	<b>Other Financing Sources</b>					
		Operating Transfers In	780,606	0	0	0
		<b>Total Other Financing Sources</b>	<b>780,606</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL District Attorney Special Projects Financing Sources</b>			<b>6,448,115</b>	<b>7,445,877</b>	<b>6,441,298</b>	<b>6,441,298</b>
<b>Human Services - Domestic Violence/Child Abuse</b>						
	<b>Revenue From Use of Money and Property</b>					
		Interest	6,587	5,128	5,600	5,600
		<b>Total Revenue From Use of Money and Property</b>	<b>6,587</b>	<b>5,128</b>	<b>5,600</b>	<b>5,600</b>
	<b>Intergovernmental Revenues</b>					
		<b>State</b>				
		Other State Aid	55,680	57,268	57,268	57,268
		<b>Total State</b>	<b>55,680</b>	<b>57,268</b>	<b>57,268</b>	<b>57,268</b>
		<b>Total Intergovernmental Revenues</b>	<b>55,680</b>	<b>57,268</b>	<b>57,268</b>	<b>57,268</b>
	<b>Charges For Current Services</b>					
		Other Services	384,552	376,328	363,710	363,710
		<b>Total Charges For Current Services</b>	<b>384,552</b>	<b>376,328</b>	<b>363,710</b>	<b>363,710</b>
<b>TOTAL Human Services - Domestic Violence/Child Abuse Financing Sources</b>			<b>446,819</b>	<b>438,724</b>	<b>426,578</b>	<b>426,578</b>
<b>Behavioral Health - Driving Under The Influence</b>						
	<b>Revenue From Use of Money and Property</b>					
		Interest	2,316	2,037	2,350	2,350
		<b>Total Revenue From Use of Money and Property</b>	<b>2,316</b>	<b>2,037</b>	<b>2,350</b>	<b>2,350</b>
	<b>Charges For Current Services</b>					
		Mental Health Services	247,592	228,061	221,650	221,650
		<b>Total Charges For Current Services</b>	<b>247,592</b>	<b>228,061</b>	<b>221,650</b>	<b>221,650</b>
<b>TOTAL Behavioral Health - Driving Under The Influence Financing Sources</b>			<b>249,908</b>	<b>230,098</b>	<b>224,000</b>	<b>224,000</b>



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1	2	3	4	5	6	7
<b>Community Development and Housing</b>						
	<b>Taxes</b>					
		Property Taxes - Current Secured 1%	1,149,635	0	0	0
		Penalties, Interest and Costs	3,695	0	0	0
		<b>Total Taxes</b>	<b>1,153,330</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Fines, Forfeitures and Penalties</b>					
		Penalties	1,121	2,048	0	0
		<b>Total Fines, Forfeitures and Penalties</b>	<b>1,121</b>	<b>2,048</b>	<b>0</b>	<b>0</b>
	<b>Revenue From Use of Money and Property</b>					
		Interest	381,944	222,945	142,086	142,086
		Rents and Concessions	28,234	500	0	0
		<b>Total Revenue From Use of Money and Property</b>	<b>410,178</b>	<b>223,445</b>	<b>142,086</b>	<b>142,086</b>
	<b>Intergovernmental Revenues</b>					
		<b>State</b>				
		State Traffic Congestion	0	147	0	0
		<b>Total State</b>	<b>0</b>	<b>147</b>	<b>0</b>	<b>0</b>
		<b>Federal</b>				
		Federal - Grants	27,511,495	18,044,514	16,874,842	16,874,842
		Other Government Agencies - Federal Only	0	161,904	0	0
		Other Federal Aid	55,900	0	0	0
		ARRA/Federal Direct	1,436,265	204,028	0	0
		<b>Total Federal</b>	<b>29,003,660</b>	<b>18,410,447</b>	<b>16,874,842</b>	<b>16,874,842</b>
		<b>Other</b>				
		Local Governmental Agencies	248,084	(39,287)	0	0
		<b>Total Other</b>	<b>248,084</b>	<b>(39,287)</b>	<b>0</b>	<b>0</b>
		<b>Total Intergovernmental Revenues</b>	<b>29,251,744</b>	<b>18,371,307</b>	<b>16,874,842</b>	<b>16,874,842</b>
	<b>Charges For Current Services</b>					
		Special Assessments All Prior Years	12,405	0	0	0
		Other Services	77	0	0	0
		<b>Total Charges For Current Services</b>	<b>12,482</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Other Revenue</b>					
		Other Revenues	2,636,222	3,820,994	1,766,791	1,766,791
		<b>Total Other Revenue</b>	<b>2,636,222</b>	<b>3,820,994</b>	<b>1,766,791</b>	<b>1,766,791</b>
	<b>Other Financing Sources</b>					
		Residual Equity Transfers In	0	683,983	0	0
		Residual Equity Transfers Out	0	82,150	0	0
		Operating Transfers In	320,852	650,425	824,276	824,276
		<b>Total Other Financing Sources</b>	<b>320,852</b>	<b>1,416,559</b>	<b>824,276</b>	<b>824,276</b>
	<b>TOTAL Community Development and Housing Financing Sources</b>		<b>33,785,928</b>	<b>23,834,352</b>	<b>19,607,995</b>	<b>19,607,995</b>
<b>Human Resources - Employee Benefits and Services</b>						
	<b>Revenue From Use of Money and Property</b>					
		Interest	3,133	2,404	3,000	3,000
		<b>Total Revenue From Use of Money and Property</b>	<b>3,133</b>	<b>2,404</b>	<b>3,000</b>	<b>3,000</b>
	<b>Intergovernmental Revenues</b>					
		<b>State</b>				
		SB 90 Mandated Cost Reimbursement	14,419	15,145	0	0
		<b>Total State</b>	<b>14,419</b>	<b>15,145</b>	<b>0</b>	<b>0</b>
		<b>Total Intergovernmental Revenues</b>	<b>14,419</b>	<b>15,145</b>	<b>0</b>	<b>0</b>
	<b>Charges For Current Services</b>					
		Other Services	2,587,225	2,581,807	2,950,135	2,950,135
		<b>Total Charges For Current Services</b>	<b>2,587,225</b>	<b>2,581,807</b>	<b>2,950,135</b>	<b>2,950,135</b>
	<b>Other Financing Sources</b>					
		Residual Equity Transfers In	0	39,762	0	0
		<b>Total Other Financing Sources</b>	<b>0</b>	<b>39,762</b>	<b>0</b>	<b>0</b>
	<b>Other Revenue</b>					
		Other Revenues	(2,109)	24,817	0	0
		<b>Total Other Revenue</b>	<b>(2,109)</b>	<b>24,817</b>	<b>0</b>	<b>0</b>
	<b>TOTAL Human Resources - Employee Benefits and Services Financing Sources</b>		<b>2,602,669</b>	<b>2,663,935</b>	<b>2,953,135</b>	<b>2,953,135</b>



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Fund Name	Financing Source Category	Financing Source Account	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
<b>Public Health - H1N1 Preparedness</b>						
	Revenue From Use of Money and Property	Interest	2,232	0	0	0
		<b>Total Revenue From Use of Money and Property</b>	<b>2,232</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Intergovernmental Revenues</b>					
		<b>Federal</b>				
		Federal - Grants	132,473	0	0	0
		<b>Total Federal</b>	<b>132,473</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Total Intergovernmental Revenues</b>	<b>132,473</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Other Financing Sources</b>					
		Residual Equity Transfers Out	(75)	0	0	0
		<b>Total Other Financing Sources</b>	<b>(75)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL Public Health - H1N1 Preparedness Financing Sources</b>			<b>134,630</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Probation - Juvenile Justice Grant Program</b>						
	Revenue From Use of Money and Property	Interest	17,719	17,824	17,000	17,000
		<b>Total Revenue From Use of Money and Property</b>	<b>17,719</b>	<b>17,824</b>	<b>17,000</b>	<b>17,000</b>
	<b>Intergovernmental Revenues</b>					
		<b>State</b>				
		Juvenile Justice Program	6,053,797	5,281,495	5,844,917	5,844,917
		<b>Total State</b>	<b>6,053,797</b>	<b>5,281,495</b>	<b>5,844,917</b>	<b>5,844,917</b>
		<b>Total Intergovernmental Revenues</b>	<b>6,053,797</b>	<b>5,281,495</b>	<b>5,844,917</b>	<b>5,844,917</b>
	<b>Other Revenue</b>					
		Other Revenues	3,410	0	0	0
		<b>Total Other Revenue</b>	<b>3,410</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL Probation - Juvenile Justice Grant program Financing Sources</b>			<b>6,074,926</b>	<b>5,299,319</b>	<b>5,861,917</b>	<b>5,861,917</b>
<b>Probation - Juvenile Re-Entry Program AB 1628</b>						
	Intergovernmental Revenues					
		<b>State</b>				
		Realignment 2011	103,372	98,269	120,000	120,000
		<b>Total State</b>	<b>103,372</b>	<b>98,269</b>	<b>120,000</b>	<b>120,000</b>
		<b>Total Intergovernmental Revenues</b>	<b>103,372</b>	<b>98,269</b>	<b>120,000</b>	<b>120,000</b>
<b>TOTAL Probation - Juvenile Re-Entry Program AB 1628 Financing Sources</b>			<b>103,372</b>	<b>98,269</b>	<b>120,000</b>	<b>120,000</b>
<b>Local Law Enforcement Block Grant</b>						
	Revenue From Use of Money and Property	Interest	25,499	19,835	0	0
		<b>Total Revenue From Use of Money and Property</b>	<b>25,499</b>	<b>19,835</b>	<b>0</b>	<b>0</b>
	<b>Intergovernmental Revenues</b>					
		<b>Federal</b>				
		Federal - Grants	834,114	657,791	0	0
		Other Federal Aid	507,050	274,843	275,000	275,000
		<b>Total Federal</b>	<b>1,341,164</b>	<b>932,634</b>	<b>275,000</b>	<b>275,000</b>
		<b>Total Intergovernmental Revenues</b>	<b>1,341,164</b>	<b>932,634</b>	<b>275,000</b>	<b>275,000</b>
<b>TOTAL Local Enforcement Block Grant Financing Sources</b>			<b>1,366,663</b>	<b>952,469</b>	<b>275,000</b>	<b>275,000</b>
<b>Human Services - Marriage License Fees Surcharge</b>						
	Other Revenue					
		Other Revenues	344,409	339,151	340,148	340,148
		<b>Total Other Revenue</b>	<b>344,409</b>	<b>339,151</b>	<b>340,148</b>	<b>340,148</b>
<b>TOTAL Human Services - Marriage License Fees Surcharge Financing Sources</b>			<b>344,409</b>	<b>339,151</b>	<b>340,148</b>	<b>340,148</b>





