



SAN BERNARDINO  
COUNTY



RECOMMENDED  
**BUDGET**  
2015/16



## County Administrative Office

May 29, 2015

I hereby submit for the Board's consideration the 2015-16 Recommended Budgets, 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.

In this document you will see that County departments, Board Governed Special Districts and Other Agencies built their 2015-16 Recommended Budgets to achieve the Board's policy direction. For 2015-16 each department has reexamined performance measures to ensure they are attainable and relevant to the department's core mission, and that they tie directly to the 2015-16 County Goals and Objectives.

The 2015-16 Recommended Budget of \$5.2 billion is balanced and, consistent with policy direction received from the Board of Supervisors, no reserves are being used to fund ongoing costs and there is limited use of one-time sources to fund operating costs. The 2015-16 Recommended Budgets address the following key issues:

- Funding of medical and mental health services in County detention centers
- Funding to begin restoration of services reduced during the recession
- Ongoing funding for pavement condition maintenance
- Continues investment in capital improvement and transportation projects
- Maintains fiscal responsibility through contributions to reserves of \$68.5 million

This budget book presents the County General Fund and County restricted general funds. It also presents capital project funds, special revenue funds, enterprise funds, internal service funds and permanent funds for all entities in the 2015-16 Recommended Budget book including the County, Board Governed County Service Areas, San Bernardino County Fire Protection District, San Bernardino County Flood Control District, Big Bear Valley Recreation and Park District, and Bloomington Recreation and Park District. Other agencies presented in this budget book include County Industrial Development Authority, Economic and Community Development Corporation, In-Home Supportive Services Public Authority, and Inland Counties Emergency Medical Agency. The total requirements for these funds in 2015-16 are \$5.2 billion, which includes amounts budgeted as contingencies or contributions to reserves. Excluding these amounts, total projected expenditures for 2015-16 are \$4.7 billion.

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General Fund requirements total \$2.8 billion and are funded by Countywide discretionary revenues (primarily property taxes), departmental revenues, and other funding sources of the General Fund. Of this \$2.8 billion, only \$545.2 million is truly discretionary.

	<b>Requirements (In Millions)</b>		
	<b>2014-15 Modified</b>	<b>2015-16 Recommended</b>	<b>Change</b>
General Fund	\$ 2,782.5	\$ 2,821.3	\$ 38.8
General Fund - Restricted	\$ 53.2	\$ 45.8	(7.4)
Special Revenue Funds	\$ 1,091.7	\$ 1,110.0	18.3
Capital Project Funds	\$ 283.2	\$ 241.6	(41.6)
Enterprise Funds	\$ 690.0	\$ 692.7	2.6
Internal Service Funds	\$ 226.5	\$ 238.8	12.3
Permanent Funds	\$ 1.6	\$ 1.6	(0.0)
	<u>\$ 5,128.7</u>	<u>\$ 5,151.8</u>	<u>\$ 23.0</u>

The \$38.8 million net increase in General Fund requirements includes notable increases in the two largest County operational groups: Human Services (\$55.8 million) and Law and Justice (\$18.9 million). The Human Services Operational Group is anticipating increased State and Federal funding primarily to support increased caseloads and provide additional services for participants of the Welfare to Work and Child Welfare Services programs. The County is also allocating significant additional resources to meet the growing need for augmented correctional services associated with Public Safety Realignment. This includes the need for additional medical and mental health services for County inmates and improving span of control at West Valley Detention Center.

The 2015-16 County General Fund budget also reflects the shift from budgeting for future infrastructure projects and economic uncertainties in contingencies to instead contributing these amounts to reserves. This change in approach better characterizes the multi-year nature of projects, economic impacts and other needs to be addressed with limited General Fund resources. This has resulted in the net increase of \$18.8 million in General Fund Contributions to Reserves offset by a decrease in General Fund Contingencies (\$59.3 million).

The \$7.4 million decrease in Restricted General Funds is caused primarily by a reduction in the transfer from the Health Realignment Fund to the Arrowhead Regional Medical Center as a result of State legislation (AB 85). This legislation requires a redirection of a portion of health realignment revenues, which will therefore not be available for ARMC operations. However, overall operations of the hospital are not anticipated to be impacted as net sources available to the department are increasing \$10.9 million in 2015-16.

The increase of \$18.3 million in Special Revenue Funds is primarily due to increases of available reserves within the Flood Control District Budget Units as the result of the receipt of a settlement payment related to an insurance coverage action (\$14.0 million) and delayed capital projects (\$6.1 million) in 2014-15. These increases in 2014-15 are largely being set aside as reserves in 2015-16 for future planned capital projects and for response to emergency storm events.

The \$41.6 million decrease in Capital Project Funds is primarily due to a decrease in budgeted expenditures for the 800 MHz Upgrade Project, the Sheriff's Crime Lab Expansion Project, and the Buildings Acquisition and Retrofit Project compared to 2014-15.

Internal Service Funds requirements are increasing a net \$12.3 million. The most notable change is in the Information Services Department, which will fund a capital improvement project for warehouse space that will include specialty vehicle storage and office space.

	Budgeted Staffing		
	2014-15 Modified	2015-16 Recommended	Change
County General Fund	13,852	14,115	263
County - Other Funds	6,307	6,370	63
Special Districts and Other Agencies	1,307	1,270	(37)
	21,466	21,755	289

Budgeted staffing recommended for 2015-16 is 21,755, an increase of 289 positions from the 2014-15 Modified Budget. General Fund staffing is increasing by 263 positions, primarily due to net increases to the Department of Behavioral Health (65) for Correctional and Clinical Mental Health services and Alcohol and Drug services; to the Probation – Administration, Correction, Detention budget unit (43) for the expanded state SB 678 supervision program, which aides in the reduction of County commitments to State prison; to the Human Services Administrative Claim budget unit (28) primarily to provide for the oversight, mentoring, and training of line staff in the Children and Family Services Department; and the Sheriff's Department – Detentions budget unit (18) to provide for increased level of health screenings for inmates and improve span of control at West Valley Detention Center.

Staffing in Other County Funds is increasing by 63 positions primarily due to the expansion of Adult System of Care programs within the Behavioral Health – Mental Health Services Act (29) budget unit and the Head Start Program for the Preschool Services Department (14).

Special Districts and Other Agencies are decreasing by 37 positions primarily due to decreases within the Fire Protection District, which has a net decrease of 38 positions mainly due to the deletion of vacant limited term and paid call firefighter positions. These deletions will have no impact on operations.

### HIGHLIGHTS OF 2015-16 RECOMMENDED BUDGET

Following are highlights of programmatic and budgetary proposals included in the Recommended Budget as they relate to the 2015-16 County Goals as adopted by the Board of Supervisors on April 7, 2015.

#### Implement the Countywide Vision

- The County Administrative Office will coordinate the launch of a literacy initiative in support of the Countywide Vision's Cradle to Career Regional Implementation Goal.
- During 2014-15, Public Health's Community Vital Signs Initiative continued to advance initiatives as part of the County's Wellness Element. Focus in 2015-16 will be on implementing the Community Transformation Plan, which addresses Education, Economy, Access to Health and Wellness, Safety, and developing a Vital Signs' business intelligence data platform. The innovative development of this platform using Geographic Information System mapping will quickly help partners and residents identify trends, locate resources, evaluate effectiveness of community transformation strategies, identify where improvement efforts are most needed, and leverage and align partner resources for sustainability.





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

- The 2015-16 recommended Architecture and Engineering capital budget includes 270 active projects with total requirements of \$221.6 million, including \$67.7 million in new projects funded primarily with Discretionary General Funding (Net County Cost). The \$58.0 million of general funding includes an ongoing base budget of \$12.0 million for maintenance and non-major Capital Improvement Program (CIP) projects, and \$46.0 million for construction and major CIP projects. The major projects include \$26.4 million for the 800 Megahertz Upgrade Project, \$11.2 million for the County Buildings Acquisition and Retrofit Project, \$5.8 million for various Sheriff facility improvements, and \$2.6 million for various other projects.
- The recommended Workforce Development Department (WDD) budget includes \$3.1 million in Federal funding for the placement of 750 Calworks Youth into paid work experience. This will be accomplished through a partnership between WDD and the Transitional Assistance Department (TAD).
- Regional Parks continues to expand amenities at Calico Ghost Town Regional Park by utilizing Off-Highway Vehicle funding to provide additional campground hook-ups and cabins. These improvements are expected to generate additional revenue for the department and the concession operators, as well as encourage new tourism.

### **Improve County Government Operations**

- A team consisting of the Auditor-Controller/Treasurer/Tax Collector, County Administrative Office, Finance and Administration, Human Resources, and Information Services Department are evaluating proposals for the County's Enterprise Financial Management System and a vendor will be selected through a competitive procurement. Implementation will begin in 2015-16. The new financial system will streamline business processes and provide better management information.
- The Auditor-Controller/Treasurer/Tax Collector recommended budget includes funding for two Accountant II's in Internal Audits to perform mandated audits, and an Accountant III in Management Services to prepare Indirect Cost Rate Proposals for County departments.
- A total of \$16.0 million has been set-aside in reserves for two significant County Fire projects. The Fire Consolidated Headquarters project (\$13.5 million) will provide for a more efficient use of existing resources through the consolidation of various County Fire functions/services at one location. The Fire Training Center (\$2.5 million) will enable County Fire to expand its current training capabilities. Both of these projects will eliminate County Fire's need for leased facilities.
- County Fire will receive an additional \$2.1 million of ongoing General Fund support for the following purposes to assist the department with achieving its mission of providing services for the health and well-being of County citizens:
  - \$749,500 to contract with the Kern County Fire Department for fire protection services to the underserved area of northwest San Bernardino County.
  - \$537,336 for annual fixed asset (excluding vehicles) replacement costs.
  - \$531,712 for costs related to the conversion of 12 limited-term positions (6 Engineers and 6 Firefighters) to regular positions.
  - \$300,000 to the Office of Emergency Services for non-grant funded costs such as supervision of the volunteer program and the webEOC.

- Finance and Administration will continue to implement strategies to improve efficiency and effectiveness. In 2015-16, the Department established a Law and Justice – Finance and Administration Division to provide for centralized analysis and oversight of the County’s Law and Justice Departments’ budget. This was done through a re-organization of existing budgeted positions and the addition of one Discretionary General Funded Finance Analyst. The addition of this division will enable the Department to provide oversight of Law and Justice funding and enable it to research and analyze broader implications of State and Federal Law changes on the County’s Law and Justice Departments. The Department will also continue to present accurate and timely budget and financial information to the County Administrative Office and the Board of Supervisors.
- The Information Services Department Telecommunication Services division is in the process of upgrading the County’s Regional Public Safety Radio System. The project is currently on schedule, with an estimated completion date of 2020-21. The estimated cost of the project is \$158.2 million. Ongoing discretionary general funding in the amount \$84.0 million has been allocated to the project to date and an additional \$26.4 million is recommended for funding in 2015-16. County Fire will be contributing \$8.5 million of this amount. Approximately \$53.7 million has been expended to date. The County has received and deployed radio equipment from Motorola at various sites. The primary focus of this project for 2015-16 will be to receive and install microwave equipment to complete the upgrade of the microwave system.
- In 2015-16, Public Health will continue its efforts to achieve and maintain National Accreditation, through the Public Health Accreditation Board. The Department will continue to focus on quality and performance improvement, transparency and accountability to all stakeholders, and to maintain the capacity to deliver the core Public Health functions. The completion of Public Health’s five-year strategic plan (currently in year two) will achieve a major milestone in the accreditation process by providing overarching priorities for departmental alignment, establishing core values to provide a blueprint for working collaboratively with the public, and identifying opportunities for alignment with the Countywide Vision, Community Vital Signs Initiative, and the Community Transformation Plan to improve the overall wellness and quality of life in the County.
- The County Library continues its plans to enhance service by replacing outdated computer hardware and software over the next several years. Funding has been recommended in the 2015-16 budget for the Library’s material budget and adding high demand items to the collection, including an expanded digital book collection.
- Land Use Services is beginning pre-implementation work to upgrade its outdated permitting system to a new enterprise solution, Accela Automation. The new solution will include a shared database, linking together other County departments, precise digital maps and satellite images of land data that are linked to the County’s GIS database, and the Accela Mobile Office platform which provides field staff remote real-time access to the database. This solution will streamline the permitting process, offering the public access to a web portal, Accela Citizen Access, to manage and monitor applications and permits online.

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

- The Regional Parks Department continues to reduce its reliance on County General Fund support. The \$1.4 million decrease in Discretionary General Funding for 2015-16 is due to cost savings resulting from the following:
  - A renegotiated contract with the Inland Empire Utilities Agency for water and sewer service at Prado Regional Park.



- A partnership agreement with the operators of Lake Gregory Regional Park.
- A decrease in the number of days per week (from 7 to 5) open to the public at Mojave Narrows Regional Park.

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

- The County Administrative Office and Land Use Services Department have initiated a complete overhaul of the County's General Plan, referred to as the Countywide Plan. This Countywide Plan will be a comprehensive web-based system to document land use planning and organizational governance policies. The Countywide Plan will be comprised of three basic components: The Policy Plan (comprehensive general plan); the County Business Plan (system that defines and guides how the County government operates and manages itself); and the Regional Issues Forum (web-based resource center where information regarding shared Countywide issues exists).
- A team of County Departments will continue to monitor the drought and develop ways to reduce water usage at County facilities to show good stewardship of this valuable resource. The Special Districts Department, in collaboration with other County Departments, will continue to monitor drought requirements and implement water conservation programs/strategies at various County Service Areas and Districts throughout the County.
- The Board, through Special Districts Department Water Division will continue its commitment to investment in water and sanitation infrastructure through a capital improvement budget totaling \$19.8 million. Programmed projects include installation of radio read meters in several of the districts, construction of a new water well in CSA 64 Spring Valley, design and construction of a pipeline, a 75,000 gallon water reservoir and a pump station in CSA 70 W-4.
- The Special Districts Department recommended 2015-16 budget includes \$34.7 million of capital improvement projects. Capital improvement projects programmed in the department's construction funds include the design and construction for the relocation of the Big Bear Alpine Zoo, additional improvements at Kessler Park in Bloomington Recreation and Park District, design and construction of Snow Drop Road and other road paving projects.
- Community Development & Housing is completing Phase 1 of the Bloomington Community and Neighborhood Revitalization along Valley Boulevard. A total of 106 mixed generational units, and the Bloomington Branch Library, is currently under construction and will be completed in 2016. The Department is securing the remaining necessary financial resources in the form of redevelopment bonds and private funding sources for Phase 2. If successful, construction will commence in 2016 on Phase 2, consisting of an additional 84 units of multi-family affordable housing for a project total of 190 units.

### **Provide for the Safety, Health and Social Service Needs of County Residents**

- During 2014-15, the Sheriff's Department expanded unincorporated patrol operations by proceeding with the hiring of 10 budgeted Deputy Sheriff positions. These positions historically have been kept vacant to fund annual employee separation costs. The Discretionary General Funding portion of these costs are now paid for as part of the County's Earned Leave program.
- The County jail system was originally structured to provide short-term housing for pre-sentenced and sentenced inmates. The 2011 Public Safety Realignment of State inmates with longer term sentences

to County jail has required the Sheriff's Department to provide detention related services that were previously not necessary. To address this issue, \$8.3 million in additional Public Safety Realignment (AB 109) funding was included in the department's recommended budget to augment both medical and behavioral health services at the jails; to provide additional span of control at West Valley Detention Center; and to provide for infrastructure maintenance at the expanded High Desert Detention Center.

- An additional \$9.1 million of SB 678 funding has been allocated by the State to the Probation Department for the purposes of reducing criminal recidivism. Probation will use \$5.2 million (primarily for 43 new positions) to expand evidence-based services/programs with the objective of further reducing the number of County commitments to State prison. The remaining \$3.9 million is being set-aside in Probation's special revenue fund reserves for potential decreases in future state funding allocations. Staffing levels will be monitored, and should funding reductions occur, there will be sufficient reserves available to continue to provide program services at the same level until a transitional plan is developed and implemented.
- The Public Defender will establish a new program that will integrate with other County programs to assign Social Service Practitioners to attend school board attendance hearings with the goal of reducing juvenile truancy and preventing minors from entering the criminal justice system as adults.
- Land Use Services Code Enforcement is piloting strategic initiatives to stop Illegal Dumping, a fast growing problem with potentially significant environmental consequences. Increased enforcement activity will result in a greater number of citations issued to those who are caught dumping illegally, resulting in the public's increased awareness of the penalties for this activity. The division will also increase community outreach efforts, public education, and utilize other creative means to identify and stop the sources of illegal dumping.
- Preschool Services Department is anticipating an increase in Federal funding sources that will be used to provide services under the Early Head Start Child Care Partnership grant. In addition, the department's staffing levels will increase by nine new contract positions primarily to staff additional classrooms at the Fontana Citrus Head Start school site and to ensure the Federally-mandated student/teacher ratio is maintained. The department will have a decrease of \$1.9 million due in part to the reduction of one-time funding for the purchase of a warehouse.
- Through various partnerships, the Inland Counties Emergency Medical Agency is making significant progress toward the integration of Emergency Medical Services into a Health Information Exchange and, for the first time in 2014-15 data was submitted to the National database. The data is being utilized at the local, State, and Federal levels to help determine best practices, resulting in improved patient care and outcomes.
- The Department of Aging and Adult Services (DAAS) received approximately \$335,000 in one-time Federal funds to supplement Elderly Nutrition, Supportive Services, and Family Caregiver programs in 2014-15. Services to seniors are expected to return to previously-budgeted levels in 2015-16. The recommended DAAS budget includes increasing staff by one contract Ombudsman Field Coordinator to oversee and monitor seniors at nursing homes to ensure proper care is being provided.
- The recommended Department of Behavioral Health budget includes \$2.9 million of Mental Health Service Act Capital funds and \$7.0 million of California Health Facilities Financing Authority grant funding to purchase land and build crisis residential treatment facilities in the central valley and high desert regions. By collaborating with local law enforcement, hospitals and community based providers,





the care facilities will be used to provide crisis residential services to individuals throughout the county experiencing a mental health crisis in the least restrictive manner possible.

- The Arrowhead Regional Medical Center (ARMC) recommended budget includes the addition of 10 Registered Nurse Case Manager positions to continue strengthening Ambulatory Services and align the three Family Health Care Clinics' operations to have a greater emphasis on population health management which provides specialized levels of care that focus on the most acutely ill ambulatory patients.
- The Transitional Assistance Department will begin the first of a four year reduction to the State's CalFresh Match Waiver in 2015-16 pursuant to the phase-out agreement adopted in the current year budget. This waiver allowed the County to draw additional Federal and half of the State funding without increasing the County's Maintenance of Effort. The recommended budget includes \$1.28 million of the \$5 million set aside the Board approved in the current year budget for this phase-out period.
- The County Museum's 2015-16 recommended budget of \$3.3 million demonstrates the County's commitment to support the Museum through a time of transition. Net County Cost of \$2.9 million includes \$588,097 of one-time bridge funding to support current operations and \$95,000 of ongoing funding for the addition of one Biology Curator position to oversee and preserve the Museum's Biology collections. The County Museum continues to implement the consultant study recommendations as approved by the Board of Supervisors to address organizational and financial challenges.
- The Public Guardian is responsible to act as conservator for individuals found by the court to be gravely disabled or who lack the capacity to manage personal affairs. In 2015-16, the department added two Deputy Public Guardians to accommodate new functions and maintain ongoing caseload. The net increase in estate fees allowed the Public Guardian to finance the positions and overcome the reduction to AB 109 and Medi-Cal Administrative Activities (MAA) funding.
- On November 4, 2014 California voters approved Proposition 47, which reclassified certain nonviolent drug and property crimes from felonies to misdemeanors. As the law applies to both existing and future criminal offenders, County Law and Justice Departments and the Court immediately started the process of resentencing affected offenders in the criminal justice system. Notable departmental impacts associated with this change are as follows:
  - A total of \$1.3 million in additional one-time Discretionary General Funding was allocated in the 2015-16 Recommended Budget to the District Attorney, Public Defender, and County Indigent Defense budgets to assist with the large caseload associated with the process of resentencing offenders.
  - The Sheriff's Department has shifted some resources from street-level narcotics and focused efforts on proactive, targeted gang enforcement and violent crime suppression operations as a result of Proposition 47's lowering of the criminal penalty for certain drug offenses.

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

- The current Medicaid Waiver will end October 31, 2015. ARMC will work collaboratively with the California Association of Public Hospitals, the State, and the Federal Centers for Medicare & Medicaid Services (CMS) in the development of the next Medicaid Waiver in order to maximize future revenues. There will be stringent clinical performance measures linked to the funding within the next Waiver,

which will begin November 1, 2015 if the State Department of Health Care Services' proposal is approved by the CMS. The 2015-16 recommended budget includes \$51.0 million in funding related to the continuance of the Medicaid Waiver.

## **CHALLENGES IN FISCAL YEAR 2015-16 AND BEYOND**

Costs continue to rise more rapidly than revenue, creating a challenge to provide adequate levels of service. In addition, the fiscal uncertainty inherent in the State budget process continues to present a major challenge to the County's fiscal planning efforts.

### **State Budget**

On May 14, 2015, Governor Brown released his revised \$169 billion spending plan to the 2015-16 Proposed State Budget, which includes \$2.1 billion in total reserves and projects a \$3.5 billion Rainy Day Fund balance. The May Revision reflects a \$6.7 billion increase in General Fund revenues compared to the January budget. The May revision proposes to advance a multiyear plan that is balanced, pays down budgetary debt from past years and saves for a rainy day. Notable County impacts from the Governor's proposed budget are as follows:

- The County anticipates receiving \$34.9 million associated with mandated health and human services program restorations, operations and administration. Under the Affordable Care Act, the State is redirecting 1991 Health Realignment funding for indigent care as healthcare coverage increases, which will result in a \$3 million loss to the County under this redirection. The County also anticipates an increase of \$1.6 million in Health and Human Services costs.
- The May Revision also includes a projected increase of \$135.4 million in Public Safety Realignment Base funding from 2014-15 to 2015-16 for all counties. For the County, this would result in an increase of \$12.7 million in Public Safety Realignment Base Funds available. Additionally, the State is projecting \$135.4 million in additional Public Safety Realignment Growth funding to be available to counties, which would result in an estimated \$9.5 million in one-time funds available to the County in 2015-16. If State sales tax projections (which are the basis for this funding) are accurate, this would result in a total of \$22.2 million (\$9.5 million one-time, \$12.7 million ongoing) in additional Public Safety Realignment funding. Due to the volatile nature of sales tax, the County has taken a conservative approach in adding programs with these additional projected funds in 2015-16 by increasing ongoing base funding by \$10.7 million and not yet allocating any projected one-time funds (which may be used to establish reserves).
- The Governor's budget proposal included a 23.3% reduction in transportation funding from \$1.89 billion to \$1.45 billion, which equates to a \$6.0 million revenue reduction to the County. Additionally, the State Board of Equalization changed the excise tax estimate, which will result in a further reduction of \$4.0 million. This results in a \$10.0 million reduction in 2015-16.

### **Sales Tax Volatility**

Historically counties have been funded by relatively stable property taxes. The realignment of many state services has made counties increasingly dependent on sales tax revenue. As a result, the portion of requirements funded primarily with sales tax now represents 16.6% of the County budget and includes 1991 and 2011 Realignment revenues (\$670.9 million), County sales tax (\$21.6 million) and Proposition 172 Half Cent Sales taxes (\$164.8 million). While sales taxes are projected to experience a modest increase in 2015-



16, they tend to be much more volatile and quicker to react to changes in the economy, resulting in a higher risk of funding losses in future years.

### **Retirement Costs**

Retirement costs in 2015-16 are increasing primarily as a result of a change in actuarial assumptions, that reduced the expected rate of return from 7.75% to 7.5% and adjusted mortality tables to reflect longer lifespans. In addition, the County continues to see elevated retirement costs as a result of the continuing amortization of investment losses in 2008-09. The County can expect to see increasing retirement cost volatility as the amount of assets held by the pension plan grow faster than the County budget. The County Administrative Office and the Retirement Association have an active dialog about monitoring, measuring, and mitigating the growing volatility risk. The County has been able to achieve some cost savings through the labor negotiation process as well as through the continued implementation of statewide pension reform.

### **CONCLUSION**

The County fiscal plan developed by the County Administrative Office outlines anticipated cost and revenue increases for the next five years so that both the Board and staff can continue to focus on rebuilding the County. The 2015-16 Recommended Budget focuses on major policy issues and key projects that require additional funding. 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

## CONTENTS OF 2015-16 RECOMMENDED BUDGET

There are two workbooks for the 2015-16 Recommended Budget, both are user friendly for the public, Board of Supervisors, and departments. The first workbook is the 2015-16 Executive Summary and the second workbook is 2015-16 Recommended Budget. Both workbooks have tabbed sections that are described below:

**The first workbook, 2015-16 Executive Summary**, is a summary of the 2015-16 Recommended Budget, which begins with a memo from the Chief Executive Officer (CEO), and includes the following sections:

- **County Fiscal Plan**, which summarizes the CEO's plan to address the five-year forecast and includes changes in ongoing County discretionary revenue and the ongoing cost to maintain services.
- **Identified Needs**, which summarizes the recommended ongoing and one-time costs for 2015-16 and identifies future needs that are currently set-aside in reserves that the County will have to address.
- **County Budget Summary**, which shows total requirements and total sources included in the 2015-16 Recommended Budget with comparative numbers from the 2014-15 modified budget. Also included is total budgeted staffing recommended for 2015-16 with comparative numbers from the 2014-15 modified budget.
- **Discretionary General Funding and Restricted Funds**, which summarizes how the general fund is funded in 2015-16 as well as the balances of unallocated discretionary sources (contingencies) and reserves.

**The second workbook, 2015-16 Recommended Budget**, begins with the **Table of Contents** and a **County Budget Overview**, which provides information about the County and the budget process and explains to the reader how the workbook functions. There is a tab for each budget group and behind each tab are all the budget unit details within that budget group.

For each department the following is included:

- **Department's Mission Statement.**
- **Department's Organizational Chart**, which includes the names of key personnel of the department, what functions the department performs and budgeted staffing counts by function included in their 2015-16 Recommended Budget.
- **Summary of Budget Units**, which summarizes the 2015-16 Recommended Budget by requirements, sources, net county cost, fund balance, net budget and staffing for all budget units under the direction of a specific department and/or group. This section also includes a five-year trend for each budget unit listed.
- **Department's 2014-15 Major Accomplishments.**
- **Department's Performance Measures to meet the 2015-16 County Goals and Objectives.**





For each departmental budget unit the following details are included:

- **Description of Major Services**, provides information regarding the main functions of each budget unit.
- **Budget at a Glance**, lists the budget unit's 2015-16 requirements less reimbursements, sources/reimbursements, net county cost, use of/(contribution to) fund balance/net position, budgeted staffing, and percentage of net county cost, if applicable.
- **Requirements Less Reimbursements and Sources\Reimbursements pie charts**, illustrate what percentage of 2015-16 budgeted expenditure authority is spent on staffing expenses, operating expenses, etc., as well as, the percentage of the 2015-16 budgeted sources that come from net county cost, reimbursements, taxes, fee/rate supported revenues, etc.
- **Analysis of 2015-16 Recommended Budget**, includes line item budget amounts by requirements such as staffing expenses, operating expenses, etc., line items by revenue sources, and budgeted staffing for the most recent and upcoming fiscal year, as well as actual results for the past three fiscal years, and current year estimates.
- **Major Expenditures and Revenue in 2015-16 Recommended Budget**, provides explanations of major departmental expenditures and sources included in the 2015-16 Recommended Budget.
- **Budget Changes and Operational Impact**, briefly describes any major budget unit program impacts, and highlights the 2015-16 budget including significant changes in requirements and sources from the prior year modified budget.
- **Analysis of Fund Balance/Net Position**, where applicable, describes the budgeted use of or (contribution to) fund balance/net position, provides detail on one-time and ongoing uses, and if it is being used for ongoing purposes, explains what the plan is to reduce reliance on fund balance/net position.
- **2015-16 Position Summary** identifies, by departmental function, the 2014-15 modified budgeted staffing, recommended additions, deletions, and re-orgs in order to develop the 2015-16 Recommended Budgeted Staffing. In addition, the chart separates positions by type (regular and limited term).
- **Staffing Changes and Operational Impact**, briefly highlights budgeted staffing changes and operational impacts for 2015-16, including significant changes from prior year modified budgeted staffing.



## Long Term Financial Planning

Long-term financial 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 financial policies and actions that maintain good fiscal health. The County creates a five-year financial 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, and plan for the provision of services, capital assets, and infrastructure. It also helps the County to understand the fiscal challenges ahead and the need to establish priorities.

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.

The forecast is developed using a baseline environment, in which revenues and expenditures are projected based primarily on trend analysis, specific circumstances and present level of services provided by the County. The 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 forecast highlights significant issues or problems that must be addressed in order to maintain a structurally balanced budget.

## Significant Issues Impacting the General Fund

Mandated program shifts from the State, funded primarily with sales tax revenue, increase the County's exposure to sales tax fluctuations. Sales tax revenue tends to be more volatile and quicker to react to changes in the economy than property tax revenue.

Retirement costs are projected to continue to increase in 2015-16 due to the impact of a 0.25% decrease in the Retirement Board's earnings assumption, and a change in the mortality tables. Projected increases also include the multi-year impact of a year to date shortfall in earnings.

Staffing for the High Desert Detention Center will require an additional \$27.6 million in funding through 2018-19.

The Affordable Care Act will impact Human Services departments and the Arrowhead Regional Medical Center as they are primary providers of Medi-Cal services. The longer term impacts of the Affordable Care Act remain difficult to forecast.



**TABLE 1**  
**FIVE-YEAR FINANCIAL FORECAST**  
**DISCRETIONARY GENERAL FUNDING**  
**FISCAL YEARS 2015-16 THROUGH 2019-20**  
**(dollars in millions)**

	<u>2015-16</u>	<u>Total Change</u> <u>2015-16 through 2019-20</u>
<b><u>Ongoing Revenue Changes:</u></b>		
Property Tax	\$40.4	\$91.4
Proposition 172 Sales Tax	8.8	23.0
AB109 Realignment Revenue	9.1	9.1
Other Revenue	(1.9)	3.3
<b>Total Ongoing Revenue Change</b>	<b><u>\$56.4</u></b>	<b><u>\$126.8</u></b>
<b><u>Ongoing Cost Changes:</u></b>		
Retirement	(11.9)	(29.4)
Other MOU Costs	(6.0)	(6.2)
County Fire Subsidy Costs	(2.1)	(2.1)
Other Costs	(4.4)	(6.7)
Transportation Operations/Pavement Management Program (PCI)	(8.8)	(14.2)
Recommended Department Policy Items	(12.4)	(12.4)
<b>Total Change in Costs</b>	<b><u>(45.6)</u></b>	<b><u>(71.0)</u></b>
<b>Yearly Operating Available</b>	<b><u>\$10.8</u></b>	<b><u>\$55.8</u></b>
<b><u>Ongoing Costs Not Funded in the Ongoing Budget Plan</u></b>		
High Desert Detention Center Staffing	0.0	(27.6)
Glen Helen SB1022 Housing Program	0.0	(1.2)
<b>Subtotal Ongoing (Deficit)/Surplus including Ongoing Costs Not Funded</b>	<b><u>10.8</u></b>	<b><u>27.0</u></b>
Hypothetical Memoranda Of Understanding (MOU) Costs	<u>0.0</u>	<u>(44.7) to (67.8)</u>
<b>Annual Ongoing (Deficit)/Surplus including Ongoing Costs Not Funded</b>	<b><u>\$10.8</u></b>	<b><u>\$(17.7) to (40.8)</u></b>

Note: The Five-Year Financial Forecast represents future incremental costs and changes in revenues for the referenced fiscal year.

Table 1 displays the County's 2015-16 detailed financial forecast and summarizes the County's five-year financial forecast. The forecast reflects ongoing expenditures funded with ongoing discretionary revenue in the County's General Fund. The forecast shows that ongoing revenues are increasing due to projected increases in property tax and Proposition 172 sales tax revenue. Ongoing Cost Changes reflect the cost to maintain current service levels and the cost of Department Policy Items. After accounting for these changes, the Yearly Operating Available is positive for the next five fiscal years, but appears to only support minimal increases in services or labor costs.

In recent years the County has identified other ongoing costs not previously included in the five year forecast that need to be addressed. These costs are identified in Table 1 as Ongoing Costs Not Funded in the Ongoing Budget Plan. After including these cost components, the County's General Fund has a cumulative structural surplus of \$27.0 million over the next five fiscal years.

However, this forecast also illustrates the need for continued caution in allocating this surplus in light of upcoming and current negotiations with employee groups. The surplus could quickly revert to a deficit when potential



Memoranda of Understanding (MOU) costs are included. Costs associated with future negotiations have been estimated and identified above as Hypothetical MOU Costs.

### **2015-16 Recommended Budget**

The 2015-16 Recommended Budget is structurally balanced, with \$10.8 million of ongoing funding unallocated and available to fund future ongoing costs.

#### **2015-16 Ongoing Revenue Changes**

As reflected in the Five Year Financial forecast, the County anticipates increased revenues of \$56.4 million in 2015-16.

**Property Tax Revenue**, including pass-throughs from redevelopment agencies, is projected to increase due to higher than anticipated revenue in 2014-15 and 3% growth in assessed valuation (AV) in 2015-16.

**Proposition 172 Sales Tax** revenue is projected to increase 5.6% over the 2014-15 budgeted amount based on projections from a local economist and current year trends. This revenue is derived from a half-cent sales tax that provides funding for public safety services.

**AB 109 Realignment Revenue** reflects unanticipated AB 109 revenue for 2015-16, based on revised estimates from the State. AB 109 Realignment Revenue is funded with State sales tax revenue that is transferred to counties to support programs shifted in Public Safety Realignment.

#### **2015-16 Ongoing Cost Changes**

As reflected in the Five Year Financial Forecast, the County anticipates an increase in Ongoing Costs of \$45.6 million in 2015-16. Ongoing Cost Changes reflect the cost to maintain current service levels.

**Retirement** costs are projected to increase by \$11.9 million primarily due to a decrease in the Retirement Board's assumed earnings rate from 7.75% to 7.50% and a change in the mortality tables.

**Other MOU Costs** increase reflects the 2015-16 cost of approved compensation changes pursuant to negotiated MOUs with employee groups.

**County Fire Subsidy Costs** increase includes the cost of a contract with the Kern County Fire Department for fire protection services in northwest San Bernardino County, annual fixed asset replacement costs, the conversion of 12 limited-term positions (6 Engineers and 6 Firefighters) to regular positions, and non-grant funded costs such as supervision of the volunteer program and the webEOC in the Office of Emergency Services.

**Other Costs** increases are primarily a result of increases in risk management premiums for Auto Liability, General Liability, and Law Enforcement Liability. These increased costs are partially offset by ongoing cost savings as a result of the final maturity of the Justice Center/Airport Debt.

**Transportation Operations/Pavement Management Program (PCI)** represents an ongoing contribution to sustain County maintained roads in good to very good condition. In previous years, this cost was included in the Ongoing Costs Not Funded in the Ongoing Budget Plan section of the Five Year Financial Forecast. 2015-16 is the first year where sufficient ongoing resources exist to begin to fund this program on an ongoing basis.

**Recommended Department Policy Items** of \$12.4 million are detailed in the Identified Needs Section of this Recommended Budget Book.







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The County Fiscal Plan (five-year financial forecast) primarily focuses on increases in costs to maintain current services and the amount of discretionary revenue available to fund these costs and/or what mitigations are needed. Under the direction of the Chief Executive Officer, Finance and Administration also identifies needs within the County that are not currently funded and require funding with ongoing or one-time sources.

### ONGOING NEEDS

The 2015-16 Recommended Budget funds \$45.6 million in increased ongoing costs that were included in the County Fiscal Plan presented to the Board on May 12, 2015 (\$33.2 million to maintain current services, which is discussed in the County Fiscal Plan section of this Recommended Budget, and \$12.4 million in increased needs as detailed below).

#### Ongoing Costs Identified to be Funded (in millions)

	<u>Ongoing</u>
Department Services Restoration	
Auditor-Controller/Treasurer/Tax Collector	\$0.4
Clerk of the Board	0.1
Community Services	0.3
Finance and Administration	0.2
Human Resources	0.2
Information Services	0.2
Purchasing	0.1
Surveyor	0.1
Sheriff/Coroner/Public Administrator - Operations	
Contract Pathologists	0.5
Vehicle Replacement Budget	1.6
HDDC Facilities Maintenance	1.6
Additional Sergeants	1.1
Sheriff/Coroner/Public Administrator - Jail Medical/Mental Health	
Mental Health Services	3.0
Medical Software for Electronic Healthcare Records	0.7
Health Screening and Intake	1.5
Physician Service Agreement Increase	0.4
Board of Supervisors Community Outreach	0.3
Regional Parks - Mojave Narrows	(0.4)
Land Use Services Code Enforcement - Illegal Dumping Enforcement	0.4
Museum - Biology Curator	0.1
<b>Additional Ongoing Costs in 2015-16 Recommended Budget</b>	<b><u>\$12.4</u></b>

#### **\$1.6 million for Department Services Restoration**

During the recent recession, departments were required to reduce their budgets, which impacted service levels. Funding has been included in the 2015-16 Recommended Budget to restore a portion of these prior year reductions. These restorations include:



- \$0.4 million to the Auditor-Controller/Treasurer/Tax Collector to restore staffing to various divisions. This includes funding for mandated audits in the internal audits section. Funding also includes the addition of a position to calculate indirect cost rates for departments that charge fees.
- \$0.1 million to the Clerk of the Board for clerical support for the assessment appeals process and for Board meeting videoconferencing maintenance costs.
- \$0.3 million to Community Services for a Deputy Executive Officer to manage Community Services Departments.
- \$0.2 million to Finance and Administration for the addition of a Law and Justice analyst to provide for centralized Law and Justice (L&J) oversight. This will allow for greater analysis and review of countywide L&J operations and finances and Federal and State impacts to L&J Departments.
- \$0.2 million to Human Resources for the addition of a Deputy Director for labor negotiations, an additional Human Resources Analyst for recruitment, and funding for the EOC Diversity Forum.
- \$0.2 million to Information Services to support General Fund audio/visual activities in the Board Chambers and for public service announcements.
- \$0.1 million to Purchasing for the addition of a Supervising Buyer and full funding for a Staff Analyst II position as the result of a study conducted by Human Resources.
- \$0.1 million to the Surveyor to fund mandated Corner Records functions

**\$4.8 million for Sheriff /Coroner/Public Administrator– Increased Operational Costs**

- \$0.5 million for Contract Pathologists to fund two additional positions needed to comply with mandated autopsies in the time allotted by law and changes in compensation to improve retention and recruitment.
- \$1.6 million for restoration of the vehicle replacement budget.
- \$1.6 million for maintenance at the High Desert Detention Center. This maintenance will be provided by Facilities Management and includes maintenance for HVAC, elevators, boilers, and fire life safety systems.
- \$1.1 million for the addition of five detention sergeants to provide for increased supervision at the West Valley Detention Center

**\$5.6 million for Sheriff/Coroner/Public Administrator- Jail Medical/Mental Health**

- \$3.0 million to augment Behavioral Health staff with contract staff to provide higher levels of mental health services to inmates.
- \$0.7 million for medical software to provide electronic healthcare records to track prescriptions and medical procedures provided to inmates.
- \$1.5 million for the addition of 10 Correctional Nurse II's to evaluate inmate health status upon booking/intake screening.
- \$0.4 million to increase physician agreement to allow for increased physician hours to provide higher levels of care.



**\$0.4 million for Other Department Policy Items**

- \$0.3 million to the Board of Supervisors for Community Outreach.
- \$0.4 million reduction in Regional Parks for reduced costs at Mojave Narrows due to modified operating hours.
- \$0.4 million to Land Use Services Code Enforcement for Illegal Dumping Enforcement
- \$0.1 million to the Museum for the addition of a Biology Curator consistent with the recommendations of the Museum consultant study.

**ONE-TIME NEEDS**

The 2015-16 Recommended Budget funds \$70.6 million in increased one-time costs. One-time costs include \$7.4 million per Board policy or direction and \$63.2 million in increased needs. The \$7.4 million in one-time costs per Board policy or direction includes funding the Economic Development Agency with one-time Discretionary General Funding derived from revenue earned by the Department, funding the Registrar of Voters 2015-16 Election Cycle, and funding the required increase in the County's Mandatory Contingencies. Further detail is provided on the following pages of the \$63.2 million in one-time needs included in the 2015-16 Recommended Budget.





**One-time Costs Identified to be Funded in 2015-16  
(in millions)**

	<b>One-Time</b>
Give BIG	\$0.1
Human Services Cal Fresh MOE Waiver Discontinuance	1.3
Law and Justice Proposition 47 Caseload	1.3
District Attorney - Temporary Lease Space	0.3
Sheriff - Recruitment Program	0.5
Sheriff - Detention Sergeants Equipment and Supplies	0.2
County Museum Operations Deficit	0.6
Land Use Services - Accela Permit System Upgrade	0.2
Land Use Services Planning - Countywide Plan	0.3
Land Use Services Planning - Environmental Element	0.2
Land Use Services Planning - Forest Management Plans	0.1
Surveyor - Completion of Old Surveys	0.1
Regional Parks - Lake Gregory Management Fee	0.1
CDH - Countywide Oversight of City RDA Dissolution	0.1
Flood Control - Rimforest Drainage	0.9
Transportation - Road Projects and Loan Repayment	6.4
Capital Improvement Projects	
Jail Beds at Arrowhead Regional Medical Center	22.3
County Buildings Acquisition and Retrofit Project	11.2
800 MHz Upgrade Project	8.5
Sheriff Training Center Lead Mitigation Phase II	2.5
High Desert Detention Center Housing Unit 2 HVAC	1.7
High Desert Detention Center Generator	1.0
Demolition of Old Central Juvenile Hall	1.5
Yucca Valley - Station 41 Room Addition	0.6
Glen Helen Rehabilitation Center Shower Remodel - Phase II	0.4
401 Arrowhead Building HVAC	0.4
Update Valley Public Safety Operations Center (PSOC) Needs Assessment	0.2
Civil Liabilities Remodel - Sheriff	0.2
<b>One-time Costs in 2015-16 Recommended Budget</b>	<b>\$63.2</b>

**\$0.1 million one-time for CAO - Give BIG**

Give BIG San Bernardino County is a 24-hour online giving day. It is a web based “web-a-thon” that provides a cohesive and collective opportunity for nonprofits to raise funds to address the needs in the local community. Funding for the 2015-16 Give Big Event is recommended to be allocated to the CAO budget.

**\$1.3 million one-time for Human Services - Cal Fresh Maintenance of Effort (MOE) Waiver Discontinuance**

Beginning in 2010-11, the CalFresh MOE Waiver allowed counties to draw down additional federal and half of the state funding for Cal Fresh without increasing the county's MOE. The 2015-16 Governor's proposed budget assumes the first 25% reduction to the CalFresh Waiver in 2015-16 pursuant to the phase out agreement adopted in the 2014-15 State budget. The Board established a General Fund reserve for the CalFresh Waiver Discontinuance in 2013-14. One-time funding of \$1.3 million, funded by the use of the General Fund Reserve, is recommended for the Human Services Department.



**\$1.3 million one-time for Law and Justice - Proposition 47 Caseload**

The State's Proposition 47, the Reduced Penalties for Some Crimes Initiative, was approved on the November 4, 2014 ballot. The initiative reduces the classification of most "non-serious and non-violent property and drug crimes" from a felony to a misdemeanor. Passage of Proposition 47 has resulted in a significant workload increase for the departments of the District Attorney, Public Defender and Indigent Defense. \$1.3 million of one-time funding is recommended for increased costs associated with the Proposition 47 caseload.

**\$0.3 million one-time for District Attorney – Temporary Lease Space**

Additional one-time funding (second year) for the temporary leasing of office space by the District Attorney's Office in close proximity to the Foothill Law and Justice Center that is the direct result of the courts relocating criminal felony and misdemeanor cases from Fontana to Rancho Cucamonga. The lease allows for sufficient time to complete improvements to the Foothill Law and Justice Center that will eventually accommodate District Attorney staff.

**\$0.5 million one-time for Sheriff - Recruitment Program**

Funding for recruitment, advertisement and processing of prospective applicants.

**\$0.2 million one-time for Sheriff - Detention Sergeants**

One-Time equipping costs related to the addition of five detention sergeants at the West Valley Detention Center.

**\$0.6 million one-time for the County Museum - Operations Deficit**

With the loss of contract revenue and previous one-time bridge funding, the Museum will face an operating deficit in 2015-16. It is recommended that \$0.6 million of one-time funding backfill these revenue losses as other replacement revenue is sought.

**\$0.2 million for Land Use Services - Accela Permit System Upgrade**

Use of the Permit Systems Upgrade Reserve to fund 2015-16 project manager costs. Accela is an enterprise land management system that facilitates interdepartmental communication and cooperative processing in a shared data environment.

**\$0.3 million for Land Use Services Planning – Countywide Plan**

Use of the Land Use Services General Plan/Development Code Amendments Reserve to fund contract positions related to the Countywide Plan.

**\$0.2 million for Land Use Services Planning – Environmental Element**

Funding to develop a comprehensive approach to the preservation and conservation of habitat for threatened and endangered species in San Bernardino County.

**\$0.1 million for Land Use Services Planning– Forest Management Plans**

Funding for the County's share of the cost of the Cucamonga Canyon and Lytle Creek Forest Management plans to be developed by the U.S. Forest Service.

**\$0.1 million for Surveyor – Completion of Old Surveys**

In 2012-13, the Records Survey Fee was converted from a flat fee to actual cost. Prior to 2012-13, the flat fee was collected in advance. Consequently, work continues on many of these old surveys and the department of the Surveyor continues to incur costs without offsetting revenue. The recommended one-time allocation will fund the estimated hours that will be spent on these old surveys in 2015-16.

**\$0.1 million for Regional Parks – Lake Gregory Management Fee**

In December 2013, the Board approved a contract with a private company to manage the day to day operations of Lake Gregory Park. The recommended one-time funding of \$0.1 million will fund the final year of the Lake Gregory Management fee paid to the operator.



### **\$0.1 million for Community Development and Housing – Countywide Oversight of Redevelopment Agency Dissolution for Cities**

Funding for staff time and other costs to provide this oversight function.

### **\$0.9 million for Flood Control – Rimforest Drainage**

A one-time contribution of \$0.9 million funded from the Rimforest Drainage Reserve will pay costs associated with Flood Control's Rimforest Drainage project. This project involves construction of storm drain systems along Highway 18 and inside the village of Rimforest to mitigate the impact of drainage on the stability of the slope.

### **\$6.4 million for 2015-16 Transportation – Road Projects and Loan Repayment**

A one-time contribution of \$0.4 million for the following two projects:

- Arrowhead Villa Roadway Slope Failure Repair project, for repair and stabilization of a roadway slope in the Lake Arrowhead area, and
- Stanfield Cutoff Roadway Repair and Bridge Replacement project. This project will replace a bridge and improve the structural integrity of the existing roadway to alleviate traffic congestion and improve recreational access to Big Bear Lake. This is the 2015-16 portion of the project cost. An additional \$0.4 million is recommended to be set-aside in reserves for future years costs related to this project (see Future Funding Needs below).

An additional \$6.0 million of one-time funding is recommended for the repayment of a loan made from the Transportation equipment fund to fund transportation operations in prior years.

### **\$50.5 million for Capital Improvement Projects**

One-time funding is recommended for various Capital Improvement projects.

- \$22.3 million for construction of a separate jail ward for prisoners at the Arrowhead Regional Medical Center. The proposed funding source is the fund balance available in the Master Settlement Agreement fund.
- \$11.2 million for the County Buildings Acquisition and Retrofit Project, bringing the total amount funded to \$65.3 million. This project will modernize and seismically retrofit certain buildings in San Bernardino. The total estimated project cost is \$140.0 million.
- \$8.5 million for the 800 MHz Upgrade Project. This project will address the upgrade of the aging 800 Megahertz (MHz) digital radio system countywide. The \$8.5 million is funded with County Fire set-asides.
- \$2.5 million for the Sheriff's Training Center Lead Mitigation Phase II. This project will complete the mitigation of lead in ranges 3, 4, 5 and the rifle range at the Sheriff's Training Center at 18000 Institution Road in Devore.
- \$1.7 million for the High Desert Detention Center Housing Unit 2 HVAC. This project will replace swamp coolers with HVAC package units in Housing Unit 2.
- \$1.0 million for the HDDC Generator project to replace the generator at the newly expanded portion of the HDDC in Adelanto with a new, larger generator, and replace the older existing generator, currently serving the original portion of the facility, with the one moved from the expansion area.
- \$1.5 million for Demolition of Old Central Juvenile Hall. This project will demolish structures abandoned after the completion of the new Central Juvenile Detention and Assessment Center on Gilbert Street in San Bernardino. The buildings are located on nearly eight acres of land. The demolition will eliminate safety concerns and will provide available property for development.
- \$0.6 million for the Yucca Valley Fire Station 41 Room Addition. This project will expand Fire Station 41 in Yucca Valley by approximately 1,400 square feet. The scope of work includes a larger kitchen, dining space for firefighters, and a separate day room.



- \$0.4 million for the Glen Helen Rehabilitation Center (GHRC) Shower Remodel to remodel showers in the M1, M2 and B Block dorm units at the GHRC in Devore.
- \$0.4 million for the 401 Arrowhead Building HVAC project. This project in the amount of \$400,000 will replace the existing chiller and tower for the HVAC system at 401 N. Arrowhead Avenue in San Bernardino.
- \$0.2 million for the Valley Public Safety Operations Center (PSOC) Needs Assessment to fund a consultant agreement to reassess the requirements for a new Valley PSOC to replace the aging, inadequate facilities on Miro Way in Rialto. A needs assessment was done in 2008 and is outdated. A new assessment is required for a valley location to determine site selection, plans, communication requirements, and proposed cost based on the needs of the County today.
- \$0.2 million Civil Liabilities Remodel – The cost to remodel existing space into a conference room and provide additional cubicle space at the Sheriff's Headquarters located at 655 E. 3rd Street in San Bernardino.

### FUTURE ONE-TIME NEEDS

In addition to one-time needs allocated for use in 2015-16, there are future one-time needs for which funding is recommended. This funding is recommended to be set aside in County General Fund Reserves. The detail of these needs is described below.

#### One-time Needs Set-Aside in General Fund Reserves (in millions)

	One-Time
Labor	\$2.5
Give BIG	0.2
Property Tax System	5.0
Litigation	4.4
General Purpose	6.3
Fire Facilities	14.3
Land Use Services General Plan/Development Code Amendments	1.5
Lake Gregory Dam	3.8
Transportation Projects	
National Trails Highway	5.0
Glen Helen Parkway Bridge Replacement	1.4
Cedar Avenue Interchange	8.2
Green Tree Blvd. Connection	0.9
Stanfield Cutoff Road Repair and Bridge Replacement	0.4
Capital Improvement Projects	6.7
<b>One-time Reserve Contributions in 2015-16 Recommended Budget</b>	<b>\$60.6</b>

#### **\$2.5 million one-time increase in Labor Reserve**

The County is currently in contract negotiations with various labor groups and it is anticipated that additional one-time funds may be required as a result of those negotiations.



**\$0.2 million one-time for the 'Give Big' Campaign**

\$200,000 is recommended to be set aside in Reserves to provide funding for the Give Big campaign in 2016-17 and 2017-18. Give BIG San Bernardino County is a 24-hour online giving day. It is a web based "web-a-thon" that provides a cohesive and collective opportunity for nonprofits to raise funds to address the needs in the local community.

**\$5.0 million one-time increase in the Property Tax System Reserve**

\$5.0 million in one-time funding to increase the Property Tax System Reserve from \$20.0 million to \$25.0 million. The replacement of the current system is currently estimated to cost \$40.0 million.

**\$4.4 million one-time for Litigation**

One-time funding is recommended to be set aside for legal costs and settlement agreements.

**\$6.3 million one-time for the General Purpose Reserve**

The County's Fund Balance and Reserve Policy provides for a General Purpose Reserve targeted at 20% of locally funded appropriation. This policy states that this reserve shall be built up with one-time sources until the established target is achieved. The recommended one-time contribution of \$6.3 million for 2015-16 brings the General Purpose Reserve to 14% of locally funded appropriation.

**\$14.3 million one-time for Fire Facilities**

One-time funding is recommended for the establishment of General Fund reserves for County Fire including \$13.5 million for a Consolidated Headquarters and \$0.8 million for a Fire Training Center. County Fire's HazMat Division is setting aside an additional \$1.7 million in County Fire set-asides for the Fire Training Center.

**\$1.5 million one-time for Land Use Services General Plan/Development Code Amendments**

An additional contribution to the Land Use Services General Plan/Development Code Amendments reserve is recommended to provide funding for the Countywide Plan and Community Plan updates. This funding will be used to backfill department staff who will be engaged in this project.

**\$3.8 million one-time for Lake Gregory Dam**

An additional contribution to the General Fund Reserve for the Lake Gregory Dam Project to fund additional costs of this project.

**\$15.9 million one-time for the Transportation Projects**

One-time funding is recommended to establish General Fund Reserves for the following Transportation Projects.

- \$5.0 million for an additional contribution to the National Trails Highway Reserve
- \$1.4 million for an additional contribution to the Glen Helen Parkway Bridge Replacement Reserve
- \$8.2 million for establishment of the Cedar Avenue Interchange Reserve. This project will widen Cedar Avenue at the Interstate 10 overcrossing and at the Union Pacific Railroad bridge, and modify Interstate 10 ramps at Cedar Avenue.
- \$0.9 million for establishment of the Green Tree Boulevard Connection Reserve. This project will construct a new road from Yates Road westward and ending at the intersection of Green Tree Boulevard and Hesperia Road
- \$0.4 million for establishment of the Stanfield Cutoff Road Repair and Bridge Replacement Reserve. This project will replace a bridge and improve the structural integrity of the existing roadway to alleviate traffic congestion and improve recreational access to Big Bear Lake.

**\$6.7 million one-time for the Capital Improvement Projects Reserve**

\$6.7 million in one-time funding is recommended for future costs of capital improvement projects.





**SUMMARY**

	Fiscal Year 2013-14 Actual Amount	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Modified Budget	Fiscal Year 2015-16 Recommended Budget	Change From Prior Year Modified	Percent Change From Prior Year
<b>Requirements</b>						
Staffing Expenses	1,728,186,677	1,839,470,445	1,853,534,647	1,885,078,696	31,544,049	1.70%
Operating Expenses	2,166,843,110	2,350,550,339	2,447,487,158	2,539,682,175	92,195,017	3.77%
Capital Expenditures	104,585,701	324,348,910	381,038,744	350,796,756	(30,241,988)	-7.94%
Reimbursements	(269,272,714)	(310,159,873)	(317,933,705)	(334,836,292)	(16,902,587)	5.32%
Contingencies***	170,271,472	78,777,066	114,808,209	56,012,876	(58,795,333)	-51.21%
Subtotal Appropriation	3,900,614,246	4,282,986,887	4,478,935,053	4,496,734,211	17,799,158	0.40%
Operating Transfers Out	107,041,637	233,341,714	282,852,387	258,686,073	(24,166,314)	-8.54%
General Fund Contributions to Reserves	0	48,227,450	49,689,395	68,515,086	18,825,691	37.89%
Non-General Fund Contribution to Reserves***	0	326,654,563	317,267,241	327,836,127	10,568,886	3.33%
Total Requirements	4,007,655,883	4,891,210,614	5,128,744,076	5,151,771,497	23,027,421	0.45%
<b>Sources</b>						
Taxes	750,865,921	733,643,627	757,020,969	792,753,688	35,732,719	4.72%
1991 Realignment	199,674,448	209,149,972	262,131,970	272,517,138	10,385,168	3.96%
2011 Realignment	303,121,828	304,905,462	358,336,605	398,381,791	40,045,186	11.18%
State, Federal, or Government Aid	1,465,959,580	1,573,072,710	1,547,089,101	1,551,002,092	3,912,991	0.25%
Fee/Rate	952,964,908	893,328,166	897,014,016	923,551,865	26,537,849	2.96%
Other Revenue	139,686,784	122,895,072	160,104,933	126,283,321	(33,821,612)	-21.12%
Operating Transfers In	211,504,128	213,179,591	265,527,617	251,479,094	(14,048,523)	-5.29%
Fund Balance/Use of Unrestricted Net Assets*	(10,968,542)	725,083,452	724,997,277	725,274,303	277,026	0.04%
General Fund Unassigned Fund Balance*	(5,153,174)	110,316,025	110,316,025	107,606,061	(2,709,964)	-2.46%
Use of Reserves	0	5,636,537	46,205,563	2,922,144	(43,283,419)	-93.68%
Total Sources	4,007,655,883	4,891,210,614	5,128,744,076	5,151,771,497	23,027,421	0.45%
Budgeted Staffing**	21,082	21,186	21,466	21,755	289	1.35%

\* For 2013-14, the two Fund Balance budget line items represent either the actual use of fund balance (if positive amounts) or the actual increase to fund balance (if negative amounts) throughout the fiscal year.

\*\*2013-14 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

\*\*\*Beginning in 2015-16, Non-General Fund budget units will no longer budget contingencies, but rather contribute any excess available sources to a specific reserve account. Non-General Fund Contribution to Reserves in years 2013-14 through 2014-15 do not represent actual contributions to reserves. Prior years have been restated for comparison purposes.

**Overview of 2015-16 Requirements and Sources**

As the largest political subdivision of the State, counties are vested by the California State legislature with the powers necessary to provide for the health and welfare of the people within its borders. The \$5.2 billion 2015-16 Recommended Budget reflects the planned allocation of resources necessary to carry out this mission for the citizens of San Bernardino County. This budget has been developed in accordance with the Countywide Vision which promotes a sustainable system of high-quality education, community health, public safety, housing, retail, recreation, arts and culture, and infrastructure. The County's 21,755 budgeted positions are responsible for a wide variety of services to residents, from responding to calls for help in emergencies (Sheriff and Fire Department) to giving businesses the tools they need to succeed (Economic Development Agency) to providing a home for children in need (Human Services – Subsistence). The following budget is recommended in order to continue to provide the County's many important services in a fiscally responsible and sustainable manner.

Total Requirements of \$5.2 billion consist primarily of Staffing and Operating Expenses, which represent 80.6% (\$4.4 billion) of total requirements (excluding the effect of reimbursements). Staffing Expenses of \$1.9 billion consist of salaries of \$1.2 billion and benefit costs of \$689.2 million. Departments with significant budgeted staffing expenses include the Sheriff/Coroner/Public Administrator (\$433.8 million, 3,664 positions), Human Services Administrative Claim (\$338.5 million, 4,735 positions), and Arrowhead Regional Medical Center (\$253.7 million, 3,699 positions). The largest benefit related cost for the County is employee pensions (retirement), which



makes up 59% (\$403.2 million) of all costs associated with employee benefits. The increase in staffing costs of \$31.5 million is primarily due to increased costs of \$26.3 million for additional recommended staff for Human Services Departments (156 positions) and the Law and Justice Departments (85 positions). Retirement costs have also increased in 2015-16 (\$41.4 million) however this increase is largely offset by savings as the result of the elimination of a portion of the employer paid portion of retirement (\$28.1 million) for employees represented by the County's largest union.

Operating Expenses in the County include costs for services and supplies, internal service fund charges, travel, transfers to the other County departments, and other charges. These expenses represent the largest share of costs within the County at \$2.5 billion, which is primarily a result of the State giving the County the responsibility for administration of Human Services programs. Many of these programs provide subsistence payments to help residents in need throughout the County and as a result, the Human Services operational group makes up almost half (47%) of the County's operating expenses. In 2015-16 Operating Expenses are increasing by \$92.2 million which is primarily associated with increases in Human Services (\$67.5 million) and the Law and Justice Departments (\$23.8 million).

Total Requirements are increasing over the 2014-15 Modified Budget by \$23.0 million, or 0.45%. This slight increase is associated with increases in Staffing and Operating Expenses but is offset by a combination of increases in reimbursements and decreases in both Capital Expenditures and Operating Transfers Out.

In 2015-16 Total Requirements includes Contingencies and Contributions to Reserves (General Fund and Non General Fund). Like Contingencies, Contributions to Reserves represent sources that are not planned to be spent in the coming fiscal year. Contributions to Reserves for Non-General Fund budget units will start in 2015-16 and as a result, prior years have been restated for comparative purposes. Excluding Contingencies and Contributions to Reserves, the total budget available for expenditure in 2015-16 is \$4.7 billion.

Further detail on General Fund Contingencies and County Reserves can be found in the Discretionary General Funding and Restricted Funds section of the Executive Summary. In 2015-16 Non-General Fund departments will no longer budget contingencies, but rather allocate excess sources to specific reserves. Prior years have been restated for comparative purposes.

The three major funding sources of the County include revenue from other governmental entities (State, Federal or Government Aid), funding for direct services provided (Fee/Rate), and taxes. At \$1.6 billion, State, Federal or Government Aid represents 30.12% of the County budget. The Human Services operational group receives the largest amount of funds from other governments, with \$335.0 million received from the State and \$640.5 million received from the federal government. Fee/Rate revenue of \$923.6 million represents 17.9% of the County budget and includes funding from licenses, permits, fines, fees, rates, and other charges for direct services provided by the County. Much of this funding (\$212.9 million) is received by departments, such as the Information Services Department and Risk Management Department, that provide direct services to other County Departments. Other notable departments that receive funding to provide specific services include the Sheriff's Department (\$135.3 million), which provides law enforcement services for 14 incorporated county cities, and the County's Solid Waste Department (\$75.1 million) that is responsible for the operation and management of the County solid waste disposal system.

While historically it has been assumed that counties are reliant on relatively stable property taxes for the provision of services, with the realignment of many state services, counties have become increasingly dependent on sales tax revenue. When combining 1991 and 2011 Realignment revenues, which are primarily funded with sales tax (\$670.9 million), with County sales tax (\$21.6 million) and Proposition 172 Half Cent Sales taxes (\$164.8 million), the portion of requirements funded primarily with sales tax represents 16.6% of the County budget. While sales taxes are projected to experience a modest increase in 2015-16, they tend to be much more volatile and quicker to react to changes in the economy, resulting in a higher risk of funding losses in future years.

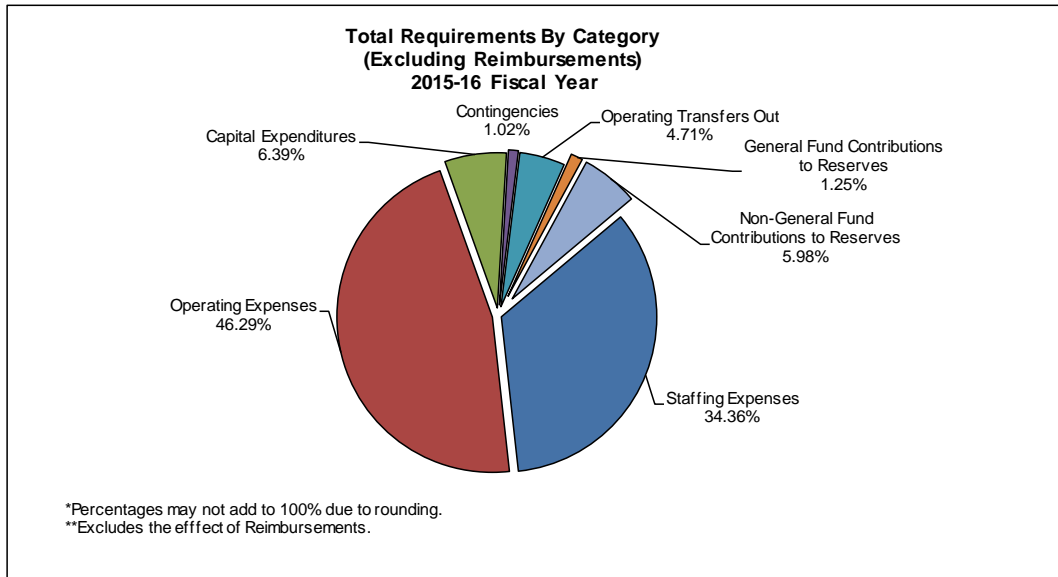
The County's approach to increasing County reserves reflects a fiscally conservative recognition of the resource shift from historically stable to risky tax sources. Through the 2<sup>nd</sup> Quarter of 2014-15, the County has contributed over \$49.7 million to General Fund reserves and is budgeted to contribute \$68.5 in the 2015-16 Recommended



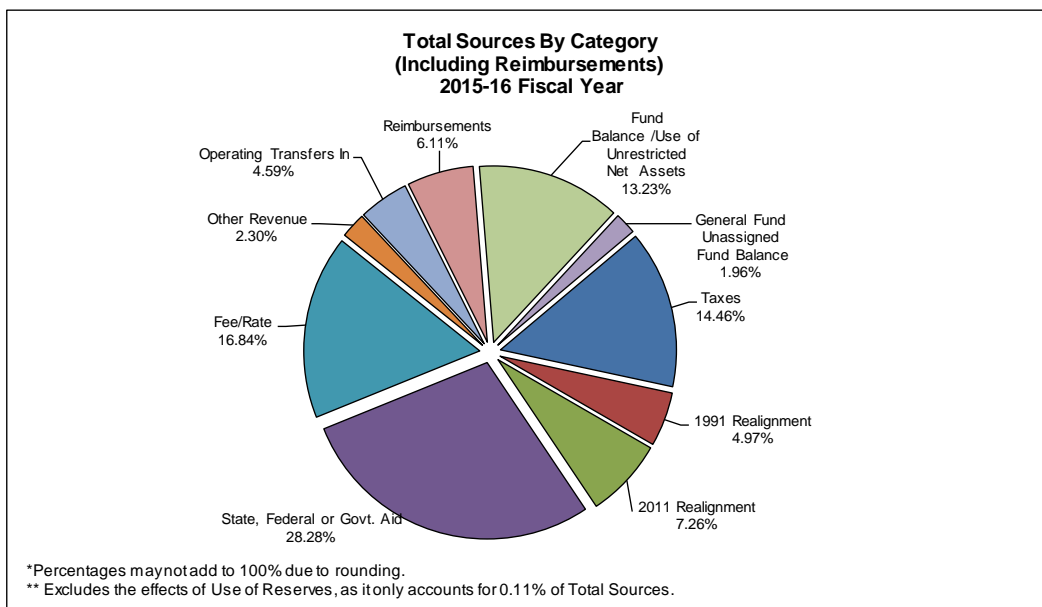
Budget. Further detail on County Reserves can be found in the Discretionary General Funding and Restricted Funds section of the Executive Summary.

## REQUIREMENTS AND SOURCES BY CATEGORY

Total Requirements (excluding the effect of reimbursements) include recommended expenditure appropriation for adoption by the Board of Supervisors, operating transfers out, and contributions to reserves for the County General Fund and for non-general fund departments. Operating transfers out provide a mechanism to transfer funding between budget units and are not appropriated to spend.



Total Sources (including the effect of reimbursements) include projected revenue and operating transfers in, which provide a mechanism to transfer funding from one budget unit to another within the County. Additionally, sources include the use of fund balance/unrestricted net assets for all non-general funds, the general fund available unassigned fund balance, and the use of County reserves.

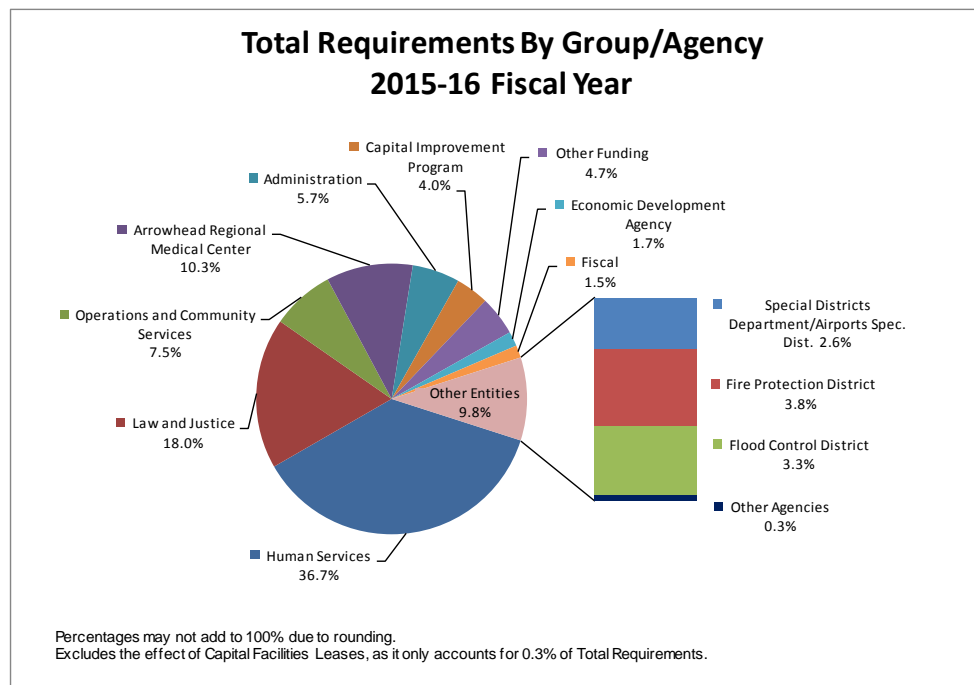


## REQUIREMENTS SUMMARY

The 2015-16 Recommended Budget includes requirements of \$5.2 billion, which is a net increase of \$23.0 million or 0.45% compared to the 2014-15 Modified Budget.

	Fiscal Year 2013-14 Actual Amount	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Modified Budget	Fiscal Year 2015-16 Recommended Budget	Change From Prior Year Modified	Percent Change From Prior Year
<b>County:</b>						
Administration	235,056,698	279,716,547	281,960,839	290,668,840	8,708,001	3.09%
Capital Facilities Leases	12,723,643	13,016,519	13,016,519	12,940,810	(75,709)	-0.58%
Economic Development Agency	36,367,747	76,133,849	102,238,737	88,986,612	(13,252,125)	-12.96%
Fiscal	60,058,730	74,122,924	74,961,612	76,323,183	1,361,571	1.82%
Arrowhead Regional Medical Center	519,701,460	497,550,983	520,666,180	530,248,416	9,582,236	1.84%
Human Services	1,604,517,263	1,784,748,231	1,819,460,208	1,886,997,595	67,537,387	3.71%
Law and Justice	806,109,464	874,521,236	900,609,627	925,110,684	24,501,057	2.72%
Operations and Community Services	274,331,312	380,579,092	396,311,020	386,212,617	(10,098,403)	-2.55%
Capital Improvement Program	47,738,824	194,509,142	234,430,699	203,632,417	(30,798,282)	-13.14%
Other Funding	174,034,560	229,118,412	281,347,776	241,549,844	(39,797,932)	-14.15%
<b>Subtotal:</b>	<b>3,770,639,701</b>	<b>4,404,016,935</b>	<b>4,625,003,217</b>	<b>4,642,671,018</b>	<b>17,667,801</b>	<b>0.38%</b>
<b>Special Districts/Other Agencies:</b>						
Special Districts Department/Airports Spec. Dist.	43,910,134	120,766,295	129,613,169	131,331,702	1,718,533	1.33%
Fire Protection District	125,997,746	196,654,229	204,016,169	192,944,720	(11,071,449)	-5.43%
Flood Control District	57,639,773	156,991,933	156,991,933	171,633,376	14,641,443	9.33%
Other Agencies	9,468,529	12,781,222	13,119,588	13,190,681	71,093	0.54%
<b>Subtotal:</b>	<b>237,016,182</b>	<b>487,193,679</b>	<b>503,740,859</b>	<b>509,100,479</b>	<b>5,359,620</b>	<b>1.06%</b>
<b>Total:</b>	<b>4,007,655,883</b>	<b>4,891,210,614</b>	<b>5,128,744,076</b>	<b>5,151,771,497</b>	<b>23,027,421</b>	<b>0.45%</b>
<b>Budgeted Staffing*</b>	<b>21,082</b>	<b>21,186</b>	<b>21,466</b>	<b>21,755</b>	<b>289</b>	<b>1.35%</b>

\*2013-14 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.



Below are explanations of the major expenditures that are included in the \$5.2 billion 2015-16 Recommended budget and changes from the 2014-15 Modified Budget. It should be noted that Requirements discussed in this section include Contributions to Reserves. As a result, the Total Requirements included in this section may not align with the Total Requirements discussed on Budget Unit Specific pages where these contributions are reflected as “Available Reserves”.

### **County Operations**

**Administration** has requirements of \$290.7 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 (\$7.7 million), which is the governing body of County government, and the County Administrative Office (\$4.9 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 (\$8.5 million), employment and employee related services provided by Human Resources (\$18.4 million), and information technology support provided by the Information Services Department (\$79.8 million). The largest department in the Administration operational group is the Department of Risk Management, which has requirements of \$106.1 million and administers the County self-insured workers’ compensation, public liability, property conservation, safety and risk reduction programs as well as its insured programs.

Overall, the change in budget from the 2014-15 Modified Budget for this operational group is \$8.7 million, which represents a 3.1% increase in requirements. The most notable change is a \$7.0 million increase across the Information Services Department budget units. This increase will fund a capital improvement project for additional warehouse space that will include specialty vehicle storage and office space.

**Capital Facilities Leases** has requirements of \$12.9 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 project and the West Valley Detention Center.

**Economic Development Agency** has requirements of \$89.0 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, and business site selection assistance. Notable departmental requirements include \$60.1 million for Community Development and Housing (CDH) services which includes infrastructure improvements in the areas surrounding the San Sevaire and Cedar Glen communities, and \$25.3 million for the Department of Workforce Development, which is funded by federal Workforce Innovation and Opportunity Act revenue to provide services to County residents including job search, skills assessments, vocational training, job readiness skills, and connection to employers.

The net reduction in requirements of \$13.3 million is primarily due to the use of fund balance in 2014-15 by CDH to fund one-time housing projects, such as Bloomington (\$10.2 million) and Cedar Glen (\$4.3 million), which are not being funded at the same levels in 2015-16.

**Fiscal** has requirements of \$76.3 million and includes the Auditor-Controller/Treasurer/Tax Collector (\$41.0 million) as well as the Assessor/Recorder/County Clerk (\$35.4 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 of real estate and other documents, and County clerk functions.

Total requirements in this group are increasing \$1.4 million (1.8%) and are primarily associated with an increase of 18 positions within the Auditor-Controller/Treasurer/Tax Collector which will increase efficiencies throughout the department including the divisions of Central Collections, Information Technology, Tax Collection, Auditor and





Disbursements. Eight of the new positions in Auditor-Controller are funded by an increase in ongoing Net County Cost in an effort to increase services levels in Accounts Payables, Internal Audits and Tax Collection.

**Arrowhead Regional Medical Center (ARMC)** has total requirements of \$530.2 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. For 2015-16, ARMC will continue to focus on the conversion of patients from self-pay to Medi-Cal to maximize the utilization of Federal and State programs to ensure receipt of all available resources under the Affordable Care Act.

ARMC is increasing requirements a net \$9.6 million, which represents a 1.8% increase. The increase is primarily due to increases related to labor union contracts, physician fees, and volume-related incremental costs such as labor, medical supplies, equipment rentals, and professional fees. Additionally, the Medical Center is increasing Capital Expenditures by \$1.8 million in order to fund needed clinical and non-clinical equipment purchases such as the dual purpose catheterization laboratory equipment.

**Human Services** is the largest operational group within the County with requirements totaling \$1.9 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 (\$407.4 million) and Public Health (\$113.5 million). Social services are provided primarily through the Human Services Administrative Claim budget unit (\$545.0 million), Human Service Subsistence Payments budget units (\$544.0 million), the Preschool Services Department (\$50.2 million), Child Support Services Department (\$40.0 million), and the Aging and Adult Services Department (\$9.4 million).

Human Services is increasing budgeted requirements by \$67.5 million primarily due to increases in the Human Services Administrative Claim, Department of Behavioral Health, and the Human Services Subsistence Units. The Human Services Administrative Claim is increasing requirements by \$27.5 million and is primarily associated with significant increases in services and support provided to clients within the Welfare to Work and Child Welfare Services programs (\$20.3 million). Between its Mental Health Services Act Special Revenue Fund and General Fund budget units, the Department of Behavioral Health (DBH) is increasing requirements by \$26.8 million, primarily due to increases in Staffing and Operating expenses (\$4.9 and \$16.4 million, respectively) to meet the growing need for Correctional and Clinical Mental Health Services within the County. The Human Services – Subsistence funds are also increasing requirements by \$13.5 million as the result of increases in both caseload and average grant payments within the General Relief, Aid to Adoptive Children, Foster Care, Cash Assistance for Immigrants and Refugee Cash Assistance and Kinship Guardianship Adoptions assistance programs.

**Law and Justice** has requirements of \$925.1 million and provides public safety services to County residents. The Sheriff/Coroner/Public Administrator (total - \$577.2 million) provides law enforcement services for the unincorporated areas of the County and certain services on a countywide basis through its Operations budget unit (\$224.4 million). Another primary function of the Department is to provide Detention facilities (\$190.5 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 (\$135.3 million). The Probation Department (\$181.8 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 (\$81.5 million) is responsible for prosecuting crimes committed within the County and the Public Defender (\$38.3 million) provides legal counsel for indigent defendants within the County.

Requirements are increasing by \$24.5 million in this operational group primarily due to increased costs of operations and the expansion of various departmental programs. The Sheriff/Coroner/Public Administrator is increasing requirements by \$26.7 million, primarily associated with increased staffing costs across the department's budget units. This includes the addition of a net 15 positions (18 additions, 3 deletions) which are necessary to provide for higher levels of inmate health screening and additional oversight at the jails. The Probation Department's Special Revenue funds are increasing requirements by \$17.6 million due to the set aside of available reserves (\$11.3 million) and increased transfers (\$6.2 million) to the Department's general fund





budget unit to reimburse the cost of 43 new positions and related operating costs associated with providing programs and services to reduce criminal recidivism. These increases are offset by decreases in the Sheriff Special Revenue Funds and Probation General Fund budget units of \$25.4 primarily due to reductions in operating transfers out and capital expenditures which were funded with one-time monies in 2014-15. Lastly, due to the passage of Proposition 47, which reclassified certain nonviolent drug and property crimes from felonies to misdemeanors, an additional \$1.3 million in one-time Discretionary General Funding is recommended to be allocated to the District Attorney, Public Defender, and County Indigent Defense budgets to assist with the large caseload associated with the process of resentencing applicable offenders.

**Operations and Community Services** has requirements of \$386.2 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 (\$15.9 million), the payment of County utilities (\$20.9 million), Real Estate Services (\$4.2 million) and the Chino Agricultural Preserve (\$16.5 million). Departments that provide direct services to the community include Agriculture/Weights and Measures (\$7.1 million), the County Library (\$21.8 million), Land Use Services (\$23.0 million), Registrar of Voters (\$9.2 million), Regional Parks (\$17.5 million), and the County Museum (\$3.3 million). Notably, this group also includes the Department of Public Works – Transportation (\$140.3 million) and Public Works – Solid Waste Management (\$92.4 million). The Transportation Division is responsible for the operation, maintenance, and improvement of the County's road system that currently includes approximately 2,768 miles of roadway. Solid Waste Management 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.

The net reduction in requirements is \$10.1 million, which represents a decrease of 2.6% from the 2014-15 Modified Budget, and is primarily due to a reduction in Public Works – Solid Waste of \$6.6 million for outside legal services associated with several settlements of the Mid-Valley Sanitary Landfill Perchlorate Contamination of Ground Water insurance coverage actions. Other significant changes within this budget group include:

- Land Use Services Departments are decreasing by an aggregate \$4.4 million due to the reduction in costs for one-time projects as compared to the prior year (permitting software upgrades and General Plan Update).
- Regional Parks is reducing Requirements by \$1.0 million due to changes in staffing levels and the provision of park services, including reduced costs resulting from a renegotiated contract with the Inland Empire Utilities Agency for water and sewer service at Prado Regional Park.
- Public Works Transportation is reducing requirements by a net \$3.1 million primarily due to decreases in operating and capital expenditures as several major capital improvement projects were completed in 2014-15; notably a new railroad grade separation over 3 railroad lines on Glen Helen Parkway in Devore.
- Facilities Management is increasing Requirements by \$2.2 million primarily due to the addition of maintenance services for the High Desert Detention Center (HDDC), including contracted services, material purchases, and the addition of five positions.
- The County Library is increasing Requirements by \$1.4 million primarily to fund replacement of its Internet filtering solution in order to comply with board policy and remain eligible for federal e-rate funding. In addition, increased Requirements will fund the procurement of automated book sorters for the Apple Valley, Chino Hills, and Hesperia branches.

**Capital Improvement Program** has requirements of \$203.6 million and is used to account for funding resources designated for the acquisition or construction of major capital facilities. The net reduction is primarily due to a decrease in budgeted expenditures for 2015-16 on the 800mhz upgrade project, Sheriff's Crime Lab expansion, and County Buildings Acquisition and Retrofit project as compared to 2014-15. Further detail on major capital projects for 2015-16 are shown in the Capital Improvement Program section of this summary on page 22.

**Other Funding** of \$241.5 million primarily represents the Countywide Discretionary Fund (\$92.9 million), General Fund Contingencies (\$32.9 million), and various restricted funds within the General Fund including Proposition 172 Half-Cent Sales tax (\$23.1 million), 1991 Realignment (\$10.6 million), and the Automated Systems



Development Fund (\$11.8 million). Other Funding also includes Contribution to Reserves of \$68.5 million. Requirements within the Countywide Discretionary Fund are used primarily to transfer Discretionary General Funding to various budget units outside the General Fund to fund various programs and projects, such as a multi-year 800 Mhz Radio Re-banding Project (\$26.4 million) for 2015-16, and numerous non-major capital improvement projects for County facilities (\$12.0 million).

Restricted Funds (General Fund) consist of four limited use budgets – Propositions 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 realigned law and justice, mental health, social services 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. Further detail on all Restricted Funds can be found in the Discretionary General Funding and Restricted Funds section of the Executive Summary.

The net decrease to Other Funding of \$39.8 million primarily represents a reduction in General Fund Contingencies of \$59.3 million. Contingencies represent funding available from 2015-16 sources that have not been allocated for expenditure. Further detail on County Contingencies and Reserves can be found in the Discretionary General Funding and Restricted Funds section of the Executive Summary.

### **Special Districts/Other Agencies Operations**

**Special Districts Department/Airports Special District** has requirements of \$131.3 million and is managed primarily by the Special Districts Department (\$120.7 million) with \$10.7 million in requirements managed by County Airports. Airports manages County Service Area 60, which funds the operation, capital projects and maintenance of the Apple Valley Airport that was built in 1970 and is a public use airport providing general aviation services to the High Desert region.

The Special Districts Department provides for the management, and maintenance of general, parks and recreation, road, sanitation, streetlighting, and water districts for 101 Districts, County Services Areas (CSA) and Improvement Zones within the County. On December 29, 1969 the Board of Supervisors established CSA 70 Countywide to provide a centralized mechanism for administration of personnel and operations which serve all of the Board governed CSAs. Staff within CSA 70 Countywide provide centralized and regional management services, administration, engineering, fiscal, human resources, lien administration, park maintenance, payroll, information services, road maintenance and inspection services. Along with \$89.4 million in requirements that are budgeted for all departmental operations, the Special Districts Department maintains several budgets totaling \$31.2 million for the primary purpose of maintaining an adequate level of funds set aside to protect the districts from unforeseen increases in expenditures or reductions in revenues, or other extraordinary events, which would harm the fiscal health of the districts.

Overall requirements across Special Districts are remaining relatively flat from the prior year, increasing by only 1.3%, or \$1.7 million. This increase is primarily associated with increases in capital projects within the Water District Capital Improvement Projects and are offset by decreases in the Water Replacement Reserves to fund the associated capital projects. Major projects budgeted for 2015-16 include the \$4.3 improvement project in CSA 70 Cedar Glen and a \$4.3 million project to complete the design phase and construct a water pipeline, reservoir and pump station at CSA 70 W-4 Pioneertown.

**Fire Protection District** has requirements of \$193.0 million and provides fire protection and emergency services throughout the County. The District encompasses 16,535 square miles, operates 63 fire stations and 11 facilities within four Regional Service Zones (Mountain, North Desert, South Desert and Valley) and serves more than 60 unincorporated communities, the City of Grand Terrace, and the Town of Yucca Valley. The District is an all-risk fire department providing emergency mitigation and management for fire suppression, emergency medical services (paramedic and non-paramedic), ambulance services, hazardous materials (HAZMAT) response, arson investigation, technical rescue including water borne, flooding and mudslide, winter rescue operations, hazard abatement, terrorism and weapons of mass destruction.



Requirements are decreasing by \$11.1 million which is primarily due to the reduction in contributions to reserves. County Fire is using reserves to fund operations in 2015-16 as a result of a one-time reduction in the County General Fund subsidy in order to establish General Fund reserves for the following two capital projects: County Fire consolidated headquarters and County Fire training center.

**Flood Control District** was created in 1939 under special State legislation and has requirements of \$171.6 million. The District has developed an extensive system of flood control and water conservation facilities, including dams, conservation basins, debris basins, channels and storm drains. The purpose of these facilities is to intercept and convey flood flows through and away from developed areas of the County, as well as to promote water conservation and improved water quality.

The net increase of \$14.6 million is primarily due to departmental increases in available reserves associated with the receipt of a settlement payment related to an insurance coverage action and delayed construction projects.

**Other Agencies** has total requirements of \$13.2 million and contains four Other Agency budget reporting entities in the County, including the In-Home Supportive Services Public Authority (\$8.7 million), Inland Counties Emergency Medical Agency (\$4.4 million), County Industrial Development Authority (\$56,513), and Economic and Community Development Corporation (\$42 dollars). The In-Home Supportive Services (IHSS) program was created in 1973 to serve elderly, blind, and/or disabled individuals who are not able to remain safely in their home without assistance. The Inland Counties Emergency Medical Agency (ICEMA) was developed under a Joint Powers Agreement with San Bernardino, Inyo and Mono Counties and is charged with the coordination, evaluation, and monitoring of emergency medical services within public and private pre-hospital providers, specialty hospitals, paramedic base hospitals, and the effectiveness of Emergency Medical Services (EMS) educational programs and medical disaster preparedness. The County Industrial Development Authority and Economic and Community Development Corporation were agencies created to provide various methods of financing on behalf of private enterprise in order to promote and enhance economic development and increase opportunities for useful employment.

Requirements are increasing by less than 1% in this group due to the addition of staff within IHSS (increase of \$0.4 million), which is offset by a reduction in ICEMA of \$0.4 million related to two positions that were eliminated as the result of efficiencies generated by the implementation of the Imagetrend system and a reduction in one time capital expenditures.

#### TOTAL REQUIREMENTS BY FUND TYPE

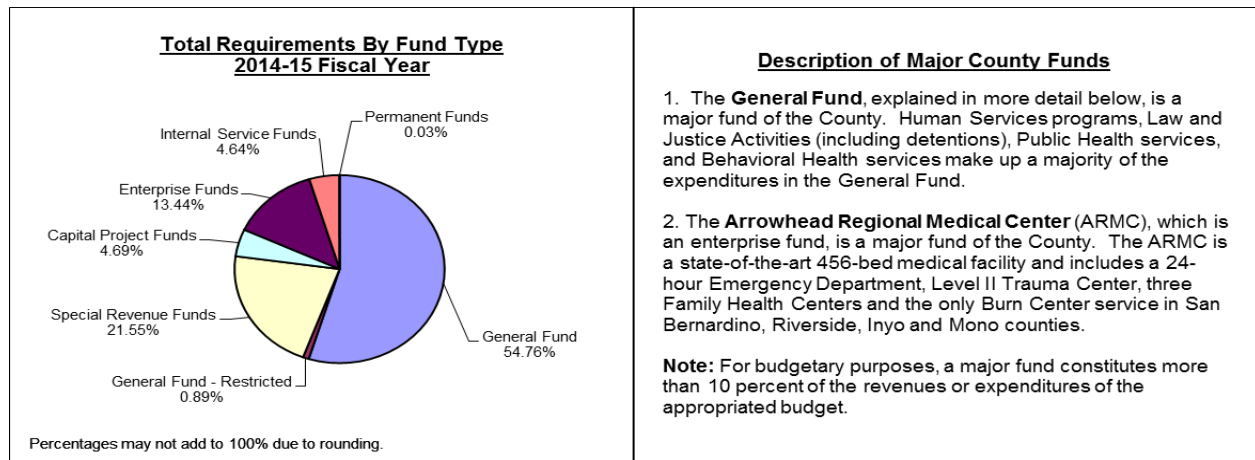
	Fiscal Year 2013-14 Actual Amount	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Modified Budget	Fiscal Year 2015-16 Recommended Budget	Change From Prior Year Modified	Percent Change From Prior Year
General Fund	2,501,570,339	2,670,603,670	2,782,534,567	2,821,292,958	38,758,391	1.39%
General Fund - Restricted	71,942,076	54,954,325	53,205,046	45,805,277	(7,399,769)	-13.91%
Special Revenue Funds	587,373,548	1,070,711,752	1,091,673,234	1,109,957,024	18,283,790	1.67%
Capital Project Funds	51,557,579	217,961,783	283,195,309	241,627,383	(41,567,926)	-14.68%
Enterprise Funds	618,693,049	650,226,781	690,023,612	692,654,254	2,630,642	0.38%
Internal Service Funds	176,513,259	225,132,238	226,492,243	238,826,536	12,334,293	5.45%
Permanent Funds	6,032	1,620,065	1,620,065	1,608,065	(12,000)	-0.74%
<b>Total</b>	<b>4,007,655,883</b>	<b>4,891,210,614</b>	<b>5,128,744,076</b>	<b>5,151,771,497</b>	<b>23,027,421</b>	<b>0.45%</b>

Budgeted Staffing*	21,082	21,186	21,466	21,755	289	1.35%
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\*2013-14 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

Note: In prior years, this chart displayed General Fund - Categorical and General Fund - Discretionary appropriation. In 2015-16 these categories have been combined into one category, General Fund. Prior years have been restated.





### **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 General Fund and General Fund – Restricted. Funds included in the General Fund category are those that the Board of Supervisors predominately have oversight on the sources and requirements, including units that are typically mandated in nature, such as human service programs. General Fund – Restricted Funds consists of Prop 172, 1991 and 2011 Realignment, and Automated Systems Development. In prior years, the General Fund in this chart was broken into Categorical and Discretionary. Beginning in 2015-16, those categories have been combined into one General Fund category and prior years have been restated.

**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.

**Permanent Funds:** Permanent Funds account for legally restricted resources provided by trust in which the earnings but not the principal may be used for purposes that support the primary government's programs.

### **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	Permanent Funds	Total - All Funds
<b>ADMINISTRATION</b>							
BOARD OF SUPERVISORS	7,663,942						7,663,942
BOARD DISCRETIONARY FUNDING	2,235,710						2,235,710
CLERK OF THE BOARD	2,104,475						2,104,475
COUNTY ADMINISTRATIVE OFFICE	5,327,587						5,327,587
COUNTY COUNSEL	8,499,243						8,499,243
FINANCE AND ADMINISTRATION	3,048,110	28,553					3,076,663
HUMAN RESOURCES	12,972,999	5,427,261					18,400,260
FLEET MANAGEMENT					40,740,025		40,740,025
INFORMATION SERVICES	2,387,498				77,461,253		79,848,751
PURCHASING	2,362,435				10,838,337		13,200,772
RISK MANAGEMENT					106,138,021		106,138,021
LOCAL AGENCY FORMATION COMMISSION	294,039						294,039
COUNTY SCHOOLS	3,139,352						3,139,352
<b>TOTAL ADMINISTRATION</b>	<b>50,035,390</b>	<b>5,455,814</b>	<b>0</b>	<b>0</b>	<b>235,177,636</b>	<b>0</b>	<b>290,668,840</b>
<b>CAPITAL FACILITIES LEASES</b>							
CAPITAL FACILITIES LEASES	12,940,810						12,940,810
<b>TOTAL CAPITAL FACILITIES LEASES</b>	<b>12,940,810</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,940,810</b>
<b>ARROWHEAD REGIONAL MEDICAL CENTER</b>							
ARROWHEAD REGIONAL MEDICAL CENTER				530,248,416			530,248,416
<b>TOTAL ARROWHEAD REGIONAL MEDICAL CENTER</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>530,248,416</b>	<b>0</b>	<b>0</b>	<b>530,248,416</b>
<b>ECONOMIC DEVELOPMENT AGENCY</b>							
ECONOMIC DEVELOPMENT	3,513,630						3,513,630
COMMUNITY DEVELOPMENT AND HOUSING		37,479,790	22,665,261				60,145,051
WORKFORCE DEVELOPMENT		25,327,931					25,327,931
<b>TOTAL ECONOMIC DEVELOPMENT AGENCY</b>	<b>3,513,630</b>	<b>62,807,721</b>	<b>22,665,261</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>88,986,612</b>
<b>FISCAL</b>							
ASSESSOR/RECORDER/COUNTY CLERK	23,385,365	11,980,629					35,365,994
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	39,324,296	1,632,893					40,957,189
<b>TOTAL FISCAL</b>	<b>62,709,661</b>	<b>13,613,522</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>76,323,183</b>
<b>HUMAN SERVICES</b>							
AGING AND ADULT SERVICES	10,489,323						10,489,323
BEHAVIORAL HEALTH	185,423,229	222,011,167					407,434,396
CHILD SUPPORT SERVICES	39,988,504						39,988,504
HEALTH ADMINISTRATION	120,279,015	40,831,262					161,110,277
HUMAN SERVICES	1,088,938,995	13,197,829					1,102,136,824
PRESCHOOL SERVICES		50,196,486					50,196,486
PUBLIC HEALTH	105,632,156	7,842,620					113,474,776
VETERANS AFFAIRS	2,167,009						2,167,009
<b>TOTAL HUMAN SERVICES</b>	<b>1,552,918,231</b>	<b>334,079,364</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,886,997,595</b>
<b>LAW AND JUSTICE</b>							
COUNTY TRIAL COURTS	40,220,971	2,148,444					42,369,415
DISTRICT ATTORNEY	69,644,317	11,842,781					81,487,098
LAW AND JUSTICE GROUP ADMINISTRATION	90,208	3,801,499					3,891,707
PROBATION	146,321,121	35,496,613					181,817,734
PUBLIC DEFENDER	38,296,378						38,296,378
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	550,174,453	27,073,899					577,248,352
<b>TOTAL LAW AND JUSTICE</b>	<b>844,747,446</b>	<b>80,363,236</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>925,110,684</b>
<b>OPERATIONS AND COMMUNITY SERVICES</b>							
AGRICULTURE/WEIGHTS AND MEASURES	6,918,980	143,198					7,062,178
AIRPORTS	2,958,485	7,450,547					10,409,032
ARCHITECTURE AND ENGINEERING	0						-
COMMUNITY SERVICES GROUP	270,000						270,000
COUNTY LIBRARY		21,849,486					21,849,486
COUNTY MUSEUM	3,252,267			67,874			3,320,141
LAND USE SERVICES	22,951,013						22,951,013
PUBLIC WORKS	3,243,549	140,407,590		92,418,864			236,070,003
REAL ESTATE SERVICES	41,055,389	16,518,172					57,573,561
REGIONAL PARKS	10,216,598	7,236,235		48,982			17,501,815
REGISTRAR OF VOTERS	9,205,388						9,205,388
<b>TOTAL OPERATIONS AND COMMUNITY SERVICES</b>	<b>100,071,669</b>	<b>193,605,228</b>	<b>0</b>	<b>92,535,720</b>	<b>0</b>	<b>0</b>	<b>386,212,617</b>
<b>CAPITAL IMPROVEMENT PROGRAM</b>							
CAPITAL IMPROVEMENT PROGRAM			203,632,417				203,632,417
<b>TOTAL CAPITAL IMPROVEMENT PROGRAM</b>	<b>0</b>	<b>0</b>	<b>203,632,417</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>203,632,417</b>
<b>OTHER FUNDING</b>							
ALL OTHER FUNDING (E.G. COUNTYWIDE DISCRETIONARY, PROP 172, REALIGNMENT)	240,161,396	1,388,448					241,549,844
<b>TOTAL OTHER FUNDING</b>	<b>240,161,396</b>	<b>1,388,448</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>241,549,844</b>
<b>SPECIAL DISTRICTS DEPARTMENT/</b>							
<b>AIRPORTS SPECIAL DISTRICT</b>							
SPECIAL DISTRICTS DEPARTMENT/							
AIRPORTS SPECIAL DISTRICT		44,996,905	14,856,614	69,870,118		1,608,065	131,331,702
<b>TOTAL SPECIAL DISTRICTS DEPARTMENT/</b>							
<b>AIRPORTS SPECIAL DISTRICT</b>	<b>0</b>	<b>44,996,905</b>	<b>14,856,614</b>	<b>69,870,118</b>	<b>0</b>	<b>1,608,065</b>	<b>131,331,702</b>
<b>FIRE PROTECTION DISTRICT</b>							
FIRE PROTECTION DISTRICT		192,471,629	473,091				192,944,720
<b>TOTAL FIRE PROTECTION DISTRICT</b>	<b>0</b>	<b>192,471,629</b>	<b>473,091</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>192,944,720</b>
<b>FLOOD CONTROL DISTRICT</b>							
FLOOD CONTROL DISTRICT		167,984,476			3,648,900		171,633,376
<b>TOTAL FLOOD CONTROL DISTRICT</b>	<b>0</b>	<b>167,984,476</b>	<b>0</b>	<b>0</b>	<b>3,648,900</b>	<b>0</b>	<b>171,633,376</b>
<b>OTHER AGENCIES</b>							
OTHER AGENCIES		13,190,681					13,190,681
<b>TOTAL OTHER AGENCIES</b>	<b>0</b>	<b>13,190,681</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,190,681</b>
<b>GRAND TOTAL</b>	<b>2,867,098,235</b>	<b>1,109,957,024</b>	<b>241,627,383</b>	<b>692,654,254</b>	<b>238,826,536</b>	<b>1,608,065</b>	<b>5,151,771,497</b>





**TOTAL REVENUE AND OTHER FUNDING SOURCES**

	Fiscal Year 2013-14 Actual Amount	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Modified Budget	Fiscal Year 2015-16 Recommended Budget	Change From Prior Year Modified	Percent Change From Prior Year
<b>Revenue</b>						
Taxes	750,865,921	733,643,627	757,020,969	792,753,688	35,732,719	4.72%
1991 Realignment	199,674,448	209,149,972	262,131,970	272,517,138	10,385,168	3.96%
2011 Realignment	303,121,828	304,905,462	358,336,605	398,381,791	40,045,186	11.18%
State, Federal or Government Aid	1,465,959,580	1,573,072,710	1,547,089,101	1,551,002,092	3,912,991	0.25%
Fee/Rate	952,964,908	893,328,166	897,014,016	923,551,865	26,537,849	2.96%
Other Revenue	139,686,784	122,895,072	160,104,933	126,283,321	(33,821,612)	-21.12%
<b>Total Revenue</b>	<b>3,812,273,470</b>	<b>3,836,995,009</b>	<b>3,981,697,594</b>	<b>4,064,489,895</b>	<b>82,792,301</b>	<b>2.08%</b>
<b>Other Funding Sources</b>						
Operating Transfers In	211,504,128	213,179,591	265,527,617	251,479,094	(14,048,523)	-5.29%
Fund Balance/Use of Unrestricted Net Assets*	(10,968,542)	725,083,452	724,997,277	725,274,303	277,026	0.04%
General Fund Unassigned Fund Balance*	(5,153,174)	110,316,025	110,316,025	107,606,061	(2,709,964)	-2.46%
Use of Reserves	0	5,636,537	46,205,563	2,922,144	(43,283,419)	-93.68%
<b>Total Other Funding Sources</b>	<b>195,382,413</b>	<b>1,054,215,605</b>	<b>1,147,046,482</b>	<b>1,087,281,602</b>	<b>(59,764,880)</b>	<b>-5.21%</b>
<b>Total Revenue and Other Funding Sources</b>	<b>4,007,655,883</b>	<b>4,891,210,614</b>	<b>5,128,744,076</b>	<b>5,151,771,497</b>	<b>23,027,421</b>	<b>0.45%</b>

\* For 2013-14, the two Fund Balance budget line items represent either the actual use of fund balance (if positive amounts) or the actual increase to fund balance (if negative amounts) throughout the fiscal year.

The revenue and other funding sources schedule above includes all County funds. This schedule includes operating transfers in, which are the mechanism for providing 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 unassigned fund balance, as well as the use of County reserves. Descriptions of major sources of funding in the 2015-16 Recommended Budget and changes from the 2014-15 Modified Budget are included below.

**Revenue**

**Taxes** of \$792.8 million consist of approximately \$521.0 million in Property Tax (\$491.2 million) and Sales/Other Tax (\$29.8 million) that is deposited directly into the Discretionary General Fund for allocation by the Board of Supervisors. An additional \$106.0 million in Property Tax is reported for the County Library (\$14.4 million), Fire Protection District (\$42.0 million), Flood Control District (\$42.0 million), and Board Governed Districts managed by the Special Districts Department and Airports (\$7.5 million). Finally, Taxes also consist of Proposition 172 Half-Cent Sales Tax (\$164.8 million) and Sales Tax – Measure I Road Operations funds (\$6.4 million).

The net increase of \$35.7 million is primarily related to a \$18.5 million projected increase in Property taxes that are deposited into the Discretionary General Fund. This is the result of a projected 3.0% increase in the assessed valuation of properties within the County resulting in \$12.0 million additional property tax revenue and an additional 6.0 million related to the dissolution of Redevelopment Agencies. Additionally, it is estimated that the Proposition 172 Half-Cent Sales Tax will increase by \$5.5 million in the upcoming fiscal year. For more detail on Discretionary General Fund related taxes, refer to the Discretionary General Funding and Restricted Funds section of the 2015-16 Recommended Budget, Executive Summary book.

**1991 Realignment** revenues of \$272.5 million and **2011 Realignment** revenues of \$398.4 million are increasing over the prior year modified budget by \$10.4 million and \$40.0 million, respectively. Although technically not categorized as the receipt of taxes, this funding is received from the State and is primarily derived from sales taxes to pay for realigned law and justice, mental health, social services and health programs within the County. Because sales tax tends to be much more volatile and quicker to react to changes in the economy, its usage results in a higher risk of funding decreases in future years. These decreases will likely coincide with an economic downturn where there is an increased need for programs funded with this revenue. For more detail on 1991 Realignment funding, refer to the Discretionary General Funding and Restricted Funds section of the 2015-16 Recommended Budget, Executive Summary.





**State, Federal, and Other Government Aid** represent the largest revenue source within the County totaling \$1.6 billion. The Human Services operational group receives the largest amount of funds from other governments, with \$335.0 million received from the State and \$640.5 million from the federal government. Countywide, there is an overall increase of \$3.9 million from the prior year modified budget in this revenue category, which represents an increase of just 0.25%.

Notable changes within this revenue source include:

- **Human Services** is decreasing \$34.2 million within the Human Services Subsistence Units as the result of expenses within various subsistence programs transitioning from being State funded to Realignment funding.
- **ARMC** is increasing State, Federal and Other Governmental Aid by \$20.0 million due to increased acute care volume which is funded by these sources.
- **Special Districts** is increasing by \$4.7 million due to the continued commitment to invest in water infrastructure. The department is pursuing a grant for \$4.2 million from the State Water Board to pay for the design and construction of a pipeline, a 75,000 gallon water reservoir and a pump station in CSA 70 W-4.
- **Operations and Community Services** is decreasing this source by a net \$8.8 million primarily due to reductions in the Public Works - Transportation budget unit associated with decreased project reimbursements from the state, federal and other governmental agencies for recently completed projects, and a decrease in gas tax revenue.

**Fee/Rate** includes the following types of revenues: licenses, permits, fines, fees, rates, and other services. Total revenue of \$923.6 million is anticipated to increase from the 2014-15 modified budget by \$26.5 million. Much of this funding (\$212.4 million) is received by departments, such as the Information Services Department and Risk Management Department, that provide direct services to other County Departments. Other notable departments that receive funding to provide specific services include the Sheriff's Department (\$135.3 million), which provides law enforcement services for 14 incorporated county cities, and the County's Solid Waste Department (\$75.1 million) that is responsible for the operation and management of the County solid waste disposal system. The following provides the most significant increases in this revenue category.

- **Administration** is increasing by a net \$19.6 million due to increases in Risk Management – Insurance Fund and Information Services. Increased Sources in Risk Management are due to additional premium allocations to the Law Enforcement Liability, General Liability, Auto Liability, and Workers' Compensation Programs to achieve the 80% confidence level of funding. Increased Sources in Information Services are due to service rate and customer utilization increases and cost recovery for customer enterprise licensing requirements previously reimbursed as transfers to ISD.
- **Law and Justice** is increasing sources by \$6.6 million due to additional charges to contract cities for the provision of law enforcement services. The increased funding for services is the result of increased risk management liabilities and increased retirement costs.
- **Fiscal** is increasing Sources in this category by \$4.6 million primarily due to the reclassification of Treasury Pool cost reimbursements being reclassified from Other Revenue into Fee/Rate revenue within the Auditor-Controller's General Fund budget unit.
- **Operations and Community Services** is increasing by \$4.1 million as the result of changes within the Solid Waste funds due to increases in gate fees through increased import tonnage and contracted COLA rate changes.
- **ARMC** is decreasing by \$3.9 million due to reductions in commercial and private pay sources.
- **Fire** is decreasing by \$2.9 million due to the termination of the Crest Forest service contract and the concurrent annexation action.



**Other Revenue** of \$126.3 million primarily includes interest earnings, rents and concessions, and tobacco settlement funds. This revenue source is anticipated to decrease by a net \$33.8 million over the prior year modified budget. Notably, Economic Development – Community Development and Housing (CDH) and the Solid Waste Division are decreasing other revenue by \$23.4 and \$7.2 million, respectively. This is primarily due to the one-time transfer in of \$23.0 million in redevelopment bond funds from the Successor Agency to CDH in 2014-15 and the reduction of one time projects in Solid Waste which were budgeted in 2014-15 and have either been completed or will not be funded at the same level in 2015-16.

### **Other Funding Sources**

**Operating Transfers In** of \$251.5 million is a funding source that provides a mechanism to transfer funding from one budget unit to another within the County. Two of the most notable groups with large Operating Transfers In include the Capital Improvement Program (\$84.1 million) and the Countywide Discretionary Fund (\$29.0 million). Operating Transfers In are the main funding source for the Capital Improvement Program as the program is funded primarily through monies received from other County Departments and the County General Fund for specific projects. The Countywide Discretionary Fund receives this funding primarily from the County's Master Settlement Agreement fund, which transfers revenues received from a settlement with the tobacco industry, which in turn is used by the General Fund to pay for a portion of debt service on the Arrowhead Regional Medical Center facility, increased health care costs within the Department of Public Health, and a realignment local match requirement.

The net decrease in this funding source of \$14.0 million is primarily the result of a one-time reduction in Transfers In from the County General Fund to County Fire.

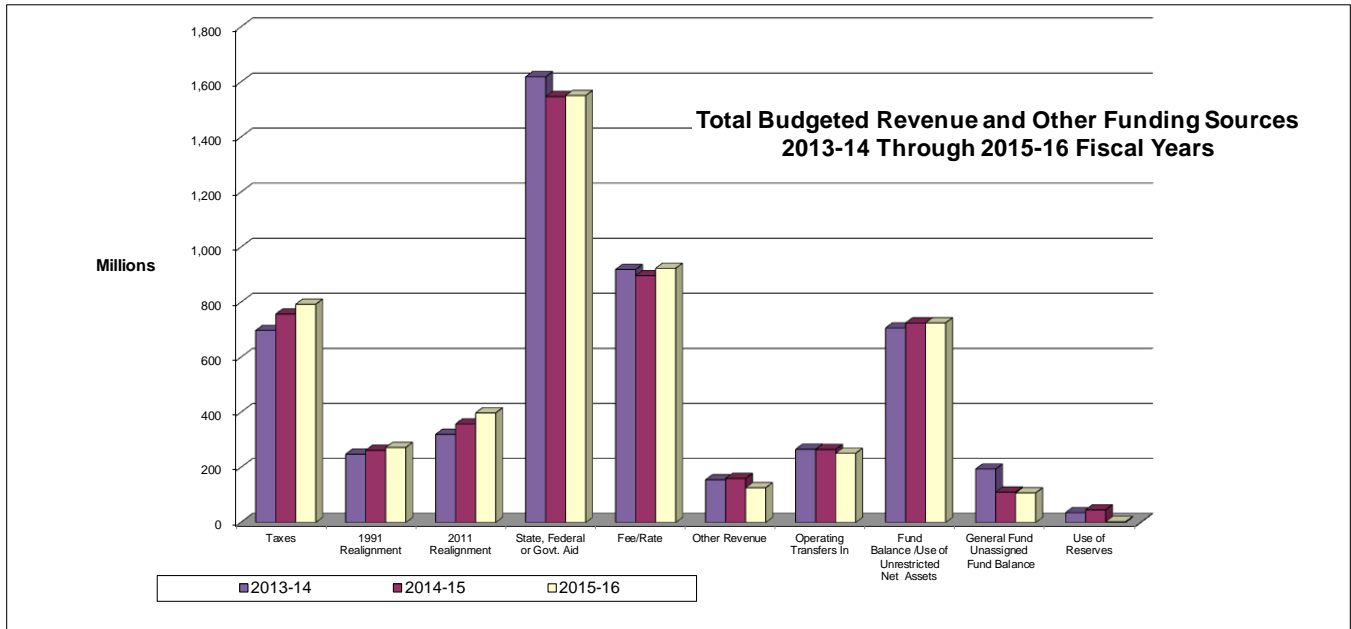
**Fund Balance/Use of Unrestricted Net Assets** of \$725.3 million represents unspent funds carried over from 2014-15 that are available to be budgeted for all Restricted, Special Revenue and Capital Improvement funds in the County and the use of unrestricted net assets that are available in Internal Service and Enterprise funds. The amount of fund balance available for appropriation is increasing over the prior year by only 0.04%, or \$277,026. Approximately \$327.8 million of fund balance is recommended to be contributed to reserves.

**General Fund Unassigned Fund Balance** of \$107.6 million represents unspent general fund balance carried over from 2014-15. Of this amount, \$68.5 million is recommended to be contributed to a variety of specific purpose reserves in the General Fund and \$9.5 million is recommended to fund the County's mandatory 1.5% contingency, which per Board Policy 05-01 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. General Fund Available Unassigned Fund Balance is decreasing by \$2.7 million from the prior year.

**Use of Reserves** of \$2.9 million represents the use of Discretionary General Funding that had been set aside for the County General Plan Update (\$0.3 million), Permit System Upgrades (\$0.2 million), the CalFresh Waiver Discontinuance (\$1.3 million), the Rimforest Drainage Project (\$0.8 million) and the District Attorney Courthouse Remodel Project (\$0.3 million). This represents a decrease of \$43.3 million from the 2014-15 modified budget and is detailed in the Discretionary General Funding and Restricted Funds section of the Executive Summary.

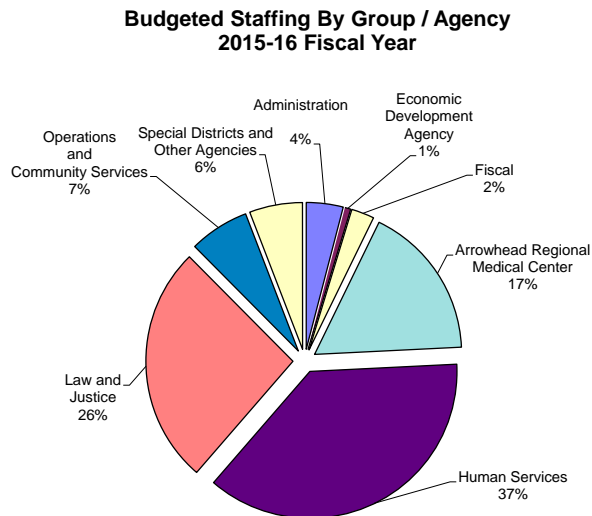
The bar graph below includes total budgeted revenue and other funding sources from the 2013-14 Final Budget to the 2015-16 Recommended Budget. 2013-14 amounts will not match previous information on prior pages because the bar graph below reports on budgeted revenue and amounts in the previous tables reflect actual revenue received.





### BUDGETED STAFFING SUMMARY

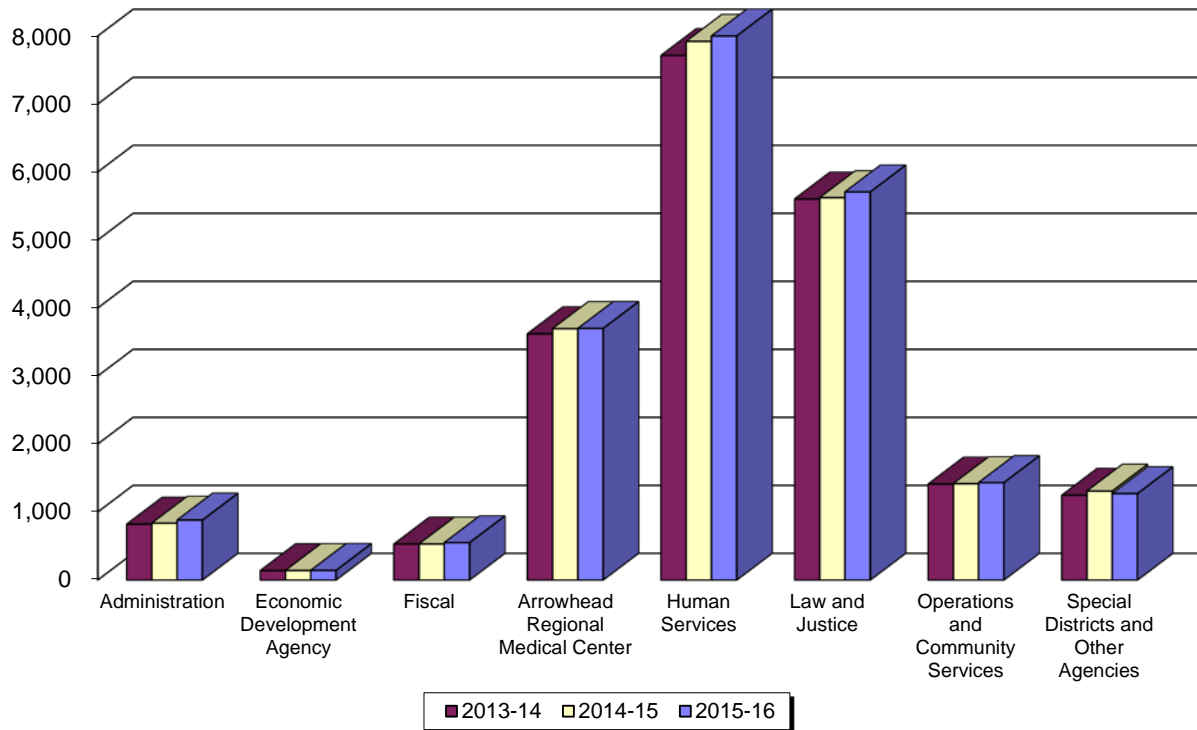
Budgeted staffing is accounted for using headcount; each position, whether full time or part time, is counted as one. The pie chart below depicts the budgeted staffing by group/agency for the 2015-16 fiscal year. The following bar graph illustrates the budgeted staffing for the 2015-16 fiscal year as well as the prior two fiscal years.



Percentages may not add to 100% due to rounding.



### Budgeted Staffing By Group / Agency 2013-14 Through 2015-16 Fiscal Years



	2014-15 Modified Budget Staffing	Change from Modified Budget			2015-16 Recommended Budget Staffing	Percentage Change
		Caseload Driven/ Grant or Special Funded Programs	All Other Programs	Total Change		
County - General Fund	13,852	201	62	263	14,115	1.9%
County - Other Funds	6,307	62	1	63	6,370	1.0%
Special Districts and Other Agencies	1,307	(37)	-	(37)	1,270	(2.8%)
<b>Total</b>	<b>21,466</b>	<b>226</b>	<b>63</b>	<b>289</b>	<b>21,755</b>	

Budgeted staffing for caseload driven/grant, or special funded programs, increased overall by a net 226 positions. Significant changes from the previous year's modified budgeted staffing in caseload driven, grant or special funded programs include the following:

#### County - General Fund

- **Human Services Administrative Claim** is requesting a net increase of 28 budgeted positions. The net increase is primarily the result of an additional 66 positions in the Children and Family Services Department (CFS) and Department of Aging and Adult Services (DAAS). CFS is adding a total of 66 positions primarily due to Board action on January 27, 2015 (Item No. 29) which added sixty-five (65) CFS Senior Social Service Practitioners (Sr. SSP). The Sr. SSPs will assist with the oversight, mentoring, and training of line staff and allow the supervisory staff to focus on the administrative functions of their role, which is to ensure adherence to Federal, State,



Departmental and Juvenile Court mandates for caseloads comprised of children and young adults ages 0 to 21. The addition of the 65 positions appears as a budgetary increase in 2015-16 since the Board action occurred after the reporting period from which the 2014-15 Modified Staffing figures are based upon. DAAS is increasing 13 positions to increase staffing to improve service delivery in response to a 10% increase in caseload which is related to the implementation of the Coordinated Care Initiative. These increases are offset by the deletion of 51 positions within the Transitional Assistance Department due to the reduction of enhanced state CalFresh Administration funding, which is due to the elimination of the CalFresh waiver that allowed Counties to draw down additional State and Federal funding without additional matching funds from the County.

- **Behavioral Health** is requesting a net budgeted staffing increase of 65 positions between the Behavioral Health and Alcohol and Drug Services budget units. This is primarily due to the anticipated increase in demand for Correctional Mental Health, Mental Health Clinic and Alcohol and Drug Services related to CalWORKs Lifeskills program requirements and the Transitional Assistance Family Stabilization program established in 2014-15.
- **Public Health** is requesting a net increase of 16 budgeted positions. This increase is necessary primarily to address additional grant funding (11 positions) and quality improvement and compliance efforts (4 positions related to accreditation, 2 related to compliance), and other staffing changes to increase efficiency in operations.
- **Public Health – California Children’s Services** is requesting to increase budgeted staffing by 5 positions. This division of the Department of Public Health is a state program that provides case management, diagnosis and treatment services to individuals up to 21 years old with severe qualifying medical conditions and whose families are unable to pay for all or part of the care. The increased clinical and clerical staffing is necessary to address state mandated staffing requirements based on active caseload. Providing proactive medical case management contributes to better care and cost effective efficiencies.
- **Probation – Administration, Correction, Detention** recommends the addition of 43 positions which are the result of Board action on May 19, 2015 (Item No. 84) which authorizes the addition of said positions to expand the current SB 678 supervision program to a level commensurate with confirmed funding. Probation believes that this increase in budgeted staffing will continue to reduce the number of County commitments to state prison. The addition of the 43 positions appears as a budgetary increase in 2015-16 since the Board action occurred after the reporting period from which the 2014-15 Modified Staffing figures are based upon.
- **Public Defender** is requesting an increase of 15 positions in order to assign staff to local school board attendance hearings, respond to increases in caseload associated with the passage of Proposition 47, and to address staffing needs for the department’s case file imaging project.
- **Sheriff’s Department – Detentions** – The Sheriff’s Department is requesting the increase of 18 positions within its Detentions budget unit, of which 15 are funded with additional projected AB 109 funding and are necessary to provide for higher levels of inmate health screening and additional oversight at the jails.

#### **County - Other Funds**

- **The Department of Behavioral Health – Mental Health Services Act** budget unit is increasing by a net 29 positions. This increase will allow the department to meet the increasing demands for mental health services in Adult System of Care and to also improve programmatic oversight, IT Support for a new billing system and administrative support.
- **Preschool Services** is recommending the addition of 14 budgeted positions, which will enable the Department to staff the additional classrooms at the Fontana Citrus Head Start site and reduce the child to adult ratio in the early Head Start program.



### **Special Districts and Other Agencies**

- **Fire Protection District** is recommending a net decrease of 38 budgeted positions. This is primarily due to the deletion of vacant paid call and limited term firefighter positions. These positions are being deleted because they are difficult to fill. These deletions will have no impact on operations. Other notable changes include the addition of 30 Firefighter Trainee positions to improve recruitment efforts, the elimination of 11 positions due to reduced contract services for the Hesperia Fire Protection District and the City of Victorville, and the addition of 2 positions to increase supervision of the Inmate Hand Crew program.

Budgeted staffing for all other programs increased a net 63 budgeted positions. Significant changes from the previous year's modified budgeted staffing in all other programs include the following:

- **Administration** - Budgeted staffing within the Administrative Budget Group is increasing by a total of 45 positions. Significant changes within the group include increases in County Administrative Office (CAO) – Automated Systems Development (12), County Counsel (5), Human Resources (9), Fleet (6) and Information Services (7). CAO - Automated Systems Development is adding 12 positions in order to prepare for the launch of the financial accounting system upgrade project. County Counsel is increased by 5 positions due to the increased caseload associated with the opening of a new Juvenile Dependency Courtroom. Human Resources is increasing by 9 budgeted positions to address increased workload associated with employee relations, recruitment, negotiations, and certification. Fleet is adding 6 budgeted positions (3 regular and 3 limited term) to oversee new service centers within the department as well as to meet seasonal staffing needs. Information Services is increasing by 7 budgeted positions across the department's various budget units in order to respond to increased demand for infrastructure, enterprise server, desktop support, telecommunications, radio repair/installation and warehouse services.
- **Fiscal** – The Fiscal Group is increasing budgeted staffing by a total of 20 positions due to additions within the Assessor/Recorder/County Clerk (2) and Auditor-Controller/Treasurer/Tax Collector (18). The Assessor/Recorder/County Clerk is adding 2 limited term positions to enhance public assistance in the information booth at the Hall of Records and to assist with special projects to enhance Recording services. The Auditor-Controller is adding 18 new positions to increase efficiencies within the department in Central Collections, Information Technology, Tax Collection, Auditor and Disbursements. Eight of the new positions in Auditor-Controller are funded by an increase in ongoing Net County Cost in an effort to increase services levels in Accounts Payables, Internal Audits and Tax Collection.
- **Operations and Community Services** – The Operations and Community Services Group is increasing staffing by a net of 10 positions. Significant changes within this group include an increase within Registrar of Voters (36) and a decrease in Regional parks (27). Registrar of Voters is increasing budgeted staffing by 36 positions primarily due to the addition of 35 new limited term positions which are requested in an effort to reduce costly temporary help agency expenditures during peak workload seasons, saving the County over \$150,000 in 2015-16. Regional Parks is decreasing budgeted staffing by 27 positions. Of this total, 7 positions are being deleted at Mojave Narrows Regional Park. The result of this action is a reduction in the number of days per week (from 7 to 5) that the Park will be open to the public. The remaining decrease in budgeted staffing, which includes the deletion of 17 part-time or limited-term vacant positions, should have little or no impact on department operations.

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





## BUDGETED STAFFING SUMMARY

Department	2013-14 Final Budget	2014-15 Modified Budget	2015-16 Recommended Budget	Change Between 2014-15 & 2015-16
<b>ADMINISTRATION</b>				
<b><u>GENERAL FUND</u></b>				
BOARD OF SUPERVISORS	44	48	51	3
CLERK OF THE BOARD	15	14	13	(1)
COUNTY ADMINISTRATIVE OFFICE	17	17	17	-
COUNTY ADMINISTRATIVE OFFICE - AUTOMATED SYSTEMS DEVELOPMENT	-	-	12	12
COUNTY COUNSEL	85	86	91	5
FINANCE AND ADMINISTRATION	15	18	20	2
HUMAN RESOURCES	79	79	88	9
HUMAN RESOURCES - CENTER FOR EMPLOYEE HEALTH AND WELLNESS	12	12	12	-
INFORMATION SERVICES	100	13	15	2
PURCHASING	20	23	24	1
<b>SUBTOTAL GENERAL FUND</b>	<b>387</b>	<b>310</b>	<b>343</b>	<b>33</b>
<b><u>OTHER FUNDS</u></b>				
FLEET MANAGEMENT	87	87	93	6
HUMAN RESOURCES - COMMUTER SERVICES	3	3	3	-
HUMAN RESOURCES - EMPLOYEE BENEFITS AND SERVICES	30	31	31	-
INFORMATION SERVICES - APPLICATION DEVELOPMENT	-	87	88	1
INFORMATION SERVICES - COMPUTER OPERATIONS	117	120	122	2
INFORMATION SERVICES - TELECOMMUNICATIONS SERVICES	96	98	100	2
PURCHASING - PRINTING SERVICES	15	15	15	-
PURCHASING - SURPLUS PROPERTY AND STORAGE OPERATIONS	2	3	4	1
PURCHASING - MAIL/COURIER SERVICES	25	25	24	(1)
RISK MANAGEMENT - OPERATIONS	59	57	58	1
<b>SUBTOTAL OTHER FUNDS</b>	<b>434</b>	<b>526</b>	<b>538</b>	<b>12</b>
<b>TOTAL ADMINISTRATION</b>	<b>821</b>	<b>836</b>	<b>881</b>	<b>45</b>
<b>ARROWHEAD REGIONAL MEDICAL CENTER</b>				
<b><u>OTHER FUNDS</u></b>				
ARROWHEAD REGIONAL MEDICAL CENTER	3,621	3,696	3,699	3
<b>TOTAL ARROWHEAD REGIONAL MEDICAL CENTER</b>	<b>3,621</b>	<b>3,696</b>	<b>3,699</b>	<b>3</b>
<b>ECONOMIC DEVELOPMENT AGENCY</b>				
<b><u>GENERAL FUND</u></b>				
ECONOMIC DEVELOPMENT	13	10	11	1
<b><u>OTHER FUNDS</u></b>				
COMMUNITY DEVELOPMENT AND HOUSING	21	24	24	-
WORKFORCE DEVELOPMENT	104	105	106	1
<b>SUBTOTAL OTHER FUNDS</b>	<b>125</b>	<b>129</b>	<b>130</b>	<b>1</b>
<b>TOTAL ECONOMIC DEVELOPMENT AGENCY</b>	<b>138</b>	<b>139</b>	<b>141</b>	<b>2</b>



## BUDGETED STAFFING SUMMARY

Department	2013-14 Final Budget	2014-15 Modified Budget	2015-16 Recommended Budget	Change Between 2014-15 & 2015-16
<b>FISCAL</b>				
<b><u>GENERAL FUND</u></b>				
ASSESSOR/RECORDER/COUNTY CLERK	222	222	224	2
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	295	297	315	18
<b>SUBTOTAL GENERAL FUND</b>	<b>517</b>	<b>519</b>	<b>539</b>	<b>20</b>
<b><u>OTHER FUNDS</u></b>				
ASSESSOR/RECORDER/COUNTY CLERK - SPECIAL REVENUE FUNDS	11	10	10	-
<b>SUBTOTAL OTHER FUNDS</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>-</b>
<b>TOTAL FISCAL</b>	<b>528</b>	<b>529</b>	<b>549</b>	<b>20</b>
<b>HUMAN SERVICES</b>				
<b><u>GENERAL FUND</u></b>				
AGING AND ADULT SERVICES - AGING PROGRAMS	43	38	39	1
AGING AND ADULT SERVICES - PUBLIC GUARDIAN - CONSERVATOR	19	19	21	2
CHILD SUPPORT SERVICES	434	431	428	(3)
HEALTH ADMINISTRATION	2	1	1	-
BEHAVIORAL HEALTH	564	513	563	50
BEHAVIORAL HEALTH - ALCOHOL AND DRUG	-	75	90	15
PUBLIC HEALTH	713	715	731	16
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	166	174	179	5
HUMAN SERVICES - ADMINISTRATIVE CLAIM	4,612	4,707	4,735	28
VETERANS AFFAIRS	22	22	22	-
<b>SUBTOTAL GENERAL FUND</b>	<b>6,575</b>	<b>6,695</b>	<b>6,809</b>	<b>114</b>
<b><u>OTHER FUNDS</u></b>				
HUMAN SERVICES - WRAPAROUND REINVESTMENT FUND	6	1	-	(1)
BEHAVIORAL HEALTH - MENTAL HEALTH SERVICE ACT	459	517	546	29
PRESCHOOL SERVICES	674	707	721	14
<b>SUBTOTAL OTHER FUNDS</b>	<b>1,139</b>	<b>1,225</b>	<b>1,267</b>	<b>42</b>
<b>TOTAL HUMAN SERVICES</b>	<b>7,714</b>	<b>7,920</b>	<b>8,076</b>	<b>156</b>
<b>LAW AND JUSTICE</b>				
<b><u>GENERAL FUND</u></b>				
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	488	503	507	4
LAW AND JUSTICE GROUP ADMINISTRATION	1	1	1	-
PROBATION - ADMINISTRATION, CORRECTIONS & DETENTION	1,188	1,183	1,226	43
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	39	39	47	8
PUBLIC DEFENDER	243	247	262	15
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	1,686	1,698	1,696	(2)
SHERIFF - DETENTIONS	1,385	1,373	1,391	18
SHERIFF - LAW ENFORCEMENT CONTRACTS	573	578	577	(1)
<b>SUBTOTAL GENERAL FUND</b>	<b>5,603</b>	<b>5,622</b>	<b>5,707</b>	<b>85</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>5,603</b>	<b>5,622</b>	<b>5,707</b>	<b>85</b>



## BUDGETED STAFFING SUMMARY

Department	2013-14 Final Budget	2014-15 Modified Budget	2015-16 Recommended Budget	Change Between 2014-15 & 2015-16
<b>OPERATIONS AND COMMUNITY SERVICES</b>				
<b><u>GENERAL FUND</u></b>				
AGRICULTURE/WEIGHTS AND MEASURES	63	64	64	-
AIRPORTS	20	20	20	-
ARCHITECTURE AND ENGINEERING	21	22	22	-
COMMUNITY SERVICES GROUP	-	-	1	1
COUNTY MUSEUM	22	21	21	-
LAND USE SERVICES - ADMINISTRATION	37	36	38	2
LAND USE SERVICES - LAND DEVELOPMENT	8	8	8	-
LAND USE SERVICES - PLANNING	26	31	31	-
LAND USE SERVICES - BUILDING AND SAFETY	21	23	21	(2)
LAND USE SERVICES - CODE ENFORCEMENT	28	30	33	3
LAND USE SERVICES - FIRE HAZARD ABATEMENT	15	17	14	(3)
PUBLIC WORKS - SURVEYOR	25	25	22	(3)
REAL ESTATE SERVICES (RES)	23	26	24	(2)
RES - FACILITIES MANAGEMENT DIVISION	110	102	107	5
RES - UTILITIES	2	2	2	-
REGIONAL PARKS	252	232	205	(27)
REGISTRAR OF VOTERS	27	37	73	36
SUBTOTAL GENERAL FUND	700	696	706	10
<b><u>OTHER FUNDS</u></b>				
COUNTY LIBRARY	279	291	293	2
COUNTY MUSEUM - MUSEUM STORE	1	2	2	-
PUBLIC WORKS - TRANSPORTATION - ROAD OPERATIONS	345	341	339	(2)
PUBLIC WORKS - SOLID WASTE MANAGEMENT - OPERATIONS	82	83	86	3
REGIONAL PARKS - ENTERPRISE FUNDS	4	4	6	2
REGIONAL PARKS - SPECIAL REVENUE FUNDS	-	-	-	-
SUBTOTAL OTHER FUNDS	711	721	726	5
<b>TOTAL OPERATIONS AND COMMUNITY SERVICES</b>	<b>1,411</b>	<b>1,417</b>	<b>1,432</b>	<b>15</b>
<b>TOTAL COUNTY DEPARTMENTS - GENERAL FUND</b>	<b>13,795</b>	<b>13,852</b>	<b>14,115</b>	<b>263</b>
<b>TOTAL COUNTY DEPARTMENTS - OTHER FUNDS</b>	<b>6,041</b>	<b>6,307</b>	<b>6,370</b>	<b>63</b>
<b>COUNTY DEPARTMENTS GRAND TOTAL</b>	<b>19,836</b>	<b>20,159</b>	<b>20,485</b>	<b>326</b>
<b>SPECIAL DISTRICTS AND OTHER AGENCIES</b>				
<b><u>OTHER FUNDS</u></b>				
SPECIAL DISTRICTS DEPARTMENT	185	188	181	(7)
FIRE PROTECTION DISTRICT	871	911	873	(38)
FLOOD CONTROL DISTRICT	150	162	166	4
OTHER AGENCIES	40	46	50	4
SUBTOTAL OTHER FUNDS	1,246	1,307	1,270	(37)
<b>TOTAL SPECIAL DISTRICTS AND OTHER AGENCIES</b>	<b>1,246</b>	<b>1,307</b>	<b>1,270</b>	<b>(37)</b>
<b>TOTAL ALL COUNTY ENTITIES</b>	<b>21,082</b>	<b>21,466</b>	<b>21,755</b>	<b>289</b>



## **CAPITAL IMPROVEMENT PROGRAM**

The County budget summary includes requirements for Capital Improvement Projects. Below find summary information on the types and costs of projects budgeted in 2015-16.

### **CAPITAL PROJECTS FUNDS SUMMARY**

	Fund CJP	Fund CJV	Sub-Total	ARMC Capital Fund CJE	Total
<b>Requirements</b>					
Services and Supplies		522,425	522,425		522,425
Contributions to Non-Owned Projects			-		-
Land	2,201,300		2,201,300		2,201,300
Improvements to Land	15,483,506		15,483,506	1,022,268	16,505,774
Structures and Improvements	195,772,599	1,267,009	197,039,608	4,485,973	201,525,581
Salaries and Benefits Transfers Out	-		-		-
Fixed Assets Transfers Out	844,023		844,023		844,023
<i>Total Requirements</i>	<b>214,301,428</b>	<b>1,789,434</b>	<b>216,090,862</b>	<b>5,508,241</b>	<b>221,599,103</b>

### **Projects Administered by Architecture and Engineering**

The Architecture and Engineering Department manages major county projects which include construction and rehabilitation of facilities, and repair projects. The 2015-16 budgets for these projects are summarized in the schedule above. The schedule above does not include operating transfers out or reimbursements as part of total requirements. Instead, the schedule represents total budgeted project costs.

Architecture and Engineering projects include \$216.1 million in projects managed through Capital Funds and \$5.5 million in projects managed through Arrowhead Regional Medical Center Enterprise Funds, for a total project budget of \$221.6 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. These schedules do not include operating transfers out or reimbursements as part of total requirements. Instead, they represent total budgeted project costs.

In the 2015-16 Recommended Budget, \$67.6 million in new projects are funded primarily using County Discretionary General funding. Major projects include a one-time allocation of \$8.5 million and ongoing allocation of \$17.9 million for the 800 Megahertz (MHz) Upgrade Project, \$11.2 million for the County Buildings Acquisition and Retrofit Project, \$2.5 million for the Sheriff Training Center Lead Mitigation Project, \$1.7 million for the High Desert Detention Center (HDDC) Housing Unit 2 Heating, Ventilation and Air Conditioning (HVAC) Project, \$1.5 million to demolish the old Central Juvenile Hall buildings, and \$1.0 million for a new generator at the HDDC. In addition, the base budget for CIP of \$12.0 million includes funding for \$4.9 million of deferred maintenance at various County and Regional Park facilities; \$1.8 million for various roofing repair/replacement projects; \$1.2 million for HVAC upgrades and maintenance; \$0.9 million for site infrastructure such as sewer and water main repairs and replacements and generator replacements; \$0.9 million for Americans with Disabilities Act (ADA) improvements to improve accessibility and fire/life/safety projects as they occur during the year; \$0.9 million for exterior renovations; \$0.7 million for building system improvements such as elevators and boiler replacements; \$0.6 million for interior renovations and minor remodels; and \$.1 million for roadway and pavement rehabilitation.

Projects approved in prior years but not yet completed total an additional \$154.0 million. The major multi-year carryover projects are the 800 MHz Upgrade Project, the County Buildings Acquisition and Retrofit Project, the Sheriff's Crime Lab Expansion, and the Sheriff's Aviation Relocation from Rialto Airport to San Bernardino International Airport.



### Projects Administered by Other County Departments

Transportation and Solid Waste projects are administered by the Department of Public Works. Requirements for these projects are accounted for in special revenue funds and budgeted in the respective department(s) budgets. Budgets for both the Transportation and Solid Waste departments are found in the Operations and Community Services section of this budget book. Total projects budgeted in 2015-16 (both new and carryover) for Transportation is \$46.2 million, and for Solid Waste is \$11.6 million. Transportation project types include major rehabilitation and overlay, surface chip and seal, and major infrastructure improvements. Solid Waste Management project types include closure construction, liner construction, land acquisition, and construction of landfill gas extraction systems.

The Department of Airports also administers Capital Improvement Projects which are budgeted in various special revenue funds and are included in the department's budget pages. For 2015-16, projects administered by Airports total \$0.3 million.

For a complete listing of capital improvement program highlights for projects administered by other county departments see the Capital Improvement Program Section of this budget book.

### Projects Administered by Flood Control and Special Districts Department

The Flood Control District and the Special Districts Department have independent multi-year capital improvement project plans that are budgeted in special revenue funds, capital projects funds, and enterprise funds and included in the respective department's budget pages.

Flood Control, found in the Operations and Community Services section of this budget book, has twenty-three major improvement projects budgeted in 2015-16. Requirements for these projects (both new and carryover) total \$60.9 million and includes costs associated with right of way acquisition expenses, consultants for design or geotechnical services, labor and construction.

Special Districts Department capital projects are found in the Special Districts Department section of this budget book, in the Capital Improvement Program pages. A total of eighty-one projects are budgeted in 2015-16. Requirements for these projects (both new and carryover) total \$34.7 million. Projects include \$3.9 million for design and construction of Snowdrop Road in the Rancho Cucamonga area, and \$7.4 million for the design and construction of a new site for the relocation of the Big Bear Alpine Zoo.





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## **DISCRETIONARY GENERAL FUNDING AND RESTRICTED FUNDS**

County General Fund operations of \$2.8 billion are funded with four major types of sources: countywide discretionary revenue (\$756.0 million), Proposition 172 revenue (\$164.8 million), 1991 and 2011 Realignment revenues (\$669.1 million), and departmental revenue (\$1.2 billion).

- 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 may be allocated to General Fund departments in the same manner as countywide discretionary revenue.
- 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 involved 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 contribute a 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.
- Departmental revenue includes fees, service charges, and State and federal support for programs such as welfare, health care, and mental health.

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, if not transferred to other funds for specific projects/programs, is contributed to contingencies or reserves. 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 by setting aside funds to meet future known obligations or to build reserves for large capital projects.

The following sections provide details of:

- The economic indicators that are factored into the County's fiscal plan.
- How economic indicators and other factors affect countywide discretionary revenue.
- How Discretionary General Funding (Net County Cost) has been allocated for the fiscal year.
- Information on General Fund contingencies and reserves.
- How economic indicators and other factors affect Proposition 172 revenue and Realignment revenue.

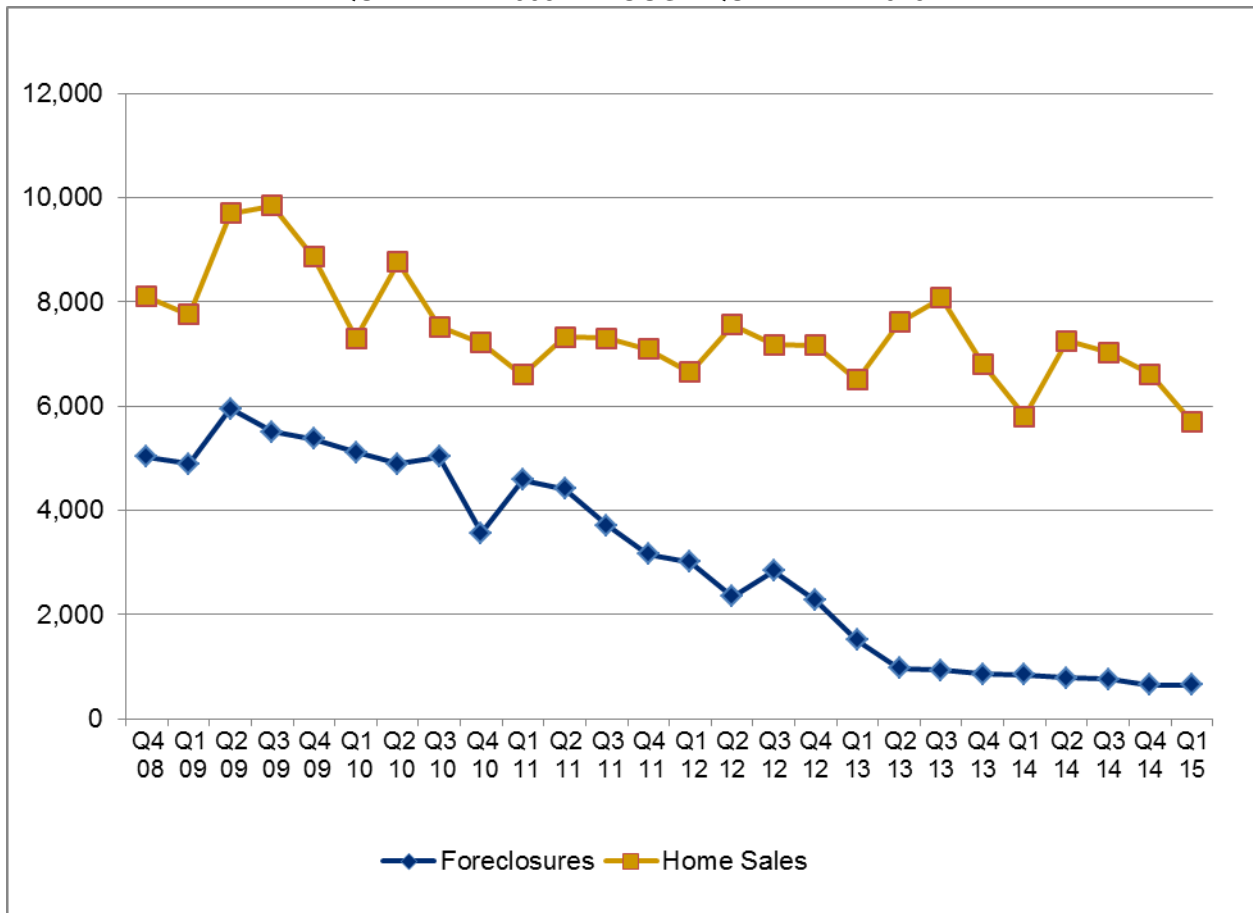


- The County Restricted General Fund – Automated Systems Development budget unit.

### **ECONOMIC INDICATORS**

Property related revenue accounts for 65.0 percent of the County's discretionary revenue and other funding sources. These revenues were severely impacted by the mortgage and financial crisis, which also had a significant effect on the housing market within the County. During this crisis, home values plummeted while foreclosures and notices of default skyrocketed. Assessed valuation was negatively affected both by homes selling at prices lower than their current assessed valuation, and by Proposition 8 reassessments, which lowered valuations of properties (where no change in ownership has occurred) when the current assessed value of such property was greater than the fair market value of the property. However, as shown in the chart below, foreclosures, which at times outstripped home sales, have declined to pre-recession levels, from their peak of 7,899 experienced in the third quarter of 2008, down to 644 in the first quarter of 2015. In addition, as shown in the chart on the next page, the median home prices are rising.

**COUNTY OF SAN BERNARDINO  
FORECLOSURES/HOME SALES BY QUARTER  
QUARTER 4 2008 THROUGH QUARTER 1 2015**

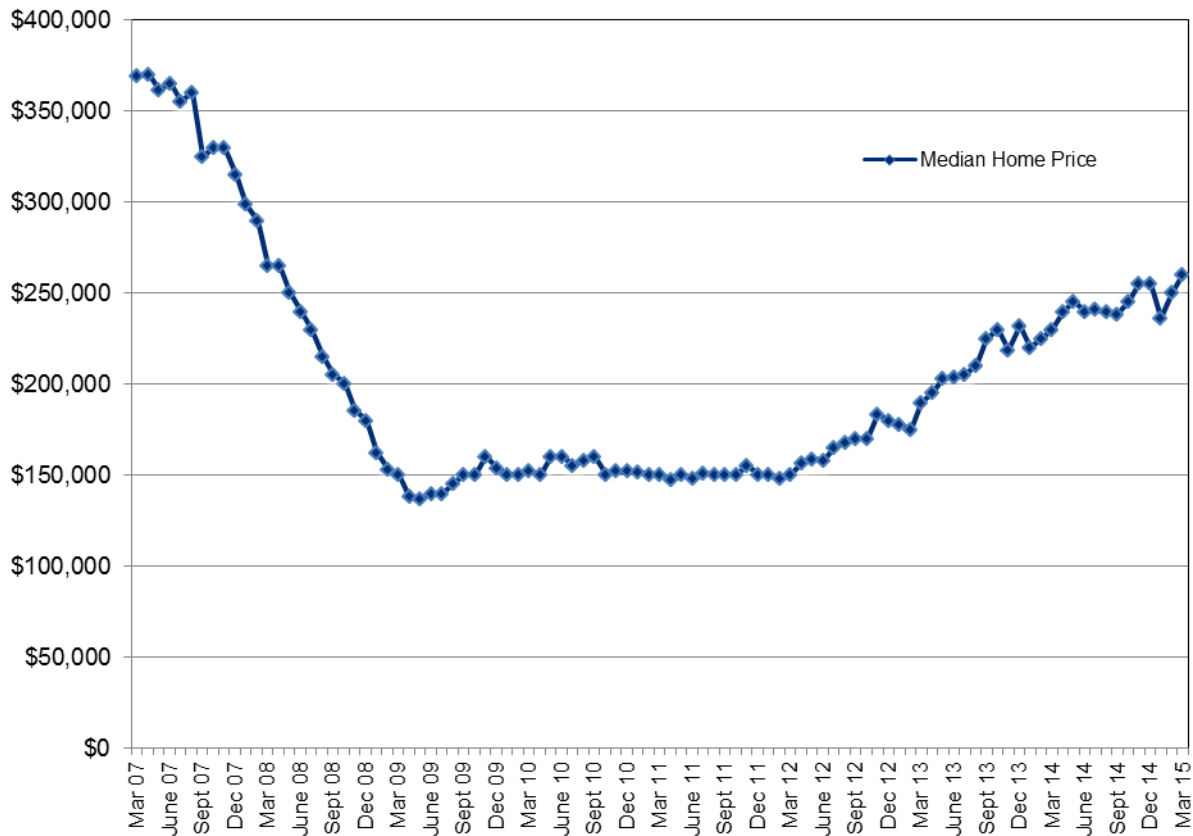


Source: County Assessor and CoreLogic/Dataquick



2014 foreclosures were down 28.7% from 2013, and for the first quarter of 2015 are down by 23.8%. 2014 Notices of Default were down by 15.7% from the prior year, and for the first quarter of 2015 are down 3.2%. As foreclosures decline, the County continues to see a rise in the median price of a home. The chart below shows the fluctuation in the median price over the past eight years. Prior to the steady increase that began in November of 2012, the median price had been stable at approximately \$150,000 for the 34 month period between September 2009 and June 2012. As of March 2015, the County's median home price has risen to \$260,000.

**COUNTY OF SAN BERNARDINO  
MEDIAN HOME PRICE BY MONTH  
MARCH 2007 THROUGH MARCH 2015**

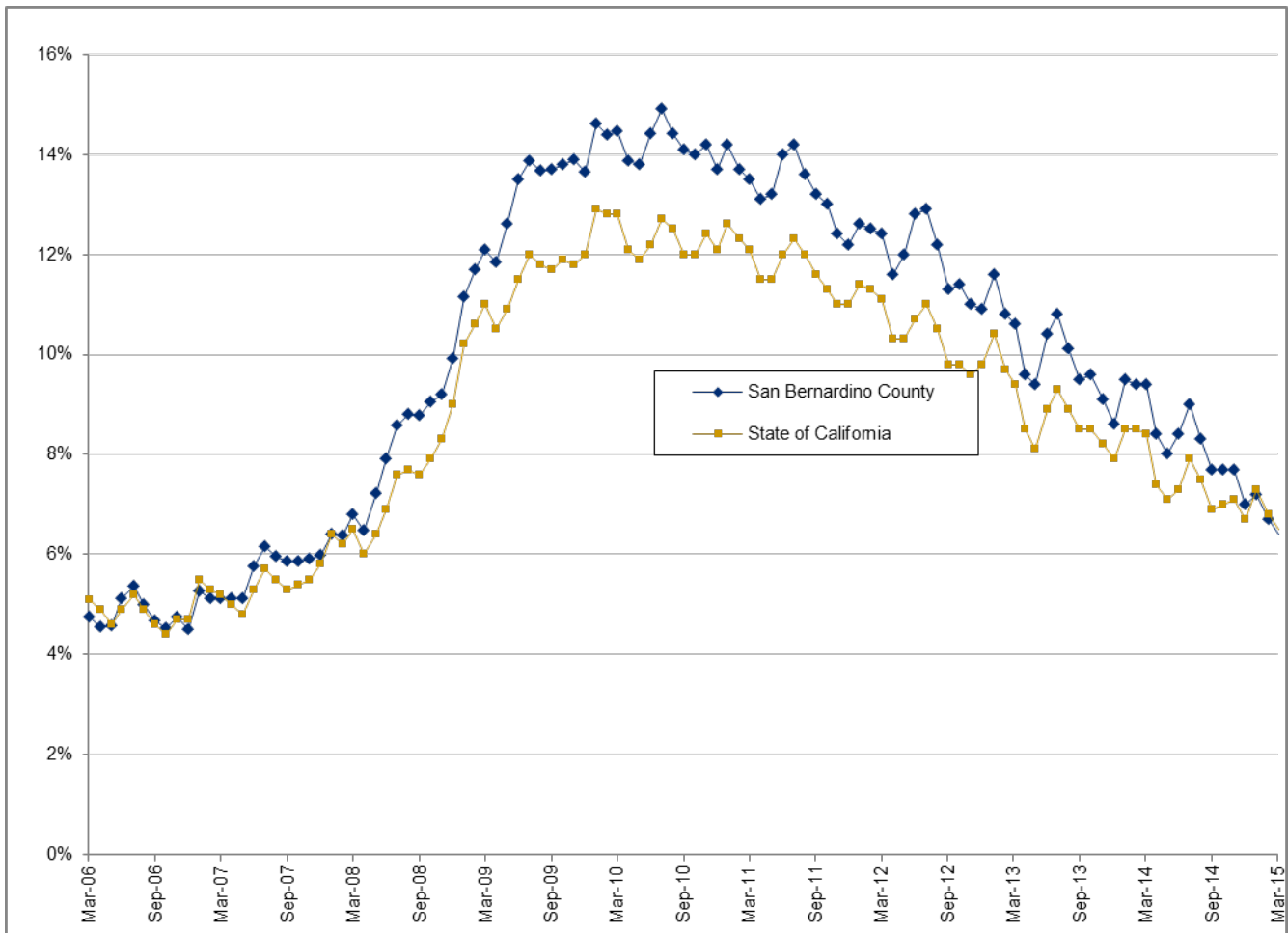


Source: CoreLogic/Dataquick



During the recession, in addition to the decline in property values, the loss of jobs in the county led to high levels of unemployment, as shown in the chart below. County unemployment reached 14.8% in July 2010. However conditions have improved. In 2014, 53,117 jobs were added, and total job gains since 2011 are 139,767, which is 97.8% of the 142,993 jobs lost during the recession. Job growth for 2015 is forecasted at 51,250, which, if achieved, will be the third consecutive year of growth exceeding 50,000 jobs. Unemployment has declined, returning to pre-recession levels at 6.4% as of March 2015, which compares to unemployment rates for the State and the Nation, which were 6.5% and 5.5%, respectively.

**COUNTY OF SAN BERNARDINO  
UNEMPLOYMENT RATES  
STATE OF CALIFORNIA AND SAN BERNARDINO COUNTY  
MARCH 2006 THROUGH MARCH 2015**



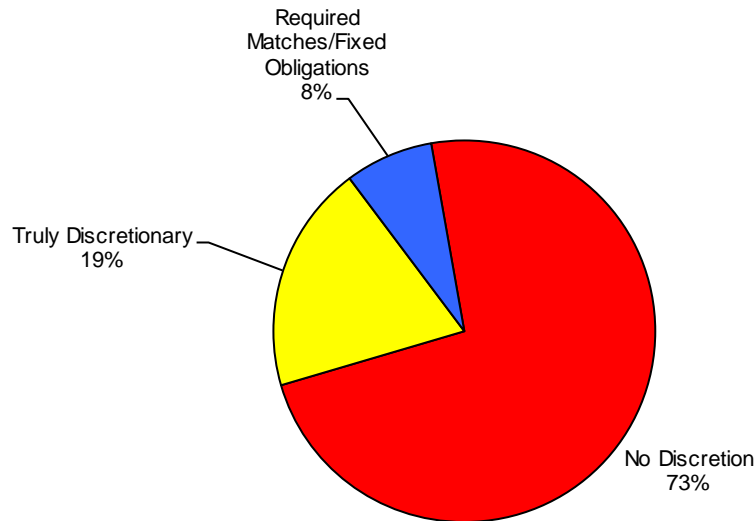
Source: State of California Employment Development Department



**COUNTYWIDE DISCRETIONARY REVENUE**

The entire General Fund budget including operating transfers in is \$2.8 billion, however, only \$0.55 billion (or 19.3%) is truly discretionary as seen in this pie chart.

### 2015-16 Recommended Budget General Fund Spending

**SPENDING WHERE THERE IS NO DISCRETION. INCLUDES:****2,065,254,331**

Welfare costs reimbursed by state and federal monies (\$1,059.4 million)

Other program costs funded by program revenues such as user fees (\$1,005.8 million)

**REQUIRED HEALTH AND WELFARE MATCHES AND OTHER FIXED OBLIGATIONS:****210,882,751****SPENDING WHERE THERE IS DISCRETION. INCLUDES:****545,155,876**

Reserve Contributions (\$62.2 million)

Contingencies Contributions (\$23.4 million)

Law and justice program costs funded by local revenues (\$340.2 million)

All other program costs funded by local revenues (\$119.3 million)

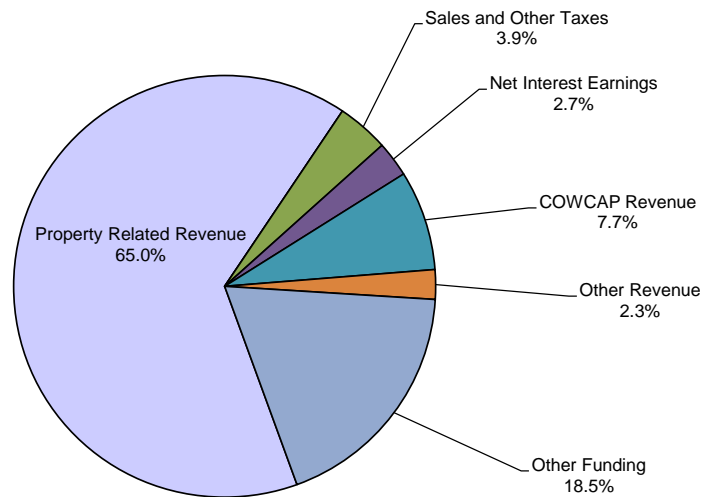
**TOTAL: \$2,821,292,958**

Countywide discretionary revenue is \$756,038,627 and is first obligated to pay for required health and welfare matches and other fixed obligations, which total \$210,882,751. The remaining amount of \$545,155,876 is truly discretionary and available to fund departmental budgets' Net County Cost or other expenditures.



Shown below are the sources of countywide discretionary revenue of \$756,038,627 for the 2015-16 Recommended Budget:

### Discretionary Revenue by Category 2015-16 Recommended Budget



Other Revenue Includes: Property Tax Admin Revenue, Other State and Federal Aid, Recording Fee Revenue and Other Revenue.

Other Funding Includes: Fund Balance, Use of Reserves and Operating Transfers In.

Percentages may not add to 100% due to rounding.





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

2015-16 Discretionary General Funding of \$756,038,627 includes Countywide Discretionary Revenue of \$616.5 million and Other Funding Sources of \$139.5 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 2015-16 Recommended Budget includes a contribution of \$6,335,500 to the General Purpose Reserve (1% of locally funded appropriation) and brings the funding level to \$88,776,402, or 14.0% of locally funded appropriation. County policy also requires a minimum of 1.5% of locally funded appropriation be placed in General Fund Mandatory Contingencies, which is \$9,502,656 for 2015-16.

	<b>2014-15 Adopted Budget</b>	<b>2014-15 Modified Budget</b>	<b>2014-15 Estimate</b>	<b>2015-16 Recommended Budget</b>
<b>Countywide Discretionary Revenue</b>				
Property Related Revenue:				
Current Secured, Unsecured, Unitary	221,098,140	237,459,788	240,552,280	249,353,638
VLF/Property Tax Swap	215,356,359	220,869,138	220,869,138	227,495,213
Supplemental Property Tax	3,000,000	3,000,000	3,539,565	3,000,000
Property Transfer Tax	7,500,000	7,500,000	7,966,071	7,500,000
Penalty on Current Taxes	2,160,000	2,160,000	1,866,091	2,160,000
Prior Property Taxes, Penalties and Interest	1,690,000	1,690,000	2,028,925	1,690,000
Total Property Related Revenue	450,804,499	472,678,926	476,822,070	491,198,851
Sales and Other Taxes:				
Sales and Use Tax	20,245,138	20,245,138	21,864,474	21,561,071
Franchise Fees	5,950,000	5,950,000	6,453,120	5,950,000
Hotel/Motel Tax	1,500,000	1,500,000	2,074,216	1,500,000
Other Taxes	790,000	790,000	684,500	790,000
Total Sales and Other Taxes	28,485,138	28,485,138	31,076,310	29,801,071
Net Interest Earnings	20,550,000	18,496,227	18,040,007	20,550,000
COWCAP Revenue	57,921,243	57,921,243	57,921,243	57,921,243
Property Tax Admin Revenue	8,467,236	8,467,236	8,467,236	8,636,581
Recording Fee Revenue	3,500,000	3,500,000	2,874,466	2,850,000
State and Federal Aid	3,671,482	5,122,675	5,844,587	5,122,675
Other Revenue	430,000	430,000	2,975,483	430,000
<b>Total Countywide Discretionary Revenue</b>	<b>573,829,598</b>	<b>595,101,445</b>	<b>604,021,402</b>	<b>616,510,421</b>
<b>Other Funding Sources</b>				
Available Fund Balance, beginning	106,109,766	106,109,766	106,109,766	105,370,351
Fund Balance for Board Discretionary Fund Allocations	4,206,259	4,206,259	4,206,259	2,235,710
Use of Reserves	5,636,537	46,205,563	47,396,191	2,922,144
Operating Transfers In (One-Time)	5,700,000	5,700,000	5,700,000	12,000,000
Operating Transfers In (Ongoing)	21,100,000	21,100,000	21,100,000	17,000,000
<b>Total Other Funding Sources</b>	<b>142,752,562</b>	<b>183,321,588</b>	<b>184,512,216</b>	<b>139,528,206</b>
<b>Total Countywide Discretionary Revenue and Other Funding Sources</b>	<b>716,582,160</b>	<b>778,423,033</b>	<b>788,533,618</b>	<b>756,038,627</b>
<b>Locally Funded Appropriation</b>				
Total Countywide Discretionary Revenue	573,829,598	595,101,445	604,021,402	616,510,421
Operating Transfers In (Ongoing)	21,100,000	21,100,000	21,100,000	17,000,000
<b>Locally Funded Appropriation</b>	<b>594,929,598</b>	<b>616,201,445</b>	<b>625,121,402</b>	<b>633,510,421</b>



### **Countywide Discretionary Revenue**

Property Related Revenue accounts for 65.0% of countywide discretionary revenue and other funding sources. These revenues were severely impacted as a result of the mortgage and financial crisis, which also had a significant effect on the housing market within the County. Assessed valuation was negatively affected both by homes selling at prices lower than their current assessed valuation, and by Proposition 8 reassessments, which lowered valuations of properties (where no change in ownership has occurred) when the current assessed value of such property was greater than the fair market value of the property. However, the median price of a home in the County has risen 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.

The 2015-16 Recommended Budget anticipates a 3.0% increase in the assessed valuation of properties within the County. The revenue from the assessed valuation is budgeted conservatively compared to the County Assessor's projection of 4.0%, to account for potential downward corrections to the assessment roll during the fiscal year.

### **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 (residual) for local public agencies, including the County.

### **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 increase slightly in 2015-16.

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



**Current Secured, Unsecured, Unitary**

Secured Property Tax Revenue makes up approximately \$224.0 million of the \$249.4 million in the 2015-16 “Current Secured, Unsecured, Unitary” budgeted revenue number, up from \$212.6 million in the 2014-15 Modified Budget. This reflects a projected increase in assessed valuation of 3.0%. This number also includes a \$5.0 million increase in residual revenue related to the dissolution of Redevelopment Agencies pursuant to ABx1 26 and pass-through payments consistent with the legislation (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.

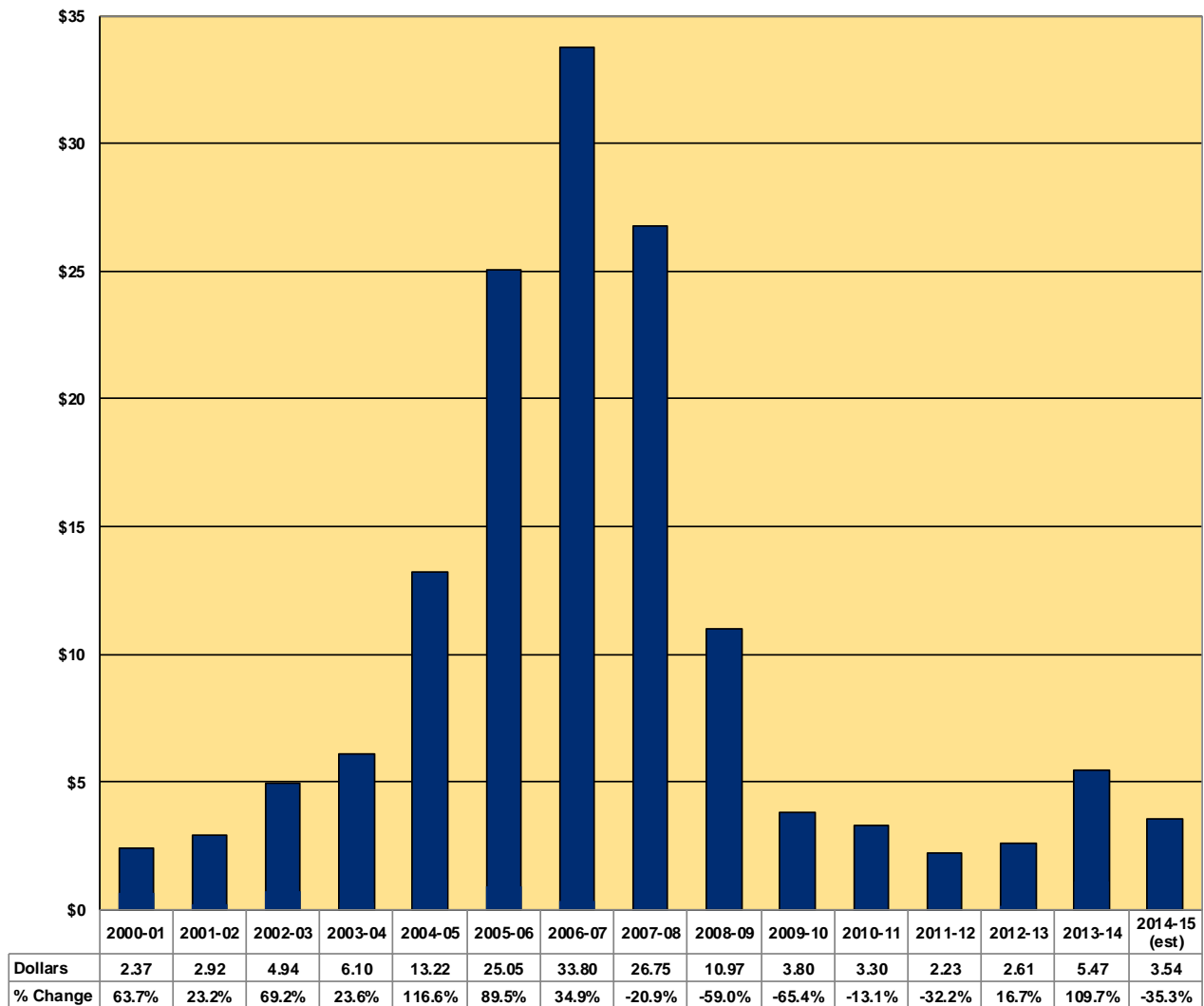
For 2004-05, the State established the base amount of the VLF/Property Tax Swap. The base is equal to the amount of VLF backfill that the counties and cities would have received in 2004-05, calculated using actual VLF receipt amounts for 2004-05. For years beginning in 2005-06, the VLF/Property Tax Swap 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 2015-16 budgeted amount reflects the projected increase in assessed valuation of 3.0% as compared to the 2014-15 Adopted 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.



**SUPPLEMENTAL PROPERTY TAXES  
FIFTEEN YEAR TREND  
Total Dollars and Percent Change  
(expressed in millions)**

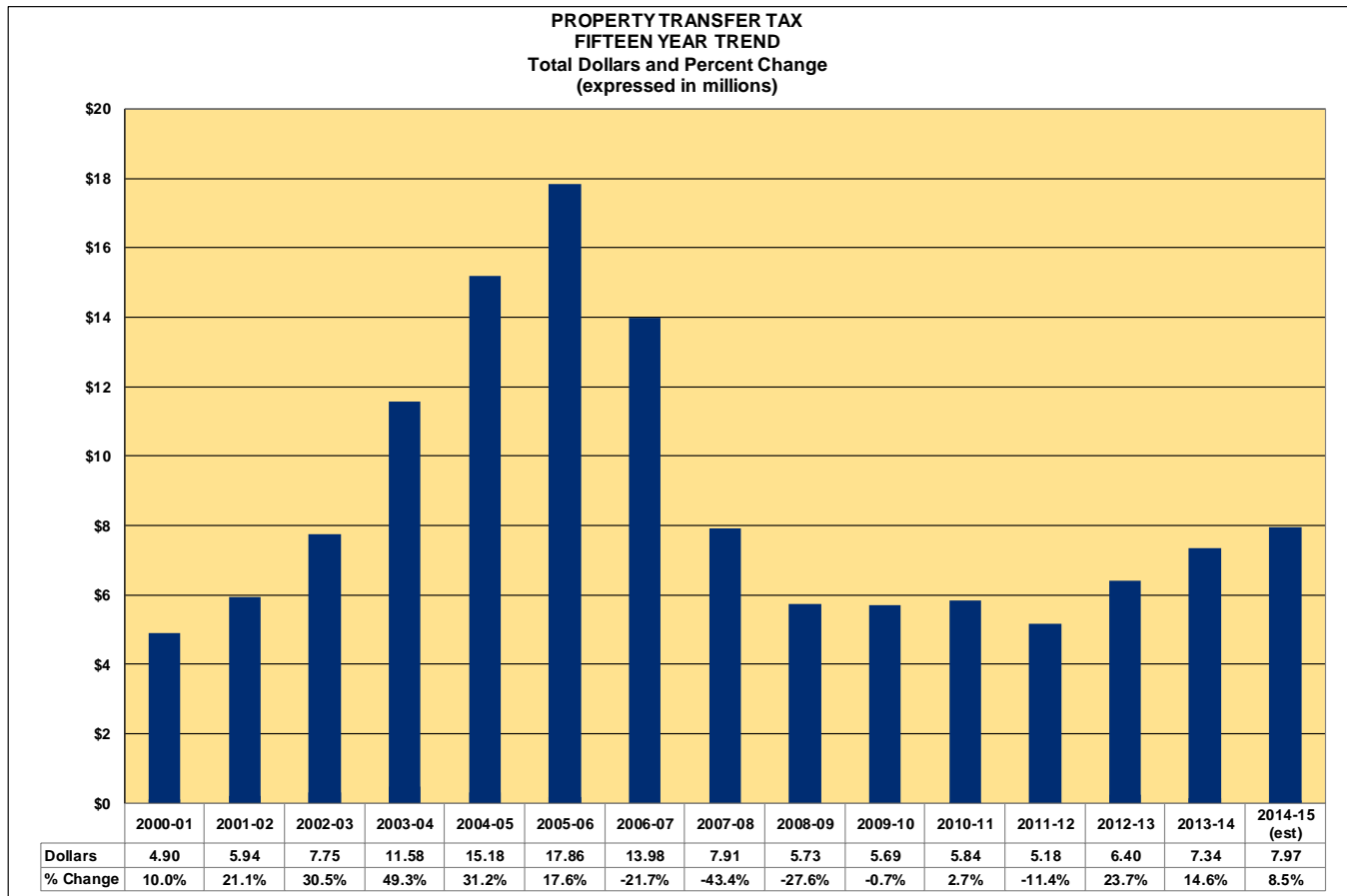


As shown in the chart above, supplemental property tax revenues have declined significantly since 2006-07 as a result of the collapse of the housing market. Supplemental revenue in 2012-13 showed the first year over year increase since 2006-07. The County projects the ongoing portion of these revenues to be \$3.0 million in 2015-16, consistent with 2014-15 estimated revenue.



### 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 \$7.5 million in 2015-16, consistent with 2014-15 estimated revenue. The following chart presents the most recent fifteen 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 2015-16, Sales and Use Tax revenue is anticipated to increase by 6.5% over the prior year adopted budget amount.

2015-16 ongoing sales tax revenue in the unincorporated area is projected to total \$19.2 million (after adjusting for the Triple Flip). However, the County has budgeted only \$15.5 million for 2015-16. The sales tax revenue



projection of \$15.5 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 certain 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 29.9% 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. 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 bonds are currently scheduled to mature on July 1, 2023.

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 2015-16, the County anticipates \$6.1 million in Triple Flip revenue which includes an estimated \$0.4 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. For 2015-16, a combined total of \$21.6 million is budgeted for Sales and Use Tax, \$15.5 million for 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 \$3.5 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 use tax revenue.





**Net Interest Earnings**

Net interest earnings for 2015-16 are projected at \$20.6 million and anticipated to remain flat when compared to the 2014-15 Adopted Budget amount as there are no material changes to projected cash balances or penalties and interest earned from the Teeter program. For more information see the section titled 'The Teeter Plan' found earlier in this section.

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

The budgeted COWCAP Revenue amount reflects the recovered allowable costs included in the 2015-16 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 General Fund departments and taxing entities such as the County Library and Board-governed Special Districts. The County anticipates COWCAP revenue to remain flat to the prior year's budget based on information provided by the Auditor-Controller/Treasurer/Tax Collector.

**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.

The 2015-16 recommended budget anticipates revenue to be relatively flat compared to 2014-15 estimated revenue as there are no anticipated changes to supplemental property tax revenues and no material change in the County's cost to provide property tax assessment and collection services.

**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. With the drop off of investor sales and foreclosures, Recording Fees are expected decline slightly consistent with the 2014-15 estimate.

**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 generated approximately \$1.0 million in additional PILT revenue annually. Although scheduled to end in 2012, the full funding level for PILT was extended through federal fiscal year 2014 (October 1, 2013 to September 30, 2014). It is anticipated that this revenue will remain flat as compared to 2015-16 actuals as there are no changes anticipated to the related programs in 2015-16.

**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.



### **Other Funding Sources**

#### **Fund Balance**

The 2014-15 estimated year-end fund balance for the General Fund is \$105.4 million. This reflects fund balance that is available for appropriation. Anticipated fund balance is a result of unspent General Fund contingencies, departmental cost savings, and additional revenue.

#### **Use of Reserves**

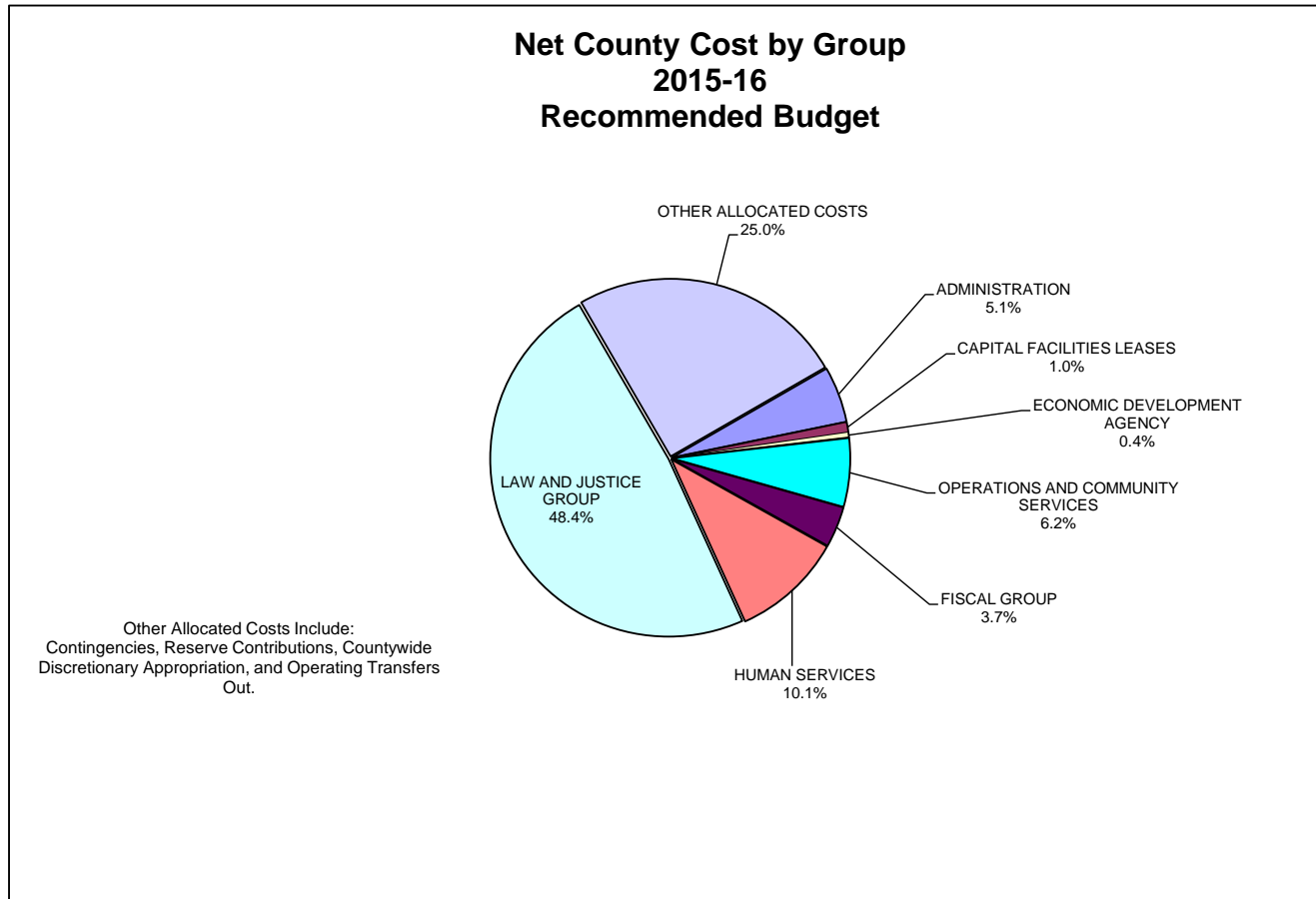
The 2015-16 Recommended Budget anticipates the use of \$2.9 million of General Fund reserves which includes funding for the General Plan Update, the Permit System upgrade, the Rimforest Drainage project, and the discontinuance of the CalFresh MOE waiver.

#### **Operating Transfers In**

Operating transfers in include \$17.0 million of ongoing tobacco settlement funds which primarily fund a portion of the annual debt service on the Arrowhead Regional Medical Center, and ongoing funding for Public Health. One-time operating transfers in include \$8.5 million from County Fire for the 800 MHz project and \$3.5 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 2014-15 modified Net County Cost and 2015-16 recommended 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.



Department Title	2014-15 Modified Budget:			2015-16 Recommended Budget:		
	Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost
BOARD OF SUPERVISORS (ALL DISTRICTS)	7,335,106	-	7,335,106	7,663,942	-	7,663,942
CLERK OF THE BOARD	2,272,765	248,293	2,024,472	2,104,475	236,172	1,868,303
COUNTY ADMINISTRATIVE OFFICE	4,581,242	-	4,581,242	4,933,719	-	4,933,719
COUNTY ADMINISTRATIVE OFFICE - LITIGATION	392,599	-	392,599	393,868	-	393,868
COUNTY COUNSEL	8,990,152	5,713,350	3,276,802	8,499,243	5,467,467	3,031,776
FINANCE AND ADMINISTRATION	2,931,480	-	2,931,480	3,048,110	-	3,048,110
HUMAN RESOURCES	7,770,200	780,623	6,989,577	6,987,076	749,563	6,237,513
HUMAN RESOURCES - UNEMPLOYMENT INSURANCE	4,000,500	-	4,000,500	4,000,500	-	4,000,500
HUMAN RESOURCES - EMPLOYEE HEALTH AND WELLNESS	2,152,634	2,152,634	-	1,985,423	1,985,423	-
INFORMATION SERVICES - APPLICATION DEVELOPMENT	2,379,118	216,872	2,162,246	2,387,498	216,872	2,170,626
PURCHASING	2,129,477	590,504	1,538,973	2,362,435	639,951	1,722,484
LOCAL AGENCY FORMATION COMMISSION	288,274	-	288,274	294,039	-	294,039
COUNTY SCHOOLS	3,270,620	-	3,270,620	3,139,352	-	3,139,352
<b>ADMINISTRATION SUBTOTAL:</b>	<b>48,494,167</b>	<b>9,702,276</b>	<b>38,791,891</b>	<b>47,799,680</b>	<b>9,295,448</b>	<b>38,504,232</b>
CAPITAL FACILITIES LEASES	13,016,519	-	13,016,519	12,940,810	5,700,000	7,240,810
<b>CAPITAL FACILITIES LEASES SUBTOTAL:</b>	<b>13,016,519</b>	<b>-</b>	<b>13,016,519</b>	<b>12,940,810</b>	<b>5,700,000</b>	<b>7,240,810</b>
ECONOMIC DEVELOPMENT	3,577,538	155,000	3,422,538	3,513,630	155,000	3,358,630
<b>ECONOMIC DEVELOPMENT AGENCY SUBTOTAL:</b>	<b>3,577,538</b>	<b>155,000</b>	<b>3,422,538</b>	<b>3,513,630</b>	<b>155,000</b>	<b>3,358,630</b>
ASSESSOR/RECORDER/COUNTY CLERK	23,132,559	7,145,500	15,987,059	23,385,365	6,961,500	16,423,865
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	37,477,620	26,603,327	10,874,293	39,324,296	27,581,097	11,743,199
<b>FISCAL SUBTOTAL:</b>	<b>60,610,179</b>	<b>33,748,827</b>	<b>26,861,352</b>	<b>62,709,661</b>	<b>34,542,597</b>	<b>28,167,064</b>
HEALTH ADMINISTRATION	120,730,613	105,730,613	15,000,000	120,279,015	105,279,015	15,000,000
BEHAVIORAL HEALTH	172,458,799	170,466,588	1,992,211	185,423,229	183,431,018	1,992,211
PUBLIC HEALTH	81,195,979	76,846,574	4,349,405	83,381,075	79,000,080	4,380,995
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	21,359,774	16,673,628	4,686,146	21,778,580	17,092,434	4,686,146
PUBLIC HEALTH - INDIGENT AMBULANCE	472,501	-	472,501	472,501	-	472,501
AGING AND ADULT SERVICES	9,709,105	9,709,105	-	9,373,472	9,373,472	-
AGING AND ADULT SERVICES - PUBLIC GUARDIAN-CONSERVATOR	828,590	202,951	625,639	1,115,851	230,513	885,338
CHILD SUPPORT SERVICES	40,039,593	40,039,593	-	39,988,504	39,988,504	-
HUMAN SERVICES - ADMINISTRATIVE CLAIM	517,453,192	503,139,907	14,313,285	544,925,782	528,187,504	16,738,278
DOMESTIC VIOLENCE/CHILD ABUSE SERVICES	531,812	531,812	-	531,812	531,812	-
ENTITLEMENT PAYMENTS (CHILDCARE)	26,360,535	26,360,535	-	26,477,701	26,477,701	-
OUT-OF-HOME CHILD CARE	860,566	-	860,566	960,566	-	960,566
AID TO ADOPTIVE CHILDREN	59,208,232	57,158,712	2,049,520	63,612,155	61,562,635	2,049,520
AFDC - FOSTER CARE	123,588,480	106,173,073	17,415,407	133,044,207	114,470,799	18,573,408
REFUGEE CASH ASSISTANCE	91,197	81,197	10,000	125,000	125,000	-
CASH ASSISTANCE FOR IMMIGRANTS	2,121,954	2,121,954	-	2,521,954	2,521,954	-
CALWORKS - ALL OTHER FAMILIES	261,137,220	255,689,925	5,447,295	258,658,750	253,267,251	5,391,499
KINSHIP GUARDIANSHIP ASSISTANCE PROGRAM	9,341,496	8,300,659	1,040,837	10,559,739	9,434,054	1,125,685
SERIOUSLY EMOTIONALLY DISTURBED	-	-	-	-	-	-
CALWORKS - 2 PARENT FAMILIES	45,900,248	44,857,681	1,042,567	45,949,621	44,905,012	1,044,609
AID TO INDIGENTS (GENERAL RELIEF)	1,401,197	370,000	1,031,197	1,571,708	198,000	1,373,708
VETERANS AFFAIRS	2,280,234	827,139	1,453,095	2,167,009	642,500	1,524,509
<b>HUMAN SERVICES SUBTOTAL:</b>	<b>1,497,071,317</b>	<b>1,425,281,646</b>	<b>71,789,671</b>	<b>1,552,918,231</b>	<b>1,476,719,258</b>	<b>76,198,973</b>
COUNTY TRIAL COURTS - DRUG COURT PROGRAMS	46,971	46,971	-	-	-	-
COUNTY TRIAL COURTS - GRAND JURY	429,069	-	429,069	453,461	-	453,461
COUNTY TRIAL COURTS - INDIGENT DEFENSE PROGRAM	10,046,137	32,000	10,014,137	10,369,383	32,000	10,337,383
COUNTY TRIAL COURTS - COURT FACILITIES/JUDICIAL BENEFITS	1,211,889	-	1,211,889	1,211,897	-	1,211,897
COUNTY TRIAL COURTS - COURT FACILITIES PAYMENTS	2,536,349	-	2,536,349	2,676,349	-	2,676,349
COUNTY TRIAL COURTS - FUNDING OF MAINTENANCE OF EFFORT	25,509,703	14,182,000	11,327,703	25,509,881	14,182,000	11,327,881
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	66,822,492	35,174,829	31,647,663	69,644,317	37,441,867	32,202,450
LAW & JUSTICE GROUP ADMINISTRATION	90,208	90,208	-	90,208	90,208	-
PROBATION - ADMINISTRATION, CORRECTIONS AND DETENTION	159,677,234	86,329,080	73,348,154	146,321,121	71,809,445	74,511,676
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	-	-	-	-	-	-
PUBLIC DEFENDER	35,991,965	3,783,518	32,208,447	38,296,378	4,219,996	34,076,382
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	218,176,681	157,215,688	60,960,993	224,351,828	158,908,696	65,443,132
SHERIFF - DETENTIONS	176,371,275	47,476,686	128,894,589	190,539,471	56,534,052	134,005,419
SHERIFF - CONTRACTS	128,971,801	128,780,316	191,485	135,283,154	135,283,154	-
<b>LAW AND JUSTICE SUBTOTAL:</b>	<b>825,881,774</b>	<b>473,111,296</b>	<b>352,770,478</b>	<b>844,747,448</b>	<b>478,501,418</b>	<b>366,246,030</b>
AGRICULTURE/WEIGHTS AND MEASURES	7,147,621	5,717,567	1,430,054	6,918,980	5,542,860	1,376,120
AIRPORTS	2,810,030	2,810,030	-	2,958,485	2,958,485	-
ARCHITECTURE AND ENGINEERING	-	-	-	-	-	-
COMMUNITY SERVICES GROUP - ADMIN	-	-	-	270,000	-	270,000
COUNTY MUSEUM	3,458,460	571,514	2,886,946	3,252,267	320,150	2,932,117
LAND USE SERVICES - ADMINISTRATION	2,238,506	-	2,238,506	772,625	-	772,625
LAND USE SERVICES - PLANNING	9,999,527	3,687,107	6,312,420	7,794,736	3,146,034	4,648,702
LAND USE SERVICES - LAND DEVELOPMENT	1,216,517	548,398	668,119	1,013,282	384,810	628,472
LAND USE SERVICES - BUILDING AND SAFETY	5,566,836	5,061,075	505,761	4,865,458	4,308,719	556,739
LAND USE SERVICES - CODE ENFORCEMENT	5,782,623	858,000	4,924,623	5,969,552	755,500	5,214,052
LAND USE SERVICES - FIRE HAZARD ABATEMENT	2,552,699	2,303,869	248,830	2,535,360	2,255,165	280,195
PUBLIC WORKS-SURVEYOR	3,405,098	2,840,652	564,446	3,243,549	2,502,675	740,874
REAL ESTATE SERVICES (RES)	1,164,639	1,164,639	-	1,237,791	1,237,791	-
RES - FACILITIES MANAGEMENT	14,249,231	13,636,172	613,059	15,915,558	15,707,558	208,000
RES - UTILITIES	20,372,321	283,329	20,088,992	20,893,815	347,495	20,546,320
RES - RENTS AND LEASES	1,008,033	1,008,033	-	943,284	943,284	-
RES - COURTS PROPERTY MANAGEMENT	2,292,520	2,292,520	-	2,064,941	2,064,941	-
REGIONAL PARKS	11,369,706	7,906,571	3,463,135	10,216,598	8,112,420	2,104,178
REGISTRAR OF VOTERS	8,502,181	1,869,240	6,632,941	9,205,388	2,252,723	6,952,665
<b>OPERATIONS AND COMMUNITY SERVICES SUBTOTAL:</b>	<b>103,136,548</b>	<b>52,558,716</b>	<b>50,577,832</b>	<b>100,071,669</b>	<b>52,840,610</b>	<b>47,231,059</b>
<b>GENERAL FUND DEPARTMENT SUBTOTAL:</b>	<b>2,551,788,042</b>	<b>1,994,557,761</b>	<b>557,230,281</b>	<b>2,624,701,129</b>	<b>2,057,754,331</b>	<b>566,946,798</b>
CONTINGENCIES	92,220,301	-	92,220,301	32,922,212	-	32,922,212
RESERVE CONTRIBUTIONS	49,689,395	-	49,689,395	68,515,086	-	68,515,086
BOARD DISCRETIONARY FUND	4,206,259	-	4,206,259	2,235,710	-	2,235,710
NON DEPARTMENTAL APPROPRIATION	9,553,773	9,553,773	-	7,500,000	7,500,000	-
OPERATING TRANSFERS OUT	75,076,797	-	75,076,797	85,418,821	-	85,418,821
<b>TOTAL COUNTYWIDE ALLOCATED COSTS:</b>	<b>230,746,525</b>	<b>9,553,773</b>	<b>221,192,752</b>	<b>196,591,829</b>	<b>7,500,000</b>	<b>189,091,829</b>
<b>GRAND TOTAL:</b>	<b>2,782,534,567</b>	<b>2,004,111,534</b>	<b>778,423,033</b>	<b>2,821,292,958</b>	<b>2,065,254,331</b>	<b>756,038,627</b>

NOTE: Total countywide allocated costs on this schedule includes appropriation for Non Departmental budget unit. This appropriation is offset in the countywide discretionary revenue schedule on the net interest earnings line.



**APPROPRIATION****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.

	<b>2014-15 Adopted Budget</b>	<b>2014-15 Modified Budget</b>	<b>2014-15 Estimate</b>	<b>2015-16 Recommended Budget</b>
Services & Supplies	1,000,000	1,000,000	425,333	1,000,000
Other Charges	6,500,000	8,553,773	3,031,461	6,500,000
<b>Total Expenditure Authority</b>	<b>7,500,000</b>	<b>9,553,773</b>	<b>3,456,794</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 2014-15, a mid-year increase of \$2.1 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 had included the Triple Flip and VLF/Property Tax Swap in the base for the calculation of the cities' share of this fee. The Court 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>2014-15 Adopted Budget</b>	<b>2014-15 Modified Budget</b>	<b>2014-15 Estimate</b>	<b>2015-16 Recommended Budget</b>
<b>One-Time</b>				
ARMC Detainee Monitoring Facilities	100,000	100,000	100,000	-
Capital Improvement Fund				-
401 Arrowhead Building HVAC				400,000
Civil Liabilities Remodel				180,000
County Buildings and Acquisition Retrofit Project		4,000,000	4,000,000	11,200,000
Demolition of Old Cental Juvenile Hall Building				1,500,000
Fleet Management/Public Works Pavement Rehab	1,398,564	1,804,010	1,804,010	-
Glen Helen Rehabilitation Center Shower Remodel - Phase II				406,600
High Desert Detention Center Generator				1,000,000
High Desert Detention Center Housing Unit 2 HVAC				1,700,000
Rancho Court Remodel - District Attorney/Public Defender		1,470,000	1,470,000	-
Sheriff Training Center Lead Mitigation Phase II				2,470,000
Sheriff's Narcotics Relocation		5,000,000	5,000,000	-
Update Valley Public Safety Operations Center (PSOC) Needs Assessment				200,000
Yucca Valley - Station 41 Room Addition				560,928
800 MHz Project				8,500,000
Community Development and Housing - RDA Dissolution				150,000
County Fire Memorandum of Understanding Incentive Pay		1,405,887	1,405,887	-
County Fire Reserve Reduction				(12,820,000)
Flood Control District - Rimforest Drainage Project				874,098
Home Ownership Protection Program	200,000	200,000	200,000	-
Joshua Tree Sidewalks and Signage	75,000	75,000	75,000	-
Lucerne Valley CSA Park Improvements	70,000	70,000	70,000	-
Public Works - Transportation Projects	5,580,320	5,689,005	5,689,005	6,432,500
Special Districts Drought/Water Supply	1,100,000	1,100,000	1,100,000	-
<b>Ongoing</b>				
Aging and Adult Services	1,057,620	1,057,620	1,057,620	1,057,620
Capital Improvement Fund - Annual Allocation	12,000,000	12,000,000	12,000,000	12,000,000
800 MHz Project	20,000,000	20,000,000	20,000,000	17,881,452
General Fund Subsidy to County Fire Protection District				
Operations	-	-	-	461,429
Office of Emergency Services	1,601,228	1,601,228	1,601,228	1,901,228
North Desert Zone	6,772,984	6,772,984	6,792,548	7,976,378
South Desert Zone	3,228,163	3,228,163	3,228,163	3,455,077
Valley Zone	3,432,722	3,432,722	3,432,722	2,349,499
Mountain Zone	45,281	45,281	45,281	-
Equipment Purchases	2,719,564	2,719,564	2,719,564	3,774,879
Emergency Fuel	162,848	162,848	162,848	162,848
Court Settlement POB Payment	300,000	592,485	592,485	300,000
County Successor Agency to fund Sales Tax Sharing Agreement	250,000	250,000	162,593	250,000
Flood Control District Stormwater Permit	1,300,000	1,300,000	1,300,000	1,300,000
Public Works - PCI Road Maintenance	-	-	-	8,794,285
Special Districts - Water/Wastewater System for Regional Parks	1,000,000	1,000,000	1,000,000	1,000,000
<b>Total Operating Transfers Out</b>	<b>62,394,294</b>	<b>75,076,797</b>	<b>75,008,954</b>	<b>85,418,821</b>





## **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 or contributed to reserves is budgeted in the contingencies for uncertainties.

#### **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.

	<b>2014-15 Adopted Budget</b>	<b>2014-15 Approved Contributions/ (Uses)</b>	<b>2015-16 Recommended Contributions / (Uses)</b>	<b>2015-16 Recommended Budget</b>
<b>Contingencies</b>				
Mandatory Contingencies (1.5% of Locally Funded Appropriation)	8,923,944		578,712	9,502,656
Uncertainties Contingencies	45,515,935	36,709,276	(58,805,655)	23,419,556
<b>Total Contingencies</b>	<b>54,439,879</b>	<b>36,709,276</b>	<b>(58,226,943)</b>	<b>32,922,212</b>

#### **2014-15 Changes to Uncertainties Contingencies**

In 2014-15, there was a net contribution of \$36,709,276. The major adjustments are as follows:

- \$16,742,096 contribution as the result of the the release of the Workers Compensation Rebate Reserve.
- \$23,325,620 contribution due to increases in countywide discretionary revenue related to an increase in property tax revenues associated with the higher than anticipated growth in assessed valuation, an increase in residual payments related to the dissolution of the Redevelopment Agencies, and an increase in federal Payment in Lieu of Taxes revenue.
- \$5,660,519 contribution due to the release of a portion of the Labor reserve for incentive payments in 2013-14.
- A use of \$2,043,773 to fund the payment of the remaining Property Tax Administration (PTAF) settlement to cities.
- A use of \$2,701,268 to fund increases resulting from changes in employee MOU agreements.
- A use of \$1,075,773 to fund increased information technology infrastructure projects in the Sheriff's Department's budget.



- A use of \$1,461,945 to return reserve amounts to the General Plan/Development Code Amendments reserve that were allocated in 2013-14 that remained unspent at the end of the year.

#### 2015-16 Mandatory Contingencies

The base allocation to the mandatory contingencies is \$9,502,656, the amount required pursuant to Board policy, based on projected locally funded appropriation of \$633.5 million.

#### 2015-16 Uncertainties Contingencies

All available General Fund sources not appropriated in the Recommended Budget or contributed to General Fund Reserves are reflected in the recommended Uncertain Contingencies of \$23,419,556.

### **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 set aside funds to meet future needs.

#### 2015-16 Recommended Contributions and Uses

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%. The 2015-16 recommended contribution to the General Purpose Reserve brings the balance in the General Purpose Reserve to 14.0% 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. For 2015-16 contributions to Specific Purpose reserves include amounts set-aside to fund Capital Improvement Projects, Transportation Projects, the Earned Leave Reserve contribution, and many other important projects and future potential costs, as shown in the following tables.



			Total Reserves		
	6/30/14 Ending Balance	Approved 2014-15		6/30/15 Ending Balance	6/30/16 Estimated Balance
		Contributions	Uses		
<b>General Purpose Reserve</b>	<b>82,440,902</b>			<b>82,440,902</b>	<b>88,776,402</b>
<b>Specific Purpose Reserves</b>					
Asset Replacement		1,899,098		1,899,098	1,899,098
CalFresh Waiver Discontinuance	5,000,000				3,725,000
Capital Projects					
Animal Shelter	10,000,000			10,000,000	10,000,000
303 Building Upgrades	4,000,000		(4,000,000)	-	-
County Buildings and Acquisition Retrofit Project	4,000,000			4,000,000	4,000,000
Lake Gregory Dam	-	5,000,000		5,000,000	8,803,000
Public Defender - Victorville/Rancho Court Remodel	-	600,000	(170,000)	430,000	430,000
Rancho Court Remodel - District Attorney	-	1,570,000	(1,300,000)	270,000	-
Rim Forest Drainage	5,900,000			5,900,000	5,025,902
Sheriff Building	-	5,000,000	(5,000,000)	-	-
Capital Improvements	-			6,700,000	6,700,000
Computer Systems:					
New Property Tax System	20,000,000			20,000,000	25,000,000
New Financial Accounting System	13,000,000			13,000,000	13,000,000
Permit Systems Upgrade	2,000,000	2,160,902	(1,771,364)	2,389,538	2,206,538
County Fire Consolidated Headquarters	-			13,500,000	13,500,000
County Fire - Fire Training Center	-			820,000	820,000
Earned Leave	10,603,137	7,945,799	(3,009,257)	15,539,679	23,485,478
Future Space Needs	-			-	-
Give BIG San Bernardino County	-			200,000	200,000
Insurance	3,000,000			3,000,000	3,000,000
Jail Upgrades					
Adelanto Detention Center	9,969,361			9,969,361	9,969,361
Glen Helen Rehabilitation Center 512 Bed Step Housing Program	22,500,000			22,500,000	22,500,000
West Valley Detention Center ADA Improvements	7,000,000			7,000,000	7,000,000
Labor	-	15,100,000	(7,766,937)	7,333,063	9,833,063
Land Use Services General Plan/Development Code Amendments	5,400,000	1,461,945	(2,308,537)	4,553,408	5,752,350
Litigation Expenses	-			3,000,000	3,000,000
Litigation	-			1,350,000	1,350,000
Medical Center Debt Service	32,074,905			32,074,905	32,074,905
Redevelopment Agency Overpayment	3,800,000			3,800,000	3,800,000
Restitution	1,545,025			1,545,025	1,545,025
Retirement	8,500,000			8,500,000	8,500,000
Transportation Projects					
Cedar Avenue Interchange	-			8,175,000	8,175,000
Glen Helen Grade Separation	5,328,000		(5,328,000)	-	-
Glen Helen Parkway Bridge Replacement/Widening Construction	-	1,844,651		1,844,651	3,265,450
Green Tree Boulevard Connection	-			841,000	841,000
National Trails Highway	-	5,000,000		5,000,000	10,000,000
Rock Springs Bridge Replacement /Widening Construction	-	2,107,000		2,107,000	2,107,000
Stanfield Cutoff Road Repair and Bridge Replacement	-			405,000	405,000
Worker's Compensation Rebate	16,742,096		(16,742,096)	-	-
<b>Total Specific Purpose</b>	<b>190,362,524</b>			<b>192,655,728</b>	<b>251,913,170</b>
<b>Total Reserves</b>	<b>272,803,426</b>			<b>275,096,630</b>	<b>340,689,572</b>

Note: In prior years this schedule included the Teeter Reserve, which was included because the amount reserved exceeded the legally required amount. The Teeter Reserve is no longer funded in excess of the legally required amount and has been removed from this schedule.



	2010-11	2011-12	2012-13	2013-14	Estimated 2014-15	Recommended 2015-16
<b>General Purpose</b>	<b>\$ 59.7</b>	<b>\$ 65.2</b>	<b>70.8</b>	<b>82.4</b>	<b>82.4</b>	<b>88.8</b>
<b>Specific Purpose</b>						
Asset Replacement	-	-	-	-	1.9	1.9
Business Process Improvements	1.2	-	-	-	-	-
Cal Fresh Waiver Discontinuance	-	-	-	5.0	5.0	3.7
Capital Projects:	-	-	-	-	-	-
Animal Shelter	4.0	-	-	10.0	10.0	10.0
303 Building Upgrades	-	-	-	4.0	-	-
County Buildings and Acquisition Retrofit Project	-	-	-	4.0	4.0	4.0
Lake Gregory Dam	-	-	-	-	5.0	8.8
Public Defender - Victorville and Rancho Court Remodel	-	-	-	-	0.4	0.4
Rancho Court Remodel - District Attorney	-	-	-	-	0.3	-
Rim Forest Drainage	-	-	-	5.9	5.9	5.0
Sheriff Building	-	-	-	-	-	6.7
Capital Improvements	-	-	-	-	-	-
Computer Systems	-	-	-	-	-	-
New Property Tax System	-	9.0	20.0	20.0	20.0	25.0
New Financial Accounting System	-	-	-	13.0	13.0	13.0
Permit Systems Upgrade	-	-	-	2.0	2.4	2.2
County Fire Consolidated Headquarters	-	-	-	-	-	13.5
County Fire - Fire Training Center	3.0	4.0	-	-	-	0.8
Earned Leave	-	3.6	3.6	10.6	15.5	23.5
Future Space Needs	22.9	22.9	22.9	-	-	-
Give BIG San Bernardino County	-	-	-	-	-	0.2
Insurance	3.0	3.0	3.0	3.0	3.0	3.0
Jail Upgrades:	-	-	-	-	-	-
Adelanto Center	-	-	-	10.0	10.0	10.0
Glen Helen Rehabilitation	-	-	-	22.5	22.5	22.5
West Valley Detention Center	-	-	-	7.0	7.0	7.0
Labor	-	-	-	-	7.3	9.8
Land Use Services General Plan/Development Code Amendments	-	-	-	5.4	4.6	5.8
Litigation Expenses	-	-	-	-	-	3.0
Litigation	-	-	-	-	-	1.4
Medical Center Debt Service	32.1	32.1	32.1	32.1	32.1	32.1
Property Tax Admin Fee Litigation	-	14.2	-	-	-	-
Redevelopment Agency Overpayment	-	-	-	3.8	3.8	3.8
Restitution	1.5	1.5	1.5	1.5	1.5	1.5
Retirement	8.5	8.5	8.5	8.5	8.5	8.5
Transportation Projects	-	-	-	-	-	-
Cedar Avenue Interchange	-	-	-	-	-	8.2
Glen Helen Grade Separation	-	-	-	5.3	-	-
Glen Helen Parkway Bridge Replacement/Widening Construction	-	-	-	-	1.8	3.3
Green Tree Blvd Connection	-	-	-	-	-	0.8
National Trails Highway	-	-	-	-	5.0	10.0
Rock Springs Bridge Replacement/Widening Construction	-	-	-	-	2.1	2.1
Stanfield Cutoff Road Repair and Bridge Replacement	-	-	-	-	-	0.4
Workers Compensation Rebate	-	-	-	16.7	-	-
<b>Total Specific Purpose</b>	<b>76.2</b>	<b>98.8</b>	<b>91.6</b>	<b>190.3</b>	<b>192.7</b>	<b>251.9</b>
<b>Total Reserves<sup>(1)</sup></b>	<b>\$ 135.9</b>	<b>\$ 164.0</b>	<b>\$ 162.4</b>	<b>\$ 272.7</b>	<b>\$ 275.1</b>	<b>\$ 340.7</b>

<sup>(1)</sup> Totals may not be exact due to rounding

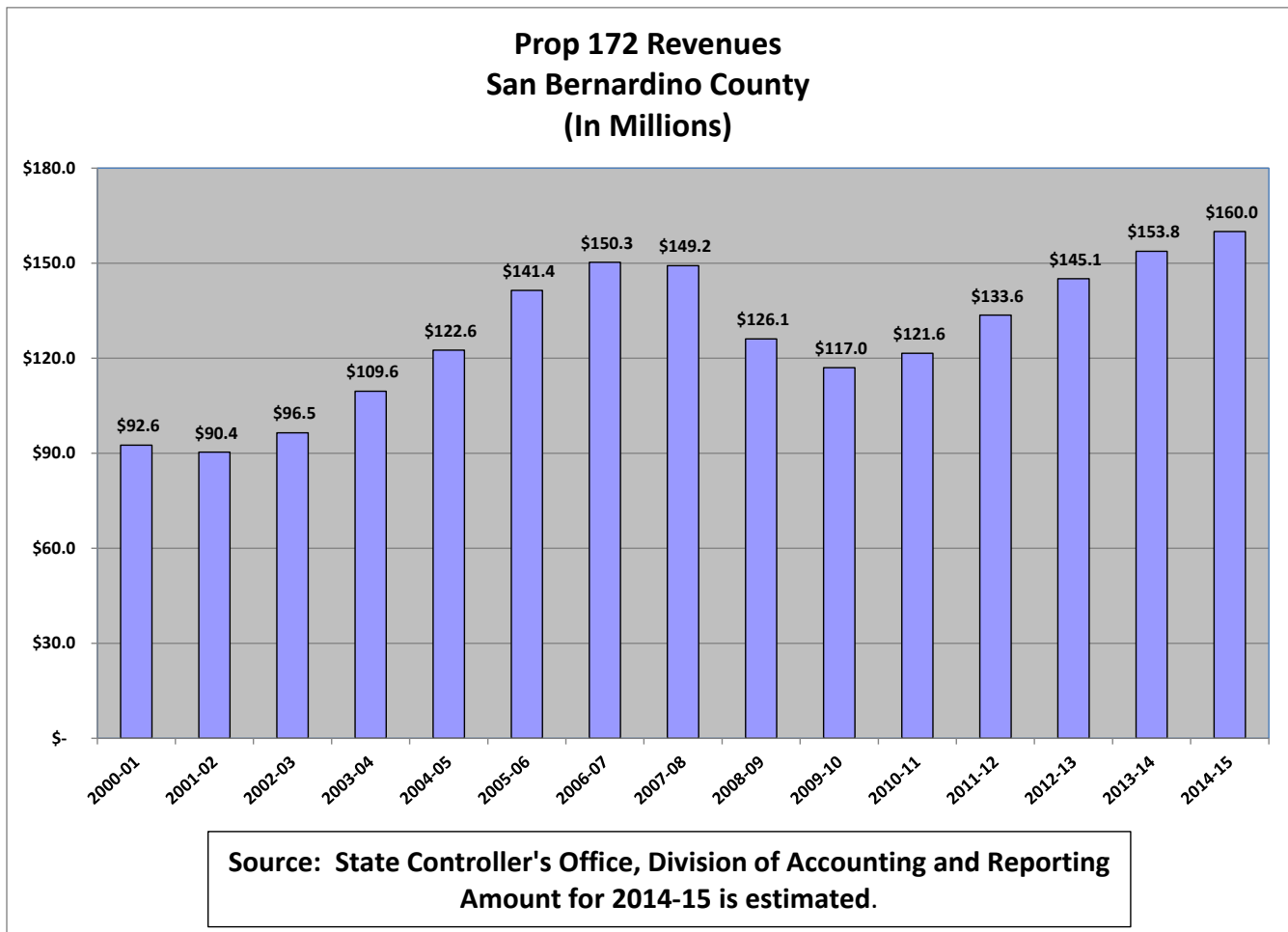
Note: In prior years this schedule included the Teeter Reserve, which was included because the amount reserved exceeded the legally required amount. The Teeter Reserve is no longer funded in excess of the legally required amount and has been removed from this schedule.



## 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 estimated beginning and ending fund balances of the Prop 172 restricted general fund, budgeted revenue and departmental usage for 2015-16, the required 10% contingency target, and the amount above that target.

	<b>Estimated Beginning Fund Balance</b>	<b>2015-16 Budgeted Revenue</b>	<b>2015-16 Budgeted Usage</b>	<b>Estimated Ending Fund Balance</b>	<b>10% Contingency</b>	<b>Amount Above Required Contingency</b>
<b>Sheriff/Coroner</b>	15,590,641	115,426,700	(115,360,000)	15,657,341	11,542,670	4,114,671
<b>District Attorney</b>	4,515,724	28,857,250	(28,840,000)	4,532,974	2,885,725	1,647,249
<b>Probation</b>	2,869,299	20,631,050	(20,600,000)	2,900,349	2,063,105	837,244
<b>Total</b>	<b>22,975,664</b>	<b>164,915,000</b>	<b>(164,800,000)</b>	<b>23,090,664</b>	<b>16,491,500</b>	<b>6,599,164</b>



## **REALIGNMENT FUNDS**

Beginning in 1991, the State of California shifted the fiscal and programmatic responsibility of several health and social services programs from the State to counties. In 2011 the State shifted more social services and mental health programs to the counties along with law enforcement services. Separate budget units were established to account for the realigned program funding for the following service areas:

### 1991 Realignment

Mental Health  
Social Services  
Health

### 2011 Realignment

Law Enforcement  
Support Services

### Other Realignment

CalWORKs MOE  
Family Support

These Realignment budget units receive funds through a portion of sales tax and vehicle license fees. The budget units do not directly spend funds or provide service, but rather transfer funds to the operating budget units of the departments that incur the actual expenditures related to the realigned programs. The breakdown of the revenue received and departmental usage for each of the individual Realignment budget units are included in this section.

With the realignment of many state services, counties have become increasingly dependent on sales tax and vehicle license fee revenue for these realigned programs. This puts the County at the mercy of the business cycle, as funding will rise and fall in direct correlation to the State's economy. While sales taxes are not projected to decrease in 2015-16, retail spending tends to be much more volatile and quicker to react to changes in the economy, resulting in a higher risk of funding losses in future years. In addition, when the economy is doing well, the demand for public services goes down, but when the economy begins to retract, the demand for those services rises while revenues decrease, making the County more vulnerable to market fluctuations. Therefore the County maintains reserves in the 1991 Realignment funds and will establish reserves for the 2011 Realignment funds to address sales tax volatility.

### 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 one-half 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 County is now responsible for the following programs: community-based mental health programs, State Hospital services for County patients, and Institutions for Mental Disease. Within the social services area, the County is now responsible for the following programs: the County revenue stabilization program and the County justice subvention program. Within the health area, the County is now responsible for the following programs: 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 non-federal reimbursable costs were funded by 95% State resources and 5% County resources. As a realigned program, Foster Care is funded with 40% State resources and 60% County resources, significantly impacting County resources.

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.

The 1991 Realignment legislation allows 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 this provision in the past to help support either the health or social services programs; however, the County has not made a 10% transfer in the prior ten fiscal years and is not budgeting one for 2015-16. In the event that such transfer is needed, Board of Supervisors approval is required.

### 2011 Realignment

In 2011, through Public Safety Realignment (AB 109), the State addressed prison overcrowding 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 were assigned to the District Attorney and Public Defender. The State also realigned Juvenile Reentry and Trial Court Security by placing 100% of the financial burden of those programs on 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 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, and Medi-Cal substance abuse treatment programs. The County was responsible for delivery of these programs before realignment, but with the shift, the State no longer participates 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. The County continues to receive federal funding in all of these programs at different levels depending on the program.

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 be directly dependent on the health of the economy.

The two service areas of 2011 Realignment, Law Enforcement Services and Support Services, have each been assigned their own budget unit. The Law Enforcement Services budget unit has four subaccounts: 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 subaccount 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 Social Services Executives). As established by State law, the County's Local Community Corrections Partnership (CCP) has authority over the allocation of revenue from the Community Corrections subaccount. Historically, additional subaccount revenue has been used to cover the cost of new Public Safety Realignment programs. The CCP has also allocated additional estimated revenue from the subaccount to fund existing Public Safety Realignment program inflationary costs (e.g., retirement increases, negotiated employee cost increases).

The Support Services budget unit has two subaccounts: Behavioral Health and Protective Services. The Department of Behavioral Health allocates the subaccount funding to Specialty Mental Health, Drug Court, and the Drug Medi-Cal substance use disorder treatment programs while Human Services allocates the Protective



Services subaccount to the appropriate social service programs. The 2011 Realignment legislation allows counties to allocate up to 10% between the Behavioral Health and Protective Services subaccounts. The 10% is based on the amount deposited in the previous year in the subaccount with the lowest balance. The County is not budgeting a transfer between subaccounts in 2015-16 and, in the event that such transfer is needed, Board of Supervisors approval is required. The Board of Supervisors also has the discretion to establish a Support Services Reserve Subaccount by up to five-percent (5%) from each subaccount's previous year's deposits.

#### Other Realignment

The State is redirecting funding from 1991 Realignment for Mental Health Services to the CalWORKs MOE portion related to 2011 Realignment. Sales tax and vehicle license fee revenue that previously was directed to the fund for Mental Health matching funds is now going to the CalWORKs MOE fund. The CalWORKs MOE budget unit provides funding to pay benefits to CalWORKs clients. 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.

Assembly Bill 85 (AB85) was signed into law on June 27, 2013, in order to provide a mechanism for the State of California to redirect a portion of 1991 Realignment for Health Services to fund social service programs. This shift is due to the idea that less health realignment is necessary as a result of the implementation of the Affordable Care Act. Per Welfare and Institutions Code 176500.10(a)(5) and AB85 legislation the establishment of a new Family Support subaccount was required at the local level. This funding replaces State General Fund to fund the non-federal share of CalWORKs benefits.

**Budgetary Note:** The methodology used to present budget information in the Realignment budget sections was changed as of the 2014-15 Adopted Budget Book. Growth and ongoing revenues are now reflected in the period the revenue is received and is consistent with other County budget reporting. A line has been added for each budget unit to reflect prior year growth revenue received so it is shown separately from regular revenues received in the budget unit. Previously, financial information presented in the Realignment budget sections was 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. This is a revenue timing issue only as a result of delays by the State in distributing sales tax growth revenue.



**MENTAL HEALTH**

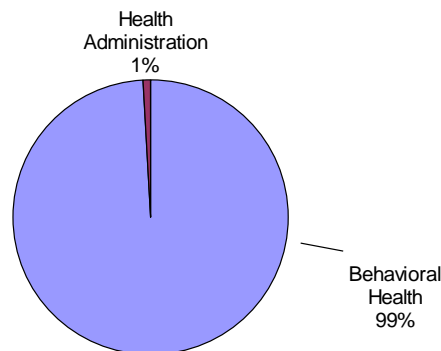
	<b>ACTUAL 2013-14</b>	<b>MODIFIED BUDGET 2014-15</b>	<b>ESTIMATED 2014-15</b>	<b>RECOMMENDED BUDGET 2015-16</b>
Beginning Fund Balance	39,912,103	47,364,635	47,364,635	62,110,689
Revenue	56,884,377	56,470,493	56,775,313	56,280,019
Prior Year Growth Revenue	511,662	-	1,569,349	-
Departmental Usage	49,943,507	56,026,577	43,598,608	59,382,343
10% Transfers	-	-	-	-
Ending Fund Balance	47,364,635	47,808,551	62,110,689	59,008,365
Change in Fund Balance	7,452,533	443,916	14,746,054	(3,102,324)

Revenues are projected to exceed departmental usage in 2014-15 primarily due to a decrease in the number of clients requiring services without benefit of Medi-Cal or other coverage as a result of the implementation of the Affordable Care Act. This results in an increase in estimated fund balance of \$14.7 million. Fund balance is budgeted to decrease by \$3.1 million in 2015-16 due to additional departmental usage for the expansion of clinic facilities and services to meet client needs. While sales tax is projected to increase statewide, due to the passage of Proposition 30, the allocation provided to the Mental Health 1991 Realignment account is a fixed amount, and is no longer subject to sales tax volatility.

Prior year growth revenue of \$1.6 million was received in 2014-15. Although prior year growth revenue is also expected to be received in 2015-16, it has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds. Departmental usage will continue to be monitored closely to ensure that fund balance is maintained at adequate levels.

**DEPARTMENTAL USAGE OF MENTAL HEALTH 1991 REALIGNMENT**

	<b>ACTUAL 2013-14</b>	<b>MODIFIED BUDGET 2014-15</b>	<b>ESTIMATED 2014-15</b>	<b>RECOMMENDED BUDGET 2015-16</b>
Behavioral Health	49,785,925	55,456,371	43,182,265	58,860,940
Health Administration	157,582	570,206	416,343	521,403
Total Departmental Usage	49,943,507	56,026,577	43,598,608	59,382,343

2015-16 Recommended

**SOCIAL SERVICES**

	ACTUAL 2013-14	MODIFIED BUDGET 2014-15	ESTIMATED 2014-15	RECOMMENDED BUDGET 2015-16
Beginning Fund Balance	62,273,692	81,189,104	81,189,104	84,135,793
Revenue	102,391,288	100,745,583	99,861,655	100,576,259
Prior Year Growth Revenue	7,550,210	-	771,552	-
Departmental Usage	91,026,086	100,612,927	97,686,518	105,405,832
10% Transfers	-	-	-	-
Ending Fund Balance	81,189,104	81,321,760	84,135,793	79,306,220
Change in Fund Balance	18,915,412	132,656	2,946,689	(4,829,573)

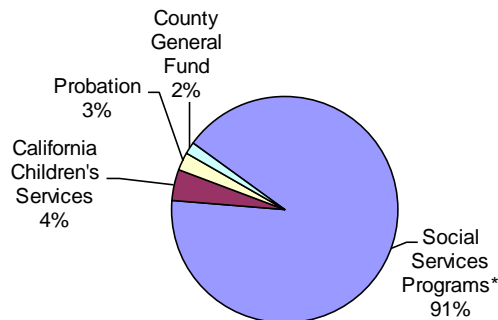
Revenues are projected to exceed departmental usage in 2014-15, resulting in a \$2.9 million increase in fund balance. Departmental usage is budgeted to exceed revenues in 2015-16 primarily due to the addition of positions in Children and Family Services to service increased caseload levels, resulting in a decrease in fund balance of \$4.8 million.

Social Services has priority claim on any 1991 Realignment sales tax growth received. Prior year growth revenue of \$771,552 was received in 2014-15. Although prior year growth revenue is expected in 2015-16, it has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds. Departmental usage will continue to be monitored closely to ensure that fund balance is maintained at adequate levels, to mitigate potential operational impacts of sales tax fluctuations.

**DEPARTMENTAL USAGE OF SOCIAL SERVICES 1991 REALIGNMENT**

	ACTUAL 2013-14	MODIFIED BUDGET 2014-15	ESTIMATED 2014-15	RECOMMENDED BUDGET 2015-16
Social Services Programs*	86,602,991	91,427,151	90,528,758	96,220,056
California Children's Services	2,624,095	4,686,146	2,658,130	4,686,146
Probation	-	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	91,026,086	100,612,927	97,686,518	105,405,832

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

2015-16 Recommended

**HEALTH**

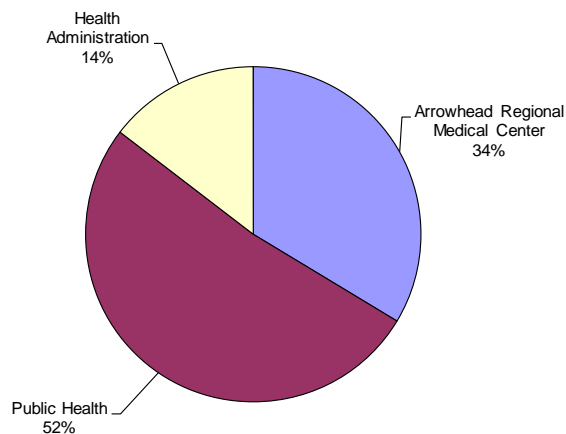
	<b>ACTUAL 2013-14</b>	<b>MODIFIED BUDGET 2014-15</b>	<b>ESTIMATED 2014-15</b>	<b>RECOMMENDED BUDGET 2015-16</b>
Beginning Fund Balance	106,916,066	68,011,436	68,011,436	86,823,633
Revenue	43,541,924	52,667,953	51,155,842	29,914,502
Prior Year Growth Revenue	3,135,394	-	1,668,279	-
Departmental Usage	85,581,948	38,662,816	34,011,924	31,392,834
10% Transfers	-	-	-	-
Ending Fund Balance	68,011,436	82,016,573	86,823,633	85,345,301
Change in Fund Balance	(38,904,630)	14,005,137	18,812,197	(1,478,332)

Revenues are projected to exceed departmental usage in 2014-15, resulting in an increase in fund balance of \$18.8 million. Revenues are projected to decrease in 2015-16 as a result of Assembly Bill 85 legislation which redirects health realignment to the State to fund social services programs due to the passage of the Affordable Care Act. Departmental usage is budgeted to exceed revenues in 2015-16, resulting in a decrease of fund balance of \$1.5 million.

Prior year growth revenue of \$1.7 million was received in 2014-15. Although prior year growth revenue is expected to be received in 2015-16, it has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds. Departmental usage will continue to be monitored closely to ensure that fund balance is maintained at adequate levels to mitigate potential operational impacts of sales tax fluctuations.

**DEPARTMENTAL USAGE OF HEALTH 1991 REALIGNMENT**

	<b>ACTUAL 2013-14</b>	<b>MODIFIED BUDGET 2014-15</b>	<b>ESTIMATED 2014-15</b>	<b>RECOMMENDED BUDGET 2015-16</b>
Arrowhead Regional Medical Center	71,889,439	18,455,792	12,455,796	10,561,681
Public Health	14,157,542	15,204,966	14,704,966	16,253,196
Health Administration	(465,033)	5,002,058	6,851,162	4,577,957
Total Departmental Usage	85,581,948	38,662,816	34,011,924	31,392,834

2015-16 Recommended

<b>LAW ENFORCEMENT SERVICES</b>
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	ACTUAL 2013-14	MODIFIED BUDGET 2014-15	ESTIMATED 2014-15	RECOMMENDED BUDGET 2015-16
Beginning Fund Balance	24,122,966	26,295,636	26,295,636	29,747,284
Revenue	101,519,789	97,874,281	105,172,734	116,730,607
Prior Year Growth Revenue	14,935,209	0	6,652,221	0
Departmental Usage	114,282,328	120,669,560	108,373,307	120,115,160
Ending Fund Balance	26,295,636	3,500,357	29,747,284	26,362,731
Change in Fund Balance	2,172,670	(22,795,279)	3,451,648	(3,384,553)

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 requiring extensive background checks, departments were unable to fully implement AB 109 programs as quickly as anticipated. As a result, a fund balance of \$26.3 million existed in the Law Enforcement Services budget unit at the beginning of 2014-15. Revenues are projected to exceed departmental usage in 2014-15, resulting in an increase of \$3.5 million in fund balance. Departmental usage is budgeted to exceed revenues in 2015-16 due to the funding of various one-time needs, resulting in a decrease in fund balance of \$3.4 million.

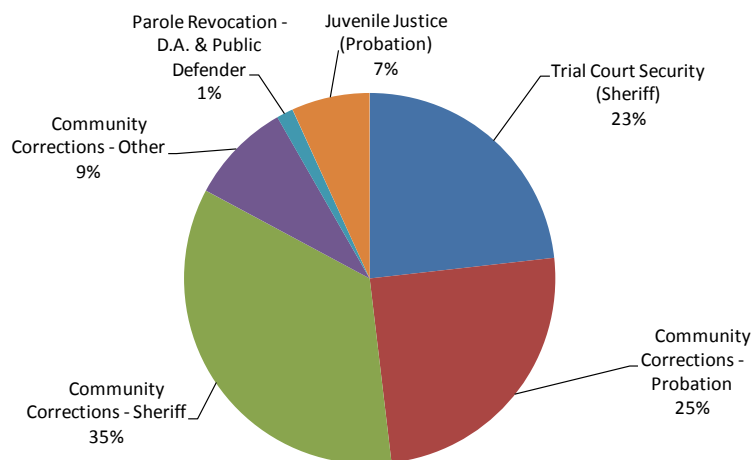
Prior year growth revenue of \$6.7 million was received in 2014-15, which is available to fund one-time needs. Although growth revenue is expected to be received in 2015-16, it has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds. Fund balance will be used for one time needs and to establish reserves for sales tax volatility.

Departmental usage of 2011 Realignment funding for Law Enforcement Services is detailed in the table and chart on the following page.



## DEPARTMENTAL USAGE OF LAW ENFORCEMENT SERVICES 2011 REALIGNMENT

	ACTUAL 2013-14	MODIFIED BUDGET 2014-15	ESTIMATED 2014-15	RECOMMENDED BUDGET 2015-16
Trial Court Security (Sheriff)	26,864,501	27,000,000	27,000,000	27,903,518
Community Corrections:				
Probation	33,089,832	42,806,912	34,805,775	29,909,524
Sheriff/Coroner/Public Administrator	35,704,940	32,175,892	27,291,301	41,695,857
District Attorney	2,843,626	3,051,151	2,870,581	3,036,570
Public Defender	2,169,610	2,169,593	2,169,593	2,330,391
Public Health	93,255	99,605	90,092	106,359
Aging and Adult Services	12,925	12,951	5,750	0
Behavioral Health	4,119,277	4,124,016	4,124,015	3,736,462
Alcohol and Drug Services	0	0	0	1,100,433
Workforce Development	192,506	182,000	182,000	211,854
Transitional Assistance	8,625	0	0	0
Human Resources	126,409	118,382	118,382	141,236
Subtotal Community Corrections	78,361,005	84,740,502	71,657,489	82,268,686
Parole Revocation:				
District Attorney	614,500	567,773	567,773	873,948
Public Defender	614,500	567,773	567,773	873,948
Subtotal Parole Revocation	1,229,000	1,135,546	1,135,546	1,747,896
Juvenile Justice (Probation):				
Youthful Offender Block Grant	7,683,512	7,683,512	8,454,272	8,050,060
Juvenile Reentry	144,310	110,000	126,000	145,000
Subtotal Juvenile Justice	7,827,822	7,793,512	8,580,272	8,195,060
Total Departmental Usage	114,282,328	120,669,560	108,373,307	120,115,160

2015-16 Recommended



**SUPPORT SERVICES**

	ACTUAL 2013-14	MODIFIED BUDGET 2014-15	ESTIMATED 2014-15	RECOMMENDED BUDGET 2015-16
Beginning Fund Balance	47,023	8,243,888	8,243,888	16,136,049
Revenue	129,170,689	144,093,619	146,897,266	152,423,797
Prior Year Growth Revenue	9,396,399	0	5,526,531	0
Departmental Usage	130,370,223	145,268,424	144,531,636	154,926,330
Ending Fund Balance	8,243,888	7,069,083	16,136,049	13,633,516
Change in Fund Balance	8,196,865	(1,174,805)	7,892,161	(2,502,533)

Revenues are projected to exceed departmental usage in 2014-15, resulting in an increase in fund balance of \$7.9 million. Departmental usage is budgeted to exceed revenues in 2015-16, resulting in a decrease of \$2.5 million in the Support Services fund balance.

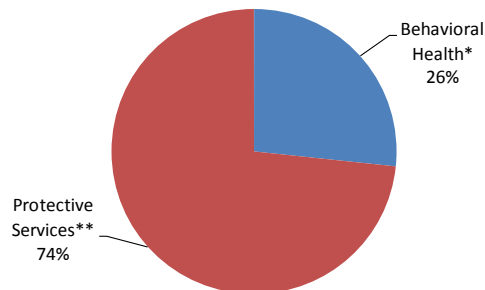
Prior year growth revenue of \$5.5 million was received in 2014-15 which is available to fund one-time needs. Although prior year growth revenue is expected to be received in 2015-16, it has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds. Fund balance will be used for one time needs and to establish reserves for sales tax volatility.

**DEPARTMENTAL USAGE OF SUPPORT SERVICES 2011 REALIGNMENT**

	ACTUAL 2013-14	MODIFIED BUDGET 2014-15	ESTIMATED 2014-15	RECOMMENDED BUDGET 2015-16
Behavioral Health*	33,922,670	37,614,135	37,716,612	41,347,604
Protective Services**	96,447,553	107,654,289	106,815,024	113,578,726
Total Departmental Usage	130,370,223	145,268,424	144,531,636	154,926,330

\*The Behavioral Health subaccount funds Drug Court and Rehabilitative Services.

\*\*The Protective Services subaccount funds Adult Protective Services, Foster Care Administration, Foster Care Assistance, Child Welfare Services, Aging & Adult Administration, Aging & Adult Assistance, Child Abuse Prevention, and Probation Programs for Juveniles.

2015-16 Recommended

<b>CalWORKs MOE</b>
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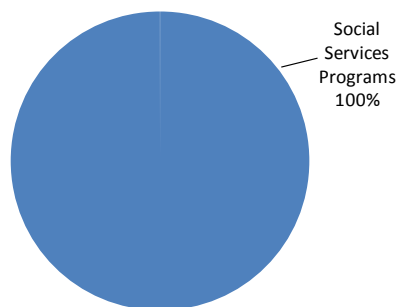
	ACTUAL 2013-14	MODIFIED BUDGET 2014-15	ESTIMATED 2014-15	RECOMMENDED BUDGET 2015-16
Beginning Fund Balance	5,369,185	0	0	0
Revenue	52,316,452	92,884,985	95,879,745	123,340,301
Prior Year Growth Revenue	3,256,225	0	5,844,262	0
Departmental Usage	60,941,862	92,884,985	101,724,007	123,340,301
Ending Fund Balance	0	0	0	0
Change in Fund Balance	(5,369,185)	0	0	0

Funding for the CalWORKs MOE comes from both Sales Tax and Vehicle License Fee revenues. These revenues originally funded Mental Health but, as part of 2011 Realignment, the funds were redirected to CalWORKs. There is not expected to be any fund balance in this budget unit since amounts received are immediately transferred to the budget unit used for assistance payments to CalWORKs clients.

<b>DEPARTMENTAL USAGE OF CalWORKs MOE REALIGNMENT</b>
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	ACTUAL 2013-14	MODIFIED BUDGET 2014-15	ESTIMATED 2014-15	RECOMMENDED BUDGET 2015-16
Social Services Programs	60,941,862	92,884,985	101,724,007	123,340,301
Total Departmental Usage	60,941,862	92,884,985	101,724,007	123,340,301

2015-16 Recommended



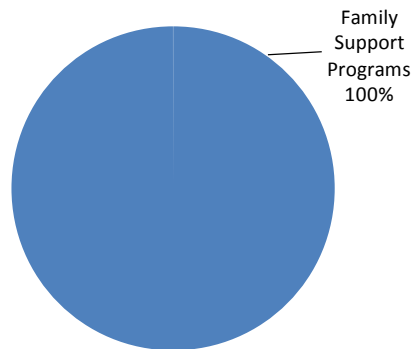
**FAMILY SUPPORT**

	ACTUAL 2013-14	MODIFIED BUDGET 2014-15	ESTIMATE 2014-15	RECOMMENDED BUDGET 2015-16
Beginning Fund Balance	0	0	0	0
Revenue	6,994,825	66,829,650	64,962,028	76,336,129
Prior Year Growth Revenue	0	0	10,563,626	0
Departmental Usage	6,994,825	66,829,650	75,525,654	76,336,129
Ending Fund Balance	0	0	0	0
Change in Fund Balance	0	0	0	0

This budget unit was established in 2013-14 per Welfare and Institutions Code 17600.10(a)(5). Funding for Family Support comes from counties' indigent health care savings that are redirected from counties' Health 1991 Realignment Subaccount and moved to the new Family Support subaccount at the State level. Funds are allocated to counties from the Family Support subaccount in lieu of State general fund for CalWORKs assistance payments. The distribution of funds is based on counties' CalWORKs general fund expenditures. There is not expected to be any fund balance in this budget unit since amounts received are immediately transferred to the budget unit used for assistance payments to CalWORKs clients.

**DEPARTMENTAL USAGE OF FAMILY SUPPORT REALIGNMENT**

	ACTUAL 2013-14	MODIFIED BUDGET 2014-15	ESTIMATED 2014-15	RECOMMENDED BUDGET 2015-16
Family Support Programs	6,994,825	66,829,650	75,525,654	76,336,129
Total Departmental Usage	6,994,825	66,829,650	75,525,654	76,336,129

2015-16 Recommended

## **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 has been set-aside in general fund reserves for this project. 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. In 2013-14 the County released the Request for Proposal. Implementation of the new system is anticipated to start in 2015-16.

Requirements of \$11.8 million represent staffing and application development costs associated with the new FAS replacement project. Staffing expenses of \$1.7 million represents 12 new positions added in 2015-16 to assist Auditor-Controller/Treasurer/Tax Collector, Finance and Administration, and Information Services in the implementation and operation of the new system. Operating Expenses are increasing \$521,789 to fund start-up costs associated with the addition of staffing to the project. In this budget unit, Capital Expenditures represent funds that have not been allocated to a specific expenditure. In 2015-16, Capital Expenditures are decreasing \$2.3 million due to the budgeting of expenditures that have been identified for the start-up of the new system (staffing and operating expenses).

Below is a table detailing budgeted requirements for this unit in 2015-16.

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b><u>Requirements</u></b>							
Staffing Expenses	0	0	0	0	0	1,679,507	1,679,507
Operating Expenses	0	78,635	52,637	72,650	368,728	890,517	521,789
Capital Expenditures	0	0	0	0	11,500,000	9,226,054	(2,273,946)
Total Exp Authority	0	78,635	52,637	72,650	11,868,728	11,796,078	(72,650)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	78,635	52,637	72,650	11,868,728	11,796,078	(72,650)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	78,635	52,637	72,650	11,868,728	11,796,078	(72,650)
<b><u>Sources</u></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 Financing Sources	0	0	0	0	0	0	0
Net County Cost	0	78,635	52,637	72,650	11,868,728	11,796,078	(72,650)
Budgeted Staffing*	0	0	0	-	0	12	12

\* Data represents modified budgeted staffing



## **COUNTY OF SAN BERNARDINO**

The County of San Bernardino's 2015-16 Recommended Budget covers the period from July 1, 2015 – June 30, 2016. The 2015-16 Recommended Budget represents a consolidation of all County entities which includes \$5.2 billion in budgeted requirements and sources as well as 21,755 in budgeted staffing. The budget consists of several funds including the general fund, restricted funds, capital project funds, special revenue funds, internal service funds, enterprise funds and permanent funds. 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 and goals and objectives of the County of San Bernardino approved by the Board of Supervisors (Board):

### **Countywide Vision**

In 2010, the Board set out to establish a Countywide Vision for the future of the county as a whole, seeking input from the community through an online survey, town hall meetings and more than two dozen industry-specific focus groups. The County partnered with the San Bernardino Associated Governments (SANBAG) representing the county's 24 cities and towns on this effort that culminated in development of the Countywide Vision Statement and report, which were endorsed and adopted by the Board on June 30, 2011.

*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 Countywide Vision report and related documents are available for review at [www.sbcounty.gov/vision](http://www.sbcounty.gov/vision).

### **County Paradigm and Job Statement**

Following the adoption of the Countywide Vision, the Board adopted the County paradigm and job statements on April 10, 2012. These statements describe County government's role in achievement of the Vision.

**Our Paradigm:** The County of San Bernardino is a regional government. We understand that every aspect of the quality of life in a community is part of an interrelated system. The County takes responsibility for ensuring that the community has determined how, when and by whom each element of that system is being addressed in pursuit of our shared Vision of the county and the future we desire.

**Our Job:** Our job is to create a county in which those who reside and invest can prosper and achieve well-being.

### **2015-16 County Goals and Objectives**

The Board has annually established goals for the County since 2010. These goals seek to improve County government by providing a unified focus for all departments, clarifying roles and responsibilities, ensuring



alignment and proper allocation of fiscal and human resources, and fostering collaboration with other governmental agencies.

The Board approved the following 2015-16 County Goals and Objectives on April 7, 2015.

**Implement the Countywide Vision**

- *Continue the County role of convening conversations on community collaboration and collective action.*
- *Continue to promote the Countywide Vision and support the Element Groups.*

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

- *Focus on training and employment for the unemployed and underemployed, developing a more highly-educated and trained workforce.*
- *Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.*
- *Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.*
- *Compete globally, regionally and locally for businesses and investment.*
- *Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.*

**Improve County Government Operations**

- *Maintain clear lines of authority and clarity in terms of 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.*
- *Continue to develop and maintain 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, effectiveness, and collaboration.*

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

- *Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.*
- *Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.*
- *Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.*
- *Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.*

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

- *Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.*
- *Work collaboratively with cities on zoning and development standards in their spheres of influence.*
- *Prioritize investments in services and amenities for County unincorporated communities.*

**Provide for the Safety, Health, and Social Service Needs of County Residents**

- *Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.*
- *Support efforts to improve the capacity of non-profit organizations to help address the needs of County residents.*



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

- *Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.*
- *Collaborate with other agencies to help shape legislation and regulations which affect the County.*
- *Maintain close working relationships with cities, tribes and other governmental agencies.*

**Performance Measurements**

As part of the continuing effort to align resources with operational priorities, each department was asked to review existing performance measurements to ensure alignment with the 2015-16 County Goals and Objectives. These measurements should be realistic, easily quantifiable, and reflect progress on long-term multi-year strategic initiatives or the accomplishment of shorter-term tactical goals, that directly correlate to the identified County objectives and reflect activities within the department's control. Performance measurement progress continues to be reported as part of each quarterly budget report.

The 2015-16 Recommended Budget book includes prior year accomplishments, departmental strategies to achieve County Goals and Objectives and departmental performance measures to demonstrate if departments are meeting the County Goals and Objectives. The following chart provides a sample of specific department performance measures for 2015-16:





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

DEPARTMENT	OBJECTIVE	PERFORMANCE MEASURE
<b>IMPLEMENT THE COUNTYWIDE VISION</b>		
County Administrative Office	Continue the County role of convening conversations on community collaboration and collective action.	Coordinate launch of a literacy initiative in support of the Vision's Cradle to Career Regional Implementation Goal (Target: 100%).
Community Development and Housing	Continue the County role of convening conversations on community collaboration and collective action.	Activities, events and programs completed by the Affordable Housing Collaborative (2014-15 Target: 6).
Public Health	Continue to promote the Countywide Vision and support the Element Groups.	Complete the 2015-16 Work Plan for addressing priorities of the Wellness Element Group of the Countywide Vision (Target: 100%).
<b>CREATE, MAINTAIN, AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY</b>		
Clerk of the Board	Provide stable government leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.	Turnaround time for processing new business licenses (Target: 10 days).
Purchasing	Provide stable government leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.	Average vendor satisfaction on 100% scale (Target: 87%).
Economic Development	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Number of jobs resulting from County Economic Development attraction and expansion efforts (Target: 1,650).
Workforce Development	Focus on training and employment for the unemployed and under-employed, developing a more highly-educated and trained workforce.	Customers receiving training services (Target: 1,600).
Airports	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Number of businesses operating on airport properties (commercial leases) (Target: 88).
Regional Parks	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Percentage of seasonal part-time employees under the age of 21 (Target: 59%).
<b>IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		
Fleet Management	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Current level of uptime (vehicle availability) of light-duty vehicles serviced at Fleet facilities (Target: 95%).
Arrowhead Regional Medical Center	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of survey respondents who would "definitely" recommend the hospital (Target: 72%).
Land Use Services	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Complete initial review of planning permit applications within 3 weeks of acceptance (Target: 70%).
Public Works	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of flood control basins cleaned out to full capacity before rainy season (Target: 99%).
<b>OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER</b>		
Information Services Department	Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.	Percentage of current year's task for the 800 MHz system upgrade completed (Target: 100%).
Risk Management	Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operation system maintenance and replacement.	Cost of risk as a percentage of County budget (Target: <2%).
Assessor-Recorder-County Clerk	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Percentage of completed Business Property Statements filed by the annual deadline (Target: 99%).
Architecture and Engineering	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Reduction in electricity usage (kilowatt hours - kWh) (Target: 970,000).
Special Districts	Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.	Percentage of annual required sewer line inspections and cleanings completed (Target: 100%).
<b>ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY</b>		
Land Use Services	Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.	Complete 2015-16 annual work plan for Countywide Plan and Community Plans (Target: 100%).
<b>PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS</b>		
Behavioral Health	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of Medi-Cal clients served by County behavioral health services (Target: 36,115).
Child Support Services	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Amount of child support collected for every dollar expended (Target: \$4.35).
Children and Family Services	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Increase of newly licensed foster family homes (Target: 145).
District Attorney	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of victims served at the Children's Assessment Center (Target: 1,750).
Probation	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of adult supervision cases recidivating (Target: 26%).
Public Defender	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of Social Service Practitioner referrals for adult cases (Target: 375).
Sheriff/Coroner/Public Administrator	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of contacts with homeless individuals, which results in an estimated 30% annual referral rate for housing assistance (Target: 665).
County Fire Protection District	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage reduction in the number of hospital readmissions to ARMC for Medi-Care patients (Target: 30%).
<b>PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES</b>		
Auditor-Controller/Treasurer/Tax Collector	Maintain close working relationships with cities, tribes and other governmental agencies.	Percentage of apportionments completed by the third week of the following fiscal year (Target: 100%).
Public Health	Maintain close working relationships with cities, tribes and other governmental agencies.	Number of Rescue Group Partners (Target: 400).
Veterans Affairs	Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.	Percentage of College Fee Waiver letters mailed within 10 days of application (Target: 100%).



## **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 that exceed \$5,000. 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 Fiscal Plan – The upcoming five-year County fiscal plan is developed based on revenue projections and estimates for cost increases of ongoing costs for the five years. This plan includes the allocation of discretionary



general funding (net county cost) and provides estimates of any remaining funding or shortfall 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. Special Revenue Funds, Internal Service Funds, and Enterprise Funds may budget requirements in excess of current year sources which reflects an operational decision to utilize assets that have been carried over from the prior periods.

## **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.

Fiscal Overview – The Board of Supervisors conducts a special meeting to receive a presentation from the Chief Executive Officer on the County's current and projected financial condition. The presentation includes a preview of the Recommended Budget including proposed budget programs, potential issues and also provides the Board of Supervisors the opportunity to discuss and provide input for development of the County's Recommended Budget.

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 2015-16 Budget

December 2, 2014	Fee Instructions to Departments
December 4, 2014	Capital Improvement Call Letter to Departments
February 6, 2015	Departments Submit Fee Workbooks
February 2, 2015	Departments Submit Capital Improvement Requests
March 16, 2015	Budget Prep System opened for Departmental Input
March 12, 2015	Budget Prep System Training



March 27, 2015	Budget Instructions to Departments
April 13, 2015	Departments Submit Budget Workbooks
April 14, 2015	2015-16 Fee Workshop
May 19, 2015	2015-16 Internal Service Rates Approved
May 12, 2015	2015-16 Budget Workshop and Fiscal Overview
June 2, 2015	Recommended Budget Delivered to the Board of Supervisors
May 19, 2015	Fee Hearing
June 16, 2015	Budget Hearing and Adoption of 2014-15 Budget
September 2015	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 2015-16.

The County fiscal plan also focuses on the two restricted funding sources, Proposition 172, 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 14 and May 19, 2015 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 2015-16 fiscal year. The majority of approved fees become effective July 1, 2015.

### 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 2015-16 and any revenue not spent and carried forward from prior years (for example, fund balance for special revenue funds). These budgets will also be discussed during the Budget Hearing. When the Board of Supervisors adopts the recommended budget, they will also approve the necessary fund balance adjustments to special revenue funds to agree to the Auditor-Controller/Treasurer/Tax Collector's actual fund balance.

### Other Entities Budget Process

In 2014-15, Board Governed Special Districts and Other Agencies (referred to collectively as "entities") were consolidated into a uniform, Countywide budget process. These entities include special revenue funds, capital project funds, internal service funds, enterprise funds and permanent funds. Acting as the appropriate governing body, the Board is presented with and adopts a recommended budget for each respective entity.



The 2015-16 Recommended Budget, including all entities and funds discussed above, is scheduled for hearing and adoption on June 16, 2015.

#### 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 should be 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.

## DEPARTMENT Department Head

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

**DEPARTMENT MISSION STATEMENT**

*A clear, concise statement of purpose for the department that focuses on the broad, yet distinct, results the department will achieve.*

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.

**SUMMARY OF BUDGET UNITS**

2015-16						
	Requirements	Sources	Net County Cost	Use of / (contribution to) Fund Balance	Use of / (contribution to) Net Position	Staffing
<b><u>General Fund</u></b>						
Name of General Fund Budget Unit	0	0	0			0
Total General Fund	0	0	0			0
<b><u>Special Revenue Funds</u></b>						
Name of Special Revenue Fund Budget Unit	0	0		0		0
Total Special Revenue Funds	0	0		0		0
<b><u>Internal Service Funds</u></b>						
Name of ISF Budget Unit	0	0			0	0
Total Internal Service Funds	0	0			0	0
<b><u>Enterprise Funds</u></b>						
Name of EF Budget Unit	0	0			0	0
Total Enterprise Funds	0	0			0	0
<b>Total - All Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## 2014-15 MAJOR ACCOMPLISHMENTS

← 2014-15 Major Accomplishments provides significant departmental accomplishments during the last fiscal year.

## DEPARTMENT GOALS AND OBJECTIVES

COUNTY GOAL: BLANK		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE			0	0	0	0
OBJECTIVE						
STRATEGY						
STRATEGY						
STRATEGY						

↑ The above table lists the County Goal and Objectives, department strategies and performance measures for the 2015-16 fiscal year.

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.

→ **Name of Budget Unit**

## DESCRIPTION OF MAJOR SERVICES

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

### Budget at a Glance

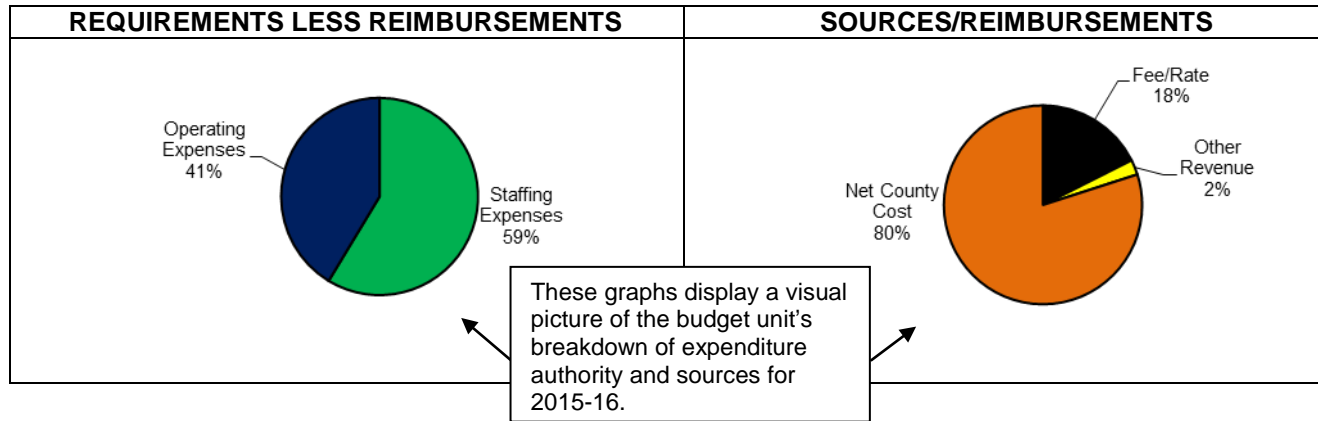
Requirements Less Reimbursements	\$5,434,814
Sources/Reimbursements	\$501,095
Net County Cost	\$4,933,719
Total Staff	17
Funded by Net County Cost	91%

↗ Budget at a Glance lists the budget unit's 2015-16 total requirements less reimbursements, total sources plus reimbursements, total budgeted staffing and percentage of net county cost or use of carry over funding, if any.





## 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

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

GROUP: -  
DEPARTMENT: -  
FUND: -

BUDGET UNIT: -  
FUNCTION: -  
ACTIVITY: -

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified 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	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	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	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	0	0	0	0
Budgeted Staffing	0	0	0	0	0	0	0



## DETAIL OF 2015-16 RECOMMENDED BUDGET

***Detail of 2015-16 Recommended Budget 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 2015-16, including staffing, requirements, sources, net county cost, fund balance, and net position, where applicable; and also includes a description of major programmatic changes in expenditures and revenues (sources).

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

The Major Expenditures and Revenue in 2015-16 Recommended Budget section briefly describes significant budgeted expenditures and sources included within the Departments' recommended budget.

## BUDGET CHANGES AND OPERATIONAL IMPACT

The Budget Changes and Operational Impact section briefly describes any major budget unit program impacts, and highlights the 2015-16 budget, including significant changes in requirements and sources from the prior year Modified budget.

## 2015-16 POSITION SUMMARY

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
					0		
					0		
Total	0	0	0	0	0	0	0

The 2015-16 Position Summary above displays 2014-15 modified staffing by division within the budget unit (as of the 2014-15 2<sup>nd</sup> Quarter Budget Report adopted on March 3, 2015) and the details regarding if positions have been added, deleted or reorganized to derive the 2015-16 recommended staffing. It also provides limited and regular position counts for 2015-16 budgeted staffing.

## STAFFING CHANGES AND OPERATIONAL IMPACT

The Staffing Changes and Operational Impact section briefly highlights budgeted staffing changes and operational impacts for 2015-16, including significant changes from the prior year budgeted staffing.





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# ADMINISTRATION SUMMARY

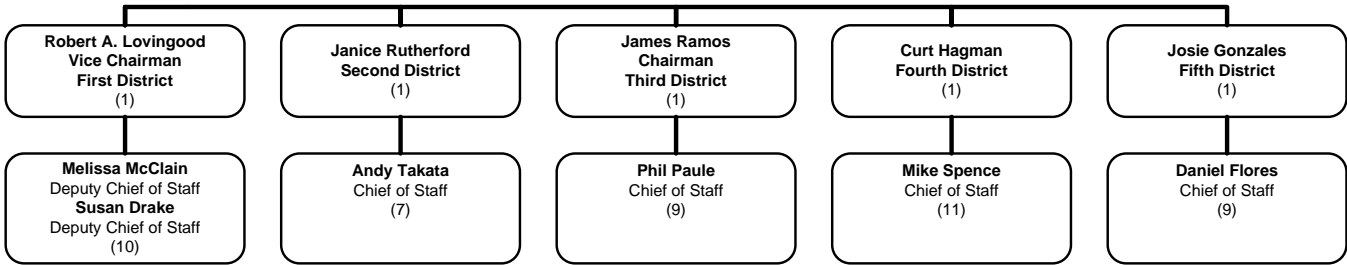
	Page #	Requirements	Sources	Net County Cost	Staffing
<b>GENERAL FUND</b>					
BOARD OF SUPERVISORS					
BOARD OF SUPERVISORS	2	7,663,942	0	7,663,942	51
BOARD DISCRETIONARY FUND	7	2,235,710	0	2,235,710	0
CLERK OF THE BOARD	9	2,104,475	236,172	1,868,303	13
COUNTY ADMINISTRATIVE OFFICE					
COUNTY ADMINISTRATIVE OFFICE	14	4,933,719	0	4,933,719	17
LITIGATION	19	393,868	0	393,868	0
COUNTY COUNSEL	21	8,499,243	5,467,467	3,031,776	91
FINANCE AND ADMINISTRATION					
FINANCE AND ADMINISTRATION	25	3,048,110	0	3,048,110	20
HUMAN RESOURCES					
HUMAN RESOURCES	40	6,987,076	749,563	6,237,513	88
THE CENTER FOR EMPLOYEE HEALTH AND WELLNESS	46	1,985,423	1,985,423	0	12
UNEMPLOYMENT INSURANCE	48	4,000,500	0	4,000,500	0
INFORMATION SERVICES	56				
GIS AND MULTI-MEDIA SERVICES	58	2,387,498	216,872	2,170,626	15
PURCHASING					
PURCHASING	69	2,362,435	639,951	1,722,484	24
LOCAL AGENCY FORMATION COMMISSION	92	294,039	0	294,039	0
COUNTY SCHOOLS	95	3,139,352	0	3,139,352	0
TOTAL GENERAL FUND		50,035,390	9,295,448	40,739,942	331
CAPITAL FACILITIES LEASES	30	12,940,810	5,700,000	7,240,810	0
	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
<b>SPECIAL REVENUE FUNDS</b>					
FINANCE AND ADMINISTRATION:					
DISASTER RECOVERY FUND	33	0	5,277	(5,277)	0
HUMAN RESOURCES:					
COMMUTER SERVICES	50	945,780	736,150	209,630	3
EMPLOYEE BENEFITS AND SERVICES	53	3,465,156	3,329,135	136,021	31
TOTAL SPECIAL REVENUE FUNDS		4,410,936	4,070,562	340,374	34
	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Staffing
<b>INTERNAL SERVICES FUNDS</b>					
FLEET MANAGEMENT	35	40,664,225	35,611,925	5,052,300	93
INFORMATION SERVICES:					
COMPUTER OPERATIONS	60	28,400,551	25,814,858	2,585,693	122
TELECOMMUNICATION SERVICES	63	34,871,794	29,533,178	5,338,616	100
APPLICATION DEVELOPMENT	66	14,188,908	14,384,565	(195,657)	88
PURCHASING:					
PRINTING SERVICES	75	3,651,244	3,141,020	510,224	15
SURPLUS PROPERTY AND STORAGE OPERATIONS	78	1,187,445	1,223,146	(35,701)	4
MAIL/COURIER SERVICES	81	5,999,648	5,692,273	307,375	24
RISK MANAGEMENT:	84				
OPERATIONS	86	5,949,976	5,950,149	(173)	58
INSURANCE PROGRAMS	89	100,188,045	103,105,819	(2,917,774)	0
TOTAL INTERNAL SERVICE FUNDS		235,101,836	224,456,933	10,644,903	504





BOARD OF SUPERVISORS  
James Ramos, Chairman

ORGANIZATIONAL CHART



2015-16 SUMMARY OF BUDGET UNITS

	2015-16				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
General Fund					
Board of Supervisors	7,663,942		7,663,942		51
Board Discretionary Fund	2,235,710		2,235,710		0
Total General Fund	9,899,652	0	9,899,652	0	51



## Board of Supervisors

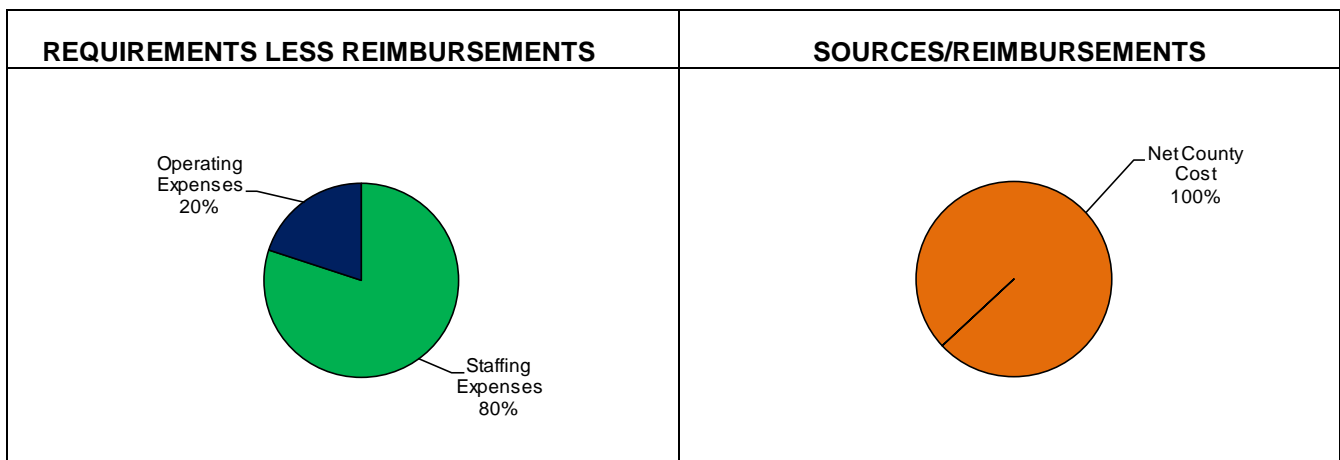
### DESCRIPTION OF MAJOR SERVICES

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

Requirements Less Reimbursements	\$7,672,942
Sources/Reimbursements	\$9,000
Net County Cost	\$7,663,942
Total Staff	51
Funded by Net County Cost	100%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Board of Supervisors  
FUND: General

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	6,196,638	5,799,414	5,637,447	5,379,246	6,279,640	6,142,918	(136,722)
Operating Expenses	1,898,471	1,519,482	844,180	1,036,124	1,048,644	1,530,024	481,380
Capital Expenditures	0	0	0	6,308	6,822	0	(6,822)
Total Exp Authority	8,095,109	7,318,896	6,481,627	6,421,678	7,335,106	7,672,942	337,836
Reimbursements	(276,982)	(95,110)	0	0	0	(9,000)	(9,000)
Total Appropriation	7,818,127	7,223,786	6,481,627	6,421,678	7,335,106	7,663,942	328,836
Operating Transfers Out	0	13,504	0	0	0	0	0
Total Requirements	7,818,127	7,237,290	6,481,627	6,421,678	7,335,106	7,663,942	328,836
<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 Financing Sources	0	0	0	0	0	0	0
Net County Cost	7,818,127	7,237,290	6,481,627	6,421,678	7,335,106	7,663,942	328,836
Budgeted Staffing*	45	35	44	48	48	51	3

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED 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 \$1.5 million include COWCAP, phone services, office expenses, courier and printing charges, facilities management basic services, and travel related expenses.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the Board include a decrease in staffing expenses of \$136,722, which is primarily caused by the utilization of lower cost staff offset by an increase in retirement costs. This decrease is offset by an increase in operating expenses of \$481,380, primarily due to increases in COWCAP charges (\$107,165), community outreach expenses (\$250,000), and general office expense (\$26,697).

For 2015-16 each district will receive an equal allocation of \$1.49 million in Net County Cost, totaling \$7.45 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 2015-16 budget allocates the augmentation funding under the same methodology as in 2014-15 and is as follows:



Formula for Allocation of Staff Augmentation Funds			
Supervisory District	Population (Unincorporated)	% of Total Unincorporated Population	Allocation Amount*
1	95,846	32.8%	70,382
2	59,401	20.4%	43,619
3	73,950	25.3%	54,303
4	13,117	4.5%	9,632
5	49,462	17.0%	36,321
Total	291,776	100%	214,257

\*May not tie exactly due to rounding

## 2015-16 POSITION SUMMARY\*

	2014-15				2015-16			
Division	Modified Staffing	Adds	Deletes	Reorgs	Recommended	Limited	Regular	
First District	11	2	-2	0	11	10	1	
Second District	8	3	-3	0	8	7	1	
Third District	12	1	-3	0	10	9	1	
Fourth District	7	11	-6	0	12	11	1	
Fifth District	10	4	-4	0	10	9	1	
Total	48	21	-18	0	51	46	5	

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$6.1 million fund 51 budgeted positions of which 5 are regular positions and 46 are limited term positions.

There is a net increase of 3 budgeted positions in this budget unit. Supervisorial Districts make staffing adjustments to limited term positions through separate board agenda items; however 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 2014-15 and the deletion of positions which have become vacant throughout the year. Limited term positions within this budget unit are deleted upon becoming vacant.

Staffing changes are as follows and include a total of 18 deletions and 21 additions, for a net increase of 3 budgeted positions:

### Deletions (18 total)

- 1 Community Service Liaison (First District)
- 1 Intern Staff Assistant (First District)
- 1 Chief of Staff (Second District)
- 1 Executive Aide (Second District)
- 1 Policy Advisor (Second District)
- 1 Communications Assistant (Third District)
- 1 Field Representative (Third District)
- 1 Communications Advisor (Third District)
- 1 Chief of Staff (Fourth District)
- 1 Deputy Chief of Staff (Fourth District)
- 1 Policy Advisor (Fourth District)



**Deletions (continued)**

- 1 District Representative (Fourth District)
- 1 Field Representative (Fourth District)
- 1 Executive Secretary (Fourth District)
- 1 Special Projects Coordinator (Fifth District)
- 1 Communications Advisor (Fifth District)
- 1 Executive Secretary (Fifth District)
- 1 Constituent Services Representative (Fifth District)

**Additions (21 total)**

- 1 Community Service Liaison (First District)
- 1 Secretary I (First District)
- 1 Chief of Staff (Second District)
- 1 Field Representative II (Second District)
- 1 Staff Assistant (Second District)
- 1 Executive Aide I (Third District)
- 1 Chief of Staff (Fourth District)
- 1 District Director (Fourth District)
- 3 Special Assistants (Fourth District)
- 1 Field Representative II (Fourth District)
- 2 Executive Aide III's (Fourth District)
- 3 Community Service Liaisons (Fourth District)
- 1 Deputy Chief of Staff (Fifth District)
- 1 Field Representative I (Fifth District)
- 1 Executive Secretary (Fifth District)
- 1 Constituent Services Representative (Fifth District)



## Board Discretionary Fund

### DESCRIPTION OF MAJOR SERVICES

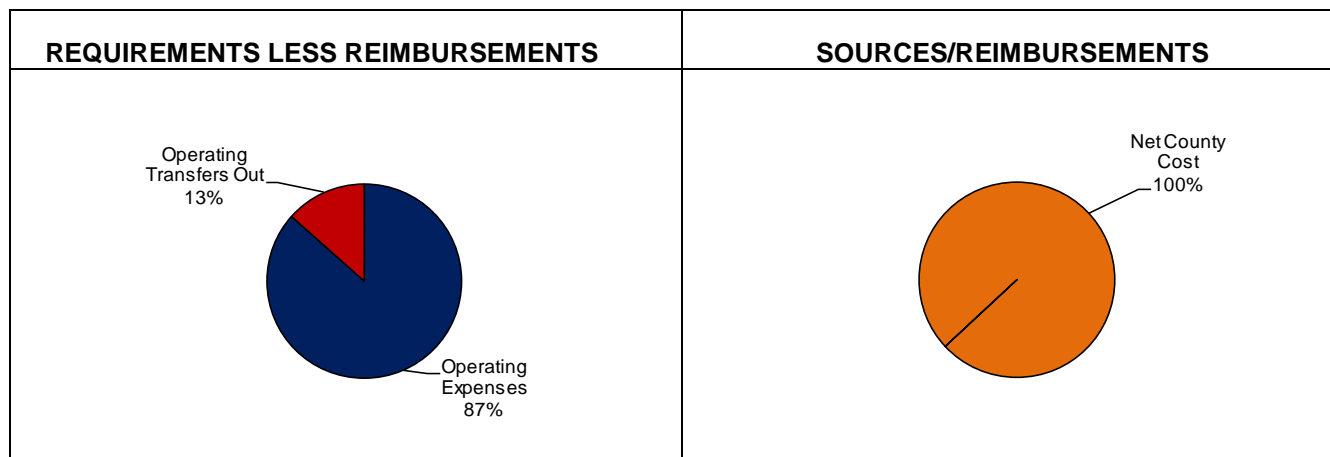
Beginning in 1999-00, \$1.0 million was allocated evenly between the five supervisorial districts as board discretionary funding for priority policy needs that may be identified during the fiscal year. In 2005-06, the annual allocation was increased to \$2.0 million, and in 2006-07 it was increased to \$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 05-10 (formerly 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.

#### Budget at a Glance

Requirements Less Reimbursements	\$2,235,710
Sources/Reimbursements	\$0
Net County Cost	\$2,235,710
Total Staff	0
Funded by Net County Cost	100%

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.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Board Discretionary Fund  
FUND: General

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,289,173	4,128,360	1,766,730	1,971,220	3,906,259	1,935,710	(1,970,549)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	2,289,173	4,128,360	1,766,730	1,971,220	3,906,259	1,935,710	(1,970,549)
Reimbursements	0	(17,795)	0	(671)	0	0	0
Total Appropriation	2,289,173	4,110,565	1,766,730	1,970,549	3,906,259	1,935,710	(1,970,549)
Operating Transfers Out	550,890	298,750	33,500	0	300,000	300,000	0
Total Requirements	2,840,063	4,409,315	1,800,230	1,970,549	4,206,259	2,235,710	(1,970,549)
<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	45,000	153,925	0	0	0	0
Total Revenue	0	45,000	153,925	0	0	0	0
Operating Transfers In	0	58,989	0	0	0	0	0
Total Financing Sources	0	103,989	153,925	0	0	0	0
Net County Cost	2,840,063	4,305,326	1,646,305	1,970,549	4,206,259	2,235,710	(1,970,549)
Budgeted Staffing*	0	0	0	0	0	0	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$2.2 million represent 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 include 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 05-10, 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 (now County Policy 05-10) 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 budget includes a reduction of \$2.0 million in requirements and represents payments made to support community programs and projects during the 2014-15 fiscal year. As of the Third Quarter Budget Report on May 19, 2015, funds remaining to be obligated by the Districts total approximately \$2.0 million. There is currently no ongoing funding included in this budget unit.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.





## CLERK OF THE BOARD

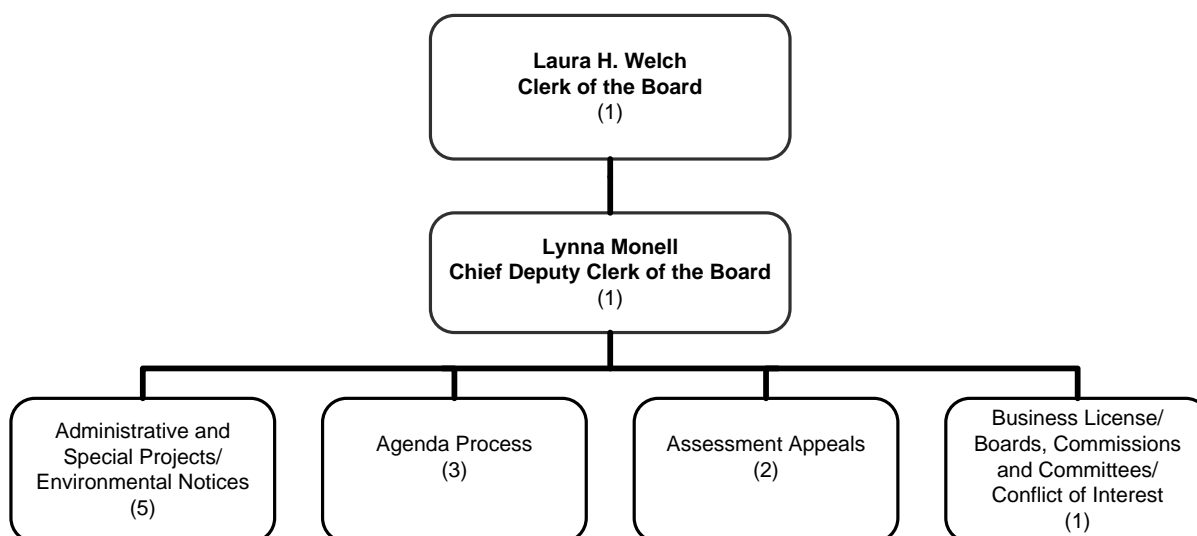
Laura H. Welch

### 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



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Clerk of the Board	2,104,475	236,172	1,868,303			13
Total General Fund	2,104,475	236,172	1,868,303			13
<b>Total - All Funds</b>	2,104,475	236,172	1,868,303	0	0	13



## 2014-15 MAJOR ACCOMPLISHMENTS

- Reached disposition or filed a two-year waiver for all 6,066 2012-13 Assessment Appeal applications, which met the November 30, 2014, statutory deadline.
- Provided Chambers staffing for the duration of all Board of Supervisor's meetings to provide constituent assistance relating to the public comment process and providing information regarding the agenda resulting in greater service to meeting attendees and less disruption during Board meetings.
- Implemented a major upgrade to the Assessment Appeals system streamlining input and review of appeals, as well as identifying cases by district for scheduling which will benefit the constituents in faster resolution for property valuation disputes.
- Updated the business licensing ordinance to align practices with state law eliminating the County massage technician license program thereby shifting regulatory oversight for massage technicians to the state.
- Transitioned the management of the Clerk of the Board internet site from the Information Services Department to the department ensuring updates are uploaded quickly to provide the most up-to-date information to constituents conducting business in the County.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.	Percentage of electronic submissions of Assessment Appeal applications.	32.15%	40%	34.02%	40%
STRATEGY	Increase electronic submissions of Assessment Appeal applications to continue to provide accurate, timely and efficient processing of applications.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.	Turnaround time for processing of new business licenses.	19 days	18 days	10.95 days	10 days
STRATEGY	Implement business practice changes related to the approval process for applications to improve turnaround time for issuance of new business licenses.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.	Turnaround time for processing of renewal business licenses.	10.58 days	10 days	10.15 days	10 days
STRATEGY	Implement business practice changes related to the approval process for applications to improve turnaround time for issuance of new business licenses.					



## Clerk of the Board

### DESCRIPTION OF MAJOR SERVICES

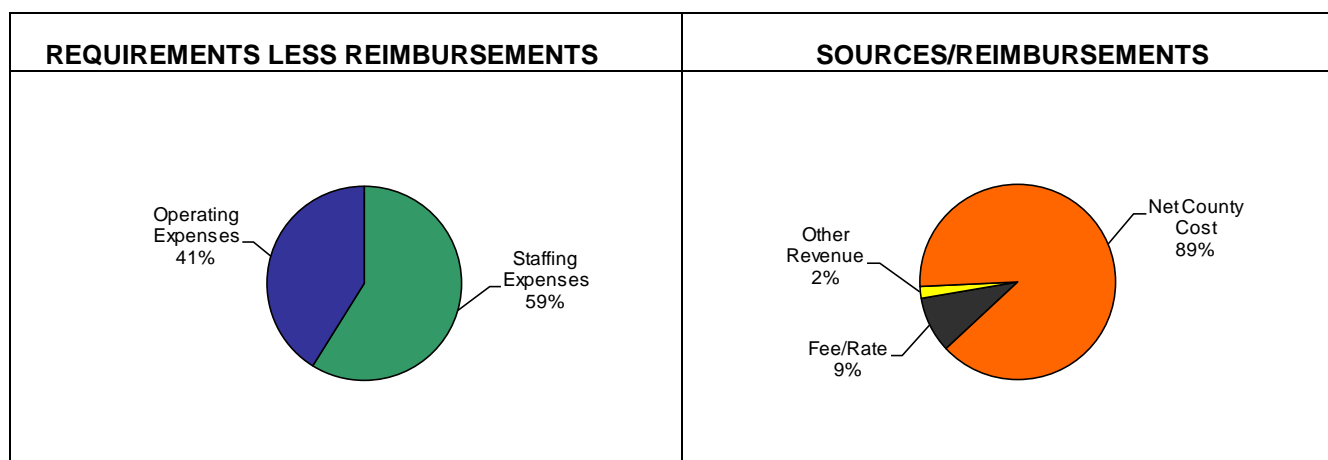
The Clerk of the Board (COB) provides legislative and administrative support services to the Board of Supervisors (Board). The COB coordinates, prepares and maintains minutes, ordinances, resolutions, contracts, agreements and other official records and documents related to meetings conducted by the Board. 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.

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.

#### Budget at a Glance

Requirements Less Reimbursements	\$2,104,475
Sources/Reimbursements	\$236,172
Net County Cost	\$1,868,303
Total Staff	13
Funded by Net County Cost	89%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

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

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,095,469	994,418	1,202,434	1,191,740	1,247,899	1,238,965	(8,934)
Operating Expenses	745,127	750,228	1,019,625	974,840	1,024,866	865,510	(159,356)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	1,840,596	1,744,646	2,222,058	2,166,580	2,272,765	2,104,475	(168,290)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,840,596	1,744,646	2,222,058	2,166,580	2,272,765	2,104,475	(168,290)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,840,596	1,744,646	2,222,058	2,166,580	2,272,765	2,104,475	(168,290)
<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	352,330	285,397	229,638	186,438	216,868	194,747	(22,121)
Other Revenue	44,218	35,934	35,563	42,636	31,425	41,425	10,000
Total Revenue	396,548	321,331	265,201	229,074	248,293	236,172	(12,121)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	396,548	321,331	265,201	229,074	248,293	236,172	(12,121)
Net County Cost	1,444,049	1,423,315	1,956,857	1,937,506	2,024,472	1,868,303	(156,169)
Budgeted Staffing*	13	13	15	14	14	13	(1)

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED 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 \$865,510 include costs related to office expenses, vendor service contracts, Application Development Maintenance and Support costs, transfers, and assessment appeals costs.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Overall requirements are decreasing by \$168,290. This reflects a net decrease of \$8,934 in staffing expenses due to the elimination of two limited term positions, the addition of one regular position, and salary and MOU adjustments. Operating expenses are decreasing by \$159,356 primarily due to a reduction in COWCAP and Information Services Department charges. Sources are decreasing by \$12,121 primarily due to an anticipated reduction in the number of Assessment Appeals applications and business license issuances.

Net County Cost is decreasing by \$156,169 primarily due to a decrease in COWCAP charges and the elimination of one-time funding from 2014-15 for contract positions to support the assessment appeals function. These decreases are offset by an increase in on-going Net County Cost due to an on-going funding request for the addition of an Office Assistant II position and increased costs associated with Board meeting videoconferencing maintenance costs.



## 2015-16 POSITION SUMMARY\*

### 2015-16 Budgeted Staffing

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Administration/Special							
Projects/Environmental Notices	6	1	0	0	7	0	7
Agenda Process	3	0	0	0	3	0	3
Assessment Appeals	4	0	-2	0	2	0	2
Business License/Board Commissions and Committees/Conflict of Interest	1	0	0	0	1	0	1
Total	14	1	-2	0	13	0	13

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.2 million fund 13 budgeted regular positions. Staffing changes for 2015-16 include the addition of 1 Office Assistant III and the deletion of 2 vacant Contract Assessment Appeals Processors. The Office Assistant III will perform clerical support to Assessment Appeals and Board of Supervisors agenda processes, and other administrative functions within the department. The addition of this position 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. The Department received Net County Cost to fund the new position, the contract positions were funded with one-time funding.



## COUNTY ADMINISTRATIVE OFFICE

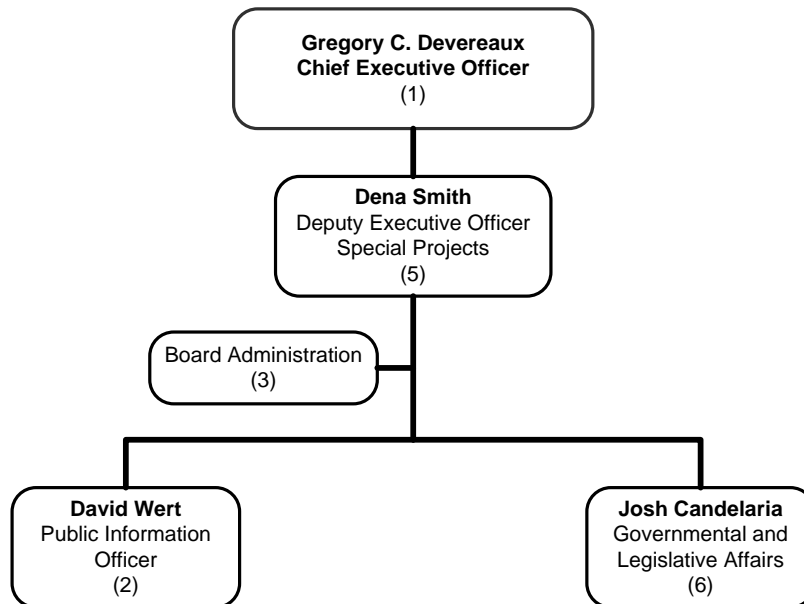
Gregory C. Devereaux

### 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



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
County Administrative Office	4,933,719	0	4,933,719			17
Litigation	393,868	0	393,868			0
Total General Fund	5,327,587	0	5,327,587			17
<b>Total - All Funds</b>	5,327,587	0	5,327,587	0	0	17



## 2014-15 MAJOR ACCOMPLISHMENTS

- Continued as facilitator of the Countywide Vision Leadership Team.
- Convened a Countywide Vision Leadership Dialogue engaging Element Group leaders and key community stakeholders to review accomplishments and develop a work plan for 2015 and beyond.
- Facilitated presentations of Element Group work products including: business-friendly best practices inventory; water management and land use planning guidelines; affordable housing program pilot including residential services focused on community health and academic success; regional habitat conservation planning framework.
- Sponsored development of Countywide vacant and developed land “opportunity” area maps.
- Developed and presented state and federal legislative platforms.
- Hosted meeting of the Inland Empire Legislative Caucus at the newly constructed San Bernardino County Superior Courthouse.
- Conducted first “Employee Showcase” where 18 employees, nominated by their department heads, presented innovative ideas for improved operations and/or services to senior managers and the Chief Executive Officer.
- Coordinated the development and launch of a new San Bernardino County logo and brand, including style guide.
- Developed and maintained weekly “Issue Guide” summary as a resource for Board offices on pending and emerging issues.
- Launched the “Government Works” feature on CountyWire to highlight innovation and efficiencies by County agencies.
- Coordinated preparation of the 6<sup>th</sup> annual Community Indicators Report and conducted solicitation to procure services to continue this annual report.
- Began roll-out of the San Bernardino County “wiki” website as a repository and reference resource for documentation of complex, long-standing, historical issues and decisions affecting County operations.
- Implemented Contract Tracking System in pilot departments (ICEMA, Probation, Regional Parks), transitioned ARMC and Sheriff to the System and developed schedule for Countywide implementation in 2015-16.
- Oversaw work of the Policy Review Committee which completed review and approval of 9 new or updated County Policies and/or Standard Practices.
- Provided training and technical assistance to departments in support of grant funding that would relieve general fund obligations.

## DEPARTMENT GOALS AND OBJECTIVES

COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION	
OBJECTIVE	Continue the County role of convening conversations on community collaboration and collective action.
OBJECTIVE	Continue to promote the Countywide Vision and support the Element Groups.
STRATEGY	Continue to facilitate and support Countywide Vision Leadership Team and Element Group activities.
STRATEGY	Coordinate launch of a literacy initiative in support of the Vision's Cradle to Career Regional Implementation Goal.
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS	
OBJECTIVE	Develop consistent messaging for the organization.
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.
STRATEGY	Review and coordinate public communications to ensure consistent messaging and branding.
STRATEGY	Oversee Countywide roll-out of contract tracking and 'wiki' systems as resources for County departments.





## DEPARTMENT GOALS AND OBJECTIVES CONTINUED

<b>COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER</b>	
<b>OBJECTIVE</b>	Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operation system maintenance and replacement.
<b>OBJECTIVE</b>	Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.
<b>STRATEGY</b>	Continue to refine budget planning, reporting and forecasting systems to achieve financial and programmatic balance and more fully inform policy development by the Board of Supervisors.
<b>STRATEGY</b>	Oversee implementation of enterprise financial accounting and permitting systems through use of information management best practices.
<b>COUNTY GOAL: ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY</b>	
<b>OBJECTIVE</b>	Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.
<b>OBJECTIVE</b>	Work collaboratively with cities on zoning and development standards in their spheres of influence.
<b>OBJECTIVE</b>	Prioritize investments in services and amenities for County unincorporated communities.
<b>STRATEGY</b>	Coordinate launch and implementation of the Countywide Plan which includes the General Plan update, community plan continuum and development of the County Business Plan.
<b>STRATEGY</b>	Continue to prioritize investment to maintain existing infrastructure and explore strategies, including development impact fees, to fund future development of infrastructure for County unincorporated areas.
<b>COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES</b>	
<b>OBJECTIVE</b>	Collaborate with other agencies to help shape legislation and regulations which affect the County.
<b>OBJECTIVE</b>	Maintain close working relationships with cities, tribes and other governmental agencies.
<b>STRATEGY</b>	Sponsor and support legislation and actively engage federal and state legislators to support County interests and priorities.
<b>STRATEGY</b>	Lead efforts and engage regional stakeholders in development of a successor agreement for emergency medical transportation services.



## County Administrative Office

### DESCRIPTION OF MAJOR SERVICES

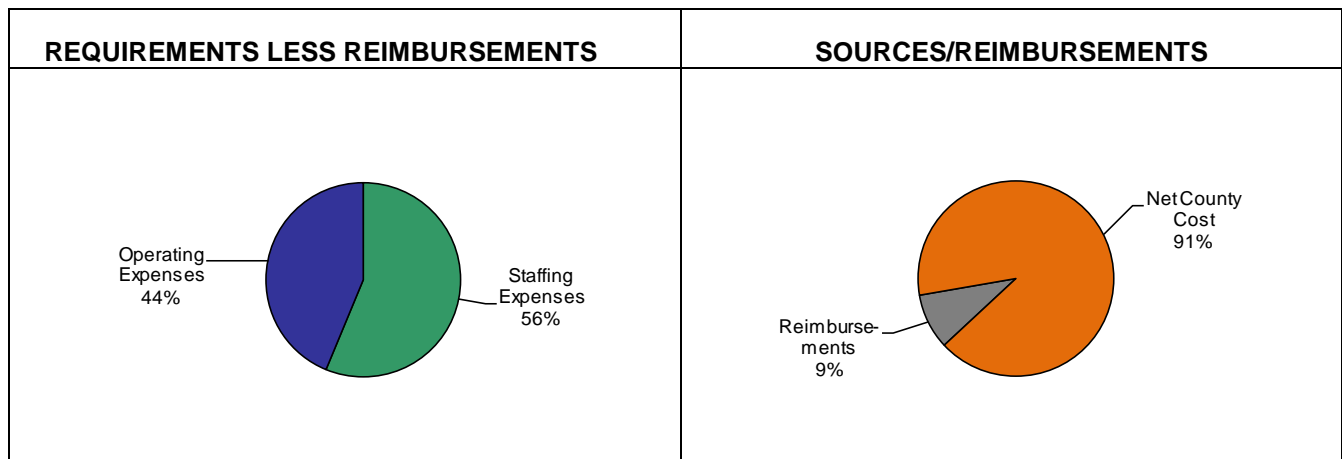
The County Administrative Office (CAO) is responsible to the Board of Supervisors (Board) for the general administration and coordination of all County operations and programs. The CAO oversees the operations of all County departments whose department heads are appointed by the Board or Chief Executive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

#### Budget at a Glance

Requirements Less Reimbursements	\$5,434,814
Sources/Reimbursements	\$501,095
Net County Cost	\$4,933,719
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.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: County Administrative Office  
FUND: General

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	2,465,488	2,774,729	2,880,499	3,025,812	3,165,163	3,056,896	(108,267)
Operating Expenses	1,279,342	1,499,448	1,989,142	1,738,603	1,960,776	2,377,918	417,142
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,744,830	4,274,177	4,869,641	4,764,415	5,125,939	5,434,814	308,875
Reimbursements	(441,218)	(469,501)	(467,713)	(530,697)	(544,697)	(501,095)	43,602
Total Appropriation	3,303,612	3,804,676	4,401,928	4,233,718	4,581,242	4,933,719	352,477
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,303,612	3,804,676	4,401,928	4,233,718	4,581,242	4,933,719	352,477
<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	44,335	0	0	0	0	0
Total Revenue	0	44,335	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	44,335	0	0	0	0	0
Net County Cost	3,303,612	3,760,341	4,401,928	4,233,718	4,581,242	4,933,719	352,477
Budgeted Staffing*	16	17	17	17	17	17	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$3.1 million represent the majority of expenditures in this department and fund 17 budgeted positions. Operating expenses of \$2.4 million include the Fair Political Practices Commission contract and the Federal and State lobbyist contracts. Reimbursements of \$501,095 fund a portion of staffing expenses (\$193,095) and operating expenses (\$308,000) and are received from other departments for services provided.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$352,477 due primarily to increased Application Development costs associated with implementation of the Contract Tracking System being implemented Countywide in 2015-16 and \$100,000 budgeted for the Give Big campaign.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
County Administrative Office	1	0	0	0	1	0	1
Board Administration	3	0	0	0	3	0	3
Special Projects	5	0	0	0	5	0	5
Public Information Office	2	0	0	0	2	0	2
Government & Legislative Affairs	6	0	0	0	6	1	5
Total	17	0	0	0	17	1	16

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$3.1 million fund 17 budgeted positions of which 16 are regular positions and 1 is a limited term position. There is no change to budgeted staffing.



## Litigation

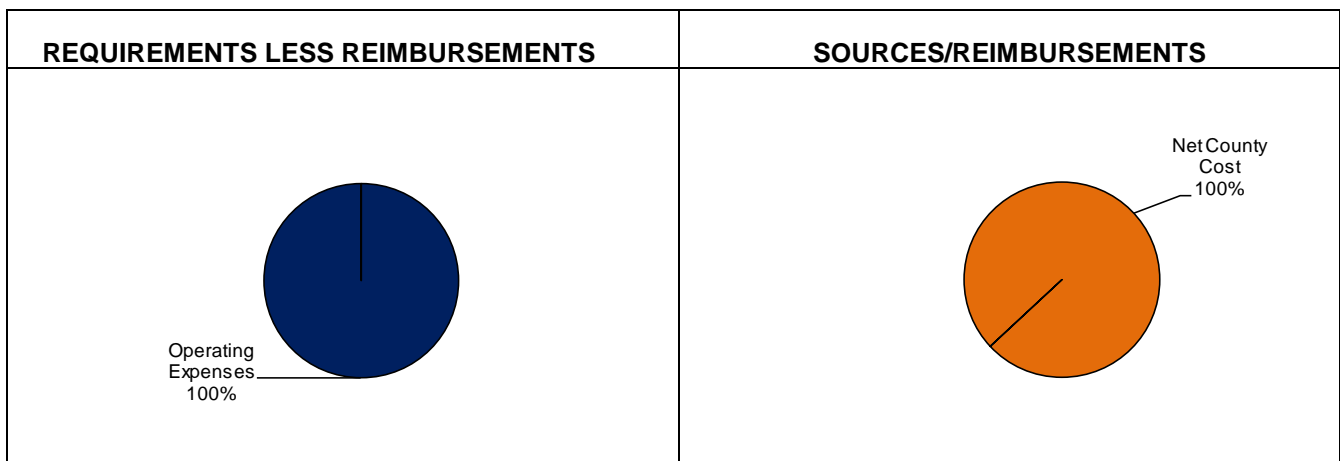
### DESCRIPTION OF MAJOR SERVICES

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 additional Discretionary General Funding (Net County Cost) contingencies may be required during the fiscal year for any new major contracts or material amendments to existing legal contracts.

#### Budget at a Glance

Requirements Less Reimbursements	\$393,868
Sources/Reimbursements	\$0
Net County Cost	\$393,868
Total Staff	0
Funded by Net County Cost	100%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: County Administrative Office  
FUND: General

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	376,222	395,986	436,481	392,599	392,599	393,868	1,269
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	376,222	395,986	436,481	392,599	392,599	393,868	1,269
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	376,222	395,986	436,481	392,599	392,599	393,868	1,269
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	376,222	395,986	436,481	392,599	392,599	393,868	1,269
<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	1,200	800	0	0	0	0	0
Total Revenue	1,200	800	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,200	800	0	0	0	0	0
Net County Cost	375,022	395,186	436,481	392,599	392,599	393,868	1,269
Budgeted Staffing*	0	0	0	-	0	0	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$393,868 represent costs for outside legal counsel and other litigation related expenses.

## BUDGET CHANGES AND OPERATIONAL IMPACT

The \$1,269 increase in requirements is due to an increase in COWCAP charges.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## COUNTY COUNSEL

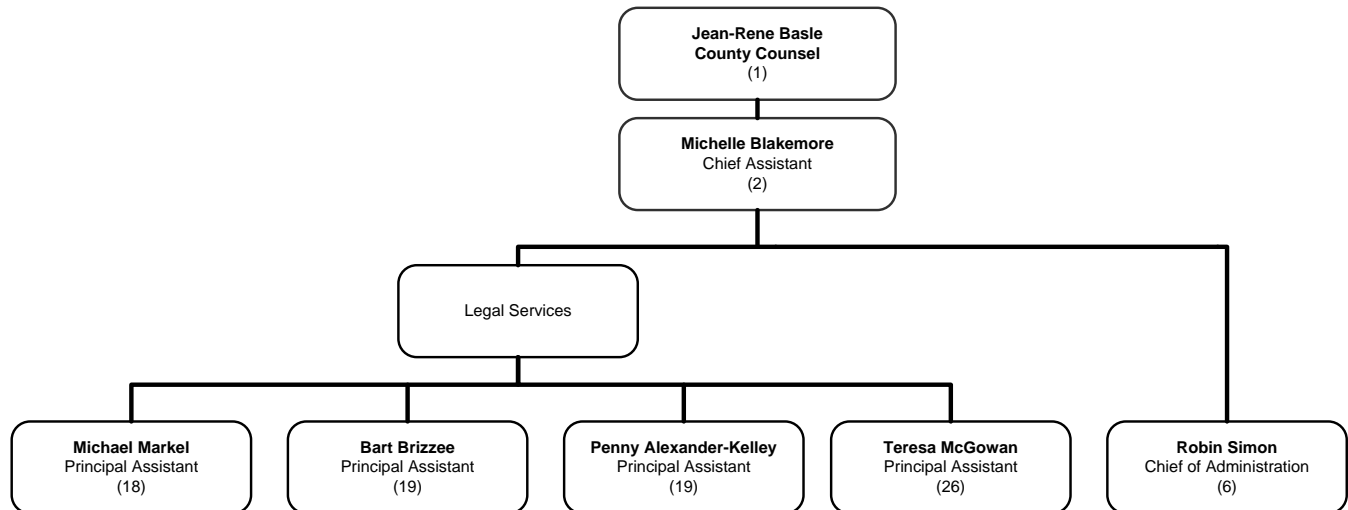
Jean-Rene Basle

### 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



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
County Counsel	8,499,243	5,467,467	3,031,776			91
Total General Fund	8,499,243	5,467,467	3,031,776			91
<b>Total - All Funds</b>	8,499,243	5,467,467	3,031,776	0	0	91



## 2014-15 MAJOR ACCOMPLISHMENTS

- Prepared Ordinances on a variety of issues including:
  - Code Enforcement & Nuisance Abatement.
  - Regulating the sale and possession of synthetic drugs.
- Opened 1,170 juvenile dependency cases and filed 73 appellate actions.
- Resolved within 21 months the County's claims against four of its insurers for damages related to environmental claims at the Mid-Valley Sanitary Landfill.
- Opened 70 new Public Guardian Matters.
- Advised the Board of Supervisors on the restructuring of the Housing Authority of the County of San Bernardino.
- Maintained the closure of virtually all known medical marijuana dispensaries within the unincorporated area by aggressively enforcing the County Code through the Courts and the County's administrative process.
- Successfully litigated cases involving a Public Employee Pension Reform Act (PEPRA) issue and retirement issue relating to disability retirement.
- Assisted in a major revision of physician's contracts at Arrowhead Regional Medical Center.
- Recovered over \$1.0 million in two False Claims Acts cases.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of policies and ordinances drafted within Board directed or requested timelines.	100%	100%	100%	100%
STRATEGY	Draft policies and ordinances pursuant to Board of Supervisors direction within requested timelines.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Ensure that employees know that they and their work are valued.	Percentage of clients who ranked service from County Counsel as satisfactory or above.	98%	99%	100%	99%
STRATEGY	Conduct an annual customer service survey which will allow clients to provide feedback on the service they receive from County Counsel.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Number of training hours provided to county staff.	N/A	50	275	300
STRATEGY	Increase training to County departments to reduce potential exposure.					





## County Counsel

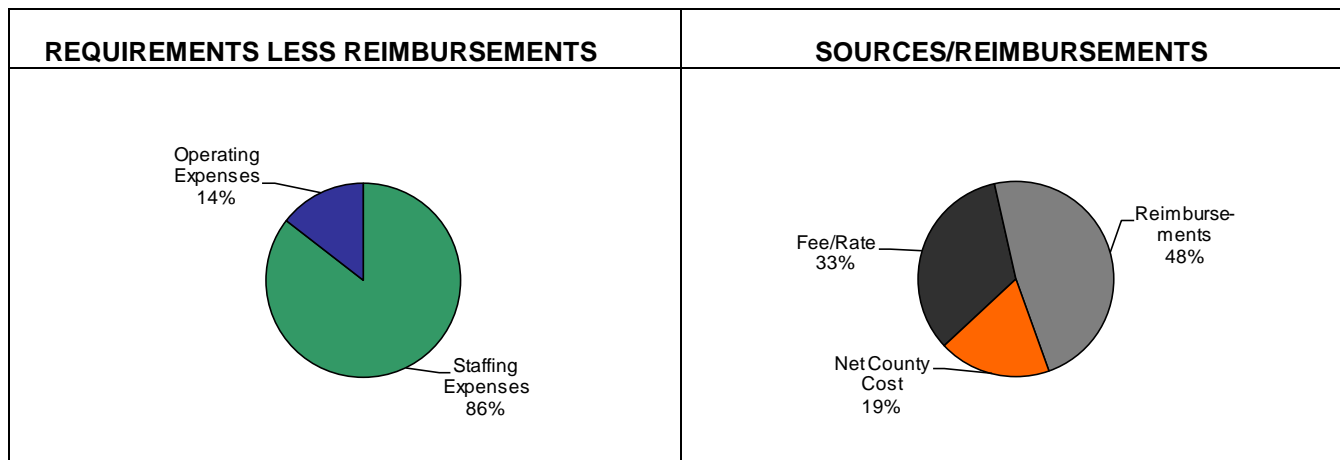
### DESCRIPTION OF MAJOR SERVICES

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

Requirements Less Reimbursements	\$16,356,946
Sources/Reimbursements	\$13,325,170
Net County Cost	\$3,031,776
Total Staff	91
Funded by Net County Cost	19%

### 2015-16 RECOMMENDED BUDGET



### ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: County Counsel  
FUND: General

BUDGET UNIT: AAA CCL  
FUNCTION: General  
ACTIVITY: Counsel

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	12,219,215	12,129,008	12,090,815	12,949,054	13,199,232	13,986,152	786,920
Operating Expenses	1,656,726	1,227,256	1,878,836	1,953,007	2,031,241	2,370,794	339,553
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	13,875,941	13,356,264	13,969,651	14,902,061	15,230,473	16,356,946	1,126,473
Reimbursements	(5,409,375)	(5,900,009)	(6,191,577)	(6,331,759)	(6,240,321)	(7,857,703)	(1,617,382)
Total Appropriation	8,466,566	7,456,255	7,778,074	8,570,302	8,990,152	8,499,243	(490,909)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	8,466,566	7,456,255	7,778,074	8,570,302	8,990,152	8,499,243	(490,909)
<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	6,145,211	5,567,865	5,510,257	5,292,900	5,712,600	5,466,717	(245,883)
Other Revenue	9,653	122,492	1,595	600	750	750	0
Total Revenue	6,154,864	5,690,357	5,511,852	5,293,500	5,713,350	5,467,467	(245,883)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	6,154,864	5,690,357	5,511,852	5,293,500	5,713,350	5,467,467	(245,883)
Net County Cost	2,311,702	1,765,898	2,266,222	3,276,802	3,276,802	3,031,776	(245,026)
Budgeted Staffing*	91	89	85	86	86	91	5

\* Data represents modified budgeted staffing



## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$14.0 million represent a large majority of the department's requirements and fund 87 regular and 4 limited term positions. Other significant expenses include professional services, 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

Requirements are decreasing by \$490,909 due to an increase in reimbursements which is offset by an increase in staffing and operating expenses as a result of increased caseload and associated staffing increases at the Juvenile Dependency Court. Sources are decreasing by \$245,883, which is mainly due to the reclassification of sources to reimbursements. Net County Cost is decreasing by \$245,026 due to the reallocation of General Fund support from County Counsel to Public Guardian to accurately account for legal expenses for the Public Guardian.

## 2015-16 POSITION SUMMARY\*

Division	2014-15	Adds	Deletes	Reorgs	2015-16	Limited	Regular
	Modified Staffing				Recommended		
Management/Fiscal	9	0	0	0	9	2	7
Legal Services	77	7	-2	0	82	2	80
Total	86	7	-2	0	91	4	87

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$14.0 million fund 91 budgeted positions of which 87 are regular positions and 4 are limited term positions. Staffing changes for 2015-16 reflect an increase of 5 net budgeted positions including the addition of 4 Deputy County Counsel IV, 2 Executive Secretary II, and 1 Office Assistant III positions offset by the deletion of a County Counsel Paralegal and limited term Deputy Counsel IV position. The positions were added due to the increased caseload associated with the opening of a new Juvenile Dependency Courtroom and the County Counsel Paralegal and limited term Deputy Counsel IV positions were deleted as these duties are now being assumed by other staff members. Additionally, a Fiscal Assistant position was reclassified to Fiscal Specialist to better reflect the responsibilities of the position.



## FINANCE AND ADMINISTRATION

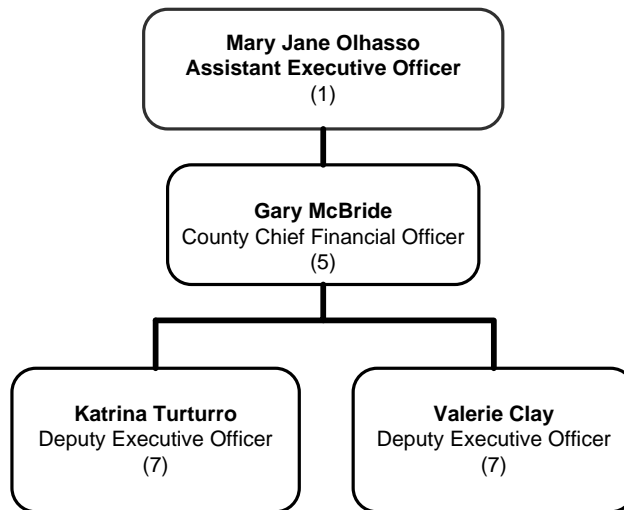
Mary Jane Olhasso

### 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



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b><u>General Fund</u></b>						
Finance and Administration	3,048,110	0	3,048,110			20
Capital Facilities Leases	12,940,810	5,700,000	7,240,810			0
Total General Fund	15,988,920	5,700,000	10,288,920			20
<b><u>Special Revenue Funds</u></b>						
Disaster Recovery Fund	0	5,277		(5,277)		0
Total Special Revenue Funds	0	5,277		(5,277)		0
<b>Total - All Funds</b>	15,988,920	5,705,277	10,288,920	(5,277)	0	20

### 2014-15 MAJOR ACCOMPLISHMENTS

- Received the Distinguished Budget Presentation Award for the ninth consecutive year.
- Implemented a comprehensive Countywide Fee Management System automating the County Fee process.
- Issued the inaugural Capital Improvement Plan book.
- Developed a balanced budget for the coming year addressing the most pressing Countywide needs.



## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Received Distinguished Budget Presentation Award from the Government Finance Officers Association.	Yes	Yes	Yes	Yes
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.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue to develop and maintain consistent messaging for the organization.	Number of days recommended budget documents were provided in advance of the Board meeting.	14	14	14	14
STRATEGY	Ensure Board of Supervisors has sufficient review time for recommended budget documents.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue to develop and maintain consistent messaging for the organization.	Number of days fee ordinance documents were provided in advance of the Board meeting.	14	14	14	14
STRATEGY	Ensure Board of Supervisors has sufficient review time for recommended budget and fee ordinance documents.					



## Finance and Administration

### DESCRIPTION OF MAJOR SERVICES

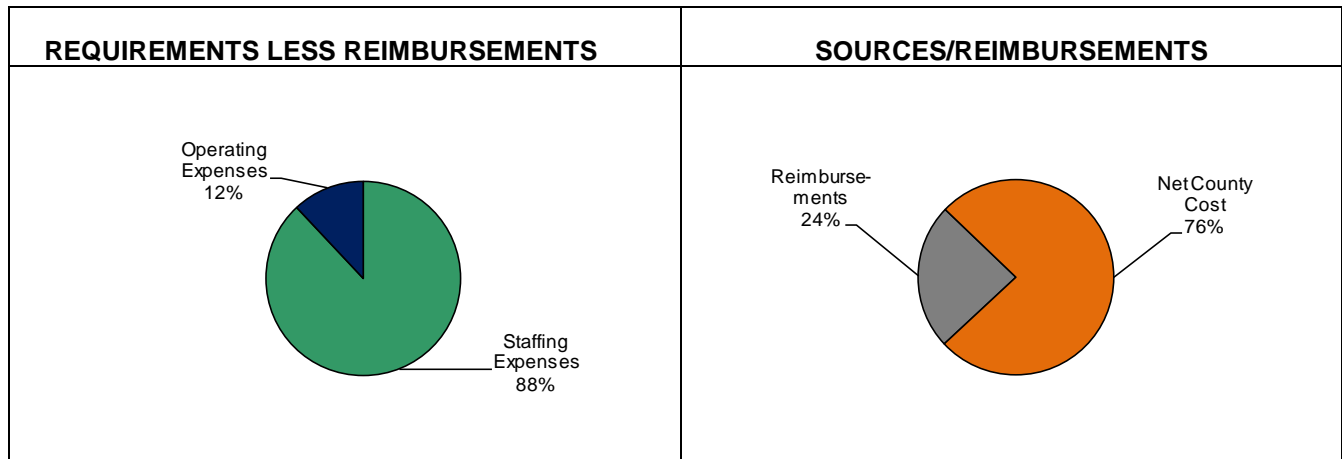
The Finance and Administration budget unit was created in 2011-12 to centralize financial management and oversight. In alignment with priorities of the Board of Supervisors and the Chief Executive Officer, this section provides timely and accurate financial information, and advises departments in financial matters.

#### Budget at a Glance

Requirements Less Reimbursements	\$4,017,705
Sources/Reimbursements	\$969,595
Net County Cost	\$3,048,110
Total Staff	20
Funded by Net County Cost	76%

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.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Finance and Administration  
FUND: General

BUDGET UNIT: AAA FAB  
FUNCTION: General  
ACTIVITY: Finance

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	2,095,407	1,840,406	2,462,736	3,061,491	3,149,087	3,536,345	387,258
Operating Expenses	222,862	165,254	479,745	362,377	438,085	481,360	43,275
Capital Expenditures	0	0	0	9,127	18,350	0	(18,350)
Total Exp Authority	2,318,269	2,005,660	2,942,481	3,432,995	3,605,522	4,017,705	412,183
Reimbursements	(369,985)	(364,311)	(373,277)	(670,822)	(674,042)	(969,595)	(295,553)
Total Appropriation	1,948,284	1,641,349	2,569,204	2,762,173	2,931,480	3,048,110	116,630
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,948,284	1,641,349	2,569,204	2,762,173	2,931,480	3,048,110	116,630
<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	4,883	0	0	0	0
Total Revenue	0	0	4,883	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	4,883	0	0	0	0
Net County Cost	1,948,284	1,641,349	2,564,321	2,762,173	2,931,480	3,048,110	116,630
Budgeted Staffing*	14	14	15	18	18	20	2

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$3.5 million fund 20 budgeted positions. The majority of reimbursements are from Health Administration, County Fire, and Indigent Defense for administrative oversight.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses are increasing by \$387,258 primarily due to the addition of one Administrative Analyst III position funded with additional Net County Cost (Discretionary General Funding). This position is being added to help establish a centralized Law and Justice – Finance and Administration division, as discussed in the Staffing Changes and Operational Impact section below. Staffing costs are also increasing due to the transfer in of one Administrative Analyst III position from the Regional Parks department. The increased staffing expenses will be partially offset by increased reimbursements from Operations and Community Services Departments for the transferred position from Regional Parks and additional reimbursements from the County Fire and Special Districts Departments to fund their proportionate share of Administrative Analyst costs.

Net County Cost is increasing as a result of the additional funding for the Law and Justice related Administrative Analyst III position (\$160,000), which is partially offset by reduced funding needed to cover Application Development – Maintenance costs from the Information Services Department.



## 2015-16 POSITION SUMMARY\*

### 2015-16 Budgeted Staffing

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Finance and Administration	18	3	-1	0	20	2	18
Total	18	3	-1	0	20	2	18

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$3.5 million fund 20 positions of which 18 are regular positions and 2 are limited term positions. The budget includes a net increase of 2 positions primarily associated with the continued establishment of a centralized Law and Justice – Finance and Administration division. In 2014-15, the Board approved the reclassification of an Administrative Analyst III to a Chief Administrative Analyst, to provide for centralized analysis and oversight of the County's Law and Justice Departments' programs and budget. In 2015-16, this centralized section is recommended to be expanded by adding 1 Administrative Analyst I to provide basic Law and Justice operational oversight support and an Administrative Analyst III to act as the primary analyst to the Sheriff's Department and to research and analyze broader implications of State and Federal law changes on the County's Law and Justice Departments (e.g. Proposition 47 reduction in felony drug charges, Public Safety Realignment). One Contract Indigent Defense Clerk budgeted for 2014-15, but never filled, will be deleted from the 2015-16 budget to offset a portion of the increased costs for the Administrative Analyst I. Finally, an Administrative Analyst III position is being added to the budget that previously resided in Regional Parks.





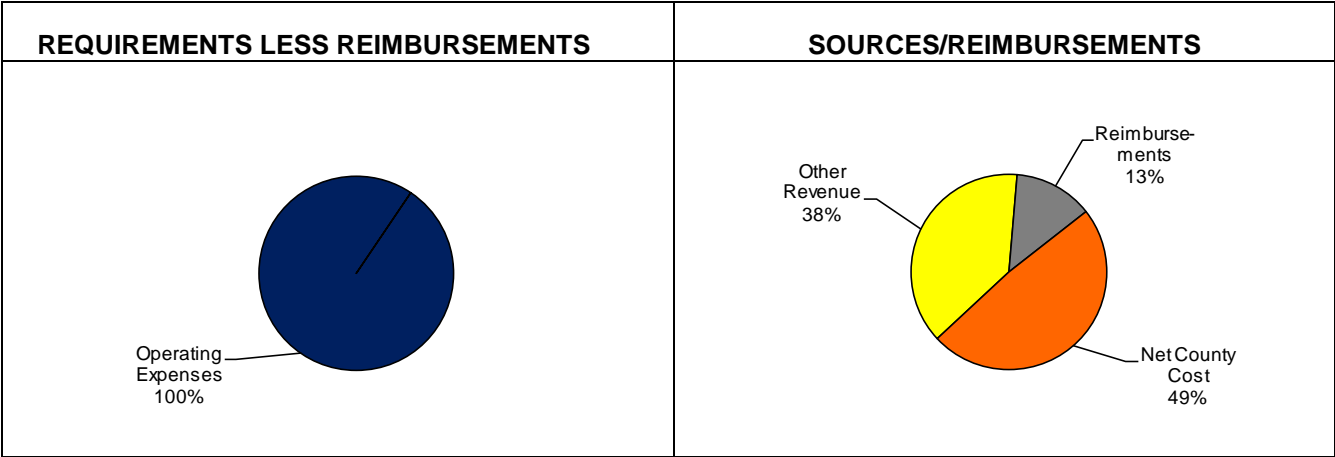
### Capital Facilities Leases

#### 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.

<b>Budget at a Glance</b>	
Requirements Less Reimbursements	\$14,889,602
Sources/Reimbursements	\$7,648,792
Net County Cost	\$7,240,810
Total Staff	0
Funded by Net County Cost	49%

#### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

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

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	17,993,260	14,876,470	14,665,377	14,765,827	14,960,588	14,889,602	(70,986)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	17,993,260	14,876,470	14,665,377	14,765,827	14,960,588	14,889,602	(70,986)
Reimbursements	(1,943,662)	(1,945,536)	(1,941,734)	(1,337,542)	(1,944,069)	(1,948,792)	(4,723)
Total Appropriation	16,049,598	12,930,934	12,723,643	13,428,285	13,016,519	12,940,810	(75,709)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	16,049,598	12,930,934	12,723,643	13,428,285	13,016,519	12,940,810	(75,709)
<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	1,107,389	10,700	146	0	0	5,700,000	5,700,000
Total Revenue	1,107,389	10,700	146	0	0	5,700,000	5,700,000
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,107,389	10,700	146	0	0	5,700,000	5,700,000
Net County Cost	14,942,209	12,920,234	12,723,497	13,428,285	13,016,519	7,240,810	(5,775,709)
Budgeted Staffing*	0	0	0	0	0	0	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$14.9 million represent lease payments and related fees and administrative costs for the major County assets financed by the General Fund.

Other revenue of \$5.7 million represents the transfer in of cash from the debt service reserve fund (DSRF) upon final payment of the Justice Center/Chino Airport Improvements lease.

### Lease Payments:

Justice Center/Chino Airport Improvements	\$ 6,515,250
West Valley Detention Center	8,074,099
Lease Payments Subtotal	14,589,349

### Other Expenditures:

Debt Administration	300,253
(including Trustee Fees, Audit and Arbitrage costs)	
Other Expenditures Subtotal	14,889,602

### Less:

Reimbursements	(1,948,792)
Operating Transfers In (transfer from Debt Service Reserve Fund)	(5,700,000)
Total Net County Cost	\$ 7,240,810



### **BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are decreasing by \$75,709 with the elimination of COWCAP charges.

Sources are increasing by the operating transfer in of \$5.7 million from the balance in the DSRF.

### **STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## Disaster Recovery Fund

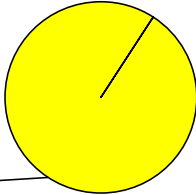
### DESCRIPTION OF MAJOR SERVICES

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

Requirements Less Reimbursements	\$0
Sources/Reimbursements	\$5,277
Use of/ (Contribution to) Fund Balance**	(\$5,277)
Total Staff	0

### 2015-16 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
No Requirements for this budget unit	 <p>Other Revenue 100%</p>

\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

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

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified 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
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	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	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	(3,568)	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	20,548	10,446	7,973	4,557	6,556	5,277	(1,279)
Total Revenue	20,548	10,446	7,973	989	6,556	5,277	(1,279)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	20,548	10,446	7,973	989	6,556	5,277	(1,279)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(20,548)	(10,446)	(7,973)	(989)	(6,556)	(5,277)	1,279
Available Reserves					28,843	28,553	(290)
Total Fund Balance					22,287	23,276	989
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Other revenue of \$5,277 represents anticipated interest earnings on the cash balance in the fund, which includes amounts 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.

## ANALYSIS OF FUND BALANCE

Fund balance in the Disaster Recovery Fund consists of interest that has accrued on advances from the General Fund. The fund balance will be used to help offset any costs disallowed by the Federal Emergency Management Agency after audits of reimbursement claims.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

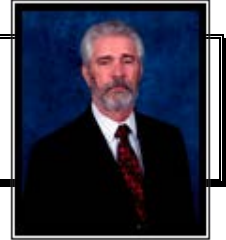


## FLEET MANAGEMENT

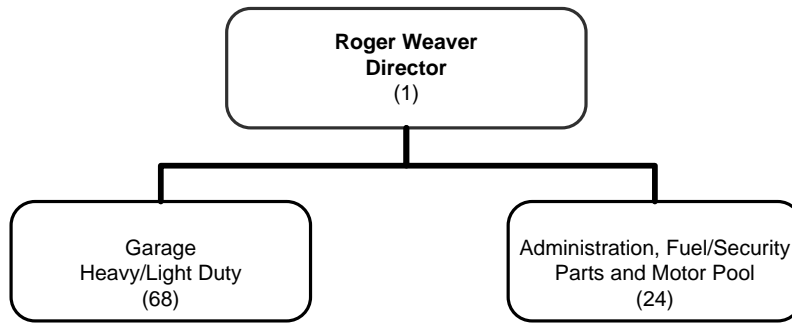
### Roger Weaver

#### DEPARTMENT MISSION STATEMENT

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



#### ORGANIZATIONAL CHART



#### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<u>Internal Service Funds</u>						
Fleet Management	40,664,225	35,611,925			5,052,300	93
Total Internal Service Funds	40,664,225	35,611,925			5,052,300	93
<b>Total - All Funds</b>	40,664,225	35,611,925	0	0	5,052,300	93

#### 2014-15 MAJOR ACCOMPLISHMENTS

- Completed conversion of the department's Fleet Management Information System to web-based version (began in 2013-14).
- Ranked 6<sup>th</sup> best fleet in the nation in Leading Fleets Competition by Government Fleet magazine and 21<sup>st</sup> best fleet in the nation in Governing magazine's 100 Best Fleets in North America.
- Awarded a new contract for a web-based fuel management system that will enhance automated data capture of fuel transactions and will allow for additional County locations to be added to the system.
- Completed the program with County Work Force Development Department and the Career Institute of Rancho Cucamonga to provide on-the-job internships for beginning auto mechanic technician ages 18-21 (began in 2013-14).



## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Current level of uptime (vehicle availability) of light-duty vehicles serviced at Fleet facilities.	N/A	97%	96%	95%
STRATEGY	Monitor employee productivity levels.					
STRATEGY	Coordinate with customers to reduce peak/lull times in the shop.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of vehicles receiving required annual preventative maintenance service (3 services/year)	N/A	100%	100%	95%
STRATEGY	Maintain communications with customers to ensure services are completed when due.					
STRATEGY	Reduce impacts on customers availability to ensure they do not "delay" service for operational needs.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Average number of days to complete repairs and services on light-duty vehicles at Fleet facilities.	N/A	1.4	1.4	1.4
STRATEGY	Improve coordination with part suppliers to reduce part wait times.					
STRATEGY	Improve/monitor employee productivity.					
STRATEGY	Monitor staffing requirements at all facilities.					
STRATEGY	Coordinate with customers to reduce peak/lull times in the shop.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Value of on-hand County-owned repair parts inventory.	\$1,037,500	\$900,000	\$1,028,000	\$950,000
OBJECTIVE	Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.					
STRATEGY	Improve coordination with part suppliers to move closer to "just-in-time" inventory scenarios.					
STRATEGY	Coordinate with Purchasing to explore potential opportunities for consignment or consolidated inventories.					
STRATEGY	Evaluate department storage sites (storerooms) for consolidation or reduction.					



## Fleet Management

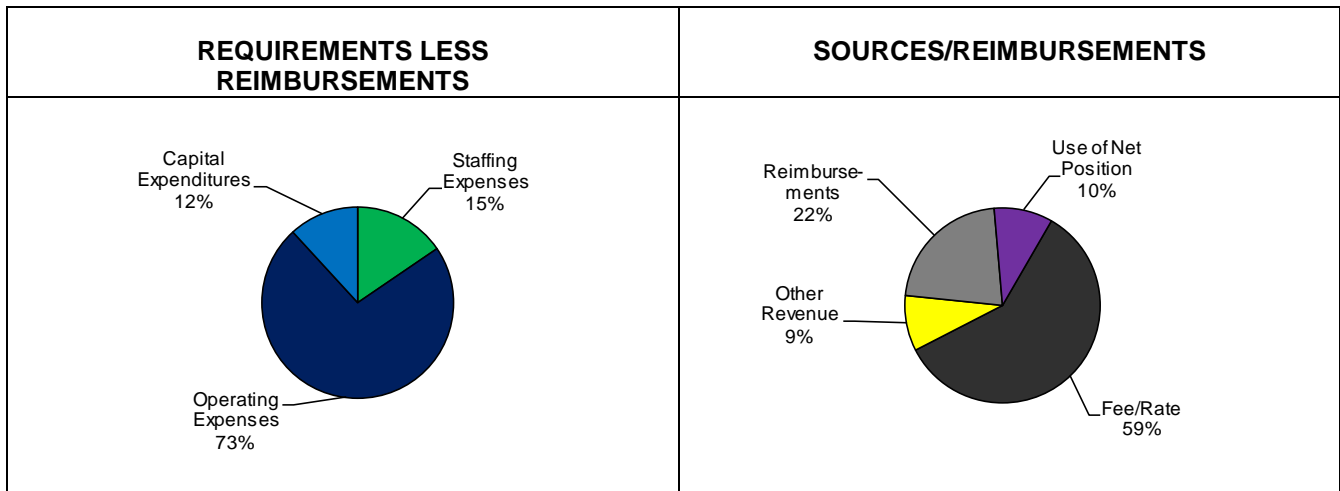
### DESCRIPTION OF MAJOR SERVICES

Fleet Management (Fleet) provides acquisition, maintenance, repair, modification, and disposal services for the majority of County vehicles and equipment. Fleet Management's main garage in San Bernardino includes four shops: automotive, heavy-duty, welding/metal fabrication, and generator services, as well as a parts room and fueling station. County Fire Vehicle Services Division shares space in the facility and utilizes Fleet's ISF structure. The department also operates five smaller service centers in outlying locations (Barstow, Hesperia, Needles, Rancho Cucamonga, and 29 Palms) and 62 strategically located fueling sites. Additionally, Fleet Management operates a motor pool which has ownership and/or maintenance responsibility for approximately 1,820 vehicles or equipment assigned to or used by County departments. The department also operates two car washes, provides Department of Motor Vehicle registration services, and security lock-up services.

#### Budget at a Glance

Requirements Less Reimbursements	\$52,104,669
Sources/Reimbursements	\$47,052,369
Use of / (Contribution To) Net Position	\$5,052,300
Total Staff	93

### 2015-16 RECOMMENDED BUDGET





## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Fleet Management  
FUND: Fleet Management

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	6,496,998	6,692,924	7,539,366	7,153,190	7,805,683	8,052,393	246,710
Operating Expenses	25,041,948	28,432,799	31,938,578	27,779,825	36,165,156	37,907,276	1,742,120
Capital Expenditures	3,420,591	5,876,289	4,570,533	4,957,936	5,040,100	6,145,000	1,104,900
Total Exp Authority	34,959,537	41,002,012	44,048,477	39,890,951	49,010,939	52,104,669	3,093,730
Reimbursements	(9,373,177)	(10,829,975)	(11,508,108)	(7,915,611)	(11,837,651)	(11,440,444)	397,207
Total Appropriation	25,586,360	30,172,037	32,540,369	31,975,340	37,173,288	40,664,225	3,490,937
Operating Transfers Out	729,169	639,207	71,300	0	75,800	0	(75,800)
Total Requirements	26,315,529	30,811,244	32,611,670	31,975,340	37,249,088	40,664,225	3,415,137
<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	49,770	0	0	0	0	0	0
Fee/Rate	21,717,560	23,786,148	28,661,548	25,890,235	29,344,700	30,750,625	1,405,925
Other Revenue	4,084,111	5,437,861	4,828,625	3,853,372	5,216,100	4,785,500	(430,600)
Total Revenue	25,851,441	29,224,009	33,490,173	29,743,607	34,560,800	35,536,125	975,325
Operating Transfers In	386,565	0	71,300	75,800	75,800	75,800	0
Total Sources	26,238,006	29,224,009	33,561,473	29,819,407	34,636,600	35,611,925	975,325
<b>Net Position</b>							
Use of/ (Contribution to) Net Position	77,523	1,587,235	(949,803)	2,155,933	2,612,488	5,052,300	2,439,812
Est. Net Position Available					9,910,822	5,315,077	(4,595,745)
Total Net Position					12,523,310	10,367,377	(2,155,933)
Budgeted Staffing*	86	84	87	87	87	93	6

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$40.7 million include \$37.9 million in operating expenses due to major expenditures of \$13.3 million in materials and \$18.4 million in transfers. Materials include \$8.8 million for fuel which continues to be Fleet's largest expenditure and revenue source. Transfers include internal cost allocations, reimbursements to County Fire for staffing expenses (\$2.0 million), and transfers out for capital improvement projects (\$5.4 million). Other major expenditures include staffing expenses (\$8.1 million), vehicle/equipment purchases (\$6.1 million), repair parts (\$4.4 million), sublets and specialized services (\$3.0 million), and vehicle liability insurance (\$2.2 million).

Sources of \$35.6 million include \$30.8 million in fee/rate for Motor Pool mileage and period charges (\$9.0 million), fuel revenue (\$4.9 million), labor charges from light, heavy and fire shops (\$7.3 million), parts sales (\$4.1 million), and sublet charges (\$1.6 million).

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$3.4 million primarily due to increases in transfers for fixed assets or capital improvement projects (\$2.1 million) including carryover projects and new projects for 2015-16 managed by the Architecture and Engineering Department, vehicle liability insurance (\$1.0 million), and capital expenditures for the purchase of vehicles (\$800,000). These increases are offset by a decrease in fuel expenses (\$955,700).

Sources are increasing by \$975,325 due to an increase in fee/rate revenue primarily from an increase in motor pool rates and sublet charges. This increase is offset by a decrease in other revenue due to a decrease in residual equity transfers in (use of unrestricted net assets) for one-time capital expenditures.



## ANALYSIS OF NET POSITION

For 2015-16 Fleet's budget has a net position of \$10.4 million which reflects a use of \$5.1 million. The use of net position for 2015-16 is due to one-time expenditures related to capital projects carried over from 2014-15 and new projects for 2015-16. Budgeting for the use of net position is for one-time expenditures only. Rates are reviewed annually to ensure that net position is maintained at an adequate level.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Administration	12	0	0	0	12	0	12
Heavy Duty	24	1	0	1	26	0	26
Light Duty	40	3	0	-1	42	2	40
Fuel & Security	4	0	0	0	4	0	4
Motor Pool	1	1	0	0	2	1	1
Parts Room	6	1	0	0	7	0	7
Total	87	6	0	0	93	3	90

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$8.1 million funds 93 budgeted positions of which 90 are regular positions and 3 are limited term positions. Staffing changes for 2015-16 include the addition of 3 regular and 3 limited term positions and consist of the addition of 2 Motor Fleet Maintenance Supervisors, 1 Office Assistant II and 3 Public Service Employees. One Motor Fleet Maintenance Supervisor will oversee the newly combined fuel/security and generator sections and the other will be assigned to the new Victorville Service Center and the position shall be filled once construction is started on the project. The Office Assistant II will be assigned to the parts room for clerical functions. The Public Service Employee positions will be utilized to meet short-term staffing needs due to short-term increases in workloads.



## HUMAN RESOURCES

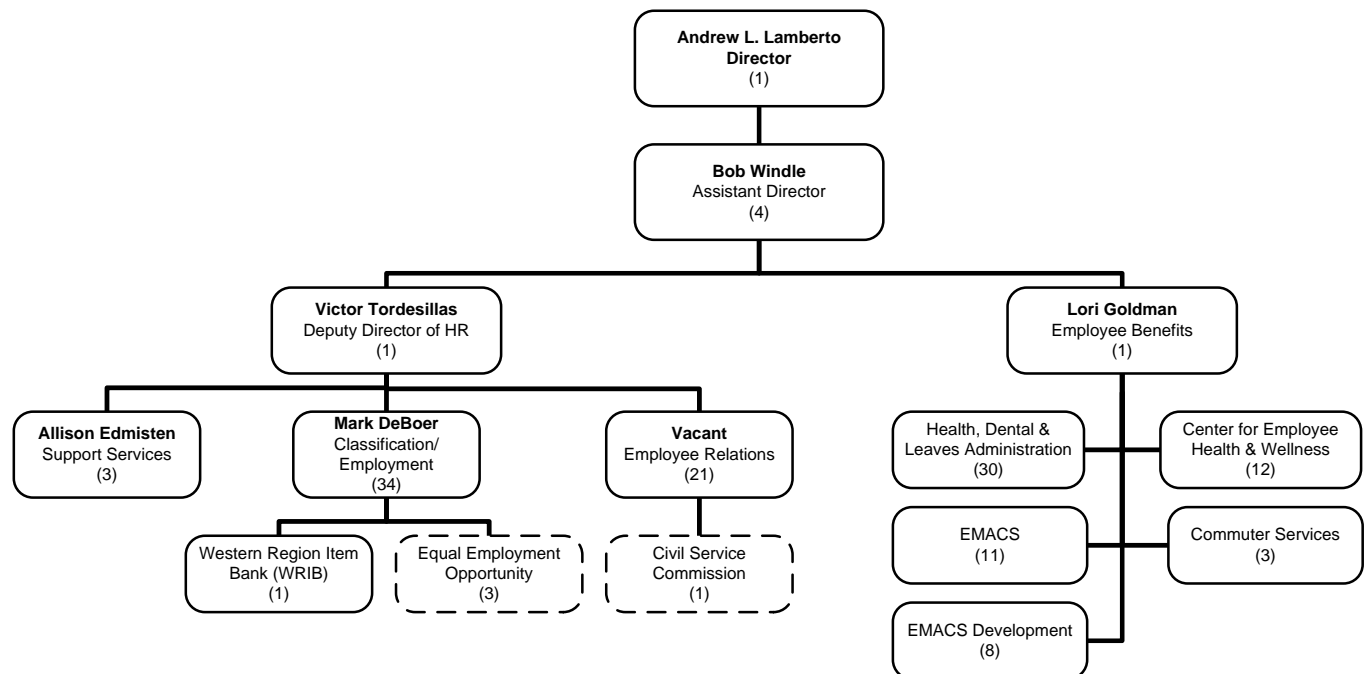
Andrew L. Lamberto

### 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



## 2015-16 SUMMARY OF BUDGET UNITS

	2015-16				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
<b>General Fund</b>					
Human Resources	6,987,076	749,563	6,237,513		88
The Center for Employee Health and Wellness	1,985,423	1,985,423	0		12
Unemployment Insurance	4,000,500	0	4,000,500		0
Total General Fund	12,972,999	2,734,986	10,238,013		100
<b>Special Revenue Funds</b>					
Commuter Services	945,780	736,150		209,630	3
Employee Benefits and Services	3,465,156	3,329,135		136,021	31
Total Special Revenue Funds	4,410,936	4,065,285		345,651	34
<b>Total - All Funds</b>	17,383,935	6,800,271	10,238,013	345,651	0
					134

## 2014-15 MAJOR ACCOMPLISHMENTS

- Retirement Savings Plan Investment Option – introduced a new investment lineup. The new fund lineup provides participants of the 401(k), 401(a) Defined Contribution plan, 457(b) Deferred Compensation plan and the Retirement Medical Trust plan with lower fees while still having a variety of investment options.
- FSA Software and “Benny” Card – implemented new Medical Expense Reimbursement (FSA) software and debit cards (a.k.a. Benny cards) as an option for claim filing.
- Health Plan Contract Performance Guarantees – established performance guarantees in all health plan contracts. As a result, the County received a total of \$306,543 from the health, dental and disability leave carriers.
- Labor Negotiations – negotiated 2 entirely new MOUs (IBEW and ASBCFM), attained successor MOU for the Attorney Unit and the Nurses/Per Diem Nurses Unit and organized and led the County in a 3 day fact-finding hearing for the SPO and SPOS Units that covered more than a dozen outstanding bargaining issues.
- Department Diversity Committees – established departmental diversity committees that serve to suggest actions to achieve diversity success, assist with the implementation of diversity action items, and monitor progress of the diversity initiative.
- Interagency “Biggest Loser” Competition – partnered with Los Angeles County, the Metropolitan Transportation Authority, and the County’s insurance providers and co-sponsored the 2<sup>nd</sup> interagency “Biggest Loser” competition. The County is currently the reigning champion with 1,443 employees who participated last year losing a total of 8,210 pounds.



## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Meet the legislative requirement of the ACA by offering coverage to >95% of full time employees.	99.3%	99%	99%	99%
STRATEGY	To ensure compliance and avoid Affordable Care Act penalties, follow the current action plan to ensure all aspects of administration and reporting are addressed.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of eligible records audited.	N/A	100%	100%	85%
STRATEGY	On an annual basis, audit specified components of the EMACS system in order to ensure compliance with Federal, State and MOU requirements and overall accuracy of the payroll and recordkeeping function. For 2015-16 this activity will include review of dependent/beneficiary data for ACA reporting. This will be accomplished by verifying social security numbers are on file for all dependents on a medical plan.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Number of participating departments.	N/A	4	6	14
STRATEGY	In accordance with the Countywide Vision, implement a strategy to increase department awareness and support for outreach, educational and training activities focused on ensuring a County workforce that reflects the diversity of our community. This strategy will include the establishment of approximately 8 departmental committees per year that will work in collaboration with HR to plan and implement department-specific strategies for diversity including recruitment, mentoring and outreach activities.					



## Human Resources

### DESCRIPTION OF MAJOR SERVICES

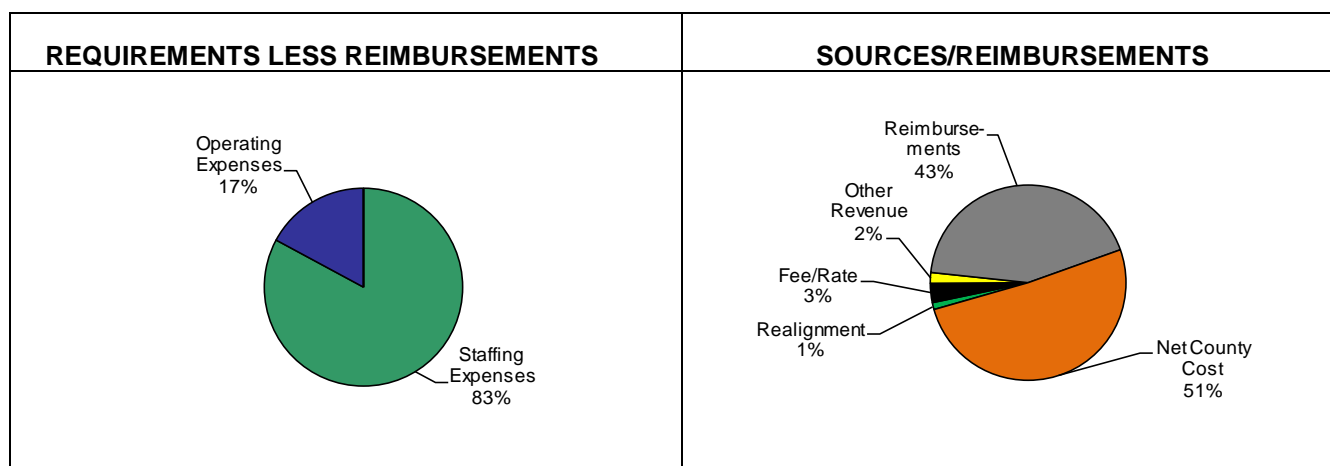
The Human Resources Department administers the County's human resources programs. This includes the responsibility for recruitment, employment testing, and certification of eligible candidates; establishment and maintenance of classification and compensation systems and program administration for the 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

Requirements Less Reimbursements	\$12,226,118
Sources/Reimbursements	\$5,988,605
Net County Cost	\$6,237,513
Total Staff	88
Funded by Net County Cost	51%

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.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Human Resources  
FUND: General

BUDGET UNIT: AAA HRD  
FUNCTION: General  
ACTIVITY: Personnel

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	7,519,526	8,157,472	8,764,815	8,976,921	9,333,578	10,133,532	799,954
Operating Expenses	1,079,047	1,355,455	2,388,339	2,858,519	2,807,829	2,092,586	(715,243)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	8,598,573	9,512,927	11,153,154	11,835,440	12,141,407	12,226,118	84,711
Reimbursements	(4,149,170)	(4,026,135)	(4,197,186)	(4,359,876)	(4,371,207)	(5,239,042)	(867,835)
Total Appropriation	4,449,403	5,486,792	6,955,968	7,475,564	7,770,200	6,987,076	(783,124)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	4,449,403	5,486,792	6,955,968	7,475,564	7,770,200	6,987,076	(783,124)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	114,677	126,409	118,382	118,382	141,236	22,854
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	236,010	304,024	225,513	337,965	403,241	392,327	(10,914)
Other Revenue	57,218	185,123	123,015	175,048	259,000	216,000	(43,000)
Total Revenue	293,228	603,824	474,937	631,395	780,623	749,563	(31,060)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	293,228	603,824	474,937	631,395	780,623	749,563	(31,060)
Net County Cost	4,156,175	4,882,968	6,481,031	6,844,169	6,989,577	6,237,513	(752,064)
Budgeted Staffing*	73	79	79	79	79	88	9

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$10.1 million make up the majority of the department's expenditures within this budget unit. These expenses are necessary to provide human resource services to the County's approximately 20,000 employees. Sources of \$749,563 primarily represent revenue from WRIB memberships. Reimbursements from other departments are for administrative services provided.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$783,124. This includes operating expenses, which are decreasing by \$715,243 primarily due to the elimination of a one-time development charge for WRIB software enhancements and the elimination of EMACS Development enhancement and maintenance costs that are now allocated to all County departments from the ISD Computer Operations fund. Staffing costs are increasing by \$799,954 due to the addition of 10 new positions, offset by the deletion of 1 position. One of these new positions, a Human Resources Analyst I in Recruitment, is funded with Net County Cost. The new Deputy Director of Human Resources is partially funded with Net County Cost, with the remainder funded by department reimbursements. Seven of the new positions are funded by departments, 2 by Probation, and 5 by Human Services. The increase in staffing costs is offset by reimbursements from Probation and Human Services.

Sources are decreasing by \$31,060 primarily due to decreased revenue received from departments for advertising and recruitment costs.

The department received additional Net County Cost of \$5,000 to provide funding for the EOC Diversity forum. Overall, Net County Cost is decreasing by \$752,064 primarily as a result of the decreased costs related to EMACS Development enhancement and maintenance as mentioned above



## 2015-16 POSITION SUMMARY\*

### 2015-16 Budgeted Staffing

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Administration	8	1	0	0	9	0	9
Classification/Employment	27	7	0	0	34	0	34
Equal Employment Opportunity	3	0	0	0	3	0	3
Western Region Item Bank	1	0	0	0	1	0	1
Employee Relations	20	2	-1	0	21	0	21
Civil Service Commission	1	0	0	0	1	0	1
EMACS	11	0	0	0	11	0	11
EMACS-Development	8	0	0	0	8	0	8
Total	79	10	-1	0	88	0	88

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$10.1 million fund 88 budgeted regular positions. Budgeted staffing changes include the deletion of a Human Resources Division Chief as well as the addition of the following positions:

- 1 Deputy Director of HR
- 1 Human Resources Officer III
- 1 Human Resources Officer II
- 5 Human Resources Analyst I
- 1 Personnel Technician
- 1 Office Assistant IV





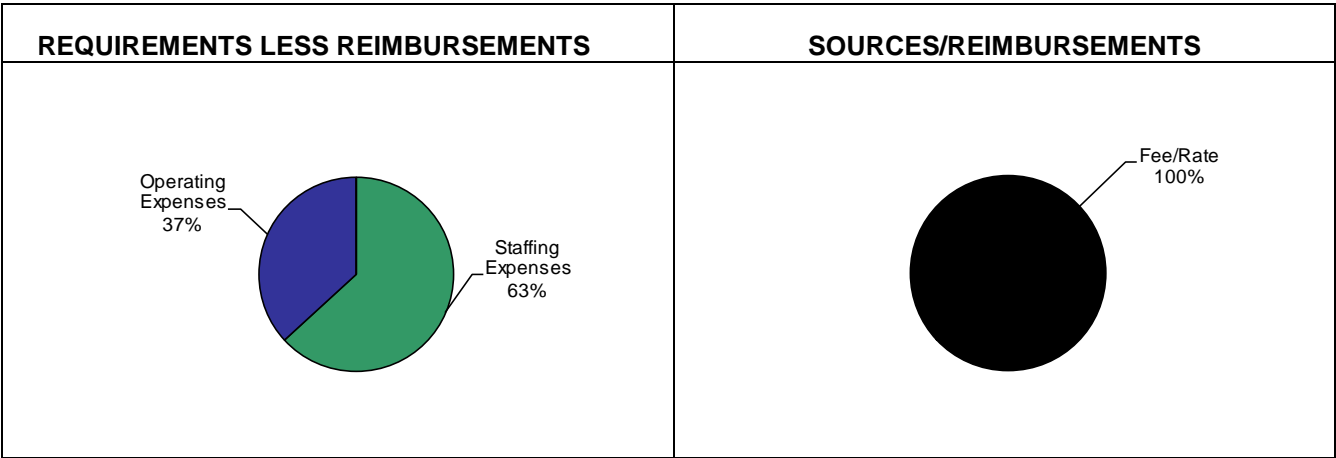
## The Center for Employee Health and Wellness

### 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	
Requirements Less Reimbursements	\$1,985,423
Sources/Reimbursements	\$1,985,423
Net County Cost	\$0
Total Staff	12
Funded by Net County Cost	0%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Human Resources  
FUND: The Center for Employee Health and Wellness

BUDGET UNIT: AAA OCH  
FUNCTION: General  
ACTIVITY: Personnel

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,115,968	1,174,789	1,185,077	1,154,473	1,217,662	1,254,376	36,714
Operating Expenses	617,536	565,561	567,618	622,366	934,972	731,047	(203,925)
Capital Expenditures	0	6,075	0	0	0	0	0
Total Exp Authority	1,733,504	1,746,425	1,752,695	1,776,839	2,152,634	1,985,423	(167,211)
Reimbursements	(780,189)	0	0	0	0	0	0
Total Appropriation	953,315	1,746,425	1,752,695	1,776,839	2,152,634	1,985,423	(167,211)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	953,315	1,746,425	1,752,695	1,776,839	2,152,634	1,985,423	(167,211)
<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	1,046,222	1,803,606	1,763,542	1,796,922	2,152,634	1,985,423	(167,211)
Other Revenue	0	32	0	0	0	0	0
Total Revenue	1,046,222	1,803,638	1,763,542	1,796,922	2,152,634	1,985,423	(167,211)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,046,222	1,803,638	1,763,542	1,796,922	2,152,634	1,985,423	(167,211)
Net County Cost	(92,907)	(57,213)	(10,847)	(20,083)	0	0	0
Budgeted Staffing*	11	11	12	12	12	12	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$1.3 million make up the majority of the department's expenditures in this budget unit. These expenses are necessary in order to provide employee and applicant pre-placement and in-service medical examinations to the County's approximately 20,000 employees, as well as employees of various external agencies. Revenue is collected for various pre-placement and in-service medical examinations, through fees charged in accordance with the County's fee ordinance.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are decreasing by \$167,211 primarily as a result of a reduction in expenses and fee revenue for testing services. The CEHW is completely fee based and departments are billed based on fees for services provided.

## 2015-16 POSITION SUMMARY\*

### 2015-16 Budgeted Staffing

	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Division							
CEHW	12	0	0	0	12	3	9
Total	12	0	0	0	12	3	9

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.3 million fund 12 budgeted positions of which 9 are regular positions and 3 are limited term positions. In order to more accurately align position classifications with assigned work duties, the budget includes the reclassification of 4 regular Clinic Assistants to Care Assistants.



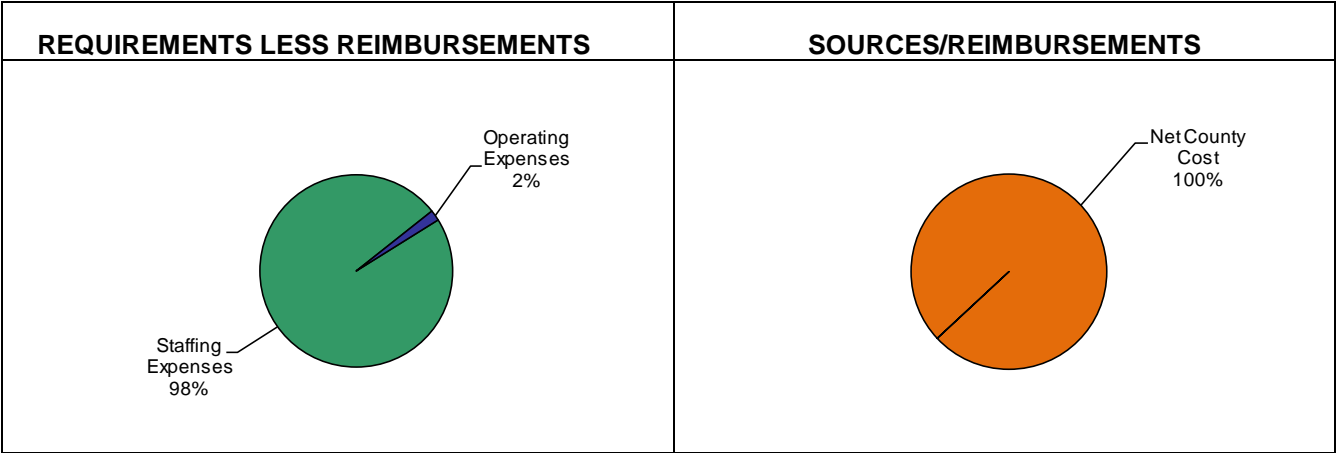
## Unemployment Insurance

### 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	
Requirements Less Reimbursements	\$4,000,500
Sources/Reimbursements	\$0
Net County Cost	\$4,000,500
Total Staff	0
Funded by Net County Cost	100%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Human Resources-Unemployment Insurance  
FUND: General

BUDGET UNIT: AAA UNI  
FUNCTION: General  
ACTIVITY: Personnel

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	4,453,787	2,733,810	2,606,973	3,414,868	3,928,714	3,929,100	386
Operating Expenses	49,477	46,253	42,403	71,786	71,786	71,400	(386)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	4,503,264	2,780,063	2,649,376	3,486,654	4,000,500	4,000,500	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	4,503,264	2,780,063	2,649,376	3,486,654	4,000,500	4,000,500	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	4,503,264	2,780,063	2,649,376	3,486,654	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 Financing Sources	0	0	0	0	0	0	0
Net County Cost	4,503,264	2,780,063	2,649,376	3,486,654	4,000,500	4,000,500	0
Budgeted Staffing*	0	0	0	-	0	0	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$3.9 million represent the amount available for unemployment claims projected to be paid during 2015-16. Operating expenses of \$71,400 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 significant changes in this budget unit.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$3.9 million do not fund any positions. As mentioned above, staffing expenses represent the amount available for unemployment claims.



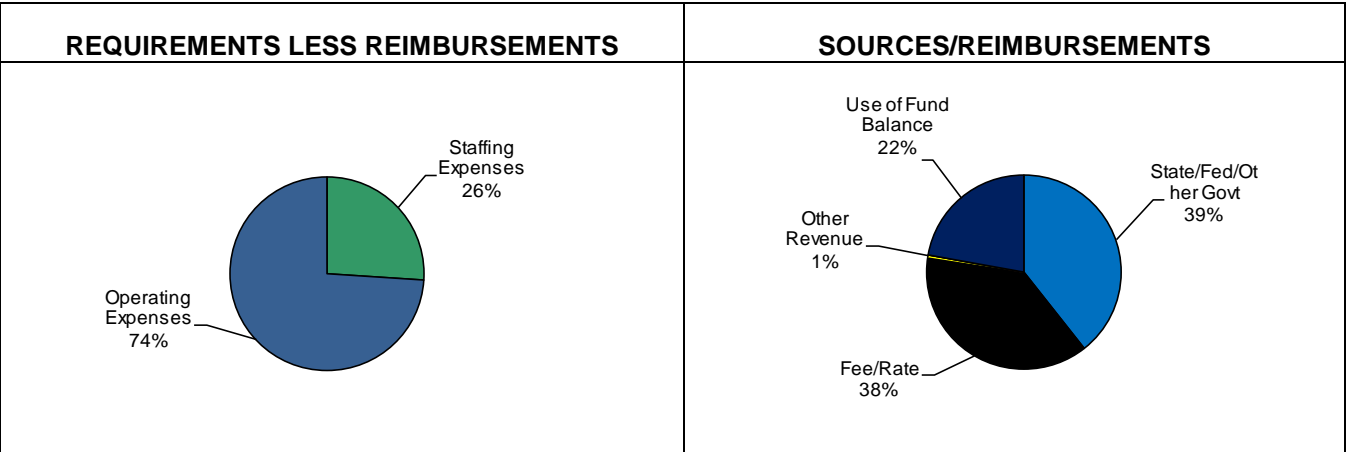
## Commuter Services

### DESCRIPTION OF MAJOR SERVICES

The Commuter Services budget unit was established to account for funds received under the AB 2766 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	
Requirements Less Reimbursements	\$945,780
Sources/Reimbursements	\$736,150
Use of/ (Contribution to) Fund Balance	\$209,630
Total Staff	3

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Human Resources  
FUND: Commuter Services

BUDGET UNIT: SDF HRD  
FUNCTION: Health and Sanitation  
ACTIVITY: Health

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	181,024	206,185	246,455	241,673	250,613	246,271	(4,342)
Operating Expenses	474,017	487,889	397,331	442,147	705,207	699,509	(5,698)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	655,041	694,074	643,786	683,820	955,820	945,780	(10,040)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	655,041	694,074	643,786	683,820	955,820	945,780	(10,040)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	655,041	694,074	643,786	683,820	955,820	945,780	(10,040)
<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	275,958	306,639	371,537	293,700	293,700	372,400	78,700
Fee/Rate	374,672	386,066	297,028	282,013	425,000	360,000	(65,000)
Other Revenue	5,151	5,429	2,378	2,840	3,750	3,750	0
Total Revenue	655,781	698,134	670,943	578,553	722,450	736,150	13,700
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	655,781	698,134	670,943	578,553	722,450	736,150	13,700
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(740)	(4,060)	(27,157)	105,267	233,370	209,630	(23,740)
Available Reserves					616,771	535,244	(81,527)
Total Fund Balance					850,141	744,874	(105,267)
Budgeted Staffing*	3	3	3	3	3	3	0

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$699,509 make up the majority of the expenditures within this budget unit. These expenses include charges for operating vanpools, and other ride share programs. Sources of \$736,150 include payroll deductions from employees participating in rideshare programs, as well as funds received from the Air Quality Management Districts.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements for 2015-16 will for the most part remain unchanged from the prior year. Revenue is increasing slightly as a result of an increase in funds from the Air Quality Management Districts.

## ANALYSIS OF FUND BALANCE

Fund balance of \$209,630 will be used for one-time expenditures that promote and encourage transportation alternatives to County employees including program incentives (gas cards, raffles), rideshare luncheon events, commuter events (bike to work, dump the pump) and transit subsidies.

## 2015-16 POSITION SUMMARY\*

### 2015-16 Budgeted Staffing

	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Division							
Commuter Services	3	0	0	0	3	0	3
Total	3	0	0	0	3	0	3

\*Detailed classification listing available in Appendix D



## **STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$246,271 fund 3 budgeted regular positions. There are no staffing changes in this budget unit.



## Employee Benefits and Services

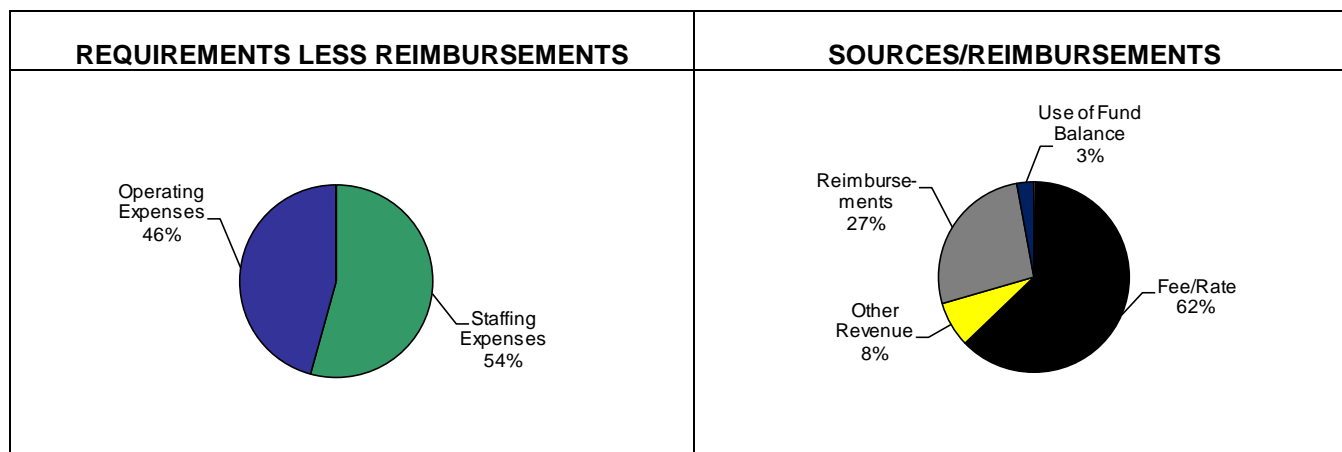
### DESCRIPTION OF MAJOR SERVICES

Employee Benefits and Services, under the direction of the Human Resources Department, administers the County's health, dental, vision, and life insurance plans as well as its integrated leave programs.

#### Budget at a Glance

Requirements Less Reimbursements	\$4,720,918
Sources/Reimbursements	\$4,584,897
Use of/ (Contribution to) Fund Balance	\$136,021
Total Staff	31

### 2015-16 RECOMMENDED BUDGET





## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Human Resources  
FUND: Employee Benefits and Services

BUDGET UNIT: SDG HRD  
FUNCTION: Health and Sanitation  
ACTIVITY: Health

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	2,419,254	2,375,534	2,505,545	2,354,994	2,609,955	2,563,004	(46,951)
Operating Expenses	1,743,437	1,516,799	1,556,527	1,944,516	2,067,597	2,157,914	90,317
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	4,162,691	3,892,333	4,062,072	4,299,510	4,677,552	4,720,918	43,366
Reimbursements	(1,192,760)	(1,262,986)	(1,269,285)	(1,249,713)	(1,252,713)	(1,255,762)	(3,049)
Total Appropriation	2,969,931	2,629,347	2,792,787	3,049,797	3,424,839	3,465,156	40,317
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,969,931	2,629,347	2,792,787	3,049,797	3,424,839	3,465,156	40,317
<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	14,419	15,145	17,597	21,071	0	15,000	15,000
Fee/Rate	2,587,225	2,581,807	3,065,639	2,420,000	2,987,135	2,950,135	(37,000)
Other Revenue	1,024	66,983	(8,266)	335,327	363,100	364,000	900
Total Revenue	2,602,668	2,663,935	3,074,970	2,776,398	3,350,235	3,329,135	(21,100)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,602,668	2,663,935	3,074,970	2,776,398	3,350,235	3,329,135	(21,100)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	367,263	(34,588)	(282,183)	273,399	74,604	136,021	61,417
Available Reserves					815,897	481,081	(334,816)
Total Fund Balance					890,501	617,102	(273,399)
Budgeted Staffing*	30	28	30	31	31	31	0

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$2.6 million make up the majority of the department's requirements within this budget unit. These expenses are necessary to manage the County employee health, dental, vision, life insurance and integrated leave plan benefits. Sources of \$3.3 million primarily represent revenue from administrative fees for managing the employee benefit programs.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$40,317 primarily as a result of increased departmental expenditures for the Wellness Program: fitness classes, health club membership reimbursements, various wellness incentives, and application system upgrades for Steps to Success activity online portal. This increase is offset by wellness funding that is reimbursed by the County's healthcare providers, Kaiser Permanente and Blue Shield. Revenue is decreasing by \$21,100 as a result of reduced administrative overhead fees.

## ANALYSIS OF FUND BALANCE

Fund balance of \$136,021 will be used to fund one-time expenditures for the Wellness Program including consulting services, printing/mail services and administrative overhead charges.



## 2015-16 POSITION SUMMARY\*

### 2015-16 Budgeted Staffing

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Employee Benefits and Services	31	1	-1		31	1	30
Total	31	1	-1	0	31	1	30

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2.6 million fund 31 budgeted positions of which 30 are regular positions and 1 is a limited term position. Budgeted staffing changes include the addition of 1 regular Personnel Technician and the deletion of 1 extra help Public Service Employee. In addition, the budget includes the reclassification of a vacant Staff Analyst II to Human Resources Analyst I.



## INFORMATION SERVICES DEPARTMENT

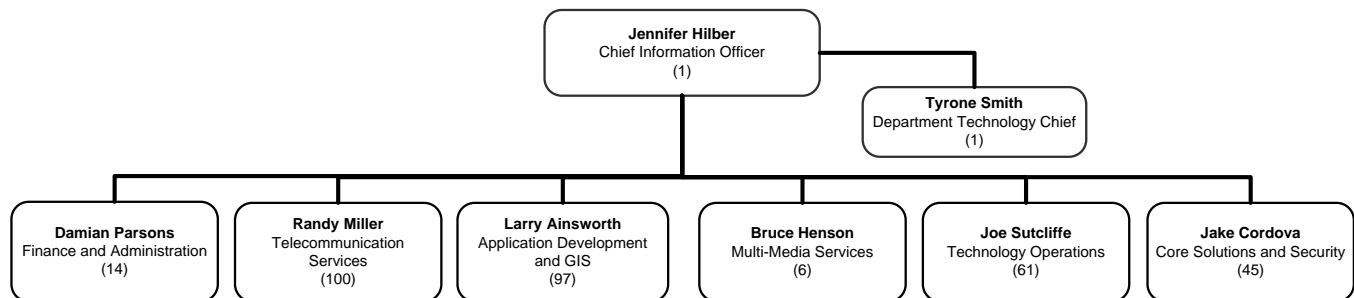
### Jennifer Hilber

#### 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



#### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
GIS & Multi-Media Services	2,387,498	216,872	2,170,626			15
Total General Fund	2,387,498	216,872	2,170,626			15
<b>Internal Service Funds</b>						
Computer Operations	28,400,551	25,814,858			2,585,693	122
Telecommunications Services	34,871,794	29,533,178			5,338,616	100
Application Development	14,188,908	14,384,565			(195,657)	88
Total Internal Service Funds	77,461,253	69,732,601			7,728,652	310
<b>Total - All Funds</b>	79,848,751	69,949,473	2,170,626	0	7,728,652	325

#### 2014-15 MAJOR ACCOMPLISHMENTS

- Upgraded data center network capacity to accommodate the expansion of the server infrastructure.
- Completed the upgrade of 6 mountain location radio sites to digital capable as part of the Public Safety Radio System upgrade project.
- Implemented a Countywide fee development and tracking application.
- Implemented a Countywide contracts tracking system.
- Implemented an enterprise content management system called FileNet.



## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	available technology, unify platforms and move toward a standardized enterprise approach.	Percentage of current year's task for migration to VOIP technology completed.	75%	100%	100%	100%
STRATEGY	Unify the County's enterprise telecommunication services by improving functionality and supportability. For 2015-16, implement year three of a seven year project to convert 14% (2,899) of all County telephones to Voice Over Internet Protocol (VOIP) technology.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	available technology, unify platforms and move toward a standardized enterprise approach.	Percentage scheduled uptime availability for Data Center.	100%	100%	100%	100%
STRATEGY	To provide a high availability Data Center infrastructure to house critical equipment that supports the County's mission.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	available technology, unify platforms and move toward a standardized enterprise approach.	Percentage scheduled uptime availability for WAN	N/A	100%	100%	100%
STRATEGY	To provide a high availability and secure Wide Area Network (WAN) infrastructure for efficient and secure transmission of County data that supports the County's mission.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	available technology, unify platforms and move toward a standardized enterprise approach.	Percentage of current year's task for the 800 MHz system upgrade completed.	N/A	100%	100%	100%
STRATEGY	To improve public safety by upgrading the County's 800 MHz Public Safety radio system to digitally capable. The workplan for 2015-16 is to complete the upgrade of the County's microwave network and conversion of subscriber radio fleets to operate digitally.					



## GIS & Multi-Media Services

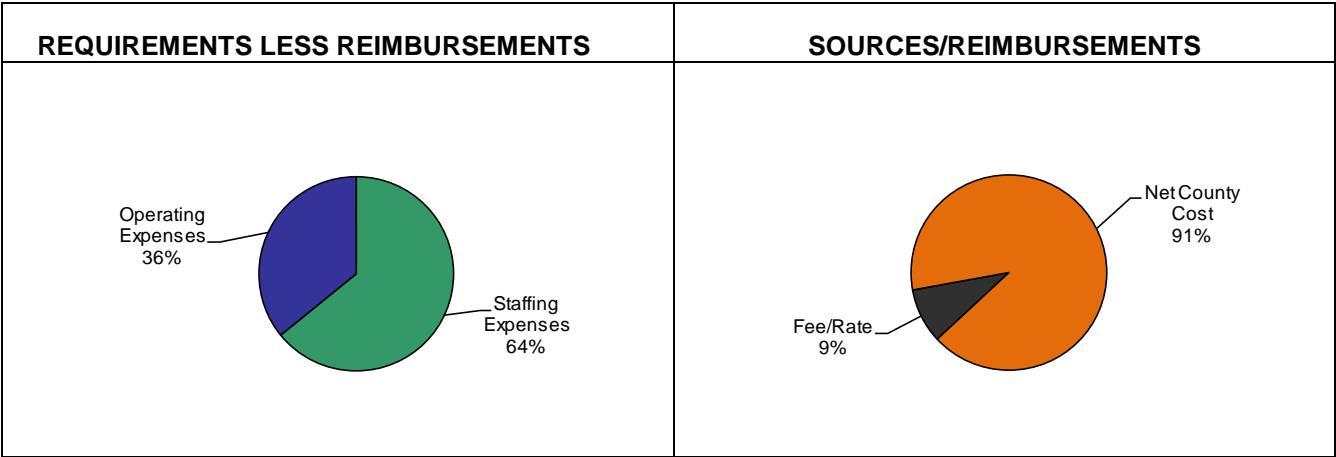
### DESCRIPTION OF MAJOR SERVICES

ISD's Geographical Information System (GIS) team provides products and services to all GIS stakeholders including County departments and other regional government entities. The County frequently uses GIS aerial imagery to readily respond with accurate information to daily requests and emergency situations as needed. The County's populated areas and landscapes change from year to year resulting in necessary updates to GIS data. This data is collected by aerial photography taken by flyovers of the County. ISD is working to identify or develop metrics to allow for the costs to maintain and support GIS to be recovered via a billable rate similar to other County enterprise computer systems.

Budget at a Glance	
Requirements Less Reimbursements	\$2,387,498
Sources/Reimbursements	\$216,872
Net County Cost	\$2,170,626
Total Staff	15
Funded by Net County Cost	91%

ISD's Multimedia Services (MMA) provides support to the Clerk of the Board for Board of Supervisor meetings that typically occur on a bi-weekly basis. The division also supports other types of meetings including, but not limited to, Assessment Appeal Hearings, Planning Commission, Board Committee meetings, and other general meetings. A major upgrade of the Board Chamber's audio-visual equipment is planned for next year.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Information Services  
FUND: General

BUDGET UNIT: AAA ISD  
FUNCTION: General  
ACTIVITY: Other General

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	10,761,155	11,342,860	11,854,023	1,172,269	1,412,144	1,523,999	111,855
Operating Expenses	2,391,989	3,347,472	3,015,090	825,211	966,974	852,499	(114,475)
Capital Expenditures	17,679	16,141	0	0	0	11,000	11,000
Total Exp Authority	13,170,823	14,706,473	14,869,113	1,997,480	2,379,118	2,387,498	8,380
Reimbursements	(98,395)	(24,960)	(24,998)	0	0	0	0
Total Appropriation	13,072,428	14,681,513	14,844,115	1,997,480	2,379,118	2,387,498	8,380
Operating Transfers Out	2,032,392	0	0	0	0	0	0
Total Requirements	15,104,820	14,681,513	14,844,115	1,997,480	2,379,118	2,387,498	8,380
<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	7,977,209	7,059,395	12,873,763	227,915	216,872	216,872	0
Other Revenue	0	125,528	0	0	0	0	0
Total Revenue	7,977,209	7,184,923	12,873,763	227,915	216,872	216,872	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	7,977,209	7,184,923	12,873,763	227,915	216,872	216,872	0
Net County Cost	7,127,611	7,496,590	1,970,352	1,769,565	2,162,246	2,170,626	8,380
Budgeted Staffing*	91	94	100	13	13	15	2

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Major expenditures for 2015-16 include staffing expenses which account for the majority of the requirements in this budget and are necessary to provide GIS and MMA services. Sources of \$216,872 are comprised of Board of Supervisor's approved fee/rate revenue for Street Network Subscriptions and tract maps.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$8,380 primarily due to increased staffing expenses resulting from the addition of 1 Systems Development Division Chief and 1 Multimedia Coordinator to align positions and assigned functions with the appropriate division. These increases are offset by a decrease in operating expenses primarily due to a decrease in transfers out.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Geographic Information Services	9	0	0	0	9	0	9
Multi Media Services	4	2	0	0	6	0	6
Total	13	2	0	0	15	0	15

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.5 million fund 15 budgeted regular positions. Changes in budgeted staffing include the addition of 1 Systems Development Division Chief and 1 Multimedia Coordinator to better align with the positions and functions with assigned divisions.



## Computer Operations

### DESCRIPTION OF MAJOR SERVICES

The Computer Operations Division (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: Finance and Administration, Technology Operations 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 and capital improvement projects.

#### Budget at a Glance

Requirements Less Reimbursements	\$37,529,716
Sources/Reimbursements	\$34,944,023
Use of / (Contribution To) Net Position	\$2,585,693
Total Staff	122

Finance and Administration provides support to the entire Information Services Department (ISD) for processes related to budget, contract administration, rate/fee development, accounts payable, and accounts receivable.

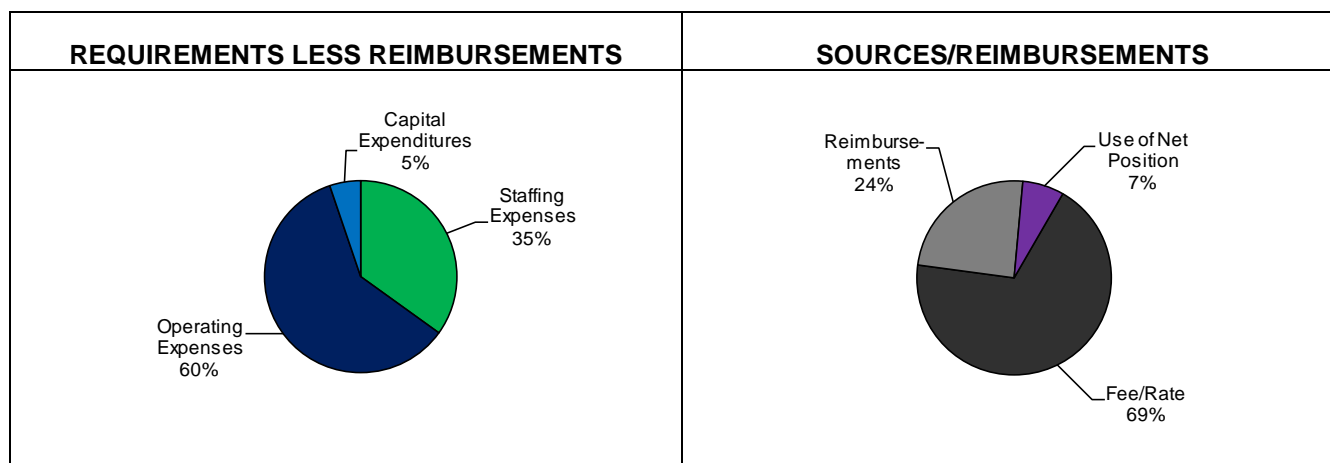
Technology Operations provides for the design, operation, maintenance and administration of the County's Enterprise Data Center which supports the County's enterprise server and includes server management for physical and virtual servers, integrated document imaging infrastructure for digitizing paper records, and print operations for bulk printing functions required by the County.

Core Solutions and Security provides the County with global email, security direction and technology policies and procedures, handles service requests and technical services that support desktop communications and functions across the County, and assists departments in ensuring that their technology and business objectives are achieved.

Two major projects for the Computer operations division for 2015-16 are:

- The migration of the ISD enterprise email system to the latest Microsoft email platform to accommodate growth demands in service.
- The expansion of the disaster recovery infrastructure and capacity at the High Desert Government Center increasing the post disaster availability of a number of critical systems and services.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Information Services  
FUND: Computer Operations

BUDGET UNIT: IAJ ALL  
FUNCTION: General  
ACTIVITY: Computer Services

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	12,902,333	12,575,414	13,131,887	12,314,794	13,386,443	13,112,041	(274,402)
Operating Expenses	16,935,909	15,754,173	15,093,589	16,480,074	19,534,728	22,458,675	2,923,947
Capital Expenditures	2,881,538	1,992,759	2,280,292	1,814,094	2,360,501	1,959,000	(401,501)
Total Exp Authority	32,719,780	30,322,346	30,505,768	30,608,962	35,281,672	37,529,716	2,248,044
Reimbursements	(9,355,319)	(9,906,552)	(7,885,881)	(9,045,441)	(8,277,623)	(9,129,165)	(851,542)
Total Appropriation	23,364,461	20,415,794	22,619,887	21,563,521	27,004,049	28,400,551	1,396,502
Operating Transfers Out	1,017,913	584,079	(214,539)	0	0	0	0
Total Requirements	24,382,374	20,999,873	22,405,348	21,563,521	27,004,049	28,400,551	1,396,502
<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	20,701,019	19,077,053	21,401,742	21,678,155	21,973,042	25,814,858	3,841,816
Other Revenue	0	82,711	30,753	0	0	0	0
Total Revenue	20,701,019	19,159,764	21,432,495	21,678,155	21,973,042	25,814,858	3,841,816
Operating Transfers In	0	133,300	0	0	289,905	0	(289,905)
Total Sources	20,701,019	19,293,064	21,432,495	21,678,155	22,262,947	25,814,858	3,551,911
<b>Net Position</b>							
Use of/ (Contribution to) Net Position	3,681,355	1,706,809	972,853	(114,634)	4,741,102	2,585,693	(2,155,409)
Est. Net Position Available					1,693,335	3,963,378	2,270,043
Total Net Position					6,434,437	6,549,071	114,634
Budgeted Staffing*	130	122	117	120	120	122	2

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Major expenditures for 2015-16 include staffing expenses and operating expenses. Staffing expenses of \$13.1 million are necessary to provide support for the County's mainframe and other servers, data storage and replication, and technical services that support the wireless device infrastructure. Operating expenses of \$22.5 million include \$9.7 million in services and supplies for computer software, application development support and maintenance, and equipment maintenance; and transfers out of \$9.8 million to fund capital improvement projects, internal cost allocation, and costs associated with shared positions.

Sources of \$25.8 million are comprised of Board of Supervisor's approved fee/rate revenue for central computer and other information technology services paid by County departments, Board-Governed Special Districts, and County Service Areas.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.4 million primarily due to increase in application development support services for the EMACS payroll system and the elimination of County department reimbursements for various software license expenses.

Sources are increasing by \$3.6 million due to service rate and customer utilization increases and cost recovery for customer enterprise licensing requirements previously reimbursed as transfers to ISD.





## ANALYSIS OF NET POSITION

Beginning net position for 2015-16 is \$6.5 million and available net position is \$4.0 million which reflects a use of net position of \$2.6 million for one-time funding for Capital Improvement Projects and fixed asset requirements. This budget unit recovers \$1.3 million in depreciation via service rates to contribute to net assets to cover replacement of fixed assets. Any surplus of revenues received in excess of expenditures are contributed to net assets to fund future one-time capital improvement expenditures and fixed assets requirements.

### 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Enterprise Processing	21	3	-1	3	26	0	26
Central Imaging	11	0	0	-3	8	0	8
Finance and Administration	15	1	-2	2	16	0	16
EMACS Support	1	0	0	0	1	0	1
Enterprise Printing	7	0	0	-2	5	0	5
Server Management	20	2	-2	1	21	0	21
Core Solutions and Security	45	2	-1	-1	45	0	45
Total	120	8	-6	0	122	0	122

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$13.1 million fund 122 budgeted regular positions. Changes in budgeted staffing include the addition of the following 8 regular budgeted positions to address an increased workload related to infrastructure, enterprise server, and desktop support services:

- 1 Information Systems Manager
- 2 Systems Support Analyst II
- 2 Systems Support Analyst III
- 1 IT Technical Assistant
- 1 System Support Supervisor
- 1 Computer Operator III

In addition to the staffing increases above, the following 6 regular positions were deleted to align positions and assigned functions with the appropriate division and as a result of an assessment of the Division's workload:

- 1 Business Application Manager
- 1 Systems Development Division Chief
- 1 Computer Facilities Specialist
- 2 Programmer Analyst III
- 1 Systems Development Team Leader

Lastly, 2 Product Specialist positions are being reclassified to 2 Application Specialist positions to reflect the assigned responsibilities and duties of the positions.



## Telecommunication Services

### DESCRIPTION OF MAJOR SERVICES

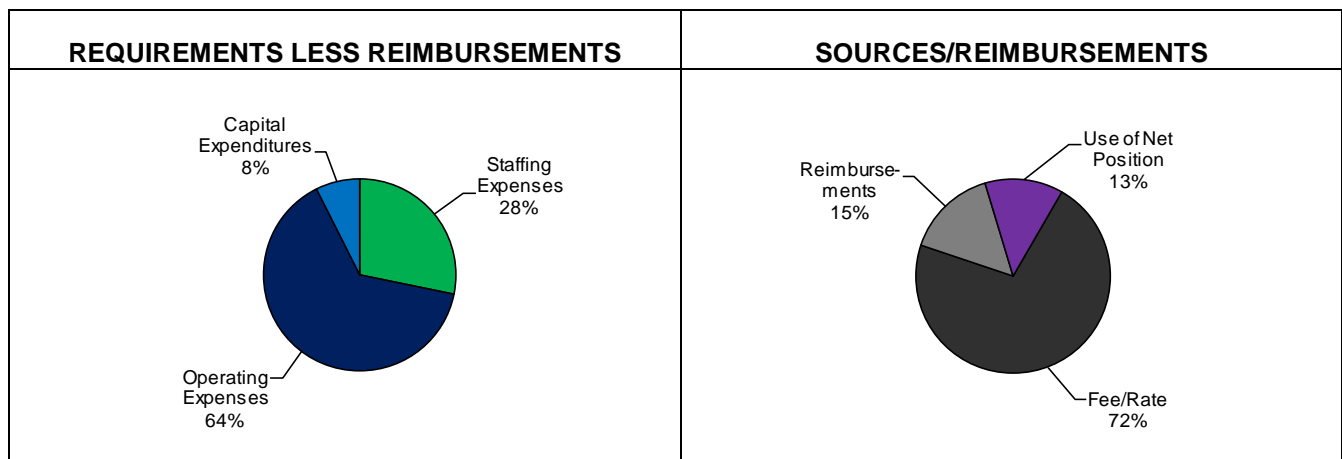
The Telecommunication Services Division (Division) provides for the design, operation, maintenance, and administration of the County's telecommunication phone network; the County's Regional Public Safety Radio System that integrates all Countywide sheriff, police, and fire emergency radio dispatch capabilities; paging system; and the Wide Area Network (WAN) that securely joins County users together for the efficient use of technology. The Division manages the County's microwave system that provides transport capabilities for each of the individual systems listed above. 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 and capital improvement projects.

Budget at a Glance	
Requirements Less Reimbursements	\$41,112,337
Sources/Reimbursements	\$35,773,721
Use of / (Contribution To) Net Position	\$5,338,616
Total Staff	100

The County's Regional Public Safety Radio System is in the process of being upgraded. Ongoing discretionary general funding of \$17.9 million continues to be allocated for the upgrade project. The estimated cost of the project is \$158.2 million. \$84.0 million has been funded to date and an additional \$26.4 million is funded in 2015-16. Approximately \$47.5 million has been expended to date. The County has received and deployed radio equipment from Motorola at various sites. The primary focus of this project for 2015-16 will be to receive and install microwave equipment to complete the upgrade of the microwave system portion of the project.

Other initiatives for the Division are to upgrade the WAN backbone infrastructure to increase bandwidth to accommodate additional web-based applications such as the new Financial Accounting and Land Use enterprise systems.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Information Services  
FUND: Telecommunication Services

BUDGET UNIT: IAM ALL  
FUNCTION: General  
ACTIVITY: Telephone and Radio Services

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	9,359,269	9,566,422	9,783,573	10,078,524	11,349,808	11,609,629	259,821
Operating Expenses	17,628,456	18,582,267	21,593,329	20,469,890	21,625,001	26,457,708	4,832,707
Capital Expenditures	3,458,037	3,778,000	2,716,351	2,746,867	3,550,000	3,045,000	(505,000)
Total Exp Authority	30,445,762	31,926,689	34,093,253	33,295,281	36,524,809	41,112,337	4,587,528
Reimbursements	(5,417,235)	(5,813,558)	(5,877,488)	(6,350,924)	(6,674,976)	(6,240,543)	434,433
Total Appropriation	25,028,527	26,113,131	28,215,765	26,944,357	29,849,833	34,871,794	5,021,961
Operating Transfers Out	1,028,498	205,948	0	0	0	0	0
Total Requirements	26,057,025	26,319,079	28,215,765	26,944,357	29,849,833	34,871,794	5,021,961
<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	196,774	0	0	0	0	0	0
Fee/Rate	22,978,092	25,699,407	25,919,917	27,432,842	28,622,266	29,533,178	910,912
Other Revenue	(17,628)	351,500	94,531	163,354	0	0	0
Total Revenue	23,157,238	26,050,907	26,014,448	27,596,196	28,622,266	29,533,178	910,912
Operating Transfers In	2,032,392	0	0	0	0	0	0
Total Sources	25,189,630	26,050,907	26,014,448	27,596,196	28,622,266	29,533,178	910,912
<b>Net Position</b>							
Use of/ (Contribution to) Net Position	867,395	268,172	2,201,317	(651,839)	1,227,567	5,338,616	4,111,049
Est. Net Position Available					14,669,139	11,209,929	(3,459,210)
Total Net Position					15,896,706	16,548,545	651,839
Budgeted Staffing*	97	92	96	98	98	100	2

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Major expenditures for 2015-16 include staffing expenses and operating expenses. Staffing expenses of \$11.6 million fund positions that are responsible for the maintenance and administration of the County's telephone network, radio system, paging system, Wide Area Network, and the Countywide microwave system. Operating expenses of \$26.5 million include services and supplies of \$13.5 million for telephone, radio system, WAN, and other communications related costs, including computer software, application development support and maintenance, and equipment maintenance. Also included in operating expenses are transfers out of \$12.2 million to fund capital improvement projects, internal cost allocation, and costs associated with shared positions.

Sources of \$29.5 million include Board of Supervisor's approved fee/rate revenue for services the Division provides, including telephone, wide area network, microwave transport, and radio systems to internal and external departments and agencies.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$5.0 million primarily due to a capital improvement project for additional warehouse space that will include specialty vehicle storage and office space, increased costs for circuit bandwidth capacity from telephone companies and maintenance, and support costs for telephone VOIP equipment and the elimination of County department reimbursements for maintenance and support costs for network equipment.

Sources are increasing by \$910,912 due to service rate and customer utilization increases and cost recovery for customer maintenance and support of network equipment requirements previously reimbursed as transfers to ISD.



## ANALYSIS OF NET POSITION

Beginning net position for 2015-16 is \$16.5 million and available net position is \$11.2 million which reflects the use of net position of \$5.3 million for one-time funding of capital improvement projects and fixed asset requirements. This budget unit recovers \$2.6 million in depreciation via service rates to contribute to net assets to cover replacement of fixed assets. Any surplus of revenues received in excess of expenditures are contributed to net assets to fund future one-time capital improvement expenditures and fixed assets requirements.

### 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Data Cabling	15	0	0	0	15	0	15
Management Services	6	0	0	0	6	0	6
Transport Operations	8	0	0	0	8	0	8
Radio Access	18	3	-1	0	20	0	20
Radio Subscriber Maintenance	4	0	-1	2	5	0	5
Time and Materials	4	0	0	-2	2	0	2
Telephone Operations	29	1	0	0	30	0	30
Wide Area Network	8	0	0	0	8	0	8
Warehouse Operations	6	1	-1	0	6	0	6
Total	98	5	-3	0	100	0	100

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$11.6 million fund 100 net budgeted regular positions. Changes in budgeted staffing include the addition of the following 5 regular budgeted positions due to an increased workload for telecommunication projects, radio repair and installation, radio services, and warehouse operations:

- 1 Telecommunications Engineer II
- 1 Communications Technician I
- 1 800 MHz Analyst
- 1 System Support Analysts III
- 1 Equipment Parts Specialist I

In addition to the staffing increases above, the following 3 regular positions were deleted to align positions and assigned functions with the appropriate division and as a result of an assessment of the Division's workload:

- 1 Multimedia Coordinator
- 1 Storekeeper
- 1 Network Analyst

Lastly, 3 Network Analyst positions are being reclassified to 3 System Support Analyst III positions to reflect the assigned responsibilities and duties of the positions.



## Application Development

### DESCRIPTION OF MAJOR SERVICES

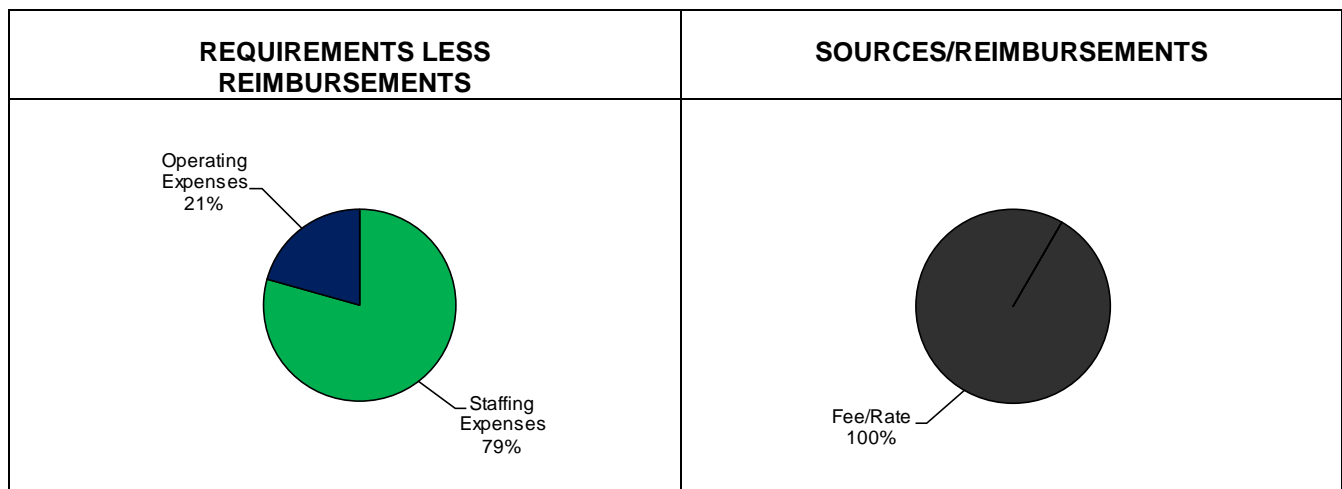
The Application Development division provides support for County departments as they develop, enhance and maintain business applications on a variety of hardware and software platforms. These applications include the County's enterprise accounting, payroll, budget, personnel, document imaging, public websites, and many other business line systems. ISD consults with departments to identify cost effective ways conducting business and often provides process reviews, cost analysis, and overall recommendations in the acquisition and integration of new systems. Large scale information technology projects for the Application Development division next year include continuing the implementation of the new Land Use enterprise system and replacement of the new Financial Accounting System.

#### Budget at a Glance

Requirements Less Reimbursements	\$14,188,908
Sources/Reimbursements	\$14,384,565
Use of / (Contribution To) Net Position**	(\$195,657)
Total Staff	88

This budget unit is an internal service fund that primarily provides services to County departments and recovers costs via a billable hourly programming rate.

### 2015-16 RECOMMENDED BUDGET



\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Information Services  
FUND: Application Development

BUDGET UNIT: IPD ISD  
FUNCTION: General  
ACTIVITY: Application Development/Support

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	10,429,922	11,157,918	11,262,419	104,501
Operating Expenses	0	0	0	2,796,662	2,804,286	2,926,489	122,203
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	13,226,584	13,962,204	14,188,908	226,704
Reimbursements	0	0	0	(141,988)	(355,246)	0	355,246
Total Appropriation	0	0	0	13,084,596	13,606,958	14,188,908	581,950
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	13,084,596	13,606,958	14,188,908	581,950
<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	13,005,243	13,606,958	14,384,565	777,607
Other Revenue	0	0	0	3,473	0	0	0
Total Revenue	0	0	0	13,008,716	13,606,958	14,384,565	777,607
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	13,008,716	13,606,958	14,384,565	777,607
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	0	0	0	75,880	0	(195,657)	(195,657)
Est. Net Position Available					2,000,000	2,119,777	119,777
Total Net Position					2,000,000	1,924,120	(75,880)
Budgeted Staffing*	0	0	0	87	87	88	1

\*Data represents modified budgeted staffing

\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Major expenditures for 2015-16 include staffing expenses of \$11.3 million which account for the majority of requirements in this budget unit and are necessary to support business systems and applications. Sources of \$14.4 million are comprised of Board of Supervisor's approved fee/rate revenue for maintenance and support of computer applications and systems for County departments and external customers.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$581,950 primarily due to the elimination of reimbursements for programming staff assigned to the Department of Behavioral Health that are no longer needed, reimbursements for internal overhead costs and increases in costs for general liability insurance and desk top support.

Sources are increasing by \$777,607 primarily due to an increase in billable staff and associated billable hours; 2 Programmers previously funded by reimbursements and the new Business Systems Analyst will bill hourly for programming services rendered.

## ANALYSIS OF NET POSITION

Beginning net position for 2015-16 is \$1.9 million and available net position is \$2.1 million which reflects a contribution to net position of \$195,657. The contribution represents anticipated revenues in excess of requirements from billable hours for programming services that is needed to repay the loan from the Telecommunication Services fund (IAM ISD). This loan was established to cover operating expenses for the Application Development ISF, which was created in 2014-15.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Application Development	87	2	-1	0	88	0	88
Total	87	2	-1	0	88	0	88

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$11.3 million fund 88 net budgeted regular positions. Changes to budgeted staffing include the addition of 2 regular positions comprised of 1 Business Application Manager position to align the position and assigned functions with the appropriate division and 1 Business Systems Analyst position as a result of an assessment of the Division's workload.

In addition to the staffing increases above, 1 Contract Systems Development Team Leader position was deleted as a result of an assessment of the Division's workload.



## PURCHASING DEPARTMENT

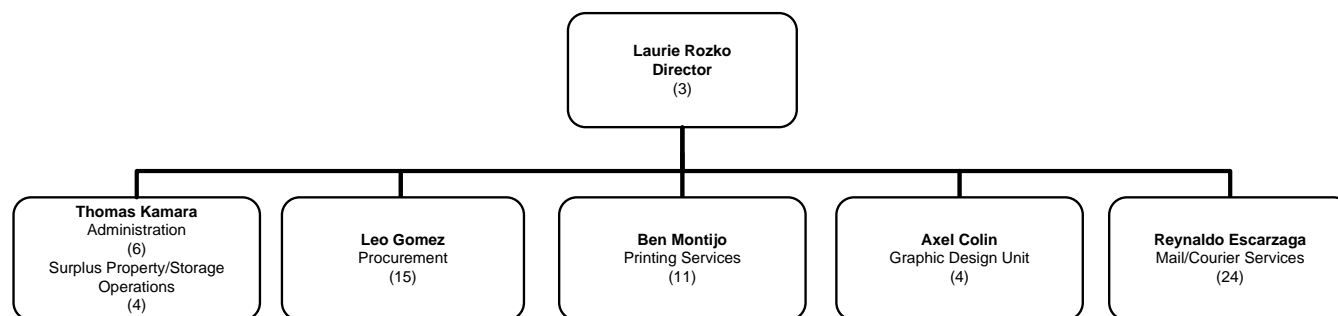
### Laurie Rozko

#### DEPARTMENT MISSION STATEMENT

*The Purchasing Department provides quality goods and services in a timely manner at the best value for County departments.*



#### ORGANIZATIONAL CHART



#### 2015-16 SUMMARY OF BUDGET UNITS

2015-16						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Purchasing (AAA PUR)	2,362,435	639,951	1,722,484			24
Total General Fund	2,362,435	639,951	1,722,484			24
<b>Internal Service Funds</b>						
Printing Services (IAG-PUR)	3,651,244	3,141,020			510,224	15
Surplus Property and Storage Operations (IAV-PUR)	1,187,445	1,223,146			(35,701)	4
Mail/Courier Services (IAY-PUR)	5,999,648	5,692,273			307,375	24
Total Internal Service Funds	10,838,337	10,056,439			781,898	43
<b>Total - All Funds</b>	13,200,772	10,696,390	1,722,484	0	781,898	67

#### 2014-15 MAJOR ACCOMPLISHMENTS

- Achieved additional credentialing through the Universal Public Procurement Certification Council.
- Earned the Award for Excellence in Procurement from the National Procurement Institute.
- Acquired computerized production workflow management software to automate the print shop.
- Continued to streamline cycle time for requisitions and purchase orders related to paperless processing.
- Initiated process analyses that will lead to Countywide RFP curriculum development and training.





## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	NEW				
OBJECTIVE	Ensure that employees know that they and their work are valued.	Average customer satisfaction on 100% scale	N/A	N/A	84%	85%
STRATEGY	Deliver topnotch customer service to internal customers.					
STRATEGY	Recognize staff for accomplishments in service delivery.					
STRATEGY	Continuously evaluate communication, purchasing services, training, and responsiveness to departments.					
STRATEGY	Poll customers for feedback on numerous occasions.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Average days purchasing cycle for standard purchase orders up to \$100,000	12.2	12.5	12.4	12.0
STRATEGY	Maintain streamlined cycle times for bids, requisitions, and purchase orders.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	NEW				
STRATEGY	Maintain streamlined cycle times for bids, requisitions, and purchase orders.	Average days purchasing cycle for low value purchase orders up to \$7,500	N/A	N/A	4.0	3.5
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	NEW				
STRATEGY	Maintain streamlined cycle times for bids, requisitions, and purchase orders.	Average days purchasing cycle to convert requisition to purchase order	N/A	N/A	2.7	2.4
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Number of annual aggregate bids to achieve cost or efficiency improvements	3	5	6	8
STRATEGY	Create operational efficiencies and cost savings through purchases and programs for multiple departments.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Average vendor satisfaction on 100% scale	88%	85%	85%	87%
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.					
STRATEGY	Maintain a high level of vendor satisfaction with services, access to information, training, and bidding processes.					
STRATEGY	Collaborate with other departments on forums to discuss how to become a vendor for county business.					
STRATEGY	Host vendor shows to connect suppliers with county departments and other public agencies in the region.					
STRATEGY	Participate in vendor activities that correlate to business success and economic development.					



## DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Number of vendor scheduled meetings and vendor interactions for business development	636	400	550	650
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.					
STRATEGY	Maintain a high level of vendor satisfaction with services, access to information, training, and bidding processes.					
STRATEGY	Collaborate with other departments on forums to discuss how to become a vendor for county business.					
STRATEGY	Host vendor shows to connect suppliers with county departments and other public agencies in the region.					
STRATEGY	Participate in vendor activities that correlate to business success and economic development.					





Purchasing

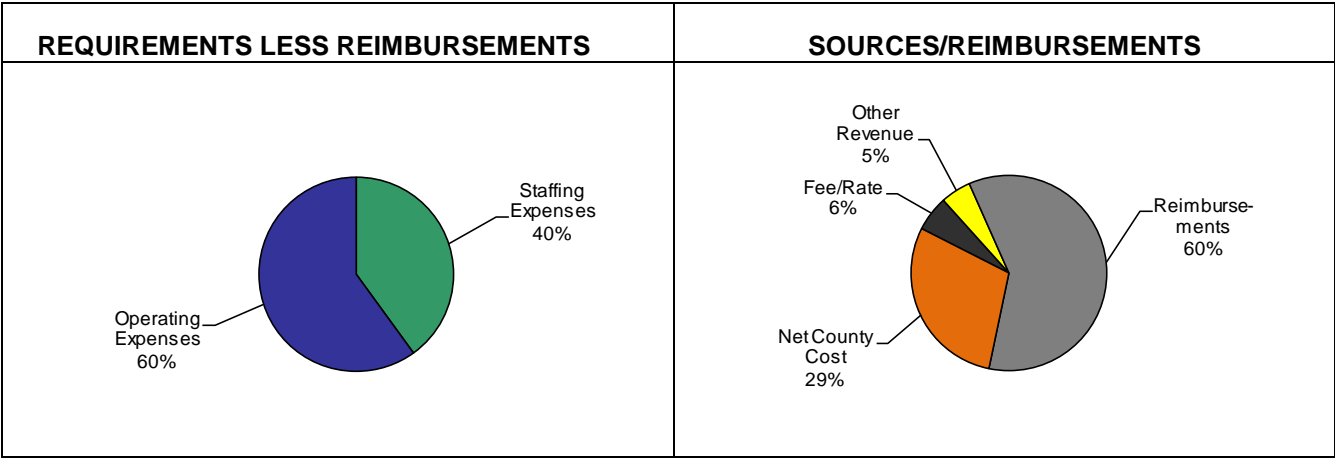
DESCRIPTION OF MAJOR SERVICES

The Purchasing Department provides procurement services, administers contracts, maintains vendor relationships, oversees procurement card program operations, and manages the electronic procurement system. In addition, the department provides in-house printing, mail, surplus property disposition, and storage services which are accounted for in the department’s three internal service funds.

Budget at a Glance	
Requirements Less Reimbursements	\$5,893,848
Sources/Reimbursements	\$4,171,364
Net County Cost	\$1,722,484
Total Staff	24
Funded by Net County Cost	29%

Purchasing provides these services while offering superior customer service, innovation, ethical and fair treatment, and transparency in the fulfillment of the department’s mission. The department holds itself to the highest professional standards while upholding legal requirements and fiduciary responsibility to the citizens of San Bernardino County.

2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Purchasing  
FUND: General Fund

BUDGET UNIT: AAA PUR  
FUNCTION: General  
ACTIVITY: Finance

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,415,614	1,536,385	1,770,986	1,912,965	2,099,980	2,354,730	254,750
Operating Expenses	2,768,866	3,342,385	2,998,479	3,322,292	3,331,636	3,529,118	197,482
Capital Expenditures	162,829	56,775	110,000	0	0	10,000	10,000
Total Exp Authority	4,347,309	4,935,545	4,879,465	5,235,257	5,431,616	5,893,848	462,232
Reimbursements	(3,074,099)	(2,896,068)	(2,906,352)	(3,080,212)	(3,302,139)	(3,531,413)	(229,274)
Total Appropriation	1,273,210	2,039,477	1,973,113	2,155,045	2,129,477	2,362,435	232,958
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,273,210	2,039,477	1,973,113	2,155,045	2,129,477	2,362,435	232,958
<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	305,248	339,995	358,301	339,116	327,504	344,700	17,196
Other Revenue	181,799	664,862	(68,635)	373,744	263,000	295,251	32,251
Total Revenue	487,047	1,004,857	289,666	712,860	590,504	639,951	49,447
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	487,047	1,004,857	289,666	712,860	590,504	639,951	49,447
Net County Cost	786,163	1,034,620	1,683,447	1,442,185	1,538,973	1,722,484	183,511
Budgeted Staffing*	15	17	20	23	23	24	1

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$3.5 million make up the majority of the department's expenditures within this budget unit. These expenses include \$2.9 million for Countywide office supplies which are reimbursed by user departments, and \$257,297 in ongoing expenses for the enterprise electronic procurement system.

Sources of \$639,951 include \$344,700 from the service charge for administering the desktop office supply program and consolidated billing, as well as \$295,251 from various rebate agreements associated with Countywide procurement programs.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$232,958 mainly due to the addition of one new budgeted position. The increase of \$197,482 in operating expenses primarily represents an increase in Countywide office supply expenses, with a \$229,274 increase in departmental reimbursements. Sources are increasing by \$49,447 related to rebates.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Executive	3	0	0	0	3	0	3
Administration	6	0	0	0	6	0	6
Procurement	14	1	0	0	15	0	15
Total	23	1	0	0	24	0	24

\*Detailed classification listing available in Appendix D



## **STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$2.4 million fund 24 budgeted regular positions. Budgeted staffing expenses have increased by \$254,750 due to increased retirement costs and the addition of a Supervising Buyer in 2015-16 to help more equally distribute increased workload.



## Printing Services

### DESCRIPTION OF MAJOR SERVICES

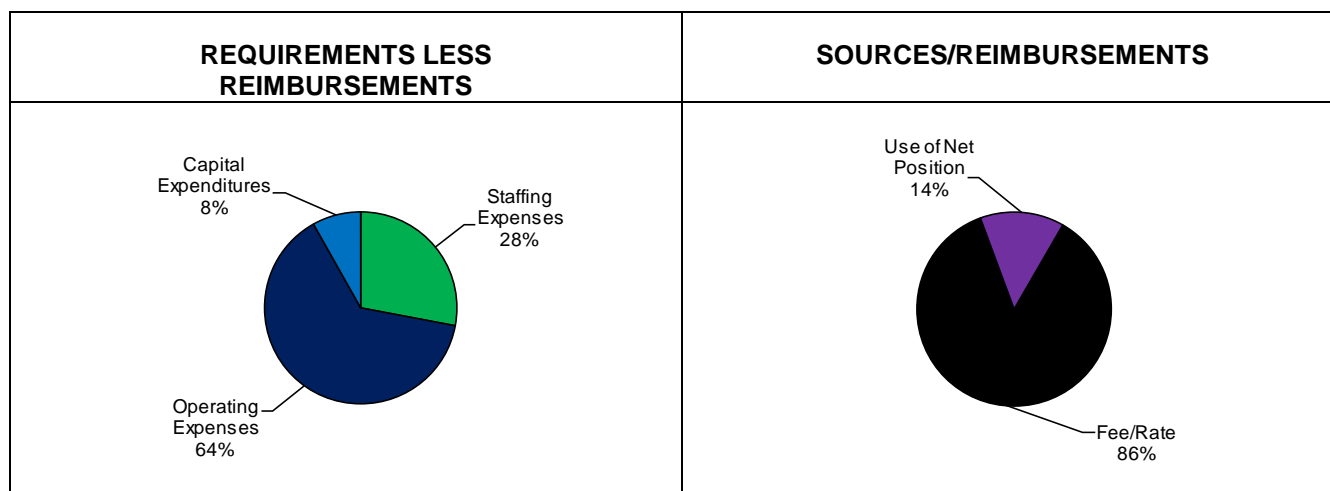
Printing Services designs, prints, and finishes high quality print production materials using the latest technology, and operates three locations for Quick Copy services.

#### Budget at a Glance

Requirements Less Reimbursements	\$3,651,244
Sources/Reimbursements	\$3,141,020
Use of / (Contribution To) Net Position	\$510,224
Total Staff	15

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.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Purchasing  
FUND: Printing Services

BUDGET UNIT: IAG PUR  
FUNCTION: General  
ACTIVITY: Printing Services

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	983,869	960,732	1,019,064	983,859	1,060,187	1,021,632	(38,555)
Operating Expenses	2,677,276	2,771,793	2,739,448	2,536,220	2,818,016	2,331,452	(486,564)
Capital Expenditures	19,997	52,501	94,994	724,233	732,300	298,160	(434,140)
Total Exp Authority	3,681,142	3,785,026	3,853,506	4,244,312	4,610,503	3,651,244	(959,259)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	3,681,142	3,785,026	3,853,506	4,244,312	4,610,503	3,651,244	(959,259)
Operating Transfers Out	27,000	0	0	0	0	0	0
Total Requirements	3,708,142	3,785,026	3,853,506	4,244,312	4,610,503	3,651,244	(959,259)
<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	4,187,887	4,232,556	4,295,771	2,350,819	3,261,768	3,141,020	(120,748)
Other Revenue	0	(617,928)	7,958	4,467	4,220	0	(4,220)
Total Revenue	4,187,887	3,614,628	4,303,729	2,355,286	3,265,988	3,141,020	(124,968)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	4,187,887	3,614,628	4,303,729	2,355,286	3,265,988	3,141,020	(124,968)
<b>Net Position</b>							
Use of/ (Contribution to) Net Position	(479,745)	170,398	(450,223)	1,889,026	1,344,515	510,224	(834,291)
Est. Net Position Available					1,220,662	165,927	(1,054,735)
Total Net Position					2,565,177	676,151	(1,889,026)
Budgeted Staffing*	15	14	15	15	15	15	0

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$3.7 million fund the costs of materials, outside printing services, production copiers and equipment maintenance. Capital expenditures of \$298,160 fund various capital improvement projects as well as the purchase of capital assets.

Expenses are charged to County departments and outside agencies through the rates that the department prepares annually.

Sources of \$3.1 million represent projected revenue from rates charged for black and white copies, color copies, graphic design services and outside printing services.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$959,259 primarily due to a reduction in costs associated with outside printing services as a result of more projects being completed in-house with the new printing press. This decrease in cost is offset by decreased revenue. Additionally, the department completed capital expenditures of \$693,300 budgeted last fiscal year.

Sources are decreasing by \$124,968 as a net result of revised lower billable units and a decrease in reimbursements for pass-through costs.

The department completed a process of reducing its retained earnings through lower rates in compliance with Federal OMB 2 CFR 225 working capital guidelines in 2014-15. A change in the billing system to gain efficiencies associated with the installation of a new production management software resulted in less billable printing time offset by a corresponding increase in rates.



## ANALYSIS OF NET POSITION

Net Position is decreasing by \$1.9 million in 2014-15 primarily due to the department's efforts to return excess retained earnings as stipulated by Federal OMB 2 CFR 255. The use of Net Position (\$510,224) in 2015-16 is primarily to fund one-time capital expenditures including several capital improvement projects and equipment purchases which are funded from retained earnings.