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Fund Name	Financing Source Category	Financing Source Account	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
<b>Behavioral Health - Mental Health Services Act</b>						
<b>Revenue From Use of Money and Property</b>						
		Interest	456,557	398,006	424,168	424,168
		Rents and Concessions	0	35,811	116,856	116,856
		<b>Total Revenue From Use of Money and Property</b>	<b>456,557</b>	<b>433,817</b>	<b>541,024</b>	<b>541,024</b>
<b>Intergovernmental Revenues</b>						
		<b>State</b>				
		Realignment 2011	0	1,570,578	6,802,888	6,802,888
		Other State Support	53,572,600	76,182,591	61,360,725	61,360,725
		Other State Aid	4,783,732	2,007,982	0	0
		Medi-Cal - Inpatient	8,024,877	11,142,200	12,946,146	12,946,146
		<b>Total Intergovernmental Revenues - State</b>	<b>66,381,209</b>	<b>90,903,350</b>	<b>81,109,759</b>	<b>81,109,759</b>
		<b>Federal</b>				
		Medicare Outpatient	(33,028)	0	0	0
		Federal - Grants	1,285,756	1,177,945	1,294,908	1,294,908
		<b>Total Intergovernmental Revenues - Federal</b>	<b>1,252,729</b>	<b>1,177,945</b>	<b>1,294,908</b>	<b>1,294,908</b>
		<b>Total Intergovernmental Revenues</b>	<b>67,633,937</b>	<b>92,081,295</b>	<b>82,404,667</b>	<b>82,404,667</b>
<b>Other Revenue</b>						
		Revenue Applicable to Prior Years	(88,300)	65,086	0	0
		Other Revenues	269,337	346,845	750,000	750,000
		<b>Total Other Revenue</b>	<b>181,037</b>	<b>411,931</b>	<b>750,000</b>	<b>750,000</b>
<b>Other Financing Sources</b>						
		Residual Equity Transfers In	0	617,577	0	0
		Operating Transfers In	0	1,026,596	0	0
		<b>Total Other Financing Sources</b>	<b>0</b>	<b>1,644,173</b>	<b>0</b>	<b>0</b>
<b>TOTAL Behavioral Health - Mental Health Services Act Financing Sources</b>			<b>68,271,531</b>	<b>94,571,216</b>	<b>83,695,691</b>	<b>83,695,691</b>
<b>Assessor - Recording Fees</b>						
<b>Revenue From Use of Money and Property</b>						
		Interest	17,356	17,368	15,092	15,092
		<b>Total Revenue From Use of Money and Property</b>	<b>17,356</b>	<b>17,368</b>	<b>15,092</b>	<b>15,092</b>
<b>Charges For Current Services</b>						
		Vitals and Health Statistic Fees	130,670	129,864	130,000	130,000
		Recorder Modernization	2,325,325	2,877,751	2,750,000	2,750,000
		Electronic Recording	439,479	494,304	500,000	500,000
		ACR Records Revenue	439,479	494,304	500,000	500,000
		Redaction Fee	469,841	521,594	520,000	520,000
		<b>Total Charges For Current Services</b>	<b>3,804,793</b>	<b>4,517,817</b>	<b>4,400,000</b>	<b>4,400,000</b>
<b>Other Revenue</b>						
		Other Revenues	75,000	75,000	75,000	75,000
		<b>Total Other Revenue</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>
<b>Other Financing Sources</b>						
		Residual Equity Transfers In	0	10,721	0	0
		<b>Total Other Financing Sources</b>	<b>0</b>	<b>10,721</b>	<b>0</b>	<b>0</b>
<b>TOTAL Assessor - Recording Fees Financing Sources</b>			<b>3,897,150</b>	<b>4,620,906</b>	<b>4,490,092</b>	<b>4,490,092</b>
<b>Regional Parks - Off-Highway Vehicle License Fees</b>						
<b>Revenue From Use of Money and Property</b>						
		Interest	9,279	8,707	0	0
		<b>Total Revenue From Use of Money and Property</b>	<b>9,279</b>	<b>8,707</b>	<b>0</b>	<b>0</b>
<b>Intergovernmental Revenues</b>						
		<b>State</b>				
		Other State Aid	321,709	315,923	310,000	310,000
		<b>Total State</b>	<b>321,709</b>	<b>315,923</b>	<b>310,000</b>	<b>310,000</b>
		<b>Total Intergovernmental Revenues</b>	<b>321,709</b>	<b>315,923</b>	<b>310,000</b>	<b>310,000</b>
<b>Other Revenue</b>						
		Other	0	(75,000)	0	0
		<b>Total Other Revenue</b>	<b>0</b>	<b>(75,000)</b>	<b>0</b>	<b>0</b>
<b>TOTAL Regional Parks - Off-Highway Vehicle License Fees Financing Sources</b>			<b>330,988</b>	<b>249,630</b>	<b>310,000</b>	<b>310,000</b>



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Fund Name	Financing Source Category	Financing Source Account	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
<b>Regional Parks - Park Maintenance and Development</b>						
	Revenue From Use of Money and Property					
		Interest	7,871	9,454	10,000	10,000
		<b>Total Revenue From Use of Money and Property</b>	<b>7,871</b>	<b>9,454</b>	<b>10,000</b>	<b>10,000</b>
<b>Intergovernmental Revenues</b>						
		<b>State</b>				
		Aid for Disaster	0	34,793	0	0
		<b>Total State</b>	<b>0</b>	<b>34,793</b>	<b>0</b>	<b>0</b>
		<b>Federal</b>				
		Aid for Disaster - FEMA	0	135,199	0	0
		<b>Total Federal</b>	<b>0</b>	<b>135,199</b>	<b>0</b>	<b>0</b>
		<b>Total Intergovernmental Revenues</b>	<b>0</b>	<b>169,992</b>	<b>0</b>	<b>0</b>
<b>Charges For Current Services</b>						
		Park and Recreation Fees	368,493	210,978	300,000	300,000
		Operating Revenue From Outside Agencies	0	341,412	0	0
		<b>Total Charges For Current Services</b>	<b>368,493</b>	<b>552,390</b>	<b>300,000</b>	<b>300,000</b>
<b>Other Revenue</b>						
		Other Sales		860	0	0
		Other Revenues	543	610	0	0
		<b>Total Other Revenue</b>	<b>543</b>	<b>1,470</b>	<b>0</b>	<b>0</b>
<b>Other Financing Sources</b>						
		Operating Transfers In	791,612	5,403	0	0
		Residual Equity Transfers In	0	35,252	11,386	11,386
		<b>Total Other Financing Sources</b>	<b>791,612</b>	<b>40,655</b>	<b>11,386</b>	<b>11,386</b>
<b>TOTAL Regional Parks - Park Maintenance and Development Financing Sources</b>			<b>1,168,519</b>	<b>773,960</b>	<b>321,386</b>	<b>321,386</b>
<b>Preschool Services</b>						
	Revenue From Use of Money and Property					
		Interest	2,976	3,818	0	0
		<b>Total Revenue From Use of Money and Property</b>	<b>2,976</b>	<b>3,818</b>	<b>0</b>	<b>0</b>
<b>Intergovernmental Revenues</b>						
		<b>State</b>				
		Aid for Children	3,556,432	2,957,628	3,219,927	3,219,927
		Aid for Agriculture	2,254,408	2,197,170	2,311,313	2,311,313
		Other State Aid	877	1,220,941	1,687,715	1,687,715
		State - Unrestricted Grants	15,000	15,000	15,000	15,000
		<b>Total State</b>	<b>5,826,717</b>	<b>6,390,739</b>	<b>7,233,955</b>	<b>7,233,955</b>
		<b>Federal</b>				
		Aid for Day Care	39,710,187	39,999,608	42,114,723	42,114,723
		ARRA/Federal Direct	1,463,130	1	0	0
		<b>Total Federal</b>	<b>41,173,317</b>	<b>39,999,609</b>	<b>42,114,723</b>	<b>42,114,723</b>
		<b>Other</b>				
		Aid From Other Governmental Agencies	845	0	0	0
		<b>Total Other</b>	<b>845</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Total Intergovernmental Revenues</b>	<b>47,000,879</b>	<b>46,390,348</b>	<b>49,348,678</b>	<b>49,348,678</b>
<b>Charges For Current Services</b>						
		Other Services	135	74,999	80,000	80,000
		<b>Total Charges For Current Services</b>	<b>135</b>	<b>74,999</b>	<b>80,000</b>	<b>80,000</b>
<b>Other Revenue</b>						
		Revenue Applicable to Prior Years	123,571	51,221	0	0
		Contributions and Donations	3,000	801	0	0
		Other Revenues	462,772	124,731	38,024	38,024
		<b>Total Other Revenue</b>	<b>589,343</b>	<b>176,753</b>	<b>38,024</b>	<b>38,024</b>
<b>Other Financing Sources</b>						
		Operating Transfers In	122,015	0	0	0
		Sale of Fixed Assets	6,133	11,967	0	0
		Residual Equity Transfers In	0	103,438	0	0
		<b>Total Other Financing Sources</b>	<b>128,147</b>	<b>115,405</b>	<b>0</b>	<b>0</b>
<b>TOTAL Preschool Services Financing Sources</b>			<b>47,721,480</b>	<b>46,761,324</b>	<b>49,466,702</b>	<b>49,466,702</b>