### 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Graphic Design Unit	4	0	0	0	4	0	4
Quick Copy and Print Shop	11	0	0	0	11	0	11
Total	15	0	0	0	15	0	15

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.0 million fund 15 budgeted regular positions.





## Surplus Property and Storage Operations

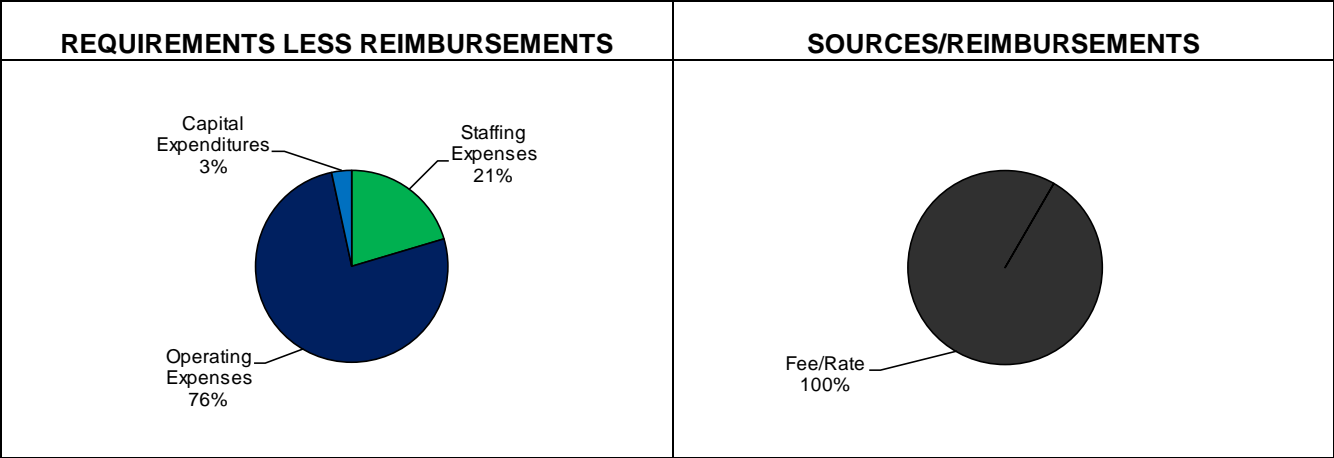
### DESCRIPTION OF MAJOR SERVICES

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	
Requirements Less Reimbursements	\$1,187,445
Sources/Reimbursements	\$1,223,146
Use of / (Contribution To) Net Position**	(\$35,701)
Total Staff	4

As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through a 0.75% rate assessed on purchases of commodities frequently received at Surplus Property and by user rates for Storage Operations. 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.

### 2015-16 RECOMMENDED BUDGET



\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Purchasing  
FUND: Surplus

BUDGET UNIT: IAV-PUR  
FUNCTION: General  
ACTIVITY: Surplus

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	107,185	111,815	127,702	142,732	181,760	241,957	60,197
Operating Expenses	244,292	242,209	230,052	389,977	401,244	905,488	504,244
Capital Expenditures	0	0	0	85,904	90,000	40,000	(50,000)
Total Exp Authority	351,477	354,024	357,754	618,613	673,004	1,187,445	514,441
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	351,477	354,024	357,754	618,613	673,004	1,187,445	514,441
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	351,477	354,024	357,754	618,613	673,004	1,187,445	514,441
<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	332,147	352,031	483,032	562,763	555,630	1,222,900	667,270
Other Revenue	0	15,120	396	3,085	246	246	0
Total Revenue	332,147	367,151	483,428	565,848	555,876	1,223,146	667,270
Operating Transfers In	0	0	0	0	75,000	0	(75,000)
Total Sources	332,147	367,151	483,428	565,848	630,876	1,223,146	592,270
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	19,330	(13,127)	(125,674)	52,765	42,128	(35,701)	(77,829)
Est. Net Position Available					181,375	206,439	25,064
Total Net Position					223,503	170,738	(52,765)
Budgeted Staffing*	2	2	2	3	3	4	1

\*Data represents modified budgeted staffing

\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$1.2 million consist primarily of operating expenses which include rents and leases, non-inventoriable equipment, COWCAP, insurance charges, facilities charges, professional services, and transfers out to fund administrative support provided by staff in the Purchasing Department's general fund budget unit.

Sources of \$1.2 million include auction revenue; revenue from the storage and surplus handling rates; proceeds from recycling with outside vendors; and a reimbursement from Human Services for the participation of Community Based Organizations in the Surplus Property Program.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$514,441 which includes increases in staffing expenses due to the addition of a new Automated Systems Technician position, increased operating expenses and retro-fitting the existing warehouse facility.

Sources are increasing by \$592,270 due to a recommended increase in the surplus handling rate which is assessed on encumbrances of commodities which are most frequently received at the Surplus Division for processing. This increase will allow the department to fund an additional position as well as retro-fit the existing warehouse facility and fund lease cost for additional warehouse space.

## ANALYSIS OF NET POSITION

A contribution to net position of \$35,701 in 2015-16 reflects increased rates. Net position will be used to fund future capital asset replacement.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Surplus Property and Storage	3	1	0	0	4	0	4
Total	3	1	0	0	4	0	4

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$241,957 fund four (4) budgeted regular positions. This includes the addition of one (1) Automated Systems Technician position.



## Mail/Courier Services

### DESCRIPTION OF MAJOR SERVICES

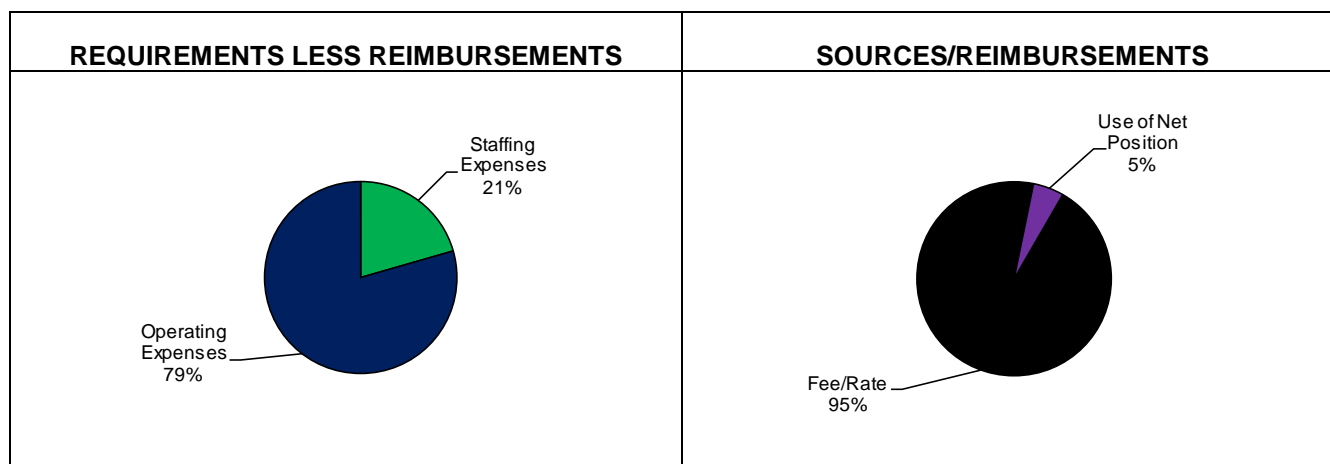
Mail/Courier Services provides mail handling and interoffice mail delivery. Mail handling includes various expedited shipping services, postage at a discounted presort rate and overnight services at a governmental discounted rate, along with automated mail duties. There are ten courier routes, six postage meter stations and a certified mail post.

#### Budget at a Glance

Requirements Less Reimbursements	\$5,999,648
Sources/Reimbursements	\$5,692,273
Use of / (Contribution To) Net Position	\$307,375
Total Staff	24

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.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Purchasing  
FUND: Mail/Courier Service

BUDGET UNIT: IAY PUR  
FUNCTION: General  
ACTIVITY: Mail & Courier Services

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,223,699	1,233,423	1,249,648	1,228,092	1,388,986	1,232,202	(156,784)
Operating Expenses	5,132,731	5,286,485	5,069,392	5,345,376	6,008,789	4,767,446	(1,241,343)
Capital Expenditures	0	63,586	0	0	0	0	0
Total Exp Authority	6,356,430	6,583,494	6,319,040	6,573,468	7,397,775	5,999,648	(1,398,127)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,356,430	6,583,494	6,319,040	6,573,468	7,397,775	5,999,648	(1,398,127)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	6,356,430	6,583,494	6,319,040	6,573,468	7,397,775	5,999,648	(1,398,127)
<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	176	0	0	0	0
Fee/Rate	6,323,760	6,340,040	6,194,706	6,002,732	6,971,188	5,692,273	(1,278,915)
Other Revenue	0	19,448	2,285	853	0	0	0
Total Revenue	6,323,760	6,359,488	6,197,167	6,003,585	6,971,188	5,692,273	(1,278,915)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	6,323,760	6,359,488	6,197,167	6,003,585	6,971,188	5,692,273	(1,278,915)
<b>Net Position</b>							
Use of/ (Contribution to) Net Position	32,670	224,006	121,873	569,883	426,587	307,375	(119,212)
Est. Net Position Available					745,672	295,001	(450,671)
Total Net Position					1,172,259	602,376	(569,883)
Budgeted Staffing*	25	25	25	25	25	24	(1)

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses represent the majority of this budget unit's expenditures totaling approximately \$4.8 million. This includes direct postage expense, equipment leases and maintenance, postal software upgrades, and other related services and supplies.

Sources totaling \$5.7 million represent 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

Requirements are decreasing by \$1.4 million primarily due the elimination of expenses associated with a reduction in services within the Superior Courts of California contract for mail services in 2014-15. The decrease of \$1.3 million in Sources reflects the loss in revenue associated with the reduction of services within the Superior Courts contract.

The department is increasing the rate charged to County departments for courier services to cover volatile fuel costs. Conversely, the rate for Automated Mail Services (Fold/Tab/Label) is being reduced to align pricing competitively with industry rates.

## ANALYSIS OF NET POSITION

This budget unit is showing a decrease in Net Position of \$569,883 in 2014-15 as the department completes its Federal OMB 2 CFR requirement to return excess retained earnings. The department will continue to monitor net position to ensure it remains within requirements while continuing to provide excellent customer service.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Mail Services	25	0	-1	0	24	0	24
Total	25	0	-1	0	24	0	24

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$1.2 million fund 24 budgeted regular positions. The department is eliminating a Mail Processor II position in line with the reduction in volume and subsequent decrease in revenues.



## RISK MANAGEMENT

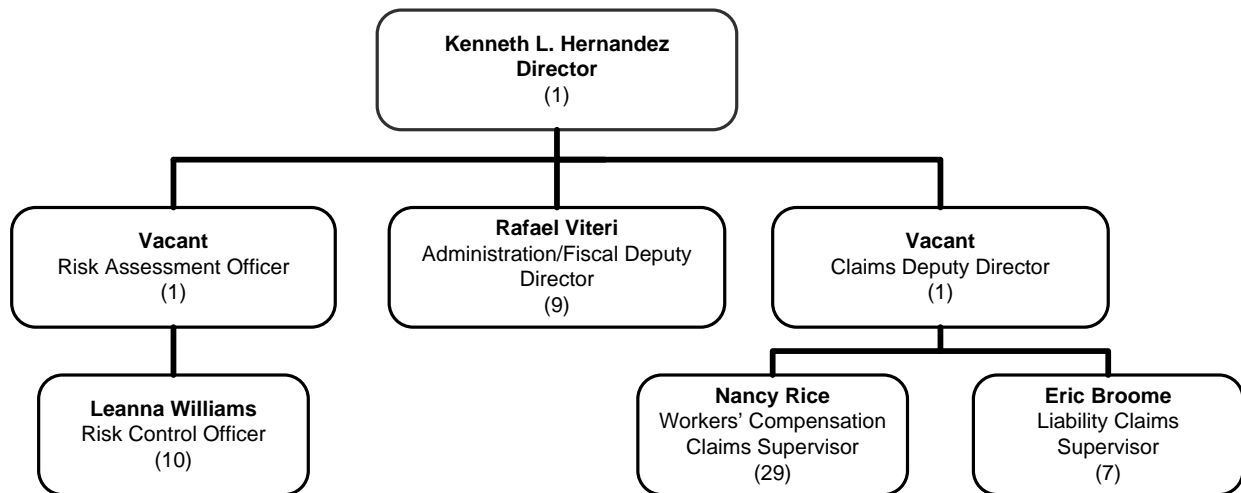
Kenneth L. Hernandez

### 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



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
<b>Internal Service Funds</b>					
Operations	5,949,976	5,950,149			(173)
Insurance Programs	100,188,045	103,105,819			(2,917,774)
Total Internal Service Funds	106,138,021	109,055,968			(2,917,947)
<b>Total - All Funds</b>	106,138,021	109,055,968	0	0	(2,917,947)

### 2014-15 MAJOR ACCOMPLISHMENTS

- Negotiated the renewal of the property coverage through CSAC-EIA (California State Association of Counties - Excess Insurance Authority) for substantially broader coverage, lower sub-limits, fewer exclusions, and less coverage restrictions for a premium of approximately \$4.0 million with net savings of \$500,000 in brokerage fees over the current policy.
- Purchased a Countywide Cyber Liability policy with \$20.0 million limits and a self-insured retention (SIR) of \$100,000 for \$184,927.



- Negotiated the renewal of Medical Malpractice coverage for the policy risk period of 7/1/14 through 7/1/15 with BETA Risk Management Authority, with a SIR of \$1.0 million, aggregate limits of \$35.0 million, for \$1.4 million which represents an annual premium decrease for 2014-15 of approximately 4.2% or \$62,407 as compared to 2013-14.
- Collaborated with key County departments (Public Works, Arrowhead Regional Medical Center, Children and Family Services and the Sheriff's Department) to establish a special notification process for incidents and claims which resulted in the referral of 20 incidents and claims for pre-litigation handling for 2014-15 (through April 3, 2015) which is an increase of four incidents and claims from 2013-14. This process has allowed Risk Management to gain better control at an earlier stage, resulting in less expensive resolutions in certain cases. Additionally, this process has resulted in the gathering of critical information earlier in the process which is protected under attorney/client privilege, thus allowing the County to make decisions regarding the direction of litigation at the earliest possible moment.
- Drafted MOUs and agreements with the Sheriff's Department transferring the risk exposures related to the use of work release inmates to the agencies benefitting from the services.
- Obtained Compromise and Release resolution of two, 20 year-old claims, due to effective collaboration between the stakeholders, including the County department, excess carrier and defense counsel.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operation system maintenance and replacement.	Cost of risk as a percent of County budget.	1.83%	<2%	1.67%	<2%
STRATEGY	Minimize the total cost of risk, through the optimization of insurance vs. risk retention.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Number of people who are trained.	3,837	6,307	2,861	5,000
STRATEGY	Provide formal training courses and informal consultation targeting safety, loss control, and risk transfer needs as identified by departments.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Number of days from date of receipt of claim form to mailing of initial correspondence.	N/A	14	11.53	12
STRATEGY	Ensure injured employees receive timely explanation of benefits by decreasing the time it takes to mail the acceptance letter or delay notice (initial correspondence).					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of catastrophic cases referred for pre-litigation handling.	N/A	5%	21.10%	25%
STRATEGY	Reduce the number of catastrophic/high exposure cases resulting in lawsuits by resolving these pre-litigation.					





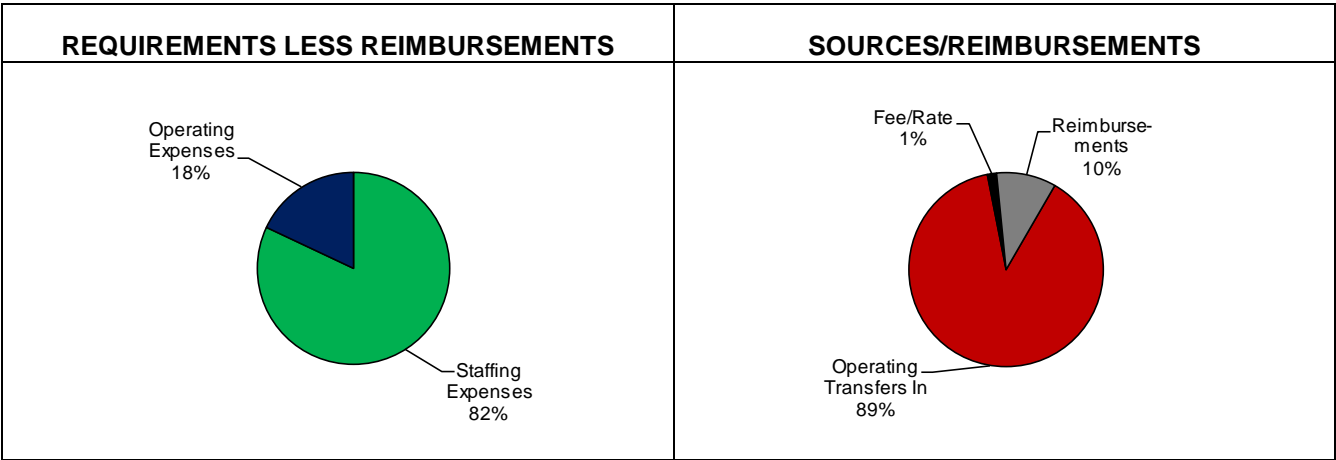
Operations

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	
Requirements Less Reimbursements	\$6,601,609
Sources/Reimbursements	\$6,601,782
Use of / (Contribution To) Net Position**	(\$173)
Total Staff	58

2015-16 RECOMMENDED BUDGET



\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Risk Management  
FUND: Risk Management General Operations

BUDGET UNIT: IBP RMG  
FUNCTION: General  
ACTIVITY: Other General

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	5,118,796	5,078,130	5,228,966	5,021,257	5,464,773	5,413,805	(50,968)
Operating Expenses	1,323,224	1,547,328	1,347,222	1,066,245	1,089,653	1,187,804	98,151
Capital Expenditures	52,735	0	0	0	0	0	0
Total Exp Authority	6,494,755	6,625,458	6,576,188	6,087,502	6,554,426	6,601,609	47,183
Reimbursements	(634,025)	(621,566)	(628,623)	(649,082)	(649,082)	(651,633)	(2,551)
Total Appropriation	5,860,730	6,003,892	5,947,565	5,438,420	5,905,344	5,949,976	44,632
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,860,730	6,003,892	5,947,565	5,438,420	5,905,344	5,949,976	44,632
<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	106,155	106,961	93,387	93,000	90,000	100,000	10,000
Other Revenue	(197,608)	(477,354)	(626,690)	30,000	30,000	30,173	173
Total Revenue	(91,453)	(370,393)	(533,303)	123,000	120,000	130,173	10,173
Operating Transfers In	5,920,689	6,183,948	6,227,438	5,785,344	5,785,344	5,819,976	34,632
Total Sources	5,829,236	5,813,555	5,694,135	5,908,344	5,905,344	5,950,149	44,805
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	31,494	190,337	253,430	(469,924)	0	(173)	(173)
Est. Net Position Available					0	470,097	470,097
Total Net Position					0	469,924	469,924
Budgeted Staffing*	61	58	59	57	57	58	1

\*Data represents modified budgeted staffing

\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses make up the majority of the Department's expenditures within this budget unit for 2015-16. These expenses fund 58 budgeted positions and are necessary to administer the County's insurance programs.

Sources primarily include operating transfers in from the insurance funds which are financed 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 increasing by \$44,632 primarily due to increases in COWCAP and Information Services Department direct labor charges, which is offset by a decrease in transfers out. Sources are increasing by \$44,805 primarily due to an increase in operating transfers in from the insurance funds which also includes an increase in administrative fee revenue from the Emergency Medical Services Program.

## ANALYSIS OF NET POSITION

For 2015-16 the Department's estimated Net Position Available of \$470,097 includes the estimated net position at the end of 2014-15 plus the anticipated contribution to net position in 2015-16. All services are provided on a cost-reimbursement basis from the insurance funds. In fiscal years where the result of operations contribute to net position in the operating budget, these funds are transferred back to the insurance funds which fund the operating budget.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Admin/Fiscal	12	0	0	0	12	0	12
Workers' Compensation	27	1	0	1	29	1	28
Liability	7	0	0	0	7	0	7
Risk Control	11	0	0	-1	10	0	10
Total	57	1	0	0	58	1	57

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$5.4 million fund 58 budgeted positions of which 57 are regular positions and 1 is a limited term position. Staffing changes for 2015-16 include the addition of a limited term Office Assistant II position. This position will support clerical staff during peaks in workload throughout the year to ensure various deadlines are met.



## Insurance Programs

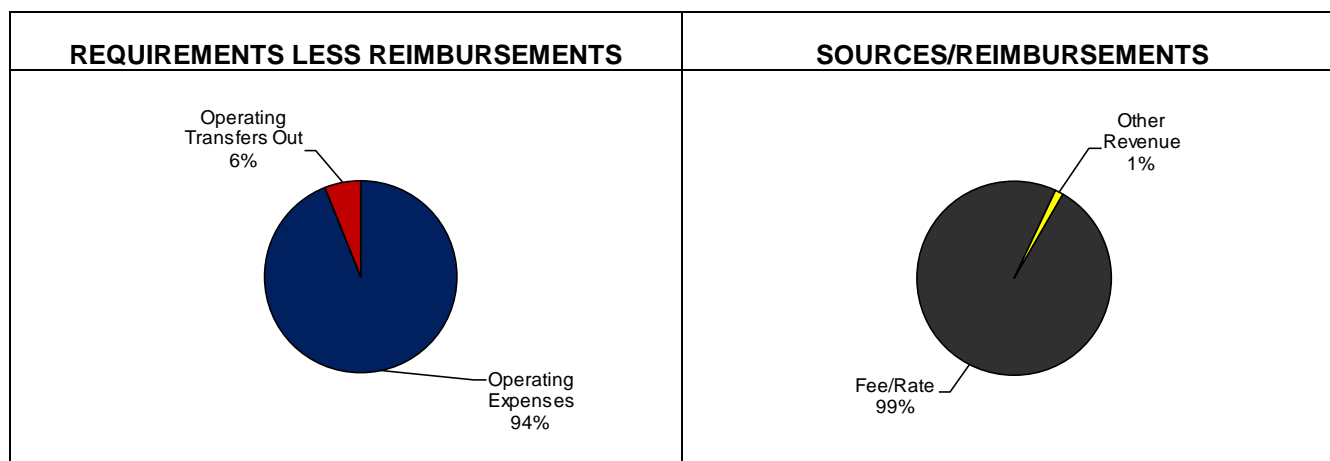
### DESCRIPTION OF MAJOR SERVICES

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 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

Requirements Less Reimbursements	\$100,188,045
Sources/Reimbursements	\$103,105,819
Use of / (Contribution To) Net Position**	(\$2,917,774)
Total Staff	0

### 2015-16 RECOMMENDED BUDGET



\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Risk Management  
FUND: Insurance Programs

BUDGET UNIT: VARIOUS  
FUNCTION: General  
ACTIVITY: Insurance Programs

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	67,173,901	62,512,745	68,403,173	66,175,712	90,260,545	94,056,831	3,796,286
Capital Expenditures	9,110	7,457	0	0	0	65,796	65,796
Total Exp Authority	67,183,011	62,520,202	68,403,173	66,175,712	90,260,545	94,122,627	3,862,082
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	67,183,011	62,520,202	68,403,173	66,175,712	90,260,545	94,122,627	3,862,082
Operating Transfers Out	6,235,825	7,059,078	6,262,212	5,785,344	6,785,344	6,065,418	(719,926)
Total Requirements	73,418,836	69,579,280	74,665,385	71,961,056	97,045,889	100,188,045	3,142,156
<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	67,268,843	68,078,017	84,186,876	87,478,412	87,805,500	101,728,000	13,922,500
Other Revenue	2,334,747	3,075,228	3,786,298	1,382,271	1,783,685	1,377,819	(405,866)
Total Revenue	69,603,590	71,153,245	87,973,174	88,860,683	89,589,185	103,105,819	13,516,634
Operating Transfers In	0	(60,720,621)	0	0	0	0	0
Total Sources	69,603,590	10,432,624	87,973,174	88,860,683	89,589,185	103,105,819	13,516,634
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	3,815,246	59,146,656	(13,307,789)	(16,899,627)	7,456,704	(2,917,774)	(10,374,478)
Est. Net Position Available					0	27,274,105	27,274,105
Total Net Position					7,456,704	24,356,331	16,899,627
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$100.2 million include judgment and settlement costs, medical treatment and expenses, temporary disability and loss earnings, property insurance, and legal defense services.

Sources of \$103.1 million primarily include Board of Supervisor's approved premiums paid by departments, Board-Governed Special Districts, and County Service Areas.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$3.1 million due to an increase in ongoing costly settlements and increased liability claim experience. Additionally, there are increased medical claims costs in workers' compensation.

Sources are increasing by \$13.5 million primarily due to additional premium allocations to the Law Enforcement Liability, General Liability, Auto Liability, and Workers' Compensation Programs to achieve the 80% confidence level of funding. It also includes a slight decrease in anticipated interest revenue and insurance recoveries.

## ANALYSIS OF NET POSITION

For 2015-16 the Department's insurance programs budget has an estimated net position available of \$27.3 million which includes the beginning net position of \$24.4 million plus the anticipated contribution to net position of \$2.9 million. Net position supports the insurance programs in maintaining and reaching the 80% confidence level of funding as recommended by annual actuarial studies.



## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit. Staff that administers these programs are budgeted in Risk Management's Operations budget unit.



## LOCAL AGENCY FORMATION COMMISSION

### Kathleen Rollings-McDonald

#### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Local Agency Formation Commission	294,039	0	294,039			0
Total General Fund	294,039	0	294,039			0
<b>Total - All Funds</b>	294,039	0	294,039	0	0	0

#### 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 ensure efficient delivery of services through local government agencies within San Bernardino County. In meeting these responsibilities, the Commission:

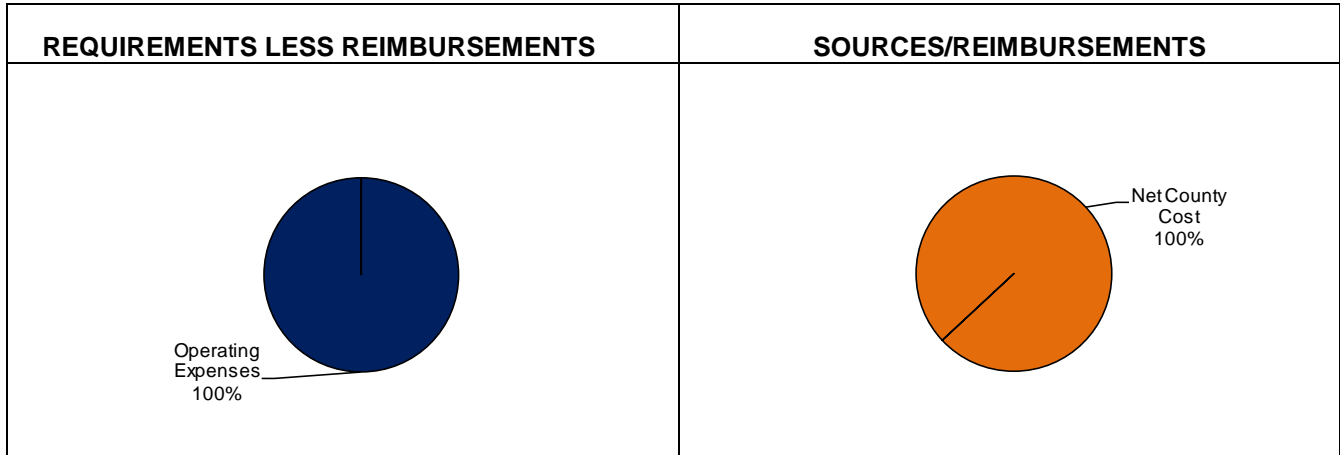
##### Budget at a Glance

Requirements Less Reimbursements	\$294,039
Sources/Reimbursements	\$0
Net County Cost	\$294,039
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.



**2015-16 RECOMMENDED BUDGET****ANALYSIS OF 2015-16 RECOMMENDED BUDGET**

GROUP: Administration  
 DEPARTMENT: Local Agency Formation Commission  
 FUND: General

BUDGET UNIT: AAA LAF  
 FUNCTION: Public Protection  
 ACTIVITY: Other Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	311,213	301,000	288,274	288,274	288,274	294,039	5,765
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	311,213	301,000	288,274	288,274	288,274	294,039	5,765
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	311,213	301,000	288,274	288,274	288,274	294,039	5,765
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	311,213	301,000	288,274	288,274	288,274	294,039	5,765
<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 Financing Sources	0	0	0	0	0	0	0
Net County Cost	311,213	301,000	288,274	288,274	288,274	294,039	5,765
Budgeted Staffing*	0	0	0	0	0	0	0

\* Data represents modified budgeted staffing

**MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET**

Requirements of \$294,039 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**

Requirements are increasing by \$5,765 due to an increase in LAFCO's operating costs.

### **STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## COUNTY SCHOOLS

### Ted Alejandre

#### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
<b>General Fund</b>					
County Schools	3,139,352	0	3,139,352		0
<b>Total - All Funds</b>	3,139,352	0	3,139,352	0	0

#### DESCRIPTION OF MAJOR SERVICES

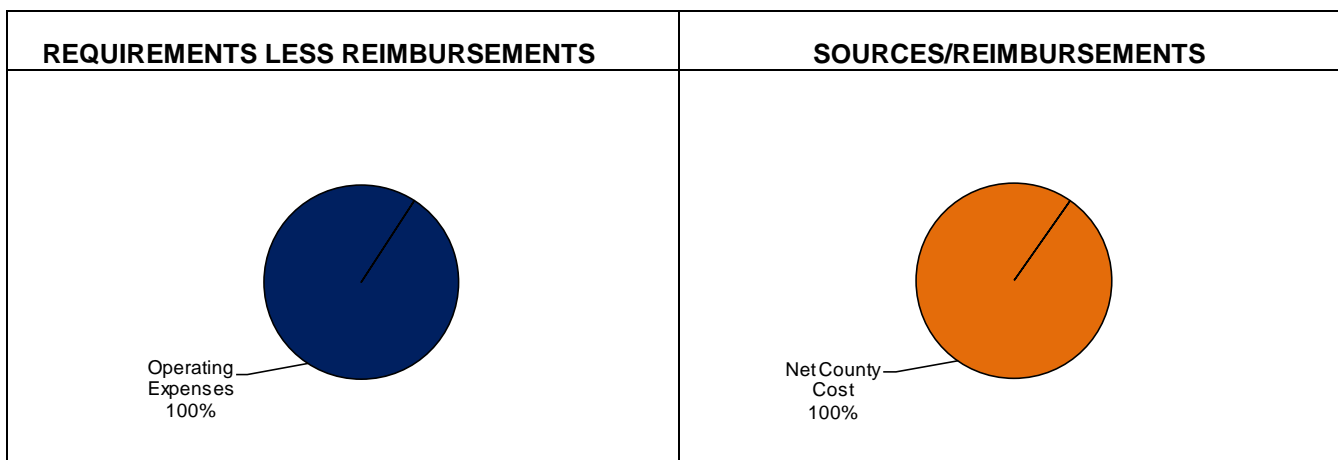
This budget unit represents the County's total legal and contractual obligations to contribute to the costs of the Superintendent of Schools and District Financial Services, known collectively as the San Bernardino County Superintendent of Schools.

Budget at a Glance	
Requirements Less Reimbursements	\$3,139,352
Sources/Reimbursements	\$0
Net County Cost	\$3,139,352
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 Kindergarten through 12th grade 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.

#### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: County Schools  
FUND: General

BUDGET UNIT: AAA SCL  
FUNCTION: Education  
ACTIVITY: School Administration

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	3,086,460	2,814,938	3,090,950	2,945,476	3,270,620	3,139,352	(131,268)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,086,460	2,814,938	3,090,950	2,945,476	3,270,620	3,139,352	(131,268)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	3,086,460	2,814,938	3,090,950	2,945,476	3,270,620	3,139,352	(131,268)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,086,460	2,814,938	3,090,950	2,945,476	3,270,620	3,139,352	(131,268)
<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 Financing Sources	0	0	0	0	0	0	0
Net County Cost	3,086,460	2,814,938	3,090,950	2,945,476	3,270,620	3,139,352	(131,268)
Budgeted Staffing*	0	0	0	-	0	0	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Major expenditures include payments to the Superintendent of Schools for housing costs of \$529,724, data processing of \$769,343, communications of \$362,901, COWCAP charges of \$79,713, utilities of \$270,897, and a reimbursement for staffing of \$999,933. These payments are mandated responsibilities of the County by Title I of the California Education Code.

## BUDGET CHANGES AND OPERATIONAL IMPACT

In 2015-16, requirements are decreasing by \$131,268 primarily due to a decrease in COWCAP costs after a review of charges resulted in the correction of a billing error for space use.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit as it only represents the financial contribution by the County.



**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>Use of (Contribution to) Net Position</u></b>	<b><u>Staffing</u></b>
ARROWHEAD REGIONAL MEDICAL CENTER	98	483,030,169	476,367,130	6,663,039	3,699
ARROWHEAD REGIONAL MEDICAL CENTER MEDICAL CENTER LEASE PAYMENTS	105	41,629,997	41,629,997	0	0
TOTAL ENTERPRISE FUNDS		<u>524,660,166</u>	<u>517,997,127</u>	<u>6,663,039</u>	<u>3,699</u>



## ARROWHEAD REGIONAL MEDICAL CENTER

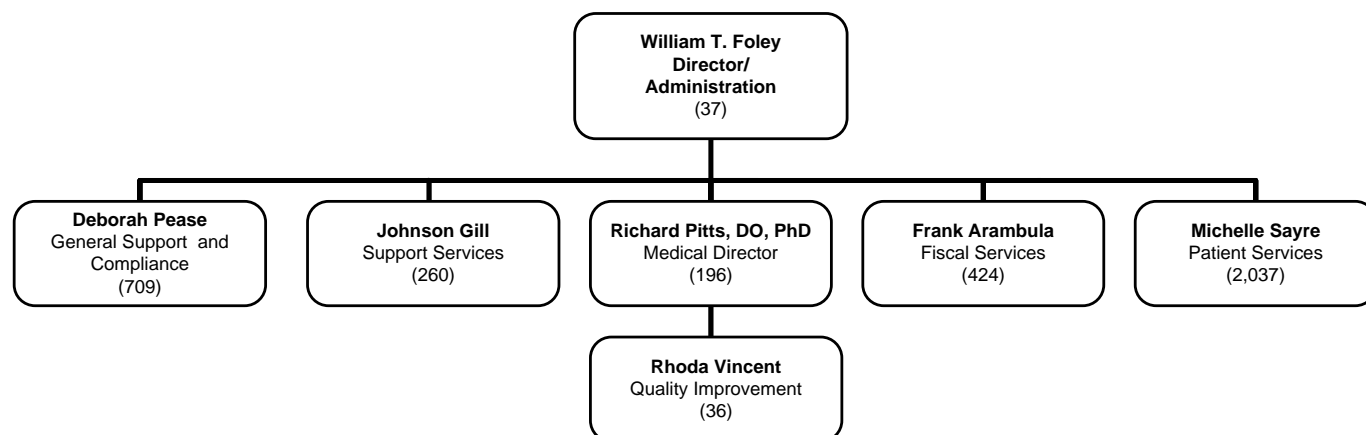
### William T. Foley

#### DEPARTMENT MISSION STATEMENT

*The San Bernardino County Arrowhead Regional Medical Center is a safety net hospital with the primary mission of providing quality healthcare 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



#### 2015-16 SUMMARY OF BUDGET UNITS

2015-16						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>Enterprise Funds</b>						
Arrowhead Regional Medical Center	483,030,169	476,367,130			6,663,039	3,699
Medical Center Lease Payments	41,629,997	41,629,997			0	0
Total Enterprise Funds	524,660,166	517,997,127			6,663,039	3,699
<b>Total - All Funds</b>	524,660,166	517,997,127	0	0	6,663,039	3,699



## 2014-15 MAJOR ACCOMPLISHMENTS

- Implemented 52 Delivery System Reform Incentive Program (DSRIP) milestones to improve population health management for Arrowhead Regional Medical Center (ARMC) patients, resulting in achieving 98% of the associated funding for a total of \$37.1 million.
- Received the "Get with the Guidelines" Stroke Program Silver Plus Quality Achievement Award from the American Heart Association.
- Graduated 39 resident physicians from ARMC core residency programs, including nine who chose to continue to practice in the Inland Empire.
- Received Quality Leaders Honorable Mention Award from the California Association of Public Hospitals and Health Systems/Safety Net Institute (CAPH/SNI) for prevention of Hospital Acquired Pressure Ulcers.
- Secured funding from Western and Touro Universities in the amount of \$2.5 million over three years to fund an Office of Research and Grants (ORG) Department and hired the first Research Coordinator for the ORG.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of annual DSRIP milestones achieved.	97.4%	90%	98%	98%
STRATEGY	Achieve Delivery System Reform Incentive Program (DSRIP) goals through clinical improvement of specific patient outcomes. DSRIP is a five year program with Federal funding proportionally tied to target attainment. DSRIP milestones change annually and become increasingly difficult and more complex.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of survey respondents who would "definitely" recommend the hospital.	69%	75%	70%	72%
STRATEGY	Improve ARMC's CAHPS Hospital Survey (HCAHPS) score used to monitor inpatient satisfaction through the use of best practice tools involving hospital employees and medical staff.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	NEW	73.9%	N/A	75%	80%
STRATEGY	Improve ARMC's CAHPS Clinician & Group Surveys (CG-CAHPS) score used to monitor Family Health Clinic patient satisfaction through the use of best practice tools to educate clinic employees and medical staff.	Percentage of survey respondents who would "definitely" recommend the provider practice.				
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	NEW	0.53	N/A	0.440	0.418
STRATEGY	Reduce the overall hospital acquired infection rate through compliance with established infection prevention strategies performed by frontline healthcare providers.	Overall hospital acquired infection rate.				



## Arrowhead Regional Medical Center

### DESCRIPTION OF MAJOR SERVICES

Arrowhead Regional Medical Center (ARMC) is a 456-bed university-affiliated teaching hospital licensed by the State of California Department of Health and operated by the County of San Bernardino. The hospital, located on a 70-acre campus in Colton, California, is a designated Level II Trauma Center. ARMC operates a regional burn center, primary stroke center, a free-standing behavioral health center, four primary care centers, including three family health centers, and provides more than 40 outpatient specialty care services.

#### Budget at a Glance

Requirements Less Reimbursements	\$486,589,927
Sources/Reimbursements	\$479,926,888
Use of / (Contribution To) Net Position	\$6,663,039
Total Staff	3,699

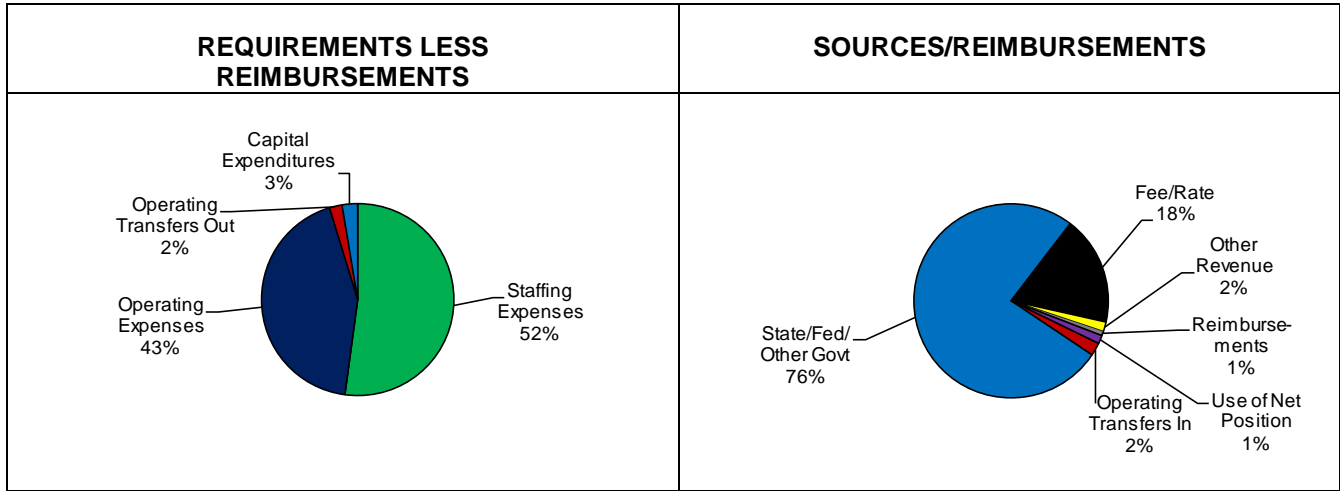
In keeping with its mission of providing quality health care and education, a variety of community outreach and wellness programs are offered, including the Breathmobile (asthma education and screening), a mobile medical clinic, annual health and safety expo, and annual 5K walk-run event. ARMC is the principal clinical site for multiple medical residency programs, some accredited through the Accreditation Council for Graduate Medical Association (ACGME), and others accredited by the American Osteopathic Association (AOA). Specialty programs include: emergency medicine, family medicine, internal medicine, surgery, neurological surgery, OB-GYN, psychiatry, and ophthalmology.

Patient care is coordinated among multiple care providers to ensure all health care needs are met from arrival to discharge, including the following:

- **Emergency Department:** ARMC's emergency department, with more than 116,000 patient visits each year, includes a helicopter landing area outside of the Emergency Department that can accommodate both standard medical evacuation helicopters and military helicopters.
- **Trauma Center:** ARMC's trauma center treats the most seriously injured patients and is one of the region's busiest for adult trauma care. It is the only Inland Empire Trauma Center certified by the American College of Surgeons.
- **Edward G. Hirschman Burn Center:** The center provides complete inpatient and outpatient burn care to patients of all ages and serves four counties: Inyo, San Bernardino, Riverside and Mono.
- **Neonatal Intensive Care Unit (NICU):** The 30-bed unit offers state-of-the-art intensive care in a nursery setting and provides care for premature infants and sick newborns requiring continuous assessment, observation, and intensive treatment.
- **Outpatient and Specialty Services:** ARMC's Outpatient Care services include more than 60 different specialty services and an array of preventative/primary care programs designed to ensure optimum health for children and adults, including: Audiology, Cardiology (interventional and cardiac rehabilitation), Coumadin Clinic, Dialysis Center, Family and Elder Care, Gastroenterology Lab, Infusion Therapy, Lipid Clinic, Oncology Services, Ophthalmology, Orthopedics, Otolaryngology (ENT) and Oral, Maxillofacial Surgery, Pain Management Clinic, Pediatrics Clinic, Rehabilitation Services, Surgical Services, Women's Health Services, Wound Care Center (Hyperbaric Oxygen Therapy).
- **Family Health Centers:** The Family Health Centers (FHCs) offer comprehensive primary care medical services to individuals and families in Rialto (Westside Family Center), San Bernardino (McKee Family Health Center), and Fontana (Fontana Family Health Center).



# 2015-16 RECOMMENDED BUDGET



# ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Arrowhead Regional Medical Center  
DEPARTMENT: Medical Center  
FUND: Medical Center

BUDGET UNIT: EAD MCR  
FUNCTION: Health and Sanitation  
ACTIVITY: Hospital Care

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	213,355,057	231,529,363	247,431,909	245,599,062	249,854,047	253,687,693	3,833,646
Operating Expenses	192,521,910	189,924,979	212,957,284	192,695,162	203,397,273	209,877,378	6,480,105
Capital Expenditures	10,585,537	5,363,315	5,320,736	10,862,100	10,862,100	12,703,944	1,841,844
Total Exp Authority	416,462,504	426,817,657	465,709,929	449,156,324	464,113,420	476,269,015	12,155,595
Reimbursements	(139,322)	(179,912)	0	0	0	(3,559,758)	(3,559,758)
Total Appropriation	416,323,182	426,637,745	465,709,929	449,156,324	464,113,420	472,709,257	8,595,837
Operating Transfers Out	8,230,697	9,618,819	10,821,308	9,842,669	9,842,669	10,320,912	478,243
Total Requirements	424,553,879	436,256,564	476,531,237	458,998,993	473,956,089	483,030,169	9,074,080
<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	291,865,158	317,139,276	290,522,623	365,722,947	349,808,140	369,764,153	19,956,013
Fee/Rate	97,178,302	91,177,192	130,957,219	81,309,209	92,065,054	88,213,585	(3,851,469)
Other Revenue	2,151,835	30,112,490	265,723	9,152,683	5,130,054	7,827,711	2,697,657
Total Revenue	391,195,295	438,428,958	421,745,565	456,184,839	447,003,248	465,805,449	18,802,201
Operating Transfers In	38,312,185	23,561	33,739,228	12,455,796	18,455,792	10,561,681	(7,894,111)
Total Sources	429,507,480	438,452,519	455,484,793	468,640,635	465,459,040	476,367,130	10,908,090
<b>Net Position</b>							
Use of/ (Contribution to) Net Position	(4,953,601)	(2,195,955)	21,046,444	(9,641,642)	8,497,049	6,663,039	(1,834,010)
Est. Net Position Available					11,048,951	22,524,603	11,475,652
Total Net Position					19,546,000	29,187,642	9,641,642
Budgeted Staffing*	3,416	3,544	3,621	3,696	3,696	3,699	3

\*Data represents modified budgeted staffing





## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$253.7 million fund 3,699 budgeted positions. Operating expenses of \$209.9 million are comprised primarily of medical supplies, physician fees, purchased medical services, external provider care services, insurance, utilities, and rent expense. Capital expenditures of \$12.7 million fund needed clinical and non-clinical equipment purchases. These expenses are offset by reimbursements of \$3.6 million for services and supplies purchased on behalf of other County departments.

Operating transfers out of \$10.3 million primarily represent costs budgeted for debt service in the amount of \$8.0 million. The remaining \$2.3 million represents costs for construction projects, which are being managed by the Architecture and Engineering department.

Total revenue of \$465.8 million includes \$369.8 million in State and Federal funding primarily from Medicare and Medi-Cal; \$88.2 million in current services from private pay patients and insurance; and \$7.8 million in other revenue from cafeteria sales, interest, miscellaneous grants, and services provided to other hospitals through the residency program.

Operating transfers in of \$10.6 million represents the portion of Health Realignment allocated to ARMC. The California Department of Health Care Services continues to review the decrease in the amount of uninsured patients seen at ARMC, and then determines the impact to realignment funding based on AB 85 legislation.

## BUDGET CHANGES AND OPERATIONAL IMPACT

ARMC continues to feel the impact of the Affordable Care Act (ACA), which became effective January 1, 2014. Not only were patients moving from uninsured to Medi-Cal Fee for Service (FFS) and Medi-Cal Managed Care, but ARMC experienced volatility in census not seen in many years as well. As a result of the ACA, patients who now have a choice began to choose a provider that was closer to their home. These factors were material in determining the reimbursement levels from State and Federal revenue sources for Disproportionate Share, Safety Net Care Pool, and Medi-Cal Rate Range. These sources are impacted by new revenues received for AB 85 Rate Range, Medi-Cal FFS, and Medi-Cal Managed Care.

Requirements are increasing by \$9.1 million. This is primarily due to increases related to labor union contracts, physician fees, and volume-related incremental costs. Capital expenditures are increasing by \$1.8 million due to equipment replacement needs. Operating transfers out are increasing by \$478,243 million due to projects assigned to Architecture and Engineering.

Sources are increasing by \$10.9 million primarily due to increases in state, federal and other revenue sources of \$22.7 million, a decrease in commercial and private pay sources of \$3.9 million, and a decrease in realignment revenue (received as operating transfer in) of \$7.9 million as a result of AB 85 legislation, which requires a redirection of a portion of realignment revenues to offset state costs for CalWORKs.

## ANALYSIS OF NET POSITION

The 2015-16 budget reflects the use of net position of \$6.7 million. The use of net position is a result of increased budgeted costs in hospital operations, capital expenditures, and the transition related to the ACA. These costs are dependent on volume and thus may not materialize. The 2014-15 budget is estimated to contribute \$9.6 million to net position due to savings realized against budget. The ACA has had a material impact on net position as revenues continue to shift from one source to another with each change impacting other sources. The Centers for Medicare and Medicaid Services (CMS) has not yet approved the State of California's Waiver Renewal proposal, which will replace the current Waiver that expires on October 31, 2015. The results of the Waiver Renewal may further impact ARMC's net position.



## 2015-16 POSITION SUMMARY

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Administration	33	1	-1	4	37	2	35
Patient Services	1640	2	-10	405	2037	638	1399
Support Services	354	22	-10	-106	260	12	248
Medical Director	190	5	0	1	196	184	12
General Support and Patient Services	629	0	0	-629	0	0	0
Fiscal Services	425	1	0	-2	424	35	389
Quality Improvement	37	1	-1	-1	36	2	34
General Support and Compliance	388	0	-7	328	709	107	602
Total	3696	32	-29	0	3699	980	2719

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$253.7 million fund 3,699 positions of which 2,719 are regular positions and 980 are limited term positions. The 2015-16 budget includes a net increase of 3 positions (addition of 32, deletion of 29). This includes a net increase of 6 regular positions and a net decrease of 3 limited term positions. The primary driver of these budgeted staffing changes relates to the continued strengthening of Ambulatory Services. This transition will position ARMC to have a greater emphasis on population health management. The reorganization of positions is primarily related to the reassignment of departments that previously reported to the Chief Operating Officer position which was deleted in 2014-15, as well as the reassignment of facilities and environmental management staff from Support Services to General Support and Compliance to allow for increased focus on development of Ambulatory Services.

A total of 32 positions are added to the budget (25 regular, 7 limited term) as follows:

### Additions

Associate Hospital Administrator-Professional Services (1 regular)  
 Care Assistant (4 regular)  
 Clinic Operations Supervisor (1 regular)  
 Clinical Therapist I (3 regular)  
 Contract Research Program Coordinator (1 limited term)  
 Contract Resident PGY VI (4 limited term)  
 Institutional Review Board Coordinator (1 regular)  
 Licensed Vocational Nurse II (1 regular)  
 Marketing Specialist (1 regular)  
 Office Assistant II (1 regular)  
 Psychiatric Technician I (2 limited term)  
 RN Care Manager (10 regular)  
 Social Worker I (1 regular)  
 Staff Analyst II (1 regular)

Based on an operational assessment of staffing requirements, a total of 29 positions (23 vacant, 6 filled) have been deleted (19 regular, 10 limited term) as follows:

### Deletes

Clinic Assistant (2 regular)  
 Clinic Supervisor-ARMC (3 regular – 1 filled)  
 Contract Marketing and Business Development Coordinator-ARMC (1 limited term)  
 Contract Radiological Tech (2 limited term)  
 Contract Spec Procedures Rad Tech (1 limited term)  
 Hospital Unit Assistant (1 regular)  
 Laboratory Assistant (2 regular)  
 Nursing Attendant (1 limited term)



**Deletes Continued**

Office Assistant II (1 regular)  
Physical Therapist II (1 regular)  
Psychiatric Technician I (2 regular)  
Registered Nurse Case Manager (2 regular – 1 filled)  
Registered Nurse II-Clinic (4 regular – 3 filled)  
Registered Nurse II-Per Diem (5 limited term)  
Registered Nurse II-ARMC (1 regular – filled)



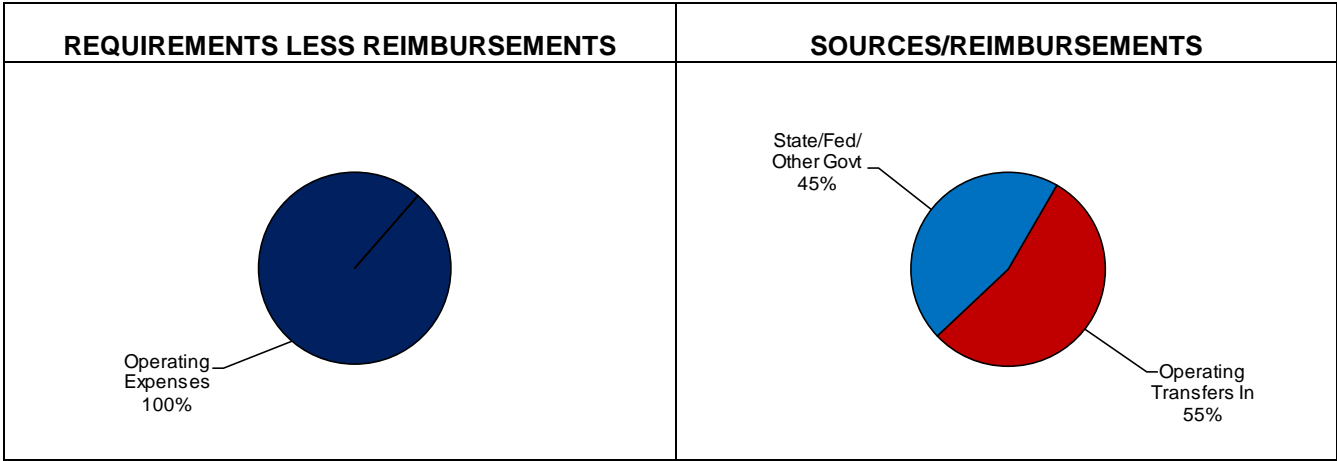
# Medical Center Lease Payments

## 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	
Requirements Less Reimbursements	\$41,629,997
Sources/Reimbursements	\$41,629,997
Use of / (Contribution To) Net Position	\$0
Total Staff	0

## 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED 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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	41,526,830	41,657,396	42,279,632	41,619,413	42,049,251	41,629,997	(419,254)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	41,526,830	41,657,396	42,279,632	41,619,413	42,049,251	41,629,997	(419,254)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	41,526,830	41,657,396	42,279,632	41,619,413	42,049,251	41,629,997	(419,254)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	41,526,830	41,657,396	42,279,632	41,619,413	42,049,251	41,629,997	(419,254)
<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	18,820,181	18,901,369	21,247,253	16,501,273	18,877,576	18,890,122	12,546
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	769,768	2,887	0	0	0	0
Total Revenue	18,820,181	19,671,137	21,250,141	16,501,273	18,877,576	18,890,122	12,546
Operating Transfers In	22,706,649	21,986,259	21,029,491	25,118,140	23,171,675	22,739,875	(431,800)
Total Sources	41,526,830	41,657,396	42,279,632	41,619,413	42,049,251	41,629,997	(419,254)
<b>Net Position</b>							
Use of/ (Contribution to) Net Position	0	0	0	0	0	0	0
Est. Net Position Available					0	0	0
Total Net Position					0	0	0
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$41.6 million represent lease payments and associated fees and expenses.

State, federal, or government aid revenue of \$18.9 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 \$22.7 million are funded by \$10.7 million of Tobacco Master Settlement Agreement monies, \$4.0 million of Health Realignment funds, and \$8.0 million in revenues anticipated to be generated by ARMC.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$419,254 primarily due to reduced audit costs and lower lease costs, which results in a reduction of sources needed to meet requirements.

## ANALYSIS OF NET POSITION

There is no use of net position associated with this budget unit.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



**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	108				
ECONOMIC DEVELOPMENT SUMMARY					
ECONOMIC DEVELOPMENT	109	3,513,630	155,000	3,358,630	11
TOTAL GENERAL FUND		<u>3,513,630</u>	<u>155,000</u>	<u>3,358,630</u>	<u>11</u>
	<b><u>Page #</u></b>	<b><u>Requirements</u></b>	<b><u>Sources</u></b>	<b><u>Use of (Contribution to) Fund Balance</u></b>	<b><u>Staffing</u></b>
<b><u>SPECIAL REVENUE FUNDS</u></b>					
ECONOMIC DEVELOPMENT					
COMMUNITY DEVELOPMENT AND HOUSING	114	37,479,790	15,723,679	21,756,111	24
WORKFORCE DEVELOPMENT	121	23,357,452	25,036,113	(1,678,661)	106
TOTAL SPECIAL REVENUE		<u>60,837,242</u>	<u>40,759,792</u>	<u>20,077,450</u>	<u>130</u>
	<b><u>Page #</u></b>	<b><u>Requirements</u></b>	<b><u>Sources</u></b>	<b><u>Use of (Contribution to) Fund Balance</u></b>	<b><u>Staffing</u></b>
<b><u>CAPITAL PROJECTS FUNDS</u></b>					
ECONOMIC DEVELOPMENT					
COMMUNITY DEVELOPMENT AND HOUSING	114	22,665,261	56,600	22,608,661	0
TOTAL SPECIAL REVENUE		<u>22,665,261</u>	<u>56,600</u>	<u>22,608,661</u>	<u>0</u>



## ECONOMIC DEVELOPMENT AGENCY

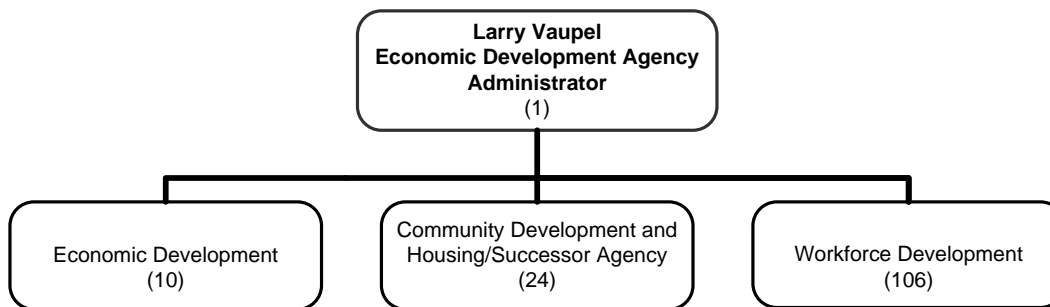
### Larry Vaupel

#### DEPARTMENT MISSION STATEMENT

*The Economic Development Agency's mission is to create, maintain, and grow the economic value of San Bernardino County.*



#### ORGANIZATIONAL CHART



#### 2015-16 SUMMARY OF BUDGET UNITS

2015-16						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b><u>General Fund</u></b>						
Economic Development	3,513,630	155,000	3,358,630			11
Total General Fund	3,513,630	155,000	3,358,630			11
<b><u>Special Revenue Funds</u></b>						
Community Development and Housing	37,479,790	15,723,679		21,756,111		24
Workforce Development	23,357,452	25,036,113		(1,678,661)		106
Total Special Revenue Funds	60,837,242	40,759,792		20,077,450		130
<b><u>Capital Project Fund</u></b>						
Community Development and Housing	22,665,261	56,600		22,608,661		0
Total Capital Project Fund	22,665,261	56,600		22,608,661		0
<b><u>Other Agencies</u></b>						
Economic and Community Development Corp	42	0		42		0
County Industrial Development Authority	56,513	150		56,363		0
Total Other Agencies	56,555	150		56,405		0
<b>Total - All Funds</b>	<b>87,072,688</b>	<b>40,971,542</b>	<b>3,358,630</b>	<b>42,742,516</b>	<b>0</b>	<b>141</b>



## ECONOMIC DEVELOPMENT

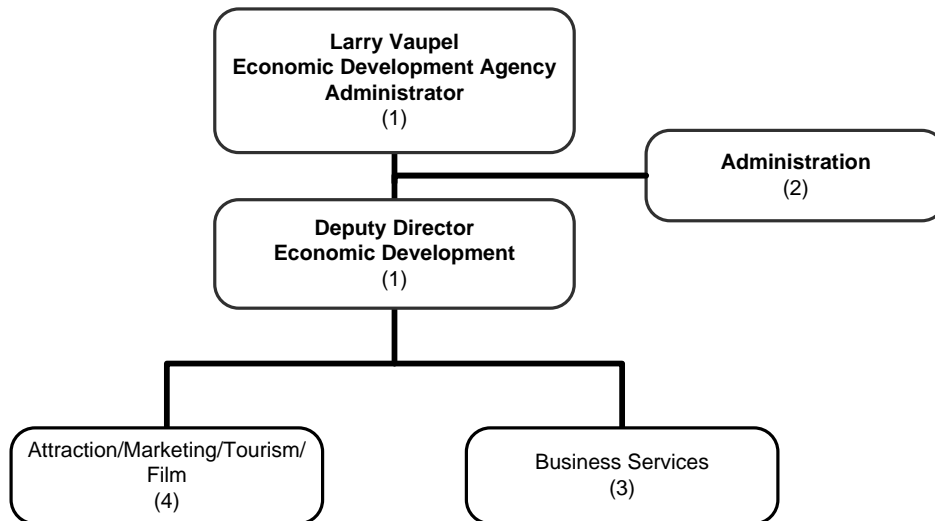
Larry Vaupel

### 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



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Economic Development	3,513,630	155,000	3,358,630			11
Total General Fund	3,513,630	155,000	3,358,630			11
<b>Total - All Funds</b>	3,513,630	155,000	3,358,630	0	0	11

### 2014-15 MAJOR ACCOMPLISHMENTS

- Launched an updated Economic Development website.
- Provided direct Countywide economic development assistance to more than 450 businesses and organizations located in or interested in San Bernardino County.
- Produced State of the County event where 1,100 business and community leaders attended.





- Engaged local organizations for feedback on issues related to South Coast Air Quality Management District's overall economic impact on the region.
- Hosted the first County of San Bernardino sponsored Tourism Summit focusing on strategies to promote tourism in the mountain and desert areas – to an audience of nearly 100 attendees.
- Recognized by National Association of Counties (NACO) and Public Relations Society of America (PRSA) for the State of the County 2014 program.
- Co-hosted Industrial Asset Management Council spring form bringing 500 attendees including 100 corporate end users.
- Created a new Tourism website and branding campaign, California Outdoor Playground.
- Hosted a tourism fan tour, resulting in national media coverage in Sunset Magazine.
- Partnered with the City of Ontario, Chaffey College, the Small Business Association and Centers for International Trade Development to host 4 export training workshops.
- Generated more than \$12.5 million in local sales and use tax over the last 3 fiscal years.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Number of jobs resulting from County Economic Development attraction and expansion efforts.	N/A	1,500	1,923	1,650
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	The Department invests in marketing services to generate private investment and foster job creation as well as develop strong regional and national business relationships.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Number of business contacts reached through County Economic Development efforts.	N/A	900	1,960	2,000
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	The Department's attraction efforts increase awareness of Countywide programs and opportunities in order to meet the needs of clients.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Number of assists, such as research, demographic and site information and site tours, by County Economic Development staff.	N/A	1,500	867	1,000
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	The Department supports the brokerage community and County entities by providing research, demographic and site information and coordinating site tours.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Percentage change in target market awareness of County tourism and destinations.	N/A	4%	TBD	3%
STRATEGY	The Department engages in a strategic tourism marketing program that incorporates branding and advertising to increase awareness of the County as a tourism destination.					



## 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 emphasizes industry sectors with high-growth potential and that offer skilled, high paying jobs.

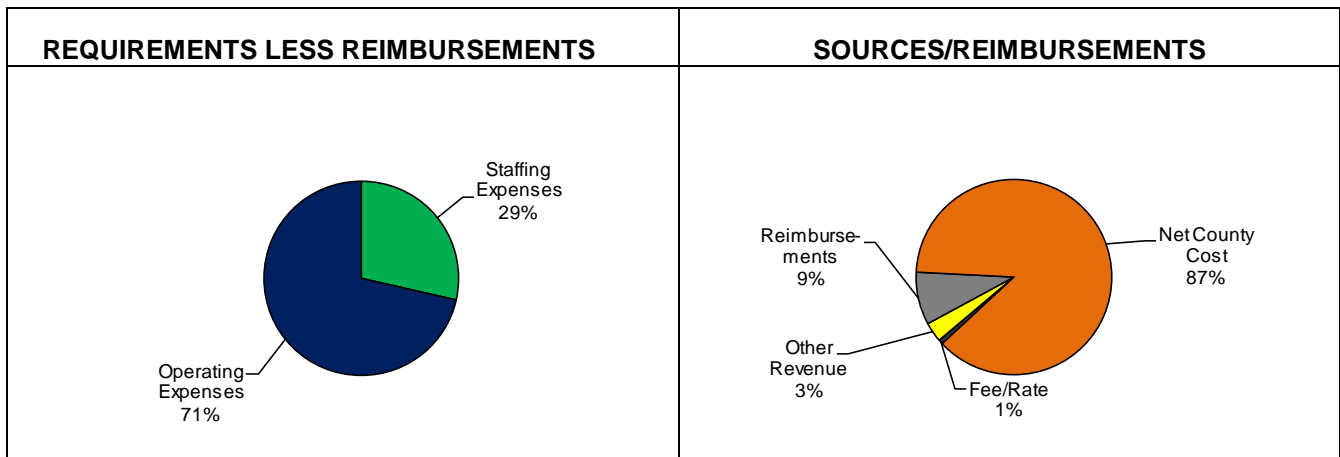
Budget at a Glance	
Requirements Less Reimbursements	\$3,849,920
Sources/Reimbursements	\$491,290
Net County Cost	\$3,358,630
Total Staff	11
Funded by Net County Cost	87%

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
- Small Business Assistance and Technical Support
- Technical assistance and marketing support to County cities and economic development stakeholders.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Economic Development  
DEPARTMENT: Economic Development  
FUND: General

BUDGET UNIT: AAA EDF  
FUNCTION: Public Assistance  
ACTIVITY: Other Assistance

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,566,706	1,597,262	1,582,904	1,369,670	1,463,370	1,100,148	(363,222)
Operating Expenses	2,035,867	1,709,465	1,537,979	1,845,801	2,515,144	2,749,772	234,628
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,602,573	3,306,727	3,120,883	3,215,471	3,978,514	3,849,920	(128,594)
Reimbursements	(904,657)	(917,374)	(873,311)	(346,667)	(400,976)	(336,290)	64,686
Total Appropriation	2,697,916	2,389,353	2,247,572	2,868,804	3,577,538	3,513,630	(63,908)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,697,916	2,389,353	2,247,572	2,868,804	3,577,538	3,513,630	(63,908)
<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	33,786	37,663	35,686	30,000	30,000	30,000	0
Other Revenue	116,000	165,307	150,000	125,000	125,000	125,000	0
Total Revenue	149,786	202,970	185,686	155,000	155,000	155,000	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	149,786	202,970	185,686	155,000	155,000	155,000	0
Net County Cost	2,548,130	2,186,383	2,061,886	2,713,804	3,422,538	3,358,630	(63,908)
Budgeted Staffing*	16	15	13	10	10	11	1

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$2.7 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 \$336,290 represent the cost allocation to other Agency departments for Economic Development Agency staff.

Departmental revenue of \$155,000 represents registration fees and sponsorships for the State of the County event planned for the spring of 2016.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$63,908 primarily due to the elimination of one-time retirement and termination costs.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Economic Development Agency	3	0	0	0	3	0	3
Economic Development	7	1	0	0	8	1	7
Total	10	1	0	0	11	1	10

\*Detailed classification listing available in Appendix D



## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.1 million fund 11 budgeted positions of which 10 are regular positions and 1 is limited term. The department is adding 1 Public Service Employee position to support the summer internship program in partnership with Cal State San Bernardino and other institutions. Human Resources reviewed various positions in the department. In the final review of the agencies reorganization, 1 filled Executive Secretary III position was reclassified to an Executive Secretary II.



## COMMUNITY DEVELOPMENT AND HOUSING

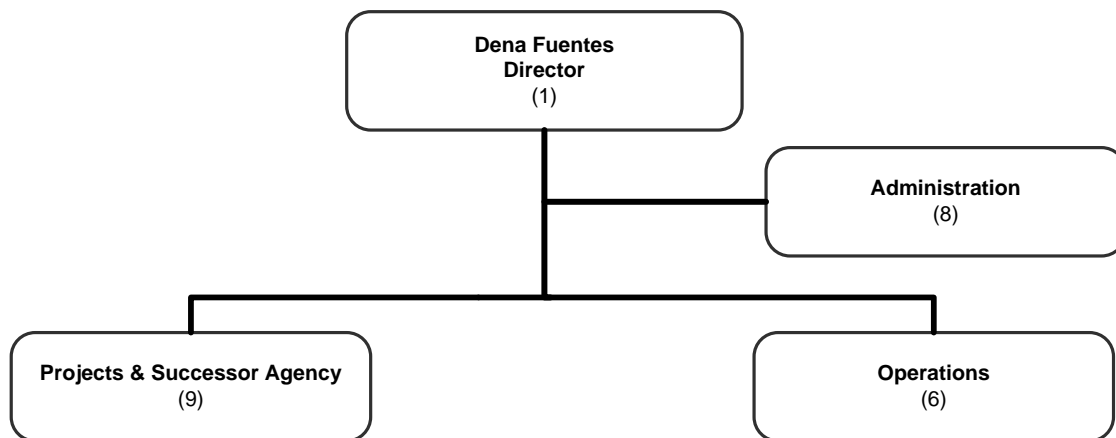
### Dena Fuentes

#### DEPARTMENT MISSION STATEMENT

*The mission of the Community Development and Housing department is to better people's lives and the communities they live in by strategically Investing and leveraging limited federal, state and local resources to achieve community and neighborhood revitalization.*



#### ORGANIZATIONAL CHART



#### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
<b>Special Revenue Funds</b>					
Community Development and Housing	37,479,790	15,723,679		21,756,111	24
Total Special Revenue Funds	37,479,790	15,723,679		21,756,111	24
<b>Capital Project Funds</b>					
Community Development and Housing	22,665,261	56,600		22,608,661	0
Total Capital Project Funds	22,665,261	56,600		22,608,661	0
<b>Total - All Funds</b>	60,145,051	15,780,279	0	44,364,772	24

#### 2014-15 MAJOR ACCOMPLISHMENTS

- Commenced construction of Bloomington development which includes 106 affordable housing units and a new Bloomington Branch Library. Total project cost is \$34.2 million, including County investment of \$16.5 million.
- Invested Federal Community Development Block Grant (CDBG) program funds, in partnership with 12 cooperating cities, to accomplish the following: constructed or improved 15 public facilities; initiated or completed 22 infrastructure projects; completed 3,600 code enforcement inspections; demolished 2 substandard properties; and Graffiti Abatement programs restored 8,400 properties.



- Invested an additional \$2.3 million of CDBG Program Income Funds towards the construction of Needles Fire Station and Bloomington Library to enhance community services.
- Provided Fair Housing and Tenant Landlord counseling to 3,800 individuals and utilized the Emergency Solutions Grant (ESG) funds to assist 1,200 households. ESG program goals were modified to work in concert with the Department of Behavioral Health Shelter+Care program to assist families in finding long-term housing.
- Invested \$3.7 million of HOME Investment Partnership Act Grant (HOME) funds which captured \$12.1 million of additional investment to commence construction of the 50 unit Horizons Affordable Senior Housing in the City of Yucaipa.
- Completed rehabilitation of 160 affordable housing units known as Mountain Breeze Villas Apartments in the City of Highland. The \$950,000 of County HOME funds leveraged a total investment of \$19.9 million.
- Coordinated and reviewed all financial actions of the 26 Oversight Boards for the County regarding the Redevelopment Dissolution Act to assist the County in oversee the wind down of former Redevelopment Agencies and to obtain additional revenue.
- Executed agreements to invest \$4.3 million of unobligated tax allocation bonds to the County Special District Department for water and road improvement projects in the Cedar Glen community to help the area recover and begin to rebuild.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Audit findings per Federal audit conducted.	0	0	5	0
STRATEGY	Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative of residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Meet Federal requirement that the unspent CDBG grant allocation is not more than 150% of current year allocation on April 30th.	Yes	Yes	Yes	Yes
STRATEGY	Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative of residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of Housing Grant Funds Commitment Deadlines met.	100%	100%	100%	100%
STRATEGY	Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative of residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					



## DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of Federal Housing Grant funds spent by County.	100%	100%	93%	100%
STRATEGY	Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative of residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Activities (such as direct mail, email campaigns and events) informing constituents of foreclosure prevention events and programs.	72	50	41	45
STRATEGY	Continue to 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.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Unique page views on the County and JPA websites, which provide foreclosure prevention information to homeowners within the County.	12,294	6,000	2,593	2,500
STRATEGY	Continue to 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.					
COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue the County role of convening conversations on community collaboration and collective action.	Active organizations in the Affordable Housing Collaborative.	124	124	152	160
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.					
COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue the County role of convening conversations on community collaboration and collective action.	Activities, events and programs completed by the Affordable Housing Collaborative.	3	6	6	6
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.					



## 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 for low and moderate income families, individuals and communities. CDH invests several Federal Department of Housing and Urban Development (HUD) grants to undertake needed infrastructure projects and services for targeted communities. Housing grant funds are leveraged to develop vision-based affordable housing communities.

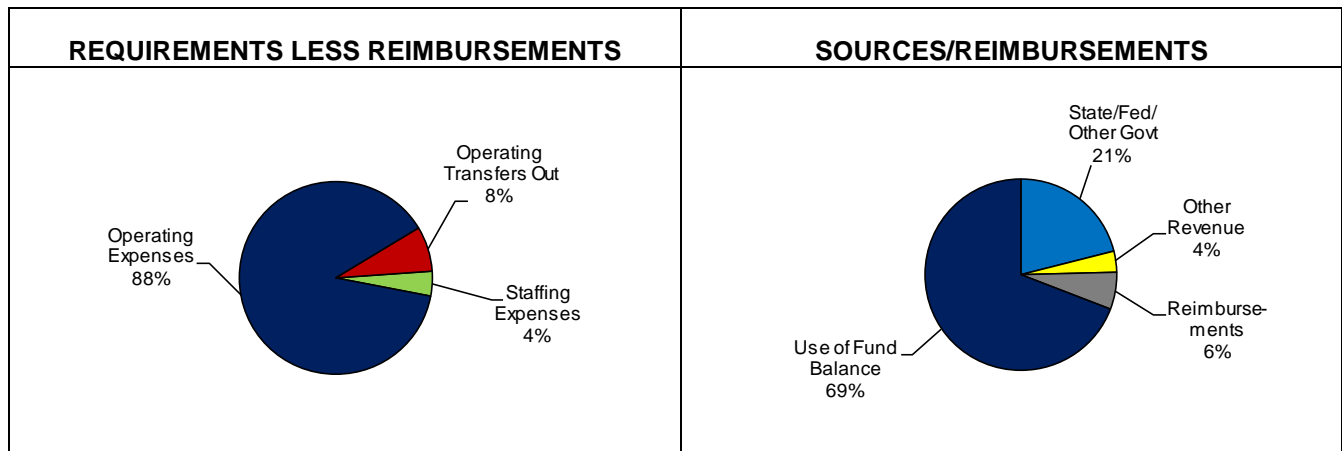
#### Budget at a Glance

Requirements Less Reimbursements	\$64,169,397
Sources/Reimbursements	\$19,804,625
Use of/ (Contribution to) Fund Balance	\$44,364,772
Total Staff	24

As part of its efforts to reduce foreclosures and stabilize neighborhoods within the County, in 2012, CDH implemented a Homeownership Protection program to inform homeowners of state and local foreclosure prevention resources. Through a dedicated website, email distribution and social media advertising, the Program provides information on local foreclosure prevention events, financial coaching, home repair workshops, and homebuyer resources for residents as well.

Additionally, CDH is responsible to complete the County's remaining redevelopment activities under the auspices of the County of San Bernardino's Successor Agency, Oversight Board, and Housing Successor. This includes ensuring the enforceable financial obligations are retired, selling the Successor Agency's assets, and completing all remaining capital projects. CDH also manages the Countywide Redevelopment Dissolution process for all 26 successor agencies operating in the County.

### 2015-16 RECOMMENDED BUDGET





## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Economic Development  
 DEPARTMENT: Community Development and Housing  
 FUND: Community Development and Housing

BUDGET UNIT: Various  
 FUNCTION: Public Assistance  
 ACTIVITY: Other Assistance

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,872,920	1,796,203	2,132,778	2,337,630	2,698,685	2,659,788	(38,897)
Operating Expenses	29,004,275	25,151,669	14,791,082	19,510,010	68,997,014	56,672,331	(12,324,683)
Capital Expenditures	2,285,449	362,157	1,389,791	0	0	0	0
Total Exp Authority	33,162,644	27,310,029	18,313,651	21,847,640	71,695,699	59,332,119	(12,363,580)
Reimbursements	(1,913,666)	(5,683,921)	(3,019,955)	(3,784,136)	(4,386,759)	(4,024,346)	362,413
Total Appropriation	31,248,978	21,626,108	15,293,696	18,063,504	67,308,940	55,307,773	(12,001,167)
Operating Transfers Out	3,823,296	3,997,373	1,327,983	6,543,864	7,910,914	4,837,278	(3,073,636)
Total Requirements	35,072,274	25,623,481	16,621,679	24,607,368	75,219,854	60,145,051	(15,074,803)
<b>Sources</b>							
Taxes	1,153,330	0	23,410	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	29,251,744	18,371,307	11,947,976	10,086,460	16,709,559	13,496,259	(3,213,300)
Fee/Rate	13,603	2,048	32,482	1,175	0	0	0
Other Revenue	3,046,400	16,327,544	1,820,052	25,530,501	25,527,355	2,134,020	(23,393,335)
Total Revenue	33,465,077	34,700,899	13,823,920	35,618,136	42,236,914	15,630,279	(26,606,635)
Operating Transfers In	320,852	650,425	824,276	200,000	200,000	150,000	(50,000)
Total Financing Sources	33,785,929	35,351,324	14,648,196	35,818,136	42,436,914	15,780,279	(26,656,635)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	1,286,345	(9,727,843)	1,973,483	(11,210,768)	32,782,940	44,364,772	11,581,832
Available Reserves					371,064	0	(371,064)
Total Fund Balance					33,154,004	44,364,772	11,210,768
Budgeted Staffing*	26	18	21	24	24	24	0

\*Data represents modified budgeted staffing

## DETAIL OF 2015-16 RECOMMENDED BUDGET

2015-16					
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Total Special Revenue Funds	37,479,790	15,723,679	21,756,111	0	24
Total Capital Project Funds	22,665,261	56,600	22,608,661	0	0
<b>Total - All Funds</b>	<b>60,145,051</b>	<b>15,780,279</b>	<b>44,364,772</b>	<b>0</b>	<b>24</b>



## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Total requirements of \$60.1 million primarily consist of operating expenses related to infrastructure construction projects and community development programs which include \$18.9 million for infrastructure improvements in the areas surrounding San Sevaire and Cedar Glen communities.

Sources of \$15.8 million are primarily related to Federal grant revenue of \$10.9 million. These grants include the Emergency Solutions Grant, HOME Grant and CDBG Grant that includes low-moderate housing services and CDBG activities.

The 2015-16 Operating Transfer In amount of \$150,000 reflects a transfer of Discretionary General Funding from the General Fund for costs to manage the Countywide oversight of the cities' Redevelopment Agency dissolution.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$15.1 million as a result of decreased expenditures related to fund one-time housing projects, such as Bloomington (\$10.2 million) and Cedar Glen (\$4.3 million), which are not being funded at the same levels in 2015-16.

Sources are decreasing by \$26.7 million primarily due to the one-time transfer in of \$23.0 million in redevelopment bond funds from the Successor Agency to CDH in 2014-15. In 2014-15 the Department of Finance approved the transfer of redevelopment bond funds from the Successor Agency to CDH. Of these monies \$4.3 million was used in 2014-15 and the remaining \$18.7 million is available for projects that comply with the covenants of these bonds.

Federal funding is expected to decrease by \$3.2 million due to a change in budgeting practice regarding HOME Grant revenues. For 2015-16 the budgeted amount includes only those projects that are currently expected to be funded, rather than including the entire grant amount as was done in 2014-15. As additional HOME projects are identified an increase in Federal revenues will be requested on a quarterly budget report.

## ANALYSIS OF FUND BALANCE

All use of Fund Balance is for one-time expenditures. Some of these expenditures include infrastructure improvements, housing assistance and the purchase of a new automated system to track Federal expenditures and receipts. The majority of departmental fund balance represents monies received in the last two years from the dissolution of redevelopment agencies, representing bond and housing funds. The Fund Balance also includes revenues from sales of property and repayment of HUD loans. As these funds are expended on projects departmental appropriation requests will be reduced.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Administration	10	1	-2	0	9	0	9
Projects & Successor Agency	7	2	-1	1	9	3	6
Operations	7	0	0	-1	6	1	5
Total	24	3	-3	0	24	4	20

\*Detailed classification listing available in Appendix D



## **STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$2.7 million fund 24 budgeted positions of which 20 are regular positions and 4 are limited term positions. Three positions were deleted (Public Service Employee, Contract Housing Project Manager II and Executive Secretary II) and three positions were added (Secretary II and 2 Contract Housing Project Manager II). One position was reorganized internal to the department by moving a Contract Housing Analyst position from the Operations Division to the Projects and Successor Agency Division.



## DEPARTMENT OF WORKFORCE DEVELOPMENT

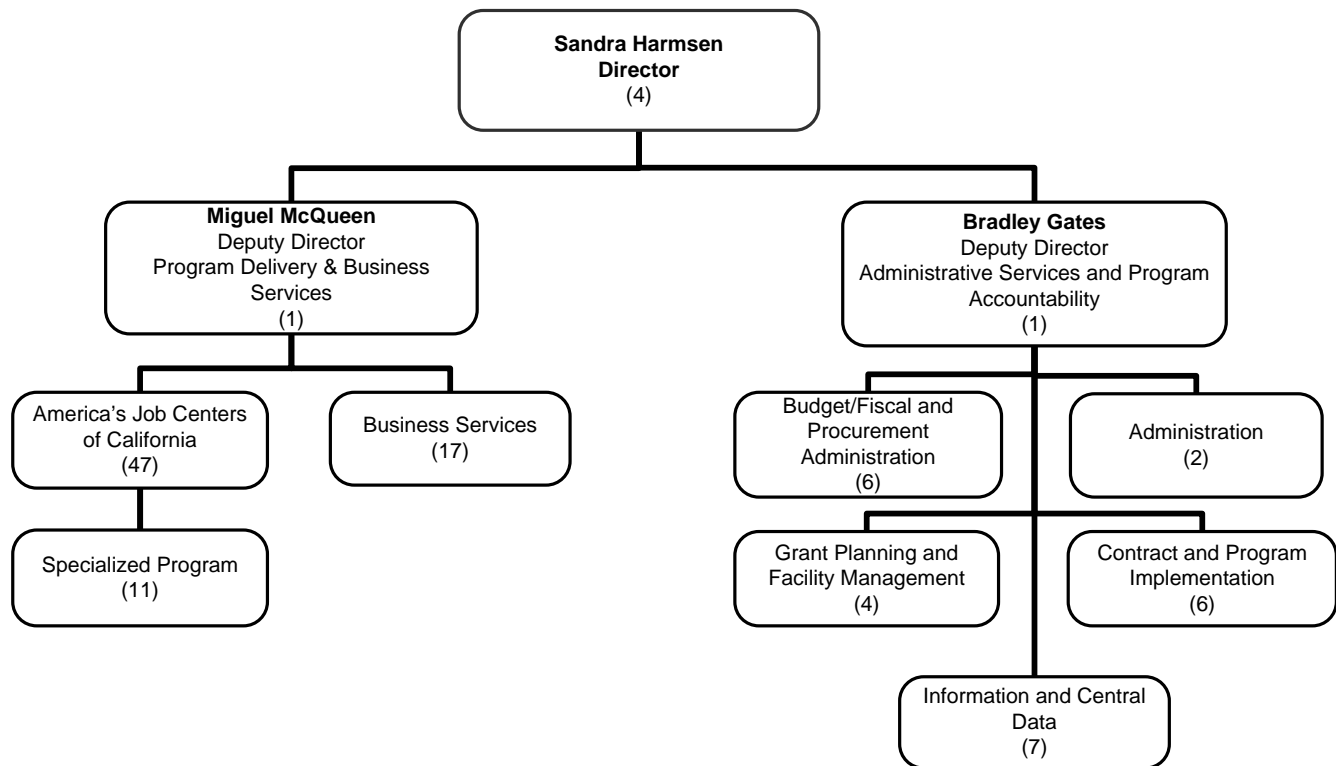
Sandra Harmsen

### 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



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>Special Revenue Funds</b>						
Workforce Development	23,357,452	25,036,113		(1,678,661)		106
Total Special Revenue Funds	23,357,452	25,036,113		(1,678,661)		106
<b>Total - All Funds</b>	23,357,452	25,036,113	0	(1,678,661)	0	106



## 2014-15 MAJOR ACCOMPLISHMENTS

- Met or exceeded all Federal and State performance measures under the Workforce Investment Act.
- Provided over 13,000 intensive employment services to customers, including career counseling, skills and aptitude assessment and supportive services.
- Hosted 198 business recruitments to fill over 3,500 jobs.
- Provided Rapid Response services to assist 1,019 individuals affected by layoffs.
- Served 500 at-risk youth with job readiness training, work experience and education services.
- Partnered with the Transitional Assistance Department on the CalWORKs Youth Employment Program, which provided over 800 low-income youth with paid work experience.
- Served over 150 youth in the At-Like program, a collaborative with Riverside and Imperial Counties serving disconnected youth with educational and occupational training opportunities.
- Contracted with the California Department of Corrections and Rehabilitation to hire 4 Workforce Development Specialists to prepare individuals for employment after release from prison.
- Received a Job-Driven National Emergency Grant from the State of California, which will be used to provide training for up to 500 dislocated workers in San Bernardino and Riverside Counties.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Focus on training and employment for the unemployed and under-employed, developing a more highly-educated and trained workforce.	America's Job Center of California visits.	48,130	40,500	50,000	50,000
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Operate the County's three America's Job Centers of California. Service levels (Resource Room, Intensive Services, Training) provided are determined by each participating customer.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Focus on training and employment for the unemployed and under-employed, developing a more highly-educated and trained workforce.	Meet Federal and State mandated performance measures for customers enrolled in the following intensive services, as reported by the State in the current year:				
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Entered Employment	Yes	Yes	Yes	Yes
STRATEGY	Provide Intensive Employment Services to customers in the America's Job Centers. Intensive Services include Career Counseling, Job Placement, Assessments, etc.	Average Wage	Yes	Yes	Yes	Yes
		Job Retention	Yes	Yes	Yes	Yes



## DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Focus on training and employment for the unemployed and under-employed, developing a more highly-educated and trained workforce.	Customers who choose to enroll in intensive services.	N/A	5,000	5,000	5,000
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Provide Intensive Employment Services to customers in the America's Job Centers. Intensive Services include Career Counseling, Job Placement, Assessments, etc.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Focus on training and employment for the unemployed and under-employed, developing a more highly-educated and trained workforce.	Customers receiving training services.	1,611	1,350	1,350	1,600
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Train customers to gain employment in the in-demand occupations in San Bernardino County.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Focus on training and employment for the unemployed and under-employed, developing a more highly-educated and trained workforce.	Customers receiving employer-based On-the-Job training services.	259	200	210	280
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Provide employer-based On-the-Job Training opportunities for unemployed and long-term unemployed customers.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Business visits.	8,039	7,600	7,600	7,600
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Retain County businesses through proactive outreach to identify and resolve business concerns.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Business Assessment Surveys performed (1st time visits).	2,217	2,250	2,250	2,300
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Provide the business community with resources that help them grow.					



## DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Businesses served through workshop and consulting services.	760	300	388	420
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Assist employers by providing customized recruiting services to fill their vacant positions.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Businesses served through layoff aversion consulting services.	28	30	15	20
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Identify at-risk businesses and provide resources to avert potential layoffs.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Jobs retained through layoff aversion consulting services.	499	500	250	320
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Identify at-risk businesses and provide resources to avert potential layoffs.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	At-risk youth enrolled.	549	540	540	520
STRATEGY	Work with Youth Providers to serve at-risk youth to prepare them to enter the workforce.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	At-risk youth placed in employment.	174	360	360	345
STRATEGY	Provide work experience opportunities for at-risk youth.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	At-risk youth attaining GED, High School Diploma, Training Certificate or Associates Degree.	283	280	280	270
STRATEGY	Assist at-risk youth in obtaining a GED, High School Diploma, Training Certificate or Associates Degree.					



## Workforce Development

### DESCRIPTION OF MAJOR SERVICES

The Department of Workforce Development (WDD) provides services to job seekers, incumbent workers, youth and businesses on behalf of the Workforce Investment Board (WIB). The WIB is composed of private business representatives, labor organizations, and public sector partners who have been appointed by the Board of Supervisors.

#### Budget at a Glance

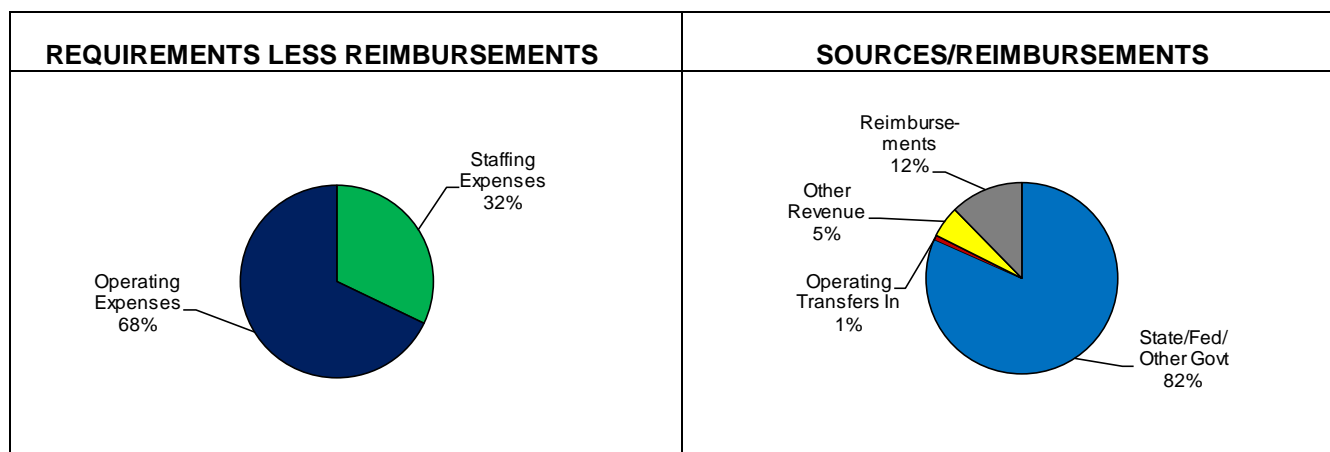
Requirements Less Reimbursements	\$26,867,251
Sources/Reimbursements	\$28,545,912
Use of/ (Contribution to) Fund Balance**	(\$1,678,661)
Total Staff	106

WDD was funded primarily by the federal Workforce Investment Act (WIA), and beginning July 1, 2015, will be funded by the Workforce Innovation and Opportunity Act (WIOA). WIOA requires that job seeking customers be provided with access to employment services through the America's Job Centers of California (AJCC) system. WDD operates AJCCs in each of the County's three major population centers: the West Valley, East Valley and High Desert. Services provided to all customers include, job search, resource referrals, job readiness workshops, and access to computers and internet, printers, copiers, telephone and fax machines. Customers may also choose to receive more intensive services including, career counseling, skill and aptitude assessments, job placement, resume and interview technique building, and occupational training.

WDD also operates a Business Services Unit which serves the local business community to support the retention of jobs and maintain employment opportunities for customers who utilize AJCC services. The Department assists businesses through customized recruitments, job referrals, incumbent worker and On-the-Job training programs, business workshops and business consulting. Through serving the business community, WDD seeks to promote a thriving job market that provides the employment opportunities County residents need for self-sufficiency.

The WIOA Youth Program provides at-risk youth, aged 14-24, with opportunities that redirect youth from a path of dependency to a path of self-reliance. Through contracted service providers, youth customers receive paid work experience, occupational training and leadership development, supportive services, counseling and mentoring, and remedial education services that lead to attainment of a GED or High School diploma. Through these efforts, WDD is working to support the vision of developing a skilled workforce that attracts employers who provide the jobs that create countywide prosperity.

### 2015-16 RECOMMENDED BUDGET



\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.





## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Economic Development  
DEPARTMENT: Workforce Development  
FUND: Workforce Development Fund (WIA/WIOA)

BUDGET UNIT: SAC JOB  
FUNCTION: Public Assistance  
ACTIVITY: Other Assistance

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	7,352,095	7,959,401	6,872,047	6,690,911	8,519,990	8,616,618	96,628
Operating Expenses	15,310,596	12,240,152	11,159,658	14,561,746	17,433,789	18,200,633	766,844
Capital Expenditures	14,485	0	0	0	0	50,000	50,000
Total Exp Authority	22,677,176	20,199,553	18,031,705	21,252,657	25,953,779	26,867,251	913,472
Reimbursements	(2,203,014)	(254,623)	(817,940)	(3,138,860)	(3,408,301)	(3,509,799)	(101,498)
Total Appropriation	20,474,162	19,944,930	17,213,765	18,113,797	22,545,478	23,357,452	811,974
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	20,474,162	19,944,930	17,213,765	18,113,797	22,545,478	23,357,452	811,974
<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	19,953,256	19,304,004	15,023,397	17,408,797	21,318,121	23,310,601	1,992,480
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	460,456	811,383	1,251,124	1,051,303	1,806,645	1,513,658	(292,987)
Total Revenue	20,413,712	20,115,387	16,274,521	18,460,100	23,124,766	24,824,259	1,699,493
Operating Transfers In	0	0	0	182,000	182,000	211,854	29,854
Total Financing Sources	20,413,712	20,115,387	16,274,521	18,642,100	23,306,766	25,036,113	1,729,347
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	60,450	(170,457)	939,244	(528,303)	(761,288)	(1,678,661)	(917,373)
Available Reserves					524,803	1,970,479	1,445,676
Total Fund Balance					(236,485)	291,818	528,303
Budgeted Staffing*	114	122	104	105	105	106	1

\*Data represents modified budgeted staffing

\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$18.2 million include costs associated with the department's three America's Job Centers of California such as rent; computers/hardware/software and office supplies; staff travel and training costs; professional services; insurance; and vehicle usage. Operating expenses also include \$13.9 million in direct services to job seekers and business customers, including vocational training, On-the-Job training, supportive services, business consulting and workshops.

Reimbursements of \$3.5 million represent payments from other departments for program services provided through various Memorandums of Understanding.

Departmental revenue of \$25.0 million represents funding the Department receives from various state and federal grants, primarily from the federal Workforce Investment Act of 1998 and Workforce Innovation and Opportunity Act of 2014 (WIOA), as well as Operating Transfers In.

## BUDGET CHANGES AND OPERATIONAL IMPACT

The department expects revenues from WIOA to remain at a relatively consistent level of \$21.3 million as in the prior fiscal year. The Department did receive a revenue agreement for \$2.2 million from the California Workforce Investment Board to provide occupational training services for approximately 500 residents of San Bernardino and Riverside Counties. As a result of this revenue agreement, total requirements are increasing by \$811,974 to provide the occupational training services.



## ANALYSIS OF FUND BALANCE

The department expects to have a contribution to Fund Balance of \$1.7 million. The majority of the increase in departmental Fund Balance represents monies expected to be received from WIOA that will be expended over a two-year period. This allows for the funding of follow-up services to be provided to job-seekers and program participants in the period after their job training has completed, providing a successful transition into the workforce.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Executive Office	5	1	-2	0	4	0	4
Administrative Services	26	0	0	0	26	0	26
Program Delivery and Business Outreach	74	2	0	0	76	11	65
Total	105	3	-2	0	106	11	95

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$8.6 million fund 106 budgeted positions, of which 95 are regular positions and 11 are limited term positions.

For 2015-16, the Department deleted 1 extra help position and 1 WIB Aide position, as well as added 2 Contract Workforce Development Specialist Positions and 1 Executive Secretary II.





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**FISCAL  
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>
ASSESSOR/RECORDER/COUNTY CLERK	130	23,385,365	6,961,500	16,423,865	224
AUDITOR-CONTROLLER/TREASURER/ TAX COLLECTOR	139	39,324,296	27,581,097	11,743,199	315
TOTAL GENERAL FUND		<u>62,709,661</u>	<u>34,542,597</u>	<u>28,167,064</u>	<u>539</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>Use of (Contribution to) Fund Balance</u></b>	<b><u>Staffing</u></b>
ASSESSOR/RECORDER/COUNTY CLERK: SPECIAL REVENUE FUNDS - CONSOLIDATED	135	5,608,486	3,469,300	2,139,186	10
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR: REDEMPTION RESTITUTION MAINTENANCE	145	200,000	234,800	(34,800)	0
TOTAL SPECIAL REVENUE FUNDS		<u>5,808,486</u>	<u>3,704,100</u>	<u>2,104,386</u>	<u>10</u>



## ASSESSOR/RECORDER/COUNTY CLERK

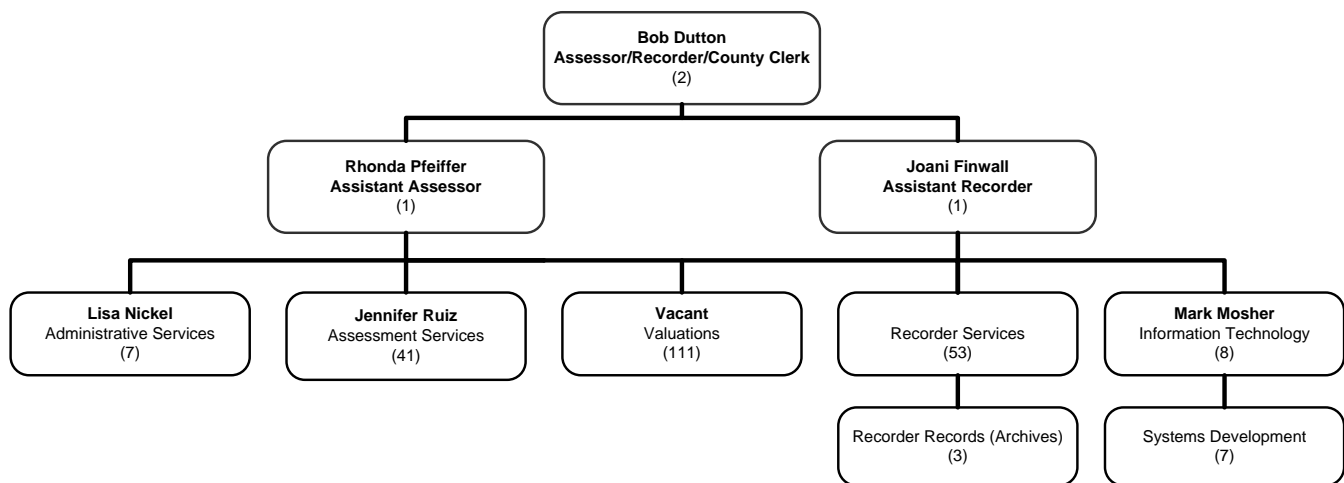
### Bob Dutton

#### 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



#### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Assessor/Recorder/County Clerk	23,385,365	6,961,500	16,423,865			224
Total General Fund	23,385,365	6,961,500	16,423,865			224
<b>Special Revenue Funds</b>						
Recorder Special Revenue Funds - Consolidated	5,608,486	3,469,300		2,139,186		10
Total Special Revenue Funds	5,608,486	3,469,300		2,139,186		10
<b>Total - All Funds</b>	<b>28,993,851</b>	<b>10,430,800</b>	<b>16,423,865</b>	<b>2,139,186</b>	<b>0</b>	<b>234</b>

#### 2014-15 MAJOR ACCOMPLISHMENTS

- Linked eForms website to the California State Board of Equalization statewide database of mandated forms for property tax purposes, providing improved access to forms to the public and reducing the time spent by County staff to update forms when form changes are required.
- Expanded public education efforts on the benefits of electronic filing of Business Property Statements resulting in an increase in electronic filings from 20% to 55% annually.



- Reviewed over 122,000 parcels under Proposition 8 resulting in an increase of approximately \$1.8 billion to the 2015 assessment roll.
- Completed the inventory and off-site storage of Official Record Silver Film ensuring its preservation in a climate-controlled and secured location.
- Collaborated with six additional local governmental agencies to take advantage of the Government-to-Government e-Recording Program provided through the California E-Recording Transaction Network Authority (CeRTNA), bringing the participant total to 14 local and 4 state governmental agencies.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Percentage of completed appraisable events received to date in current roll year.	96.70%	99%	99%	99%
STRATEGY	Establish a value for appraisable events by the close of the roll year to optimize tax revenues.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Percentage of completed Business Property Statements filed by the annual deadline.	99.70%	99%	99%	99%
STRATEGY	Process annual 571L Business Property Statements by the close of the roll year to optimize tax revenues.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of change in ownership documents completed in current roll year.	99.78%	95.50%	99.80%	95.50%
STRATEGY	Process changes of ownership to ensure values are enrolled by the close of the roll year.					



## Assessor/Recorder/County Clerk

### DESCRIPTION OF MAJOR SERVICES

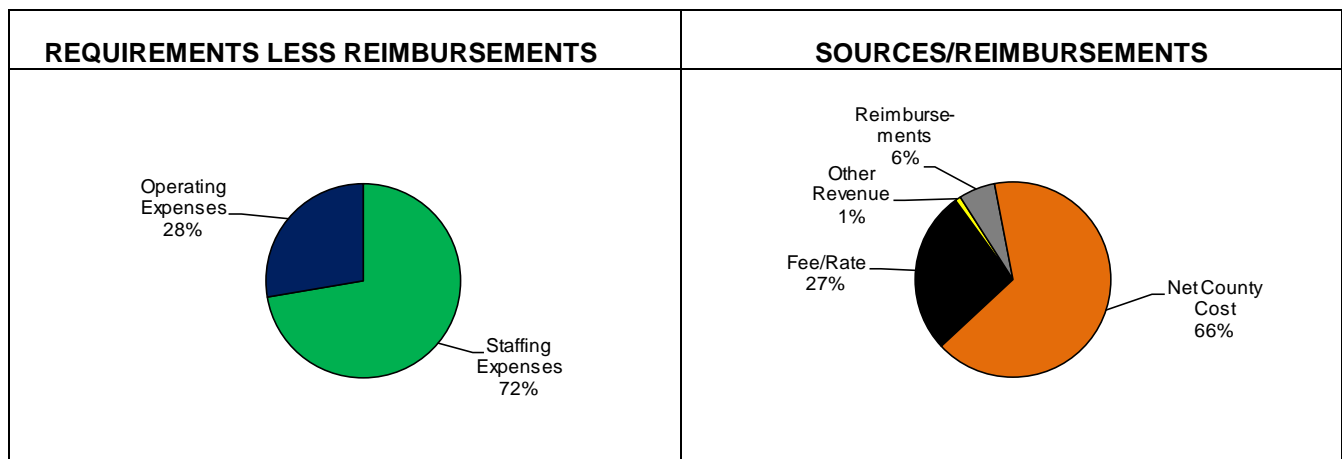
Under California law, the Assessor/Recorder/County Clerk establishes a value for all locally taxable property including residential, commercial, business and personal property. The Assessor/Recorder/County Clerk's Office maintains current records on approximately 772,646 parcels of real property, 30,085 business property accounts and 32,714 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

Requirements Less Reimbursements	\$24,878,020
Sources/Reimbursements	\$8,454,155
Net County Cost	\$16,423,865
Total Staff	224
Funded by Net County Cost	66%

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, and public information services. The Information Technology Division provides 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.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Fiscal  
DEPARTMENT: Assessor/Recorder/County Clerk  
FUND: General

BUDGET UNIT: AAA ASR  
FUNCTION: General  
ACTIVITY: Finance

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	16,065,032	16,374,853	17,191,240	16,982,687	18,126,727	17,914,385	(212,342)
Operating Expenses	6,258,025	5,626,983	5,580,041	5,971,755	6,517,820	6,859,635	341,815
Capital Expenditures	42,493	42,332	10,823	0	0	104,000	104,000
Total Exp Authority	22,365,550	22,044,168	22,782,104	22,954,442	24,644,547	24,878,020	233,473
Reimbursements	(1,574,366)	(294,570)	(306,260)	(375,897)	(1,589,727)	(1,492,655)	97,072
Total Appropriation	20,791,184	21,749,598	22,475,844	22,578,545	23,054,820	23,385,365	330,545
Operating Transfers Out	45,000	39,952	28,869	75,798	77,739	0	(77,739)
Total Requirements	20,836,184	21,789,550	22,504,713	22,654,343	23,132,559	23,385,365	252,806
<b>Sources</b>							
Taxes	17,667	21,462	18,662	22,520	18,500	25,000	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	5,946,068	7,293,110	6,760,539	6,587,619	6,901,500	6,703,000	(198,500)
Other Revenue	214,607	273,254	211,243	224,634	225,500	233,500	8,000
Total Revenue	6,178,342	7,587,826	6,990,444	6,834,773	7,145,500	6,961,500	(184,000)
Operating Transfers In	0	0	1,169	0	0	0	0
Total Financing Sources	6,178,342	7,587,826	6,991,613	6,834,773	7,145,500	6,961,500	(184,000)
Net County Cost	14,657,842	14,201,724	15,513,100	15,819,570	15,987,059	16,423,865	436,806
Budgeted Staffing*	216	216	222	222	222	224	2

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$17.9 million represent the majority of this budget unit and fund 222 regular positions and 2 limited term positions. Operating expenses of \$6.9 million primarily consist of printing and taxpayer notice mailing costs, COWCAP, and systems development charges for the Property Information Management System. Reimbursements of \$1.5 million are primarily from Recorder special revenue funds for administrative and Information Technology costs. Sources of \$7.0 million include fees for recording and County Clerk services, Real Estate Fraud, special assessments, transfers of ownership, and data sales.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$252,806. This is primarily due to an increase in equipment and information technology costs, partially offset by decreases in COWCAP.

Sources are decreasing by \$184,000 primarily due to a reduction in exclusion fee collection due to a change in government code, and decreases in sales of public information and recorded documents primarily due to a decrease in foreclosure activity, partially offset by an anticipated increase in volume of vital records activity.





**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Management	0	1	-1	4	4	0	4
Administrative Services	8	2	-1	-2	7	0	7
Assessment Services	42	0	0	-1	41	0	41
Valuations	111	0	0	0	111	0	111
Recorder Services	53	2	-1	-1	53	2	51
Information Technology	8	0	0	0	8	0	8
Total	222	5	-3	0	224	2	222

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$17.9 million fund 224 budgeted positions of which 222 are regular positions and 2 are limited term positions. An Assistant Assessor, Assistant Recorder and ARC Project Administrator were added as part of a reorganization to improve overall operations. An Assistant Assessor-Recorder, Chief Deputy Recorder, and Title Transfer Technician II were deleted to fund these changes. Two Public Service Employees are being added to enhance public assistance in the Recorder division.



## 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

Requirements Less Reimbursements	\$5,608,486
Sources/Reimbursements	\$3,469,300
Use of/ (Contribution to) Fund Balance	\$2,139,186
Total Staff	10

**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 103625(f) and 103625(g)(2). There is no staffing associated with this budget unit.

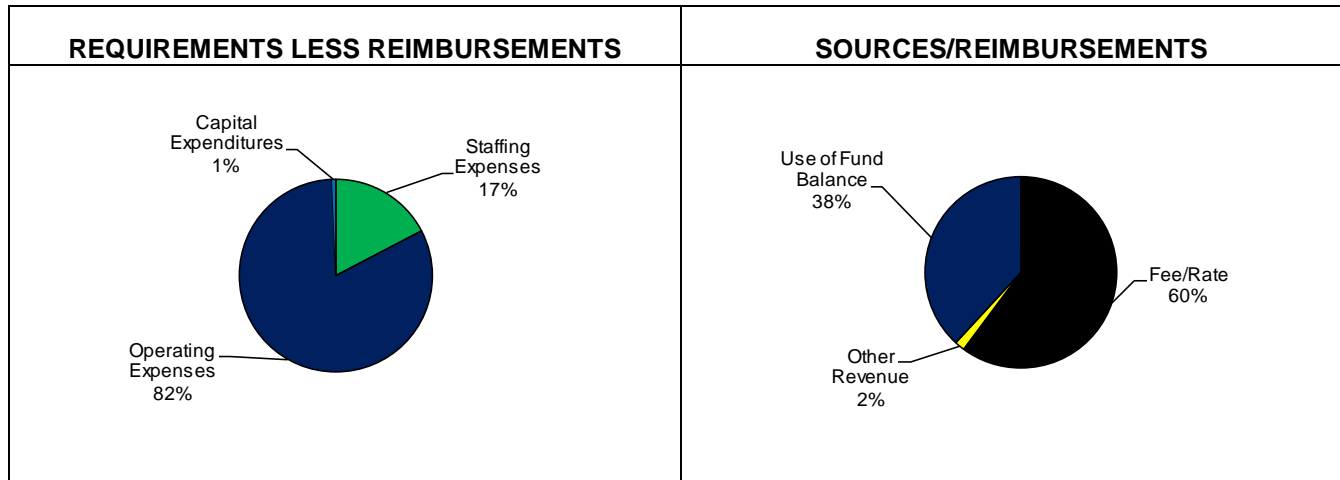
**Electronic Recording** was established by Government Code Section 27279.1 to authorize the County of San Bernardino to accept electronic transmission of recordable documents and the Recorder has been recording electronic documents since 2004. Government Code Section 27397 authorized all California 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. Sources include fees collected pursuant to Government Code Section 27301. There is no staffing associated with this budget unit.



## 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Fiscal  
DEPARTMENT: Assessor/Recorder/County Clerk  
FUND: Recorder Special Revenue Funds - Consolidated

BUDGET UNIT: Various  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	275,068	1,001,309	1,077,801	874,177	1,003,693	972,054	(31,639)
Operating Expenses	3,820,113	1,778,299	1,787,635	2,740,634	5,632,731	4,600,432	(1,032,299)
Capital Expenditures	12,173	57,022	134,879	5,995	105,995	36,000	(69,995)
Total Exp Authority	4,107,354	2,836,630	3,000,315	3,620,806	6,742,419	5,608,486	(1,133,933)
Reimbursements	(118,732)	0	(53,218)	0	0	0	0
Total Appropriation	3,988,622	2,836,630	2,947,097	3,620,806	6,742,419	5,608,486	(1,133,933)
Operating Transfers Out	4,000,000	0	0	0	0	0	0
Total Requirements	7,988,622	2,836,630	2,947,097	3,620,806	6,742,419	5,608,486	(1,133,933)
<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	3,804,794	4,517,817	3,589,381	3,144,660	3,690,000	3,375,000	(315,000)
Other Revenue	92,356	103,089	90,296	93,292	89,200	94,300	5,100
Total Revenue	3,897,150	4,620,906	3,679,677	3,237,952	3,779,200	3,469,300	(309,900)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,897,150	4,620,906	3,679,677	3,237,952	3,779,200	3,469,300	(309,900)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	4,091,472	(1,784,276)	(732,580)	382,854	2,963,219	2,139,186	(824,033)
Available Reserves					5,930,964	6,372,143	441,179
Total Fund Balance					8,894,183	8,511,329	(382,854)
Budgeted Staffing*	4	12	11	10	10	10	0

\*Data represents modified budgeted staffing



**DETAIL OF 2015-16 RECOMMENDED BUDGET**

2015-16					
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
Systems Development (Fund SDW)	3,230,256	2,075,000	1,155,256	1,760,496	7
Vital Records (Fund SDX)	134,348	190,000	(55,652)	1,145,330	0
Electronic Recording (Fund SIW)	364,744	394,300	(29,556)	1,259,292	0
Recorder Records (Fund SIX)	558,765	388,500	170,265	391,042	3
Social Security Number Truncation (Fund SST)	1,320,373	421,500	898,873	1,815,983	0
Total Special Revenue Funds	5,608,486	3,469,300	2,139,186	6,372,143	10

**Systems Development** includes \$3.2 million in requirements to fund 7 positions, costs for document indexing/imaging, computer hardware, software and associated maintenance. Sources of \$2.1 million are from Recorder modernization fees. Fund balance of \$1.2 million is being used to support ongoing costs related to the modernization of Recorder systems. The department is reviewing operations in an effort to make adjustments to programs to reduce the reliance on fund balance in future years.

**Vital Records** includes \$134,348 in requirements to fund computer software, printing and other professional services. Sources of \$190,000 are from vital and health statistic fees. Contribution to fund balance of \$55,652 is included for future vital records system improvements.

**Electronic Recording** includes \$364,744 in requirements for computer hardware and CeRTNA related expenses. Sources of \$394,300 are from electronic recording fees and anticipated interest earnings. Contribution to fund balance of \$29,556 is included for future electronic recording system improvements.

**Recorder Records** includes \$558,765 in requirements for staffing expenses to fund 3 positions and costs associated with preservation efforts. Sources of \$388,500 are from records fees and anticipated interest earnings. Fund balance of \$170,265 is being used to support ongoing costs related to preservation efforts. Cost savings in lease and utility costs are anticipated through a requested move from a leased facility to a County-owned facility, which would eliminate reliance on fund balance to fund ongoing costs.

**Social Security Number Truncation** includes \$1.3 million in requirements to fund the cost of truncating records as required by law. Sources of \$421,500 are from redaction fees and anticipated interest earnings. Fund balance of \$898,873 is being used to fund one-time costs related to a large redaction project.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are decreasing by \$1.1 million primarily due to decreases in professional services from a one-time archival restoration project in 2014-15, and capitalized software. Revenues are decreasing by \$309,900 primarily due to a reduction in recorded documents.

**ANALYSIS OF FUND BALANCE**

Fund balance has historically been used for special projects and periods of temporary revenue decline, and has been increased during years of strong revenues in all Recorder special revenue funds. In 2015-16 Systems Development will use fund balance of \$1.2 million to support ongoing costs related to the modernization of Recorder systems. The department is reviewing operations in an effort to make adjustments to programs to reduce the reliance on fund balance in future years. Recorder Records will use fund balance of \$170,265 to



support ongoing costs related to preservation efforts. Cost savings in lease and utility costs are anticipated through a requested move from a leased facility to a County-owned facility, which would eliminate reliance on fund balance to fund ongoing costs. Social Security Number Truncation will use fund balance of \$898,873 to fund one-time costs of redaction.

### 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Systems Development	7	0	0	0	7	0	7
Recorder Records (Archives)	3	0	0	0	3	0	3
Total	10	0	0	0	10	0	10

\*Detailed classification listing available in Appendix D

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$972,054 fund 10 budgeted regular positions. There are no staffing changes.



## AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR

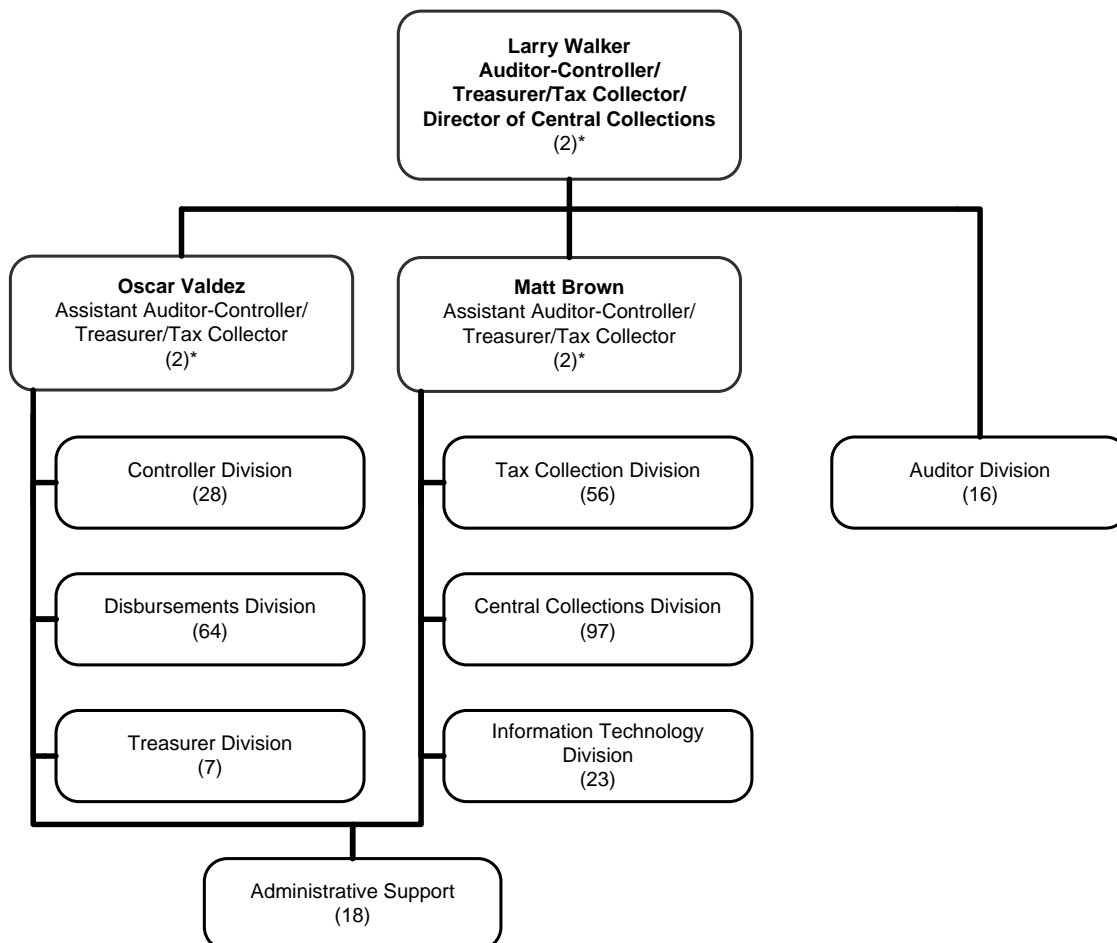
Larry Walker

### 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



## 2015-16 SUMMARY OF BUDGET UNITS

	2015-16				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
<b>General Fund</b>					
Auditor-Controller/Treasurer/Tax Collector	39,324,296	27,581,097	11,743,199		315
Total General Fund	39,324,296	27,581,097	11,743,199		315
<b>Special Revenue Funds</b>					
Redemption Restitution Maintenance	200,000	234,800		(34,800)	0
Total Special Revenue Funds	200,000	234,800		(34,800)	0
<b>Total - All Funds</b>	<b>39,524,296</b>	<b>27,815,897</b>	<b>11,743,199</b>	<b>(34,800)</b>	<b>0</b>

## 2014-15 MAJOR ACCOMPLISHMENTS

- Increased audit reports issued by Internal Audits by 300% between 2012-13 and 2013-14. Issued 28 compliance and operational audits from July 1, 2014 thru March 31, 2015, making recommendations for improvement of internal controls over cash, trust funds, fixed assets, cost claims and the management of federal grants.
- Partnered with the Governmental Accounting Standards Board (GASB) to perform a field test for a preliminary view of a potential new GASB pronouncement on fiduciary responsibility. Field tests are voluntary and are performed to identify potential problems and costs related to implementation.
- Collaborated with County departments to enhance the monitoring/processing of sales and use tax transactions, which resulted in a reduction to the County's liability from the previous State Board of Equalization audit from \$1.0 million for the period of October 1, 2007 thru December 31, 2010 to a current estimated liability of \$266,000 for the period of January 31, 2011 thru March 31, 2014.



## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue to develop and maintain consistent messaging for the organization.	Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
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.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Maintain close working relationships with cities, tribes and other governmental agencies.	Percentage of apportionments completed by the third week of the following fiscal year.	100%	100%	100%	100%
STRATEGY	Complete the final property tax apportionment by the third week following the end of the fiscal year.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	County investment pool rating	Fitch - AAA	Fitch - AAA	Fitch - AAA	Fitch - AAA
STRATEGY	Maintain the highest possible credit rating for the County investment pool.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Percentage of annual tax charge collected	98.20%	96%	96%	96%
STRATEGY	Maintain collection of property taxes at 96% or higher, which are used to fund key public services including education, police and fire protection, social and health services.					





## 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 developing and implementing accounting systems and standards and administering the Countywide Cost Allocation Plan. The Disbursements Division is responsible for vendor payments, payroll services, the compilation of property tax rates, revenue disbursements to taxing agencies and managing and calculating pass-through agreement payments on behalf of Countywide successor agencies relating to the dissolution of Redevelopment 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 \$4.5 - \$5.3 billion. The Tax Collection Division collects property taxes for all County taxing entities and is anticipated to amount to over \$2.2 billion in property taxes and other fees in 2014-15.

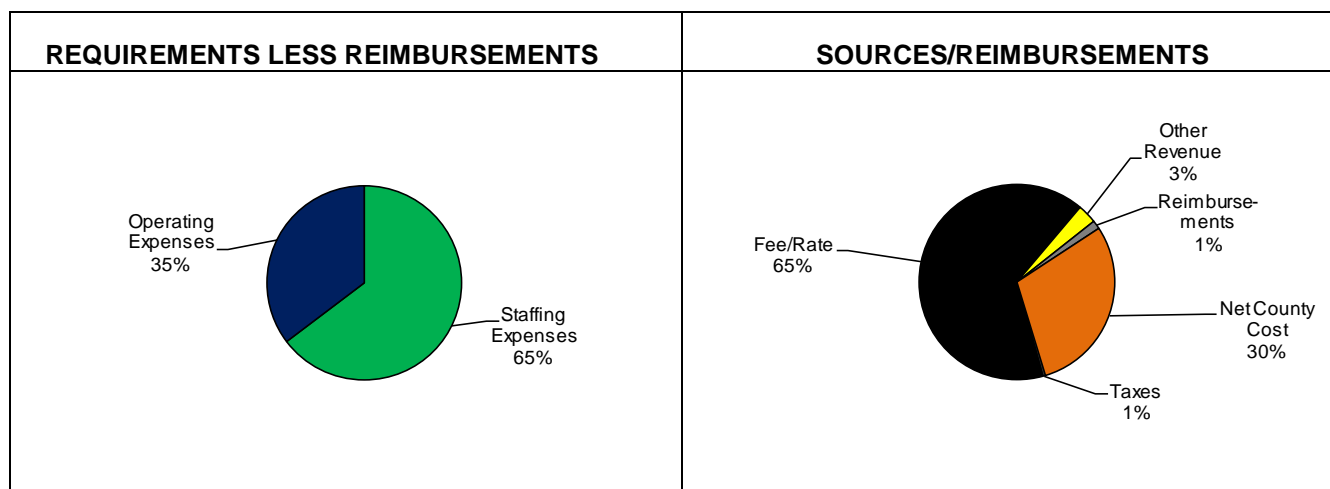
The Central Collections Division provides collection services for the County and Superior Court, and is anticipated to collect nearly \$50.8 million for the year ending June 30, 2015, consisting of \$33.8 million for collection of court-ordered payments and \$17.0 million for Arrowhead Regional Medical 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

Requirements Less Reimbursements	\$39,882,796
Sources/Reimbursements	\$28,139,597
Net County Cost	\$11,743,199
Total Staff	315
Funded by Net County Cost	30%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Fiscal  
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector  
FUND: General

BUDGET UNIT: AAA ATX  
FUNCTION: General  
ACTIVITY: Finance

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	22,181,622	22,511,394	22,924,596	22,453,655	24,403,127	25,701,365	1,298,238
Operating Expenses	11,296,625	10,365,494	11,882,362	12,450,490	13,435,353	14,043,431	608,078
Capital Expenditures	55,963	88,481	123,796	180,000	235,000	138,000	(97,000)
Total Exp Authority	33,534,210	32,965,369	34,930,754	35,084,145	38,073,480	39,882,796	1,809,316
Reimbursements	(1,258,293)	(275,419)	(323,835)	(330,500)	(595,860)	(558,500)	37,360
Total Appropriation	32,275,917	32,689,950	34,606,919	34,753,645	37,477,620	39,324,296	1,846,676
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	32,275,917	32,689,950	34,606,919	34,753,645	37,477,620	39,324,296	1,846,676
<b>Sources</b>							
Taxes	0	386,920	289,460	181,090	800,000	180,000	(620,000)
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	136,502	153,632	75,605	180,945	122,204	127,776	5,572
Fee/Rate	18,108,328	19,472,244	19,538,898	19,595,409	20,868,765	26,011,871	5,143,106
Other Revenue	4,880,121	4,887,853	4,869,125	5,027,341	4,812,358	1,261,450	(3,550,908)
Total Revenue	23,124,951	24,900,649	24,773,088	24,984,785	26,603,327	27,581,097	977,770
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	23,124,951	24,900,649	24,773,088	24,984,785	26,603,327	27,581,097	977,770
Net County Cost	9,150,966	7,789,301	9,833,831	9,768,860	10,874,293	11,743,199	868,906
Budgeted Staffing*	291	280	295	297	297	315	18

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$25.7 million represent the majority of expenditures in this budget unit and fund 315 budgeted positions. These expenses are necessary to provide accounting, auditing, 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

Requirements are increasing by \$1.8 million, primarily due to increases in staffing expenses from the addition of 18 new positions, and operating expenses due to an increase in bank related costs to the Treasury Pool. Sources are increasing by \$977,770, primarily due to an increase in the cost reimbursement associated with the treasury pool. Additionally, sources of \$4.4 million in Other Revenue have been reclassified to Fee/Rate due to reporting requirements of the State Controller's office.

Net County Cost includes an ongoing increase of \$479,875 to fund 8 new positions that will increase efficiencies within the department due to increased workload and to restore positions that were eliminated in previous fiscal years due to budget cuts. Included in the increase is the funding of a new position to calculate indirect cost rates for use in Countywide fee calculations.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Management	6	0	0	0	6	0	6
Administrative Support	18	0	0	0	18	10	8
Information Technology Division	22	1	0	0	23	0	23
Auditor Division	14	2	0	0	16	0	16
Controller Division	27	1	0	0	28	0	28
Disbursements Division	60	5	-1	0	64	5	59
Treasurer Division	7	0	0	0	7	0	7
Tax Collection Division	53	2	0	1	56	1	55
Central Collections Division	90	8	0	-1	97	0	97
Total	297	19	-1	0	315	16	299

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$25.7 million fund 315 budgeted positions of which 299 are regular positions and 16 are limited term positions. The budget includes a net increase of 18 regular positions, consisting of the addition of 3 Office Assistant III's in Central Collections to assist with the set-up of collection accounts and processing of specialized documents, 1 Office Assistant III in Tax Collection to process payment transactions and provide customer service, 1 Programmer Analyst III in Information Technology to support and implement new processes to enhance the Tax Collection systems, 1 Accountant II in Disbursements to assist with work related to Redevelopment Agencies (RDA), 5 Collection Officers II, which is a new classification added in Central Collections to perform in a lead capacity and assist the section supervisor, and the deletion of 1 vacant Supervising Accounting Technician in Disbursements to offset the increased costs of the other positions. The above new positions are funded by additional revenue; collections revenue funds the Collection Officer II's and 3 Office Assistant III's, additional tax collection fee revenue and tax sale fee revenue fund the Office Assistant III in Tax Collection and Programmer Analyst III and the Accountant II cost is offset by the deletion of the Supervising Accounting Technician.

Eight new positions are funded by an increase in ongoing Net County Cost to increase efficiencies within the department and consist of 1 Office Assistant II in Tax Collection to process supplemental tax bills, 1 Office Assistant II in Disbursements to respond to an increase in customer service requests due to an increase in property reassessments, 1 Systems Accountant II to assist in Disbursements with property tax apportionment due to legislative changes, 1 Supervising Fiscal Specialist in Disbursements to supervise routine payment processing operations, 1 Office Assistant IV in Disbursements as a lead position for the data entry function, 1 Accountant III in Controller to prepare Indirect Cost Rate Proposals for County departments, and 2 Accountant II's in Internal Audits to assist with mandated audits and assist the Single Audit Coordinator.



## Redemption Restitution Maintenance

### DESCRIPTION OF MAJOR SERVICES

The Redemption Restitution Maintenance budget unit consists of revenue received from tax sales and the State of California for the Victim Restitution Rebate.

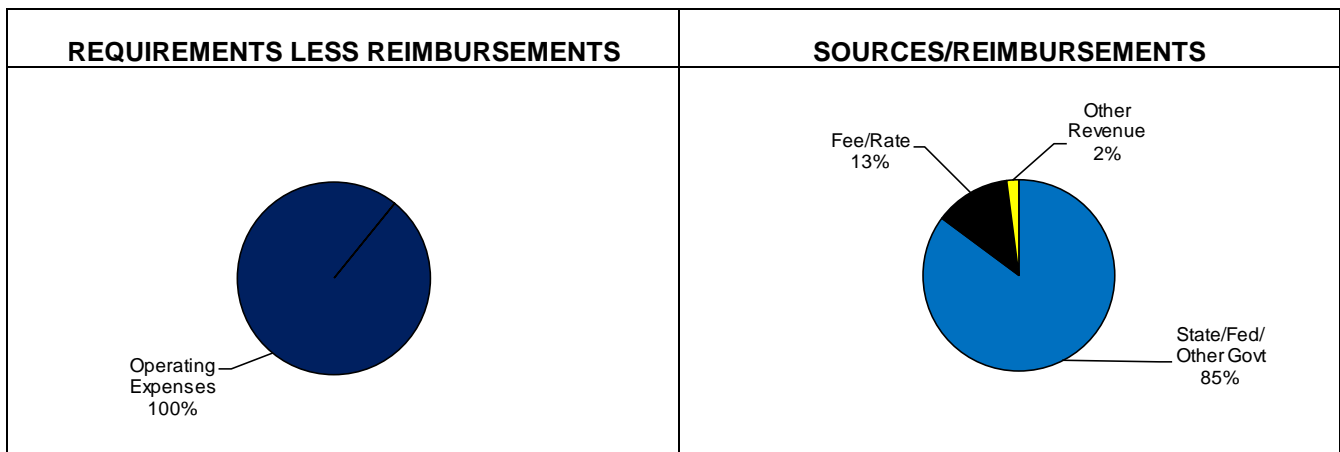
#### Budget at a Glance

Requirements Less Reimbursements	\$200,000
Sources/Reimbursements	\$234,800
Use of/ (Contribution to) Fund Balance**	(\$34,800)
Total Staff	0

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 is used to further collection efforts.

### 2015-16 RECOMMENDED BUDGET



\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Fiscal  
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector  
FUND: Redemption Restitution Maintenance

BUDGET UNIT: SDQ TTX  
FUNCTION: General  
ACTIVITY: Finance

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	265,000	200,000	(65,000)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	0	265,000	200,000	(65,000)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	265,000	200,000	(65,000)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	265,000	200,000	(65,000)
<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	790,562	233,744	175,355	226,145	200,000	200,000	0
Fee/Rate	0	0	0	0	85,000	30,000	(55,000)
Other Revenue	910	3,143	3,690	4,661	3,500	4,800	1,300
Total Revenue	791,472	236,887	179,045	230,806	288,500	234,800	(53,700)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	791,472	236,887	179,045	230,806	288,500	234,800	(53,700)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(791,472)	(236,887)	(179,045)	(230,806)	(23,500)	(34,800)	(11,300)
Available Reserves					1,413,050	1,655,156	242,106
Total Fund Balance					1,389,550	1,620,356	230,806
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$200,000 represent a transfer to the Auditor-Controller/Treasurer/Tax Collector's general fund budget unit for staffing and operating expenses for work related to the processing of excess tax sale proceeds. Sources of \$234,800 represent revenue from the State of California, unclaimed excess tax sale proceeds and anticipated interest earnings.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$65,000 due to transfers for staffing related to the processing of excess tax sale proceeds. Sources are decreasing by \$53,700 primarily due to a decrease in current services revenue from unclaimed excess tax sale proceeds, offset by an increase in anticipated interest earnings.

## ANALYSIS OF FUND BALANCE

No use of Fund Balance is anticipated. A contribution to fund balance of \$34,800 is anticipated in 2015-16 as sources are anticipated to exceed requirements. In future years, fund balance can be used for processing tax sale excess proceeds and to further collection efforts for victim restitution.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



**HUMAN SERVICES  
SUMMARY**

	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Net County Cost</b>	<b>Staffing</b>
<b><u>GENERAL FUND</u></b>					
HUMAN SERVICES	148				
HEALTH ADMINISTRATION					
HEALTH ADMINISTRATION	150	120,279,015	105,279,015	15,000,000	1
BEHAVIORAL HEALTH					
BEHAVIORAL HEALTH	156	172,829,580	170,986,827	1,842,753	563
ALCOHOL AND DRUG SERVICES	162	12,593,649	12,444,191	149,458	90
PUBLIC HEALTH					
PUBLIC HEALTH	172	83,381,075	79,000,080	4,380,995	731
CALIFORNIA CHILDREN'S SERVICES	178	21,778,580	17,092,434	4,686,146	179
INDIGENT AMBULANCE	181	472,501		472,501	0
HUMAN SERVICES ADMINISTRATIVE CLAIM	186	544,925,782	528,187,504	16,738,278	4,735
AGING AND ADULT SERVICES					
AGING AND ADULT SERVICES	196	9,373,472	9,373,472	0	39
PUBLIC GUARDIAN-CONSERVATOR	201	1,115,851	230,513	885,338	21
CHILD SUPPORT SERVICES	204	39,988,504	39,988,504	0	428
HUMAN SERVICES - SUBSISTENCE PAYMENTS:					
SUBSISTENCE FUNDS - CONSOLIDATED	212	544,013,213	513,494,218	30,518,995	0
VETERANS AFFAIRS	223	2,167,009	642,500	1,524,509	22
TOTAL GENERAL FUND		<u>1,552,918,231</u>	<u>1,476,719,258</u>	<u>76,198,973</u>	<u>6,809</u>
	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Use of (Contribution to) Fund Balance</b>	<b>Staffing</b>
<b><u>SPECIAL REVENUE FUNDS</u></b>					
HEALTH ADMINISTRATION:					
MASTER SETTLEMENT AGREEMENT	154	17,000,000	17,783,935	(783,935)	0
BEHAVIORAL HEALTH:					
MENTAL HEALTH SERVICES ACT	165	148,692,110	130,416,275	18,275,835	546
SPECIAL REVENUE FUNDS - CONSOLIDATED	169	12,139,149	10,837,931	1,301,218	0
PUBLIC HEALTH:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	183	4,180,022	3,925,308	254,714	0
HUMAN SERVICES ADMINISTRATION:					
WRAPAROUND REINVESTMENT FUND	209	12,549,029	6,248,494	6,300,535	0
PRESCHOOL SERVICES	218	50,196,486	50,356,028	(159,542)	721
TOTAL SPECIAL REVENUE FUNDS		<u>244,756,796</u>	<u>219,567,971</u>	<u>25,188,825</u>	<u>1,267</u>



## HUMAN SERVICES

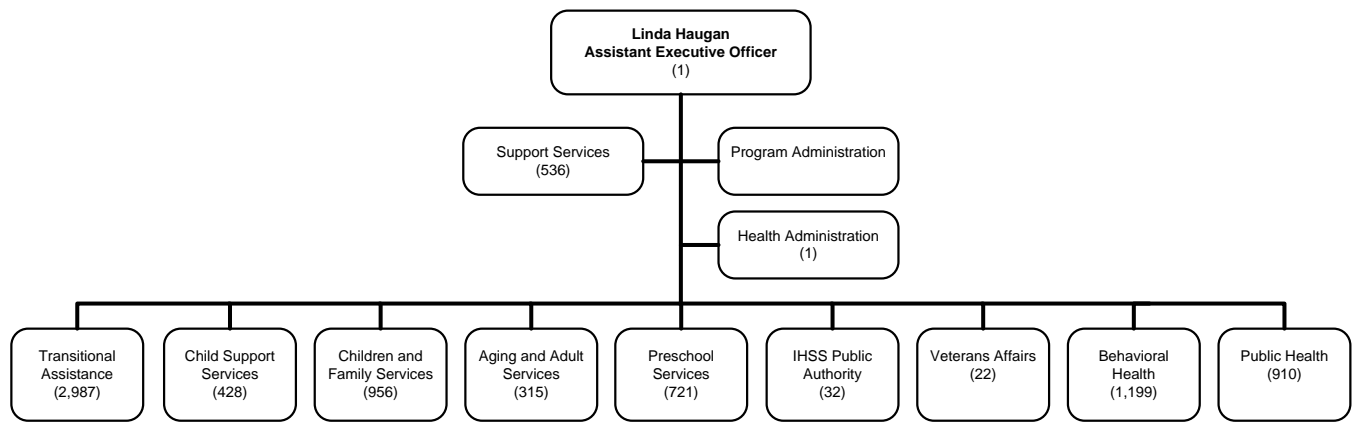
Linda Haugan

### DEPARTMENT 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

2015-16						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Health Administration	120,279,015	105,279,015	15,000,000			1
Behavioral Health (BH)	172,829,580	170,986,827	1,842,753			563
BH - Alcohol and Drug Services	12,593,649	12,444,191	149,458			90
Public Health (PH)	83,381,075	79,000,080	4,380,995			731
PH - California Children's Services	21,778,580	17,092,434	4,686,146			179
PH - Indigent Ambulance	472,501	0	472,501			0
<b>Total General Fund</b>	<b>411,334,400</b>	<b>384,802,547</b>	<b>26,531,853</b>			<b>1,564</b>
<b>Special Revenue Funds</b>						
Master Settlement Agreement	17,000,000	17,783,935		(783,935)		0
BH - Mental Health Services Act	148,692,110	130,416,275		18,275,835		546
BH Special Revenue Funds - Consolidated	12,139,149	10,837,931		1,301,218		0
PH Special Revenue Funds - Consolidated	4,180,022	3,925,308		254,714		0
<b>Total Special Revenue Funds</b>	<b>182,011,281</b>	<b>162,963,449</b>		<b>19,047,832</b>		<b>546</b>
<b>Total - All Funds</b>	<b>593,345,681</b>	<b>547,765,996</b>	<b>26,531,853</b>	<b>19,047,832</b>	<b>0</b>	<b>2,110</b>

Health is comprised of six general fund budget units: Health Administration, Behavioral Health, Alcohol and Drug Services, 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

2015-16						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Human Services Administrative Claim	544,925,782	528,187,504	16,738,278			4,735
Aging and Adult Services - Aging Programs	9,373,472	9,373,472	0			39
Public Guardian-Conservator	1,115,851	230,513	885,338			21
Child Support Services	39,988,504	39,988,504	0			428
Human Services Subsistence - Consolidated	544,013,213	513,494,218	30,518,995			0
Veterans Affairs	2,167,009	642,500	1,524,509			22
Total General Fund	1,141,583,831	1,091,916,711	49,667,120			5,245
<b>Special Revenue Funds</b>						
Wraparound Reinvestment Fund	12,549,029	6,248,494		6,300,535		0
Preschool Services	50,196,486	50,356,028		(159,542)		721
Total Special Revenue Funds	62,745,515	56,604,522		6,140,993		721
<b>Other Agencies</b>						
IHSS Public Authority	7,258,527	7,258,527		0		32
Total Other Agencies	7,258,527	7,258,527		0		32
<b>Total - All Funds</b>	<b>1,211,587,873</b>	<b>1,155,779,760</b>	<b>49,667,120</b>	<b>6,140,993</b>	<b>0</b>	<b>5,998</b>

NOTE: IHSS Public Authority is reported in the 'Other Agencies' section of this 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). Two other agencies work in conjunction with the core Human Services departments and they are: Children's Network and the Office of Homeless Services. Additionally, there are several support divisions under Human Services Management Services, including the Performance, Education and Resource Center which 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.





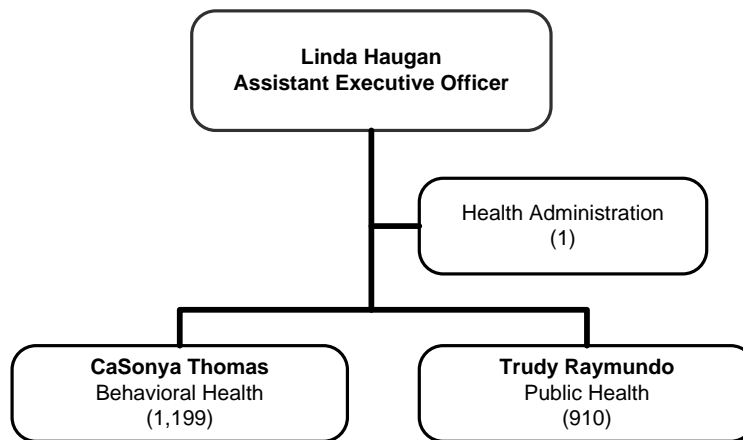
## HEALTH ADMINISTRATION

### 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 the general laws.*



### ORGANIZATIONAL CHART



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Health Administration	120,279,015	105,279,015	15,000,000			1
Total General Fund	120,279,015	105,279,015	15,000,000			1
<b>Special Revenue Funds</b>						
Master Settlement Agreement	17,000,000	17,783,935		(783,935)		0
Total Special Revenue Funds	17,000,000	17,783,935		(783,935)		0
<b>Total - All Funds</b>	137,279,015	123,062,950	15,000,000	(783,935)	0	1



# 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). Health Administration provides regular fiscal and policy analysis relating to the operations of these departments. Additionally, Health Administration manages the \$120.3 million Health Administration budget unit, which includes funding and related transactions for the County's contribution for ARMC debt service payments, health related maintenance of effort costs, and transfers required to obtain federal health care funding.

Budget at a Glance	
Requirements Less Reimbursements	\$120,279,015
Sources/Reimbursements	\$105,279,015
Net County Cost	\$15,000,000
Total Staff	1
Funded by Net County Cost	13%

### Intergovernmental Transfers

This budget unit includes Intergovernmental Transfers (IGT) to the state for Disproportionate Share Hospital (DSH) Supplemental Payments, Medi-Cal managed care, and Delivery System Reform Incentive Payments (DSRIP). These IGT's are used to send the non-federal share of DSH, Medi-Cal managed care, and DSRIP payments to the state in order to receive matching contributions. The initial investment is returned to this budget unit.

DSH supplemental payments are provided by the state to qualifying hospitals that serve Medi-Cal and uninsured individuals to provide for uncompensated costs of care. Medi-Cal managed care payments provide for maximum reimbursement under the allowable rate range. DSRIP funding is strictly tied to results and meeting transformation milestones. These payments are reflected as a matching contribution to the state, with a return of the initial investment to this budget unit.

### Realignment and General Fund Support

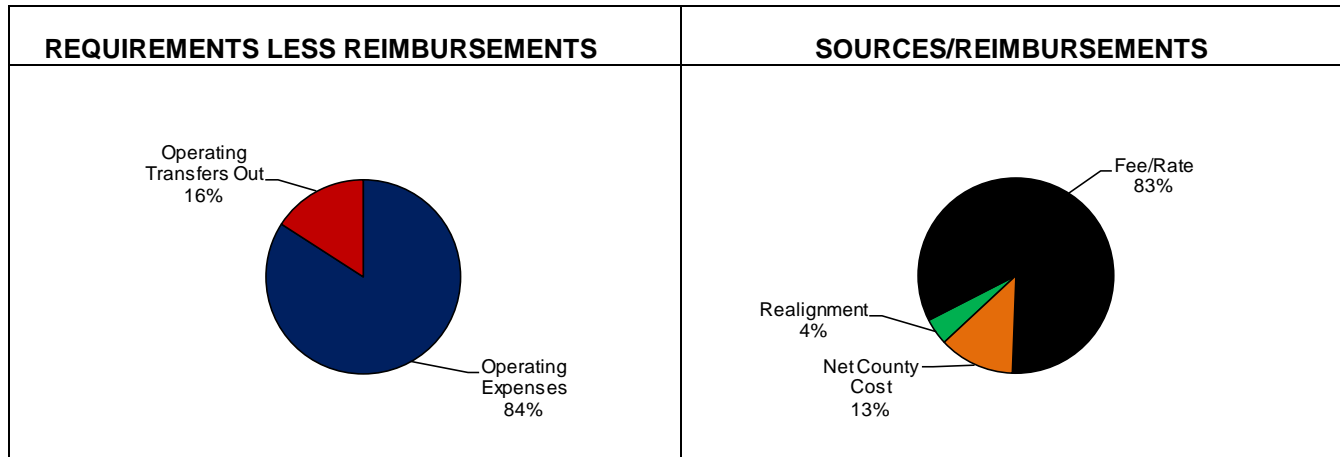
County General Fund support and realignment funds totaling \$20.3 million are used to pay for the ARMC debt service lease payments of \$14.7 million, Realignment AB 8 match of \$4.3 million, and administrative costs. To qualify for receipt of Health Realignment funding from the state, the County must contribute a 'match' of local funds. The County's \$4.3 million match is based on a formula established through AB 8 in 1979. This amount has remained constant throughout the years.

Realignment funds support costs in this budget unit as follows:

- Mental Health at 9.88%;
- Social Services at 3.40%;
- Health at 86.72% (which also covers debt service payments).



## 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Human Services  
DEPARTMENT: Health Administration  
FUND: General

BUDGET UNIT: AAA HCC  
FUNCTION: Health and Sanitation  
ACTIVITY: Hospital Care

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	176,247	320,215	323,696	160,272	160,272	168,474	8,202
Operating Expenses	23,988,795	67,065,145	152,789,252	85,830,762	101,081,987	101,053,987	(28,000)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	24,165,042	67,385,360	153,112,948	85,991,034	101,242,259	101,222,461	(19,798)
Reimbursements	(39,979)	0	0	0	0	0	0
Total Appropriation	24,125,063	67,385,360	153,112,948	85,991,034	101,242,259	101,222,461	(19,798)
Operating Transfers Out	19,023,328	18,302,938	17,346,170	21,434,819	19,488,354	19,056,554	(431,800)
Total Requirements	43,148,391	85,688,298	170,459,118	107,425,853	120,730,613	120,279,015	(451,598)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	7,826,732	3,376,654	7,425,853	5,730,613	5,279,015	(451,598)
State, Fed or Gov't Aid	4,873,403	0	0	0	0	0	0
Fee/Rate	23,277,623	62,861,566	152,082,554	85,000,000	100,000,000	100,000,000	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	28,151,026	70,688,298	155,459,209	92,425,853	105,730,613	105,279,015	(451,598)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	28,151,026	70,688,298	155,459,209	92,425,853	105,730,613	105,279,015	(451,598)
Net County Cost	14,997,365	15,000,000	14,999,909	15,000,000	15,000,000	15,000,000	0
Budgeted Staffing*	1	2	2	1	1	1	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Major expenditures include Intergovernmental Transfers to cover the required local match for Disproportionate Share Hospital (DSH), Delivery System Reform Incentive Payments (DSRIP), and Medi-Cal managed care programs, as well as debt service lease payments for ARMC. The major revenue source is the matching funds received from the State.



**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are decreasing by \$451,598 primarily due to a reduction of operating transfers out required for debt service payments, which results in a reduction of sources needed to meet requirements.

**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Health Administration	1	0	0	0	1	0	1
Total	1	0	0	0	1	0	1

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$168,474 fund 1 budgeted regular position.



# Master Settlement Agreement

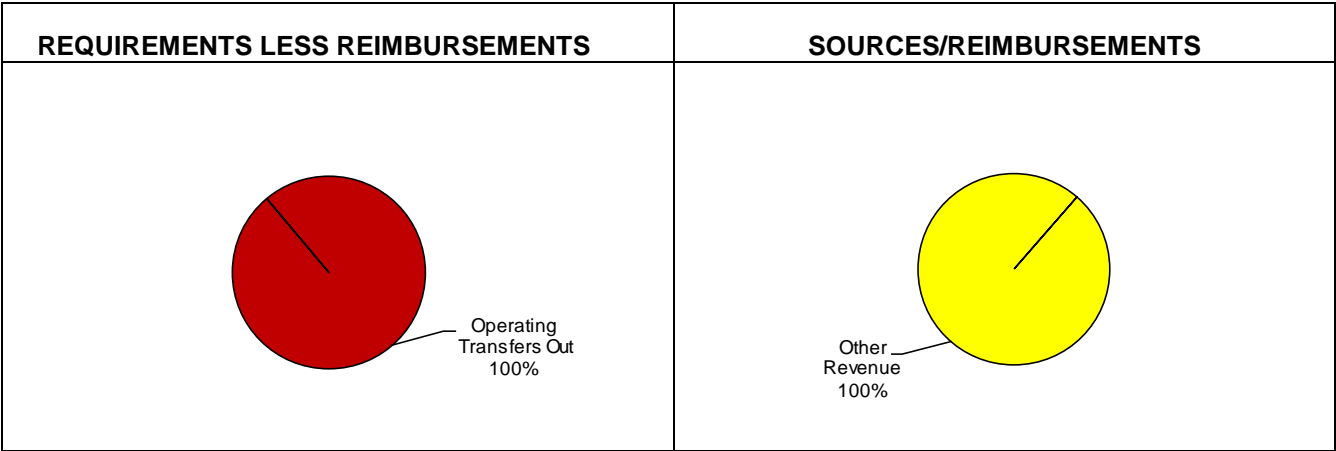
## DESCRIPTION OF MAJOR SERVICES

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	
Requirements Less Reimbursements	\$17,000,000
Sources/Reimbursements	\$17,783,935
Use of/ (Contribution to) Fund Balance**	(\$783,935)
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.

## 2015-16 RECOMMENDED BUDGET



\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Human Services  
DEPARTMENT: Health Administration  
FUND: Master Settlement Agreement

BUDGET UNIT: RSM MSA  
FUNCTION: Health and Sanitation  
ACTIVITY: Hospital Care

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified 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
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	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	0
Total Requirements	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	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	18,134,168	27,311,849	17,994,676	17,813,880	17,508,893	17,783,935	275,042
Total Revenue	18,134,168	27,311,849	17,994,676	17,813,880	17,508,893	17,783,935	275,042
Operating Transfers In	3,146,181	10,611	0	0	0	0	0
Total Financing Sources	21,280,349	27,322,460	17,994,676	17,813,880	17,508,893	17,783,935	275,042
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(4,280,349)	(10,322,460)	(994,676)	(813,880)	(508,893)	(783,935)	(275,042)
Available Reserves					21,958,405	23,047,327	1,088,922
Total Fund Balance					21,449,512	22,263,392	813,880
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating transfers out of \$17.0 million reflect a transfer to the General Fund 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 local match requirement for 1991 Health Realignment and \$10.7 million of net debt service (lease payment) for ARMC.

Other revenue of \$17.8 million reflects anticipated revenue from the major tobacco companies pursuant to the Master Settlement Agreement.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Sources from the Master Settlement Agreement have been budgeted conservatively based on average receipts over the last four years excluding extraordinary revenue. Revenues have remained stable over the past four years with the exception of the approximate \$9.8 million of extraordinary revenue received in 2012-13 for a Non-Participating Manufacturers (NPM) Adjustment settlement payment.

## ANALYSIS OF FUND BALANCE

Fund balance is expected to increase by \$783,935 based on the continued trend of revenues exceeding the base expenditure. It is anticipated a recommendation is forthcoming for the use of available fund balance for the construction of jail medical facilities on the ARMC campus.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



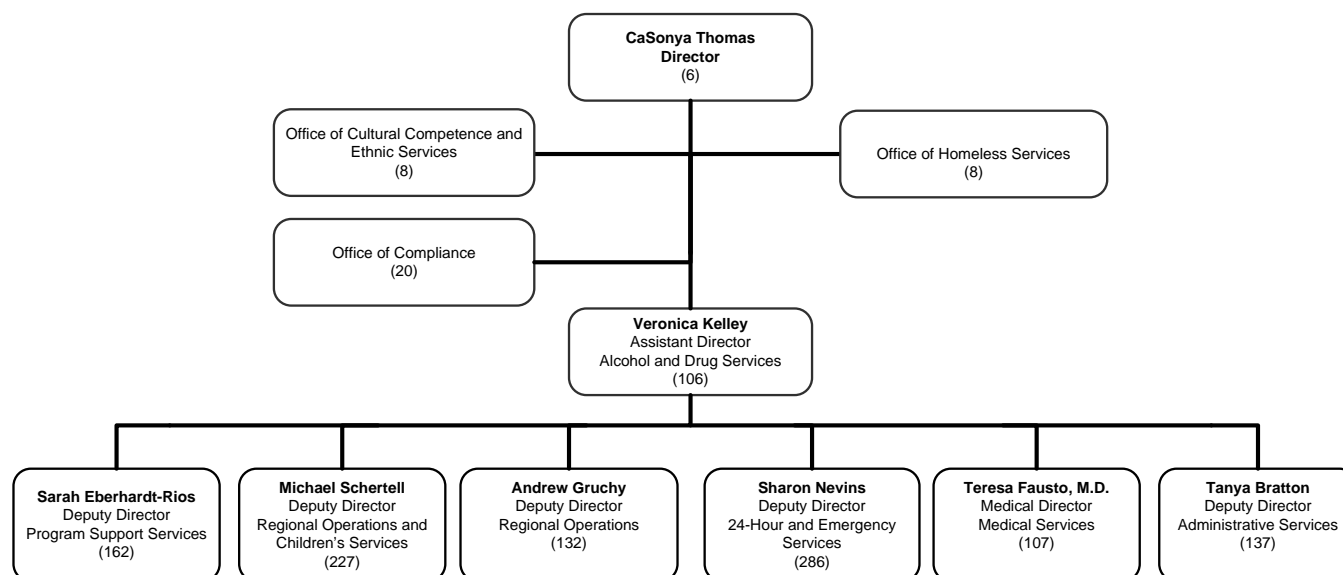
## BEHAVIORAL HEALTH CaSonya Thomas

### 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



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Behavioral Health	172,829,580	170,986,827	1,842,753			563
Alcohol and Drug Services	12,593,649	12,444,191	149,458			90
Total General Fund	185,423,229	183,431,018	1,992,211			653
<b>Special Revenue Funds</b>						
Mental Health Services Act	148,692,110	130,416,275		18,275,835		546
Special Revenue Funds - Consolidated	12,139,149	10,837,931		1,301,218		0
Total Special Revenue Funds	160,831,259	141,254,206		19,577,053		546
<b>Total - All Funds</b>	346,254,488	324,685,224	1,992,211	19,577,053	0	1,199



## 2014-15 MAJOR ACCOMPLISHMENTS

- Established the Access, Coordination and Enhancement (ACE) Program to improve the timeliness of outpatient services. ACE services focus on changing service delivery in major outpatient clinics by standardizing screening and assessments across clinics. The ACE program is the initial step to creating a managed care delivery system to estimate and manage capacity while meeting service demands.
- Implemented the Recovery Based Engagement Support Teams (RBEST) project to test engagement strategies for populations that have not effectively engaged in accessing mental health services and treatment due to various long standing societal circumstances which impede their ability to successfully live in their communities in a state of recovery and wellness.
- Received a \$3.9 million grant from the California Health Facilities Financing Authority (CHFFA) for the construction of a new 16-bed Crisis Residential Treatment (CRT) facility in San Bernardino. Crisis residential programs are lower-cost, community-based treatment options that help reduce emergency department visits and divert hospitalization and/or incarcerations.
- Implemented the Homeless Outreach Support Team (HOST) which is an outreach based program providing services in the field to engage chronically homeless individuals with mental illness into permanent supportive housing. HOST collaborates with the Sheriff's Homeless Outreach Proactive Enforcement (HOPE) team to conduct outreach events, go out into the field, and engage the most difficult and hard to reach clients.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of Medi-Cal clients served by County behavioral health services.	31,500	32,118	34,200 □	36,115
STRATEGY	Increase specialty behavioral health care for the County's Medi-Cal population who experience significant mental, emotional or substance use disorders.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of County residents receiving evidence supported early intervention or prevention services.	45,000	60,000	95,064 □	100,000
STRATEGY	Increase early access to prevention and intervention services that have been demonstrated to reduce the future need for intensive behavioral health treatment.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	<b>NEW</b>	28%	30%	30% □	30%
STRATEGY	Increase the number of mental health consumers who complete the annual Consumer Perception Survey at all outpatient treatment sites by lengthening the time frame administered from 2 weeks to 4 weeks.	The percent of mental health consumers who respond positively regarding their treatment effectiveness on the annual Consumer Perception Survey.				





## Behavioral Health

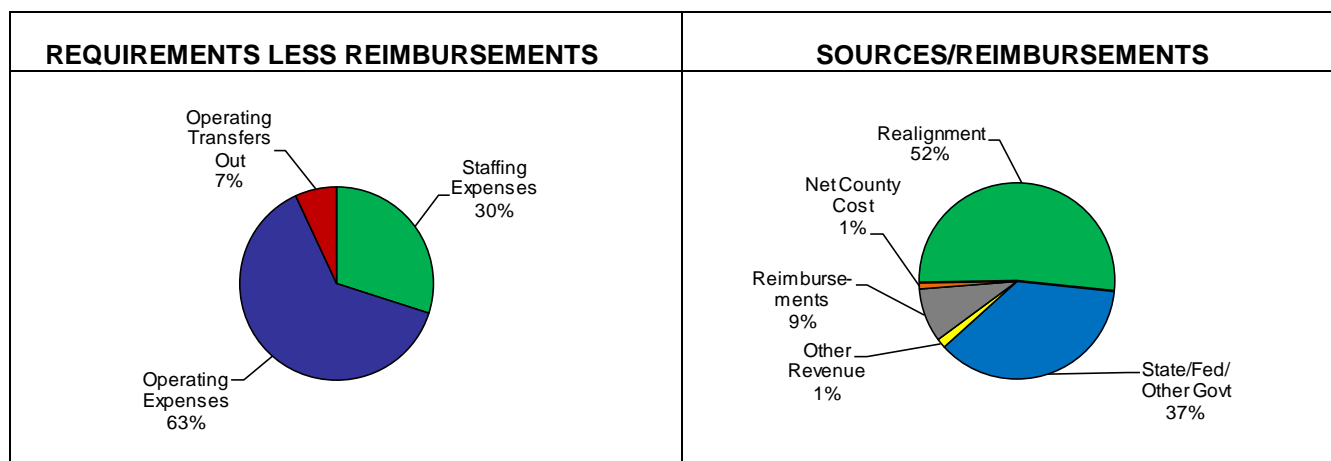
### DESCRIPTION OF MAJOR SERVICES

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 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

Requirements Less Reimbursements	\$189,662,333
Sources/Reimbursements	\$187,819,580
Net County Cost	\$1,842,753
Total Staff	563
Funded by Net County Cost	1%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Human Services  
DEPARTMENT: Behavioral Health  
FUND: General

BUDGET UNIT: AAA MLH  
FUNCTION: Health and Sanitation  
ACTIVITY: Hospital Care

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	38,846,155	40,879,012	44,413,480	40,862,360	53,264,931	56,597,872	3,332,941
Operating Expenses	77,880,523	88,202,875	101,646,103	94,966,388	111,516,809	119,205,675	7,688,866
Capital Expenditures	52,650	74,514	208,681	684,090	843,090	758,000	(85,090)
Total Exp Authority	116,779,328	129,156,401	146,268,264	136,512,838	165,624,830	176,561,547	10,936,717
Reimbursements	(9,608,539)	(10,393,769)	(16,810,633)	(13,565,930)	(13,565,581)	(16,832,753)	(3,267,172)
Total Appropriation	107,170,789	118,762,632	129,457,631	122,946,908	152,059,249	159,728,794	7,669,545
Operating Transfers Out	1,842,753	1,842,753	1,842,753	11,638,983	10,373,044	13,100,786	2,727,742
Total Requirements	109,013,542	120,605,385	131,300,384	134,585,891	162,432,293	172,829,580	10,397,287
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	52,999,648	82,744,721	77,179,544	78,700,749	90,973,096	98,411,397	7,438,301
State, Fed or Gov't Aid	51,641,696	32,600,765	49,781,312	51,149,983	66,034,627	69,474,618	3,439,991
Fee/Rate	181,531	236,728	234,515	259,001	259,000	115,974	(143,026)
Other Revenue	2,366,693	3,180,229	2,275,131	2,633,405	3,322,817	2,984,838	(337,979)
Total Revenue	107,189,568	118,762,443	129,470,502	132,743,138	160,589,540	170,986,827	10,397,287
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	107,189,568	118,762,443	129,470,502	132,743,138	160,589,540	170,986,827	10,397,287
Net County Cost	1,823,974	1,842,942	1,829,882	1,842,753	1,842,753	1,842,753	0
Budgeted Staffing*	464	485	511	513	513	563	50

\* Data represents modified budgeted staffing

Note: Alcohol and Drug Services (ADS) requirements and sources were previously included in the Behavioral Health General Fund budget unit (AAA-MLH). Pursuant to state guidelines, ADS requirements and sources will be maintained within its own budget unit (AAA-ADS) beginning in 2015-16.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$56.6 million fund 563 positions. Operating Expenses of \$119.2 million are comprised mostly of contracted and specialized services, and make up the majority of the Department's requirements within this budget unit. Capital expenditures total \$758,000 and include items such as vehicles, computers, and data equipment to enhance the ability of the Mental Health Clinics to provide services in the field. Together these requirements support the clinics and programs that provide mental health services to County residents. Realignment sources of \$98.4 million include 1991 realignment revenue, and 2011 realignment revenue which includes Public Safety Realignment revenue (AB109). Federal and State sources of \$69.5 million include Medi-Cal, Affordable Care Act Medi-Cal and the Mental Health Block Grant. Other sources in the amount of \$3.0 million include Social Security Administration payments and reimbursements from other agencies such as Desert Mountain Selpa and First Five.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$10.4 million. This is partially due to an increase of \$3.3 million in staffing expenses, covering increased rates for contract psychiatrists and additional staff for Correctional Mental Health, Mental Health Clinic expansion requiring additional clinical staff and psychiatrists, and administrative support.

Increased operating expenses of \$7.7 million include a new \$1.3 million contract for temporary help psychiatrists to assist during difficult doctor recruitment periods. Also added is \$3.4 million to existing service provider contracts for skilled nursing facilities, inpatient hospitalization, adult residential services, and children and youth services, and a \$1.1 million increase for fee for service hospitals. The relocation of Child and Youth Collaborative Services, and the expansion of new leased space for the East Valley Outpatient Clinic and the Hesperia Outpatient Clinic



result in additional operating expenses for furniture, fixtures and leases. These increases are offset by a \$2.5 million decrease in operating expenses for indigent care and \$1.5 million decrease in pharmaceutical costs for formally indigent clients now covered under the Affordable Care Act. Operating transfers out to Mental Health Services Act special revenue budget unit is increasing by \$2.7 million due to an increase in 2011 Realignment funding.

Sources are increasing by \$10.4 million primarily due to an increase in 2011 Realignment of \$7.4 million. The \$3.4 million increase in State/Federal aid primarily includes an increase in Medi-Cal revenue related to the expansion of eligible customers under the Affordable Care Act, partially offset by a decrease in State funding due to the discontinuance of the Conditional Release Program.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
24-Hour and Emergency Services	94	4	-2	-31	65	0	65
Administrative Services	52	1	0	2	55	1	54
Office of Compliance	14	2	0	-3	13	0	13
Director	5	0	0	1	6	0	6
Program Support Services	41	7	-2	7	53	3	50
Regional Operations	81	6	0	-2	85	0	85
Alcohol & Drug Services (CalWORKs)	22	2	0	-2	22	0	22
Regional Operations & Children's Svcs	155	6	-3	0	158	2	156
Medical Services	49	29	0	28	106	28	78
Total	513	57	-7	0	563	34	529

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$56.6 million fund 563 budgeted positions of which 529 are regular positions and 34 are limited term positions.

The 2014-15 Behavioral Health modified budget had a total of 588 positions which included 75 positions for the Alcohol and Drug Services (ADS) program. Following state guidelines, ADS requirements and sources will be separated into their own budget unit for 2015-16, and as a result 75 positions will be transferred to the ADS budget unit leaving 513 positions in 2014-15 Modified staffing for the Behavioral Health budget unit.

In 2015-16 a net 50 positions are added to this budget unit which represents the addition of 57 positions (50 regular, 7 limited term), the deletion of 6 extra help positions, and the transfer out of 1 Clinical Therapist II to Special Revenue budget unit Mental Health Services Act (MHSA). These positions are needed to meet the increasing demands of providing services for Correctional Mental Health and the expansion of Mental Health Clinics in the community.

A number of positions were moved and reorganized within the fund to better allocate resources and services in a way that would provide a more effective delivery of service within the department's programs. This reorganization will maximize effectiveness and ensure the best possible support and service to the County's mental health consumers.

### Additions

1 Business Systems Analyst II	3 Clinic Assistant	5 Clinical Therapist I
2 Contract P/T Adult Psychiatrist	3 Contract PT Adult Psychiatrist Brd Crt	1 General Services Worker II
5 Licensed Vocational Nurse II	1 Mental Health Clinic Supervisor	1 Contract Child Psychiatrist Brd Cert
6 Mental Health Nurse II	1 Mental Health Program Mgr I	1 Mental Health Program Mgr II
4 Mental Health Specialist	6 Office Assistant III	1 Office Assistant IV
1 Secretary I	4 Social Worker II	1 Staff Aide
1 Staff Analyst II	2 Supervising Office Assistant	1 Contract F/T Adult Psychiatrist
6 Clinical Therapist II		



Deletions/Transfers

3 Office Assistant II

2 Office Assistant III

1 Mental Health Nurse II

1 Clinical Therapist II transferred to MHSA



## Alcohol and Drug Services

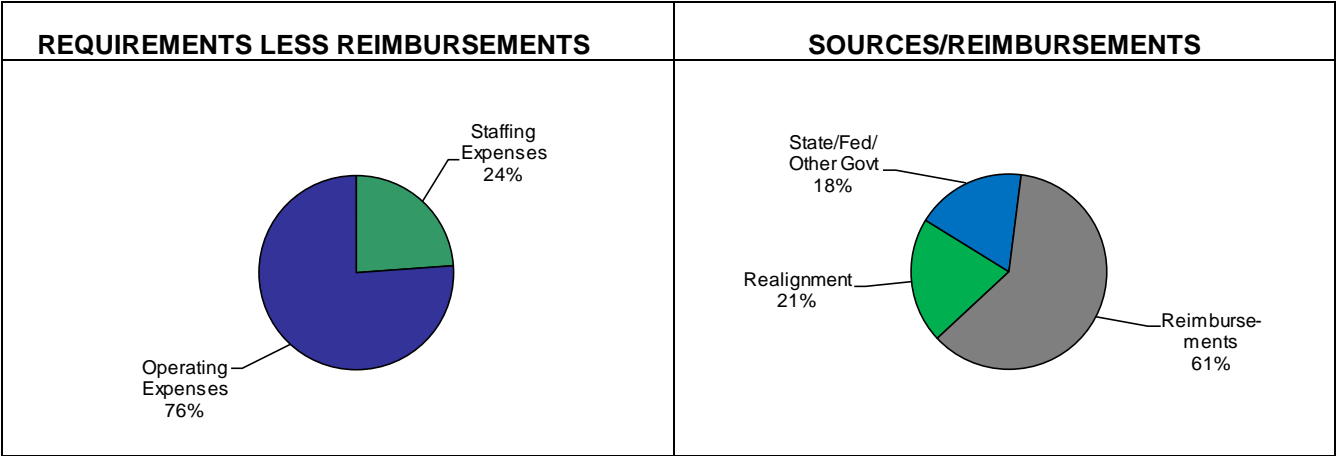
### DESCRIPTION OF MAJOR SERVICES

The Department of Behavioral Health - Alcohol and Drug Services (ADS) program provides comprehensive Substance Use Disorder services through various substance abuse prevention and treatment programs to County residents. Services such as outpatient, prevention, residential, transitional supportive housing, and narcotic treatment program services are provided.

**Budget at a Glance**

Requirements Less Reimbursements	\$32,096,103
Sources/Reimbursements	\$31,946,645
Net County Cost	\$149,458
Total Staff	90
Funded by Net County Cost	0%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Human Services  
DEPARTMENT: Alcohol and Drug Services  
FUND: General

BUDGET UNIT: AAA ADS  
FUNCTION: Health & Sanitation  
ACTIVITY: Hospital Care

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	3,451,328	3,769,582	4,225,175	4,513,924	6,716,548	7,644,666	928,118
Operating Expenses	17,726,303	17,791,466	18,460,802	21,725,751	22,836,354	24,385,637	1,549,283
Capital Expenditures	0	0	4,866	47,827	155,026	65,800	(89,226)
Total Exp Authority	21,177,631	21,561,048	22,690,843	26,287,502	29,707,928	32,096,103	2,388,175
Reimbursements	(14,568,470)	(13,931,974)	(13,024,531)	(14,826,662)	(19,681,422)	(19,502,454)	178,968
Total Appropriation	6,609,161	7,629,074	9,666,312	11,460,840	10,026,506	12,593,649	2,567,143
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	6,609,161	7,629,074	9,666,312	11,460,840	10,026,506	12,593,649	2,567,143
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	6,484,752	6,322,143	6,221,426	6,634,042	412,616
State, Fed or Gov't Aid	6,356,388	7,473,121	3,043,180	4,988,540	3,655,322	5,809,849	2,154,527
Fee/Rate	36,106	5,164	489	349	300	300	0
Other Revenue	48,209	1,520	(5,776)	350	0	0	0
Total Revenue	6,440,703	7,479,805	9,522,645	11,311,382	9,877,048	12,444,191	2,567,143
Operating Transfers In	222	0	0	0	0	0	0
Total Financing Sources	6,440,925	7,479,805	9,522,645	11,311,382	9,877,048	12,444,191	2,567,143
Net County Cost	168,236	149,269	143,667	149,458	149,458	149,458	0
Budgeted Staffing*	43	44	53	75	75	90	15

\* Data represents modified budgeted staffing

Note: Alcohol and Drug Services (ADS) requirements and sources were previously included in the Behavioral Health General Fund budget unit (AAA-MLH). Pursuant to state guidelines, ADS requirements and sources will be maintained within its own budget unit (AAA-ADS) beginning in 2015-16.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$7.6 million fund 90 budgeted positions. Operating Expenses of \$24.4 million are comprised primarily of professionally contracted services (\$21.0 million) and interdepartmental transfers (\$2.6 million) for Public Health HIV counseling and prevention support, and Behavioral Health general fund administrative support. \$65,800 is budgeted for capital expenditures primarily for the expense of a vehicle for the Family Stabilization program and structure remodeling related to the Screening, Assessment and Referral Center program. Together these expenditures support the clinics and programs that provide substance abuse services to County residents. Reimbursements of \$19.5 million include support from the Transitional Assistance Department, Children and Family Services, the Alcohol and Drug Services (ADS) special revenue funds, and, the Behavioral Health general fund budget unit for ADS related services. Sources of \$12.4 million include Federal and State funds: Drug Medi-Cal, Affordable Care Act Drug Medi-Cal, the Substance Abuse Prevention and Treatment Block Grant, and Public Safety Realignment (AB109).

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$2.6 million. Staffing expenses are increasing by \$928,118 due to the addition of 15 new budgeted positions. Operating expenses are increasing by \$1.5 million primarily due to increases in contracted professional services.

Sources are increasing by \$2.6 million. These increases are primarily a result of additional State and Federal Aid and Realignment funding of \$2.6 million due to increases in Drug Medi-Cal services related to the Affordable Care Act.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Administrative Services	7	0	0	0	7	0	7
Program Support Services	1	0	0	0	1	0	1
Alcohol & Drug Services	67	15	0	0	82	3	79
Total	75	15	0	0	90	3	87

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$7.6 million fund 90 positions of which 87 are regular positions and 3 are limited term positions. The 2015-16 budget includes an increase of 15 positions needed for the expanding CalWORKs program and the Transitional Assistance Family Stabilization program, adding Alcohol and Drug Counselors and an Educational Consultant which will provide Life Skills classes at various locations within the County. Other additional positions will address increased demand for comprehensive substance use disorder intensive outpatient services that are offered through The Choosing Healthy Options to Instill Change and Empowerment (CHOICE) program, along with expanded transportation and counseling services at the Barstow Clinic.

ADS Administration

1 Program Specialist II

Barstow Clinic

1 General Services Worker II

1 Alcohol and Drug Counselor

ADS CalWORKs

9 Alcohol and Drug Counselors

1 Mental Health Educational Consultant

CHOICE

2 Alcohol and Drug Counselors



## Mental Health Services Act

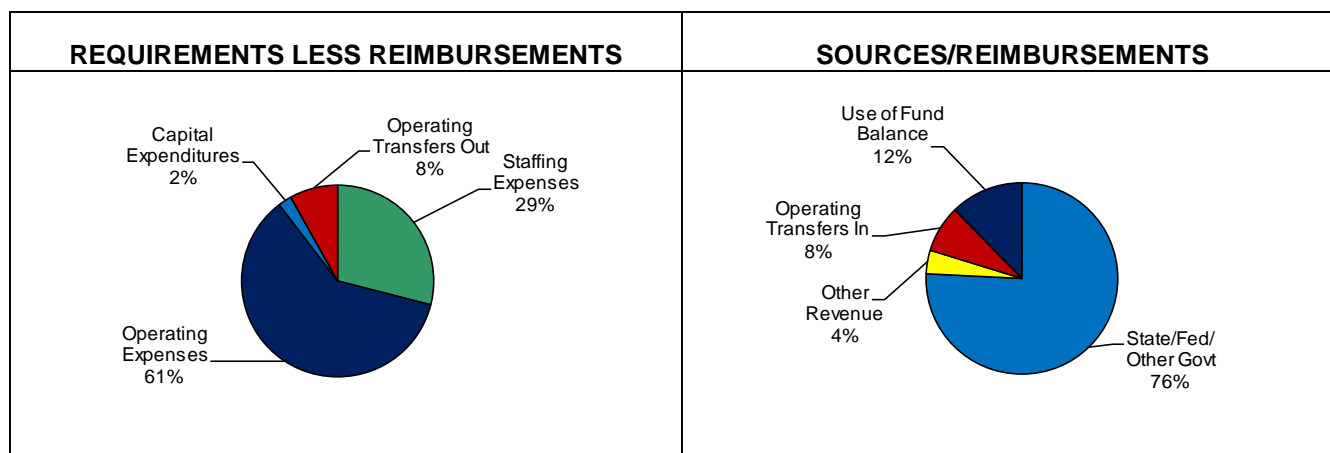
### DESCRIPTION OF MAJOR SERVICES

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

Requirements Less Reimbursements	\$149,269,719
Sources/Reimbursements	\$130,993,884
Use of/ (Contribution to) Fund Balance	\$18,275,835
Total Staff	546

### 2015-16 RECOMMENDED BUDGET





## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Human Services  
DEPARTMENT: Behavioral Health  
FUND: Mental Health Services Act

BUDGET UNIT: RCT MLH  
FUNCTION: Health and Sanitation  
ACTIVITY: Hospital Care

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	23,810,545	26,155,522	28,693,789	31,203,624	42,512,734	43,285,441	772,707
Operating Expenses	54,054,758	54,889,223	84,169,768	78,693,109	83,226,487	90,467,644	7,241,157
Capital Expenditures	4,995	165,726	1,672,047	3,200,258	3,195,832	3,400,707	204,875
Total Exp Authority	77,870,299	81,210,471	114,535,604	113,096,991	128,935,053	137,153,792	8,218,739
Reimbursements	(1,092,500)	(501,377)	(498,499)	(548,710)	(568,393)	(577,609)	(9,216)
Total Appropriation	76,777,799	80,709,094	114,037,105	112,548,281	128,366,660	136,576,183	8,209,523
Operating Transfers Out	0	57,472	6,668	7,295,906	7,295,906	12,115,927	4,820,021
Total Requirements	76,777,799	80,766,566	114,043,773	119,844,187	135,662,566	148,692,110	13,029,544
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	1,570,578	5,827,284	0	0	0	0
State, Fed or Gov't Aid	67,633,938	90,510,717	85,061,754	118,286,425	112,902,888	112,688,786	(214,102)
Fee/Rate	0	0	100	0	0	0	0
Other Revenue	637,594	1,463,325	4,847,877	4,414,698	6,844,683	5,917,767	(926,916)
Total Revenue	68,271,531	93,544,620	95,737,015	122,701,123	119,747,571	118,606,553	(1,141,018)
Operating Transfers In	0	1,026,596	0	8,845,318	8,530,291	11,809,722	3,279,431
Total Financing Sources	68,271,531	94,571,216	95,737,015	131,546,441	128,277,862	130,416,275	2,138,413
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	8,506,268	(13,804,650)	18,306,758	(11,702,254)	7,384,704	18,275,835	10,891,131
Available Reserves					53,235,148	54,046,271	811,123
Total Fund Balance					60,619,852	72,322,106	11,702,254
Budgeted Staffing*	368	367	459	517	517	546	29

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$43.3 million fund 546 positions. Operating expenses of \$90.5 million is comprised primarily of \$64.5 million in contracted and specialized services and \$13.8 million in interdepartmental transfers for services provided by Children's Network, Children and Family Services, Probation, Public Defender, and new this year, transfers to A&E to begin construction of 24-hour residential facilities in San Bernardino and the high desert. Services and supplies include administrative and program expenditures to execute the approved MHSA Plan.

Capital expenditures of \$3.4 million and operating transfers out of \$12.1 million fund the relocation of Child Youth Collaborative Services, establishment of a Crisis Stabilization Unit in San Bernardino and the establishment of Crisis Residential Centers in the High Desert and East Valley.

Reimbursements of \$577,609 include support from Human Services for the Office of Homeless Services, from the Behavioral Health budget unit for administrative support provided, and salary reimbursements from the Alcohol and Drug Services budget unit for program related services.

State and federal aid in the amount of \$112.7 million includes revenue from the Mental Health Services Act, Medi-Cal Federal Financial Participation and Affordable Care Act, and SB82 Grants. Other revenue of \$5.9 million includes revenue from Children and Family Services for Screening, Assessment, Referral and Treatment services (SART), Institute of Mental Disease revenue, rent reimbursement, and anticipated interest earnings.

Operating transfers in from the Behavioral Health budget unit of \$11.8 million consists of 2011 Realignment for Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Services, and Public Safety Realignment revenue (AB109) for County jail clinician services.



## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$13.0 million primarily due to an increase of \$7.2 million in operating expenses which includes an increase to professional and contracted services providers of \$5.6 million for Outpatient, Child and Youth, Adult Residential Treatment, Crisis Stabilization and the Senate Bill 82 Mental Health Triage program, and an increase of \$1.6 million in general services and supplies. Changes in requirements also includes an increase of \$772,707 in staffing expenses that reflects the increased cost associated with the addition of 29 positions, offset by savings from employee MOU agreements and compensation plans. An increase in capital expenditures of \$204,875 fund leasehold improvements, equipment, and vehicles. Operating transfers out are increasing by \$4.8 million to fund a Crisis Residential Center located in the High Desert, which will provide 24 hour services to individuals with mental health and substance abuse issues.

Sources are increasing by \$2.1 million. Medi-Cal revenue is increasing by \$6.0 million due to expanded eligibility for services under the Affordable Care Act. However, this is offset by a \$6.2 million revenue decrease, which includes a decrease in MHSA revenue based on state projections and a reduction in federal block and housing grant funding. A decrease in other revenue of \$926,916 consists of revised estimates for Interim Assistance for indigent clients and the First 5 funding match for Screening, Assessment, Referral and Treatment and Early Identification and Intervention Services. Operating transfers in are increasing \$3.3 million due to an increase in 2011 Realignment, including Public Safety Realignment, AB109.

## ANALYSIS OF FUND BALANCE

In 2014-15 MHSA will contribute \$11.7 million to fund balance, primarily due to salary savings, underutilization of service provider contracts and increases in other revenue and operating transfers in. MHSA utilizes fund balance to cover one-time expenses, such as the startup costs associated with the new Electronic Health Records system. Fund balance is also used to provide match funding for two California Health Facilities Financing Authority grants (CHFFA). The use of \$18.3 million of fund balance in 2015-16 will primarily fund costs associated with the CHFFA grants received to facilitate the establishment of two Crisis Residential Centers and other one-time capital expenditures.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
24-Hour and Emergency Services	233	14	-3	-23	221	2	219
Administrative Services	64	11	0	0	75	5	70
Office of Compliance	8	0	-1	0	7	0	7
Office of Cultural Competence & Ethnic Services	8	0	0	0	8	0	8
Office of Homeless Svcs	9	0	-1	0	8	0	8
Program Support Services	104	4	0	0	108	28	80
Alcohol & Drug Services	2	0	0	0	2	0	2
Regional Operations & Children's Svcs	64	6	-1	0	69	0	69
Regional Operations	24	1	-1	23	47	0	47
Medical Services	1	0	0	0	1	0	1
Total	517	36	-7	0	546	35	511

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$43.3 million fund 546 budgeted positions of which 511 are regular positions and 35 are limited term positions.

A total of 36 positions are added to the budget (30 regular, 6 limited term). Three (3) extra help positions were deleted and 4 positions were transferred to the Behavioral Health general fund budget unit resulting in a net increase of 29 new positions. These positions are needed to meet the increasing demands to provide mental health services in Adult System of Care, programmatic oversight, IT support for the new billing system, and administrative support.



Additions

2 Automated Systems Analyst I	2 Automated Systems Analyst II	3 Automated Systems Technician
1 Business System Analyst I	7 Clinical Therapist I	3 Contract Project Manager
1 Contract Staff Analyst II	1 Graduate Student Intern	1 Mental Health Nurse II
1 Occupational Therapist II	3 Office Assistant III	1 Peer & Family Advocate III
1 Program Specialist I	1 Program Specialist II	3 Social Worker II
2 Storekeepers	1 Office Assistant II	1 Clinical Therapist II
1 Contract Business Systems Analyst I		

Deletions

1 Public Service Employee	1 Office Assistant II	1 Clinical Therapist I
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Transfers to Behavioral Health General Fund

1 Mental Health Clinic Supervisor	1 Office Assistant IV	1 Clinical Therapist II
1 Licensed Vocational Nurse II		



## Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Block Grant Carryover Program** are funds utilized by Alcohol and Drug Services (ADS) received from the State Department of Health Care Services (DHCS) 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 the County and the State. Funds are transferred to the ADS budget unit, based on the needs of the program.

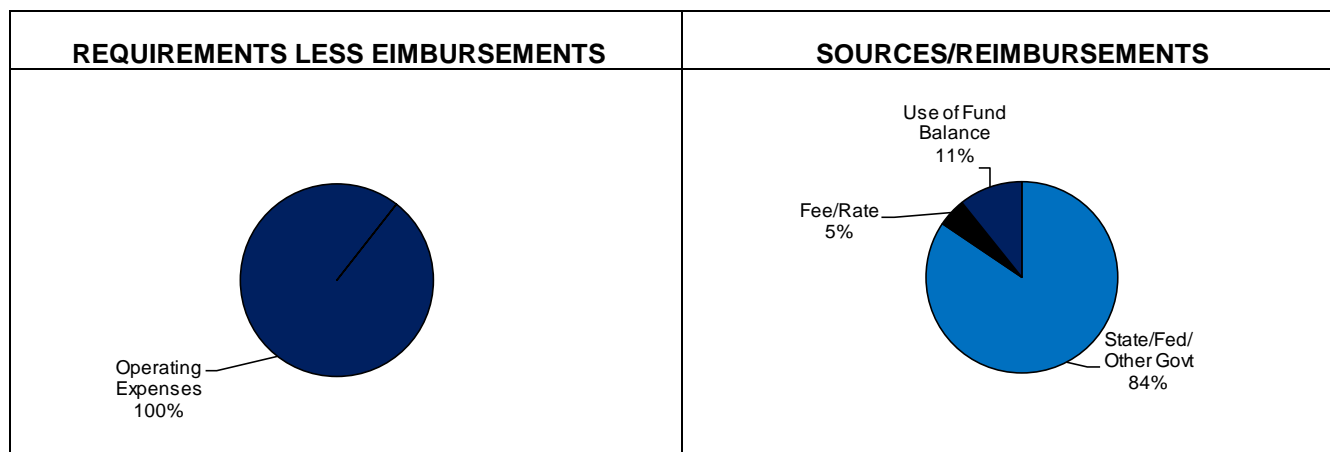
#### Budget at a Glance

Requirements Less Reimbursements	\$12,139,149
Sources/Reimbursements	\$10,837,931
Use of/ (Contribution to) Fund Balance	\$1,301,218
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 of September 24, 1996, 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 of September 24, 1996 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 transferred to the ADS budget unit based on needs of the program.

**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 to the special revenue budget unit. Funds are then transferred to the Alcohol and Drug Services budget 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.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Human Services  
DEPARTMENT: Behavioral Health  
FUND: Consolidated Special Revenue

BUDGET UNIT: Various  
FUNCTION: Health and Sanitation  
ACTIVITY: Hospital Care

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	11,311,423	11,420,002	10,307,147	11,890,352	12,085,784	12,139,149	53,365
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	11,311,423	11,420,002	10,307,147	11,890,352	12,085,784	12,139,149	53,365
Reimbursements	0	0	(11,054)	0	0	0	0
Total Appropriation	11,311,423	11,420,002	10,296,093	11,890,352	12,085,784	12,139,149	53,365
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	11,311,423	11,420,002	10,296,093	11,890,352	12,085,784	12,139,149	53,365
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	1,256,776	2,197,147	64,957	0	0	0	0
State, Fed or Gov't Aid	10,806,439	8,854,928	8,348,706	10,232,241	10,773,188	10,232,241	(540,947)
Fee/Rate	688,408	657,009	653,947	580,685	621,828	580,685	(41,143)
Other Revenue	56,135	137,806	50,541	25,005	34,106	25,005	(9,101)
Total Revenue	12,807,758	11,846,890	9,118,151	10,837,931	11,429,122	10,837,931	(591,191)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	12,807,758	11,846,890	9,118,151	10,837,931	11,429,122	10,837,931	(591,191)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(1,496,335)	(426,888)	1,177,942	1,052,421	656,662	1,301,218	644,556
Available Reserves					8,830,615	7,133,638	(1,696,977)
Total Fund Balance					9,487,277	8,434,856	(1,052,421)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

## DETAIL OF 2015-16 RECOMMENDED BUDGET

2015-16					
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
Block Grant Carry Over Program (SDH)	11,478,001	10,251,198	1,226,803	5,007,808	0
Court Alcohol & Drug Program (SDI)	462,032	381,868	80,164	1,770,324	0
Driving Under the influence Program (SDC)	199,116	204,865	(5,749)	355,506	0
Total Special Revenue Funds	12,139,149	10,837,931	1,301,218	7,133,638	0

**Block Grant Carryover Program** has requirements of \$11.5 million for operating expenses which primarily consists of transfers to the Alcohol and Drug Services (ADS) budget unit for salaries and benefits as well as operating expenses related to alcohol abuse prevention, education, and treatment in schools and the community. Sources of \$10.3 million are primarily from federal aid received through State Department of Health Care Services and anticipated interest sources. Fund balance of \$1.2 million will be transferred to the Alcohol and Drug Services budget unit to fund the expansion of current perinatal and youth services and a new diversion program for substance abuse disorder consumers.

**Court Alcohol and Drug Program** has requirements of \$462,032 for operating expenses to fund Alcohol and Drug Programs which are expensed in the ADS budget unit. Sources of \$381,868 include fines collected from DUI offenders and anticipated interest. Fund balance of \$80,164 will be used to expand new diversion programs.



**Driving Under the Influence Program** has requirements of \$199,116 for operating expenses to fund the ADS budget unit for salaries and benefits and other operating expenditures incurred in monitoring the DUI/Deferred for Entry of Judgment programs. Sources of \$204,865 include DUI fees paid by program providers and anticipated interest. As sources exceed requirements there will be a contribution to fund balance of \$5,749.

### **BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by a net of \$53,365 consisting of a decrease in operating expenses of \$187,081 related to the reduced costs of DUI program monitoring and an increase of \$240,446 for a new specialized contract service being implemented. The contract will provide diversion from incarceration and court proceedings, reducing congestion in jails and courts, and better serving the individuals by referring clients into a treatment system of care. Sources are decreasing by \$591,191 due to a \$540,947 reduction in the Federal Block Grant award, adjusted annually based on program needs, and a decrease of \$50,244 in court fines and program participant collections.

### **ANALYSIS OF FUND BALANCE**

The Federal Award, SAPT Block Grant, is available to the County for two fiscal years. Any balances from the first fiscal year are rolled over and can be used in the next fiscal year. Consequently, the fund balance primarily consists of balances from previous years and current deposits from the Federal Award to fund ongoing expenses. The primary reason for the decrease in fund balance is increases in Transfers Out to the ADS budget unit for a new diversion program for substance abuse disorder consumers and the expansion of current perinatal and youth services.

### **STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no budgeted staffing in these consolidated special revenue funds.



## PUBLIC HEALTH

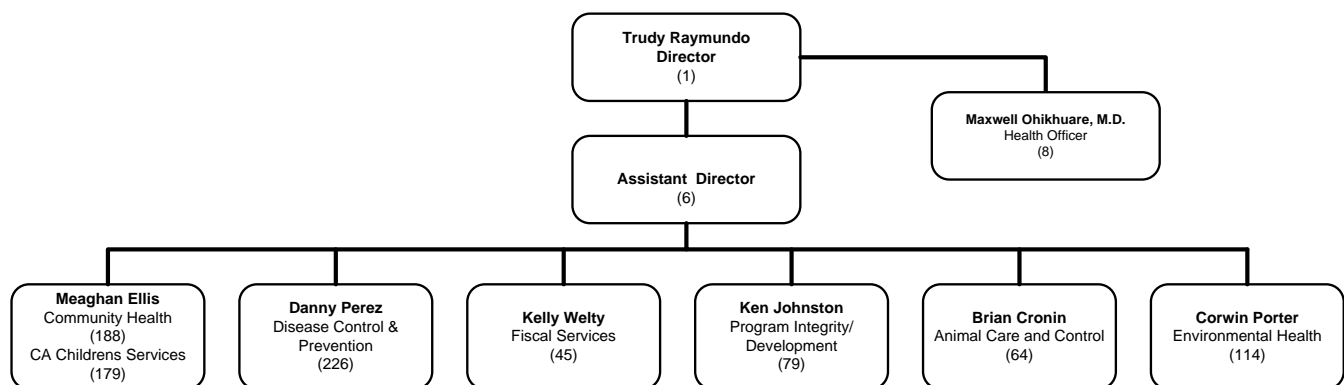
### Trudy Raymundo

#### DEPARTMENT MISSION STATEMENT

*Working in partnership to promote and improve health, wellness, safety and quality of life in San Bernardino County.*



#### ORGANIZATIONAL CHART



#### 2015-16 SUMMARY OF BUDGET UNITS

2015-16						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b><u>General Fund</u></b>						
Public Health	83,381,075	79,000,080	4,380,995			731
California Children's Services	21,778,580	17,092,434	4,686,146			179
Indigent Ambulance	472,501	0	472,501			0
Total General Fund	105,632,156	96,092,514	9,539,642			910
<b><u>Special Revenue Funds</u></b>						
Special Revenue Funds - Consolidated	4,180,022	3,925,308		254,714		0
Total Special Revenue Funds	4,180,022	3,925,308		254,714		0
<b>Total - All Funds</b>	109,812,178	100,017,822	9,539,642	254,714	0	910

#### 2014-15 MAJOR ACCOMPLISHMENTS

- Received 2014 National Association of Counties (NACo) Achievement Award and National Association of County and City Health Officials (NACCHO) Model Practice Award for "Improving Food Safety through the Health Education and Liaison Program (HELP)," and NACo Achievement Award for the "West Nile Virus Surveillance Collaboration."
- Launched Phase II of the Environmental Health Services (EHS) Portal, allowing public access to Official Inspection Reports and other public documents; filing and determining the status of complaints; and successfully implementing acceptance of electronic payments using debit cards, credit cards and eChecks.
- Convened the first bi-county healthy communities symposium between Riverside and San Bernardino Counties to encourage regional community health by making informed decisions using geographic information systems and data to promote health equity.



- Developed Ebola Standard Operations Guide in collaboration with multiple County partners to define critical procedures and emergency response protocols to respond to suspect or confirmed Ebola cases.
- Facilitated the first “Community Leaders Conference” entirely in Spanish in celebration of the 11<sup>th</sup> Annual Latino Health Awareness Month, engaging over 70 community members to develop strategies to address pressing health issues in the Latino community.
- Awarded Health Center Quality Improvement Fund “payment for performance” in recognition of the Hesperia and Adelanto Health Center’s improvement in quality performance and/or quality of care from 2012 to 2013.
- Received \$250,000 Health Resources and Services Administration (HRSA) Behavioral Health Integration Grant Award to expand onsite access to psychiatry and clinical therapy services for primary care patients.
- Partnered with three other municipal animal shelters to place 193 abandoned dogs, resulting from an animal cruelty case, in other organizations or new loving homes.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue to promote the Countywide Vision and support the Element Groups.	<b>NEW</b>				
STRATEGY	Public Health serves as the staff liaison to the countywide Vision Project's Wellness Element Group which has initiated a multi-year community-driven process to identify priority areas for improving health and wellness. The department will continue to support and facilitate the development, implementation, and evaluation of the Community Transformation Plan.	Complete the 2015-16 Work Plan for addressing priorities of the Wellness Element Group of the Countywide Vision - Launch Community Vital Signs data platform - Develop and launch comprehensive communications plan	N/A	100%	100%	100%
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.	Number of HELP consultations	150	165	210	220
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Increase Health Education Liaison Program (HELP) consultations to businesses (restaurants) to promote food safety which leads to more successful businesses.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.	Number of post-secondary student internships, ROP instructor externships, and resident physicians	N/A	10	22	36
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Increase the potential number of health professionals in the County by providing volunteers, students and resident physicians opportunities to gain knowledge and experience in a broad range of public health career disciplines.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.	<b>NEW</b>				
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Percentage of current year workforce development activities completed: - Identify training priorities aligned with the DPH Strategic Plan and Workforce Development Plan - Develop four leadership courses and conduct four training events	N/A	N/A	N/A	100%
STRATEGY	Implement relevant, high-quality Public Health Leadership training to achieve an essential element of Public Health Accreditation and ensure stable departmental leadership into the future.					





## DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of current year accreditation activities completed: - Submit Statement of Intent to PHAB				
STRATEGY	Achieve and maintain National Accreditation, through the Public Health Accreditation Board (PHAB), to ensure that the department continues to focus on quality and performance improvement, transparency and accountability to all stakeholders and funders, and maintains the capacity to deliver the three core public health functions and ten essential services.	- Identify gaps in required PHAB documentation - Develop department marketing strategy - Conduct PHAB trainings aligned with accreditation requirements	N/A	100%	80%	100%
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Maintain close working relationships with cities, tribes and other governmental agencies.	Number of Rescue Group Partners (RGPs)	273	286	380	400
STRATEGY	Increase number of public/private collaborations with non-profit animal rescue group partners (corporations).					



## 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.

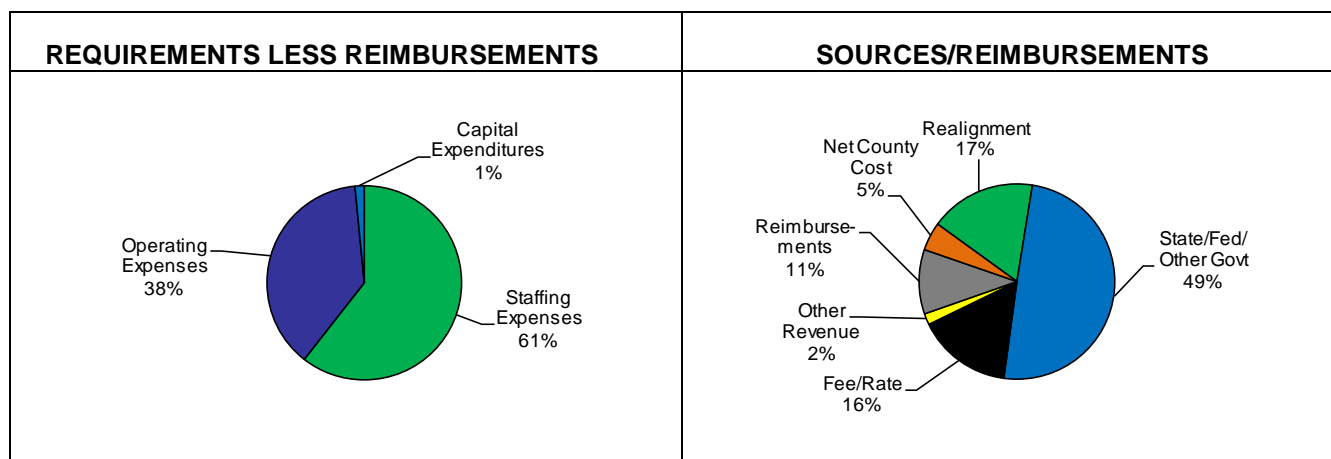
Key delivery areas include Community Health, Disease Control and Prevention, Environmental Health, Health Policy and Promotion, and Animal Care and Control. Community Health provides health care services that promote and improve the health of County residents and visitors, and assures the quality and accessibility of health care services to the public by providing clinical services through a network of Federally Qualified Health Centers and Public Health Clinics. 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. Health Policy and Promotion partners with cities, organizations and communities to provide technical assistance and promote healthy lifestyles through a broad range of policy development, systems change, built environment planning, and health education. 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.

#### Budget at a Glance

Requirements Less Reimbursements	\$93,336,065
Sources/Reimbursements	\$88,955,070
Net County Cost	\$4,380,995
Total Staff	731
Funded by Net County Cost	5%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Human Services  
DEPARTMENT: Public Health  
FUND: General

BUDGET UNIT: AAA PHL  
FUNCTION: Health and Sanitation  
ACTIVITY: Health

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	49,360,670	50,290,287	51,399,550	49,379,269	56,151,378	56,518,307	366,929
Operating Expenses	24,837,448	24,715,779	26,870,635	29,382,794	30,111,265	35,387,670	5,276,405
Capital Expenditures	99,796	190,916	223,783	770,547	1,898,740	1,430,088	(468,652)
Total Exp Authority	74,297,914	75,196,982	78,493,968	79,532,610	88,161,383	93,336,065	5,174,682
Reimbursements	(10,690,494)	(9,030,219)	(9,392,706)	(8,550,105)	(10,059,532)	(9,954,990)	104,542
Total Appropriation	63,607,420	66,166,763	69,101,262	70,982,505	78,101,851	83,381,075	5,279,224
Operating Transfers Out	(8,644)	29,700	0	2,408,686	3,094,128	0	(3,094,128)
Total Requirements	63,598,776	66,196,463	69,101,262	73,391,191	81,195,979	83,381,075	2,185,096
<b>Sources</b>							
Taxes	589	638	585	0	0	0	0
Realignment	11,058,864	10,638,234	14,250,797	14,795,058	15,304,571	16,359,555	1,054,984
State, Fed or Gov't Aid	34,181,781	33,267,521	34,309,986	38,019,712	45,301,690	46,305,622	1,003,932
Fee/Rate	13,676,546	15,659,730	14,939,918	14,888,397	14,543,970	14,598,411	54,441
Other Revenue	1,158,535	2,704,925	1,225,085	1,265,980	1,559,143	1,618,492	59,349
Total Revenue	60,076,315	62,271,048	64,726,371	68,969,147	76,709,374	78,882,080	2,172,706
Operating Transfers In	1,419	110,093	136,913	72,639	137,200	118,000	(19,200)
Total Financing Sources	60,077,734	62,381,141	64,863,284	69,041,786	76,846,574	79,000,080	2,153,506
Net County Cost	3,521,042	3,815,322	4,237,978	4,349,405	4,349,405	4,380,995	31,590
Budgeted Staffing*	759	737	713	715	715	731	16

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$56.5 million fund 731 positions and represent staffing for 8 medical clinics, 17 Women, Infants and Children (WIC) clinics, and 2 animal shelters, as well as multiple outlying County sites performing environmental health inspections, home visits, and animal control staff canvassing. Operating expenses of \$35.4 million include services and supplies, travel, and reimbursements to other County departments. Total revenue of \$78.9 million include \$46.3 million in state and federal funding primarily from grants and Medi-Cal; \$14.6 million in fee/rate revenue primarily from license/permit and fees for service; \$1.6 million in other grant revenue; and \$16.4 million in realignment revenue.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$2.2 million primarily due to contracts for physician services and implementation costs for the electronic health record system. Sources are increasing by \$2.2 million primarily due to increases in Medi-Cal, state grants, and realignment revenue.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Director	1	0	0	0	1	0	1
Health Officer	8	0	0	0	8	1	7
Assistant Director	3	0	0	3	6	0	6
Community Health	182	10	-5	1	188	2	186
Disease Control & Prevention	233	4	-4	-7	226	5	221
Fiscal Services	42	3	-1	1	45	0	45
Program Integrity / Development	69	9	-2	3	79	0	79
Animal Care and Control	64	0	0	0	64	0	64
Environmental Health	113	3	-1	-1	114	20	94
Total	715	29	-13	0	731	28	703

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$56.5 million fund 731 budgeted positions of which 703 are regular positions and 28 are limited term positions. The 2015-16 budget includes the deletion of 13 vacant positions and the addition of 29 new positions. These staffing changes are needed to address changes in grant funding, operational needs, quality improvement and to increase efficiency in operations.

**Additions**

- |  |                                      |
|--|--------------------------------------|
| 1 Accountant II                                | 1 Program Specialist I               |
| 1 Automated Systems Analyst I                  | 1 Program Specialist II              |
| 1 Environmental Health Specialist II           | 2 Public Health Program Coordinators |
| 1 Environmental Health Specialist III          | 2 Secretary Is                       |
| 1 Fiscal Assistant                             | 5 Social Service Practitioners       |
| 1 Geographic Information Systems Technician II | 1 Statistical Analyst                |
| 1 Health Education Assistant                   | 1 Supervising Accountant III         |
| 1 Health Education Specialist II               | 1 Supervising Program Specialist     |
| 1 Health Services Assistant II                 | 1 Office Assistant III               |
| 1 Media Specialist I                           | 1 Supervising Public Health Nurse    |
| 1 Medical Emergency Planning Specialist        | 1 Nutritionist                       |
| 1 Nurse Educator                               |                                      |

**Deletions**

- 5 Office Assistant IIs
- 1 Clinic Supervisor – PH
- 1 Public Health Laboratory Technician
- 1 Laboratory Assistant
- 1 Public Health Microbiologist II
- 1 Accountant III
- 1 Supervising Automated Systems Analyst II
- 1 Staff Analyst II
- 1 Supervising Environmental Health Specialist



## 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

Requirements Less Reimbursements	\$21,778,580
Sources/Reimbursements	\$17,092,434
Net County Cost	\$4,686,146
Total Staff	179
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.

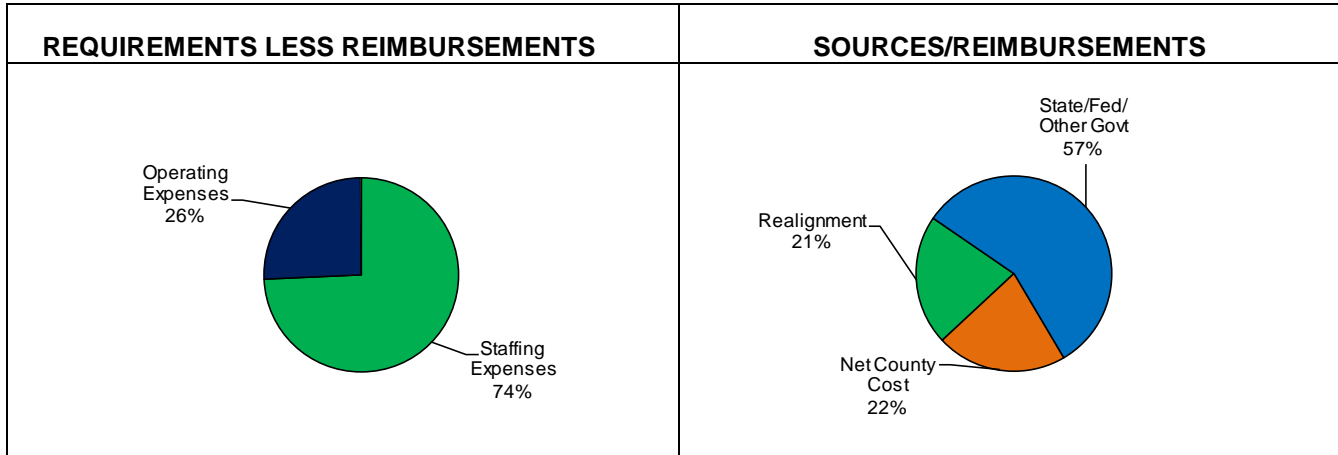
1. Administrative Component – Case Management activities that include determining program eligibility, evaluating needs for specific services, determining the appropriate providers and authorizing/paying for medically necessary care. Reimbursement for administrative and operational costs for county CCS 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 the 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 accounts for 83.3% of the caseload. Federal and state funds reimburse CCS for 100% of the costs.
  - Healthy Families/TLICP (Targeted Low Income Children's Program) accounts for 11.09% 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 County General Fund support (8.75%) and is billed to CCS on a quarterly basis.
  - CCS or Non-Medi-Cal accounts for 5.61% 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 County 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 48% 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.



## 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Human Services  
 DEPARTMENT: Public Health - California Children's Services  
 FUND: General

BUDGET UNIT: AAA CCS  
 FUNCTION: Health and Sanitation  
 ACTIVITY: Health

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	12,260,623	13,030,035	13,805,909	13,196,532	15,715,808	16,177,134	461,326
Operating Expenses	3,630,654	3,938,544	4,151,263	4,154,550	5,643,966	5,573,477	(70,489)
Capital Expenditures	6,912	163,524	0	0	0	27,969	27,969
Total Exp Authority	15,898,189	17,132,103	17,957,172	17,351,082	21,359,774	21,778,580	418,806
Reimbursements	(21,712)	(1,871)	0	(512)	0	0	0
Total Appropriation	15,876,477	17,130,232	17,957,172	17,350,570	21,359,774	21,778,580	418,806
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	15,876,477	17,130,232	17,957,172	17,350,570	21,359,774	21,778,580	418,806
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	2,997,355	2,821,859	2,624,095	2,658,130	4,686,146	4,686,146	0
State, Fed or Gov't Aid	9,871,730	11,110,592	12,545,014	12,195,020	11,973,482	12,391,688	418,206
Fee/Rate	9,675	13,472	14,779	10,085	14,000	14,000	0
Other Revenue	362	182,114	149,189	8,001	0	600	600
Total Revenue	12,879,122	14,128,037	15,333,077	14,871,236	16,673,628	17,092,434	418,806
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	12,879,122	14,128,037	15,333,077	14,871,236	16,673,628	17,092,434	418,806
Net County Cost	2,997,355	3,002,195	2,624,095	2,479,334	4,686,146	4,686,146	0
Budgeted Staffing*	159	161	166	174	174	179	5

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$16.2 million fund 179 budgeted positions and comprise the majority of expenditures within this budget unit. Operating expenses include payments to the state and other providers for treatment costs and medical supplies.



## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$418,806 primarily due to an increase in staffing expenses to accommodate the increase of five positions.

### 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
California Children's Services	174	6	-1	0	179	0	179
Total	174	6	-1	0	179	0	179

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$16.2 million fund 179 budgeted regular positions. The 2015-16 budget includes the addition of 1 Public Health Nurse II, 1 Supervising Office Assistant, 1 Social Services Practitioner, 1 Supervising Social Services Practitioner, and 2 Office Specialists, and the deletion of 1 Fiscal Assistant. Additional staffing is needed to address state staffing requirements and to provide clerical support to existing and new Public Health Nurses.



## Indigent Ambulance

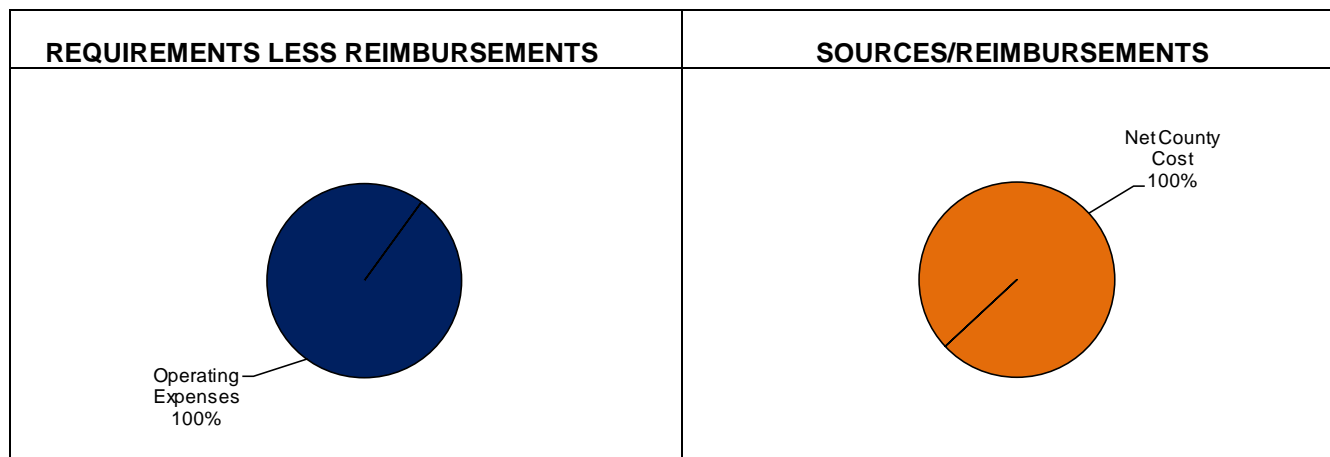
### DESCRIPTION OF MAJOR SERVICES

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

Requirements Less Reimbursements	\$472,501
Sources/Reimbursements	\$0
Net County Cost	\$472,501
Total Staff	0
Funded by Net County Cost	100%

### 2015-16 RECOMMENDED BUDGET





## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Human Services  
DEPARTMENT: Public Health  
FUND: General

BUDGET UNIT: AAA EMC  
FUNCTION: Health and Sanitation  
ACTIVITY: Health

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified 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
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 Financing 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	0	0	0	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

All expenditures are for transportation of indigent patients or inmates 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

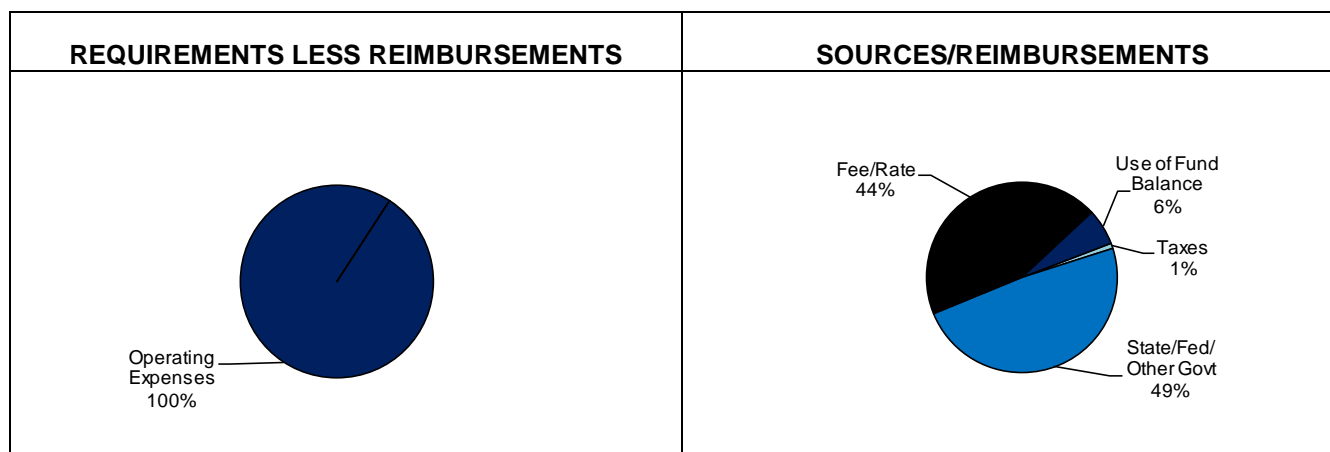
Requirements Less Reimbursements	\$4,180,022
Sources/Reimbursements	\$3,925,308
Use of/ (Contribution to) Fund Balance	\$254,714
Total Staff	0

**Tobacco Use Reduction Now (TURN)** program funding will not be renewed due to recent and significant budget reductions in the California Tobacco Control Program (CTCP). From 2013 through 2016, the County's funding has been reduced by 75% without a commensurate reduction in the scope of work, placing an increased burden on the department to fund costs to complete required objectives and activities, which can no longer be sustained.

**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 \$4, to be collected by the County, which is 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, 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 areas 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 complaints/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.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Human Services  
 DEPARTMENT: Public Health  
 FUND: Consolidated Special Revenue

BUDGET UNIT: Various  
 FUNCTION: Health & Sanitation  
 ACTIVITY: Health

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	4,055,349	4,283,291	4,220,178	3,646,031	4,003,967	4,180,022	176,055
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	4,055,349	4,283,291	4,220,178	3,646,031	4,003,967	4,180,022	176,055
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	4,055,349	4,283,291	4,220,178	3,646,031	4,003,967	4,180,022	176,055
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	4,055,349	4,283,291	4,220,178	3,646,031	4,003,967	4,180,022	176,055
<b>Sources</b>							
Taxes	28,615	31,605	36,707	36,302	39,636	38,033	(1,603)
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	2,753,994	2,184,890	2,439,939	1,951,136	2,131,096	2,029,423	(101,673)
Fee/Rate	1,771,410	1,778,514	1,815,628	1,829,974	1,815,311	1,844,156	28,845
Other Revenue	23,308	19,385	13,576	14,758	14,941	13,696	(1,245)
Total Revenue	4,577,327	4,014,394	4,305,850	3,832,170	4,000,984	3,925,308	(75,676)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	4,577,327	4,014,394	4,305,850	3,832,170	4,000,984	3,925,308	(75,676)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(521,978)	268,897	(85,672)	(186,139)	2,983	254,714	251,731
Available Reserves					3,728,190	3,662,598	(65,592)
Total Fund Balance					3,731,173	3,917,312	186,139
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

## DETAIL OF 2015-16 RECOMMENDED BUDGET

## 2015-16

	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
Bio Terrorism Preparedness (Fund RPL)	2,030,275	2,030,275	0	3,341	0
Vital Statistics State Fees (Fund SCI)	386,194	164,936	221,258	620,107	0
Vector Control Assessments (Fund SNR)	1,763,553	1,730,097	33,456	3,039,150	0
Total Special Revenue Funds	4,180,022	3,925,308	254,714	3,662,598	0

**Bio-terrorism Preparedness:** Requirements of \$2.0 million represent transfers to the department's general fund budget unit for the Preparedness and Response Program. Sources of \$2.0 million are primarily from federal aid.

**Vital Statistics State Fees:** Requirements of \$386,194 represent transfers to the department's general fund budget unit for the costs of improvement/modernization of the vital records systems and operations. Sources of \$164,936 are vital statistic fees set by the state. Fund balance of \$221,258 will be used to purchase and implement a Health Care Geographic Information System.



**Vector Control Assessment:** Requirements of \$1.8 million represent transfers to the department's general fund budget unit for the operation of the Vector Control program. Sources of \$1.7 million are funding received via property tax assessments. Fund balance of \$33,456 will be used to fund replacement assets needed for the program.

## **BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by \$176,055 primarily due to the purchase of a health care geographic information system for Vital Statistics, and Vector Control's replacement of failing equipment. This increase is partially offset by the elimination of the TURN program requirements. Sources are decreasing by \$75,676 primarily due to the elimination of the TURN program, and partially offset by increases in Bio-terrorism Preparedness and Vital Statistics funding.

## **ANALYSIS OF FUND BALANCE**

The use of fund balance of \$254,714 is primarily due to the Vital Statistics' GIS software purchase and Vector Control's asset replacement. These one-time uses will be recouped via future revenue related to fees and tax assessments.

## **STAFFING CHANGES AND OPERATIONAL IMPACT**

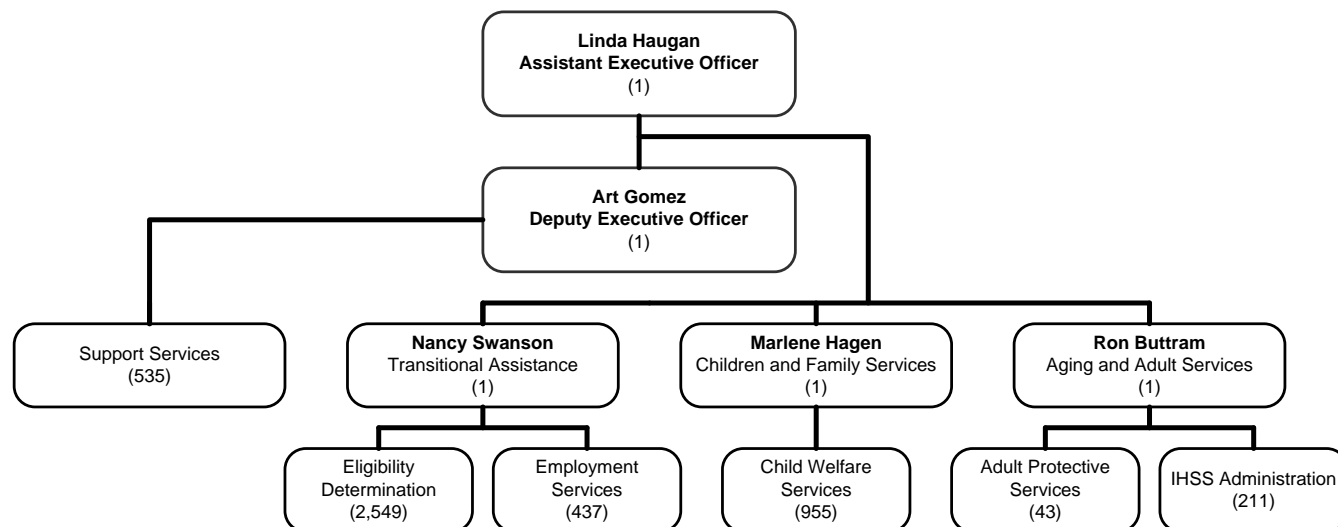
There is no staffing associated with the consolidated special revenue funds. Services for the above programs are provided by staff budgeted in Public Health's general fund budget unit.



## HUMAN SERVICES ADMINISTRATIVE CLAIM

Linda Haugan

### ORGANIZATIONAL CHART



### 2015-16 SUMMARY OF BUDGET UNITS

2015-16						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b>General Fund</b>						
Human Services Administrative Claim	544,925,782	528,187,504	16,738,278			4735
Total General Fund	544,925,782	528,187,504	16,738,278			4735

### 2014-15 MAJOR ACCOMPLISHMENTS

#### Transitional Assistance Department (TAD)

- Processed over \$26 million in federal and state tax refunds and served more than 13,400 taxpayers in communities throughout San Bernardino County through the Volunteer Income Tax Assistance (VITA) program. These refunds stimulate economic activity in addition to fighting poverty and leading to increased self-sufficiency.
- Continued use of the Customer Service Center (CSC), processing 1.3 million phone requests (average of 106,806 calls per month) related to CalWORKs, CalFresh and Medi-Cal cases in 2014. CSC also provided crucial support with ongoing state-wide Health Care Reform and providing access to Health Care benefits for residents.
- Provided timely responses for County residents for Health Care Reform. TAD CSC handled the transferred calls from Covered CA Service Centers for coverage under Affordable Care Act in 30 seconds or less, as mandated by the MOU signed by Consortia/DHCS/Covered CA. The average time to answer was 7 seconds.



### Children and Family Services (CFS)

- Received and assessed 30,450 child abuse and neglect referrals encompassing over 56,400 children.
- Reunited 1,078 children with their families.
- Achieved permanency for 651 children through adoption and guardianship.

### Department of Aging and Adult Services (DAAS)

- Received National Association of Counties (NACo) Achievement Award for “Developing a Law Enforcement Information Card”, which included providing training on elder and dependent adult abuse issues to law enforcement officers.
- Provided In-Home Support Services to over 23,000 aged, blind and/or disabled County residents who were able to remain safely in their homes as a result of the services provided.
- Processed 21,100 calls and referrals at the 24 hour Adult Protective Services hotline.

More DAAS accomplishments can be found in the corresponding section included in the Aging and Adult Services budget section.

## DEPARTMENT PERFORMANCE MEASURES

### Transitional Assistance Department (TAD)

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of calls transferred from Covered California Service Center to TAD in 30 seconds or less.	N/A	80%	100%	80%
STRATEGY	Provide timely responses to calls from County Residents for Health Care Reform (HCR) from Customer Service Center (CSC)					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of participants engaged in a Federal WtW activity	41%	50%	50%	50%
STRATEGY	Increase the Work Participation Rate (WPR) of recipients of CalWORKs benefits					
STRATEGY	Increase the number of Welfare to Work (WtW) CalWORKs participants who are engaged in a mandated federal WtW activity					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of annual error rate for Cf benefits	1.07%	3%	3%	3%
STRATEGY	Maintain Calfresh (Cf) error rate below the federal tolerance level of 6% to avoid fiscal sanction					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of eligible County taxpayers served by VITA	11,362	10,515	12,500	12,875
STRATEGY	Provide Volunteer Income Tax Assistance (VITA) preparation services for eligible County families and individuals thereby stimulating economic activity					



## DEPARTMENT PERFORMANCE MEASURES CONTINUED

### Children and Family Services (CFS)

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of families involved with a Parent Partner	300	330	1,200	1,200
STRATEGY	Increase and enhance the role of Parent Partners (a resource to help parents navigate the complex child welfare system). Parent Partners are parents who have successfully navigated the child welfare system, successfully reunified with their children and now work as para-professionals for Children and Family Services. Engagement with a Parent Partner leads to earlier reunification for families.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of children impacted	2,075	2,180	1,760	2,000
STRATEGY	Utilize Team Decision Making meetings (TDM) and Child and Family Team (CFT) meetings, which are collaborative processes involving the family and their community support systems who know and care about the child(ren). TDMs and CFTs are designed to make informed decisions concerning a child(ren)'s safety, living environment and mental health needs; all of which lead to improved permanency, including reunification.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Increase of newly licensed foster family homes	70	80	145	145
STRATEGY	Utilize Foster Family Home (FFH) recruitment/retention strategies to increase the availability of licensed Foster Family Homes in San Bernardino County. FFHs provide family-like living arrangements for our children in foster care as an alternative to Out-of-County placements and other higher levels of care at increased costs.					



## Administrative Claim

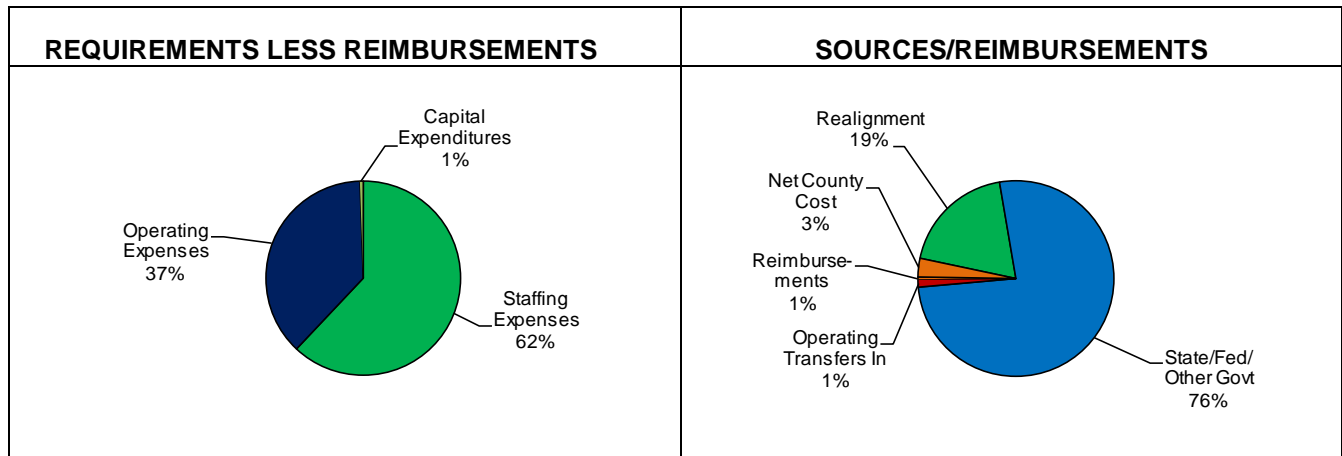
### DESCRIPTION OF MAJOR SERVICES

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 (TAD), 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

Requirements Less Reimbursements	\$546,887,822
Sources/Reimbursements	\$530,149,544
Net County Cost	\$16,738,278
Total Staff	4,735
Funded by Net County Cost	3%

### 2015-16 RECOMMENDED BUDGET





## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Human Services  
DEPARTMENT: Administrative Claim  
FUND: AAA DPA

BUDGET UNIT: AAA DPA  
FUNCTION: Public Assistance  
ACTIVITY: Administration

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	271,843,443	288,252,315	316,484,173	315,997,834	341,263,787	338,473,856	(2,789,931)
Operating Expenses	135,477,082	141,603,476	154,473,527	171,325,451	173,599,465	204,334,332	30,734,867
Capital Expenditures	3,340,741	2,297,362	1,468,740	2,745,287	3,610,187	3,035,190	(574,997)
Total Exp Authority	410,661,266	432,153,153	472,426,440	490,068,572	518,473,439	545,843,378	27,369,939
Reimbursements	(4,111,345)	(3,090,852)	(2,844,080)	(1,542,086)	(2,029,372)	(1,962,040)	67,332
Total Appropriation	406,549,921	429,062,301	469,582,360	488,526,486	516,444,067	543,881,338	27,437,271
Operating Transfers Out	0	0	221,641	830,000	1,009,125	1,044,444	35,319
Total Requirements	406,549,921	429,062,301	469,804,001	489,356,486	517,453,192	544,925,782	27,472,590
<b>Sources</b>							
Taxes	0	20	0	0	0	0	0
Realignment	91,537,022	87,674,828	94,447,214	98,933,130	99,581,945	103,425,284	3,843,339
State, Fed or Gov't Aid	299,981,728	315,372,779	356,872,932	373,855,357	395,119,960	415,492,201	20,372,241
Fee/Rate	472,249	493,751	547,878	341,338	541,550	584,500	42,950
Other Revenue	1,178,496	5,856,170	783,293	798,114	1,524,490	1,524,490	0
Total Revenue	393,169,495	409,397,548	452,651,317	473,927,939	496,767,945	521,026,475	24,258,530
Operating Transfers In	0	5,087,889	185,877	1,115,262	6,371,962	7,161,029	789,067
Total Financing Sources	393,169,495	414,485,437	452,837,194	475,043,201	503,139,907	528,187,504	25,047,597
Net County Cost	13,380,426	14,576,864	16,966,807	14,313,285	14,313,285	16,738,278	2,424,993
Budgeted Staffing*	4,221	4,215	4,612	4,707	4,707	4,735	28

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Major requirements include the following:

- Staffing expenses of \$338.5 million fund 4,735 positions.
- Operating expenses of \$204.3 million represent expenses for County services, computer hardware and software, office supplies, insurance, mail services, professional services, communications, training, security, travel, goods and services for clients, facility leases, transfers out and miscellaneous operating costs.
- Capital expenditures of \$3.0 million include expenses for fixed asset equipment, capitalized software and vehicles.
- Reimbursements of \$2.0 million include payments from other County departments to HS for administrative support services as requested.

Major sources include the following:

- Realignment revenue of \$103.4 million used to match available Federal funding and replace State funding for programs that have been realigned.
- Federal and State funding of \$415.5 million represents total available funding for the administration of mandated Human Services programs.
- Operating transfers in of \$7.2 million represents funds provided from the Wraparound Reinvestment Fund utilized as a match to access additional Federal funding for Children's Services programs. This funding will enable Children and Family Services to enhance service levels despite increasing costs.

## BUDGET CHANGES AND OPERATIONAL IMPACT

The latest projection of available sources for social services programs include funding and mandated program changes as addressed in the 2015-16 Governor's Budget and an analysis of actual current realignment growth



receipts. Caseload growth, mandated program changes, continuation of the Affordable Care Act and increasing realignment revenue receipts continue to provide additional funding for most HS programs.

While this budget anticipates increased allocations across many social services programs, the ongoing availability of additional statewide revenue and realignment revenue is uncertain. Because of this HS continues to plan for the maximum possible available funding to effectively take advantage of potential funding increases yet remain prepared for unexpected funding decreases. To prepare for possible future funding challenges 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.

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, requirements within this budget unit are expected to increase 5% due to funding from federal/state sources, increasing realignment funds and additional funds from the Wraparound Reinvestment Fund result in a requirements increase of \$27.5 million as follows:

- Staffing expenses decrease by \$2.8 million. Savings realized from negotiated collective bargaining agreements when combined with a net staffing increase of 28 positions detailed below have resulted in a net staffing cost reduction.

	TAD	CFS	DAAS	Support	Total
2014-15 Modified Budget	3,038	890	242	537	4,707
2015-16 Recommended Budget	2,987	956	255	537	4,735
Difference between 2014-15 Final Budget 2015-16 Recommended Budget	(51)	66	13	-	28

- Operating expenses increased \$30.7 million. Changes are related to increases in insurance, utilities, communications, mailing and postage, IHSS MOE requirements and significant increases in services and support provided to clients.
- Capital expenditures decrease by \$574,997 which is primarily due to reductions in vehicle purchases.
- Reimbursements increase by \$67,332 which reflects an increase in the demand and costs for HS administrative support.

Sources increase by \$25.0 million as follows:

- Realignment revenue increased by \$3.8 million and is required to fund increased program expenditures for CFS programs (\$2.3 million) and the mandated 3.5% IHSS MOE increase (\$1.5 million).
- Federal and state funding available for HS programs increase a net \$20.4 million primarily due to increased funding for CalWORKs, Child Welfare Services and IHSS.
- A mix of miscellaneous revenue sources increased \$42,950.
- Operating transfers in increase by \$789,067. The increase of CFS social worker staffing has increased the amount of the transfer from the Wraparound Reinvestment fund.

## 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 and revenue from realignment funds. 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					2014-15 Modified Budget	2015-16 Budget	Increase/ (decrease)
	2010-11	2011-12	2012-13	2013-14	2014-15 Estimated			
<u>Administrative Budget (DPA)</u>								
1991 Realignment	13.1	17.0	12.9	16.0	15.2	15.2	16.2	1.0
2011 Realignment	-	36.3	36.1	39.8	43.5	44.1	45.6	1.5
Net County Cost	14.4	13.4	14.6	17.0	14.3	14.3	16.7	2.4
<u>IHSS Providers (DPA)</u>								
1991 Realignment	32.0	37.4	37.8	37.8	39.3	39.3	40.7	1.4
<u>IHSS Public Authority (DPA)</u>								
1991 Realignment	0.8	0.9	0.9	0.9	0.9	1.0	1.0	-
<u>Domestic Violence (DVC)</u>								
2011 Realignment	-	0.5	0.5	0.5	0.5	0.5	0.5	-
<u>Aid to Adoptive Children (ATC)</u>								
1991 Realignment	4.8	5.1	5.6	6.2	6.6	6.6	7.2	0.5
2011 Realignment	-	21.3	22.9	24.4	26.0	26.0	27.6	1.6
Net County Cost	1.6	2.0	2.0	2.0	2.1	2.1	2.1	-
<u>AFDC Foster Care (BHI)</u>								
1991 Realignment	28.2	32.7	27.5	25.6	28.3	29.1	31.0	1.9
2011 Realignment	-	28.4	27.8	26.0	33.4	33.4	36.1	2.7
Net County Cost	12.7	13.0	15.2	18.4	17.5	17.5	18.6	1.1
<u>CalWORKs Cash Aid - (FGR&amp;UPP)</u>								
Family Support Realignment	-	-	-	7.0	75.5	66.8	76.3	9.5
CalWORKs MOE Realignment	-	42.9	47.4	60.9	101.7	92.9	123.3	30.5
Net County Cost	5.6	6.3	5.8	6.2	6.3	6.5	6.4	(0.1)
<u>Kinship Guardianship Assistance Program (KIN)</u>								
2011 Realignment	-	-	4.1	2.6	3.1	3.1	3.5	0.4
Net County Cost	1.2	0.8	0.8	1.0	1.0	1.0	1.1	0.1
<u>Seriously Emotionally Disturbed (SED)</u>								
1991 Realignment	3.8	-	-	-	-	-	-	-
Net County Cost	1.0	-	-	-	-	-	-	-
<u>All other subsistence budgets</u>								
Net County Cost	2.9	2.9	2.8	1.8	2.0	1.8	2.3	0.5
<b>Total 1991 Realignment</b>	<b>82.7</b>	<b>93.1</b>	<b>84.7</b>	<b>86.5</b>	<b>90.3</b>	<b>91.3</b>	<b>96.1</b>	<b>4.8</b>
<b>Total 2011 Realignment</b>	<b>-</b>	<b>86.5</b>	<b>91.4</b>	<b>93.3</b>	<b>106.5</b>	<b>107.2</b>	<b>113.3</b>	<b>6.1</b>
<b>CalWORKs MOE Realignment</b>	<b>-</b>	<b>42.9</b>	<b>47.4</b>	<b>60.9</b>	<b>101.7</b>	<b>92.9</b>	<b>123.3</b>	<b>30.5</b>
<b>Family Support Realignment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7.0</b>	<b>75.5</b>	<b>66.8</b>	<b>76.3</b>	<b>9.5</b>
<b>Grand Total Realignment</b>	<b>82.7</b>	<b>222.5</b>	<b>223.5</b>	<b>247.7</b>	<b>374.0</b>	<b>358.2</b>	<b>409.1</b>	<b>50.9</b>
<b>Total Net County Cost</b>	<b>39.4</b>	<b>38.4</b>	<b>41.2</b>	<b>46.4</b>	<b>43.2</b>	<b>43.2</b>	<b>47.2</b>	<b>4.0</b>
<b>Total Net County Share</b>	<b>122.1</b>	<b>260.9</b>	<b>264.7</b>	<b>294.1</b>	<b>417.2</b>	<b>401.4</b>	<b>456.3</b>	<b>54.9</b>

**In aggregate, the HS Administrative Claim (DPA) budget unit includes a \$2.4 million net increase to Net County Cost.** \$1.1 million of this increase is the local share required for HS to access the federal and state funding required to fund increased salary, retirement and insurance costs. \$1.3 million is the local share required to fund the County share of the stepped reduction of enhanced state CalFresh Administration funding that has been available for the past five years. Net County Cost figures are estimates and are dependent upon actual expenditures and use of available funding sources. HS will closely manage changes arising from the state budget, grant funding and available realignment revenue. Significant changes will be addressed through the County's quarterly budget update process, as needed.



HS programs that are not state or federal mandates are funded with Discretionary General Funding (Net County Cost) 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:

	2014-15 Budget	2015-16 Budget	Inc/(Dec)
HS Support of Office of Homeless Assistance	350,000	350,000	-
PERC Training Expense	335,000	335,000	-
<b>Total HS General Fund Support</b>	<b>685,000</b>	<b>685,000</b>	<b>-</b>

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
HS Administration and Support Services	537	4	-4	0	537	19	518
Children and Family Services	887	66	0	3	956	6	950
Department of Aging and Adult Services	242	13	0	0	255	0	255
Transitional Assistance Department	3,041	0	-51	-3	2,987	1	2,986
<b>Total</b>	<b>4,707</b>	<b>83</b>	<b>-55</b>	<b>0</b>	<b>4,735</b>	<b>26</b>	<b>4,709</b>

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$338.5 million fund 4,735 budgeted positions of which 4,709 are regular positions and 26 are limited term positions.

### TRANSITIONAL ASSISTANCE DEPARTMENT (TAD)

TAD program funding is expected to increase overall but this increase will be exhausted by additional support provided to clients. The stepped reduction of enhanced state CalFresh Administration funding requires the reduction of eligibility staffing. As a result, TAD has identified the need to make the following staffing changes:

#### Deletions:

- 50 Eligibility Worker II
- 1 Contract TAD Staff Assistant

### CHILDREN AND FAMILY SERVICES (CFS)

CFS funding increases due to an additional \$2.3 million of realignment and an additional \$2.0 million of Operating Transfers In from the Wraparound Reinvestment Fund allows for staffing changes as follows:

#### Additions:

- 65 Senior Social Service Practitioner

#### Transfers:

- 1 Peer & Family Assistant I from Wraparound Reinvestment Fund

### DEPARTMENT OF AGING AND ADULTS SERVICES (DAAS)

The recently established IHSS MOE limits the County's liability for necessary increases to provide services to an increasing elderly population. This MOE structure allows the County to provide mandated levels of IHSS services and requires the County to contribute an established match from local resources. The required County match increases 3.5% each year. This structure allows DAAS to increase social worker staffing to the levels necessary



to effectively administer services to IHSS clients. Available IHSS funding increases of \$2.5 million provide for staffing additions as follows:

**Additions:**

- 10 Social Worker II
- 3 Supervising Social Worker

### **HS ADMINISTRATION AND SUPPORT SERVICES**

HS Administration and Support Services Divisions have operated with few staffing changes in recent years in an effort to allow increased funding to be utilized by HS departments so that they may add program staff necessary to provide required services to clients. The current expected funding stabilization 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 necessary HS Personnel services to HS departments and to restructure the contract positions provided to the C-IV Project. Staffing changes are as follows:

**Additions:**

- |   |                |
|---|----------------|
| • 1 Contract Business Analyst Supervisor- | Administration |
| • 1 Contract Business Analyst             | Administration |
| • 1 Supervising Office Assistant-         | Personnel      |
| • 1 Payroll Specialist                    | Personnel      |

**Deletions:**

- |   |                                 |
|---|---------------------------------|
| • 1 Contract Consortium IV Manager-     | Administration                  |
| • 1 Contract IT Technical Assistant II- | Administration                  |
| • 1 HS Emergency Services Manager-      | Administrative Support Division |
| • 1 HS Administrative Manager-          | HS Auditing Division            |

The following chart provides an overview of the funding sources and local share requirements for the programs that are budgeted in the HS Administrative Claim budget:



## REVENUE SOURCE AND NET COUNTY COST BREAKDOWN

Transitional Assistance Department	Revenue					Local Share								Total Appropriation/ Revenue	Staffing
	Federal	% Federal	State and Other	% State	Total Federal/State	Realignment				Net County Cost (NCC)		Total Local Share			
						1991 Amount	1991%	2011 Amount	2011%	NCC Amount	NCC %				
Food Stamps	57,723,747	57%	32,437,000	34%	90,160,747	-		-		9,989,939	10%	9,989,939	100,150,686	1,134	
Califresh- Food Stamps Waiver One-Time Funding						-		-		1,275,000		1,275,000	1,275,000		
Single Allocation															
CalWorks - Eligibility	45,944,170	100%	-	0%	45,944,170	-		-		-	-	-	45,944,170	513	
CalWorks - Mental Health	-	-	8,614,120	100%	8,614,120	-		-		-	-	-	8,614,120	96	
CalWorks - Cal-Learn	3,501,240	0.92	304,456	8%	3,805,696	-		-		-	-	-	3,805,696	45	
CalWorks - Welfare to Work	76,053,718	100%	-	-	76,053,718	-		-		-	-	-	76,053,718		
CalWorks - Child Care Admin - Stage 1	3,795,788	100%	-	-	3,795,788	-		-		-	-	-	3,795,788	42	
Total Single Allocation	129,294,916		8,918,576		138,213,492	-		-		-		-	138,213,492	696	
Medi-Cal	38,350,218	50%	38,350,218	50%	76,700,436	-		-		-	-	-	76,700,436	856	
Foster Care Administration	2,794,543	50%	-	-	2,794,543	975,633	19%	1,818,910	35%	-		2,794,543	5,589,085	58	
Administration	-	-	-	-	-	-		-		708,510	100%	708,510	708,510	-	
Other Programs	4,158,820	19%	17,606,013	81%	21,764,833	-		-		-	-	-	21,764,833	243	
Total	232,322,243		97,311,807		329,634,050	975,633		1,818,910		11,973,449		14,767,991	344,402,041	2,987	
Department of Children's Services															
Child Welfare Services - Basic	50,934,337	47%	7,161,029	7%	58,095,366	13,217,559		34,046,328	12%	3,490,578	3%	50,754,465	108,849,831	851	
Child Welfare Services - Augmentation												-	-	-	
Foster Training and Recruitment	109,861	52%	-	0%	109,861	-		101,410	48%	-	-	101,410	211,271	2	
Support and Therapeutic Options Program	-	0%	-	0%	-	-		642,265	100%	-	-	642,265	642,265	5	
Adoptions	2,442,542	42%	-	0%	2,442,542	-		3,373,035	58%	-	-	3,373,035	5,815,577	45	
ILP	719,887	46%	-	0%	719,887	-		845,085	54%	-	-	845,085	1,564,973	12	
Other Programs	649,073	24%	-	0%	649,073	-		2,007,985	76%	-	-	2,007,985	2,657,059	21	
Promoting Safe and Stable Families	1,934,054	100%	-	0%	1,934,054	-		-	-	-	-	-	1,934,054	15	
Licensing	259,579	37%	441,986	63%	701,565	-		-	-	-	-	-	701,565	5	
Total	57,049,334		7,603,015		64,652,349	13,217,559		41,016,108		3,490,578		57,724,245	122,376,594	956	
Aging and Adult Services															
Services	11,297,525	50%	11,297,525	50%	22,595,050	-		-		-	0%	-	22,595,050	80	
Adult Protective Services	2,946,645	50%	-	0%	2,946,645	-		2,722,748	46%	223,897	4%	2,946,645	5,893,289	21	
IHSS Provider Payments															
Local Match	-	0%	-	0%	-	43,674,327	100%	-	0%	-	0%	43,674,327	43,674,327	154	
IHSS Provider Benefits															
Local Match	-	-	-	-	-	-		-	-	-	-	-	-	-	
IHSS PA Local Cost Match	-	-	-	-	-	-		-	-	-	-	-	-	-	
Other Programs	-	-	-	-	-	-		-	-	-	-	-	-	-	
Total	14,244,170		11,297,525		25,541,695	43,674,327		2,722,748		223,897		46,620,972	72,162,667	255	
Support															
														537	
Non Claimable Costs															
PERC Training Expense	-	-	-	-	-	-		-		335,000	100%	335,000	335,000		
Other	-	-	4,934,126	87%	4,934,126	-		-		715,354	13%	715,354	5,649,480		
Total	-	-	4,934,126		4,934,126	-		-		1,050,354		1,050,354	5,984,480		
Total Administrative Budget	303,615,747	56%	121,146,473	23%	424,762,220	57,867,519	11%	45,557,765	8%	16,738,278	3%	120,163,562	544,925,782	4,735	



## AGING & ADULT SERVICES

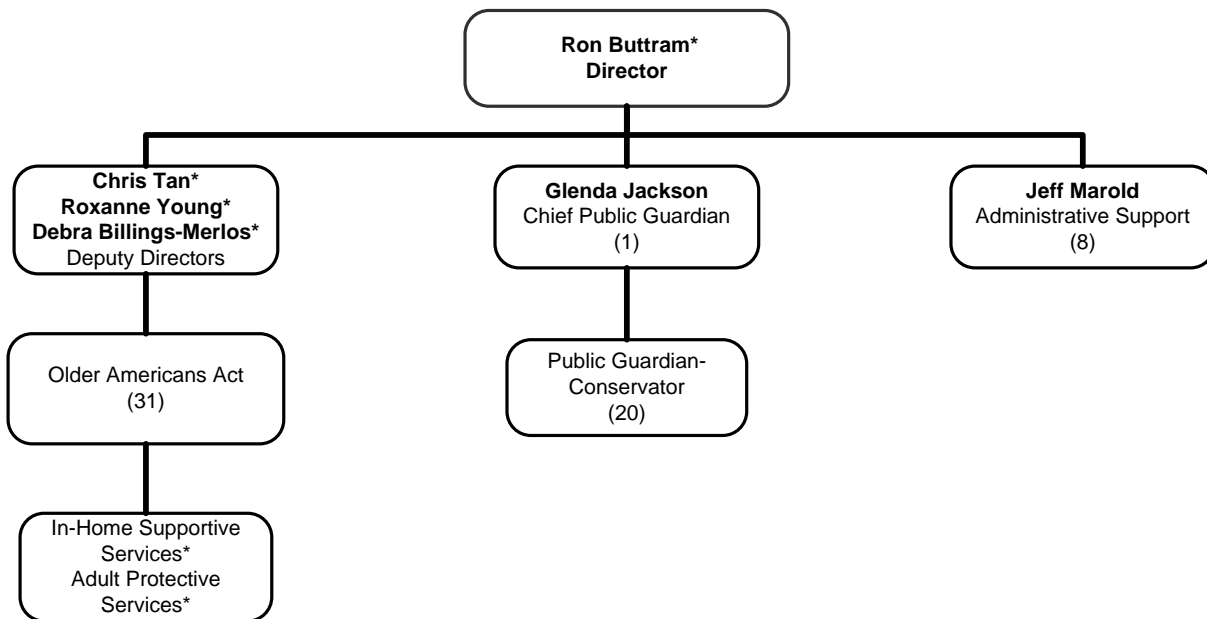
### Ron Buttram

#### DEPARTMENT MISSION STATEMENT

*The Department of Aging and Adult Services (DAAS) 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

#### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
<b>General Fund</b>					
Aging and Adult Services	9,373,472	9,373,472	0		
Public Guardian - Conservator	1,115,851	230,513	885,338		
Total General Fund	10,489,323	9,603,985	885,338		
<b>Total - All Funds</b>	10,489,323	9,603,985	885,338	0	0
					Staffing
					39
					21
					60
					60



## 2014-15 MAJOR ACCOMPLISHMENTS

- Received NACo Achievement Award for “Transportation Reimbursement Escort Program (TREP)” in which DAAS partners with community agencies and volunteers to provide transportation to medical care and other needed services to seniors who live in remote areas and would otherwise be homebound.
- Provided 305,000 Congregate meals and 370,000 Home Delivered meals via the department’s Elderly Nutrition Program.
- Assisted 2,300 low-income seniors with applications to the “Home Energy Assistance Program”, by which those seniors obtained approximately \$600,000 in reduced home electrical and heating costs.
- Distributed Senior Farmers Market Nutrition Program coupon books worth \$20 each to a total of 2,250 seniors.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of conservatees' bills paid within 10 days of receipt	94.50%	87%	96%	87%
STRATEGY	Ensure Public Guardian provides timely and accurate financial support to conservatees.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of customers contacted by Senior Information and Assistance staff	17,869	13,267	13,930	13,930
STRATEGY	Enhance senior safety and independence by connecting customers with community resources.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of emergency APS referrals responded to within 24 hours	100%	100%	100%	100%
STRATEGY	Provide in-person response within 24 hours to emergency Adult Protective Services (APS) referrals, including intake, intervention, and/or reports of life threats or crises.					





## Aging & Adult Services

### DESCRIPTION OF MAJOR SERVICES

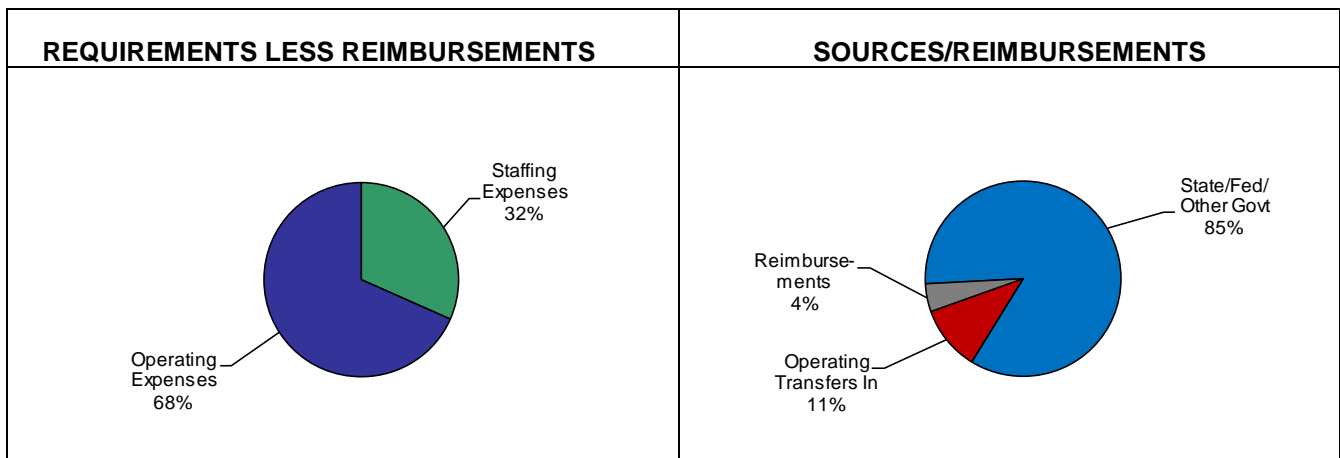
The Department of Aging & Adult Services (DAAS), under the direction of the California Department of Aging (CDA), serves as the federally-designated Area Agency on Aging (AAA) for the County of San Bernardino and is responsible for administering programs under the Older American Act.

#### Budget at a Glance

Requirements Less Reimbursements	\$9,827,360
Sources/Reimbursements	\$9,827,360
Net County Cost	\$0
Total Staff	39
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 Program (OMB).

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Human Services  
DEPARTMENT: Aging & Adult Services  
FUND: General

BUDGET UNIT: AAF OOA  
FUNCTION: Public Assistance  
ACTIVITY: Administration

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	3,428,338	3,401,839	3,280,439	2,968,060	3,117,858	3,110,091	(7,767)
Operating Expenses	6,297,267	6,344,441	5,806,596	6,849,514	6,969,590	6,717,269	(252,321)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	9,725,605	9,746,280	9,087,035	9,817,574	10,087,448	9,827,360	(260,088)
Reimbursements	(561,178)	(429,147)	(494,474)	(343,398)	(378,343)	(453,888)	(75,545)
Total Appropriation	9,164,427	9,317,133	8,592,561	9,474,176	9,709,105	9,373,472	(335,633)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	9,164,427	9,317,133	8,592,561	9,474,176	9,709,105	9,373,472	(335,633)
<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	7,972,198	8,276,356	7,321,847	8,427,206	8,651,485	8,315,852	(335,633)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	144,606	136,427	10,862	(10,650)	0	0	0
Total Revenue	8,116,804	8,412,783	7,332,709	8,416,556	8,651,485	8,315,852	(335,633)
Operating Transfers In	1,057,620	1,057,620	1,207,627	1,057,620	1,057,620	1,057,620	0
Total Financing Sources	9,174,424	9,470,403	8,540,336	9,474,176	9,709,105	9,373,472	(335,633)
Net County Cost	(9,997)	(153,270)	52,225	0	0	0	0
Budgeted Staffing*	48	47	43	38	38	39	1

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$3.1 million fund 33 regular positions and 6 limited term positions. Operating expenses of \$6.7 million includes \$5.2 million in contracted services for the Elderly Nutrition, Senior Supportive Services, and Family Caregiver programs. The remainder is used for other contracted services to include the MSSP and Transportation Reimbursement Escort Program. Total State and Federal revenue of \$8.3 million support such programs as the Senior Nutrition Services (Title IIIC), MSSP, Senior Supportive Services (Title IIIB), and the Family Caregiver. Operating transfers in of \$1.1 million represent Discretionary General Funding for aging programs.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$335,633 due to a reduction in services and supplies and contracted vendor payments; and an offsetting increase in reimbursements received from other County departments. The reductions are in direct relation to the reduction in sources.

Sources are decreasing by \$335,633 primarily as a result of less federal funding for the Elderly Nutrition, Supportive Services, and Family Caregiver programs in 2015-16.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Admin	8	0	0	0	8	0	8
MSSP	9	0	0	0	9	0	9
OMB	4	1	0	0	5	4	1
SCSEP	2	0	0	0	2	2	0
SIA	15	0	0	0	15	0	15
Total	38	1	0	0	39	6	33

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$3.1 million fund 39 budgeted positions of which 33 are regular positions and 6 are limited term positions. In 2015-16 budgeted positions will increase from 38 to 39 due to the addition of one contracted Ombudsman Field Coordinator position, which restores a position previously included in the 2013-14 budget but eliminated in 2014-15 due to federal sequestration budget cuts.



## Public Guardian – Conservator

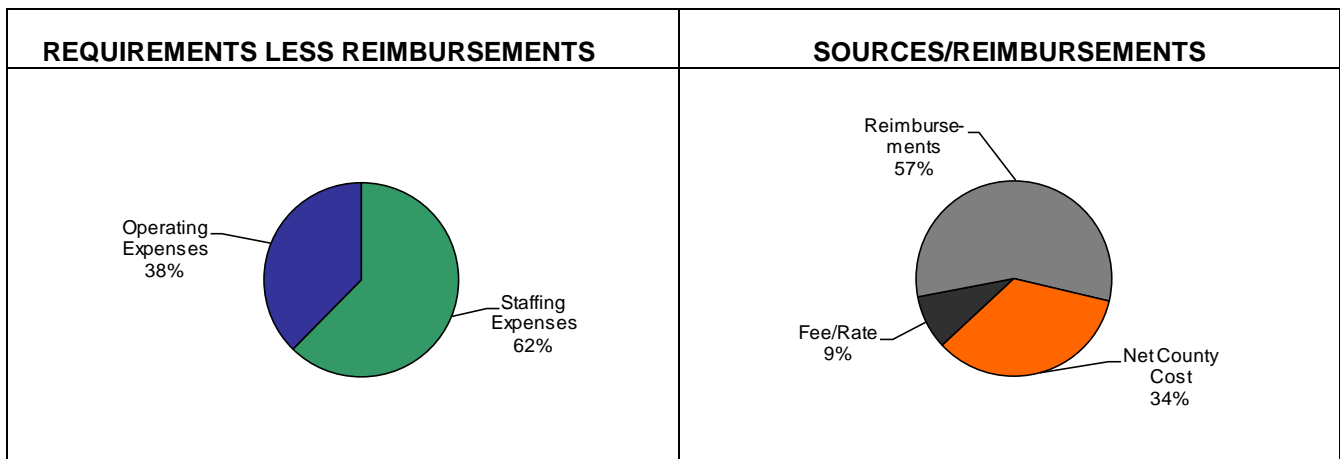
### DESCRIPTION OF MAJOR SERVICES

By court appointment, the Public Guardian-Conservator acts as conservator of last resort for individuals found to be gravely disabled or who 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

Requirements Less Reimbursements	\$2,576,893
Sources/Reimbursements	\$1,691,555
Net County Cost	\$885,338
Total Staff	21
Funded by Net County Cost	34%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Human Services  
DEPARTMENT: DAAS - Public Guardian  
FUND: General

BUDGET UNIT: AAA PGD  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,291,130	1,410,648	1,520,273	1,467,485	1,545,660	1,607,265	61,605
Operating Expenses	751,034	640,965	567,956	713,791	705,122	969,628	264,506
Capital Expenditures	0	0	0	100,000	0	0	0
Total Exp Authority	2,042,164	2,051,613	2,088,229	2,281,276	2,250,782	2,576,893	326,111
Reimbursements	(1,397,484)	(1,358,597)	(1,229,253)	(1,281,365)	(1,422,192)	(1,461,042)	(38,850)
Total Appropriation	644,680	693,016	858,976	999,911	828,590	1,115,851	287,261
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	644,680	693,016	858,976	999,911	828,590	1,115,851	287,261
<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	97,055	146,673	155,717	88,012	102,951	0	(102,951)
Fee/Rate	135,416	96,316	112,216	344,882	100,000	230,513	130,513
Other Revenue	514	179	(1,572)	(266)	0	0	0
Total Revenue	232,985	243,168	266,361	432,628	202,951	230,513	27,562
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	232,985	243,168	266,361	432,628	202,951	230,513	27,562
Net County Cost	411,695	449,848	592,615	567,283	625,639	885,338	259,699
Budgeted Staffing*	18	19	19	19	19	21	2

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$1.6 million fund 21 regular positions. Operating expenses of \$969,628 represent program expenses that include COWCAP, central services and the inclusion of County Counsel expenses. Reimbursements of \$1.5 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.

Estates fee revenue of \$230,513 represents court-ordered fees paid to the department from the estates of conservatees.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$287,261 as a result of higher salary and benefit costs which will increase as a result of addition of two Deputy Public Guardian positions and the inclusion of County Counsel expenses in 2015-16 for court time associated with the Public Guardian-Conservator program.

Sources are increasing by \$27,562, which includes increases in Estate Fees offset by the elimination of the Medical Administrative Activities and AB109 prisoner release programs. Net County Cost is increasing by \$259,699 primarily due to County Counsel expenses for conservatee court time represented in this budget unit



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Public Guardian - Conservator	19	2	0	0	21	0	21
Total	19	2	0	0	21	0	21

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$1.6 million fund 21 budgeted regular positions. This represents an increase of two additional Deputy Public Guardian positions necessary due to an increase to initial and ongoing case work. These positions are funded through an increase to reimbursements and fee revenue.



## CHILD SUPPORT SERVICES

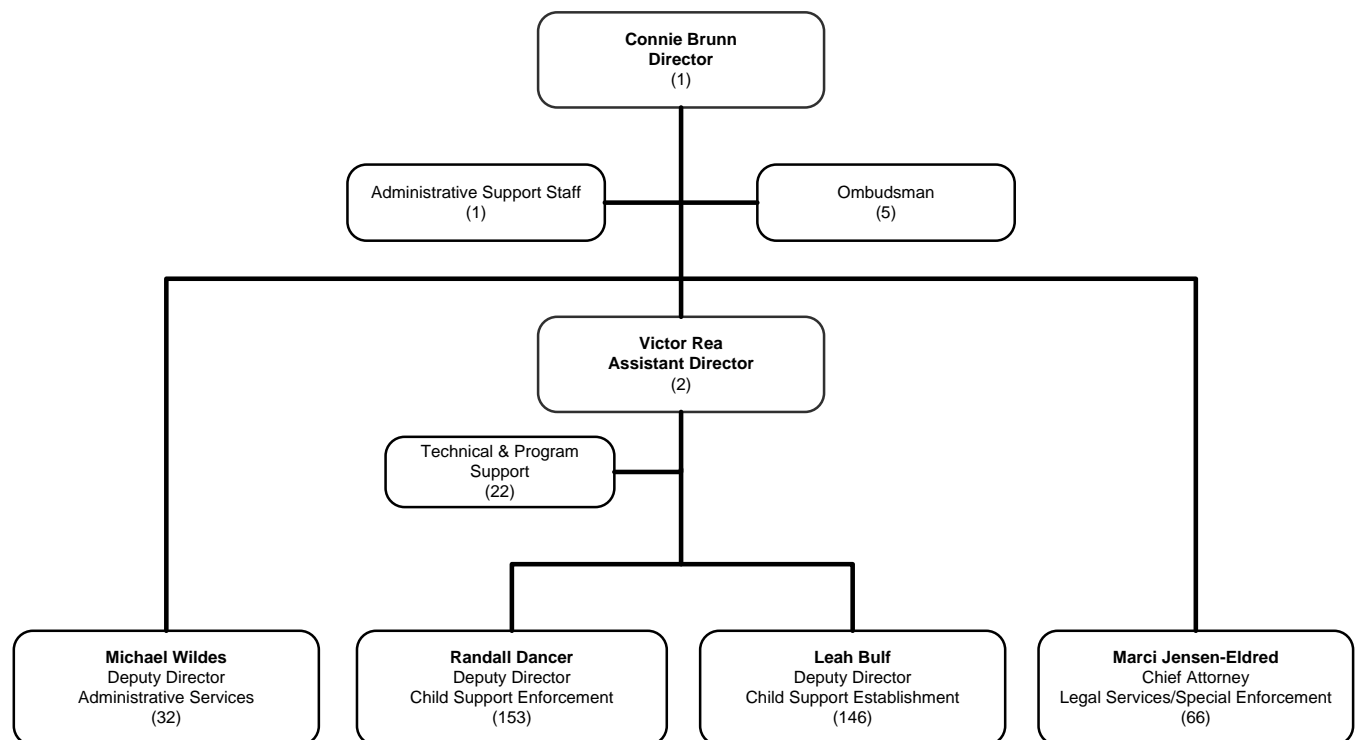
Connie Brunn

### 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



### 2015-16 SUMMARY OF BUDGET UNITS

2015-16						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Child Support Services	39,988,504	39,988,504	0			428
Total General Fund	39,988,504	39,988,504	0			428
<b>Total - All Funds</b>	39,988,504	39,988,504	0	0	0	428



## 2014-15 MAJOR ACCOMPLISHMENTS

- Collected \$171 million in child support payments for Federal Fiscal Year 2014.
- Participated in 17 Workforce Development Department Rapid Response sessions, providing information about the child support program and case-specific assistance to individuals who were impacted by employer downsizing.
- Continued to work with the Probation Department and the AB 109 program, making 17 presentations at Day Reporting Centers throughout the County to provide child support program information and case-specific remedies to probationers.
- Utilized multiple social media platforms to increase public awareness of the child support program and the department's services.
- Utilized kiosks located in the department's public reception areas, allowing customers to access case information and information about available community services.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of current child support collected compared to the total current child support due.	64%	66%	66%	67%
STRATEGY	Work in collaboration with parents to obtain accurate and appropriate child support orders for families in San Bernardino County.					
STRATEGY	Increase the collection of current child support which will result in more money being received by San Bernardino County families.					
STRATEGY	Educate parents about the child support program, the importance of paying consistently, and the need for reliable child support on a monthly basis.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of child support cases with a collection of arrears compared to the total child support cases with arrears owed.	69%	69%	69%	69%
STRATEGY	Continue to utilize a dedicated team for the collection of child support arrears/past due child support with a focus on increased collections.					
STRATEGY	Encourage parents with non-DCSS cases to utilize the department's services early in the life of their case to minimize the accumulation of child support arrears.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Amount of child support collected for every dollar expended.	\$4.35	\$4.35	\$4.35	\$4.35
STRATEGY	Implement efficiencies in department processes in order to increase collections and improve cost effectiveness.					
STRATEGY	Continue to implement efficient processes regarding the Automated Statewide Child Support System to identify changes that will improve collections and cost effectiveness.					





## 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, west end, and the greater San Bernardino area.

#### Budget at a Glance

Requirements Less Reimbursements	\$39,988,504
Sources/Reimbursements	\$39,988,504
Net County Cost	\$0
Total Staff	428
Funded by Net County Cost	0%

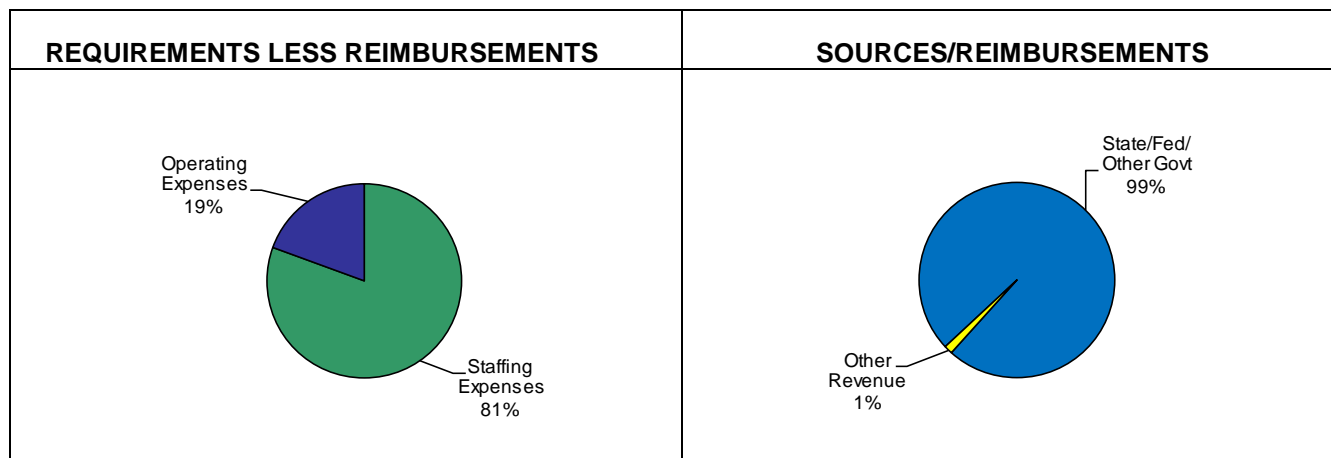
DCSS is dedicated to administering the program in a manner that puts the needs of the children first and foremost. The belief that working collaboratively with parents in understanding and meeting their obligations is a fundamental element in the success of the program.

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.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Human Services  
DEPARTMENT: Child Support Services  
FUND: General

BUDGET UNIT: AAA DCS  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	30,878,412	31,210,827	32,817,028	31,359,586	32,304,309	32,219,817	(84,492)
Operating Expenses	7,951,067	7,587,812	7,561,288	7,609,023	7,645,284	7,761,587	116,303
Capital Expenditures	232,668	100,033	190,578	0	90,000	7,100	(82,900)
Total Exp Authority	39,062,147	38,898,672	40,568,894	38,968,609	40,039,593	39,988,504	(51,089)
Reimbursements	(128,181)	(130,098)	(69,972)	0	0	0	0
Total Appropriation	38,933,966	38,768,574	40,498,922	38,968,609	40,039,593	39,988,504	(51,089)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	38,933,966	38,768,574	40,498,922	38,968,609	40,039,593	39,988,504	(51,089)
<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	38,864,818	38,726,391	39,557,980	39,416,109	39,487,792	39,428,555	(59,237)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	67,376	41,963	961,702	(447,500)	551,801	559,949	8,148
Total Revenue	38,932,194	38,768,354	40,519,682	38,968,609	40,039,593	39,988,504	(51,089)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	38,932,194	38,768,354	40,519,682	38,968,609	40,039,593	39,988,504	(51,089)
Net County Cost	1,772	220	(20,760)	0	0	0	0
Budgeted Staffing*	435	435	434	431	431	428	(3)

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$32.2 million fund 428 budgeted regular positions. Operating expenses of \$7.8 million include COWCAP, professional services contracts, utilities, telephone services, leases, insurance, and other operating costs.

Sources of \$40.0 million primarily represent the State and Federal allocation to fund child support operations. DCSS has no Net County Cost.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$51,089, primarily due to the reduction in staffing levels, and the postponement of an information technology project that was offset by increases in COWCAP, insurance, and retirement costs. This net reduction was required to offset the corresponding decrease in state and federal funds.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Director	1	0	0	0	1	0	1
Administrative Support Staff	1	0	0	0	1	0	1
Ombudsman	5	0	0	0	5	0	5
Assistant Director	2	0	0	0	2	0	2
Technical & Program Support	21	0	0	1	22	0	22
Administrative Services	50	0	-1	-17	32	0	32
Child Support Enforcement	152	0	0	1	153	0	153
Child Support Establishment	132	4	-5	15	146	0	146
Legal Services/Special Enforcement	67	0	-1		66	0	66
Total	431	4	-7	0	428	0	428

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$32.2 million fund 428 budgeted regular positions. The budget includes the deletion of the following positions: 1 Supervising Office Assistant, 1 Payroll Specialist, 1 Child Support Attorney III, and 4 Office Assistant IIs. It also includes the addition of 3 Child Support Assistants and 1 Supervising Child Support Officer. The result is a net reduction of 3 positions necessitated by a decrease in state and federal funding and the anticipated increases in expenditures, primarily in COWCAP, insurance, and retirement costs. This net reduction in staffing will require redistribution of the workload among existing staff.



## 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

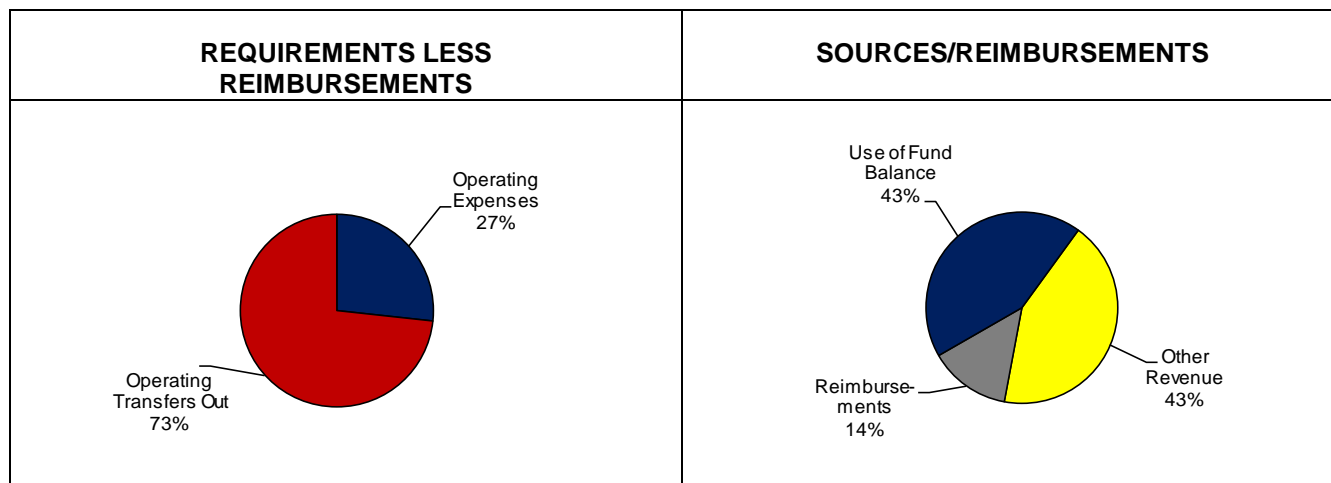
Requirements Less Reimbursements	\$14,549,029
Sources/Reimbursements	\$8,248,494
Use of/ (Contribution to) Fund Balance	\$6,300,535
Total Staff	0

Contracts have been established with four 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.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Human Services  
DEPARTMENT: Wraparound Reinvestment Fund  
FUND: Special Revenue

BUDGET UNIT: SIN BHI  
FUNCTION: Public Assistance  
ACTIVITY: Aid Program

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,203,198	189,625	108,906	0	48,171	0	(48,171)
Operating Expenses	3,257,484	1,915,383	3,200,344	2,260,897	2,722,371	3,888,000	1,165,629
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	4,460,682	2,105,008	3,309,250	2,260,897	2,770,542	3,888,000	1,117,458
Reimbursements	(1,378,400)	(1,682,492)	(1,094,695)	(2,000,000)	(2,000,000)	(2,000,000)	0
Total Appropriation	3,082,282	422,516	2,214,555	260,897	770,542	1,888,000	1,117,458
Operating Transfers Out	0	10,087,889	5,000,000	6,500,000	9,862,837	10,661,029	798,192
Total Requirements	3,082,282	10,510,405	7,214,555	6,760,897	10,633,379	12,549,029	1,915,650
<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	6,309,157	6,071,418	7,310,709	6,000,000	6,035,000	6,248,494	213,494
Total Revenue	6,309,157	6,071,418	7,310,709	6,000,000	6,035,000	6,248,494	213,494
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	6,309,157	6,071,418	7,310,709	6,000,000	6,035,000	6,248,494	213,494
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(3,226,875)	4,438,987	(96,154)	760,897	4,598,379	6,300,535	1,702,156
Available Reserves					3,111,853	648,800	(2,463,053)
Total Fund Balance					7,710,232	6,949,335	(760,897)
Budgeted Staffing*	28	6	6	1	1	0	(1)

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$12.5 million consist of the following:

- \$3.9 million in operating expenses for services and supplies, travel and public assistance expenses to support services to children in need.
- \$2.0 million in reimbursements resulting from the retention of funds from contractor payments.
- \$10.7 million in operating transfers out include \$7.2 million to the Human Services Administrative Claim budget unit to provide matching funds allowing access to additional Federal funding in support of the Child Welfare Services Program, and \$3.5 million to AFDC Foster Care budget unit for required matching of the program which was previously matched with 1991 Realignment.

Sources of \$6.2 million are anticipated from unexpended funds that will be recovered from contractors as each annual contract settlement is concluded.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Changes anticipated in 2015-16 are an increase of \$1.9 million in requirements which includes the following:

- Staffing expenses are decreasing by \$48,171 and will transfer 1 position to the HS Administrative Claim budget unit. Over the last two years all staffing has been shifted to the Human Services Administrative Claim budget to better utilize resources and maximize federal and state funding. This has not resulted in the reduction of services to children.
- Operating expenses are increasing by \$1.2 million due to an overall increase in expenditures for sponsorships and increased supportive services to children.



- Available reserves are decreasing by \$2.5 million. Remaining reserves may be used to cover future Wraparound Services program payments.
- Operating transfers out are increasing by \$798,192 because of increased need for matching funds for Child Welfare Services Programs.

Sources are anticipated to increase by \$213,494 due to anticipated increases in recoveries from contractors.

## ANALYSIS OF FUND BALANCE

Fund balance usage is budgeted to increase by \$1.7 million due to increased operating expenses due to additional needs for children and an increased need for matching funds for Child Welfare Services Programs. Over the next year the department will determine whether continued matching from this fund is sustainable.

## 2015-16 POSITION SUMMARY

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Family to Family Program	1	0	-1	0	0	0	0
Total	1	0	-1	0	0	0	0

## STAFFING CHANGES AND OPERATIONAL IMPACT

All staffing has been shifted to the Human Services Administrative Claim budget to better utilize resources and maximize federal and state funding. This has not resulted in the reduction of services to children.



## Human Services Subsistence Funds – Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Aid to Indigents (General Relief)** provides 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 has ended.

#### Budget at a Glance

Requirements Less Reimbursements	\$544,846,613
Sources/Reimbursements	\$514,327,618
Net County Cost	\$30,518,995
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 realignment and revenue 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, for children who are ineligible due to other resources or for children 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 and are funded with Discretionary General Funding (Net County Cost).

**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 approximately 42% federally funded. The remaining 58% is funded with 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, realignment and county participation) and non-federal (realignment 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 federal cases, the cost-sharing ratios are now approximately 45% federal and 55% County.
- For non-federal cases all costs are borne by the County.
- All County share-of-cost is funded with 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 federal participation is 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. Federal funds and state realignment reimburse 97.5% of the costs for this program. Approximately 47.2% of state funding is realignment. The mandated 2.5% County share is funded by Discretionary General Funding (Net County Cost).

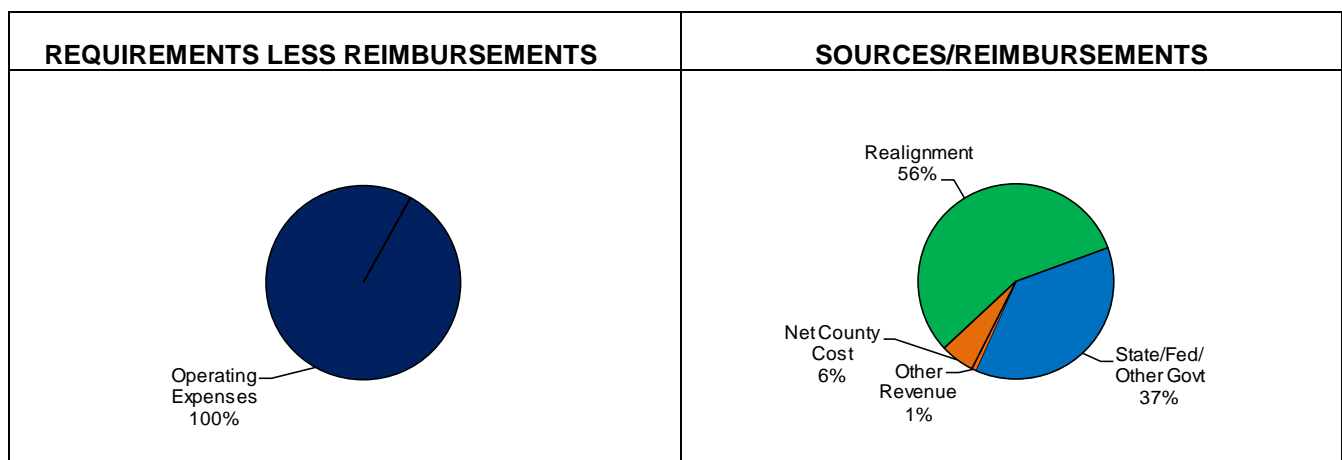
**Kinship Guardianship Assistance Program (Kin-Gap)** provides a subsidy to children who leave the juvenile court dependency system to live with a relative legal guardian. It offers relative caregivers of dependent children an option for providing a permanent home to these children. To be eligible for 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 40% federally funded. The remaining 60% is funded with realignment and 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. Federal funds and state realignment 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).

All HS Subsistence programs are mandated by federal or state law.

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.

## 2015-16 RECOMMENDED BUDGET





## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Human Services  
DEPARTMENT: Human Services Subsistence  
FUND: General

BUDGET UNIT: Various  
FUNCTION: Public Assistance  
ACTIVITY: Aid Programs

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	462,275,843	470,192,568	485,787,744	517,215,890	531,322,339	544,846,613	13,524,274
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	462,275,843	470,192,568	485,787,744	517,215,890	531,322,339	544,846,613	13,524,274
Reimbursements	(712,333)	(755,768)	(777,926)	(779,402)	(779,402)	(833,400)	(53,998)
Total Appropriation	461,563,510	469,436,800	485,009,818	516,436,488	530,542,937	544,013,213	13,470,276
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	461,563,510	469,436,800	485,009,818	516,436,488	530,542,937	544,013,213	13,470,276
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	130,852,212	135,832,835	153,302,411	275,191,196	258,569,417	305,559,505	46,990,088
State, Fed or Gov't Aid	305,028,947	301,519,375	295,228,473	206,114,106	236,655,991	202,493,377	(34,162,614)
Fee/Rate	0	0	1,773,291	1,520,140	1,550,140	1,743,336	193,196
Other Revenue	684,962	487,201	308,254	213,657	370,000	198,000	(172,000)
Total Revenue	436,566,121	437,839,411	450,612,429	483,039,099	497,145,548	509,994,218	12,848,670
Operating Transfers In	0	5,000,000	5,000,000	4,500,000	4,500,000	3,500,000	(1,000,000)
Total Financing Sources	436,566,121	442,839,411	455,612,429	487,539,099	501,645,548	513,494,218	11,848,670
Net County Cost	24,997,389	26,597,389	29,397,389	28,897,389	28,897,389	30,518,995	1,621,606
Budgeted Staffing*	0	0	0	-	0	0	0

\* Data represents modified budgeted staffing

### Consolidated Human Services Subsistence Funds

- Operating expenses of \$544.8 million are direct payment of benefits to clients and contracted payments to service providers that provide vital, necessary services to children.
- Reimbursements of \$833,400 are from the special revenue funds that collect surcharges and court ordered fines in support of Domestic Violence and Child Abuse Prevention.
- Total revenue of \$510.0 million is federal, state, realignment and Child Support Collections revenue.
- Operating transfers in of \$3.5 million is provided to the AFDC-Foster Care budget unit by the Wraparound Reinvestment Fund.
- Net County Cost of \$30.5 million is a required local match for all subsistence programs.

### Realignment Breakdown and History 2012-2016 (In Millions)

	2012-13 Actual		2013-14 Actual		2014-15 Estimated		2014-15 Modified Budget		2015-16 Recommended Budget		Change from Modified	
	R 1	R 2	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	-	0.5	-	-
Aid to Adoptive Children	5.6	22.9	6.2	24.4	6.6	26.0	6.6	26.0	7.2	27.6	0.5	1.6
AFDC - Foster Care	27.5	27.8	25.6	26.0	28.3	33.4	29.1	33.4	31.0	36.1	1.9	2.7
Kinship Guardianship	-	4.1	-	2.6	-	3.1	-	3.1	-	3.5	-	0.4
CalWORKs Cash Aid	-	47.4	7.0	60.9	75.5	101.7	66.8	92.9	76.3	123.3	9.5	30.5
Total	33.1	102.7	38.8	114.4	110.4	164.7	102.6	156.0	114.5	191.0	11.9	35.1
Grand Total		135.8		153.2		275.1		258.6		305.6		47.0

R1 = 1991 Social Services Realignment

R2 = 2011 Realignment



**DETAIL OF 2015-16 RECOMMENDED BUDGET**

	2015-16			
	Requirements	Sources	Net County Cost	Staffing
<b><u>Subsistence Funds</u></b>				
Aid to Indigents (Fund AAA ATI)	1,571,708	198,000	1,373,708	0
Domestic Violence/Child Abuse Services (Fund AAA DVC)	531,812	531,812	0	0
Entitlement Payments (Child Care) (Fund AAA ETP)	26,477,701	26,477,701	0	0
Out-of-Home Child Care (Fund AAA OCC)	960,566	0	960,566	0
Aid to Adoptive Children (AAB ATC)	63,612,155	61,562,635	2,049,520	0
AFDC - Foster Care (Fund AAB BHI)	133,044,207	114,470,799	18,573,408	0
Refugee Cash Assistance (AAB CAP)	125,000	125,000	0	0
Cash Assistance for Immigrants (AAB CAS)	2,521,954	2,521,954	0	0
CalWORKs - All Other Families (AAB FGR)	258,658,750	253,267,251	5,391,499	0
Kinship Guardianship Assistance Program (AAB KIN)	10,559,739	9,434,054	1,125,685	0
CalWORKs - 2 Parent Families (Fund AAB UPP)	45,949,621	44,905,012	1,044,609	0
Total Subsistence Funds	544,013,213	513,494,218	30,518,995	0

**BUDGET CHANGES AND OPERATIONAL IMPACT**

**Aid to Indigents (General Relief)** includes requirements of \$1.6 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 caseload increases, total requirements will increase by \$170,511. This caseload increase, combined with a \$172,000 reduction in sources due to declining SSI referrals, results in a \$342,511 increase in Net County Cost to \$1.4 million.

**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 for the operating expenses of \$779,402 are from a surcharge placed on certified copies of birth certificates, marriage licenses and court fines imposed in domestic violence cases. Requirements of \$531,812 reflect the total operating expenses less reimbursements. Sources of \$531,812 represent realignment funding that is dedicated to the child abuse prevention program. There is no change to this budget unit from the prior year.

**Entitlement Payments (Child Care)** includes requirements of \$26.4 million which provides payments to childcare providers for CalWORKs Stage 1 childcare. The requirements and sources will be increased by \$117,166 due to caseload increases caused by the mandated inclusion of drug felons as Welfare-to-Work eligible CalWORKs clients. The proposed 2015-16 Governor's budget reduced funding for this program requiring this decrease in available funding for County Welfare to Work participants. This program is 100% funded by federal and state sources. There is no Net County Cost for this budget.

**Out-of-Home Child Care** includes requirements of \$960,566 which provides assistance grants for room, board and care for children. Requirements are increasing \$100,000. This is primarily due to a projected 17% increase in average grant costs. This increase is a result of state mandated foster care rate increases and lengthening placement terms for these children. A \$100,000 increase in Net County Cost is required.

**Aid to Adoptive Children** includes requirements of \$63.6 million which provides assistance to adoptive parents who would otherwise not be able to provide for a child's special needs. Requirements are increasing \$4.4 million. This is due to continuing increases in caseload and average grant payments. Caseload increases are a result of the success of legislation (AB390) which encourages and promotes the adoption of eligible children. Grant



increases are due to historical increases based on the child's needs and legislation (AB106) which granted a California Necessities Index (CNI) increase. Sources of \$61.6 million reflect an increase of \$4.4 million. Federal revenue is uncapped and is increasing \$2.3 million. Realignment is increasing by \$2.1 million. Net County Cost remains unchanged.

**AFDC-Foster Care** includes requirements of \$133.0 million, a \$9.5 million increase, consisting of \$131.0 million in aid payments and other expenses for children living in foster homes and group-care facilities and \$2.0 million in transfers to the Wraparound Reinvestment Fund. 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. This is due to increases in caseload and placement costs. Caseload is projected to increase 6% and is a combination of historical caseload growth and the effects of AB 12 which allows foster youth to receive aid through age 21. Placement costs continue to increase due to court ordered rate increases implemented in 2013-14 which include annual escalators. Sources of \$114.5 million reflect an increase of \$8.3 million. Federal revenue is uncapped and is increasing by \$4.6 million. Realignment revenue is increasing by \$4.5 million. Child support collections are increasing by \$200,000 and operating transfers in are decreasing by \$1.0 million. Operating transfers in are provided by the Wraparound Reinvestment Fund and are utilized to maintain steady growth in realignment use for this program. Net County Cost of \$18.6 million reflects an increase of \$1.2 million. This increase is required for this program to meet mandated matches.

**Refugee Cash Assistance** includes requirements of \$125,000 which provides payments to refugees who cannot meet the requirements for the Refugee Demonstration Project and CalWORKs programs. Requirements are increasing by \$33,803. This is primarily due to overall increases in caseload and average grant payments. Sources of \$125,000 reflect an increase of \$43,803. This program is 100% federally funded. There is no Net County Cost for this budget.

**Cash Assistance for Immigrants** is 100% state funded and includes requirements of \$2.5 million which provides payments to legal immigrants who meet the SSI/SSP immigration status requirements. Requirements are increasing by \$400,000. This is primarily due to a 9% increase in caseload and a 7.5% increase in the average grant. Sources of \$2.5 million reflect an increase of \$400,000. This program is 100% state funded. There is no Net County Cost for this budget.

**CalWORKs – All Other Families** includes requirements of \$258.7 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 \$2.5 million decrease from the prior year and is due to an expected overall slow decline in CalWORKs caseload. Also, as of April 1, 2015, CalWORKs allows people with felony drug convictions to receive benefits. The addition of a parent(s) to the assistance unit causes some cases to shift to the CalWORKs-2 Parent Families budget unit. This caseload reduction offsets a mandated 5% grant increase that was effective April 1, 2015. Sources of \$253.3 million reflect a decrease of \$2.4 million. This net decrease is due to a \$31.5 million decline in federal and state revenue and a \$29.1 million increase in realignment revenue. The state continues to fund the non-federal portion of the last two mandated 5% grant increases with realignment revenue. Net County Cost is decreasing by \$55,796.

**Kinship Guardianship Assistance Program (Kin-GAP)** includes requirements of \$10.6 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 increasing by \$1.2 million. This is due to an increase in caseload and placement costs. Sources of \$9.4 million reflect an increase of \$1.1 million for additional federal, state and realignment funding. A Net County Cost increase of \$84,848 is required for this program to meet mandated matches.

**CalWORKs – 2 Parent Families** includes requirements of \$45.9 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. Requirements are increasing by \$49,373. This small increase is due to an expected overall slow decline in CalWORKs caseload. Potential savings related to caseload decreases are projected to be offset by a change in legislation. As of April 1, 2015, CalWORKs will allow people with felony drug convictions to receive benefits. The addition of a parent(s) to the assistance unit causes some cases to shift to this budget unit from



CalWORKs-All-Other-Families budget unit. Sources of \$44.9 million reflect an increase of \$47,331. This net increase is due to a \$10.8 million decline in federal and state revenue and a \$10.9 million increase in realignment revenue. The state continues to fund the non-federal portion of the last two mandated 5% grant increases with realignment revenue. Net County Cost is increasing by \$2,042 to meet mandated matches.



## PRESCHOOL SERVICES

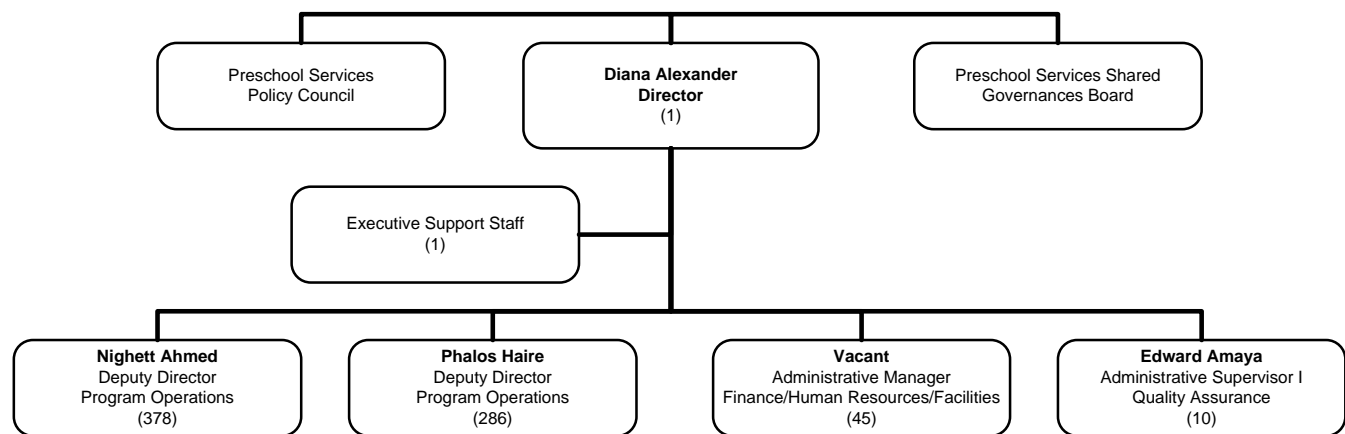
### Diana Alexander

#### DEPARTMENT MISSION STATEMENT

*Preschool Services improves the well-being of children, empowers families and strengthens communities.*



#### ORGANIZATIONAL CHART



#### 2015-16 SUMMARY OF BUDGET UNITS

2015-16					
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
Preschool Services	50,196,486	50,356,028	(159,542)	0	721
Total Special Revenue Funds	50,196,486	50,356,028	(159,542)	0	721

#### 2014-15 MAJOR ACCOMPLISHMENTS

- Received the Early Head Start - Child Care Partnership Grant from the Office of Head Start. This partnership will help increase the quality of comprehensive services to children aged 0 to 3 years old and offer various family engagement services.
- Increased the number of teachers with a Bachelor's or advanced degree by 10%, at a level above the 50% Head Start nation-wide requirement.
- Received funding from First Five San Bernardino for Mentor Coaching to improve the quality of ongoing professional growth opportunities for child care providers and family child care homes.



- Collaborated with Department of Public Health, Department of Community Development and Housing, and the San Bernardino County Superintendent of Schools for a Building Upward Mobility pilot to provide a literacy training module for residents of an affordable housing complex.
- Purchased a new warehouse to centralize and maintain the entire department's school supplies and equipment.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	<b>NEW</b> Percentage of children who show growth in literacy skills utilizing the Desired Results Developmental Profile (DRDP) 2015.	0	0	0	75%
STRATEGY	Promote school readiness.					
STRATEGY	Increase literacy skills with focus on letter and word knowledge in preschool age (3-5 yrs) children attending a year round program to prepare for kindergarten.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	<b>NEW</b> Percentage of children who show growth in social & emotional skills utilizing the DRDP 2015.	0	0	0	25%
STRATEGY	Increase social & emotional skills in toddlers (18 mos-3 yrs) attending a year round program to prepare for transition into a preschool program.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	<b>NEW</b> Number of foster children enrolled.	0	0	0	250
STRATEGY	Increase the enrollment opportunities for foster children.					
STRATEGY	Enhance the referral process of enrollment with the Children and Family Services Department.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of full day children identified as obese or overweight whose BMI is reduced.	45%	10%	27%	15%
STRATEGY	Identify obese and/or overweight children in an effort to promote a healthy lifestyle.					
STRATEGY	Promote nutrition education programs for parents at each school site.					
STRATEGY	Ensure that children receive both nutrition curriculum and physical activity daily within the classroom schedule.					
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.					



Preschool Services

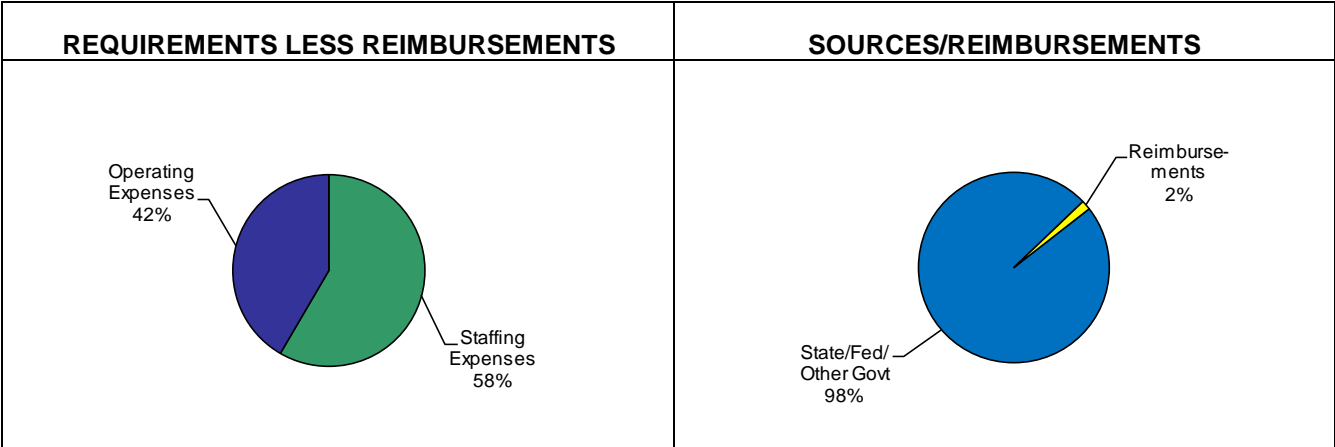
DESCRIPTION OF MAJOR SERVICES

The Preschool Services Department (PSD) administers the Federal Head Start and Early Head Start programs, Early Head Start – Child Care Partnership Grant, California Department of Education State Preschool program, as well as the Child and Adult Care Food Program in 43 locations throughout the County of San Bernardino. The programs are fully funded from Federal and State sources with no Net County Cost.

<b>Budget at a Glance</b>	
Requirements Less Reimbursements	\$51,017,486
Sources/Reimbursements	\$51,177,028
Use of/ (Contribution to) Fund Balance**	(\$159,542)
Total Staff	716

PSD serves about 6,000 low income and disadvantaged families with 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, our 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.

2015-16 RECOMMENDED BUDGET



\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.





## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Human Services  
DEPARTMENT: Preschool Services  
FUND: Preschool Services

BUDGET UNIT: RSC HPS  
FUNCTION: Public Assistance  
ACTIVITY: Other

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	28,965,970	28,399,414	28,179,918	27,778,394	29,202,220	29,774,903	572,683
Operating Expenses	18,824,347	18,562,930	18,367,419	21,111,281	21,079,361	21,198,583	119,222
Capital Expenditures	286,185	238,899	43,291	301,917	290,403	44,000	(246,403)
Total Exp Authority	48,076,502	47,201,243	46,590,628	49,191,592	50,571,984	51,017,486	445,502
Reimbursements	(583,846)	(645,180)	(628,021)	(778,101)	(821,000)	(821,000)	0
Total Appropriation	47,492,656	46,556,063	45,962,607	48,413,491	49,750,984	50,196,486	445,502
Operating Transfers Out	1,070	174,712	121,738	2,047,477	2,388,000	0	(2,388,000)
Total Requirements	47,493,726	46,730,775	46,084,345	50,460,968	52,138,984	50,196,486	(1,942,498)
<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	47,000,879	46,390,348	45,563,156	50,216,477	52,107,275	50,336,028	(1,771,247)
Fee/Rate	135	74,999	61,902	17,501	75,000	20,000	(55,000)
Other Revenue	598,452	295,976	15,673	144,639	33,900	0	(33,900)
Total Revenue	47,599,466	46,761,323	45,640,731	50,378,617	52,216,175	50,356,028	(1,860,147)
Operating Transfers In	122,015	0	41,458	0	0	0	0
Total Financing Sources	47,721,481	46,761,323	45,682,189	50,378,617	52,216,175	50,356,028	(1,860,147)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(227,755)	(30,548)	402,156	82,351	(77,191)	(159,542)	(82,351)
Available Reserves					0	0	0
Total Fund Balance					(77,191)	(159,542)	(82,351)
Budgeted Staffing*	732	706	674	707	707	721	14

\*Data represents modified budgeted staffing

\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Major expenditures include staffing expenses of \$29.8 million to fund 721 budgeted positions who administer preschool program services. Operating expenses of \$21.2 million include contracts for temporary help, food, subcontractors, and transportation. Also included are transfers to other County departments for services such as data processing, facilities management, insurance, lease payments, human services, and information technology systems support and human resources. Capital expenditures of \$44,000 fund the purchase of 2 vehicles for the Early Head Start – Child Care Partnership grant. Reimbursements of \$821,000 are from the Department of Behavioral Health for the operation of the Prevention and Early Intervention and the Low-Income First Time Mothers (LIFT) programs. These programs provide children with identified social-emotional developmental challenges, as well as at risk low income first time pregnant mothers, with support services and parent/teacher training.

Sources of \$50.4 million are primarily from the State and Federal government.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$1.9 million. This is primarily due to a reduction of \$2.4 million in operating transfers out for one-time capital projects carried-over from 2013-14 (i.e. warehouse) and completed in 2014-15. This is offset by an increase of \$572,683 in staffing expenses due to the net increase of 9 limited term positions mainly to operate the Fontana Citrus Head Start site and to increase the level of interaction between children and teachers in the Early Head Start program.





Sources are decreasing by \$1.9 million primarily due to a reduction in one-time carry-over funds of \$2.2 million from 2013-14 and the reduction of First Five Full Day program of \$573,545, offset by an increase in \$746,776 from the Early Head Start – Child Care Partnership Grant and a \$176,000 contribution from First Five San Bernardino.

## ANALYSIS OF FUND BALANCE

The decrease in fund balance of \$82,351, to a negative \$159,542 at the beginning of 2015-16, is primarily due to an open purchase order that will not be closed until 2015-16. This purchase order is for the purchase of a scissor lift and a stake bed truck that will be utilized by the department for warehouse and maintenance operations. Federal revenues to reimburse this purchase will be received by the department in 2015-16.

## 2015-16 POSITION SUMMARY\*

Division	2014-15	Adds	Deletes	Re-Orgs	2015-16	Limited	Regular
	Modified Staffing				Recommended		
Executive Unit	2	0	0	0	2	0	2
Operations	650	15	-1	0	664	644	20
Administration	45	0	0	0	45	10	35
Quality Assurance	10	0	0	0	10	0	10
Total	707	15	-1	0	721	654	67

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$29.8 million fund 721 positions of which 67 are regular positions and 654 are limited term positions. This includes a net increase of 9 limited term positions in 2015-16. This will allow the department to staff the additional classrooms at the Fontana Citrus Head Start site and reduce the child to adult ratio in the Early Head Start program. Additionally, 5 contract positions were approved by the Board of Supervisors (1/27/15, No. 41) to provide services for the Early Head Start – Child Care Partnership Program.

The budget includes the addition of Contract Teacher I 12 months (4), Contract Teacher Aide II 12 months (1), Contract Custodian 12 months (2), and Contract Food Service Worker 12 months(1). The department also added a Contract Behavioral Specialist (1) and a Special Education Specialist – Extra Help (1) which is offset by the deletion of a Speech Therapist (1).

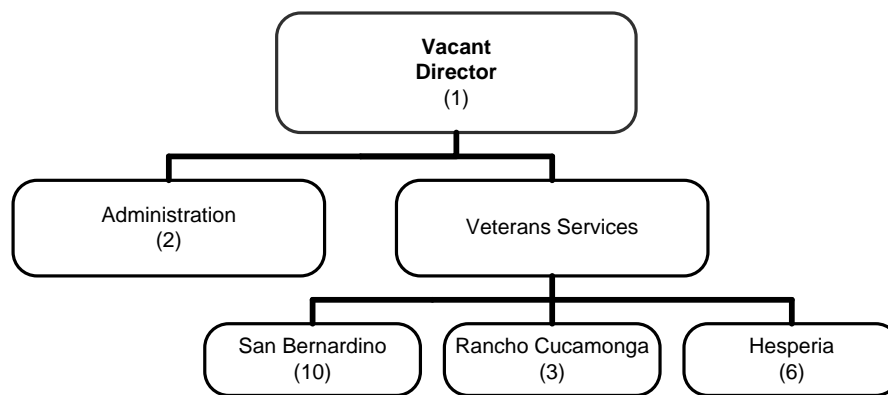


## VETERANS AFFAIRS

### 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, the department 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



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Veterans Affairs	2,167,009	642,500	1,524,509			22
Total General Fund	2,167,009	642,500	1,524,509			22
<b>Total - All Funds</b>	2,167,009	642,500	1,524,509	0	0	22



## 2014-15 MAJOR ACCOMPLISHMENTS

- Produced \$85.0 million in new federal benefits for County residents to mitigate the effects of the economic downturn. This is the most by any County in California and represents 16% of all new dollars earned by California Counties.
- Partnered with The Incredible Edible Community Garden project and California State University San Bernardino Institute for Research to help meet the mental health needs of County veterans at no added cost to the County.
- Collaborated with the United States Department of Veterans Affairs, CalVet, the San Bernardino Superintendent of Schools, the Department of Behavioral Health, the Transitional Assistance Department, and the Department of Aging and Adult Services to ensure County veterans receive their fair share of resources.
- Focused on efficiency such as improving online claim forms and interviewing skills serving over 28,000 clients, a 16% increase over last year.
- Initiated the Veteran Friendly Business and Veterans ID Card outreach programs to inform veterans of potential local business saving, contacting over 1,000 County businesses and issuing over 5,000 ID cards to local veterans.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.	Percentage of VSR staff receiving 15 hours of continuing education	100%	100%	100%	100%
STRATEGY	Maintain federal accreditation and maximize staff knowledge of federal benefits and services by ensuring Veteran Service Representatives (VSRs) meet the federal mandate for completion of 15 hours of continuing education per year.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.	Percentage of College Fee Waiver letters mailed within 10 days of application	100%	100%	100%	100%
STRATEGY	Maintain efficiency and maximize benefits by processing state college fee waiver applications for spouses and dependent children of qualified disabled veterans.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of pending Veterans Affairs caseload with claim reviews less than 90 days past due	73%	80%	80%	80%
STRATEGY	Ensure efficient case management and resolution of claims.					



## 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

Requirements Less Reimbursements	\$2,167,009
Sources/Reimbursements	\$642,500
Net County Cost	\$1,524,509
Total Staff	22
Funded by Net County Cost	70%

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 service providers, emergency service providers, and state and federal agencies.

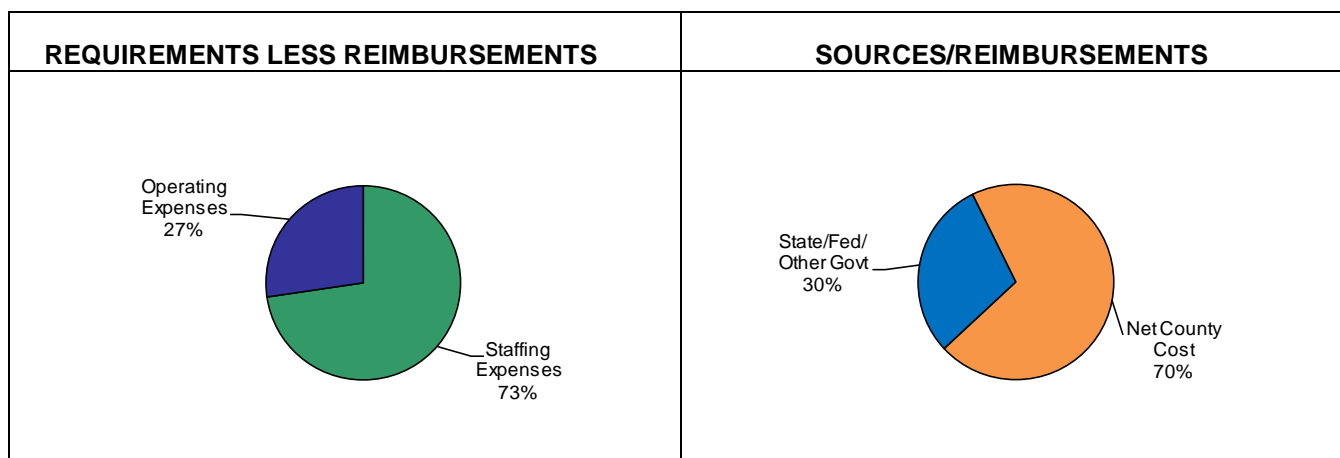
#### Advocacy

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 retail businesses, retirement homes, mortuaries, schools, military separation programs, and service organizations such as the American Legion, Disabled American Veterans, Veterans of Foreign Wars, Elks, Rotary, Knights of Columbus and Optimists for the express purpose of informing the community of veterans' benefits and services.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Human Services  
DEPARTMENT: Veterans Affairs  
FUND: General

BUDGET UNIT: AAA VAF  
FUNCTION: Public Assistance  
ACTIVITY: Veteran's Services

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,395,429	1,467,499	1,516,696	1,511,694	1,636,084	1,574,628	(61,456)
Operating Expenses	358,753	353,512	420,597	426,098	644,150	592,381	(51,769)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	1,754,182	1,821,011	1,937,293	1,937,792	2,280,234	2,167,009	(113,225)
Reimbursements	0	(20,000)	0	0	0	0	0
Total Appropriation	1,754,182	1,801,011	1,937,293	1,937,792	2,280,234	2,167,009	(113,225)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,754,182	1,801,011	1,937,293	1,937,792	2,280,234	2,167,009	(113,225)
<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	493,264	457,816	613,006	607,139	827,139	642,500	(184,639)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	3,173	245	0	0	0	0	0
Total Revenue	496,437	458,061	613,006	607,139	827,139	642,500	(184,639)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	496,437	458,061	613,006	607,139	827,139	642,500	(184,639)
Net County Cost	1,257,745	1,342,950	1,324,287	1,330,653	1,453,095	1,524,509	71,414
Budgeted Staffing*	18	18	22	22	22	22	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$1.6 million fund 22 budgeted positions. Operating expenses of \$592,381 consist primarily of facilities management, interdepartmental transfers, including COWCAP and general office supplies, printing, mailing, copier leases and use of County cars.

Sources of \$642,500 consist of State Veterans Subvention funding and one-time sources that include Medi-Cal Cost Avoidance Program, the County Veterans Service Office Fund and Mental Health Services Act.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$113,225 primarily due to reduction in salaries and benefits, and reductions in services and supplies associated with less funding for VA special project programs in 2015-16.

Sources are decreasing by \$184,639 based on state funding anticipated in 2015-16. Overall, operations will not be impacted.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Administration	3	0	0	0	3	0	3
Veterans Services	19	0	0	0	19	4	15
Total	22	0	0	0	22	4	18

\*Detailed classification listing available in Appendix D



## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.6 million fund 22 budgeted positions of which 18 are regular positions and 4 are limited term positions. There are no staffing changes from the previous fiscal year.





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**LAW AND JUSTICE  
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>
COUNTY TRIAL COURTS					
DRUG COURT PROGRAMS	231	0	0	0	0
GRAND JURY	233	453,461	0	453,461	0
INDIGENT DEFENSE PROGRAM	235	10,369,383	32,000	10,337,383	0
COURT FACILITIES/JUDICIAL BENEFITS	237	1,211,897	0	1,211,897	0
COURT FACILITIES PAYMENTS	239	2,676,349	0	2,676,349	0
TRIAL COURT FUNDING - MAINTENANCE OF EFFORT	242	25,509,881	14,182,000	11,327,881	0
DISTRICT ATTORNEY					
CRIMINAL PROSECUTION	250	69,644,317	37,441,867	32,202,450	507
LAW AND JUSTICE GROUP ADMINISTRATION					
LAW AND JUSTICE GROUP ADMINISTRATION	260	90,208	90,208	0	1
PROBATION					
ADMINISTRATION, CORRECTIONS AND DETENTION	267	146,321,121	71,809,445	74,511,676	1,226
JUVENILE JUSTICE GRANT PROGRAM	273	0	0	0	47
PUBLIC DEFENDER	279	38,296,378	4,219,996	34,076,382	262
SHERIFF/CORONER/PUBLIC ADMINISTRATOR					
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	284	224,351,828	158,908,696	65,443,132	1,696
SHERIFF - DETENTIONS	289	190,539,471	56,534,052	134,005,419	1,391
SHERIFF - LAW ENFORCEMENT CONTRACTS	292	135,283,154	135,283,154	0	577
TOTAL GENERAL FUND		<u>844,747,448</u>	<u>478,501,418</u>	<u>366,246,030</u>	<u>5,707</u>
	<b><u>Page #</u></b>	<b><u>Requirements</u></b>	<b><u>Sources</u></b>	<b><u>Use of (Contribution to) Fund Balance</u></b>	<b><u>Staffing</u></b>
<b><u>SPECIAL REVENUE FUND</u></b>					
COUNTY TRIAL COURTS:					
COURTHOUSE SEISMIC SURCHARGE	244	1,610,026	1,610,026	0	0
ALTERNATE DISPUTE RESOLUTION	246	360,100	360,100	0	0
REGISTRATION FEES	248	0	3,135	(3,135)	0
DISTRICT ATTORNEY:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	255	8,345,031	7,015,370	1,329,661	0
LAW AND JUSTICE GROUP ADMINISTRATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	264	1,340,383	909,953	430,430	0
PROBATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	276	14,377,494	17,512,892	(3,135,398)	0
SHERIFF/CORONER/PUBLIC ADMINISTRATOR:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	295	23,750,023	10,549,350	13,200,673	0
TOTAL SPECIAL REVENUE FUNDS		<u>49,783,057</u>	<u>37,960,826</u>	<u>11,822,231</u>	<u>0</u>





## COUNTY TRIAL COURTS

### SUMMARY OF BUDGET UNITS

2015-16						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b><u>General Fund</u></b>						
Drug Court Programs	0	0	0			0
Grand Jury	453,461	0	453,461			0
Indigent Defense Program	10,369,383	32,000	10,337,383			0
Court Facilities/Judicial Benefits	1,211,897	0	1,211,897			0
Court Facilities Payments	2,676,349	0	2,676,349			0
Trial Court Funding - Maintenance of Effort	25,509,881	14,182,000	11,327,881			0
Total General Fund	40,220,971	14,214,000	26,006,971			0
<b><u>Special Revenue Funds</u></b>						
Courthouse Seismic Surcharge	1,610,026	1,610,026		0		0
Alternate Dispute Resolution	360,100	360,100		0		0
Registration Fees	0	3,135		(3,135)		0
Total Special Revenue Funds	1,970,126	1,973,261		(3,135)		0
<b>Total - All Funds</b>	42,191,097	16,187,261	26,006,971	(3,135)	0	0



## Drug Court Programs

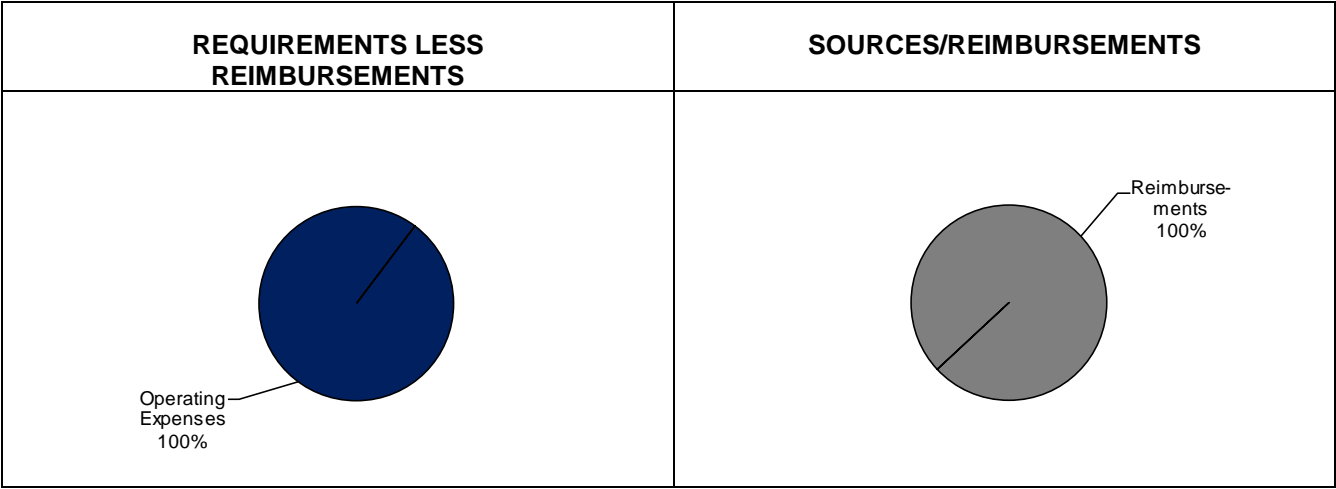
### DESCRIPTION OF MAJOR SERVICES

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**

Requirements Less Reimbursements	\$181,168
Sources/Reimbursements	\$181,168
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
DEPARTMENT: Drug Court Programs  
FUND: General

BUDGET UNIT: AAA FLP  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	628,585	309,613	280,661	181,168	228,139	181,168	(46,971)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	628,585	309,613	280,661	181,168	228,139	181,168	(46,971)
Reimbursements	(300,384)	(156,545)	(201,901)	(181,168)	(181,168)	(181,168)	0
Total Appropriation	328,201	153,068	78,760	0	46,971	0	(46,971)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	328,201	153,068	78,760	0	46,971	0	(46,971)
<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	320,817	137,675	78,621	0	46,971	0	(46,971)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	320,817	137,675	78,621	0	46,971	0	(46,971)
Operating Transfers In	3,000	0	0	0	0	0	0
Total Financing Sources	323,817	137,675	78,621	0	46,971	0	(46,971)
Net County Cost	4,384	15,393	139	0	0	0	0
Budgeted Staffing*	0	0	0	0	0	0	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$181,168 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 two positions. Reimbursements of \$181,168 are from the Behavioral Health Department to pay for program activities.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are decreasing by \$46,971 due to reductions in State and federal grant funding.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



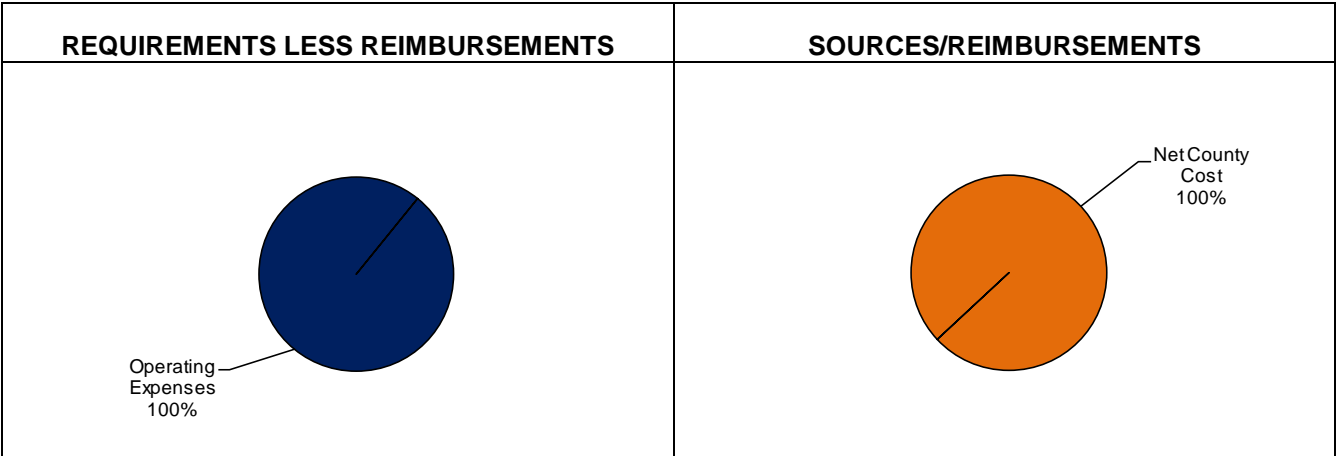
# Grand Jury

## 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	
Requirements Less Reimbursements	\$453,461
Sources/Reimbursements	\$0
Net County Cost	\$453,461
Total Staff	0
Funded by Net County Cost	100%

## 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
DEPARTMENT: Grand Jury  
FUND: General

BUDGET UNIT: AAA GJY  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	398,548	346,932	321,069	293,687	429,069	453,461	24,392
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	398,548	346,932	321,069	293,687	429,069	453,461	24,392
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	398,548	346,932	321,069	293,687	429,069	453,461	24,392
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	398,548	346,932	321,069	293,687	429,069	453,461	24,392
<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	1,430	0	0	0	0	0
Total Revenue	0	1,430	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	1,430	0	0	0	0	0
Net County Cost	398,548	345,502	321,069	293,687	429,069	453,461	24,392
Budgeted Staffing*	0	0	0	0	0	0	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Major expenditures include transfers for staffing expenses of \$98,000 to the Superior Court to fund a Grand Jury Assistant position and juror fees in the amount of \$231,082.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$24,392 due to increased costs with Countywide Cost Allocation Plan (COWCAP) and Facilities Rates.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



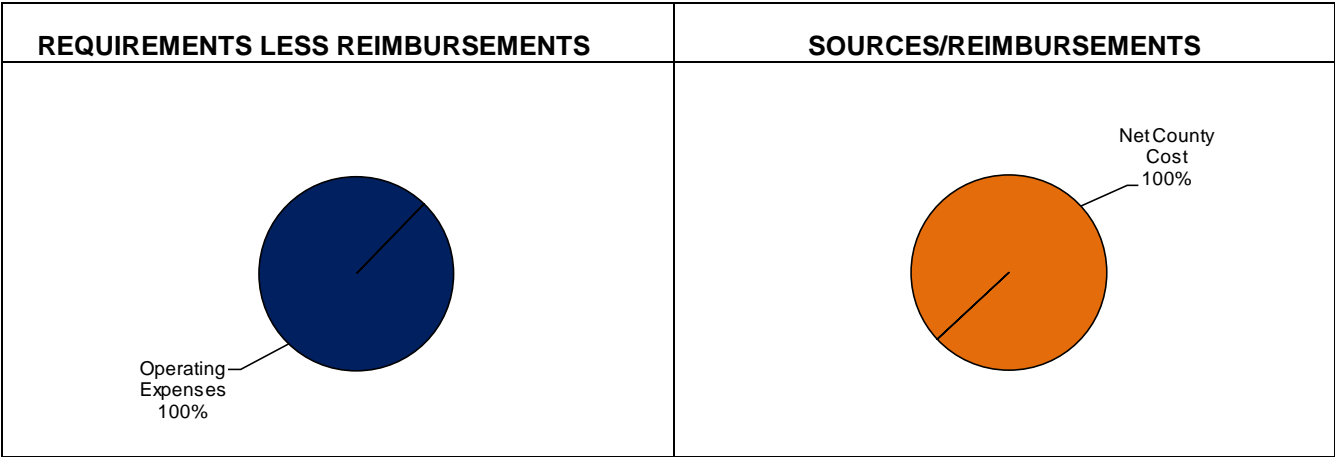
# Indigent Defense Program

## DESCRIPTION OF MAJOR SERVICES

The Indigent Defense Program provides for representation services appointed by the Superior Court for indigent defendants in criminal and juvenile delinquency proceedings that the Public Defender is unable to represent, and for conservatorship, guardianship, probate, family law other than Family Code § 3150 minor’s counsel, and misdemeanor appeals. A portion of this budget is also set aside for capital case defense costs for the Public Defender Capital Defense Unit. The program administers contracts, monitors caseloads and expenditures, processes accounts payable and performs trust fund accountings, and reports to the County Finance Office. The program administers and coordinates court-appointed representation services of attorneys, experts, and investigators for an average of 3,200 misdemeanor and 3,800 felony cases per year, including capital and life-without-parole cases, and an average of 3,000 delinquency, conservatorship, guardianship, probate, mental health, misdemeanor appeal, and other cases per year. In coordination with the Superior Court, this program also administers the County’s Dispute Resolution Programs Act alternate dispute resolution program and its associated special revenue fund. This unit funds one analyst and one fiscal/accounting position in the Finance and Administration budget.

Budget at a Glance	
Requirements Less Reimbursements	\$10,369,383
Sources/Reimbursements	\$32,000
Net County Cost	\$10,337,383
Total Staff	0
Funded by Net County Cost	100%

## 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
DEPARTMENT: Indigent Defense Program  
FUND: General

BUDGET UNIT: AAA IDC  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	9,686,812	8,660,660	9,315,420	9,840,075	10,046,137	10,369,383	323,246
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	9,686,812	8,660,660	9,315,420	9,840,075	10,046,137	10,369,383	323,246
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	9,686,812	8,660,660	9,315,420	9,840,075	10,046,137	10,369,383	323,246
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	9,686,812	8,660,660	9,315,420	9,840,075	10,046,137	10,369,383	323,246
<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	106,790	81,686	55,873	46,136	32,000	32,000	0
Other Revenue	12,825	56,189	0	0	0	0	0
Total Revenue	119,615	137,875	55,873	46,136	32,000	32,000	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	119,615	137,875	55,873	46,136	32,000	32,000	0
Net County Cost	9,567,197	8,522,785	9,259,547	9,793,939	10,014,137	10,337,383	323,246
Budgeted Staffing*	0	0	0	-	0	0	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$10.4 million includes contracted and *ad hoc* (non-contracted) court-appointed legal representation services for indigent defendants in criminal and juvenile delinquency cases, and for other cases requiring court-appointed representation services including conservatorship, guardianship, probate, mental health, and misdemeanor appeals. These expenses also include costs for investigator and expert services for the Public Defender Capital Defense Unit of \$200,000, reflecting the division's projected caseload.

Fee/rate revenue of \$32,000 reflects the receipt of client payments for appointed juvenile delinquency representation services.

## BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes in the Indigent Defense budget for 2015-16.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no budgeted staffing associated with this budget unit. Two positions in Finance and Administration support this program and costs associated with these positions are funded in this budget unit.



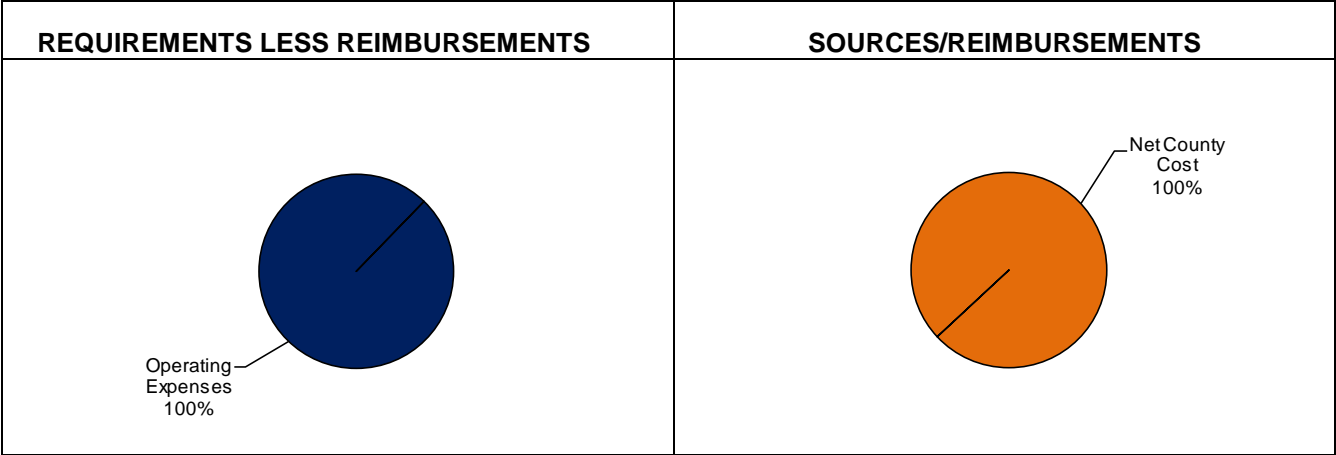
Court Facilities/Judicial Benefits

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	
Requirements Less Reimbursements	\$1,211,897
Sources/Reimbursements	\$0
Net County Cost	\$1,211,897
Total Staff	0
Funded by Net County Cost	100%

2015-16 RECOMMENDED BUDGET





## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
DEPARTMENT: County Trial Courts - Court Facilities/Judicial Benefits  
FUND: General

BUDGET UNIT: AAA CTN  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,249,380	1,204,218	1,125,448	1,063,932	1,211,889	1,211,897	8
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	1,249,380	1,204,218	1,125,448	1,063,932	1,211,889	1,211,897	8
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,249,380	1,204,218	1,125,448	1,063,932	1,211,889	1,211,897	8
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,249,380	1,204,218	1,125,448	1,063,932	1,211,889	1,211,897	8
<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 Financing Sources	0	0	0	0	0	0	0
Net County Cost	1,249,380	1,204,218	1,125,448	1,063,932	1,211,889	1,211,897	8
Budgeted Staffing*	0	0	0	0	0	0	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$1.2 million include payment of judicial benefits for 46 judges 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. Operating expenses also include \$91,905 for property insurance costs and transfers to the Sheriff/Coroner/Public Administrator for security services at the Fontana Court.

## BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant budget changes in 2015-16.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



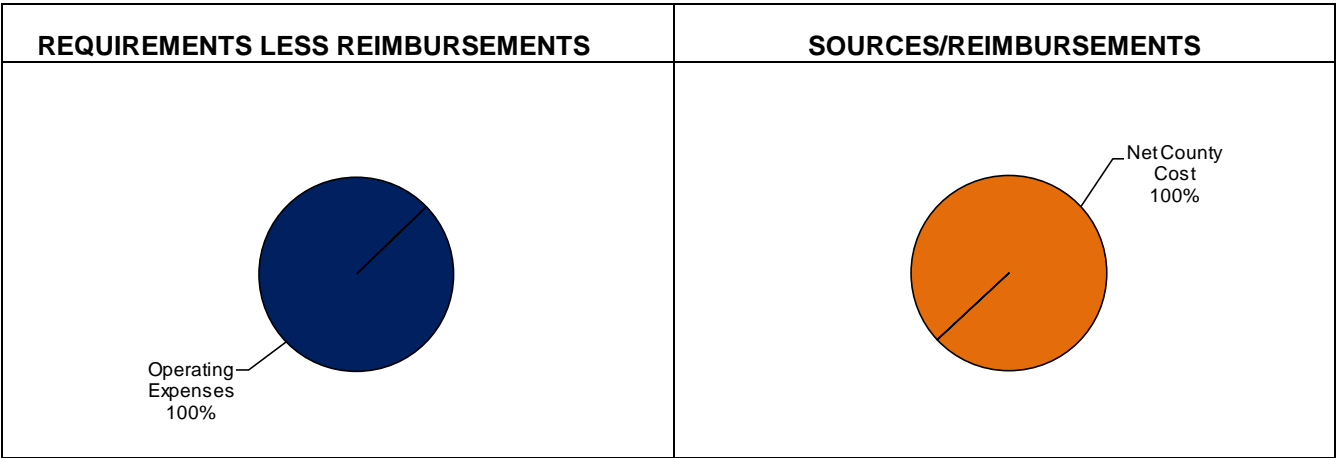
## Court Facilities Payments

### DESCRIPTION OF MAJOR SERVICES

The Trial Court Facilities Act of 2002, SB 1732, requires the transfer of responsibility for funding and operations 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. The final obligation under this agreement was the transfer of four facilities in 2014-15.

Budget at a Glance	
Requirements Less Reimbursements	\$2,676,349
Sources/Reimbursements	\$0
Net County Cost	\$2,676,349
Total Staff	0
Funded by Net County Cost	100%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
DEPARTMENT: County Trial Courts - Courts Facilities Payments  
FUND: General

BUDGET UNIT: AAA CFP  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,504,112	2,504,112	2,523,246	2,674,900	2,536,349	2,676,349	140,000
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	2,504,112	2,504,112	2,523,246	2,674,900	2,536,349	2,676,349	140,000
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,504,112	2,504,112	2,523,246	2,674,900	2,536,349	2,676,349	140,000
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,504,112	2,504,112	2,523,246	2,674,900	2,536,349	2,676,349	140,000
<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	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 Financing Sources	0	0	0	0	0	0	0
Net County Cost	2,504,112	2,504,112	2,523,246	2,674,900	2,536,349	2,676,349	140,000
Budgeted Staffing*	0	0	0	0	0	0	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$2.7 million represent payments to the State for operational and maintenance costs of the court facilities. The facilities are detailed below:

Facility Name	Payment Amount
<b>Current Facilities:</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	29,204
San Bernardino Courthouse and Annex	812,480
San Bernardino Juvenile	7,752
Victorville Courthouse	224,980
Juvenile Traffic	19,078
Juvenile Delinquency Court	25,616
Court Executive Office (Old Hall of Records)	44,700
Appellate & Appeals (Old Law Library)	15,476
Redlands Courthouse	53,704
Twin Peaks	12,038
2015-16 Budgeted	2,676,349



### **BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by \$140,000 in 2015-16 due to the addition of the four final facilities to this agreement in 2014-15.

### **STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## Trial Court Funding – Maintenance of Effort (MOE)

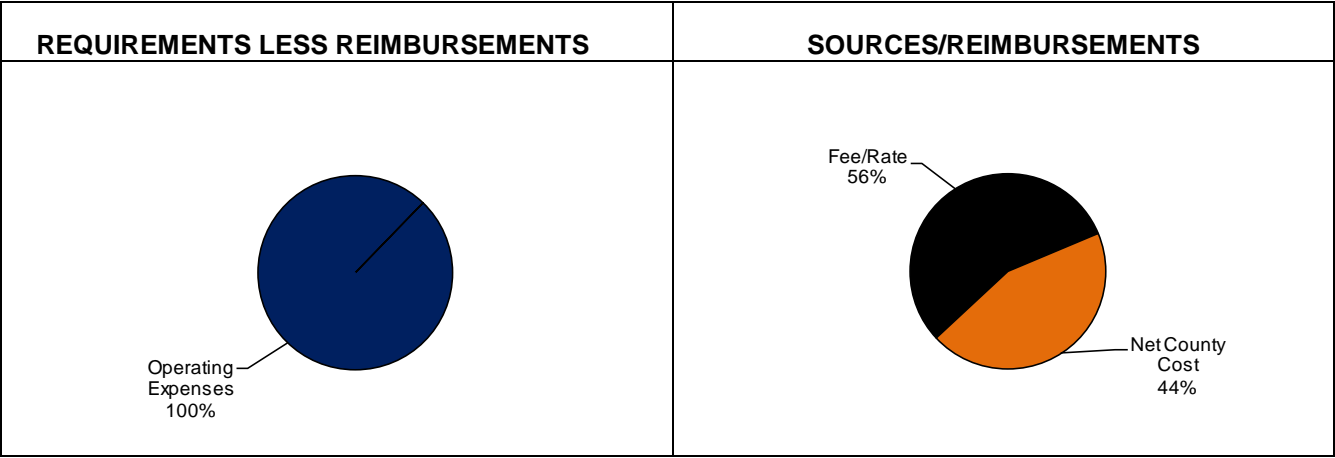
### DESCRIPTION OF MAJOR SERVICES

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. In return, the State allowed counties to retain many fines and forfeitures to help fund their MOE payments with the provision that collections that exceeded the amount of revenue MOE be shared equally between the State and the County.

Budget at a Glance	
Requirements Less Reimbursements	\$25,509,881
Sources/Reimbursements	\$14,182,000
Net County Cost	\$11,327,881
Total Staff	0
Funded by Net County Cost	44%

The County's historical MOE contribution of \$28.4 million was made up of two components. The expenditure component of \$20.2 million represented the adjusted 1994-95 County expenses for court operations and the revenue component of \$8.2 million was based on the fine and forfeiture revenue sent to the State in 1994-95. In 2006-07 the revenue component changed to \$3.3 million due to legislation. Therefore, the County's current MOE contribution is \$23.6 million.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
DEPARTMENT: County Trial Courts - Trial Court Funding MOE  
FUND: General

BUDGET UNIT: AAA TRC  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	26,434,100	25,988,739	25,882,314	25,178,777	25,509,703	25,509,881	178
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	26,434,100	25,988,739	25,882,314	25,178,777	25,509,703	25,509,881	178
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	26,434,100	25,988,739	25,882,314	25,178,777	25,509,703	25,509,881	178
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	26,434,100	25,988,739	25,882,314	25,178,777	25,509,703	25,509,881	178
<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	16,812,828	15,409,976	15,261,482	13,540,755	14,182,000	14,182,000	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	16,812,828	15,409,976	15,261,482	13,540,755	14,182,000	14,182,000	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	16,812,828	15,409,976	15,261,482	13,540,755	14,182,000	14,182,000	0
Net County Cost	9,621,272	10,578,763	10,620,832	11,638,022	11,327,703	11,327,881	178
Budgeted Staffing*	0	0	0	0	0	0	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$25.5 million include the County's capped MOE payment of \$23.6 million to the State for court operations, as well as \$1.9 million, which represents 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

There are no significant changes to the budget in 2015-16.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## Courthouse Seismic Surcharge

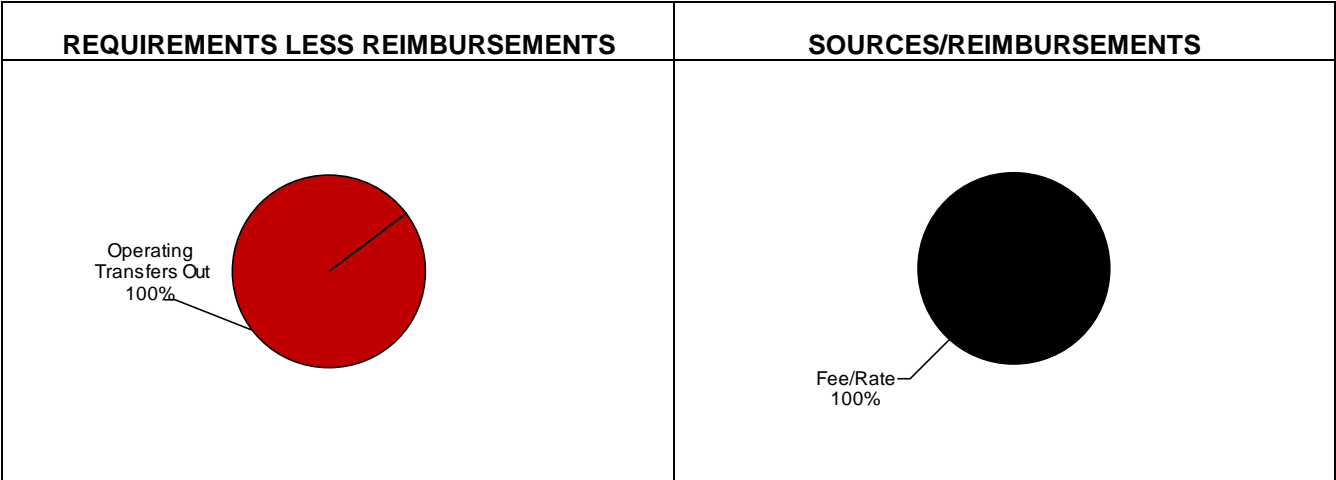
### DESCRIPTION OF MAJOR SERVICES

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	
Requirements Less Reimbursements	\$1,610,026
Sources/Reimbursements	\$1,610,026
Use of/ (Contribution to) Fund Balance	\$0
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.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
DEPARTMENT: County Trial Courts  
FUND: Courthouse Seismic Surcharge

BUDGET UNIT: RSE CAO  
FUNCTION: General  
ACTIVITY: Plant Acquisition

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified 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
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	2,216,152	2,142,910	1,818,629	1,711,158	1,655,859	1,610,026	(45,833)
Total Requirements	2,216,152	2,142,910	1,818,629	1,711,158	1,655,859	1,610,026	(45,833)
<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	2,215,790	2,142,617	1,818,464	1,711,029	1,655,709	1,609,925	(45,784)
Other Revenue	293	258	160	90	111	101	(10)
Total Revenue	2,216,083	2,142,875	1,818,624	1,711,119	1,655,820	1,610,026	(45,794)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,216,083	2,142,875	1,818,624	1,711,119	1,655,820	1,610,026	(45,794)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	69	35	5	39	39	0	(39)
Available Reserves					0	0	0
Total Fund Balance					39	0	(39)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating transfers out of \$1.6 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 \$1.6 million for the fiscal year.

Sources of \$1.6 million represent the civil filing fee surcharge revenue.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are decreasing by \$45,833 based on 2014-15 estimated collections.

## ANALYSIS OF FUND BALANCE

The Courthouse Seismic Surcharge does not carry a fund balance. Revenues received for the surcharge placed on civil filings are transferred to the trustee on a monthly basis for payments on the bonds issued for the seismic retrofit of the courthouse. Any fund balance reflected at year-end is only a result of timing.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.





## Alternate Dispute Resolution

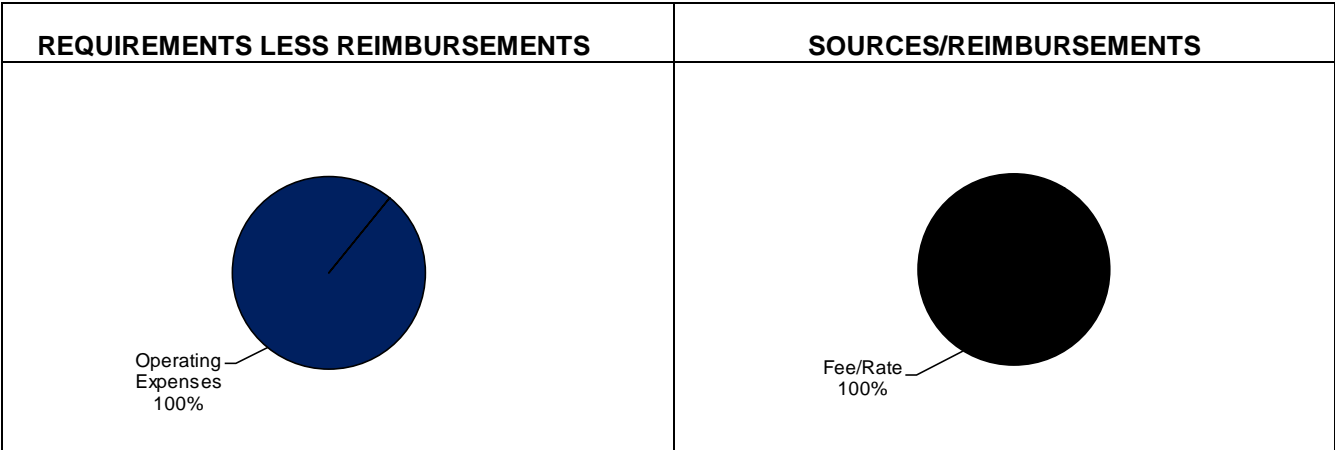
### DESCRIPTION OF MAJOR SERVICES

The Dispute Resolution Programs Act of 1986 (“DRPA”) 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 alternate dispute resolution services for small claims and landlord-tenant actions, and certain civil and family law matters.

Budget at a Glance	
Requirements Less Reimbursements	\$360,100
Sources/Reimbursements	\$360,100
Use of/ (Contribution to) Fund Balance	\$0
Total Staff	0

The special revenue fund was established January 1, 2005 to account for this program.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
DEPARTMENT: County Trial Courts  
FUND: Alternate Dispute Resolution

BUDGET UNIT: SEF CAO  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	596,500	488,096	500,000	476,670	500,000	360,100	(139,900)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	596,500	488,096	500,000	476,670	500,000	360,100	(139,900)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	596,500	488,096	500,000	476,670	500,000	360,100	(139,900)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	596,500	488,096	500,000	476,670	500,000	360,100	(139,900)
<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	78	13	18	37	0	0	0
Fee/Rate	505,566	496,562	417,331	384,642	456,000	360,000	(96,000)
Other Revenue	1,027	792	516	273	600	100	(500)
Total Revenue	506,671	497,367	417,865	384,952	456,600	360,100	(96,500)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	506,671	497,367	417,865	384,952	456,600	360,100	(96,500)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	89,829	(9,271)	82,135	91,718	43,400	0	(43,400)
Available Reserves					53,844	5,526	(48,318)
Total Fund Balance					97,244	5,526	(91,718)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$360,100 represents costs related to contracted alternate dispute resolution services.

Fee/rate revenue of \$360,100 is anticipated from the collection of the DRPA \$8 civil filing fees.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$139,900 due to a reduction in the payment rate for contracted alternate dispute resolution services, which have been adjusted to stay within declining revenues.

Sources are decreasing by \$96,500 as revenues from the DRPA \$8 civil filing fee for 2015-16 are projected to be \$360,100.

## ANALYSIS OF FUND BALANCE

A portion of fund balance is reserved for future years in the event revenues from the DRPA \$8 civil filing fees decline to amounts below the cost of contracted alternate dispute resolution services. The fund balance has been almost depleted over the past two years as revenues dropped below the contract payment costs. As a result, an amendment processed during 2014-15 reduced the contract payment costs to \$360,000 per year to reflect anticipated revenues during 2015-16.

## 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	
Requirements Less Reimbursements	\$0
Sources/Reimbursements	\$3,135
Use of/ (Contribution to) Fund Balance**	(\$3,135)
Total Staff	0

### 2015-16 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS						
No Requirements for this budget unit	<table><tr><th>Source</th><th>Percentage</th></tr><tr><td>Fee/Rate</td><td>83%</td></tr><tr><td>Other Revenue</td><td>17%</td></tr></table>	Source	Percentage	Fee/Rate	83%	Other Revenue	17%
Source	Percentage						
Fee/Rate	83%						
Other Revenue	17%						

\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
DEPARTMENT: County Trial Courts  
FUND: Registration Fees

BUDGET UNIT: RMX IDC  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified 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
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	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	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	7,370	4,022	2,798	2,612	2,400	2,600	200
Other Revenue	623	2,047	807	553	535	535	0
Total Revenue	7,993	6,069	3,605	3,165	2,935	3,135	200
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	7,993	6,069	3,605	3,165	2,935	3,135	200
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(7,993)	(6,069)	(3,605)	(3,165)	(2,935)	(3,135)	(200)
Available Reserves					169,427	172,792	3,365
Total Fund Balance					166,492	169,657	3,165
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Fund balance reserves of \$169,657 for 2015-16 are being set aside for future allocation by the Board of Supervisors.

## BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes in the Registration Fee special revenue fund budget for 2015-16. 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.

## ANALYSIS OF FUND BALANCE

Fund balance is reserved for future allocation by the Board of Supervisors.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## DISTRICT ATTORNEY

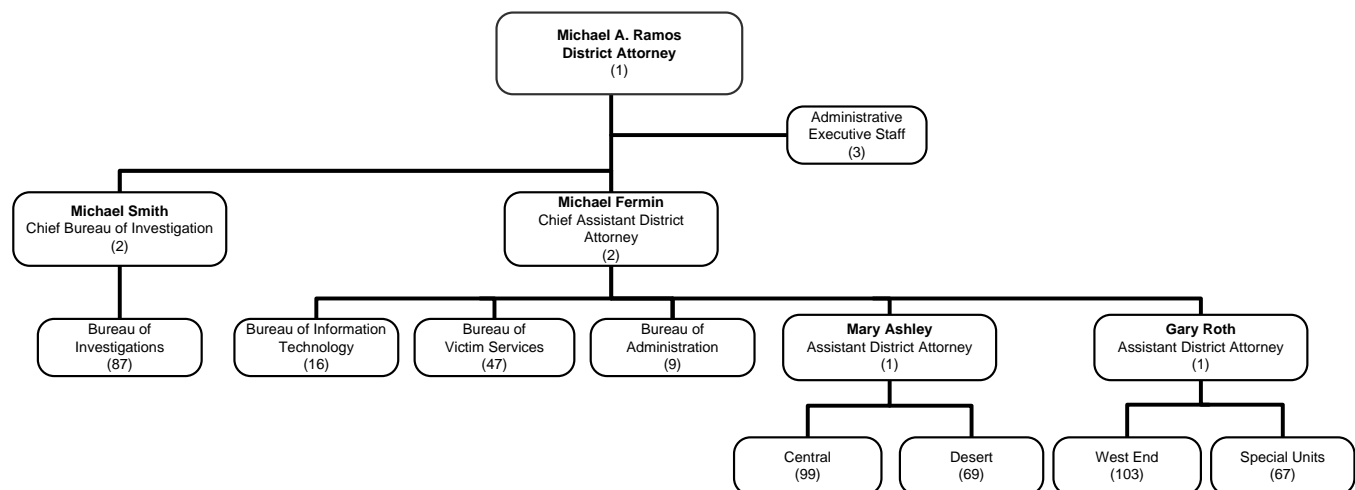
### Michael A. Ramos

#### 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 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



#### 2015-16 SUMMARY OF BUDGET UNITS

2015-16						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b><u>General Fund</u></b>						
Criminal Prosecution	69,644,317	37,441,867	32,202,450			507
Total General Fund	69,644,317	37,441,867	32,202,450			507
<b><u>Special Revenue Funds</u></b>						
Special Revenue Funds - Consolidated	8,345,031	7,015,370		1,329,661		0
Total Special Revenue Funds	8,345,031	7,015,370		1,329,661		0
<b>Total - All Funds</b>	77,989,348	44,457,237	32,202,450	1,329,661	0	507



## 2014-15 MAJOR ACCOMPLISHMENTS

- Received 2014 Emmy Award nomination for Human Trafficking Documentary.
- Processed 3,211 victim services claims and paid out over \$2.9 million on behalf of crime victims.
- Partnered with the National Law Enforcement Center on Animal Abuse to promote enforcement of animal abuse laws.
- Assigned a District Attorney Investigator to the FBI Regional Computer Forensic Lab/Inland Empire Facility.
- Reached over 5,700 victims of crime through the Marsy's One Call Now Notification system informing them of their rights under Marsy's Law.
- Released a series of First Person Narratives during Domestic Violence month to inform victims of resources available on the Department's website.
- Created the Employee Certificate of Excellence Program.
- Made 221 arrests through the San Bernardino County Human Trafficking Joint Investigative Task Force for Stop the John Project.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of victims provided victim services by the Department.	4,810	5,250	4,910	5,400
STRATEGY	Minimize impact of crime upon the lives of victims and provide assistance as they participate in the criminal justice system.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of victims served at the Children's Assessment Center.	1,446	1,625	1,625	1,750
STRATEGY	Minimize impact of crime upon the lives of child victims by providing assistance at the Children's Assessment Center.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of arrest reports reviewed within 90 days after initiation into the Department's case management system.	N/A	85%	90%	90%
STRATEGY	Respect the victim's Marsy's Law right to a speedy and prompt final conclusion of the case.					
STRATEGY	Hold the guilty accountable and protect the innocent.					



## 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 trials 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.

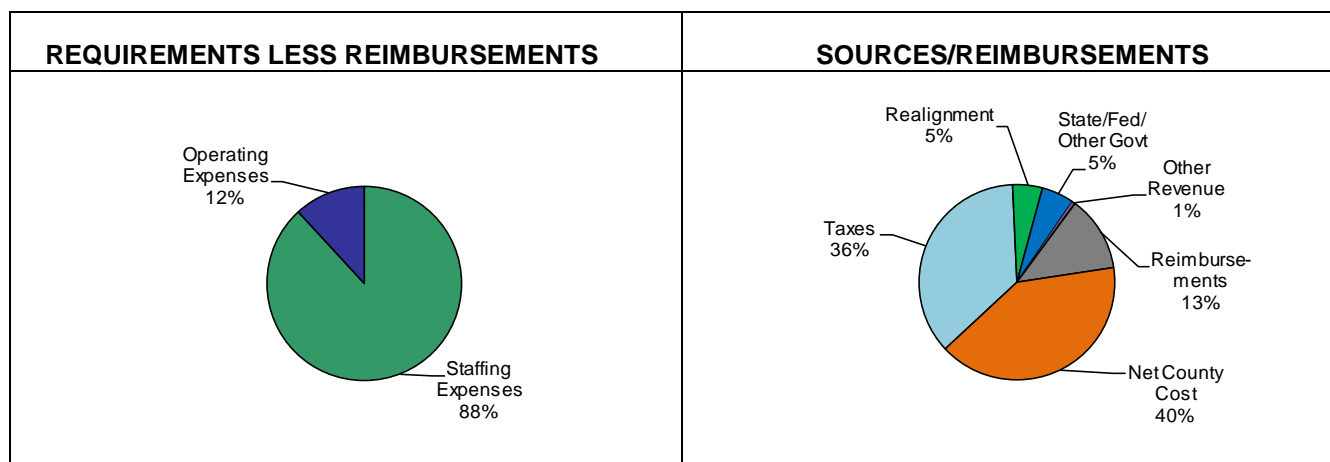
The District Attorney has an ethical and legal responsibility to the victims of crime. The Office seeks restitution for victims and provides emotional and financial support for victims and their families.

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

Requirements Less Reimbursements	\$79,577,011
Sources/Reimbursements	\$47,374,561
Net County Cost	\$32,202,450
Total Staff	507
Funded by Net County Cost	40%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
DEPARTMENT: District Attorney  
FUND: General

BUDGET UNIT: AAA DAT  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	61,514,896	62,613,082	63,065,056	63,655,194	67,281,121	70,092,325	2,811,204
Operating Expenses	7,436,066	7,429,839	7,988,767	8,564,157	8,840,802	9,409,686	568,884
Capital Expenditures	16,880	0	38,805	0	0	0	0
Total Exp Authority	68,967,842	70,042,921	71,092,628	72,219,351	76,121,923	79,502,011	3,380,088
Reimbursements	(8,198,605)	(8,515,366)	(7,980,105)	(7,993,828)	(9,675,531)	(9,932,694)	(257,163)
Total Appropriation	60,769,237	61,527,555	63,112,523	64,225,523	66,446,392	69,569,317	3,122,925
Operating Transfers Out	72,394	158,819	74,510	796,100	376,100	75,000	(301,100)
Total Requirements	60,841,631	61,686,374	63,187,033	65,021,623	66,822,492	69,644,317	2,821,825
<b>Sources</b>							
Taxes	22,242,500	25,790,117	26,532,500	27,300,000	27,300,000	28,840,000	1,540,000
Realignment	1,357,451	1,960,000	3,458,126	3,618,924	3,618,924	3,910,518	291,594
State, Fed or Gov't Aid	4,286,561	4,295,930	3,769,570	4,097,074	3,850,732	4,261,595	410,863
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	428,834	532,238	427,252	400,968	405,173	429,754	24,581
Total Revenue	28,315,346	32,578,285	34,187,448	35,416,966	35,174,829	37,441,867	2,267,038
Operating Transfers In	0	0	38,096	0	0	0	0
Total Financing Sources	28,315,346	32,578,285	34,225,544	35,416,966	35,174,829	37,441,867	2,267,038
Net County Cost	32,526,285	29,108,089	28,961,489	29,604,657	31,647,663	32,202,450	554,787
Budgeted Staffing*	473	477	488	503	503	507	4

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

The majority of expenditures for the District Attorney's Office are for staffing (\$70.1 million) and operating expenses (\$9.4 million) primarily to fulfill the department's core responsibility of prosecuting crimes. These expenditures are funded primarily through \$32.2 million of Discretionary General Funding (Net County Cost) and \$28.8 million of Prop 172 sales tax revenues required by law to be used for public safety activities. Other significant funding sources include reimbursements of \$9.9 million primarily from the department's special revenue funds, \$3.9 million of AB 109 realignment revenue, and \$4.3 million from various state/federal agencies.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by a net amount of \$2.8 million primarily due to additional staffing expenses resulting from new MOU's with various labor unions, increased retirement rates, and the addition of four extra-help positions to assist with the workload resulting from passage of Prop 47. This increase in requirements is offset through increases in various funding sources totaling \$2.3 million, the largest of which is Prop 172 revenue (\$1.5 million), and Net County Cost (\$554,787).





**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Management	7	0	0	1	8	0	8
Bureau of Administration	9	0	0	0	9	0	9
Bureau of Victim Services	47	0	0	0	47	0	47
Bureau of Information Technology	16	0	0	0	16	0	16
Special Units	67	0	0	0	67	1	66
Bureau of Investigation	89	0	0	0	89	5	84
Criminal Prosecution - Central	95	4	0	0	99	5	94
Criminal Prosecution - West End	104	0	0	-1	103	1	102
Criminal Prosecution - Desert	69	0	0	0	69	0	69
Total	503	4	0	0	507	12	495

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$70.1 million fund 507 budgeted positions of which 495 are regular positions and 12 are limited term positions. The budgeted staffing reflects the addition of 4 extra-help positions (2 Deputy District Attorney IV and 2 Office Assistant III) to assist the Department with temporary workload increases associated with the recent passage of Proposition 47. The cost of these extra-help positions is funded through a one-time increase in Net County Cost for 2015-16.



## 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. Pursuant to Government Code section 27388, the costs related to this activity are funded through a fee charged on recorded documents. On July 22, 2014, the Board of Supervisors (Board) adopted Resolution 2014-164 authorizing an increase of this fee from \$3.00 to \$10.00. The revenue collected from this fee is transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff assigned to investigate/prosecute real estate fraud.

Budget at a Glance	
Requirements Less Reimbursements	\$8,345,031
Sources/Reimbursements	\$7,015,370
Use of/ (Contribution to) Fund Balance	\$1,329,661
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 cost of automobile insurance, particularly 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 investigate/prosecute auto insurance fraud.

**Workers' Compensation Fraud Prosecution** accounts for activity related to the investigation and prosecution of workers' compensation insurance fraud. The California 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. The funds received by San Bernardino County 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 prosecute workers' compensation insurance fraud.

**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 are transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff associated with these specialized prosecutions.

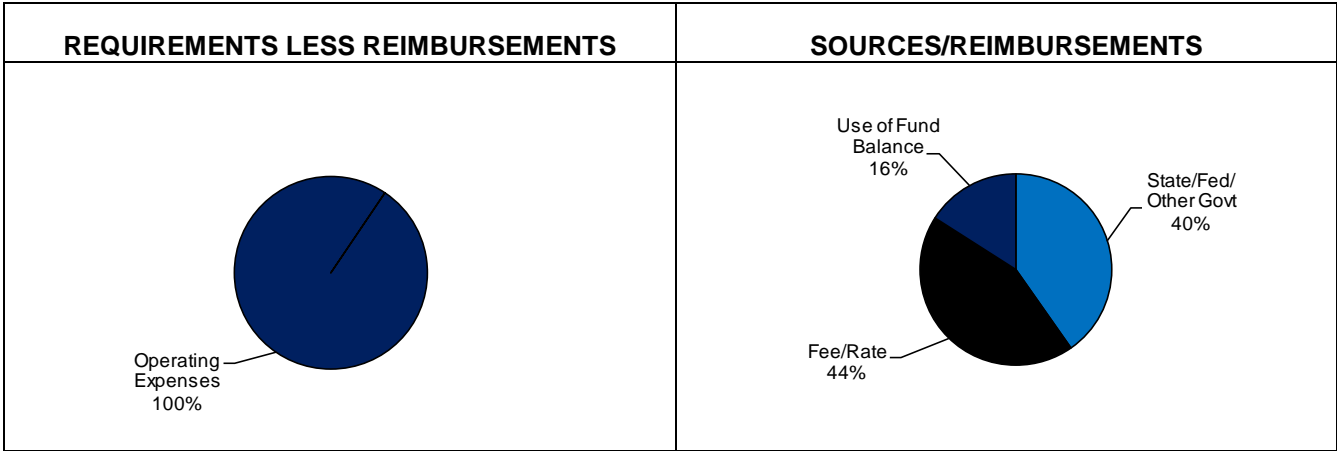
**Vehicle fees – Auto Theft** accounts for the receipt of assessments on vehicles registered in San Bernardino County. In May of 1995, the Board adopted a resolution, pursuant to Vehicle Code 9250.14, to impose a \$1.00 fee on each San Bernardino County new and renewal vehicle registration. The revenue 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. 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. Proceeds from the sale of forfeited assets such as real property, vehicles, businesses, 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 the sale of these seized assets are often shared with participating state and local law enforcement agencies. The County’s share of these funds are ultimately transferred to the District Attorney’s Criminal Prosecution budget unit to assist with operating costs of the Department’s Asset Forfeitures unit and other eligible public safety expenses pursuant to established guidelines set forth by the U.S. Department of Justice.

**2015-16 RECOMMENDED BUDGET**



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
 DEPARTMENT: District Attorney  
 FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various  
 FUNCTION: Public Protection  
 ACTIVITY: Judicial

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	6,399,296	6,731,791	6,168,581	6,413,427	8,095,677	8,345,031	249,354
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	6,399,296	6,731,791	6,168,581	6,413,427	8,095,677	8,345,031	249,354
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,399,296	6,731,791	6,168,581	6,413,427	8,095,677	8,345,031	249,354
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	6,399,296	6,731,791	6,168,581	6,413,427	8,095,677	8,345,031	249,354
<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	3,616,819	3,650,341	3,716,057	3,476,458	3,676,741	3,356,458	(320,283)
Fee/Rate	2,027,195	3,778,175	2,182,897	3,294,357	2,803,901	3,648,000	844,099
Other Revenue	23,495	17,361	8,577	14,044	13,475	10,912	(2,563)
Total Revenue	5,667,509	7,445,877	5,907,531	6,784,859	6,494,117	7,015,370	521,253
Operating Transfers In	780,606	0	0	0	0	0	0
Total Financing Sources	6,448,115	7,445,877	5,907,531	6,784,859	6,494,117	7,015,370	521,253
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(48,819)	(714,086)	261,050	(371,432)	1,601,560	1,329,661	(271,899)
Available Reserves					2,854,419	3,497,750	643,331
Total Fund Balance					4,455,979	4,827,411	371,432
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

## DETAIL OF 2015-16 RECOMMENDED BUDGET

2015-16

	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
Real Estate Fraud Prosecution (Fund REB)	2,784,878	2,250,000	534,878	402,184	0
Auto Insurance Fraud Prosecution (Fund RIP)	644,921	580,000	64,921	301,377	0
Workers' Comp Insurance Fraud (Fund ROB)	2,123,512	2,103,324	20,188	541,211	0
Specialized Prosecutions (Fund SBI)	1,571,423	1,055,000	516,423	620,769	0
Vehicle Fees - Auto Theft (Fund SDM)	798,165	675,419	122,746	5,969	0
State Asset Forfeitures (Fund SBH)	210,311	150,000	60,311	81,607	0
Federal Asset Forfeitures (Fund SDN)	211,821	201,627	10,194	1,544,633	0
Total Special Revenue Funds	8,345,031	7,015,370	1,329,661	3,497,750	0



## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

**Real Estate Fraud Prosecution:** Requirements of \$2.8 million are for transfers to the Department's Criminal Prosecution budget unit for the cost of staff assigned to real estate fraud prosecution. Sources of \$2.3 million represent the amount anticipated from the \$10.00 fee collected on recording documents for real estate fraud prosecution. Fund balance of \$534,878 funds staffing costs in the department's general fund budget unit.

**Auto Insurance Fraud Prosecution:** Requirements of \$644,921 are for transfers to the Department's Criminal Prosecution budget unit for the cost of staff assigned to auto insurance fraud prosecution. Sources of \$580,000 represent projected grant funds from the California Department of Insurance. Fund balance of \$64,921 funds staffing costs in the department's general fund budget unit.

**Workers' Compensation Insurance Fraud Prosecution:** Requirements of \$2.1 million are for transfers to the Department's Criminal Prosecution budget unit for the cost of staff assigned to workers' compensation insurance fraud prosecution. Sources of \$2.1 million reflect projected grant funds from the California Department of Insurance. Fund balance of \$20,188 funds staffing costs in the department's general fund budget unit.

**Specialized Prosecutions:** Requirements of \$1.6 million are for transfers to the Department's Criminal Prosecution budget unit for staffing and other costs related to specialized prosecution. Sources of \$1.1 million reflect the Department's estimated revenue from anticipated case settlements during 2015-16. Fund balance of \$516,423 funds the costs to prosecute crimes such as hazardous waste dumping, consumer fraud, and violations of Cal OSHA laws.

**Vehicle Fees – Auto Theft Prosecution:** Requirements of \$798,165 are for transfers to the Department's Criminal Prosecution budget unit for costs associated with prosecuting and investigating automobile theft crimes. Sources of \$675,419 primarily represent new and renewal registration assessments on vehicles registered in San Bernardino County. Fund balance of \$122,746 funds staffing costs in the department's general fund budget unit.

**State Asset Forfeitures:** Requirements of \$210,311 are primarily for transfers to the Department's Criminal Prosecution budget unit to help offset the costs of processing asset forfeiture cases. Sources of \$150,000 reflect the anticipated proceeds from asset forfeitures. Fund balance of \$60,311 assists with the costs of processing asset forfeiture claims.

**Federal Asset Forfeitures:** Requirements of \$211,821 are for transfers to the Department's Criminal Prosecution budget unit to assist with operating expenses of the Asset Forfeiture Unit. Sources of \$201,627 represent proceeds from federal asset forfeiture funds (\$198,000) and interest earnings (\$3,627). The use of fund balance of \$10,194 funds various costs in the department's general fund budget unit considered eligible under U.S. Department of Justice guidelines.

## BUDGET CHANGES AND OPERATIONAL IMPACT

The only significant budget change for 2015-16 is an increase in fee/rate revenue of \$844,099 due to additional case settlements anticipated from specialized prosecutions and the July 22, 2014 Board action (Item #60) authorizing an increase to the recording fee for real estate documents.

## ANALYSIS OF FUND BALANCE

**Real Estate Fraud Prosecution:** Although the 2015-16 budget is using fund balance of \$534,878 for staffing costs, the Department expects additional fee revenue to be generated in subsequent years as the real estate market continues to rebound.

**Auto Insurance Fraud Prosecution:** Although the 2015-16 budget is using fund balance of \$64,921 for staffing costs, the Department will be seeking additional grant funds to mitigate the use of fund balance in the future.



**Workers' Compensation Insurance Fraud Prosecution:** The \$20,188 use of fund balance for 2015-16 is a nominal amount in contrast to the \$541,211 of available reserves.

**Specialized Prosecutions:** For 2015-16, this budget unit is utilizing \$516,423 of fund balance to prosecute such crimes as hazardous waste dumping, consumer fraud, and violations of Cal OSHA laws. These types of cases often continue for several months or possibly years. When these cases eventually conclude, the Department receives funding for cost reimbursement and this fund balance is ultimately replenished.

**Vehicle Fees – Auto Theft Prosecution:** Although the 2015-16 budget is using fund balance of \$122,746 for staffing costs, expectation is that these funds will be recouped via future revenues related to this program. It is anticipated that a request to increase the vehicle fraud fee will be presented to the Board during 2015-16. If approved, this fee increase is projected to generate an additional \$850,000 annually in program revenue.

**State Asset Forfeitures:** The 2015-16 budget includes \$60,311 in the use of fund balance to assist with the cost of processing asset forfeiture cases. When these cases conclude, the Department will receive funding pursuant to California law and the fund balance will be replenished at that time.

**Federal Asset Forfeitures:** The \$10,194 use of fund balance for 2015-16 is a nominal amount in contrast to the \$1,544,633 of available reserves.

#### **STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with these consolidated special revenue budget units.



## LAW AND JUSTICE GROUP ADMINISTRATION

Michael Fermin

### 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.*



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
<b>General Fund</b>					
Law and Justice Administration	90,208	90,208	0		1
Total General Fund	90,208	90,208	0		1
<b>Special Revenue Funds</b>					
Law and Justice Special Revenue Consolidated	1,340,383	909,953	0	430,430	0
Total Special Revenue Funds	1,340,383	909,953		430,430	0
<b>Total - All Funds</b>	<b>1,430,591</b>	<b>1,000,161</b>	<b>0</b>	<b>430,430</b>	<b>0</b>

### 2014-15 MAJOR ACCOMPLISHMENTS

- Received Justice Assistance Grant funding of approximately \$659,953 on behalf of the County and 17 cities.
- Implemented business practice changes to evaluate subrecipient compliance with Federal requirements and ensure performance goals.
- Received Juvenile Accountability Block Grant funding of \$85,208 for the 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.



## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of new Justice Assistance Grant projects initiated.	N/A	10	10	12
STRATEGY	Cooperatively develop new programs with local law enforcement agencies to secure Justice Assistance Grant funding.					
STRATEGY	Participate with Law and Justice Agencies to facilitate additional grant funding.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of youth and/or families served with Juvenile Accountability Block Grant funding.	202	200	200	225
STRATEGY	Continue to establish and maintain accountability-based programs designed to reduce recidivism among juveniles who are referred by law enforcement personnel or agencies.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Amount of additional funding secured.	\$788,057	\$700,000	\$800,000	\$750,000
STRATEGY	Identify new grant opportunities.					





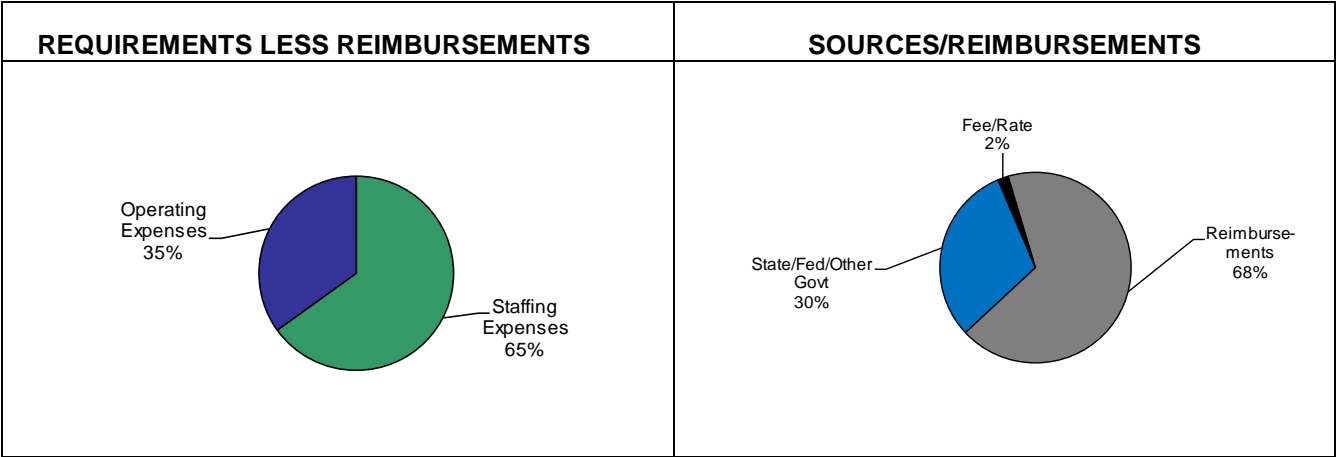
## Law and Justice Group Administration

### 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 and coordination by the Administrative Analyst for the Law and Justice Group.

Budget at a Glance	
Requirements Less Reimbursements	\$278,973
Sources/Reimbursements	\$278,973
Net County Cost	\$0
Total Staff	1
Funded by Net County Cost	0%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
DEPARTMENT: Law and Justice Group Admin  
FUND: General

BUDGET UNIT: AAA LNJ  
FUNCTION: Judicial  
ACTIVITY: Public Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	152,242	162,040	195,176	172,626	174,543	181,497	6,954
Operating Expenses	208,045	107,305	112,702	112,936	99,849	97,476	(2,373)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	360,287	269,345	307,878	285,562	274,392	278,973	4,581
Reimbursements	(181,299)	(163,633)	(197,769)	(195,354)	(184,184)	(188,765)	(4,581)
Total Appropriation	178,988	105,712	110,109	90,208	90,208	90,208	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	178,988	105,712	110,109	90,208	90,208	90,208	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	180,736	97,270	104,976	85,208	85,208	85,208	0
Fee/Rate	5,000	5,000	5,000	5,000	5,000	5,000	0
Other Revenue	0	0	190	0	0	0	0
Total Revenue	185,736	102,270	110,166	90,208	90,208	90,208	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	185,736	102,270	110,166	90,208	90,208	90,208	0
Net County Cost	(6,748)	3,442	(57)	0	0	0	0
Budgeted Staffing*	1	1	1	1	1	1	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$181,497 represent the majority of expenditures and fund one budgeted position. Operating expenses of \$97,476 include the administration of the Juvenile Accountability Block Grant program. Reimbursements of \$188,765 fund operational expenses for services provided.

## BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes in the Department's 2015-16 Budget.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Administration	1	0	0	0	1	0	1
Total	1	0	0	0	1	0	1

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$181,497 fund one (1) budgeted regular positions. There are no changes to budgeted staffing.



## Special Revenue Funds - Consolidated

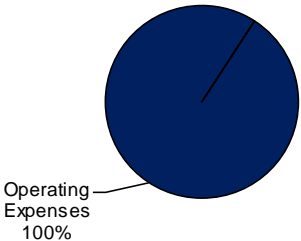
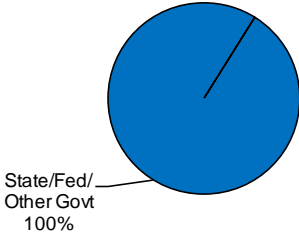
### DESCRIPTION OF MAJOR SERVICES

**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 cameras and x-ray equipment for the Sheriff/Coroner/Public Administrator; video conferencing equipment for the District Attorney; computer equipment and enhancements for the Public Defender; and GPS tracking and polygraph services for the Probation Department.

Budget at a Glance	
Requirements Less Reimbursements	\$1,340,383
Sources/Reimbursements	\$909,953
Use of/ (Contribution to) Fund Balance	\$430,430
Total Staff	0

**Southwest Border Prosecution Initiative** is a reimbursement program under which jurisdictions in the four Southwestern U.S. Border States 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. This fund receives annual allocations from the Federal Southwest Border Prosecution Initiative (SWBPI) program administered by the Bureau of Justice Assistance (BJA).

### 2015-16 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
 <p>Operating Expenses 100%</p>	 <p>State/Fed/ Other Govt 100%</p>



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
DEPARTMENT: Law and Justice Group Administration  
FUND: Various

BUDGET UNIT: LNJ  
FUNCTION: Judicial  
ACTIVITY: Public Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,655,122	1,244,205	1,867,382	1,175,604	1,697,987	1,340,383	(357,604)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	1,655,122	1,244,205	1,867,382	1,175,604	1,697,987	1,340,383	(357,604)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,655,122	1,244,205	1,867,382	1,175,604	1,697,987	1,340,383	(357,604)
Operating Transfers Out	3,000	0	71,927	0	0	0	0
Total Requirements	1,658,122	1,244,205	1,939,309	1,175,604	1,697,987	1,340,383	(357,604)
<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	1,341,164	932,634	713,840	659,953	909,953	909,953	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	25,499	19,835	13,939	6,116	0	0	0
Total Revenue	1,366,663	952,469	727,779	666,069	909,953	909,953	0
Operating Transfers In	0	0	71,927	0	0	0	0
Total Financing Sources	1,366,663	952,469	799,706	666,069	909,953	909,953	0
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	291,459	291,736	1,139,603	509,535	788,034	430,430	(357,604)
Available Reserves					2,613,047	2,461,116	(151,931)
Total Fund Balance					3,401,081	2,891,546	(509,535)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

## DETAIL OF 2015-16 RECOMMENDED BUDGET

### 2015-16

	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
Southwest Border Prosecution Initiative	707,714	250,000	457,714	2,378,645	0
JAG Consolidated	632,669	659,953	(27,284)	82,471	0
Total Special Revenue Funds	1,340,383	909,953	430,430	2,461,116	0

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$1.3 million include transfers to the Sheriff/Coroner, Probation, District Attorney, and Public Defender for one-time equipment purchases; and pass through amounts to various law enforcement agencies for the Justice Assistance Grant Program.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$357,604 due primarily to the one-time funding for projects included in the 2014-15 budget for the various grant programs.



## **ANALYSIS OF FUND BALANCE**

Southwest Border Prosecution Initiative (SWBPI) funding is subject to annual budget approval by the Federal Government. In prior years, the Federal Government continued to approve funding at a reduced level. In 2014-15, the Federal Government did not approve funding. The fund balance is sufficient to cover this year's ongoing costs. As a means of establishing new revenues and reducing dependence on SWBPI funding, the Law and Justice Group is working with its members to present a proposal for establishment of a Misdemeanor Diversion program. A Diversion program is aimed at reducing recidivism and saving criminal justice system resources. The program would allow first time offenders of low level, non-violent misdemeanors the opportunity to attend classes to improve themselves as well as gain appreciation for their victims. Successful completion of the program would result in a dismissal of the criminal case. Such a program could reduce misdemeanor caseloads (which are on the rise as a result of the passage of Proposition 47). Such reductions would have an impact on court time, district attorneys, public defenders, probation and the Sheriff.

## **STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



# PROBATION

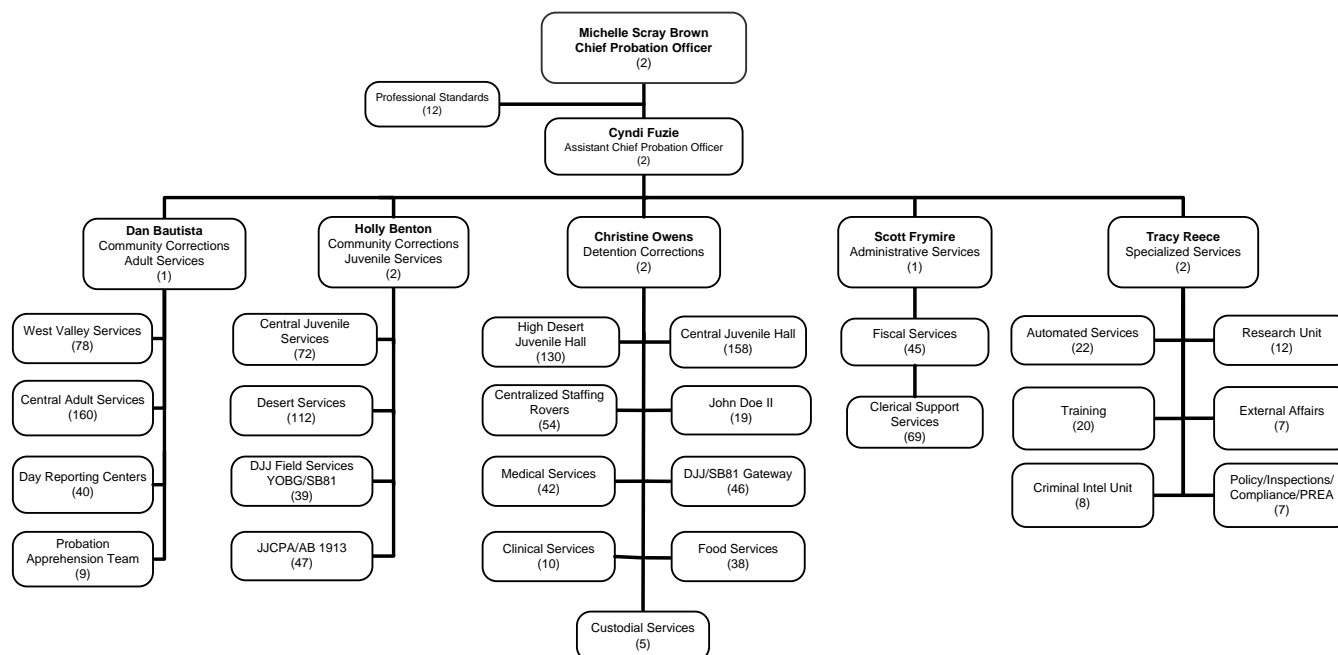
## Michelle Scray Brown

### 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



### 2015-16 SUMMARY OF BUDGET UNITS

2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
<b>General Fund</b>					Staffing
Administration, Corrections and Detention	146,321,121	71,809,445	74,511,676		1,226
Juvenile Justice Grant Program	0	0	0		47
<b>Total General Fund</b>	146,321,121	71,809,445	74,511,676		1,273
<b>Special Revenue Funds</b>					
Special Revenue Funds - Consolidated	14,377,494	17,512,892		(3,135,398)	0
<b>Total Special Revenue Funds</b>	14,377,494	17,512,892		(3,135,398)	0
<b>Total - All Funds</b>	160,698,615	89,322,337	74,511,676	(3,135,398)	0 1,273



## 2014-15 MAJOR ACCOMPLISHMENTS

- Appointment of Dr. Michael Neeki as Chief Medical Officer (CMO) for the San Bernardino County Probation Department. The CMO is in charge of the well-being of the youth in the Department's Juvenile Detention and Assessment Centers. Dr. Neeki also provides tactical training and medical education for Department staff.
- The Victorville Office and Day Reporting Center moved to a larger and more efficient location, allowing staff to teach more classes and meet with a greater number of probationers to better serve the community.
- The Juvenile Community Corrections Bureau successfully implemented new forms and processes for each of the following: case plan formats, reasonable candidacy determinations, imminent risk evaluations, and new Title IV-E pre-placement. Full compliance monitoring of the new processes was also instituted.
- Presented with the "Leading the Way" award by the Equal Employment Opportunity Commission.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of new adult supervision cases assessed within 60 days.	95.2%	95.5%	95.5%	96.0%
STRATEGY	Assess each new adult offender to determine expected risk of recidivating and their criminogenic risk factors to ensure appropriate supervision level.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of new juvenile supervision cases assessed within 60 days.	95.2%	97.5%	97.5%	97.5%
STRATEGY	Assess each new juvenile offender to determine expected risk of recidivating and their criminogenic risk factors to ensure appropriate supervision level.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of adult supervision cases recidivating.	N/A	27.0%	27.0%	26.0%
STRATEGY	Supervise adult probationers at an appropriate level to reduce recidivism.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of juvenile supervision cases recidivating.	N/A	27.0%	27.0%	26.0%
STRATEGY	Supervise juvenile probationers at an appropriate level to reduce recidivism.					



## 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	
Requirements Less Reimbursements	\$155,084,610
Sources/Reimbursements	\$80,572,934
Net County Cost	\$74,511,676
Total Staff	1,226
Funded by Net County Cost	48%

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:

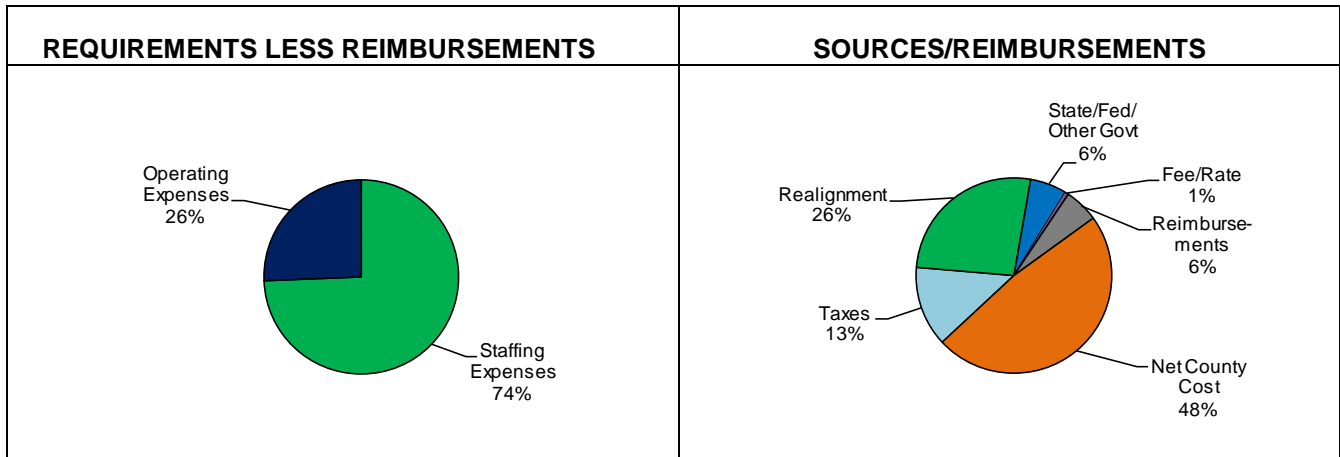
- Adult Community Corrections Bureau (ACCB) is responsible for adult supervision, program options, Day Reporting Centers and investigation reports for the courts along with case management services. ACCB utilizes appropriate evidence-based treatment and supervision services as identified through validated assessment tools. With the development of AB109, the Department created Day Reporting Centers (DRC) in each region 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. The Department is also expanding services that assist in minimizing an offender's progression deeper into the justice system through additional SB678 funded programs, which target certain offenders for prevention and program efforts aimed at keeping them from being sentenced to State Prison. All efforts are aimed at minimizing recidivism and moving offenders into a role of self sufficient, producing citizens.
- Juvenile Community Corrections Bureau (JCCB) is responsible for juvenile supervision, program options, Day Reporting Centers, and investigation reports for the courts along with case management services. JCCB utilizes appropriate evidence-based treatment and supervision services as identified through validated assessment tools. JCCB utilizes Juvenile Justice Crime Prevention Act funding to provide School Probation Officer and other targeted programs designed to prevent the immersion of juveniles into the justice system. JCCB also receives funding through Youthful Offender Block Grant/SB-81, which provides funding for the Gateway Program, a secured residential program that allows minors to gain self sufficiency through a variety of programs, and also funds intensive juvenile supervision services. 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 works with multiple County agencies inside the facilities, as well as local community groups such as faith based organizations to address the needs of the juveniles.
- Administrative Services Bureau (ASB) is responsible for the organizational and administrative support functions that include budgets, grants, payroll/personnel, purchasing, accounts payable, courier/file management, reception, legal clerical and analytical units. Each of these units work with other County agencies, from fiscal management to contract development, 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.





- Specialized Services Bureau (SSB), created in March 2014, is responsible for unique operations that cover requirements beyond community corrections and detention services and are all encompassing throughout the Department. The units include: Training, Research, Automated Systems, External Affairs, Prison Rape Elimination Act (PREA), Policies and Procedures, Audits and Inspections, and the Criminal Intelligence Unit (CIU). Prior to the development of this new Bureau, these units were spread across multiple Bureaus. Unifying these efforts provides consistent services across all Bureaus and for Department operations across the County.

## 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
 DEPARTMENT: Probation-Administration, Corrections and Detention  
 FUND: General Fund

BUDGET UNIT: AAA PRB  
 FUNCTION: Public Protection  
 ACTIVITY: Detention and Corrections

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	92,030,807	99,610,804	104,597,041	105,465,415	108,871,929	115,331,315	6,459,386
Operating Expenses	24,080,295	27,367,318	27,946,655	34,884,746	38,250,429	39,753,295	1,502,866
Capital Expenditures	2,148,395	141,073	822,128	1,025,475	668,965	0	(668,965)
Total Exp Authority	118,259,497	127,119,195	133,365,824	141,375,636	147,791,323	155,084,610	7,293,287
Reimbursements	(1,960,347)	(3,703,984)	(3,728,382)	(4,743,648)	(3,614,789)	(8,763,489)	(5,148,700)
Total Appropriation	116,299,150	123,415,211	129,637,442	136,631,988	144,176,534	146,321,121	2,144,587
Operating Transfers Out	796,000	923,970	8,079,523	12,858,582	15,500,700	0	(15,500,700)
Total Requirements	117,095,150	124,339,181	137,716,965	149,490,570	159,677,234	146,321,121	(13,356,113)
<b>Sources</b>							
Taxes	15,887,500	16,950,000	19,107,088	23,727,218	21,249,279	20,600,000	(649,279)
Realignment	2,700,630	24,837,053	41,035,700	45,271,445	53,191,054	40,970,982	(12,220,072)
State, Fed or Gov't Aid	35,691,248	18,484,743	9,990,869	9,373,877	10,985,906	9,345,363	(1,640,543)
Fee/Rate	1,501,502	1,152,760	913,485	880,979	740,100	892,100	152,000
Other Revenue	34,907	1,557,686	0	10,238	1,000	1,000	0
Total Revenue	55,815,787	62,982,242	71,047,142	79,263,757	86,167,339	71,809,445	(14,357,894)
Operating Transfers In	21,000	0	14,537	167,538	161,741	0	(161,741)
Total Financing Sources	55,836,787	62,982,242	71,061,679	79,431,295	86,329,080	71,809,445	(14,519,635)
Net County Cost	61,258,363	61,356,939	66,655,286	70,059,275	73,348,154	74,511,676	1,163,522
Budgeted Staffing*	1,190	1,194	1,188	1,183	1,183	1,226	43

\* Data represents modified budgeted staffing



## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

The large majority of expenditures for 2015-16 consist of staffing and facility costs related to the supervision and treatment of adult offenders and legally detained juveniles. These costs include operation of the day reporting centers and the juvenile detention and assessment centers. The Department's sources of revenue are as follows: AB109 funds (\$30.2 million), Prop 172 revenues (\$20.6 million), Youthful Offender Block Grant (\$8.1 million), SB678 reimbursements (\$7.1 million), state support for Juvenile Probation Funding (\$5.4 million), other realignment funding (\$2.7 million), reimbursements from other departments (\$1.7 million), various other State/Federal funds (\$3.9 million), and fees received for providing services (\$892,100). The Department is also funded by \$74.5 million of Discretionary General Fund (Net County Cost) for 2015-16.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$13.4 million primarily due to a large reduction in operating transfers out. During 2014-15, the Department transferred one-time monies to the Capital Improvement Fund for various projects funded through AB109 and Prop 172 revenues carried over from prior years. The increases in staffing and operating expenses are primarily due to SB678 program expansion. SB678 was adopted into law in 2009 to provide support for more successful probation supervision practices to reduce criminal recidivism. The costs related to this program are reimbursed by the Department's SB678 Special Revenue Fund through annual funding allocated from the State. The \$14.5 million decrease in sources is primarily due to recognizing prior year AB109 revenue in 2014-15 to fund various capital projects as mentioned above.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Administrative Services Bureau	60	1	0	70	131	5	126
Specialized Services Bureau	51	0	0	27	78	0	78
Community Corrections Bureau-Adult	343	44	0	-99	288	0	288
Community Corrections Bureau-Juvenile	170	0	-2	57	225	0	225
Detention Corrections Bureau	559	0	0	-55	504	3	501
Total	1,183	45	-2	0	1,226	8	1,218

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$115.3 million fund 1,226 budgeted positions of which 1,218 are regular positions and 8 are limited term positions.

The Department's 2015-16 budget includes 45 new positions. Of this total, the following 43 positions are added to provide additional SB678 funded program services:

- Automated Systems Analyst II
- Business Systems Analyst I
- Office Assistant III (5 positions)
- Probation Division Director I
- Probation Division Director II
- Probation Officer II (24 positions)
- Probation Officer III (5 positions)
- Secretary I
- Supervising Probation Officer (4 positions)

These positions were presented to the Board of Supervisors for approval as part of the County's 2014-15 third quarter budget report.



The remaining two new positions are as follows:

- Office Assistant IV to oversee clerical staff of the Adult Legal Unit.
- Payroll Specialist to support the Department's payroll and personnel functions.

The cost of these two positions is being funded through the Department's existing allocation of Net County Cost.

The 45 new positions are marginally offset by the transfer of two Probation Officer II positions to the Juvenile Justice Crime Prevention Act program (AAA-PRG). The transfer of these positions aligns with the administrative oversight and staff workload of the House Arrest and School Probation Officer programs.

The 2015-16 budget also includes the following reclassifications to better reflect the duties and responsibilities of these positions:

- Deputy Chief Probation Administrator to Deputy Chief Probation Officer
- Office Assistant III to Office Assistant IV
- Office Assistant II to Office Assistant III.

Finally, during 2014-15 several positions were transferred internally due to a number of Department reorganizations. A brief description of each reorganization follows:

- Administrative Services Bureau – Due to the creation of the Clerical Support Services Unit, clerical positions were transitioned from the Adult and Juvenile Community Corrections Bureaus (Legal Units) and the Detention Corrections Bureau (Centralized Staffing Unit) to ensure consistency of operations throughout all regions of the County.
- Specialized Services Bureau – AB109 staff transitioned from the Community Corrections Bureau-Adult Services based on the specialized nature of the operations involved. Also, certain staff previously of the Detention Corrections Bureau now reports directly to the Training Unit.
- Community Corrections Bureau - Some Probation Officers were transferred between the Adult and Juvenile Bureaus as a result of the annual process to verify and configure appropriate caseload sizes dependent on the mix of total probationer counts.



## Juvenile Justice Grant Program

### DESCRIPTION OF MAJOR SERVICES

The Juvenile Justice Crime Prevention Act allocates state resources annually to fund programs which 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.

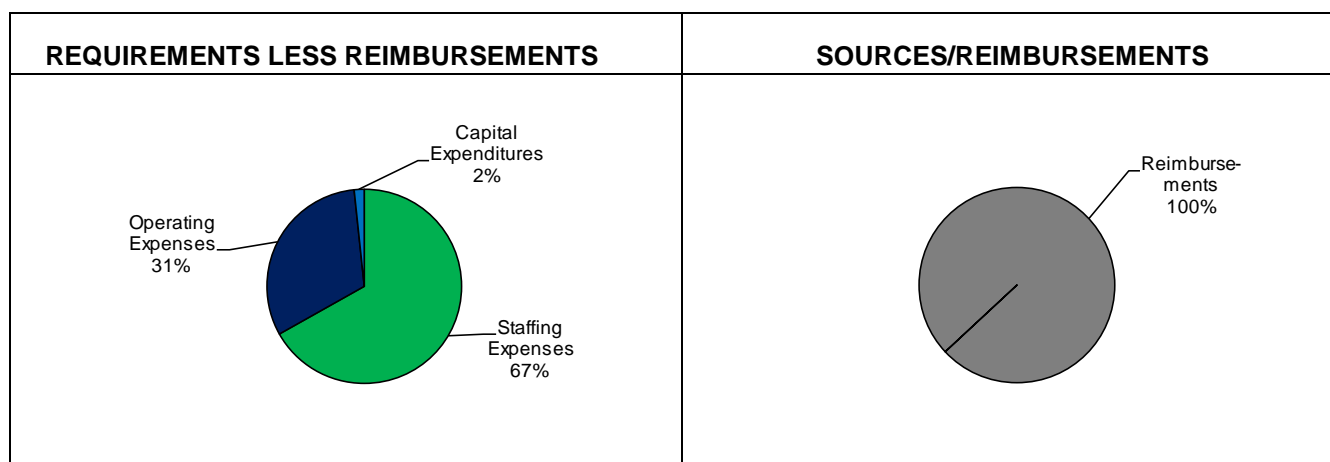
Budget at a Glance	
Requirements Less Reimbursements	\$7,210,424
Sources/Reimbursements	\$7,210,424
Net County Cost	\$0
Total Staff	47
Funded by Net County Cost	0%

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 revenue is funded under the State Public Safety Realignment program.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
DEPARTMENT: Probation - Juvenile Justice Grant Program  
FUND: General

BUDGET UNIT: AAA PRG  
FUNCTION: Public Protection  
ACTIVITY: Detention and Corrections

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	2,331,320	2,899,433	3,683,081	3,671,700	3,953,392	4,819,368	865,976
Operating Expenses	2,015,070	2,421,111	2,301,047	2,162,401	2,211,372	2,271,056	59,684
Capital Expenditures	0	198,793	0	0	0	120,000	120,000
Total Exp Authority	4,346,390	5,519,337	5,984,128	5,834,101	6,164,764	7,210,424	1,045,660
Reimbursements	(4,346,390)	(5,519,192)	(5,854,222)	(5,834,101)	(6,164,764)	(7,210,424)	(1,045,660)
Total Appropriation	0	145	129,906	0	0	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	145	129,906	0	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	121	0	0	0	0	0
Total Revenue	0	121	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	121	0	0	0	0	0
Net County Cost	0	24	129,906	0	0	0	0
Budgeted Staffing*	32	38	39	39	39	47	8

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing and operating expenses totaling \$7.1 million represent the cost of programs for at-risk juveniles, including the cost of day reporting centers, counseling and tutoring services, school probation officers, and the District Attorney's Let's End Truancy (LET) Program. Also included is \$120,000 to purchase four vehicles for the School Probation Officer program. This budget unit is funded entirely by reimbursements from the Department's Juvenile Justice Crime Prevention Act – Special Revenue Fund.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Total expenditure authority and reimbursements are increasing by \$1.0 million due to augmented workloads in the Department's House Arrest and School Probation Officer programs, as well as inclusion of a Public Defender component with the LET program.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Juvenile Justice Grant	39	8	0	0	47	0	47
Total	39	8	0	0	47	0	47

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$4.8 million fund 47 budgeted positions of which all are regular positions.



The 2015-16 budget adds a total of eight positions as follows:

- Six new Probation Officers to assist with increased workloads of the House Arrest (two positions) and School Probation Officer (four positions) programs.
- Two Probation Officer II positions are transferred from the Department's Community Corrections Bureau-Juvenile Services (AAA-PRB) for increased staff workload of the House Arrest and School Probation Officer programs.



## Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Juvenile Justice Crime Prevention Act (JJCPA)** - allocates state resources annually to fund programs which 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 Grant Program general fund budget unit and reimbursed by this budget unit.

#### Budget at a Glance

Requirements Less Reimbursements	\$14,377,494
Sources/Reimbursements	\$17,512,892
Use of/ (Contribution to) Fund Balance**	(\$3,135,398)
Total Staff	0

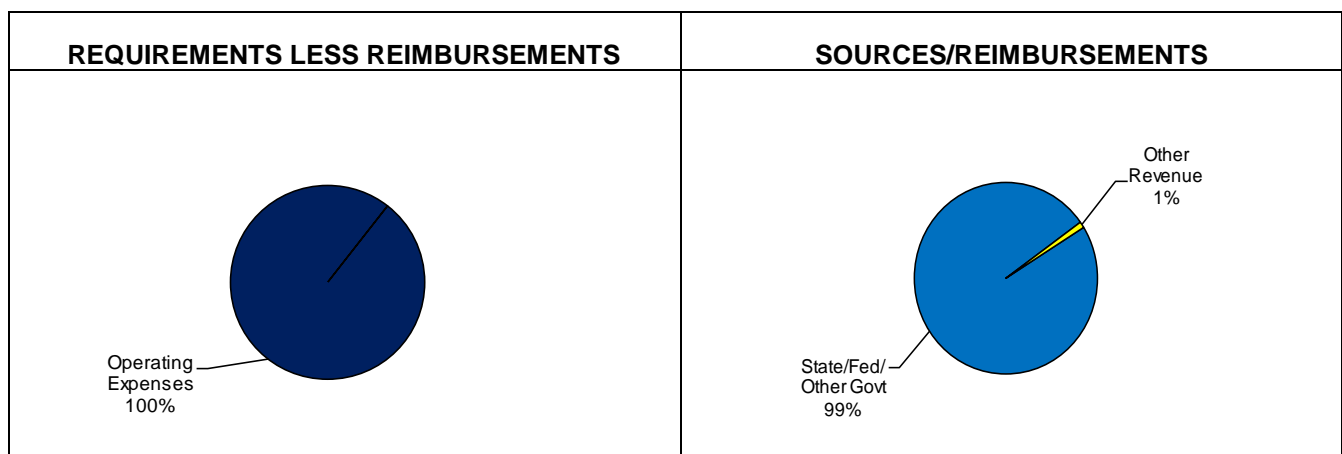
**SB 678 – Criminal Recidivism** allocates state funding resources to oversee programs for the purposes of reducing parolee recidivism. The funding is intended to improve evidence-based probation supervision practices and will enhance public safety outcomes among adult felons who are on probation. Improving 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. The 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 options 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

### 2015-16 RECOMMENDED BUDGET



\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
DEPARTMENT: Probation  
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various  
FUNCTION: Public Protection  
ACTIVITY: Detention and Corrections

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	4,346,389	7,066,422	7,662,551	8,831,055	8,134,806	14,377,494	6,242,688
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	4,346,389	7,066,422	7,662,551	8,831,055	8,134,806	14,377,494	6,242,688
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	4,346,389	7,066,422	7,662,551	8,831,055	8,134,806	14,377,494	6,242,688
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	4,346,389	7,066,422	7,662,551	8,831,055	8,134,806	14,377,494	6,242,688
<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	8,422,181	7,848,633	10,198,388	16,438,348	7,588,694	17,331,526	9,742,832
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	23,577	28,339	26,813	40,650	20,185	36,366	16,181
Total Revenue	8,445,758	7,876,972	10,225,201	16,478,998	7,608,879	17,367,892	9,759,013
Operating Transfers In	0	0	0	126,000	110,000	145,000	35,000
Total Financing Sources	8,445,758	7,876,972	10,225,201	16,604,998	7,718,879	17,512,892	9,794,013
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(4,099,369)	(810,550)	(2,562,650)	(7,773,943)	415,927	(3,135,398)	(3,551,325)
Available Reserves					9,793,851	21,119,119	11,325,268
Total Fund Balance					10,209,778	17,983,721	7,773,943
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.