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Fund Name	Financing Source Category	Financing Source Account	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
<b>Probation - Asset Forfeiture 15%</b>						
Revenue From Use of Money and Property						
		Interest	326	286	236	236
		<b>Total Revenue From Use of Money and Property</b>	<b>326</b>	<b>286</b>	<b>236</b>	<b>236</b>
<b>TOTAL Probation - Asset Forfeiture 15% Financing Sources</b>			<b>326</b>	<b>286</b>	<b>236</b>	<b>236</b>
<b>Regional Parks - Proposition 40 Projects</b>						
Revenue From Use of Money and Property						
		Interest	2,841	286	0	0
		<b>Total Revenue From Use of Money and Property</b>	<b>2,841</b>	<b>286</b>	<b>0</b>	<b>0</b>
Other Revenue						
		Other Revenues	2,500	0	0	0
		<b>Total Other Revenue</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL Regional Parks - Proposition 40 Projects Financing Sources</b>			<b>5,341</b>	<b>286</b>	<b>0</b>	<b>0</b>
<b>Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance</b>						
Revenue From Use of Money and Property						
		Interest	910	3,143	3,800	3,800
		<b>Total Revenue From Use of Money and Property</b>	<b>910</b>	<b>3,143</b>	<b>3,800</b>	<b>3,800</b>
Intergovernmental Revenues						
		State				
		Court Services Restitution	790,562	233,744	220,000	220,000
		<b>Total State</b>	<b>790,562</b>	<b>233,744</b>	<b>220,000</b>	<b>220,000</b>
		<b>Total Intergovernmental Revenues</b>	<b>790,562</b>	<b>233,744</b>	<b>220,000</b>	<b>220,000</b>
<b>TOTAL Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance Financing Sources</b>			<b>791,472</b>	<b>236,887</b>	<b>223,800</b>	<b>223,800</b>
<b>County Trial Courts - Registration Fees</b>						
Revenue From Use of Money and Property						
		Interest	751	669	800	800
		<b>Total Revenue From Use of Money and Property</b>	<b>751</b>	<b>669</b>	<b>800</b>	<b>800</b>
Charges For Current Services						
		Registration Fees	7,370	4,022	5,000	5,000
		<b>Total Charges For Current Services</b>	<b>7,370</b>	<b>4,022</b>	<b>5,000</b>	<b>5,000</b>
<b>TOTAL County Trial Courts - Registration Fees Financing Sources</b>			<b>8,121</b>	<b>4,691</b>	<b>5,800</b>	<b>5,800</b>
<b>Economic Development - San Bernardino Valley Enterprise Zone</b>						
Revenue From Use of Money and Property						
		Interest	530	(137)	0	0
		<b>Total Revenue From Use of Money and Property</b>	<b>530</b>	<b>(137)</b>	<b>0</b>	<b>0</b>
<b>TOTAL Economic Development - San Bernardino Valley Enterprise Zone Financing Sources</b>			<b>530</b>	<b>(137)</b>	<b>0</b>	<b>0</b>
<b>Regional Parks - San Manuel Amphitheater</b>						
Revenue From Use of Money and Property						
		Interest	10,067	6,694	3,000	3,000
		Rents and Concessions	1,543,255	1,463,086	1,400,000	1,400,000
		<b>Total Revenue From Use of Money and Property</b>	<b>1,553,322</b>	<b>1,469,779</b>	<b>1,403,000</b>	<b>1,403,000</b>
<b>TOTAL Regional Parks - San Manuel Amphitheater Financing Sources</b>			<b>1,553,322</b>	<b>1,469,779</b>	<b>1,403,000</b>	<b>1,403,000</b>
<b>Regional Parks - San Manuel Amphitheater Improvements</b>						
Revenue From Use of Money and Property						
		Interest	2,532	2,319	3,000	3,000
		<b>Total Revenue From Use of Money and Property</b>	<b>2,532</b>	<b>2,319</b>	<b>3,000</b>	<b>3,000</b>
Other Revenue						
		Other Revenues	25,000	25,000	25,000	25,000
		<b>Total Other Revenue</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
<b>TOTAL Regional Parks - San Manuel Amphitheater Improvements Financing Sources</b>			<b>27,532</b>	<b>27,319</b>	<b>28,000</b>	<b>28,000</b>



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1	2	3	4	5	6	7
<b>Sheriff's Special Projects</b>						
	<b>Fines, Forfeitures and Penalties</b>					
		Other Forfeitures	0	0	5,000	5,000
		<b>Total Fines, Forfeitures and Penalties</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>
	<b>Revenue From Use of Money and Property</b>					
		Interest	133,280	94,127	84,500	84,500
		<b>Total Revenue From Use of Money and Property</b>	<b>133,280</b>	<b>94,127</b>	<b>84,500</b>	<b>84,500</b>
	<b>Intergovernmental Revenues</b>					
	<b>State</b>					
		Other State Aid	3,994,699	4,103,486	3,818,057	3,818,057
		<b>Total State</b>	<b>3,994,699</b>	<b>4,103,486</b>	<b>3,818,057</b>	<b>3,818,057</b>
	<b>Federal</b>					
		Other Federal Aid	4,689,938	8,036,391	4,540,000	4,540,000
		<b>Total Federal</b>	<b>4,689,938</b>	<b>8,036,391</b>	<b>4,540,000</b>	<b>4,540,000</b>
	<b>Other</b>					
		Aid From Other Governmental Agencies	3,432,817	3,532,195	4,923,555	4,923,555
		<b>Total Other</b>	<b>3,432,817</b>	<b>3,532,195</b>	<b>4,923,555</b>	<b>4,923,555</b>
		<b>Total Intergovernmental Revenues</b>	<b>12,117,454</b>	<b>15,672,072</b>	<b>13,281,612</b>	<b>13,281,612</b>
	<b>Charges For Current Services</b>					
		Law Enforcement Services	3,699,054	3,008,880	0	0
		Other Services	372,978	176,992	0	0
		<b>Total Charges For Current Services</b>	<b>4,072,032</b>	<b>3,185,873</b>	<b>0</b>	<b>0</b>
	<b>Other Revenue</b>					
		Evidence and Seizures	157,649	177,570	150,000	150,000
		Other Revenues	2,321,610	2,157,519	2,110,000	2,110,000
		<b>Total Other Revenue</b>	<b>2,479,258</b>	<b>2,335,089</b>	<b>2,260,000</b>	<b>2,260,000</b>
	<b>Other Financing Sources</b>					
		Residual Equity Transfers In	0	76,084	0	0
		Residual Equity Transfers Out	0	(181,179)	0	(4,499)
		<b>Total Other Financing Sources</b>	<b>0</b>	<b>(105,095)</b>	<b>0</b>	<b>(4,499)</b>
	<b>TOTAL Sheriff's Special Projects Financing Sources</b>		<b>18,802,024</b>	<b>21,182,065</b>	<b>15,631,112</b>	<b>15,626,613</b>
<b>Airports - Special Aviation</b>						
	<b>Licenses, Permits, and Franchises</b>					
		Water	0	94	0	0
		<b>Total Licenses, Permits, and Franchises</b>	<b>0</b>	<b>94</b>	<b>0</b>	<b>0</b>
	<b>Fines, Forfeitures, &amp; Penalties</b>					
		Penalties	0	90	0	0
		<b>Total Fines, Forfeitures, and Penalties</b>	<b>0</b>	<b>90</b>	<b>0</b>	<b>0</b>
	<b>Revenue From Use of Money and Property</b>					
		Interest	21,728	15,444	6,118	6,118
		Rents and Concessions	565,532	573,532	511,948	511,948
		<b>Total Revenue From Use of Money and Property</b>	<b>587,260</b>	<b>588,976</b>	<b>518,066</b>	<b>518,066</b>
	<b>Intergovernmental Revenues</b>					
	<b>State</b>					
		Aviation - State Matching	0	50,453	0	0
		Aid for Disaster	(4,276)	0	0	0
		<b>Total State</b>	<b>(4,276)</b>	<b>50,453</b>	<b>0</b>	<b>0</b>
	<b>Federal</b>					
		Federal - Capital Grants	930,298	1,924,918	1,057,500	1,057,500
		Aid for Disaster - FEMA	(16,292)	0	0	0
		<b>Total Federal</b>	<b>914,006</b>	<b>1,924,918</b>	<b>1,057,500</b>	<b>1,057,500</b>
		<b>Total Intergovernmental Revenues</b>	<b>909,730</b>	<b>1,975,371</b>	<b>1,057,500</b>	<b>1,057,500</b>
	<b>Other Revenue</b>					
		Other Revenues	0	211,710	0	0
		<b>Total Other Revenue</b>	<b>0</b>	<b>211,710</b>	<b>0</b>	<b>0</b>
	<b>Other Financing Sources</b>					
		Operating Transfers In	221,100	1,111,129	920,480	920,480
		Residual Equity Transfers In	136,432	125,874	0	0