## DETAIL OF 2015-16 RECOMMENDED BUDGET

2015-16					
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
Juvenile Justice Crime Prevention Act (Fund SIG)	7,210,424	6,552,017	658,407	4,254,254	0
SB 678 - Criminal Recidivism (Fund SJB)	7,098,300	10,815,633	(3,717,333)	16,241,522	0
AB 1628 - Juvenile Reentry Program (Fund SIU)	0	145,000	(145,000)	623,343	0
Asset Forfeiture 15% (Fund SYM)	10,575	42	10,533	0	0
State Seized Assets (Fund SYN)	58,195	200	57,995	0	0
Total Special Revenue Funds	14,377,494	17,512,892	(3,135,398)	21,119,119	0

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

**Juvenile Justice Crime Prevention Act:** Requirements of \$7.2 million represent transfers to the Department's Juvenile Justice Grant Program for reimbursement of costs related to the Department's House Arrest and School Probation Officer programs, as well as the LET program with the District Attorney and Public Defender. Sources of \$6.6 million include a projected \$5.8 million JJCPA allocation from the State and an estimated \$690,100 from various schools participating in the School Probation Officer program. The use of fund balance of \$658,407 is for the purchase of four vehicles and various operating costs of the Department's House Arrest and School Probation Officer Programs.





**SB 678 – Criminal Recidivism:** Requirements of \$7.1 million represent transfers to the Department’s general fund budget unit for reimbursement of staffing costs and other operating expenses related to programs/services that help to reduce criminal recidivism. Sources of \$10.8 million represent the projected state allocation of SB 678 funding. A \$3.7 million contribution to fund balance allows for potential decreases in future state funding allocations.

**AB1628 – Juvenile Reentry Program:** Sources of \$145,000 represent this program’s anticipated state allocation for 2015-16. A \$145,000 contribution to fund balance allows for future projects to address the rehabilitation of juvenile offenders.

**Asset Forfeiture 15%:** Requirements of \$10,575 represent costs related to drug abuse and gang diversion programs. A \$10,533 use of fund balance is budgeted for these programs.

**State Seized Assets:** Requirements of \$58,195 include an array of costs such as training seminars, safety equipment, travel and incentives for graduates of the youth Gang Resistance Education & Training (G.R.E.A.T.) program. A \$57,995 use of fund balance is budgeted for these various costs.

## **BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by \$6.2 million primarily to reimburse the Department’s general fund budget unit for the cost of 43 new positions and related operating costs associated with providing programs and services to reduce criminal recidivism. The \$9.8 million increase in sources is primarily because of an additional \$9.1 million of SB678 state allocations to fund these programs/services. Additionally, participating schools in the Juvenile Justice and Delinquency Prevention Program (School Probation Officer Program) will now pay a 25% share of the program’s cost, thus generating new revenue of \$690,100.

## **ANALYSIS OF FUND BALANCE**

The 2015-16 budget includes contributions to fund balance for the Criminal Recidivism Fund (\$3.7 million) and the AB 1628 Juvenile Re-entry Program (\$145,000). These two special revenue funds rely almost entirely on state funding allocations to fund program costs. Should this funding be reduced in the future, there is now sufficient fund balance available to continue to provide program services at the same level until such time that a transitional plan is developed and implemented by the Department. The use of fund balance for the Juvenile Crime Prevention Act (\$658,407), Asset Forfeiture 15% Fund \$10,533), and State Seized Assets Fund (\$57,995) is for various one-time and on-going program costs.

## **STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing included in these consolidated special revenue funds.



## PUBLIC DEFENDER

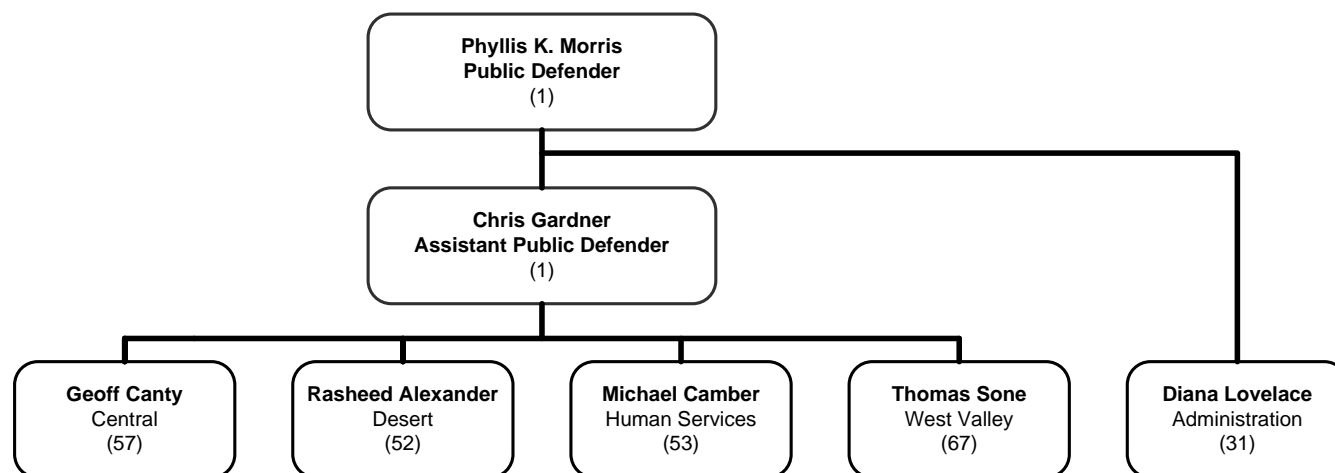
Phyllis K. Morris

### DEPARTMENT MISSION STATEMENT

*Promoting justice and protecting constitutional rights through effective representation.*



### ORGANIZATIONAL CHART



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Public Defender	38,296,378	4,219,996	34,076,382			262
Total General Fund	38,296,378	4,219,996	34,076,382			262
<b>Total - All Funds</b>	38,296,378	4,219,996	34,076,382	0	0	262

### 2014-15 MAJOR ACCOMPLISHMENTS

- Established a Department Diversity Committee to improve cultural awareness among staff throughout the department.
- Awarded California Public Defender's Association Program of the Year for REBAR (Re-moving Every Barrier and Rehabilitating), a program using social workers and attorney volunteers to provide post-conviction relief services to San Bernardino County residents.
- Formed a Public Defender Proposition 47 team to identify and assist individuals with reducing eligible felony convictions to misdemeanors.
- Awarded the California Endowment Grant for the innovative and effective approach to handling Proposition 47 cases.
- Collaborated with Information Services Department to implement a juvenile case management system.



## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of closed felony cases with a trial.	1.5%	2.0%	2.0%	2.0%
STRATEGY	Protecting constitutional rights and promoting justice through effective representation.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of closed misdemeanor cases with a trial.	0.40%	0.50%	0.50%	0.50%
STRATEGY	Protecting constitutional rights and promoting justice through effective representation.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of felony cases resolved within 270 days of appointment.	80%	82%	90%	65%
STRATEGY	Resolving cases in a timely manner.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of misdemeanor cases resolved within 180 days of appointment.	80%	85%	85%	85%
STRATEGY	Resolving cases in a timely manner.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of Expungement (PC 1203.4) or Certificates of Rehabilitation requests granted.	79%	80%	75%	80%
STRATEGY	Providing relief from the consequences of criminal conviction.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of Social Service Practitioner referrals for adult cases.	N/A	350	365	375
STRATEGY	Providing social service referrals to further client treatment and/or stabilization.					



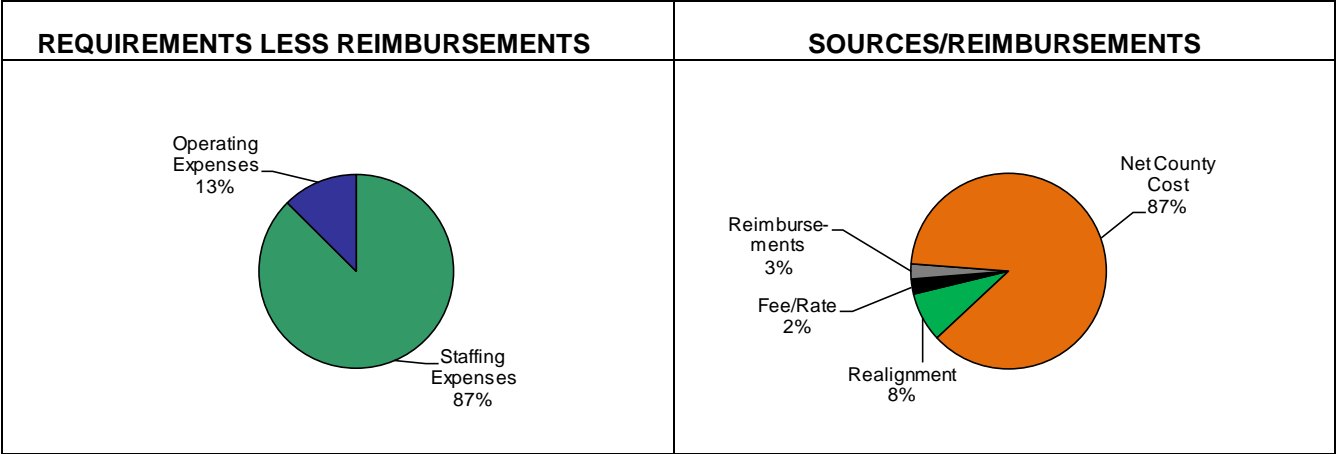
# Public Defender

## DESCRIPTION OF MAJOR SERVICES

The Public Defender promotes justice and protects constitutional rights by providing mandated representation to indigent adult clients in felony, misdemeanor, and mental health civil commitment cases, as well as to clients facing probation, parole, or post-community supervision release violations. The Public Defender also represents the County’s children facing juvenile delinquency proceedings. Using a holistic approach, the Public Defender seeks to increase client opportunities for achieving self-sufficiency. The role the department plays in the criminal justice system reflects the checks and balances found in American democracy.

Budget at a Glance	
Requirements Less Reimbursements	\$39,271,647
Sources/Reimbursements	\$5,195,265
Net County Cost	\$34,076,382
Total Staff	262
Funded by Net County Cost	87%

## 2015-16 BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
DEPARTMENT: Public Defender  
FUND: General

BUDGET UNIT: AAA PBD  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	28,656,046	29,184,304	30,253,485	30,387,541	32,157,706	34,277,403	2,119,697
Operating Expenses	4,160,083	4,274,830	4,063,431	4,601,343	4,516,505	4,903,244	386,739
Capital Expenditures	37,095	31,641	(2,419)	72,685	76,000	91,000	15,000
Total Exp Authority	32,853,224	33,490,775	34,314,497	35,061,569	36,750,211	39,271,647	2,521,436
Reimbursements	(346,816)	(419,736)	(448,963)	(247,933)	(758,246)	(975,269)	(217,023)
Total Appropriation	32,506,408	33,071,039	33,865,534	34,813,636	35,991,965	38,296,378	2,304,413
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	32,506,408	33,071,039	33,865,534	34,813,636	35,991,965	38,296,378	2,304,413
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	664,689	1,535,253	2,784,110	2,737,366	2,737,366	3,204,339	466,973
State, Fed or Gov't Aid	817,938	864,273	3,890	244,374	84,652	45,657	(38,995)
Fee/Rate	1,248,819	1,073,299	997,037	965,013	961,500	970,000	8,500
Other Revenue	0	655	3,550	27,376	0	0	0
Total Revenue	2,731,446	3,473,480	3,788,587	3,974,129	3,783,518	4,219,996	436,478
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,731,446	3,473,480	3,788,587	3,974,129	3,783,518	4,219,996	436,478
Net County Cost	29,774,962	29,597,559	30,076,947	30,839,507	32,208,447	34,076,382	1,867,935
Budgeted Staffing*	246	237	243	247	247	262	15

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$34.3 million, operating expenses of \$4.9 million, and capital expenditures of \$91,000 support the department in achieving its mission of promoting justice and protecting constitutional rights. Sources include \$3.2 million of Realignment funds, legal services fees of \$970,000, and State Aid for the representation of state prison clients in the amount of \$45,657.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$2.3 million. This is primarily due to higher staffing expenses to support Proposition 47 implementation efforts requiring extensive case reviews and petitions to the Court to reduce felony drug charges to misdemeanors when appropriate. Additionally, two new Social Service Practitioners positions will provide services to juvenile clients at local school board attendance meetings. Sources are increasing by \$436,478 primarily due to higher Realignment funding. Recent changes in state law created new opportunities for the department to expand services, providing for the social service needs of County residents and helping them to become self-sufficient.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Administration	30	1	0	2	33	19	14
Central Division	54	0	0	3	57	0	57
Desert Division	55	0	0	-3	52	0	52
Human Services Division	35	14	0	4	53	12	41
West Valley Division	73	0	0	-6	67	0	67
Total	247	15	0	0	262	31	231

\*Detailed classification listing available in Appendix D



## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$34.3 million fund 262 budgeted positions of which 231 are regular positions and 31 are limited-term. The department added the following 15 positions: 2 Social Service Practitioners, 4 limited-term Deputy Public Defenders, 2 limited-term Office Assistant IIIs, 3 Contract Deputy Public Defenders, 3 Contract Office Assistant IIIs and 1 Public Service Employee. The Social Service Practitioners will attend local school board attendance hearings. The 4 limited-term Deputies, 2 limited-term Office Assistants and the contract Deputies and Office Assistant positions are dedicated to Proposition 47 case activity. One Public Service Employee will be dedicated to the case file imaging project.



## SHERIFF/CORONER/PUBLIC ADMINISTRATOR

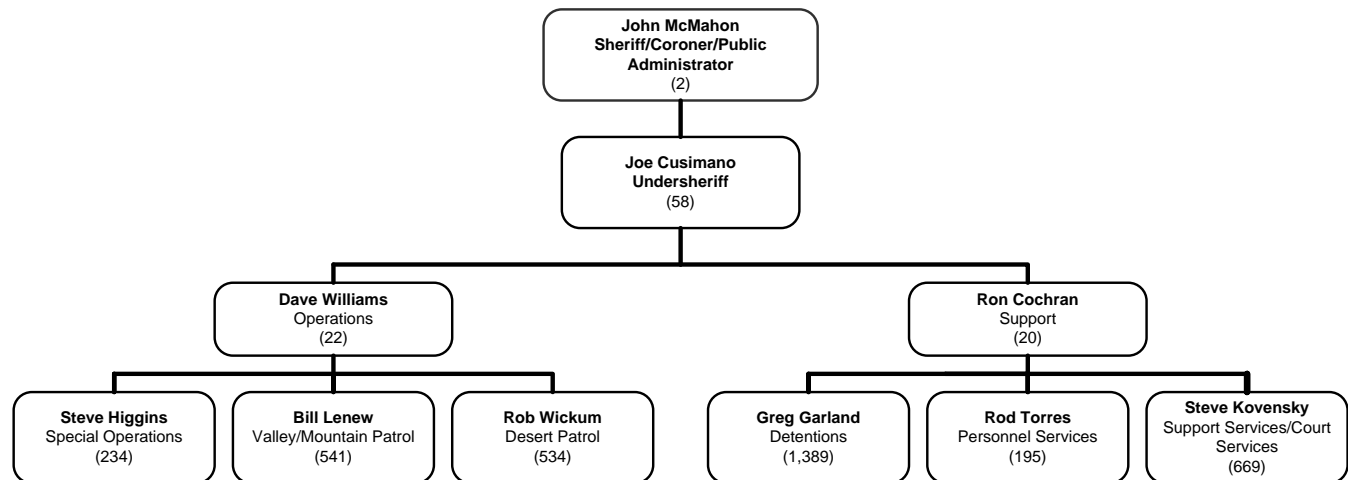
### John McMahon

#### DEPARTMENT MISSION STATEMENT

*The Sheriff/Coroner/Public Administrator provides professional public safety services to residents and visitors of Services to residents and visitors of San Bernardino so they can be safe and secure in their homes and businesses.*



#### ORGANIZATIONAL CHART



#### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
<b>General Fund</b>					Staffing
Sheriff/Coroner/Public Administrator	224,351,828	158,908,696	65,443,132		1,696
Sheriff - Detentions	190,539,471	56,534,052	134,005,419		1,391
Sheriff - Law Enforcement Contracts	135,283,154	135,283,154	0		577
Total General Fund	550,174,453	350,725,902	199,448,551		3,664
<b>Special Revenue Funds</b>					
Special Revenue Funds - Consolidated	23,750,023	10,549,350		13,200,673	0
Total Special Revenue Funds	23,750,023	10,549,350		13,200,673	0
<b>Total - All Funds</b>	573,924,476	361,275,252	199,448,551	13,200,673	0 3,664



## 2014-15 MAJOR ACCOMPLISHMENTS

- Focused efforts on proactive, targeted gang enforcement and violent crime suppression operations by shifting some resources away from street-level narcotics enforcement. This change was necessitated by the passage of Proposition 47, which lowered the criminal penalty for certain drug offenses.
- Expanded unincorporated patrol operations by proceeding with the hiring of 10 budgeted Deputy Sheriff positions. These positions had historically been kept vacant to fund annual employee separation costs that are now partially paid for as part of the County's Earned Leave program.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of contacts with homeless individuals, which results in an estimated 30% annual referral rate for housing assistance.	N/A	1,000	665	665
STRATEGY	Balance proactive outreach with enforcement of the law					
STRATEGY	Connect members of the homeless population with resources that may help them transition from homelessness					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Total number of documented gang contacts per year.	N/A	2,255	2,800	2,800
STRATEGY	Increase the number of gang contacts accomplished through an emphasis on in-field contacts and documentation					
STRATEGY	Improve the department's ability to solve crime by providing investigative leads, as well as an opportunity to engage in early intervention/diversion strategies.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Total number of participants in the Restoration of Competency program per year which reduces the number of days of incarceration per participant by an average of 305 days.	155	150	80	80
STRATEGY	Deliver mental health services for inmates who are found incompetent to stand trial					
STRATEGY	Provides timely treatment to individuals found incompetent to stand trial and allows for speedier trials					
STRATEGY	Reduce long waitlists for state hospital beds and shorten the length of time it takes to restore defendants to competency					





## Sheriff/Coroner/Public Administrator

### DESCRIPTION OF MAJOR SERVICES

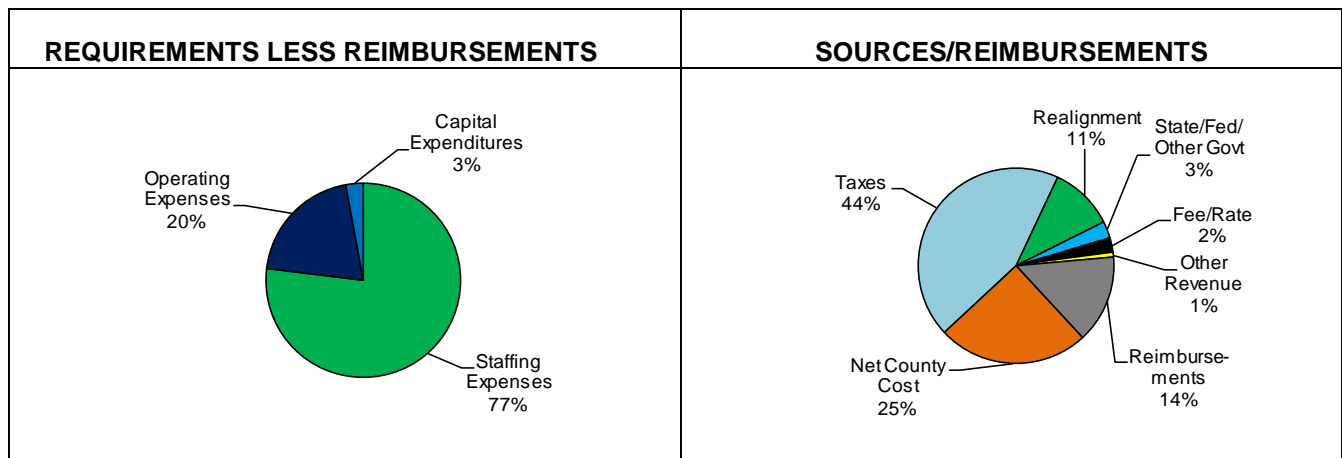
The Sheriff/Coroner/Public Administrator acts as the chief law enforcement officer, coroner/public administrator, and director of safety and security for the County by providing a full range of services throughout the County unincorporated areas.

#### Budget at a Glance

Requirements Less Reimbursements	\$262,579,314
Sources/Reimbursements	\$197,136,182
Net County Cost	\$65,443,132
Total Staff	1,696
Funded by Net County Cost	25%

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.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
DEPARTMENT: Sheriff/Coroner/Public Administrator  
FUND: General

BUDGET UNIT: AAA SHR  
FUNCTION: Public Protection  
ACTIVITY: Police Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	366,991,106	174,452,559	193,639,615	197,740,360	200,172,667	201,754,221	1,581,554
Operating Expenses	87,839,374	67,533,222	56,532,800	48,426,296	49,911,819	52,918,925	3,007,106
Capital Expenditures	2,812,330	5,365,923	4,428,949	4,064,697	5,558,228	7,572,000	2,013,772
Total Exp Authority	457,642,810	247,351,704	254,601,365	250,231,353	255,642,714	262,245,146	6,602,432
Reimbursements	(15,066,541)	(45,614,298)	(35,883,601)	(36,225,054)	(38,005,178)	(38,227,486)	(222,308)
Total Appropriation	442,576,269	201,737,406	218,717,764	214,006,299	217,637,536	224,017,660	6,380,124
Operating Transfers Out	681,145	308,080	195,974	110,000	539,145	334,168	(204,977)
Total Requirements	443,257,414	202,045,486	218,913,738	214,116,299	218,176,681	224,351,828	6,175,147
<b>Sources</b>							
Taxes	88,970,000	101,728,950	106,130,000	110,702,915	110,702,915	115,360,000	4,657,085
Realignment	31,697,053	26,402,887	28,648,974	27,000,000	27,000,000	27,903,518	903,518
State, Fed or Gov't Aid	28,373,499	7,655,233	9,373,995	7,817,110	9,806,822	7,307,433	(2,499,389)
Fee/Rate	113,201,168	3,773,030	5,754,358	5,593,926	7,316,167	6,544,313	(771,854)
Other Revenue	7,179,891	3,602,763	1,676,945	1,667,783	2,156,007	1,552,000	(604,007)
Total Revenue	269,421,611	143,162,863	151,584,272	152,781,734	156,981,911	158,667,264	1,685,353
Operating Transfers In	1,147,694	619,333	1,020,776	300,419	233,777	241,432	7,655
Total Financing Sources	270,569,305	143,782,196	152,605,048	153,082,153	157,215,688	158,908,696	1,693,008
Net County Cost	172,688,109	58,263,290	66,308,690	61,034,146	60,960,993	65,443,132	4,482,139
Budgeted Staffing*	3,467	1,648	1,686	1,698	1,698	1,696	(2)

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$224.4 million include cost of providing patrol and general law enforcement for the County's unincorporated areas. Also included are costs related to the following administrative support divisions: Automotive, Bureau of Administration, County Building and Security, Civil Liabilities, Criminal Intelligence, Employee Resources, Internal Affairs, Records, Technical Services, Training (Basic Academy, Emergency Vehicle Operations Center, Range, Advanced Officer), Specialized Investigations, Aviation, Bomb/Arson, Coroner, Court Services, Communications, and the Inland Regional Narcotics Enforcement Team (IRNET). Also included in this budget unit are the Training/Academy, Public Gathering, Aviation Services and Search & Rescue operating budget units, previously accounted for as special revenue funds.

Operations are funded by a variety of sources, the more significant of which are listed below:

- \$115.4 million in Proposition 172 half cent sales tax revenue
- \$ 65.4 million of Net County Cost (Discretionary General Funding)
- \$ 38.2 million in reimbursements (primarily from the department's Law Enforcement Contracts)
- \$ 27.9 million from the state for providing court security services (Public Safety Realignment – AB 109)
- \$ 7.3 million in state and federal revenue, including 3.0 million in various state and federal grants
- \$ 6.5 million in fees/charges for providing an array of law enforcement services

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$6.2 million primarily due to increases of \$1.6 million in staffing expenses associated with additional retirement costs and a \$3.0 million increase in operating expenses. For operating expenses, the Department is increasing its services and supplies and travel budget by using departmental savings of \$1.8 million in staffing related separation cash outs that are now paid for through the County's Earned Leave Program. Additionally, capital expenditures are increasing \$2.0 million in order to restore the Department's



ongoing vehicle budget. This budget has been depleted during the economic crises, which forced the department to use one-time asset forfeiture revenue to maintain its fleet. Additional ongoing Net County Cost is being used to restore the vehicle budget in 2015-16. These increases are partially offset by a \$204,977 decrease in operating transfers out due to the completion of capital improvement projects in 2014-15 and increased reimbursements of \$222,308 from the Sheriff – Contract budget unit primarily to pay for increased staffing costs.

Sources are relatively flat compared to the prior year, at a net increase of \$1.7 million. Revenues related to Proposition 172, the half-cent sales tax for law enforcement, is expected to increase by \$4.7 million and is offset by a \$2.5 million decrease in State, Fed, or Gov't Aid primarily due to a reduction in assumed federal and state grant revenues. The reduction in grant revenue is offset by corresponding decreases in grant expenditures.

### 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Sheriff	2	0	0	0	2	0	2
Undersheriff	56	0	-2	2	56	2	54
Assistant Sheriff - Operations	22	0	0	0	22	3	19
Assistant Sheriff - Support	20	0	0	0	20	1	19
Special Operations	236	0	0	-2	234	15	219
Valley/Mountain Patrol	215	0	-1	2	216	5	211
Desert Patrol	277	0	0	5	282	12	270
Personnel Services	207	0	-1	-11	195	41	154
Support Services/Court Services	663	3	-1	4	669	36	633
Total	1,698	3	-5	0	1,696	115	1,581

\*Detailed classification listing available in Appendix D

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$201.8 million fund 1,696 budgeted positions of which 1,581 are regular positions (870 safety and 711 professional) and 115 are limited term positions. The department is decreasing budgeted staffing by a net 2 positions which include the following position actions:

#### Additions:

- 2 Contract Forensic Pathologists – Funded with additional ongoing Net County Cost
- 1 Sheriff's Custody Specialist to provide services to the Courts

#### Deletions:

- 1 Supervising Accountant III – transferred to the Sheriff – Detention budget unit
- 1 Accountant II – transferred to the Sheriff – Detention budget unit
- 1 Deputy Sheriff – transferred to the Sheriff – Detention budget unit
- 1 Office Specialist
- 1 Contract Deputy Medical Examiner



## 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.

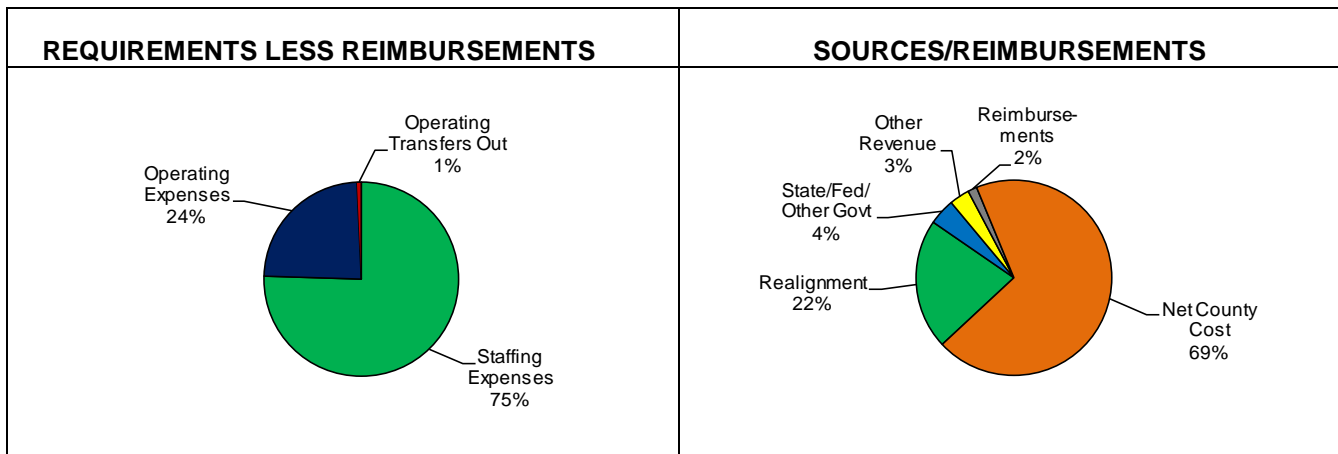
Budget at a Glance	
Requirements Less Reimbursements	\$193,463,203
Sources/Reimbursements	\$59,457,784
Net County Cost	\$134,005,419
Total Staff	1,391
Funded by Net County Cost	69%

The San Bernardino County Sheriff operates four Type I and four Type II facilities. The Type II Detention Facilities currently have a total maximum inmate capacity of 6,653. West Valley Detention Center, Central Detention Center, and High Desert Detention Center (formerly known as Adelanto Detention Center) house pre-trial inmates and the Glen Helen Rehabilitation Center houses persons sentenced to serve time in a County facility. The Type I Holding Facilities, namely Big Bear, Barstow, Morongo and Colorado River Jails, have a total maximum holding capacity of 198 arrestees.

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.

Phase 1 of the High Desert Detention Center opened on February 6, 2014. This completed portion of the expansion project allowed for an additional 222 beds, with a total of 1,392 bed increase upon full operation of the facility.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
DEPARTMENT: Sheriff/Coroner/Public Administrator  
FUND: General

BUDGET UNIT: AAA SHD  
FUNCTION: Public Protection  
ACTIVITY: Detentions

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	128,245,794	130,323,236	134,222,618	138,936,547	145,375,525	6,438,978
Operating Expenses	0	18,149,278	26,261,417	36,370,842	36,997,898	45,803,125	8,805,227
Capital Expenditures	0	0	89,531	615,023	621,000	900,000	279,000
Total Exp Authority	0	146,395,072	156,674,184	171,208,483	176,555,445	192,078,650	15,523,205
Reimbursements	0	(2,726,299)	(2,868,614)	(2,877,297)	(2,901,524)	(2,923,732)	(22,208)
Total Appropriation	0	143,668,773	153,805,570	168,331,186	173,653,921	189,154,918	15,500,997
Operating Transfers Out	0	2,004,860	102,213	233,015	2,717,354	1,384,553	(1,332,801)
Total Requirements	0	145,673,633	153,907,783	168,564,201	176,371,275	190,539,471	14,168,196
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	25,128,163	34,274,176	27,291,301	32,175,892	41,695,857	9,519,965
State, Fed or Gov't Aid	0	12,685,330	8,653,494	7,713,240	8,610,697	8,410,697	(200,000)
Fee/Rate	0	61,245	0	0	0	0	0
Other Revenue	0	6,970,068	6,838,496	6,296,646	6,689,581	6,427,498	(262,083)
Total Revenue	0	44,844,806	49,766,166	41,301,187	47,476,170	56,534,052	9,057,882
Operating Transfers In	0	0	0	0	516	0	(516)
Total Financing Sources	0	44,844,806	49,766,166	41,301,187	47,476,686	56,534,052	9,057,366
Net County Cost	0	100,828,827	104,141,617	127,263,014	128,894,589	134,005,419	5,110,830
Budgeted Staffing*	0	1,301	1,385	1,373	1,373	1,391	18

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$190.5 million represent the cost to staff and operate the County's four detention facilities. This includes costs of the food services division that serves approximately 21,000 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 245,000 inmates annually primarily for court appearances. The most significant sources of funding for this budget unit are as follows:

- \$134.0 million of Net County Cost (Discretionary General Funding)
- \$ 41.7 million in Public Safety Realignment funding (AB 109)
- \$ 6.1 million from the U.S. Marshal for housing federal inmates
- \$ 3.4 million received from the Inmate Welfare Fund budget unit
- \$ 2.8 million reimbursement from the Department's Local Detention Facility Revenue budget unit
- \$ 1.8 million from State funded programs
- \$ 1.2 million from charging inmates for electronic monitoring
- \$ 1.0 million from charging inmates participating in the work release program
- \$ 478,472 from the U.S. Department of Justice, State Criminal Alien Assistance Program (SCAAP)

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$14.2 million primarily due to a \$6.4 million increase in staffing expenses and an \$8.8 million increase in operating expenses. Related to staffing expenses, retirement costs are increasing \$2.9 million and the Department is adding a net 18 positions, 15 of which will be funded with additional projected AB 109 funding and are necessary to provide for higher levels of inmate health screening and additional oversight at the jails. Operating expenses are increasing primarily in order to provide additional mental health and physician services at the jails through contractual services. Additionally, COWCAP charges and Facilities Management –



Maintenance charges are increasing primarily associated with the expansion of the High Desert Detention Center. These additional costs are also funded with additional AB 109 revenue.

Sources increased by a net \$9.1 million due to a projected increase in 2015-16 AB 109 funding for additional budgeted staff, increases in the level of service provided to inmates in the areas of mental health and physician services, and infrastructure maintenance detailed above. The Department's Net County Cost (Discretionary General Funding) allocation is increasing by \$5.1 million in order to fund additional retirement costs, negotiated cost increases for employees, and increased risk management liability premiums.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Detentions	1,373	17	-1	0	1,389	52	1,337
Undersheriff	0	2	0	0	2	0	2
Total	1,373	19	-1	0	1,391	52	1,339

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$145.4 million fund 1,391 budgeted positions of which 1,339 are regular positions (609 safety and 730 professional) and 52 are limited term positions. The Department is increasing budgeted staffing by a net 18 positions, which include the following:

### Additions:

- 10 Correction Nurse II – AB 109 funded positions to assist with Health Screening of inmates at intake
- 5 Sergeants – AB 109 funded positions to provide additional oversight at the jails
- 1 Supervising Accountant III – transferred from the Sheriff/Coroner/Public Administrator budget unit
- 1 Accountant II – transferred from the Sheriff/Coroner/Public Administrator budget unit
- 1 Deputy Sheriff – transferred from the Sheriff/Coroner/Public Administrator budget unit
- 1 Safety Unit - Extra Help

### Deletions:

- 1 Sheriff's Custody Assistant – This is a technical correction as the budgeted position count was overstated in 2014-15 budget as a result of it being dual-filled.



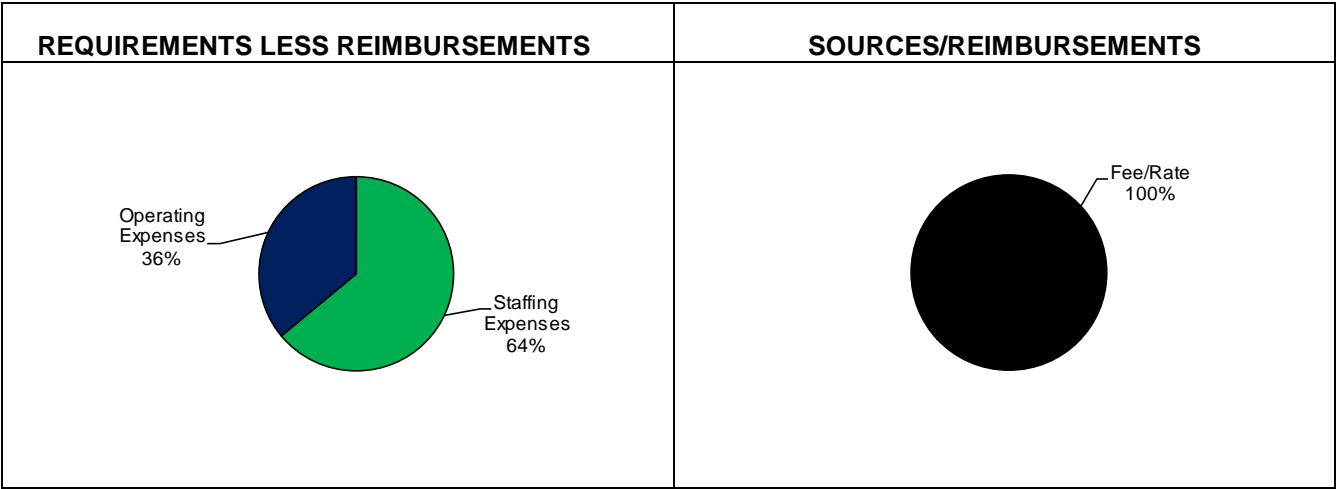
## Sheriff – Law Enforcement Contracts

### 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	
Requirements Less Reimbursements	\$135,472,797
Sources/Reimbursements	\$135,472,797
Net County Cost	\$0
Total Staff	577
Funded by Net County Cost	0%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
DEPARTMENT: Sheriff/Coroner/Public Administration  
FUND: General

BUDGET UNIT: AAA SHC  
FUNCTION: Public Protection  
ACTIVITY: Police Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	76,359,497	80,346,313	81,016,741	84,132,470	86,658,476	2,526,006
Operating Expenses	0	40,358,387	46,021,574	44,640,995	45,189,451	48,814,321	3,624,870
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	116,717,884	126,367,887	125,657,736	129,321,921	135,472,797	6,150,876
Reimbursements	0	(264)	(698,948)	(390,120)	(350,120)	(189,643)	160,477
Total Appropriation	0	116,717,620	125,668,939	125,267,616	128,971,801	135,283,154	6,311,353
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	116,717,620	125,668,939	125,267,616	128,971,801	135,283,154	6,311,353
<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	114,847,941	118,651,898	125,084,947	128,780,316	135,283,154	6,502,838
Other Revenue	0	350	472	0	0	0	0
Total Revenue	0	114,848,291	118,652,370	125,084,947	128,780,316	135,283,154	6,502,838
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	114,848,291	118,652,370	125,084,947	128,780,316	135,283,154	6,502,838
Net County Cost	0	1,869,329	7,016,570	182,669	191,485	0	(191,485)
Budgeted Staffing*	0	575	573	578	578	577	(1)

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$135.3 million primarily include the following:

- Staffing expenses of \$86.7 million for 577 budgeted law enforcement and professional staff assigned to stand-alone operations serving as city police departments.
- Operating expenses of \$48.8 million primarily include \$5.4 million in COWCAP charges, \$5.3 million in risk management charges, \$2.2 million in vehicle fuel and maintenance charges, \$1.6 million in Noninventoriable equipment charges, and \$963,463 in radio access and maintenance charges. It also includes transfers to the Sheriff/Coroner/Public Administrator general fund budget unit for the following:
  - \$19.9 million for services from County stations for smaller city operations (Dual Operations)
  - \$6.1 million for dispatch services
  - \$2.2 million for training costs
  - \$496,842 for administrative support
- Reimbursements of \$189,643 represent a credit to the City of Yucaipa for the cost of unincorporated patrol, as part of a one year transition from a dual operation to a stand-alone operation.

Sources of \$135.3 million represent law enforcement contract revenues from 14 law enforcement contracts and the San Manuel Band of Mission Indians.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$6.3 million primarily due to a \$2.6 million increase in retirement costs, \$1.9 million increase in risk management liabilities associated with higher automobile and law enforcement liability premiums, and an \$898,613 increase in transfers out to the Sheriff/Coroner/Public Administrator general fund budget unit for increased inflationary costs (e.g. retirement costs) to provide dual operation services, dispatch services and training.





**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Valley/Mountain Patrol	326	0	-1	0	325	0	325
Desert Patrol	252	0	0	0	252	0	252
Total	578	0	-1	0	577	0	577

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$86.7 million fund 577 budgeted regular positions. Staffing changes include the deletion of one job-shared Office Specialist position within this budget unit.



## Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

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's share of federal asset forfeitures. **IRNET State** accounts for IRNET's 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.

Budget at a Glance	
Requirements Less Reimbursements	\$24,809,931
Sources/Reimbursements	\$11,609,258
Use of/ (Contribution to) Fund Balance	\$13,200,673
Total Staff	0

**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 and Safety Code 11489 (b)(2)(A)(i) requires these funds be maintained in a special revenue fund. Fifteen percent (15%) of all forfeitures received after January 1994 are set aside for drug education and gang intervention programs. 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 and California Highway Patrol as required by AB767. This budget unit accounts for vehicle registration assessments, per Vehicle Code 9250.14, and are expended exclusively to fund programs that enhance law enforcement efforts to deter and investigate vehicle theft crimes. Expenditures for SANCATT personnel are transferred to the Sheriff/Coroner/Public Administrator's general fund budget unit. In addition, funds offset operating expenses for qualified expenditures by participating agencies.

**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 and vehicle registration fees per Vehicle Code (VC) 9520.19. Staffing costs for positions assigned to the CAL-ID program are transferred to the Sheriff/Coroner/Public Administrator's general fund budget unit.

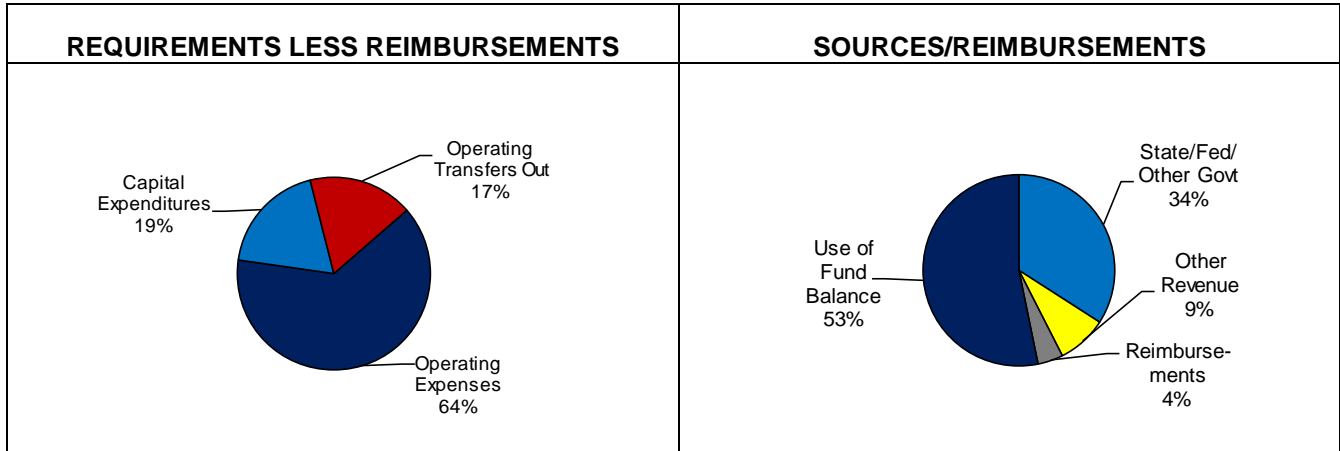
**Court Services Auto** accounts for processing court fees collected under AB1109, which are used to supplement the County's cost for vehicle fleet replacement and equipment, maintenance, and civil process operations associated with court services.

**Court Services Tech** accounts for processing court fees collected under AB709, which are used for automated equipment 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.



## 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Law and Justice  
 DEPARTMENT: Sheriff-Coroner-Public Administrator  
 FUND: Consolidated Special Revenue

BUDGET UNIT: Various  
 FUNCTION: Public Protection  
 ACTIVITY: Public Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	654,613	719,829	(17,613)	0	0	0	0
Operating Expenses	22,062,918	13,382,093	11,084,260	13,036,100	16,369,663	15,792,780	(576,883)
Capital Expenditures	2,205,763	2,355,600	3,810,640	5,740,896	9,854,897	4,659,888	(5,195,009)
Total Exp Authority	24,923,294	16,457,522	14,877,287	18,776,996	26,224,560	20,452,668	(5,771,892)
Reimbursements	(143,076)	(115,146)	(470,173)	(309,133)	(65,000)	(1,059,908)	(994,908)
Total Appropriation	24,780,218	16,342,376	14,407,114	18,467,863	26,159,560	19,392,760	(6,766,800)
Operating Transfers Out	276,857	2,315,425	867,016	1,654,589	7,385,916	4,357,263	(3,028,653)
Total Requirements	25,057,075	18,657,801	15,274,130	20,122,452	33,545,476	23,750,023	(9,795,453)
<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	12,117,454	15,672,072	12,497,788	11,982,287	13,975,610	8,462,505	(5,513,105)
Fee/Rate	4,072,032	3,185,873	(166,879)	203	5,000	1,000	(4,000)
Other Revenue	2,612,538	2,324,121	2,372,900	1,691,534	2,208,284	2,085,845	(122,439)
Total Revenue	18,802,024	21,182,066	14,703,809	13,674,024	16,188,894	10,549,350	(5,639,544)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	18,802,024	21,182,066	14,703,809	13,674,024	16,188,894	10,549,350	(5,639,544)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	6,255,051	(2,524,265)	570,321	6,448,428	17,356,582	13,200,673	(4,155,909)
Available Reserves					5,616,395	3,323,876	(2,292,519)
Total Fund Balance					22,972,977	16,524,549	(6,448,428)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing



## DETAIL OF 2015-16 RECOMMENDED BUDGET

2015-16					
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
IRNET Federal (Fund SCF)	2,949,402	10,500	2,938,902	0	0
IRNET State (Fund SCX)	160,070	61,000	99,070	204,465	0
Federal Seized Assets - DOJ (Fund SCK)	4,459,508	30,000	4,429,508	0	0
Federal Seized Assets - Treasury (Fund SCO)	354,939	2,200	352,739	0	0
State Seized Assets (Fund SCT)	3,193,167	903,725	2,289,442	0	0
Auto Theft Task Force (Fund SCL)	888,317	862,670	25,647	162,400	0
CAL-ID Program (Fund SDA)	4,844,448	4,844,448	0	0	0
Court Services Auto (Fund SQR)	1,338,544	666,750	671,794	753,327	0
Court Services Tech (Fund SQT)	569,630	407,500	162,130	2,203,684	0
Local Detention Facility Revenue (Fund SRL)	2,763,057	2,760,557	2,500	0	0
Contract Training (Fund SCB)	2,228,941	0	2,228,941	0	0
Total Special Revenue Funds	23,750,023	10,549,350	13,200,673	3,323,876	0

**IRNET Federal:** Requirements of \$2.9 million include \$2.7 million in operating expenses, which supports law enforcement operations and investigations, training and education, transfers and contributions to other agencies for their participation in asset seizures, and overtime for personnel involved in law enforcement operations. In order to comply with federal guidelines, the Department does not budget anticipated revenues in this budget unit.

Fund balance will be used for law enforcement operations and equipment, transfers to other law enforcement agencies, and overtime for personnel involved in law enforcement operations, all of which can be reduced as needed dependent on the amount of fund balance available.

**IRNET State:** Requirements of \$160,070 are budgeted to pay for various one-time law enforcement operations and ongoing drug and gang programs. Sources of \$61,000 include anticipated state asset forfeiture funds and projected interest earnings. State forfeited funds are distributed to the local law enforcement agency that participated in the seizure.

The use of fund balance will fund various one-time law enforcement operations and drug and gang programs. Both are permitted by Health and Safety Code 11489. In addition, \$204,465 of fund balance is being placed in Available Reserves for future use.

**Federal Seized Assets (DOJ):** Requirements of \$4.5 million include \$2.8 million in operating expenses with the majority of this amount going to replace, maintain and purchase law enforcement related computer hardware and software. In addition, the budget unit has requirements of \$2.5 million for vehicle replacement and one-time equipment purchases. Reimbursements of \$1.0 million are from the County's share of federal asset forfeitures. Sources of \$30,000 include projected interest earnings on the current fund balance. In order to comply with Federal guidelines, the Department does not budget anticipated revenues.

Departmental fund balance will be used to support law enforcement operations and investigations along with training and education. In addition, the fund balance will be used for law enforcement equipment, transfers to other law enforcement agencies and overtime for personnel involved in law enforcement operations. All of these purchases can be reduced as needed dependent on the amount of fund balance available.



**Federal Seized Assets (Treasury):** Requirements of \$354,939 supports law enforcement operations, investigations and training and education. Sources of \$2,200 represent projected asset seizures and interest earnings.

Fund balance will be used to support law enforcement operations, investigations and training and education, all of which can be reduced as needed dependent on the amount of fund balance available. The Department of the Treasury Guide to Equitable Sharing for Foreign Countries and Federal, State and Local Law Enforcement Agencies permits the expenditures noted above.

**State Seized Assets:** Requirements of \$3.2 million primarily include \$1.2 million in operating expenses that support continuous law enforcement investigation activity. In addition, a portion of operating expenses will provide for a transfer to the Sheriff/Coroner/Public Administrator's general fund budget unit for officer overtime and salaries. Furthermore, requirements of \$60,000 will fund vehicle purchases along with \$1.9 million for departmental Capital Improvement Program (CIP) projects. Sources of \$903,725 primarily represent anticipated state asset seizures and projected interest earnings. State forfeited funds are distributed to the local law enforcement agency that participated in the seizure. Fifteen percent of these funds will be deposited in a special fund maintained by the seizing agency to fund programs designed to combat drug abuse and reduce gang activity.

Fund balance will be used for law enforcement operations and education, which can be reduced as necessary dependent on the availability of fund balance.

**San Bernardino County Auto Theft Task Force (SANCATT):** Requirements of \$888,317 include \$948,225 in operating expenses, which are offset by \$59,908 in reimbursements. Requirements include contributions to non-county participating task force agencies and a transfer to the Sheriff/Coroner/Public Administrator's general fund budget unit to support the cost of 4 positions. The District Attorney Department is reimbursing \$59,908 to SANCATT for the cost of one of these positions. Sources of \$862,670 primarily represent vehicle registration fees and projected interest earnings.

Of the \$188,047 of fund balance, \$162,400 is being placed in Available Reserves at this time, but will eventually be used to support one-time costs associated with the operations of SANCATT as permitted by Vehicle Code Section 9240.14. The remaining \$25,647 will also be used to fund one-time costs of operations.

**CAL-ID Program:** Requirements of \$4.8 million primarily include \$4.5 million in operating expenses, which support communications, maintenance agreements for equipment, and travel and training. In addition, requirements in operating expenses include transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit for staffing costs of 39 personnel assigned to this program. Capital Expenditures of \$330,000 include purchases for Livescan equipment and the purchase of a vehicle. Sources of \$4.8 million are from the CAL-ID Program trust fund and directly offset all claimable costs.

**Court Services Auto:** Requirements of \$1.3 million include \$1.3 million to replace vehicles and \$57,744 in operating expenses. Sources of \$666,750 primarily reflect the Department's share of anticipated court fines.

Per Government Code Section 26746, fund balance shall be expended to supplement the County's cost for vehicle fleet replacement and equipment, maintenance, and civil process operations. In addition, \$753,327 in departmental fund balance is being placed into Available Reserves.

**Court Services Tech:** Requirements of \$569,630 include \$269,630 in operating expenses and \$300,000 for one-time purchase of computer equipment and software upgrades. Each time the Sheriff's Civil Services Division serves various court writs, the Sheriff's Civil Services Division receives a portion of the fee. Sources of \$407,500 primarily represent the Department's share of anticipated court fines.

Per Government Code Section 26731, fund balance shall be expended to supplement the County's cost for the implementation, maintenance, and purchase of auxiliary equipment and furnishings for automated systems or



other non-automated operational equipment and furnishings deemed necessary. For 2015-16, \$2.2 million out of the \$2.4 million departmental fund balance is being placed in Available Reserves.

**Local Detention Facility Revenue:** Requirements of \$2.8 million represent transfers to the Sheriff - Detentions 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 in addition to projected interest earnings.

The **Aviation, Public Gathering, and Capital Projects Fund** budget units fund balance were transferred into the Department's general fund budget unit in 2014-15. All funds were deactivated as required per GASB 34. The **Search and Rescue** fund balance was expended in full and will be deactivated. The **Contract Training** budget unit remains active. The Department has earmarked funds within this budget unit for CIPs at the Department's training facilities that are underway. Therefore, the Department cannot close the budget unit until the projects are complete.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$9.8 million, resulting primarily from the following changes:

- \$5.2 million reduction in Capital Expenditures as a result of the Department being unable to budget anticipated federal asset forfeiture revenues as it has done in previous years. This change is necessary in order to comply with federal guidelines. In 2014-15, the Department purchased unmarked vehicles, a law enforcement aircraft, and a jail bus, which it no longer has budgeted in 2015-16. Upon receipt of actual revenue in the Department's Federal Seized Assets - DOJ budget unit, it is likely that the Department will return to the Board of Supervisors in a future quarterly budget report to partially restore its Capital Expenditure budget.
- Operating Transfers Out are decreasing by \$3.0 million due to several one-time CIPs moving forward in 2014-15. This includes reductions in the Department's Contract Training and State Seized Assets budget units.

Sources are decreasing a net \$5.6 million due to the fact that the Department cannot budget anticipated federal asset forfeiture revenues. The Equitable Sharing Program Guidelines for federal asset forfeitures does not allow local agencies to budget anticipated asset forfeiture revenues. To remain in compliance with the program guidelines, the Department will not budget any revenues for the **IRNET Federal** and **Federal Seized Assets (DOJ)** budget units. In addition, there was a slight decrease in funding for the CAL-ID Program, which will not impact operations.

## ANALYSIS OF FUND BALANCE

Historically, the Department has used fund balance for one-time law enforcement expenditures. This is standard practice for the Department. Such one-time expenditures have included various detention facility and training academy improvements, law enforcement equipment and vehicle purchases, and support of the expansion and relocation of the County's Aviation Unit.

Various laws and program guidelines governing the special revenue funds require the use of the fund balance generally to supplement law enforcement operations as well as to purchase various law enforcement vehicles and equipment. Additionally, the Department uses fund balance for overtime salaries of officers involved in law enforcement investigations as permitted by federal asset forfeiture program guidelines.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing within these budget units.





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**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>
COMMUNITY SERVICES	303				
COMMUNITY SERVICES ADMINISTRATION	305	270,000	0	270,000	1
AGRICULTURE/WEIGHTS AND MEASURES					
AGRICULTURE/WEIGHTS AND MEASURES	307	6,918,980	5,542,860	1,376,120	64
AIRPORTS					
AIRPORTS	314	2,958,485	2,958,485	0	20
ARCHITECTURE AND ENGINEERING	326	0	0	0	22
COUNTY MUSEUM					
COUNTY MUSEUM	336	3,252,267	320,150	2,932,117	21
LAND USE SERVICES	344				
ADMINISTRATION	348	772,625	0	772,625	38
PLANNING	350	7,794,736	3,146,034	4,648,702	31
BUILDING AND SAFETY	353	4,865,458	4,308,719	556,739	21
CODE ENFORCEMENT	356	5,969,552	755,500	5,214,052	33
FIRE HAZARD ABATEMENT	358	2,535,360	2,255,165	280,195	14
LAND DEVELOPMENT	360	1,013,282	384,810	628,472	8
PUBLIC WORKS	363				
SURVEYOR	366	3,243,549	2,502,675	740,874	22
REAL ESTATE SERVICES					
REAL ESTATE SERVICES	388	1,237,791	1,237,791	0	24
RENTS AND LEASES	393	943,284	943,284	0	0
COURTS PROPERTY MANAGEMENT	395	2,064,941	2,064,941	0	0
FACILITIES MANAGEMENT DIVISION	399	15,915,558	15,707,558	208,000	107
UTILITIES	402	20,893,815	347,495	20,546,320	2
REGIONAL PARKS					
REGIONAL PARKS	405	10,216,598	8,112,420	2,104,178	205
REGISTRAR OF VOTERS	417	9,205,388	2,252,723	6,952,665	73
<b>TOTAL GENERAL FUND</b>		<b>100,071,669</b>	<b>52,840,610</b>	<b>47,231,059</b>	<b>706</b>
<b>SPECIAL REVENUE FUNDS</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Use of (Contribution to) Fund Balance</b>	<b>Staffing</b>
AGRICULTURE/WEIGHTS AND MEASURES:					
CALIFORNIA GRAZING	312	143,198	2,500	140,698	0
AIRPORTS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	319	6,779,990	5,652,959	1,127,031	0
COUNTY LIBRARY	331	17,883,026	15,648,391	2,234,635	293
PUBLIC WORKS DEPARTMENT:					
SURVEYOR					
MONUMENT PRESERVATION	369	80,561	70,411	10,150	0
TRANSPORTATION					
SPECIAL REVENUE FUNDS - CONSOLIDATED	371	105,181,602	77,537,395	27,644,207	339
FLOOD CONTROL DISTRICT					
SPECIAL REVENUE FUNDS - CONSOLIDATED	380	103,548,703	62,147,393	41,401,310	166
REAL ESTATE SERVICES:					
CHINO AGRICULTURAL PRESERVE	397	1,929,771	501,516	1,428,255	0
REGIONAL PARKS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	410	5,881,795	3,491,080	2,390,715	0
<b>TOTAL SPECIAL REVENUE FUNDS</b>		<b>241,428,646</b>	<b>165,051,645</b>	<b>76,377,001</b>	<b>798</b>





**OPERATIONS AND COMMUNITY SERVICES  
SUMMARY CONTINUED**

<b><u>ENTERPRISE FUNDS</u></b>	<b><u>Page #</u></b>	<b><u>Requirements</u></b>	<b><u>Sources</u></b>	<b><u>Use of (Contribution to) Net Position</u></b>	<b><u>Staffing</u></b>
AIRPORTS:					
CSA 60 APPLE VALLEY AIRPORT	322	1,698,123	2,632,663	(934,540)	0
CSA 60 APPLE VALLEY AIRPORT-CIP	324	2,186,248	0	2,186,248	0
COUNTY MUSEUM:					
MUSEUM STORE	341	67,874	55,000	12,874	2
PUBLIC WORKS DEPARTMENT:					
SOLID WASTE MANAGEMENT					
ENTERPRISE FUNDS - CONSOLIDATED	376	92,418,864	87,919,850	4,499,014	86
REGIONAL PARKS:					
ACTIVE OUTDOORS	414	48,982	61,362	(12,380)	6
TOTAL ENTERPRISE FUNDS		<u>96,420,091</u>	<u>90,668,875</u>	<u>5,751,216</u>	<u>94</u>
<b><u>INTERNAL SERVICE FUND</u></b>	<b><u>Page #</u></b>	<b><u>Requirements</u></b>	<b><u>Sources</u></b>	<b><u>Use of (Contribution to) Net Position</u></b>	<b><u>Staffing</u></b>
SAN BERNARDINO COUNTY FLOOD CONTROL DISTRICT:					
FLOOD CONTROL EQUIPMENT	385	3,648,900	2,333,570	1,315,330	0
TOTAL INTERNAL SERVICES FUND		<u>3,648,900</u>	<u>2,333,570</u>	<u>1,315,330</u>	<u>0</u>



## COMMUNITY SERVICES

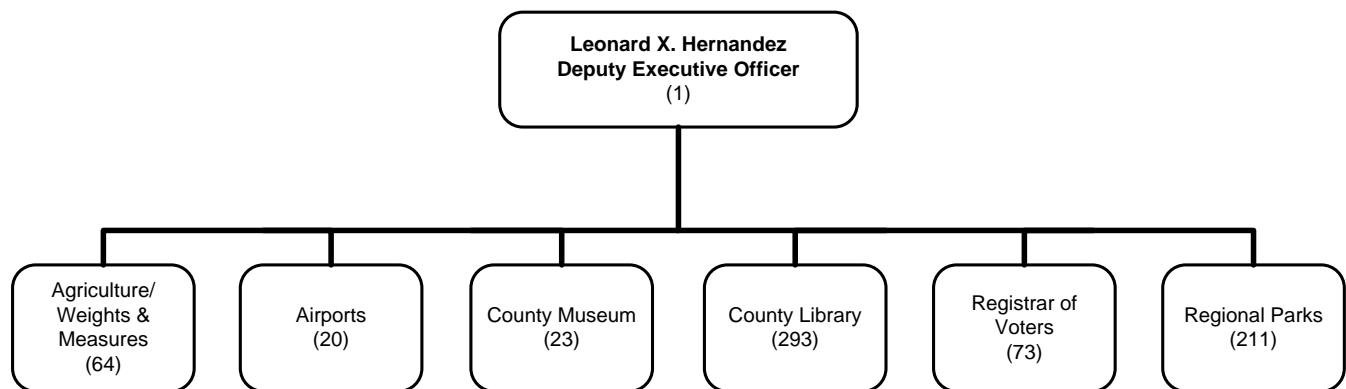
Leonard X. Hernandez

### DEPARTMENT MISSION STATEMENT

*The Community Services Group provides vital services throughout every region of the County that enrich and protect the quality of life for a diverse population of County residents.*



### ORGANIZATIONAL CHART



### 2015-16 SUMMARY OF BUDGET UNITS

2015-16						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Community Services Administration	270,000	0	270,000			1
Agriculture / Weights & Measures (AWM)	6,918,980	5,542,860	1,376,120			64
Airports	2,958,485	2,958,485	0			20
County Museum	3,252,267	320,150	2,932,117			21
Regional Parks	10,216,598	8,112,420	2,104,178			205
Registrar of Voters	9,205,388	2,252,723	6,952,665			73
Total General Fund	32,821,718	19,186,638	13,635,080			384
<b>Special Revenue Funds</b>						
AWM - California Grazing	143,198	2,500		140,698		0
Airports Special Revenue Fund - Consolidated	6,779,990	5,652,959		1,127,031		0
County Library	17,883,026	15,648,391		2,234,635		293
Regional Parks - Consolidated	5,881,795	3,491,080		2,390,715		0
Total Special Revenue Funds	30,688,009	24,794,930		5,893,079		293
<b>Enterprise Funds</b>						
CSA 60 - Apple Valley Airport - Operations	1,698,123	2,632,663			(934,540)	0
CSA 60 - Apple Valley Airport - Cap Improv	2,186,248	0			2,186,248	0
Museum Store	67,874	55,000			12,874	2
Regional Parks - Active Outdoors	48,982	61,362			(12,380)	6
Total Enterprise Funds	4,001,227	2,749,025			1,252,202	8
<b>Total - All Funds</b>	67,510,954	46,730,593	13,635,080	5,893,079	1,252,202	685



The Community Services Group includes the following six departments: Agricultural/Weights and Measures, Airports, County Library, County Museum, Regional Parks, and Registrar of Voters. These departments include general fund budget units, special revenue fund budget units, and enterprise fund budget units. The various budget units fund operations, programs, and Capital Improvement Projects.



## Community Services Administration

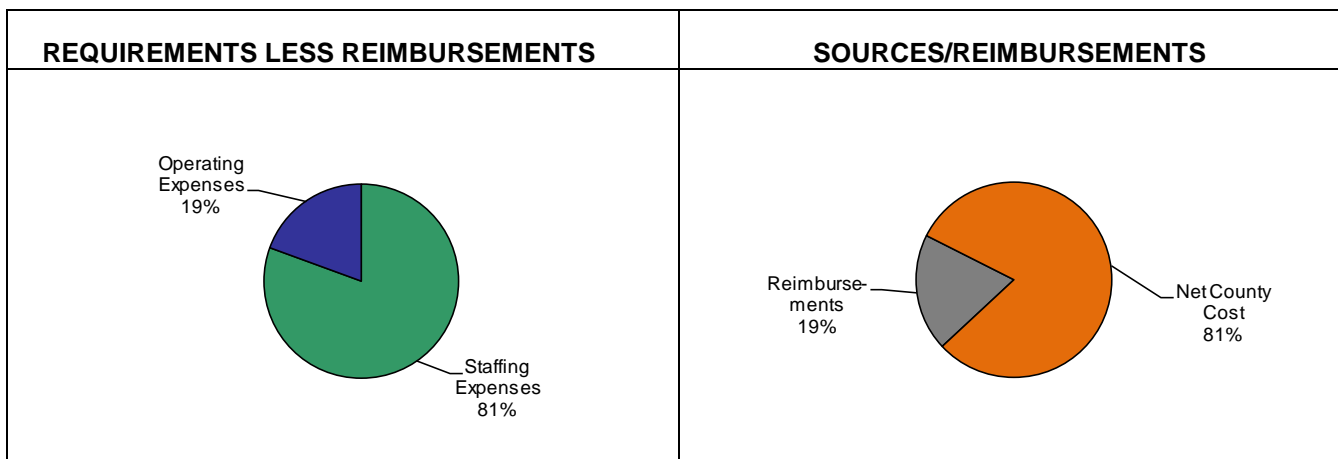
### DESCRIPTION OF MAJOR SERVICES

The Community Services Group is comprised of the following six departments: Agricultural/Weights and Measures, Airports, County Library, County Museum, Regional Parks, and Registrar of Voters. Agricultural/Weights and Measures protect the welfare of the public by ensuring residents and businesses comply with state and local agricultural and consumer protection laws. The Department of Airports operates six airports throughout the County in compliance with state and federal regulations. The County Library operates 32 branch libraries and offers millions of print and electronic resources. The County Museum preserves and exhibits the County's anthropological, biological, geological, historical, and paleontological objects at two Museum locations and seven historic sites. Regional Parks operates nine sites with a variety of recreational resources available to the public. Registrar of Voters is responsible for conducting impartial elections in accordance with state and federal election codes. These community services positively impact the lives of County residents by monitoring resources, increasing personal and commercial transportation opportunities, inspiring people to learn and read, providing recreational and leisure opportunities, and facilitating the democratic process to vote.

#### Budget at a Glance

Requirements Less Reimbursements	\$335,000
Sources/Reimbursements	\$65,000
Net County Cost	\$270,000
Total Staff	1
Funded by Net County Cost	81%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Community Service Group  
FUND: General

BUDGET UNIT: AAA CSG  
FUNCTION: Operation  
ACTIVITY: General

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	270,000	270,000
Operating Expenses	0	0	0	0	0	65,000	65,000
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	0	0	335,000	335,000
Reimbursements	0	0	0	0	0	(65,000)	(65,000)
Total Appropriation	0	0	0	0	0	270,000	270,000
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	0	270,000	270,000
<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	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 Financing Sources	0	0	0	0	0	0	0
Net County Cost	0	0	0	0	0	270,000	270,000
Budgeted Staffing*	0	0	0	-	0	1	1

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Expenditures in this budget unit include staffing expenses of \$270,000 and operating expenses of \$65,000 for the University of California, Cooperative Extension (UCCE) Program. The UCCE helps connect communities with the university campus, bringing practical, trusted science-based solutions to Californians and is a partnership between local county government, the State and its land-grant university. Operating expenses are reimbursed by County departments, including departments within the Community Services Group.

## BUDGET CHANGES AND OPERATIONAL IMPACT

This is a new budget unit for 2015-16.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Community Services Administration	0	1	0	0	1	0	1
Total	0	1	0	0	1	0	1

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$270,000 fund one Deputy Executive Officer position to oversee and administer the six departments within the Community Services Group.



## AGRICULTURE / WEIGHTS & MEASURES

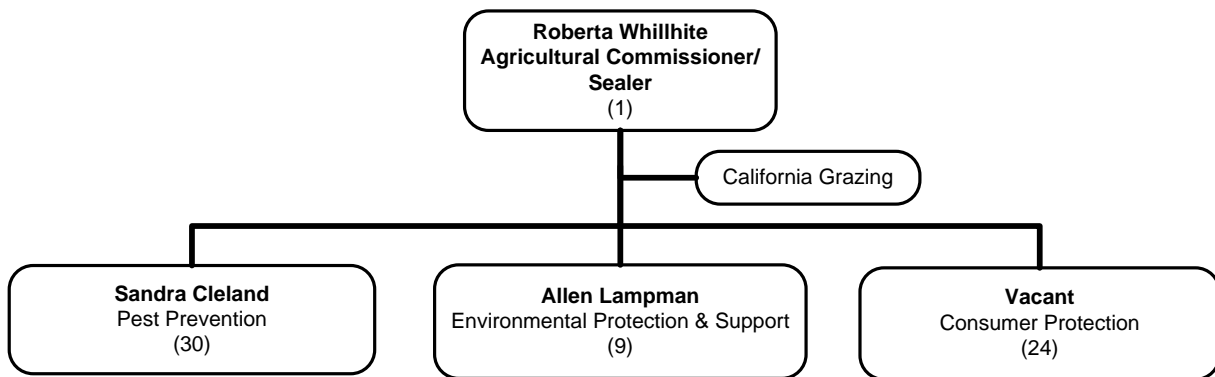
Roberta Y. Willhite

### DEPARTMENT MISSION STATEMENT

*The Department of Agriculture / Weights & Measures protects the environment, agricultural industry, businesses and consumers of this State and County 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



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Agriculture / Weights & Measures	6,918,980	5,542,860	1,376,120			64
Total General Fund	6,918,980	5,542,860	1,376,120			64
<b>Special Revenue Funds</b>						
California Grazing	143,198	2,500		140,698		0
Total Special Revenue Funds	143,198	2,500		140,698		0
<b>Total - All Funds</b>	<b>7,062,178</b>	<b>5,545,360</b>	<b>1,376,120</b>	<b>140,698</b>	<b>0</b>	<b>64</b>

### 2014-15 MAJOR ACCOMPLISHMENTS

- Performed over 1,970 site visits to shipping terminals and other locations, inspected over 13,300 plant and quarantine shipments, rejected 112 shipments for various violations and intercepted 22 foreign pest species.
- Visited over 7,330 businesses that require a Weights & Measures inspection, inspected over 30,750 devices and issued over 1,970 Notices of Violation.
- Checked the price accuracy on over 39,680 items in an effort to achieve an overall price overcharge error rate of less than 2%. The measured error rate achieved was 1.2%.



- Inspected over 79,600 packaged items for accurate weight or measure of the net contents and rejected over 2,000 packages, or 2.5% of the items inspected.
- Serviced over 186,000 insect traps for an average of 15,500 traps per month under State contract agreements in an effort to detect unwanted foreign pests.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of registered devices inspected.	N/A	75%	80%	85%
STRATEGY	Perform device inspections with a goal of inspecting a minimum of 85% of the devices (i.e. scales, gas pumps).					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Average number of monthly trap servings.	N/A	10,823	15,550	10,823
STRATEGY	Service exotic insect traps on a monthly basis to guarantee completion of the contracted servicing levels.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	<b>NEW</b>	N/A	N/A	N/A	60%
STRATEGY	Partnering with State agencies, perform safety compliance inspections at pesticide companies with a target inspection goal of 60% of the locations.	Percentage of pesticide company locations inspected.				



## Agriculture / Weights & Measures

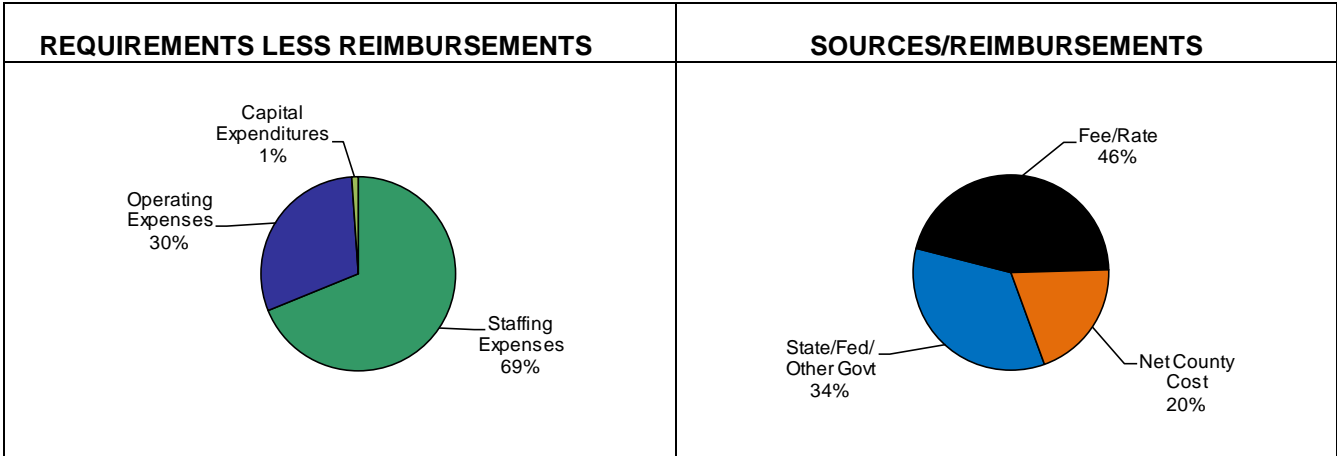
### DESCRIPTION OF MAJOR SERVICES

The Department of Agriculture / Weights & Measures protects the environment, public health, worker safety and the welfare of the public by helping residents and businesses comply with 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 a canine inspection team that is utilized with great success to detect plant materials from within unmarked agricultural parcels found at industrial shipping terminals. The department works closely with the California Department of Food and Agriculture (CDFA) and has several revenue contract agreements with CDFA that provide funding for related state mandated programs.

#### Budget at a Glance

Requirements Less Reimbursements	\$6,918,980
Sources/Reimbursements	\$5,542,860
Net County Cost	\$1,376,120
Total Staff	64
Funded by Net County Cost	20%

### 2015-16 RECOMMENDED BUDGET





## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Agriculture / Weights & Measures  
FUND: General

BUDGET UNIT: AAA AWM  
FUNCTION: Public Protection  
ACTIVITY: Protective Inspection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	4,630,485	4,427,088	4,768,868	4,744,226	4,977,148	4,762,253	(214,895)
Operating Expenses	1,679,644	2,061,544	1,868,823	2,169,183	2,130,373	2,081,727	(48,646)
Capital Expenditures	0	8,870	(6,788)	40,100	40,100	75,000	34,900
Total Exp Authority	6,310,129	6,497,502	6,630,903	6,953,509	7,147,621	6,918,980	(228,641)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,310,129	6,497,502	6,630,903	6,953,509	7,147,621	6,918,980	(228,641)
Operating Transfers Out	0	48,000	7,907	0	0	0	0
Total Requirements	6,310,129	6,545,502	6,638,810	6,953,509	7,147,621	6,918,980	(228,641)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0		0	0	0	0	0
State, Fed or Gov't Aid	2,413,130	3,104,929	2,405,236	2,699,676	2,609,367	2,389,960	(219,407)
Fee/Rate	2,831,351	3,068,429	3,063,184	3,317,743	3,107,000	3,151,500	44,500
Other Revenue	31,849	(257)	(2,436)	611	1,200	1,400	200
Total Revenue	5,276,330	6,173,101	5,465,984	6,018,030	5,717,567	5,542,860	(174,707)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	5,276,330	6,173,101	5,465,984	6,018,030	5,717,567	5,542,860	(174,707)
Net County Cost	1,033,799	372,401	1,172,826	935,479	1,430,054	1,376,120	(53,934)
Budgeted Staffing*	61	63	63	64	64	64	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses make up the majority of expenditures within this budget unit. These expenses are necessary in order to provide mandated inspection services in the fields of agriculture, weights and measures. Herbicide purchases and vehicle / equipment maintenance charges comprise the majority of the department's operating expenses. Sources of \$5.5 million are derived primarily from license and permit fees, reimbursement via State Contracts, the County's portion of Unclaimed Gas Tax, and reimbursement for weed control services.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$228,641 primarily due to staffing expenses being reduced based on a reduction in employee benefit costs and employee concessions. Requirements also include the purchase of a new Dynamometer to test taxi meters and vehicle odometers for accuracy.

Sources are decreasing by \$174,707 primarily due to changes in State contracts; specifically the Pest Surveillance (Dog team) contract now reflects the funding for one dog team instead of two.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Agricultural Commissioner/Sealer	1	0	0	0	1	0	1
Pest Prevention	30	0	0	0	30	1	29
Environmental Protection & Support	9	0	0	0	9	0	9
Consumer Protection	24	0	0	0	24	0	24
Total	64	0	0	0	64	1	63

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$4.8 million fund 64 budgeted positions of which 63 are regular positions and 1 is a limited-term employee. The total number of budgeted staff remains the same as the previous year. The current number of positions enable the department to meet minimum workload requirements in all three Divisions.





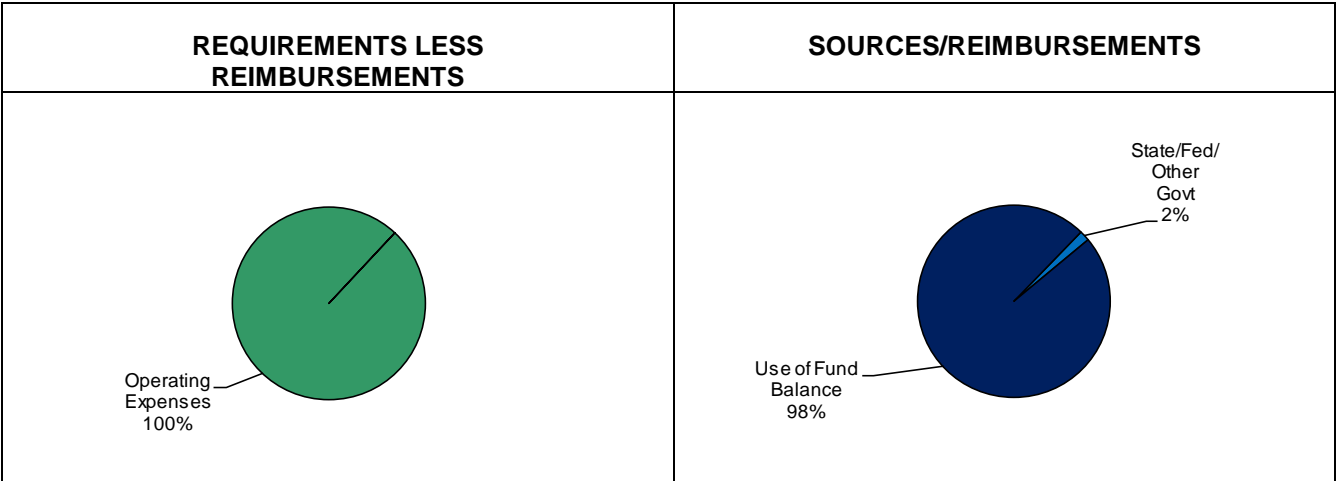
## California Grazing

### 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 (Board). 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	
Requirements Less Reimbursements	\$143,198
Sources/Reimbursements	\$2,500
Use of/ (Contribution to) Fund Balance	\$140,698
Total Staff	0

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Agriculture / Weights & Measures  
FUND: California Grazing

BUDGET UNIT: SCD ARE  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	10,804	2,995	0	5,890	145,635	143,198	(2,437)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	10,804	2,995	0	5,890	145,635	143,198	(2,437)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	10,804	2,995	0	5,890	145,635	143,198	(2,437)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	10,804	2,995	0	5,890	145,635	143,198	(2,437)
<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	4,303	2,876	2,718	3,453	2,500	2,500	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	4,303	2,876	2,718	3,453	2,500	2,500	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	4,303	2,876	2,718	3,453	2,500	2,500	0
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	6,501	119	(2,718)	2,437	143,135	140,698	(2,437)
Available Reserves					0	0	0
Total Fund Balance					143,135	140,698	(2,437)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$143,198 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 the Federal Government based on a portion of fees paid by the ranchers directly to the Federal Government for grazing rights.

## BUDGET CHANGES AND OPERATIONAL IMPACT

There are no major budget changes from prior year.

## ANALYSIS OF FUND BALANCE

The County acts in a trustee capacity for an ongoing allotment of annual federal grazing fees that are distributed back to the County to finance RIAC approved projects on leased federal lands within the County. The budget reflects the use of the entire fund balance. However, the amount used in 2015-16 will depend on projects that are approved during the fiscal year.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## AIRPORTS

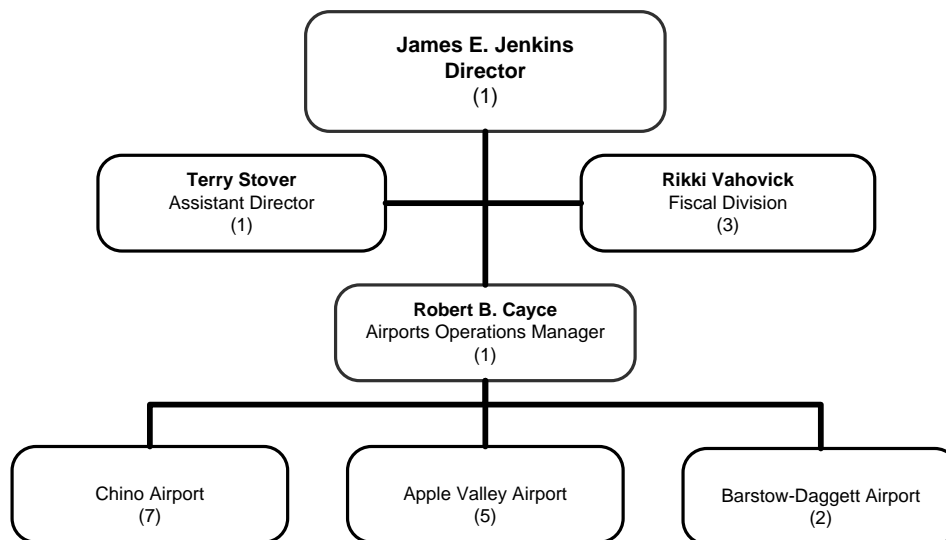
### James E. Jenkins

#### 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



#### 2015-16 SUMMARY OF BUDGET UNITS

2015-16						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Airports	2,958,485	2,958,485				20
Total General Fund	2,958,485	2,958,485				20
<b>Special Revenue Funds</b>						
Airports Special Revenue Fund - Consolidated	6,779,990	5,652,959		1,127,031		0
Total Special Revenue Funds	6,779,990	5,652,959		1,127,031		0
<b>Enterprise Funds</b>						
CSA 60 - Apple Valley Airport - Operations	1,698,123	2,632,663			(934,540)	0
CSA 60 - Apple Valley Airport - Cap Improv	2,186,248	0			2,186,248	0
Total Enterprise Funds	3,884,371	2,632,663			1,251,708	0
<b>Total - All Funds</b>	<b>13,622,846</b>	<b>11,244,107</b>	<b>0</b>	<b>1,127,031</b>	<b>1,251,708</b>	<b>20</b>



## 2014-15 MAJOR ACCOMPLISHMENTS

- Commissioned new financial accounting and lease management software.
- Completed major lease audit and implemented delinquency management protocols.
- Executed three new leases that will result in increased revenues of \$488,000 annually.
- Awarded and accepted five Federal grants valued at \$1.2 million.
- Concluded Chino Airport Groundwater Plume characterization under the supervision of the Santa Ana Regional Water Control Board.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.	NEW				
STRATEGY	Improve and maintain Airport infrastructure, such as runways and drainage systems by maximizing utilization of Federal Aviation Administration and Cal Trans Aeronautics funding.	Percentage of airport infrastructure area inspected annually.	0	0	0	15%
STRATEGY	Continue to develop and maintain focus on structured and preventative maintenance programs to address infrastructure deficiencies.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	New property use revenue generated.	0	\$60,000	\$450,000	\$60,000
STRATEGY	Leverage ground use at various County airports to produce new revenue streams to subsidize ongoing airport operational costs.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Number of businesses operating on airport properties (commercial leases).	84	88	85	88
STRATEGY	Maximize structured outreach activities to private sector business entities thus informing prospective businesses of real estate opportunities at various County airports					
STRATEGY	Closely monitor existing airport businesses to ensure continued success; assist by providing clearinghouse guidance to available resources.					



# Airports

## DESCRIPTION OF MAJOR SERVICES

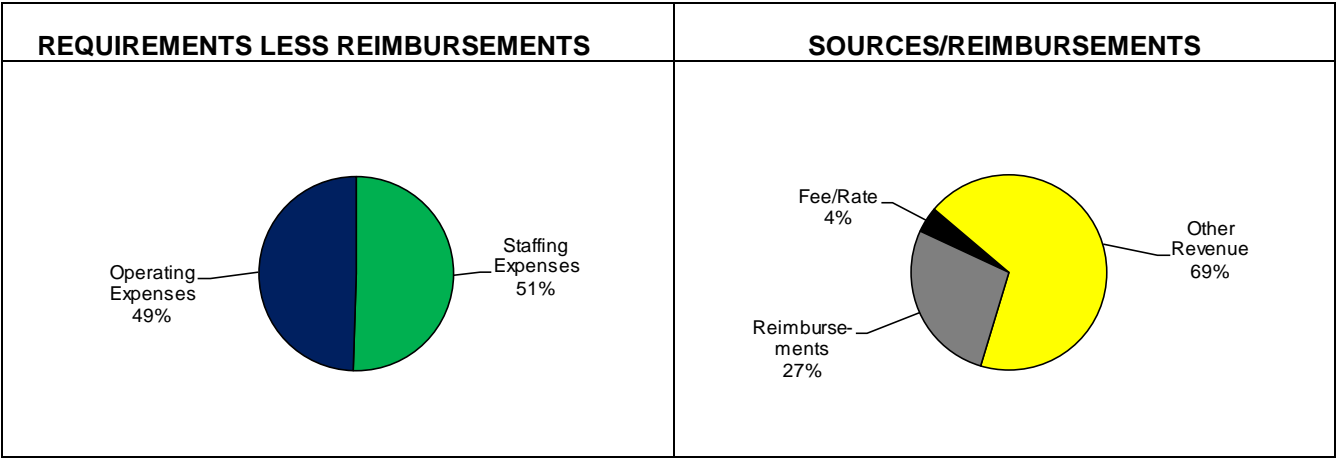
The Department of Airports provides for the management, development, maintenance and operation of six airports. The department assures that County airports are maintained and operated in compliance with state and federal regulations. The department works cooperatively with other airports located within 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	
Requirements Less Reimbursements	\$4,068,425
Sources/Reimbursements	\$4,068,425
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 I-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;
  - 6. Twenty-nine 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.

## 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Airports  
FUND: General

BUDGET UNIT: AAA APT  
FUNCTION: Public Ways and Facilities  
ACTIVITY: Transportation Terminals

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	2,091,771	1,632,659	1,855,067	1,832,853	2,038,764	2,049,978	11,214
Operating Expenses	2,004,137	1,867,510	1,855,126	1,816,077	1,758,352	2,008,447	250,095
Capital Expenditures	0	0	7,896	0	10,000	10,000	0
Total Exp Authority	4,095,908	3,500,169	3,718,089	3,648,930	3,807,116	4,068,425	261,309
Reimbursements	(1,227,613)	(886,813)	(936,848)	(1,027,778)	(997,086)	(1,109,940)	(112,854)
Total Appropriation	2,868,295	2,613,356	2,781,241	2,621,152	2,810,030	2,958,485	148,455
Operating Transfers Out	19,000	424,000	194,696	371,319	0	0	0
Total Requirements	2,887,295	3,037,356	2,975,937	2,992,471	2,810,030	2,958,485	148,455
<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	58,519	45,616	40,000	40,000	0	0	0
Fee/Rate	176,850	156,865	189,008	244,210	165,878	173,306	7,428
Other Revenue	2,649,145	2,821,029	2,744,516	2,708,261	2,595,996	2,708,112	112,116
Total Revenue	2,884,514	3,023,510	2,973,524	2,992,471	2,761,874	2,881,418	119,544
Operating Transfers In	0	25,000	23,502	0	48,156	77,067	28,911
Total Financing Sources	2,884,514	3,048,510	2,997,026	2,992,471	2,810,030	2,958,485	148,455
Net County Cost	2,781	(11,154)	(21,089)	0	0	0	0
Budgeted Staffing*	24	19	20	20	20	20	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$2.0 million fund 20 budgeted regular positions that provide support for 6 County-operated airports. Operating expenses of \$2.0 million include Countywide Services (including COWCAP), property insurance, utilities, other professional services and general maintenance. Reimbursements of \$1.1 million are primarily for staffing costs and services/supplies expenses that are incurred by the Airports 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 represent rents and concession receipts at the airports.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$148,455 which includes an increase of \$250,095 to operating expenses primarily due to a 25% increase to COWCAP and an increase of utility charges at Chino Airport. These increased costs are partially offset by a direct increase to reimbursements from the Chino Commercial Hangars and CSA 60 – Apple Valley Airport budget units. Sources are increasing by \$148,455 to reflect anticipated rents and concessions levels and an operating transfers in of \$77,067 from Airports Capital Improvement Program budget unit to offset increased requirements.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Administration	5	0	0	1	6	0	6
Apple Valley Airport	5	0	0	0	5	0	5
Barstow-Daggett Airport	2	0	0	0	2	0	2
Chino Airport	8	0	0	-1	7	0	7
Total	20	0	0	0	20	0	20

\*Detailed classification listing available in Appendix D





## **STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$2.0 million fund 20 budgeted regular positions. There are no staffing changes.



## Airports Special Revenue Funds – Consolidated

### DESCRIPTION OF MAJOR SERVICES

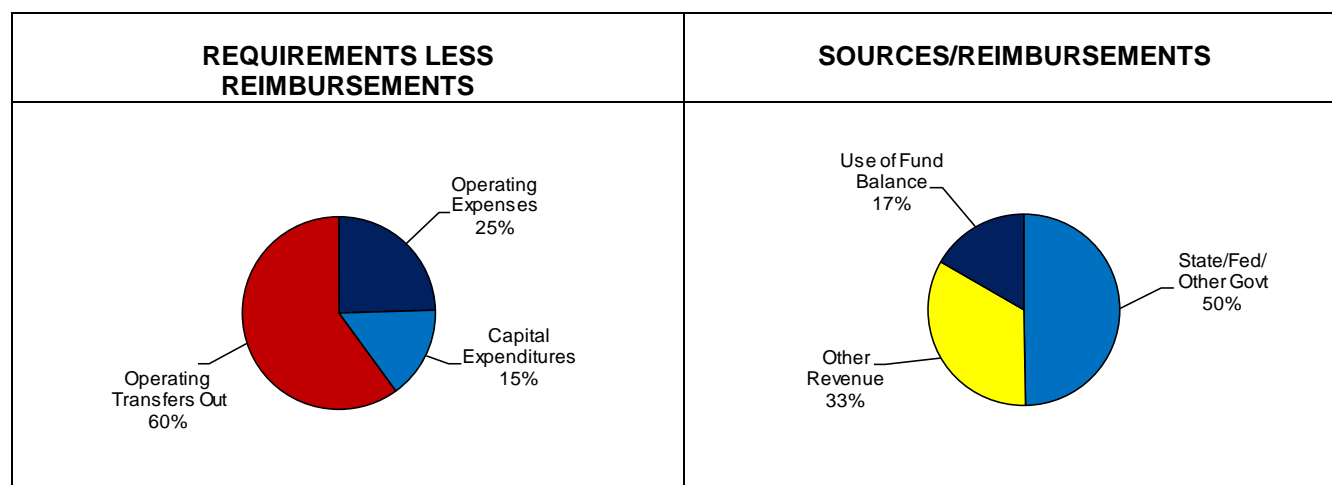
**Chino Airport Commercial Hangars** complex is managed, maintained, and operated by the Department of Airports. The Commercial Hangars at Chino Airport were constructed in 1987 with proceeds from a 30-year bond issue. In addition to maintenance expenses, requirements are budgeted annually for insurance 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

Requirements Less Reimbursements	\$6,779,990
Sources/Reimbursements	\$5,652,959
Use of/ (Contribution to) Fund Balance	\$1,127,031
Total Staff	0

**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 Twenty-nine 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. 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

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Airports  
FUND: Consolidated Special Revenue

BUDGET UNIT: Various  
FUNCTION: General  
ACTIVITY: Plant Acquisition

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,416,177	1,094,597	1,214,034	1,097,215	1,512,895	1,662,316	149,421
Capital Expenditures	2,925,116	539,298	914,533	2,108,394	2,272,922	1,048,336	(1,224,586)
Total Exp Authority	4,341,293	1,633,895	2,128,567	3,205,609	3,785,817	2,710,652	(1,075,165)
Reimbursements	0	(200,000)	0	0	0	0	0
Total Appropriation	4,341,293	1,433,895	2,128,567	3,205,609	3,785,817	2,710,652	(1,075,165)
Operating Transfers Out	442,100	1,057,764	583,255	1,089,170	2,522,689	4,069,338	1,546,649
Total Requirements	4,783,393	2,491,659	2,711,822	4,294,779	6,308,506	6,779,990	471,484
<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	909,730	1,975,371	0	171,388	1,719,000	3,365,887	1,646,887
Fee/Rate	0	184	7,428	21,572	3,856	12,944	9,088
Other Revenue	587,260	926,560	1,677,980	1,992,990	902,964	2,067,815	1,164,851
Total Revenue	1,496,990	2,902,115	1,685,408	2,185,950	2,625,820	5,446,646	2,820,826
Operating Transfers In	221,100	1,111,129	758,816	786,209	760,210	206,313	(553,897)
Total Financing Sources	1,718,090	4,013,244	2,444,224	2,972,159	3,386,030	5,652,959	2,266,929
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	3,065,303	(1,521,585)	267,598	1,322,620	2,922,476	1,127,031	(1,795,445)
Available Reserves					197,732	670,557	472,825
Total Fund Balance					3,120,208	1,797,588	(1,322,620)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

## DETAIL OF 2015-16 RECOMMENDED BUDGET

	2015-16				
	Use of / (Contribution to)				
	Requirements	Sources	Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
Chino Airport Commercial Hangars (RCI)	1,043,376	1,043,376	0	0	0
Chino Airport Incentive Fund (RCO)	0	0	0	0	0
Airports Capital Improvement Program (RAA& RCD)	5,736,614	4,609,583	1,127,031	670,557	0
Total Special Revenue Funds	6,779,990	5,652,959	1,127,031	670,557	0

**Chino Airport Commercial Hangars** has approximately \$1.0 million in requirements for operating expenses, which includes transfers of \$556,253 for the bond payment, \$396,525 in services and supplies for operations, and \$90,598 for salaries and benefits reimbursed to the Airport's operating budget unit.

Sources of approximately \$1.0 million are from rents and concession receipts from commercial tenants of \$960,432 and an operating transfer in from the Airports Capital Improvement Program budget unit of \$70,000 to fund current services.

**Chino Airport Incentive Fund** was closed at the end of 2014-15 and now has a \$0 balance in the 2015-16 budget due to the elimination of Discretionary General Funding for this budget unit.



**Airports Capital Improvement Program** has \$5.7 million in requirements which includes \$1.0 million in capital expenditures, primarily for: the ground water assessment associated with the groundwater plume at Chino Airport for \$600,000; the Chino Airport northwest apron rehab project for \$199,170; the Needles Airport layout plan for \$174,166; and Chino Airport roof coating project for \$75,000. Operating transfers out of \$4.0 million primarily consist of transfers to Architecture and Engineering for management of various Capital Improvement Program Projects (CIP's), including: \$1.8 million for the Chino Airport northwest apron rehab project, \$998,575 for the Chino Airport runway safety and fire suppression removal project, \$497,383 for the Yellow Jacket Construction contract portion of the groundwater plume, \$250,000 for the Chino Airport paving project, \$240,000 for the Kimball Avenue storm water conveyance project, also \$77,067 to the Airports general fund budget unit and \$70,000 to the Chino Airport Commercial Hangars budget unit to fund current services.

Sources of \$4.6 million are primarily from anticipated Federal grants for various CIP's including the Chino Airport Northwest Apron Rehab and the Chino Fire Suppression Removal projects.

### **BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by a net \$471,484 due to a decrease to capital expenditures and an increase to operating transfers out, due to additional A&E managed projects in 2015-16. Sources are increasing by a net \$2.3 million primarily due to an increase to Federal and State Grant funds of \$1.6 million and an increase of \$1.2 million in other revenue from the execution of two new leases at the Chino Commercial Hangars, offset by a decrease of \$553,897 in operating transfers in from Airports Capital Improvement Program budget unit due to the revenue of said leases covering current fiscal year expenses.

### **ANALYSIS OF FUND BALANCE**

In 2015-16 there is an estimated beginning fund balance of \$1.8 million, of which approximately \$1.0 million is being used for one-time projects and \$147,067 is being used to fund current services within the Airports general fund budget unit, and the Chino Airport Commercial Hangars budget unit until the Commercial Hangars Bond has been paid in full, which is anticipated in 2015-16. Additionally, fund balance of \$670,557 is available to fund future expenses.

### **STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



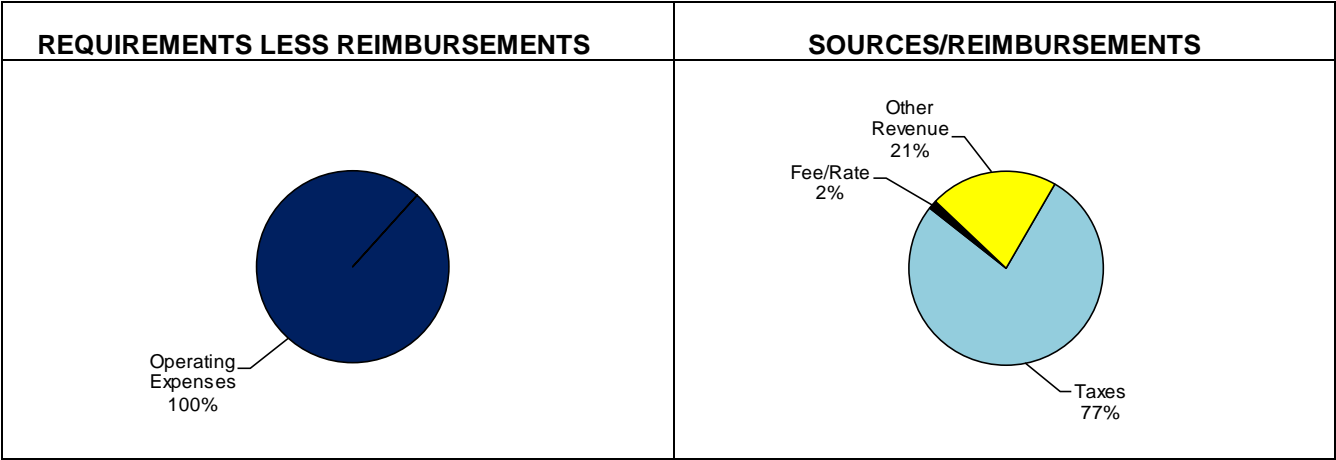
## CSA 60 – Apple Valley Airport - Operations

### DESCRIPTION OF MAJOR SERVICES

County Service Area 60 (CSA 60) funds the operation, capital projects and maintenance of Apple Valley Airport, which is administered and staffed by the County of San Bernardino Department of Airports. Apple Valley Airport, which was built in 1970, is a public use airport providing general aviation services to the High Desert region. CSA 60 is primarily funded by local property tax and revenue generated from airport leasing activities.

Budget at a Glance	
Requirements Less Reimbursements	\$1,698,123
Sources/Reimbursements	\$2,632,663
Use of / (Contribution To) Net Position**	(\$934,540)
Total Staff	0

### 2015-16 RECOMMENDED BUDGET



\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Airports  
FUND: CSA 60 - Apple Valley Airport

BUDGET UNIT: EBJ 400  
FUNCTION: Public Ways and Facilities  
ACTIVITY: Transportation

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,431,095	1,465,115	1,394,940	1,568,317	1,599,978	1,698,123	98,145
Capital Expenditures	167,687	0	5,184	7,500	22,000	0	(22,000)
Total Exp Authority	1,598,782	1,465,115	1,400,124	1,575,817	1,621,978	1,698,123	76,145
Reimbursements	0	(182)	0	0	0	0	0
Total Appropriation	1,598,782	1,464,933	1,400,124	1,575,817	1,621,978	1,698,123	76,145
Operating Transfers Out	0	563,000	0	0	70,000	0	(70,000)
Total Requirements	1,598,782	2,027,933	1,400,124	1,575,817	1,691,978	1,698,123	6,145
<b>Sources</b>							
Taxes	1,888,385	1,921,496	2,033,265	2,038,537	1,600,000	2,035,000	435,000
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	31,951	27,566	29,892	19,585	0	0	0
Fee/Rate	(13,158)	(12,738)	3,764	45,072	12,594	38,219	25,625
Other Revenue	650,292	638,094	722,234	613,546	560,050	559,444	(606)
Total Revenue	2,557,470	2,574,418	2,789,155	2,716,740	2,172,644	2,632,663	460,019
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	2,557,470	2,574,418	2,789,155	2,716,740	2,172,644	2,632,663	460,019
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	(958,688)	(546,485)	(1,389,031)	(1,140,923)	(480,666)	(934,540)	(453,874)
Est. Net Position Available					4,758,340	6,353,137	1,594,797
Total Net Position					4,277,674	5,418,597	1,140,923
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$1.7 million include \$974,475 in transfers to reimburse the Airport's general fund budget unit for staffing costs, services and supplies costs for personnel assigned to support the Apple Valley Airport, and general airport operating expenses of \$723,648 including utilities. Sources of \$2.6 million primarily consist of \$2.0 million from tax revenue receipts and \$559,444 for leasing related activity revenues.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$6,145. Sources are increasing by \$460,019 primarily due to an increase in tax revenues based on current assessed valuations.

## ANALYSIS OF NET POSITION

Net position is increasing by \$934,540 in 2015-16 primarily due to tax revenues not being allocated for operations. Funds will be transferred to the CSA 60 – Apple Valley Airport CIP budget unit to fund future capital improvement projects as necessary.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit. However, this budget unit reimburses the Airports general fund budget unit for staffing costs incurred in connection with service to the Apple Valley Airport.



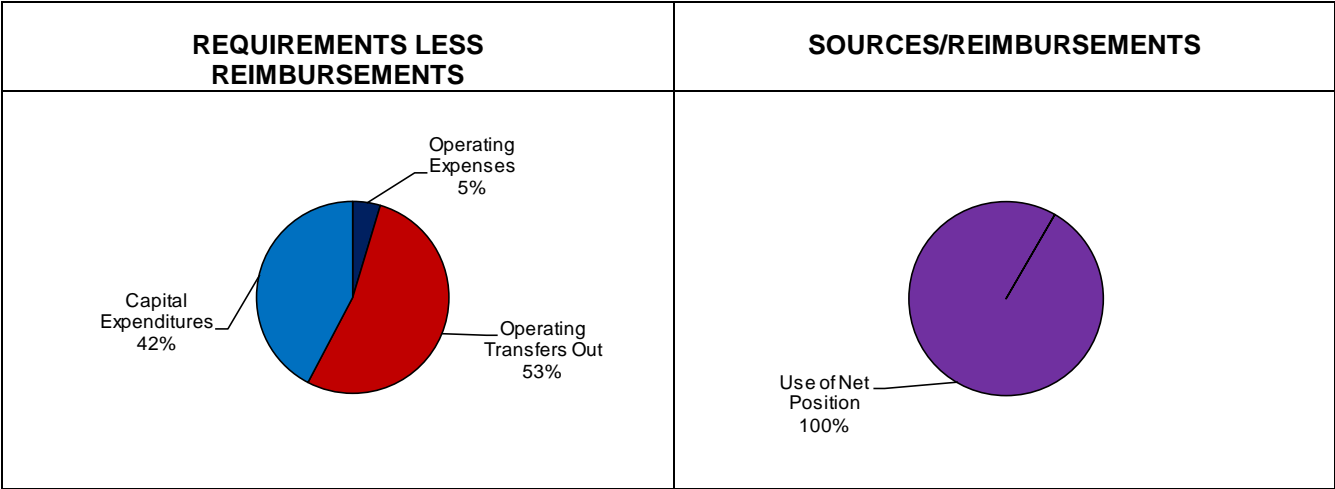
## CSA 60 – Apple Valley Airport – Capital Improvement Program

### DESCRIPTION OF MAJOR SERVICES

County Service Area 60 (CSA 60), through the Department of Airports, manages the Capital Improvement Program (CIP) for Apple Valley Airport. Projects include utility, storm water, fire suppression plans, Airport Master Plan and construction/rehabilitation of numerous runways, taxiways, and airport facilities. Projects are funded with proceeds from CSA 60 – Apple Valley Airport budget and when available, Federal Aviation Administration and Cal Trans Aeronautics grants.

Budget at a Glance	
Requirements Less Reimbursements	\$2,186,248
Sources/Reimbursements	\$0
Use of / (Contribution To) Net Position	\$2,186,248
Total Staff	0

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Airports  
FUND: CSA 60 - Apple Valley Airport CIP

BUDGET UNIT: RAI 400  
FUNCTION: Public Ways and Facilities  
ACTIVITY: Transportation

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	761,633	351,499	83,607	5,837	105,837	101,498	(4,339)
Capital Expenditures	17,627	216,857	54,535	150,000	659,900	925,000	265,100
Total Exp Authority	779,260	568,356	138,142	155,837	765,737	1,026,498	260,761
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	779,260	568,356	138,142	155,837	765,737	1,026,498	260,761
Operating Transfers Out	185,772	1,672,518	1,139,066	200,250	2,040,100	1,159,750	(880,350)
Total Requirements	965,032	2,240,874	1,277,208	356,087	2,805,837	2,186,248	(619,589)
<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	135,000	270,000	0	(270,000)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	25,955	19,928	8,324	3,361	5,000	0	(5,000)
Total Revenue	25,955	19,928	8,324	138,361	275,000	0	(275,000)
Operating Transfers In	0	500,000	0	0	0	0	0
Total Sources	25,955	519,928	8,324	138,361	275,000	0	(275,000)
<b>Net Position</b>							
Use of/ (Contribution to) Net Position	939,077	1,720,946	1,268,884	217,726	2,530,837	2,186,248	(344,589)
Est. Net Position Available					302,961	429,824	126,863
Total Net Position					2,833,798	2,616,072	(217,726)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$2.2 million consist primarily of operating transfers out of \$1.2 million to Architecture and Engineering for the management of capital improvement projects at Apple Valley Airport, including \$460,000 for a solar powered obstruction lighting project, \$449,750 for taxiway and parking lot reconstruction projects and \$250,000 for t-hangar improvements. Capital expenditures of \$925,000 represent five projects including \$500,000 for an obstruction lighting project, \$200,000 for fog sealing and striping, \$150,000 for Phase I of a runway rehab project, and \$75,000 for Phase I of the Comprehensive Land Use Plan (CLUP) and terminal HVAC upgrades.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$619,589 due to a decrease in direct construction related services and supplies expenses. Sources are decreasing by \$275,000 due to not budgeting FAA grant funding received for prior year projects.

## ANALYSIS OF NET POSITION

Net position is decreasing by \$2.2 million in 2015-16 due to use of net position for planned capital improvement projects. Funds in this budget unit are used to fund capital improvement projects for the Apple Valley Airport. Funds are transferred from the CSA 60 – Apple Valley Airport operating budget unit when a new project requires funding.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit. However, this budget unit reimburses the Airports general fund budget unit for staffing costs incurred in connection with service to the Apple Valley Airport.





## ARCHITECTURE AND ENGINEERING

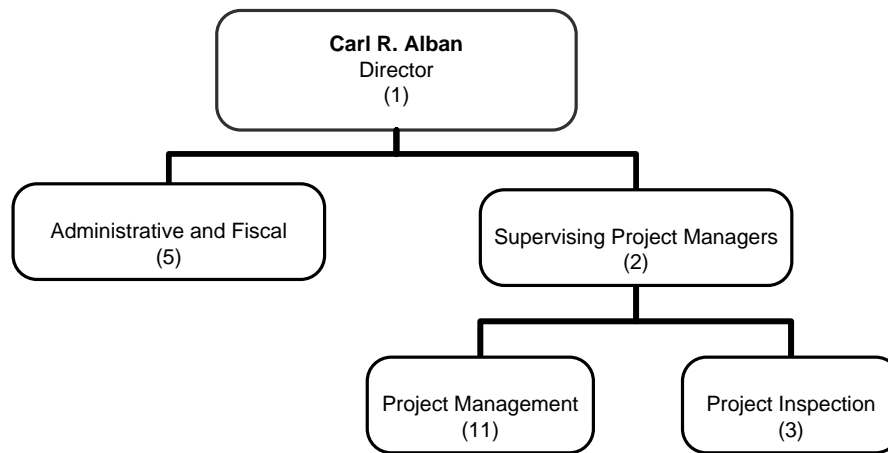
Carl R. Alban

### DEPARTMENT MISSION STATEMENT

*The Architecture and Engineering Department provides efficient and effective management of the annual Capital Improvement Program, working to address the public health, safety, and social service needs of County residents through collaboration with County departments.*



### ORGANIZATIONAL CHART



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
<b>General Fund</b>					
Architecture and Engineering	0	0	0		22
Total General Fund	0	0	0		22

### 2014-15 MAJOR ACCOMPLISHMENTS

- Completed 115 projects of varying size and locations, with total project budgets of approximately \$32 million
- Completed projects supporting the local economy and maximizing job creation with approximately \$12 million in construction payroll and \$3 million in consultant and management fees
- Improved the safety, health and social service needs of County residents through the completion of capital projects for Arrowhead Regional Medical Center (ARMC), Sheriff's facilities, Parks, Libraries, Museums, and other County departments:
  - ARMC Food Tray Line Modifications, Medical Office Building Exam Room, and Obstetrics Postpartum Expansion and Remodel
  - Sheriff's High Desert Detention Center Heating, Ventilation and Air Conditioning, and Roofing Replacement on Existing Facilities



- Sheriff's West Valley Detention Center Generator Replacement, Security Fencing Improvements, Parole Hearing Room Remodel, and Kitchen Tile Replacement
- Sheriff's Training Academy Range Lead Traps
- Glen Helen Regional Park Entry and Electrical Improvements
- Carpet and/or Painting at the Apple Valley, Barstow, Needles, and Phelan Libraries
- Improvements to the Redlands Museum dome, entry, and Association buildings
- County Government Center Land Use Services Department Remodel
- Public Health Hesperia Clinic Expansion and Remodel
- Foothill Law and Justice Center Chiller Replacement

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Reduction in electricity usage (kilowatt hours - kWh)	794,695	830,000	733,383	970,000
STRATEGY	Continue to implement and build upon strategies developed under the County's energy efficiency partnership with SCE					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Reduction in ongoing electricity costs	109,667	\$115,000	\$105,184	\$145,000
STRATEGY	Continue to implement and build upon strategies developed under the County's energy efficiency partnership with SCE					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Incentives received from energy saving measures	\$176,792	\$175,000	\$307,523	\$775,000
STRATEGY	Continue to implement and build upon strategies developed under the County's energy efficiency partnership with SCE					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of projects completed within one year of annual budget approval	79.50%	90%	86%	90%
STRATEGY	Complete capital projects on schedule					



## Architecture And Engineering

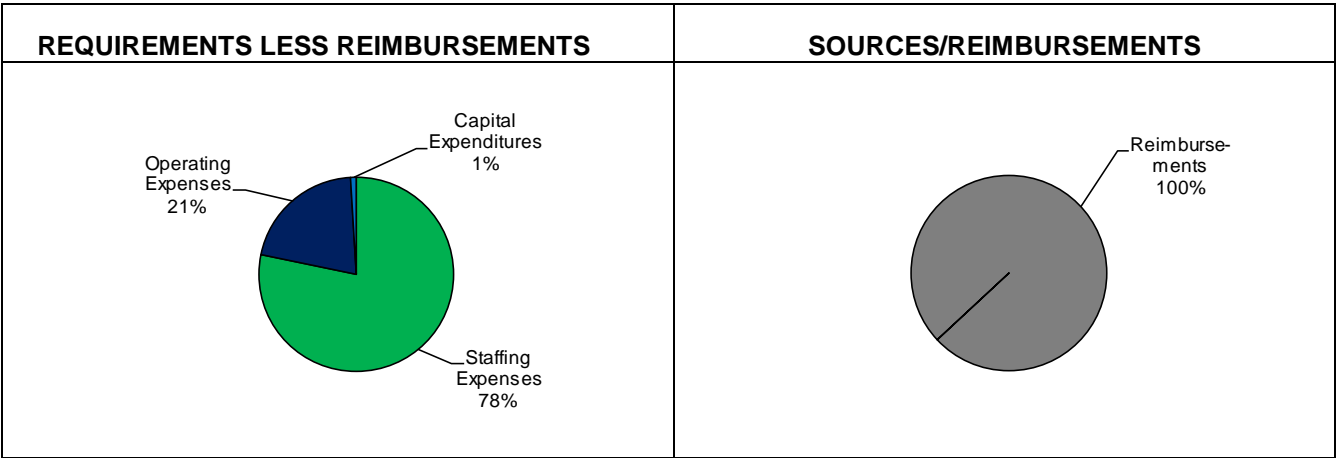
### DESCRIPTION OF MAJOR SERVICES

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 County 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	
Requirements Less Reimbursements	\$2,858,705
Sources/Reimbursements	\$2,858,705
Net County Cost	\$0
Total Staff	22
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.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Architecture and Engineering  
FUND: General

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,848,263	2,003,957	2,106,223	2,031,325	2,498,911	2,237,387	(261,524)
Operating Expenses	324,355	378,562	243,895	407,565	628,769	594,318	(34,451)
Capital Expenditures	99,389	53,000	38,574	0	127,000	27,000	(100,000)
Total Exp Authority	2,272,007	2,435,519	2,388,692	2,438,890	3,254,680	2,858,705	(395,975)
Reimbursements	(2,452,433)	(2,470,129)	(2,357,756)	(2,405,843)	(3,254,680)	(2,858,705)	395,975
Total Appropriation	(180,426)	(34,610)	30,936	33,047	0	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	(180,426)	(34,610)	30,936	33,047	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	1,185	0	0	0	0	0
Other Revenue	0	56,103	0	0	0	0	0
Total Revenue	0	57,288	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	57,288	0	0	0	0	0
Net County Cost	(180,426)	(91,898)	30,936	33,047	0	0	0
Budgeted Staffing*	16	19	21	22	22	22	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$2.2 million make up a majority of A&E's expenditures within this budget unit. Operating expenses of \$594,318 fund services and supplies, central services, travel and transfers to Information Services Department for support and Real Estate Services Department for overhead. Capital expenditures of \$27,000 are for the purchase of one vehicle. Reimbursements of \$2.9 million are for project management and inspection services provided by A&E staff on capital projects.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Total expenditure authority is decreasing by \$395,975 primarily due to the reclassification of the Director position to an Assistant Director position. This is due to the reorganizing of the Architecture and Engineering Department to become a division of the Real Estate Services Department during 2015-16. Additionally, operating expenses are decreasing \$34,451 due to an adjustment of cost from the Information Services Department and capital expenditures are decreasing \$100,000 as fewer enhancements will be required to the capitalized software for A&E's Project Tracking System. Reimbursements of \$2.9 million include a decrease of \$395,975. The total departmental expenditure authority is fully reimbursed from services provided to the Capital Improvement Program.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Administrative and Fiscal	8	1	-1	0	8	0	8
Project Management	11	0	0	0	11	0	11
Project Inspection	3	0	0	0	3	0	3
Total	22	1	-1	0	22	0	22

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$2.2 million fund 22 budgeted regular positions. Staffing changes include the deletion of the Director of Architecture and Engineering position, and the addition of an Assistant Director position upon the retirement of the Director anticipated to occur during 2015-16.



## COUNTY LIBRARY

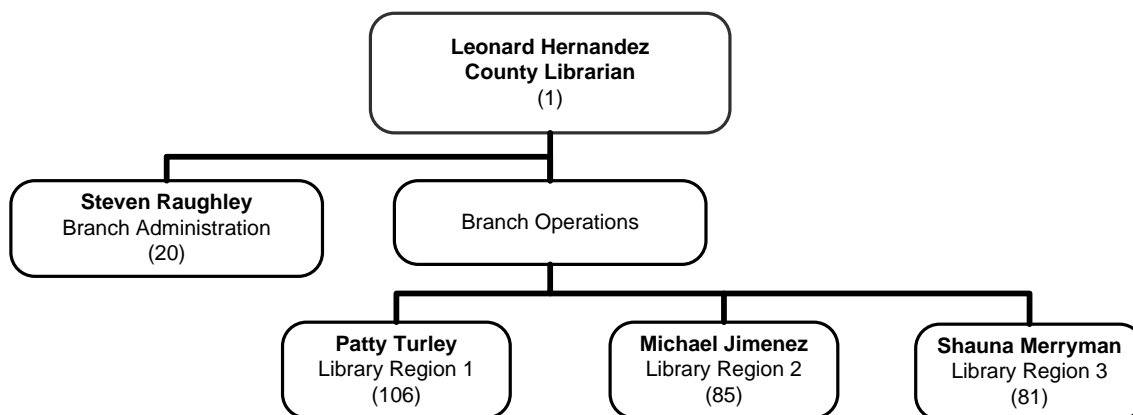
### Leonard X. Hernandez

#### 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



#### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
<b>Special Revenue Funds</b>					
County Library	17,883,026	15,648,391		2,234,635	293
Total Special Revenue Funds	17,883,026	15,648,391		2,234,635	293
<b>Total - All Funds</b>	17,883,026	15,648,391		2,234,635	293

#### 2014-15 MAJOR ACCOMPLISHMENTS

- Completed minor remodel of the Needles Library which included new carpet and paint, new public use and children's computers, new furniture, and a reconfiguration of shelving.
- Completed public and staff computer replacements at the Loma Linda, Crestline, Rialto, Chino Hills, Yucaipa, Highland, Mentone, Big Bear, Montclair, Kaiser High School, Lucerne Valley, and Running Springs branch libraries.
- Completed minor remodel of the Phelan Library which included new carpet, flooring, paint, and new public use and children's computers.
- Collaborated with Baker's Drive Thru for a San Bernardino County Library exclusive program called Bakers Book Club, which saw 7,430 children and teens sign up for the program.
- Completed the largest Summer Reading Program in County Library history with 24,611 participants, a 53% increase over the previous year's program.



## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	NEW				
STRATEGY	Maintain a replacement cycle for computer hardware between 4 - 5 years to ensure that staff and public access computers are available for use and fully functional with reliable hardware and software	Percentage of computers replaced within four years	N/A	N/A	N/A	95%
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Number of attendees at branch Library programs				
STRATEGY	Offer programs for multiple age groups to promote the Countywide Vision of cradle-to-career education, fostering personal and professional development and enrichment		30,000	35,000	140,000	145,000
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Number of Digital Materials checked out				
STRATEGY	Continue to enhance digital eBook/audiobook offerings for easy anytime access to materials across a multitude of digital devices to aid in job enrichment		54,273	47,000	75,000	80,000



## County Library

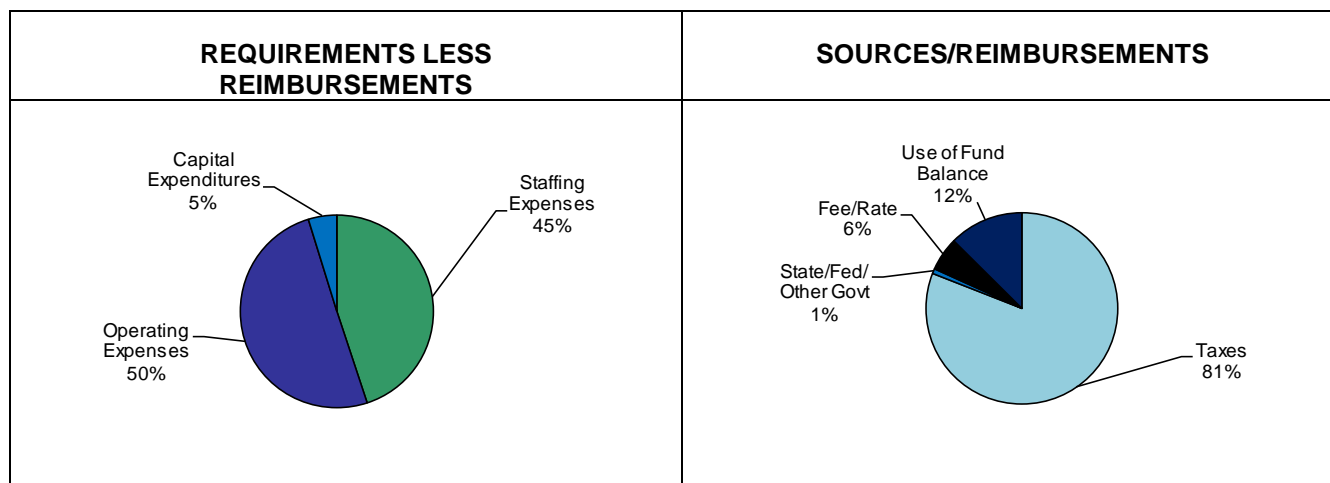
### DESCRIPTION OF MAJOR SERVICES

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 free access to information through its materials collection and offers almost 1,000 public accessible computers for internet, productivity use and browsing the library's online catalog. 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 online catalog provides access to over 1 million items. In addition, the Library's OverDrive, 3M Cloud, and Zinio systems allow online access for library patrons to thousands of eBooks, audiobooks, magazines, music, and movies through their tablet, eReader, or web browser.

#### Budget at a Glance

Requirements Less Reimbursements	\$17,984,884
Sources/Reimbursements	\$15,750,249
Use of/ (Contribution to) Fund Balance	\$2,234,635
Total Staff	293

### 2015-16 RECOMMENDED BUDGET





## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: County Library  
FUND: County Library

BUDGET UNIT: SAP CLB  
FUNCTION: Education  
ACTIVITY: Library

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	7,407,588	6,847,673	7,101,062	6,411,033	7,812,362	8,053,096	240,734
Operating Expenses	5,658,055	6,071,808	7,619,788	9,046,083	8,768,733	9,013,497	244,764
Capital Expenditures	16,256	0	24,268	276,336	351,000	856,500	505,500
Total Exp Authority	13,081,899	12,919,481	14,745,118	15,733,452	16,932,095	17,923,093	990,998
Reimbursements	(45,924)	(73,177)	(105,384)	(102,744)	(102,744)	(101,858)	886
Total Appropriation	13,035,975	12,846,304	14,639,734	15,630,708	16,829,351	17,821,235	991,884
Operating Transfers Out	144,870	40,826	82,991	123,582	123,582	61,791	(61,791)
Total Requirements	13,180,845	12,887,130	14,722,725	15,754,290	16,952,933	17,883,026	930,093
<b>Sources</b>							
Taxes	12,008,997	13,155,918	13,883,392	14,137,438	12,597,396	14,416,813	1,819,417
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	456,883	253,000	248,004	252,338	260,353	149,000	(111,353)
Fee/Rate	979,092	1,026,707	1,046,064	983,800	1,008,800	1,008,800	0
Other Revenue	301,477	1,749,615	1,010,963	341,212	371,484	73,778	(297,706)
Total Revenue	13,746,449	16,185,240	16,188,423	15,714,788	14,238,033	15,648,391	1,410,358
Operating Transfers In	0	168,396	87,865	0	0	0	0
Total Financing Sources	13,746,449	16,353,636	16,276,288	15,714,788	14,238,033	15,648,391	1,410,358
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(565,604)	(3,466,506)	(1,553,563)	39,502	2,714,900	2,234,635	(480,265)
Available Reserves					3,525,697	3,966,460	440,763
Total Fund Balance					6,240,597	6,201,095	(39,502)
Budgeted Staffing*	280	279	279	291	291	293	2

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$8.1 million are the largest portion of the department's expenditures for staffing at 32 library branches and support staff at Library Administration. Operating expenses of \$9.0 million include general operating expenses for branch locations, telecommunication charges for internet access at branch locations, utilities, COWCAP charges, and custodial/maintenance charges. Sources of \$15.6 million primarily represent property tax allocations and library fines and fees collected from patrons. Of the \$6.1 million in Fund Balance, \$1.9 million is comprised of redevelopment dissolution funds being held pending a final disposition.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the department include an increase in requirements due to the purchase of a new proxy appliance for public and staff internet access and the additions of automated book sorters at the Apple Valley, Chino Hills, and Hesperia branches. Additionally, a loan to finance the construction of the Apple Valley Library in 2001 will be paid off early in 2015-16. Early payoff of this loan will result in interest savings of approximately \$430,000 since this loan was scheduled to be paid off in February 2031. Major revenue changes include an increase in property tax allocations and a decrease in state aid due to the State Library's decision to only provide one-time funding for literary services.



## ANALYSIS OF FUND BALANCE

The department will be using fund balance of \$2.2 million in 2015-16 for one-time purchases of equipment. The current proxy server and web filtering solution has become outdated and need to be replaced. In addition, the department has seen a large increase in circulation, which has led to more items being returned at larger branches. This has necessitated the need for automated book sorters, which will significantly reduce staff time in checking in and sorting materials to be shelved. The department will also be using fund balance to pay off the outstanding balance on the loan taken out to construct the Apple Valley Library, which will remove annual loan payments of approximately \$110,000 per year.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Library Administration	20	2	0	-1	21	0	21
Library Region 1	137	0	0	-31	106	6	100
Library Region 2	134	0	0	-49	85	3	82
Library Region 3	0	0	0	81	81	3	78
Total	291	2	0	0	293	12	281

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$8.1 million fund 293 budgeted positions of which 281 are regular positions and 12 are limited term positions. The department has requested the addition of two Librarian I positions to assist in the facilitation of the system wide literacy program, cash handling, collection development, Polaris Integrated Library System auditing and catalog maintenance. In addition, operational impacts include the reorganization of 81 staff members with the addition of a Library Region 3. The division was added as the department recruited and filled a vacant Library Regional Manager to oversee the division.



## COUNTY MUSEUM

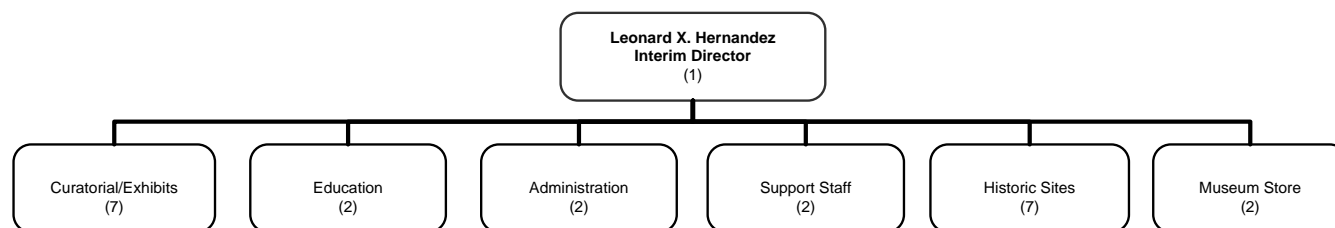
Leonard X. Hernandez

### 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



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b><u>General Fund</u></b>						
County Museum	3,252,267	320,150	2,932,117	0	0	21
Total General Fund	3,252,267	320,150	2,932,117	0	0	21
<b><u>Enterprise Funds</u></b>						
Museum Store	67,874	55,000	0	0	12,874	2
Total Enterprise Funds	67,874	55,000	0	0	12,874	2
<b>Total - All Funds</b>	<b>3,320,141</b>	<b>375,150</b>	<b>2,932,117</b>	<b>0</b>	<b>12,874</b>	<b>23</b>



## 2014-15 MAJOR ACCOMPLISHMENTS

- Opened the first floor of the Hall of Geological Wonders with the Fossils Under Foot exhibit.
- Completed an online exhibit as part of the Google Art Project, which showcases items from the County Museum's collection to a worldwide audience.
- Completed the Mountain Men and Navajo Rug exhibits, which showcase unique aspects of the County Museum's collection.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of entities participating in annual ShakeOut event at County Museum	31	32	48	40
STRATEGY	Museum Outreach - Great ShakeOut earthquake drills to educate people in homes, schools, and organizations to improve preparedness and practice how to be safe.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Number of general attendees visiting the Redlands Museum	45,000	50,000	50,000	55,000
STRATEGY	Open new exhibits and offer enhanced educational programming to promote repeat attendance and boost admission sales and interest in the Museum.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operation system maintenance and replacement.	Secure programmatic and special event funding support from Museum Association	0	\$30,000	\$43,704	\$45,000
STRATEGY	Partner with the Museum Association to develop special events and programs that benefit the community and promote greater interest in the Museum.					
STRATEGY	Develop partnerships with key regional corporations to secure funding and programmatic sponsorships.					



# County Museum

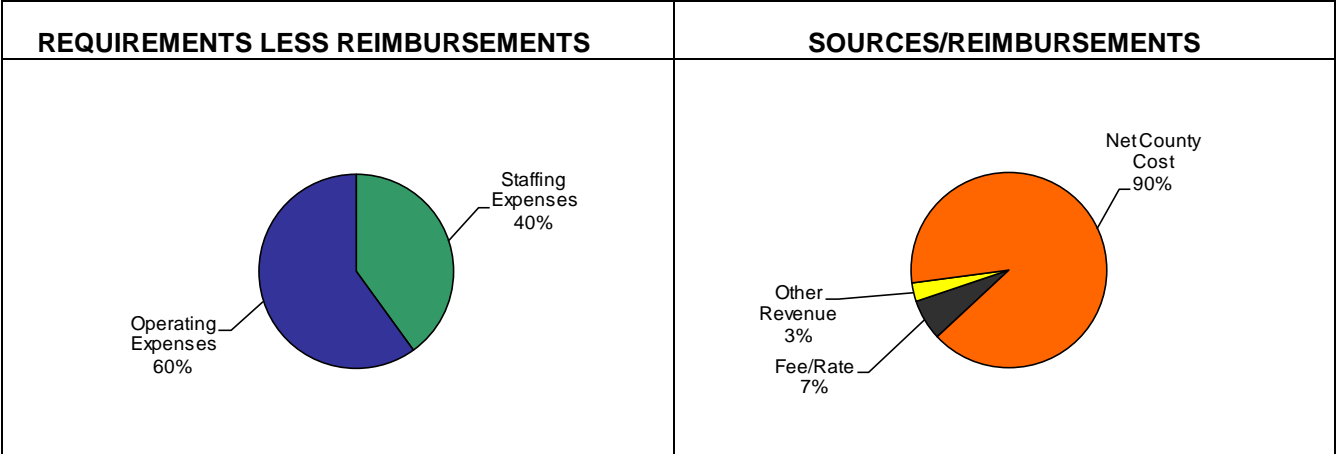
## DESCRIPTION OF MAJOR SERVICES

The County Museum (Museum) is an accredited regional museum in California and provides enhanced “Quality of Life” for County and regional residents. The Museum is comprised of the following divisions: Anthropology, Education, Geology, History, and Paleontology. All divisions enhance public learning through exhibits and educational programs and activities for families, individuals, school groups, and educators at the main Museum facility in Redlands, Victor Valley Museum in Apple Valley, and the seven historical 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 Mousley Museum in Yucaipa. 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.

Budget at a Glance	
Requirements Less Reimbursements	\$3,252,267
Sources/Reimbursements	\$320,150
Net County Cost	\$2,932,117
Total Staff	21
Funded by Net County Cost	90%

In 2014-15, the County Museum worked with a consultant to review the operations, collections, and readiness for accreditation. The consultant prepared a report that outlined several key areas needed for improvement and developed a bridge plan on how to implement these recommendations to enhance the Museum’s current service offerings and increase attendance. One of the key recommendations focused on the need for additional fundraising opportunities by utilizing the Museum’s non-profit group, which would give the Museum more revenue to expand programs, update existing exhibits, and create new exhibits.

## 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: County Museum  
FUND: General

BUDGET UNIT: AAA CCM  
FUNCTION: Education  
ACTIVITY: Community & Cultural Services

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,829,324	1,682,722	1,470,764	981,013	1,176,017	1,301,806	125,789
Operating Expenses	1,688,820	1,535,055	1,598,512	2,399,363	2,352,443	1,950,461	(401,982)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,518,144	3,217,777	3,069,276	3,380,376	3,528,460	3,252,267	(276,193)
Reimbursements	(69,675)	(136,000)	(66,000)	0	(70,000)	0	70,000
Total Appropriation	3,448,469	3,081,777	3,003,276	3,380,376	3,458,460	3,252,267	(206,193)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,448,469	3,081,777	3,003,276	3,380,376	3,458,460	3,252,267	(206,193)
<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	86,137	27,604	0	0	19,250	0	(19,250)
Fee/Rate	744,603	804,497	484,603	284,000	374,000	219,750	(154,250)
Other Revenue	759,078	(151,424)	101,287	255,864	178,264	100,400	(77,864)
Total Revenue	1,589,818	680,677	585,890	539,864	571,514	320,150	(251,364)
Operating Transfers In	0	138,000	0	0	0	0	0
Total Financing Sources	1,589,818	818,677	585,890	539,864	571,514	320,150	(251,364)
Net County Cost	1,858,651	2,263,100	2,417,386	2,840,512	2,886,946	2,932,117	45,171
Budgeted Staffing*	30	30	22	21	21	21	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$1.3 million fund 15 regular positions and 6 limited term positions that provide program services and oversight for the main Museum facility in Redlands, Victor Valley Museum and seven historic sites throughout the County. Operating expenses of \$2.0 million primarily include services and supplies expenses for educational programming, exhibits, insurance, advertising, security services, COWCAP charges, central services charges for Facilities Management and Information Services, and rent for the Museum's off-site storage. Sources of \$320,150 are primarily derived from admission fees, education service revenue, and facility rental fees.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the department include a decrease in requirements by \$206,193 which is attributed to one-time exhibit project funding in 2014-15. Major revenue changes include a loss of Archeological Information Center (AIC) fees from the closure of the AIC, no federally funded contracts being performed and no one-time donation revenue anticipated to be received.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Administration	3	0	0	0	3	0	3
Curatorial/Exhibits	7	1	-1	0	7	0	7
Education	2	0	0	0	2	0	2
Support Staff	2	0	0	0	2	0	2
Historic Sites	7	0	0	0	7	6	1
Total	21	1	-1	0	21	6	15

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$1.3 million fund 21 budgeted positions of which 15 are regular positions and 6 are limited term positions. The department has deleted 1 Museum Associate Curator position due to the closure of AIC, whose sole function was to perform AIC related work for County and outside public and private agencies developing land within the County of San Bernardino. In addition, the department added 1 Biology Curator position funded with \$95,000 of Net County Cost to oversee and preserve the Museum's Biology collections.



## Museum Store

### DESCRIPTION OF MAJOR SERVICES

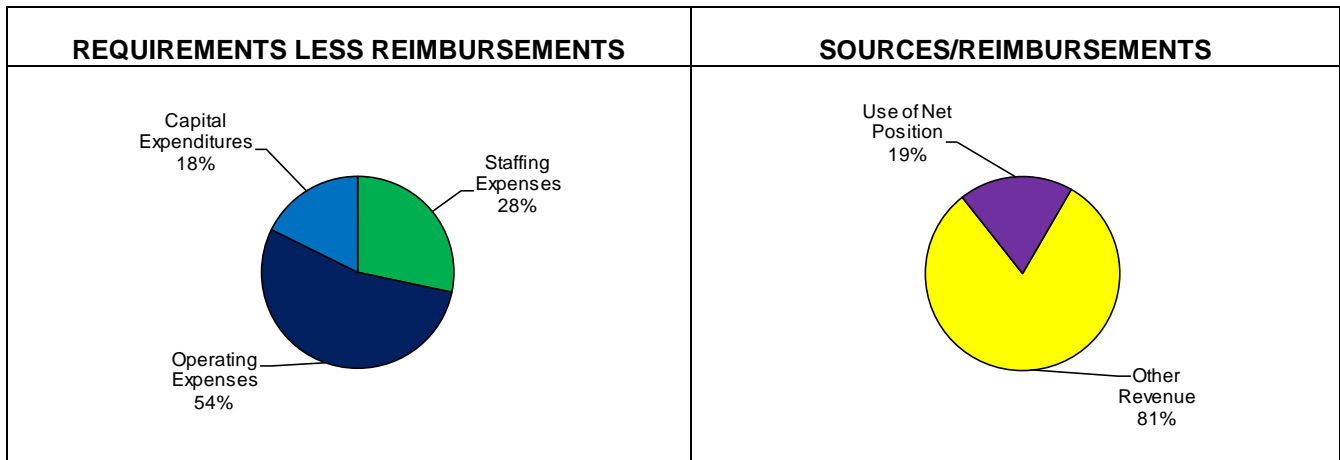
The Museum Store operates as an enterprise fund under the management of the San Bernardino County Museum. The store is considered a critical part of the K-12 visitor experience and provides many museum related items for sale including books and publications, educational toys, thematic novelty items related to 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.

#### Budget at a Glance

Requirements Less Reimbursements	\$67,874
Sources/Reimbursements	\$55,000
Use of / (Contribution To) Net Position	\$12,874
Total Staff	2

The Museum Store continues to develop its operations and product offerings to ensure sales correspond with new exhibits, services, and new programs. Alternative store products will continue to be introduced and evaluated to maintain a positive cash balance.

### 2015-16 RECOMMENDED BUDGET





## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Museum Store  
FUND: Enterprise

BUDGET UNIT: EMM CCR  
FUNCTION: Community & Cultural  
ACTIVITY: Cultural

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	33,537	12,247	3,144	19,235	27,492	19,235	(8,257)
Operating Expenses	127	39,836	23,962	31,096	36,639	36,639	0
Capital Expenditures	0	0	0	0	5,000	12,000	7,000
Total Exp Authority	33,664	52,083	27,106	50,331	69,131	67,874	(1,257)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	33,664	52,083	27,106	50,331	69,131	67,874	(1,257)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	33,664	52,083	27,106	50,331	69,131	67,874	(1,257)
<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	66,566	43,523	83,767	38,600	55,000	55,000	0
Total Revenue	66,566	43,523	83,767	38,600	55,000	55,000	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	66,566	43,523	83,767	38,600	55,000	55,000	0
<b>Net Position</b>							
Use of/ (Contribution to) Net Position	(32,902)	8,560	(56,661)	11,731	14,131	12,874	(1,257)
Est. Net Position Available					72,219	61,745	(10,474)
Total Net Position					86,350	74,619	(11,731)
Budgeted Staffing*	1	1	1	2	2	2	0

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$19,235 fund two part-time regular positions that operate the Museum Store. Operating expenses of \$36,639 are for purchases for resale (inventory) and funding for a point-of-sale system (POS). Equipment costs of \$12,000 are included to purchase hardware in connection with the current POS that is in need of upgrade. Sources of \$55,000 are revenue generated from novelty items/souvenir sales, books and publications.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$1,257 due to an increase of \$7,000 in capital expenditures for an upgrade of the POS, offset by a decrease in staffing expenses of \$8,257 as the result of funding two part-time positions at a lower hourly rate.

## ANALYSIS OF NET POSITION

This fund will be using \$12,874 in net position in 2015-16 to upgrade the POS in the Museum Store and at the front desk. This one-time expense will replace the outdated system and improve reporting and overall functionality.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Museum Store	2	0	0	0	2	0	2
Total	2	0	0	0	2	0	2

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$19,235 fund 2 budgeted part-time regular positions. These two positions allow for coverage in the Museum Store to ensure that it is open during the peak hours each day the Museum is open and to greet and take money from customers at the front desk.

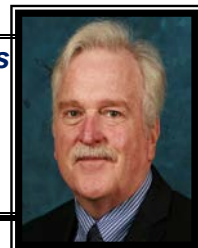


## LAND USE SERVICES

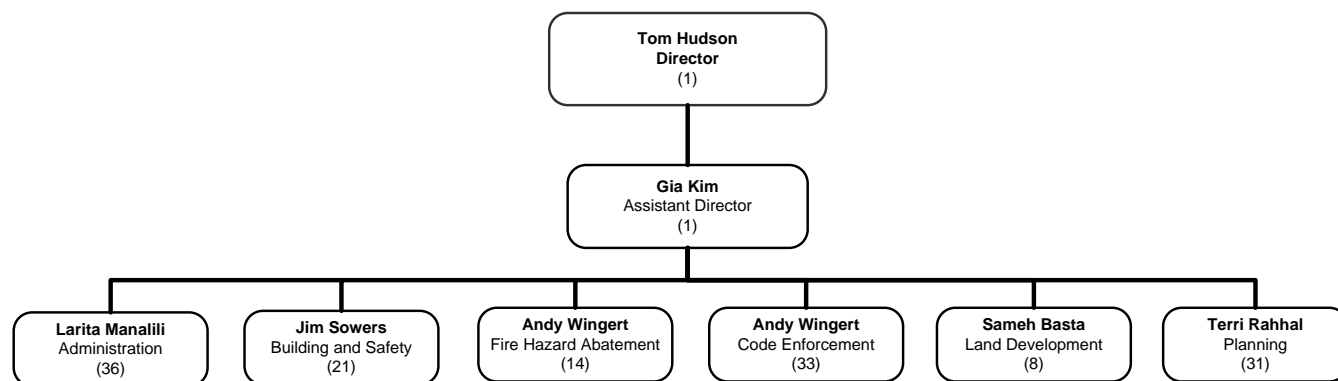
Tom Hudson

### 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



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Administration	772,625	0	772,625	0	0	38
Planning	7,794,736	3,146,034	4,648,702	0	0	31
Building and Safety	4,865,458	4,308,719	556,739	0	0	21
Code Enforcement	5,969,552	755,500	5,214,052	0	0	33
Fire Hazard Abatement	2,535,360	2,255,165	280,195	0	0	14
Land Development	1,013,282	384,810	628,472	0	0	8
Total General Fund	22,951,013	10,850,228	12,100,785	0	0	145



## 2014-15 MAJOR ACCOMPLISHMENTS

- Created a Renewable Energy outreach website to expand community engagement through the internet.
- Met with senior staff from 16 towns and cities within the County to expand collaboration and cooperation.
- Exceeded initial review target by 11% for planning permit applications within 3 weeks of acceptance.
- Awarded \$400,000 from the California Energy Commission (CEC) for a renewable energy economic impact analysis.
- Created GIS application for zoning research for the public and received an Inland Empire Economic Partnership (IEEP) award for Response to Globalization.
- Completed all mining annual inspections on time; considered one of the best Mining Lead Agencies in the State.
- Created Project Collaboration Team (PCT) to handle existing projects in a more efficient way and resolve outstanding issues from various County departments.
- Completed 5,016 Building and Safety inspection calls with over 95% of the inspection calls being performed on the same day scheduled.
- Evaluated 5,000 Building and Safety enforcement cases, 1,500 of which represented significant threats to Public Health and Safety - 600 have been now been closed by Code Enforcement staff.
- Enhanced coordination with the County Tax Collector has resulted in over \$200,000 in additional revenue from over 750 Short-Term Rental properties.
- Received 2014 California Association of Counties (CSAC) Award for the Demonstration Property Program.
- 98% of Customer Satisfaction Surveys indicated excellent or good ratings from over 1,400 customer surveys received.
- Implemented mobile time tracking for field staff to allow for tracking inspection activity from the field.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Complete initial commercial plan reviews within 4 weeks (BNS)	N/A	80%	95%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Complete initial residential plan reviews within 3 weeks (BNS)	N/A	80%	71%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Complete initial small miscellaneous plan reviews within 2 weeks (BNS)	N/A	80%	62%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					



## DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Complete building inspections within one business day (BNS)	N/A	80%	99%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Review drainage studies, grading plans and WQMPs within 4 weeks (LND)	N/A	80%	100%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Review ministerial Building & Safety permits within 2 weeks (LND)	N/A	75%	100%	75%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Decrease average number of days to achieve Code compliance (CEN)	N/A	25%	20%	25%
STRATEGY	Standardize case management practices to decrease the amount of time cases remain open at the administrative level.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Abate fire hazards within 60 days of second inspection (FHA)	N/A	100%	100%	100%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Complete initial review of planning permit applications within 3 weeks of acceptance (PLN)	N/A	70%	75%	70%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.	Respond to concerns from cities/towns within 4 weeks (PLN)	N/A	100%	100%	100%
STRATEGY	Create systematic, timely and efficient strategic planning processes consistent with Countywide Vision					



## DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.	Complete 100% of 2015-16 annual workplan for Countywide Plan (CWP) and Community plans (PLN) as follows:  1. Develop a framework of priorities, values and processes to guide the CWP  2. Complete comprehensive inventories of best practices for all elements of the CWP  3. Develop analysis tools for the CWP  4. Complete prototypes of the Community Plans	N/A	100%	75%	100%
OBJECTIVE	Work collaboratively with cities on zoning and development standards in their spheres of influence.					
STRATEGY	Create systematic, timely and efficient strategic planning processes consistent with Countywide Vision					



## Administration

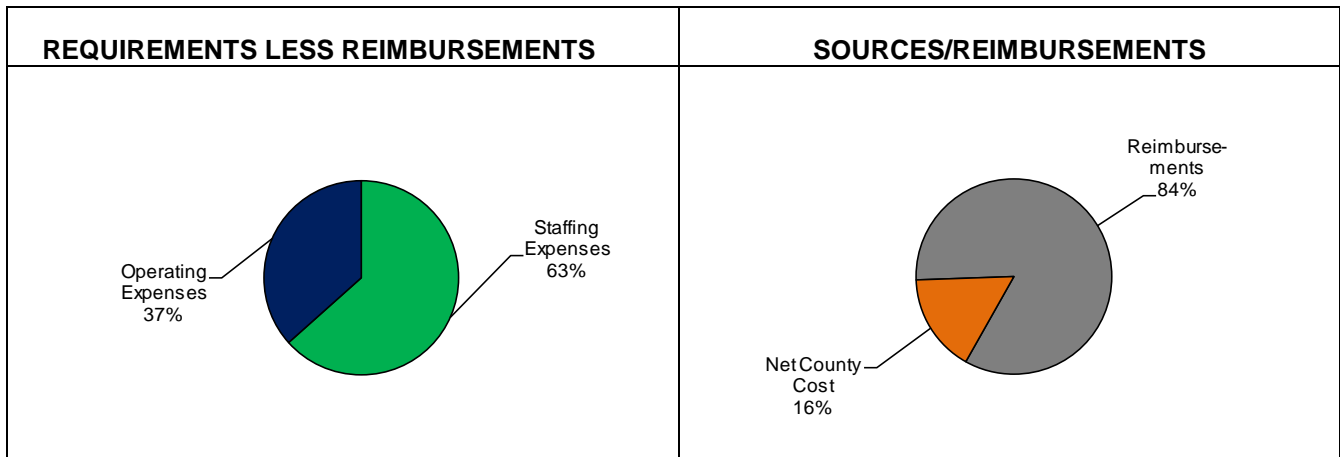
### DESCRIPTION OF MAJOR SERVICES

The Administration Division provides centralized fiscal services, personnel, and customer service support to all divisions and offices throughout Land Use Services.

### 2015-16 RECOMMENDED BUDGET

#### Budget at a Glance

Requirements Less Reimbursements	\$4,748,446
Sources/Reimbursements	\$3,975,821
Net County Cost	\$772,625
Total Staff	38
Funded by Net County Cost	16%



### ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Land Use Services - Administration  
FUND: General

BUDGET UNIT: AAA LUS  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,954,371	2,363,182	2,592,364	2,504,749	2,769,147	3,010,230	241,083
Operating Expenses	1,994,057	1,510,832	1,920,197	3,924,341	3,735,582	1,738,216	(1,997,366)
Capital Expenditures	14,976	0	634,950	0	0	0	0
Total Exp Authority	3,963,404	3,874,014	5,147,511	6,429,090	6,504,729	4,748,446	(1,756,283)
Reimbursements	(3,725,084)	(3,852,761)	(4,040,418)	(3,871,850)	(4,266,223)	(3,975,821)	290,402
Total Appropriation	238,320	21,253	1,107,093	2,557,240	2,238,506	772,625	(1,465,881)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	238,320	21,253	1,107,093	2,557,240	2,238,506	772,625	(1,465,881)
<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	67	0	0	0	0	0
Total Revenue	0	67	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	67	0	0	0	0	0
Net County Cost	238,320	21,186	1,107,093	2,557,240	2,238,506	772,625	(1,465,881)
Budgeted Staffing*	27	32	37	36	36	38	2

\* Data represents modified budgeted staffing



## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$3.0 million fund 38 budgeted positions, of which 5 are limited term. Operating expenses of \$1.7 million include \$253,184 for COWCAP charges, \$85,760 in licensing for the department's electronic document review software and Enterprise Agreement, and \$772,625 in charges payable to the Information Services Department for application development and direct labor charges, primarily related to the permitting system upgrade. Reimbursements of \$4.0 million are comprised of transfers in from the other Land Use Services divisions for administrative support.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$1.5 million, primarily due to the decrease in one-time 2014-15 contract costs for upgrading the current permitting software.

### 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Administration	36	2	0	0	38	5	33
Total	36	2	0	0	38	5	33

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$3.0 million fund 38 budgeted positions of which 33 are regular positions and 5 are limited term positions. Changes in staffing include the addition of 1 Land Use Technician and 1 Administrative Supervisor I. These additions will enable the department to provide additional customer service support processing applications throughout our offices and streamlining the trust accounting process.







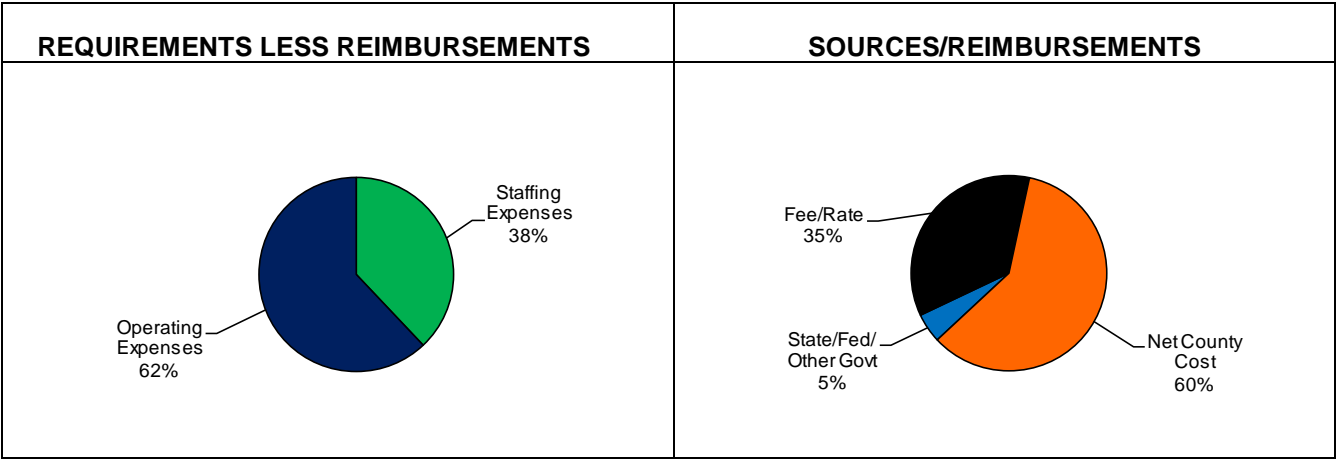
Planning

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	
Requirements Less Reimbursements	\$7,815,317
Sources/Reimbursements	\$3,166,615
Net County Cost	\$4,648,702
Total Staff	31
Funded by Net County Cost	60%

2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Land Use Services - Planning  
FUND: General

BUDGET UNIT: AAA PLN  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,686,490	1,452,249	1,732,320	2,124,306	2,934,770	2,966,720	31,950
Operating Expenses	3,174,754	4,860,695	3,179,318	4,722,386	7,087,816	4,848,597	(2,239,219)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	4,861,244	6,312,944	4,911,638	6,846,692	10,022,586	7,815,317	(2,207,269)
Reimbursements	(94,208)	(515,831)	(320,172)	(23,059)	(23,059)	(20,581)	2,478
Total Appropriation	4,767,036	5,797,113	4,591,466	6,823,633	9,999,527	7,794,736	(2,204,791)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	4,767,036	5,797,113	4,591,466	6,823,633	9,999,527	7,794,736	(2,204,791)
<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	112,040	201,515	955,000	380,000	(575,000)
Fee/Rate	1,896,415	2,550,431	2,473,615	1,804,043	2,730,606	2,761,034	30,428
Other Revenue	1,375	7,977	10,109	12,591	1,501	5,000	3,499
Total Revenue	1,897,790	2,558,408	2,595,764	2,018,149	3,687,107	3,146,034	(541,073)
Operating Transfers In	0	64,161	0	0	0	0	0
Total Financing Sources	1,897,790	2,622,569	2,595,764	2,018,149	3,687,107	3,146,034	(541,073)
Net County Cost	2,869,246	3,174,544	1,995,701	4,805,484	6,312,420	4,648,702	(1,663,718)
Budgeted Staffing*	20	20	26	31	31	31	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$3.0 million fund 31 budgeted positions, of which 7 are limited term. Operating expenses of \$4.8 million include \$2.5 million in professional services, \$107,471 for COWCAP, and \$402,500 in litigation expenses for the Cadiz project. Other major expenses include consultants, project expenses reimbursable by applicants, and transfers out to Land Use Services – Administration for administrative support.

Revenues of \$3.1 million include \$1.2 million in revenues from applicants for project expenses, \$1.3 million in fees for current services, and \$380,000 in state grant funding for the renewable energy portion of the General Plan Update.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$2.2 million primarily due to reduction in one-time funding for the General Plan Update. Other budget changes include a decrease in Facilities Management charges.

Revenue is decreasing by \$541,073 primarily due to a decrease in state grant funding upon the completion of the initial portion of the renewable energy element of the General Plan.

Net County Cost is decreasing by \$1.7 million as a result of a net reduction of \$2.0 million in one-time funding for the General Plan Update, offset by additional one-time funding for the Environmental Element project, and the Cucamonga Canyon and Lytle Creek Forest Management Plan projects.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Planning	31	4	-4	0	31	7	24
Total	31	4	-4	0	31	7	24

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$3.0 million fund 31 budgeted positions of which 24 are regular positions and 7 are limited term positions. The total staff count did not change from 2014-15, however, staffing changes include the addition of 1 Contract Countywide Plan and Community Plan Marketing Coordinator, 1 Contract Advance Planning Analyst, 1 Administrative Supervisor I, and 1 Contract Land Use Services General Plan Coordinator, offset by the deletion of 1 Extra-Help Planning Director, 1 Contract General Plan Update Project Manager, 1 Extra-Help Engineering Technician IV, and 1 Contract Community Planning Coordinator. These additions and deletions are necessary to ensure that Planning is adequately staffed to continue to support the General Plan Update; that the Mining program continues to be adequately staffed to ensure compliance with State and Federal laws; and to mitigate County liability through the efficient processing of mining applications and Financial Assurance documents.



## Building and Safety

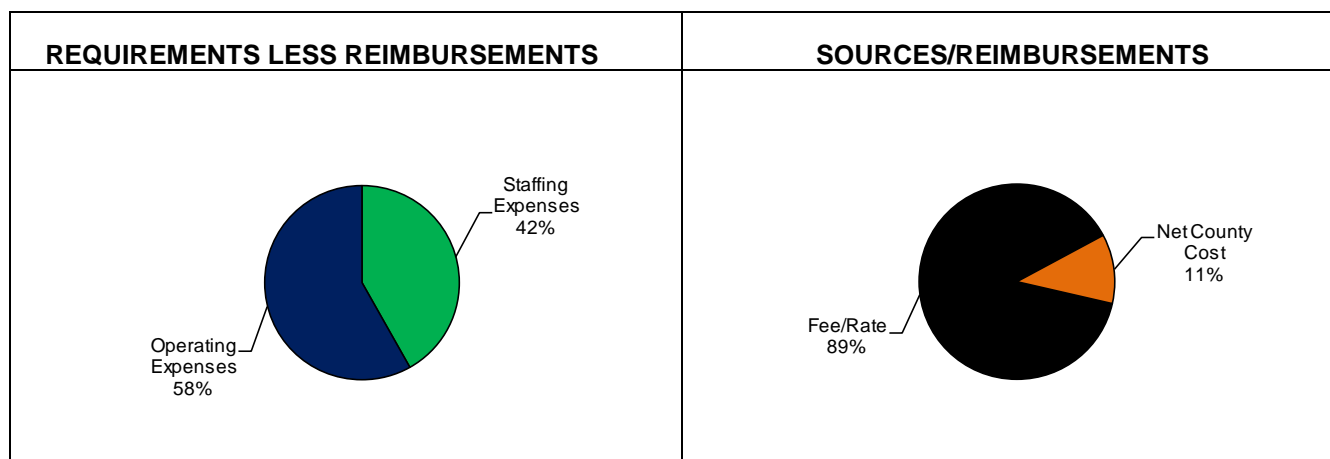
### DESCRIPTION OF MAJOR SERVICES

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

Requirements Less Reimbursements	\$4,894,014
Sources/Reimbursements	\$4,337,275
Net County Cost	\$556,739
Total Staff	21
Funded by Net County Cost	11%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED 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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,598,622	1,697,028	1,444,114	1,239,306	2,195,518	2,047,344	(148,174)
Operating Expenses	1,743,784	1,950,030	2,607,926	2,917,409	3,410,762	2,846,670	(564,092)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,342,406	3,647,058	4,052,040	4,156,715	5,606,280	4,894,014	(712,266)
Reimbursements	0	0	0	(39,444)	(39,444)	(28,556)	10,888
Total Appropriation	3,342,406	3,647,058	4,052,040	4,117,271	5,566,836	4,865,458	(701,378)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,342,406	3,647,058	4,052,040	4,117,271	5,566,836	4,865,458	(701,378)
<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	4,729,011	3,917,268	5,517,750	4,766,766	5,054,000	4,294,719	(759,281)
Other Revenue	12,354	7,207	2,739	12,910	7,075	14,000	6,925
Total Revenue	4,741,365	3,924,475	5,520,488	4,779,676	5,061,075	4,308,719	(752,356)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	4,741,365	3,924,475	5,520,488	4,779,676	5,061,075	4,308,719	(752,356)
Net County Cost	(1,398,959)	(277,417)	(1,468,448)	(662,405)	505,761	556,739	50,978
Budgeted Staffing*	21	21	21	23	23	21	(2)

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$2.0 million fund 21 budgeted positions, of which 1 position is limited term. Operating expenditures of \$2.8 million are comprised mostly of transfers out to Land Use Services – Administration for administrative support, vehicle services charges, COWCAP, and consultants. Sources of \$4.3 million are primarily fees charged for permit and plan reviews.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$701,378, primarily due to decreases in salaries and benefits from the deletion of 2 extra-help positions as a result of the declining activity for the Molycorp Project, and a reduction in consultant costs.

Revenues decreased \$752,356, primarily due to a decrease in permit and plan review fees from the completion of development projects in 2014-15.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Building and Safety	23	0	-2	0	21	1	20
Total	23	0	-2	0	21	1	20

\*Detailed classification listing available in Appendix D



## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2.0 million fund 21 budgeted positions, of which 20 are regular positions, and 1 is limited term position. Changes in budgeted staffing include the deletion of 1 Contract Building Inspector position and 1 Extra-help Building Inspector II position as a result of declining activity for the Moly Corp project and a leveling of workload, eliminating the need for Contract position. Additionally, a Building Inspector III position was reclassified to a Public Works Engineer II.



## Code Enforcement

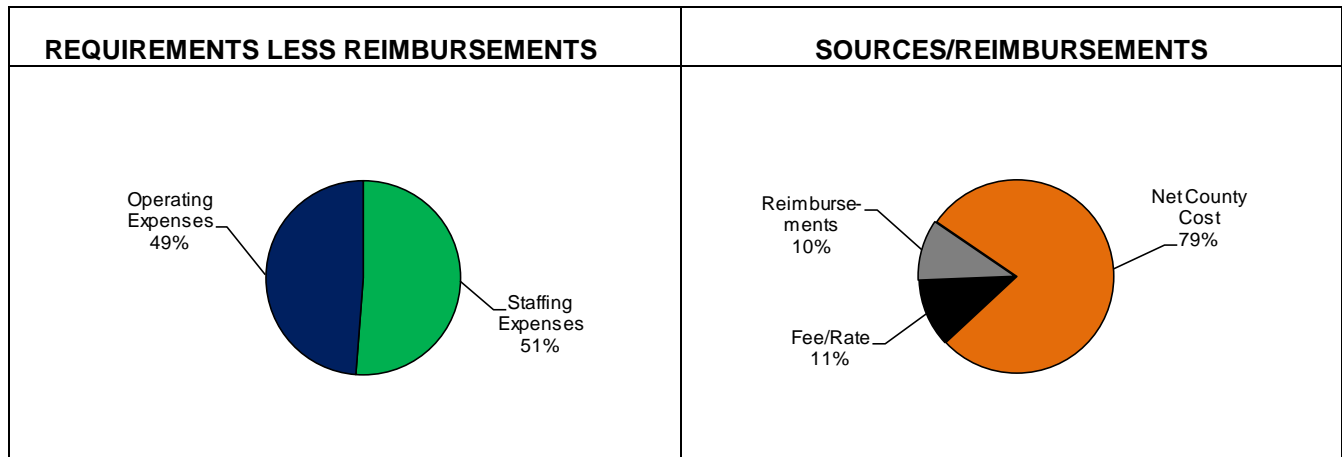
### DESCRIPTION OF MAJOR SERVICES

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

Requirements Less Reimbursements	\$6,644,537
Sources/Reimbursements	\$1,430,485
Net County Cost	\$5,214,052
Total Staff	33
Funded by Net County Cost	79%

### 2015-16 RECOMMENDED BUDGET



### ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Land Use Services - Code Enforcement  
FUND: General

BUDGET UNIT: AAA CEN  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	2,878,333	2,741,668	2,969,924	2,665,956	3,174,455	3,403,060	228,605
Operating Expenses	2,064,049	1,853,483	2,573,586	2,986,725	2,964,184	3,241,477	277,293
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	4,942,382	4,595,151	5,543,510	5,652,681	6,138,639	6,644,537	505,898
Reimbursements	(403,423)	(428,149)	(346,422)	(408,036)	(356,016)	(674,985)	(318,969)
Total Appropriation	4,538,959	4,167,002	5,197,088	5,244,645	5,782,623	5,969,552	186,929
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	4,538,959	4,167,002	5,197,088	5,244,645	5,782,623	5,969,552	186,929
<b>Sources</b>							
Taxes	2,608	3	32,840	2	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	466,158	478,394	599,493	521,758	855,000	752,000	(103,000)
Other Revenue	834	602	4,492	103,259	3,000	3,500	500
Total Revenue	469,600	478,999	636,825	625,019	858,000	755,500	(102,500)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	469,600	478,999	636,825	625,019	858,000	755,500	(102,500)
Net County Cost	4,069,359	3,688,003	4,560,263	4,619,626	4,924,623	5,214,052	289,429
Budgeted Staffing*	31	27	28	30	30	33	3

\* Data represents modified budgeted staffing



## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$3.4 million fund 33 regular positions. Operating expenses of \$3.2 million include \$701,019 in COWCAP and \$278,084 for the demolition of derelict properties. Other major expenditures include graffiti abatement contracts (\$122,670), vehicle service charges (\$305,000), litigation (\$150,000), and transfers to Land Use Services – Administration for administrative support (\$985,154).

Sources of \$755,500 are primary related to administrative citations and home rental permits.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$186,929 primarily due to the addition of an illegal dumping pilot program.

Revenues are decreasing by \$102,500 primarily due the increased number of Medical Marijuana dispensary cases being resolved prior to going to court, thus reducing the amount of administrative citation collections.

The change in Net County Cost includes an increase of \$413,000 for Illegal Dumping Enforcement and a reduction of \$200,000 reflecting a one-time allocation for legal costs related to Medical Marijuana in 2014-15.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Code Enforcement	30	3	0	0	33	0	33
Total	30	3	0	0	33	0	33

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$3.4 million fund 33 budgeted regular positions. The addition of 1 Code Enforcement Officer III, 1 Code Enforcement Officer II, and 1 Office Assistant III are related to the illegal dumping pilot program that is slated to begin in 2015-16.





## Fire Hazard Abatement

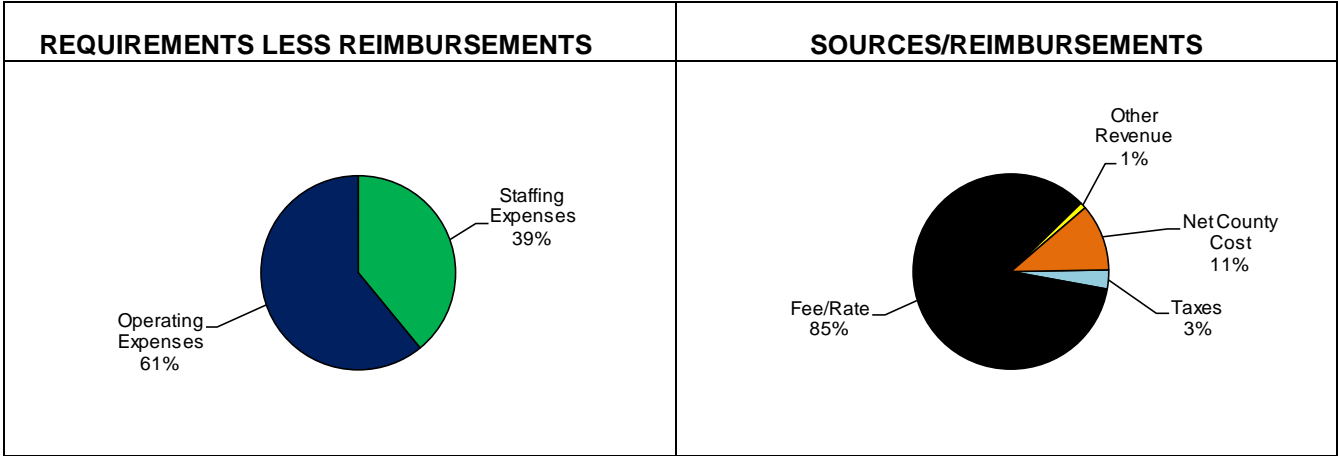
### DESCRIPTION OF MAJOR SERVICES

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.

### 2015-16 RECOMMENDED BUDGET

**Budget at a Glance**

Requirements Less Reimbursements	\$2,535,360
Sources/Reimbursements	\$2,255,165
Net County Cost	\$280,195
Total Staff	14
Funded by Net County Cost	11%



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Land Use Services - Fire Hazard Abatement  
FUND: General

BUDGET UNIT: AAA WAB  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	752,641	805,363	795,217	834,096	976,041	990,337	14,296
Operating Expenses	1,190,646	1,042,780	1,292,679	1,445,426	1,576,658	1,545,023	(31,635)
Capital Expenditures	15,605	0	0	0	0	0	0
Total Exp Authority	1,958,892	1,848,143	2,087,896	2,279,522	2,552,699	2,535,360	(17,339)
Reimbursements	0	(2,385)	(624)	0	0	0	0
Total Appropriation	1,958,892	1,845,758	2,087,272	2,279,522	2,552,699	2,535,360	(17,339)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,958,892	1,845,758	2,087,272	2,279,522	2,552,699	2,535,360	(17,339)
<b>Sources</b>							
Taxes	54,346	53,290	69,756	85,000	80,000	80,000	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	1,650,089	1,683,888	1,803,319	1,933,374	2,138,869	2,150,165	11,296
Other Revenue	204,092	157,175	74,566	16,052	85,000	25,000	(60,000)
Total Revenue	1,908,527	1,894,353	1,947,640	2,034,426	2,303,869	2,255,165	(48,704)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,908,527	1,894,353	1,947,640	2,034,426	2,303,869	2,255,165	(48,704)
Net County Cost	50,365	(48,595)	139,632	245,096	248,830	280,195	31,365
Budgeted Staffing*	14	15	15	17	17	14	(3)

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$990,337 fund 14 budgeted positions, of which 2 are limited term. Operating expenses of \$1.5 million include \$760,000 for contract weed abatement services and \$70,000 for vehicle service charges. These expenses are necessary to identify and mitigate all fire hazard risks throughout the County. Sources of \$2.3 million are primarily from contracts with cities and fire protection districts (\$278,569), administrative citations (\$200,000), and charges to property owners for abatement services (\$1.0 million).

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$17,339, primarily due to the decrease in contract weed abatement services and vehicle service charges and an offsetting increase in Internal Cost Allocation for administrative costs.

Revenues are decreasing by \$48,704, primarily due to a decrease in demand for processing of lien releases on properties.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Administration	17	0	-3	0	14	2	12
Total	17	0	-3	0	14	2	12

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$990,337 fund 14 budgeted positions, of which 12 are regular positions and 2 are limited term positions. Changes to staffing include the deletion of 3 Public Service Employee positions.



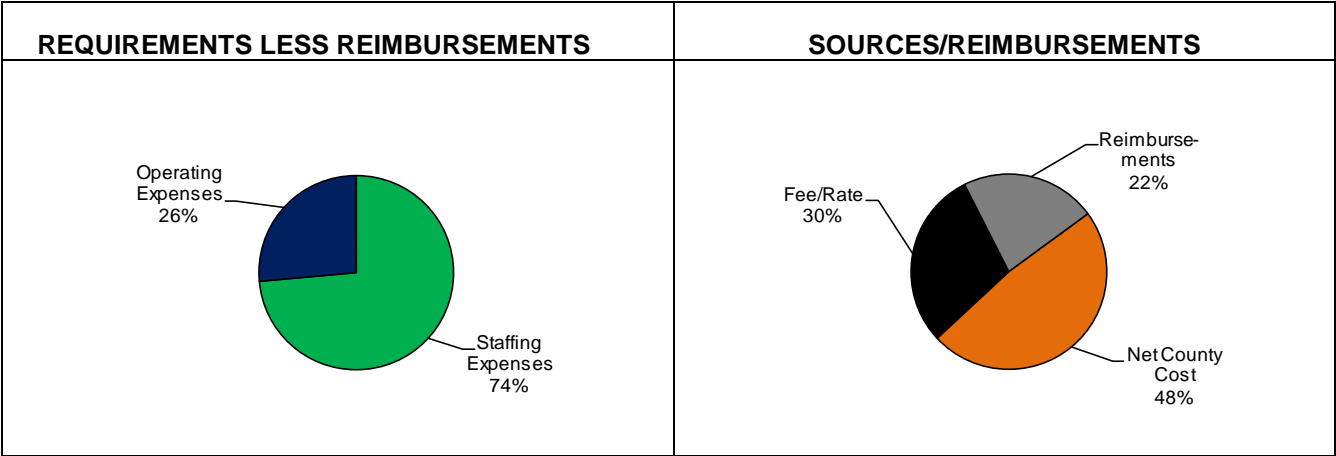
## Land Development

### 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	
Requirements Less Reimbursements	\$1,305,814
Sources/Reimbursements	\$677,342
Net County Cost	\$628,472
Total Staff	8
Funded by Net County Cost	48%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Land Use Services - Land Development  
FUND: General

BUDGET UNIT: AAA LND  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	926,966	810,415	947,658	960,627	12,969
Operating Expenses	0	0	242,936	414,533	520,071	345,187	(174,884)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	1,169,902	1,224,948	1,467,729	1,305,814	(161,915)
Reimbursements	0	0	(116,444)	(228,578)	(251,212)	(292,532)	(41,320)
Total Appropriation	0	0	1,053,458	996,370	1,216,517	1,013,282	(203,235)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	1,053,458	996,370	1,216,517	1,013,282	(203,235)
<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	452,648	336,374	548,398	384,810	(163,588)
Other Revenue	0	0	(118)	0	0	0	0
Total Revenue	0	0	452,530	336,374	548,398	384,810	(163,588)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	452,530	336,374	548,398	384,810	(163,588)
Net County Cost	0	0	600,928	659,996	668,119	628,472	(39,647)
Budgeted Staffing*	0	0	8	8	8	8	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$960,627 fund 8 budgeted regular positions. Operating expenses of \$345,187 include major expenses for County Counsel, other professional services, and transfers to Land Use Services – Administration for administrative support. Reimbursements of \$292,532 are comprised mostly of transfers from the Building and Safety and Transportation Divisions for work performed.

Sources of \$384,810 are primarily generated from fees for current services.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Total Requirements are decreasing by \$203,235 as a reduction in workload has resulted in a decrease of contractor utilization, and a reduction in the allocation from Land Use Administration. The Land Development Division has improved customer service and streamlined current operational processes to the development community. This includes grading plan review being performed by the Land Development Division for the Building & Safety and Planning Divisions.

Revenues are decreasing by \$163,588, primarily due to a decrease in trust account billings as a result of reduced workload.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Land Development	8	0	0	0	8	0	8
Total	8	0	0	0	8	0	8

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$960,627 fund 8 budgeted regular positions. The Land Development Division now completes grading plan reviews for Building and Safety, improving customer service by streamlining the processing of building permit applications.



## PUBLIC WORKS

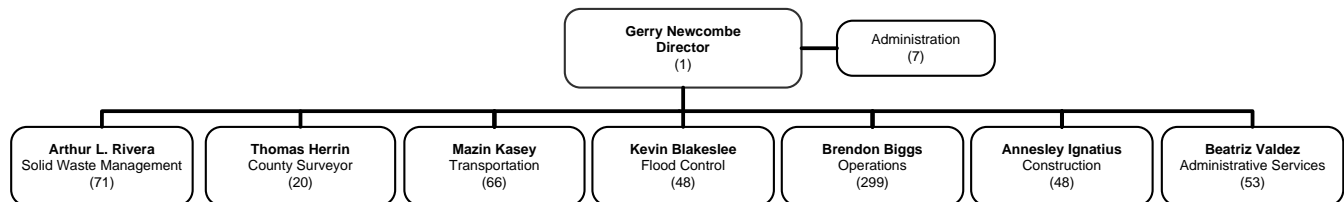
### Gerry Newcombe

#### DEPARTMENT MISSION STATEMENT

*The mission of the Department of Public Works is to provide sustainable transportation, flood protection, and waste disposal infrastructure and services to help ensure safe and desirable communities that complement our natural resources and environment.*



#### ORGANIZATIONAL CHART



#### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Surveyor	3,243,549	2,502,675	740,874	0	0	22
Total General Fund	3,243,549	2,502,675	740,874	0		22
<b>Special Revenue Funds</b>						
Transportation Special Revenue Funds - Consolidated	105,181,602	77,537,395	0	27,644,207	0	339
Survey Monument Preservation	80,561	70,411	0	10,150	0	0
Total Special Revenue Funds	105,262,163	77,607,806		27,654,357	0	339
<b>Enterprise Funds</b>						
Solid Waste Consolidated	92,418,864	87,919,850	0	0	4,499,014	86
Total Enterprise Funds	92,418,864	87,919,850	0	0	4,499,014	86
<b>Other Agencies</b>						
Flood Control District - Consolidated	103,548,703	62,147,393	0	41,401,310		166
Flood Control Equipment	3,648,900	2,333,570	0	0	1,315,330	0
Total Other Agencies	107,197,603	64,480,963	0	41,401,310	1,315,330	166
<b>Total - All Funds</b>	<b>308,122,179</b>	<b>232,511,294</b>	<b>740,874</b>	<b>69,055,667</b>	<b>5,814,344</b>	<b>613</b>



## 2014-15 MAJOR ACCOMPLISHMENTS

- Surveyor –
  - Continued to improve the DPW Interactive Maps web page, which provides easy access for the public to view geographic data about where County transportation, flood control and solid waste facilities and projects are located throughout the County. The website address to view these maps is <http://sbcountydpw.maps.arcgis.com/home/index.html>.
  - Continued to expand services for Geographic Information Systems support, with projects performed for Public Works and other County departments.
  - Performed preservation of survey monumentation work for all Transportation pavement improvement projects listed below.
- Solid Waste –
  - Completed three Capital Improvement Projects (Remedial Action Plan Pilot Study at Lenwood-Hinkley Sanitary Landfill; optimization of the Groundwater Treatment System at Mid-Valley Sanitary Landfill; major improvements to the landfill gas extraction systems at Colton, Mid-Valley, San Timoteo, and Victorville Sanitary Landfills).
  - Completed repairs and maintenance of closed disposal site covers, perimeter fencing, and drainage structures.
  - Assisted with 14 community cleanup events by providing collection bins and disposal services.
  - Achieved a 62.1% waste diversion rate for the unincorporated County area, exceeding the state mandated 50% diversion rate.
- Transportation – Completed \$146.2 million in capital improvement projects funded by various federal, state and local funding sources, including \$4.9 million funded by Discretionary General Funding. Among the major accomplishments were:
  - Constructed pavement improvement projects, including road repaving, overlays and surface seals on over 150 miles of roads - \$20.2 million;
  - Constructed a new grade separation on Glen Helen Parkway over 4 railroad lines in Devore - \$30.6 million;
  - Participated in the reconstruction of a bridge on Alabama Street over City Creek - \$2.5 million;
  - Participated in the reconstruction of an interchange on Cherry Avenue at Interstate 10 in Fontana - \$80.0 million;
  - Participated in a roadway widening project on Yates Road to connect to the new Yucca Loma bridge over the Mojave River - \$11.5 million;
  - Constructed a sidewalk for pedestrian access to the Joshua Tree Visitor Center - \$75,000;
  - Constructed various other projects consisting of ADA ramps, lighted flashing crosswalks, drainage improvements, guardrail replacements and a signal installation - \$1.4 million.
- Flood Control –
  - Completed extensive storm restoration work required due to severe thunderstorms that occurred in August 2014 that primarily damaged the following facilities: Needles Basin; Joshua Tree Wash; Oak Glen Creek; Birch Channel in the Yucaipa area; Mission Channel in the Redlands area; and Elder Creek in the Highland area - \$1.0 million.
  - Completed construction of the Mountain View Acres Storm Drain in the Victorville area - \$7.3 million.
  - Completed construction of the Alabama at City Creek project in the Highland/Redlands area - \$3.3 million.
  - Completed the initial replanting of Sheep Creek Channel as part of the re-vegetation of the disturbed area for the channel improvements that were completed in 2013-14.
  - Started the Amethyst Basin Fencing project in the Victorville area, which is anticipated to be completed in 2014-15.
  - Received approval from the California Department of Safety of Dams on the Cactus Basin #3 project, with planned construction starting in 2015-16.
  - Completed the CEQA phase of the Bandicoot Basin project in the Hesperia area and have initiated the right-of-way acquisition phase.
  - Completed 32 miles of chip/fog seal and 8 miles of crack seal on levee roads.



- Removed levee in the Etiwanda Spreading Grounds to comply with Southern California Edison requirements.
- Excavated 2,500 cubic yards of material from Reche Canyon Creek.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Cost per standard mile of chip seal road preservation treatment (staff)	N/A	\$45,000	\$45,500	\$45,000
STRATEGY	Increase efficiency in use of labor, equipment and materials in delivery of roadway preservation projects.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of flood control basins cleaned out to full capacity before rainy season	99%	99%	99%	99%
STRATEGY	Maximize utilization and efficiency of flood control facilities for flood protection and water conservation.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operation system maintenance and replacement.	Contingency dollars spent as a percentage of contract cost	N/A	2%	0.3%	2%
STRATEGY	Increase efficient use of financial resources by ensuring department construction projects are completed on time and within budget.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operation system maintenance and replacement.	Percentage of construction projects completed on time	N/A	85%	95%	85%
STRATEGY	Increase efficient use of financial resources by ensuring department construction projects are completed on time and within budget.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Cost per standard mile of slurry seal road preservation treatment (contractors)	N/A	\$50,000	\$50,000	\$50,000
STRATEGY	Increase efficiency in use of labor, equipment and materials in delivery of roadway preservation projects.					





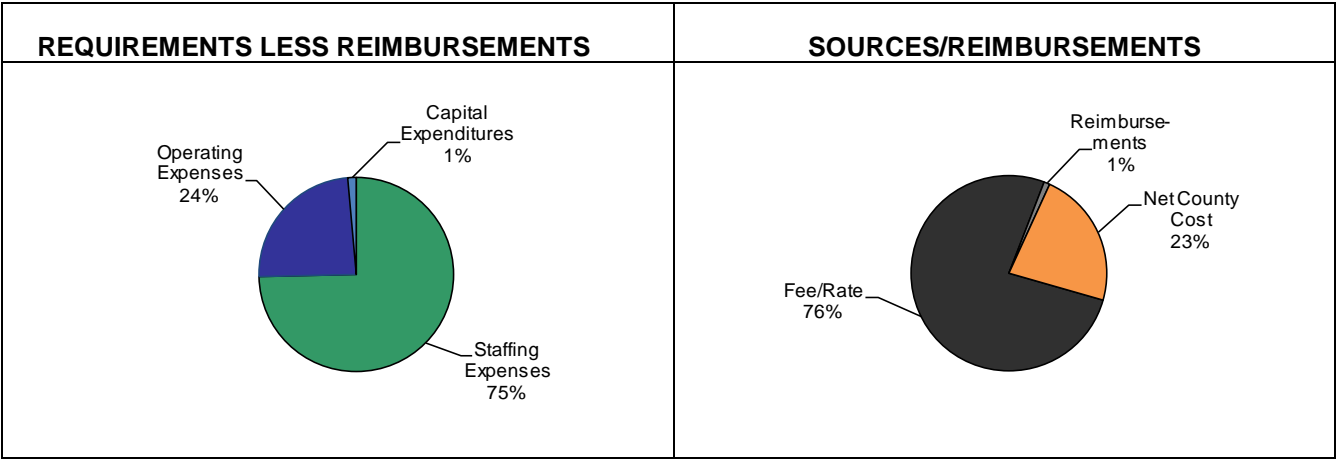
Surveyor

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	
Requirements Less Reimbursements	\$3,275,177
Sources/Reimbursements	\$2,534,303
Net County Cost	\$740,874
Total Staff	22
Funded by Net County Cost	23%

2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Public Works- Surveyor  
FUND: General

BUDGET UNIT: AAA SVR  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	3,123,951	2,790,927	2,753,960	2,385,204	2,731,753	2,444,881	(286,872)
Operating Expenses	493,051	541,864	770,760	582,805	704,845	784,296	79,451
Capital Expenditures	0	59,710	129,483	0	0	46,000	46,000
Total Exp Authority	3,617,002	3,392,501	3,654,203	2,968,009	3,436,598	3,275,177	(161,421)
Reimbursements	(80,744)	(69,395)	(29,271)	(31,622)	(31,500)	(31,628)	(128)
Total Appropriation	3,536,258	3,323,106	3,624,932	2,936,387	3,405,098	3,243,549	(161,549)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,536,258	3,323,106	3,624,932	2,936,387	3,405,098	3,243,549	(161,549)
<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	3,268,897	3,150,330	3,100,786	2,360,293	2,840,627	2,502,650	(337,977)
Other Revenue	22,494	9,473	371	11,648	25	25	0
Total Revenue	3,291,391	3,159,803	3,101,157	2,371,941	2,840,652	2,502,675	(337,977)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,291,391	3,159,803	3,101,157	2,371,941	2,840,652	2,502,675	(337,977)
Net County Cost	244,867	163,303	523,775	564,446	564,446	740,874	176,428
Budgeted Staffing*	34	26	25	25	25	22	(3)

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$3.2 million include primarily \$2.4 million in staffing expense to fund 22 positions and operating expenses of \$784,296. Significant operating expenses include COWCAP, vehicle charges, central services, and transfers to fund administration and fiscal support provided by the Transportation Division and the Flood Control District. Capital expenditures of \$46,000 will fund a Trimble robotic total station, which is needed to replace aging equipment that is no longer serviceable.

Sources of \$2.5 million include fees charged to customers for field surveys, review of subdivision maps, and the preparation of legal descriptions and maps.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by a net \$161,549 primarily due to the deletion of three regular vacant positions to accommodate increases in retirement, workers compensation and COWCAP, and an anticipated reduction in revenue from the Flood Control District due to unavoidable delays in obtaining federal and state environmental permits.

Sources are decreasing by \$337,977 due to a reduction in work performed for the Flood Control District as a result of further delays in federal and state regulatory agencies permits.

Net County Cost is increasing by \$176,428, including ongoing costs of \$81,228 to provide additional funding for costs associated with processing Corner Records, a mandated service, and one-time funding of \$95,200 for costs associated with processing old Record of Surveys.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Surveyor Administration	1	0	0	0	1	0	1
Office Section	10	0	-1	0	9	0	9
Field Section	12	0	-2	0	10	0	10
Administrative Services	2	0	0	0	2	0	2
Total	25	0	-3	0	22	0	22

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$2.4 million fund 22 budgeted regular positions which is a decrease of 3 regular positions (Engineering Technician III, Survey Party Chief, and a Land Surveyor) due to an anticipated reduction in field survey work. This change will have no impact to operations.



## Monument Preservation

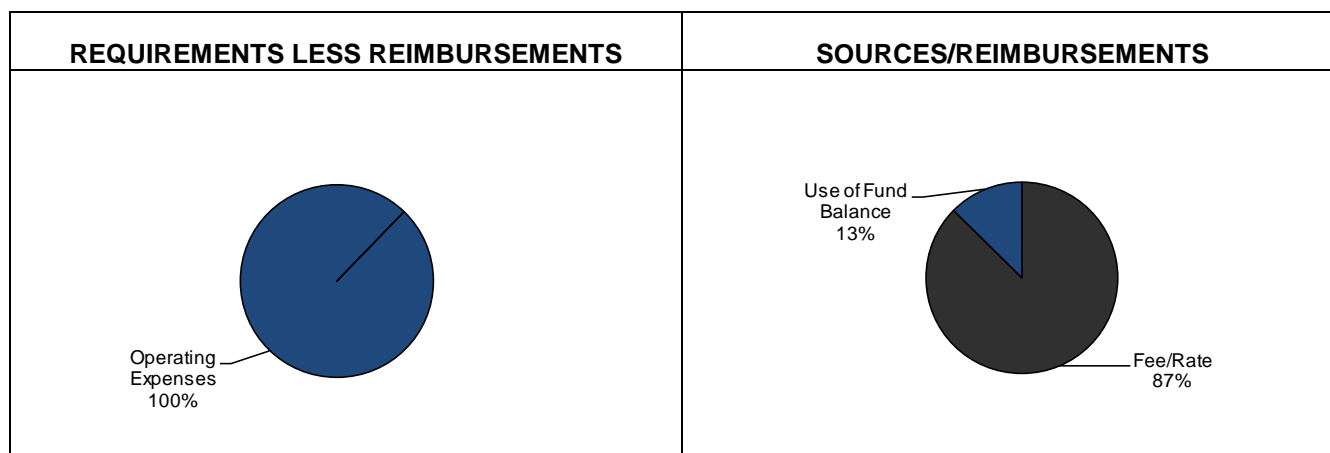
### DESCRIPTION OF MAJOR SERVICES

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

Requirements Less Reimbursements	\$80,561
Sources/Reimbursements	\$70,411
Use of/ (Contribution to) Fund Balance	\$10,150
Total Staff	0

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Public Works- Surveyor  
FUND: Survey Monument Preservation

BUDGET UNIT: SBS SVR  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	145,131	17,550	0	175,401	175,401	80,561	(94,840)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	145,131	17,550	0	175,401	175,401	80,561	(94,840)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	145,131	17,550	0	175,401	175,401	80,561	(94,840)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	145,131	17,550	0	175,401	175,401	80,561	(94,840)
<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	59,670	60,120	64,760	72,150	62,000	70,411	8,411
Other Revenue	0	0	0	0	0	0	0
Total Revenue	59,670	60,120	64,760	72,150	62,000	70,411	8,411
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	59,670	60,120	64,760	72,150	62,000	70,411	8,411
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	85,461	(42,570)	(64,760)	103,251	113,401	10,150	(103,251)
Available Reserves					0	0	0
Total Fund Balance					113,401	10,150	(103,251)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$80,561 are for services specifically related to retracement or re-monument surveys. Sources of \$70,411 are from fees charged to the public for filing or recording specific types of grant deeds conveying real property. The entire fund balance of \$10,150 will be used to fund one-time expenditures.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$94,840 as a result of utilizing most of the fund balance in 2014-15. Fund balance is budgeted to decrease by \$103,251 to fund one-time expenditures including surveying projects related to retracement or re-monument of historical land division lines.

## ANALYSIS OF FUND BALANCE

All available fund balance is planned to be used in 2015-16. The monument preservation services are provided based on the availability of staff resources and the available fund balance.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## DPW-Transportation Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

The Transportation division is responsible for the operation, maintenance, and improvement of the County's Maintained Road System (Road System) that currently includes approximately 2,550 miles of roadways. Additional activities include administration, planning, design, construction, environmental management, and traffic operations.

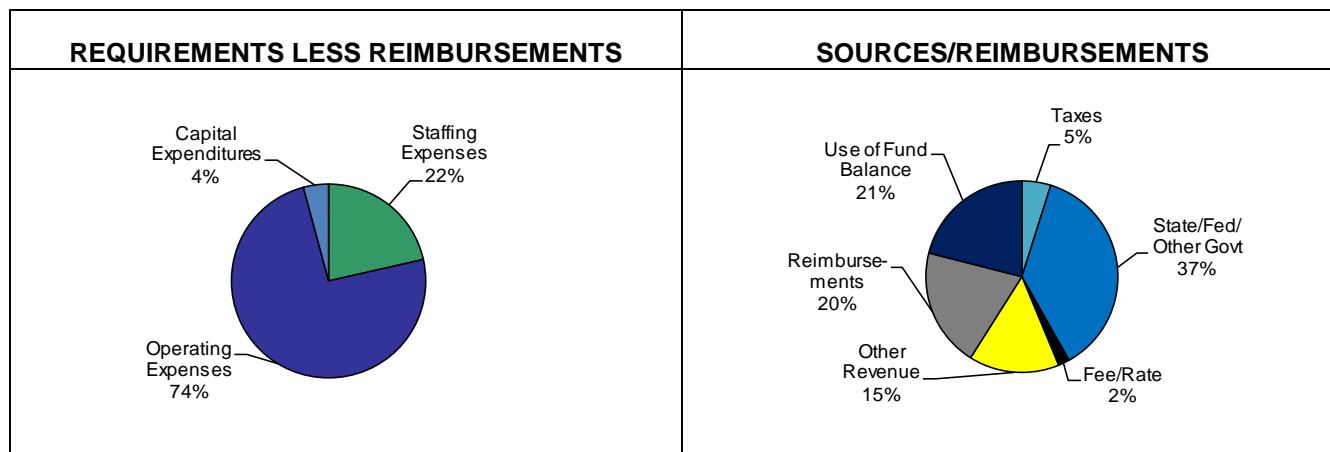
#### Budget at a Glance

Requirements Less Reimbursements	\$131,520,640
Sources/Reimbursements	\$103,876,433
Use of/ (Contribution to) Fund Balance	\$27,644,207
Total Staff	339

Operations and routine maintenance activities include patching and crack filling of asphalt pavement, grading of 420 miles of unpaved roads, shoulder maintenance, snowplowing of over 500 miles of mountain roads, traffic signal maintenance at 83 intersections, roadside weed abatement in urban areas, traffic sign and pavement striping maintenance, 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 service the 20,000 square-mile area of the County.

Road System improvements include roadway resurfacing, rehabilitation, and other pavement improvement projects that further the County's goal of maintaining the pavement in good or better condition. Other services include construction of bridges, traffic signals, widening and infrastructure projects, including new roads, freeway interchanges, and railroad grade separations, in addition to seeking and securing other state and federal funding for construction projects.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED 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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	27,438,880	28,153,395	29,000,383	27,450,233	27,895,644	28,167,163	271,519
Operating Expenses	70,884,542	74,313,532	72,274,471	62,350,271	101,287,055	97,634,313	(3,652,742)
Capital Expenditures	6,854,687	4,246,050	4,655,084	5,794,388	8,301,000	5,475,000	(2,826,000)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	105,178,109	106,712,977	105,929,938	95,594,892	137,483,699	131,276,476	(6,207,223)
Reimbursements	(18,621,122)	(15,297,971)	(17,659,771)	(16,096,818)	(27,353,103)	(26,339,038)	1,014,065
Total Appropriation	86,556,987	91,415,006	88,270,167	79,498,074	110,130,596	104,937,438	(5,193,158)
Operating Transfers Out	5,119,090	5,158,358	629,116	118,136	404,617	244,164	(160,453)
Total Requirements	91,676,077	96,573,364	88,899,283	79,616,210	110,535,213	105,181,602	(5,353,611)
<b>Sources</b>							
Taxes	6,195,459	6,880,906	6,293,699	6,369,739	7,003,123	6,405,581	(597,542)
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	60,477,497	50,740,447	75,539,535	58,888,683	58,392,191	48,623,636	(9,768,555)
Fee/Rate	5,274,361	8,973,013	9,348,611	4,628,210	4,487,102	2,502,344	(1,984,758)
Other Revenue	2,069,182	5,993,955	953,632	423,332	512,689	747,594	234,905
Total Revenue	74,016,499	72,588,321	92,135,477	70,309,964	70,395,105	58,279,155	(12,115,950)
Operating Transfers In	16,234,378	11,797,291	5,100,429	4,924,222	5,839,005	19,258,240	13,419,235
Total Financing Sources	90,250,877	84,385,612	97,235,906	75,234,186	76,234,110	77,537,395	1,303,285
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	1,425,200	12,187,752	(8,336,623)	4,382,024	34,301,103	27,644,207	(6,656,896)
Available Reserves					32,870,555	35,145,427	2,274,872
Total Fund Balance					67,171,658	62,789,634	(4,382,024)
Budgeted Staffing*	364	354	345	340	340	339	(1)

\*Data represents modified budgeted staffing

## DETAIL OF 2015-16 RECOMMENDED BUDGET

2015-16					
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
Road Operations	79,243,537	66,996,234	12,247,303	15,961,863	339
Measure I	19,520,450	6,592,950	12,927,500	8,938,414	0
Facilities Development Plans	2,085,350	79,426	2,005,924	1,072,401	0
Regional Development Mitigation Plan	4,332,265	3,868,785	463,480	9,172,749	0
Total Special Revenue Funds	105,181,602	77,537,395	27,644,207	35,145,427	339

**Road Operations** include \$79.2 million in requirements to fund 339 positions; \$71.7 million in operating expenses include professional services, equipment usage, and materials purchases for road construction and maintenance projects, vehicle maintenance, County internal service and administrative expenses, insurance, and transfers for labor/equipment usage within all Department of Public Works divisions which have a corresponding offsetting reimbursement; \$5.5 million for capital expenditures include \$2.0 million to purchase land and right-of-way needed for road construction projects and \$3.0 million to replace heavy equipment needed for daily road operations and maintenance. Major road construction projects include: widening of San Bernardino Avenue and Slover Avenue in Fontana, improvements on Institution Road in Devore, multi-year structural improvements to 127 historically significant bridges on National Trails Highway, design and/or right of way activities on various bridge projects including Glen Helen Parkway at Cajon Creek, Baker Boulevard at the Mojave River, Garnet



Street at Mill Creek, in addition to \$9.5 million in pavement improvement and preservation projects (\$5.9 million of surface seals and \$3.6 million in repaving projects).

Sources of \$67.0 million include \$36.5 million in Gas Tax, \$9.0 million in state, federal, and other government aid for pavement improvement and capital construction projects, \$19.3 million in Discretionary General Funding includes \$13.3 million for pavement improvement and capital projects, and \$6.0 million for future equipment replacements, and \$2.3 million from miscellaneous revenue including road permit and inspection fees, miscellaneous reimbursements for services to outside agencies, sales of fixed assets for fully depreciated equipment and interest earnings.

The use of \$12.2 million of fund balance consists of uses of \$7.8 million in one-time expenditures for carried over construction projects and \$10.4 million in ongoing costs for operations, maintenance and pavement improvement projects to keep the Road System investment from deteriorating, offset by a one-time increase of \$6.0 million in Discretionary General Funding, which represents the repayment of funds previously loaned to the Transportation Operations fund to support payment activities. The \$6.0 million will be used for future equipment replacements. The ongoing use is due to a reduction in Gas Tax funding coupled with increased costs and the focus to continue to support the pavement management program so that the pavement condition stays at a good or better rating. Because of the reduction and volatility of Gas Tax allocations and other funding sources, ongoing Discretionary General Funding assistance is necessary to reduce severe impacts to the Road System until additional funding sources are identified.

**Measure I** has requirements of \$19.5 million which fund pavement improvement and preservations projects of \$15.9 million and \$426,000 for intersection improvements. Major pavement improvement projects include: \$10.1 million of surface seals covering 117.5 miles in the San Bernardino, Big Bear, Spring Valley Lake, Morongo and Ludlow areas, and on National Trails Highway at various locations; and \$5.8 million of repaving projects including Etiwanda Avenue in Fontana, North Bay Road in Lake Arrowhead, Rimrock Road in Barstow, and Jurupa Avenue and Cactus Avenue in Rialto.

Sources of \$6.6 million include Measure I sales tax and interest earnings. Fund balance of \$12.9 million is being used to construct capital projects.

**Facilities Development Plans** have requirements of \$2.1 million for operating expenses for the design of Shadow Mountain Road in the Helendale/Oro Grande area and the Rock Springs Road Widening and Bridge over the Mojave River in the Southeast Apple Valley area. Sources of \$79,426 consist of anticipated development fees and estimated interest earnings. Fund balance of \$2.0 million is being used for design activities of the capital projects noted above.

**Regional Development Mitigation Plan** has requirements of \$4.3 million for operating expenses to reimburse the development share portion of projects advanced by Road Operations and Measure I, primarily the Slover Avenue and San Bernardino Avenue widening projects. Sources of \$3.9 million include reimbursement from San Bernardino Associated Governments for the public local share of various road projects, development fees and a small amount of interest earnings. Fund balance of \$463,480 is being used to reimburse the County's development contribution towards capital projects.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$105.2 million consist of staffing expenses of \$28.2 million; operating expenses of \$97.6 million, predominantly for capital and pavement improvement projects (\$38.6 million), maintenance activities (\$23.0 million), and administrative functions (\$8.7 million), and transfers of \$27.6 million which are almost completely offset by reimbursements (\$26.3 million) as they fund internal labor and equipment usage; and capital expenditures of \$5.5 million for heavy equipment replacement and right of away purchases.





Sources of \$77.5 million include \$48.6 million from Gas Tax and other local, State and Federal revenue for capital projects, \$19.3 million in Discretionary General Funding for contributions for capital and pavement improvement projects (\$13.3 million) and future equipment replacements (\$6.0 million), and \$6.4 million from Measure I sales tax.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$5.4 million due to a decrease in operating and capital expenditures as several major capital improvement projects were completed in 2014-15.

Sources are increasing by \$1.3 million predominantly due to a \$13.4 million increase in General Fund contributions for capital and pavement improvement projects, and future equipment replacements, partially offset by a \$5.3 million decrease in Gas Tax and \$5.5 million less in project reimbursements from the state, federal and other governmental agencies for recently completed projects.

## ANALYSIS OF FUND BALANCE

Fund balance usage of \$27.6 million is for one-time expenditures of \$23.2 million, of revenue that is dedicated to, and reserved for, the construction of transportation projects and \$9.9 million in ongoing costs for operations, maintenance and pavement improvement projects to keep the Road System investment from deteriorating. This usage is offset by a one-time net increase of \$5.5 million from Discretionary General Funding for future equipment replacements. The ongoing use of fund balance is due to a reduction in Gas Tax funding coupled with increased costs and the focus to continue to support the pavement management program so that the pavement condition stays at a good or better rating. Because of the reduction and volatility of Gas Tax allocations and other funding sources, ongoing Discretionary General Funding assistance is necessary to reduce severe impacts to the Road System until additional funding sources are identified. Furthermore, the remaining available fund balance reserves of \$35.1 million are set aside for one-time expenditures as follows: capital projects of \$24.4 million, equipment replacement of \$9.4 million, and technology systems improvements of \$1.4 million.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Administration	5	0	0	0	5	0	5
Design	23	1	0	0	24	1	23
Planning	16	2	0	0	18	1	17
Traffic	25	0	-1	0	24	0	24
Operations	188	0	-2	0	186	44	142
Contracts/Inspections	22	0	-2	0	20	3	17
Traffic Operations Services	25	0	0	0	25	1	24
Administrative Services	14	1	0	0	15	1	14
Permits	8	0	0	0	8	1	7
Information Technology Services	7	0	0	0	7	3	4
Budget/Revenue Claiming	6	0	0	0	6	0	6
Environmental Management	1	0	0	0	1	1	0
<b>Total</b>	<b>340</b>	<b>4</b>	<b>-5</b>	<b>0</b>	<b>339</b>	<b>56</b>	<b>283</b>

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$28.2 million fund 339 budgeted positions of which 283 are regular positions and 56 are limited term positions. This includes a net decrease of 1 position.

A total of 4 positions are added to the budget (2 regular and 2 limited term):

- Public Works Engineer II (regular) in the Transportation Planning section to assist with the development, programming and budgeting for delivery of capital and pavement improvement projects.
- Systems Accountant I (regular) in Administrative Services section to support and perform systems upgrades of the multiple accounting systems in use.



- 2 Public Service Employees (limited term) to provide clerical support within the Transportation Planning and Design sections as both these divisions have need for assistance to manage workload during peak times.

A total of 3 vacant regular positions have been deleted:

- 2 Engineering Technician III's and 1 Engineering Technician V are no longer necessary because workload decreased due to completion of the Proposition 1B funding in 2013-14.

A total of 2 regular filled positions have been deleted as they were transferred to the Flood Control District in order to keep administrative budgets balanced between the two divisions because they have key roles in both divisions:

- Chief Public Works Engineer
- Equipment Parts Specialist I



## Solid Waste Enterprise Funds - Consolidated

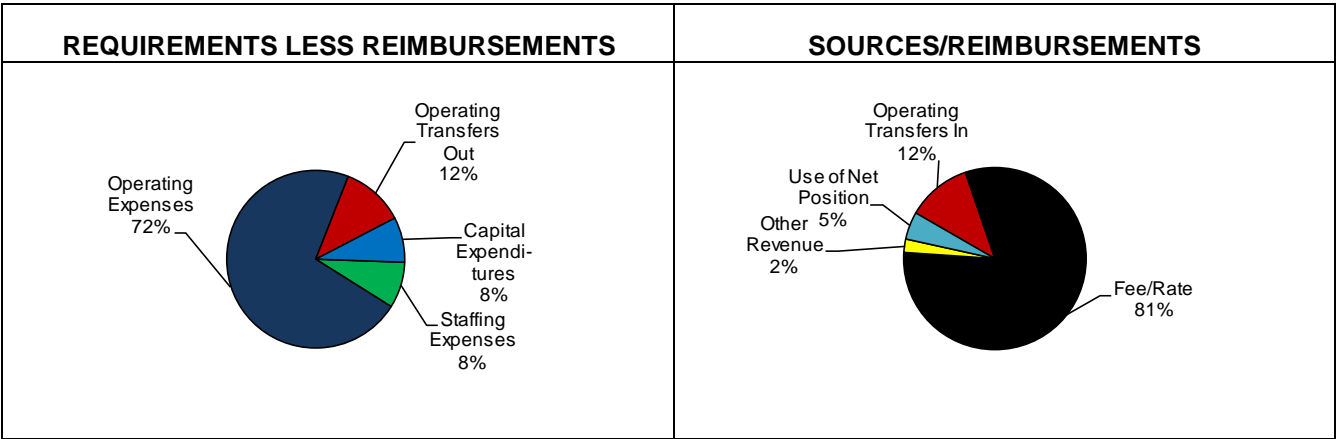
### DESCRIPTION OF MAJOR SERVICES

The Solid Waste Management Division (SWMD) provides for the operation and management of the County's solid waste disposal system, which consists of five regional landfills, nine transfer stations, and thirty-four closed landfills or disposal sites. SWMD 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.

Budget at a Glance	
Requirements Less Reimbursements	\$92,552,439
Sources/Reimbursements	\$88,053,425
Use of / (Contribution To) Net Position	\$4,499,014
Total Staff	86

SWMD performs capital improvement projects for site enhancements and expansions; closures of landfills; environmental mitigation, and operations, maintenance, and monitoring (OM&M) of landfill environmental control systems. In addition, the division operates current programs to help mitigate issues that may arise from operations and management of County owned landfills or transfer stations. These programs are the Household Hazard Waste Program for unincorporated County communities and the Host Cities Program for seven host cities with a County landfill or transfer station within its boundary or sphere of influence.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Public Works - Solid Waste Management  
FUND: Solid Waste Enterprise Funds Consolidated

BUDGET UNIT: EAA, EAB, EAC, EAL, EWD, EAN, IDA  
FUNCTION: Health and Sanitation  
ACTIVITY: Sanitation

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	6,779,486	6,486,789	6,989,496	7,157,126	7,161,937	7,748,938	587,001
Operating Expenses	49,429,697	85,597,992	50,256,405	59,826,783	71,246,402	66,657,501	(4,588,901)
Capital Expenditures	6,957,075	1,079,216	4,678,879	5,421,970	9,927,964	7,596,000	(2,331,964)
Total Exp Authority	63,166,258	93,163,997	61,924,780	72,405,879	88,336,303	82,002,439	(6,333,864)
Reimbursements	(1,822)	(43,474)	(69,931)	(68,246)	(81,000)	(133,575)	(52,575)
Total Appropriation	63,164,436	93,120,523	61,854,849	72,337,633	88,255,303	81,868,864	(6,386,439)
Operating Transfers Out	6,993,468	34,002,942	10,467,120	7,050,000	10,757,054	10,550,000	(207,054)
Total Requirements	70,157,904	127,123,465	72,321,969	79,387,633	99,012,357	92,418,864	(6,593,493)
<b>Sources</b>							
Taxes	187,231	220,863	247,413	193,430	239,000	205,000	(34,000)
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	928,264	1,750,845	671,436	76,198	(157,125)	0	157,125
Fee/Rate	55,248,472	57,782,418	59,544,160	72,348,247	70,531,747	75,107,250	4,575,503
Other Revenue	1,270,846	2,419,018	8,280,920	12,533,745	9,248,534	2,057,600	(7,190,934)
Total Revenue	57,634,813	62,173,144	68,743,929	85,151,620	79,862,156	77,369,850	(2,492,306)
Operating Transfers In	6,794,391	32,003,142	10,550,000	7,050,000	10,757,054	10,550,000	(207,054)
Total Sources	64,429,204	94,176,286	79,293,929	92,201,620	90,619,210	87,919,850	(2,699,360)
<b>Net Position</b>							
Use of/ (Contribution to) Net Position	5,728,700	32,947,178	(6,971,960)	(12,813,987)	8,393,147	4,499,014	(3,894,133)
Est. Net Position Available					(37,709,100)	(21,000,980)	16,708,120
Total Net Position					(29,315,953)	(16,501,966)	12,813,987
Budgeted Staffing*	84	81	82	83	83	86	3

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

**Operations Fund** includes requirements of \$64.4 million for operation of the County's solid waste disposal system. This includes \$7.7 million for staffing expenses that fund 86 budgeted positions. Operating expenses of \$44.2 million consist of services and supplies (\$39.2 for the landfill operations contract and other professional services needed to maintain the County's disposal sites) and other charges (\$3.9 million which includes \$2.5 million landfill waste payments to the Board of Equalization and \$1.3 million set aside for potential legal settlements). Remaining requirements consist of capital expenditures (\$2.0 million) and operating transfers out (\$10.6 million transferred to the Environmental Fund for capital projects and operations, maintenance and monitoring of landfill environmental control systems). Sources of \$60.8 million includes funds generated from landfill gate fees, special land use assessments, solid waste franchise fees, royalty agreements, land leases, and interest earned on fund balance. This fund will use \$3.6 million of Net Position primarily due to operating transfers out to the Environmental Fund for capital projects.

**Site Closure and Maintenance Fund** includes requirements of \$2.6 million for partial closure of Mid-Valley Landfill's Unit 1's south and west slopes, and final closure designs for the Colton Landfill. Sources of \$708,739 include allocated landfill gate fees and special assessments that support closure activities, and interest earnings. This fund will use \$1.9 million of Net Position due to the partial closure project at the Mid-Valley Landfill.

**Site Enhancement, Expansion and Acquisition Fund** includes requirements of \$2.5 million for the Mid-Valley Landfill Unit 3 liner project, Barstow Landfill Perimeter Fencing, and the Lateral Expansion projects at San Timoteo and Landers Landfills. Sources of \$4.2 million are from allocated landfill gate fees that support expansion activities and interest earnings. This fund will contribute \$1.7 million to Net Position.



**Environmental Fund** includes requirements of \$14.3 million for the following projects: \$1.8 million for the Barstow and Big Bear Landfills for Gas Extraction Systems; \$1.4 million for the Lenwood-Hinkley and Yucaipa closed disposal sites for Groundwater Treatment Systems; \$1.5 million for the closed Heaps Peak Disposal Site for East Slope Stabilization mitigation; and \$8.5 million for the Countywide landfill gas and groundwater OM&M per Title 5 and Title 27 regulations. Sources of \$13.3 million are from allocated landfill gate fees (\$2.8 million) and operating transfers in from the Operations Fund (\$10.6 million). This fund will use \$1.0 million of Net Position to fund capital improvement projects.

**Environmental Mitigation Fund** includes requirements of \$8.6 million for payments to seven host cities with a landfill or transfer station in their sphere of influence or within incorporated city limits for addressing solid waste facilities impact on local communities. Sources of \$8.9 million are from allocated landfill gate fees. This fund will contribute \$271,570 to Net Position.

**Closure and Post-Closure Maintenance Fund** is not expected to have any required Financial Assurance activity for 2015-16.

**Solid Waste Management Earned Leave Fund** includes sources of \$50,000 in operating transfers in from the Operations Fund as a set aside of approximately one-twentieth of the unfunded liability for employees' earned leave balances. This fund will contribute \$50,000 to Net Position.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$6.6 million. Significant changes include a net decrease in operating expenses of \$4.6 million due to a decrease of \$5.9 million in outside legal services, partially offset by an increase of \$1.6 million for contractor related costs of operating the County landfills as a result of burying additional import tonnage and contracted annual Cost of Living Adjustments (COLA) increases, and a \$2.3 million decrease in capital expenditures.

Sources are decreasing by \$2.7 million. This is primarily due to a decrease in residual equity transfers in of \$8.5 million partially offset by an increase of \$4.8 million in gate fees due to increased import tonnage and contracted COLA rate changes, and an increase of \$1.0 million in litigation settlement revenue.

## ANALYSIS OF NET POSITION

Unrestricted Net Position is anticipated to decrease by \$4.5 million from a deficit of \$16.5 million to a deficit of \$21.0 million due to capital improvement projects of \$7.6 million that are necessary for the operations of the landfills and transfers stations and to comply with regulatory agencies requirements.

It is the division's intent to use Net Position to fund only capital improvement project costs that exceed available annual operating revenues. Net Position does not fund ongoing operations. The SWMD will have approximately \$101 million in short-term assets, such as cash, and long-term settlement receivables used to support the operations of the system. The Division is estimating its Unrestricted Net Position to be in deficit by \$21.0 million at June 30, 2016 due to the inclusion of an estimated \$130.0 million of long-term landfill liabilities for pollution remediation obligations and post-closure maintenance, which excludes future closure construction liabilities of \$59.5 million which are funded and set aside as Restricted Net Position. These liabilities do not come due within the current year and represent future costs that will be funded with future revenue. While the unrestricted net asset position is negative due to these long-term obligations, the SWMD has sufficient operating funds to support ongoing operations of the system. The 10 year financial forecast projects fully funding the current portion of these liabilities, including ongoing operating expenses. Additionally, the SWMD continues to reduce ongoing expenses by (when cost effective) performing maintenance activities in house and continues to seek opportunities for additional import tonnage to increase revenue.



**2015-16 POSITION SUMMARY\***

Division	2014-15	Adds	Deletes	Re-Orgs	2015-16	Limited	Regular
	Modified Staffing				Recommended		
Administration	6	0	0	0	6	0	6
Special Projects	5	3	0	0	8	1	7
Operations and Scales	36	0	0	0	36	0	36
Engineering	21	0	0	0	21	0	21
Administrative Services	12	0	0	0	12	0	12
Information Technology Services	3	0	0	0	3	0	3
Total	83	3	0	0	86	1	85

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$7.7 million fund 86 budgeted positions of which 85 are regular positions and 1 is a limited term position. The State has mandated broad new programs to further reduce landfill disposal, which the County has to implement. Consequently, staffing is increasing by three positions (two regular and one contract) as follows:

- Recycling Specialist to accommodate a four-fold increase in Waste Management Plans caused by expanded legislation and an improving construction sector and to provide development support for State mandated commercial organics recycling, which takes effect in early 2016.
- Contract Recycling Specialist to provide necessary coverage for the existing Recycling Specialist's duties during the Accela implementation.
- Staff Analyst I to provide more oversight of the franchised hauler program including activation of the uniform handling requirement for commercial collection services.



# San Bernardino County Flood Control District - Consolidated

## DESCRIPTION OF MAJOR SERVICES

The San Bernardino County Flood Control District (District) was created in 1939 under special state legislation. Since its inception, the District has developed an extensive system of flood control and water conservation facilities, including dams, conservation basins, debris basins, channels and storm drains. The purpose of these facilities is to intercept and convey flood flows through and away from developed areas of the County, as well as to promote water conservation and improved water quality.

Budget at a Glance	
Requirements Less Reimbursements	\$119,499,654
Sources/Reimbursements	\$78,098,344
Use of/ (Contribution to) Fund Balance	\$41,401,310
Total Staff	166

The District covers the entire County, including all of the incorporated cities. The District is divided into six geographic flood zones (in recognition of the different characteristics and flood control needs in various areas). Zone 1 encompasses the County's West End, from the Los Angeles and Riverside County lines to West Fontana. Zone 2 encompasses the central area of the San Bernardino Valley easterly of Zone 1 to approximately the Santa Ana River and City Creek demarcations. Zone 3 covers the East end of San Bernardino Valley, east of Zone 2. Zone 4 covers the Mojave River Valley region, from the San Bernardino Mountains to Silver Lakes. Zone 5 primarily includes the San Bernardino mountains. Zone 6 encompasses the remainder of the County not covered by other zones. The District has also established a Countywide administrative zone (Zone 7).

The District's principal functions are as follows:

**Flood Protection on Major Streams:** In cooperation with the federal government, the District conducts programs for channel and levee construction, floodwater retention, and debris basin maintenance. Programs or projects are often done in cooperation with the incorporated cities, the U.S. Army Corps of Engineers, and the U.S. Bureau of Reclamation.

**Water Conservation:** The District operates and maintains water conservation basins and spreading grounds. Water from the local mountains and Northern California is spread and percolated into the groundwater basins underlying the County. The District has numerous joint use agreements with water districts allowing use of District facilities for groundwater recharge.

**Storm Drain Construction:** The District is active in comprehensive storm drain master planning/construction and cooperates with incorporated cities and other agencies in storm drain projects.

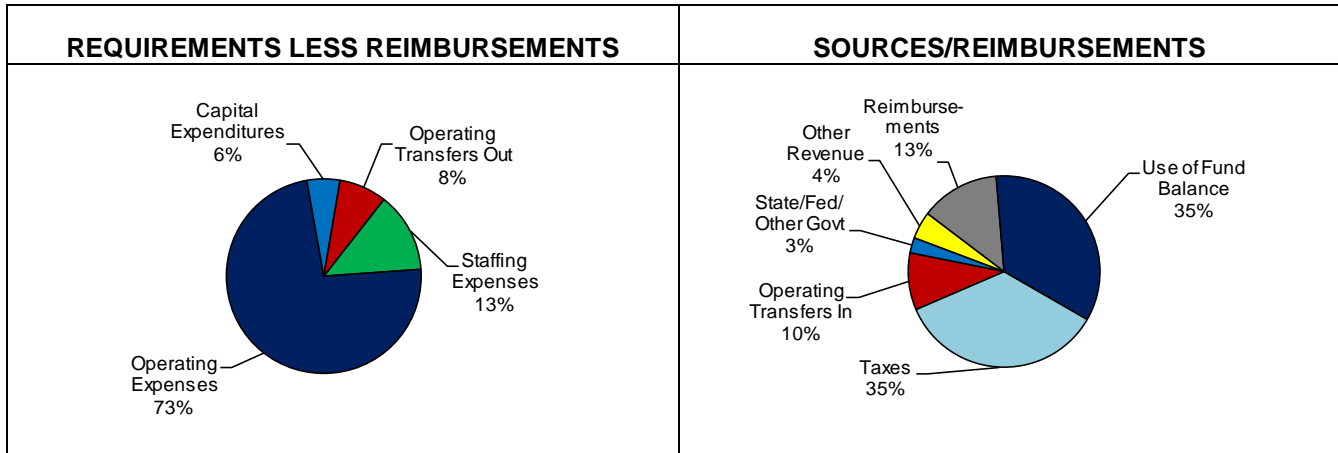
**Facility Maintenance:** The District has a proactive maintenance program for its facilities. Regular inspections of the storm drains, channels, and basins are made as required by various state and federal agencies.

**National Pollutant Discharge Elimination System (NPDES):** The District is the lead permittee in the San Bernardino Valley area-wide NPDES permit with 16 cities as co-permittees. The NPDES program, through the State Water Quality Management Board, regulates storm water quality through very detailed and complex permits, which affect everyone within the Santa Ana River Watershed and now in the high desert area of the Victor Valley under Phase II of the permit.

**Flood Operations:** During the flood season, the District maintains telemetry systems for monitoring rainfall and runoff and dispatches storm patrols as dictated by the projected severity of a storm. The District has access to a weather satellite data delivery system to provide state-of-the-art weather information. The system provides advance warning of major storm activity.



## 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
 DEPARTMENT: Public Works-Flood Control District  
 FUND: Consolidated

BUDGET UNIT: Various  
 FUNCTION: Flood Control  
 ACTIVITY: Flood Control

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	13,474,972	13,393,032	13,479,022	13,975,810	15,310,224	15,937,551	627,327
Operating Expenses	52,695,794	41,241,614	47,704,012	42,497,971	82,063,809	87,591,057	5,527,248
Capital Expenditures	256,334	163,184	1,481,205	7,922	3,659,000	6,575,000	2,916,000
Total Exp Authority	66,427,100	54,797,830	62,664,238	56,481,703	101,033,033	110,103,608	9,070,575
Reimbursements	(13,628,850)	(13,588,422)	(13,392,910)	(13,986,772)	(13,923,600)	(15,950,951)	(2,027,351)
Total Appropriation	52,798,250	41,209,408	49,271,328	42,494,931	87,109,433	94,152,657	7,043,224
Operating Transfers Out	12,708,146	8,911,024	6,231,215	7,093,645	19,375,984	9,396,046	(9,979,938)
Total Requirements	65,506,396	50,120,432	55,502,544	49,588,576	106,485,417	103,548,703	(2,936,714)
<b>Sources</b>							
Taxes	36,414,505	38,785,707	40,793,120	41,412,400	40,608,100	42,045,300	1,437,200
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	5,323,306	3,975,617	5,025,892	3,265,459	4,078,555	3,111,144	(967,411)
Fee/Rate	860,319	1,407,106	586,280	562,061	367,600	481,030	113,430
Other Revenue	1,358,472	23,583,086	2,660,378	16,112,528	2,533,128	5,006,025	2,472,897
Total Revenue	43,956,602	67,751,516	49,065,670	61,352,448	47,587,383	50,643,499	3,056,116
Operating Transfers In	18,588,629	10,211,024	7,539,515	8,393,645	20,650,984	11,503,894	(9,147,090)
Total Financing Sources	62,545,231	77,962,540	56,605,185	69,746,093	68,238,367	62,147,393	(6,090,974)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	2,961,165	(27,842,108)	(1,102,641)	(20,157,517)	38,247,050	41,401,310	3,154,260
Available Reserves					47,432,516	64,435,773	17,003,257
Total Fund Balance					85,679,566	105,837,083	20,157,517
Budgeted Staffing*	162	158	150	162	162	166	4

\*Data represents modified budgeted staffing





## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$103.5 million include the following: \$15.9 million in staffing expenses to fund 166 budgeted positions; operating expenses of \$87.6 million consisting primarily of professional services for construction projects (\$51.7 million), maintenance activities (\$5.1 million), debt service (\$8.9 million), and administrative functions (\$5.5 million); transfers out of \$16.4 million for internal administrative transfers between the District's zones and other divisions within Public Works which are almost completely offset by reimbursements (\$16.0 million); capital expenditures of \$6.6 million to purchase right of way for projects; and operating transfers out of \$9.4 million for internal administrative cash transfers between the District's zones.

Sources of \$62.1 million include \$42.0 million in property taxes, \$3.1 million in governmental aid to partially fund Seven Oaks Dam maintenance and the NPDES program, \$11.5 million which includes \$9.4 million in operating transfers in for internal administrative cash transfers between funds as reflected above, and \$2.2 million in Discretionary General Funding for the NPDES program and the Rimforest Drainage project, and other revenue of \$5.5 million primarily from fee rates and litigation settlements.

Fund balance of \$41.4 million is funding one-time capital projects that meet the County's vision to improve our flood control infrastructure which has a direct impact on quality of life and safety for County residents.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$2.9 million. Reductions include \$10.0 million in Operating transfers out, which was used to fund Colonies litigation expenses, and \$2.0 million in additional Reimbursements, related to internal administrative transfers. These reductions are partially offset by an increase of \$9.1 million in Professional services and right of way purchases for the following planned construction projects: Cactus Basin #3; Wilson Creek Channel; Amethyst Basin; Bandicoot Basin; Mojave River Levee; and the Levee Certification Restoration Projects for 29<sup>th</sup> Street Basin and Patton Basin.

Sources are decreasing by \$6.1 million. This is primarily due to the change in operating transfers in of \$10.0 million as mentioned above which is partially offset by a \$4.0 million legal settlement for Cactus Basin #3.

## ANALYSIS OF FUND BALANCE

Over the years, fund balance has been increasing due to delayed capital projects as a result of environmental clearance delays from regulatory agencies. It is anticipated that several projects will be going to construction in 2015-16 and, therefore, fund balance usage is anticipated to be \$41.4 million. The remaining available fund balance reserves of \$64.4 million are set aside for future planned capital projects and the potential need for responding to emergency storm events. Fund balance is only used for one-time expenditures.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Administration	4	0	0	-1	3	0	3
Water Resources	10	0	0	0	10	0	10
Environmental Management/NPDES	28	0	-1	0	27	1	26
Flood Design	22	1	0	0	23	1	22
Seven Oaks Dam	2	0	0	0	2	0	2
Administrative Services	5	0	0	0	5	0	5
Flood Planning	12	1	0	0	13	2	11
Permits	11	0	0	0	11	0	11
Operations	65	3	0	1	69	5	64
Budget/Revenue Claiming	2	0	0	0	2	0	2
Information Technology	1	0	0	0	1	0	1
Total	162	5	-1	0	166	9	157

\*Detailed classification listing available in Appendix D



## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$15.9 million fund 166 budgeted positions of which 157 are regular positions and 9 are limited term positions. This includes a net increase of 2 regular positions and net increase of 2 limited term positions.

A total of 3 positions (1 regular, 2 limited term) are added to the budget as follows:

- 1 Staff Analyst II (regular) is being added to manage the equipment inventory, including developing charge rates to ensure sufficient revenue is collected to fund maintenance costs and the replacement of equipment.
- 2 Public Service Employees are being added to provide administrative and technical support to the Planning and Design sections to help manage workload during peak times.

A total of 1 vacant regular position is being deleted from the budget as follows:

- 1 Engineering Technician IV in the Environmental Management section without an impact to workload because the number of NPDES inspections can be performed with existing staff.

A total of 2 regular filled positions, (Chief Public Works Engineer and Equipment Parts Specialist I) were added (transferred) from Transportation in order to keep administrative budgets balanced between the two divisions as they have key roles in both.



## CAPITAL IMPROVEMENT PROJECTS IN 2015-16 RECOMMENDED OPERATING BUDGET

The following Capital Improvement projects are included in the 2015-16 recommended budget:

# Proj.	Location/ Address	District	Project Name-Description	Fund	Total Project Budget	New Projects	Carryover Balances	2015-16 Recommended Requirements
1	Highland	District 3	Sand/Warm Creek Confluence	RFF	4,327,076	-	3,611,000	3,611,000
2	Rialto	District 5	Cactus Basin #3	RFF	17,300,000	-	16,551,964	16,551,964
3	Highland	District 3	Elder Creek	RFL	8,107,291	-	6,667,441	6,667,441
4	Twentynine Palms	District 3	Donnell Basin Phase I	RFV	6,555,438	-	958,442	958,442
5	Victorville	District 1	Mojave River I-15 Levee	RFQ	2,562,426	-	1,646,000	1,646,000
6	Victorville	District 1	Amethyst Basin	RFQ	10,827,690	-	6,684,800	6,684,800
7	Rimforest	District 2	Rimforest Drainage Mitigation	RFT	6,250,000	-	1,093,000	1,093,000
8	Hesperia	District 1	Bandicoot Basin	RFQ	21,300,000	-	3,067,000	3,067,000
9	Yucaipa	District 3	Wilson Creek	RFL	930,602	-	694,250	694,250
10	Apple Valley	District 1	Desert Knolls Wash	RFQ	10,200,503	-	1,025,000	1,025,000
11	Rialto	District 5	Rialto Channel at Riverside Avenue	RFF	7,119,017	-	440,000	440,000
12	Wrightwood	District 1	Sheep Creek Channel	RFQ	4,677,835	-	41,900	41,900
13	San Bernardino	District 5	29th Street Basin Levee Certification Restoration Project	RFF	502,250	456,250	-	456,250
14	San Bernardino	District 5	Patton Basin Levee Certification Restoration Project	RFF	901,750	846,750	-	846,750
15	Rialto	District 5	Cactus Basin #4	RFF	19,500,000	613,750	-	613,750
16	Rialto	District 5	Rialto Channel from Willow Avenue to Etiwanda Avenue	RFF	25,921,513	28,000	-	28,000
17	Fontana	District 2	West Fontana Channel Phase I	RFA/ RFF	35,300,000	6,329,377	-	6,329,377
18	Ontario	District 4	Francis Street Storm Drain	RFA	8,244,887	2,773,977	-	2,773,977
19	Hesperia	District 1	Oak Hills Basin	RFQ	19,000,000	2,600,000	-	2,600,000
20	Ontario	District 4	West State Street Storm Drain	RFA	9,829,500	200,000	-	200,000
21	Barstow	District 3	Avenue I - Barstow Project	RFQ	3,272,394	1,000,000	-	1,000,000
22	Rancho Cucamonga	District 2	Cucamonga Storm Drain	RFA	2,600,000	2,600,000	-	2,600,000
23	Chino Hills	District 4	English Channel	RFA	4,370,000	1,000,000	-	1,000,000
<b>TOTAL 2015-16 CIP BUDGET FOR FLOOD CONTROL DISTRICT</b>					<b>229,600,172</b>	<b>18,448,104</b>	<b>42,480,797</b>	<b>60,928,901</b>

\* Funded with County Discretionary General Funding

Expenses associated with these Major Improvements consist primarily of right of way acquisition expenses, consultants for design or geotechnical services, labor, and construction costs.



## Flood Control Equipment

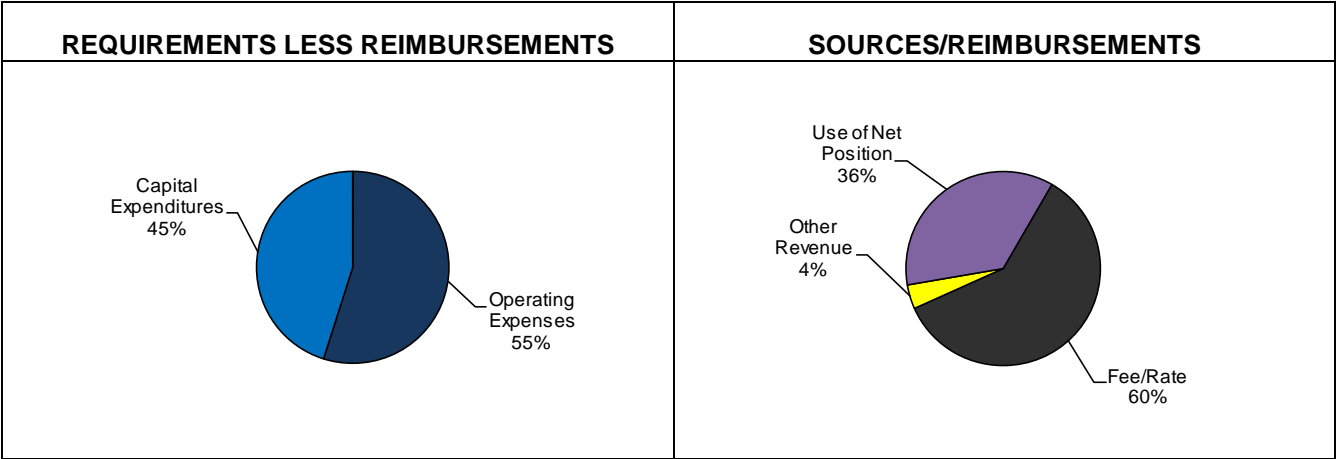
### DESCRIPTION OF MAJOR SERVICES

The Flood Control District Equipment budget unit is an internal service fund established to fund the purchase and maintenance of all District vehicles and heavy equipment. This fund is funded by equipment user fee charges to the various Flood Control District zones and to other divisions within the Department of Public Works.

**Budget at a Glance**

Requirements Less Reimbursements	\$3,648,900
Sources/Reimbursements	\$2,333,570
Use of / (Contribution To) Net Position	\$1,315,330
Total Staff	0

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Public Works-Flood Control District  
FUND: Equipment

BUDGET UNIT: ICA 097  
FUNCTION: Flood Control  
ACTIVITY: Equipment Management

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,735,648	1,588,387	1,579,616	1,937,853	1,773,000	2,003,900	230,900
Capital Expenditures	628,932	622,759	557,613	1,118,273	1,301,000	1,645,000	344,000
Total Exp Authority	2,364,580	2,211,146	2,137,229	3,056,126	3,074,000	3,648,900	574,900
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,364,580	2,211,146	2,137,229	3,056,126	3,074,000	3,648,900	574,900
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,364,580	2,211,146	2,137,229	3,056,126	3,074,000	3,648,900	574,900
<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	100,000	0	0	0	0	0	0
Fee/Rate	2,818,949	2,478,788	1,855,141	2,144,186	2,000,000	2,187,070	187,070
Other Revenue	143,025	34,973	31,894	190,643	30,000	146,500	116,500
Total Revenue	3,061,974	2,513,761	1,887,035	2,334,829	2,030,000	2,333,570	303,570
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	3,061,974	2,513,761	1,887,035	2,334,829	2,030,000	2,333,570	303,570
<b>Net Position</b>							
Use of/ (Contribution to) Net Position	(697,394)	(302,615)	250,194	721,297	1,044,000	1,315,330	271,330
Est. Net Position Available					5,425,006	4,432,379	(992,627)
Total Net Position					6,469,006	5,747,709	(721,297)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$3.6 million consist of operating expenses (\$2.0 million) for motor pool and maintenance charges, and equipment repairs; and capital expenditures (\$1.6 million) to purchase equipment and vehicles.

Sources of \$2.3 million include the District's heavy equipment fleet rates and revenue from the sale of surplus equipment and vehicles.

Net Position of \$1.3 million is being used to fund one-time capital expenditures.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$574,900 primarily due to an anticipated increase in equipment repairs due to the age of the equipment and the amount of new equipment and vehicles being purchased to replace outdated units.

Sources are increasing by \$303,570 due to an anticipated rate increase and an increase in the sale of surplus equipment.

## ANALYSIS OF NET POSITION

Net Position is budgeted to decrease by \$1.3 million for one-time capital expenditures. In order to reduce the amount of Net Position used every year, a consultant will be hired to analyze and recommend a new usage rate that will provide additional ongoing revenue to support the increased costs of maintenance and repairs and the cost of replacing outdated units. However, in order to comply with state requirements for internal services funds and since the capital assets have exceeded their useful life, the net position is anticipated to decrease by approximately \$6.5 million over the next three years.



## **STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## REAL ESTATE SERVICES

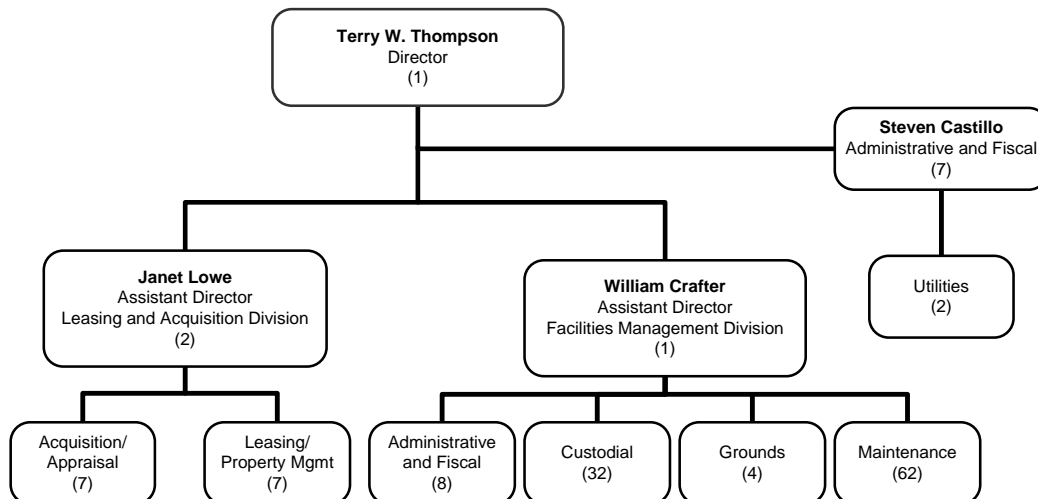
Terry W. Thompson

### DEPARTMENT MISSION STATEMENT

*The Real Estate Services Department is committed to providing an outstanding level of customer service to all of the County of San Bernardino departments and agencies that rely on us for their leasing, property and facilities management, acquisitions and dispositions, and project management of commercial real estate property throughout the County. We endeavor to maximize value, seek cost effective solutions, and be efficient, proactive and responsive to the commercial real estate needs of the County.*



### ORGANIZATIONAL CHART



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Real Estate Services Department	1,237,791	1,237,791	0	0	0	24
Rents and Leases	943,284	943,284	0	0	0	0
Courts Property Management	2,064,941	2,064,941	0	0	0	0
Facilities Management Division	15,915,558	15,707,558	208,000	0	0	107
Utilities	20,893,815	347,495	20,546,320	0	0	2
Total General Fund	41,055,389	20,301,069	20,754,320	0	0	133
<b>Special Revenue Funds</b>						
Chino Agricultural Preserve	1,929,771	501,516	0	1,428,255	0	0
Total Special Revenue Funds	1,929,771	501,516	0	1,428,255	0	0
<b>Total - All Funds</b>	<b>42,985,160</b>	<b>20,802,585</b>	<b>20,754,320</b>	<b>1,428,255</b>	<b>0</b>	<b>133</b>



## 2014-15 MAJOR ACCOMPLISHMENTS

- Completed a total of 32 lease deals and 71 renewal lease deals totaling in excess of 1.3 million square feet of space on behalf of 23 County Departments
- Partnered agreement between the City of San Bernardino, San Bernardino City Unified School District, and the County of San Bernardino for the conveyance of City and County-owned property (6.7 acres and three buildings) to the school district for various City programs in San Bernardino
- Completed the sale of two County-owned properties, acquired through Community Development Block Grant (CDBG) funds, to existing tenants operating non-profit operations on the premises:
  - Vocational Improvement Program, Inc. in Hesperia - three industrial buildings totaling 15,072 square feet of space on 1.67 acres of land in Hesperia for \$200,000
  - Pomona Valley Workshop in Montclair consisting of 8,950 square feet of space for \$200,000
- Auctioned one 6,000 square foot County-owned commercial building in Fontana for \$650,000
- Completed a lease amendment with the new owner, Moss Colton Properties, for 46,500 square feet of office space for Human Services in Colton, scheduled to open mid-summer 2015
- Completed construction of approximately 59,000 square feet of leased office, medical and lab space for the Department of Public Health in Ontario
- Completed a ten-year revenue lease at Chino Airport with Mooney International Corporation for two commercial hangars and office space for total revenue in the amount of \$4.6 million
- Completed Phase II of the Slover Avenue Widening Project in Bloomington:
  - Impacting 43 parcels and 38 property owners
  - Acquired 25 road easements and 36 temporary construction easements
  - Acquired one property and relocated residents in accordance with the Uniform Act

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Number of preventative maintenance tasks completed	8,803	8,713	8,816	9,000
STRATEGY	Increase number of preventative maintenance tasks for County equipment and building systems to extend useful life					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of lease renewal processes initiated not later than 6 months prior to the termination date	100%	100%	100%	100%
STRATEGY	Renew leases or relocate County departments prior to the lease termination date					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of lease relocation processes initiated not later than 18 months prior to the termination date	100%	100%	100%	100%
STRATEGY	Renew leases or relocate County departments prior to the lease termination date					





## Real Estate Services Department

### DESCRIPTION OF MAJOR SERVICES

The Real Estate Services Department (RESA) consists of the Leasing and Acquisition Division, Administrative and Fiscal section, Facilities Management Division, and the Architecture and Engineering Department (shown elsewhere in the County budget).

#### Budget at a Glance

Requirements Less Reimbursements	\$3,268,645
Sources/Reimbursements	\$3,268,645
Net County Cost	\$0
Total Staff	24
Funded by Net County Cost	0%

The Leasing/Property Management section 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, to 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.

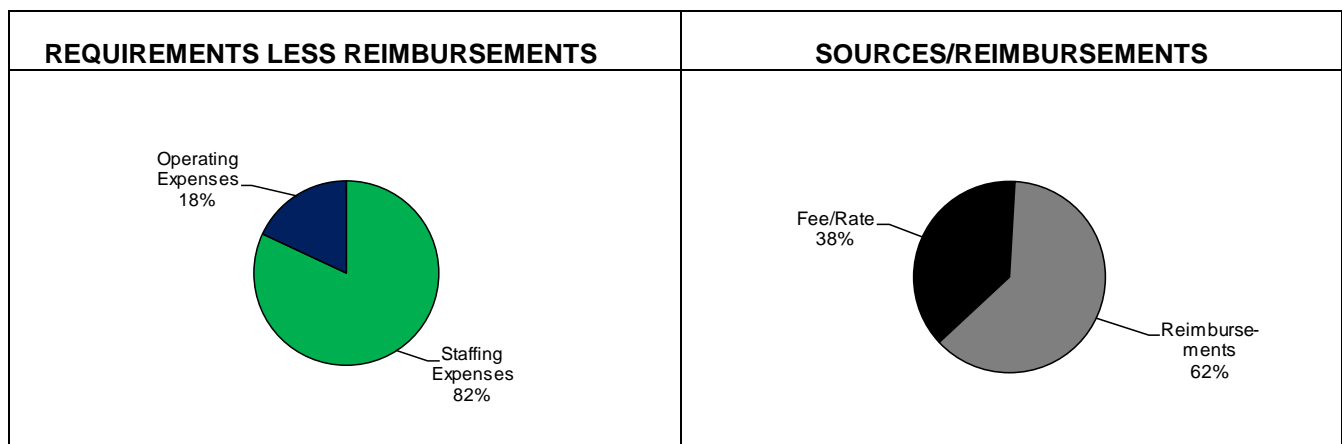
The Acquisition/Appraisal section provides appraisal, acquisition, and relocation assistance for County departments and, upon request, to other agencies including San Bernardino Associated Governments (SANBAG), the State of California, and various cities. Staff establishes values and acquires the necessary 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 Administrative 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 employees and customers.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Real Estate Services  
FUND: General

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	2,376,998	2,456,624	2,527,520	2,407,608	2,616,459	2,679,149	62,690
Operating Expenses	380,674	311,174	313,709	376,259	385,875	589,496	203,621
Capital Expenditures	0	0	0	80,000	85,000	0	(85,000)
Total Exp Authority	2,757,672	2,767,798	2,841,229	2,863,867	3,087,334	3,268,645	181,311
Reimbursements	(1,639,941)	(1,612,260)	(1,639,570)	(1,881,186)	(1,922,695)	(2,030,854)	(108,159)
Total Appropriation	1,117,731	1,155,538	1,201,659	982,681	1,164,639	1,237,791	73,152
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,117,731	1,155,538	1,201,659	982,681	1,164,639	1,237,791	73,152
<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	1,226,221	1,244,450	1,214,215	1,095,341	1,164,639	1,237,791	73,152
Other Revenue	50	41,826	0	0	0	0	0
Total Revenue	1,226,271	1,286,276	1,214,215	1,095,341	1,164,639	1,237,791	73,152
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,226,271	1,286,276	1,214,215	1,095,341	1,164,639	1,237,791	73,152
Net County Cost	(108,540)	(130,738)	(12,556)	(112,660)	0	0	0
Budgeted Staffing*	22	23	23	26	26	24	(2)

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$2.7 million make up a majority of Real Estate Services Department's expenditures within this budget unit. Operating expenses of \$589,496 will fund services and supplies, central services, travel and transfers. Reimbursements of \$2.0 million are from the Architecture and Engineering Department and Facilities Management Division 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 costs in excess of \$36,000). Sources of \$1.2 million are for 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

Requirements are increasing by \$73,152 primarily due to increases in salaries and benefits and operating expenses for computer software and consulting fees offset by a reduction in capital expenditures for capitalized software and an increase in reimbursements for administrative expenses transferred from the Rents budget for lease management. Sources are increasing by \$73,152 primarily due to additional billable labor hours at an increased rate charged to departments.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Administrative and Fiscal	9	0	-1	0	8	0	8
Leasing and Acquisition Division	17	0	-1	0	16	0	16
Total	26	0	-2	0	24	0	24

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$2.7 million fund 24 budgeted regular positions. Changes include the deletion of one Staff Analyst II from the Administrative and Fiscal section and one Real Property Agent II from the Leasing and Acquisition Division.



## Rents and Leases

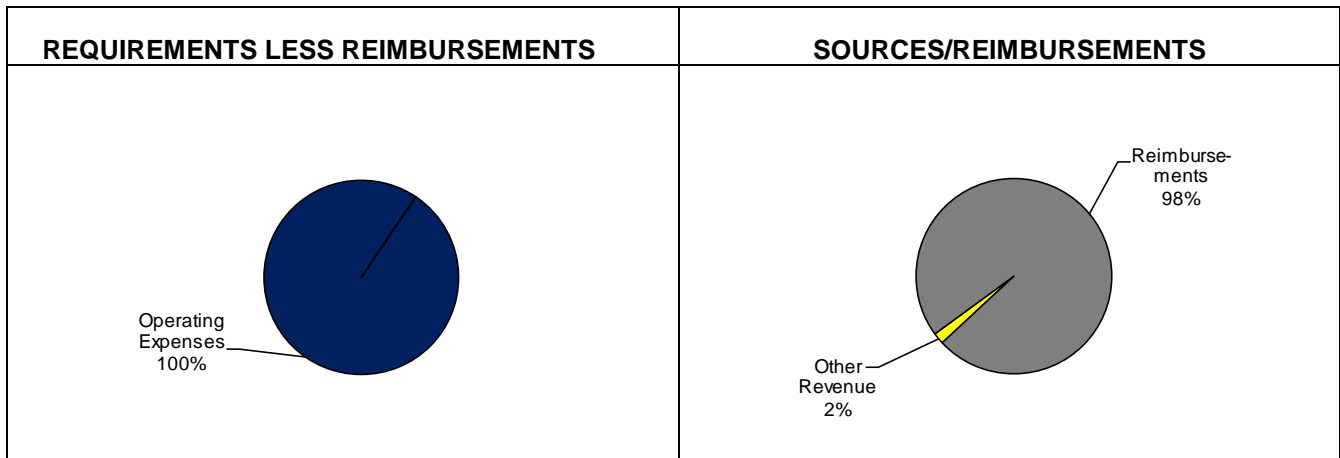
### DESCRIPTION OF MAJOR SERVICES

This budget unit pays rental payments for leased space utilized by County departments. Leases payment expenses are reimbursed from various user departments. This budget unit also collects rental income for leases of County-owned property.

#### Budget at a Glance

Requirements Less Reimbursements	\$50,379,427
Sources/Reimbursements	\$50,379,427
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Real Estate Services - Rents and Leases  
FUND: General

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	41,694,408	42,928,640	44,441,205	48,759,898	49,038,479	50,329,249	1,290,770
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	41,694,408	42,928,640	44,441,205	48,759,898	49,038,479	50,329,249	1,290,770
Reimbursements	(41,172,713)	(42,022,549)	(43,406,267)	(47,864,035)	(48,123,753)	(49,436,143)	(1,312,390)
Total Appropriation	521,695	906,091	1,034,938	895,863	914,726	893,106	(21,620)
Operating Transfers Out	1,315,730	627,822	1,150,000	93,307	93,307	50,178	(43,129)
Total Requirements	1,837,425	1,533,913	2,184,938	989,170	1,008,033	943,284	(64,749)
<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	75	252	76	0	0	0
Other Revenue	1,910,190	1,807,514	2,332,451	989,731	1,008,033	943,284	(64,749)
Total Revenue	1,910,190	1,807,589	2,332,703	989,807	1,008,033	943,284	(64,749)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,910,190	1,807,589	2,332,703	989,807	1,008,033	943,284	(64,749)
Net County Cost	(72,765)	(273,676)	(147,765)	(637)	0	0	0
Budgeted Staffing*	0	0	0	-	0	0	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$50.3 million primarily include rent and lease payments paid to landlords. In addition, expenditures include transfers to Facilities Management for operating expenses of non-billable vacant and tenant space, transfers to Real Estate Services for property lease management, and transfers to the Sheriff/Coroner/Public Administrator for the 303 W. 3<sup>rd</sup> Street Office Building security costs. Reimbursements of \$49.4 million represent payments from County departments for lease payments and administrative fees. Sources of \$943,284 represent lease payments from tenants for the lease of County-owned property.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing \$64,749 primarily due to a reduction of Operating Transfers Out to the general fund as a result of reduced excess rent revenue. Sources are decreasing by the same amount, primarily due to the termination of various tenant leases previously occupying space at the 268 Hospitality building in San Bernardino.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There are no staffing costs associated with this budget unit.



## Courts Property Management

### DESCRIPTION OF MAJOR SERVICES

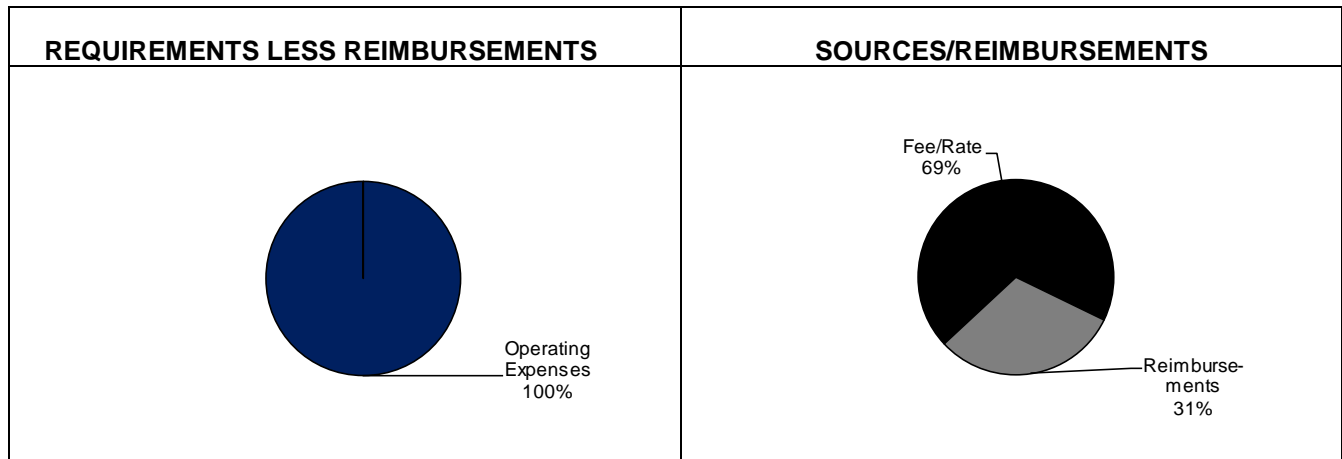
The Trial Court Facilities Act of 2002, SB 1732, required the transfer of responsibility for funding and operation of trial court facilities from all counties to the State of California on behalf of the Judicial Council of California (JCC). In addition, as each transfer occurred, the County and JCC entered into an agreement that defined whether the County or the JCC manages the operations and maintenance of the building.

This budget unit is used to manage and account for reimbursements from the JCC 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 JCC for costs associated with the space occupied by County departments in JCC-managed facilities.

#### Budget at a Glance

Requirements Less Reimbursements	\$2,985,952
Sources/Reimbursements	\$2,985,952
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Real Estate Services - Courts Property Management  
FUND: General

BUDGET UNIT: AAA CRT  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	3,552,861	3,526,603	3,155,526	3,169,603	3,285,011	2,985,952	(299,059)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,552,861	3,526,603	3,155,526	3,169,603	3,285,011	2,985,952	(299,059)
Reimbursements	(1,178,626)	(1,106,595)	(1,050,484)	(934,330)	(992,491)	(921,011)	71,480
Total Appropriation	2,374,235	2,420,008	2,105,042	2,235,273	2,292,520	2,064,941	(227,579)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,374,235	2,420,008	2,105,042	2,235,273	2,292,520	2,064,941	(227,579)
<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	2,374,236	2,420,008	2,102,852	2,237,941	2,292,520	2,064,941	(227,579)
Other Revenue	0	0	37,716	0	0	0	0
Total Revenue	2,374,236	2,420,008	2,140,568	2,237,941	2,292,520	2,064,941	(227,579)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,374,236	2,420,008	2,140,568	2,237,941	2,292,520	2,064,941	(227,579)
Net County Cost	(1)	0	(35,526)	(2,668)	0	0	0
Budgeted Staffing*	0	0	0	-	0	0	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

This budget unit acts as a clearinghouse between County departments and the JCC for management of court facilities. Operating expenses of \$3.0 million include maintenance and utility costs of \$1.2 million for space occupied by County departments in JCC-managed court facilities and transfers of \$1.8 million for the JCC's share of operations, maintenance, utility and administrative costs in County-managed court facilities. Reimbursements of \$921,011 are for County maintenance and utility costs in JCC-managed court facilities. Sources of \$2.1 million represent the JCC's share of operations, maintenance, utility, administrative and insurance costs for County-managed court facilities.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are decreasing by \$227,579 due to an anticipated decrease in operations and maintenance costs as a result of court building closures and a shift of costs from Facilities Management to the Architecture and Engineering Department capital improvement program funds for maintenance and repair projects over \$5,000.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## Chino Agricultural Preserve

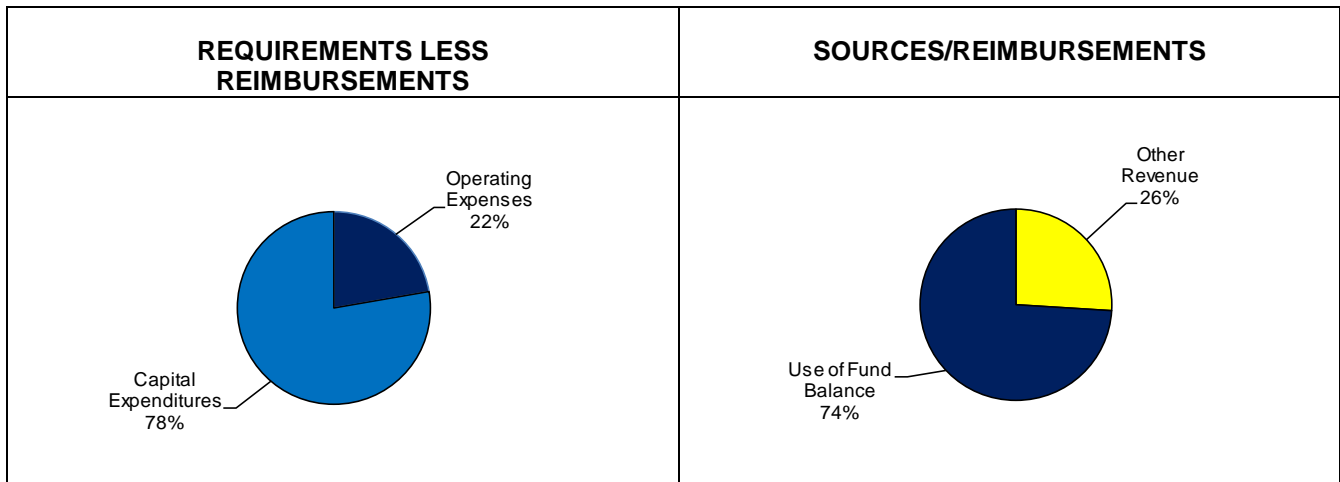
### DESCRIPTION OF MAJOR SERVICES

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 dairy 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

Requirements Less Reimbursements	\$1,929,771
Sources/Reimbursements	\$501,516
Use of/ (Contribution to) Fund Balance	\$1,428,255
Total Staff	0

### 2015-16 RECOMMENDED BUDGET





## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Real Estate Services Department  
FUND: Chino Agricultural Preserve

BUDGET UNIT: SIF INQ  
FUNCTION: Public Ways and Facilities  
ACTIVITY: Public Ways

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	208,743	275,922	325,732	171,405	371,630	429,771	58,141
Capital Expenditures	0	0	0	0	0	1,500,000	1,500,000
Total Exp Authority	208,743	275,922	325,732	171,405	371,630	1,929,771	1,558,141
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	208,743	275,922	325,732	171,405	371,630	1,929,771	1,558,141
Operating Transfers Out	1,035,906	0	0	0	0	0	0
Total Requirements	1,244,649	275,922	325,732	171,405	371,630	1,929,771	1,558,141
<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	700	0	0	0
Other Revenue	662,889	601,734	6,879,007	510,512	587,617	501,516	(86,101)
Total Revenue	662,889	601,734	6,879,007	511,212	587,617	501,516	(86,101)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	662,889	601,734	6,879,007	511,212	587,617	501,516	(86,101)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	581,760	(325,812)	(6,553,275)	(339,807)	(215,987)	1,428,255	1,644,242
Available Reserves					15,892,836	14,588,401	(1,304,435)
Total Fund Balance					15,676,849	16,016,656	339,807
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$429,771 represent the cost to maintain County Dairies, such as utility costs associated with vacant properties, property management charges, County Counsel fees, professional services, and maintenance expenses. Capital Expenditures of \$1.5 million represent the anticipated cost to acquire easement interests over 47 acres of dairy replacement land near Prado Regional Park in Chino planned to be improved at a later date with expanded recreational vehicle (RV) parking for Prado Regional Park using Proposition 70 funds. Sources of \$501,516 include lease revenue from dairy properties and interest revenue.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.6 million primarily for the anticipated acquisition of Easements/Right of Ways. Sources are decreasing by \$86,101 due to a decrease in anticipated earned interest.

## ANALYSIS OF FUND BALANCE

The use of Fund Balance of \$1.4 million is for one-time costs related to the acquisition of easement rights over 47 acres near Prado Regional Park in Chino.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## Facilities Management Division

### DESCRIPTION OF MAJOR SERVICES

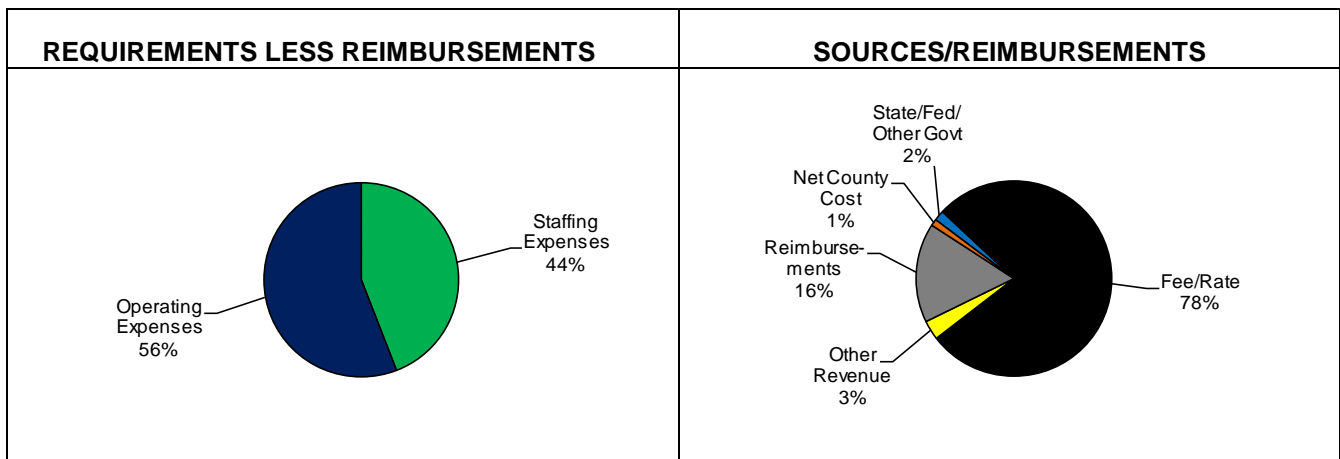
The Facilities Management Division (FMD) provides routine maintenance, grounds and custodial services to ensure County facilities are well maintained, including 24 hours per day – 7 days per week emergency building maintenance. Services also include repairing building structures, equipment, and fixtures.

#### Budget at a Glance

Requirements Less Reimbursements	\$19,046,622
Sources/Reimbursements	\$18,838,622
Net County Cost	\$208,000
Total Staff	107
Funded by Net County Cost	1%

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.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Real Estate Services - Facilities Management Division  
FUND: General

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	7,483,124	7,743,227	8,422,233	7,806,465	8,262,605	8,400,721	138,116
Operating Expenses	7,068,796	8,061,333	9,119,159	9,003,920	9,035,939	10,645,901	1,609,962
Capital Expenditures	0	0	0	103,017	110,125	0	(110,125)
Total Exp Authority	14,551,919	15,804,560	17,541,392	16,913,402	17,408,669	19,046,622	1,637,953
Reimbursements	(2,766,254)	(2,994,605)	(3,195,967)	(3,223,875)	(3,159,438)	(3,131,064)	28,374
Total Appropriation	11,785,665	12,809,955	14,345,425	13,689,527	14,249,231	15,915,558	1,666,327
Operating Transfers Out	0	4,095	0	0	0	0	0
Total Requirements	11,785,665	12,814,050	14,345,425	13,689,527	14,249,231	15,915,558	1,666,327
<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	621,004	1,203,715	915,695	304,671	600,000	325,000	(275,000)
Fee/Rate	11,637,129	11,161,422	11,562,527	12,373,972	12,419,930	14,770,558	2,350,628
Other Revenue	8,421	1,918,135	1,079,940	830,726	616,242	612,000	(4,242)
Total Revenue	12,266,554	14,283,272	13,558,162	13,509,369	13,636,172	15,707,558	2,071,386
Operating Transfers In	(10,471)	0	0	0	0	0	0
Total Financing Sources	12,256,083	14,283,272	13,558,162	13,509,369	13,636,172	15,707,558	2,071,386
Net County Cost	(470,418)	(1,469,222)	787,263	180,158	613,059	208,000	(405,059)
Budgeted Staffing*	103	106	110	102	102	107	5

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$8.4 million constitute nearly half of FMD's expenditure authority. Operating expenses of \$10.6 million 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 \$3.1 million and sources of \$15.7 million are from County departments, the Judicial Council of California, and local courts who are billed for services provided.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.7 million primarily due to the addition of providing maintenance services at the High Desert Detention Center (HDDC), including contracted services, material purchases, and the addition of five staffing positions.

Sources are increasing by \$2.1 million primarily due to an increase in basic service charges to County departments for grounds, custodial and maintenance services including rate increases in each service division and the addition of the HDDC.

FMD will receive \$208,000 in Net County Cost for Information Services Department (ISD) charges for additional phases of support and maintenance of the financial reporting system, and to cover basic services for vacant or tenant-occupied County offices.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Administrative and Fiscal	9	0	0	0	9	0	9
Maintenance	57	5	0	0	62	0	62
Custodial	32	0	0	0	32	0	32
Grounds	4	0	0	0	4	0	4
Total	102	5	0	0	107	0	107

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$8.4 million fund 107 regular positions. This includes the addition of 5 positions (1 Supervising Building Plant Operator, 1 Building Plant Operator, 1 Air Conditioning Mechanic, 1 General Maintenance Mechanic, and 1 General Maintenance Worker) that will assist in providing services at the HDDC facility.





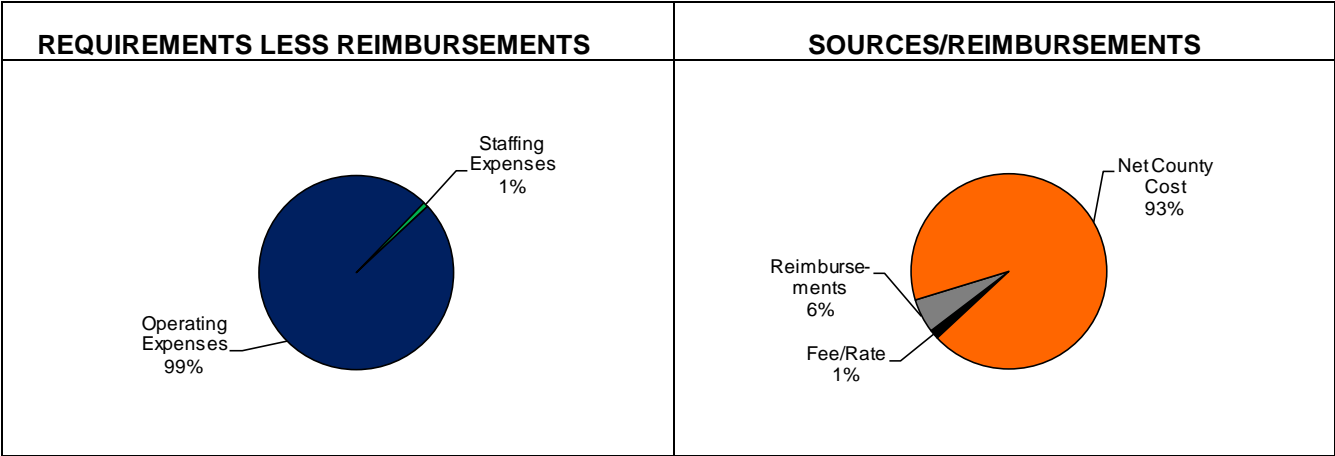
Utilities

DESCRIPTION OF MAJOR SERVICES

The County’s utilities budget unit funds the cost of electricity, natural and propane gas, water, sewer, refuse disposal and other related costs for County-owned and leased facilities.

<b>Budget at a Glance</b>	
Requirements Less Reimbursements	\$22,145,061
Sources/Reimbursements	\$1,598,741
Net County Cost	\$20,546,320
Total Staff	2
Funded by Net County Cost	93%

2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Real Estate Services - Utilities  
FUND: General

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	116,285	152,064	164,163	162,307	163,187	183,202	20,015
Operating Expenses	17,120,450	17,624,452	19,698,984	19,710,409	21,337,804	21,911,859	574,055
Capital Expenditures	0	0	126,600	169,542	166,523	50,000	(116,523)
Total Exp Authority	17,236,735	17,776,516	19,989,747	20,042,258	21,667,514	22,145,061	477,547
Reimbursements	(1,233,232)	(1,411,052)	(1,118,760)	(1,218,459)	(1,295,193)	(1,251,246)	43,947
Total Appropriation	16,003,503	16,365,464	18,870,987	18,823,799	20,372,321	20,893,815	521,494
Operating Transfers Out	1,210,658	125,543	0	0	0	0	0
Total Requirements	17,214,161	16,491,007	18,870,987	18,823,799	20,372,321	20,893,815	521,494
<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	1,291,109	125,543	0	0	0	0	0
Fee/Rate	181,467	312,040	328,510	254,622	283,329	347,495	64,166
Other Revenue	38,067	30,019	40,723	54,123	0	0	0
Total Revenue	1,510,643	467,602	369,233	308,745	283,329	347,495	64,166
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,510,643	467,602	369,233	308,745	283,329	347,495	64,166
Net County Cost	15,703,518	16,023,405	18,501,754	18,515,054	20,088,992	20,546,320	457,328
Budgeted Staffing*	2	2	2	2	2	2	0

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$21.9 million represent utility costs for County facilities and constitute the largest portion of the expenses. Staffing expenses of \$183,202 and capital expenses of \$50,000 constitute the remainder of the expenses. Sources of \$347,495 are from utility costs passed on to customers and third parties that occupy County-owned space.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$521,494 primarily due to anticipated rate increases for various utilities and increases in central services cost. Capital expenditures are decreasing by \$116,523 due to the completion of enhancements to the Utilities payables system and procurement of energy management software in 2014-15. Reimbursements are decreasing by \$43,947 due to lower utility costs in third party occupied County space and the termination of utility services for previously-owned County space.

Sources are increasing \$64,166 for utility costs passed on to customers and third parties that occupy County-owned space. Net County Cost is increasing \$457,328 due to increased utility costs for County facilities occupied by general fund departments.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Utilities	2	0	0	0	2	0	2
Total	2	0	0	0	2	0	2

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$183,202 fund 2 regular positions. There is no change in budgeted staffing for 2015-16.



## REGIONAL PARKS

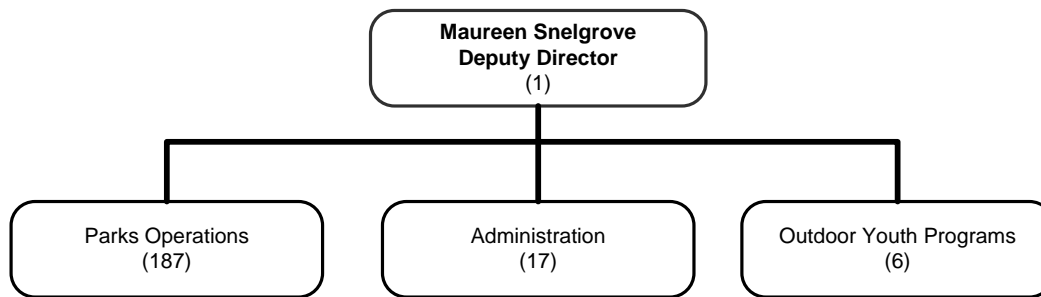
Maureen A. Snelgrove

### 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



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Regional Parks	10,216,598	8,112,420	2,104,178			205
Total General Fund	10,216,598	8,112,420	2,104,178			205
<b>Special Revenue Funds</b>						
Regional Parks - Consolidated	5,881,795	3,491,080		2,390,715		0
Total Special Revenue Funds	5,881,795	3,491,080		2,390,715		0
<b>Enterprise Funds</b>						
Active Outdoors	48,982	61,362			(12,380)	6
Total Enterprise Funds	48,982	61,362			(12,380)	6
<b>Total - All Funds</b>	<b>16,147,375</b>	<b>11,664,862</b>	<b>2,104,178</b>	<b>2,390,715</b>	<b>(12,380)</b>	<b>211</b>

### 2014-15 MAJOR ACCOMPLISHMENTS

- Completed renegotiated agreement with Inland Empire Utilities Agency resulting in annual savings of \$714,418 in water costs.





## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Number of youth trained through collaborative programs.	N/A	15	15	15
STRATEGY	Collaborate with community partners to provide training opportunities in the field of land management.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Percentage of seasonal part-time employees under the age of 21.	56%	59%	59%	59%
STRATEGY	Promote youth entry into workforce/workplace environment through summer youth employment.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operation system maintenance and replacement.	Level of County General Fund support received.	\$2.7 million	\$3.5 million	\$3.1 million	\$2.1 million
STRATEGY	Reduce reliance on the County General Fund by continuing to address infrastructure repairs and thereby reducing utility costs.					
STRATEGY	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.					
STRATEGY	Continue to streamline park operations and identify supply cost inefficiencies using preventive maintenance measures to reduce ongoing repair costs.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.	Amount of financial support received through grant funding and sponsorships to support the Active Outdoors Program.	N/A	\$25,000	\$25,000	\$25,000
STRATEGY	Identify partners and other sources that provide financial support for the department's Active Outdoors Program which offers outdoor recreation programming.					
STRATEGY	Continue to expand the Active Outdoors Program through collaborative partnerships for fishing, camping and educational programs.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Support efforts to improve the capacity of non-profit organizations to help address the needs of County residents.	Number of participants served through the Active Outdoors Program.	N/A	7,500	7,500	7,500
STRATEGY	Identify partners and other sources that provide financial support for the department's Active Outdoors Program that offers outdoor recreation programming.					
STRATEGY	Continue to expand the Active Outdoors Program through collaborative partnerships for fishing, camping and educational programs.					



## Regional Parks

### DESCRIPTION OF MAJOR SERVICES

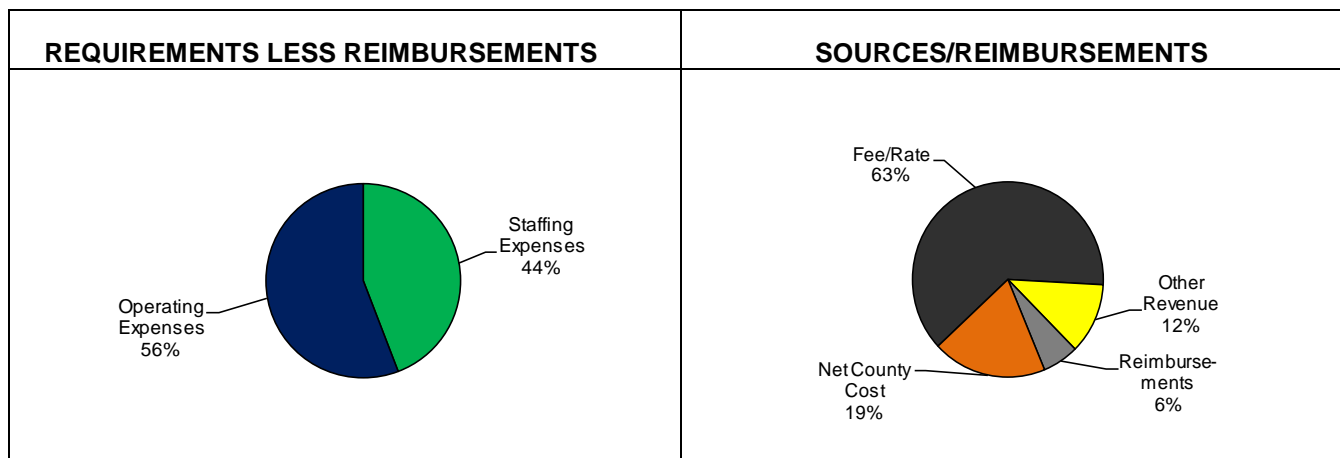
The Regional Parks Department is responsible for the operation and maintenance of nine regional parks located throughout the County. These parks, which encompass 8,668 acres, are as follows: Prado (Chino), Cucamonga-Guasti (Ontario), Glen Helen (San Bernardino), Mojave River Forks (Summit Valley), Mojave Narrows (Victorville), Moabi (Needles), Lake Gregory (Crestline), Yucaipa, and Calico Ghost Town (Yermo). Visitors to 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 and Wild West Fest at Calico Ghost Town and Doggie Pool-ooza at Guasti. Educational programs include 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 Lake Gregory Regional Park, San Manuel Amphitheater and Park Moabi, and manages concession contracts that offer amenities to park users.

#### Budget at a Glance

Requirements Less Reimbursements	\$10,883,366
Sources/Reimbursements	\$8,779,188
Net County Cost	\$2,104,178
Total Staff	205
Funded by Net County Cost	19%

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Regional Parks  
FUND: General

BUDGET UNIT: AAA CCP  
FUNCTION: Recreation and Cultural Services  
ACTIVITY: Recreation Facilities

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	5,420,195	5,408,959	5,637,957	5,372,752	5,353,171	4,806,111	(547,060)
Operating Expenses	6,173,142	5,832,788	5,557,737	6,662,869	6,914,106	6,077,255	(836,851)
Capital Expenditures	23,845	6,684	0	0	0	0	0
Total Exp Authority	11,617,182	11,248,431	11,195,694	12,035,621	12,267,277	10,883,366	(1,383,911)
Reimbursements	(661,551)	(817,577)	(743,001)	(955,262)	(897,571)	(666,768)	230,803
Total Appropriation	10,955,631	10,430,854	10,452,693	11,080,359	11,369,706	10,216,598	(1,153,108)
Operating Transfers Out	315,000	0	0	0	0	0	0
Total Requirements	11,270,631	10,430,854	10,452,693	11,080,359	11,369,706	10,216,598	(1,153,108)
<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	6,423,227	5,517,926	6,426,810	6,402,887	6,524,445	6,835,927	311,482
Other Revenue	1,290,102	1,213,944	1,331,831	1,222,231	1,254,126	1,248,493	(5,633)
Total Revenue	7,713,329	6,731,870	7,758,641	7,625,118	7,778,571	8,084,420	305,849
Operating Transfers In	0	941,864	85	28,000	128,000	28,000	(100,000)
Total Financing Sources	7,713,329	7,673,734	7,758,726	7,653,118	7,906,571	8,112,420	205,849
Net County Cost	3,557,302	2,757,120	2,693,967	3,427,241	3,463,135	2,104,178	(1,358,957)
Budgeted Staffing*	279	259	252	232	232	205	(27)

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$4.8 million are budgeted for personnel to oversee administration, operations and maintenance of the County's nine regional parks, County trails system, and various special events/programs. Operating expenses of \$6.1 million include \$3.1 million of COWCAP charges. Other notable operating expenses consist of stocking fish at park lakes, turf maintenance contracts (Prado, Cucamonga-Guasti, Yucaipa, Mojave Narrows 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, and insurance. Sources of \$8.1 million represent fees from camping, fishing, park entrance, swimming, facility use and special events, as well as revenue from concessionaire and partnership agreements.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$1.2 million reflecting the Department's continued review of staffing levels and the provision of park service. The \$547,060 reduction in staffing expenses is primarily the result of a decrease in budgeted staffing of 27 positions as further explained in the "Staffing Changes and Operational Impact" section below. The \$836,851 decrease in operating expenses is primarily the result of a reduction in COWCAP charges and a decrease in the number of days per week open to the public at Mojave Narrows Regional Park. Reimbursements are decreasing by \$230,803 primarily because of the elimination of transfers from other departments for salary costs related to a Deputy Executive Officer and Administrative Analyst. These positions are no longer included in the Regional Parks' budget. Sources are increasing by a net amount of \$205,849 primarily due to additional revenue generated from various park fees. The \$1.4 million decrease in Net County Cost support from the County general fund is due to a \$795,957 credit in COWCAP charges resulting from



reduced water and utility costs related to a renegotiated contract with the Inland Empire Utilities Agency and a new Lake Gregory partnership agreement. In addition, Net County Cost is reduced due to the decrease in the number of days per week open to the public at Mojave Narrows Regional Park.

### 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Administration	21	0	-3	0	18	1	17
Parks Operations	211	0	-24	0	187	137	50
Total	232	0	-27	0	205	138	67

\*Detailed classification listing available in Appendix D

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$4.8 million fund 205 budgeted positions of which 67 are regular positions and 138 are limited term positions.

The 2015-16 budget reflects a decrease of 27 budgeted positions as follows:

- Deletion of 18 vacant positions (8 part-time General Services Worker II, 9 limited-term Public Service Employees, and 1 Deputy Executive Officer). Since these positions are all vacant, the deletions should have negligible impact on department operations.
- Deletion of 7 positions (1 Park Superintendent, 1 Assistant Park Superintendent, 1 Park Ranger II, 1 part-time General Services Worker II and 3 limited-term Public Service Employees) resulting from a reduction in the number of days per week (from 7 to 5) that Mojave Narrows Regional Park will be open to the public.
- Transfer of 1 Administrative Analyst III to Finance and Administration.
- Elimination of a dual fill Fiscal Specialist position.

This budget also includes the following reclassification at no additional cost for the Department:

- Fiscal Specialist to Staff Aide.



## Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**County Trails System** was established by the Board of Supervisors and assigned to the Regional Parks Department as the steward charged with the development, operation and maintenance of regional 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 trail system. Currently, the Department has developed seven miles of the Santa Ana River Trail, linking to Riverside County and offering users over 22 miles of contiguous trail along the Santa Ana River.

#### Budget at a Glance

Requirements Less Reimbursements	\$5,911,795
Sources/Reimbursements	\$3,521,080
Use of/ (Contribution to) Fund Balance	\$2,390,715
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, 70% 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 camping reservation fees and an allocation of park admission fees.

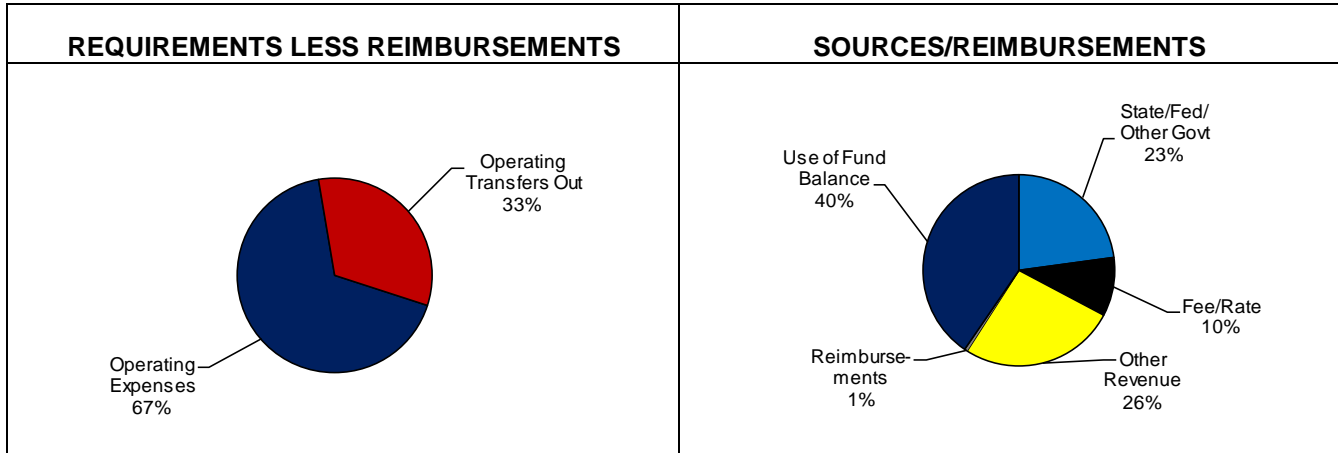
**Calico Ghost Town Marketing Services** was established to provide separate accountability and operations of marketing services for Calico Ghost Town Regional Park. A portion of revenues from Calico Ghost Town concessionaire operations and park admission fees are used to advertise and market several Park 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; four dollars from the fee of each plate goes into a pool for funds that are then distributed.

**Fish and Game Commission** was established to manage California's diverse fish, wildlife, plant resources and habitats. 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. This budget unit receives funding from fines imposed on hunting, fishing, and environmental infractions, as well as 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. On November 18, 2014, the Board approved a revision to the San Bernardino County Code that changed the County liaison department for the Commission from Special Districts to Regional Parks. Prior year actual revenues and expenditures of the Fish and Game Commission are not reflected in the following "Analysis of 2015-16 Recommended Budget".



## 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
 DEPARTMENT: Regional Parks  
 FUND: Special Revenue - Consolidated

BUDGET UNIT: Various  
 FUNCTION: Recreation and Cultural Services  
 ACTIVITY: Recreation Facilities

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,758	0	0	0	0	0	0
Operating Expenses	2,785,782	2,822,805	2,494,026	2,768,142	4,439,523	3,967,367	(472,156)
Capital Expenditures	6,717	16,775	0	214,886	241,250	20,000	(221,250)
Total Exp Authority	2,794,257	2,839,580	2,494,026	2,983,028	4,680,773	3,987,367	(693,406)
Reimbursements	(135,600)	(185,000)	(33,000)	(85,000)	(85,000)	(30,000)	55,000
Total Appropriation	2,658,657	2,654,580	2,461,026	2,898,028	4,595,773	3,957,367	(638,406)
Operating Transfers Out	549,655	3,378,115	393,024	371,761	1,306,653	1,924,428	617,775
Total Requirements	3,208,312	6,032,695	2,854,050	3,269,789	5,902,426	5,881,795	(20,631)
<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	918,473	515,914	338,868	775,264	978,360	1,351,000	372,640
Fee/Rate	778,528	967,342	547,527	628,916	581,380	585,480	4,100
Other Revenue	1,726,511	1,568,204	1,686,937	1,814,018	1,696,773	1,554,600	(142,173)
Total Revenue	3,423,512	3,051,460	2,573,332	3,218,198	3,256,513	3,491,080	234,567
Operating Transfers In	791,612	5,403	286	0	0	0	0
Total Financing Sources	4,215,124	3,056,863	2,573,618	3,218,198	3,256,513	3,491,080	234,567
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(1,006,812)	2,975,832	280,432	51,591	2,645,913	2,390,715	(255,198)
Available Reserves					1,150,833	1,354,440	203,607
Total Fund Balance					3,796,746	3,745,155	(51,591)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing



## DETAIL OF 2015-16 RECOMMENDED BUDGET

2015-16					
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
County Trails System (Fund RTS)	1,193,112	900,000	293,112	606,660	0
San Manuel Amphitheater (Fund SGH)	1,447,326	1,462,000	(14,674)	43,886	0
Amphitheater Imp at Glen Helen (Fund SGR)	275,000	25,000	250,000	307,037	0
Park Maintenance/Development (Fund SPR)	800,305	401,000	399,305	277,758	0
Calico Ghost Town Marketing Svcs (Fund SPS)	560,514	394,600	165,914	41,272	0
Off-Highway Vehicle License Fee (Fund SBY)	1,598,348	303,000	1,295,348	75,000	0
Fish and Game Commission (Fund SBV)	7,190	5,480	1,710	2,827	0
Total Special Revenue Funds	5,881,795	3,491,080	2,390,715	1,354,440	0

**County Trails System:** Requirements of \$1.2 million include \$693,112 for finalizing design, environmental costs, and acquiring trail right-of-way for Phase III (Waterman Avenue to California Street) of the Santa Ana River Trail (SART) and \$500,000 for environmental/design for Reach "A" of Phase IV of the SART from California Street to Orange Street in Redlands (3.5 miles). Sources of \$900,000 include a \$500,000 allocation of Prop 84 grant funds from the Coastal Conservancy for SART-Phase IV initial funding. This grant revenue is contingent upon initially incurring project expenses, which may create cash flow challenges for this fund. The department is also budgeting revenue from various Federal grants totaling \$400,000. Use of fund balance of \$293,122 is to assist with the design and environmental costs of the SART.

**San Manuel Amphitheater:** Requirements of \$1.4 million include payment to the County general fund for the annual debt service cost on the amphitheater (\$1.0 million), transfers to the Regional Parks General Fund budget unit for upkeep and management of the amphitheater (\$417,284), and a transfer to the Amphitheater Improvements at Glen Helen fund (\$25,000) as required per the lease agreement with the operators of the amphitheater. Sources of \$1.5 million include rent revenue from the operators of the amphitheater (\$1.4 million) and naming rights (\$60,000). Contribution to fund balance of \$14,674 is to assist with future debt service payments.

**Amphitheater Improvements at Glen Helen:** Requirements of \$275,000 include \$300,000 for the provision of maintaining the amphitheater to preserve quality entertainment experiences for its visitors, partially offset by a \$25,000 reimbursement from the San Manuel Amphitheater Fund that represents the County's contribution towards improvements at the amphitheater per provisions of the lease. Sources of \$25,000 reflect a matching contribution from the operators for the amphitheater per the lease agreement. Use of fund balance of \$250,000 is for various improvements to the Amphitheater.

**Park Maintenance/Development:** Requirements of \$800,305 primarily represent the cost of various park repairs and upgrades, including implementation of a new point of sale and reservation system and a State grant project at Moabi Regional Park. Also included is \$20,000 for a Utility Vehicle at Yucaipa Regional Park. Sources of \$401,000 represent a portion of gate entrance fees collected throughout all regional parks and State grant funding. Use of fund balance of \$399,305 is for a number of projects including the department's new point of sale system (\$190,000) and boat station/road improvements at Moabi Regional Park (\$151,000).

**Calico Ghost Town Marketing Services:** Requirements of \$560,514 primarily include the cost of producing park special events and advertising of Calico Ghost Town. Also included in this amount are transfers of \$80,057 to the Regional Parks general fund budget unit for labor cost of park staff time (outside of regular duties) to produce and assist with the set-up of special events. Sources of \$394,600 primarily include special event gate revenue and





rent payments received from Calico concessionaires. Use of fund balance of \$165,914 is to assist with the cost of various special events at this regional park.

**Off-Highway Vehicle License Fee:** Requirements of \$1.6 million include operating transfers out of \$1.2 million to the County's Capital Improvement Fund for Calico Ghost Town Off-Highway Vehicle Campground "O" hook-ups and 6 new cabins. Also, \$390,242 is budgeted for enforcement, safety, trail signage, maintenance and administration of off-highway vehicle development at Moabi Regional Park and Calico Ghost Town. Sources of \$303,000 represent the amount anticipated from the state that is derived from vehicle registrations/licensing for use of off-highway operations in the County. 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. Use of fund balance of \$1.3 million is primarily for additional campground hook-ups and cabins at Calico Ghost Town Regional Park.

**Fish and Game Commission:** Requirements of \$7,190 include administrative cost reimbursements, printing expenses for shooting maps, and equipment for Fish and Game Wardens. Sources of \$5,480 include revenue from fines imposed on hunting, fishing, and environmental infractions, as well as from the sale of hunting maps. Use of fund balance of \$1,710 is for costs that assist in enhancing wildlife in San Bernardino County.

## BUDGET CHANGES AND OPERATIONAL IMPACT

The significant budget changes for 2015-16 include the following:

- \$500,000 increase in requirements and sources for environmental and design of Phase IV of the Santa Ana River Trail.
- \$221,250 decrease in requirements for vehicle/equipment purchases.
- \$207,374 decrease in sources due to proceeds received from the sale of 7,906 acres of County-owned property at Prado Regional Park budgeted in the prior fiscal year.
- \$163,728 decrease in requirements for reduced maintenance of off-highway vehicle areas.
- \$140,000 decrease in requirements for work related to Phase III of the SART.

## ANALYSIS OF FUND BALANCE

The 2015-16 budget includes the use of fund balance of \$2.4 million. The vast majority of fund balance being used is for one-time projects. The most significant of these projects include \$1.3 million for additional campground hookups and cabins at Calico Ghost Town Regional Park, \$250,000 for improvements to the Amphitheater at Glen Helen, \$200,000 for signage of off-highway vehicle areas, \$190,000 for new point of sale system, \$151,000 for Moabi boat station and road improvements, and \$200,000 for a number of other park repair projects to enhance amenities.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.







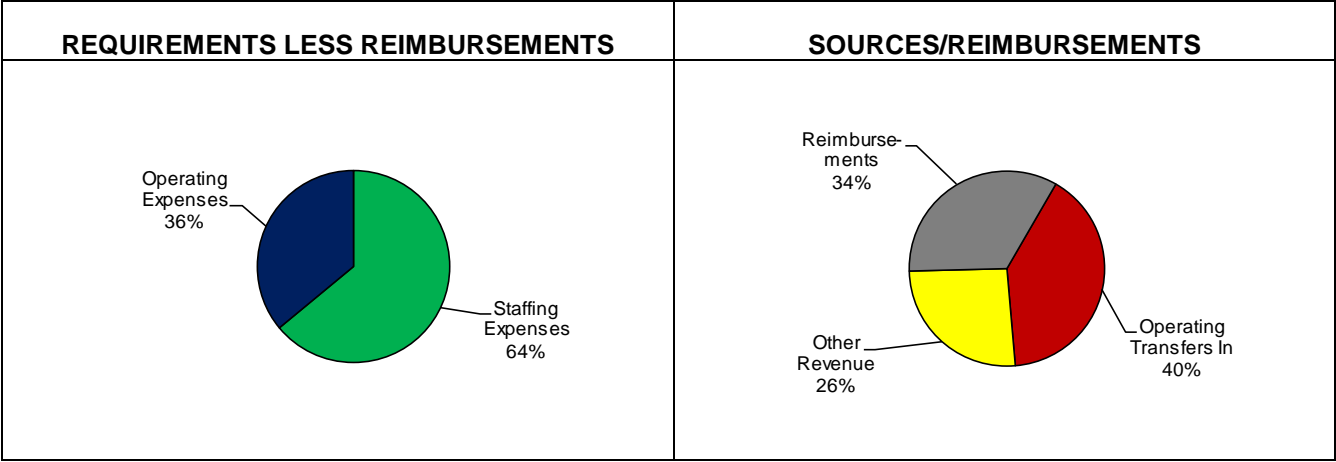
Active Outdoors

DESCRIPTION OF MAJOR SERVICES

The Active Outdoors program was created to provide programs that promote a healthy outdoor lifestyle. All programs under Active Outdoors are funded by grants, operating transfers in from the Parks Maintenance/Development fund or created through partnerships with local and/or state agencies. The Environmental Science Day Camp (ESDC) is a part of this program and is offered at Yucaipa Regional Park. ESDC takes place during the traditional school year, Wednesday through Friday, and follows the State of California 4<sup>th</sup> and 5<sup>th</sup> grade science curriculum for wildlife, botany and geology. Each student attends the ESDC with their class for a full day of learning, exploration, and hiking. Other programs in addition to ESDC include the Junior Fishing Workshops, Fishing Derbies, Doggie Pool-ooza, and The Outdoor Family program.

Budget at a Glance	
Requirements Less Reimbursements	\$80,228
Sources/Reimbursements	\$92,608
Use of / (Contribution To) Net Position**	(\$12,380)
Total Staff	6

2015-16 RECOMMENDED BUDGET



\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Regional Parks  
FUND: Active Outdoors

BUDGET UNIT: EME CCP  
FUNCTION: Recreation and Cultural Services  
ACTIVITY: Recreation Facilities

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	22,253	26,534	27,043	25,504	32,525	51,333	18,808
Operating Expenses	28,794	24,122	23,632	19,307	31,061	28,895	(2,166)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	51,047	50,656	50,675	44,811	63,586	80,228	16,642
Reimbursements	0	0	0	(12,000)	0	(31,246)	(31,246)
Total Appropriation	51,047	50,656	50,675	32,811	63,586	48,982	(14,604)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	51,047	50,656	50,675	32,811	63,586	48,982	(14,604)
<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	51,978	(15,587)	9,613	24,475	27,500	24,040	(3,460)
Total Revenue	51,978	(15,587)	9,613	24,475	27,500	24,040	(3,460)
Operating Transfers In	0	45,000	42,109	35,000	35,000	37,322	2,322
Total Sources	51,978	29,413	51,722	59,475	62,500	61,362	(1,138)
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	(931)	21,243	(1,047)	(26,664)	1,086	(12,380)	(13,466)
Est. Net Position Available					0	40,130	40,130
Total Net Position					1,086	27,750	26,664
Budgeted Staffing*	6	5	4	4	4	6	2

\*Data represents modified budgeted staffing

\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Total expenditure authority of \$80,228 includes staffing expenses and operating costs primarily associated with the ESDC and other programs as previously mentioned. These expenditures are partially offset through \$31,246 of reimbursements from other Regional Park budget units for event set-up staffing costs. Sources of \$61,362 consist of an operating transfer in from the department's Park Maintenance/Development fund (\$37,322), anticipated vendor fees collected for program events (\$24,000), and interest earnings (\$40).

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$14,604 primarily due to reimbursements of \$31,246 from other Regional Park budget units for event set-up staffing costs. This amount is partially offset by increased staffing expenses of \$18,808 from the addition of two Public Service Employees to assist with the department's educational programs, special events, and to staff the department's information booth at various trade shows/events. Sources are not significantly changing for 2015-16.

## ANALYSIS OF NET POSITION

The 2015-16 budget reflects a \$12,380 contribution to net position that will be available for future costs of the Active Outdoors program.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Active Outdoors	4	2	0	0	6	6	0
Total	4	2	0	0	6	6	0

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$51,333 fund 6 budgeted limited term positions. As previously mentioned, two new limited-term positions are being added to assist the Active Outdoors Program and to staff the department's information booth at various trade shows/events.



## REGISTRAR OF VOTERS

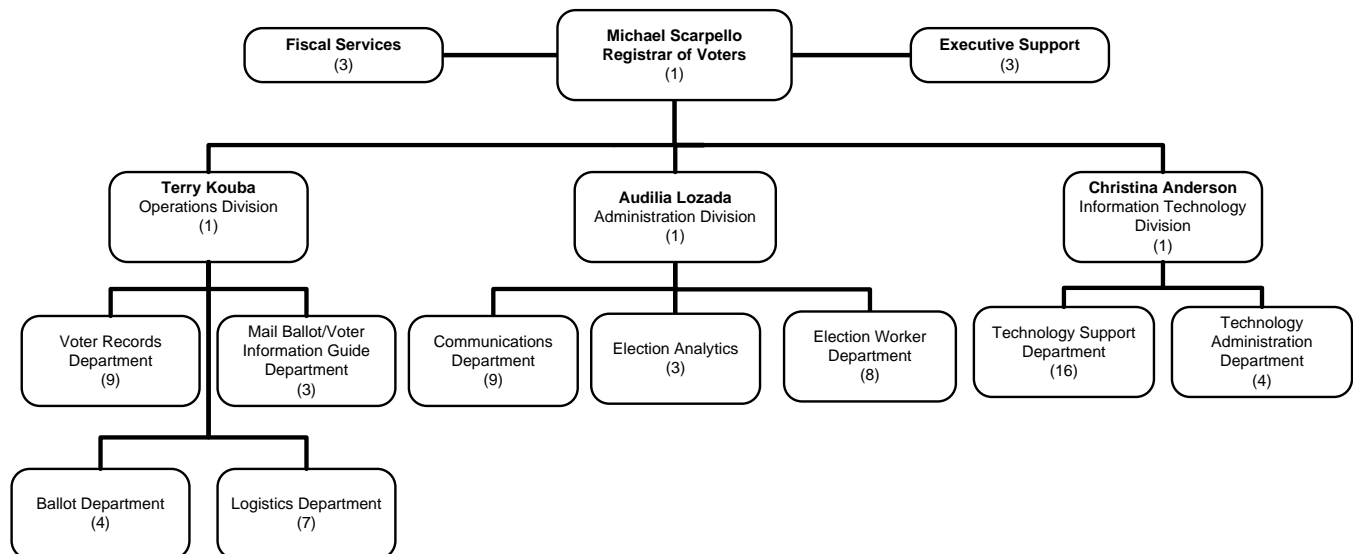
### Michael Scarpello

#### DEPARTMENT MISSION STATEMENT

*The Registrar of Voters 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



#### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Registrar of Voters	9,205,388	2,252,723	6,952,665			73
Total General Fund	9,205,388	2,252,723	6,952,665			73
<b>Total - All Funds</b>	9,205,388	2,252,723	6,952,665	0	0	73



## 2014-15 MAJOR ACCOMPLISHMENTS

- Conducted the 2014 Statewide General Election and eight unscheduled special elections.
- Provided assistance to candidates in filing over 1,900 campaign finance disclosure documents.
- Provided assistance to agencies in complying with the National Voter Registration Act (NVRA).
- Enhanced the website by creating the "My Elections Gateway," making the website mobile friendly, developing a new Google based Polling Place Lookup Tool, and increasing website accessibility to the visually impaired.
- Negotiated new contracts for ballot printing, language translation services, and voter registration software.
- Expanded career building and cross-training opportunities for staff members.
- Participated on state committees to modify election laws and procedures to improve California elections.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of new or modified tasks populated in EDATE (% of cumulative completion).	60%	70%	70%	75%
STRATEGY	Expand the Elections Office Election Deadline, Assignment and Task Engine (EDATE) system to maximize effectiveness and efficiency of election operations.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Number of processes and procedures reviewed.	24	25	30	120
STRATEGY	Review, revise, and document Elections Office policies and procedures.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Number of new website customer information applications developed and released.	1	5	14	5
STRATEGY	Expand the Elections Office website by adding new applications that query and present personalized customer information.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Collaborate with other agencies to help shape legislation and regulations which affect the County.	NEW	N/A	N/A	N/A	12
STRATEGY	Participate on national, state and regional committees focused on improving election administration and shaping the future of California's elections.	Number of national, state and regional committees of which the department is a member.				



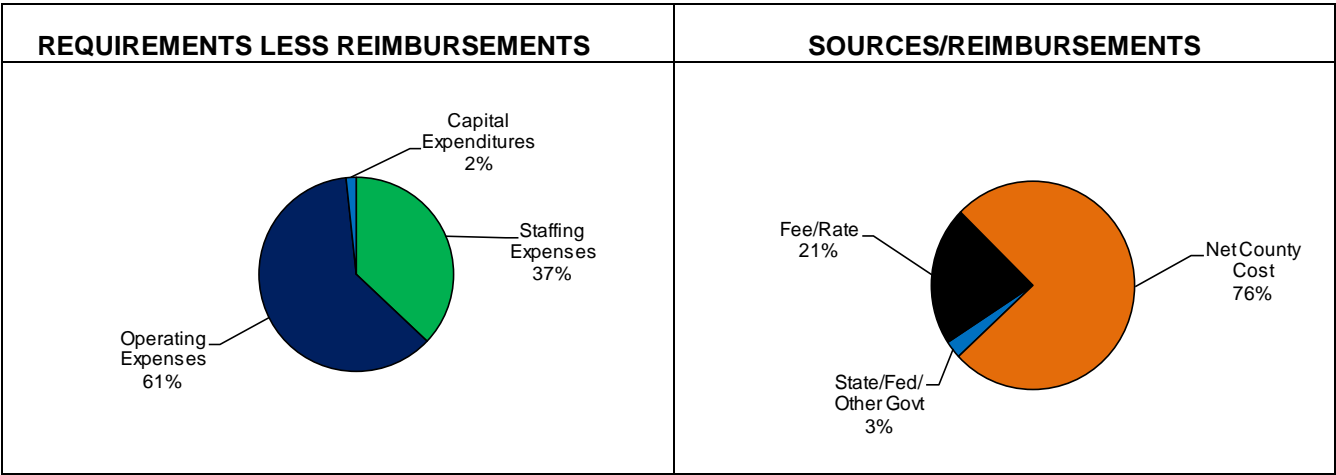
# Registrar of Voters

## 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 eleven sections that are 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	
Requirements Less Reimbursements	\$9,205,388
Sources/Reimbursements	\$2,252,723
Net County Cost	\$6,952,665
Total Staff	73
Funded by Net County Cost	76%

## 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Registrar of Voters  
FUND: General

BUDGET UNIT: AAA ROV  
FUNCTION: General  
ACTIVITY: Elections

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	2,171,716	2,517,890	2,238,660	2,423,706	2,773,529	3,411,761	638,232
Operating Expenses	5,644,907	7,764,430	6,436,293	5,605,237	5,650,652	5,638,627	(12,025)
Capital Expenditures	47,420	7,980	189,273	55,000	78,000	155,000	77,000
Total Exp Authority	7,864,043	10,290,300	8,864,226	8,083,943	8,502,181	9,205,388	703,207
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	7,864,043	10,290,300	8,864,226	8,083,943	8,502,181	9,205,388	703,207
Operating Transfers Out	9,785	0	15,000	155,000	0	0	0
Total Requirements	7,873,828	10,290,300	8,879,226	8,238,943	8,502,181	9,205,388	703,207
<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	18,768	160,086	21,809	122,620	215,000	252,123	37,123
Fee/Rate	2,666,300	2,972,381	2,534,431	2,194,188	1,642,240	1,983,600	341,360
Other Revenue	145,216	39,913	19,085	14,758	12,000	17,000	5,000
Total Revenue	2,830,284	3,172,380	2,575,325	2,331,566	1,869,240	2,252,723	383,483
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,830,284	3,172,380	2,575,325	2,331,566	1,869,240	2,252,723	383,483
Net County Cost	5,043,544	7,117,920	6,303,901	5,907,377	6,632,941	6,952,665	319,724
Budgeted Staffing*	25	24	27	37	37	73	36

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$9.2 million enable the department to conduct one minor (August 2015), two major (November 2015 and June 2016), and two special elections. This includes staffing expenditures of \$3.4 million for 73 budgeted positions, operating expenses of \$5.6 million, and capital expenditures of \$155,000. Operating expenses primarily consist of services and supplies of \$5.1 million for routine operations and election-related expenditures (such as temporary labor, ballots, postage, poll workers and other professional services). Capital expenditures of \$155,000 include the purchase of two high speed ballot counters to supplement aging counters and speed up election results (\$55,000 each; \$110,000 total), equipment funded by a portion of the Federal Voting Assistance Program Grant (\$24,000) and server equipment (\$21,000). Sources of \$2.2 million are derived from a variety of revenue streams which include: Secretary of State reimbursements (\$39,800), Help America Vote Act grants (\$188,323), Federal Voting Assistance Program Grant (\$24,000), sale of services and products including maps, voter files, and certified documents (\$17,000), and election services for participating jurisdictions (\$1.9 million).

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and related sources fluctuate based on a 4-year election cycle. Requirements are increasing by \$703,207, primarily due to two major elections (November 3, 2015 Consolidated and the June 7, 2016 Presidential Primary) that are scheduled for 2015-16 compared to one major election (November 4, 2014 Statewide General) conducted in 2014-15. Sources are increasing by \$383,483, which includes an increase of \$427,500 for two anticipated, but unscheduled special elections offset by a \$41,000 decrease in Federal Aid from the Federal Voting Assistance Program Grant.



## 2015-16 POSITION SUMMARY\*

### 2015-16 Budgeted Staffing

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Administration Division	13	15	0	0	28	17	11
Operations Division	14	10	0	0	24	14	10
Information Technology Division	10	11	0	0	21	14	7
Total	37	36	0	0	73	45	28

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$3.4 million fund 73 budgeted positions of which 28 are regular positions and 45 are limited term positions. The Elections Office continues to analyze its strengths and weaknesses within its organizational structure to increase its effectiveness, lower temporary help agency expenditures and provide appropriate backup for existing employees. As a result, one new Elections Analyst position was added to the Administration Division to assist with the development and documentation of processes and procedures; analyze legislation and the impacts of statutory changes; and coordinate electronic and paper data files and election records. In addition to the existing ten limited term positions, 35 new limited term positions were added in an effort to reduce costly temporary help agency expenditures, saving the County over \$150,000 in 2015-16.







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**SPECIAL DISTRICTS DEPARTMENT  
SUMMARY**

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Staffing</u>
<b><u>SPECIAL REVENUE FUNDS</u></b>					
SPECIAL DISTRICTS	424				
GENERAL DISTRICTS - CONSOLIDATED	427	12,541,377	8,086,673	4,454,704	98
PARK DISTRICTS - CONSOLIDATED	434	2,580,885	2,431,444	149,441	23
BIG BEAR RECREATION AND PARK DISTRICT	441	3,991,302	3,354,840	636,462	57
BLOOMINGTON RECREATION & PARK DISTRICT	444	328,713	295,495	33,218	2
ROAD DISTRICTS - CONSOLIDATED	447	2,200,071	2,249,375	(49,304)	1
STREETLIGHT DISTRICTS - CONSOLIDATED	463	867,984	803,714	64,270	0
TOTAL SPECIAL REVENUE FUNDS		<u>22,510,332</u>	<u>17,221,541</u>	<u>5,288,791</u>	<u>181</u>

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Net Position</u>	<u>Staffing</u>
<b><u>ENTERPRISE FUNDS</u></b>					
SPECIAL DISTRICTS:					
CSA 70 HAVASU LAKE	432	75,215	77,202	(1,987)	0
SANITATION DISTRICTS - CONSOLIDATED	458	8,883,617	7,988,678	894,939	0
WATER DISTRICTS - CONSOLIDATED	468	8,031,633	6,873,384	1,158,249	0
TOTAL ENTERPRISE FUNDS		<u>16,990,465</u>	<u>14,939,264</u>	<u>2,051,201</u>	<u>0</u>

	<u>Page #</u>	<u>Total Amount</u>
CAPITAL IMPROVEMENT PROGRAM	472	34,655,549
RESERVES	482	31,228,392



## SPECIAL DISTRICTS DEPARTMENT

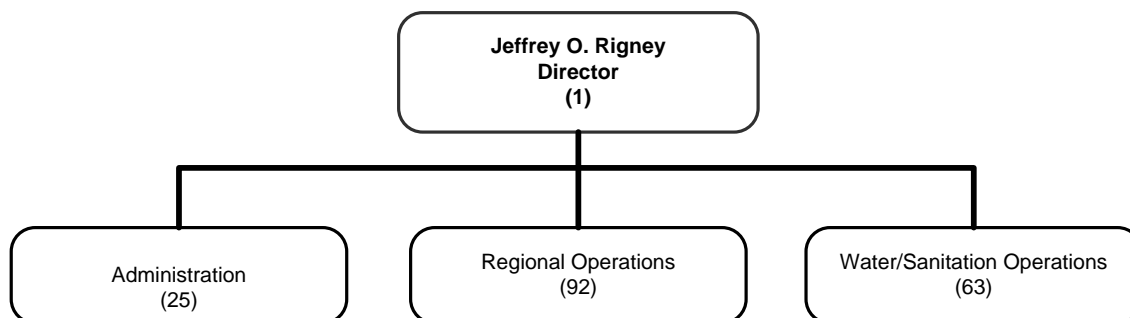
### Jeffrey O. Rigney

#### DEPARTMENT MISSION STATEMENT

*The Special Districts Department promotes safe, healthy, enjoyable, and dynamic communities by providing essential programs and municipal services that meet the current and future needs of the communities served.*



#### ORGANIZATIONAL CHART



#### 2015-16 SUMMARY OF BUDGET UNITS

2015-16						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b><u>Special Revenue Funds</u></b>						
General Districts - Consolidated	12,541,377	8,086,673		4,454,704		98
Park Districts - Consolidated	2,580,885	2,431,444		149,441		23
Big Bear Valley Recreation and Park District	3,991,302	3,354,840		636,462		57
Bloomington Recreation and Park District	328,713	295,495		33,218		2
Road Districts - Consolidated	2,200,071	2,249,375		(49,304)		1
Streetlight Districts - Consolidated	867,984	803,714		64,270		0
Total Special Revenue Funds	22,510,332	17,221,541		5,288,791		181
<b><u>Enterprise Funds</u></b>						
CSA 70 HL Havasu Lake	75,215	77,202			(1,987)	0
Sanitation Districts - Consolidated	8,883,617	7,988,678			894,939	0
Water Districts - Consolidated	8,031,633	6,873,384			1,158,249	0
Total Enterprise Funds	16,990,465	14,939,264			2,051,201	0
<b>Total - All Funds</b>	39,500,797	32,160,805	0	5,288,791	2,051,201	181



## 2014-15 MAJOR ACCOMPLISHMENTS

- Completed 100% schematic design for Big Bear Alpine Zoo toward construction documents and project bid in early 2016
- Completed the following projects:
  - Awanhee sewage tanks to provide emergency storage
  - Dog park, playground and major landscaping upgrades at The Ranch Park in Big Bear City
  - Expansion of sewer plant to include sludge drying beds at Glen Helen
  - Phase I of the meter replacement/upgrade program for CSA 70 Zone J Oak Hills
  - Replica one room school house was built for display at Oak Glen Park
  - Road Paving – Deer Lodge Park, Rocky Point, Strawberry Lodge
  - Road Slurry – Fairway, Highland Estates, Lake Arrowhead, Pan Springs, Sugarloaf, Windy Pass
  - Sewer Main along Valley Boulevard in Bloomington to provide new service to the area
  - Snow leopard habitat at Big Bear Alpine Zoo and accepted two young snow leopards from the Species Survival Program
  - Veterans Memorial at Pioneer Park in Lucerne Valley
  - Water main line replacement in CSA 42 Oro Grande
- Continued to offer expertise to other County departments including:
  - Regional Parks
  - Facilities Management
  - Arrowhead Regional Medical Center
  - Sheriff/Coroner/Public Administrator
  - Airports
  - Museum
  - Public Works

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	NEW				
STRATEGY	Utilize new automated water meter infrastructure (cellular read meters) to provide timely notification of leak detection analysis to customers.	Percentage of customers (with cellular read meters) notified of new leaks within 24 hours of detection.	N/A	N/A	N/A	100%
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.	Percentage of water valves exercised annually.	N/A	100%	65%	65%
STRATEGY	Use maintenance management system to increase preventative maintenance levels for water and sanitation systems.					



## DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.	Percentage of annual required sewer line inspections and cleanings completed.	N/A	100%	100%	100%
STRATEGY	Use maintenance management system to increase preventative maintenance levels for water and sanitation systems via video inspections per annual requirements of each district Sewer System Maintenance Management Plan.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.	Percentage of on-time water and sewer payments.	N/A	84%	84%	84%
STRATEGY	Use technology to facilitate on-time bill payments by promoting online bill payments via electronic payments.					



## General Districts Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**County Service Area (CSA) 40 Elephant Mountain** was established by an act of the County of San Bernardino Board of Supervisors on August 11, 1969 to provide ten channels of ultra-high frequency (UHF) television translator service broadcast from Elephant Mountain, and five channels of very high frequency (VHF) television translator service broadcast from Newberry Springs to the 100 square mile area encompassing Barstow, Daggett, Hinkley, Newberry Springs and Yermo. This CSA provides service to approximately 35,000 households and is financed by property taxes and rental income.

#### Budget at a Glance

Requirements Less Reimbursements	\$22,295,000
Sources/Reimbursements	\$17,840,296
Use of/ (Contribution to) Fund Balance	\$4,454,704
Total Staff	98

**CSA 70 Countywide** was established by an act of the County of San Bernardino Board of Supervisors on December 29, 1969 to provide a centralized mechanism for administration of personnel and operations which serve all board governed special districts. The employees are engaged in multi-district operations funded by the various sanitation, water, road, streetlights, and park and recreation districts. Staff provides centralized and regional management services, administration, engineering, fiscal, human resources, lien administration, park maintenance, payroll, information services, road maintenance and inspection services.

**CSA 70 D-1 Lake Arrowhead** was established by an act of the County of San Bernardino Board of Supervisors on August 26, 1974 to maintain a dam located on the east side of Lake Arrowhead known as Papoose Lake. The Improvement Zone is financed by property taxes, which fund security, maintenance, replacement shrubbery, reforestation, and engineering services.

**CSA 70 DB-1 Bloomington** was established by the County of San Bernardino Board of Supervisors on February 10, 2004. On January 23, 2004, property owners approved an annual service charge per parcel with a 2.5% annual inflationary increase, currently \$649.03. The Improvement Zone is responsible for the maintenance of two detention basins and four landscaped intersections in the Bloomington area.

**CSA 70 EV-1 East Valley** was established by the San Bernardino County Board of Supervisors on April 23, 1996. The District is responsible for the maintenance of the Alabama Street storm drain in the Redlands Citrus Plaza area. Funding for this Improvement Zone's operation is generated through a developer buy-in charge, which was received in fiscal year 2008-09.

**CSA 70 DB-2 Big Bear** was established by an act of the County of San Bernardino Board of Supervisors on April 27, 2010. The Improvement Zone maintains a detention basin, open space and storm drain conveyances to the basin of a newly developed tract on Maple Drive in the Big Bear area. This Improvement Zone's operations are funded by an annual service charge levied on property owners within the District.

**CSA 120 North Etiwanda Preserve** was formed on July 1, 2009 as a result of Local Agency Formation Commission Resolution No. 3051. The resolution included the dissolution of CSA 70 OS-1 and OS-3. The CSA provides for the management, protection and operation of 1,202 acres of open space and mitigation property. Acreage is primarily composed of mitigated Riversidean Alluvial Fan Sage Habitat located north of Rancho Cucamonga and east of Day Creek Blvd. The CSA is primarily financed by interest income generated annually from a non-wasting endowment fund. Additional endowments are received when mitigation acreage and management responsibility is accepted by the CSA. The CSA also receives grants and other funding for operation of the open space district.

**CSA 70 TV-2 Morongo Valley** was established by an act of the County of San Bernardino Board of Supervisors on October 18, 1976 to provide nine channels of UHF television and one channel of VHF television translator service to the 38 square miles of the Morongo Valley area. This Improvement Zone provides service to approximately 2,000 households and is financed by property tax revenue.

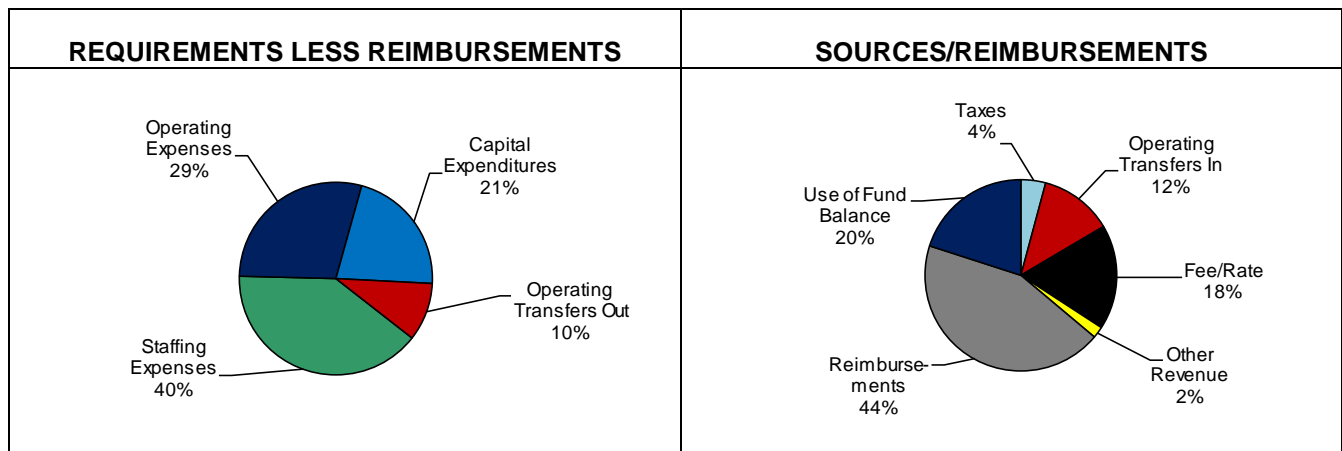


**CSA 70 TV-4 Wonder Valley** was established by an act of the County of San Bernardino Board of Supervisors on July 11, 1995 to provide eight channels of UHF television translator service broadcast from Pinto Mountain, for the direct benefit of Wonder Valley. This Improvement Zone provides service to approximately 2,000 households and is financed by a special tax of \$5 per parcel on 4,868 parcels, which funds a part-time TV production assistant for community television, and a basic community television program service.

**CSA 70 TV-5 Mesa** was established by an act of the County of San Bernardino Board of Supervisors on July 11, 1995 to provide eight channels of UHF translator service broadcast from Pinto Mountain to the 100 square mile area encompassing Copper Mesa, Desert Heights, Flamingo Heights, Landers, and Yucca Mesa. This Improvement Zone provides service to approximately 18,000 households and is financed by a special tax of \$25 per improved parcel on 6,816 parcels that was approved by voters in 1995.

**Community Facilities District (CFD 2006-1) Lytle Creek** was established by the San Bernardino County Board of Supervisors on March 13, 2007. Also, on March 13, 2007, the Board adopted an ordinance authorizing the levying of special taxes to finance the maintenance of public infrastructure. 2009-10 was the first year of the special tax levy. The CFD is responsible for the maintenance of open space and storm drain protection services in the Glen Helen area.

## 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Special Districts  
 DEPARTMENT: Special Districts  
 FUND: General Districts-Consolidated

BUDGET UNIT: Various  
 FUNCTION: Operations  
 ACTIVITY: General

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	7,637,383	7,265,992	7,607,690	7,181,410	9,512,468	8,885,538	(626,930)
Operating Expenses	3,431,632	4,383,885	4,113,579	4,243,824	7,319,155	6,445,696	(873,459)
Capital Expenditures	930,475	1,140,264	1,407,522	1,321,996	5,918,100	4,791,523	(1,126,577)
Total Exp Authority	11,999,490	12,790,141	13,128,791	12,747,230	22,749,723	20,122,757	(2,626,966)
Reimbursements	(8,611,660)	(8,530,788)	(8,289,864)	(9,122,667)	(13,357,292)	(9,753,623)	3,603,669
Total Appropriation	3,387,830	4,259,353	4,838,927	3,624,563	9,392,431	10,369,134	976,703
Operating Transfers Out	53,000	515,600	1,148,963	454,972	723,221	2,172,243	1,449,022
Total Requirements	3,440,830	4,774,953	5,987,890	4,079,535	10,115,652	12,541,377	2,425,725
<b>Sources</b>							
Taxes	927,580	923,773	949,017	937,364	907,307	929,191	21,884
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	18,996	220,131	20,690	30,715	36,634	45,379	8,745
Fee/Rate	1,705,841	2,173,503	2,143,433	2,022,409	4,780,806	3,935,721	(845,085)
Other Revenue	818,097	582,092	268,269	396,166	449,398	434,839	(14,559)
Total Revenue	3,470,514	3,899,499	3,381,409	3,386,654	6,174,145	5,345,130	(829,015)
Operating Transfers In	1,211,795	1,856,365	4,727,900	1,617,182	1,320,436	2,741,543	1,421,107
Total Financing Sources	4,682,309	5,755,864	8,109,309	5,003,836	7,494,581	8,086,673	592,092
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(1,241,479)	(980,911)	(2,121,419)	(924,301)	2,621,071	4,454,704	1,833,633
Available Reserves					9,283,690	8,374,358	(909,332)
Total Fund Balance					11,904,761	12,829,062	924,301
Budgeted Staffing*	108	98	94	97	97	98	1

\*Data represents modified budgeted staffing

## DETAIL OF 2015-16 RECOMMENDED BUDGET

2015-16					
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
CSA 40 Elephant Mountain (Fund SIS)	434,788	366,843	67,945	975,286	1
CSA 70 Countywide (Fund SKV)	11,082,266	6,658,282	4,423,984	3,436,197	97
CSA 70 D-1 Lake Arrowhead (Fund SLA)	530,293	545,214	(14,921)	1,671,803	0
CSA 70 DB-1 Bloomington (Fund SLB)	56,533	45,891	10,642	78,252	0
CSA 70 EV-1 East Valley (Fund SFC)	27,707	742	26,965	165,120	0
CSA 70 DB-2 Big Bear (Fund EIB)	13,829	17,314	(3,485)	71,174	0
CSA 70 TV-2 Morongo Valley (Fund SLD)	83,643	147,589	(63,946)	915,526	0
CSA 70 TV-4 Wonder Valley (Fund SLF)	29,602	27,825	1,777	116,025	0
CSA 70 TV-5 Mesa (Fund SLE)	192,130	182,913	9,217	541,941	0
CFD 2006-1 Lytle Creek (Fund CXI)	30,986	32,463	(1,477)	386,006	0
CSA 120 North Etiwanda Preserve (Fund SOH)	59,600	61,597	(1,997)	17,028	0
Total Special Revenue Funds	12,541,377	8,086,673	4,454,704	8,374,358	98

**CSA 40 Elephant Mountain** – Requirements of \$434,788 include staffing expenses that fund 1 regular position; operating expenses for television translator services operations and maintenance; travel/training costs; transfers for allocated indirect costs; and operating transfers out for capital improvement projects. Sources of \$366,843 are





primarily from property taxes and other revenue. Fund balance of \$1.0 million is available to support future operations and one-time use for capital expenditures.

**CSA 70 Countywide** – Requirements of \$11.1 million include staffing expenses that fund 97 positions including 90 regular and 7 limited-term positions; operating expenses for department-wide administrative support services; transfers for shared positions with other departments; vehicle costs; training costs; and contract services for other County departments. Other County departments for which services are provided to include Regional Parks, Sheriff/Coroner/Public Administrator (Sheriff), Behavioral Health, Airports, and department-wide service agreements with Architecture and Engineering, and Arrowhead Regional Medical Center. Also included in requirements are capital expenditures for vehicle and equipment purchases, as well as capital improvement projects for Lake Gregory Dam, the Glen Helen Lift Station, and improvements at Mojave Narrows. Sources of \$6.7 million primarily include revenue from water and sanitation operations and maintenance for Regional Parks, Sheriff's Department, and Airports; the capital improvement projects listed above; and countywide engineering and lien administration revenues. Fund balance of \$7.9 million consists of \$3.4 million of available reserves to support future operations and a use of fund balance of \$4.5 million for one-time expenditures primarily for capital improvement projects including the purchase of a new building for the Water and Sanitation division, and a \$200,000 contribution to general reserves.

**CSA 70 D-1 Lake Arrowhead** – Requirements of \$530,293 include operating and maintenance expenses for Lake Arrowhead Dam; transfers for allocated indirect costs; and operating transfers out for capital improvement projects. Sources of \$545,214 primarily include property taxes. Fund balance of \$1.7 million is not anticipated to be used for operating expenses in this budget unit. Fund balance and excess revenue (contribution to fund balance) of \$14,921 will be set aside in available reserves to support future operations.

**CSA 70 DB-1 Bloomington** – Requirements of \$56,533 include operating and landscape maintenance expenses, and transfers for allocated indirect costs. Sources of \$45,891 are primarily from service charges. Fund balance of \$88,894 consists of available reserves to support future operations of \$78,252 and a use of fund balance of \$10,642 for ongoing operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 EV-1 East Valley** – Requirements of \$27,707 include operating expenses for maintaining storm drain protection. Sources of \$742 are for interest revenue. Fund balance of \$192,085 consists of \$165,120 in available reserves to support future operations and a use of fund balance of \$26,965 for one-time maintenance projects in as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 DB-2 Big Bear** – Requirements of \$13,829 include operating and maintenance expenses for detention basin, open space, and storm drain. Sources of \$17,314 are primarily from service charges. Fund balance of \$67,689 is not anticipated to be used for operating expenses in this budget unit. Fund balance and excess revenue (contribution to fund balance) of \$3,485 totaling \$71,174 will be set aside in available reserves to support future operations.

**CSA 70 TV-2 Morongo Valley** – Requirements of \$83,643 include operating and maintenance expenses for television translator services; and transfers for allocated indirect costs. Sources of \$147,589 are primarily from property taxes. Fund balance of \$851,580 is not anticipated to be used for operating expenses in this budget unit. Fund balance and excess revenue (contribution to fund balance) of \$63,946 totaling \$915,526 will be set aside in available reserves to support future operations.

**CSA 70 TV-4 Wonder Valley** – Requirements of \$29,602 include operating and maintenance expenses for television translator services, and transfers for allocated indirect costs. Sources of \$27,825 are primarily from a special tax. Fund balance of \$117,802 consists of \$116,025 in available reserves to support future operations and use of fund balance of \$1,777 for one-time maintenance projects as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 TV-5 Mesa** – Requirements of \$192,130 include operating and maintenance expenses for television translator services; transfers for allocated indirect costs; and capital expenditures. Sources of \$182,913 are



primarily from special taxes. Fund balance of \$551,158 consists of \$541,941 in available reserves to support future operations and use of fund balance of \$9,217 for one-time maintenance projects as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CFD 2006-1 Lytle Creek** – Requirements of \$30,986 include operating expenses for maintaining open spaces and storm drain protection, and transfers for allocated indirect costs. Sources of \$32,463 are primarily from special taxes. Fund balance of \$384,529 is not anticipated to be used for operating expenses in this budget unit. Fund balance and excess revenue (contribution to fund balance) of \$1,477 totaling \$386,006 will be set aside in available reserves to support future operations.

**CSA 120 North Etiwanda Preserve** – Requirements of \$59,600 include operating and maintenance expenses of the preserve; conservation studies; and transfers for allocated indirect costs. Sources of \$61,597 are primarily from Proposition 117 Habitat Conservation Grant, operating transfers in from interest earned on the endowment trust fund, and mitigation acceptance fees. Fund balance of \$15,031 is not anticipated to be used for operating expenses in this budget unit. Fund balance and excess revenue (contribution to fund balance) of \$1,997 totaling \$17,028 will be set aside in available reserves to support future operations.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$2.4 million due to a decrease in reimbursements of \$3.6 million as a result of a reduction in fixed asset transfers in, and decreases in staffing expenses, operating expenses, and capital expenditures. Sources are increasing by \$592,092 due to an increase in operating transfers in for the Lake Gregory Dam capital improvement project funded by the County General Fund.

## ANALYSIS OF FUND BALANCE

Fund balance of \$12.8 million consists of \$8.4 million in available reserves and the use of fund balance of \$4.5 million primarily to fund one-time capital expenditures. Contributions to fund balance in prior fiscal years were primarily contributed to fund multi-year capital improvement projects in future years. Other uses of fund balance in CSA's where services are funded by property taxes is primarily due to requirements exceeding sources and the level of service provided is dictated by the amount of available revenue. The use of fund balance in CSA's where services are funded by service charges or special taxes is primarily due to fund balance exceeding the Department's required 25% reserve threshold and is used until such time that reserves are reduced to the required threshold.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Administration	25	3	-4	2	26	3	23
Regional Operations	9	0	-1	1	9	0	9
Water/Sanitation Operations	63	3	0	-3	63	3	60
Total	97	6	-5	0	98	6	92

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$8.9 million fund 98 budgeted positions of which 92 are regular positions and 6 are limited term positions. Staffing changes reflect an increase of 1 regular net budgeted position.

Additions include: (1) Principal Administrative Analyst, (1) Division Manager, Operations (3) BG Public Service Employee and (1) PSE-WAS Supervisor.

Deletions include: (1) BG Regional Manager, (1) BG Office Assistant II, (1) BG Principal Budget Officer, (1) BG Public Service Employee and (1) BG Deputy Director.



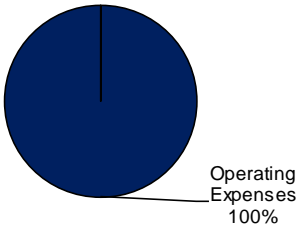
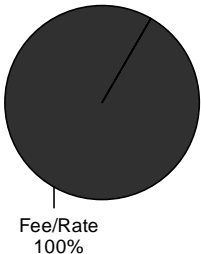
## CSA 70 HL Havasu Lake Enterprise Fund

### DESCRIPTION OF MAJOR SERVICES

County Service Area (CSA) 70, Zone HL was established by an act of the County of San Bernardino Board of Supervisors on April 1, 1990 to provide refuse collection services within the community of Havasu Lake. The CSA is funded by annual service charges assessed on property and collected through annual property taxes.

Budget at a Glance	
Requirements Less Reimbursements	\$75,215
Sources/Reimbursements	\$77,202
Use of / (Contribution To) Net Position**	(\$1,987)
Total Staff	0

### 2015-16 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
 <p>Operating Expenses 100%</p>	 <p>Fee/Rate 100%</p>

\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Special Districts  
DEPARTMENT: Special Districts  
FUND: CSA70 HL Havasu Lake

BUDGET UNIT: EJA 487  
FUNCTION: Operations  
ACTIVITY: General

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	60,870	65,088	64,942	64,820	68,226	75,215	6,989
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	60,870	65,088	64,942	64,820	68,226	75,215	6,989
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	60,870	65,088	64,942	64,820	68,226	75,215	6,989
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	60,870	65,088	64,942	64,820	68,226	75,215	6,989
<b>Sources</b>							
Taxes	1,242	357	909	1,308	762	909	147
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	63,046	69,491	71,738	70,261	76,393	76,293	(100)
Other Revenue	39	144	51	67	47	0	(47)
Total Revenue	64,327	69,992	72,698	71,636	77,202	77,202	0
Operating Transfers In	2,000	750	0	0	0	0	0
Total Sources	66,327	70,742	72,698	71,636	77,202	77,202	0
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	(5,457)	(5,654)	(7,756)	(6,816)	(8,976)	(1,987)	6,989
Est. Net Position Available					26,762	26,589	(173)
Total Net Position					17,786	24,602	6,816
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Major expenditures of \$75,215 include operating expenses to fund refuse services. Major revenue sources of \$77,202 primarily include user service charges.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$6,989 due to changes in professional and specialized services costs. There are no significant changes in sources.

## ANALYSIS OF NET POSITION

For 2015-16 CSA 70 Zone HL's budget has a beginning net position of \$23,335 and available reserves of \$25,322, which reflects a contribution to net position of \$1,987. Net position supports the Department's policy of maintaining a minimum of 25% operating capital to support operations.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## Park Districts Special Revenue Funds – Consolidated

### DESCRIPTION OF MAJOR SERVICES

Special Districts Department provides for the management, funding, and maintenance of parks throughout the County Service Areas (CSA). Revenue is received through property taxes, state aid, federal aid and service charges.

#### Budget at a Glance

Requirements Less Reimbursements	\$2,580,885
Sources/Reimbursements	\$2,431,444
Use of/ (Contribution to) Fund Balance	\$149,441
Total Staff	23

**CSA 20 Joshua Tree** was established by an act of the County of San Bernardino Board of Supervisors on June 1, 1964. Resolution 1993-22 consolidated the services of fire with streetlighting, park and recreation. This park CSA provides funding for four parks, three ball fields, one recreation center building, a water playground, a skateboard park, and a 12,000 sq. ft. community center. This park CSA also provides maintenance for approximately 297 streetlights. Funding of this District is derived from property taxes and a \$30 improved parcel and \$10 unimproved parcel service charge. Currently there are approximately 4,396 improved parcels and 5,546 unimproved parcels.

**CSA 29 Lucerne Valley** was established by an act of the County of San Bernardino Board of Supervisors on December 30, 1964. The park CSA provides park and recreation services, a cemetery, television translators, and streetlighting to the community of Lucerne Valley. The park CSA serves approximately 3,000 residents and provides an equestrian center for local horse groups and for events. Services are funded primarily by property taxes.

**CSA 42 Oro Grande** was established by an act of the County of San Bernardino Board of Supervisors on December 27, 1965 to provide water, sewer, park, refuse collection, and streetlighting services to the community of Oro Grande. This park CSA serves approximately 123 residences. In 2009-10 the District consolidated park and streetlight services to increase operational efficiencies and reduce administrative activities. The park CSA funds the operation and maintenance of 40 streetlights. Services are funded by property taxes, park program fees, and other miscellaneous revenue.

**CSA 56 Wrightwood** was established by an act of the County of San Bernardino Board of Supervisors on September 19, 1966 to provide park and recreation services along with one community center and one senior center. The community of Wrightwood provides various park and recreation activities for approximately 3,000 users. Services are funded primarily by property taxes.

**CSA 63 Oak Glen-Yucaipa** was established by an act of the County of San Bernardino Board of Supervisors on December 18, 1967 to maintain a 19-acre park site which contains a historical schoolhouse, tennis court, playground, picnic area and paved parking lot for unincorporated areas in Yucaipa and Oak Glen. This park CSA is located 4 miles northeast of Yucaipa and serves approximately 10,000 park visitors annually. Services are funded primarily by property taxes.

**CSA 70 M Wonder Valley** is located ten miles east of Twenty-Nine Palms and was established by an act of the County of San Bernardino Board of Supervisors on July 1, 1991 to provide park services to the community of Wonder Valley. This park improvement zone is funded by a \$10 per parcel, per year service charge levied on 4,658 parcels.

**CSA 70 P-6 El Mirage** was established by an act of the County of San Bernardino Board of Supervisors on October 15, 1990. This park improvement zone provides park and recreation services for approximately 3,710 users through a special tax of \$9.00 per parcel, per year billed on 3,538 parcels.

**CSA 70 P-8 Fontana** was established by an act of the County of San Bernardino Board of Supervisors and a service charge of \$394 per parcel for the first year was approved on July 13, 1993, to provide park maintenance and streetlighting services for Tract 15305 in an unincorporated area east of Fontana. The property that had been maintained has been sold and the maintenance and streetlighting costs will be minimal.



**CSA 70 P-10 Mentone** was established by an act of the County of San Bernardino Board of Supervisors on November 28, 1995 to provide park maintenance, landscaping, and streetlighting services. There are 28 streetlights in the District. The park improvement zone is funded by a service charge with a maximum charge of \$500 per parcel, per year. The 2015-16 service charge is \$500 per parcel and will be levied on 128 residential properties.

**CSA 70 P-12 Montclair** was established by an act of the County of San Bernardino Board of Supervisors on February 7, 2006 and voters approved a \$700 per parcel, per year service charge with a 1.5% inflationary increase to provide landscaping, graffiti removal, block wall maintenance, and streetlighting services to Tract 17509 in the Montclair area. The service charge for 2015-16 is \$731.98 per parcel and will be levied on 37 parcels.

**CSA 70 P-13 El Rancho Verde** was established by an act of the County of San Bernardino Board of Supervisors and on August 1, 2006 to provide landscape improvements to the Riverside Avenue median in the unincorporated area of El Rancho Verde. A \$142.65 per parcel, per year service charge for 509 parcels, approved by property owners in the improvement zone, covers ongoing maintenance costs associated with landscape improvements.

**CSA 70 P-14 Mentone** was established by an act of the County of San Bernardino Board of Supervisors on December 19, 2006 to provide landscape maintenance, streetlighting services and a detention basin to Tract 16602 in the Mentone area. A per parcel service charge with a 2.5% inflationary increase was approved on July 10, 2007. The 2015-16 service charge of \$350 will be levied on 108 parcels.

**CSA 70 P-16 Eagle Crest** was established by an act of the County of San Bernardino Board of Supervisors on January 23, 2007 to provide landscape maintenance and streetlighting services to Tract 16756 in the Mentone area. A per parcel service charge with a 2.5% inflationary increase was approved to fund the services provided by this District. The 2015-16 service charge of \$407.65 will be levied on 44 parcels.

**CSA 70 P-17 Bloomington** was established to provide landscape maintenance services and a detention basin to Tract 17395. A per parcel service charge with a 2.5% inflationary increase was approved to fund the services provided to this District. No service charge is being levied for 2015-16.

**CSA 70 P-18 Randall Crossings** was established on July 9, 2013 by an act of the County of San Bernardino Board of Supervisors for the purpose of drainage and landscaping for Tract No. 18822 (Randall Crossings). This zone will be responsible for maintaining two catch basins, one 12" pipe and a drainage swale with landscaping. The 2015-16 property based charge will be \$630.38 per parcel per year with an annual 2.5% inflationary increase.

**CSA 70 P-19 Gregory Crossings** was established on September 24, 2013 by an act of the County of San Bernardino Board of Supervisors for the purpose of landscaping and detention basin maintenance for Tract No. 18659 (Gregory Crossings). This zone will be responsible for maintaining a 600 foot, 72 inch culvert pipe, drain and 14,579 square feet of landscaping. The 2015-16 property based charge will be \$1,353 per year with an annual 2.5% inflationary increase per parcel.

**CSA 70 P-20 Mulberry Heights** was established on January 14, 2014 by an act of the County of San Bernardino Board of Supervisors for the purpose of landscaping and drainage maintenance of Tract No. 16753 (Mulberry Heights) in the Fontana area. This zone will be responsible for maintaining 5,385 square feet of landscaping and one 72" corrugated metal perforated pipe. The 2015-16 property based rate will be \$1,076.25 with an annual inflationary increase of 2.5% per parcel.

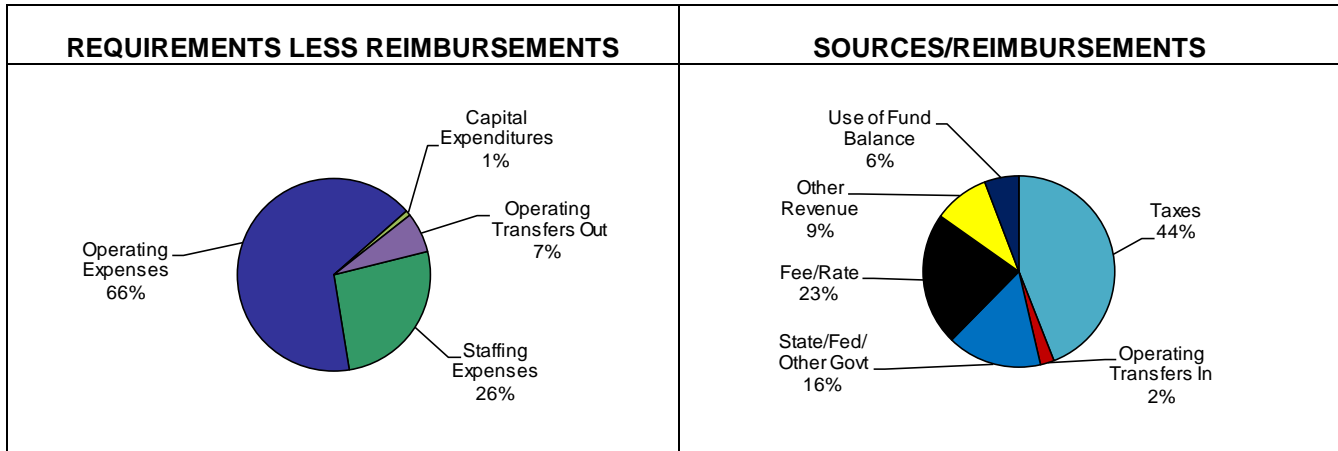
**CSA 70 W Hinkley** was established by an act of the County of San Bernardino Board of Supervisors on April 30, 1973, to provide park services and a community center to the community of Hinkley. The park improvement zone serves approximately 5,000 community residents and is funded by property taxes.





**CSA 82 Searles Valley** was established by an act of the County of San Bernardino Board of Supervisors on June 28, 1976. Located in the Northwest corner of the County, this budget represents maintenance costs for the roadside park in Searles Valley. This park CSA serves approximately 800 park users. The park CSA is primarily funded by revenues from CSA 82, Sanitation District (EFY-495).

## 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Special Districts  
 DEPARTMENT: Special Districts  
 FUND: Park Districts - Consolidated

BUDGET UNIT: Various  
 FUNCTION: Operations  
 ACTIVITY: Park

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	614,254	566,682	628,615	568,615	721,764	679,686	(42,078)
Operating Expenses	1,332,119	1,344,828	1,311,177	1,645,407	1,760,286	1,705,163	(55,123)
Capital Expenditures	31,141	3,882	0	43,508	137,240	22,500	(114,740)
Total Exp Authority	1,977,514	1,915,392	1,939,792	2,257,530	2,619,290	2,407,349	(211,941)
Reimbursements	0	(95,000)	0	0	0	0	0
Total Appropriation	1,977,514	1,820,392	1,939,792	2,257,530	2,619,290	2,407,349	(211,941)
Operating Transfers Out	412,491	122,563	394,569	54,317	237,606	173,536	(64,070)
Total Requirements	2,390,005	1,942,955	2,334,361	2,311,847	2,856,896	2,580,885	(276,011)
<b>Sources</b>							
Taxes	1,108,238	1,073,095	1,066,341	1,119,687	1,127,241	1,136,826	9,585
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	14,112	73,040	11,783	11,915	213,013	411,954	198,941
Fee/Rate	519,669	512,809	542,930	561,014	589,872	580,198	(9,674)
Other Revenue	237,429	214,508	390,419	163,195	211,364	242,453	31,089
Total Revenue	1,879,448	1,873,452	2,011,473	1,855,811	2,141,490	2,371,431	229,941
Operating Transfers In	69,146	80,046	25,046	125,289	131,924	60,013	(71,911)
Total Financing Sources	1,948,594	1,953,498	2,036,519	1,981,100	2,273,414	2,431,444	158,030
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	441,411	(10,543)	297,841	330,747	583,482	149,441	(434,041)
Available Reserves					891,606	994,900	103,294
Total Fund Balance					1,475,088	1,144,341	(330,747)
Budgeted Staffing*	30	26	22	23	23	23	0

\*Data represents modified budgeted staffing



## DETAIL OF 2015-16 RECOMMENDED BUDGET

	2015-16				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b><u>Special Revenue Funds</u></b>					
CSA 20 Joshua Tree (Fund SGD)	1,012,001	1,182,854	(170,853)	170,853	9
CSA 29 Lucerne Valley (Fund SGG)	620,143	523,177	96,966	37,359	5
CSA 42 Oro Grande (Fund SIV)	41,466	39,759	1,707	32	1
CSA 56 Wrightwood (Fund SKD)	194,708	149,579	45,129	46,657	3
CSA 63 Oak Glen-Yucaipa (Fund SKM)	144,943	110,286	34,657	295,016	3
CSA 70 M Wonder Valley (Fund SYR)	71,320	60,651	10,669	9,715	1
CSA 70 P-6 El Mirage (Fund SYP)	78,952	73,502	5,450	3,483	1
CSA 70 P-8 Fontana (Fund SMK)	21,144	4,527	16,617	32,580	0
CSA 70 P-10 Mentone (Fund RGT)	68,604	48,416	20,188	21,414	0
CSA 70 P-12 Montclair (Fund SLL)	33,883	27,360	6,523	75,948	0
CSA 70 P-13 El Rancho Verde (Fund SLU)	89,857	74,840	15,017	45,267	0
CSA 70 P-14 Mentone (Fund RCZ)	64,240	38,606	25,634	177,451	0
CSA 70 P-16 Eagle Crest (Fund RWZ)	25,624	16,339	9,285	48,425	0
CSA 70 P-18 Randall Crossings (Fund SMQ)	16,154	12,012	4,142	7,685	0
CSA 70 P-19 Gregory Crossings (Fund SMR)	22,326	9,915	12,411	0	0
CSA 70 P-20 Mulberry Heights (Fund SMT)	22,091	21,100	991	12,882	0
CSA 70 W Hinkley (Fund SLT)	24,511	13,419	11,092	1,195	0
CSA 82 Searles Valley (Fund SOZ)	28,918	25,102	3,816	8,938	0
Total Special Revenue Funds	2,580,885	2,431,444	149,441	994,900	23

**CSA 20 Joshua Tree** – Requirements of \$1.0 million include staffing expenses to fund 9 positions of which 5 are regular and 4 are limited-term positions; expenses for park and streetlight operations and maintenance; transfers for allocated indirect costs; capital expenditures for various park improvement projects, and operating transfers out to the Desert View Conservation project. Sources of \$1.2 million are primarily from property taxes, special assessments, grant revenue, and other revenue for various park services and concessions. There is no fund balance or available reserves for 2015-16. The Department will continue to pursue reductions in expenses in order to increase fund balance to the Department's required 25% reserve threshold.

**CSA 29 Lucerne Valley** – Requirements of \$620,143 include staffing expenses to fund 5 positions of which 2 are regular and 3 are a limited-term positions; expenses for park operations and maintenance costs; and transfers for allocated indirect costs. Sources of \$523,177 are primarily from property taxes, cemetery fees, and fees for park services. Fund balance of \$134,325 consists of \$37,359 in available reserves to support future operations and a use of fund balance of \$96,966 primarily for one-time capital expenditures for park improvement projects. The Department will continue to pursue reductions in expenses in order to increase fund balance to the Department's required 25% reserve threshold.

**CSA 42 Oro Grande** – Requirements of \$41,466 includes staffing expenses for 1 limited-term position; expenses for park operations; and transfers for allocated indirect costs. Sources of \$39,759 are primarily from property taxes and operating transfers in from CSA 70 Countywide to support operations pending a Redevelopment





Agency settlement for increased share of property taxes. Fund balance of \$1,739 consists of \$32 in available reserves and a use of fund balance of \$1,707 for current operations. The Department will continue to pursue reductions in expenses in order to increase fund balance to the Department's required 25% reserve threshold.

**CSA 56 Wrightwood** – Requirements of \$194,708 include staffing expenses for 3 limited-term positions; expenses for park operations and maintenance; and transfers for allocated indirect costs. Sources of \$149,579 include property taxes, rents, concessions, and interest. Fund balance of \$91,786 consists of \$46,657 in available reserves to support future park improvement projects and a use of fund balance of \$45,129 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 63 Oak Glen-Yucaipa** – Requirements of \$144,943 include staffing expenses to fund 3 limited-term positions; expenses for park operations and maintenance; and transfers for allocated indirect costs. Sources of \$110,286 are primarily from property taxes. Fund balance of \$329,673 consists of \$295,016 in available reserves to support future park improvement projects and a use of fund balance of \$34,657 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 M Wonder Valley** – Requirements of \$71,320 include staffing expenses for 1 limited-term position; expenses for park operations and maintenance; and transfers for allocated indirect costs. Sources of \$60,651 are primarily from special assessments, rents and concessions. Fund balance of \$20,384 consists of \$9,715 in available reserves to support future park improvement projects and a use of fund balance of \$10,669 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 P-6 El Mirage** – Requirements of \$78,952 include staffing expenses for 1 limited-term position; expenses for park operations and maintenance; and transfers for allocated indirect costs. Sources of \$73,502 are primarily from special taxes. Fund balance of \$8,933 consists of \$3,483 in available reserves to support future park improvement projects and a use of fund balance of \$5,450 for one-time capital expenditures for a park improvement project. The Department will continue to pursue reductions in expenses in order to increase fund balance to the Department's required 25% reserve threshold.

**CSA 70 P-8 Fontana** – Requirements of \$21,144 include expenses for park operations and maintenance; and transfers for allocated indirect costs. Sources of \$4,527 are revenues from interest. Fund balance of \$49,197 consists of \$32,580 in available reserves and a use of fund balance of \$16,617 for ongoing operations. The property has been sold and the associated maintenance and streetlighting costs will be minimal. The service charge has been eliminated and any costs incurred will be funded by the fund balance.

**CSA 70 P-10 Mentone** – Requirements of \$68,604 include expenses for park operations and maintenance; and transfers for allocated indirect costs. Sources of \$48,416 are primarily from service charges. Fund balance of \$41,602 consists of \$21,414 in available reserves to support future operations and a use of fund balance of \$20,188 for current operations as the amount of available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 P-12 Montclair** – Requirements of \$33,883 include operating expenses for park operations and maintenance; and transfers for allocated indirect costs. Sources of \$27,360 are primarily from service charges. Fund balance of \$82,471 consists of \$75,948 in available reserve to support future park improvement projects and a use of fund balance of \$6,523 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 P-13 El Rancho Verde** – Requirements of \$89,857 include: operating expenses for maintenance; and transfers for allocated indirect costs. Sources of \$74,840 are primarily from service charges. Fund balance of \$60,284 consists of \$45,267 in available reserves to support future operations and a use of fund balance of \$15,017 for current operations as the available fund balance exceeds the Department's required 25% reserve threshold.



**CSA 70 P-14 Mentone** – Requirements of \$64,240 include: expenses for maintenance; and transfers for allocated indirect costs. Sources of \$38,606 are primarily from service charges. Fund balance of \$203,085 consists of \$177,451 in available reserves to support future operations and a use of fund balance of \$25,634 for current operations as the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 P-16 Eagle Crest** – Requirements of \$25,624 include: expenses for maintenance; and transfers for allocated indirect costs. Sources of \$16,339 are primarily from service charges. Fund balance of \$57,710 consists of \$48,425 in available reserves to support future operations and a use of fund balance of \$9,285 for current operations as the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 P-18 Randall Crossings** – Requirements of \$16,154 include: expenses for maintenance; and transfers for allocated indirect costs. Sources of \$12,012 are primarily from service charges. Fund Balance of \$11,827 consists of \$7,685 in available reserves to support future operations and a use of fund balance of \$4,142 for current operations as the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 P-19 Gregory Crossings** – Requirements of \$22,326 include operating expenses, maintenance, and transfers for allocated indirect costs. Sources of \$9,915 are primarily from service charges. Fund balance of \$12,411 funds operations. The Department will continue to pursue reductions in expenses in order to increase fund balance to the Department's required 25% reserve threshold.

**CSA 70 P-20 Mulberry Heights** – Requirements of \$22,091 include operating expenses, maintenance, and transfers for allocated indirect costs. Sources of \$21,100 are primarily from service charges. Fund balance of \$13,873 consists of \$12,882 in available reserves to support future park improvement projects and a use of fund balance of \$991 for current operations as the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 W Hinkley** – Requirements of \$24,511 include operating expenses, maintenance, and transfers for allocated indirect costs. Sources of \$13,419 are primarily from property taxes and an operating transfer in from CSA 70 Countywide to augment operations due to a reduction in property taxes. Fund balance \$12,287 consists of \$1,195 in available reserves and a use of fund balance of \$11,092 for current operations. The Department will continue to pursue reductions in expenses in order to increase fund balance to the Department's required 25% reserve threshold.

**CSA 82 Searles Valley** – Requirements of \$28,918 include: expenses for park operations; and transfers for allocated indirect costs. Sources of \$25,102 are primarily from an annual operating transfer in from CSA 82 Searles Valley Sanitation District. Fund balance of \$12,754 consists of \$8,938 in available reserves to support future park improvement projects and a use of fund balance of \$3,816 for current operations as the available fund balance exceeds the Department's required 25% reserve threshold.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$276,011 primarily due to a reduction of capital expenditures. Sources are increasing by \$158,030 primarily due to an increase in federal aid to fund conservation area improvements.

## ANALYSIS OF FUND BALANCE

Fund balance of \$973,488 consists of \$824,047 in available reserves to fund future operations and a use of fund balance of \$149,441 to support current operations. The use of fund balance in CSA's where services are funded by property taxes is primarily due to requirements exceeding sources and the level of service provided is dictated by the amount of available revenue. The use of fund balance in CSA's where services are funded by service charges or special taxes is primarily due to fund balance exceeding the Department's required 25% reserve threshold and is used until such time that reserves are reduced to the required threshold.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Regional Operations	23	0	0	0	23	16	7
Total	23	0	0	0	23	16	7

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$679,686 fund 23 budgeted positions of which 7 are regular positions and 16 are limited term positions. There are no staffing changes for 2015-16.



## Big Bear Valley Recreation and Park District Big Bear Alpine Zoo

### DESCRIPTION OF MAJOR SERVICES

Special Districts Department provides for the management, funding, and maintenance of Big Bear Valley Recreation and Park District and Big Bear Alpine Zoo. Revenue is received through property taxes, state aid, federal aid, service charges, and fees for park services.

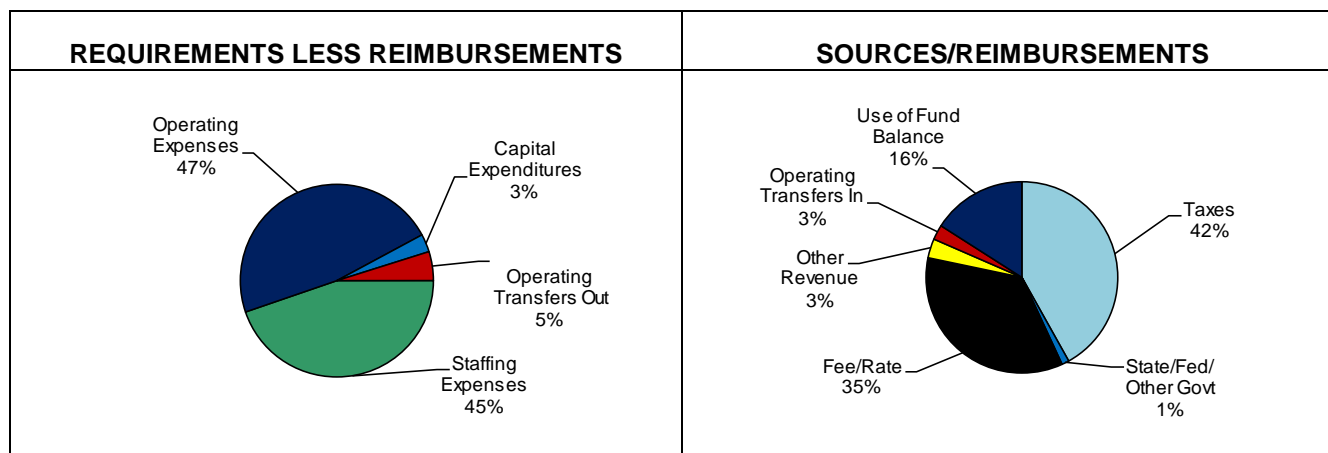
#### Budget at a Glance

Requirements Less Reimbursements	\$3,991,302
Sources/Reimbursements	\$3,354,840
Use of/ (Contribution to) Fund Balance	\$636,462
Total Staff	57

**The Big Bear Valley Recreation and Park District** was established by an act of the County of San Bernardino Board of Supervisors on April 23, 1934. The District currently maintains 7 developed parks, 2 undeveloped parks, several community buildings including the Big Bear Valley Senior Center, 3 ball fields, and a swim beach. The District serves approximately 60,000 park users and is funded by property taxes and park service fees.

**The Big Bear Alpine Zoo** is managed and funded by the Big Bear Valley Recreation and Park District and operates on 2.5 acres in the Moonridge area of Big Bear Valley. The zoo is open year round for visitors to see alpine species on exhibit. The zoo receives approximately 99,600 visitors annually and is funded by property taxes and park service fees.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Special Districts  
DEPARTMENT: Special Districts  
FUND: Big Bear Recreation and Park District

BUDGET UNIT: Various  
FUNCTION: Operations  
ACTIVITY: Park

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,377,367	1,304,460	1,351,129	1,157,745	1,758,045	1,785,368	27,323
Operating Expenses	1,702,868	1,373,596	1,674,140	1,807,214	1,961,870	1,892,032	(69,838)
Capital Expenditures	100,767	(10,191)	40,418	112,000	122,000	120,000	(2,000)
Total Exp Authority	3,181,002	2,667,865	3,065,687	3,076,959	3,841,915	3,797,400	(44,515)
Reimbursements	(41,003)	(41,003)	(41,500)	(41,500)	(41,500)	0	41,500
Total Appropriation	3,139,999	2,626,862	3,024,187	3,035,459	3,800,415	3,797,400	(3,015)
Operating Transfers Out	130,000	545,412	100,000	224,800	224,800	193,902	(30,898)
Total Requirements	3,269,999	3,172,274	3,124,187	3,260,259	4,025,215	3,991,302	(33,913)
<b>Sources</b>							
Taxes	1,764,319	1,835,901	1,822,972	1,697,782	1,662,934	1,672,090	9,156
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	92,564	64,346	41,881	52,797	56,098	48,797	(7,301)
Fee/Rate	1,029,405	1,071,336	1,053,983	1,193,502	1,232,445	1,404,341	171,896
Other Revenue	173,865	395,571	258,525	468,881	98,611	129,612	31,001
Total Revenue	3,060,153	3,367,154	3,177,361	3,412,962	3,050,088	3,254,840	204,752
Operating Transfers In	243,149	208,000	175,532	183,600	183,600	100,000	(83,600)
Total Financing Sources	3,303,302	3,575,154	3,352,893	3,596,562	3,233,688	3,354,840	121,152
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(33,303)	(402,880)	(228,706)	(336,303)	791,527	636,462	(155,065)
Available Reserves					425,621	916,989	491,368
Total Fund Balance					1,217,148	1,553,451	336,303
Budgeted Staffing*	66	75	66	64	64	57	(7)

\*Data represents modified budgeted staffing

## DETAIL OF 2015-16 RECOMMENDED BUDGET

2015-16					
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
Big Bear Valley Recreation and Park District (SSA)	2,768,324	2,219,085	549,239	861,902	41
Big Bear Alpine Zoo (SSF)	1,222,978	1,135,755	87,223	55,087	16
Total Special Revenue Funds	3,991,302	3,354,840	636,462	916,989	57

**Big Bear Valley Recreation and Park District** – Requirements of \$2.8 million include staffing expenses to fund 41 positions of which 11 are regular positions and 30 are limited-term; operating expenses for park and facility operations and maintenance; transfers for allocated indirect costs; capital expenditures for various park improvement projects including Ranch Park improvements, Dana Park playground improvements, and the purchase of maintenance equipment; and operating transfers out of for the property tax allocation with Big Bear Alpine Zoo and to fund capital improvement projects for Paradise Park and Ranch ADA improvements.

Sources of \$2.2 million are primarily from property taxes, and fee/rate revenue from park programs, services, and concessions. Fund balance of \$1.4 million represents available reserves of \$861,902 and a use of fund balance of \$549,239 for one-time capital improvement projects expenditures of \$213,902 and \$335,337 for current operations. The District will continue to pursue reductions in expenses in order to avoid the use of fund balance.



**Big Bear Alpine Zoo**— Requirements of \$1.2 million includes staffing expenses that fund 16 positions of which include 11 regular positions and 5 limited-term positions; operating expenses for park and facility operations, maintenance, animal feed, property rental, and professional veterinary services; and transfers for allocated indirect costs.

Sources of \$1.1 million are primarily from fee/rate revenue for park admissions, park services, and concessions; operating transfers in from Big Bear Valley Recreation and Park District for property tax allocation; and interest earned on the Big Bear Alpine Zoo capital improvement project funds to assist in property rental costs until the Zoo is able to move to its new location. Fund balance of \$142,310 represents available reserves of \$55,087 and a use of fund balance of \$87,223 for current operations during the relocation of the zoo. The District will continue to pursue reductions in expenses in order to avoid the use of fund balance.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$33,913 primarily due to a reduction in transfers out for allocated indirect costs. Sources are increasing by \$121,152 primarily due to an increase in fee revenue of \$171,896 for park services.

## ANALYSIS OF FUND BALANCE

Fund balance of \$1.6 million consists of available reserves of \$916,989 to fund future operations and a use of fund balance of \$636,462 to fund operational costs and capital improvement projects that include the relocation of the Big Bear Alpine Zoo and Big Bear Park improvements. For future fiscal years, these costs will be covered by increased revenue due to recent fee changes, reducing the District's reliance on fund balance.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Regional Operations	64	0	-7	0	57	35	22
Total	64	0	-7	0	57	35	22

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.8 million fund 57 budgeted positions of which 22 are regular positions and 35 are limited term positions. Staffing changes reflect a decrease of 7 limited term positions as compared to the 2014-15 modified budget. This change has no operational impact as regular positions were created in the previous fiscal year.



## Bloomington Recreation and Park District

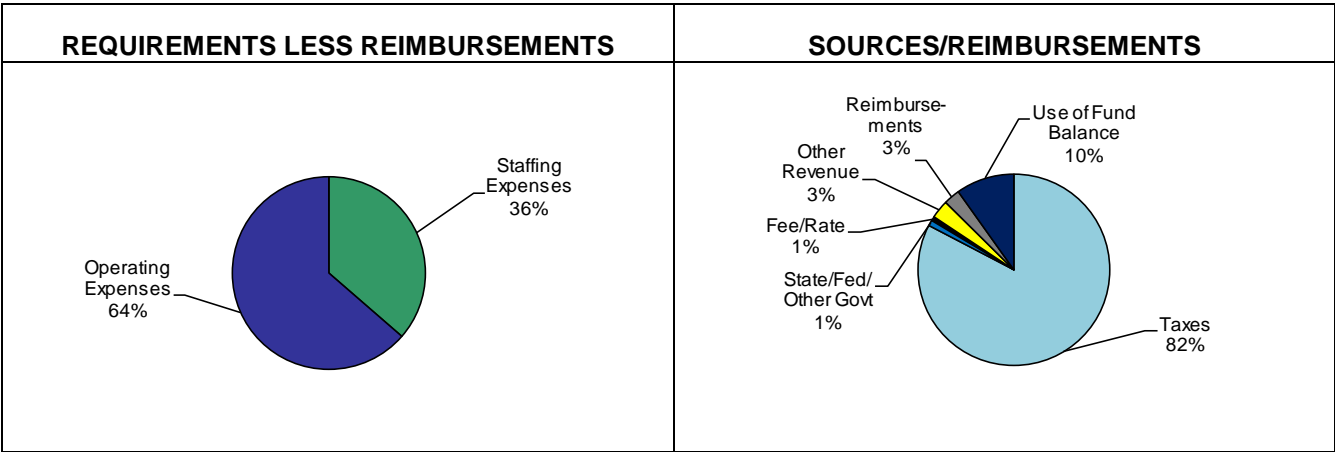
### DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of Bloomington Recreation and Park District (District). Revenue is received through property taxes, state aid, federal aid, service charges, and fees for park services.

Budget at a Glance	
Requirements Less Reimbursements	\$337,997
Sources/Reimbursements	\$304,779
Use of/ (Contribution to) Fund Balance	\$33,218
Total Staff	2

The District was established by an act of the County of San Bernardino Board of Supervisors on July 19, 1972. The District maintains 2 community parks, an equestrian arena, sports fields, and a community center.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Special Districts  
DEPARTMENT: Special Districts  
FUND: Bloomington Recreation and Park District

BUDGET UNIT: SSD  
FUNCTION: Operations  
ACTIVITY: Park

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	124,732	116,807	126,055	127,100	128,648	123,050	(5,598)
Operating Expenses	236,667	218,840	237,029	224,447	259,800	214,947	(44,853)
Capital Expenditures	6,269	11,796	0	0	0	0	0
Total Exp Authority	367,668	347,443	363,084	351,547	388,448	337,997	(50,451)
Reimbursements	(5,784)	0	0	(9,258)	(13,532)	(9,284)	4,248
Total Appropriation	361,884	347,443	363,084	342,289	374,916	328,713	(46,203)
Operating Transfers Out	60,000	8,000	50,000	290,000	0	0	0
Total Requirements	421,884	355,443	413,084	632,289	374,916	328,713	(46,203)
<b>Sources</b>							
Taxes	252,151	264,109	274,192	268,993	261,663	279,402	17,739
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	3,299	3,227	3,175	3,172	3,210	3,175	(35)
Fee/Rate	5,628	(2,297)	(2,250)	(2,297)	2,500	2,500	0
Other Revenue	16,183	10,588	26,484	5,447	10,727	10,418	(309)
Total Revenue	277,261	275,627	301,601	275,315	278,100	295,495	17,395
Operating Transfers In	0	12,000	0	360,000	92,215	0	(92,215)
Total Financing Sources	277,261	287,627	301,601	635,315	370,315	295,495	(74,820)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	144,623	67,816	111,483	(3,026)	4,601	33,218	28,617
Available Reserves					25,591	0	(25,591)
Total Fund Balance					30,192	33,218	3,026
Budgeted Staffing*	7	2	2	2	2	2	0

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Major expenditures include staffing expenses of \$123,050 to fund 2 regular positions and operational expenses of \$214,947 for park operations and maintenance costs. Major sources are primarily from tax revenue of \$279,402.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$46,203 primarily due to a decrease in the budget for non-inventoriable equipment as well as a reduction in administrative overhead charges. Sources are decreasing by \$74,820 primarily due a decrease in operating transfers in for one-time funding of a capital improvement project.

## ANALYSIS OF FUND BALANCE

Fund balance of \$33,218 supports current operations. There are no available reserves for 2015-16. Historically, use of fund balance was attributed to both ongoing and one-time operating expenses. The District will continue to pursue reductions in expenses in order to eliminate reliance on fund balance.





## 2015-16 POSITION SUMMARY

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Regional Operations	2	0	0	0	2	0	2
Total	2	0	0	0	2	0	2

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$123,050 fund 2 regular positions. There are no changes in budgeted staffing for 2015-16.



## Road Districts Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

Special Districts Department provides for the management, funding, and maintenance of road districts throughout the County offering various services from snowplowing to basic road maintenance to 40 County Service Areas (CSA) and Improvement Zones. Sources include property taxes, specialty taxes and service charges.

#### Budget at a Glance

Requirements Less Reimbursements	\$2,200,071
Sources/Reimbursements	\$2,249,375
Use of/ (Contribution to) Fund Balance**	(\$49,304)
Total Staff	1

**CSA 18 Cedarpines** was established by an act of the County of San Bernardino Board of Supervisors on July 17, 1967 to maintain 17.3 miles of paved and dirt roadways, one community center and one five-acre park. This road CSA receives property tax revenue and a \$50 per parcel service charge on approximately 3,781 parcels.

**CSA 59 Deer Lodge Park** was established by an act of the County of San Bernardino Board of Supervisors on December 19, 1966 to maintain 5 miles of paved roads. This road CSA receives property tax revenue to fund road maintenance and snow removal services. On June 7, 2011 voters approved an annual special tax of \$220 per parcel per year with a 2.5% inflationary factor for road paving and road maintenance services. The 2015-16 per parcel special tax is \$242.84, currently there are 706 parcels billed for the special tax.

**CSA 68 Valley of the Moon** was established by an act of the County of San Bernardino Board of Supervisors on December 1, 1969 to maintain 4 miles of paved roads. This road CSA receives property tax revenue to fund road maintenance and snow removal services.

**CSA 69 Lake Arrowhead Road** was established by an act of the County of San Bernardino Board of Supervisors on December 22, 1969 to maintain 4 miles of paved roads. This road CSA receives property tax revenue and a \$100 service charge levied on each of 394 parcels of land for the maintenance of roads and snow removal services.

**CSA 70 G Wrightwood Road** was established by an act of the County of San Bernardino Board of Supervisors on November 29, 1971 to maintain 7.3 miles of paved and unpaved roads. This road Improvement Zone receives property tax revenue to fund road maintenance and snow removal services. On June 3, 2003, voters approved an annual special tax of \$375 per parcel. There are 464 parcels currently billed the special tax in this Improvement Zone.

**CSA 70 M Wonder Valley** was established by an act of the County of San Bernardino Board of Supervisors on August 14, 1972 to provide road maintenance for 178.4 miles of road to the community of Wonder Valley. This road Improvement Zone is located 10 miles east of Twenty-Nine Palms and receives a \$15 service charge currently billed on 4,634 parcels of land to fund its maintenance service.

**Permanent Road Division (PRD) G-1 Wrightwood** was established by an act of the County of San Bernardino Board of Supervisors on April 18, 2006 to provide financing for a road improvement project in CSA 70, Zone G (Wrightwood).

**CSA 70 R-2 Twin Peaks** was established by an act of the County of San Bernardino Board of Supervisors on November 4, 1974 to maintain 1.5 miles of paved roads. This road Improvement Zone receives property tax revenue to fund road maintenance and snow removal services. On June 3, 2008 voters approved a special tax of \$225 per parcel, per year with a 2.5% inflationary factor increase each year thereafter. There are currently 303 parcels which will be billed the 2015-16 special tax of \$267.46 to fund road improvements and increased operating expenses.

**CSA 70 R-3 Erwin Lake** was established by an act of the County of San Bernardino Board of Supervisors on November 4, 1974 to maintain 9 miles of paved roads. This road Improvement Zone receives property tax revenue and a \$12 service charge currently billed on 1,114 parcels of land to fund road maintenance and snow removal services.



**CSA 70 R-4 Cedar Glen** was established by an act of the County of San Bernardino Board of Supervisors on September 26, 1977 to maintain 964 feet of paved roads. This road Improvement Zone receives a \$100 service charge on 26 parcels to fund road maintenance and snow removal services.

**CSA 70 R-5 Sugarloaf** was established by an act of the County of San Bernardino Board of Supervisors on March 5, 1980 to maintain 20.9 miles of paved and unpaved roads. On May 1, 2007 voters approved a special tax of \$60 per parcel, per year with a 2.5% inflationary factor. This road Improvement Zone receives a \$73.12 special tax for 2015-16 on 3,520 parcels to fund road maintenance and snow removal services.

**CSA 70 R-7 Lake Arrowhead** was established by an act of the County of San Bernardino Board of Supervisors on December 15, 1980 to maintain 965 feet of paved roads. This road Improvement Zone receives a \$700 per parcel service charge on 9 parcels to fund road maintenance and snow removal services.

**CSA 70 R-8 Riverside Terrace** located in the Chino area was established by an act of the County of San Bernardino Board of Supervisors on March 16, 1982 to maintain 1 mile of paved road. On June 5, 2007 voters approved an increase in the annual service charge from \$250 per parcel to \$350 per parcel with a 2.5% inflationary factor. The 2015-16 service charge of \$386.33 will be billed on 67 parcels to fund the road maintenance services.

**CSA 70 R-9 Rim Forest** was established by an act of the County of San Bernardino Board of Supervisors on May 9, 1983 to maintain 1 mile of paved road. This road Improvement Zone receives a \$60 per parcel, per year service charge on 140 parcels to fund road maintenance and snow removal services.

**CSA 70 R-12 Baldwin Lake** was established by an act of the County of San Bernardino Board of Supervisors on July 9, 1984 to maintain 1.62 miles of unpaved road. On August 19, 2008 voters approved an increase in the service charge from \$50 per parcel, per year to \$288 per parcel, per year with an annual 2.5% inflation increase every year thereafter. There are currently 33 parcels which will be billed the \$342.34 service charge for 2015-16 to fund road maintenance and snow removal services.

**CSA 70 R-13 Lake Arrowhead North Shore** was established by an act of the County of San Bernardino Board of Supervisors on July 9, 1984 to maintain 1.39 miles of paved roads. This road Improvement Zone receives a \$100 per parcel annual service charge on 88 parcels to fund road maintenance and snow removal services.

**CSA 70 R-15 Landers** was established by an act of the County of San Bernardino Board of Supervisors on July 9, 1984 to maintain 162 miles of unpaved roads in the community of Landers. This road Improvement Zone receives a \$20 per parcel service charge on 3,497 parcels to fund road grading and road maintenance services. CSA 70 R-15 and CSA 70 M share the cost of 1 full-time Equipment Operator I position.

**CSA 70 R-16 Running Springs** was established by an act of the County of San Bernardino Board of Supervisors on May 14, 1984 to maintain .94 miles of paved roads in the community of Running Springs. This road Improvement Zone receives a \$600 per parcel, per year special tax on 25 parcels to fund road maintenance and snow removal services.

**CSA 70 R-19 Copper Mountain** in the vicinity of 29 Palms was established by an act of the County of San Bernardino Board of Supervisors on May 19, 1986 to maintain 91.7 miles of unpaved road. This road Improvement Zone receives a \$20 per parcel, per year service charge on 2,051 parcels to fund road maintenance services.

**CSA 70 R-20 Flamingo Heights** was established by an act of the County of San Bernardino Board of Supervisors on April 7, 1986 to maintain 36.9 miles of unpaved roads. This road Improvement Zone receives a \$15 per parcel, per year service charge on 762 parcels to fund road maintenance services.

**CSA 70 R-21 Mountain View** was established by an act of the County of San Bernardino Board of Supervisors on August 17, 1987 to maintain approximately 1,290 feet of paved roads. This road Improvement Zone receives a \$90 per parcel, per year service charge on 24 parcels to fund road maintenance and snow removal services.

**CSA 70 R-22 Twin Peaks** was established by an act of the County of San Bernardino Board of Supervisors on August 21, 1989 to maintain 2 miles of paved road in the community of Twin Peaks. This road Improvement Zone receives a per parcel, per year service charge of \$100 on 187 parcels and a per parcel, per year special tax of



\$100 on 10 annexed parcels which was approved by voters on July 16, 2002 to fund road maintenance and snow removal services.

**CSA 70 R-23 Mile High Park** was established by an act of the County of San Bernardino Board of Supervisors on July 8, 1991 to maintain 1 mile of paved road. This road Improvement Zone receives an annual service charge of \$240 on each improved parcel of land and \$120 for each unimproved parcel. There are currently 58 improved parcels and 24 unimproved parcels billed to fund road maintenance and snow removal services.

**CSA 70 R-25 Lucerne Valley** was established by an act of the County of San Bernardino Board of Supervisors on August 21, 1989 to maintain .56 mile of unpaved road in the community of Lucerne Valley. This road Improvement Zone receives a \$60 per parcel, per year service charge on 18 parcels to hold in reserve in case of emergency needs.

**CSA 70 R-26 Yucca Mesa** was established by an act of the County of San Bernardino Board of Supervisors on August 21, 1989 to maintain 8.8 miles of roads. This road Improvement Zone receives a \$35 per parcel, per year service charge on 184 parcels to fund road maintenance and road grading services.

**CSA 70 R-29 Yucca Mesa** was established by an act of the County of San Bernardino Board of Supervisors on August 12, 1991 to maintain 7 miles of road. This road Improvement Zone receives a \$30 per parcel, per year service charge on 209 parcels to fund road maintenance and road grading services.

**CSA 70 R-30 Verdemont** was established by an act of the County of San Bernardino Board of Supervisors on July 1, 1991 to maintain 1 mile of unpaved road in the Devore/Glen Helen area. This road Improvement Zone receives a \$100 per parcel, per year service charge on 23 parcels to fund road maintenance and road grading services.

**CSA 70 R-31 Lytle Creek** was established by an act of the County of San Bernardino Board of Supervisors on August 12, 1991 to maintain 1.14 miles of paved road in the community of Lytle Creek. This road Improvement Zone receives a \$30 per parcel, per year service charge on 94 parcels to fund road maintenance services.

**CSA 70 R-33 Big Bear City** was established by an act of the County of San Bernardino Board of Supervisors on August 22, 1995 to maintain .76 mile of paved road on Fairway Blvd. in the City of Big Bear. This road Improvement Zone receives a \$100 per parcel, per year service charge on 97 parcels to fund road maintenance and snow removal services.

**CSA 70 R-34 Big Bear** was established by an act of the County of San Bernardino Board of Supervisors on January 11, 1994 to maintain approximately 1,026 feet of unpaved road on Alley Way in the community of Big Bear. This road Improvement Zone receives a \$100 per parcel, per year service charge on 26 parcels to fund road maintenance and snow removal services.

**CSA 70 R-35 Cedar Glen** was established by an act of the County of San Bernardino Board of Supervisors on July 12, 1994 to maintain approximately 745 feet of paved road. This road Improvement Zone receives a \$150 per parcel, per year service charge on 17 parcels to fund road maintenance and snow removal services.

**CSA 70 R-36 Pan Springs** was established by an act of the County of San Bernardino Board of Supervisors on July 12, 1994 to maintain .77 mile of paved road near Big Bear Airport. This road Improvement Zone receives a \$100 per parcel, per year service charge on 90 parcels to fund road maintenance and snow removal services.

**CSA 70 R-39 Highland Estates** was established by the County of San Bernardino Board of Supervisors on January 03, 2001 to maintain 3.7 miles of paved roads. This road Improvement Zone receives a \$405 per parcel, per year service charge on 177 parcels of land to fund road maintenance services.

**CSA 70 R-40 Upper No. Bay, Lake Arrowhead** was approved by the County of San Bernardino Board of Supervisors on March 20, 2001 to maintain approximately 0.5 miles of the paved Upper North Bay access road for residents in the Blue Jay area of Lake Arrowhead. This road Improvement Zone receives a \$500 per parcel, per year special tax on 35 parcels to fund road maintenance and snow removal services.



**CSA 70 R-41 Quail Summit** was approved by the County of San Bernardino Board of Supervisors on January 29, 2002 to maintain approximately 1.23 miles of paved road and 11 streetlights in the Quail Summit tract in Oak Hills. On March 26, 2002 voters approved an annual service charge of \$166 per parcel, per year with an annual inflationary increase of 1.5% every year thereafter. The service charge for 2015-16 is \$189.79 which will be billed on 33 parcels to fund road maintenance and streetlight costs.

**CSA 70 R-42 Windy Pass** was approved by the County of San Bernardino Board of Supervisors on September 11, 2002 to maintain approximately 2.15 miles of paved roadway in the Barstow Heights area. On July 16, 2002 voters approved a special tax, of \$750 per parcel, per year, currently billed on 60 parcels, to fund road paving and maintenance services.

**CSA 70 R-44 Saw Pit Canyon** was established through voter approval on August 16, 2005. This road Improvement Zone was formed to provide road improvement and maintenance, including: several large culverts; headwall installations and maintenance; land slide restoration; snow removal; and road grading services. This Improvement Zone receives a \$1,000 per parcel, per year special tax on 11 parcels. This road Improvement Zone consists of 1.14 miles of road which includes Ascension Road, Ascension Court, and Alder Glen Road in the Sawpit Canyon area of Cedar Pines Park.

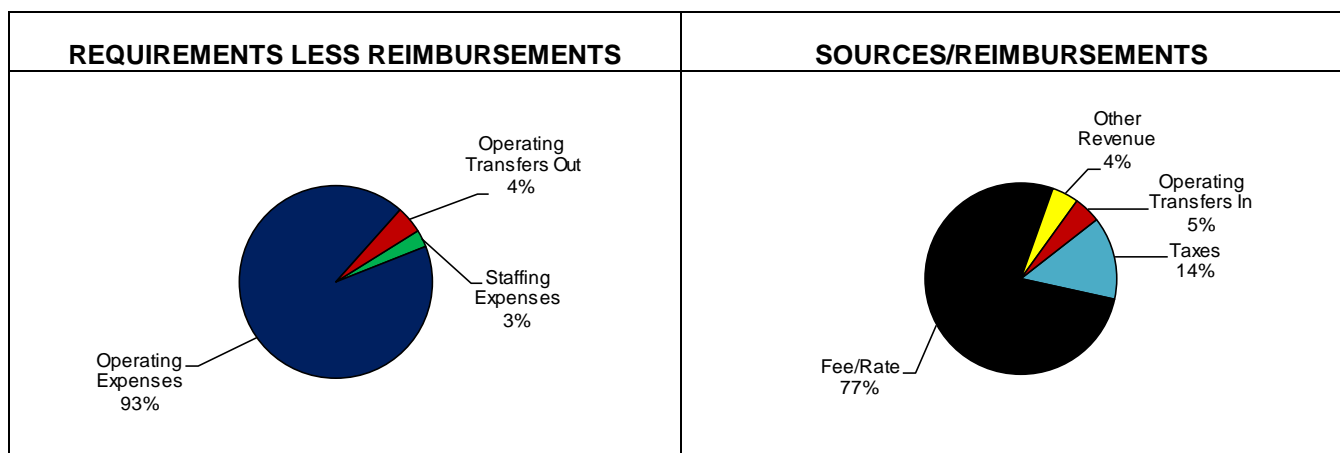
**CSA 70 R-45 Erwin Lake** was approved by the County of San Bernardino Board of Supervisors on August 18, 2009, to maintain approximately .72 miles of dirt road in the Erwin Lake area on the east end of Big Bear Valley. The service charge for 2015-16 is \$176.61 which will be billed on 58 parcels to fund road maintenance and snow removal services.

**CSA 70 R-46 So. Fairway Drive** was established through voter approval on August 10, 2010 to assess a \$325 per parcel per year special tax with a 2.5% inflationary factor each year thereafter. The 2015-16 special tax of \$358.75 on 17 parcels will fund road maintenance, snow removal, and road grading services. This road Improvement Zone will include South Fairway Drive in the unincorporated area of Lake Arrowhead.

**CSA 70 R-47 Rocky Point** was established on September 10, 2013 by an act of The San Bernardino County of Supervisors. The 2015-16 service charge will be \$256.25 per parcel with an annual 2.5% inflationary factor for road maintenance services, road paving, and snow removal services.

**CSA 79 R-1 Green Valley Lake** was established by an act of the County of San Bernardino Board of Supervisors on September 14, 1993 to maintain approximately .65 mile of paved road in "The Meadow" area of Green Valley Lake. On August 7, 2007, voters approved a \$325 per parcel, per year special tax with a 2.5% inflationary factor each year thereafter. The 2015-16 special tax of \$428.89 on 66 parcels will fund road maintenance, paving, and snow removal services.

## 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Special Districts  
 DEPARTMENT: Special Districts  
 FUND: Road Districts - Consolidated

BUDGET UNIT: Various  
 FUNCTION: Operations  
 ACTIVITY: Roads

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	78,794	80,324	26,620	29,866	29,866	63,118	33,252
Operating Expenses	1,454,628	1,285,872	1,140,686	1,202,165	2,195,457	2,027,546	(167,911)
Capital Expenditures	0	0	38,592	386,090	619,985	10,000	(609,985)
Total Exp Authority	1,533,422	1,366,196	1,205,898	1,618,121	2,845,308	2,100,664	(744,644)
Reimbursements	(4,089)	0	0	0	0	0	0
Total Appropriation	1,529,333	1,366,196	1,205,898	1,618,121	2,845,308	2,100,664	(744,644)
Operating Transfers Out	287,282	408,880	1,100,427	1,105,775	1,159,761	99,407	(1,060,354)
Total Requirements	1,816,615	1,775,076	2,306,325	2,723,896	4,005,069	2,200,071	(1,804,998)
<b>Sources</b>							
Taxes	303,969	318,892	334,302	327,446	312,608	314,668	2,060
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	151,965	3,493	3,328	3,244	3,612	3,359	(253)
Fee/Rate	1,314,472	1,326,145	1,521,844	1,524,761	1,460,304	1,728,865	268,561
Other Revenue	102,972	178,129	361,364	224,911	375,613	100,939	(274,674)
Total Revenue	1,873,378	1,826,659	2,220,838	2,080,362	2,152,137	2,147,831	(4,306)
Operating Transfers In	111,171	599,380	99,388	99,400	99,424	101,544	2,120
Total Financing Sources	1,984,549	2,426,039	2,320,226	2,179,762	2,251,561	2,249,375	(2,186)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(167,934)	(650,963)	(13,901)	544,134	1,753,508	(49,304)	(1,802,812)
Available Reserves					812,620	2,071,298	1,258,678
Total Fund Balance					2,566,128	2,021,994	(544,134)
Budgeted Staffing*	2	2	1	1	1	1	0

\*Data represents modified budgeted staffing

\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.





## DETAIL OF 2015-16 RECOMMENDED BUDGET

	2015-16				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b><u>Special Revenue Funds</u></b>					
CSA 18 Cedarpines (Fund SFY)	274,774	275,699	(925)	205,503	0
CSA 59 Deer Lodge Park (Fund SKJ)	61,866	162,877	(101,011)	187,975	0
CSA 68 Valley of the Moon (Fund SKP)	33,285	41,958	(8,673)	87,414	0
CSA 69 Lake Arrowhead Road (Fund SKS)	58,215	63,401	(5,186)	87,364	0
CSA 70 G Wrightwood Road (Fund SLG)	348,979	159,703	189,276	40,980	0
CSA 70 M Wonder Valley (Fund SLP)	135,439	319,424	(183,985)	200,000	1
CSA 70 PRD G-1 Wrightwood (Fund SLK)	99,430	99,407	23	0	0
CSA 70 R-2 Twin Peaks (Fund SMA)	40,362	70,429	(30,067)	71,215	0
CSA 70 R-3 Erwin Lake (Fund SMD)	97,389	73,942	23,447	68,062	0
CSA 70 R-4 Cedar Glen (Fund SMG)	5,819	3,075	2,744	1,558	0
CSA 70 R-5 Sugarloaf (Fund SMP)	289,483	241,018	48,465	258,103	0
CSA 70 R-7 Lake Arrowhead (Fund SMS)	5,798	5,536	262	10,829	0
CSA 70 R-8 Riverside Terrace (Fund SMY)	88,486	26,902	61,584	127,005	0
CSA 70 R-9 Rim Forest (Fund SNG)	14,054	8,595	5,459	1,298	0
CSA 70 R-12 Baldwin Lake (Fund SOA)	18,519	10,460	8,059	8,250	0
CSA 70 R-13 Lake Arrowhead North Shore (Fund SOE)	21,340	9,127	12,213	12,607	0
CSA 70 R-15 Landers (Fund SOG)	110,081	69,434	40,647	12,706	0
CSA 70 R-16 Running Springs (Fund SOJ)	26,197	15,056	11,141	10,711	0
CSA 70 R-19 Copper Mountain (Fund SNA)	52,518	43,542	8,976	13,347	0
CSA 70 R-20 Flamingo Heights (Fund SNS)	19,527	11,815	7,712	5,210	0
CSA 70 R-21 Mountain View (Fund SNM)	3,529	3,195	334	0	0
CSA 70 R-22 Twin Peaks (Fund SOB)	28,720	19,621	9,099	10,498	0
CSA 70 R-23 Mile High Park (Fund RCA)	29,595	16,965	12,630	17,124	0
CSA 70 R-25 Lucerne Valley (Fund SOC)	2,306	2,300	6	0	0
CSA 70 R-26 Yucca Mesa (Fund SOD)	14,579	7,075	7,504	6,909	0
CSA 70 R-29 Yucca Mesa (Fund RCB)	13,163	6,254	6,909	1,662	0
CSA 70 R-30 Verdemont (Fund RCC)	4,104	2,710	1,394	469	0
CSA 70 R-31 Lytle Creek (Fund RCE)	5,028	2,913	2,115	631	0
CSA 70 R-33 Big Bear City (Fund RCN)	11,558	9,544	2,014	8,576	0
CSA 70 R-34 Big Bear (Fund RCM)	10,184	2,387	7,797	592	0
CSA 70 R-35 Cedar Glen (Fund RCQ)	4,384	2,274	2,110	263	0
CSA 70 R-36 Pan Springs (Fund RCR)	8,937	9,167	(230)	23,605	0
CSA 70 R-39 Highland Estates (Fund RCK)	58,617	144,723	(86,106)	106,839	0
CSA 70 R-40 Upper No. Bay, Lake Arrowhead (Fund RGW)	52,072	18,475	33,597	41,852	0
CSA 70 R-41 Quail Summit (Fund RGY)	20,362	8,926	11,436	5,339	0
CSA 70 R-42 Windy Pass (Fund RHL)	19,756	41,430	(21,674)	100,112	0
CSA 70 R-44 Saw Pit Canyon (Fund SYT)	12,142	10,528	1,614	10,736	0
CSA 70 R-45 Erwin Lake (Fund SMO)	15,660	10,795	4,865	21,899	0
CSA 70 R-46 South Fairway Drive (Fund SYX)	27,545	26,348	1,197	12,943	0
CSA 70 R-47 Rocky Point (Fund RIS)	34,248	168,811	(134,563)	224,987	0
CSA 79 R-1 Green Valley Lake (Fund RCP)	22,021	23,534	(1,513)	66,125	0
Total Special Revenue Funds	2,200,071	2,249,375	(49,304)	2,071,298	1



**CSA 18 Cedarpines** – Requirements of \$274,774 primarily includes operating expenses for road maintenance and transfers for indirect costs. Sources of \$275,699 are primarily from property taxes and service charges. Fund balance of \$204,578 is not anticipated to be used for operating expenses in this budget unit. Fund balance and excess revenue (contribution to fund balance) of \$925 totaling \$205,503 will be set aside in available reserves to support future road projects.

**CSA 59 Deer Lodge Park** – Requirements of \$61,866 primarily includes operating expenses for road maintenance and transfers for indirect costs. Sources of \$162,877 are from property taxes and special taxes. Fund balance of \$86,964 is not anticipated to be used for operating expenses in this budget unit. Fund balance and excess revenue (contribution to fund balance) of \$101,011 totaling \$187,975 will be set aside in available reserves to support future road projects.

**CSA 68 Valley of the Moon** – Requirements of \$33,285 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$41,958 are from property taxes. Fund balance of \$78,741 is not anticipated to be used for operating expenses in this budget unit. Fund balance and excess revenue (contribution to fund balance) of \$8,673 totaling \$87,414 will be set aside in available reserves to support future road projects.

**CSA 69 Lake Arrowhead Road** – Requirements of \$58,215 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$63,401 are from property taxes and service charges. Fund balance of \$82,178 is not anticipated to be used for operating expenses in this budget unit. Fund balance and excess revenue (contribution to fund balance) of \$5,186 totaling \$87,364 will be set aside in available reserves to support future road projects.

**CSA 70 G Wrightwood Road** – Requirements of \$348,979 primarily includes operating expenses for road maintenance and snow removal, transfers for indirect costs, and operating transfers out to the CSA 70 PRD G-1 loan payment fund. Sources of \$159,703 are from property taxes and special taxes. Fund balance of \$230,256 consists of \$40,980 in available reserves to support future road projects and a use of fund balance of \$189,276 for the one-time repayment of a loan. The Department will continue to pursue reductions in expenses in order to increase fund balance to the Department's required 25% reserve threshold.

**CSA 70 M Wonder Valley** – Requirements of \$135,439 primarily includes salaries and benefits for 1 extra help position, operating expenses for road maintenance and transfers for indirect costs. Sources of \$319,424 are from service charges. Fund balance of \$16,015 is not anticipated to be used for operating expenses in this budget unit. Fund balance and excess revenue (contribution to fund balance) of \$183,985 totaling \$200,000 will be set aside in available reserves to support future road projects.

**CSA 70 Permanent Road Division (PRD) G-1 Wrightwood** – Requirements of \$99,430 represents the debt payment of a project loan. Sources of \$99,407 are from an operating transfer in from CSA 70 Zone G operating fund. Fund balance of \$23 supports operations as the primary function of this fund is to provide the necessary funding for a road project in CSA 70 Zone G. There are no available reserves for 2015-16.

**CSA 70 R-2 Twin Peaks** – Requirements of \$40,362 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$70,429 are from property taxes and special taxes. Fund balance of \$41,148 is not anticipated to be used for operating expenses in this budget unit. Fund balance and excess revenue (contribution to fund balance) of \$30,067 totaling \$71,215 will be set aside in available reserves to support future road projects.

**CSA 70 R-3 Erwin Lake** – Requirements of \$97,389 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$73,942 are from property taxes and service charges. Fund balance of \$91,509 consists of \$68,062 in available reserves to fund future road projects and a use of fund balance of \$23,447 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.





**CSA 70 R-4 Cedar Glen** – Requirements of \$5,819 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$3,075 are from service charges. Fund balance of \$4,302 consists of \$1,558 in available reserves to fund future road projects and a use of fund balance of \$2,744 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 R-5 Sugarloaf** – Requirements of \$289,483 primarily include operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$241,018 are from special taxes. Fund balance of \$306,568 consists of \$258,103 in available reserves to fund future road projects and a use of fund balance of \$48,465 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 R-7 Lake Arrowhead** – Requirements of \$5,798 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$5,536 are from service charges. Fund balance of \$11,091 consists of \$10,829 in available reserves to fund future road projects and a use of fund balance of \$262 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 R-8 Riverside Terrace** – Requirements of \$88,486 primarily includes operating expenses for road maintenance and transfers for indirect costs. Sources of \$26,902 are from service charges. Fund balance of \$188,589 consists of \$127,005 in available reserves to fund future road projects and a use of fund balance of \$61,584 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 R-9 Rim Forest** – Requirements of \$14,054 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$8,595 are from service charges. Fund balance of \$6,757 consists of \$1,298 in available reserves to fund future road projects and a use of fund balance of \$5,459 for current operations. The Department will continue to pursue reductions in expenses in order to increase fund balance to the Department's required 25% reserve threshold

**CSA 70 R-12 Baldwin Lake** – Requirements of \$18,519 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$10,460 are from service charges. Fund balance of \$16,309 consists of \$8,250 in available reserves to fund future road projects and a use of fund balance of \$8,059 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 R-13 Lake Arrowhead North Shore** – Requirements of \$21,340 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$9,127 are from service charges. Fund balance of \$24,820 consists of \$12,607 in available reserves to fund future road projects and a use of fund balance of \$12,213 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 R-15 Landers** – Requirements of \$110,081 primarily includes operating expenses for road maintenance and transfers for indirect costs. Sources of \$69,434 are from service charges. Fund balance of \$53,353 consists of \$12,706 in available reserves to fund future road projects and a use of fund balance of \$40,647 for current operations. The Department will continue to pursue reductions in expenses in order to increase fund balance to the Department's required 25% reserve threshold.

**CSA 70 R-16 Running Springs** – Requirements of \$26,197 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$15,056 are from special taxes. Fund balance of \$21,852 consists of \$10,711 in available reserves to fund future road projects and a use of fund balance of \$11,141 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.



**CSA 70 R-19 Copper Mountain** – Requirements of \$52,518 primarily includes operating expenses for road maintenance and transfers for indirect costs. Sources of \$43,542 are from service charges. Fund balance of \$22,323 consists of \$13,347 in available reserves to fund future road projects and a use of fund balance of \$8,976 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 R-20 Flamingo Heights** – Requirements of \$19,527 primarily includes operating expenses for road maintenance and transfers for indirect costs. Sources of \$11,815 are from service charges. Fund balance of \$12,922 consists of \$5,210 in available reserves to fund future road projects and a use of fund balance of \$7,712 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 R-21 Mountain View** – Requirements of \$3,529 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$3,195 are from service charges. Fund balance of \$334 funds operations. The Department will continue to pursue reductions in expenses in order to increase fund balance to the Department's required 25% reserve threshold.

**CSA 70 R-22 Twin Peaks** – Requirements of \$28,720 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$19,621 are from service charges and special taxes. Fund balance of \$19,597 consists of \$10,498 in available reserves to fund future road projects and a use of fund balance of \$9,099 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 R-23 Mile High Park** – Requirements of \$29,595 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$16,965 are from service charges. Fund balance of \$29,754 consists of \$17,124 in available reserves to fund future road projects and a use of fund balance of \$12,630 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 R-25 Lucerne Valley** – Requirements of \$2,306 primarily includes operating expenses for road maintenance and transfers for indirect costs. Sources of \$2,300 are from service charges. Fund balance of \$6 funds current operations. The Department will continue to pursue reductions in expenses in order to increase fund balance to the Department's required 25% reserve threshold.

**CSA 70 R-26 Yucca Mesa** – Requirements of \$14,579 primarily includes expenses for road maintenance and grading services and transfers for indirect costs. Sources of \$7,075 are from service charges. Fund balance of \$14,413 consists of \$6,909 in available reserves to fund future road projects and a use of fund balance of \$7,504 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 R-29 Yucca Mesa** – Requirements of \$13,163 primarily includes operating expenses for road maintenance and grading services and transfers for indirect costs. Sources of \$6,254 are from service charges. Fund balance of \$8,571 consists of \$1,662 in available reserves to fund future road projects and a use of fund balance of \$6,909 for current operations. The Department will continue to pursue reductions in expenses in order to increase fund balance to the Department's required 25% reserve threshold.

**CSA 70 R-30 Verdemon** – Requirements of \$4,104 primarily includes operating expenses for road maintenance and grading services and transfers for indirect costs. Sources of \$2,710 are from service charges. Fund balance of \$1,863 consists of \$469 in available reserves to fund future road projects and a use of fund balance of \$1,394 for current operations. The Department will continue to pursue reductions in expenses in order to increase fund balance to the Department's required 25% reserve threshold.

**CSA 70 R-31 Lytle Creek** – Requirements of \$5,028 primarily includes operating expenses for road maintenance and grading services and transfers for indirect costs. Sources of \$2,913 are from service charges. Fund balance of \$2,746 consists of \$631 in available reserves to fund future road projects and a use of fund



balance of \$2,115 for current operations. The Department will continue to pursue reductions in expenses in order to increase fund balance to the Department's required 25% reserve threshold.

**CSA 70 R-33 Big Bear City** – Requirements of \$11,558 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$9,544 are from service charges. Fund balance of \$10,590 consists of \$8,576 in available reserves to fund future road projects and a use of fund balance of \$2,014 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 R-34 Big Bear** – Requirements of \$10,184 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$2,387 are from service charges. Fund balance of \$8,389 consists of \$592 in available reserves to fund future road projects and a use of fund balance of \$7,797 for current operations. The Department will continue to pursue reductions in expenses in order to increase fund balance to the Department's required 25% reserve threshold.

**CSA 70 R-35 Cedar Glen** – Requirements of \$4,384 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$2,274 are from service charges. Fund balance of \$2,373 consists of \$263 in available reserves to fund future road projects and a use of fund balance of \$2,110. The Department will continue to pursue reductions in expenses in order to increase fund balance to the Department's required 25% reserve threshold.

**CSA 70 R-36 Pan Springs** – Requirements of \$8,937 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$9,167 are from service charges. Fund balance of \$23,375 is not anticipated to be used for operating expenses in this budget unit. Fund balance and excess revenue (contribution to fund balance) of \$230 totaling \$23,605 will be set aside in available reserves to support future road projects.

**CSA 70 R-39 Highland Estates** – Requirements of \$58,617 primarily includes operating expenses for road maintenance, debt service for a CSA Revolving Loan and transfers for indirect costs. Sources of \$144,723 are from service charges and residual equity transfers in. Fund balance of \$20,733 is not anticipated to be used for operating expenses in this budget unit. Fund balance and excess revenue (contribution to fund balance) of \$86,106 totaling \$106,839 will be set aside in available reserves to support future road projects.