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County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2014						
Fund Name	Financing Source Category	Financing Source Account	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
		Residual Equity Transfers Out	(136,432)	0	0	0
		<b>Total Other Financing Sources</b>	<b>221,100</b>	<b>1,237,003</b>	<b>920,480</b>	<b>920,480</b>
<b>TOTAL Airports - Special Aviation Financing Sources</b>			<b>1,718,090</b>	<b>4,013,243</b>	<b>2,496,046</b>	<b>2,496,046</b>
<b>Public Works - Special Transportation</b>						
	<b>Taxes</b>					
		Sales and Use Taxes	6,195,459	6,880,906	6,580,789	6,580,789
		<b>Total Taxes</b>	<b>6,195,459</b>	<b>6,880,906</b>	<b>6,580,789</b>	<b>6,580,789</b>
	<b>Revenue From Use of Money and Property</b>					
		Interest	136,350	107,091	102,585	102,585
		<b>Total Revenue From Use of Money and Property</b>	<b>136,350</b>	<b>107,091</b>	<b>102,585</b>	<b>102,585</b>
	<b>Intergovernmental Revenues</b>					
		<b>Federal</b>				
		Federal - Capital Grants	20,492	8,751	100,000	100,000
		<b>Total Federal</b>	<b>20,492</b>	<b>8,751</b>	<b>100,000</b>	<b>100,000</b>
		<b>Other</b>				
		Aid From Other Governmental Agencies	1,206,250	325,533	4,473,393	4,473,393
		<b>Total Other</b>	<b>1,206,250</b>	<b>325,533</b>	<b>4,473,393</b>	<b>4,473,393</b>
		<b>Total Intergovernmental Revenues</b>	<b>1,226,742</b>	<b>334,284</b>	<b>4,573,393</b>	<b>4,573,393</b>
	<b>Charges For Current Services</b>					
		Facilities Development Fees	453,809	2,384,956	589,886	589,886
		Developers Buy-In Fee	20,486	0	0	0
		Other Services	0	24,140	0	0
		<b>Total Charges For Current Services</b>	<b>474,295</b>	<b>2,409,096</b>	<b>589,886</b>	<b>589,886</b>
	<b>Other Revenue</b>					
		Taxable Sales to the Public	463	203	0	0
		Other Revenues	(2,200)	60	0	0
		<b>Total Other Revenue</b>	<b>(1,737)</b>	<b>264</b>	<b>0</b>	<b>0</b>
	<b>Other Financing Sources</b>					
		Residual Equity Transfers Out	0	(845)	0	0
		Residual Equity Transfers In	0	102,225	0	0
		<b>Total Other Financing Sources</b>	<b>0</b>	<b>101,380</b>	<b>0</b>	<b>0</b>
<b>TOTAL Public Works - Special Transportation Financing Sources</b>			<b>8,031,109</b>	<b>9,833,021</b>	<b>11,846,653</b>	<b>11,846,653</b>
<b>Public Works - Surveyor - Survey Monument Preservation</b>						
	<b>Charges For Current Services</b>					
		Other Services	59,670	60,120	62,000	62,000
		<b>Total Charges For Current Services</b>	<b>59,670</b>	<b>60,120</b>	<b>62,000</b>	<b>62,000</b>
<b>TOTAL Public Works - Surveyor - Survey Monument Preservation Financing Sources</b>			<b>59,670</b>	<b>60,120</b>	<b>62,000</b>	<b>62,000</b>
<b>Master Settlement Agreement</b>						
	<b>Revenue From Use of Money and Property</b>					
		Interest	46,593	51,628	63,723	63,723
		<b>Total Revenue From Use of Money and Property</b>	<b>46,593</b>	<b>51,628</b>	<b>63,723</b>	<b>63,723</b>
	<b>Other Revenue</b>					
		Other Revenues	18,087,575	27,260,221	18,340,297	18,340,297
		<b>Total Other Revenue</b>	<b>18,087,575</b>	<b>27,260,221</b>	<b>18,340,297</b>	<b>18,340,297</b>
	<b>Other Financing Sources</b>					
		Operating Transfers In	3,146,181	0	0	0
		Residual Equity Transfers In	0	10,611	0	0
		<b>Total Other Financing Sources</b>	<b>3,146,181</b>	<b>10,611</b>	<b>0</b>	<b>0</b>
<b>TOTAL Master Settlement Agreement Financing Sources</b>			<b>21,280,349</b>	<b>27,322,460</b>	<b>18,404,020</b>	<b>18,404,020</b>
<b>Public Health - Tobacco Use Reduction Now</b>						
	<b>Revenue From Use of Money and Property</b>					
		Interest	893	347	0	0
		<b>Total Revenue From Use of Money and Property</b>	<b>893</b>	<b>347</b>	<b>0</b>	<b>0</b>



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County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2014						
Fund Name	Financing Source Category	Financing Source Account	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
<b>Intergovernmental Revenues</b>						
<b>State</b>						
		State - Unrestricted Grants	335,681	217,548	172,750	172,750
		<b>Total State</b>	<b>335,681</b>	<b>217,548</b>	<b>172,750</b>	<b>172,750</b>
		<b>Total Intergovernmental Revenues</b>	<b>335,681</b>	<b>217,548</b>	<b>172,750</b>	<b>172,750</b>
<b>TOTAL Public Health - Tobacco Use Reduction Now Financing Sources</b>			<b>336,574</b>	<b>217,895</b>	<b>172,750</b>	<b>172,750</b>
<b>Public Works - Transportation - Road Operations</b>						
<b>Licenses, Permits and Franchises</b>						
		Construction Permits	143	0	0	0
		Road Permits	377,774	406,422	375,000	375,000
		<b>Total Licenses, Permits and Franchises</b>	<b>377,917</b>	<b>406,422</b>	<b>375,000</b>	<b>375,000</b>
<b>Revenue From Use of Money and Property</b>						
		Interest	252,795	213,238	200,750	200,750
		Rents and Concessions	13,946	13,949	1,949	1,949
		<b>Total Revenue From Use of Money and Property</b>	<b>266,740</b>	<b>227,187</b>	<b>202,699</b>	<b>202,699</b>
<b>Intergovernmental Revenues</b>						
<b>State</b>						
		Highway Users Tax	47,177,516	40,057,591	46,500,000	46,500,000
		Aid for Disaster	194,371	26,012	0	0
		Aid for Exchange/Matching Funds	1,194,369	1,194,369	1,194,369	1,194,369
		Other State Support	1,600,121	1,924,893	725,579	725,579
		State - Grants	100,000	0	0	0
		<b>Total State</b>	<b>50,266,377</b>	<b>43,202,865</b>	<b>48,419,948</b>	<b>48,419,948</b>
<b>Federal</b>						
		Federal - Capital Grants	791,004	1,064,696	10,706,268	10,706,268
		Aid for Disaster - FEMA	531,268	0	0	0
		Aid for Disaster - FHER	45,988	813,284	0	0
		Forest Reserve Revenue	166,748	172,198	172,198	172,198
		<b>Total Federal</b>	<b>1,535,008</b>	<b>2,050,178</b>	<b>10,878,466</b>	<b>10,878,466</b>
<b>Other</b>						
		Aid From Other Governmental Agencies	7,449,371	5,153,121	8,928,000	8,928,000
		Prop 1B Highway Safety	0	0	3,900,000	3,900,000
		<b>Total Other</b>	<b>7,449,371</b>	<b>5,153,121</b>	<b>12,828,000</b>	<b>12,828,000</b>
		<b>Total Intergovernmental Revenues</b>	<b>59,250,756</b>	<b>50,406,163</b>	<b>72,126,414</b>	<b>72,126,414</b>
<b>Charges For Current Services</b>						
		Planning Services	5,060	3,910	1,500	1,500
		Land Development Engineering Svcs	136,191	167,580	0	0
		Developers Buy-in Fee	2,172	238,825	25,000	25,000
		Security Bond Management Fees	0	0	2,000	2,000
		Permit and Inspection Fees	90,024	104,733	125,000	125,000
		Road and Street Services	39,011	48,210	50,000	50,000
		Subrogation For Departments	38,089	4,529	2,500	2,500
		Other Services	4,111,604	5,589,708	12,338,314	12,338,314
		<b>Total Charges For Current Services</b>	<b>4,422,150</b>	<b>6,157,495</b>	<b>12,544,314</b>	<b>12,544,314</b>
<b>Other Revenue</b>						
		Taxable Sales to the Public	13,637	3,594	4,500	4,500
		Revenue Applicable to Prior Years	520,881	2,467,238	0	0
		Other Sales	14,692	130,197	131,000	131,000
		Other Revenues	662,523	47,470	23,000	23,000
		<b>Total Other Revenue</b>	<b>1,211,733</b>	<b>2,648,499</b>	<b>158,500</b>	<b>158,500</b>
<b>Other Financing Sources</b>						
		Operating Transfers In	16,234,378	11,797,291	4,933,629	4,933,629
		Residual Equity Transfers In	0	5,908,335	0	0
		Residual Equity Transfers Out	0	(3,002,112)	0	0
		Sale of Fixed Assets	456,095	3,310	45,000	45,000
		<b>Total Other Financing Sources</b>	<b>16,690,473</b>	<b>14,706,824</b>	<b>4,978,629</b>	<b>4,978,629</b>
<b>TOTAL Public Works - Transportation - Road Operations Financing Sources</b>			<b>82,219,769</b>	<b>74,552,590</b>	<b>90,385,556</b>	<b>90,385,556</b>