**CSA 70 R-40 Upper No. Bay, Lake Arrowhead** – Requirements of \$52,072 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$18,475 are from special taxes. Fund balance of \$75,449 consists of \$41,852 in available reserves to fund future road projects and a use of fund balance of \$33,597 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 R-41 Quail Summit** – Requirements of \$20,362 primarily includes operating expenses for road maintenance and streetlighting and transfers for indirect costs. Sources of \$8,926 are from service charges. Fund balance of \$16,775 consists of \$5,339 in available reserves to fund future road projects and a use of fund balance of \$11,436 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 R-42 Windy Pass** – Requirements of \$19,756 primarily includes operating expenses for road maintenance and paving services and transfers for indirect costs. Sources of \$41,430 are from special taxes. Fund balance of \$78,438 is not anticipated to be used for operating expenses in this budget unit. Fund balance and excess revenue (contribution to fund balance) of \$21,674 totaling \$100,112 will be set aside in available reserves to support future road projects.

**CSA 70 R-44 Saw Pit Canyon** – Requirements of \$12,142 primarily includes operating expenses for road maintenance and transfers for indirect costs. Sources of \$10,528 are from special taxes. Fund balance of \$12,350 consists of \$10,736 in available reserves to fund future road projects and a use of fund balance of



\$1,614 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 R-45 Erwin Lake South** – Requirements of \$15,660 primarily includes operating expenses for road maintenance and transfers for indirect costs. Sources of \$10,795 are from service charges. Fund balance of \$26,764 consists of \$21,899 in available reserves to fund future road projects and a use of fund balance of \$4,865 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 R-46 So. Fairway Drive** – Requirements of \$27,545 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$26,348 are from service charges. Fund balance of \$14,140 consists of \$12,943 in available reserves to fund future road projects and a use of fund balance of \$1,197 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA70 R-47 Rocky Point** – Requirements of \$34,248 primarily includes operating expenses for road maintenance as well as capital expenditures. Sources of \$168,811 are from service charges. Fund balance of \$90,424 is not anticipated to be used for operating expenses in this budget unit. Fund balance and excess revenue (contribution to fund balance) of \$134,563 totaling \$224,987 will be set aside in available reserves to support future road projects.

**CSA 79 R-1 Green Valley Lake** – Requirements of \$22,021 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of \$23,534 are from special taxes. Fund balance of \$64,612 is not anticipated to be used for operating expenses in this budget unit. Fund balance and excess revenue (contribution to fund balance) of \$1,513 totaling \$66,125 will be set aside in available reserves to support future road projects.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$1.8 million primarily due to the reduction of operating transfers out to fund capital improvement projects due to the completion of numerous road slurry seal and paving projects.

## ANALYSIS OF FUND BALANCE

Fund balance of \$1.8 million is not anticipated to be used for operating expenses for 2015-16. Fund balance and excess revenue (contribution to fund balance) of \$49,304 totaling \$1.9 million will be set aside in available reserves to support future road projects.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Regional Operations	1	0	0	0	1	1	0
Total	1	0	0	0	1	1	0

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$63,118 funds 1 budgeted limited-term position. Requirements increased in 2015-16 in order to increase the budgeted hours from 30 to 40 per week as well and to provide sufficient budget authority in the event the Department pursues a regular full-time position in place of its budgeted limited-term position.



## Sanitation Districts Enterprise Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of sanitation collection systems and wastewater treatment facilities throughout the County Service Areas (CSA) and Improvement Zones. Sources include property taxes, service charges and user fees.

#### Budget at a Glance

Requirements Less Reimbursements	\$8,883,617
Sources/Reimbursements	\$7,988,678
Use of / (Contribution To) Net Position	\$894,939
Total Staff	0

**CSA 42 Oro Grande** was established by an act of the County of San Bernardino Board of Supervisors on December 27, 1965 to provide sewer services to the community of Oro Grande. This sanitation CSA is located 5 miles northwest of Victorville, and provides sewer services to 238 Equivalent Dwelling Units (EDU). Services are funded by user fees and service charges.

**CSA 53B Fawnskin** is located on the north shore of Big Bear Lake. The sanitation CSA was established by an act of the County of San Bernardino Board of Supervisors on January 2, 1968. The sewage collection system is operated by the Department and includes an innovative vacuum system, which serves 1,257 EDUs. Sewage treatment is provided by contract with Big Bear Area Regional Water Agency (BBARWA). Services are funded by user fees and service charges.

**CSA 64 Spring Valley Lake** was established by an act of the County of San Bernardino Board of Supervisors on December 30, 1968. This sanitation CSA is located southeast of the City of Victorville. The sewage collection system is operated by the Department and the Victor Valley Wastewater Reclamation Authority (VWRA) provides sewer services to 4,319 EDUs and maintains 3 lift stations. Services are funded by property tax revenue, user fees, and service charges.

**CSA 70 BL Bloomington** was established on November 19, 2013, by an act of The San Bernardino County Board of Supervisors in the Bloomington area for the purpose of providing sewer service. The costs to construct the sewer line that will serve the Applicant's property will be paid by the Applicant and the sewer line will be deeded to the CSA 70 BL Bloomington upon completion. The sewer fees will be submitted in a mid-year fee Resolution Establishing Various Fees for water and sewer services.

**CSA 70 GH Glen Helen** was established by an act of the County of San Bernardino Board of Supervisors on August 17, 2004, to provide park and recreation, sanitation, and streetlight services to the Glen Helen area. The sanitation Improvement Zone provides sanitation services to the San Bernardino Sheriff's Department Detention facility as well as a Master Planned community currently in development. The sanitation Improvement Zone currently provides sewer service to 728 residential EDUs. Services are funded by developer contributions, user fees, and service charges.

**CSA 70 S-3 Lytle Creek** was established by an act of the County of San Bernardino Board of Supervisors on December 2, 1974, to provide sanitation services to residents in the Lytle Creek Community and the U.S. Forest Service. The sanitation Improvement Zone currently provides sewer service to 798 EDUs. Services are funded by user fees and service charges.

**CSA 70 S-7 Lenwood** was established by an act of the County of San Bernardino Board of Supervisors on December 19, 1977, to provide sewer services to the community of Lenwood. The sanitation Improvement Zone completed construction of a new sewer system to replace individual septic systems within Lenwood but is limited to specific property owners who approved assessments to pay the debt service. The City of Barstow performs routine maintenance of the system. This sanitation Improvement Zone is responsible for non-routine repairs.

**CSA 70 SP-2 High Country** was established by an act of the County of San Bernardino Board of Supervisors on May 20, 1985, and is located 1.5 miles west of Hesperia. The sanitation Improvement Zone owns and operates a sewer collection system that provides service to 231 EDUs in the High Country Development tract of homes.



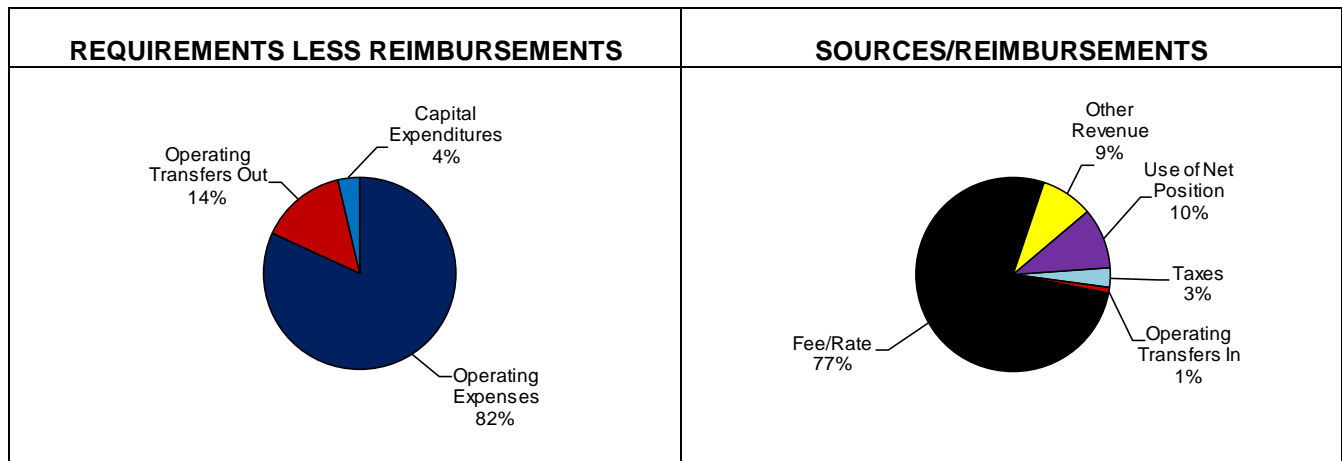


Through an out-of-area service agreement with the City of Hesperia, the Improvement Zone also provides service to 517 EDUs within city boundaries. Services are funded by user fees and service charges.

**CSA 79 Green Valley Lake** was established by an act of the County of San Bernardino Board of Supervisors on September 7, 1971, to maintain a sewer collection system and interceptor, with sewage treatment provided through a contract with Running Springs Water District (RSWD). The sanitation CSA provides sewer service to 1,221 EDUs. Services are funded by user fees and service charges.

**CSA 82 Searles Valley** was established by an act of the County of San Bernardino Board of Supervisors on June 28, 1976. On June 6, 2000, the sanitation CSA combined and included Improvement Zones SV-3 (Trona) and SV-4 (Pioneer Point) through the Board of Supervisors Resolution No. 2000-132. The newly combined sanitation CSA 82 provides sewage collection service to 760 EDUs as well as streetlight services. Services are funded by property tax revenue, user fees, and service charges.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Special Districts  
 DEPARTMENT: Special Districts  
 FUND: Sanitation Districts - Consolidated

BUDGET UNIT: Various  
 FUNCTION: Operations  
 ACTIVITY: Sanitation

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	4,995,122	5,050,388	5,174,923	5,611,555	6,070,446	7,273,757	1,203,311
Capital Expenditures	6,284	7,813	1,472,216	1,158,577	2,021,164	326,000	(1,695,164)
Total Exp Authority	5,001,406	5,058,201	6,647,139	6,770,132	8,091,610	7,599,757	(491,853)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	5,001,406	5,058,201	6,647,139	6,770,132	8,091,610	7,599,757	(491,853)
Operating Transfers Out	1,098,453	2,276,704	2,068,210	1,392,273	1,392,273	1,283,860	(108,413)
Total Requirements	6,099,859	7,334,905	8,715,349	8,162,405	9,483,883	8,883,617	(600,266)
<b>Sources</b>							
Taxes	199,962	233,224	269,211	287,492	267,223	289,010	21,787
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	51,112	615	597	285,173	604	597	(7)
Fee/Rate	5,410,429	4,779,164	8,029,289	6,169,984	6,619,062	6,843,257	224,195
Other Revenue	397,602	769,278	1,155,407	(28,466)	669,745	768,968	99,223
Total Revenue	6,059,105	5,782,281	9,454,504	6,714,183	7,556,634	7,901,832	345,198
Operating Transfers In	98,769	0	69,654	387,655	403,717	86,846	(316,871)
Total Sources	6,157,874	5,782,281	9,524,158	7,101,838	7,960,351	7,988,678	28,327
<b>Net Position</b>							
Use of/ (Contribution to) Net Position	(58,015)	1,552,624	(808,809)	1,060,567	1,523,532	894,939	(628,593)
Est. Net Position Available					1,630,570	1,198,596	(431,974)
Total Net Position					3,154,102	2,093,535	(1,060,567)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

## DETAIL OF 2015-16 RECOMMENDED BUDGET

2015-16

	Requirements	Sources	Use of / (Contribution to) Net Position	Estimated Net Position Available	Staffing
<b>Enterprise Funds</b>					
CSA 42 Oro Grande (Fund EAP)	216,887	229,249	(12,362)	34,341	0
CSA 53 B Fawnskin (Fund EBA)	973,220	924,349	48,871	295,360	0
CSA 64 Spring Valley Lake (Fund EBM)	2,803,501	2,401,087	402,414	158,128	0
CSA 70 BL Bloomington (Fund EAR)	623,804	824,000	(200,196)	200,196	0
CSA 70 GH Glen Helen (Fund ELH)	1,284,847	1,110,628	174,219	11,572	0
CSA 70 S-3 Lytle Creek (Fund ECP)	553,675	591,818	(38,143)	135,547	0
CSA 70 S-7 Lenwood (Fund ECR)	97,814	91,804	6,010	0	0
CSA 70 SP-2 High Country (Fund EFA)	330,843	274,992	55,851	59,296	0
CSA 79 Green Valley Lake (Fund EFP)	1,400,117	1,115,456	284,661	228,836	0
CSA 82 Searles Valley (Fund EFY)	598,909	425,295	173,614	75,320	0
Total Enterprise Funds	8,883,617	7,988,678	894,939	1,198,596	0



**CSA 42 Oro Grande** – Requirements of \$216,887 include operations and maintenance costs, charges from Victor Valley Wastewater Reclamation Authority for waste processing, transfers for allocated indirect costs and operating transfers out to a replacement reserve fund for future capital improvement projects. Sources of \$229,249 are primarily from user fees and service charges. Beginning net position for 2015-16 is \$21,979 and available net position of \$34,341 reflects a contribution to beginning net position of \$12,362.

**CSA 53B Fawnskin** – Requirements of \$973,220 include operations and maintenance costs, charges from BBARWA for waste processing, transfers for allocated indirect costs and operating transfers out a replacement reserve fund for future capital improvement projects. Sources of \$924,349 are primarily from user fees and service charges. Beginning net position for 2015-16 is \$344,231 and available net position of \$295,360 reflects a use of beginning net position of \$48,871.

**CSA 64 Spring Valley Lake** – Requirements of \$2.8 million include operations and maintenance costs, charges from VVWRA for waste processing, transfers for allocated indirect costs and operating transfers out to a replacement reserve fund for future capital improvement projects. Sources of \$2.4 million are primarily from taxes, user fees, and service charges. Beginning net position for 2015-16 is \$560,542 and available net position of \$158,128 reflects a use of beginning net position of \$402,414.

**CSA 70 BL Bloomington** – Requirements of \$623,804 include costs for connection fees paid to the City of Rialto. Sources of \$824,000 are primarily from connection fees paid by users. Beginning net position for 2015-16 is \$0 and available net position of \$200,196 reflects a contribution to beginning net position of \$200,196.

**CSA 70 GH Glen Helen** – Requirements of \$1.3 million include operations and maintenance costs, transfers for allocated indirect costs and operating transfers out to replacement reserves to fund capital improvement projects. Sources of \$1.1 million are primarily from user fees, service charges, and developer contributions. Beginning net position for 2015-16 is \$185,791 and available net position of \$11,572 reflects a use of beginning net position of \$174,219.

**CSA 70 S-3 Lytle Creek** – Requirements of \$553,675 include operating and maintenance costs, transfers for allocated indirect costs and operating transfers out to replacement reserves for future capital improvement projects. Sources of \$591,818 are primarily from user fees and service charges. Beginning net position for 2015-16 is \$97,404 and available net position of \$135,547 reflects a contribution to beginning net position of \$38,143.

**CSA 70 S-7 Lenwood** – Requirements of \$97,814 include operating and maintenance costs and transfers for allocated indirect costs. Sources of \$91,804 are primarily from revenues from an out-of-area service agreement with the City of Barstow. Beginning net position for 2015-16 is \$6,010 and funds operations. There is no net position available for 2015-16.

**CSA 70 SP-2 High Country** – Requirements of \$330,843 include operating and maintenance costs, professional services including an agreement with the City of Hesperia for waste processing, transfers for allocated indirect costs and operating transfers out to replacement reserves to fund future projects. Sources of \$274,992 are primarily from user fees and service charges. Beginning net position for 2015-16 is \$115,147 and available net position of \$59,296 reflects a use of beginning net position of \$55,851.

**CSA 79 Green Valley Lake** – Requirements of \$1.4 million include operating and maintenance costs, professional services including charges from RSWD for waste processing, transfers for allocated indirect costs and operating transfers out to replacement reserves to fund future projects. Sources of \$1.1 million are primarily from user fees and service charges. Beginning net position for 2015-16 is \$513,497 and available net position of \$228,836 reflects a use of beginning net position of \$284,661.

**CSA 82 Searles Valley** – Requirements of \$598,909 include operating and maintenance costs, transfers for allocated indirect costs, operating transfers out to fund maintenance in the CSA 82 park/rest stop and to the replacement reserves to fund future improvement projects. Sources of \$425,295 are primarily from taxes, user fees, and service charges. Beginning net position for 2015-16 is \$248,934 and available net position of \$75,320 reflects a use of beginning net position of \$173,614.





## **BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are decreasing by \$600,266 primarily as a result of fewer capital expenses as well as operating transfers out. Sources are increasing by \$28,327 as a result of fee/rate revenue.

## **ANALYSIS OF NET POSITION**

Beginning net position for 2015-16 is \$2.1 million and available net position of \$1.2 million reflects a use of beginning net position of \$894,939 due to operating transfers out to reserve funds for future capital improvement projects. Contributions to net position in prior years ensures that each CSA has adequate operating capital and the use of net position reflects one-time expenditures for capital improvement projects.

## **STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with these budget units. Staff that provide sanitation services are budgeted in CSA 70 Countywide.



## Streetlight Districts Special Revenue Funds – Consolidated

### DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of streetlighting within eight County Service Areas (CSA) and Improvement Zones throughout the County. Sources include property taxes or per parcel service charges.

#### Budget at a Glance

Requirements Less Reimbursements	\$867,984
Sources/Reimbursements	\$803,714
Use of/ (Contribution to) Fund Balance	\$64,270
Total Staff	0

**CSA 30 Red Mountain** was established by an act of the County of San Bernardino Board of Supervisors on December 30, 1964 to provide funding for the maintenance and operation of 15 streetlights in the community of Red Mountain. This streetlight CSA is funded through property tax revenue.

**CSA 53A Big Bear** was established on September 19, 1966 by an act of the County of San Bernardino Board of Supervisors to provide streetlight services to the community of Fawnskin in the Big Bear area. On January 8, 2015, CSA 53A Big Bear was dissolved and annexed into CSA 54 Crest Forest by action of the Local Agency Formation Commission for San Bernardino County.

**CSA 54 Crest Forest** was established by an act of the County of San Bernardino Board of Supervisors on September 19, 1966 to provide streetlight services to the community of Crest Forest. On January 8, 2015, CSA 53A Big Bear and CSA 73 Arrowbear Lake were dissolved and annexed into CSA 54 Crest Forest by action of the Local Agency Formation Commission for San Bernardino County. This CSA receives property taxes to fund the operation and maintenance of 3,731 streetlights.

**CSA 70 EV-1 Citrus Plaza** was established by an act of the County of San Bernardino Board of Supervisors on April 23, 1996. Community Facilities District 2010-1 was formed in 2010 to provide an ongoing funding mechanism for the streetlight energy charges of 149 streetlights in the unincorporated area of the County known as the “Donut Hole”. The Rate and Method of Apportionment sets a special tax for each parcel to pay for the streetlighting energy charges. There are currently 50 parcels billed for this special tax.

**CSA 70 GH Glen Helen** was established by an act of the County of San Bernardino Board of Supervisors on August 24, 2004, to provide services for Tract 15900. Tract 15900 is an approved development of approximately 2,086 housing units in a development area known as “Lytle Creek North Development” project, which includes a provision for the installation of 283 streetlights in this area. On January 30, 2007, voters approved a service charge of \$41.71 per parcel, per year with an annual 2.5% inflationary increase to fund streetlight services. The service charge for 2015-16 is \$49.58 per parcel and is currently billed on 1219 parcels.

**CSA 70 SL-2 Chino** was established by an act of the County of San Bernardino Board of Supervisors and a \$122 per parcel, per year service charge with a 1.5% inflationary increase was approved by voters on November 16, 2004. The 2015-16 service charge is \$122 per parcel based on requirements and available fund balance and will be billed on 26 parcels.

**CSA 70 SL-3 Mentone** was established by an act of the County of San Bernardino Board of Supervisors and voters approved a service charge of \$40 per parcel, per year with a 1.5% annual inflationary increase on February 15, 2005. This streetlight Improvement Zone funds 12 streetlights in the community of Mentone. The 2015-16 service charge is \$43.10 and 69 parcels will be billed.

**CSA 70 SL-4 Bloomington** was established by an act of the County of San Bernardino Board of Supervisors and voters approved a \$247 per parcel, per year service charge with a 2.5% annual inflationary increase on August 22, 2006. This streetlight Improvement Zone funds 5 streetlights in the community of Bloomington. The 2015-16 service charge is \$100 per parcel based on requirements and available fund balance, and will be billed on 31 parcels.

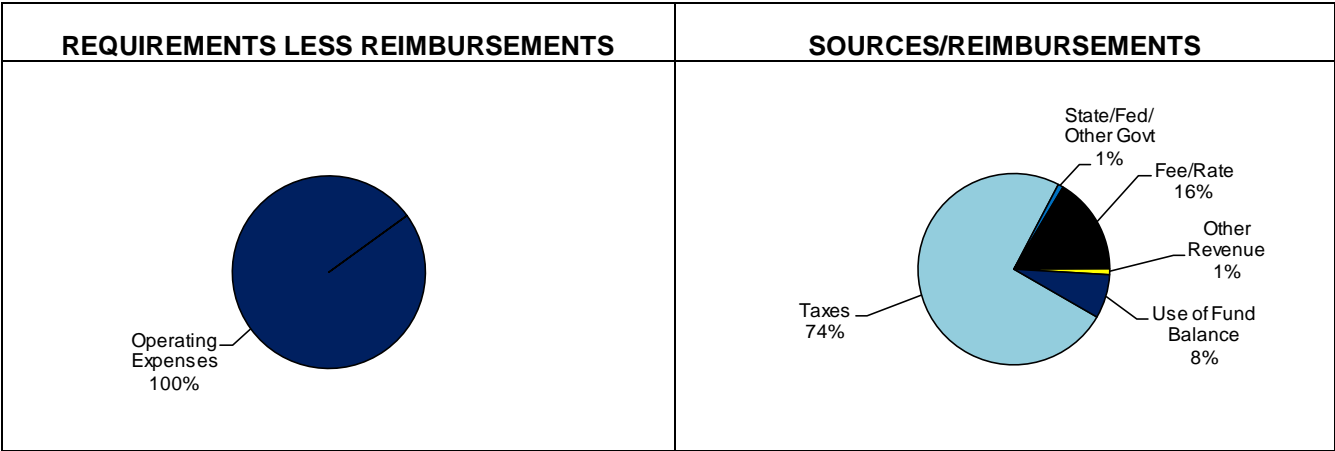


**CSA 70 SL-5 Muscoy** was established by an act of the County of San Bernardino Board of Supervisors and voters approved a service charge of \$18 per parcel, per year with an annual 2.5% inflationary increase on June 5, 2007. The 2015-16 service charge of \$18.91 will be billed on 2,169 parcels. This streetlight Improvement Zone funds 207 streetlights in the community of Muscoy.

**CSA 73 Arrowbear Lake** was established by an act of the County of San Bernardino Board of Supervisors on December 28, 1970. On January 8, 2015, CSA 73 Arrowbear Lake was dissolved and annexed into CSA 54 Crest Forest by action of the Local Agency Formation Commission for San Bernardino County.

**CSA SL-1 Countywide** was established by an act of the County of San Bernardino Board of Supervisors on December 27, 1965. This streetlight CSA receives property taxes to fund the operation and maintenance of 3,511 streetlights in communities throughout the County.

**2015-16 RECOMMENDED BUDGET**



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Special Districts  
 DEPARTMENT: Special Districts  
 FUND: Streetlight Districts - Consolidated

BUDGET UNIT: Various  
 FUNCTION: Operations  
 ACTIVITY: Streetlighting

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	802,750	818,576	723,411	799,740	885,717	867,984	(17,733)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	802,750	818,576	723,411	799,740	885,717	867,984	(17,733)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	802,750	818,576	723,411	799,740	885,717	867,984	(17,733)
Operating Transfers Out	14,979	0	0	0	0	0	0
Total Requirements	817,729	818,576	723,411	799,740	885,717	867,984	(17,733)
<b>Sources</b>							
Taxes	654,266	696,790	754,116	647,946	626,315	645,259	18,944
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	30,693	7,906	7,746	7,779	8,141	7,779	(362)
Fee/Rate	106,881	125,635	166,871	150,150	110,423	142,142	31,719
Other Revenue	6,302	99,946	79,179	9,752	15,595	8,231	(7,364)
Total Revenue	798,142	930,277	1,007,912	815,627	760,474	803,411	42,937
Operating Transfers In	14,979	0	0	0	509	303	(206)
Total Financing Sources	813,121	930,277	1,007,912	815,627	760,983	803,714	42,731
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	4,608	(111,701)	(284,502)	(15,887)	124,734	64,270	(60,464)
Available Reserves					878,277	954,628	76,351
Total Fund Balance					1,003,011	1,018,898	15,887
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

## DETAIL OF 2015-16 RECOMMENDED BUDGET

2015-16

	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
CSA 30 Red Mountain (Fund SGJ)	4,811	4,781	30	0	0
CSA 53A Big Bear (Fund SJP)	0	(30,000)	30,000	0	0
CSA 54 Crest Forest (Fund SJV)	57,014	77,151	(20,137)	48,992	0
CSA 70 EV-1 Citrus Plaza (Fund SQW)	42,066	44,371	(2,305)	69,437	0
CSA 70 GH Glen Helen (Fund RWX)	73,131	55,856	17,275	60,480	0
CSA 70 SL-2 Chino (Fund SQX)	3,934	2,618	1,316	753	0
CSA 70 SL-3 Mentone (Fund SQZ)	3,986	2,900	1,086	0	0
CSA 70 SL-4 Bloomington (Fund SMC)	3,746	3,262	484	30,096	0
CSA 70 SL-5 Muscoy (Fund SMJ)	36,572	41,449	(4,877)	62,592	0
CSA 73 Arrowbear Lake (Fund SOP)	0	2	(2)	4	0
CSA SL-1 Countywide (Fund SQV)	642,724	601,324	41,400	682,274	0
Total Special Revenue Funds	867,984	803,714	64,270	954,628	0



**CSA 30 Red Mountain** – Requirements of \$4,811 include energy costs for streetlights and transfers for allocated indirect costs. Sources of \$4,781 are primarily from property taxes. Fund balance of \$30 is used to support current operations. There are no available reserves for 2015-16. The Department will continue to pursue reductions in expenses in order to increase fund balance to the Department's required 25% reserve threshold.

**CSA 53A Big Bear** – Sources of (\$30,000) are due to a residual equity transfer out of the remaining fund balance to CSA 54 Crest Forest as a result of the dissolution of CSA 53A Big Bear and annexation into CSA 54 Crest Forest.

**CSA 54 Crest Forest** – Requirements of \$57,014 include energy costs for streetlights and transfers for allocated indirect costs. Sources of \$77,151 are primarily from property taxes and other revenue of \$30,002 due to the reorganization to include the dissolution of CSA 53A Big Bear and CSA 73 Arrowbear Lake and annexation into CSA 54 Crest Forest. Fund balance of \$28,855 is not anticipated to be used for operating expenses in this budget unit. Fund balance and excess revenue (contribution to fund balance) of \$20,137 totaling \$48,992 will be set aside in available reserves to support future operations.

**CSA 70 EV-1 Citrus Plaza** – Requirements of \$42,066 include energy costs for streetlights and transfers for allocated indirect costs. Sources of \$44,371 are from per parcel special taxes. Fund balance of \$67,132 is not anticipated to be used for operating expenses in this budget unit. Fund balance and excess revenue (contribution to fund balance) of \$2,305 totaling \$69,437 will be set aside in available reserves to support future operations.

**CSA 70 GH Glen Helen** – Requirements of \$73,131 primarily include energy costs for streetlights and transfers for allocated indirect costs. Sources of \$55,856 are primarily from per parcel service charges. Fund balance of \$77,755 consists of \$60,480 in available reserves to fund future operations and a use of fund balance of \$17,275 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 SL-2 Chino** – Requirements of \$3,934 include energy costs for streetlights and transfers for allocated indirect costs. Sources of \$2,618 are primarily from per parcel service charges. Fund balance of \$2,069 consists of \$753 in available reserves to fund future operations and a use of fund balance of \$1,316 for current operations as the amount of the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 SL-3 Mentone** – Requirements of \$3,986 primarily include energy costs for streetlights and transfers for allocated indirect costs. Sources of \$2,900 are primarily from per parcel service charges. Fund balance of \$1,086 is used to support ongoing operations. There are no available reserves for 2015-16. The Department will continue to pursue reductions in expenses in order to increase fund balance to the Department's required 25% reserve threshold.

**CSA 70 SL-4 Bloomington** – Requirements of \$3,746 primarily include energy costs for streetlights and transfers for allocated indirect costs. Sources of \$3,262 are primarily from per parcel service charges. Fund balance of \$30,580 consists of \$30,096 in available reserves to fund future operations and a use of fund balance of \$484 for current operations as the available fund balance exceeds the Department's required 25% reserve threshold.

**CSA 70 SL-5 Muscoy** – Requirements of \$36,572 primarily include energy costs for streetlights and transfers for allocated indirect costs. Sources of \$41,449 are primarily from per parcel service charges. Fund balance of \$57,715 is not anticipated to be used for operating expenses in this budget unit. Fund balance and excess revenue (contribution to fund balance) of \$4,877 totaling \$62,592 will be set aside in available reserves to support future operations.

**CSA 73 Arrowbear Lake** – As a result of the dissolution of CSA 73 Arrowbear Lake and annexation into CSA 54 Crest Forest the remaining fund balance will be transferred to CSA 54 Crest Forest in 2015-16.



**CSA SL-1 Countywide** – Requirements of \$642,724 primarily include energy costs for streetlights and transfers for allocated indirect costs. Sources of \$601,324 are primarily from property taxes. Fund balance of \$723,674 consists of \$682,274 in available reserves to fund future operations and a use of fund balance of \$41,400 for current operations as requirements exceed sources. Due to services being funded primarily by property taxes, the level of service provided is dictated by the amount of available revenue.

### **BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are decreasing by \$17,733 primarily as a result of a reduction in administrative overhead charges. Sources are increasing by \$42,731 primarily due to increased revenue from proportional share of tax levy.

### **ANALYSIS OF FUND BALANCE**

Fund balance of \$1.0 million consists of \$954,628 in available reserves to fund future operations and a use of fund balance of \$64,270 funds ongoing operations. Contributions to fund balance in prior years are used to meet the Department's required 25% reserve threshold. The use of fund balance in CSA's where services are funded by property taxes is primarily due to requirements exceeding sources and the level of service provided is dictated by the amount of available revenue. The use of fund balance in CSA's where services are funded by a per parcel service charge is primarily due to fund balance exceeding the Department's required 25% reserve threshold and is used until such time that reserves are reduced to the required threshold .

### **STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## Water Districts Enterprise Funds – Consolidated

### DESCRIPTION OF MAJOR SERVICES

Special Districts Department provides for the management, funding, and maintenance of water distribution systems throughout unincorporated areas of the County Service Areas (CSA) and Improvement Zones. Sources include property taxes, service charges and user fees.

#### Budget at a Glance

Requirements Less Reimbursements	\$8,031,633
Sources/Reimbursements	\$6,873,384
Use of / (Contribution To) Net Position	\$1,158,249
Total Staff	0

**CSA 42 Oro Grande** was established by an act of the County of San Bernardino Board of Supervisors on December 27, 1965 and is located 5 miles northwest of Victorville. The water CSA provides financing for the operation and maintenance of water connections for 136 customers.

**CSA 64 Spring Valley Lake** was established by an act of the County of San Bernardino Board of Supervisors on December 30, 1968 to provide water services in the community of Spring Valley Lake. The water CSA provides financing for the operation and maintenance of water connections for 3,843 customers. The water CSA also maintains five wells, one booster station and three water tanks.

**CSA 70 CG Cedar Glen** was established by an act of the County of San Bernardino Board of Supervisors on July 12, 2005 to provide water service to the community of Cedar Glen. This water Improvement Zone serves approximately 332 customers.

**CSA 70 F Morongo Valley** was established by an act of the County of San Bernardino Board of Supervisors on September 20, 1971 to provide water service to the community of Morongo Valley. This water Improvement Zone maintains three wells, one booster station and a reservoir that stores 260,000 gallons of water for service to 84 customers.

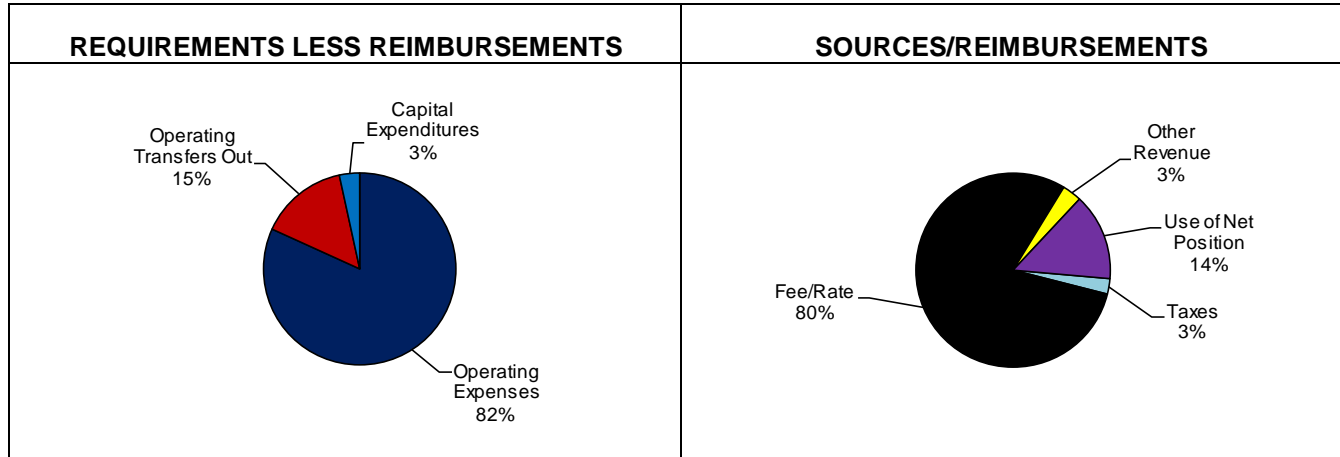
**CSA 70 J Oak Hills** was established by an act of the County of San Bernardino Board of Supervisors on December 28, 1971 and is located 16 miles southwest of Victorville. The water Improvement Zone provides service to 3,209 customers. This water Improvement Zone also maintains five wells, five booster stations, nine water storage reservoirs and approximately 130 miles of water pipelines ranging from 6 inches to 16 inches in diameter.

**CSA 70 W-3 Hacienda** was established by an act of the County of San Bernardino Board of Supervisors on December 6, 1976 and is located 10 miles north of Yucca Valley. The water Improvement Zone provides financing for the operation and maintenance of water connections for 167 customers. This water Improvement Zone also maintains two wells, two booster stations and two storage reservoirs.

**CSA 70 W-4 Pioneertown** was established by an act of the County of San Bernardino Board of Supervisors on January 14, 1980 and is located five miles northwest of Yucca Valley. The water Improvement Zone provides financing for the operation and maintenance of 120 water connections. This water Improvement Zone also maintains five wells and two storage reservoirs.



## 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Special Districts  
 DEPARTMENT: Special Districts  
 FUND: Water Districts - Consolidated

BUDGET UNIT: Various  
 FUNCTION: Operations  
 ACTIVITY: Water

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	6,067,743	6,042,513	5,309,720	5,667,867	5,709,519	6,569,669	860,150
Capital Expenditures	124,312	26,725	64,577	83,101	1,435,499	274,000	(1,161,499)
Total Exp Authority	6,192,055	6,069,238	5,374,296	5,750,968	7,145,018	6,843,669	(301,349)
Reimbursements	7,513	0	0	0	0	0	0
Total Appropriation	6,199,568	6,069,238	5,374,296	5,750,968	7,145,018	6,843,669	(301,349)
Operating Transfers Out	736,773	1,420,003	4,095,038	1,905,040	2,105,040	1,187,964	(917,076)
Total Requirements	6,936,341	7,489,241	9,469,334	7,656,008	9,250,058	8,031,633	(1,218,425)
<b>Sources</b>							
Taxes	225,927	201,461	205,816	257,836	214,034	206,362	(7,672)
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	225,219	4,524	4,488	4,720	4,495	4,488	(7)
Fee/Rate	5,905,130	6,750,128	7,013,712	6,810,419	7,165,126	6,393,250	(771,876)
Other Revenue	622,472	437,963	229,755	535,736	239,602	257,284	17,682
Total Revenue	6,978,748	7,394,076	7,453,771	7,608,711	7,623,257	6,861,384	(761,873)
Operating Transfers In	554,639	312,400	127,174	32,000	728,768	12,000	(716,768)
Total Sources	7,533,387	7,706,476	7,580,945	7,640,711	8,352,025	6,873,384	(1,478,641)
<b>Net Position</b>							
Use of/ (Contribution to) Net Position	(597,046)	(217,235)	1,888,389	15,297	898,033	1,158,249	260,216
Est. Net Position Available					1,017,787	742,274	(275,513)
Total Net Position					1,915,820	1,900,523	(15,297)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing





## DETAIL OF 2015-16 RECOMMENDED BUDGET

	2015-16				
	Requirements	Sources	Use of / (Contribution to) Net Position	Estimated Net Position Available	Staffing
<b>Enterprise Funds</b>					
CSA 42 Oro Grande (Fund EAS)	265,484	242,641	22,843	130,669	0
CSA 64 Spring Valley Lake (Fund ECB)	2,699,052	2,596,860	102,192	182,855	0
CSA 70 CG Cedar Glen (Fund ELL)	529,439	520,273	9,166	120,843	0
CSA 70 F Morongo Valley (Fund EBY)	134,325	119,832	14,493	41,699	0
CSA 70 J Oak Hills (Fund ECA)	3,560,918	3,085,152	475,766	195,514	0
CSA 70 W-1 Goat Mountain (Fund ECS)	478,315	0	478,315	0	0
CSA 70 W-3 Hacienda (Fund ECY)	214,242	183,652	30,590	40,585	0
CSA 70 W-4 Pioneertown (Fund EDD)	149,858	124,974	24,884	30,109	0
Total Enterprise Funds	8,031,633	6,873,384	1,158,249	742,274	0

**CSA 42 Oro Grande** – Requirements of \$265,484 include operating and maintenance costs, transfers for allocated indirect costs and operating transfers out to provide funding for the capital improvement projects. Sources of \$242,641 are primarily from user fees, connection fees, and service charges. Beginning net position for 2015-16 is \$153,512 and available net position of \$130,669 reflects a use of beginning net position of \$22,843.

**CSA 64 Spring Valley Lake** – Requirements of \$2.7 million primarily include operating and maintenance costs, transfers for allocated indirect costs and operating transfers out to replacement reserves to fund various capital improvement projects including Water System Chlorinators, a Meter Replacement project, the installation of a pump and motor, Well #4 Rehabilitation, and depreciation for future replacement projects. Sources of \$2.6 million are primarily from property taxes, user fees, and service charges. Beginning net position for 2015-16 is \$285,047 and available net position of \$182,855 reflects a use of beginning net position of \$102,192.

**CSA 70 CG Cedar Glen** – Requirements of \$529,439 include operating and maintenance costs, transfers for allocated indirect costs, operating transfers out to the replacement reserves for future projects and debt service. Sources of \$520,273 are primarily from user fees, service charges, and special assessments. Beginning net position for 2015-16 is \$130,009 and available net position of \$120,843 reflects a use of beginning net position of \$9,166.

**CSA 70 F Morongo Valley** – Requirements of \$134,325 include operating expenses for water connection services, including operations and maintenance costs and transfers for indirect costs. Sources of \$119,832 are primarily from user fees, and service charges. Beginning net position for 2015-16 is \$56,192 and available net position of \$41,699 reflects a use of beginning net position of \$14,493.

**CSA 70 J Oak Hills** – Requirements of \$3.6 million primarily include operating and maintenance costs, transfers for allocated indirect costs, other charges for debt service and operating transfers out to provide funding for the Water Pipeline Replacement project, Water Line Extension project, and the Well House project, amongst others. Sources of \$3.1 million are primarily from user fees, and service charges. Beginning net position for 2015-16 is \$671,280 and available net position of \$195,514 reflects a use of beginning net position of \$475,766.

**CSA 70 W-1 Goat Mountain** – Effective 2015-16 by action of the Local Agency Formation Commission (LAFCO) of San Bernardino, this CSA was annexed to Bighorn Desert View Water Agency (Agency). The total requirements of \$478,315 represent the beginning net position and will be transferred to the Agency.



**CSA 70 W-3 Hacienda** – Requirements of \$214,242 include operating and maintenance costs, transfers for allocated indirect costs, operating transfers out to provide funding for a Uranium Treatment system, the purchase of an office building, the Mainline replacement project and the Meter Replacement project. Sources of \$183,652 are primarily from user fees and service charges. Beginning net position for 2015-16 is \$71,175 and available net position of \$40,585 reflects a use of beginning net position of \$30,590.

**CSA 70 W-4 Pioneertown** – Requirements of \$149,858 primarily includes operating and maintenance costs, transfers for allocated indirect costs and operating transfers out to the replacement reserves for future capital improvement projects. Sources of \$124,974 are primarily from user fees and service charges. Beginning net position for 2015-16 is \$54,993 and available net position of \$30,109 reflects a use of beginning net position of \$24,884.

### **BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are decreasing by \$1.2 million primarily due to a decrease in capital expenditures as capital improvement projects will not be completed from the operating fund. Sources are decreasing by \$1.5 million primarily due to the decrease in operating transfers in from the reserve funds to complete capital improvement projects.

### **ANALYSIS OF NET POSITION**

Beginning net position for 2015-16 is \$1.9 million and available net position of \$742,274 reflects a use of beginning net position of \$1.2 million primarily due to operating transfer out to reserve funds for future capital improvement projects.

### **STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with these budget units.



## SPECIAL DISTRICTS CAPITAL IMPROVEMENT PROGRAM

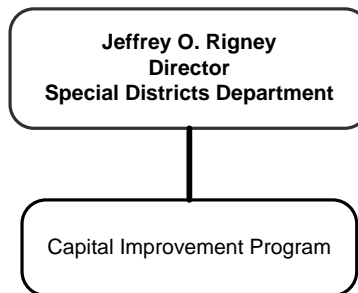
Jeff Rigney

### DEPARTMENT 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



### 2015-16 SUMMARY OF BUDGET UNITS

Funding for capital projects is included in Capital Improvement Program funds for Special Districts General, Parks, Roads, Sanitation and Water County Service Areas and Zones.

### DESCRIPTION OF MAJOR SERVICES

The Capital Improvement Program (CIP) is an internal planning tool administered by the Special Districts Department 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, fixtures and equipment, renovation, rehabilitation or replacement of facilities, equipment, and infrastructure with a life expectancy of at least five years and capital costs of \$5,000 or more. The program:

- Recommends priorities for capital projects based on capital improvement criteria for Special Districts general, parks, roads, sanitation, and water facilities and infrastructure;
- Prepares the annual CIP budget, monitors and directs implementation of approved projects through the department;
- Provides direct oversight for major capital projects;
- 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 department assets,
  - Identify opportunities for energy efficiencies, life-cycle increases, and maintenance operating cost reductions,
  - Identify future infrastructure needs of the department, and



- Develop formal estimates of costs and seek adequate project funding.

## BUDGET HISTORY

The CIP is funded by a number of sources, including the County general fund, and County Service Area (CSA) and Improvement Zone operating and reserve funding, and various other funding sources including grants:

- Discretionary General Funding: Funded from County General Fund discretionary dollars provided to CIP for department projects.
- Other Funding: The underlying funding source is from CSA and Improvement Zone funding, or is from a dedicated source for a specified purpose (such as grants).

The Department's CIP includes construction, rehabilitation, and repair projects for numerous facilities, structures, and infrastructure. CIP funds are budgeted in various capital budget units and expended in various capital asset object codes: 4005-Land, 4010-Improvements to Land, 4030-Structures, Improvements to Structures, 2445-Professional Services, and 5030-Operating Transfers Out.

## ANALYSIS OF 2015-16 ADOPTED BUDGET

Each year, Special Districts Regional Managers are requested to submit possible capital improvement projects for the individual CSAs and Improvement Zones, including Big Bear Recreation and Park District and Bloomington Recreation and Park District. Special District's Engineering Division prepares feasibility studies, scopes of work, and estimates for these projects. The Engineering Division also works closely with the Administrative/Budget division to evaluate available funding for the projects. A total of 81 projects for a total of \$34.7 million are being requested by Special Districts Department within this recommended budget for 2015-16.

## 2015-16 RECOMMENDED BUDGET

The following are funded from the 2015-16 Recommended Budget of **\$34.7 million**:

- **General Districts** **\$5.5 million**
  - CSA 40 Elephant Mountain – \$99,983 for television translator tower bracing and stabilization. Total project cost is \$99,983
  - CSA 40 Elephant Mountain – (\$20,637) transfer out of funds to operating fund due to reclassification to a general roadway maintenance project.
  - Snowdrop Road - \$3.9 million for design and construction of a new road in the Rancho Cucamonga area funded by a voter approved special assessment that was initiated in 2013-14. Total project cost is \$4.0 million.
  - CSA 70 D-1 Lake Arrowhead Dam - \$51,719 for McKay Park improvements. Total project cost is \$51,719.
  - CSA 70 D-1 Lake Arrowhead Dam - \$206,928 to construct a detention basin. Project was initiated in 2014-15. Total project cost is \$225,000.
  - CSA 70 TV-4 Wonder Valley - \$151,589 for replacing and updating a television translator. The project was initiated in 2014-15. Total project cost is \$151,627.
  - CSA 70 CIP Project - \$1.0 million for the purchase of a new building for the Water and Sanitation division located in the High Desert. Total projects cost is \$1.0 million.
- **Park Districts** **\$404,257**
  - CSA 20 Joshua Tree Park - (\$31,803) transfer out of funds to operating fund due to reclassification to a road resurfacing maintenance project.
  - CSA 20 Joshua Tree Park - \$264,257 for Desert View Conservatory to design and construct an interpretive trail system that was initiated in 2013-14. Total project cost is \$676,257.
  - CSA 20 Joshua Tree Park - \$45,000 for the renovation of the Community Center in Joshua Tree. Total project cost is \$45,000.



- CSA 29 Lucerne Valley - \$16,000 for the purchase and installation of a playground at Visalia Park. Total project cost is \$16,000.
- CSA 29 Lucerne Valley - \$79,000 for general park improvements at Visalia Park. Total project cost is \$79,000.

- **Big Bear Valley Recreation and Park District**

**\$7.7 million**

- Big Bear Alpine Zoo - \$7.4 million for design and construction of a new zoo site for the relocation of the zoo. The project was initiated in 2013-14. Total project cost is \$7.5 million.
- Big Bear Alpine Zoo - \$83,600 from relocation project fund for lease payment for existing location. Total project cost is \$83,600.
- Big Bear Recreation and Park District - \$60,000 for general park improvements to Big Bear parks. Total project cost is \$60,000.
- Big Bear Recreation and Park District - \$100,000 for park improvements to make the structures and walkways at the Ranch ADA compliant. Total project cost is \$100,000.
- Big Bear Recreation and Park District - \$52,800 for Paradise Park improvements. Total project cost is \$60,000.

- **Bloomington Recreation and Park District**

**\$346,867**

- Bloomington Recreation and Park District - \$346,867 for Kessler Park improvements including ball field lighting, tot lot, and equestrian facilities that was initiated in 2013-14. Total project cost is \$1.3 million.

- **Road Districts**

**\$966,209**

- CSA 18 Cedar Pines - \$197,300 for a road paving project that was initiated in 2014-15. Total project cost is \$197,350.
- CSA 59 Deer Lodge Park - \$217,580 for a road paving project that was initiated in 2014-15. Total project cost is \$217,580.
- CSA 69 Lake Arrowhead - \$551,329 for a road paving project that was initiated in 2013-14. Total project cost is \$551,373.
- CSA 70 R-39 Highland Estates - (\$72,879) transfer to operating fund due to reclassification to a road slurry maintenance project.
- CSA 70 R-46 S. Fairway Dr. - (\$18,001) transfer to operating fund due to reclassification to a road slurry maintenance project.

- **Sanitation Districts**

**\$4.2 million**

- CSA 42 Oro Grande - \$229,659 for sewer system repairs (phase II). Total project cost is \$229,659.
- CSA 53B Fawnskin - \$641,795 for collection system repairs. Total project cost is \$641,795
- CSA 53B Fawnskin - \$213,724 transfer of funding to project 1605 (Collection System Repairs) due to the cancellation of vacuum system improvement project. CSA 53B Fawnskin - \$150,000 transfer of funding to project 1605 due to cancellation of sewer line repairs project.
- CSA 53B Fawnskin - \$110,000 to purchase a new office building. Total project cost is \$110,000.
- CSA 53B Fawnskin - \$150,000 manhole raising and rehabilitation. Total project cost is \$150,000.
- CSA 70 GH Glen Helen - \$120,000 for walkways and fall protection. Total project cost is \$120,000.
- CSA 70 GH Glen Helen - \$300,000 to upgrade treatment plant. Total project cost is \$300,000.
- CSA 70 GH Glen Helen - \$86,011 to complete installation of new SCADA alarm system to monitor equipment operation at the Glen Helen Wastewater Treatment Plant. Project was initiated in 2014-15. Total project cost is \$86,011.
- CSA 70 S-3 Lytle Creek - \$108,629 for lift station renovations. Total project cost is \$108,629.
- CSA 70 S-3 Lytle Creek - \$75,000 for sewer plant renovation, which includes the purchase and installation of clarifier. Total project cost is \$75,000.
- CSA 70 S-3 Lytle Creek - \$65,000 for sewer plant renovation, which includes the purchase and installation of oxidation ditch. Total project cost is \$65,000.
- CSA 70 S-3 Lytle Creek - \$250,000 for the Creekside line relocation and protection. Total project cost is \$250,000.



- CSA 79 Green Valley Lake - \$195,000 for CCTV inspection and repair of sewer lines. Total project cost is \$195,000.
- CSA 79 Green Valley Lake - \$150,000 for manhole raising. Total project cost is \$150,000.
- CSA 79 Green Valley Lake - \$100,000 for lift station renovations. Total project cost is \$100,000.
- CSA 79 Green Valley Lake - \$84,441 transfer to operating fund due to reclassification to a sewer repair maintenance project.
- CSA 82 Searles Valley - \$100,000 for pipeline replacement. Total project cost is \$100,000.
- CSA 82 Searles Valley - \$26,650 to replace 50 feet of the 4 inch sewer main. Total project cost is \$26,650.
- CSA 82 Searles Valley - \$25,000 to replace 125 feet of sewer main. Total project cost is \$25,000.
- CSA 82 Searles Valley - \$367,525 for Pioneer Point outfall replacement and repairs. This project was initiated in 2014-15. Total project cost is \$375,816.
- CSA 64 Spring Valley Lake - \$330,000 for Lakeview lift station renovation. Total project cost is \$330,000.
- CSA 64 Spring Valley Lake - \$250,000 for collection system repairs, phase I. Total project cost is \$500,000. CSA 64 Spring Valley Lake - \$100,000 for manhole raising. Total project cost is \$100,000.
- CSA 64 Spring Valley Lake - \$381,116 to complete sewer line replacement. Project was initiated in 2014-15. Total project cost is \$400,000.

• **Water Districts**

**\$15.6 million**

- CSA 42 Oro Grande - \$150,000 to complete phase II of the mainline replacement project. Total project cost is \$150,000.
- CSA 42 Oro Grande - \$110,500 for land acquisition for possible tank site. Total project cost is \$110,500.
- CSA 42 Oro Grande - \$106,794 to complete the design phase of Reservoir 2 that was initiated in 2013-14. Total cost of project is \$107,000.
- CSA 42 Oro Grande - (\$29,104) transfer remaining funds to reserves due to completion of phase one of meter line replacement project.
- CSA 42 Oro Grande - (\$2,369) transfer remaining funds to reserves due to cancellation of 3MG reservoir project. .
- CSA 64 Spring Valley Lake - \$632,830 for radio read meter replacement project that was initiated in 2013-14. Total project cost for phase I is \$634,230.
- CSA 64 Spring Valley Lake - (474,953) transfer to reserves at completion of radio read meter project. CSA 64 Spring Valley Lake - (40,400) transfer to operating fund due to reclassification to a roofing repair maintenance project.
- CSA 64 Spring Valley Lake - \$87,150 to install pump motor. This project was initiated in 2014-15. Total project cost is \$87,150.
- CSA 64 Spring Valley Lake - \$30,000 for rehabilitation of Pebble Beach Reservoir #1. Total project cost is \$30,000.
- CSA 64 Spring Valley Lake - \$180,000 for water system chlorinators. Total project cost is \$180,000.
- CSA 64 Spring Valley Lake - \$150,000 for well #4 rehabilitation projects. This project was initiated in 2014-15. Total project cost is \$165,739.
- CSA 64 Spring Valley Lake - \$950,000 to complete design and site preparation for the new Well #7 to comply with California Department of Health requirements that was initiated if 2013-14. Total project cost is \$1.8 million.
- CSA 64 Spring Valley Lake - \$150,000 for Archway renovations. Total project cost is 150,000.
- CSA 70 CG Cedar Glen - \$450,000 for pipeline replacement. Total project cost is \$450,000.
- CSA 70 CG Cedar Glen - \$100,000 for corrosion control study and treatment. Total project cost is \$100,000.
- CSA 70 CG Cedar Glen - \$4.3 million for water system improvements. The project was initiated in 2014-15. Total cost of project is \$4.3 million.
- CSA 70 F- Morongo Valley - \$325,000 for a uranium treatment system. Total project cost is \$325,000.





- CSA 70 F- Morongo Valley – \$190,677 for water meter and line replacements. The project was initiated in 2014-15. Total project cost is \$190,727.
- CSA 70 J Oak Hills - \$152,276 to complete replacement of 2,500 feet of existing pipeline within the Improvement Zone that has reached its full service life. This project was initiated in 2013-14. Total cost of project is \$152,276.
- CSA 70 J Oak Hills - \$100,000 for a pilot study for Chromium VI treatment. Total project cost is \$100,000.
- CSA 70 J Oak Hills - \$230,512 to complete water line extensions. Total project cost is \$230,512.
- CSA 70 J Oak Hills - \$150,000 to rehabilitate well #6. Total project cost is \$850,000.
- CSA 70 J Oak Hills - \$175,000 for water system chlorinators. Total project cost is \$175,000.
- CSA 70 J Oak Hills - \$1.2 million for phase II of radio read meter replacement project that was initiated in 2014-15. Total project cost is \$1.4 million.
- CSA 70 J Oak Hills - \$230,297 to complete service line replacements and meters in the Hi-Country area. This project was initiated in 2013-14. Total project cost is \$230,297.
- CSA 70 J Oak Hills - \$262,000 for well #4 improvements. This project was initiated in 2014-15. Total project cost is \$262,000.
- CSA 70 J Oak Hills - \$150,000 to construct transmission line from Site 2A to 3A. This project was initiated in 2014-15. Total project cost is \$150,000.
- CSA 70 J Oak Hills - \$65,512 to transfer funding to project 1628 for phase II of water line extensions. Total project cost is \$65,512.
- CSA 70 J Oak Hills - \$7,776 to transfer funding to project 1624 for phase II of water pipeline replacement. Total project cost is \$7,776.
- CSA 70 J Oak Hills - \$119,791 to install an enclosure around an existing well. This project was initiated in 2013-14. Total project cost is \$120,000.
- CSA 70 W-3 Hacienda - \$120,000 for the purchase of an office building. Total project cost is \$150,000.
- CSA 70 W-3 Hacienda - \$325,000 for a uranium treatment system. Total project cost is \$325,000.
- CSA 70 W-3 Hacienda - \$41,358 for radio read meter replacement project. This project was initiated in 2014-15. Total project cost is \$150,000.
- CSA 70 W-3 Hacienda - \$150,000 for mainline replacement project. This project was initiated in 2013-14. Total project cost is \$200,000.
- CSA 70 W-4 Pioneertown - \$4.3 million for completion of design phase and construct a 3.5 mile water pipeline, a 75,000 gallon reservoir and a 200 gallon per minute pump station. This project was initiated in 2013-14. Total project cost is \$4.6 million.
- CSA 70 W-1 Goat Mountain – (\$374,347) residual equity transfer out to reserves due to cancellation of meter replacement project.

The 2015-16 new projects will extend the useful life of facilities, ensure continued service of infrastructures, and decrease operating expenses in some cases.



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### Special Districts 2015-16 Capital Improvement Program Projects

Proj.	Location/ Address	Budget Book Group	Project Name-Description	CIP Log #	Fund	Proj #
1	Big Bear Alpine Zoo	Big Bear Valley Recreation and Park	Relocation Project - design, construct new zoo, and relocate existing zoo to the new site	1Z19	CRR	1Z19
2	Big Bear Alpine Zoo	Big Bear Valley Recreation and Park	Relocation Project - for lease payment at existing location until relocation has been completed	1Z19	CRR	1Z19
3	Big Bear Recreation and Park District	Big Bear Valley Recreation and Park	Big Bear General Park Improvements	1604	CSZ	1604
4	Big Bear Recreation and Park District	Big Bear Valley Recreation and Park	Ranch ADA Improvements	1633	CSZ	1633
5	Big Bear Recreation and Park District	Big Bear Valley Recreation and Park	Paradise Park	5012	CSZ	5012
6	Bloomington Recreation and Park District	Bloomington Recreation and Park	Kessler Park Improvements - multiple phased project to construct new facilities at an existing park including tot	0009	CNJ	0009
7	CSA 40 Elephant Mountain	General Districts	Tower Bracing and Stabilization	1601	CLY	1601
8	CSA 40 Elephant Mountain	General Districts	Transfer out of remaining funds to operating fund due to reclassification to a maintenance project	2005	CLY	2005
9	CSA 70 Countywide	General Districts	Snow Drop Road Project - Design and construct a new	4013	CLO	4013
10	CSA 70 CIP PROJECTS	General Districts	WAS Building		CJA	
11	CSA 70 D-1 Lake Arrowhead Dam	General Districts	McKay Park Improvements	1620	CSY	1620
12	CSA 70 D-1 Lake Arrowhead Dam	General Districts	Detention Basin - construct a detention basin	2048	CSY	2048
13	CSA 70 TV-4 Wonder Valley	General Districts	Power System - replace and update the existing TV translator	1Z31	CAL	1Z31
14	CSA 20 Joshua Tree	Park Districts	Transfer out of remaining funds to operating fund due to reclassification to a maintenance project	4017	CEW	4017
15	CSA 20 Joshua Tree	Park Districts	Community Center Renovation	1634	CEW	1634
16	CSA 20 Joshua Tree	Park Districts	Desert View Conservation Program - design and construct improvements for an interpretive trail system	1Z05	CFU	1Z05
17	CSA 29 Lucerne Valley	Park Districts	Visalia Park Playground	1635	CAF	1635
18	CSA 29 Lucerne Valley	Park Districts	Visalia Park General Park Improvements	1636	CAF	1636
19	CSA 18 Cedar Pines	Road Districts	Cedar Pine Park	5010	CKO	5010
20	CSA 59 Deer Lodge Park	Road Districts	Road Paving Project - rehabilitate and repave road	4010	CMS	4010
21	CSA 69 Lake Arrowhead	Road Districts	Road Paving Project - rehabilitate and repave road	3048	CFB	3048
22	CSA 70 R-39 Highland Estates	Road Districts	Transfer out of remaining funds to operating fund due to reclassification to a maintenance project	4014	RCK	4014
23	CSA 70 R-46 S. Fairway Dr.	Road Districts	Transfer out of remaining funds to operating fund due to reclassification to a maintenance project		CPY	
24	CSA 42 Oro Grande	Sanitation Districts	Sewer System Repairs (Phase II)	1600	EKA	1600
25	CSA 53B Fawnskin	Sanitation Districts	Collection System Repairs	1605	EAI	1605
26	CSA 53B Fawnskin	Sanitation Districts	Transfer funding to project 1605	4021	EAI	4021
27	CSA 53B Fawnskin	Sanitation Districts	Transfer funding to project 1605	5017	EAI	5017
28	CSA 53B Fawnskin	Sanitation Districts	Offcie Building	1606	EAI	1606
29	CSA 53B Fawnskin	Sanitation Districts	Manhole Raising and Rehab	1607	EAI	1607
30	CSA 70 GH Glen Helen	Sanitation Districts	Walkways and Fall Protection	1612	CXL	1612
31	CSA 70 GH Glen Helen	Sanitation Districts	Treatment Plant Upgrades	1613	CXL	1613
32	CSA 70 GH Glen Helen	Sanitation Districts	SCADA Alarms - install new SCADA alarms for the processing equipment at the Lytle Creek North	1Z42	CXL	1Z42
33	CSA 70 S-3 Lytle Creek	Sanitation Districts	Lift Station Renovation	1608	CCU	1608
34	CSA 70 S-3 Lytle Creek	Sanitation Districts	Sewer Plant Renovation- Clarifier	1609	CCU	1609
35	CSA 70 S-3 Lytle Creek	Sanitation Districts	Sewer Plant Renovation- Oxidation Ditch	1610	CCU	1610
36	CSA 70 S-3 Lytle Creek	Sanitation Districts	Creekside Line Relocation & Protection	1611	CCU	1611
37	CSA 79 Green Valley Lake	Sanitation Districts	CCTV Inspection & Repair of Sewer Lines	1614	ENF	1614
38	CSA 79 Green Valley Lake	Sanitation Districts	Manhole Raising and Rehabilitation	1615	ENF	1615
39	CSA 79 Green Valley Lake	Sanitation Districts	Lift Station Renovation	1616	ENF	1616
40	CSA 79 Green Valley Lake	Sanitation Districts	Transfer out of remaining funds to operating fund due to reclassification to a maintenance project	4006	ENF	4006
41	CSA 82 Searles Valley	Sanitation Districts	Pipeline Replacement	1617	EFF	1617



Special Districts  
2015-16 Capital Improvement Program Projects

Total Project Cost	NEW PROJECTS/FUNDING			CARRYOVER			2015-16 Recommended Requirements	Proj.
	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Dept Funding	Total Carryover Balances		
10,083,493		1,815,695	1,815,695		5,573,672	5,573,672	7,389,367	1
83,600			-		83,600	83,600	83,600	2
60,000		60,000	60,000			-	60,000	3
100,000		33,902	33,902		66,098	66,098	100,000	4
60,000		-	-		52,800	52,800	52,800	5
1,271,372			-		346,867	346,867	346,867	6
99,983		99,983	99,983			-	99,983	7
30,000		(20,637)	(20,637)		20,637	20,637	-	8
4,025,264		3,932,707	3,932,707		10,588	10,588	3,943,295	9
1,000,000		1,000,000	1,000,000			-	1,000,000	10
51,719		-	-		51,719	51,719	51,719	11
225,000		45,000	45,000		161,928	161,928	206,928	12
151,627		-	-		151,589	151,589	151,589	13
50,000		(31,803)	(31,803)		31,803	31,803	-	14
45,000		45,000	45,000			-	45,000	15
676,257		-	-		264,257	264,257	264,257	16
16,000		16,000	16,000			-	16,000	17
79,000		79,000	79,000			-	79,000	18
197,350			-		197,300	197,300	197,300	19
217,580			-		217,580	217,580	217,580	20
551,373			-		551,329	551,329	551,329	21
90,000		(72,879)	(72,879)		72,879	72,879	-	22
18,001		(18,001)	(18,001)		18,001	18,001	-	23
229,659		192,252	192,252		37,407	37,407	229,659	24
641,795		641,795	641,795		-	-	641,795	25
250,000		(213,724)	(213,724)		213,724	213,724	-	26
150,000		(150,000)	(150,000)		150,000	150,000	-	27
110,000		110,000	110,000			-	110,000	28
150,000		150,000	150,000			-	150,000	29
120,000		120,000	120,000			-	120,000	30
300,000		300,000	300,000			-	300,000	31
86,011			-		86,011	86,011	86,011	32
108,629		108,629	108,629			-	108,629	33
75,000		75,000	75,000			-	75,000	34
65,000		65,000	65,000			-	65,000	35
250,000		250,000	250,000			-	250,000	36
195,000		195,000	195,000			-	195,000	37
150,000		129,390	129,390		20,610	20,610	150,000	38
100,000		100,000	100,000			-	100,000	39
210,000		(84,441)	(84,441)		84,441	84,441	-	40
100,000		-	-		100,000	100,000	100,000	41



### Special Districts 2015-16 Capital Improvement Program Projects

Proj.	Location/ Address	Budget Book Group	Project Name-Description	CIP Log #	Fund	Proj #
42	CSA 82 Searles Valley	Sanitation Districts	Replace 50' of 4' Sewer Main	1638	EFF	1638
43	CSA 82 Searles Valley	Sanitation Districts	Replace 125' Sewer Main	1639	EFF	1639
44	CSA 82 Searles Valley	Sanitation Districts	Pioneer Point outfall replacement and repairs	4008	EFF	4008
45	CSA 64 Spring Valley	Sanitation Districts	Lakeview Lift Station Renovation	1631	EBL	1631
46	CSA 64 Spring Valley	Sanitation Districts	Collection System Repairs	1632	EBL	1632
47	CSA 64 Spring Valley	Sanitation Districts	Manhole Raising	1637	EBL	1637
48	CSA 64 Spring Valley	Sanitation Districts	Sewer Line Replacement	5016	EBL	5016
49	CSA 64 Spring Valley	Water Districts	Archway Renovations	1640	EDB	1640
50	CSA 42 Oro Grande	Water Districts	Ongoing Main Line Replacements (Phase II)	1602	EAV	1602
49	CSA 42 Oro Grande	Water Districts	Land Acquisition / Design - the purchase of land and design	2066	EAV	2066
50	CSA 42 Oro Grande	Water Districts	Reservoir 2 (Design) - the design of reservoir 2	2067	EAV	2067
51	CSA 42 Oro Grande	Water Districts	Transfer remaining funds to Reserves due to completion of phase one of meter line replacement project	2081	ELR	2081
52	CSA 42 Oro Grande	Water Districts	Transfer remaining funds to Reserves due to cancellation of 3MG Reservoir project		EDC	
53	CSA 64 Spring Valley	Water Districts	Radio Read Meter - replace existing manual read meters with radio read meters for more efficient and accurate meter measurement	2049	CEK	2049
54	CSA 64 Spring Valley	Water Districts	Transfer out remaining funds to reserves at completion of project	2049	CEK	2049
55	CSA 64 Spring Valley	Water Districts	Transfer out of remaining funds to operating fund due to reclassification to a maintenance project	2043	CQS	2043
54	CSA 64 Spring Valley	Water Districts	Install pump motor	3041	CSJ	3041
55	CSA 64 Spring Valley	Water Districts	Pebble Beach Reservoir #1 - Rehabilitation	1626	EDB	1626
56	CSA 64 Spring Valley	Water Districts	Water System Chlorinators	1627	EDB	1627
57	CSA 64 Spring Valley	Water Districts	Well #4 Rehabilitation projects (Wells, Sand Strainer & Drainage)	5015	EDB	5015
58	CSA 64 Spring Valley	Water Districts	Well #7 - design and site prep for a new well to comply with CA Dept of Health Requirements for water storage in the district	1237	EDB	1237
59	CSA 70 CG Cedar Glen	Water Districts	Pipeline Replacement Project	1618	CRD	1618
60	CSA 70 CG Cedar Glen	Water Districts	Corrosion Control Study & Treatment	1619	CRD	1619
61	CSA 70 CG Cedar Glen	Water Districts	Water System Improvements	5014	CRD	5014
62	CSA 70 F - Morongo Valley	Water Districts	Uranium Treatment System	1623	CWD	1623
63	CSA 70 F - Morongo Valley	Water Districts	Water Meter and Line Replacements	5023	CWD	5023
64	CSA 70 J Oak Hills	Water Districts	Water Pipeline Replacement	1624	CCN	1624
65	CSA 70 J Oak Hills	Water Districts	Pilot Study for Chromium VI Treatment	1625	CCN	1625
66	CSA 70 J Oak Hills	Water Districts	Water Line Extensions	1628	CCN	1628
67	CSA 70 J Oak Hills	Water Districts	Well # 6	1629	CCN	1629
68	CSA 70 J Oak Hills	Water Districts	Water System Chlorinators	1630	CCN	1630
69	CSA 70 J Oak Hills	Water Districts	Radio Read Meter Phase II - replace existing manual read meters with radio read meters for more efficient and accurate meter measurement	4018	CCN	4018
70	CSA 70 J Oak Hills	Water Districts	Service Line Replacement/Meters (Hi-Country)	4019	CCN	4019
71	CSA 70 J Oak Hills	Water Districts	Well #4 Pump Improvements	5022	CCN	5022
72	CSA 70 J Oak Hills	Water Districts	Transmission Line 2A to 3A	5024	CCN	5024
73	CSA 70 J Oak Hills	Water Districts	Transfer funding to project 1628	1202	CJU	1202
74	CSA 70 J Oak Hills	Water Districts	Transfer funding to project 1624	1203	CQR	1203
75	CSA 70 J Oak Hills	Water Districts	Well House - install an enclosure around an existing well	2042	CQS	2042
76	CSA 70 W-3 Hacienda	Water Districts	Office Building	1621	EJQ	1621
77	CSA 70 W-3 Hacienda	Water Districts	Uranium Treatment System	1622	EJQ	1622
78	CSA 70 W-3 Hacienda	Water Districts	Radio Read Meter - replace existing manual read meters with radio read meters for more efficient and accurate	2056	EJQ	2056
79	CSA 70 W-3 Hacienda	Water Districts	Mainline Replacement	4020	EJQ	4020
80	CSA 70 W-4 Pioneertown	Water Districts	Offsite Pipeline Supply - design and construct a 3.5 mile water pipeline, a 75,000 gallon water reservoir, and a 200gpm pump station	1227	CQP	1227
81	CSA 70 W-1 Goat Mountain	Water Districts	Transfer funds to reserves due to cancellation of Meter Replacement project	4022	CCW	4022



Special Districts  
2015-16 Capital Improvement Program Projects

Total Project Cost	NEW PROJECTS/FUNDING			CARRYOVER			2015-16 Recommended Requirements	Proj.
	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Dept Funding	Total Carryover Balances		
26,650		26,650	26,650		-	-	26,650	42
25,000		25,000	25,000			-	25,000	43
375,816			-		367,525	367,525	367,525	44
330,000		330,000	330,000			-	330,000	45
500,000		250,000	250,000			-	250,000	46
100,000		100,000	100,000			-	100,000	47
400,000		105,026	105,026		276,090	276,090	381,116	48
150,000		150,000	150,000			-	150,000	49
150,000		150,000	150,000			-	150,000	50
110,500		37,208	37,208		73,292	73,292	110,500	49
107,000			-		106,794	106,794	106,794	50
79,980		(29,104)	(29,104)		29,104	29,104	-	51
2,369		(2,369)	(2,369)		2,369	2,369	-	52
634,230		900	900		631,930	631,930	632,830	53
		(474,953)	(474,953)		474,953	474,953	-	54
40,400		(40,400)	(40,400)		40,400	40,400	-	55
87,150			-		87,150	87,150	87,150	54
30,000		30,000	30,000			-	30,000	55
180,000		180,000	180,000			-	180,000	56
165,739			-		150,000	150,000	150,000	57
1,753,000		106,116	106,116		843,884	843,884	950,000	58
450,000		450,000	450,000			-	450,000	59
100,000		100,000	100,000			-	100,000	60
4,300,000		1,750	1,750		4,268,259	4,268,259	4,270,009	61
325,000		325,000	325,000			-	325,000	62
190,727		100,050	100,050		90,627	90,627	190,677	63
152,276		152,276	152,276			-	152,276	64
100,000		100,000	100,000			-	100,000	65
230,512		230,512	230,512			-	230,512	66
850,000		150,000	150,000			-	150,000	67
175,000		175,000	175,000			-	175,000	68
1,350,000		605,040	605,040		580,807	580,807	1,185,847	69
230,297		-	-		230,297	230,297	230,297	70
262,000		-	-		262,000	262,000	262,000	71
150,000		-	-		150,000	150,000	150,000	72
65,512		-	-		65,512	65,512	65,512	73
7,776		-	-		7,776	7,776	7,776	74
120,000		-	-		119,791	119,791	119,791	75
150,000		70,000	70,000		50,000	50,000	120,000	76
325,000		325,000	325,000			-	325,000	77
150,000		25,000	25,000		16,358	16,358	41,358	78
200,000		-	-		150,000	150,000	150,000	79
4,600,000		4,225,000	4,225,000		64,221	64,221	4,289,221	80
374,347		(374,347)	(374,347)		374,347	374,347	-	81
40,012,901	-	16,577,223	16,577,223	-	18,078,326	18,078,326	34,655,549	



## SPECIAL DISTRICTS DEPARTMENT 2015-16 RESERVES

DISTRICT TYPE		FUNDING SOURCES OPERATING TRANSFER						
DISTRICT NAME and PROJECT NAME	FUND DEPT	2015-16 REQUIREMENTS	FUND BALANCE	DISTRICT FUNDS	LOAN or GRANT	CDH	OTHER	
GENERAL DISTRICTS								
<u>CSA 70 Countywide Special Districts</u>								
Termination Benefits Reserve	SKW 105	2,511,741	2,511,741	0	0	0	0	
General Reserve	SKU 105	1,235,478	1,035,478	200,000	0	0	0	
General Reserve	CAN 105	4,663,775	4,663,775	0	0	0	0	
CSA Loan Fund	SKI 105	839,937	239,937	600,000	0	0	0	
North Etiwanda Trust Reserve	VFG 547	1,608,065	1,605,065	3,000	0	0	0	
District Totals		10,858,996	10,055,996	803,000	0	0	0	
TOTAL FOR GENERAL RESERVES		10,858,996	10,055,996	803,000	0	0	0	
PARK DISTRICTS								
<u>CSA70 P-17 Bloomington</u>								
Reserve Fund	SML 216	8,472	8,457	15				
District Totals		8,472	8,457	15	0	0	0	
TOTAL FOR PARK RESERVES		8,472	8,457	15	0	0	0	
ROAD DISTRICTS								
RESERVES MAINTAINED IN DISTRICT OPERATIONS BUDGET								
SANITATION DISTRICTS								
<u>CSA 42 Oro Grande</u>								
Capital Replacement Reserve	EAW 310	351,374	313,639	37,735			0	
Capital Expansion Reserve	EAZ 310	8,754	8,754	0	0	0	0	
District Totals		360,128	322,393	37,735	0	0	0	
<u>CSA 53 B Fawnskin</u>								
Capital Replacement Reserve	EAE 365	799,219	670,569	128,650	0	0	0	
Capital Expansion Reserve	EAK 365	176,419	175,579	840	0	0	0	
District Totals		975,638	846,148	129,490	0	0	0	
<u>CSA 64 Spring Valley Lake</u>								
Capital Replacement Reserve	EBR 420	2,161,089	1,858,470	302,619	0	0	0	
Capital Expansion Reserve	EBU 420	1,172,039	1,154,539	17,500	0	0	0	
District Totals		3,333,128	3,013,009	320,119	0	0	0	
<u>CSA 70 GH Glen Helen</u>								
Capital Replacement Reserve	ELI 306	2,341,966	1,989,790	352,176	0	0	0	
District Totals		2,341,966	1,989,790	352,176	0	0	0	
<u>CSA 70 S-3 Lytle Creek</u>								
Capital Replacement Reserve	ECM 305	833,456	733,374	100,082	0	0	0	
Capital Expansion Reserve	EFN 305	184,150	183,780	370	0	0	0	
District Totals		1,017,606	917,154	100,452	0	0	0	
<u>CSA 70 SP-2 High Country</u>								
Capital Replacement Reserve	EFU 490	499,207	450,396	48,811	0	0	0	
Capital Expansion Reserve	EFX 490	324,591	323,981	610	0	0	0	
District Totals		823,798	774,377	49,421	0	0	0	
<u>CSA 70 SP-7 Lenwood</u>								
Capital Replacement Reserve	ECZ 315	431,004	430,279	725	0	0	0	
Capital Expansion Reserve	ECU 315	122,119	122,119	0	0	0	0	
District Totals		553,123	552,398	725	0	0	0	
<u>CSA 79 Green Valley Lake</u>								
Capital Replacement Reserve	EFS 485	799,140	572,244	226,896	0	0	0	
Capital Expansion Reserve	EJS 485	30,963	30,557	406	0	0	0	
District Totals		830,103	602,801	227,302	0	0	0	
<u>CSA 82 Searles Valley</u>								
Capital Replacement Reserve	EIG 495	98,858	47,183	51,675	0	0	0	
Capital Expansion Reserve	EGB 495	256,607	256,007	600	0	0	0	
District Totals		355,465	303,190	52,275	0	0	0	
TOTAL FOR SANITATION RESERVES		10,590,955	9,321,260	1,269,695	0	0	0	



## SPECIAL DISTRICTS DEPARTMENT 2015-16 RESERVES

DISTRICT TYPE				FUNDING SOURCES OPERATING TRANSFER				
DISTRICT NAME and PROJECT NAME	FUND DEPT	2015-16 REQUIREMENTS	FUND BALANCE	DISTRICT FUNDS	LOAN or GRANT	CDH	OTHER	
STREETLIGHTS								
RESERVES MAINTAINED IN DISTRICT OPERATIONS BUDGET								
WATER DISTRICTS								
CSA 42 Oro Grande								
Capital Replacement Reserve	EAX 310	344,889	253,941	90,948	0	0	0	
Capital Expansion Reserve	EAT 310	134,108	134,108	0	0	0	0	
District Totals		478,997	388,049	90,948	0	0	0	
CSA 64 Spring Valley Lake								
Capital Replacement Reserve	EIV 420	2,226,039	1,469,811	756,228	0	0	0	
Capital Expansion Reserve	EBT 420	473,081	469,931	3,150	0	0	0	
District Totals		2,699,120	1,939,742	759,378	0	0	0	
CSA 70 CG Cedar Glen								
Capital Replacement Reserve	ELO 563	976,666	840,072	136,594	0	0	0	
Capital Expansion Reserve	ELN 563	16,788	14,761	2,027	0	0	0	
District Totals		993,454	854,833	138,621	0	0	0	
CSA 70 F Morongo Valley								
Capital Replacement Reserve	EIO 135	146,517	105,503	41,014	0	0	0	
Capital Expansion Reserve	EBX 135	140,486	140,136	350	0	0	0	
District Totals		287,003	245,639	41,364	0	0	0	
CSA 70 J Oak Hills								
Capital Replacement Reserve	EFO 165	1,626,550	1,050,257	576,293	0	0	0	
Capital Expansion Reserve	EFG 165	2,934,736	2,909,736	25,000	0	0	0	
Rate Stabilization Fund	EFZ 165	460,754	460,004	750	0	0	0	
District Totals		5,022,040	4,419,997	602,043	0	0	0	
CSA 70 W-1 Goat Mountain								
Capital Replacement Reserve	EFQ 345	0	321,965	-321,965	0	0	0	
Capital Expansion Reserve	EDY 345	0	334,964	-334,964	0	0	0	
District Totals		0	656,929	-656,929	0	0	0	
CSA 70 W-3 Hacienda								
Capital Replacement Reserve	EFT 350	152,970	84,332	68,638	0	0	0	
Capital Expansion Reserve	ECW 350	16,988	16,838	150	0	0	0	
District Totals		169,958	101,170	68,788	0	0	0	
CSA 70 W-4 Pioneertown								
Capital Replacement Reserve	EFW 360	119,397	88,207	31,190	0	0	0	
District Totals		119,397	88,207	31,190	0	0	0	
TOTAL FOR WATER RESERVES		9,769,969	8,694,566	1,075,403	0	0	0	
GRAND TOTAL FOR RESERVES		31,228,392	28,080,279	3,148,113	0	0	0	





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**FIRE PROTECTION DISTRICT  
SUMMARY**

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Staffing</u>
<b><u>SPECIAL REVENUE FUNDS</u></b>					
SAN BERNARDINO COUNTY FIRE PROTECTION DISTRICT	486				
ADMINISTRATION	489	18,452,109	14,052,953	4,399,156	190
MOUNTAIN REGIONAL SERVICE ZONE	491	15,608,844	15,608,844	0	95
NORTH DESERT REGIONAL SERVICE ZONE	494	43,964,603	41,236,506	2,728,097	234
SOUTH DESERT REGIONAL SERVICE ZONE	498	11,747,012	9,444,044	2,302,968	82
VALLEY REGIONAL SERVICE ZONE	501	36,778,678	34,429,179	2,349,499	173
COMMUNITY FACILITIES DISTRICT 2002-2	504	285,500	285,500	0	0
HAZARDOUS MATERIALS	506	8,170,981	7,370,981	800,000	47
HOMELAND SECURITY GRANT PROGRAM	509	5,012,602	5,012,602	0	0
HOUSEHOLD HAZARDOUS WASTE	511	3,097,200	3,097,200	0	33
OFFICE OF EMERGENCY SERVICES	514	2,866,325	2,866,325	0	19
TOTAL SPECIAL REVENUE FUNDS		<u>145,983,854</u>	<u>133,404,134</u>	<u>12,579,720</u>	<u>873</u>

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Staffing</u>
<b>TERM BENEFITS AND CAPITAL REPLACEMENT SET-ASIDES</b>	517	16,935,864	443,802	16,492,062	0





# SAN BERNARDINO COUNTY FIRE PROTECTION DISTRICT

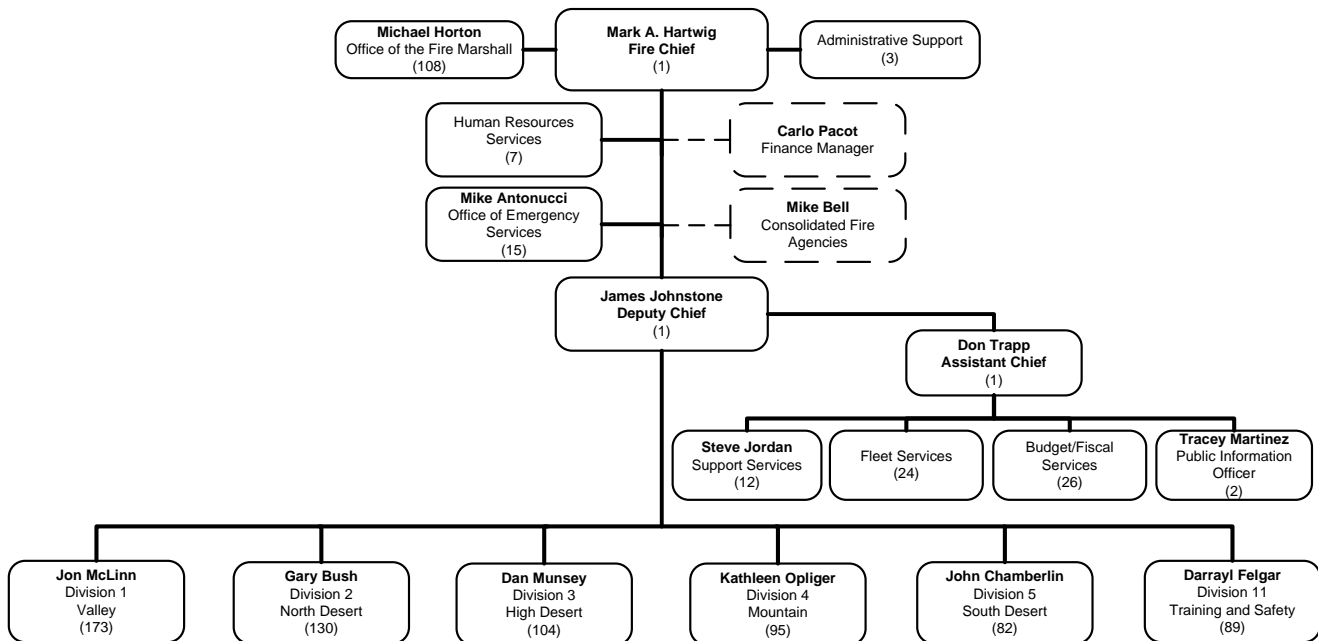
## Mark A. Hartwig

### DEPARTMENT MISSION STATEMENT

*San Bernardino County Fire is a community based all-risk emergency services organization dedicated to the health and well-being of the citizens of San Bernardino County through a balance of regionalized services delivery and accountability to the local community.*



### ORGANIZATIONAL CHART



### 2015-16 SUMMARY OF BUDGET UNITS

2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
<b>Special Revenue Funds</b>					Staffing
Administration	18,452,109	14,052,953		4,399,156	190
Mountain Regional Service Zone	15,608,844	15,608,844		0	95
North Desert Regional Service Zone	43,964,603	41,236,506		2,728,097	234
South Desert Regional Service Zone	11,747,012	9,444,044		2,302,968	82
Valley Regional Service Zone	36,778,678	34,429,179		2,349,499	173
Community Facilities District 2002-2	285,500	285,500		0	0
Hazardous Materials	8,170,981	7,370,981		800,000	47
Homeland Security Grant Program	5,012,602	5,012,602		0	0
Household Hazardous Waste	3,097,200	3,097,200		0	33
Office of Emergency Services	2,866,325	2,866,325		0	19
<b>Total Special Revenue Funds</b>	<b>145,983,854</b>	<b>133,404,134</b>		<b>12,579,720</b>	<b>873</b>
<b>Total - All Funds</b>	<b>145,983,854</b>	<b>133,404,134</b>	<b>0</b>	<b>12,579,720</b>	<b>0</b>
					<b>873</b>



## 2014-15 MAJOR ACCOMPLISHMENTS

- Established four Inmate Fire Crews in collaboration with the Sheriff's Department.
- Trained and graduated 27 Fire Fighter trainees of the 31 candidates enrolled in the Fire Fighter Training Academy.
- Converted 42 Limited Term Fire Fighter Paramedics in County Fire's ambulance stations to regular non-safety ambulance operators.
- Initiated training for the pilot Community Paramedic program to reduce hospital readmissions, in collaboration and partnership with the Arrowhead Regional Medical Center (ARMC).

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Percentage decrease in delinquent accounts for all fees billed.	N/A	30%	0%	30%
STRATEGY	Implement electronic payment options for customers to help reduce delinquent bills.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.	Ambulance billing collection rate.	30%	38%	31%	34%
STRATEGY	Implement electronic patient care reporting and ambulance billing using electronic tablets, web based software, and support from ICEMA to improve collection rate.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	NEW	N/A	N/A	N/A	35%
STRATEGY	Participate in the Federally funded Ground Emergency Medical Transport (GEMT) cost reimbursement program.	Ambulance revenues as a percentage of total ambulance operations cost.				
STRATEGY	Implement billing of First Responder Fee.					
STRATEGY	Contract with Medi-Cal managed care providers to participate in federal Medicaid fund reimbursements for ambulance transports through the Intergovernmental Transfer (IGT) funding mechanism.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage reduction in the number of hospital readmissions to ARMC for Medicare patients.	N/A	40%	0%	30%
STRATEGY	In collaboration and partnership with the Arrowhead Regional Medical Center (ARMC), implement a pilot community paramedic program to reduce hospital readmissions.					



## Fire Administration

### DESCRIPTION OF MAJOR SERVICES

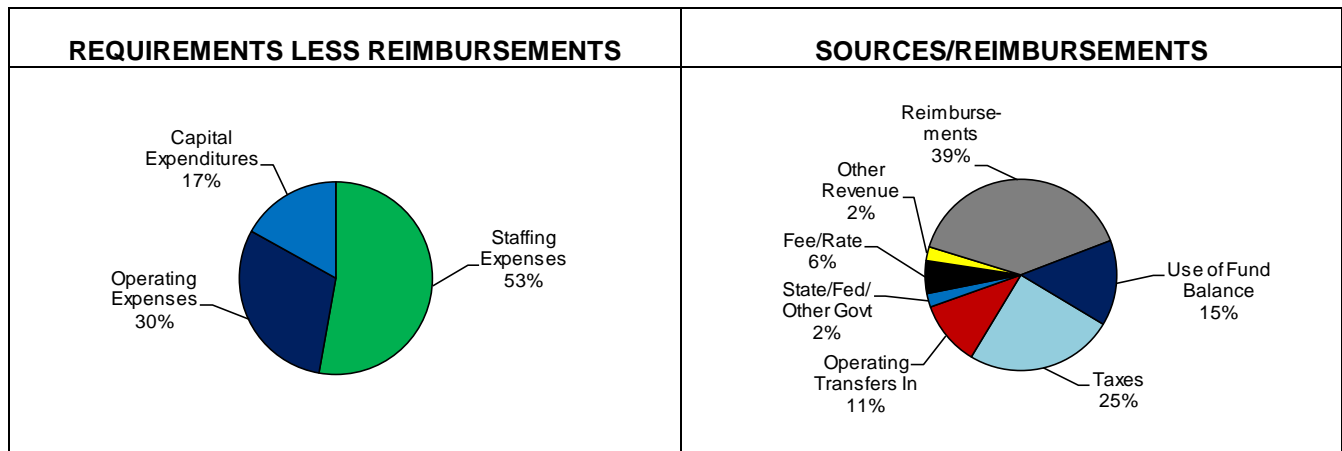
The San Bernardino County Fire Protection District (County Fire), with jurisdiction encompassing 16,535 square miles, operates 63 fire stations and 11 facilities within four Regional Service Zones (Mountain, North Desert, South Desert and Valley) and serves more than 60 unincorporated communities, the City of Grand Terrace, and the Town of Yucca Valley. Additionally, County Fire contracts with four cities (Adelanto, Needles, Victorville, Hesperia) and the City of Fontana's independent fire protection district to provide fire protection services to those cities.

#### Budget at a Glance

Requirements Less Reimbursements	\$30,444,286
Sources/Reimbursements	\$26,045,130
Use of/ (Contribution to) Fund Balance	\$4,399,156
Total Staff	190

County Fire is an all-risk fire department providing emergency mitigation and management for fire suppression, emergency medical services (paramedic and non-paramedic), ambulance services, hazardous materials (HAZMAT) response, arson investigation, technical rescue including water borne, flooding and mudslide, winter rescue operations, hazard abatement, terrorism and weapons of mass destruction. Other significant services/programs include Helicopter Rescue, Dozer, fire abatement Hand Crews, Inmate Hand Crews, Honor Guard, and Firefighter recruitment that involves a fire training tower. As part of disaster preparation, response, and mitigation, the department's Office of Emergency Services specifically provides support and assistance to the 24 cities and towns, as well as all the unincorporated portions of the County. The field functions are supported by a Countywide management system that includes organizational business practices, human resources, financial and accounting services, vehicles services and support, and equipment warehousing and distribution. County Fire also provides for the management of community safety services such as fire prevention, building construction plans and permits, household hazardous waste, local oversight and collection program for hazardous materials, HAZMAT facility inspections, planning and engineering, and public education and outreach.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: County Fire  
 DEPARTMENT: San Bernardino County Fire Protection District  
 FUND: San Bernardino County Fire Protection District-Administration

BUDGET UNIT: FPD  
 FUNCTION: Public Protection  
 ACTIVITY: Fire Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	15,309,600	15,196,124	14,872,004	13,528,054	13,889,478	16,017,064	2,127,586
Operating Expenses	4,959,975	6,217,363	7,465,290	6,725,352	7,460,720	9,186,864	1,726,144
Capital Expenditures	614,007	2,746,610	3,899,289	5,716,593	6,975,006	5,129,745	(1,845,261)
Total Exp Authority	20,883,582	24,160,097	26,236,583	25,969,999	28,325,204	30,333,673	2,008,469
Reimbursements	(13,725,596)	(14,752,120)	(13,405,762)	(9,075,334)	(10,171,532)	(11,992,177)	(1,820,645)
Total Appropriation	7,157,986	9,407,977	12,830,821	16,894,665	18,153,672	18,341,496	187,824
Operating Transfers Out	19,627,641	898,154	162,814	535,315	1,125,382	110,613	(1,014,769)
Total Requirements	26,785,627	10,306,131	12,993,635	17,429,980	19,279,054	18,452,109	(826,945)
<b>Sources</b>							
Taxes	6,388,303	6,385,455	7,018,044	7,470,022	6,844,234	7,618,031	773,797
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	507,030	815,631	780,033	457,598	467,252	700,015	232,763
Fee/Rate	1,003,637	1,194,259	1,294,570	1,621,950	1,780,391	1,689,149	(91,242)
Other Revenue	12,345,854	616,551	931,612	1,324,636	1,404,161	719,417	(684,744)
Total Revenue	20,244,824	9,011,896	10,024,259	10,874,206	10,496,038	10,726,612	230,574
Operating Transfers In	13,330,430	4,191,380	3,662,848	5,811,776	8,650,955	3,326,341	(5,324,614)
Total Financing Sources	33,575,254	13,203,276	13,687,107	16,685,982	19,146,993	14,052,953	(5,094,040)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(6,789,627)	(2,897,145)	(693,472)	743,998	132,061	4,399,156	4,267,095
Available Reserves					7,360,488	2,349,395	(5,011,093)
Total Fund Balance					7,492,549	6,748,551	(743,998)
Budgeted Staffing*	124	115	135	146	146	190	44

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$18.5 million include staffing expenses of \$16.0 million to provide administrative, finance, and support services. Operating expenses of \$9.2 million are for various fire services including hazard abatement, airborne search and rescue, training, equipment and maintenance, warehouse, vehicles, special programs and communication services. Capital expenditures of \$5.1 million include County Fire's replacement plan for vehicles, apparatus and other major equipment. Reimbursements of \$12.0 million primarily represent transfers in from County Fire's regional service zones, Office of the Fire Marshal, and the Office of Emergency Services to fund administrative and support services functions. Sources for this budget unit include \$7.6 million in property taxes and \$3.3 million of operating transfers in from County Fire's set-asides to assist in funding various capital improvement projects and vehicle replacement purchases.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by a net amount of \$826,945 that includes the following: \$2.1 million increase in staffing expenses primarily due to the addition of 30 Firefighter Trainee positions for Tower 6 Academy and a net transfer of 11 fire prevention personnel from the regional service zones; \$1.7 million of additional operating expenses for a variety of costs including non-inventoriable equipment, professional services, data processing charges, travel, clothing supplies, emergency fuel purchases, and transfers to other departments; \$1.8 million decrease in capital expenditures primarily due to the purchase of 47 cardiac monitors totaling \$1.6 million that occurred in the previous fiscal year; \$1.8 million increase in reimbursements for the cost of additional staffing now included in this Administration budget unit; and \$1.0 million decrease in operating transfers out budgeted in 2014-15 to help fund the costs of the North Desert Regional Service Zone.



Sources are decreasing by a net \$5.1 million due to \$5.3 million less in operating transfers in primarily from the County General Fund (\$2.9 million) and County Fire set-asides due to the purchase of cardiac monitors occurring in 2014-15 (\$1.6 million). Other significant changes include an increase of \$773,797 in property tax revenue and a decrease of \$684,744 in other revenue primarily due to fewer Land Use Services projects for County Fire's Hand Crews.

## ANALYSIS OF FUND BALANCE

The budgeted use of fund balance of \$4.4 million is needed to offset a one-time reduction in County General Fund subsidy for 2015-16 operations in order to establish General Fund reserves for the following two capital projects: County Fire consolidated headquarters and County Fire training center.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Administration	3	0	0	0	3	0	3
Administrative Support/PIO	4	1	0	0	5	1	4
Human Resources	6	1	0	0	7	1	6
Budget and Fiscal Services	23	0	-1	0	22	0	22
Support Services and Warehouse	12	0	0	0	12	0	12
Office of the Fire Marshal: Fire Prevention	17	12	-1	0	28	0	28
Fleet Services/Parts	25	0	-1	0	24	0	24
Special Ops: Training/Safety/EMS Division	56	33	0	0	89	43	46
Total	146	47	-3	0	190	45	145

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$16.0 million fund 190 budgeted positions of which 145 are regular positions and 45 are limited term positions.

Budgeted staffing for 2015-16 is increased by a net 44 positions as follows:

- Addition of 30 Firefighter Trainee positions for new recruits during County Fire's training academy. These trained individuals will eventually fill vacant Firefighter positions within the regional zones.
- Addition of 2 Engineers (Foremen) to increase the supervisory aspect of the Inmate Hand Crew program.
- Addition of 1 Media Specialist for support of the Public Information Office.
- Addition of 1 Staff Analyst I to assist with the increasing workload of the Special Operations Division.
- Addition of 1 Public Service Employee to help with the file conversion project.
- Net increase of 11 Fire Prevention staff (12 additions/1 deletion) for the transfer of staff from various regional service zones to improve management of these positions.
- Deletion of 1 vacant Mechanic position due to workload realignment.
- Deletion of 1 limited term Public Service Employee that is no longer needed.



## Mountain Regional Service Zone

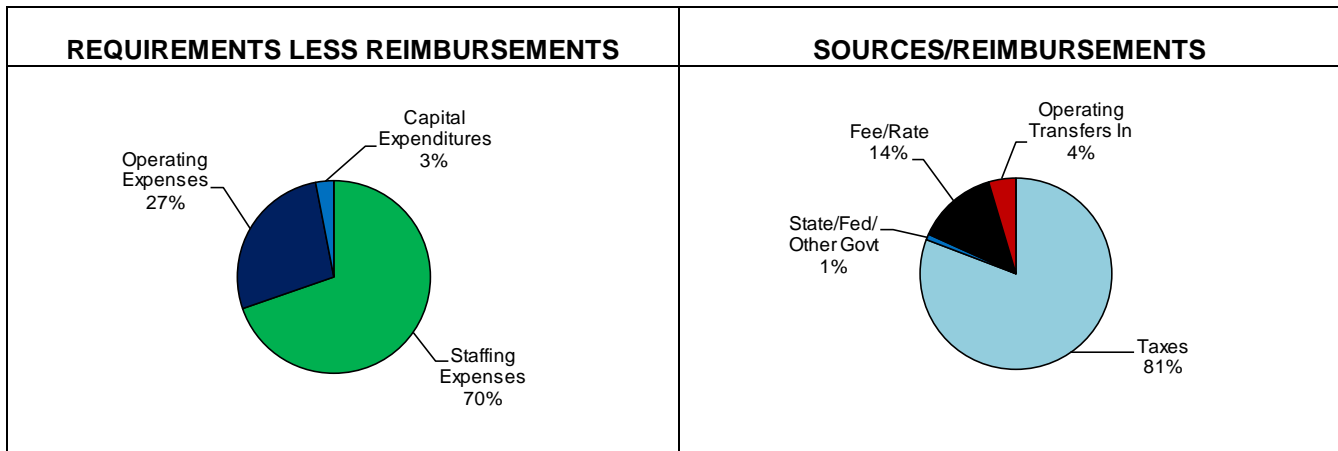
### DESCRIPTION OF MAJOR SERVICES

The Mountain Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection services to the areas of Angelus Oaks (Station #98), Fawnskin (Station #96), Forest Falls (Station #99), Green Valley Lake (Station #95) and Lake Arrowhead (Stations #91, #92, #93 and #94). Ambulance transport services are also provided to the Lake Arrowhead community out of Stations #91, #92 and #94. The Mountain Regional Service Zone now provides fire protection services to the former communities within the Crest Forest Fire Protection District through annexation (Stations #24, #25, #26, #28, #29 and #30). Additionally, within the Mountain Regional Service Zone there are two voter approved special tax paramedic service zones which provide services to the mountain communities.

#### Budget at a Glance

Requirements Less Reimbursements	\$15,608,844
Sources/Reimbursements	\$15,608,844
Use of/ (Contribution to) Fund Balance	\$0
Total Staff	95

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: County Fire  
DEPARTMENT: San Bernardino County Fire Protection District  
FUND: Mountain Regional Service Zone

BUDGET UNIT: FMZ  
FUNCTION: Public Protection  
ACTIVITY: Fire Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	6,475,960	6,820,843	9,648,611	10,396,914	10,579,697	10,838,903	259,206
Operating Expenses	2,545,021	2,605,201	3,781,209	4,373,053	5,170,451	4,243,282	(927,169)
Capital Expenditures	64,403	0	407,823	32,435	188,045	472,210	284,165
Total Exp Authority	9,085,384	9,426,044	13,837,643	14,802,402	15,938,193	15,554,395	(383,798)
Reimbursements	0	0	(72,685)	(290,509)	(290,509)	0	290,509
Total Appropriation	9,085,384	9,426,044	13,764,958	14,511,893	15,647,684	15,554,395	(93,289)
Operating Transfers Out	(2,799)	90,557	201,511	10,000	10,000	54,449	44,449
Total Requirements	9,082,585	9,516,601	13,966,469	14,521,893	15,657,684	15,608,844	(48,840)
<b>Sources</b>							
Taxes	8,103,047	8,218,638	8,539,167	8,743,433	8,753,466	12,570,252	3,816,786
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	255,397	162,559	232,962	171,577	0	151,594	151,594
Fee/Rate	715,845	949,171	5,394,277	5,470,899	5,224,344	2,118,505	(3,105,839)
Other Revenue	154,227	196,706	161,232	26,533	16,000	51,990	35,990
Total Revenue	9,228,516	9,527,074	14,327,638	14,412,442	13,993,810	14,892,341	898,531
Operating Transfers In	325,810	770,238	621,518	150,659	1,582,469	716,503	(865,966)
Total Financing Sources	9,554,326	10,297,312	14,949,156	14,563,101	15,576,279	15,608,844	32,565
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(471,741)	(780,711)	(982,687)	(41,208)	81,405	0	(81,405)
Available Reserves					2,842,499	2,965,112	122,613
Total Fund Balance					2,923,904	2,965,112	41,208
Budgeted Staffing*	108	99	92	96	96	95	(1)

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$15.6 million include staffing expenses of \$10.8 million to provide fire protection, paramedic, and administrative services to this regional service zone. Operating expenses of \$4.2 million support the operations of 14 fire stations including facility costs, equipment, vehicle services, and various other services/supplies. The most significant sources for this service zone are property taxes (\$12.6 million), fee/rate revenue from ambulance services and special assessments (\$2.1 million), and operating transfers in from County Fire's set-asides (\$716,503) for capital improvements.

Within the Mountain Regional Service Zone are two Paramedic Service Zones (PM-1 Lake Arrowhead and PM-4 Crestline) that are funded by voter approved special taxes. The details of each service zone follows:

**Service Zone PM-1 Lake Arrowhead** is funded by a voter approved special tax authorized by the Board of Supervisors in September 1986 (originally under CSA 70 Zone PM-1). Service Zone PM-1 provides supplemental funding to support paramedic services to the community of Lake Arrowhead and is funded by a voter approved special tax (originally \$10 per parcel, but was increased to the not to exceed amount of \$17 per parcel through voter approval in June 1991). This special tax is applicable to approximately 18,318 parcels. Services are provided through Fire Stations #91, #92 and #94.

**Service Zone PM-4 Crestline** special tax was approved by the voters on May 21, 1991 and imposed by the Board of Directors in May 1992 (formerly PM-A with Crest Forest Fire Protection District before annexation). Service Zone PM-4 provides supplemental funding to support paramedic services to the communities in and around Crestline and is funded by a voter approved per parcel tax of \$24.50 (Undeveloped Parcel), \$39.50 (Individual Dwelling Unit) and \$45.00 (Commercial Unit). This special tax does not include an inflation factor or cost of living increase. Parcel count relative to this special tax is approximately 13,786 for 2015-16 (258



Commercial Units, 6,210 Undeveloped Parcels, and 7,318 Individual Dwelling Units. Services are provided through Fire Stations #25 and #26.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by a net \$48,840. The most significant changes in requirements include a \$927,169 decrease in operating expenses primarily due to a reduction in transfers to the County's Architecture and Engineering Department for managing a number of County Fire's capital improvement projects, partially offset by a \$284,165 increase in capital expenditures for various fixed asset items and a \$290,509 decrease in reimbursements.

Sources are increasing by a net \$32,565. Major changes in sources include an increase in property taxes of \$3.8 million, mostly offset by a decrease of \$3.1 million in current services revenue, due to termination of the Crest Forest contract and the concurrent annexation action. Additionally, operating transfers in are decreasing by \$865,966 due to a lesser amount from County Fire's set-asides and elimination of general fund support for this regional service zone.

## ANALYSIS OF FUND BALANCE

This regional service zone is not budgeting for the use of fund balance in 2015-16.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Mountain Region Service Zone	96	1	-2	0	95	34	61
Total	96	1	-2	0	95	34	61

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$10.8 million fund 95 budgeted positions of which 61 are regular positions and 34 are limited term positions.

Budgeted staffing for 2015-16 is decreased by a net 1 position as follows:

- Deletion of 2 Paid Call Firefighter positions that are no longer needed for operations.
- Addition of 1 limited-term Public Service Employee to provide temporary assistance for a vacant Staff Analyst I position.





## North Desert Regional Service Zone

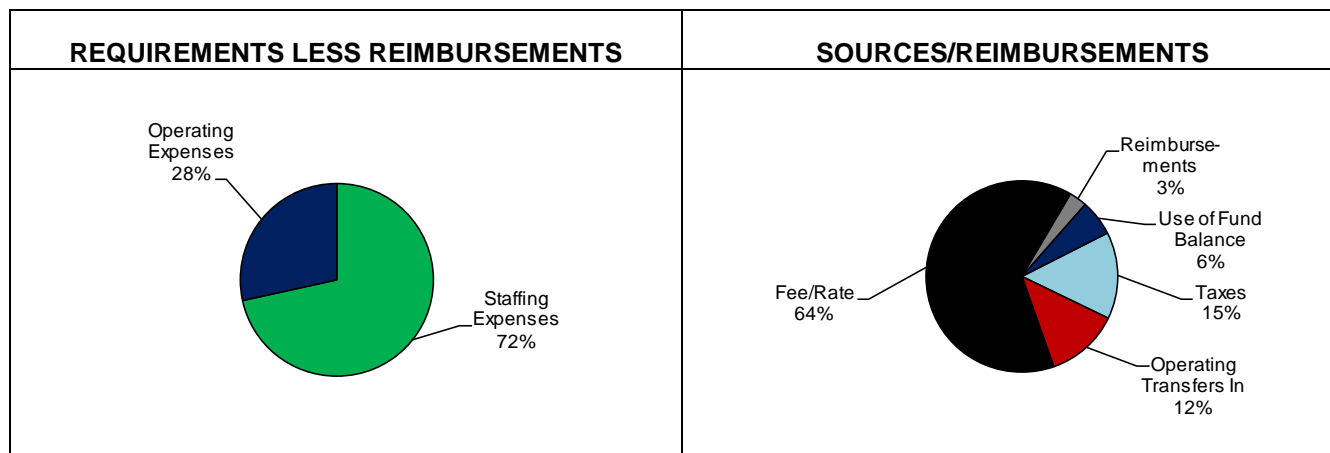
### DESCRIPTION OF MAJOR SERVICES

The North Desert Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission resolution 2997. This regional service zone provides fire protection and paramedic services to the areas of Spring Valley Lake (Station #22), Summit Valley (Station #48), Lucerne Valley (Station #8), Lucerne Valley – East (Station #7), Silver Lakes (Station #4), Phelan (Station #10), Wrightwood (Station #14), Pinon Hills (Station #13), El Mirage (Station #11), Baldy Mesa (Station #16), Mt. View Acres (Station #37), Harvard (Station #52), Baker (Station #53), Hinkley (Station #56) and Searles Valley (Station #57). Fire protection services are also provided to the cities of Adelanto (Station #322), Victorville (Stations #311, #312, #313, #314, #315, and #319) and the Hesperia Fire Protection District (Stations #301, #302, #304, and #305) through service contracts. Ambulance transport services are provided in Lucerne Valley, Searles Valley, and Wrightwood. Additionally, within the North Desert Regional Service Zone there are four voter approved special tax fire protection zones that provide services to the communities of Red Mountain, Windy Acres, El Mirage, and Helendale/Silver Lakes.

#### Budget at a Glance

Requirements Less Reimbursements	\$45,316,893
Sources/Reimbursements	\$42,588,796
Use of/ (Contribution to) Fund Balance	\$2,728,097
Total Staff	234

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: County Fire  
DEPARTMENT: San Bernardino County Fire Protection District  
FUND: North Desert Region Service Zone

BUDGET UNIT: FNZ  
FUNCTION: Public Protection  
ACTIVITY: Fire Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	27,503,873	27,295,725	29,559,293	32,376,755	32,959,573	32,233,615	(725,958)
Operating Expenses	10,952,394	11,260,771	11,397,506	10,733,423	12,219,788	12,823,889	604,101
Capital Expenditures	1,139,713	38,924	47,502	15,628	136,459	150,491	14,032
Total Exp Authority	39,595,980	38,595,420	41,004,301	43,125,806	45,315,820	45,207,995	(107,825)
Reimbursements	(140,114)	(217,191)	(641,969)	(1,344,610)	(1,387,925)	(1,352,290)	35,635
Total Appropriation	39,455,866	38,378,229	40,362,332	41,781,196	43,927,895	43,855,705	(72,190)
Operating Transfers Out	0	143,680	146,241	20,000	20,000	108,898	88,898
Total Requirements	39,455,866	38,521,909	40,508,573	41,801,196	43,947,895	43,964,603	16,708
<b>Sources</b>							
Taxes	6,071,762	5,940,284	6,195,657	6,531,200	6,357,824	6,629,988	272,164
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	256,100	206,451	314,471	194,495	0	70,828	70,828
Fee/Rate	26,575,916	27,756,469	28,823,764	29,119,190	28,857,793	28,852,782	(5,011)
Other Revenue	(307,880)	212,442	160,822	77,755	55,500	69,039	13,539
Total Revenue	32,595,898	34,115,646	35,494,714	35,922,640	35,271,117	35,622,637	351,520
Operating Transfers In	6,571,386	6,317,816	6,125,129	7,205,954	8,424,733	5,613,869	(2,810,864)
Total Financing Sources	39,167,284	40,433,462	41,619,843	43,128,594	43,695,850	41,236,506	(2,459,344)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	288,582	(1,911,553)	(1,111,270)	(1,327,398)	252,045	2,728,097	2,476,052
Available Reserves					2,846,192	1,697,538	(1,148,654)
Total Fund Balance					3,098,237	4,425,635	1,327,398
Budgeted Staffing*	292	321	275	284	284	234	(50)

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$44.0 million include staffing expenses of \$32.2 million to provide fire protection, paramedic, ambulance transport, and administrative services to this regional service zone. Operating expenses of \$12.8 million support the operations of 26 fire stations including facility costs, equipment, vehicle services, and various other services/supplies. The most significant sources for this service zone are property taxes of \$6.6 million, fee/rate revenue from fire protection contracts, ambulance services and special assessment taxes of \$28.9 million, and operating transfers in of \$5.6 million that include \$4.2 million from the County General Fund and \$1.0 million from County Fire's set-asides to support operations.

Within the North Desert Regional Service Zone there are four Fire Protection Service Zones (Service Zones): FP-1 Red Mountain, FP-2 Windy Acres, FP-3 El Mirage, and FP-5 Helendale/Silver Lakes that are funded by voter approved special taxes. Details of each service zone follows:

**Service Zone FP-1 Red Mountain** special tax was originally authorized by the Board of Supervisors in December 1964 (originally under CSA 30 Zone FP-1). Service Zone FP-1 provides fire protection services to the community of Red Mountain. These services are funded by a special tax not to exceed \$332 per parcel as approved by the voters in March 1985. The current special tax rate is \$171 per parcel and is presently applicable to 72 parcels. San Bernardino County Fire Protection District provides fire protection services to Service Zone FP-1 through cooperation with the Kern County Fire Department.

**Service Zone FP-2 Windy Acres** special tax was originally authorized in January 1985 by the Board of Supervisors (originally under CSA 70 Zone FP-2). Service Zone FP-2 provides fire protection services to the community of Windy Acres. These services are funded by a special tax not to exceed \$407 per parcel as approved by the voters in June 1991. The current special tax rate is \$80 per parcel and is presently



applicable to 117 parcels. San Bernardino County Fire Protection District provides fire protection services to Service Zone FP-2 through cooperation with the Kern County Fire Department.

**Service Zone FP-3 El Mirage** special tax was originally authorized by the Board of Supervisors in March 1987 (originally under CSA 38 N Zone FP-3). Service Zone FP-3 provides fire protection services to the community of El Mirage. These services are funded by a special tax of \$9.00 per parcel with no annual inflationary rate as approved by the voters in March 1987. This special tax is currently applicable to 3,545 parcels. Services are provided through Fire Stations #11 and #322.

**Service Zone FP-5 Helendale/Silver Lakes** special tax was originally authorized by the Board of Supervisors in April 2006 (originally under CSA 70 Zone FP-5). Service Zone FP-5 provides for fire protection and paramedic staffing services to the community of Helendale/Silver Lakes. These services are funded by a special tax originally of \$117 per parcel that includes an annual cost of living increase of up to 3% as approved by the voters in June 2006. The special tax rate is now \$139.72 per parcel and is presently applicable to 7,662 parcels. Services are provided through Fire Station #4.

Within the North Desert Regional Service Zone, San Bernardino County Fire Protection provides contract services to the cities of Adelanto, Victorville and the Hesperia Fire Protection District.

	2015-16			
	Requirements	Sources	Fund Balance	Staffing
<b><u>Contract Entity</u></b>				
City of Adelanto	2,265,805	2,265,805	0	9
City of Victorville	14,023,646	14,023,646	0	60
Hesperia Fire Protection District	9,419,396	9,419,396	0	54
Total Contracts	25,708,847	25,708,847	0	123

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by a net \$16,708. Significant changes in requirements include a \$725,958 decrease in staffing expenses primarily due to reduced services for the Hesperia Fire Protection District and the transfer of fire prevention staff to County Fire's administration fund. The additional operating expenses of \$604,101 are primarily due to an anticipated contract with Kern County Fire Department to provide fire protection to the underserved area of northwest San Bernardino County.

Sources are decreasing by a net \$2.5 million. The major change in sources is a \$2.8 million decrease in operating transfers in primarily due to less County General Fund subsidy. In addition, although revenue from the contract with the Hesperia Fire Protection District is expected to be \$1.1 million less in 2015-16 for reduces services, it is anticipated that this decrease will be offset by revenue generated from implementation of the first responder fee and additional ambulance services.

## ANALYSIS OF FUND BALANCE

The budgeted use of fund balance of \$2.7 million is needed to offset a one-time reduction in County General Fund subsidy for 2015-16 operations in order to establish General Fund reserves for the following two capital projects: County Fire consolidated headquarters and County Fire training center.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
North Desert Regional Service Zone	275	6	-47	0	234	58	176
Office of the Fire Marshal (OFM)	8	0	-8	0	0	0	0
OFM-Hazardous Materials	1	0	-1	0	0	0	0
Total	284	6	-56	0	234	58	176

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$32.2 million fund 234 budgeted positions of which 176 are regular positions and 58 are limited term positions.

Budgeted staffing for 2015-16 is decreased by a net 50 positions as follows:

- Transfer out of 6 positions (5 Fire Prevention positions to County Fire Administration and 1 Hazmat position to Hazardous Materials) to better account for the management of these positions.
- Deletion of 9 positions (3 Captains, 3 Engineers, 3 Firefighters) due to a contract reduction with the Hesperia Fire Protection District.
- Deletion of 2 PSE–Environmental Tech positions no longer included in the contract with the City of Victorville.
- Deletion of 1 vacant Office Assistant III position because it is no longer needed for this regional service zone.
- Deletion of 38 paid call and limited term firefighter positions. Since these positions have remained vacant, their deletions should have no impact on operations.
- Addition of 6 new positions (3 Firefighters and 3 Engineers) to facilitate the department's conversion from limited-term to regular positions.



## South Desert Regional Service Zone

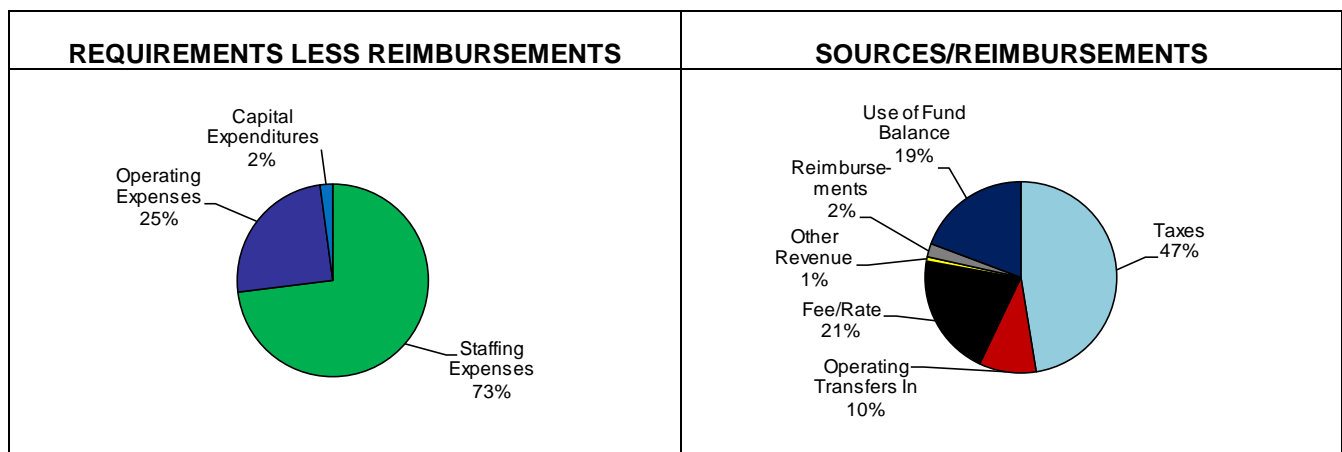
### DESCRIPTION OF MAJOR SERVICES

The South Desert Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection and paramedic services, as applicable, to the areas of Big River (Station #17), Black Meadow Landing (Station #55), Havasu Landing (Station #18), Johnson Valley (Station #43), Joshua Tree (Station #36), Landers (Station #19), Panorama Heights (Station #35), Parker Strip (Station #21), Pioneertown (Station #38), Wonder Valley (Station #45), Yucca Mesa (Station #42), Yucca Valley (Station #41), and Needles (Stations #31). Fire protection services are also provided to the City of Needles through a service contract. Ambulance transport service is provided to Havasu Lake and paramedic service, including ambulance transport, is provided to Yucca Valley. Additionally, within the South Desert Regional Service Zone are two voter approved special tax fire protection zones that provide additional funding for services to the communities of Wonder Valley and Havasu Lake.

#### Budget at a Glance

Requirements Less Reimbursements	\$12,019,248
Sources/Reimbursements	\$9,716,280
Use of/ (Contribution to) Fund Balance	\$2,302,968
Total Staff	82

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: County Fire  
DEPARTMENT: San Bernardino County Fire Protection District  
FUND: South Desert Regional Service Zone

BUDGET UNIT: FSZ  
FUNCTION: Public Protection  
ACTIVITY: Fire Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	6,990,417	7,091,597	7,023,786	7,972,377	8,706,442	8,738,425	31,983
Operating Expenses	3,142,117	3,443,746	3,197,153	2,712,358	2,757,806	2,970,924	213,118
Capital Expenditures	254,782	96,116	174,363	130,667	146,451	255,450	108,999
Total Exp Authority	10,387,316	10,631,459	10,395,302	10,815,402	11,610,699	11,964,799	354,100
Reimbursements	(63,393)	(8,333)	(63,995)	(223,606)	(223,605)	(272,236)	(48,631)
Total Appropriation	10,323,923	10,623,126	10,331,307	10,591,796	11,387,094	11,692,563	305,469
Operating Transfers Out	739	101,877	162,071	10,000	10,000	54,449	44,449
Total Requirements	10,324,662	10,725,003	10,493,378	10,601,796	11,397,094	11,747,012	349,918
<b>Sources</b>							
Taxes	5,205,498	5,166,887	5,685,317	5,572,847	5,550,363	5,674,154	123,791
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	131,992	220,097	213,243	81,839	0	59,705	59,705
Fee/Rate	1,630,149	2,172,834	3,099,605	2,098,139	2,315,592	2,485,808	170,216
Other Revenue	140,655	127,450	96,262	83,751	64,264	72,268	8,004
Total Revenue	7,108,294	7,687,268	9,094,427	7,836,576	7,930,219	8,291,935	361,716
Operating Transfers In	3,641,843	3,695,411	3,746,648	3,228,163	3,420,547	1,152,109	(2,268,438)
Total Financing Sources	10,750,137	11,382,679	12,841,075	11,064,739	11,350,766	9,444,044	(1,906,722)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(425,475)	(657,676)	(2,347,697)	(462,943)	46,328	2,302,968	2,256,640
Available Reserves					3,377,669	1,583,972	(1,793,697)
Total Fund Balance					3,423,997	3,886,940	462,943
Budgeted Staffing*	113	129	93	99	99	82	(17)

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$11.7 million include staffing expenses of \$8.7 million to provide fire protection, paramedic, ambulance transport, and administrative services to this regional service zone. Operating expenses of \$3.0 million support the operations of 13 fire stations within the zone including facility costs, equipment, vehicle services, and various other services and supplies. The most significant sources of financing for this zone are property taxes of \$5.7 million, fee/rate revenue from contracts and ambulance services of \$2.5 million, and operating transfers in of \$1.2 million from the County General Fund.

There are two Fire Protection Service Zones (Service Zones) within the South Desert Regional Service Zone: FP-4 Wonder Valley and FP-6 Havasu Lake that are funded by voter approved special taxes. Details of these service zones follows:

**Service Zone FP-4 Wonder Valley** special tax was originally authorized by the Board of Supervisors in August 1972 (originally under CSA 70 M Zone FP-4). Service Zone FP-4 provides fire protection services to the community of Wonder Valley. These services are funded by a special tax of \$30 per parcel with an annual 1.5% cost of living increase as approved by the voters in June 2005. The special tax is currently at \$33.30 per parcel and is presently applicable to 4,658 parcels. Services are provided through Fire Station 45.

**Service Zone FP-6 Havasu Lake** special tax was originally authorized by the Board of Directors of the San Bernardino County Fire Protection District in February 2009. This was the first new service zone created after the County Fire reorganization. Service Zone FP-6 provides fire protection services to the community of Havasu Lake. These services are funded by a special tax of \$113 per parcel with an annual 3% cost of living increase as approved by the voters in May 2009. The special tax is currently at \$124.02 per parcel and is presently applicable to 1,334 parcels. Services are provided through Fire Station #18.



Within the South Desert Regional Service Zone, San Bernardino County Fire Protection District provides contract services to the City of Needles.

	2015-16			
	Requirements	Sources	Fund Balance	Staffing
<b>Contract Entity</b>				
City of Needles	603,716	603,716	0	3
Total Contracts	603,716	603,716	0	3

## BUDGET CHANGES AND OPERATIONAL IMPACT

The only significant change in the 2015-16 budget is a \$2.3 million decrease in operating transfers in primarily due to less County General Fund subsidy.

## ANALYSIS OF FUND BALANCE

The budgeted use of fund balance of \$2.3 million is needed to offset a one-time reduction in County General Fund subsidy for 2015-16 operations in order to establish General Fund reserves for the following two capital projects: County Fire consolidated headquarters and County Fire training center.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
South Desert Regional Service Zone	99	3	-20	0	82	25	57
Total	99	3	-20	0	82	25	57

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$8.7 million fund 82 budgeted positions of which 57 are regular positions and 25 are limited term positions.

Budgeted staffing for 2015-16 is decreased by a net 17 positions as follows:

- Deletion of 20 paid call and limited term firefighter positions. Since these positions have remained vacant, their deletions should have no impact on operations.
- Addition of 3 new Engineer positions to facilitate the department's conversion from limited-term to regular positions.



## Valley Regional Service Zone

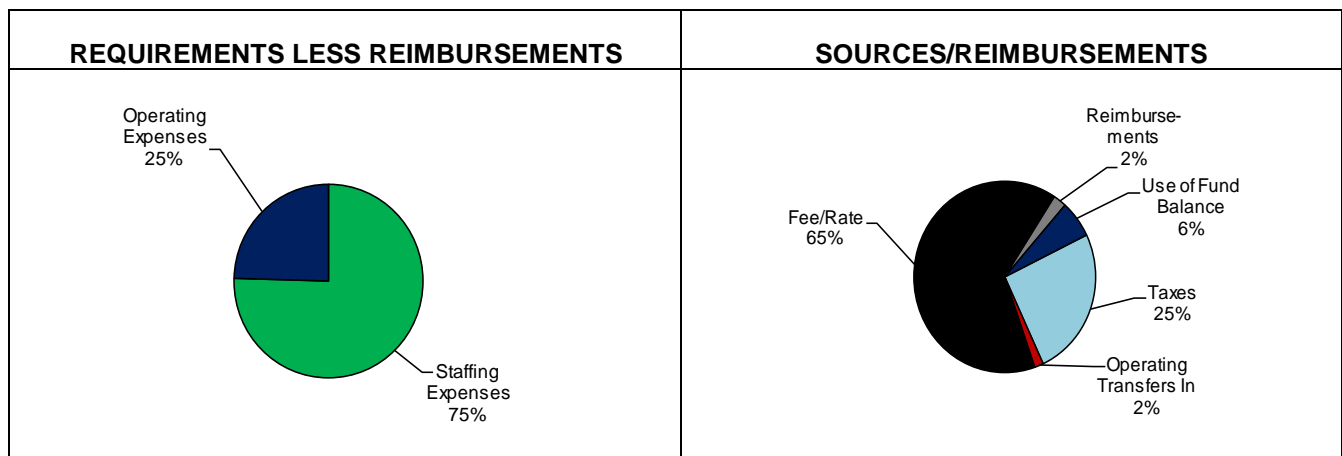
### DESCRIPTION OF MAJOR SERVICES

The Valley Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection and paramedic services to the unincorporated areas of Colton, Devore (Station #2), San Antonio Heights (Station #12), Lytle Creek (Station #20), Mt Baldy (Station #200), Muscoy (Station #75), Bloomington (Station #76), Grand Terrace (Station #23), Mentone (Station #9), Oak Glen (Station #555), Little Mountain and Highland. Fire protection services are also provided to the Fontana Fire Protection District (Stations #71, #72, #73, #74, #77, #78 and #79) through a service contract. Additionally, there are two voter approved special tax paramedic service zones within the Valley Regional Service Zone which provide services to the communities of Highland and Yucaipa.

#### Budget at a Glance

Requirements Less Reimbursements	\$37,653,935
Sources/Reimbursements	\$35,304,436
Use of/ (Contribution to) Fund Balance	\$2,349,499
Total Staff	173

### 2015-16 RECOMMENDED BUDGET





## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: County Fire  
DEPARTMENT: San Bernardino County Fire Protection District  
FUND: Valley Regional Service Zone

BUDGET UNIT: FVZ  
FUNCTION: Public Protection  
ACTIVITY: Fire Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	21,472,165	22,589,491	24,634,852	28,517,194	28,994,597	28,341,960	(652,637)
Operating Expenses	7,482,404	7,312,274	7,265,015	7,083,237	7,823,812	9,226,098	1,402,286
Capital Expenditures	929,252	1,147,663	318,157	400,081	472,072	36,734	(435,338)
Total Exp Authority	29,883,821	31,049,428	32,218,024	36,000,512	37,290,481	37,604,792	314,311
Reimbursements	0	(9,431)	(283,036)	(824,987)	(824,987)	(875,257)	(50,270)
Total Appropriation	29,883,821	31,039,997	31,934,988	35,175,525	36,465,494	36,729,535	264,041
Operating Transfers Out	4,759	177,234	870,156	10,000	10,000	49,143	39,143
Total Requirements	29,888,580	31,217,231	32,805,144	35,185,525	36,475,494	36,778,678	303,184
<b>Sources</b>							
Taxes	7,436,135	8,529,642	9,270,346	8,859,770	8,381,807	9,495,332	1,113,525
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	124,760	229,176	343,966	220,255	0	86,180	86,180
Fee/Rate	19,744,689	20,141,452	20,946,649	23,811,874	23,840,753	24,236,927	396,174
Other Revenue	290,510	1,359,695	932,062	23,988	0	18,226	18,226
Total Revenue	27,596,094	30,259,965	31,493,023	32,915,887	32,222,560	33,836,665	1,614,105
Operating Transfers In	2,432,740	2,540,731	3,348,452	3,729,942	4,016,659	592,514	(3,424,145)
Total Financing Sources	30,028,834	32,800,696	34,841,475	36,645,829	36,239,219	34,429,179	(1,810,040)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(140,254)	(1,583,465)	(2,036,331)	(1,460,304)	236,275	2,349,499	2,113,224
Available Reserves					3,727,082	3,074,162	(652,920)
Total Fund Balance					3,963,357	5,423,661	1,460,304
Budgeted Staffing*	200	210	177	191	191	173	(18)

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$36.8 million include staffing expenses of \$28.3 million to provide fire protection, paramedic, and administrative services to the regional service zone. Operating expenses of \$9.2 million support the operations of 16 fire stations including facility costs, equipment, vehicle services, and various other services/supplies. The most significant sources for this zone are property taxes of \$9.5 million, fee/rate revenue from contracts and special assessments of \$24.2 million, and operating transfers in of \$592,514 primarily from County Fire set-asides for capital improvement projects.

Within the Valley Regional Service Zone, there are two Paramedic Service Zones (Service Zones): PM-2 Highland and PM-3 Yucaipa that are funded by voter approved special taxes. The following is more detail of these service zones:

**Service Zone PM-2 Highland** special tax was originally authorized by the Board of Supervisors in July 1985 (originally under CSA 38 L Zone PM-2). Service Zone PM-2 provides paramedic services to the unincorporated area of Highland and the unincorporated area of San Bernardino, which is provided by the City of San Bernardino through a contract. These services are funded by a voter-approved special tax not to exceed \$19 per residential unit and \$38 per commercial unit with no annual inflationary increase. There are currently 5,360 residential dwelling units and 82 commercial units for which this special tax is applicable.

**Service Zone PM-3 Yucaipa** special tax was authorized by the Board of Supervisors in December 1986 (originally under CSA 38 M Zone PM-3), and the City of Yucaipa detached from this service zone in July 1999. Service Zone PM-3 provides paramedic services to the unincorporated area of Yucaipa through a contract with the City of Yucaipa. Services are funded by a voter-approved special tax not to exceed \$24 per residential unit and \$35 per commercial unit with no annual inflationary increase. There are currently 224 residential units and 78 commercial units for which this special tax is applicable.



Within the Valley Regional Service Zone, San Bernardino County Fire Protection provides contract fire suppression, emergency medical response, and emergency management services to the Fontana Fire Protection District.

	2015-16			
	Requirements	Sources	Fund Balance	Staffing
<b><u>Contract Entity</u></b>				
City of Fontana	23,644,267	23,644,267	0	102
Total Contracts	23,644,267	23,644,267	0	102

## BUDGET CHANGES AND OPERATIONAL IMPACT

Significant changes in requirements include a \$1.4 million increase in operating expenses for the following transfers: \$929,918 for support of 7 Fire Prevention positions now moved to County Fire Administration and \$433,580 for two capital improvement projects at Station #9 in Mentone that will be managed by the County's Architecture and Engineering Department.

Major changes in sources consist of a \$3.4 million decrease in operating transfers in (primarily due to less County General Fund subsidy), \$1.1 million increase in taxes (which includes revenue resulting from dissolution of redevelopment agencies), and \$396,174 increase in fee/rate revenue primarily due to implementation of the First Responder fee.

## ANALYSIS OF FUND BALANCE

The budgeted use of fund balance of \$2.3 million is needed to offset a one-time reduction in County General Fund subsidy for 2015-16 operations in order to establish General Fund reserves for the following two capital projects: County Fire consolidated headquarters and County Fire training center.

## 2015-16 POSITION SUMMARY\*

Division	2014-15	Adds	Deletes	Re-Orgs	2015-16	Limited	Regular
	Modified Staffing				Recommended		
Valley Regional Service Zone	184	3	-14	0	173	12	161
Office of the Fire Marshal	7	0	-7	0	0	0	0
Total	191	3	-21	0	173	12	161

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$28.3 million fund 173 budgeted positions of which 161 are regular positions and 12 are limited term positions.

Budgeted staffing for 2015-16 is decreased by a net 18 positions as follows:

- Deletion of 14 paid call and limited term firefighter positions. Since these positions have remained vacant, their deletions should have no impact on operations of this regional service zone.
- Transfer of 7 Fire Prevention positions to County Fire Administration to better account for the management of these positions.
- Addition of 3 new Firefighter positions to facilitate the department's conversion from limited term to regular positions.



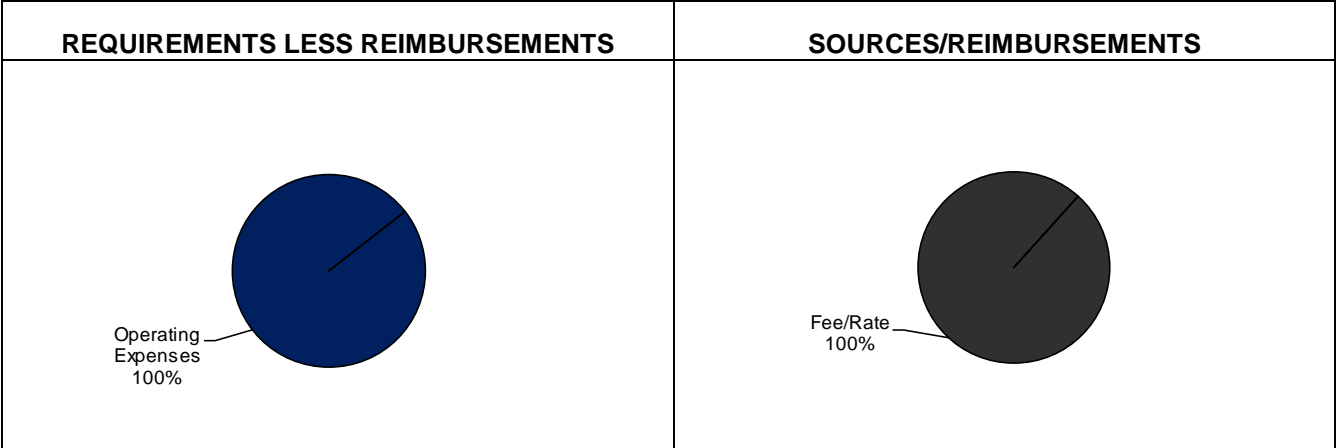
## Community Services District 2002-2

### DESCRIPTION OF MAJOR SERVICES

The County of San Bernardino Board of Supervisors formed Community Facilities District (CFD) 2002-2 (Central Valley Fire Protection District-Fire Protection Services) on August 6, 2002 to ensure a financing mechanism to provide fire protection services within the boundaries of the area formerly known as Central Valley Fire Protection District, which is now part of the Fontana Fire Protection District as a result of the County Fire Reorganization LAFCO 3000 on July 1, 2008. The CFD authorizes a special tax levy each year in the approximate amount of \$565 per developed acre on new non-residential development within CFD 2002-2.

Budget at a Glance	
Requirements Less Reimbursements	\$285,500
Sources/Reimbursements	\$285,500
Use of/ (Contribution to) Fund Balance	\$0
Total Staff	0

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: County Fire  
DEPARTMENT: San Bernardino County Fire Protection District  
FUND: Community Facilities District 2002-2

BUDGET UNIT: SFE  
FUNCTION: Public Protection  
ACTIVITY: Fire Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	281,944	282,009	280,031	278,310	285,500	285,500	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	281,944	282,009	280,031	278,310	285,500	285,500	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	281,944	282,009	280,031	278,310	285,500	285,500	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	281,944	282,009	280,031	278,310	285,500	285,500	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	286,368	279,748	279,748	278,400	285,000	285,300	300
Other Revenue	239	564	405	224	200	200	0
Total Revenue	286,607	280,312	280,153	278,624	285,200	285,500	300
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	286,607	280,312	280,153	278,624	285,200	285,500	300
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(4,663)	1,697	(122)	(314)	300	0	(300)
Available Reserves					2,910	3,524	614
Total Fund Balance					3,210	3,524	314
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$285,500 represent payment of the special tax levy proceeds, less minor administrative costs, to the Fontana Fire Protection District to administer the CFD. Sources of \$285,500 include revenue generated from the special assessment of \$565 per parcel.

## BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes for 2015-16.

## ANALYSIS OF FUND BALANCE

Use of fund balance is not budgeted for 2015-16.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



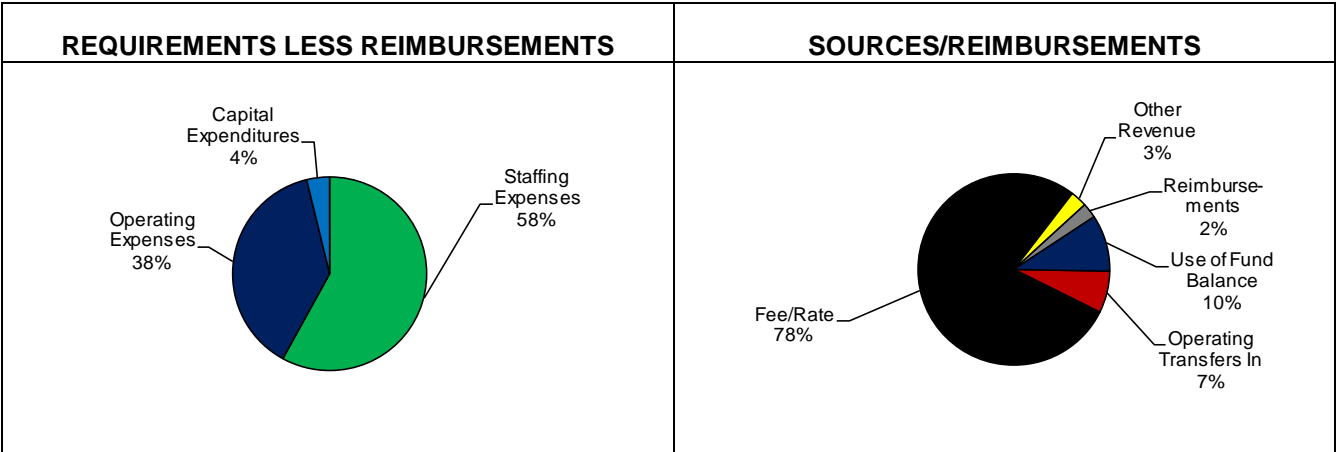
## Hazardous Materials

### DESCRIPTION OF MAJOR SERVICES

County Fire is an all-risk department that provides for the oversight and regulation of all commercial hazardous materials and wastes. The program provides services in three major areas to all businesses in all cities within the County. The first program is the Certified Unified Program Agency (CUPA) that inspects about 2,500 facilities annually to ensure the proper management of hazardous materials and wastes in six areas of State regulatory concern. The second program involves the monitoring of about 800 underground storage tanks that has led to the investigation of leaks at hundreds of facilities. Staff in this program ensures mediation efforts remove the contamination and protect ground water. The third program provides emergency response to, and investigation of, all releases of hazardous materials. This 24/7 team responds to all types of hazardous material releases from businesses, pipelines, tanker trucks and rail cars. They are capable of mitigating the release as well as ensuring that any contamination resulting from the spill or release is remediated below any level of health risk concern. If there is any sign of misconduct, the program contacts the County Environmental Crimes Task Force that coordinates all investigatory activity with the District Attorney's office.

Budget at a Glance	
Requirements Less Reimbursements	\$8,382,641
Sources/Reimbursements	\$7,582,641
Use of/ (Contribution to) Fund Balance	\$800,000
Total Staff	47

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: County Fire  
DEPARTMENT: San Bernardino County Fire Protection District  
FUND: Hazardous Materials

BUDGET UNIT: FHZ  
FUNCTION: Public Protection  
ACTIVITY: Hazardous Materials

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	4,717,076	5,113,125	4,651,340	4,284,912	4,839,327	4,863,008	23,681
Operating Expenses	2,056,891	2,079,224	1,768,806	2,084,865	3,042,799	3,199,633	156,834
Capital Expenditures	2,044	632,351	237,122	0	10,000	320,000	310,000
Total Exp Authority	6,776,011	7,824,700	6,657,268	6,369,777	7,892,126	8,382,641	490,515
Reimbursements	(24,055)	(33,425)	(203,695)	(255,549)	(264,549)	(211,660)	52,889
Total Appropriation	6,751,956	7,791,275	6,453,573	6,114,228	7,627,577	8,170,981	543,404
Operating Transfers Out	4,804,941	0	361,792	361,792	361,792	0	(361,792)
Total Requirements	11,556,897	7,791,275	6,815,365	6,476,020	7,989,369	8,170,981	181,612
<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	1,461	156,671	96,783	0	0	0	0
Fee/Rate	7,366,685	7,330,367	6,344,508	6,395,013	6,793,770	6,542,932	(250,838)
Other Revenue	341,944	373,428	312,740	309,838	162,099	234,325	72,226
Total Revenue	7,710,090	7,860,466	6,754,031	6,704,851	6,955,869	6,777,257	(178,612)
Operating Transfers In	5,598,468	80,942	72,561	75,000	1,033,500	593,724	(439,776)
Total Financing Sources	13,308,558	7,941,408	6,826,592	6,779,851	7,989,369	7,370,981	(618,388)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(1,751,661)	(150,133)	(11,227)	(303,831)	0	800,000	800,000
Available Reserves					1,885,420	1,389,251	(496,169)
Total Fund Balance					1,885,420	2,189,251	303,831
Budgeted Staffing*	52	53	49	43	43	47	4

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$8.2 million include staffing expenses of \$4.9 million to provide support, oversight, and regulation of all commercial hazardous materials and wastes within the County. Additionally, operating expenses of \$3.2 million represent costs related to the facilities, vehicles support, and various services and supplies. The most significant source of funding for this budget unit is fee/rate revenue of \$6.5 million which includes health fees, permit and inspection fees, and emergency response fees. In addition, operating transfers in of \$593,724 are primarily from County Fire set-asides to fund vehicle and equipment acquisitions.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes in requirements include a \$310,000 increase in capital expenditures for the purchase of vehicles/equipment and a \$361,792 decrease in operating transfers out to the capital replacement set-aside fund.

Significant changes in sources include a decrease in CUPA inspection fees and other current service revenue of \$250,838 based on 2014-15 estimates. Additionally, there is a decrease in operating transfers in of \$439,776 primarily due to the use of fund balance in 2015-16 for the records imaging project rather than an additional transfer from the department's set-asides.

## ANALYSIS OF FUND BALANCE

The \$800,000 use of fund balance in 2015-16 is a one-time expenditure to fund the records imaging project. This project will convert thousands of paper files into a digital format for more efficient usage and storage. These files contain vital information regarding location and quantities of hazardous materials. After completion of this project, this information will be available to first-responders in emergency situations.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Hazardous Materials	43	5	-1	0	47	4	43
Total	43	5	-1	0	47	4	43

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$4.9 million fund 47 budgeted positions, of which 43 are regular positions and 4 are limited term positions.

Budgeted staffing for 2015-16 is increased by a net 4 positions as follows:

- Deletion of 1 vacant Hazardous Materials Specialist 2/HM Responder Team position.
- Transfer in of 1 Environmental Specialist 4/HM Responder Team position from County Fire's North Desert Regional Service Zone.
- Addition of 4 limited-term PSE Office Assistants.

These staffing changes are expected to result in additional surveys being conducted to educate business owners on the requirements for obtaining legally required hazardous materials permits and assist them in compliance with the County Ordinance.



## Homeland Security Grant Program

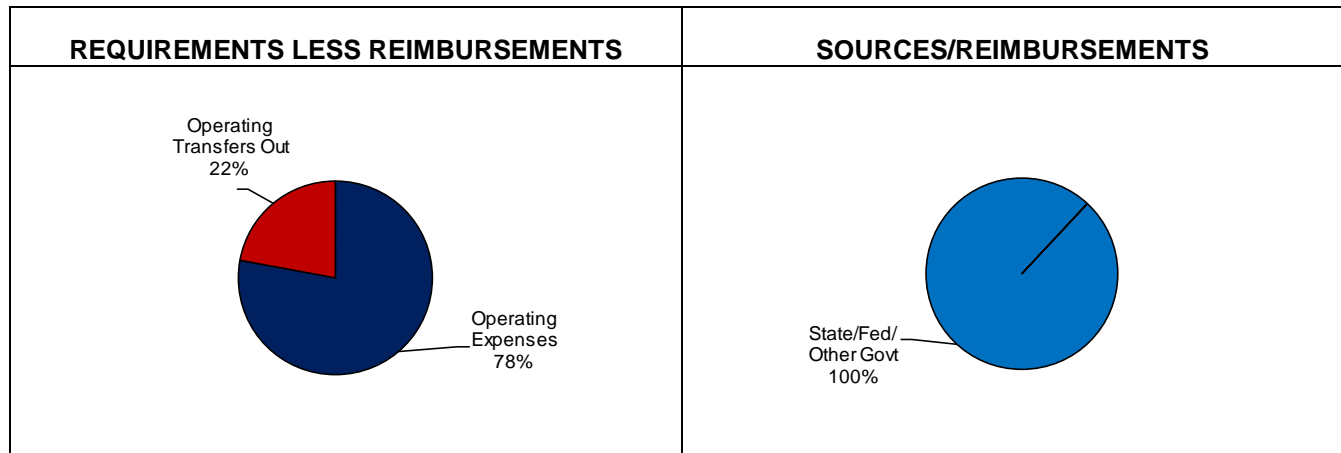
### DESCRIPTION OF MAJOR SERVICES

The California Office of Emergency Services (Cal OES) operates in accordance with the provisions of the Governor's Reorganization Plan No. 2 (Government Code Section 8585 (a)(1)), dated May 3, 2012. Since 1999, grant funds have been received through Cal OES from the Federal Emergency Management Agency (FEMA) for terrorism risk capability assessments and eligible equipment for Emergency First Responders. The Homeland Security Grant Program (HSGP) is one tool amongst a comprehensive set of federal measures administered by Cal OES to help strengthen the state against risks associated with potential terrorist attacks. Cal OES has approved and awarded these grants, and the acceptance of this grant continues San Bernardino County's effort through the oversight of County Fire to continue implementing the federal grant's objectives and strategies, and to effectively respond to other catastrophic events.

#### Budget at a Glance

Requirements Less Reimbursements	\$5,012,602
Sources/Reimbursements	\$5,012,602
Use of/ (Contribution to) Fund Balance	\$0
Total Staff	0

### 2015-16 RECOMMENDED BUDGET





## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: County Fire  
DEPARTMENT: San Bernardino County Fire Protection District  
FUND: Homeland Security Grant Program

BUDGET UNIT: SME  
FUNCTION: Public Protection  
ACTIVITY: Fire Protection

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,847,060	3,237,004	1,776,500	697,111	3,012,887	3,904,533	891,646
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	2,847,060	3,237,004	1,776,500	697,111	3,012,887	3,904,533	891,646
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,847,060	3,237,004	1,776,500	697,111	3,012,887	3,904,533	891,646
Operating Transfers Out	882,267	1,309,022	1,234,049	214,264	1,795,644	1,108,069	(687,575)
Total Requirements	3,729,327	4,546,026	3,010,549	911,375	4,808,531	5,012,602	204,071
<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	3,741,039	4,682,024	2,846,944	861,374	4,808,531	5,011,523	202,992
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	4,301	3,709	1,275	1,052	1,800	1,079	(721)
Total Revenue	3,745,340	4,685,733	2,848,219	862,426	4,810,331	5,012,602	202,271
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,745,340	4,685,733	2,848,219	862,426	4,810,331	5,012,602	202,271
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(16,013)	(139,707)	162,330	48,949	(1,800)	0	1,800
Available Reserves					50,749	0	(50,749)
Total Fund Balance					48,949	0	(48,949)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$5.0 million include operating expenses of \$3.9 million that primarily represent transfers to other budget units and sub-recipients of the HSGP. Operating transfers out of \$1.1 million are primarily to the following County entities: Sheriff/Coroner/Public Administrator, Public Health, ICEMA, and other County departments for grant expenditures related to terrorism risk capability assessments and eligible equipment. Sources of \$5.0 million include funding from FEMA, through Cal OES, for the HSGP.

## BUDGET CHANGES AND OPERATIONAL IMPACT

The net increase in both requirements and sources of approximately \$200,000 is due to additional funding anticipated from the 2015 HSGP award.

## ANALYSIS OF FUND BALANCE

This budget unit has no fund balance anticipated for 2015-16.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## Household Hazardous Waste

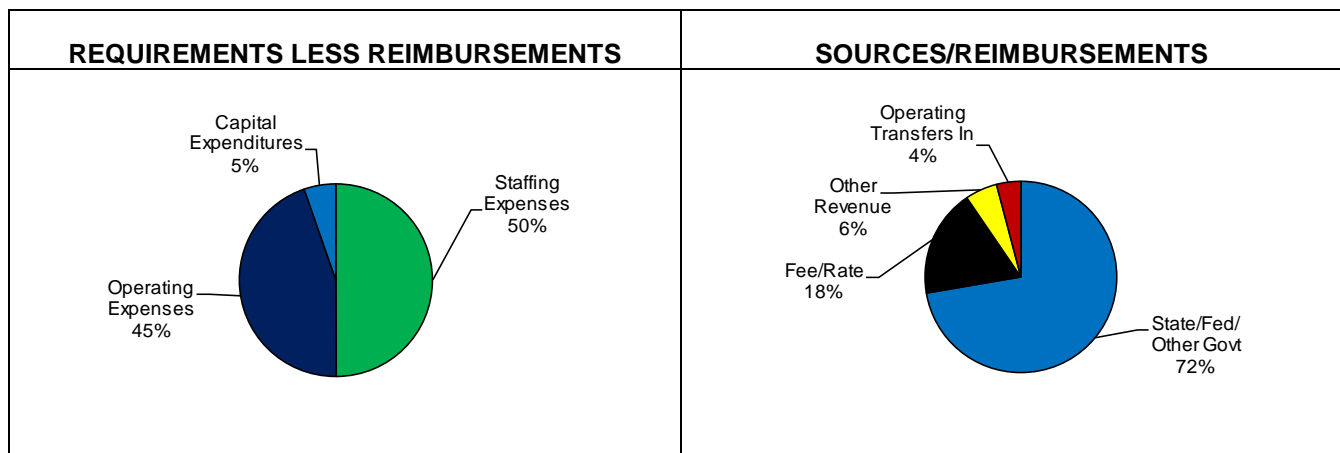
### DESCRIPTION OF MAJOR SERVICES

County Fire is an all-risk department that provides a nationally recognized award-winning program for management of Household Hazardous Waste (HHW). These full service activities include the collection, packaging, transportation, re-use, recycling and ultimate environmentally safe disposal of HHW. The program re-uses or recycles hundreds of thousands of pounds of waste paint, used oil, batteries, pesticides and other household chemicals that cannot be put down the drain or be dumped in the landfill. The program also conducts public education programs and activities to reduce or eliminate the impact of these hazardous wastes on public health and the environment. The program contracts with every city and town in the County, except the City of Fontana, to make these services available to almost every resident within the County.

#### Budget at a Glance

Requirements Less Reimbursements	\$3,097,200
Sources/Reimbursements	\$3,097,200
Use of/ (Contribution to) Fund Balance	\$0
Total Staff	33

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: County Fire  
DEPARTMENT: San Bernardino County Fire Protection District  
FUND: Household Hazardous Waste

BUDGET UNIT: FHH  
FUNCTION: Public Protection  
ACTIVITY: Hazardous Materials

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,389,489	1,336,475	1,391,478	1,278,169	1,544,327	1,546,333	2,006
Operating Expenses	1,345,165	1,172,790	1,390,506	1,386,320	1,504,553	1,385,867	(118,686)
Capital Expenditures	0	9,672	128,786	0	201,000	165,000	(36,000)
Total Exp Authority	2,734,654	2,518,937	2,910,770	2,664,489	3,249,880	3,097,200	(152,680)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,734,654	2,518,937	2,910,770	2,664,489	3,249,880	3,097,200	(152,680)
Operating Transfers Out	0	0	75,079	122,742	122,742	0	(122,742)
Total Requirements	2,734,654	2,518,937	2,985,849	2,787,231	3,372,622	3,097,200	(275,422)
<b>Sources</b>							
Taxes	0	0	4,507	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	2,281,418	2,174,399	2,301,070	2,290,127	2,495,531	2,239,134	(256,397)
Fee/Rate	542,304	622,089	627,206	577,042	572,591	563,509	(9,082)
Other Revenue	(865)	176,850	187,207	171,430	169,500	167,557	(1,943)
Total Revenue	2,822,857	2,973,338	3,119,990	3,038,599	3,237,622	2,970,200	(267,422)
Operating Transfers In	69,946	3,258	500	0	135,000	127,000	(8,000)
Total Financing Sources	2,892,803	2,976,596	3,120,490	3,038,599	3,372,622	3,097,200	(275,422)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(158,149)	(457,659)	(134,641)	(251,368)	0	0	0
Available Reserves					750,779	1,002,147	251,368
Total Fund Balance					750,779	1,002,147	251,368
Budgeted Staffing*	44	36	33	33	33	33	0

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$3.1 million include staffing expenses of \$1.5 million to provide full service activities for the collection, packaging, transportation, re-use, recycling and ultimate environmentally safe disposal of HHW. Operating expenses of \$1.4 million support the operations and administrative support to fulfill contracts with every city and town in the County, with the exception of the City of Fontana, to ensure that these services are available to virtually all residents within the County. The primary sources of funding include \$2.2 million from participating contract cities and \$563,509 of fee revenue.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are each decreasing by \$275,422 primarily due to completion of the Big Bear facility upgrade project, funded by a state grant, in the prior fiscal year.

## ANALYSIS OF FUND BALANCE

No use of fund balance is budgeted for 2015-16.



**2015-16 POSITION SUMMARY\***

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Household Hazardous Waste	33	0	0	0	33	14	19
Total	33	0	0	0	33	14	19

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$1.5 million fund 33 budgeted positions of which 19 are regular positions and 14 are limited term positions.

There are no budgeted staffing changes for 2015-16.



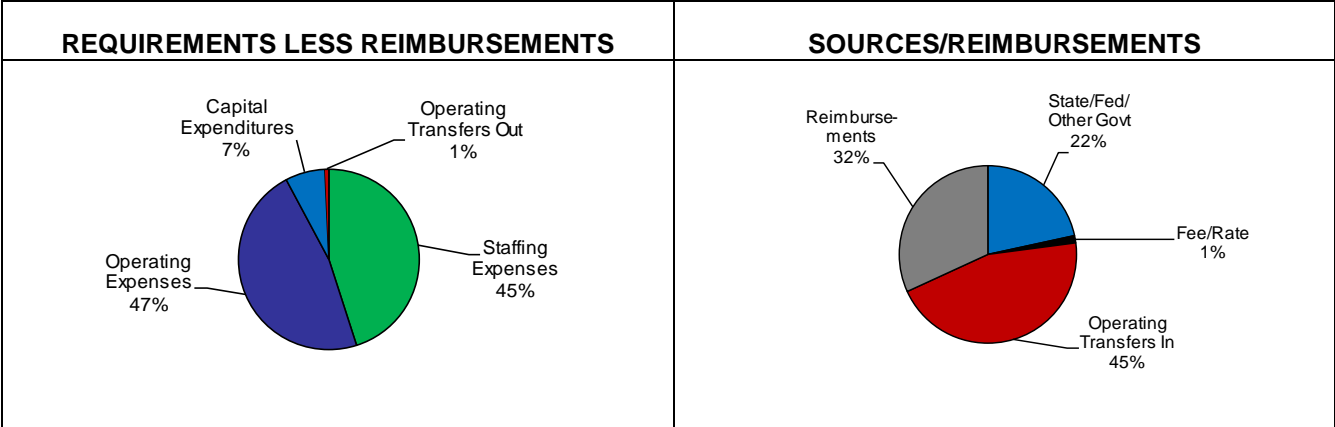
# Office of Emergency Services

## DESCRIPTION OF MAJOR SERVICES

County Fire is an all-risk department providing emergency management and disaster planning and coordination throughout the County through its Office of Emergency Services (OES). OES functions as the Lead Agency for the San Bernardino County Operational Area (OA). While County OES does not directly manage field operations, it ensures the coordination of disaster response and recovery efforts through day-to-day program management and during a disaster or emergency. As part of disaster preparation, response, and mitigation, OES specifically provides support and assistance to all 24 cities and towns, as well as all the unincorporated portions of the County. It is the single point of contact for the California Emergency Management Agency (Cal EMA) for all County activities. OES manages numerous grants totaling millions of dollars such as the Homeland Security Grant Program (HSGP) and the Emergency Management Performance Grant (EMPG), among many others. OES is also responsible for developing and implementing numerous Countywide plans such as the Hazard Mitigation Plan, the Mass Care and Shelter Plan, and the Catastrophic Recovery Plan. OES also coordinates various task forces and boards such as the County's Flood Area Safety Taskforce.

Budget at a Glance	
Requirements Less Reimbursements	\$4,205,231
Sources/Reimbursements	\$4,205,231
Use of/ (Contribution to) Fund Balance	\$0
Total Staff	19

## 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: County Fire  
DEPARTMENT: San Bernardino County Fire Protection District  
FUND: Office of Emergency Services

BUDGET UNIT: FES  
FUNCTION: Public Protection  
ACTIVITY: Office of Emergency Services

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,437,143	1,325,559	1,340,296	1,550,813	1,676,306	1,893,964	217,658
Operating Expenses	740,087	1,111,341	1,386,984	1,801,413	1,737,748	1,983,515	245,767
Capital Expenditures	8,016	21,660	77,448	0	150,000	298,255	148,255
Total Exp Authority	2,185,245	2,458,560	2,804,728	3,352,226	3,564,054	4,175,734	611,680
Reimbursements	(668,308)	(967,650)	(709,700)	(772,411)	(1,226,000)	(1,338,906)	(112,906)
Total Appropriation	1,516,937	1,490,910	2,095,028	2,579,815	2,338,054	2,836,828	498,774
Operating Transfers Out	0	0	0	0	50,000	29,497	(20,503)
Total Requirements	1,516,937	1,490,910	2,095,028	2,579,815	2,388,054	2,866,325	478,271
<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	331,882	532,594	634,929	566,897	714,631	908,610	193,979
Fee/Rate	0	0	105,000	55,000	55,000	55,000	0
Other Revenue	616,899	8,132	6,858	2,081	17,195	1,487	(15,708)
Total Revenue	948,780	540,726	746,787	623,978	786,826	965,097	178,271
Operating Transfers In	1,240,296	776,399	1,259,195	1,601,228	1,601,228	1,901,228	300,000
Total Financing Sources	2,189,076	1,317,125	2,005,982	2,225,206	2,388,054	2,866,325	478,271
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(672,139)	173,785	89,046	354,609	0	0	0
Available Reserves					438,072	83,463	(354,609)
Total Fund Balance					438,072	83,463	(354,609)
Budgeted Staffing*	19	17	17	19	19	19	0

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$2.9 million include staffing expenses of \$1.9 million to provide emergency management and disaster planning and coordination throughout the San Bernardino County Operational Area. Operating expenses of \$2.0 million represent support and assistance to all 24 cities and towns, as well as all the unincorporated portions of the County, and include costs related to the facilities, vehicle services, grants, and services/supplies. These expenses are partially offset through reimbursements of \$1.3 million primarily from the Homeland Security Grant Program. The most significant source of funding for this budget unit is \$1.9 million of operating transfers in from the County General Fund.

## BUDGET CHANGES AND OPERATIONAL IMPACT

The net increase in requirements of \$478,271 is primarily due to the following:

- \$217,658 increase in staffing expenses primarily from higher salary steps, retirement rate adjustments, additional leave cash-outs, and conversion of 3 contract positions to regular positions.
- \$245,767 increase in operating expenses primarily resulting from additional professional services and increased charges from the County's Information Services Department.

The net increase in sources of \$478,271 is mostly the result of an additional \$300,000 of County General Fund support for non-grant funded costs such as the webEOC and supervision of the volunteer program.



## ANALYSIS OF FUND BALANCE

The \$354,609 estimated use of fund balance in 2014-15 is not expected to continue in subsequent fiscal years primarily due to the additional \$300,000 of County General Fund subsidy commencing in 2015-16.

### 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Office of Emergency Services	15	2	-2	0	15	0	15
Budget and Fiscal Services	4	1	-1	0	4	0	4
Total	19	3	-3	0	19	0	19

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.9 million fund 19 budgeted regular positions.

Although there is no net change in budgeted staffing, the 2015-16 budget includes conversion of the following positions from contract to regular in an effort to attract and retain qualified candidates for the purposes of having a more stable workforce:

- Addition of 2 Emergency Services Officers.
- Addition of 1 Accounting Technician.
- Deletion of 2 Contract Emergency Services Officers.
- Deletion of 1 Contract Accounting Technician.



## San Bernardino County Fire Protection District 2015-16 Termination Benefits and Capital Replacement Set-Asides

Description	Fund/Dept	Requirements	Sources	Fund Balance		
				Use of / (Contribution to) Fund Balance	Available Reserves	Beginning Fund Balance
<b>Termination Benefits</b>	FTR 106	<b>0</b>	<b>20,000</b>	<b>(20,000)</b>	<b>6,168,235</b>	<b>6,148,235</b>
<b>Capital Replacement:</b>						<b>0</b>
SBCFPD - General	FAR 106	5,927,880	362,552	5,565,328	1,563,693	7,129,021
SBCFPD - Fire Training Tower	CRE 106	473,091	500	472,591	0	472,591
Mountain Regional Service Zone	FMR 600	1,869,477	8,000	1,861,477	0	1,861,477
North Desert Regional Service Zone	FNR 590	2,136,580	10,000	2,126,580	571,260	2,697,840
South Desert Regional Service Zone	FSR 610	525,257	1,000	524,257	0	524,257
Valley Regional Service Zone	FVR 580	3,677,855	14,000	3,663,855	14,000	3,677,855
Hazmat - General	FHR 107	2,167,000	25,000	2,142,000	5,311,308	7,453,308
Hazmat (CUPA Statewide Penalties)	FKE 107	141,624	2,000	139,624	1,987,001	2,126,625
Hazmat (CUPA Admin Penalties)	FKF 107	0	50	(50)	24,587	24,537
Hazmat (Statewide Tank Penalties)	FKT 107	17,100	700	16,400	236,354	252,754
<b>Total Capital Replacement Set-Asides</b>		<b>16,935,864</b>	<b>423,802</b>	<b>16,512,062</b>	<b>9,708,203</b>	<b>26,220,265</b>
<b>Total Term Benefits and Capital Replacement Set-Asides</b>		<b>16,935,864</b>	<b>443,802</b>	<b>16,492,062</b>	<b>15,876,438</b>	<b>32,368,500</b>

### TERMINATION BENEFITS AND CAPITAL REPLACEMENT SET-ASIDES

Termination Benefits and Capital Replacement Set-Asides are funded with one-time sources of revenue. The amount set-aside for Termination Benefits provides a funding source to offset costs incurred for employee termination benefits. Capital Replacement Set-Asides are for established specific capital projects or future capital needs, as well as for the purchase of new/replacement vehicles and other equipment.

The \$16.5 million of fund balance budgeted for use in 2015-16 includes \$8.5 million for County Fire's portion of the 800 MHz Project, \$1.7 million for Hazmat's share of County Fire's new Training Facility, and \$1.0 million to help fund County Fire's 2015-16 operational costs. The other \$5.3 million will be used primarily for various capital improvement projects and vehicle/equipment purchases.

The 2015-16 budget includes requirements of (\$341,641) in Termination Benefits Set-Asides for a contribution from County Fire operating funds to replenish this set-aside. Rather than displaying this amount in requirements (\$341,641) is reflected in the above table as a reduction in available reserves for Termination Benefits.







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**OTHER AGENCIES  
SUMMARY**

	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Use of (Contribution to) Fund Balance</b>	<b>Budgeted Staffing</b>
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY	520	7,258,527	7,258,527	0	32
ECONOMIC AND COMMUNITY DEVELOPMENT CORP	526	42	0	42	0
COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (CoIDA)	528	56,513	150	56,363	0
INLAND COUNTIES EMERGENCY MEDICAL AGENCY	530	3,589,128	3,696,283	(107,155)	18



## IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY

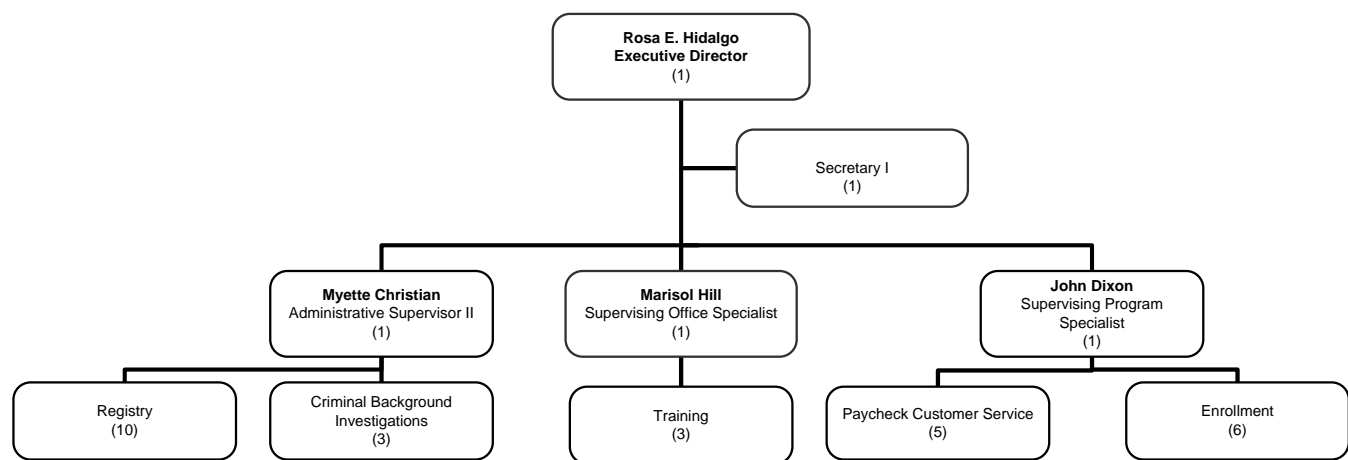
### Rosa E. Hidalgo

#### DEPARTMENT MISSION STATEMENT

*The mission of the In-Home Supportive Services Public Authority is to improve the availability and quality of Homecare in the County of San Bernardino.*



#### ORGANIZATIONAL CHART



#### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b><u>Special Revenue Funds</u></b>						
In Home Supportive Services Public Authority	7,258,527	7,258,527		0		32
Total Special Revenue Funds	7,258,527	7,258,527		0		32



## 2014-15 MAJOR ACCOMPLISHMENTS

- Transitioned several provider services from the Department of Aging and Adult Services to the IHSS Public Authority in January 2015. These services included provider orientation, enrollment, payroll customer services, employment verifications, and worker's compensation. These services were successfully implemented resulting in time savings and faster processing of enrollment packets, employment verifications and paycheck customer services.
- Processed over 10,670 criminal background reports to comply with State of California's IHSS fraud initiative.
- Assisted over 1,288 recipients in finding a caregiver to allow them to remain safely in their home avoiding institutional placement. The number of matches decreased from last fiscal year because matches between providers and recipients are lasting longer indicating better matching services and higher quality of care.
- Implemented Coordinated Care Initiative activities with Inland Empire Health Plan and Molina Healthcare.
- Trained over 4,000 IHSS providers on the Fair Labor Standards Act pre-implementation activities and new timesheets.
- Restored the National Caregivers Appreciation Day event to honor IHSS providers.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of qualified providers in metropolitan areas.	1,202	1,690	1,512	1,690
STRATEGY	Maintain the number of qualified providers in the Registry to refer to IHSS recipients.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of qualified providers in rural areas.	143	217	191	217
STRATEGY	Maintain the number of qualified providers in the Registry to refer to IHSS recipients.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Payroll processing time	6 weeks	3 weeks	1 week	1 week
STRATEGY	Maintain payroll processing time to allow IHSS providers to more quickly receive timesheets and paychecks which adds economic value within the county of San Bernardino.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of IHSS Registry providers trained in CPR/First Aid	22%	40%	25%	60%
STRATEGY	Increase number of trained IHSS providers to better assist IHSS recipients to remain in their home.					
STRATEGY	Increase number of trained residents in San Bernardino County to have a more qualified workforce.					



## In-Home Supportive Services – Public Authority

### DESCRIPTION OF MAJOR SERVICES

The In-Home Supportive Services (IHSS) program was created in 1973 to serve elderly, blind, and/or disabled individuals who are not able to remain safely in their home without assistance. Section 12302.25 of the Welfare and Institutions Code (WIC) mandates that each county, on or before January 1, 2003, must act as, or establish, an employer of record for collective bargaining purposes for IHSS care providers. The IHSS Public Authority (PA) was established to comply with this mandate.

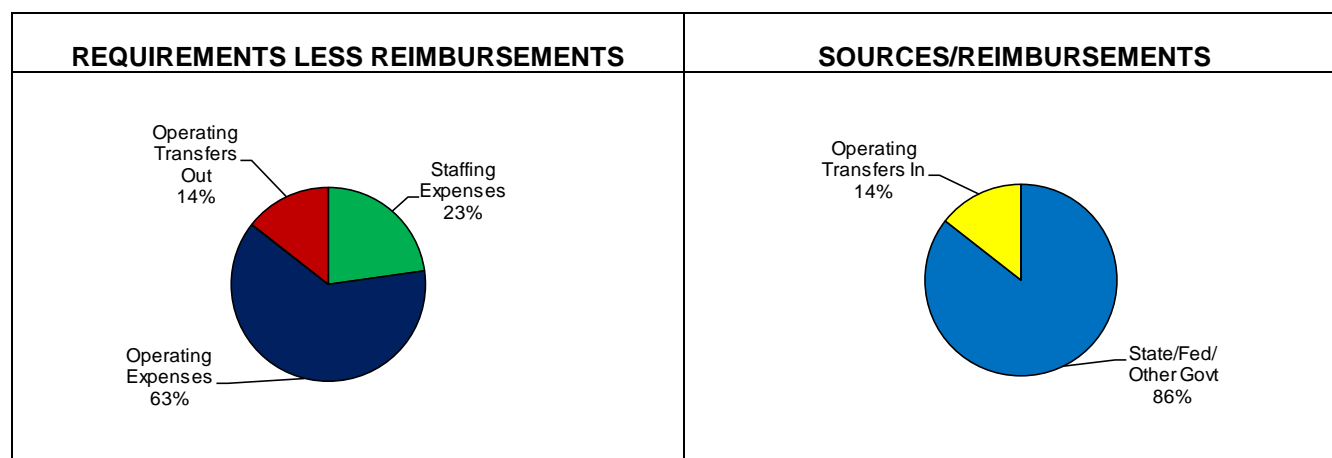
#### Budget at a Glance

Requirements Less Reimbursements	\$7,258,527
Sources/Reimbursements	\$7,258,527
Use of/ (Contribution to) Fund Balance	\$0
Total Staff	32

In addition to its role in collective bargaining, the IHSS PA is required by WIC to provide the following mandated services:

- Establish a registry of potential care providers.
- Investigate the background and qualifications of potential care providers.
- Refer potential care providers from the registry to IHSS consumers upon request.
- Provide training for both IHSS care providers and consumers.
- Perform other functions related to the delivery of IHSS as designated by the governing board.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Human Services  
DEPARTMENT: IHSS - Public Authority  
FUND: IHSS - Public Authority

BUDGET UNIT: RHH 498  
FUNCTION: Public Assistance  
ACTIVITY: Other Assistance

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,227,771	1,171,008	1,054,976	1,258,531	1,283,483	1,651,963	368,480
Operating Expenses	3,535,668	3,430,159	4,480,611	4,838,816	4,524,431	4,553,120	28,689
Capital Expenditures	0	0	0	0	0	9,000	9,000
Total Exp Authority	4,763,439	4,601,167	5,535,587	6,097,347	5,807,914	6,214,083	406,169
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	4,763,439	4,601,167	5,535,587	6,097,347	5,807,914	6,214,083	406,169
Operating Transfers Out	0	0	0	1,009,125	1,009,125	1,044,444	35,319
Total Requirements	4,763,439	4,601,167	5,535,587	7,106,472	6,817,039	7,258,527	441,488
<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	3,912,503	4,389,445	5,532,146	5,612,533	5,805,307	6,212,583	407,276
Fee/Rate	0	0	0	483,870	0	0	0
Other Revenue	850,341	212,743	2,812	944	2,000	1,500	(500)
Total Revenue	4,762,844	4,602,188	5,534,958	6,097,347	5,807,307	6,214,083	406,776
Operating Transfers In	0	17,457	0	1,009,125	1,009,125	1,044,444	35,319
Total Financing Sources	4,762,844	4,619,645	5,534,958	7,106,472	6,816,432	7,258,527	442,095
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	595	(18,478)	629	0	607	0	(607)
Available Reserves					1,431,811	1,432,418	607
Total Fund Balance					1,432,418	1,432,418	0
Budgeted Staffing*	25	21	19	26	26	32	6

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$7.3 million consist of the following:

- Staffing expenses of \$1.7 million which funds 32 positions.
- Operating expenses of \$4.6 million which is made up of services and supplies, licensing and maintenance of the annual registry and provider health benefits database, provider and staff training, provider background investigations and finger printing, COWCAP, and payments for provider health benefits.
- Operating transfers out of \$1.0 million to the HS Administrative Claim budget unit which represents the required local share match payment to the State for Public Authority (PA) administration and health benefits paid to the State as part of the mandated Maintenance of Effort (MOE) agreement. The HS Administrative Claim budget unit makes the entire match payment to the State for all IHSS MOE components.

State, Federal and other government aid revenue and other revenue sources of \$6.2 million represents the State and federal mandated share of PA expenditures. The increase is due to the availability of State/Federal funding.

Operating transfers in of \$1.0 million represents funding for the match mandated by State legislation due to the changes made to the IHSS MOE funding structure. This is funded with the 1991 Social Services Realignment transferred from the HS Administrative Claim budget unit.



## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$441,488, which includes an increase in staffing expenses of \$368,480 as a result of adding thirteen new contract positions and deleting seven contract positions for a net increase of six positions. The PA took responsibility for IHSS provider payroll, enrollment and orientation from the Department of Adult Services.

Operating expense is increasing by \$28,689 as a result of increases in rents and insurance, phone and computer charges, temp help and participant training costs.

Sources are increasing by \$442,095. This is primarily due to an increase in available federal/state funding of \$407,276. Additionally operating transfers in of Realignment revenue is increasing by \$35,319 to fund an increase in the MOE as mandated by State legislation.

## ANALYSIS OF FUND BALANCE

IHSS Public Authority is fully reimbursed from federal and state funding sources with a required match which is funded with 1991 realignment. Typically there is no use of fund balance.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Administration	4	1	-1	-2	2	2	0
Criminal Background Investigations	3	1	-1	0	3	3	0
Provider Services	9	0	-5	-4	0	0	0
Registry	8	5	0	-2	11	11	0
Training	2	2	0	0	4	4	0
Paycheck Customer Service	0	2	0	3	5	5	0
Enrollment	0	2	0	5	7	7	0
Total	26	13	-7	0	32	32	0

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.7 million fund 32 budgeted positions of which all are limited term positions. Due to new responsibilities mandated by State and Federal agencies, such as the Cal MediConnect initiative, the Affordable Care Act, and new Federal legislation on overtime and services for homecare workers, the department required the addition of new positions. Detailed changes are outlined below:

### Added:

- 1 Contract Secretary I
- 3 Contract Social Worker II
- 5 Contract Office Assistant II
- 2 Contract Office Assistant III
- 1 Contract Supervising Office Specialist
- 1 Contract Supervising Program Specialist

### Deleted:

- 1 Contract Office Assistant II
- 2 Contract Office Assistant III
- 1 Contract Social Worker I
- 1 Contract Social Worker II
- 1 Supervising Office Specialist
- 1 Supervising Program Specialist



**Re-Orgs:**

Positions were moved within the org chart to accommodate the creation of two new sections: Paycheck Customer Service and Enrollment. Both were previously included together under the section of Provider Services but are now separate due to the expansion of services in each section.





ECONOMIC AND COMMUNITY DEVELOPMENT CORPORATION

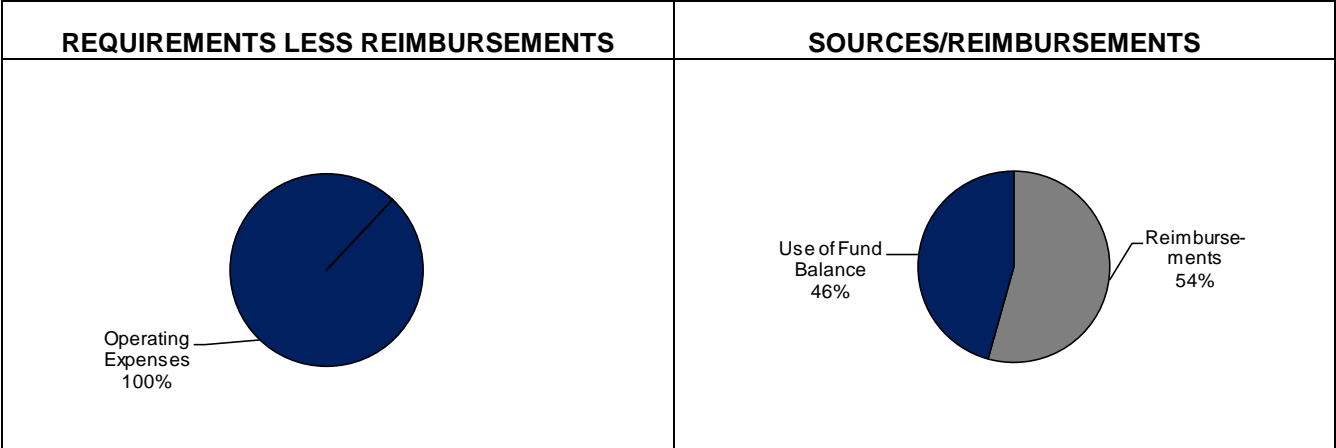
Larry Vaupel

DESCRIPTION OF MAJOR SERVICES

In September 1987, the Board of Supervisors formed the County of San Bernardino Economic and Community Development Corporation to provide additional methods of financing the acquisition of property, for and on behalf of private enterprise, to promote and enhance economic development and increase opportunities for useful employment. On May 8, 2012 (Item #45), the Board of Supervisors amended the Articles of Incorporation and the By-Laws to enable the Corporation to establish an Advisory Board that would comply with the requirements for designation as a Community Development Entity (CDE) by the Community Development Financial Institution Fund of the United States Department of the Treasury. The Corporation was designated as a CDE in December 2012. Economic and Community Development Corporation is a function of the Economic Development Agency.

Budget at a Glance	
Requirements Less Reimbursements	\$92
Sources/Reimbursements	\$50
Use of/ (Contribution to) Fund Balance	\$42
Total Staff	0

2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Economic Development  
 DEPARTMENT: Economic Development Agency  
 FUND: Economic and Community Development Corporation

BUDGET UNIT: SFI 499  
 FUNCTION: Public Assistance  
 ACTIVITY: Other Assistance

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	51	93	92	(1)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	51	93	92	(1)
Reimbursements	0	0	0	0	0	(50)	(50)
Total Appropriation	0	0	0	51	93	42	(51)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	51	93	42	(51)
<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	1	0	0	0	0	0	0
Total Revenue	1	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1	0	0	0	0	0	0
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(1)	0	0	51	93	42	(51)
Available Reserves					0	0	0
Total Fund Balance					93	42	(51)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$92 represent costs associated with maintaining the Economic and Community Development Corporation.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Total requirements reflect the available fund balance and other revenue anticipated in 2015-16. There is no staffing associated with this budget.

## ANALYSIS OF FUND BALANCE

Fund balance is budgeted to fund costs associated with maintaining the Economic and Community Development Corporation.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



COUNTY INDUSTRIAL DEVELOPMENT CORPORATION

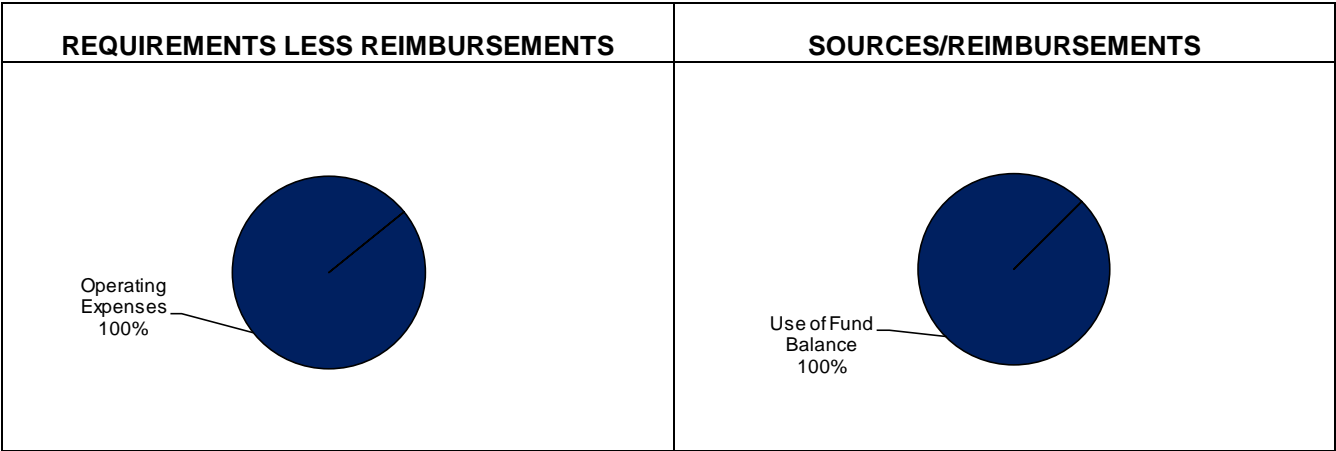
Larry Vaupel

DESCRIPTION OF MAJOR SERVICES

In March 1981, the Board of Supervisors created the San Bernardino County Industrial Development Authority (CoIDA) to issue tax-exempt industrial bonds for the furtherance of economic development and the creation of new jobs within the County. The annual CoIDA budget typically provides for funding for the cost of professional services related to the issuance of bonds, promotion of the financing program and other program related costs. CoIDA is a function within the Economic Development Agency.

Budget at a Glance	
Requirements Less Reimbursements	\$56,513
Sources/Reimbursements	\$150
Use of/ (Contribution to) Fund Balance	\$56,363
Total Staff	0

2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Economic Development  
DEPARTMENT: Economic Development Agency  
FUND: Industrial Development Authority

BUDGET UNIT: SPG 510  
FUNCTION: Public Assistance  
ACTIVITY: Other Assistance

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	180	187	81	200	56,533	56,513	(20)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	180	187	81	200	56,533	56,513	(20)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	180	187	81	200	56,533	56,513	(20)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	180	187	81	200	56,533	56,513	(20)
<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	1,827	0	0	0	0	0	0
Other Revenue	3,894	223	3,831	150	120	150	30
Total Revenue	5,721	223	3,831	150	120	150	30
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	5,721	223	3,831	150	120	150	30
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(5,541)	(36)	(3,750)	50	56,413	56,363	(50)
Available Reserves					0	0	0
Total Fund Balance					56,413	56,363	(50)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$56,513 represent professional services associated with the issuance of bonds, promotion of the financing program and other related costs.

## BUDGET CHANGES AND OPERATIONAL IMPACT

No significant budget changes and operational impact. There is no staffing associated with this budget unit.

## ANALYSIS OF FUND BALANCE

Fund balance is budgeted to fund costs associated with maintaining the Economic and Community Development Corporation.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## INLAND COUNTIES EMERGENCY MEDICAL AGENCY (ICEMA)

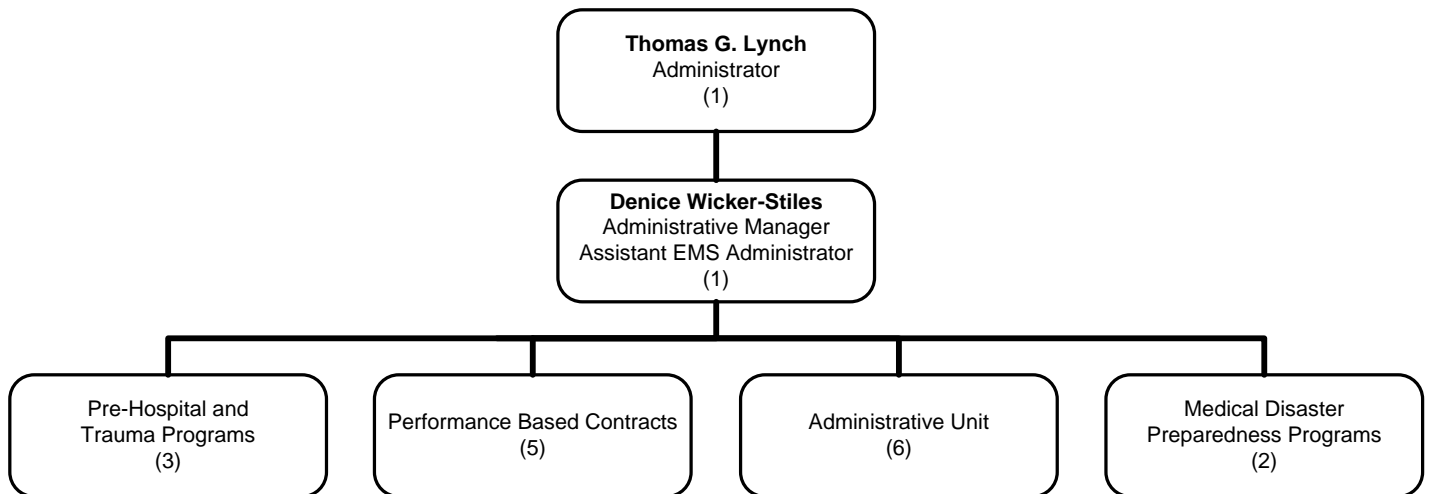
Thomas G. Lynch

### DEPARTMENT MISSION STATEMENT

*Inland Counties Emergency Medical Agency ensures an effective system of quality patient care and coordinated emergency medical response by planning, implementing and evaluating an effective emergency medical services system including fire departments, public ambulances, pre-hospital providers, hospitals, and specialty hospitals, such as trauma, stroke and cardiac care hospitals.*



### ORGANIZATIONAL CHART



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
<b>Special Revenue Fund</b>					
Inland Counties Emergency Medical Agency	3,589,128	3,696,283		(107,155)	18
Total Special Revenue Fund	3,589,128	3,696,283	0	(107,155)	0



## 2014-15 MAJOR ACCOMPLISHMENTS

- Initiated trial study on the prehospital administration of Tranexamic Acid (TXA) to determine if prehospital administration of TXA in trauma patients decreases bleeding and provides for a statistically significant decrease in mortality, without a significant increase in complications.
- Made significant progress toward the integration of Emergency Medical Services data into Health Information Exchange (HIE).
- Received the National Association of Counties (NACO) award for ICEMA Health Information Network.
- Developed and implemented an online application process for EMS Credentialing.
- Was the first Emergency Medical Services Agency to submit statewide Emergency Medical Services data to the National database.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of new revenue contracts and workplans/applications submitted	2	4	4	4
STRATEGY	Cooperatively develop service contracts with State and Federal agencies to fund department activities					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Number of Ambulance Patient Offload Delay (bed delay) hours	20,400	18,810	28,036	25,232
STRATEGY	Collaboratively develop policies and procedures to reduce Ambulance Patient Offload Delay (bed delay) hours					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of air transports reviewed for quality improvement	10%	100%	100%	100%
STRATEGY	Ensure patient safety and improve patient care through quality improvement review of air transport documentation.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Number of EMS Continuing Education providers audited	0	20	20	20
STRATEGY	Cooperatively develop service contracts with State agencies to fund department activities.					
STRATEGY	Ensure EMS Continuing Education/Training Programs are compliant with Title 22, California Code of Regulations and educational standards.					



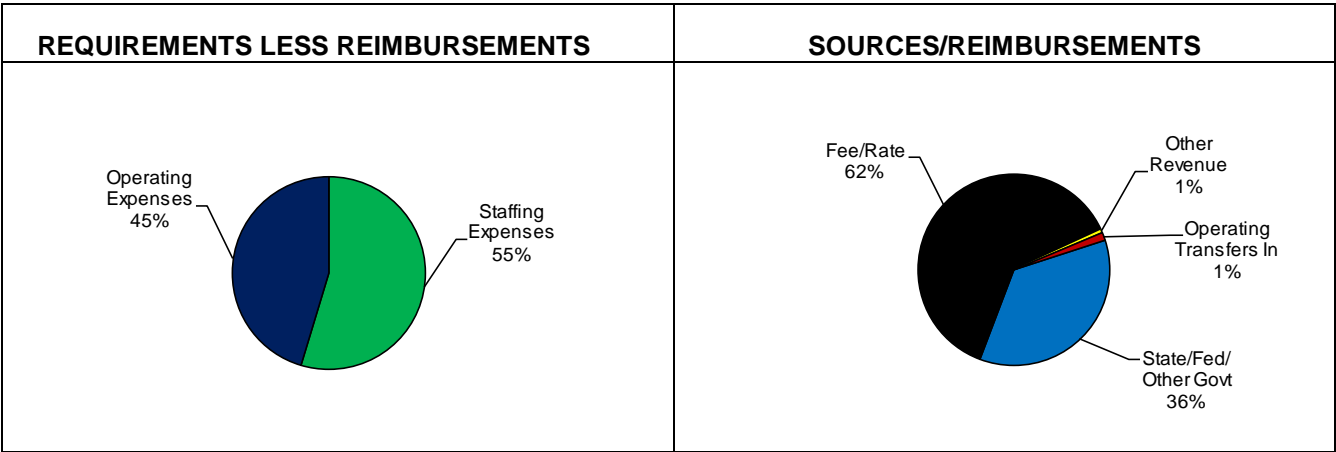
# Inland Counties Emergency Medical Agency

## DESCRIPTION OF MAJOR SERVICES

The Inland Counties Emergency Medical Agency (ICEMA) was developed under a Joint Powers Agreement with San Bernardino, Inyo and Mono Counties. ICEMA is responsible for ensuring effective emergency medical services for the three County areas. Specifically, they are charged with the coordination, evaluation and monitoring of Emergency Medical Services (EMS) within the public and private pre-hospital providers, specialty hospitals, paramedic base hospitals, as well as the effectiveness of EMS educational programs and medical disaster preparedness.

Budget at a Glance	
Requirements Less Reimbursements	\$3,589,128
Sources/Reimbursements	\$3,696,283
Use of/ (Contribution to) Fund Balance**	(\$107,155)
Total Staff	18

## 2015-16 RECOMMENDED BUDGET



\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Inland Counties Emergency Medical Agency  
FUND: ICEMA

BUDGET UNIT: SMI ICM  
FUNCTION: Health and Sanitation  
ACTIVITY: Hospital Care

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,961,754	1,982,988	2,035,785	1,861,020	2,028,612	1,962,059	(66,553)
Operating Expenses	2,696,351	1,635,813	1,737,637	1,534,860	1,736,819	1,627,069	(109,750)
Capital Expenditures	325,760	356,290	49,439	106,000	136,000	0	(136,000)
Total Exp Authority	4,983,865	3,975,091	3,822,861	3,501,880	3,901,431	3,589,128	(312,303)
Reimbursements	(10,000)	0	0	0	0	0	0
Total Appropriation	4,973,865	3,975,091	3,822,861	3,501,880	3,901,431	3,589,128	(312,303)
Operating Transfers Out	312,179	0	110,000	0	0	0	0
Total Requirements	5,286,044	3,975,091	3,932,861	3,501,880	3,901,431	3,589,128	(312,303)
<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	848,911	1,464,556	1,430,177	1,214,561	1,340,053	1,321,880	(18,173)
Fee/Rate	3,915,290	2,676,857	2,129,954	2,185,042	2,629,107	2,304,269	(324,838)
Other Revenue	8,258	49,472	16,869	19,430	21,173	20,158	(1,015)
Total Revenue	4,772,459	4,190,885	3,577,000	3,419,033	3,990,333	3,646,307	(344,026)
Operating Transfers In	7,370	287,530	261,360	49,227	43,261	49,976	6,715
Total Financing Sources	4,779,829	4,478,415	3,838,360	3,468,260	4,033,594	3,696,283	(337,311)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	506,215	(503,324)	94,501	33,620	(132,163)	(107,155)	25,008
Available Reserves					912,681	854,053	(58,628)
Total Fund Balance					780,518	746,898	(33,620)
Budgeted Staffing*	24	24	21	20	20	18	(2)

\*Data represents modified budgeted staffing

\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$2.0 million fund 18 budgeted positions.

Operating expenses of \$1.6 million are primarily comprised of other professional and specialized services (\$180,000), transfers out for building lease expense (\$439,559), computer software/maintenance and hardware expense (\$192,394), and COWCAP (\$42,434). Other operating expenses include Hospital Preparedness Program expense and costs related to submitting EMT Certifications to the State.

Sources of \$3.7 million are primarily comprised of fees for current services, performance based contract revenues and State and Federal grant funds.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$312,303 due to the reduction in capital expenditures, a reduction in COWCAP, and the deletion of 2 vacant positions due to improved efficiencies with the new electronic EMS credentialing process.

Sources are decreasing by \$337,311 as a result of decreased performance based contracts revenues.





## ANALYSIS OF FUND BALANCE

The department expects to have a contribution to Fund Balance of \$107,155. The majority of the increase in departmental Fund Balance represents cost savings from the elimination of two positions due to improved efficiencies with the new electronic EMS credentialing process. The department intends to utilize fund balance at a future date to fund one-time expenses, such as improvements to the ImageTrend electronic patient care record system or minor equipment purchases.

## 2015-16 POSITION SUMMARY

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Administration	10	0	-2	0	8	1	7
Pre-Hospital and Trauma Programs	3	0	0	0	3	2	1
Performance Based Contracts	5	0	0	0	5	1	4
Medical Disaster Preparedness Programs	2	0	0	0	2	0	2
Total	20	0	-2	0	18	4	14

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2.0 million fund 18 positions, of which 14 are regular positions and 4 are limited term positions. Despite increases to benefit costs, a small overall reduction occurred due to the deletion of 2 vacant positions.



## CAPITAL IMPROVEMENT PROGRAM SUMMARY

<b><u>PROJECTS ADMINISTERED BY</u></b>	<b><u>Page #</u></b>	<b><u>Discretionary General Funding</u></b>	<b><u>Other Funding</u></b>	<b><u>Total</u></b>
<b><u>ARCHITECTURE AND ENGINEERING DEPARTMENT</u></b>	550			
NEW PROJECTS		57,998,980	9,646,266	67,645,246
CARRYOVER PROJECTS		93,099,268	60,854,587	153,953,855
TOTAL PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING		<u>151,098,248</u>	<u>70,500,853</u>	<u>221,599,101</u>
<b><u>DEPARTMENT OF PUBLIC WORKS</u></b>	574			
TRANSPORTATION				
NEW PROJECTS		75,000	12,322,381	12,397,381
CARRYOVER BALANCES		10,091,609	23,681,650	33,773,259
TOTAL PROJECTS ADMINISTERED BY TRANSPORTATION		<u>10,166,609</u>	<u>36,004,031</u>	<u>46,170,640</u>
SOLID WASTE MANAGEMENT	578			
NEW PROJECTS		-	4,029,500	4,029,500
CARRYOVER PROJECTS		-	7,548,500	7,548,500
TOTAL PROJECTS ADMINISTERED BY SOLID WASTE MANAGEMENT		<u>-</u>	<u>11,578,000</u>	<u>11,578,000</u>
TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS		<u>10,166,609</u>	<u>47,582,031</u>	<u>57,748,640</u>
<b><u>OTHER DEPARTMENTS</u></b>	580			
NEW PROJECTS		-	270,000	270,000
CARRYOVER BALANCES		-	-	-
TOTAL PROJECTS ADMINISTERED BY OTHERS		<u>-</u>	<u>270,000</u>	<u>270,000</u>
<b>TOTAL 2015-16 CAPITAL IMPROVEMENT PROJECT BUDGET</b>		<u><u>161,264,857</u></u>	<u><u>118,352,884</u></u>	<u><u>279,617,741</u></u>



# CAPITAL IMPROVEMENT PROGRAM

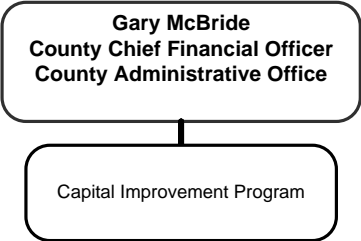
Gary McBride

## DEPARTMENT 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



## 2015-16 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 in excess of \$5,000. 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:

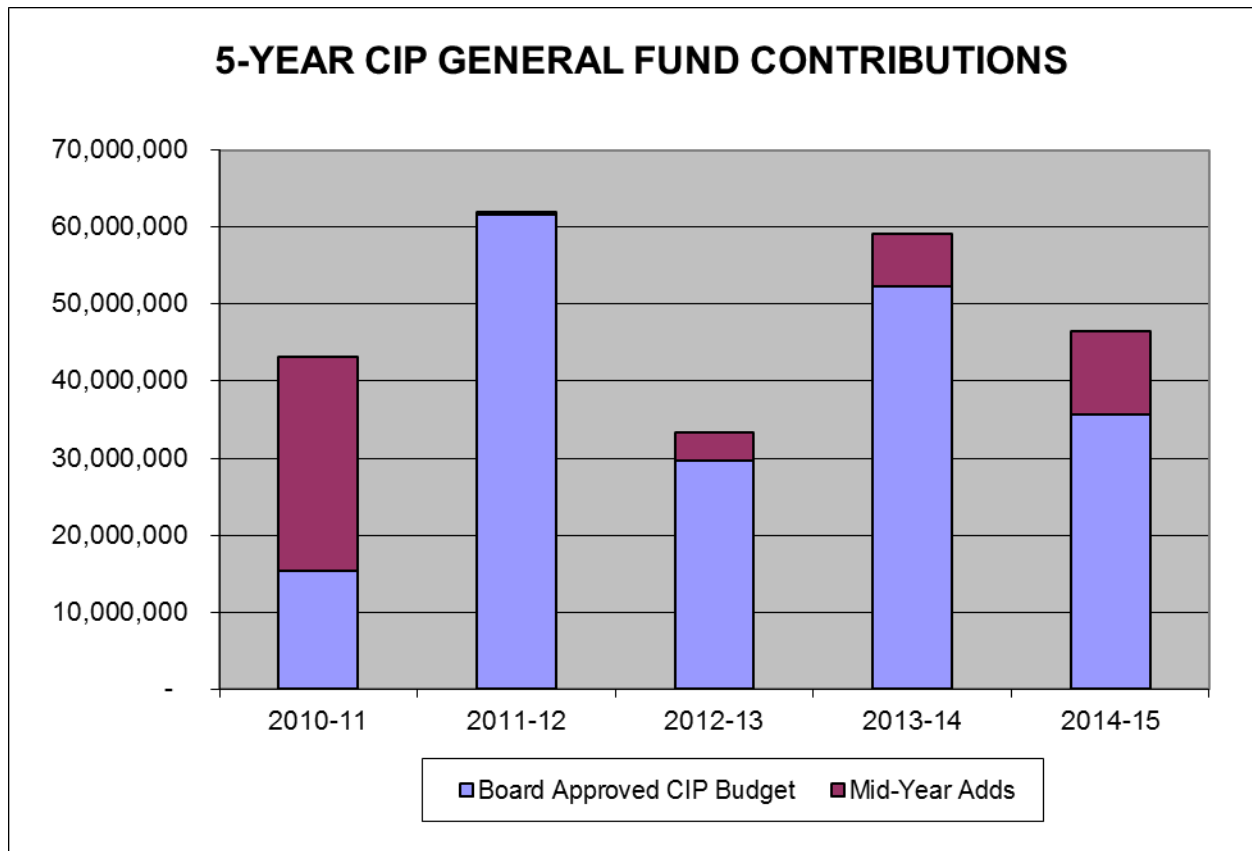
- Discretionary General Funding: Funded from County general fund discretionary dollars provided to CIP for general fund projects.
- Other Funding: The underlying funding source is from a general fund department or from a funding source over which the Board has discretion (such as realignment, fines and 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 (CDH).