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County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2014						
Fund Name	Financing Source Category	Financing Source Account	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
<b>Public Health - Vector Control Assessments</b>						
	Taxes	Penalties, Interest and Costs	28,615	31,605	28,944	28,944
		<b>Total Taxes</b>	<b>28,615</b>	<b>31,605</b>	<b>28,944</b>	<b>28,944</b>
<b>Revenue From Use of Money and Property</b>						
		Interest	11,575	10,494	11,142	11,142
		<b>Total Revenue From Use of Money and Property</b>	<b>11,575</b>	<b>10,494</b>	<b>11,142</b>	<b>11,142</b>
<b>Charges For Current Services</b>						
		Special Assessments All Prior Years	73,330	76,929	73,415	73,415
		Special Assessments-Current Year	1,566,661	1,577,318	1,580,036	1,580,036
		<b>Total Charges For Current Services</b>	<b>1,639,991</b>	<b>1,654,247</b>	<b>1,653,451</b>	<b>1,653,451</b>
<b>TOTAL Public Health - Vector Control Assessments Financing Sources</b>			<b>1,680,181</b>	<b>1,696,347</b>	<b>1,693,537</b>	<b>1,693,537</b>
<b>Public Health - Vital Statistics State Fees</b>						
	Revenue From Use of Money and Property	Interest	3,597	3,458	3,685	3,685
		<b>Total Revenue From Use of Money and Property</b>	<b>3,597</b>	<b>3,458</b>	<b>3,685</b>	<b>3,685</b>
<b>Charges For Current Services</b>						
		Recording Fees	131,419	124,266	130,000	130,000
		<b>Total Charges For Current Services</b>	<b>131,419</b>	<b>124,266</b>	<b>130,000</b>	<b>130,000</b>
<b>TOTAL Public Health - Vital Statistics State Fees Financing Sources</b>			<b>135,017</b>	<b>127,725</b>	<b>133,685</b>	<b>133,685</b>
<b>Workforce Development</b>						
	Revenue From Use of Money and Property	Interest	5,885	5,745	6,000	6,000
		Rents and Concessions	446,401	481,548	594,009	594,009
		<b>Total Revenue From Use of Money and Property</b>	<b>452,286</b>	<b>487,294</b>	<b>600,009</b>	<b>600,009</b>
<b>Intergovernmental Revenues</b>						
		<b>State</b>				
		Realignment 2011	0	141,315	159,003	159,003
		<b>Total State</b>	<b>0</b>	<b>141,315</b>	<b>159,003</b>	<b>159,003</b>
		<b>Federal</b>				
		Federal - Grants	19,171,829	18,994,529	20,128,486	20,128,486
		ARRA/Pass-Through	781,427	168,160	0	0
		<b>Total Federal</b>	<b>19,953,256</b>	<b>19,162,689</b>	<b>20,128,486</b>	<b>20,128,486</b>
		<b>Total Intergovernmental Revenues</b>	<b>19,953,256</b>	<b>19,304,004</b>	<b>20,287,489</b>	<b>20,287,489</b>
<b>Other Financing Sources</b>						
		Residual Equity Transfers In	0	85,505	0	0
		<b>Total Other Financing Sources</b>	<b>0</b>	<b>85,505</b>	<b>0</b>	<b>0</b>
<b>Other Revenue</b>						
		Other Revenues	8,170	238,584	527,855	527,855
		<b>Total Other Revenue</b>	<b>8,170</b>	<b>238,584</b>	<b>527,855</b>	<b>527,855</b>
<b>TOTAL Workforce Development Financing Sources</b>			<b>20,413,712</b>	<b>20,115,387</b>	<b>21,415,353</b>	<b>21,415,353</b>
<b>Human Services - Wraparound Reinvestment Fund</b>						
	Revenue From Use of Money and Property	Interest	58,577	61,930	35,000	35,000
		<b>Total Revenue From Use of Money and Property</b>	<b>58,577</b>	<b>61,930</b>	<b>35,000</b>	<b>35,000</b>
<b>Other Revenue</b>						
		Other Revenues	6,250,580	6,000,810	7,900,000	7,900,000
		<b>Total Other Revenue</b>	<b>6,250,580</b>	<b>6,000,810</b>	<b>7,900,000</b>	<b>7,900,000</b>
<b>Other Financing Sources</b>						
		Residual Equity Transfers In	0	8,678	0	0
		<b>Total Other Financing Sources</b>	<b>0</b>	<b>8,678</b>	<b>0</b>	<b>0</b>
<b>TOTAL Human Services - Wraparound Reinvestment Fund Financing Sources</b>			<b>6,309,158</b>	<b>6,071,418</b>	<b>7,935,000</b>	<b>7,935,000</b>
<b>TOTAL Special Revenue Funds Financing Sources</b>			<b>372,836,427</b>	<b>392,127,292</b>	<b>380,065,475</b>	<b>380,060,976</b>



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County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2014						
Fund Name	Financing Source Category	Financing Source Account	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
<b>CAPITAL PROJECTS FUND</b>						
Capital Improvements Fund						
Revenue From Use of Money and Property						
		Interest	7,860	4,828	0	0
		<b>Total Revenue From Use of Money and Property</b>	<b>7,860</b>	<b>4,828</b>	<b>0</b>	<b>0</b>
Intergovernmental Revenues						
		<b>State</b>				
		Other State Aid	56,930,968	16,233,427	19,375,133	23,513,352
		<b>Total State</b>	<b>56,930,968</b>	<b>16,233,427</b>	<b>19,375,133</b>	<b>23,513,352</b>
		<b>Federal</b>				
		Federal - Grants	613,478	22,000	579,108	579,108
		Federal Aid for Disaster - Fema	0	69,333	0	0
		<b>Total Federal</b>	<b>613,478</b>	<b>91,333</b>	<b>579,108</b>	<b>579,108</b>
		<b>Total Intergovernmental Revenues</b>	<b>57,544,446</b>	<b>16,324,760</b>	<b>19,954,241</b>	<b>24,092,460</b>
Charges For Current Services						
		Other Services	281,171	106,292	0	62,186
		<b>Total Charges For Current Services</b>	<b>281,171</b>	<b>106,292</b>	<b>0</b>	<b>62,186</b>
Other Revenue						
		Other Revenues	163,157	327,192	4,100,000	4,114,069
		<b>Total Other Revenue</b>	<b>163,157</b>	<b>327,192</b>	<b>4,100,000</b>	<b>4,114,069</b>
Other Financing Sources						
		Operating Transfers In	75,522,676	66,990,068	80,267,566	78,079,322
		Sale of Fixed Assets	0	37,747	0	0
		Residual Equity Transfers In	45,568,276	60,635,649	1,542,216	1,951,198
		Residual Equity Transfers Out	(45,578,402)	(60,635,649)	(3,225,018)	(1,951,199)
		<b>Total Other Financing Sources</b>	<b>75,512,550</b>	<b>67,027,815</b>	<b>78,584,764</b>	<b>78,079,321</b>
		<b>TOTAL Capital Improvements Fund Financing Sources</b>	<b>133,509,184</b>	<b>83,790,888</b>	<b>102,639,005</b>	<b>106,348,036</b>
Redevelopment Agency (Housing Successor)						
Revenue From Use of Money and Property						
		Interest	0	48,258	0	0
		<b>Total Revenue From Use of Money and Property</b>	<b>0</b>	<b>48,258</b>	<b>0</b>	<b>0</b>
Other Financing Sources						
		Residual Equity Transfers In	0	11,480,545	0	0
		Residual Equity Transfers Out	0	(11,831)	0	0
		<b>Total Other Financing Sources</b>	<b>0</b>	<b>11,468,714</b>	<b>0</b>	<b>0</b>
		<b>TOTAL Redevelopment Agency (Housing Successor)</b>	<b>0.00</b>	<b>11,516,972</b>	<b>0.00</b>	<b>0.00</b>
		<b>TOTAL Capital Projects Funds Financing Sources</b>	<b>133,509,184</b>	<b>95,307,860</b>	<b>102,639,005</b>	<b>106,348,036</b>
		<b>TOTAL ALL FUNDS</b>	<b>2,695,874,211</b>	<b>2,941,186,497</b>	<b>2,831,652,005</b>	<b>2,754,613,467</b>





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County of San Bernardino Summary of Financing Uses by Function and Fund Governmental Funds Fiscal Year 2014				
Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5

**Summarization by Function**

General	391,837,762	379,446,547	479,914,448	470,394,367
Public Protection	811,211,188	830,161,965	907,380,871	901,878,495
Public Ways and Facilities	95,808,019	99,886,641	120,324,078	124,419,398
Health and Sanitation	386,930,974	411,909,154	541,428,192	541,421,277
Public Assistance	988,493,071	1,015,563,346	1,123,169,981	1,125,075,580
Education	16,267,304	15,702,068	17,665,066	17,665,066
Recreation and Cultural Services	17,927,412	19,545,327	18,993,866	19,075,887
<b>Total Financing Uses by Function</b>	<b>2,708,475,731</b>	<b>2,772,215,047</b>	<b>3,208,876,502</b>	<b>3,199,930,070</b>

**Appropriation for Contingencies**

General Fund	0	0	84,117,215	189,362,372
Restricted General Fund	0	0	20,301,061	23,176,203
Airports - Special Aviation	0	0	610,181	985,497
Assessor - Recording Fees	0	0	5,691,689	5,731,975
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance	0	0	1,383,105	1,434,306
Behavioral Health - Block Grant Carryover	0	0	10,440,912	8,504,424
Behavioral Health - Driving Under the Influence Programs	0	0	383,421	393,582
Behavioral Health - Mental Health Services Act	0	0	41,931,330	56,074,560
Community Development and Housing	0	0	0	11,489,189
County Library	0	0	2,629,883	3,978,600
County Trial Courts - Alternate Dispute Resolution Program	0	0	194,299	179,980
County Trial Courts - Court Alcohol and Drug Program	0	0	1,657,674	1,690,660
County Trial Courts - Registration Fees	0	0	165,505	165,751
District Attorney Special Projects	0	0	3,485,730	3,681,800
Finance and Administration - Disaster Recovery Fund	0	0	25,368	24,315
Human Resources - Commuter Services	0	0	527,286	595,275
Human Resources - Employee Benefits and Services	0	0	570,867	671,354
Human Services - Domestic Violence/Child Abuse	0	0	450,000	477,300
Human Services - Marriage License Fees Surcharge	0	0	200,290	239,942
Human Services - Wraparound Reinvestment Fund	0	0	5,331,768	3,933,551
Local Law Enforcement Block Grant	0	0	3,266,327	3,291,666
Master Settlement Agreement	0	0	21,897,275	21,858,857
Preschool Services	0	0	47,912	50,068
Probation - Criminal Recidivism SB 678	0	0	2,678,736	2,662,649
Probation - Juvenile Justice Grant Program	0	0	3,629,506	3,638,983
Probation - Juvenile Re-Entry Program AB 1628	0	0	343,372	321,642
Public Health - Bio-Terrorism Preparedness	0	0	785,256	259,516
Public Health - Vector Control Assessments	0	0	2,435,390	2,518,114
Public Health - Vital Statistics State Fees	0	0	837,854	832,490
Public Works - Special Transportation	0	0	10,948,985	13,429,458
Public Works - Surveyor - Survey Monument Preservation	0	0	50,541	55,641
Public Works - Transportation - Road Operations	0	0	20,292,527	24,770,451
Real Estate Services - Chino Agricultural Preserve	0	0	9,358,851	9,344,864
Regional Parks - County Trail System	0	0	296,606	309,178
Regional Parks - Off-Highway Vehicle License Fees	0	0	1,250,251	615,792
Regional Parks - Park Maintenance and Development	0	0	457,892	538,552
Regional Parks - San Manuel Amphitheater	0	0	33,837	47,031
Regional Parks - San Manuel Amphitheater Improvements	0	0	317,754	318,000
Sheriff's Special Projects	0	0	4,233,208	6,067,336
Special Districts - Fish and Game Commission	0	0	0	1,562
Workforce Development	0	0	790,054	1,070,596
<b>Total Appropriation for Contingencies</b>	<b>0</b>	<b>0</b>	<b>264,049,718</b>	<b>404,793,082</b>

<b>Subtotal Financing Uses</b>	<b>2,708,475,731</b>	<b>2,772,215,047</b>	<b>3,472,926,220</b>	<b>3,604,723,152</b>
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**Provisions for Reserves and Designations**

General Fund	0	0	12,668,192	12,668,192
<b>Total Financing Uses</b>	<b>2,708,475,731</b>	<b>2,772,215,047</b>	<b>3,485,594,412</b>	<b>3,617,391,344</b>



State Controller Schedules County Budget Act				Schedule 7
County of San Bernardino Summary of Financing Uses by Function and Fund Governmental Funds Fiscal Year 2014				
Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5
<b>Summarization by Fund</b>				
General Fund	2,170,829,642	2,277,254,977	2,594,280,960	2,699,656,611
Restricted General Fund	38,150,606	78,635	75,571,061	72,467,568
Agricultural, Weights & Measures - California Grazing Fees	10,804	2,995	143,417	143,417
Airports - Special Aviation	4,783,393	2,491,659	5,413,265	5,882,850
Archstone Foundation Grant	6	0	0	0
Assessor - Recording Fees	7,988,622	2,836,629	12,611,172	12,651,458
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance	0	0	1,383,105	1,434,306
Behavioral Health - Block Grant Carryover	10,675,072	11,124,185	21,789,020	19,852,532
Behavioral Health - Driving Under the Influence Programs	206,351	233,502	620,790	630,951
Behavioral Health - Mental Health Services Act	76,777,799	80,766,566	148,406,760	162,549,990
Census 2010	0	4,779	0	17
Community Development and Housing	35,072,274	25,623,482	41,106,041	42,858,806
County Library	13,180,845	12,887,130	17,135,845	18,484,562
County Trial Courts - Alternate Dispute Resolution Program	596,500	488,096	694,299	679,980
County Trial Courts - Court Alcohol and Drug Program	430,000	62,315	1,719,989	1,752,975
County Trial Courts - Courthouse Seismic Surcharge	2,216,152	2,142,910	2,100,078	2,100,044
County Trial Courts - Registration Fees	0	0	165,505	165,751
District Attorney Special Projects	6,399,296	6,731,790	10,962,257	11,158,327
Economic Development - San Bernardino Valley Enterprise Zone	144,570	0	0	0
Finance and Administration - Disaster Recovery Fund	0	0	25,368	24,315
Human Resources - Commuter Services	655,040	694,073	1,448,047	1,516,036
Human Resources - Employee Benefits and Services	2,969,929	2,629,348	3,442,966	3,543,453
Human Services - Domestic Violence/Child Abuse	496,101	747,095	1,214,400	1,241,700
Human Services - Marriage License Fees Surcharge	463,165	216,368	440,293	479,945
Human Services - Wraparound Reinvestment Fund	3,082,282	10,510,404	16,947,295	15,549,078
Local Law Enforcement Block Grant	1,658,122	1,244,205	4,802,529	4,815,684
Master Settlement Agreement	17,000,000	17,000,000	38,897,275	38,858,857
Preschool Services	47,493,726	46,730,775	49,514,614	49,516,770
Probation - Asset Forfeiture 15%	0	0	64,611	64,625
Probation - Criminal Recidivism SB 678	0	1,547,229	4,429,865	4,413,778
Probation - Juvenile Justice Grant Program	4,346,389	5,519,192	10,034,534	10,044,011
Probation - Juvenile Re-Entry Program AB 1628	0	0	343,372	321,642
Public Health - Bio-Terrorism Preparedness	1,930,058	2,606,078	2,971,051	2,445,311
Public Health - H1N1 Preparedness	277,799	0	0	0
Public Health - Tobacco Use Reduction Now	348,044	259,922	195,460	188,545
Public Health - Vector Control Assessments	1,449,577	1,374,013	4,137,373	4,220,097
Public Health - Vital Statistics State Fees	49,872	43,278	984,677	979,313
Public Works - Special Transportation	10,105,682	5,768,488	36,839,798	39,130,380
Public Works - Surveyor - Survey Monument Preservation	145,131	17,550	105,541	110,641
Public Works - Transportation - Road Operations	81,570,394	90,804,876	111,488,953	120,252,088
Real Estate Services - Chino Agricultural Preserve	1,244,649	275,923	9,684,797	9,670,810
Regional Parks - Calico Ghost Town Marketing Services	361,829	608,143	581,399	663,420
Regional Parks - County Trail System	355,083	76,275	1,572,940	1,585,512
Regional Parks - Off-Highway Vehicle License Fees	196,416	744,311	2,267,175	1,632,716
Regional Parks - Park Maintenance and Development	387,415	1,922,202	1,320,518	1,401,178
Regional Parks - Proposition 40 Projects	552,527	5,403	286	286
Regional Parks - San Manuel Amphitheater	1,380,042	2,667,042	1,513,879	1,527,073
Regional Parks - San Manuel Amphitheater Improvements	(25,000)	9,319	581,317	581,563
Sheriff's Special Projects	25,057,074	18,657,802	36,652,439	38,696,361
Special Districts - Fish and Game Commission	10,718	7,441	4,633	6,195
Workforce Development	20,474,162	19,944,931	21,415,353	21,835,895
Capital Improvements	116,977,572	116,853,711	187,568,090	178,101,898
Redevelopment Agency (Housing Successor)	0	0	0	11,502,023
<b>Total Financing Uses</b>	<b>2,708,475,731</b>	<b>2,772,215,047</b>	<b>3,485,594,412</b>	<b>3,617,391,344</b>



State Controller Schedules County Budget Act				Schedule 8
County of San Bernardino Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2014				
Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5

**GENERAL FUNCTION**Legislative and Administrative:

Board of Supervisors	7,818,127	7,237,290	7,046,590	7,046,590
County Administrative Office	3,303,612	3,804,676	4,443,803	4,793,803
Clerk of the Board	1,840,596	1,744,646	2,343,659	2,343,659
Board Discretionary Funding	2,840,063	4,409,315	6,372,070	5,852,564
Litigation	376,222	395,986	589,763	589,763
Census 2010	0	4,779	0	17
Total Legislative and Administrative	16,178,620	17,596,692	20,795,885	20,626,396

Finance:

Assessor-Recorder-County Clerk	20,836,183	21,789,550	22,789,523	22,789,523
Auditor-Controller/Treasurer/Tax Collector	32,275,917	32,689,948	36,978,479	36,978,479
Finance and Administration	1,948,284	1,641,349	2,814,749	2,814,749
Non Departmental	106,172,016	94,790,433	92,188,315	92,188,315
Purchasing	1,273,208	2,039,477	2,067,102	2,067,102
Total Finance	162,505,607	152,950,757	156,838,168	156,838,168

Counsel:

County Counsel	8,466,566	7,456,256	8,713,238	8,713,238
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Personnel:

Human Resources	4,449,403	5,486,793	7,165,607	7,165,607
Center for Employee Health and Wellness	953,315	1,746,425	2,069,041	2,069,041
Unemployment Insurance	4,503,264	2,780,063	4,000,500	4,000,500
Total Personnel	9,905,983	10,013,281	13,235,148	13,235,148

Elections:

Registrar of Voters	7,873,828	10,290,300	8,620,303	8,620,303
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Property Management:

Architecture and Engineering	(180,427)	(34,609)	0	0
Facilities Management	11,785,665	12,814,051	13,258,458	13,258,458
Capital Facilities Leases	16,049,598	12,930,934	13,013,014	13,013,014
Rents and Leases	1,837,425	1,533,913	2,511,056	2,511,056
Real Estate Services	1,118,800	1,155,537	1,166,965	1,166,965
Utilities	17,214,160	16,491,008	19,625,024	19,625,024
Total Property Management	47,825,222	44,890,833	49,574,517	49,574,517

Plant Acquisition:

Capital Improvements Fund	116,977,572	116,853,711	187,568,090	178,101,898
Special Aviation - State	4,783,393	2,491,659	4,803,084	4,897,353
Courthouse Seismic Surcharge	2,216,152	2,142,910	2,100,078	2,100,044
Total Plant Acquisition	123,977,117	121,488,280	194,471,252	185,099,295

Other General:

Application Development	15,104,820	14,681,514	0	0
Automated Systems Development	0	78,635	11,900,000	11,921,365
Information Services Department	0	0	15,765,937	15,765,937
Total Other General	15,104,820	14,760,149	27,665,937	27,687,302

**TOTAL GENERAL FUNCTION**

<b>391,837,762</b>	<b>379,446,547</b>	<b>479,914,448</b>	<b>470,394,367</b>
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State Controller Schedules County Budget Act				Schedule 8
County of San Bernardino Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2014				
Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5

**PUBLIC PROTECTION FUNCTION**Judicial:

Court Facilities Payments	2,504,112	2,504,112	2,536,349	2,536,349
Courts Property Management	2,374,235	2,420,008	2,285,336	2,285,336
Court Facilities/Judicial Benefits	1,249,380	1,204,218	1,216,657	1,216,657
District Attorney - Criminal Prosecution	61,622,237	61,686,375	65,450,766	64,450,766
Child Support Services	38,933,966	38,768,574	40,134,968	40,134,968
Drug Court Programs	328,202	153,068	381,101	381,101
Grand Jury	398,548	346,932	416,022	416,022
Indigent Defense Program	9,686,812	8,660,660	9,805,546	9,805,546
Law and Justice Group Administration	178,989	105,711	5,000	5,000
Public Defender	32,506,408	33,071,040	35,108,960	35,108,960
Court-Ordered Placements	387,865	235,220	0	0
Trial Court Funding - Maintenance of Effort	26,434,100	25,988,739	25,510,051	25,510,051
District Attorney - Real Estate Fraud	647,168	974,070	1,268,379	1,268,379
District Attorney - Auto Insurance Fraud	664,172	482,531	492,748	492,748
District Attorney - Worker's Comp. Ins. Fraud	2,237,103	2,332,934	2,388,457	2,388,457
Drug Forfeiture/Hazardous Waste Awards	2,850,853	2,942,256	3,326,943	3,326,943
Marriage License Fee Program	463,165	216,368	240,003	240,003
Local Law Enforcement Block Grant	1,658,122	1,244,205	1,536,202	1,524,018
Alternate Dispute Resolution	596,500	488,096	500,000	500,000
Probation Asset Forfeiture - 15%	0	0	9,938	9,948
Asset Forfeiture - Probation	0	0	54,673	54,677
Total Judicial	185,721,937	183,825,114	192,668,099	191,655,929

Police Protection:

Sheriff-Coroner/Public Administrator	443,257,414	464,436,740	493,684,406	488,984,406
Sheriff's Special Projects	25,057,074	18,657,802	32,419,231	32,629,025
Total Police Protection	468,314,488	483,094,542	526,103,637	521,613,431

Detention and Correction:

Probation	117,095,150	124,338,665	137,368,823	137,368,823
Juvenile Justice Grant Program	4,346,389	5,519,192	6,405,028	6,405,028
Criminal Recidivism SB 678	0	1,547,229	1,751,129	1,751,129
Total Detention and Correction	121,441,539	131,405,086	145,524,980	145,524,980

Protective Inspection:

Agriculture, Weights and Measures	6,310,129	6,571,224	6,797,080	6,797,080
Fire Hazard Abatement	1,958,892	1,845,758	2,505,670	2,505,670
Total Protective Inspection	8,269,020	8,416,982	9,302,750	9,302,750

Other Protection:

Land Use Services - Building and Safety	3,342,405	3,647,058	3,934,957	3,934,957
Land Use Services - Code Enforcement	4,538,959	4,167,001	5,485,718	5,485,718
Local Agency Formation Commission	311,213	301,000	288,274	288,274
Land Use Services - Land Development	0	0	825,000	825,000
Land Use Services - Administration	238,320	21,253	1,167,142	1,167,142
Public Guardian - Conservator	644,680	693,016	903,483	903,483
Land Use Services - Planning	4,767,036	5,797,113	8,331,849	8,331,849
Public Works - Surveyor	3,536,258	3,323,107	3,536,654	3,536,654
Bio-Terrorism Preparedness	1,930,058	2,606,078	2,185,795	2,185,795
Survey Monument Preservation	145,131	17,550	55,000	55,000
Fish and Game Commission	10,718	7,441	4,633	4,633



State Controller Schedules County Budget Act				Schedule 8
County of San Bernardino Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2014				
Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5

California Grazing	10,804	2,995	143,417	143,417
Micrographics Fees	7,988,622	2,836,629	6,919,483	6,919,483
Total Other Protection	27,464,203	23,420,241	33,781,405	33,781,405
<b>TOTAL PUBLIC PROTECTION FUNCTION</b>	<b>811,211,188</b>	<b>830,161,965</b>	<b>907,380,871</b>	<b>901,878,495</b>

**PUBLIC WAYS AND FACILITIES FUNCTION**Public Ways:

Special Transportation	10,105,682	5,768,488	25,890,813	25,700,922
Road Operations	81,570,394	90,804,876	91,196,426	95,481,637
Chino Agricultural Preserve	1,244,649	275,923	325,946	325,946
Total Public Ways	92,920,725	96,849,286	117,413,185	121,508,505

Transportation Terminals:

Airports	2,887,295	3,037,355	2,910,893	2,910,893
<b>TOTAL PUBLIC WAYS AND FACILITIES FUNCTION</b>	<b>95,808,019</b>	<b>99,886,641</b>	<b>120,324,078</b>	<b>124,419,398</b>

**HEALTH AND SANITATION FUNCTION**Health:

Public Health	63,598,776	66,196,463	78,546,440	78,546,440
H1N1 Preparedness	277,799	0	0	0
Tobacco Use Reduction Now	348,044	259,922	195,460	188,545
Vital Statistics State Fees	49,872	43,278	146,823	146,823
Commuter Services	655,040	694,073	920,761	920,761
Employee Benefits and Services	2,969,929	2,629,348	2,872,099	2,872,099
Vector Control Assessments	1,449,577	1,374,013	1,701,983	1,701,983
Total Health	69,349,038	71,197,096	84,383,566	84,376,651

Hospital Care:

California Children's Services	15,876,477	17,130,232	21,008,999	21,008,999
Indigent Ambulance	472,501	472,501	472,501	472,501
Health Administration	43,151,027	85,688,298	110,534,459	110,534,459
Behavioral Health	115,622,703	128,234,459	152,535,445	152,535,445
Health Realignment	37,370,000	0	37,370,000	37,370,000
Mental Health Services Act	76,777,799	80,766,566	106,475,430	106,475,430
Archstone Foundation Grant	6	0	0	0
Master Settlement Agreement	17,000,000	17,000,000	17,000,000	17,000,000
Driving Under the Influence Programs	206,351	233,502	237,369	237,369
Block Grant Carryover Program	10,675,072	11,124,185	11,348,108	11,348,108
Court Alcohol and Drug Program	430,000	62,315	62,315	62,315
Total Hospital Care	317,581,936	340,712,058	457,044,626	457,044,626

**TOTAL HEALTH AND SANITATION FUNCTION**

<b>386,930,974</b>	<b>411,909,154</b>	<b>541,428,192</b>	<b>541,421,277</b>
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**PUBLIC ASSISTANCE FUNCTION**Administration:

Human Services	406,549,921	429,062,301	473,868,684	473,868,684
Domestic Violence/Child Abuse Services	531,812	531,812	531,812	531,812
Aging and Adult Services	9,164,427	9,317,195	8,914,746	8,914,746
Domestic Violence/Child Abuse	496,101	747,095	764,400	764,400
Total Administration	416,742,261	439,658,404	484,079,642	484,079,642

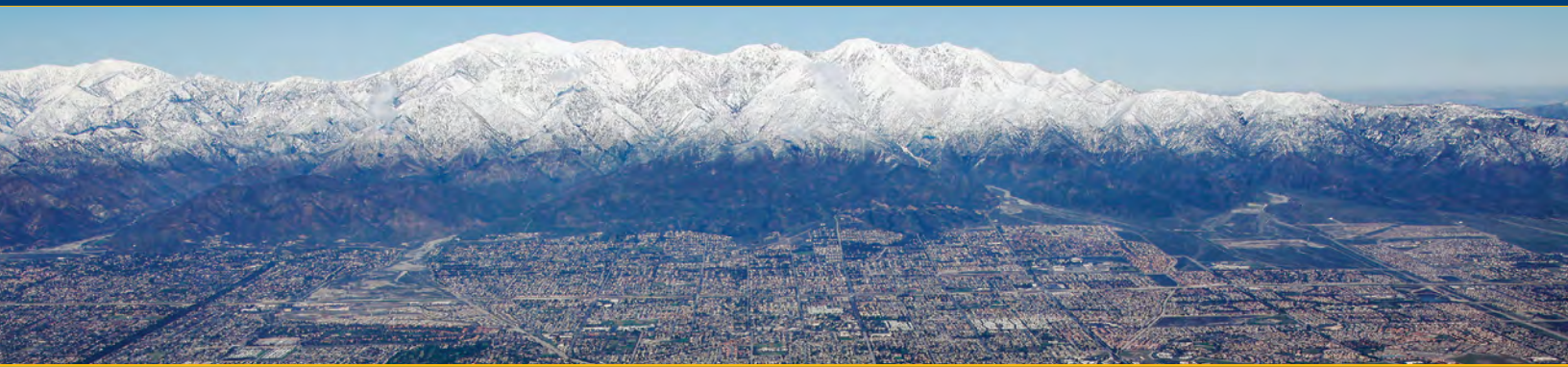


State Controller Schedules County Budget Act				Schedule 8
County of San Bernardino Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2014				
Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Recommended	FY 2014 Adopted by the Board of Supervisors
1	2	3	4	5
<b>Aid Programs:</b>				
Entitlement Payments (Child Care)	21,131,292	19,787,301	31,244,447	31,244,447
Out-of-Home Child Care	659,050	798,565	810,566	810,566
Aid to Adoptive Children	48,832,702	52,761,824	56,334,041	56,334,041
AFDC - Foster Care	102,446,301	109,266,525	123,710,568	123,710,568
Refugee Cash Assistance Program	62,665	47,975	75,918	75,918
Cash Assistance For Immigrants	1,332,368	1,704,029	1,924,374	1,924,374
CalWorks - All Other Families	240,302,975	237,821,499	248,426,880	248,426,880
Kinship Guardianship Assistance Program	6,011,744	6,801,588	7,485,732	7,485,732
CalWorks - 2 Parent Families	38,517,409	38,460,391	39,526,722	39,526,722
Wraparound Reinvestment Fund	3,082,282	10,510,404	11,615,527	11,615,527
Total Aid Programs	462,378,787	477,960,100	521,154,775	521,154,775
<b>General Relief:</b>				
Aid to Indigents	1,735,192	1,455,292	1,711,197	1,711,197
<b>Veterans' Services:</b>				
Veterans' Affairs	1,754,182	1,801,008	1,896,491	1,896,491
<b>Other Assistance:</b>				
Community Development and Housing	37,914,761	28,012,836	44,235,875	46,001,474
Preschool Services	47,493,726	46,730,775	49,466,702	49,466,702
Workforce Development	20,474,162	19,944,931	20,625,299	20,765,299
Total Other Assistance	105,882,648	94,688,541	114,327,876	116,233,475
<b>TOTAL PUBLIC ASSISTANCE FUNCTION</b>	<b>988,493,071</b>	<b>1,015,563,346</b>	<b>1,123,169,981</b>	<b>1,125,075,580</b>
<b>EDUCATION FUNCTION</b>				
<b>School Administration:</b>				
County Schools	3,086,460	2,814,937	3,159,104	3,159,104
Total School Administration	3,086,460	2,814,937	3,159,104	3,159,104
<b>Library:</b>				
County Library	13,180,845	12,887,130	14,505,962	14,505,962
<b>TOTAL EDUCATION FUNCTION</b>	<b>16,267,304</b>	<b>15,702,068</b>	<b>17,665,066</b>	<b>17,665,066</b>
<b>RECREATION AND CULTURAL SERVICES FUNCTION</b>				
<b>Recreation Facilities:</b>				
Regional Parks	11,270,631	10,430,854	10,420,719	10,420,719
Proposition 40 Projects	552,527	5,403	286	286
County Trail System	355,083	76,275	1,276,334	1,276,334
Off-Highway Vehicle License Fees	196,416	744,311	1,016,924	1,016,924
San Manuel Amphitheater	1,380,042	2,667,042	1,480,042	1,480,042
San Manuel Amphitheater Improvements	(25,000)	9,319	263,563	263,563
Park Maintenance/Development	387,415	1,922,202	862,626	862,626
Calico Marketing Services	361,829	608,143	581,399	663,420
Total Recreation Facilities	14,478,943	16,463,549	15,901,893	15,983,914
<b>Culture:</b>				
County Museum	3,448,469	3,081,777	3,091,973	3,091,973
Total Culture	3,448,469	3,081,777	3,091,973	3,091,973
<b>TOTAL RECREATION AND CULTURAL SERVICES FUNCTION</b>	<b>17,927,412</b>	<b>19,545,327</b>	<b>18,993,866</b>	<b>19,075,887</b>
<b>TOTAL SPECIFIC FINANCING USES</b>	<b>2,708,475,731</b>	<b>2,772,215,047</b>	<b>3,208,876,502</b>	<b>3,199,930,070</b>









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Janice Rutherford, Chair, Second District Supervisor | Gary Ovitt, Vice Chair, Fourth District Supervisor  
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Gregory C. Devereaux, Chief Executive Officer

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