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 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 **\$244.0 million**. Contributions have averaged approximately \$48.8 million per year.





### ANALYSIS OF 2015-16 RECOMMENDED BUDGET

In November 2014, County departments were requested to provide a five-year projection of their capital requirements. The 2015-2020 5-Year Capital Improvement Program Plan was published in January 2015. That document included information on Major Capital Improvements that are currently in progress, and projects proposed by County departments and Special Districts to commence within the next five years. It was intended to be a tool for management and the Board to prioritize capital needs, develop funding plans, and stay informed about the progress of multi-year projects. This document was produced prior to the call for CIP projects for 2015-16.

On December 4, 2014, County departments were requested to submit CIP requests for projects to commence in 2015-16. The CAO received 95 requests from 15 departments with an estimated total project cost of \$192.9 million. Departments submitting more than one CIP request prioritized their requests. CIP requests were also submitted by A&E, Real Estate Services - Facilities Management Division and Regional Parks for Maintenance and Non-Major CIP projects.

The CIP budget includes a base budget allocation for Maintenance and Non-Major CIP projects. The base budget allocation for Maintenance and Non-Major CIP projects was \$12.0 million for 2014-15. For 2015-16, the CAO is recommending that the base budget allocation for CIP remain the same. This recommended funding level will allow the County to continue to invest in County building assets at an acceptable level. The following are recommended to be funded from the base budget allocation of **\$12.0 million** for 2015-16:



## MAINTENANCE AND NON-MAJOR CIP PROJECTS

- Deferred Maintenance \$4.9 million**
  - Minor CIP Program – This program will address minor deferred or unscheduled maintenance projects for County facilities in the total amount of \$3,925,760. Funding will be for projects identified and implemented as they occur during the year.
  - Regional Parks Improvement Program – This program will address various deferred maintenance or infrastructure improvement projects at Regional Park facilities in the total amount of \$1,000,000. Three projects are proposed at Calico Ghost Town (funded \$671,996 from Discretionary General Funding and \$424,062 from the Off Highway Vehicle fund) and two projects are proposed at Yucaipa Regional Park (\$328,004) for 2015-16.
- Roofing \$1.8 million**
  - Roofing Repairs/Replacement Program – Twelve projects in the total amount of \$1,545,000 are proposed for 2015-16: High Desert Detention Center Existing Housing Unit 2 Roofing Replacement (\$545,000); Redlands Museum Association Building Upper Roof Repair/Replacement (\$225,000); Victor Valley Museum Roofing Replacement (\$220,000); East Valley Regional Services/Phoenix Clinic Roofing Rehabilitation (\$145,000); Tippecanoe Warehouse Roof Recoating (\$90,000); Fontana Sheriff Station Building Recoat Roofing (\$65,000); Redlands Public Guardian Roofing Rehabilitation (\$60,000); Information Services Department Recoating/Rehabilitation (\$60,000); Juvenile Delinquency Court Roofing Rehabilitation (\$40,000); Sheriff's Scientific Investigations Division Warehouse Roof (\$40,000); County Government Center Roofing Maintenance (\$30,000); and 316 Mountain View Building Roofing Maintenance (\$25,000).
  - Big Bear Courthouse Roofing Replacement – The funding sources are Discretionary General Funding of \$203,736 and the Judicial Council of California (JCC) (\$54,616) for the Court's share of capital costs.
  - Fontana Mechanical Building Recoat Roofing – The funding sources are Discretionary General Funding of \$11,130 and the JCC (\$8,870) for the Court's share of capital costs.
- Heating, Ventilation and Air Conditioning (HVAC) \$1.2 million**
  - HVAC Program - Five HVAC projects in the total amount of \$1,190,000 are planned for 2015-16: Countywide HVAC Controls Upgrade (\$500,000); Emergency Operations Center Package Unit Replacement (\$290,000); Sheriff's Glen Helen Rehabilitation Center Package Unit Replacements (\$210,000); Twin Peaks County Office Building Controls Upgrade (\$100,000); and 351 Mountain View Building 2<sup>nd</sup> Floor HVAC Unit Replacement (\$90,000).
- Infrastructure \$0.9 million**
  - Site Infrastructure Program - Four projects in the total amount of \$800,000 will improve site infrastructure: Central Detention Center Sewer Main Repair/Replacement Phase I (\$650,000); Regional Youth Educational Facility Machine Room Transformer Replacement (\$65,000); County Backflow Device Cages (Second Year funding) (\$50,000); and Public Works/Fleet Management/Sheriff's Headquarters Water Main Isolation Valves (\$35,000).
  - Countywide Generator Replacements Program – Two projects in the total amount of \$100,000 are proposed for 2015-16: Regional Youth Educational Facility Generator Replacement (\$50,000); and the Redlands Museum Sump Pump Emergency Generator (\$50,000).
- Health/Safety/Americans with Disabilities Act (ADA) \$0.9 million**
  - Americans with Disabilities Act (ADA) Program – This program will make ADA improvements to County facilities in the total amount of \$687,100. Multiple projects are planned to address ADA issues at various facilities (Yucaipa Regional Park, General Services Building, and Big Bear Sheriff - \$587,100); Barstow Library Restroom ADA Upgrades (\$55,000); Miscellaneous ADA Parking Lot Signage (\$25,000); and Miscellaneous Interior Signage (\$20,000).
  - Fire/Life Safety Program - \$175,000 in funding is proposed for 2015-16 for Fire/Life Safety Program improvements identified and implemented as they occur during the year.



- Exterior Renovations \$0.9 million**
  - Exterior Renovation Program - This program will make various improvements to renovate building exterior areas in the total amount of \$900,000. Seven projects are currently planned: County Government Center Exterior Cleaning (\$540,000); Phoenix Clinic Atrium Concrete Replacement (\$120,000); Wrightwood Library Exterior Repair (\$100,000); Big Bear Library East Entry Canopy (\$45,000); 401 Building Exterior Seal and Paint (\$45,000); Public Works Westside Entry Rework (\$30,000); and Teddy Bear Tymes Patio Door Replacement (\$20,000).
  - Rancho Courthouse Exterior Cleaning - The funding sources are Discretionary General Funding of \$43,110 and the Judicial Council of California (JCC) (\$136,890) for the Court's share of capital costs.
- Building System Improvements \$0.7 million**
  - Countywide Elevator Modernization Program – One project in the amount of \$500,000 will refurbish elevators at the West Valley Detention Center.
  - Boiler Replacement Program – \$150,000 in funding is proposed for 2015-16 for boiler projects identified and implemented as they occur during the year.
- Interior Renovations/Remodels \$0.6 million**
  - Interior Renovation Program – Six projects in the total amount of \$589,250 will renovate interior spaces in County buildings: County Government Center Fifth Floor Patio Drain Piping Replacement (\$35,000); Redlands Museum Education Center Flooring and Paint (\$110,000); Fontana Station Paint and Floor Covering Replacement (\$108,000); Big Bear Library Paint and Carpet (\$85,000); Countywide Conference Room Upgrade (\$100,000); and General Services Group Conference Room Refurbishment (\$151,250).
  - Victorville Courthouse Ceiling Tile Replacement – The funding sources are Discretionary General Funding of \$21,450 and the JCC (\$38,550) for the Court's share of capital costs.
  - Rancho Courthouse Public Restroom Partition Replacement – The funding sources are Discretionary General Funding of \$19,160 and the JCC (\$60,840) for the Court's share of capital costs.
- Paving \$0.1 million**
  - Rancho Courthouse Interior Roadway Rehabilitation – The funding sources are Discretionary General Funding of \$84,304, the JCC (\$267,696) for the Court's share of capital costs, and the City of Rancho Cucamonga (\$88,000) for the City's share of capital costs.
  - Pavement Management Program - One paving project in the amount of \$55,000 is planned to be funded from the Pavement Management Program for 2015-16: Central Detention Center Pavement Crack Seal and Slurry Coat.

The 2015-16 recommended 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 base budget above of \$12.0 million funded from ongoing Discretionary General Funding, additional ongoing Discretionary General Funding of \$17.9 million for the 800 Megahertz (MHz) Upgrade Project and additional one-time Discretionary General Funding of \$28.1 million is proposed for the following projects:



## MAJOR CIP PROJECTS

- Construction/Major CIP Projects** **\$46.0 million**
  - 800 MHz Upgrade Project – This project will address the upgrade of the aging 800 Megahertz (MHz) digital radio system countywide. The Board previously approved redirecting an annual allocation from the Future Space Needs Reserve to fund this project. The total estimated project cost is \$158.2 million with a project duration of seven years. \$24.0 million was funded in 2010-11; \$20.0 million in 2011-12; \$20.0 million in 2013-14; \$20.0 million in 2014-15; and one-time funding of \$8,500,000 and an ongoing contribution of \$17,881,452 for 2015-16 is proposed, for a total contribution in 2015-16 of \$26,381,452.
  - County Buildings Acquisition and Retrofit Project – This project will modernize and seismically retrofit certain buildings in San Bernardino. The total estimated project cost is \$140.0 million with a project duration of five years. \$54.1 million has been funded to date. An additional \$11,200,000 is proposed for funding in 2015-16.
  - Sheriff Training Center Lead Mitigation Phase II – This project in the amount of \$2,500,000 will complete the mitigation of lead in ranges 3, 4, 5 and the rifle range at the Sheriff's Training Center at 18000 Institution Road in Devore. The project will consist of removing lead in the hillside, constructing cement lined lead traps, and installing drainage and seepage pits to reduce lead exposure and minimize impact to the environment.
  - High Desert Detention Center (HDDC) Housing Unit 2 HVAC – This project in the amount of \$1,700,000 will replace swamp coolers with HVAC package units in Housing Unit 2 at the HDDC located at 9428 Commerce Way in Adelanto.
  - Demolish Old Central Juvenile Hall Buildings – This project in the amount of \$1,500,000 will demolish structures abandoned after the completion of the new Central Juvenile Detention and Assessment Center on Gilbert Street in San Bernardino. The buildings are located on nearly eight acres of land. The demolition will eliminate safety concerns and will provide available property for development.
  - HDDC Generator – This project in the amount of \$1,000,000 will replace the recently installed new generator for the newly expanded portion of the HDDC in Adelanto with a new, larger generator, and replace the older existing generator, currently serving the original portion of the facility, with the one moved from the expansion area.
  - Fire Station 41 Room Addition – This project in the amount of \$560,928 will expand Fire Station 41 located at 57201 Twentynine Palms Highway in Yucca Valley by approximately 1,400 square feet. The scope of work will include a larger kitchen, dining space for firefighters, and a separate day room.
  - Glen Helen Rehabilitation Center (GHRC) Shower Remodel Phase II – This project in the amount of \$406,600 will remodel showers in the M1, M2 and B Block dorm units at the GHRC located at 18000 Institution Road in Devore. The remodel will address health and safety concerns and ensure compliance with Title 15 regulations.
  - 401 Building HVAC – This project in the amount of \$400,000 will replace the existing chiller and tower for the HVAC system at 401 N. Arrowhead Avenue in San Bernardino.
  - Valley Public Safety Operations Center (PSOC) Needs Assessment – This project in the amount of \$200,000 will fund a consultant agreement to reassess the requirements for a new Valley PSOC to replace the aging, inadequate facilities on Miro Way in Rialto. A needs assessment was done in 2008 and is outdated. With the completion of the High Desert PSOC, a new assessment is required for a valley location to determine site selection, plans, communication requirements, and proposed cost based on the current needs of the County.





- Sheriff's Civil Liabilities Remodel – This project in the amount of **\$180,000** will remodel existing space into a conference room and provide additional cubicle space at the Sheriff's Headquarters located at 655 E. 3<sup>rd</sup> Street in San Bernardino.

In addition to the discretionary general funding projects identified above in the total amount of **\$58.0 million**, other new projects will be funded from other sources in the total amount of **\$9.7 million**, including department funded projects, for a total of **\$67.7 million** in new projects administered by A&E. The Department of Public Works (DPW) will administer various Transportation new projects in the amount of **\$12.4 million** funded with \$75,000 in discretionary general funding and \$12.3 million funded by various other sources, and Solid Waste Management new projects in the amount of **\$4.0 million** utilizing other funding sources. In addition, the Airports Department will manage smaller CIP projects with total departmental funding of **\$270,000** with oversight and inspection provided by A&E as needed. In 2015-16, the total budget for new CIP projects is **\$84.3 million**.

The following chart demonstrates the allocation of funding sources for all new projects recommended in CIP for 2015-16:

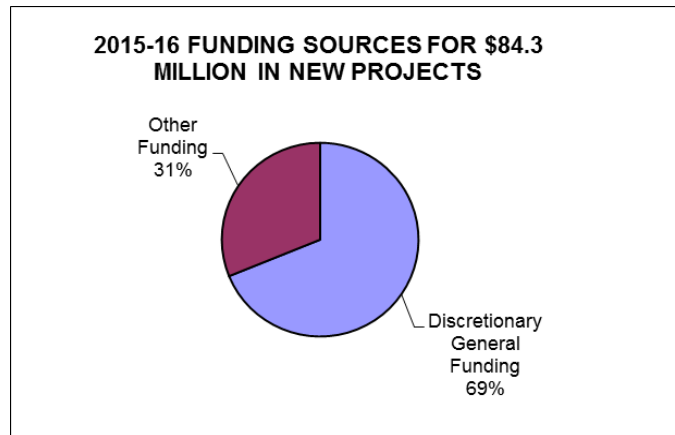


Table 1 provides a summary of all new CIP projects for 2015-16.

**Table 1**

SUMMARY OF 2015-16 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)	57,998,980	7,325,354	65,324,334
ARMC Capital Fund (Fund CJE)	-	2,320,912	2,320,912
<b>Total New Projects Administered by A&amp;E</b>	<b>57,998,980</b>	<b>9,646,266</b>	<b>67,645,246</b>
<b>NEW PROJECTS ADMINISTERED BY DPW:</b>			
Transportation New Projects (Various Funds)	75,000	12,322,381	12,397,381
Solid Waste Management New Projects (Various Funds)	-	4,029,500	4,029,500
<b>Total New Projects Administered by DPW</b>	<b>75,000</b>	<b>16,351,881</b>	<b>16,426,881</b>
<b>NEW PROJECTS ADMINISTERED BY OTHER DEPARTMENTS:</b>			
Various Departments (Various Funds)	-	270,000	270,000
<b>TOTAL NEW CIP PROJECTS</b>	<b>58,073,980</b>	<b>26,268,147</b>	<b>84,342,127</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 \$154.0 million. Carryover projects administered by the Department of Public Works have projected carryover balances of \$41.3 million. Table 2 provides a summary of all Carryover Projects.

**Table 2**

SUMMARY OF 2015-16 CARRYOVER BALANCES			
	Discretionary General Funding	Other Funding	Carryover Balance
<b>CARRYOVER PROJECTS ADMINISTERED BY A&amp;E:</b>			
A&E Capital Fund (Fund CJP)	92,052,416	56,924,676	148,977,092
A&E Capital Fund (Fund CJV)	946,852	842,582	1,789,434
ARMC Capital Fund (Fund CJE)	100,000	3,087,329	3,187,329
<b>Total A&amp;E Carryover Projects</b>	<b>93,099,268</b>	<b>60,854,587</b>	<b>153,953,855</b>
<b>CARRYOVER PROJECTS ADMINISTERED BY DPW:</b>			
Transportation Carryover Projects (Various Funds)	10,091,609	23,681,650	33,773,259
Solid Waste Mgmt Carryover Projects (Various Funds)	-	7,548,500	7,548,500
<b>Total DPW Carryover Projects</b>	<b>10,091,609</b>	<b>31,230,150</b>	<b>41,321,759</b>
<b>CARRYOVER PROJECTS ADMINISTERED BY OTHER DEPARTMENTS:</b>			
Various Departments (Various Funds)	-	-	-
<b>TOTAL CARRYOVER PROJECTS</b>	<b>103,190,877</b>	<b>92,084,737</b>	<b>195,275,614</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> In 2011-12, the Board approved an annual set aside to fund an 800 MHz digital radio system upgrade for public safety. The total estimated project cost is \$158.2 million. \$84.0 million has been funded in prior years, and \$8.5 million of one-time funding and \$17.9 million of ongoing funding is proposed for 2015-16. In December 2013, the Board approved an amendment to Motorola's agreement and an agreement with Aviat Networks for equipment services to upgrade the Public Safety Radio System and Microwave Network. The upgrade project is being implemented in six phases over seven years. The project is in the third year with completion planned for December 2020. Nearly 20% of the existing radio sites have been converted to digital operation and approximately \$53.7 million has been expended to date. During 2015-16, the top priorities of the project center on construction and implementation of new radio equipment buildings and towers in strategic locations to enhance signal coverage, and the installation of upgraded microwave radio equipment to link dispatch centers with public safety agencies and responders throughout the County. Parallel efforts center on reprogramming the existing fleet of mobile and portable radios, preparing them to support full digital operation.	<b>\$158.2 million</b>	<b>\$30.3 million</b>



Project	Total Project Cost	Carryover Balance
<p><b>800 MHz Upgrade Project (Continued)</b></p> <p><b>Operational Impact:</b> There are no additional staffing costs associated with this project. Ongoing lease and operations and maintenance costs for additional radio communication sites will be determined as the project progresses. Information Services Department Telecommunications budget (IAM ISD) costs are funded by Board approved Internal Service Fund rates and charged to internal and external public safety radio system users.</p>		
<p><b>County Buildings Acquisition and Retrofit Project</b></p> <p>In 2011-12, the Board allocated one-time Discretionary General Funding of \$30.0 million to acquire office space, complete tenant improvements to existing buildings, and seismically retrofit and modernize certain existing buildings in San Bernardino. Since that time, additional funding has been allocated to this project bringing total funding to \$65.3 million, including \$11.2 million proposed for funding in 2015-16.</p> <p>The project is estimated to take five years to complete. The current estimated total cost of the project is \$140.0 million. Approximately \$74.7 million is not currently funded. It is anticipated that \$10.0 million will be funded from the annual base allocation for the CIP over the next five years (the project duration and included in the 5-Year Capital Plan). The sale of general fund surplus properties in the amount of \$65.5 million is expected to make additional funding available to complete this project.</p> <p>Two office buildings, consisting of a total of 120,600 square feet, were acquired in Victorville and San Bernardino, and additional land was purchased and parking was constructed at the Hospitality campus in San Bernardino. Activities during 2015-16, will include the completion of the remodel of the 303 W. 3<sup>rd</sup> Street building in San Bernardino for the consolidation of District Attorney staff, and the remodel of the 268 Hospitality Lane building for consolidation of the Auditor-Controller/Treasurer/Tax Collector. Construction will begin on the 222 Hospitality and the 316 Mountain View buildings, and planning and implementation of the downtown County Government Center campus and parking lot improvements will continue.</p> <p><b>Operational Impact:</b> The acquisition of approximately 120,600 square feet of additional office space resulted in increased annual operating costs of approximately \$850,000, offset by annual lease savings of \$323,000 and annual lease revenue of \$485,000. There are no other operational or staffing costs associated with this project.</p> <p><small>*Budgets of \$53.6 million were distributed to individual building remodel projects. Current carryover balances for those building projects are \$18.2 million.</small></p>	\$140.0 million	\$0.5 million*



Project	Total Project Cost	Carryover Balance
<p><b>Sheriff's Crime Lab Expansion</b>  The Board approved \$1.3 million for design in 2012-13 and \$15.7 million in 2013-14 funded from Discretionary General Funding for a total project cost of \$17.0 million to expand the existing Sheriff's Crime Lab by approximately 20,000 square feet at 200 S. Lena Road in San Bernardino. On May 7, 2013 (Item No. 15), the Board approved a contract for design, and on October 7, 2014 (Item No. 6), the Board approved a construction contract. Construction commenced in November 2014 and completion is anticipated in November 2015.</p> <p>Because the project cost is anticipated to cost less than originally budgeted, \$1.5 million of the project budget was moved to the Sheriff's Aviation Relocation project in the 2014-15 Second Quarter Budget Report for CIP for a revised project budget of \$15.5 million.</p> <p><b>Operational Impact:</b> Estimated operations and maintenance and utility costs are \$120,000 annually and will be funded from the Sheriff Department budget. There are no additional staffing costs associated with this project.</p>	\$15.5 million	\$2.9 million
<p><b>Sheriff's Aviation Relocation from Rialto Airport to San Bernardino International Airport</b>  This project constructs approximately 50,000 square feet of maintenance and hangar space and approximately 11,640 square feet of office space on 8 acres of land at the San Bernardino International Airport (SBIA) for the Sheriff's Aviation Division. On February 25, 2014 (Item No. 45), the Board approved a 25-year lease with the San Bernardino International Airport Authority (SBIAA) for a total lease cost of \$9.6 million for hangar rent funded \$4.1 million from the City of Rialto for the cost to relocate the Sheriff's Aviation Division from the Rialto Airport, \$1.0 million from the Sheriff's Asset Seizure Fund, and \$4.5 million from one-time Discretionary General Funding approved by the Board in the 2013-14 budget. On January 6, 2015 (Item No. 36), the Board approved an increase in the project budget of \$2.72 million from \$9.6 million to \$12.32 million due to a new estimate of cost higher than originally anticipated. The increase was funded by cancelling the High Desert Juvenile Detention Center Secondary Water Source Project (\$1,063,560), anticipated savings from the Sheriff's Crime Lab Expansion Project (\$1,456,440), and from savings from the completion of the High Desert Detention Center Expansion Project (\$200,000). The County's share of the cost of the Sheriff's Aviation Relocation project will be paid in full upon completion of the aviation facility improvements estimated to be in December 2015. Other one-time costs associated with this new aviation facility include A&amp;E project management oversight, Information Services Department charges to establish telephone and data communications, moving expense, and the purchase of furniture, fixtures and equipment estimated at approximately \$1.0 million that will be paid from the Sheriff's 2015-16 budget.</p>	\$12.3 million	\$12.3 million



Project	Total Project Cost	Carryover Balance
<b>Sheriff's Aviation Relocation from Rialto Airport to San Bernardino International Airport (Continued)</b>  <b>Operational Impact:</b> The agreement with SBIAA also provides for ground rent over the 25-year term in the total estimated amount of \$2.7 million to be paid from the Sheriff's budget. Annual ground lease payments (\$82,196 annually for the first five years, increasing every five years based on the percentage change to the Consumer Price Index) and operating costs and utility expense (\$390,800) for the new space are partially offset by lease and operating cost savings from the termination of the existing Sheriff aviation hangar and office space leases at SBIA and Rialto estimated at \$171,500 annually. There are no additional staffing costs associated with this project.		

A summary of new projects and previously approved CIP projects still in progress is provided in:

- Exhibit A – 2015-16 Capital Improvement Program Projects Administered by Architecture and Engineering Department
- Exhibit B – 2015-16 Capital Improvement Program Projects Administered by Department of Public Works-Transportation
- Exhibit C – 2015-16 Capital Improvement Program Projects Administered by Department of Public Works-Solid Waste Management
- Exhibit D – 2015-16 Capital Improvement Program Projects Administered by Other Departments



## FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM PLAN

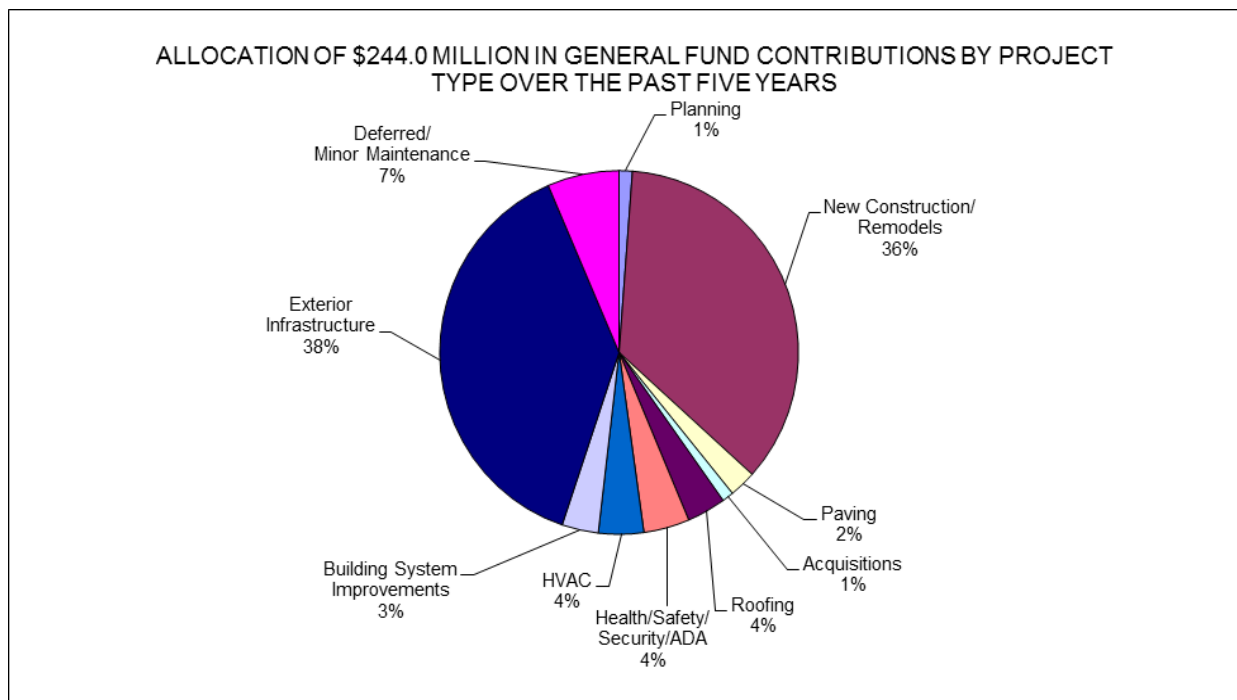
The Five-Year CIP for Maintenance and Non-Major CIP projects is reviewed annually and revised based on current circumstances and opportunities and considers historic requirements and expenditures for capital projects. While the Five-Year CIP does not appropriate funds, it does serve as a budgeting tool 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 Maintenance and Non-Major 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 – 2015-16 through 2019-20 Five-Year Capital Improvement Program and includes capital expenditures of \$60.0 million.

Major CIP projects include major infrastructure, facility or technology projects that are currently in progress, or are proposed by County departments or Special Districts to commence within the next five years. These are detailed in the County's 5-Year Capital Improvement Program – 2015/2020 Plan.

## THE LAST FIVE YEARS

Over the past five years, the Board of Supervisors has allocated \$244.0 million in general fund contributions for the CIP. The following chart indicates how those resources have been allocated by project type:



## **CIP NEEDS ADDRESSED DURING THE LAST FIVE YEARS**

- **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
  - Pavement management
- **County Buildings Acquisition and Retrofit Project**
  - Allocated from \$1.3 to \$2.9 million per year to the County Buildings Acquisition and Retrofit Project



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**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
1	Adelanto-11613 Bartlett Ave.	Sheriff/Coroner/ Public Administrator (Sheriff)	Victor Valley Evidence Storage Units-Install sliding fire/evidence storage units funded by Sheriff department budget.	16-019	CJP	6S00
2	Adelanto-9428 Commerce Way	Sheriff	High Desert Detention Center (HDDC) Original Jail Roof Replacement	12-067	CJP	2X00
3	Adelanto-9428 Commerce Way	Sheriff	HDDC HVAC funded \$2,875,000 Discretionary General Funding and \$200,000 AB109	NA	CJP	2X60
4	Adelanto-9428 Commerce Way	Sheriff	HDDC Unit 2 HVAC	16-092	CJP	6X06
5	Adelanto-9428 Commerce Way	Sheriff	HDDC Generator	16-094	CJP	6X07
6	Adelanto-9428 Commerce Way	Sheriff	HDDC Expansion Project funded \$100 million with a grant from the State of California under the Public Safety and Offender Rehabilitation Services Act of 2007 (AB900) and \$43,124,477 from Discretionary General Funding.	07-305	CJV	7700
7	Apple Valley-14901 Dale Evans Pkwy	Library	Apple Valley Library Structural Beam Repair	NA	CJP	050A
8	Apple Valley-21101 Dale Evans Pkwy	Probation	HDJDAC Cameras/Card Access System funded by Department budget.	11-185	CJP	1P04
9	Apple Valley-21101 Dale Evans Pkwy	Probation	HDJDAC Outdoor Visitor Enclosure funded by Department budget.	13-212	CJP	3P10
10	Apple Valley-21101 Dale Evans Pkwy	Architecture and Engineering (A&E)	HDJDAC Metal Roofing Repair	15-169	CJP	4Y56
11	Apple Valley-21101 Dale Evans Pkwy	Probation	High Desert Juvenile Detention and Assessment Center (HDJDAC) Emergency Water Storage funded by Prop 172	15-204	CJP	5P65
12	Apple Valley-21101 Dale Evans Pkwy	Probation	HDJDAC Flooring Replacement funded by Prop 172	15-205	CJP	5P70
13	Apple Valley-21101 Dale Evans Pkwy	Probation	HDJDAC Front Landscaping funded by Prop 172	15-206	CJP	5P75
14	Apple Valley-21101 Dale Evans Pkwy	Probation	HDJDAC Door Hinges funded by the department budget (AAA PRB)	15-224	CJP	5P90
15	Apple Valley-21600 Corwin Rd.	Airports	Apple Valley Airport T-Hangar Improvements funded by Airport department budget	14-001	CJP	4J05
16	Apple Valley-21600 Corwin Rd.	Airports	Apple Valley Airport Terminal Parking Lot Improvements funded by Airport department budget	15-013	CJP	5J05
17	Apple Valley-21600 Corwin Rd.	Airports	Apple Valley Airport Taxiway Reconstruction and Drainage funded by County Service Area 60 (CSA 60) fund RAI and Operating fund (EBJ)	15-014	CJP	5J10
18	Apple Valley-21600 Corwin Rd.	Airports	Apple Valley Airport Acquisition for construction/installation of new solar-powered obstruction lighting funded by CSA 60.	16-042	CJP	6J00
19	Barstow-1300 E. Mountain View Ave.	Probation	Barstow Probation Building Acquisition funded by AB109	15-209	CJP	5P85
20	Barstow-220 E. Buena Vista St.	Probation	Barstow Probation Buena Vista Rehab funded by AB109	15-004	CJP	5P05
21	Barstow-29802 Highway 58	Fleet Management	Barstow Service Center Expansion funded by Fleet Management ISF Retained Earnings	15-007	CJP	5F10
22	Barstow-304 E. Buena Vista St.	A&E	Barstow Library Irrigation Repair and Valve Install	NA	CJP	5X60
23	Barstow-Elephant Mountain	Information Services Department (ISD)	Elephant Mountain 800 MHz Upgrades	12-104	CJP	5W11
24	Big Bear-42090 N. Shore Dr.	Department of Public Works (DPW)-Transportation	Big Bear Yard Exterior Painting-Paint exteriors of gas house, shop/office/crew room/storage buildings funded by Transportation Gas Tax (SAA TRA TRA).	16-022	CJP	6K11
25	Big Bear-42090 N. Shore Dr.	DPW-Transportation	Big Bear Yard HVAC-Replace boiler system with HVAC unit for office and crew room funded by Transportation Gas Tax (SAA TRA TRA).	16-023	CJP	6K12
26	Big Bear-477 Summit Blvd.	A&E	Big Bear Courthouse Roofing Replacement funded by the JCC (21.14%-\$54,616) and Discretionary General Funding (78.86%-\$203,736)	16-089	CJP	6T05
27	Chino-17450 and 17650 S. Hellman Ave.	Real Estate Services Department (RESA)	Chino Building Demolition and Site Clean-Up funded from Chino Agricultural Preserve Special Revenue fund (SIF INQ)	15-235	CJP	5K75



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2015-16 Recommended Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
69,000		69,000	69,000			-	69,000	1
1,140,000			-	400,629		400,629	400,629	2
3,075,000			-	1,604,763		1,604,763	1,604,763	3
1,700,000	1,700,000		1,700,000			-	1,700,000	4
1,000,000	1,000,000		1,000,000			-	1,000,000	5
143,124,477			-		834,077	834,077	834,077	
75,000			-	9,449		9,449	9,449	7
678,389			-		248,888	248,888	248,888	8
240,000			-		121,480	121,480	121,480	9
30,000			-	27,679		27,679	27,679	10
35,000			-		35,000	35,000	35,000	11
288,000			-		288,000	288,000	288,000	12
245,000			-		245,000	245,000	245,000	13
57,000			-		56,480	56,480	56,480	14
250,000			-		250,000	250,000	250,000	15
200,000			-		199,740	199,740	199,740	16
250,000			-		250,000	250,000	250,000	17
490,000		490,000	490,000			-	490,000	18
1,950,000			-		1,946,196	1,946,196	1,946,196	19
495,000			-		494,220	494,220	494,220	20
350,000			-		309,430	309,430	309,430	21
15,000			-	15,000		15,000	15,000	22
100,000			-	98,794		98,794	98,794	23
10,000		10,000	10,000			-	10,000	24
40,000		40,000	40,000			-	40,000	25
258,352	203,736	54,616	258,352			-	258,352	26
50,000			-		6,280	6,280	6,280	27



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
28	Chino-7000 Merrill Ave.	Airports	Chino Airport Retention and Storm Water Conveyance Phase 3 funded \$92,570 Discretionary General Funding and \$240,000 Airport department budget.	09-170	CJP	2J03
29	Chino-7000 Merrill Ave.	Airports	Chino Airport Groundwater Assessment Phase funded by \$115,344 Discretionary General Funding and \$390,000 Airports Capital Improvement Fund (RAA APT)	10-160	CJP	2J04
30	Chino-7000 Merrill Ave.	Airports	Chino Airport Runway Safety Fire Suppression funded by Airport department budget	14-009	CJP	4J10
31	Chino-7000 Merrill Ave.	Airports	Chino Airport Groundwater Assessment Phase IV funded by the Airport department budget	15-172	CJP	4J15
32	Claremont-1616 Monte Vista	ISD	Claremont Yards 800 MHz Antenna Site Improvements	12-104	CJP	5W15
33	Colton-400 N. Pepper Ave.	Arrowhead Regional Medical Center (ARMC)	ARMC Dual Purpose Catheterization Laboratory Upgrade Project	12-116	CJE	2G15
34	Colton-400 N. Pepper Ave.	ARMC	Behavioral Health Security Fencing	13-050	CJE	3G15
35	Colton-400 N. Pepper Ave.	ARMC	Conversion to Hot/Cold Fresh Food Tray Line	13-056	CJE	3G45
36	Colton-400 N. Pepper Ave.	ARMC	ARMC HIM Coding Remodel	13-233	CJE	3G55
37	Colton-400 N. Pepper Ave.	ARMC	ARMC Data Center Cooling and Electrical Upgrade	13-237	CJE	3G60
38	Colton-400 N. Pepper Ave.	ARMC	ARMC Ceiling Mounted Patient Lift Installation	14-052	CJE	4G25
39	Colton-400 N. Pepper Ave.	ARMC	ARMC Parking Lot ADA Improvement Upgrade	14-055 15-091	CJE	4G40
40	Colton-400 N. Pepper Ave.	ARMC	ARMC OB Postpartum Service Expansion and Remodel	14-105	CJE	4G45
41	Colton-400 N. Pepper Ave.	ARMC	ARMC Medical Office Building Exam Room Expansion	14-134	CJE	4G50
42	Colton-400 N. Pepper Ave.	ARMC	Clean Steam Humidifier Rebuild	15-084	CJE	5G05
43	Colton-400 N. Pepper Ave.	ARMC	ARMC Breathing Air Systems Upgrade	15-087	CJE	5G20
44	Colton-400 N. Pepper Ave.	ARMC	Walk-In Freezer Repair	15-089	CJE	5G30
45	Colton-400 N. Pepper Ave.	ARMC	ARMC Emergency Department Electronic Documentation System	15-166	CJE	5G50
46	Colton-400 N. Pepper Ave.	ARMC	ARMC Detainee Monitoring Facilities	14-207	CJE	5G55
47	Colton-400 N. Pepper Ave.	ARMC	ARMC Sterile Processing-Decontamination Plumbing Project	15-195	CJE	5G60
48	Colton-400 N. Pepper Ave.	ARMC	ARMC Modular Building	15-253	CJE	5G65
49	Colton-400 N. Pepper Ave.	RESD	Colton - Acquisition of Land	NA	CJP	5X05
50	Colton-400 N. Pepper Ave.	ARMC	Operating Room Surgical Light and column replacement. The total project budget is \$569,642. ARMC to acquire the equipment in the amount of \$521,042. Construction cost is \$48,600. Project is funded from ARMC's budget (EAD MCR).	16-059	CJE	6G00
51	Colton-400 N. Pepper Ave.	ARMC	Sterile Processing Cart Washer Replacement. The total project budget is \$278,569. ARMC to acquire the equipment in the amount of \$200,163. Construction cost is \$78,406. Project is funded from ARMC's budget (EAD MCR).	16-060	CJE	6G05
52	Colton-400 N. Pepper Ave.	ARMC	Floor Loader Sterilizer Replacement. The total project budget is \$238,045. ARMC to acquire the equipment in the amount of \$148,056. Construction cost is \$89,989. Project is funded from ARMC's budget (EAD MCR).	16-061	CJE	6G10
53	Colton-400 N. Pepper Ave.	ARMC	Cardiac Catheterization Lab Replacement. The total project budget is \$2,148,497. ARMC to acquire the equipment in the amount of \$1,247,225. Construction cost is \$901,272. Project is funded from ARMC's budget (EAD MCR)	16-062	CJE	6G15
54	Colton-400 N. Pepper Ave.	ARMC	X-Ray Room Equipment Replacement in two of four general x-ray rooms. Total Project cost is \$356,128. ARMC to acquire equipment in the amount of \$200,518. Construction cost is \$155,610. Project is funded from ARMC's budget (EAD MCR).	16-063	CJE	6G20
55	Colton-400 N. Pepper Ave.	ARMC	Building Automation Upgrade. Total project cost is \$356,756. ARMC will acquire the Building automation system at a cost of \$319,779. Construction cost is \$36,977. Project is funded from ARMC's budget (EAD MCR).	16-064	CJE	6G25
56	Colton-400 N. Pepper Ave.	ARMC	Americans with Disabilities Act (ADA) Site Accessibility Upgrades funded from ARMC's budget (EAD MCR).	16-065	CJE	6G30



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2015-16 Recommended Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
332,570			-	92,570	239,116	331,686	331,686	28
505,344			-	102,479		102,479	102,479	29
1,000,000			-		998,575	998,575	998,575	30
675,000			-		94,756	94,756	94,756	31
50,000			-	50,000		50,000	50,000	32
796,603			-		861,624	861,624	861,624	33
211,300			-		160,955	160,955	160,955	34
285,314			-		30,563	30,563	30,563	35
130,000			-		47,910	47,910	47,910	36
708,400			-		605,157	605,157	605,157	37
225,000			-		53,134	53,134	53,134	38
459,853			-		225,614	225,614	225,614	39
513,600			-		163,505	163,505	163,505	40
122,000			-		86,712	86,712	86,712	41
82,225			-		82,225	82,225	82,225	42
172,195			-		147,166	147,166	147,166	43
102,670			-		102,670	102,670	102,670	44
138,400			-		138,400	138,400	138,400	45
100,000			-	100,000		100,000	100,000	46
79,694			-		79,694	79,694	79,694	47
302,000			-		302,000	302,000	302,000	48
2,200,000			-	2,200,000		2,200,000	2,200,000	49
569,642		48,600	48,600			-	48,600	50
278,569		78,406	78,406			-	78,406	51
238,045		89,989	89,989			-	89,989	52
2,148,497		901,272	901,272			-	901,272	53
356,128		155,610	155,610			-	155,610	54
356,756		36,977	36,977			-	36,977	55
635,699		635,699	635,699			-	635,699	56



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
57	Colton-400 N. Pepper Ave.	ARMC	Air handler Variable Frequency Drive (VFD) Installation. Total project cost is \$254,609 to install VFD's on all 43 air handlers. ARMC to acquire equipment in the amount of \$226,917. Construction cost is \$27,692. Project is funded from ARMC's budget (EAD MCR).	16-066	CJE	6G35
58	Colton-400 N. Pepper Ave.	ARMC	Fire Alarm Panel Upgrade. Total project cost is \$773,270. ARMC to acquire new fire alarm head control panels in the amount of \$598,750. Construction cost is \$174,520. Project is funded from ARMC's budget (EAD MCR).	16-067	CJE	6G40
59	Colton-400 N. Pepper Ave.	ARMC	Burn Unit Clinic Relocation to 2North. Total project cost is \$86,656. ARMC to acquire equipment in the amount of \$15,376. Construction cost is \$71,280. Project is funded from ARMC's budget (EAD MCR).	16-068	CJE	6G45
60	Colton-400 N. Pepper Ave.	ARMC	Fire Protection Upgrade for ARMC Data Centers. The total project cost is \$280,939. ARMC will acquire equipment in the amount of \$201,295. Construction cost is \$79,644. Project is funded from ARMC's budget (EAD MCR).	16-069	CJE	6G50
61	Colton-400 N. Pepper Ave.	ARMC	Outpatient Laboratory Door Automation and Widening. Total project cost is \$25,558. ARMC will acquire equipment in the amount of \$4,335. Construction cost is \$21,223. Project is funded from ARMC's budget (EAD MCR).	16-070	CJE	6G55
62	Countywide-Various	ISD	800 MHz Upgrade Project -\$8,500,000 of one-time funding and \$17,881,452 in ongoing funding is proposed for 2015-16 increasing the total funded to date from \$84,000,000 to \$110,381,452. Following is the distribution of budget in the amount of \$84,000,000 previously transferred to individual building projects: -800 MHz Upgrade Project Program Budget-\$76,054,419 (Org 2V03) -Rialto Antenna Site Upgrade-\$2,200,000 (Org 4W01) -ISD Garden Office No. 2 Remodel-\$40,190 (Org 4W02) -Twin Peaks, 800 MHz Upgrades-\$8,517 (Org 5W04) -San Sevaime, 800 MHz Upgrades-\$50,000 (Org 5W05) -Heaps Peak, 800 MHz Upgrades-\$9,003 (Org 5W06) -Keller Peak, 800 MHz Upgrades-\$50,000 (Org 5W07) -Bertha Peak, 800 MHz Upgrades-\$7,669 (Org 5W08) -Onyx Peak, 800 MHz Upgrades-\$5,202 (Org 5W09) -High Desert Government Center Public Safety Operations Center-\$4,750,000 (Org 2X62) -Oak Hills 800 MHz Antenna Project-\$50,000 (Org 5W10) -Elephant Mountain, 800 MHz Upgrades-\$100,000 (Org 5W11) -Forest Fall, 800 MHz Upgrades-\$50,000 (Org 5W12) -Rancho Cucamonga 800 MHz-\$50,000 (Org 5W13) -West Valley Detention Center 800 MHz Upgrades-\$50,000 (Org 5W14) -Claremont Yards 800 MHz Antenna Site-\$50,000 (Org 5W15) -Skyland Peak 800 MHz Upgrades-\$50,000 (Org 5W16) -HVAC Upgrades at 25 800 MHz sites-\$300,000 (Org 5W17) -Rialto 120 Foot Mono Pole-\$125,000 (Org 5W18)	16-071	CJP	2V03
63	Countywide-Various	A&E	Countywide HVAC Control System Upgrade	13-100	CJP	3X20
64	Countywide-Various	A&E	Countywide Conference Room Upgrade	14-087	CJP	4X39
65	Countywide-Various	Sheriff	Sheriff's Program Consolidation	15-238	CJP	4X99
66	Countywide-Various	A&E	Countywide HVAC Optimization	NA	CJP	4Y76
67	Countywide-Various	Fleet Management	Install/Replace Fuel Tanks Phase I funded by Fleet Management ISF Retained Earnings	15-009	CJP	5F15
68	Countywide-Various	ISD	HVAC Upgrades at 25 800 MHz Sites	12-104	CJP	5W17
69	Countywide-Various	A&E	Countywide Backflow Cages	15-124	CJP	5X28
70	Countywide-Various	A&E	Countywide Generator Block Heater Installation	NA	CJP	5X46



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2015-16 Recommended Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
254,609		27,692	27,692			-	27,692	57
773,270		174,520	174,520			-	174,520	58
86,656		71,280	71,280			-	71,280	59
280,939		79,644	79,644			-	79,644	60
25,558		21,223	21,223			-	21,223	61
158,215,198	26,381,452		26,381,452	30,315,830		30,315,830	56,697,282	62
1,260,000			-	63,973		63,973	63,973	63
220,000			-	219,875		219,875	219,875	64
5,025,000			-	5,016,300		5,016,300	5,016,300	65
136,000			-	91,604		91,604	91,604	66
809,000			-		783,572	783,572	783,572	67
300,000			-	300,000		300,000	300,000	68
50,000			-	9,689		9,689	9,689	69
45,000			-	45,000		45,000	45,000	70



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
71	Countywide-Various	A&E	Americans with Disabilities Act (ADA) Program-Anticipated New Projects: - Miscellaneous Countywide ADA Issues (Yucaipa Regional Park, General Services Building, Big Bear Sheriff Sub-station)-\$587,100 - Barstow Library Restroom ADA Upgrades-Barstow-41930 Garstin Dr.-\$55,000 (CIP #16-005) - Miscellaneous Countywide ADA Parking Lot Signage-\$25,000 - Miscellaneous Countywide ADA Interior Signage (County Government Center-San Bernardino-385 N. Arrowhead-Primary)-\$20,000	16-072	CJP	ADA
72	Countywide-Various	A&E	ADA Management	Program	CJP	ADAM
73	Countywide-Various	A&E	HDJDAC Facility Sewer Reimbursement	Program	CJP	AVWD
74	Countywide-Various	A&E	Boiler Replacements Program-Unprogrammed Anticipated New Projects-\$150,000	Program 16-073	CJP	BOIL
75	Countywide-Various	A&E	Minor CIP Administration	Program	CJP	CIPA
76	Countywide-Various	A&E	Capital Improvement Program Residual	Program	CJP	CJPR
77	Countywide-Various	A&E	Court Buildings Capital Projects	Program	CJP	CRTB
78	Countywide-Various	A&E	Countywide Elevator Modernization Program-Anticipated New Project: - West Valley Detention Center-Rancho Cucamonga-9500 E. Etiwanda Ave.-\$500,000	Program 16-074	CJP	ELEV
79	Countywide-Various	A&E	Energy Projects Program	Program	CJP	ENGR
80	Countywide-Various	A&E	Countywide Exterior Renovation Program-New Projects: - CGC Exterior Cleaning-San Bernardino-385 N. Arrowhead Ave.-\$540,000 - EVRS/Phoenix Clinic Atrium Concrete Replacement-San Bernardino-820 E. Gilbert St.-\$120,000 - Wrightwood Library Exterior Repair-Wrightwood-6011 Pine St.-\$100,000 (CIP #16-007) - Big Bear Library East Entry Canopy-Big Bear Lake-41930 Garstin Dr.-\$45,000 - 401 Building Exterior Seal and Paint-San Bernardino-401 N. Arrowhead Ave.-\$45,000 - Public Works Westside Entry Rework-San Bernardino-825 E. 3rd St.-\$30,000 - Teddy Bear Tymes Patio Door Replacement-San Bernardino-900 E. Gilbert Street, Cottage Building 6 and 8-\$20,000	Program 16-085	CJP	EXTR
81	Countywide-Various	A&E	Countywide Generator Replacements Program-Anticipated New Projects: - Regional Youth Educational Facility (RYEF) (Code Required)-San Bernardino-900 E. Gilbert St.-\$50,000 - Redlands Museum Sump Pump Emergency Generator-Redlands-2024 Orange Tree Ln.-\$50,000	Program 16-075	CJP	GENR
82	Countywide-Various	A&E	Heating, Ventilation and Air Conditioning (HVAC) Upgrades/Maintenance/Replacement Program-Anticipated New Projects: - Countywide Controls Upgrade-Countywide-Various-\$500,000 - Emergency Operations Center (EOC) Package Unit Replacement-Rialto-1743 Miro Way-\$290,000 - Sheriff's Glen Helen Regional Center (GHRC) Package Unit Replacements-Devore-18000 Institution Rd.-\$210,000 - Twin Peaks County Building Controls Upgrade-Twin Peaks-26010 Hwy 189-\$100,000 - 351 Building 2nd Floor HVAC Unit Replacement-San Bernardino-351 N. Mtn. View-\$90,000	Program 16-076	CJP	HVAC



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2015-16 Recommended Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
	687,100		687,100	71,180		71,180	758,280	71
			-	13,544		13,544	13,544	72
			-	119,451		119,451	119,451	73
	150,000		150,000	155,663		155,663	305,663	74
			-	11,773		11,773	11,773	75
			-	245,969		245,969	245,969	76
			-	200,000		200,000	200,000	77
	500,000		500,000	199,871		199,871	699,871	78
			-	513,764		513,764	513,764	79
	900,000		900,000	28,774		28,774	928,774	80
	100,000		100,000	180,234		180,234	280,234	81
	1,190,000		1,190,000	248,683		248,683	1,438,683	82





**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
83	Countywide-Variou	A&E	Countywide Interior Renovation Program-Anticipated New Projects: - General Services Building (CSG) Conference Room Refurbishment-San Bernardino-777 E. Rialto Ave.-\$151,250 (CIP #16-041) - Redlands Museum Education Center Flooring and Paint-Redlands-2024 Orange Tree Ln.-\$110,000 (CIP #16-002) - Fontana Station Paint and Floor Covering Replacement-Fontana-17780 Arrow Blvd.-\$108,000 - Countywide Conference Room Upgrade-Countywide-Variou-\$100,000 - Big Bear Library Paint and Carpet-Big Bear Lake-41930 Garstin Dr.-\$85,000 (CIP #16-006) - County Government Center (CGC) Fifth Floor Patio Drain Piping Replacement-San Bernardino-385 N. Arrowhead Ave.-\$35,000	Program 16-077	CJP	INTR
84	Countywide-Variou	A&E	Minor Capital Improvements Program-Unprogrammed	Program 16-078	CJP	MCIP
85	Countywide-Variou	A&E	Paving Program-Anticipated New Project: - Central Detention Center (CDC) Pavement Crack Seal and Slurry Coat-San Bernardino-630 E. Rialto Ave.-\$55,000	Program 16-079	CJP	PAVE
86	Countywide-Variou	Regional Parks	Regional Parks is proposing five projects in the total amount of \$1,424,062 funded from the annual allocation of \$1.0 million in the Regional Parks Improvement Program budget (Project #REGP), and \$424,062 from Off-Highway Vehicle License Fees (Fund SBY): Calico Ghost Town Upper Parking Lot Improvements-Yermo-36600 Ghost Town Rd. (\$88,533); Calico Ghost Town Camping Cabin and Bunk House Restroom Improvements-Yermo-36600 Ghost Town Rd. (\$854,750); Calico Ghost Town Park Office/Visitor Center-Yermo-36600 Ghost Town Rd. (\$152,775); Yucaipa Regional Park Electrical System Upgrades-Yucaipa-33900 Oak Glen Rd. (\$162,239); and Yucaipa Regional Park Group Tent Shelter Replacement-Yucaipa-33900 Oak Glen Rd. (\$165,765).	Program 16-026	CJP	REGP
87	Countywide-Variou	A&E	Roofing Program-Anticipated New Projects: - High Desert Detention Center (HDDC) Existing Housing Unit 2 Roofing Replacement-Adelanto-9428 Commerce Way- \$545,000 - Redlands Museum Association Building Upper Roof Repair/Replacement-Redlands-2024 Orange Tree Ln.-\$225,000 - Victor Valley Museum Roofing Replacement-Apple Valley-11873 Apple Valley Rd.-\$220,000 - East Valley Regional Services (EVRS)/Phoenix Clinic Roofing Rehabilitation-San Bernardino-820 E. Gilbert St.-\$145,000 - Tippecanoe Warehouse Roof Recoating-San Bernardino-1499 S. Tippecanoe-\$90,000 - Fontana Sheriff Station Building Recoat Roofing-Fontana-17780 Arrow Blvd.-\$65,000 - Redlands Public Guardian Roofing Rehabilitation-Redlands-222 W. Brookside Ave.-\$60,000 - Information Services Department (ISD) Roofing Recoating Rehabilitation-San Bernardino-670 E. Gilbert St.-\$60,000 - 316 Building Roofing Maintenance-San Bernardino-316 Mtn. View-\$25,000 - Juvenile Delinquency Court Roofing Rehabilitation-San Bernardino-900 E. Gilbert St.-\$40,000 - Sheriff's Scientific Investigation Division Warehouse Roof Recoating-San Bernardino-200 S. Lena Rd.-\$40,000 - County Government Center (CGC) Roofing Maintenance-San Bernardino-385 N. Arrowhead Ave.-\$30,000	Program 16-080	CJP	ROOF



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2015-16 Recommended Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
	589,250		589,250	188,710		188,710	777,960	83
	3,925,760		3,925,760	929,733		929,733	4,855,493	84
	55,000		55,000	30,724		30,724	85,724	85
1,424,062	1,000,000	424,062	1,424,062	214,440		214,440	1,638,502	86
	1,545,000		1,545,000	88,236		88,236	1,633,236	87



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
88	Countywide-Variou	A&E	Fire/Life Safety Program-New Projects:	Program 16-082	CJP	SAFE
89	Countywide-Variou	A&E	Site Infrastructure Program-Anticipated New Projects:  - Central Detention Center (CDC) Sewer Main Repair/Replacement Phase I-San Bernardino-630 E. Rialto Ave.- \$650,000 (CIP #16-010) - Regional Youth Educational Facility (RYEF) Machine Room Transformer (2) Replacement-San Bernardino-900 E. Gilbert St.- \$65,000 - County Backflow Device Cages (2nd Year Funding)- Countywide-Variou-\$50,000 - Public Works/Fleet Management/Sheriff's Headquarters' Water Main Isolation Valves-San Bernardino-Lena Road/3rd Street Facilities-\$35,000	Program 16-081	CJP	SITE
90	Crestline-24107 Rockview Dr.	ISD	Skyland Peak 800 MHz Upgrade	12-104	CJP	5W16
91	Crestline-24171 Lake Dr.	Regional Parks	Lake Gregory Dam Rehabilitation Project Phase II	NA	CJP	4R10
92	Crestline-24171 Lake Dr.	A&E	Lake Gregory Regional Park N. Share ADA Entry Improvements	15-117	CJP	5X32
93	Crestline-23188 Crest Forest Dr.	DPW- Transportation	Crestline Road Yard Generator-Replace existing 1978 units with a new 50KW that meets AQMD requirements funded by Transportation Gas Tax (SAA TRA TRA).	16-021	CJP	6K10
94	Devore-1511 Devore Rd.	County Fire	Station #2 Patio Enclosure/Weight Room funded from one-time reserves (FVR 580 4000)	16-029	CJP	6K01
95	Devore-18000 Institution Rd.	Sheriff	Sheriff Training Center Expansion funded by \$150,000 Discretionary General Funding, \$1,785,000 State Asset Forfeiture and \$1,382,000 Law and Justice Funds	12-009	CJP	2S00
96	Devore-18000 Institution Rd.	Sheriff	Sheriff's Academy Scenario Village - Phase I - funded by Federal Asset Forfeitures (SCK SHR)	13-153	CJP	3S13
97	Devore-18000 Institution Rd.	Sheriff	Sheriff Training Academy Range Lead Traps - Phase I	13-115 16-011	CJP	3X14
98	Devore-18000 Institution Rd.	Sheriff	Glen Helen Regional Center (GHRC) Shower Remodel Phase II- M1 and M2 Units	16-013	CJP	6X02
99	Devore-18000 Institution Rd.	Sheriff	GHRC Roofing Repair/Replacement	15-139	CJP	4Y55
100	Devore-18000 Institution Rd.	A&E	GHRC Shower Remodel	14-195	CJP	4Y66
101	Devore-18000 Institution Rd.	A&E	GHRC Video Camera Installation	15-102	CJP	4Y67
102	Devore-18000 Institution Rd.	County Fire	Special Operations/Training 4,800 Square Foot Butler Building funded by Reserves (FPD 106 800)	15-072	CJP	5K35
103	Devore-18000 Institution Rd.	County Fire	Glen Helen Training Center North Parking Lot Paving funded from Reserves (FA 106 1101) and CIP funds (FPD-106-800)	16-038	CJP	6K02
104	Devore-18000 Institution Rd.	Sheriff	Training Center Lead Mitigation Phase II-Range 3, 4, 5 and the rifle range	16-011	CJP	6X01
105	Devore-19777 Shelter Way	Public Health	Devore Animal Shelter Water Main Break	NA	CJP	052A
106	Devore-2555 Glen Helen Pkwy	Regional Parks	Glen Helen Regional Park (GHRP) Electrical Repair funded by Risk Management	14-118	CJP	4X10
107	Devore-2555 Glen Helen Pkwy	Regional Parks	GHRP Sewer Main Extension	14-074	CJP	4X20
108	Devore-2555 Glen Helen Pkwy	Regional Parks	GHRP Campground Enhancements	15-122	CJP	5X20
109	Devore-2575 Glen Helen Pkwy	Regional Parks	Glen Helen Amphitheater Water Main Break	NA	CJP	051A
110	Fontana-17780 Arrow Blvd.	A&E	Fontana Mechanical Building Recoat Roofing funded by the JCC (44.35%-\$8,870) and Discretionary General Funding (55.65%- \$11,130)	16-090	CJP	6T10
111	Fontana-17830 Arrow Blvd.	Probation	Remodel for West Valley Day Reporting Center funded by AB109	14-116	CJP	4P10
112	Forest Falls	ISD	Forest Falls 800 MHz Upgrades	12-104	CJP	5W12
113	Havasu Landing-1 Tidwell Ln.	Sheriff	Sheriff's Havasu Landing Residence Post Garage and Site Improvements funded by State Asset Forfeiture funding	15-103	CJP	5S60
114	Hesperia-16453 Bear Valley Rd.	Public Health	Public Health Clinic Remodel/Expansion Project funded by a federal grant	13-129	CJP	3U05



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2015-16 Recommended Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
	175,000		175,000	125,000		125,000	300,000	88
	800,000		800,000	319,914		319,914	1,119,914	89
50,000			-	50,000		50,000	50,000	90
550,000			-	106,006		106,006	106,006	91
50,000			-	46,555		46,555	46,555	92
47,300		47,300	47,300			-	47,300	93
59,850		59,850	59,850			-	59,850	94
3,317,000			-	150,000	252,888	402,888	402,888	95
300,000			-		189,092	189,092	189,092	96
1,125,000			-	8,246		8,246	8,246	97
406,600	406,600		406,600			-	406,600	98
483,123			-	186,047		186,047	186,047	99
312,000			-	280,536		280,536	280,536	100
300,000			-	286,775		286,775	286,775	101
233,000			-		204,201	204,201	204,201	102
50,050		50,050	50,050			-	50,050	103
2,470,000	2,470,000		2,470,000			-	2,470,000	104
30,000			-	29,938		29,938	29,938	105
316,412			-		31,689	31,689	31,689	106
500,000			-	305,885		305,885	305,885	107
50,000			-	49,395		49,395	49,395	108
30,000			-	21,885		21,885	21,885	109
20,000	11,130	8,870	20,000			-	20,000	110
5,095,000			-		4,220,654	4,220,654	4,220,654	111
50,000			-	48,861		48,861	48,861	112
200,000			-		169,089	169,089	169,089	113
4,897,415			-		297,692	297,692	297,692	114



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
115	High Desert-To Be Determined	Public Health	High Desert Animal Shelter	10-109	CJP	0X80
116	High Desert-To Be Determined	Department of Behavioral Health (DBH)	High Desert DBH Residential Crisis Centers funded by Mental Health Wellness Act of 2013 (Senate Bill 82 grant)	15-228	CJP	5N05
117	Lake Arrowhead-27470 North Bay Rd.	County Fire	Fire Station 94 Covered Parking funded by Reserves (FMZ 600 4000)	15-060	CJP	5K30
118	Lake Arrowhead-301 S. SH 173	County Fire	Fire Station 91 Concrete Project funded by County Fire budget	14-041	CJP	4K04
119	Lake Arrowhead-981 N. State Hwy 173	County Fire	Fire Station 92 Covered Parking funded by Reserves (FMZ 600 4000)	15-051	CJP	5K20
120	Lake Havasu-1 Tidwell Ln.	A&E	Sheriff Residence Post Pavement Rehab	15-121	CJP	5X17
121	Lucerne Valley-33269 Hwy 247 East	County Fire	Fire Station 8 Remodel to Add Two Bedrooms funded by one-time reserves (FNR 590 5000)	16-032	CJP	6K03
122	Lytle Creek-San Sevaine	ISD	San Sevaine, 800 MHz Upgrades	12-104	CJP	5W05
123	Mentone-1300 Crafton Ave.	County Fire	Fire Station 9 Roof Replacement funded from one-time reserves (FVR 580 4000).	16-028	CJP	6K04
124	Mt. Baldy-APN #0353-151-12	DPW-Transportation	Mt. Baldy Yard Cinder Building Design-Complete preliminary design for a storage building for cinderling material on US Forest-owned land including minor lot paving funded by Transportation Gas Tax (SAA TRA TRA).	16-025	CJP	6K14
125	Needles-100 Park Moabi	Regional Parks	Moabi Regional Park Off Highway Vehicle (OHV) Area funded from the OHV fund (SBY AMS)	13-163	CJP	3R05
126	Needles-100 Park Moabi	Regional Parks	Park Moabi Boaters' Area Improvements funded \$840,000/grant and \$77,700 from Regional Parks Maintenance and Development budget (SPR CCR)	14-117	CJP	4R05
127	Needles-1111 E. Bailey Ave.	Sheriff	Needles Sheriff Station Gate Control and Security Camera Modifications funded by Sheriff's department budget (AAA SHR)	15-190	CJP	5S70
128	Needles-TBD	County Fire	Needles Fire Station funded \$2,566,303 from Discretionary General Funding and \$1,043,084 from Community Development Block Grant (CDBG) funding.	12-137 13-095	CJP	2Y30
129	Oak Hills-Oak Hills	ISD	Oak Hills 800 MHz Antenna Project	12-104	CJP	5W10
130	Ontario-800 N. Archibald Ave.	Regional Parks	Cucamonga-Guasti Install Dechlorination Unit	15-122	CJP	5X22
131	Parker-2449 Parker Dam Rd.	A&E	Parker Residence Post Generator Replacement	12-055	CJP	3X72
132	Rancho Cucamonga-8303 Haven Ave.	A&E	Rancho Courthouse Base Isolation Testing	NA	CJP	7200
133	Rancho Cucamonga-8303 Haven Ave.	A&E	Rancho Courthouse Design for Court Reorganization	14-193	CJP	4Y58
134	Rancho Cucamonga-8303 Haven Ave.	A&E	Rancho Courthouse Elevator 1-4 Modernization funded by Discretionary General Funding (23.95%-\$251,475) and from the Judicial Council of California (JCC) (76.05%-\$798,525)	14-194	CJP	4Y59
135	Rancho Cucamonga-8303 Haven Ave.	A&E	Rancho Courthouse Pavement Rehabilitation funded JCC (76.05%-\$608,400) and County (23.95%-\$191,600)	15-163	CJP	5T15
136	Rancho Cucamonga-8303 Haven Ave.	A&E	Rancho Courthouse Energy Measures and Implementation funded by the JCC (76.05%-\$698,481) and County (23.95%-\$219,969)	15-231	CJP	5T35
137	Rancho Cucamonga-8303 Haven Ave.	ISD	Rancho Cucamonga 800 MHz	12-104	CJP	5W13
138	Rancho Cucamonga-8303 Haven Ave.	Public Defender	Public Defender Rancho Courthouse 1st Floor Remodel	14-155	CJP	5X40
139	Rancho Cucamonga-8303 Haven Ave.	Public Defender	Public Defender Rancho Courthouse 3rd Floor Remodel	14-157	CJP	5X41
140	Rancho Cucamonga-8303 Haven Ave.	District Attorney (DA)	Rancho Courthouse DA Remodel	15-192	CJP	5X55
141	Rancho Cucamonga-8303 Haven Ave.	A&E	Rancho Courthouse Public Restroom Partition Replacement funded by the JCC (76.05%-\$60,840) and Discretionary General Funding (23.95%-\$19,160)	16-087	CJP	6T15
142	Rancho Cucamonga-8303 Haven Ave.	A&E	Rancho Courthouse Interior Roadway Rehabilitation funded by the City of Rancho Cucamonga (20%-\$88,000), by the JCC (60.8%-\$267,696) and Discretionary General Funding (19.2%-\$84,304)	16-088	CJP	6T20
143	Rancho Cucamonga-8303 Haven Ave.	A&E	Rancho Courthouse Exterior Cleaning funded by the JCC (76.05%-\$60,840) and Discretionary General Funding (23.95%-\$19,160)	16-091	CJP	6T25
144	Rancho Cucamonga-9478 Etiwanda Ave.	A&E	West Valley Day Reporting Center Boilers Replacement	14-195	CJP	4Y60



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2015-16 Recommended Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
1,235,000			-	1,235,000		1,235,000	1,235,000	115
4,876,599		4,826,599	4,826,599		48,109	48,109	4,874,708	116
133,000			-		130,773	130,773	130,773	117
200,000			-		37,745	37,745	37,745	118
133,000			-		130,276	130,276	130,276	119
120,000			-	119,610		119,610	119,610	120
104,738		104,738	104,738			-	104,738	121
50,000			-	49,933		49,933	49,933	122
63,840		63,840	63,840			-	63,840	123
20,000		20,000	20,000			-	20,000	124
293,280			-		293,280	293,280	293,280	125
917,700			-		852,790	852,790	852,790	126
100,000			-		100,000	100,000	100,000	127
3,609,367			-	2,140,841	1,043,084	3,183,925	3,183,925	128
50,000			-	50,000		50,000	50,000	129
88,292			-	85,510		85,510	85,510	130
70,000			-	42,373		42,373	42,373	131
80,000			-	80,000		80,000	80,000	132
200,000			-	184,900		184,900	184,900	133
1,050,000			-	251,475	796,682	1,048,157	1,048,157	134
800,000			-		203,376	203,376	203,376	135
918,450			-	219,969	698,481	918,450	918,450	136
50,000			-	50,000		50,000	50,000	137
105,000			-	105,000		105,000	105,000	138
65,000			-	65,000		65,000	65,000	139
1,300,000			-	1,300,000		1,300,000	1,300,000	140
80,000	19,160	60,840	80,000			-	80,000	141
440,000	84,304	355,696	440,000			-	440,000	142
180,000	43,110	136,890	180,000			-	180,000	143
175,000			-	113,697		113,697	113,697	144



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
145	Rancho Cucamonga-9478 Etiwanda Ave.	Probation	Remodel WVJDAC to Relocate Probation's Training Center funded by AB109	15-200	CJP	5P45
146	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	West Valley Detention Center (WVDC) Transformer Oil Leak	NA	CJP	053A
147	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	WVDC Emergency Chiller Project	NA	CJP	054A
148	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	WVDC Revocation Hearing Rooms Remodel funded by AB109	13-146	CJP	3S10
149	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	WVDC ADA Improvements funded \$1,596,304 from Discretionary General Funding and \$4,703,696 from Community Development Block Grant (CDBG) funding.	15-134	CJP	3S16
150	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	WVDC Kitchen Renovation	14-087	CJP	4X38
151	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	WVDC Perimeter Security Enhancement	14-017	CJP	4X51
152	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	WVDC Security Controls Upgrade	NA	CJP	4X85
153	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	WVDC Shower Tile Replacement funded by AB109	15-135	CJP	5S40
154	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	WVDC Nurse Card Reader Installation Project funded by AB109	15-105	CJP	5S45
155	Rancho Cucamonga-9500 Etiwanda Ave.	ISD	WVDC 800 MHz Upgrades	12-104	CJP	5W14
156	Rancho Cucamonga-9500 Etiwanda Ave.	A&E	Domestic Water/Heating Hot Water Storage Tank Replacement	15-152	CJP	5X06
157	Redlands-2024 Orange Tree Ln.	RESD	Heritage Valencia Orange Grove Acquisition	NA	CJP	5X45
158	Redlands-2024 Orange Tree Ln.	Museum	Hall of History Refurbishing funded from grants and Museum budget	08-206	CJV	8X78
159	Redlands-216 Brookside Ave.	Assessor-Recorder	Redlands Courthouse Remodel for Archives Evaluation	15-232	CJP	5X54
160	Rialto-1743 Miro Way	County Fire	County Fire-Office of Emergency Services (OES) Kitchen Remodel funded OES budget (FES 108 600)	15-239	CJP	5K85
161	Rialto-1771 Miro Way	Sheriff	Sheriff 911 Dispatch Computer Room HVAC Replacement	NA	CJP	048A
162	Rialto-1771 Miro Way	ISD	Rialto Antenna Site Upgrade	12-104	CJP	4W01
163	Running Springs-Keller Peak	ISD	Keller Peak, 800 MHz Upgrades	12-104	CJP	5W07
164	San Bernardino Valley Area-to be determined	County Fire	County Fire Administration Relocation/Consolidation funded from County Fire budget set-asides	15-229	CJP	5X52
165	San Bernardino-104 W. 4th St.	Probation	Probation Remodel for AB109 Space funded by AB109	12-147	CJP	2Y12
166	San Bernardino-104 W. 4th St.	Probation	104 Building Exterior Awning Installation funded by AB109	15-208	CJP	5P20
167	San Bernardino-1499 S. Tippecanoe Ave.	PSD	PSD Butler Building Improvements funded by Department budget	13-044	CJP	3K04
168	San Bernardino-1499 S. Tippecanoe Ave.	A&E	Warehouse Roof Repair	15-123	CJP	5X24
169	San Bernardino-1499 S. Tippecanoe Ave.	RESD	San Bernardino 1499 Tippecanoe Remodel for Lease	15-230	CJP	5X53
170	San Bernardino-150 W. 5th St.	Probation	Probation Building Acquisition - San Bernardino funded from Probation Department SB678 funds	15-260	CJP	5P95
171	San Bernardino-157-175 W. 5th St.	A&E	157-175 Building Seismic Retrofit and Improvements	NA	CJP	3D06
172	San Bernardino-157-175 W. 5th St.	Probation	157 Building Administration Swipe Card System funded by AB109	15-196	CJP	5P25
173	San Bernardino-157-175 W. 5th St.	Probation	157 Building Professional Standards Areas Remodel funded by AB109	15-197	CJP	5P30
174	San Bernardino-157-175 W. 5th St.	Probation	157 Building Remodel Restrooms and Break Room on 4th Floor funded by AB109	15-199	CJP	5P40
175	San Bernardino-157-175 W. 5th St.	A&E	157-175 Building Window Replacements funded \$25,000 Risk Management and \$50,000 Discretionary General Funding	15-234	CJP	5X51



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2015-16 Recommended Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
6,227,000			-		6,091,639	6,091,639	6,091,639	145
350,000			-	350,000		350,000	350,000	146
150,000				150,000		150,000	150,000	147
1,300,000			-		696,803	696,803	696,803	148
6,300,000			-		528,640	528,640	528,640	149
600,000			-	259,498		259,498	259,498	150
950,000			-	38,199		38,199	38,199	151
5,000,000			-	183,519		183,519	183,519	152
600,000			-		600,000	600,000	600,000	153
87,750			-		87,750	87,750	87,750	154
50,000			-	50,000		50,000	50,000	155
565,000			-	29,859		29,859	29,859	156
330,446			-	1,300		1,300	1,300	157
3,150,730			-		8,504	8,504	8,504	158
35,000			-	35,000		35,000	35,000	159
50,000			-		50,000	50,000	50,000	160
120,000			-	34,234		34,234	34,234	161
2,200,000			-	1,329,215		1,329,215	1,329,215	162
50,000			-	49,665		49,665	49,665	163
25,000			-		25,000	25,000	25,000	164
1,476,539			-		7,055	7,055	7,055	165
75,000			-		74,420	74,420	74,420	166
46,100			-		41,888	41,888	41,888	167
100,000			-	80,000		80,000	80,000	168
200,000			-	200,000		200,000	200,000	169
10,000			-		10,000	10,000	10,000	170
307,903			-	122,590		122,590	122,590	171
30,000			-		30,000	30,000	30,000	172
88,000			-		88,000	88,000	88,000	173
425,000			-		425,000	425,000	425,000	174
75,000			-	50,000	25,000	75,000	75,000	175





**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
176	San Bernardino-172 W. 3rd St.	A&E	172 Building Seismic Retrofit and Improvements	NA	CJP	3D07
177	San Bernardino-172 W. 3rd St.	A&E	172 Building Risk Claim Sewer Break	NA	CJP	5K60
178	San Bernardino-172 W. 3rd St.	A&E	172 Building Repairs Associated with Sewer Failure	15-149	CJP	5X43
179	San Bernardino-175 S. Lena Rd.	Sheriff	Coroner Building Expansion Project	15-100	CJP	5X10
180	San Bernardino-175 S. Lena Rd.	A&E	Coroner Roofing Repairs	15-123	CJP	5X23
181	San Bernardino-175 W. 5th St.	A&E	175 Building Compressor Replacement	NA	CJP	5X59
182	San Bernardino-18958 Institution Rd.	A&E	Emergency Vehicle Operations Center (EVOC) Roofing Replacement and Repairs	NA	CJP	5X61
183	San Bernardino-200 S. Lena Rd.	Sheriff	Sheriff's Crime Lab Expansion Project	07-293	CJP	2Y65
184	San Bernardino-200 S. Lena Rd.	A&E	SID Risk Claim Sewage Back-up Restoration funded \$22,983 from Risk Management and \$4,017 from Discretionary General Funding	15-268	CJP	5K90
185	San Bernardino-200 S. Lena Rd.	Sheriff	Sheriff's Scientific Investigations Division Remodel	15-164	CJP	5S05
186	San Bernardino-2018 Foothill Blvd.	DPW-Flood Control	Flood Control 5th St. Gate House Generator-Replace current 1988 unit with a new 40KW generator that meets AQMD requirements funded by Flood Control budget (RFF 092).	16-020	CJP	6K09
187	San Bernardino-210 N. Lena Rd.	Fleet Management	Fleet Management Infrastructure Improvements funded from Fleet Management Internal Service Fund (ISF) Retained Earnings	14-145	CJP	4F15
188	San Bernardino-210 N. Lena Rd.	Fleet Management	Fleet Management Door Replacement Phase II funded by Fleet Management ISF Retained Earnings	15-213	CJP	5F20
189	San Bernardino-210 N. Lena Rd.	Fleet Management	Fleet Management Generator Replacement funded by Fleet Management ISF Retained Earnings	15-214	CJP	5F25
190	San Bernardino-210 N. Lena Rd.	Fleet Management	Fleet Management Automated Reservation and Keyboard funded by Fleet Management ISF Retained Earnings	15-266	CJP	5F30
191	San Bernardino-210 N. Lena Rd.	Fleet Management/ Public Works	Pavement Management Fleet - 3rd and Lena Rd. funded by General Fund/Public Works Share (\$1,398,564); Fleet Management ISF Retained Earnings (\$1,451,436)	15-165	CJP	5K55
192	San Bernardino-222 W. Hospitality Ln.	A&E	Hall of Records Sign Project funded by SANBAG	12-133	CJP	2X88
193	San Bernardino-222 W. Hospitality Ln.	A&E	222 Building Remodel	NA	CJP	3D04
194	San Bernardino-268 W. Hospitality Ln.	A&E	268 Building Improvements	NA	CJP	3D15
195	San Bernardino-303 W. 3rd St.	A&E	303 Building Elevator Upgrade	12-073	CJP	2X39
196	San Bernardino-303 W. 3rd St.	A&E	303 Building Remodel funded \$10,500,000 from Discretionary General Funding and \$300,000 from District Attorney budget	NA	CJP	3D09
197	San Bernardino-303 W. 3rd St.	A&E	303 Building Fan Coil Units for IDF Room	15-119	CJP	5X03
198	San Bernardino-316 Mtn. View	A&E	316 Building Remodel	NA	CJP	3D11
199	San Bernardino-340 and 364 Mtn. View Ave.	A&E	340 & 364 Buildings Sidewalk Replacements	15-124	CJP	5X26
200	San Bernardino-351 N. Arrowhead Ave.	A&E	Superblock Replace VFD's for Secondary CW Pumps	NA	CJP	055A
201	San Bernardino-351 N. Arrowhead Ave.	A&E	351 Building Cooling Tower, Pumps, Electrical funded by JCC (32.6%-\$174,251) and County (67.4%-\$360,261)	15-150	CJP	5T05
202	San Bernardino-351 N. Arrowhead Ave.	A&E	Central Plant Flooring Rehabilitation	15-149	CJP	5X02
203	San Bernardino-385 N. Arrowhead Ave.	A&E	Superblock Steam Piping Replacement	13-109	CJP	3X57
204	San Bernardino-385 N. Arrowhead Ave.	Board of Supervisors (BOS)	County Government Center (CGC) BOS Dais Modification	14-081	CJP	4X80
205	San Bernardino-385 N. Arrowhead Ave.	A&E	CGC 1st and 2nd Floor HVAC Modification	15-119	CJP	5X12
206	San Bernardino-385 N. Arrowhead Ave.	A&E	CGC Chambers ADA Seating Signage	NA	CJP	5X44
207	San Bernardino-385 N. Arrowhead Ave.	A&E	CGC Chambers Renovation Study	15-233	CJP	5X50



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2015-16 Recommended Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
750,000			-	630,806		630,806	630,806	176
25,000			-	12,557		12,557	12,557	177
45,000			-	19,085		19,085	19,085	178
1,415,000			-	1,398,978		1,398,978	1,398,978	179
100,000			-	25,089		25,089	25,089	180
30,000			-	30,000		30,000	30,000	181
160,000			-	120,000		120,000	120,000	182
15,543,560			-	2,856,106		2,856,106	2,856,106	183
27,000			-	4,017		4,017	4,017	184
110,000			-	109,275		109,275	109,275	185
41,250		41,250	41,250			-	41,250	186
270,000			-	-	179,842	179,842	179,842	187
44,000			-		44,000	44,000	44,000	188
300,000			-		300,000	300,000	300,000	189
100,000			-		100,000	100,000	100,000	190
2,850,000			-	1,398,564	1,451,436	2,850,000	2,850,000	191
5,000			-		5,000	5,000	5,000	192
6,000,000			-	5,999,900		5,999,900	5,999,900	193
12,500,000			-	4,511,800		4,511,800	4,511,800	194
780,000			-	38,871		38,871	38,871	195
10,800,000			-	1,664,202		1,664,202	1,664,202	196
145,000			-	143,469		143,469	143,469	197
3,750,000			-	3,746,520		3,746,520	3,746,520	198
50,000			-	50,000		50,000	50,000	199
30,000			-	30,000		30,000	30,000	200
534,512			-	279,245	174,251	453,496	453,496	201
17,000			-	17,000		17,000	17,000	202
397,102			-	1,000		1,000	1,000	203
5,000			-	4,173		4,173	4,173	204
1,500,000			-	1,498,563		1,498,563	1,498,563	205
5,000			-	3,412		3,412	3,412	206
45,000			-	8,555		8,555	8,555	207



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
208	San Bernardino-401 N. Arrowhead Ave.	Probation	401 Building Remodel - Various Security Features funded by AB109	15-198	CJP	5P35
209	San Bernardino-401 N. Arrowhead Ave.	A&E	401 Building Heating, Ventilation and Air Conditioning Repair/Replacement	16-093	CJP	6X08
210	San Bernardino-4280 N. Hallmark Pkwy	PSD	Preschool Services Warehouse Building Acquisition funded by PSD federal/state funding	13-225	CJP	4K06
211	San Bernardino-503 E. Central Ave.	PSD	Preschool Services Mill Center Parking Expansion funded by PSD department budget	14-174	CJP	4K16
212	San Bernardino-630 E. Rialto Ave.	Sheriff	Central Detention Center (CDC) Domestic Water Repair	14-081	CJP	033A
213	San Bernardino-655 E. 3rd St.	Sheriff	Sheriff's Headquarters (HQ) Restroom and Locker Room Upgrade funded by AB109	15-127	CJP	5S50
214	San Bernardino-655 E. 3rd St.	Sheriff	Sheriff's HQ Security Wall and Access Door funded by AB109	15-104	CJP	5S55
215	San Bernardino-655 E. 3rd St.	Sheriff	Bureau of Administration Access Card System funded by Sheriff department budget	16-015	CJP	6S05
216	San Bernardino-655 E. 3rd St.	Sheriff	Civil Liabilities Remodel-Remodel Sheriff's Museum space into a conference room and additional cubicle space	16-016	CJP	6X03
217	San Bernardino-670 E. Gilbert St.	ISD	ISD Data Center UPS Upgrade funded by ISF Retained Earnings	11-003	CJP	1V20
218	San Bernardino-670 E. Gilbert St.	ISD	ISD Repave Parking Lot Project funded from ISD Internal Service Funds (IAJ and IAM)	15-093	CJP	5V05
219	San Bernardino-670 E. Gilbert St.	ISD	ISD Warehouse funded from ISF Retained earnings	15-267	CJP	5V20
220	San Bernardino-700 E. Gilbert St.	A&E	Children's Assessment Center Flood Remediation funded \$30,000 from Discretionary General Funding and \$57,000 insurance reimbursement	NA	CJP	2Y25
221	San Bernardino-700 E. Gilbert St.	A&E	Children's Assessment Center Relocation/Remodel	13-123	CJP	3X16
222	San Bernardino-700 E. Gilbert St.	DBH	San Bernardino Behavioral Health Crisis Residential Center Project funded by Mental Health Wellness Act of 2013 (Senate Bill 82 grant)	15-237	CJP	5N00
223	San Bernardino-700 E. Gilbert St.	A&E	Children's Assessment Center Gutter and Interior Repair	NA	CJP	5X58
224	San Bernardino-740 and 900 E. Gilbert St.	Probation	Probation Camera Installation Project funded by excess Prop 172 funds	15-261	CJP	5P96
225	San Bernardino-777 E. Rialto Ave.	A&E	Purchasing Carpet Replacement	15-112	CJP	4Y65
226	San Bernardino-777 E. Rialto Ave.	Registrar of Voters (ROV)	ROV Storage Rack Mezzanine funded by ROV department budget	15-269	CJP	5K91
227	San Bernardino-777 E. Rialto Ave.	ROV	ROV Information Technology (IT) Office Remodel funded by ROV department budget	15-270	CJP	5K92
228	San Bernardino-777 E. Rialto Ave.	ISD	ISD Vehicle Bays Work Environment Upgrade funded from ISD Telecommunication Services budget (IAM ISD)	15-194	CJP	5V15
229	San Bernardino-777 E. Rialto Ave.	A&E	General Services Building Install Motion Activated Doors	15-117	CJP	5X39
230	San Bernardino-777 E. Rialto Ave.	Purchasing	Replace carpet and other flooring materials within the Printing Services area funded from Printing Services' unrestricted net assets.	16-054	CJP	6K16
231	San Bernardino-780 E. Gilbert St.	DBH	Transitional Age Youth Center Remodel Project funded from department budget (\$7,084,378) and Discretionary General Funding (\$661,754)	10-174	CJV	8N00
232	San Bernardino-820 E. Gilbert St.	A&E	Phoenix Clinic Patio Replacement	15-124	CJP	5X30
233	San Bernardino-825 E. 3rd St.	DPW-Flood Control	Department of Public Works Building Re-Roof funded by Transportation Gas Tax (SAA TRA TRA)	11-084	CJP	1X90
234	San Bernardino-825 E. 3rd St.	A&E	PW ADA Path of Travel	15-117	CJP	5X33
235	San Bernardino-825 E. 3rd St.	DPW	DPW Exterior Lights Replacement-Request Facilities Management to replace 250 watt with 400 watt exterior fixtures funded by Transportation Gas Tax and Flood Control budget.	16-024	CJP	6K13
236	San Bernardino-825 E. 3rd St.	DPW	PW Front Lobby Remodel funded by Transportation Gas Tax (SAA TRA TRA) and Flood Control budget	16-040	CJP	6K15
237	San Bernardino-825 E. 3rd St., Building 6	DPW	825 Building 6 Reroof funded by Transportation Gas Tax (SAA TRA TRA)	15-073	CJP	5K40
238	San Bernardino-900 E. Gilbert St.	A&E	Juvenile Delinquency Court Upgrade Project	13-183	CJP	3X58
239	San Bernardino-900 E. Gilbert St.	Probation	Gateway at Regional Youth Education Facility (RYEF) Improvement Project funded by Probation Camp Funding	14-124	CJP	4P15
240	San Bernardino-900 E. Gilbert St.	Probation	Central Valley Juvenile Detention and Assessment Center (CVJDAC) Parking and Sally Port Lighting funded by Prop 172 funds	15-201	CJP	5P50
241	San Bernardino-900 E. Gilbert St.	Probation	CVJDAC Swipe Card System funded by Prop 172 funds	15-202	CJP	5P55



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2015-16 Recommended Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
96,000			-		96,000	96,000	96,000	208
400,000	400,000		400,000			-	400,000	209
1,894,000			-		34,614	34,614	34,614	210
250,000			-		246,662	246,662	246,662	211
300,000			-	46,087		46,087	46,087	212
600,000			-		538,058	538,058	538,058	213
200,000			-		176,760	176,760	176,760	214
95,168		95,168	95,168			-	95,168	215
180,000	180,000		180,000			-	180,000	216
4,729,705			-		3,805,948	3,805,948	3,805,948	217
1,026,771			-		1,026,771	1,026,771	1,026,771	218
2,700,000			-		2,650,000	2,650,000	2,650,000	219
87,000			-	7,552	57,000	64,552	64,552	220
1,438,255			-	92,935		92,935	92,935	221
5,445,906			-		5,439,328	5,439,328	5,439,328	222
30,000			-	30,000		30,000	30,000	223
2,477,939			-		2,477,939	2,477,939	2,477,939	224
112,000			-	109,789		109,789	109,789	225
143,000			-		143,000	143,000	143,000	226
12,000			-		12,000	12,000	12,000	227
200,000			-		200,000	200,000	200,000	228
45,000			-	44,406		44,406	44,406	229
50,160		50,160	50,160			-	50,160	230
7,746,132			-		1	1	1	231
46,000			-	206		206	206	232
310,000			-		476	476	476	233
50,000			-	1,257		1,257	1,257	234
5,000		5,000	5,000			-	5,000	235
25,000		25,000	25,000			-	25,000	236
125,000			-		121,864	121,864	121,864	237
1,640,000			-	273,237		273,237	273,237	238
400,000			-		12,413	12,413	12,413	239
63,000			-		63,000	63,000	63,000	240
164,000			-		164,000	164,000	164,000	241



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
242	San Bernardino-900 E. Gilbert St.	Probation	CVJDAC Emergency Evacuation Area funded by Prop 172 funds	15-203	CJP	5P60
243	San Bernardino-900 E. Gilbert St.	Probation	Gateway at RYEF Living Area Improvements funded by Prop 172	15-207	CJP	5P80
244	San Bernardino-900 E. Gilbert St.	A&E	Intern Housing Unit Repairs	15-120	CJP	5X13
245	San Bernardino-Gilbert St.	A&E	Gilbert Street Roadway Improvements	15-121	CJP	5X16
246	San Bernardino-Gilbert St.	A&E	Gilbert Street Water Line Replacement	15-124	CJP	5X29
247	San Bernardino-Gilbert St.	A&E	Back Flow Preventer Replacement	NA	CJP	5X56
248	San Bernardino-Gilbert St.	A&E	Demolish Old Central Juvenile Hall buildings	16-083	CJP	6X04
249	San Bernardino-San Bernardino International Airport	Sheriff	Sheriff Aviation Relocation Oversight funded from Sheriff department budget	14-095	CJP	4S20
250	San Bernardino-San Bernardino International Airport	Sheriff	Sheriff's Aviation Relocation funded \$4.1 million by City of Rialto, \$1.0 million from Sheriff State Asset Forfeiture Funds and \$7.22 million from Discretionary General Funding	14-095	CJP	4X05
251	San Bernardino Valley Area-To Be Determined	Sheriff	Valley Public Safety Operations Center Needs Assessment	16-014	CJP	6X09
252	San Bernardino-Various	A&E	<p>County Buildings Acquisition and Retrofit Project-\$11,200,000 in funding is proposed for 2015-16 increasing the total funded to date from \$54,089,834 to \$65,289,834. Following is the distribution of budget in the amount of \$54,089,834 previously transferred to individual building projects:</p> <ul style="list-style-type: none"> <li>-County Buildings Acquisition and Retrofit Project-\$456,513 (Org 2X64)</li> <li>-Downtown Building Project Master Planning Budget-\$260,538 (Org 3D00)</li> <li>-County Government Center Campus Improvements-\$3,164,290 (Org 3D01)</li> <li>-268 Building Acquisition and Improvements-\$12,327,097 (Org 3D02)</li> <li>-Hospitality Lane Additional Parking Acquisition and Improvements-\$1,524,738 (Org 3D03)</li> <li>-222 Building Remodel-\$6,000,000 (Org 3D04)</li> <li>-104 Building Exterior Improvements-\$0 (Org 3D05)</li> <li>-157-175 Building Seismic Retrofit and Improvements-\$307,903 (Org 3D06)</li> <li>-172 Building Seismic Retrofit and Improvements-\$750,000 (Org 3D07)</li> <li>-351 Building Remodel-\$0 (Org 3D08)</li> <li>-303 Building Improvements-\$10,800,000 (Org 3D09)</li> <li>-316 Building Improvements-\$3,750,000 (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-\$33,782 (Org 3D14)</li> <li>-268 Building Remodel-\$12,500,000 (Org 3D15)</li> <li>-15371 Civic, VV Acquisition-\$2,210,672 (Org 4D16)</li> <li>-15456 Sage, VV Acquisition-\$2,601 (Org 4D17)</li> <li>-150 W. 5th Acquisition-\$1,700 (Org 4D18)</li> </ul>	12-102	CJP	2X64



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2015-16 Recommended Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
474,000			-		474,000	474,000	474,000	242
106,000			-		106,000	106,000	106,000	243
202,987			-	3,901		3,901	3,901	244
100,000			-	99,710		99,710	99,710	245
350,000			-	332,542		332,542	332,542	246
10,000			-	988		988	988	247
1,500,000	1,500,000		1,500,000			-	1,500,000	248
60,000			-		55,323	55,323	55,323	249
12,320,000			-	7,220,000	5,100,000	12,320,000	12,320,000	250
200,000	200,000		200,000			-	200,000	251
140,000,000	11,200,000		11,200,000	456,514		456,514	11,656,514	252



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
253	San Bernardino-Various	A&E	Downtown Building Project Master Planning Budget	NA	CJP	3D00
254	San Bernardino-Various	A&E	County Government Center Campus Improvements	NA	CJP	3D01
255	Twin Peaks-26010 Hwy 189	A&E	Twin Peaks Pavement Rehab	15-121	CJP	5X18
256	Upland-2413 Euclid Ave.	County Fire	Fire Station 12 Bathroom Remodel funded from one-time reserves (FVR 580 4000).	16-030	CJP	6K05
257	Upland-2413 N. Euclid Ave.	County Fire	Fire Station 12 Generator Replacement funded by Reserves (FAR 106 1101)	16-039	CJP	6K06
258	Victorville-13782 El Evado	Sheriff	Victor Valley Public Safety Office deferred maintenance funded by Sheriff's department budget (AAA SHR)	15-225	CJP	5S75
259	Victorville-14455 Civic Dr.	A&E	Victorville Courthouse Parking Lot Rehabilitation funded County (35.75%-\$90,860) and JCC (64.25%-\$109,140)	15-157	CJP	5T10
260	Victorville-14455 Civic Dr.	A&E	Victorville Courthouse Ceiling Tile Replacement funded by the JCC (64.25%-\$38,550) and Discretionary General Funding (35.75%-\$21,450)	16-086	CJP	6T30
261	Victorville-15480 Ramona Ave.	Probation	Victorville Probation Building Acquisition funded by AB109	15-227	CJP	5P15
262	Victorville-18000 Yates Red.	Regional Parks	Mojave Narrows Water Service Improvements	14-075	CJP	4X21
263	Victorville-To Be Determined	Fleet Management	High Desert Service Center Expansion funded by Fleet Management ISF Retained Earnings	15-006	CJP	5F05
264	Wrightwood-5980 Elm St.	County Fire	Fire Station 14 Kitchen Remodel funded by Reserves (FNR 590 5000)	15-043	CJP	5K15
265	Wrightwood-5980 Elm St.	County Fire	Fire Station 14 Dorm Room Remodel funded with one-time reserves (FNR 590 5000).	16-031	CJP	6K07
266	Yermo-36600 Ghost Town Rd.	Regional Parks	Calico Ghost Town Off Highway Vehicle Campground Hook-ups funded from the OHV fund (SBY AMS)	13-227	CJP	3R14
267	Yermo-36600 Ghost Town Rd.	Regional Parks	Calico Ghost Town Water Quality Improvements	09-047	CJV	9X20
268	Yucaipa-33900 Oak Glen Rd.	Regional Parks	Yucaipa Regional Park Restroom Rehabilitation	14-076	CJP	4X22
269	Yucca Valley-57201 Twentynine Palms Hwy	County Fire	Waste Water Treatment Project for Yucca Valley funded from one-time reserves (FSR 610).	16-033	CJP	6K08
270	Yucca Valley-57201 Twentynine Palms Hwy	County Fire	Fire Station 41 Room Addition	16-034	CJP	6X05
<b>TOTAL PROJECTS ADMINISTERED BY A&amp;E</b>						



**Exhibit A**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Architecture and Engineering Department**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2015-16 Recommended Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
260,538			-	109,113		109,113	109,113	253
3,164,290			-	2,946,825		2,946,825	2,946,825	254
120,000			-	113,912		113,912	113,912	255
59,850		59,850	59,850			-	59,850	256
65,000		65,000	65,000			-	65,000	257
50,000			-		50,000	50,000	50,000	258
200,000			-	89,630	109,140	198,770	198,770	259
60,000	21,450	38,550	60,000			-	60,000	260
4,690,000			-		4,676,107	4,676,107	4,676,107	261
150,000			-	120,086		120,086	120,086	262
1,555,000			-		1,555,000	1,555,000	1,555,000	263
66,500			-		20,970	20,970	20,970	264
69,825		69,825	69,825			-	69,825	265
1,000,000			-		209,945	209,945	209,945	266
1,300,000			-	946,852		946,852	946,852	267
200,000			-	176,726		176,726	176,726	268
53,200		53,200	53,200			-	53,200	269
560,928	560,928		560,928			-	560,928	270
<b>668,731,076</b>	<b>57,998,980</b>	<b>9,646,266</b>	<b>67,645,246</b>	<b>93,099,268</b>	<b>60,854,587</b>	<b>153,953,855</b>	<b>221,599,101</b>	





**Exhibit B**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Department of Public Works – Transportation**

Proj.	Location/ Address	Department	Project Name-Description	Fund
1	Amboy	Transportation	National Trails Highway Bridges - Design/Project Report for Repair/Replace. Discretionary General Funding (reserves)	SAA
2	Amboy	Transportation	National Trails Highway, Amboy Rd E 17 miles - Centerline/edgeline raised pavement markers. HSIP 90%, Gas Tax match	SAA
3	Apple Valley	Transportation	Rock Springs Road Bridge 54-C670 @ Mojave River - Design Bridge Replacement. Fee Plan (construction not funded)	SXP
4	Apple Valley	Transportation	Yard 16 Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax & Measure I.	SAA
5	Baker	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	Transportation	Rimrock Road, O St E/Agarita Ave - Repave - PCI (City Lead). Gas Tax & Measure I	SXC
7	Big Bear	Transportation	Division Drive & Sugarpine Road - Repave - PCI. Gas Tax & Measure I and City participation	SAA
8	Big Bear	Transportation	Stanfield Cutoff, N/ State Hwy 18, State Hwy 38 - Roadway Repair & Bridge Replacement - Gas Tax	SAA
9	Big Bear / Moonridge	Transportation	Yard 9 Various Roads - SAMI - PCI. Gas Tax & Measure I.	SAA
10	Big Bear / Sugarloaf / Moonridge	Transportation	Yard 9 Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax & Measure I.	SAA
11	Big River	Transportation	Yard 2 (Big River Area) Parker Dam Rd & Others - Maintenance Overlays / Seals - PCI. Gas Tax & Measure I	SAA
12	Bloomington	Transportation	Cedar Avenue @ I-10 - Interchange (construction not funded). 2013/14 Design phase. STP	SAA
13	Bloomington	Transportation	Yard 3 (Bloomington Area) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax & Measure I	SAA
14	Calico / Daggett / Lenwood	Transportation	Yard 12 (Calico/Daggett/Lenwood Areas) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax & Measure I	SAA
15	Chino	Transportation	Ramona Avenue, various locations - Repave - PCI. Gas Tax & City participation	SAA
16	Del Rosa	Transportation	Sterling Avenue & Del Rosa Drive - Repave - PCI. Gas Tax & Measure I & City participation	SAA
17	Del Rosa	Transportation	Yard 5/Sterling Avenue (Del Rosa Area) Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax & Measure I.	SAA
18	Devore	Transportation	Glen Helen Pkwy @ Cajon Wash - Bridge Replacement. HBP 88.53%, Discretionary General Funding & Measure I match	SAA
19	Essex / Goffs / Amboy	Transportation	Yard 15 Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax & Measure I.	SAA
20	Fontana	Transportation	Etiwanda Avenue, I-10 N to 0.88 miles north of San Bernardino Avenue - Repave - PCI. EDA & Gas Tax & Measure I	SAA
21	Fontana	Transportation	Live Oak Avenue & Ceres Avenue - Repave - PCI. Gas Tax & Measure I	SAA
22	Fontana	Transportation	San Bernardino Avenue, Calabash Ave E to Fontana Ave - Widen Roadway. Discretionary General Funding, SANBAG, Development Fees & Measure I, (w/PCI Component)	SAA
23	Fontana	Transportation	Slover Ave Ph 2, Tamarind to Alder and Linden to Cedar - Widening. Discretionary General Funding (previously transferred), SANBAG (w/PCI Component)	SAA
24	Goffs	Transportation	Yard 15 (Goffs/Essex Area) Various Roads - Goffs Rd/Lanfair Rd - Maintenance Overlays / Seals - PCI. Gas Tax & Measure I	SAA
25	Helendale	Transportation	Shadow Mountain Road, Helendale Road to National Trails Highway - Design road, grade separation & bridge. Local Fee Plan (construction not funded)	SWD
26	Joshua Tree	Transportation	Park Boulevard - Pulverization - PCI. Gas Tax & Measure I.	SAA
27	Lake Arrowhead	Transportation	Arrowhead Villa Rd - Stabilize roadway slope - Gas Tax	SAA
28	Lake Arrowhead	Transportation	North Bay Road - Repave - PCI. Gas Tax & Measure I	SAA
29	Lucerne Valley	Transportation	Mesa Road - Leveling Course+Asphalt Rubber Seal Coat - PCI. Gas Tax & Measure I	SAA



**Exhibit B**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Department of Public Works – Transportation**

Total Project Cost	NEW PROJECTS		CARRYOVER PROJECTS				2015-16 Recommended Requirements	Proj.
	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances		
131,000,000			-	1,800,000		1,800,000	1,800,000	1
778,400			-		778,400	778,400	778,400	2
31,204,439			-		552,500	552,500	552,500	3
635,154		635,154	635,154			-	635,154	4
13,515,500			-		924,100	924,100	924,100	5
400,000			-		400,000	400,000	400,000	6
896,098			-		840,000	840,000	840,000	7
25,358,500		20,000	20,000			-	20,000	8
974,107		974,107	974,107			-	974,107	9
1,163,459		1,163,459	1,163,459			-	1,163,459	10
220,000			-		40,000	40,000	40,000	11
62,730,000			-		25,000	25,000	25,000	12
143,000			-		143,000	143,000	143,000	13
650,000			-		150,000	150,000	150,000	14
1,466,000			-		1,461,000	1,461,000	1,461,000	15
984,000			-		956,000	956,000	956,000	16
61,952			-		61,952	61,952	61,952	17
28,154,925			-	1,226,455	548,545	1,775,000	1,775,000	18
1,200,359		1,200,359	1,200,359			-	1,200,359	19
1,017,000			-		1,017,000	1,017,000	1,017,000	20
1,570,000			-		1,430,000	1,430,000	1,430,000	21
3,201,385			-	930,000	1,317,900	2,247,900	2,247,900	22
9,196,776			-	138,800	2,656,500	2,795,300	2,795,300	23
680,000			-		120,000	120,000	120,000	24
49,319,132			-		109,500	109,500	109,500	25
1,200,000		1,200,000	1,200,000			-	1,200,000	26
534,400		509,400	509,400			-	509,400	27
2,900,000			-		2,750,000	2,750,000	2,750,000	28
424,512		424,512	424,512			-	424,512	29



**Exhibit B**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Department of Public Works – Transportation**

Proj.	Location/ Address	Department	Project Name-Description	Fund
30	Ludlow	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
31	Ludlow	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
32	Moonridge	Transportation	Yard 9, Various Road - SC3000 Leveling - PCI. Gas Tax & Measure I	SAA
33	Morongo Basin / Joshua Tree	Transportation	Yard 10 Various Roads - Repave - PCI. Federal STP & Gas Tax match	SAA
34	Needles	Transportation	Needles Highway N Street N&E to State Line - Design Passing Lanes. STP, PLH (construction not funded)	SAA
35	Oro Grande	Transportation	National Trails Highway, Victorville City Limit northeast to Hinkley Rd - Repave - PCI. Gas Tax & Measure I	SAA
36	Phelan / Oak Hills / Adelanto	Transportation	Yard 11 Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax & Measure I.	SAA
37	Phelan / Wrightwood / Victorville	Transportation	Yard 11 (Phelan/Wrightwood and Victorville Areas) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax & Measure I	SAA
38	Redlands	Transportation	Garnet Street, Mill Creek Br No. 54C 420 - Bridge replacement. Design-HBP 80%, Gas Tax match 20%, Construction-HBP 100%	SAA
39	Rialto	Transportation	Jurupa and Cactus Avenues, various locations - Repave - PCI. Gas Tax. Measure I & City participation	SAA
40	San Bernardino	Transportation	Del Rosa Drive, Base Line north to Pacific Street - Repave - PCI. Gas Tax & City participation	SAA
41	San Bernardino	Transportation	SBD Area/Cape/Slurry - Chip Seals / Surface Seals - PCI. Gas Tax & Measure I.	SAA
42	Spring Valley Lake	Transportation	Green Tree Blvd, Hesperia Rd. E to Yates Rd. - Realignment & Reconstruction - City Lead, Fed, SANBAG	SAA
43	Spring Valley Lake	Transportation	Spring Valley Lake Various, 8 Segments - Chip Seals / Surface Seals - PCI. Gas Tax & Measure I	SXF
44	Spring Valley Lake	Transportation	Spring Valley Lake Parkway - Repave - PCI. Discretionary General Funding	SAA
45	Spring Valley Lake	Transportation	Yates Road, .24M N of Chinquapin Dr E & S to .02M S of Fortuna, Signal at Ridge Crest & Chinquapin - Widen, repave (City lead, County share only). Measure I, Regional Fee Plan, Discretionary General Funding (already transferred, w/PCI Component)	SAA
46	Verdemont	Transportation	Institution Rd, .20M W of Verdemont Rch Rd east .40M - Repave. Discretionary General Funding (transferred previously)	SAA
47	Yermo	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>				



**Exhibit B**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Department of Public Works – Transportation**

Total Project Cost	NEW PROJECTS		CARRYOVER PROJECTS				2015-16 Recommended Requirements	Proj.
	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances		
2,569,793			-		240,000	240,000	240,000	30
2,711,081			-		169,500	169,500	169,500	31
120,000			-		5,000	5,000	5,000	32
2,196,811			-		2,195,000	2,195,000	2,195,000	33
87,799,116			-		1,128,000	1,128,000	1,128,000	34
977,000			-		943,000	943,000	943,000	35
1,870,390		1,870,390	1,870,390			-	1,870,390	36
637,000			-		300,000	300,000	300,000	37
8,251,300			-		55,900	55,900	55,900	38
1,512,000			-		1,300,000	1,300,000	1,300,000	39
484,000			-		484,000	484,000	484,000	40
1,500,000		1,500,000	1,500,000			-	1,500,000	41
36,100,000		25,000	25,000			-	25,000	42
2,800,000		2,800,000	2,800,000			-	2,800,000	43
75,000	75,000	-	75,000			-	75,000	44
2,870,000			-		347,853	347,853	347,853	45
7,000,000			-	5,996,354	-	5,996,354	5,996,354	46
2,650,319			-		232,000	232,000	232,000	47
<b>533,702,908</b>	<b>75,000</b>	<b>12,322,381</b>	<b>12,397,381</b>	<b>10,091,609</b>	<b>23,681,650</b>	<b>33,773,259</b>	<b>46,170,640</b>	



**Exhibit C**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Department of Public Works – Solid Waste Management**

<b>Proj.</b>	<b>Location/ Address</b>	<b>Department</b>	<b>Project Name-Description</b>	<b>Fund</b>
1	Heaps Peak	Solid Waste	Entrance Road and Scalehouse Construction	EAA
2	Landers	Solid Waste	Scalehouse Construction	EAA
3	San Timoteo	Solid Waste	Entrance and Access Road Construction	EAA
4	Mid-Valley	Solid Waste	Unit 1 South & West Slopes Partial Final Closure Construction	EAB
5	Apple Valley	Solid Waste	BLM Land Purchase	EAC
6	Landers	Solid Waste	Landfill Lateral Expansion	EAC
7	Mid-Valley	Solid Waste	Unit 3 Phase 6 & 7 Liner	EAC
8	San Timoteo	Solid Waste	Landfill Lateral Expansion	EAC
9	Countywide	Solid Waste	Landfill Gas Extraction System OM&M	EAL
10	Countywide	Solid Waste	WQM&RP 4010 - NonRtn OM&M 2 (13-366)	EAL
11	Barstow	Solid Waste	LFGES Construction	EAL
12	Big Bear	Solid Waste	LFGES Phase 2 Construction	EAL
13	Heaps Peak	Solid Waste	Heaps Peak - East Slope Stabilization - Construction	EAL
14	Yucaipa	Solid Waste	GW CAP Construction (Full Scale Treatment System)	EAL
15	Barstow	Solid Waste	SCE Power Project	EAL
16	Colton	Solid Waste	Final Closure Design/Engineering Support	EAB
<b>TOTAL PROJECTS ADMINISTERED BY PUBLIC WORKS-SOLID WASTE MANAGEMENT</b>				



**Exhibit C**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Department of Public Works – Solid Waste Management**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2015-16 Recommended Requirements	Proj.
	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances		
2,089,000		439,000	439,000		527,000	527,000	966,000	1
125,000		-	-		125,000	125,000	125,000	2
2,005,000		255,000	255,000		1,750,000	1,750,000	2,005,000	3
3,391,000			-		1,111,000	1,111,000	1,111,000	4
22,500		-	-		22,500	22,500	22,500	5
176,516		97,000	97,000			-	97,000	6
4,550,000		-	-		66,000	66,000	66,000	7
700,000			-		700,000	700,000	700,000	8
900,000		900,000	900,000			-	900,000	9
750,000		750,000	750,000			-	750,000	10
898,000		51,000	51,000		847,000	847,000	898,000	11
867,500		467,500	467,500		400,000	400,000	867,500	12
1,530,000			-		1,530,000	1,530,000	1,530,000	13
940,000		470,000	470,000		470,000	470,000	940,000	14
300,000		300,000	300,000			-	300,000	15
300,000		300,000	300,000			-	300,000	16
<b>19,544,516</b>	<b>-</b>	<b>4,029,500</b>	<b>4,029,500</b>	<b>-</b>	<b>7,548,500</b>	<b>7,548,500</b>	<b>11,578,000</b>	



**Exhibit D**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Other Departments**

<b>Proj.</b>	<b>Location/ Address</b>	<b>Department</b>	<b>Project Name-Description</b>	<b>CIP #</b>	<b>Fund</b>
1	Apple Valley-21600 Corwin Rd.	Airports	Apple Valley Airport Terminal HVAC Upgrade funded by CSA60. Phase I design in the amount of \$25,000 to be done by department. Phase II in the amount of \$275,000 will be budgeted in 2016-17.	16-043	RAI
2	Chino-7000 Merrill Ave.	Airports	Chino Airport Building A-270 Roof Coating funded by Airports CIP budget.	16-045	RAA
3	Needles-711 Airport Rd.	Airports	Needles Airport Drainage Improvements funded by Airports CIP budget. Phase I-\$60,000, Phase II-\$92,000, and Phase III-\$650,000 for a total project budget of \$802,000. Phase I design to be done by department.	16-047	RAA
4	Daggett-39500 National Trails Highway	Airports	Barstow/Daggett Airport Water System Rehab funded by Airports CIP budget. Phase I-\$50,000, Phase II-\$85,000 and Phase III-\$675,000 for a total project budget of \$810,000. Phase I repairs to be done by department.	16-048	RAA
5	Twentynine Palms-78569 Twentynine Palms Hwy	Airports	Twentynine Palms Airport Drainage Improvements funded by Airports CIP budget. Phase I-\$60,000, Phase II-\$92,000, and Phase III-\$650,000 for a total of \$802,000. Phase I design to be done by department.	16-051	RAA
<b>TOTAL PROJECTS ADMINISTERED BY OTHER DEPARTMENTS</b>					



**Exhibit D**  
**2015-16 Capital Improvement Program Projects**  
**Administered by Other Departments**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2015-16 Recommended Requirements	Proj.
	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances		
300,000		25,000	25,000				25,000	1
75,000		75,000	75,000				75,000	2
802,000		60,000	60,000				60,000	3
810,000		50,000	50,000				50,000	4
802,000		60,000	60,000				60,000	5
<b>2,789,000</b>	-	<b>270,000</b>	<b>270,000</b>	-	-	-	<b>270,000</b>	





**Exhibit E**  
**2015-16 Through 2019-2020**  
**5 Year Capital Improvement Program**  
**By Project Type**

Description	Proposed Year 1 (2015-16)	Proposed Year 2 (2016-17)
<b>Minor Capital Improvement Program</b>	3,925,760	2,000,000
<b>ADA Improvements Program</b>	687,100	450,000
Miscellaneous ADA Issues (Yucaipa Regional Park, General Services Bldg., Big Bear Sheriff) - \$587,100		
Barstow Library Restroom ADA Upgrades - \$55,000		
Miscellaneous ADA Parking Lot Signage - \$25,000		
Miscellaneous ADA Interior Signage - \$20,000		
<b>Regional Parks Improvements Program</b>	1,000,000	1,000,000
Calico Regional Park Camping Cabin/Bunk House Restroom Improvements - \$854,750 (offset with Off Highway Vehicle funding of \$424,062)		
Yucaipa Regional Park Group Shelter Replacement - \$165,765		
Yucaipa Regional Park Electrical Upgrades - \$162,239		
Calico Regional Park Office/Visitor Center - \$152,775		
Calico Regional Park Upper Parking Lot Improvements - \$88,533		
<b>HVAC Upgrades/Maintenance/Replacement:</b>	690,000	2,400,000
Countywide HVAC Control Upgrades-\$500,000	500,000	500,000
Emergency Operations Center Package Unit Replacement - \$290,000		
Sheriff's Glen Helen Regional Center Package Unit Replacements - \$210,000		
Twin Peaks County Office Building Controls Upgrade - \$100,000		
351 Building 2nd Floor HVAC Unit Replacement - \$90,000		
<b>Boiler Replacements:</b>	150,000	250,000
<b>Emergency Generators:</b>	100,000	300,000
Regional Youth Educational Facility Generator Replacement - \$50,000		
Redlands Museum Sump Pump Emergency General - \$50,000		
<b>Elevator Modernization:</b>	500,000	450,000
West Valley Detention Center Elevators 2 and 3 Refurbishment - \$500,000		
<b>Fire/Life Safety Program</b>	175,000	200,000
<b>Roofing Repair/Replacement Program:</b>	1,759,866	600,000
High Desert Detention Center Existing Housing Unit 2 Roofing Replacement - \$545,000		
Redlands Museum Association Building Upper Roof Repair/Replacement - \$225,000		
Victor Valley Museum Roofing Replacement - \$220,000		
Big Bear Sheriff Building Roofing Replacement - \$203,736		
East Valley Resource Center/Phoenix Clinic Roofing Rehabilitation - \$145,000		
Tippecanoe Warehouse Recoating - \$90,000		
Fontana Sheriff Recoat Roofing - \$65,000		
Public Guardian - Redlands Roofing Rehabilitation - \$60,000		
Information Services Department Roofing Rehabilitation (recoating) - \$60,000		
Sheriff's Scientific Investigations Division Warehouse Recoating - \$40,000		
Juvenile Delinquency Court Roofing Rehabilitation (Repair/Recoating) - \$40,000		
County Government Center Roofing Maintenance - \$30,000		
316 Mtn. View Building Roofing Maintenance - \$25,000		
Fontana Mechanical Recoat Roofing - \$11,130		
<b>Pavement Management Program</b>	139,304	650,000
Rancho Courthouse Interior Roadway Rehabilitation - \$84,304		
Central Detention Center Pavement Crack Seal and Slurry Coat - \$55,000		



**Exhibit E**  
**2015-16 Through 2019-2020**  
**5 Year Capital Improvement Program**  
**By Project Type**

Proposed Year 3 (2017-18)	Proposed Year 4 (2018-19)	Proposed Year 5 (2019-20)	Total One-Time Capital Cost
2,000,000	2,000,000	2,000,000	11,925,760
500,000	500,000	500,000	2,637,100
			2,000,000
2,400,000	2,000,000	2,000,000	9,490,000
500,000	500,000	500,000	2,500,000
150,000	150,000	150,000	850,000
300,000	300,000	300,000	1,300,000
450,000	450,000	450,000	2,300,000
200,000	150,000	150,000	875,000
400,000	400,000	400,000	3,559,866
650,000	650,000	650,000	2,739,304



**Exhibit E**  
**2015-16 Through 2019-2020**  
**5 Year Capital Improvement Program**  
**By Project Type**

Description	Proposed Year 1 (2015-16)	Proposed Year 2 (2016-17)
<b>Energy Efficiency Program:</b>	-	100,000
<b>Exterior Renovation Program:</b>	943,110	600,000
County Government Center Exterior Cleaning - \$540,000		
Phoenix Clinic Atrium Concrete Replacement - \$120,000		
Wrightwood Library Exterior Repair - \$100,000		
401 Building Exterior Seal and Paint - \$45,000		
Big Bear Library East Entry Canopy - \$45,000		
Rancho Courthouse Exterior Cleaning - \$43,110		
<b>Exterior Renovation Program (Cont'd):</b>		
Public Works Westside Entry Rework - \$30,000		
Teddy Bear Tymes Patio Door Replacement - \$20,000		
<b>Interior Renovation Program</b>	529,860	400,000
General Services Building Conference Room Refurbishment - \$151,250		
Redlands Museum Education Center Flooring and Paint - \$110,000		
Fontana Station Paint and Floor Covering Replacement - \$108,000		
Countywide Conference Room Upgrade (ongoing) - \$100,000	100,000	100,000
Big Bear Library Paint and Carpet - \$85,000		
County Government Center Fifth Floor Patio Drain Piping Replacement - \$35,000		
Victorville Courthouse Ceiling Tile Replacement - \$21,450		
Rancho Courthouse Public Restroom Partition Replacement - \$19,160		
<b>Site Infrastructure Program:</b>	800,000	600,000
Central Detention Center Sewer Main Repair/Replacement Phase I - \$650,000		
Regional Youth Educational Facility Machine Room Transformer Replacement - \$65,000		
County Backflow Device Cages (2nd Year Funding) - \$50,000		
Public Works/Fleet Management/Sheriff's Headquarters Water Main Isolation Valves - \$35,000		
<b>Buildings Acquisition and Retrofit Program</b>	-	1,400,000
County Government Center Campus Improvements - \$1,000,000		
268 Building EMC Controls - \$600,000		
<b>Miscellaneous</b>	-	-
<b>TOTAL BUDGET</b>	<b>12,000,000</b>	<b>12,000,000</b>



**Exhibit E**  
**2015-16 Through 2019-2020**  
**5 Year Capital Improvement Program**  
**By Project Type**

<b>Proposed Year 3 (2017-18)</b>	<b>Proposed Year 4 (2018-19)</b>	<b>Proposed Year 5 (2019-20)</b>	<b>Total One-Time Capital Cost</b>
100,000	100,000	100,000	400,000
600,000	600,000	600,000	3,343,110
400,000	400,000	400,000	2,129,860
100,000	100,000	100,000	500,000
800,000	800,000	800,000	3,800,000
2,450,000	2,900,000	2,900,000	9,650,000
-	-	-	-
<b>12,000,000</b>	<b>12,000,000</b>	<b>12,000,000</b>	<b>60,000,000</b>





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**COUNTY OF SAN BERNARDINO****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
Behavioral Health - Alcohol and Drug	AAA ADS
Board of Supervisors	AAA BDF
Board of Supervisors - Board Discretionary Fund	AAA CNA
Child Support Services	AAA DCS
Clerk of the Board	AAA CBD
Community Services Administration	AAA CSG
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



### General Fund

Land Use Services - Planning	AAA PLN
Law and Justice Group Administration	AAA LNJ
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
Family Support Realignment	AAK 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



### Special Revenue Funds

Behavioral Health - Court Alcohol and Drug Program	SDI MLH
Behavioral Health - Driving Under the Influence Programs	SDC MLH
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	SBD ECD
Community Development and Housing	SBE ECD
Community Development and Housing	SBQ ECD
Community Development and Housing	SBR 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	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
Economic Development - Housing Successor	CPW RDA
Finance and Administration - Disaster Recovery Fund	SFH CAO
Flood Control Administration	RFY 097
Flood Control Administration	RFZ 097
Flood Control - Local Area Drainage Plans	RLC 099
Flood Control - Local Area Drainage Plans	RLD 099
Flood Control - Local Area Drainage Plans	RLF 099
Flood Control - Local Area Drainage Plans	RLG 099
Flood Control - Local Area Drainage Plans	RLJ 099
Flood Control - Zone 1	RFA 091
Flood Control - Zone 1	RFB 091
Flood Control - Zone 2	RFF 092
Flood Control - Zone 3	RFL 093





### Special Revenue Funds

Flood Control - Zone 3	RFM 093
Flood Control - Zone 4	RFQ 094
Flood Control - Zone 5	RFT 095
Flood Control - Zone 6	RFV 096
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
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 - 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



## Special Revenue Funds

[illegible]

### Special Revenue Funds

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	SVJ TRA
Public Works - Transportation - Road Operations	SVM TRA
Public Works - Transportation - Road Operations	SXI TRA
Real Estate Services - Chino Agricultural Preserve	SIF INQ
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
Arrowhead Regional Medical Center - Capital Improvements	CJE CIP
Arrowhead Regional Medical Center - Capital Improvements	CJZ CIP



### Enterprise Funds

Airports - Apple Valley Airport - Operations (CSA 60)	EBJ 400
Airports - Apple Valley Airport - Capital Improvement (CSA 60)	RAI 400
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
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 - Garage	IFM FLT
Fleet Management - Garage - Earned Leave	IDJ FLT
Flood Control Administration	ICA 097
Information Services - Computer Operations	IAJ ISD
Information Services - Telecommunication Services	IAM ISD
Information Services - Application Development	IPD 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 - Insurance Programs	IAX RMG



### Internal Service Funds

Risk Management - Insurance Programs	IBB RMG
Risk Management - Insurance Programs	IBC RMG
Risk Management - Insurance Programs	IBD RMG
Risk Management - Insurance Programs	IBF RMG
Risk Management - Insurance Programs	IBG RMG
Risk Management - Insurance Programs	IBH RMG
Risk Management - Insurance Programs	IBI RMG
Risk Management - Insurance Programs	IBK RMG
Risk Management - Insurance Programs	IBL RMG
Risk Management - Insurance Programs	IBM RMG
Risk Management - Operations	IBP RMG

### SPECIAL DISTRICTS DEPARTMENT

#### Capital Improvement Funds

CSA 70 TV-4 Wonder Valley	CAL 332
CSA 70	CEA 360
CSA70 Countywide - Snowdrop Road	CLO 105
CSA 40 Elephant Mountain	CLY 300
CSA 70 D-1 Lake Arrowhead Dam	CSY 130
CSA 20 Joshua Tree	CEW 200
CSA 20 Joshua Tree	CFU 200
CSA 56 Wrightwood	CDW 380
CSA 20 Joshua Tree	CQB 200
CSA 69 Lake Arrowhead	CFB 445
CSA 70 R-36 Pan Springs	CLV 541
CSA 59 Deer Lodge Park	CMS 395
CSA 70 R-33 Big Bear City	CNS 537
CSA 70 R-5 Sugarloaf	CPG 240
CSA 70 R-2 Twin Peaks	CPS 225
CSA 70 Imp. Zone R-39	CWF 527
CSA 70 R-42 Windy Pass	CWR 559

#### Enterprise Funds

CSA70-DB2 Big Bear	EIB 570
CSA 42 Oro Grande (EAP)	EAP 310
CSA 53 B Fawnskin (EBA)	EBA 365
CSA 64 Spring Valley Lake (EBM)	EBM 420
CSA 70 BL Bloomington	EAR 333
CSA 70 GH Glen Helen (ELH)	ELH 306
CSA 70 S-3 Lytle Creek (ECP)	ECP 305
CSA 70 S-7 Lenwood (ECR)	ECR 315
CSA 70 SP-2 High Country (EFA)	EFA 490
CSA 79 Green Valley Lake (EFP)	EFP 485
CSA 82 Searles Valley (EFY)	EFY 495
CSA 42 Oro Grande (EAS)	EAS 310
CSA 64 Spring Valley Lake (ECB)	ECB 420
CSA 70 CG Cedar Glen (ELL)	ELL 563
CSA 70 F Morongo Valley (EBY)	EBY 135
CSA 70 J Oak Hills (ECA)	ECA 165



### Enterprise Funds

CSA 70 W-1 Goat Mountain (ECS)	ECS 345
CSA 70 W-3 Hacienda (ECY)	ECY 350
CSA 70 W-4 Pioneertown (EDD)	EDD 360
CSA 70 HL Havasu Lake	EJA 487
CSA 70 S-3 Lytle Creek	CCU 305
CSA 70 GH Glen Helen	CVX 306
CSA 70 GH Glen Helen	CXL 306
CSA 53B Fawnskin	EAI 365
CSA 53B Fawnskin	EBB 365
CSA 82 Searles Valley	EFF 495
CSA 42 Oro Grande	EKA 310
CSA 79 Green Valley Lake	ENF 485
CSA 82 Searles Valley	CJN 495
CSA 64 Spring Valley Lake	EBL 420
CSA 70 J Oak Hills	CCN 165
CSA 70 W-1 Landers	CCW 345
CSA 64 Spring Valley Lake	CEK 420
CSA 70 J Oak Hills	CJU 165
CSA 70 W-4 Pioneertown	CQP 360
CSA 70 J Oak Hills	CQR 165
CSA 70 J Oak Hills	CQS 165
CSA 64 Spring Valley Lake	CSJ 420
CSA 42 Oro Grande	EAV 310
CSA 64 Spring Valley Lake	EDB 420
CSA 64 Spring Valley Lake	EDC 420
CSA 70 W-3 Hacienda	EJQ 350
CSA 42 Oro Grande	ELR 310
CSA 70 J Oak Hills	CAM 165
CSA 70 CG Cedar Glen	CRD 563
CSA 70 CG Cedar Glen	CRL 563
CSA 70 W-4 Pioneertown	END 360
CSA 42 Oro Grande Capital Replacement Reserve	EAW 310
CSA 42 Oro Grande Capital Expansion Reserve	EAZ 310
CSA 53 B Fawnskin Capital Replacement Reserve	EAE 365
CSA 53 B Fawnskin Capital Expansion Reserve	EAK 365
CSA 64 Spring Valley Lake Capital Replacement Reserve	EBR 420
CSA 64 Spring Valley Lake Capital Expansion Reserve	EBU 420
CSA 70 GH Glen Helen Capital Replacement Reserve	ELI 306
CSA 70 S-3 Lytle Creek Capital Replacement Reserve	ECM 305
CSA 70 S-3 Lytle Creek Capital Expansion Reserve	EFN 305
CSA 70 SP-2 High Country Capital Replacement Reserve	EFU 490
CSA 70 SP-2 High Country Capital Expansion Reserve	EFX 490
CSA 70 SP-7 Lenwood Capital Replacement Reserve	ECZ 315
CSA 70 SP-7 Lenwood Capital Expansion Reserve	ECU 315
CSA 79 Green Valley Lake Capital Replacement Reserve	EFS 485
CSA 79 Green Valley Lake Capital Expansion Reserve	EJS 485





### Enterprise Funds

CSA 82 Searles Valley Capital Replacement Reserve	EIG 495
CSA 82 Searles Valley Capital Expansion Reserve	EGB 495
CSA 42 Oro Grande Capital Replacement Reserve	EAX 310
CSA 42 Oro Grande Capital Expansion Reserve	EAT 310
CSA 64 Spring Valley Lake Capital Replacement Reserve	EIV 420
CSA 64 Spring Valley Lake Capital Expansion Reserve	EBT 420
CSA 70 CG Cedar Glen Capital Replacement Reserve	ELO 563
CSA 70 CG Cedar Glen Capital Expansion Reserve	ELN 563
CSA 70 F Morongo Valley Capital Replacement Reserve	EIO 135
CSA 70 F Morongo Valley Capital Expansion Reserve	EBX 135
CSA 70 J Oak Hills Capital Replacement Reserve	EFO 165
CSA 70 J Oak Hills Capital Expansion Reserve	EFG 165
CSA 70 J Oak Hills Rate Stabilization Fund	EFZ 165
CSA 70 W-1 Goat Mountain Capital Replacement Reserve	EFQ 345
CSA 70 W-1 Goat Mountain Capital Expansion Reserve	EDY 345
CSA 70 W-3 Hacienda Capital Replacement Reserve	EFT 350
CSA 70 W-3 Hacienda Capital Expansion Reserve	ECW 350
CSA 70 W-4 Pioneertown Capital Replacement Reserve	EFW 360

### Permanent Fund

CSA 70 North Etiwanda Trust Reserve	VFG 547
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### Special Revenue Funds

CFD 2006-1 Lytle Creek-Db	CXI 306
CSA70-EV-1 East Valley	SFC 103
CSA40 Elephant Mtn	SIS 300
CSA70 Countywide	SKV 105
CSA70-D1 Lk Arrowhead	SLA 130
CSA70-DB1 Bloomington	SLB 131
CSA70-TV-2 Morongo Valley	SLD 330
CSA70-TV-5 Mesa	SLE 331
CSA70-TV-4 Wonder Valley	SLF 332
CSA120 N. Etiwanda(VFG)	SOH 547
CSA70 P14 Mentone	RCZ 497
CSA70 P10-Mentone	RGT 208
CSA70 P16-Eagle Crest	RWZ 565
CSA20-Joshua Tree	SGD 200
CSA29 Lucerne Valley	SGG 245
CSA42-Oro Grande	SIV 310
CSA56-Wrightwood	SKD 380
CSA63-Oak Glen/Yucaipa	SKM 415
CSA70 P12-Montclair	SLL 132
CSA70 W Hinkley	SLT 335
CSA70 P13 El Rancho Verde	SLU 204
CSA70 P 8-Fontana	SMK 214



### Special Revenue Funds

CSA 70 P-18 Randall Crossing Fontana	SMQ 217
CSA 70 P-19 Gregory Crossing Bloom	SMR 218
CSA 70 P-20 Mulberry Heights	SMT 219
CSA82 Searles Valley	SOZ 495
CSA70 P 6 El Mirage	SYP 212
CSA70 M Wonder Valley	SYR 205
CSA18 Cedar Pines	SFY 190
CSA59 Deer Lodge Park	SKJ 395
CSA68 Valley of the Moon	SKP 440
CSA69 Lk Arrowhead	SKS 445
CSA70 G Wrightwood	SLG 155
CSA70 M Wonder Valley	SLP 180
CSA70 PRD G1	SLK 155
CSA70 R-12 Baldwin Lk	SOA 270
CSA70 R-13 Lk Arrowhead N	SOE 275
CSA70 R-15 Landers	SOG 280
CSA70 R-16 Running Springs	SOJ 285
CSA70 R-19 Copper Mtn	SNA 470
CSA70 R-2 Twin Peaks	SMA 225
CSA70 R-20 Flamingo Heights	SNS 410
CSA70 R-21 Mountain View	SNM 480
CSA70 R-22 Twin Peaks	SOB 543
CSA70 R-23 Mile High Park	RCA 531
CSA70 R-25 Lucerne Valley	SOC 544
CSA70 R-26 Yucca Mesa	SOD 542
CSA70 R-29 Yucca Mesa	RCB 532
CSA70 R-3 Erwin Lk.	SMD 230
CSA70 R-30 Verdemont	RCC 533
CSA70 R-31 Lytle Creek	RCE 534
CSA70 R-33 Big Bear City	RCN 537
CSA70 R-34 Big Bear Rd.	RCM 538
CSA70 R-35 Cedar Glen	RCQ 539
CSA70 R-36 Pan Springs	RCR 541
CSA70 R-39 Highland Estates-Phelan	RCK 527
CSA70 R-4 Cedar Glen	SMG 235
CSA70 R-40 Upper N. Bay Lk Arrowhead	RGW 553
CSA70 R-41 Quail Summit	RGY 557
CSA70 R-42 Windy Pass	RHL 559
CSA70 R-44 Saw Pit Canyon	SYT 562
CSA70 R-45 Erwin Lake	SMO 564
CSA70 R-46 S. Fairway Dr.	SYX 566
CSA70 R-47 Rocky Point	RIS 567
CSA70 R-5 Sugarloaf	SMP 240
CSA70 R-7 Lk Arrowhead	SMS 465
CSA70 R-8 Riverside Terrace	SMY 255
CSA70 R-9 Rim Forest	SNG 260
CSA79 R-1 Green Valley Lk	RCP 485
CSA 30 Red Mountain (SGJ)	SGJ 250
CSA 53 A Big Bear (SJP)	SJP 365
CSA 54 Crest Forest (SJV)	SJV 370
CSA 70 EV-1 Citrus Plaza (SQW)	SQW 103





### Special Revenue Funds

CSA 70 GH Glen Helen (RWX)	RWX 306
CSA 70 SL-2 Chino (SQX)	SQX 577
CSA 70 SL-3 Mentone (SQZ)	SQZ 578
CSA 70 SL-4 Bloomington (SMC)	SMC 202
CSA 70 SL-5 Muscoy (SMJ)	SMJ 210
CSA 73 Arrowbear Lake (SOP)	SOP 460
CSA SL-1 Countywide (SQV)	SQV 575
CSA 70 Termination Benefits Reserve	SKW 105
CSA 70 General Reserve	SKU 105
CSA 70 General Reserve	CAN 105
CSA 70 CSA Loan Fund	SKI 105

### BLOOMINGTON RECREATION AND PARK

#### Special Revenue Funds

Bloomington Park	SSD 625
CSA 70 P-17 Bloomington	SML 216

#### Capital Improvement Funds

Bloomington Park	CNJ 625
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### BIG BEAR RECREATION AND PARK

#### Special Revenue Funds

Big Bear Park	SSA 620
Big Bear Alpine Zoo	SSF 620

#### Capital Improvement Funds

Big Bear Park	CSZ 620
Big Bear Alpine Zoo	CRR 620

### FIRE PROTECTION DISTRICT

#### Capital Improvement Funds

SBCFPD - Fire Training Tower	CRE 106
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#### Special Revenue Funds

Administration	FPD 106
Mountain Regional Service Zone	FMZ 600
North Desert Regional Service Zone	FNZ 590
South Desert Regional Service Zone	FSZ 610
Valley Regional Service Zone	FVZ 580
Community Facilities District 2002-2	SFE 106
Hazardous Materials	FHZ 107
Homeland Security Grant Program	SME 108



### Special Revenue Funds

Household Hazardous Waste	FHH 107
Office of Emergency Services	FES 108
Termination Benefits Set-Asides	FTR 106
SBCFPD - General	FAR 106
Mountain Regional Service Zone - General	FMR 600
North Desert Regional Service Zone - General	FNR 590
South Desert Regional Service Zone - General	FSR 610
Valley Regional Service Zone - General	FVR 580
Hazmat - General	FHR 107
Hazmat (CUPA Statewide Penalties) - General	FKE 107
Hazmat (CUPA Admin Penalties) - General	FKF 107
Hazmat (Statewide Tank Penalties) - General	FKT 107

### OTHER AGENCIES

#### Capital Improvement Funds

In Home Supportive Services Public Authority	RHH 498
Economic Development Corporation	SFI 499
County Industrial Development Authority	SPG 510
Inland Counties Emergency Medical Agency	SMI ICM



**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 74:** In 2013-2014, the state approved AB 74 which made several statutory changes to the CalWORKS and CalFRESH program. Those changes include the establishment of a family stabilization component effective January 1, 2014 to assist CalWORKS recipients who are experiencing an identified situation or crisis that is destabilizing their family and interferes with their participation in the welfare-to-work activities and services.

**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 233:** The Lockyer – Isenberg Trial Court Funding Act of 1997 went into effect January 1, 1998 and 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.

**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.

**AB 1805:** Effective July 1, 2007, Assembly Bill 1805 preserved county authority to charge booking fees under Government Code Section 29550 et seq; and created a new statutory structure whereby counties - subject to an appropriation by the state – receive funding directly in local detention facility revenue accounts. Under this alternative to booking fees, revenues received are to be used exclusively for the purpose of operation, renovation, remodeling or constructing local detention facilities and related equipment.

**AB 3000:** Effective September 2002, Assembly Bill 3000 Court Surcharge Guideline, prioritized the distribution of criminal case installment payments of fines and penalties.

**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.

**CalFresh:** The CalFresh Program, federally known as the Supplemental Nutritional Assistance Program, is a Federally funded program that helps low-income people buy the food they need for good health. The CalFresh program helps to improve the health and well-being of qualifies households and individuals by providing them a means to meet their nutritional needs.

**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.

**Dispute Resolution Programs Act of 1986:** Authorizes the local establishment and funding of dispute resolution programs as an alternative to more formal court proceedings.

**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 1B:** As approved by the voters in the November 2006 general elections, Proposition 1B enacts the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006 to authorize \$19.925 billion of state general obligation bonds for transportation infrastructure improvements.

**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 47:** A ballot measure approved by California voters on November 4, 2014, reduced the classification and sentencing of most non-serious/nonviolent property and drug crimes from felonies to misdemeanors.

**Proposition 63:** 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".

**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.

**SB 163:** Wraparound Services Program 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. 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.

**SB 676:** Effective July 1, 2010 this California Senate Bill increased the maximum fee collected from indigent defendants from \$25 to \$50.

**SB 678:** Also known as the Community Corrections Performance Incentives Act of 2009, provides funding from the state for county probation departments to implement evidence-based practices for the purposes of reducing parolee recidivism.

**SB 920:** Medi-Cal Program – which is administered by the State Department of Health Care Services for qualified low-income persons to receive health care services. The program is, in part, governed and funded by federal Medicaid Program provisions.

**SB 1246:** Implemented in 1980, is a fee on issued marriage licenses targeted “for the purpose of aiding victims of domestic violence by providing them a place to escape from the destructive environment in an undisclosed and secured location.” To qualify for these funds, an agency must provide services to victims of domestic violence and their children that include shelter on a 24-hour, seven days a week basis, a 24-hour crisis line, temporary housing and food facilities, psychological support and peer counseling, referrals to existing services in the community, a drop-in center to assist victims who have not yet made the decision to leave their homes, arrangements for school age children to continue their education during their stay at the shelter, emergency transportation to the shelter, and arrangements for assistance from local law enforcement where appropriate.

**SB 1732:** Trial Court Facilities Act of 2002, requires the transfer of responsibility for funding and operation of trial court facilities from the counties to the State of California.

**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.

**Three Strikes Reform Act:** Passed by the California voters in November 2012, this initiative redefined the parameters leading to mandatory 25-year to life sentences for previously twice convicted felons.

**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>BOS:</b> Board of Supervisors
<b>AAA:</b> Area Agency on Aging	<b>BRT:</b> Business Resource Team
<b>AABs:</b> Assessment Appeals Boards	<b>BZPP:</b> Buffer Zone Protection Program
<b>AB:</b> Assembly Bill	<b>CAD:</b> Computer Aided Design
<b>ACA:</b> Affordable Care Act	<b>CAD:</b> Computer Aided Dispatch
<b>ACC:</b> Animal Care and Control	<b>CAEZ:</b> California Enterprise Zone Association
<b>ACCB:</b> Adult Community Corrections Bureau	<b>CAFM:</b> Computer Aided Facilities Management
<b>ACE:</b> Access, Coordination, and Enhancement Program	<b>CAFR:</b> Comprehensive Annual Financial Report
<b>ACF:</b> Administration for Children and Families	<b>CAHPS:</b> Consumer Assessment of Health Care Providers and Systems
<b>ACGME:</b> Accreditation Council for Graduate Medical Association	<b>CAL EMA:</b> California Emergency Management Agency
<b>ACIP:</b> Airport Capital Improvement Program	<b>CAL ID:</b> California Identification System
<b>ACS:</b> American College of Surgeons	<b>CAL MMET:</b> California Multi-Jurisdictional Methamphetamine Enforcement Team
<b>ACT:</b> Animal Cruelty Task	<b>CAL OES:</b> California Office of Emergency Services
<b>ADA:</b> Americans with Disabilities Act	<b>CALTRANS:</b> California Department of Transportation
<b>ADC:</b> Adelanto Detention Center	<b>CalWORKs:</b> California Work Opportunities and Responsibilities to Kids
<b>ADP:</b> State Department of Alcohol and Drug Programs	<b>CAO:</b> County Administrative Office
<b>ADS:</b> Alcohol and Drug Services	<b>CAPH:</b> California Association of Public Hospitals and Health Systems
<b>AFDC:</b> Aid to Families with Dependent Children	<b>CA-PREP:</b> California Personal Responsibility Education Program
<b>AFIS:</b> Automated Fingerprint Identification System	<b>CARE:</b> Coordinated Asthma Referral Education
<b>AIC:</b> Archeological Information Center	<b>CAS:</b> Cash Assistance for Immigrants
<b>AJCC:</b> Americas Job Centers of California	<b>CASE:</b> Coalition Against Sexual Exploitation
<b>ALS:</b> Advanced Life Support	<b>CBO:</b> Community Based Organization
<b>AOA:</b> American Osteopathic Association	<b>CBP:</b> Customs and Border Protection
<b>AMS:</b> Agenda Management System	<b>CCB:</b> Community Corrections Bureau
<b>AOC:</b> Administrative Office of the Courts	<b>CCH:</b> Cardiac Care Hospitals
<b>AOPA:</b> Aircraft Owners and Pilots Association	<b>CCS:</b> California Children's Services
<b>APS:</b> Adult Protective Services	<b>CDA:</b> California Department of Aging
<b>AQMD:</b> Air Quality Management District	<b>CDBG:</b> Community Development Block Grant
<b>ARC:</b> Assessor-Recorder-Clerk	<b>CDBG–R:</b> Community Development Block Grant, Economic Stimulus Funds (also ARRA)
<b>ARMC:</b> Arrowhead Regional Medical Center	<b>CDC:</b> Centers for Disease Control
<b>ARRA:</b> American Recovery and Reinvestment Act	<b>CDC:</b> Central Detention Center
<b>ASB:</b> Administrative Services Bureau	<b>CDCR:</b> California Department of Corrections and Rehabilitation
<b>ASBCFM:</b> Association of San Bernardino County Fire Managers	<b>CDE:</b> Community Development Agency
<b>ASVAB:</b> Armed Services Vocational Aptitude Battery	<b>CDFA:</b> California Department of Food and Agriculture
<b>ATC:</b> Aid to Adoptive Children	<b>CDH:</b> Community Development and Housing
<b>AWM:</b> Agriculture/Weights & Measures	<b>CDPH:</b> California Department of Public Health
<b>ATC:</b> Auditor-Controller/Treasurer/Tax Collector	<b>CEC:</b> California Emergency Commission
<b>BAM:</b> Business Applications Manager	<b>Cedar Glen:</b> Cedar Glen Disaster Recovery Project Area
<b>BBARWA:</b> Big Bear Area Regional Wastewater Agency	<b>CEHW:</b> Center for Employee Health and Wellness
<b>BCCs:</b> Boards, Commissions, and Committees	<b>CEO:</b> Chief Executive Officer
<b>BG:</b> Board Governed	<b>CEQA:</b> California Environmental Quality Act
<b>BH:</b> Behavioral Health	<b>CERS:</b> California Electronic Reporting System
<b>BJA:</b> Bureau of Justice Assistance	
<b>BLM:</b> Bureau of Land Management	
<b>BLS:</b> Basic Life Support	
<b>BMI:</b> Body Mass Index	
<b>BMX:</b> Bicycle Motorcross	



**CERT:** Community Emergency Response Team  
**CeRTNA:** California e-Recording Transaction Network Authority Network Authority  
**Cf:** Calfresh  
**CFR:** Code of Federal Regulations  
**CFT:** Child and Family Team  
**CFCO:** Community First Choice Options  
**CFD:** Community Facilities District  
**CFS:** Children and Family Services  
**CGC:** County Government Center  
**CG-CAHPS:** Clinical Group Consumer Assessment of Health Care Providers and Systems  
**CGRP:** Cucamonga-Guasti Regional Park  
**CHCF:** California Healthcare Foundation  
**CHFFA:** California Health Facilities Financing Authority  
**CHOICE:** Choosing Healthy Options to Instill Change and Empowerment  
**CHIP:** Community Health Improvement Program  
**CI/KR:** Critical Infrastructure and Key Resource  
**CIP:** Capital Improvement Program  
**CIU:** Criminal Intelligence Unit  
**CLUP:** Comprehensive Land Use Plan  
**CMAC:** California Medical Assistance Commission  
**CMO:** Chief Medical Officer  
**CMP:** Congestion Management Program  
**CMRS:** County's Maintained Road System  
**CMS:** Center for Medicare & Medicaid Services  
**CMSP:** County Medical Services Program  
**CNET:** Children's Network  
**CNI:** California Necessities Index  
**COB:** Clerk of the Board  
**CoIDA:** San Bernardino County Industrial Development Authority  
**COLA:** Cost of Living Adjustment  
**CONFIRE:** Consolidated Fire Agencies  
**COP:** Certificates of Participation  
**COPPS:** Community Oriented Policing and Problem Solving  
**COPS:** Citizens' Option for Public Safety  
**CoRDA:** County of San Bernardino Redevelopment Agency  
**County Fire:** San Bernardino County Fire Protection District  
**COWCAP:** Countywide Cost Allocation Plan  
**CPOC:** Chief Probation Officers of California  
**CPR:** Cardiopulmonary resuscitation  
**CPU:** Central Processing Unit  
**CRI:** Cities Readiness Initiative  
**CRM:** Community Relationship Management  
**CRT:** Crisis Residential Treatment  
**CSA:** County Service Area  
**CSAC:** California State Association of Counties  
**CSC:** Customer Service Center

**CSU:** Customer Service Unit  
**CTC:** Contract Transaction Charge  
**CUPA:** Certified Unified Program Agency  
**CWA:** County Wide Area  
**CWS:** Child Welfare Services  
**DA:** District Attorney  
**DAAS:** Department of Aging and Adult Services  
**DBH:** Department of Behavioral Health  
**DCB:** Detention Corrections Bureau  
**DCSS:** Department of Child Support Services  
**DHCS:** State Department of Health Care Services  
**DJJ:** Department of Juvenile Justice  
**DMH:** State Department of Mental Health  
**DMV:** Department of Motor Vehicles  
**DNA:** Deoxyribonucleic Acid  
**DOJ:** Department of Justice  
**DOL:** Department of Labor  
**DPH:** Department of Public Health  
**DPW:** Department of Public Works  
**DRC:** Day Reporting Center  
**DRDP-PS:** Desired Results Developmental Profile Preschool  
**DRDP-R:** Desired Results Developmental Profile-Revised  
**DRM:** Department of Risk Management  
**DSH:** Disproportionate Share Hospital  
**DSRF:** Debt Service Reserve Fund  
**DSRIP:** Delivery System Reform Incentive Plan  
**DUI:** Driving Under the Influence  
**DUILA:** Drug Use is Life Abuse  
**DVD:** Digital Video Discs  
**EAP:** Employee Assistance Program  
**ECD:** Economic and Community Development  
**ED:** Department of Economic Development  
**EDA:** Economic Development Agency  
**EDATE:** Election, Deadline, Assignment and Task Engine  
**EDD:** California Employment Development Department  
**EDU:** Equivalent Dwelling Units  
**EEO:** Equal Employment Office  
**EFC:** Extended Foster Care  
**EFT:** Electronic Funds Transfer  
**EHS:** Environmental Health Services  
**EHaP:** Employee Health and Productivity Program  
**EIA:** Excess Insurance Authority  
**EIR:** Environmental Impact Report  
**EKG:** Electro Cardio Graph  
**EMACS:** Employee Management and Compensation System  
**EMF:** Environmental Mitigation Fund  
**EMPG:** Emergency Management Performance Grant  
**EMS:** Emergency Medical Services  
**EMSA:** Emergency Medical Services Authority



**EMT:** Emergency Medical Technician  
**EOC:** Emergency Operations Center  
**ePro:** Electronic Procurement  
**EPSDT:** Early and Periodic Screening, Diagnosis and Treatment  
**ERAF:** Educational Revenue Augmentation Fund  
**ERC:** Employment Resource Center  
**ERRP:** Early Retiree Reimbursement Program  
**ESDC:** Environmental Science Day Camp  
**ESG:** Emergency Solutions Grant  
**EVOC:** Emergency Vehicle Operations Center  
**F2F:** Family-to-Family  
**FAA:** Federal Aviation Administration  
**FAR:** Sheriff/Fire Air Rescue  
**FAS:** Financial Accounting System  
**FAST:** Flood Area Safety Taskforce  
**FCC:** Federal Communications Commission  
**FCSP:** Family Caregiver Support Program  
**FEMA:** Federal Emergency Management Agency  
**FFA:** Fee For Service  
**FFH:** Foster Family Home  
**FGF:** Cash Aid for All other Families  
**FHC:** Family Health Center  
**FHWA:** Federal Highway Administration  
**FLJC:** Foothill Law and Justice Center  
**FLSA:** Fair Labor Standards Act  
**FMAP:** Federal Medical Assistance Percentage  
**FMD:** Facilities Management Division  
**FMIS:** Fleet Management Information System  
**FML:** Family Medical Leave  
**FMLA:** Family Medical Leave Act  
**FNS:** Food and Nutrition Services  
**FPACT:** Family Planning, Access, Care, and Treatment  
**FPD:** Fire Protection District  
**FRA:** Frequency Reconfiguration Agreement  
**FSP:** Food Stamp Participation  
**GAAP:** Generally Accepted Accounting Principles  
**GASB:** Governmental Accounting Standards Board  
**GED:** General Equivalency Diploma  
**GEMT:** Ground Emergency Medical Transport  
**GFOA:** Government Finance Officers Association  
**GHRC:** Glen Helen Regional Center  
**GHRP:** Glen Helen Regional Park  
**GIS:** Geographic Information System  
**GME:** Graduate Medical Education  
**GPS:** Global Positioning System  
**GR:** General Relief  
**GREAT:** Gang Resistance Education and Training  
**GRIP:** Gang Reduction Intervention Program

**GSA:** General Services Administration  
**GSB:** General Services Building  
**GWTS:** Groundwater Treatment System  
**HAVA:** Help America Vote Act of 2002  
**HAZMAT:** Hazardous Materials  
**HAZMF:** Hazmat Certificate  
**HAZUS:** Hazmat Full Urban Search and Rescue Partial Certificates  
**HBP:** Highway Bridge Program  
**HCAHPS:** **Hospital** Consumer Assessment of Health Care Providers and Systems  
**HCF:** Hundred Cubic Feet  
**HCR:** Health Care Reform  
**HDDC:** High Desert Detention Center  
**HDGC:** High Desert Government Center  
**HDJDAC:** High Desert Juvenile Detention and Assessment Center  
**HEAP:** Home Energy Assistance Program  
**HELP:** Health Education Liason Program  
**HFAP:** Health Care Facilities Accreditation Program  
**HHW:** Household Hazardous Waste  
**HICAP:** Health Insurance Counseling and Advocacy Program  
**HIE:** Health Information Exchange  
**HIDTA:** High Intensity Drug Trafficking Area  
**HIV:** Human Immunodeficiency Virus  
**HM:** Hazardous Materials  
**HOME:** HOME Investment Partnership Act Grant  
**H.O.P.E.:** Homeless Outreach and Proactive Enforcement  
**HOST:** Homeless Outreach Support Team  
**HPRP:** Housing Preservation and Rapid Re-housing Program  
**HR:** Human Resources  
**HRP:** Home Rehabilitation Program  
**HRSA:** Health Resources and Services Administration  
**HS:** Human Services  
**HS GP:** Homeland Security Grant Program  
**HSS:** Human Services System  
**HUD:** Housing and Urban Development  
**HVAC:** Heating, Ventilation, and Air Conditioning  
**IBEW:** International Brotherhood of Electrical Workers  
**ICE:** Immigration and Customs Enforcement  
**ICEMA:** Inland Counties Emergency Medical Agency  
**IEEP:** Inland Empire Economic Partnership  
**IEP:** Individualized Education Program  
**IEUW:** Inland Empire United Way  
**IGT:** Intergovernmental Transfers  
**IHSS:** In-Home Supportive Services  
**IHSSPA:** In Home Supportive Services Public Authority  
**ILP:** Independent Living Program



**IMLS:** Institute of Museum and Library Services  
**IP:** Internet Protocol  
**IRNET:** Inland Regional Narcotics Enforcement Team  
**ISD:** Information Services Department  
**ISF:** Internal Service Fund  
**IT:** Information Technology  
**ITSD:** Information Technology and Support Division  
**IVDA:** Inland Valley Development Agency  
**IWMS:** Integrated Workplace Management System  
**JAG:** Justice Assistance Grant  
**JCC:** Juvenile Community Corrections  
**JCCB:** Juvenile Community Corrections Bureau  
**JDAC:** Juvenile Detention and Assessment Center  
**JIMS:** Jail Informaiton Management System  
**JJCPA:** Juvenile Justice Crime Prevention Act  
**JOCS:** Job Order Contract System  
**JPA:** Joint Powers Agreement  
**JPA:** Joint Powers Authority  
**JPF:** Juvenile Probation Funding  
**JTGC:** Joshua Tree Government Center  
**Kin-Gap:** Kinship Guardianship Assistance Program  
**kWh:** Kilowatt Hour  
**LACSD:** Lake Arrowhead Community Services District  
**LAD:** Leasing and Acquisition Division  
**LAFCO:** Local Agency Formation Commission  
**LED:** Light-emitting diode  
**LEED:** Leadership in Energy and Environmental Design  
**LEINC:** Law Enforcement Intelligence Network Center  
**LET:** Let's End Truancy  
**LFGES:** Landfill Gas Extraction System  
**LGRP:** Lake Gregory Regional Park  
**LIFT:** Low-Income First-Time Mothers  
**LIHP:** Low Income Health Plan  
**LLUMC:** Loma Linda University Medical Center  
**LQG:** Large Quantity Generator  
**MAA:** Medi-Cal Administrative Activities  
**MAC:** Municipal Advisory Council  
**MCAC:** Major Crimes Against Children  
**MCLE:** Minimum Continuing Legal Education  
**MDAQMD:** Mojave Desert Air Quality Management District  
**MDCs:** Mobile Data Computers  
**MDT:** Multi-Disciplinary Team  
**MHM!:** My Health Matters!  
**MHSA:** Mental Health Services Act  
**MHz:** Megahertz  
**MIPPA:** Medicare Improvements for Patients and Providers Act  
**MMA:** Multi-Media Services  
**MOE:** Maintenance of Effort  
**MOU:** Memorandum of Understanding

**MRI:** Magnetic Resonance Imaging  
**MSA:** Master Settlement Agreement  
**MSSP:** Multipurpose Senior Services Program  
**N/A:** Not Applicable  
**NACCHO:** National Association of County and City Health Officials  
**NACo:** National Association of Counties  
**NATE:** North American Technician Excellence  
**NBAA:** National Business Aviation Association  
**NEPA:** National Environmental Policy Act  
**NHoR:** New Hall of Records  
**NICU:** Neonatal Intensive Care Unit  
**NIP:** Neighborhood Initiative Program  
**NISG:** Neighborhood Initiative Special Grant  
**NPDES:** National Pollutant Discharge Elimination System  
**NPM:** Non-Participating Manufacturers  
**NRCS:** National Resources Conservation Service  
**NSP:** Neighborhood Stabilization Program  
**NVRA:** National Voter Registration Act  
**OA:** Operational Area  
**OAA:** Older Americans Act  
**OB-GYN:** Obstetrics Gynecology  
**OCE:** Office of Compliance and Ethics  
**OES:** Office of Emergency Services  
**OFM:** Office of Fire Marshal  
**OHV:** Off-Highway Vehicle  
**OM&M:** Operations Maintenance and Monitoring  
**OMB:** Ombudsman  
**OPF:** Official Personnel File  
**ORG:** Organization  
**OSHA:** Occupational Safety and Health Administration  
**PA:** Public Authority  
**PACE:** Pro Active Code Enforcement Program  
**PACE:** Process Approach to Case Excellence  
**PAS:** Performance Assessment System  
**PAT:** Probation Apprehension Team  
**PATH:** Project for Assistance in Transition from Homelessness  
**PBX:** Private Branch Exchange  
**PC:** Penal Code  
**PCE:** Perchloroethylene  
**PCF:** Paid Call Firefighter  
**PCI:** Pavement Condition Index  
**PCO:** Probation Corrections Officer  
**PCT:** Project Collaboration Team  
**PD:** Public Defender  
**PEI/TREP:** Prevention and Early Intervention/Transportation Reimbursement Escort Program  
**PEPRA:** Public Employee's Pension Reform Act  
**PERC:** Performance, Education and Resource Center





**PFA:** Planning Funding Agreement  
**PG:** Programmed Maintenance  
**PH:** Public Health  
**PHAB:** Public Health Accreditation Board  
**PHER:** Public Health Emergency Response  
**PID:** Program Integrity Division  
**PIMS:** Property Information Management System  
**PIN:** Personal Identification Number  
**PL:** Public Law  
**PLF:** State Public Library Fund  
**PLH:** Public Lands Highway  
**PM:** Preventative Maintenance  
**PM:** Programmed Maintenance  
**PO:** Probation Officer  
**POS:** Point of Sale  
**POST:** Peace Officers Standards of Training  
**PREA:** Prison Rape Elimination Act  
**PRSA:** Public Relations Society of America  
**PRD:** Permanent Road Division  
**Prop:** Proposition  
**PRV:** Pressure Reducing Valve  
**PSART:** Perinatal Screening, Assessment, Referral and Treatment  
**PSD:** Preschool Services Department  
**PSE:** Public Service Employee  
**PSIC:** Public Safety Interoperable Communications  
**PSOC:** Public Safety Operations Center  
**PSSF:** Promoting Safe and Stable Families  
**QSS:** Quality Supportive Services  
**R&P:** Recreation and Park  
**RBEST:** Recovery Based Engagement Support Teams  
**RCRA:** Resource Conservation & Recovery Act  
**RDA:** Redevelopment Agency  
**RECPG:** Renewable Energy and Conservation Element for the County Federal Plan  
**RESD:** Real Estate Services Department  
**RFP:** Request for Proposal  
**RGP:** Rescue Group Partners  
**RIAC:** Range Improvement Advisory Committee  
**RIP:** Retirement Incentive Program  
**RN:** Registered Nurse  
**ROP:** Regional Occupational Program  
**ROPS:** Recognized Obligation Payment Schedules  
**ROV:** Registrar of Voters  
**RPR:** Real Estate Services  
**RPTTF:** Redevelopment Property Tax Trust Fund  
**RSWD:** Running Springs Water District  
**RV:** Recreational Vehicle

**RZH:** Roberti-Z'Berg-Harris  
**SAMHSA:** Substance Abuse and Mental Health Services Administration  
**SANBAG:** San Bernardino Associated Governments  
**SANCATT:** San Bernardino County Auto Theft Task Force  
**SAPT:** Substance Abuse Prevention and Treatment  
**SART:** Screening, Assessment, Referral, and Treatment  
**SAUSA:** Special Assistant United States Attorney  
**SB:** Senate Bill  
**SBCFPD:** San Bernardino County Fire Protection District  
**SBCL:** San Bernardino County Library  
**SBCM:** San Bernardino County Museum  
**SBIAA:** San Bernardino International Airport Authority  
**SBPEA:** San Bernardino Public Employees' Association  
**SBVEZ:** San Bernardino Valley Enterprise Zone  
**SCAAP:** State Criminal Alien and Assistance Program  
**SCADA:** Supervisory Control and Data Acquisition  
**SCAG:** Southern California Association of Governments  
**SCAQMD:** South Coast Air Quality Management District  
**SCBA:** Self-Contained Breathing Apparatus  
**SCE:** Southern California Edison  
**SCSEP:** Senior Community Service Employment Program  
**SED:** Seriously Emotionally Disturbed  
**SHPO:** State Historic Preservation Office  
**SIA:** Senior Information and Assistance  
**SIR:** Self Insured Retention  
**SMARA:** Surface Mining and Reclamation Act  
**SNI:** Safety Net Institute  
**SRZS:** Safe Routes to Schools  
**SSB:** Special Services Bureau  
**SSI/SSP:** Supplemental Security Income/State Supplementary Payment  
**SSI:** Social Security Income  
**SSN:** Social Security Number  
**STC:** Standards for Training and Corrections  
**STEP:** Subsidized Training and Employment Program  
**STOP:** Support and Therapeutic Options Program  
**STORM:** Storage Technology Optical Records Management  
**STP:** Surface Transportation Program  
**STSL:** San Timoteo Sanitary Landfill  
**SUV:** Sport Utility Vehicle  
**SWAT:** Special Weapons and Tactics  
**SWBPI:** Southwest Border Prosecution Initiative  
**SWMD:** Solid Waste Management Division  
**TA:** Transition Authority  
**TAD:** Transitional Assistance Department  
**TAY:** Transitional Age Youth  
**TBD:** To Be Determined



<b>TC:</b> Transitional Conferences	<b>WTW:</b> Welfare to Work
<b>TCE:</b> Trichloroethylene	<b>WVDC:</b> West Valley Detention Center
<b>TDM:</b> Team Decision Making	<b>WVJDAC:</b> West Valley Juvenile Detention and Assessment Center
<b>TENS:</b> Telephonic Emergency Notification System	
<b>TFS:</b> Team Foundation Services	
<b>THPP:</b> Transitional Housing Program-Plus	
<b>TIC:</b> Thermal Imaging Camera	
<b>TLICP:</b> Targeted Low Income Children's Program	
<b>TOP:</b> Training Online Program	
<b>TOT:</b> Transient Occupancy Tax	
<b>TRANS:</b> Tax Revenue Anticipation Notes	
<b>TREP:</b> Transportation Reimbursement Escort Program	
<b>TURN:</b> Tobacco Use Reduction Now	
<b>TXA:</b> Tranexamic Acid	
<b>U.S. Postal:</b> United States Postal	
<b>UCCE:</b> University of California Cooperative Extension	
<b>UDEL:</b> Uniform District Election Law	
<b>UHF:</b> Ultra High Frequency	
<b>ULEV:</b> Ultra Low Emission Vehicle	
<b>UPP:</b> Cash Aid for 2 Parent Families	
<b>UPS:</b> Uninterruptible Power Supply	
<b>USARF:</b> Urban Search and Rescue Full Certificate	
<b>USARP:</b> Urban Search and Rescue Partial Certificate	
<b>USDA:</b> United States Department of Agriculture	
<b>USFS:</b> United States Forest Service	
<b>USPS:</b> United States Postal Services	
<b>UTL:</b> Utilities	
<b>VA:</b> Veterans Affairs	
<b>VC:</b> Vehicle Code	
<b>VEAP:</b> Veteran Employment Assistance Program	
<b>VHF:</b> Very High Frequency	
<b>VITA:</b> Volunteer Income Tax Assistance	
<b>VLF:</b> Vehicle License Fee	
<b>VOIP:</b> Voice Over Internet Protocol	
<b>VSR:</b> Veterans Service Representative	
<b>VSS:</b> Visual Source Safe	
<b>VVEDA:</b> Victor Valley Economic Development Authority	
<b>VVWRA:</b> Victor Valley Waste Reclamation Authority	
<b>WAN:</b> Wide Area Network	
<b>WDD:</b> Department of Workforce Development	
<b>WECA:</b> West End Communications Authority	
<b>WEX:</b> Work Experience	
<b>WIA:</b> Workforce Investment Act	
<b>WIB:</b> Workforce Investment Board	
<b>WIC:</b> Welfare and Institutions Code	
<b>WIC:</b> Women, Infant, and Children	
<b>WIOA:</b> Workforce Innovation and Opportunity Act	
<b>WPR:</b> Work Participation Rate	
<b>WRIB:</b> Western Region Item Bank	





## ADMINISTRATION

### CLASSIFICATION LISTING AND POSITION COUNT

#### Board of Supervisors

##### First District

<u>Classification</u>
1 Elected Supervisor
2 Deputy Chief of Staff
1 Field Representative II
2 Field Representative I
1 Special Assistant
3 Community Service Liaison
1 Secretary I
<hr/> 11 Total

##### Second District

<u>Classification</u>
1 Elected Supervisor
1 Chief of Staff
1 Deputy Chief of Staff
2 Field Representative II
1 Policy Advisor
1 Staff Assistant
1 District Representative
<hr/> 8 Total

##### Third District

<u>Classification</u>
1 Elected Supervisor
1 Chief of Staff
1 Deputy Chief of Staff
1 BOS Administrative Analyst
1 Executive Secretary
2 Executive Aide I
3 Community Service Liaison
<hr/> 10 Total

##### Fourth District

<u>Classification</u>
1 Elected Supervisor
1 Chief of Staff
1 District Director
3 Special Assistant
1 Field Representative II
2 Executive Aide III
3 Community Service Liaison
<hr/> 12 Total

##### Fifth District

<u>Classification</u>
1 Elected Supervisor
1 Chief of Staff
1 Deputy Chief of Staff
1 Administrative Analyst
1 Executive Secretary
2 Field Representative I
1 Constituent Services Representative
2 Community Services Liaison
<hr/> 10 Total

#### Clerk of the Board

##### 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
1 Office Assistant III
<hr/> 7 Total

##### Agenda Process

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

##### Assessment Appeals

<u>Classification</u>
1 Board Services Technician
1 Board Services Specialist
<hr/> 2 Total

##### Business License/Board Commissions and Committees/Conflict of Interest

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



## ADMINISTRATION

### CLASSIFICATION LISTING AND POSITION COUNT

#### County Administrative Office

##### County Administrative Office

###### Classification

1 Chief Executive Officer  
1 Total

##### Board Administration

###### Classification

1 Executive Secretary III  
2 Executive Secretary II  
3 Total

##### Special Projects

###### Classification

1 Deputy Executive Officer  
2 Principal Management Analyst  
1 Administrative Aide  
1 Executive Secretary III  
5 Total

##### Public Information Office

###### Classification

1 Public Information Officer  
1 Deputy Public Information Officer  
2 Total

##### Government & Legislative Affairs

###### Classification

1 Director of Gov't/Legislative Affairs  
1 Dep. Director of Gov't/Legislative Affairs  
2 Legislative Analyst II  
1 Executive Secretary III  
1 Contract Special Projects Coordinator  
6 Total

#### County Counsel

##### Management/Fiscal

###### Classification

1 County Counsel  
1 Chief Assistant County Counsel  
1 Administrative Aide to County Counsel  
1 Chief of County Counsel Administration  
1 Extra Help Executive Secretary II  
1 Executive Secretary I  
1 Accounting Technician  
1 Fiscal Specialist  
1 Office Assistant III  
9 Total

##### Legal Services

###### Classification

4 Principal Assistant County Counsel  
1 Extra Help Principal Assistant County  
41 Deputy County Counsel  
1 Extra Help Deputy County Counsel  
1 Research Attorney II  
8 County Counsel Paralegal  
2 Lead Secretary  
17 Executive Secretary II  
1 Office Assistant IV  
6 Office Assistant III  
82 Total

#### Finance and Administration

##### Finance and Administration

###### Classification

Assistant Executive Officer - Finance and

1 Administration  
1 County Chief Financial Officer  
2 Deputy Executive Officer  
1 Chief Administrative Analyst  
2 Principal Administrative Analyst  
8 Administrative Analyst III  
1 Administrative Analyst II  
1 Administrative Analyst I  
1 Contract Indigent Defense Analyst  
1 Executive Secretary III  
1 Public Service Employee  
20 Total



## ADMINISTRATION

### CLASSIFICATION LISTING AND POSITION COUNT

#### Fleet Management

##### Administration

Classification
1 Director of Fleet Management
1 Motor Fleet Maintenance Sup't
2 Staff Analyst
1 Executive Secretary II
1 Accounting Technician
1 Fiscal Specialist
2 Fiscal Assistant
1 Motor Pool Assistant
1 Motor Pool Specialist
1 Payroll Specialist
<b>12 Total</b>

##### Light Duty

Classification
1 Motor Fleet Maintenance Sup't
4 Motor Fleet Shop Supervisor
6 Motor Fleet Mechanic II
12 Motor Fleet Mechanic I
6 Mechanic Assistant
4 Equipment Services Specialist I
2 Custodian
4 Motor Pool Assistant
1 Garage Service Writer
2 Public Service Employee
<b>42 Total</b>

##### Heavy Duty

Classification
1 Motor Fleet Maintenance Sup't
2 Motor Fleet Shop Supervisor
3 Motor Fleet Mechanic II
16 Motor Fleet Mechanic I
4 Mechanic Assistant
<b>26 Total</b>

##### Parts Room

Classification
1 Equipment Parts Supervisor
3 Equipment Parts Specialist I
2 Stores Specialist
1 Office Assistant II
<b>7 Total</b>

##### Fuel and Security

Classification
2 Equipment Services Specialist I
2 Equipment Services Specialist II
<b>4 Total</b>

##### Motor Pool

Classification
1 Fleet Specialist
1 Public Service Employee
<b>2 Total</b>

#### Human Resources

##### Administration

Classification
1 Director of Human Resources
1 Asst Director of Human Resources
1 Deputy Director of HR
1 Accountant II
1 Administrative Analyst III
1 Executive Secretary II
1 Fiscal Specialist
1 Labor Relations Financial Analyst
1 Human Resources Analyst III
<b>9 Total</b>

##### Classification/Employment

Classification
1 Executive Secretary I
17 Human Resources Analyst I
2 Human Resources Analyst II
1 Human Resources Division Chief
2 Office Assistant IV
7 Office Assistant III
3 Personnel Technician
1 Testing & Certification Supervisor
<b>34 Total</b>

##### Equal Employment Opportunity

Classification
1 Human Resources Analyst II
1 Human Resources Analyst I
1 Personnel Technician
<b>3 Total</b>

##### Western Region Item Bank

Classification
1 Office Specialist
<b>1 Total</b>

##### Employee Relations

Classification
1 Executive Secretary I
1 Human Resources Officer III
16 Human Resources Officer II
3 Human Resources Officer I
<b>21 Total</b>

##### Civil Service Commission

Classification
1 Secretary, Civil Service Commission
<b>1 Total</b>

##### EMACS

Classification
1 EMACS-HR Supervisor
9 Office Specialist
1 Office Assistant III
<b>11 Total</b>

##### EMACS-Development

Classification
1 EMACS Manager
1 Human Resources Analyst II
1 Systems Procedures Analyst II
4 Systems Procedures Analyst I
1 Staff Analyst I
<b>8 Total</b>



## ADMINISTRATION

### CLASSIFICATION LISTING AND POSITION COUNT

#### Human Resources - Center for Employee Health and Wellness

##### Center for Employee Health and Wellness

###### Classification

- 1 Chief of Clinical Operations
- 1 Supervising Occupational Health Physician
- 2 Nurse Practitioner II
- 1 Cont Occupational Physician Assistant
- 1 Licensed Vocational Nurse II
- 1 Registered Nurse II - Clinic
- 1 Office Assistant IV
- 4 Care Assistant
- 12 Total

#### Human Resources - Commuter Services

##### Commuter Services

###### Classification

- 1 Human Resources Analyst I
- 1 Office Specialist
- 1 Office Assistant III
- 3 Total

#### Human Resources - Employee Benefits and Services

##### Employee Benefits and Services

###### Classification

- 1 Human Resources Division Chief
- 2 Human Resources Analyst II
- 6 Human Resources Analyst I
- 2 Staff Analyst II
- 1 Personnel Technician
- 1 Accounting Technician
- 1 Fiscal Specialist
- 2 Supervising Office Specialist
- 11 Office Specialist
- 1 Executive Secretary I
- 2 Office Assistant III
- 1 Public Service Employee
- 31 Total

#### Information Services

##### Geographic Information Services

###### Classification

- 1 Office Assistant II
- 1 Geographic Info Systems Tech
- 1 Geographic Info Systems Tech II
- 1 Business Systems Analyst
- 1 Geographic Info Systems Tech III
- 1 Programmer III
- 1 Programmer Analyst III
- 1 Systems Development Team Leader
- 1 IT Technical Assistant II
- 9 Total

##### Multi Media Services

###### Classification

- 4 Multimedia Coordinator
- 1 Multimedia Supervisor
- 1 Systems Development Div Chief
- 6 Total



## ADMINISTRATION

### CLASSIFICATION LISTING AND POSITION COUNT

#### Information Services - Computer Operations

##### Enterprise Processing

###### Classification

1 Automated System Analyst  
 5 Computer Operations Specialist  
 1 Computer Operations Supervisor  
 1 Computer Operator II  
 5 Computer Operator III  
 1 Office Assistant II  
 1 Office Assistant III  
 2 Production Control Supervisor  
 1 System Support Analyst I  
 2 System Support Analyst II  
 4 System Support Analyst III  
 1 System Support Division Chief  
 1 System Support Supervisor  
 26 Total

##### EMACS Support

###### Classification

1 Systems Support Analyst III  
 1 Total

##### Central Imaging

###### Classification

1 Microfilm Technician III  
 3 Office Assistant II  
 1 Office Assistant IV  
 1 Photographic Laboratory Tech  
 2 System Support Analyst III  
 8 Total

##### Enterprise Printing

###### Classification

1 Computer Operator II  
 3 Computer Operator II1  
 1 Office Assistant II  
 5 Total

##### Finance and Administration

###### Classification

1 Accounting Technician  
 1 Administrative Supervisor I  
 1 Chief Information Officer  
 1 Dept Technology Chief  
 1 Executive Secretary  
 2 Fiscal Asst  
 2 Fiscal Specialist  
 1 Info Svcs Finance Officer  
 1 Info Systems Manager  
 1 Office Assistant II  
 1 Secretary I  
 2 Staff Analyst II  
 1 Supervising Accountant II  
 16 Total

##### Server Management

###### Classification

1 Computer Operations Specialist  
 1 IT Technical Asst II  
 1 Office Assistant II  
 1 Systems Support Analyst I  
 15 Systems Support Analyst III  
 2 Systems Support Supervisor  
 21 Total

##### Core Solutions and Security

###### Classification

5 Application Specialist  
 9 Automated Systems Analyst I  
 2 Automated Systems Analyst II  
 3 Automated Systems Technician  
 1 Business Applications Manager  
 1 Business Systems Analyst II  
 1 Business Systems Analyst III  
 5 Help Desk Technician II  
 1 Info Svcs Division Chief  
 1 Info Svcs Security Officer  
 1 IT Technical Asst II  
 1 Office Assistant III  
 1 Product Manager Supervisor  
 1 Supervising Auto Systems Analyst II  
 3 System Support Analyst II  
 6 Systems Support Analyst III  
 1 Systems Support Supervisor  
 1 Technology Helpdesk Supervisor  
 1 Teleprocessing Specialist  
 45 Total



## ADMINISTRATION

### CLASSIFICATION LISTING AND POSITION COUNT

#### Information Services - Telecommunication Services

##### Data Cabling

<u>Classification</u>
5 Communications Installer
4 Communications Tech I
2 Communications Tech II
3 Communications Tech III
1 Supervising Communications Tech
<u>15</u> Total

##### Management Services

<u>Classification</u>
1 Business Systems Analyst III
2 Deputy Chief of Network Services
1 IT Technical Assistant II
1 Network Services Division Chief
1 Staff Analyst II
<u>6</u> Total

##### Transport Operations

<u>Classification</u>
2 Communications Tech II
2 Communications Tech III
2 Network Analyst
1 Network Services Supervisor
1 Supervising Communications Tech
<u>8</u> Total

##### Radio Access

<u>Classification</u>
8 800 Megahertz Analyst
1 Communications Installer
2 Communications Tech I
1 Communications Tech II
2 Communications Tech III
1 IT Technical Assistant II
1 Office Assistant III
2 Special Projects Leader
1 Systems Support Analyst III
1 Telecommunications Engineer II
<u>20</u> Total

##### Radio Subscriber Maintenance

<u>Classification</u>
2 Communications Tech I
1 Multimedia Coordinator
1 Network Services Supervisor
1 Office Assistant III
<u>5</u> Total

##### Time and Materials

<u>Classification</u>
1 Communications Installer
1 Communications Tech I
<u>2</u> Total

##### Telephone Operations

<u>Classification</u>
1 Communications Tech I
2 Communications Tech II
4 Communications Tech III
1 Network Services Supervisor
4 Office Assistant II
2 Special Projects Leader
1 Supervising Office Assistant
2 Supervising Communications Tech
1 Systems Support Analyst II
3 Systems Support Analyst III
3 Telecommunications Engineer II
6 Telephone Service Specialist
<u>30</u> Total

##### Wide Area Network

<u>Classification</u>
1 Business Systems Analyst II
1 Network Services Supervisor
1 Systems Support Analyst II
5 Systems Support Analyst III
<u>8</u> Total

##### Warehouse Operations

<u>Classification</u>
2 Equipment Parts Specialist I
2 Equipment Parts Specialist II
1 Equipment Parts Supervisor
1 Storekeeper
<u>6</u> Total

#### Information Services - Application Development

##### Application Development

<u>Classification</u>
1 Business Application Manager
7 Business Systems Analyst
1 Programmer Trainee
2 Programmer I
3 Programmer II
14 Programmer III
1 Programmer Analyst I
2 Programmer Analyst II
45 Programmer Analyst III
7 Systems Dev Team Leader
1 Systems Dev Division Chief
1 IT Technical Assistant I
3 IT Technical Assistant II
<u>88</u> Total



## ADMINISTRATION

### CLASSIFICATION LISTING AND POSITION COUNT

#### Purchasing Department

##### Executive

###### Classification

1 Director of Purchasing  
1 Executive Secretary II  
1 Business Systems Analyst II  
3 Total

##### Administration

###### Classification

1 Administrative Supervisor I  
2 Staff Analyst II  
1 Accounting Technician  
1 Fiscal Assistant  
1 Office Assistant  
6 Total

##### Procurement

###### Classification

2 Supervising Buyer  
4 Buyer III  
7 Buyer II  
1 Staff Analyst I  
1 Office Specialist  
15 Total

#### Purchasing Department - Printing Services

##### Quick Copy and Print Shop

###### Classification

1 Printing Services Manager  
8 Reproduction Equipment Operator I  
2 Reproduction Equipment Operator II  
11 Total

##### Graphic Design Unit

###### Classification

1 Graphic Designer II  
3 Graphic Designer I  
4 Total

#### Purchasing Department - Surplus Property and Storage Operations

##### Surplus Property and Storage

###### Classification

1 Stores Supervisor I  
1 Automated Systems Technician  
2 Storekeeper  
4 Total

#### Mail/Courier Services

##### Mail Services

###### Classification

1 Mail Services Manager  
2 Mail Services Supervisor  
3 Mail Processor III  
18 Mail Processor II  
24 Total



## ADMINISTRATION

### CLASSIFICATION LISTING AND POSITION COUNT

#### Risk Management

##### Admin/Fiscal

<u>Classification</u>
1 Director
2 Deputy Director
1 Risk Assessment Officer
1 Executive Secretary II
1 Staff Analyst II
1 Staff Analyst I
1 Accountant II
1 Accounting Technician
1 Payroll Clerk
<u>2</u> Fiscal Assistants
12 Total

##### Risk Control

<u>Classification</u>
1 Risk Control Officer
5 Dept. Risk Control Specialist
2 Risk Control Specialist
1 Staff Analyst II
<u>1</u> Office Assistant III
10 Total

##### Workers' Compensation

<u>Classification</u>
1 Supervising Workers' Comp Adjuster
1 Workers' Comp Adjuster III
14 Workers' Comp Adjuster II
1 Medical Only Claims Adjuster
7 Claims Assistant
1 Office Assistant III
<u>4</u> Office Assistant II
29 Total

##### Liability

<u>Classification</u>
1 Supervising Liability Claims Rep
1 Liability Claims Rep III
1 Liability Claims Rep II
3 Liability Claims Rep I
<u>1</u> Office Assistant III
7 Total





## ARROWHEAD REGIONAL MEDICAL CENTER

### CLASSIFICATION LISTING AND POSITION COUNT

#### Arrowhead Regional Medical Center

##### Administration

###### Classification

1	Administrative Analyst III
1	ARMC Medical Director
1	Cont Director of ARMC
1	Dir of Public Relations&Mrktng
1	Executive Assistant
1	Executive Secretary II
1	Executive Secretary III -Class
7	Fiscal Specialist
1	General Services Aide
1	Marketing Specialist
1	Media Specialist
4	Office Assistant II
1	Office Assistant III
1	Office Specialist
1	Personnel Technician
1	Photographer
7	Secretary I
2	Secretary II
1	Staff Analyst I
1	Staff Analyst II
1	Supervising Fiscal Specialist
37	Total

##### Support Services

###### Classification

2	Ambulatory Clinic Manager
1	ARMC Medical Svcs Prgrm Coord
1	Assoc Hosp Adm Professional Sv
55	Care Assistant
50	Clinic Assistant
4	Clinic Operations Supervisor
3	Clinic Supervisor-ARMC
3	Clinical Therapist I
3	Health Education Specialist II
1	Health Services Assistant I
2	Hospital Services Worker
2	Hospital Unit Assistant
3	Lic Vocational Nurse-Per Diem
31	Licensed Vocational Nurse II
1	Licensed Vocational Nurse III
44	Office Assistant II
1	Oral Surgery Technician
4	Orthopedic Technician
17	Registered Nurse II - Clinic
9	Registered Nurse II - Per Diem
1	Respiratory Care Practitioner2
1	RespiratoryCarePractitioner2
13	RN Care Manager
2	Secretary I
1	Secretary II
1	Social Worker I
2	Staff Analyst II
1	Supervising Office Specialist
1	Supvg Respiratory Care Practit
260	Total

##### Patient Services

###### Classification

8	ARMC House Supervisor-Per Diem
1	ARMC Patient Navigator
17	Assistant Nurse Manager
1	AsstHospAdm-BehavioralHealth
2	AsstHospAdm-NursingSvcs
1	Ast Dir of Respiratory Care Sv
4	Burn Care Technician
3	Certified Trauma Registrar
1	Chief Nursing Officer
10	Clinic Assistant
1	Clinical Nurse Specialist
9	Clinical Therapist I
1	Clinical Therapist II
1	Clinical Therapist Pre-License
2	Clinical Therpst I-Psychologist
1	Cont Occupational Therapist II
35	Cont Resp Care Prac II
4	Cont Surgical Tech
1	Director of Respiratory Care S
1	Education Services Supervisor
30	Emergency Room Technician
2	Fiscal Assistant
5	Float Pool Regstrd Nurse-PDiem
1	General Services Worker II
1	Health Education Specialist II
1	Hospital Employee Health Nurse
1	Hospital Services Worker
106	Hospital Unit Assistant
5	House Supervisor
18	Lic Vocational Nurse-Per Diem
101	Licensed Vocational Nurse II
1	Mental Health Clinic Superviso
54	Mental Health Nurse II
4	Mental Health Nurse Mgr-ARMC
1	Multimedia Coordinator
2	Neurodiagnostic Technolgst II
1	Neurodiagnostic Technologist
11	Nurse Educator
13	Nurse Manager
2	Nurse Supervisor
179	Nursing Attendant
4	Nursing Program Coordinator
2	Occupational Therapist II
3	Occupational Therapy Assistant
10	Office Assistant II
14	Office Assistant III
1	Office Assistant IV
1	Patient Navigation Prgm Coord.
49	Psychiatric Technician I
1	Pulmonary Function Specialist
1	Registered Nurse II - Clinic
409	Registered Nurse II - Per Diem
680	Registered Nurse II-ARMC
26	Respiratory Care Practitioner2
6	Respiratory Therapist
2	RespiratoryCarePractitioner3
7	Secretary I
31	Sterile Processing Technician
5	SterileProcessingTechnician1

##### Patient Services

###### Classification

2	SterileProcessingTechnician2
1	Stores Specialist
90	Student Nurse
1	Supervising Office Assistant
7	Supvg Respiratory Care Practit
1	Supvg Sterile ProcessingTech
14	Surgical Technician
23	Telemetry Technician
2	Util Rvw/Perform Imp Nurse
1	Utilization Review Technician
2,037	Total

##### Medical Director

###### Classification

1	Administrative Supervisor I
1	Cont Research Program Coordinator
1	Cont Resident PGY III
13	Cont Resident PGY IV
3	Cont Resident PGY V
147	Cont Resident PGY VI
19	Cont Resident PGY VII
6	Education Specialist
2	Office Assistant II
1	Secretary I
1	Staff Analyst I
1	Statistical Analyst
196	Total

##### Quality Improvement

###### Classification

1	Assoc Hosp Adm Professional Se
1	AsstHospAdm-NursingSvcs
1	Ast Hosp Administrator Fiscal
1	Biostatistician
1	Hospital Risk Coordinator
1	Inst Review Board Coordinator
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
2	Office Assistant II
4	Office Specialist
1	Quality Improvemnt Coordinator
6	Quality Management Nurse
1	Registered Nurse II - Per Diem
1	Registered Nurse II-ARMC
1	Secretary II
1	Spvg Medical Staff Coordinator
1	Staff Analyst II
2	Tumor Registrar
36	Total



## ARROWHEAD REGIONAL MEDICAL CENTER

### CLASSIFICATION LISTING AND POSITION COUNT

#### Arrowhead Regional Medical Center Continued

Fiscal Services		General Support and Compliance		General Support and Compliance	
Classification		Classification		Classification	
5 Accountant III		1 Administrative Supervisor I		27 Phlebotomist	
5 Accounting Technician		2 Air Conditioning Mechanic		3 Physical Therapist Assistant	
3 Administrative Supervisor I		1 ARMC Bldg Maint and Secty Mgr		10 Physical Therapist II	
2 Administrative Supervisor II		1 ARMC Ethics & Compliance Coord		3 Plumber	
9 Applications Specialist		1 ARMC Executive Chef		1 Privacy & Compliance Specialist	
1 ARMC Chief Financial Officer		1 ARMC Facilities Project Coord		1 Process Improvemnt Coordinator	
1 ARMC Social Services Manager		1 ARMC Laboratory Manager		2 Process Improvemnt Specialist	
1 Assoc Hosp Adm Professional Sv		1 ARMC Safety Technician		1 Radiographic Clinical Instruct	
1 Ast Hosp Administrator Fiscal		1 Assoc Hosp Adm Professional Se		15 Radiologic Technologist II	
9 Automated Systems Analyst I		1 Autopsy Assistant		3 Radiologic Technologist III	
1 Automated Systems Analyst II		5 Bio-Medical Electronic Tech I		1 Radiologic Technologist School	
9 Automated Systems Technician		1 Bio-Medical Electronic Tech II		1 Radiology Manager	
2 Business Applications Manager		5 Building Plant Operator		1 Radiology Supervisor	
1 Business Systems Analyst I		6 Clinic Assistant		3 Registered Nurse II - Per Diem	
4 Business Systems Analyst II		1 Compliance Specialist		8 Registered Nurse II-ARMC	
3 Business Systems Analyst III		3 Cont ARMC Security Technician		1 Registered CardioPulmonaryNurse	
1 Case Management Coordinator		1 Cont First Five Public Ed Cord		4 Rehabilitation Services Aide	
2 Case Management Supervisor		4 Cont Occupational Therapist II		1 Rehabilitation Services Manag	
1 Chief Medical Informtn Officer		12 Cont Physical Therapist II		1 Respiratory Care Practitioner2	
9 Collections Officer		17 Cont Radiological Tech		6 Secretary I	
1 Cont Interim Medical Rec Sup		4 Cont Rehab Therapist - Speech		1 Secretary II	
6 Cont Medi-Cal Specialist		5 Cont Spec Procedures Rad Tech		71 Security Technician I	
1 Cont Medi-Cal Specialist Spvsr		3 Cont Ultrasound Tech		10 Security Technician II	
5 Cont Social Srv Practitioner		6 Cook I		13 Special Proc Rad Technolog 2	
1 Cont. Asst. Hosp. Admin-Fiscal		10 Cook II		3 Special Proc Rad Technolog 3	
1 Cont. Asst. Hosp. Adm-Pnt Fisc		3 Cook III		2 Speech Therapist	
1 ContManagerPreMediCalQualDept		154 Custodian I		1 Staff Analyst II	
2 Departmental IS Administrator		3 Custodian II		2 Stores Specialist	
29 Fiscal Assistant		3 Cytotechnologist		1 Supervising Office Assistant	
6 Fiscal Specialist		4 Dietary Services Supervisor		1 Supervising Phlebotomist	
1 General Services Aide		3 Dietetic Technician		4 Supervising Security Technicia	
53 Health Info Mgmt Assistant I		10 Dietitian		1 Supv Rehabilitation Therapist	
7 Health Info Mgmt Assistant II		3 Electrician		1 Supvg Bio Med Elect Tech	
2 Health Info Mgmt Assistant III		1 First Five Contract Dentist		7 Supvg Custodian	
1 Licensed Vocational Nurse II		1 First Five Project Director		1 Supvg Dietitian	
1 Material Manager		2 Fiscal Assistant		6 Supvg Laboratory Technologist	
12 Medical Records Coder I		31 Food Service Worker I		9 Ultrasound Technologist II	
7 Medical Records Coder II		13 Food Service Worker II		1 Ultrasound Technologist III	
1 Medical Records Manager		7 General Maintenance Mechanic		1 Volunteer Services Coordinator	
2 Medical Records Supervisor		4 General Maintenance Worker			
23 Office Assistant II		5 General Services Aide		709 Total	
80 Office Assistant III		2 Histology Technician			
5 Office Assistant IV		1 Hospital Customer Advocate			
18 Office Specialist		5 Hospital Plant Operator			
1 Patient Accounts Supervisor		1 Hospital Unit Assistant			
1 Programmer Analyst I		1 Hospital Environ.Services Supvr			
1 Programmer Analyst II		17 Laboratory Assistant			
3 Public Service Employee		31 Laboratory Technologist II			
21 Registered Nurse Case Manager		7 Laboratory Technologist III			
1 Registered Nurse II - Per Diem		3 Laboratory Technologist Intern			
4 Registered Nurse II-ARMC		1 Lead Occupational Therapist			
11 RN Case Manager-Per Diem		1 Lead Physical Therapist			
3 Secretary I		1 Lead Speech Therapist			
10 Social Service Practitioner		1 Licensed Vocational Nurse II			
1 Staff Analyst I		6 Linen Room Attendant			
6 Staff Analyst II		2 Maintenance Supervisor			
4 Storekeeper		1 Medical Center Hskpg/Linen Man			
1 Stores Specialist		2 Nuclear Medicine Technologist			
3 Supervising Office Assistant		1 Nurse Supervisor			
2 Supervising Office Specialist		5 Occupational Therapist II			
1 Supvg Auto Systems Analyst I		2 Occupational Therapy Assistant			
3 Supvg Health Info Mgmt Assist		34 Office Assistant II			
1 Supvg Utilization Review Techn		5 Office Assistant III			
1 Systems Accountant I		2 Office Assistant IV			
1 Systems Support Analyst II		4 Office Specialist			
8 Utilization Review Technician		3 Painter I			
424 Total					



## ECONOMIC DEVELOPMENT AGENCY

### CLASSIFICATION LISTING AND POSITION COUNT

#### Economic Development

##### Economic Development Agency

###### Classification

1 Administrator  
1 Executive Secretary II  
1 Payroll Specialist  
3 Total

##### Economic Development

###### Classification

1 Deputy Director  
1 Economic Development Manager  
3 Economic Dev. Coordinator III  
1 ECD Technician  
1 Staff Analyst II  
1 Public Service Employee  
8 Total

#### Community Development and Housing

##### Administration

###### Classification

1 Director  
1 Secretary II  
1 Administrative Supervisor I  
3 Staff Analyst II  
1 Fiscal Specialist  
1 Automated Systems Analyst I  
1 Secretary I  
9 Total

##### Projects and Successor Agency

###### Classification

1 Deputy Director  
1 Supervising ECD Analyst  
3 ECD Analyst II  
1 Housing Project Manager  
2 Contract Housing Project Manager  
1 Contract Housing Analyst  
9 Total

##### Operations

###### Classification

1 Deputy Director  
2 ECD Analyst II  
1 CDH Housing Project Manager  
1 Contract Housing Analyst  
1 ECD Technician  
6 Total

#### Department of Workforce Development

##### Executive Office

###### Classification

1 Director of Workforce Development  
2 Executive Secretary II  
1 Office Assistant III  
4 Total

##### Administrative Services

###### Classification

1 Deputy Director  
1 Administrative Supervisor II  
1 Administrative Supervisor I  
1 Secretary I  
6 Staff Analyst II  
2 Staff Analyst I  
1 Accountant II  
1 Program Specialist I  
1 Workforce Development Specialist  
5 Workforce Development Technician  
1 Automated Systems Technician  
2 Accounting Technician  
1 Fiscal Specialist  
1 Fiscal Assistant  
1 Office Assistant III  
26 Total

##### Program Delivery and Business Outreach

###### Classification

1 Deputy Director  
1 Administrative Supervisor I  
3 Workforce Development Manager  
5 Workforce Development Supervisor I  
45 Workforce Development Specialist  
6 Workforce Development Technician  
4 Office Assistant II  
3 Contract Transition Program Facilitator  
8 Contract Workforce Development Specialist  
76 Total



## FISCAL

### CLASSIFICATION LISTING AND POSITION COUNT

#### Assessor/Recorder/County Clerk

##### Management

###### Classification

1 Assessor/Recorder  
1 County Clerk  
1 Assistant Assessor  
1 Assistant Recorder  
4 Total

##### Administrative Services

###### Classification

1 Administrative Supervisor II  
1 Executive Secretary III  
1 ARC Project Administrator  
1 Staff Analyst II  
1 Staff Analyst I  
1 Payroll Specialist  
1 OA III  
7 Total

##### Assessment Services

###### Classification

1 Chief of Assessment Services  
1 Supervising Office Specialist  
2 Supervising Office Assistant  
1 Office Specialist  
12 Office Assistant III  
1 Office Assistant II  
1 Supv Title Trans Technician II  
1 Supv Title Transfer Technician I  
3 Title Transfer Technician II  
13 Title Transfer Technician I  
1 Cadastral Services Supervisor  
1 Cadastral Drafting Technician III  
2 Cadastral Drafting Technician II  
1 Cadastral Drafting Technician I  
41 Total

##### Valuations

###### Classification

1 Chief Appraiser  
3 Principal Appraiser  
8 Supervising District Appraiser  
9 Appraiser III  
16 Appraiser II  
30 Appraiser I  
14 Appraisal Technician  
2 Supervising Auditor Appraiser  
2 Auditor-Appraiser III  
9 Auditor-Appraiser II  
16 Office Assistant III  
1 Office Assistant II  
111 Total

##### Recorder Services

###### Classification

1 Staff Analyst I  
2 Legal Document Coordinator  
4 Legal Document Supervisor  
4 Lead Legal Document Classifier  
19 Legal Document Classifier II  
16 Legal Document Classifier I  
1 Accountant II  
1 Accounting Technician  
2 Fiscal Assistant  
1 Office Assistant II  
2 Public Service Employee  
53 Total

##### Information Technology

###### Classification

1 Business Applications Manager  
1 Business Systems Analyst III  
1 Business Systems Analyst II  
2 Automated Systems Analyst I  
2 Automated Systems Technician  
1 Office Assistant III  
8 Total

#### Assessor/Recorder/County Clerk - Recorder Special Revenue Funds Consolidated

##### Systems Development

###### Classification

2 Programmer Analyst III  
1 Automated Systems Analyst II  
3 Automated Systems Analyst I  
1 Automated Systems Technician  
7 Total

##### Recorder Records (Archives)

###### Classification

1 Archives Program Administrator  
1 Archives Technician  
1 Storekeeper  
3 Total



## FISCAL

### CLASSIFICATION LISTING AND POSITION COUNT

#### Auditor-Controller/Treasurer/Tax Collector

##### Management

###### Classification

- 1 Elected Auditor-Controller/Treasurer/Tax Collector
- 2 Assistant Auditor-Controller/Treasurer/Tax Collector
- 3 Executive Secretary III
- 6 Total

##### Administrative Support

###### Classification

- 1 Administrative Supervisor I
- 2 Special Projects Administrator
- 1 ATC Building Coordinator
- 1 Internal Auditor III
- 1 Payroll Specialist
- 1 Fiscal Specialist
- 1 Office Assistant III
- 10 Public Service Employee
- 18 Total

##### Information Technology Division

###### Classification

- 1 Departmental IS Administrator
- 1 Secretary I
- 2 Business Applications Manager
- 2 Business Systems Analyst III
- 2 Department Systems Engineer
- 6 Programmer Analyst III
- 3 Automated Systems Analyst II
- 3 Automated Systems Analyst I
- 3 Automated Systems Technician
- 23 Total

##### Auditor Division

###### Classification

- 1 Auditor-Controller Division Chief
- 1 Secretary II
- 1 Auditor-Controller Manager
- 2 Supervising Internal Auditor III
- 1 Internal Auditor IV
- 5 Internal Auditor III
- 2 Accountant III
- 2 Accountant II
- 1 Accounting Technician
- 16 Total

##### Controller Division

###### Classification

- 1 Auditor-Controller Division Chief
- 1 Secretary I
- 2 Auditor-Controller Manager
- 2 Supervising Accountant III
- 2 Systems Accountant III
- 5 Systems Accountant II
- 9 Accountant III
- 3 Accountant II
- 1 Accountant I
- 2 Accounting Technician
- 28 Total

##### Disbursements Division

###### Classification

- 1 Auditor-Controller Division Chief
- 1 Secretary I
- 3 Auditor-Controller Manager
- 2 Supervising Accountant III
- 1 Supervising Accountant II
- 3 Systems Accountant II
- 7 Accountant III
- 3 Accountant II
- 3 Accounting Technician
- 3 Sup ATC Payroll Technician
- 5 ATC Payroll Technician
- 1 Supervising Fiscal Specialist
- 5 Fiscal Specialist
- 8 Fiscal Assistant
- 1 Office Assistant IV
- 11 Office Assistant III
- 2 Office Assistant II
- 4 Public Service Employee
- 64 Total

##### Treasurer Division

###### Classification

- 1 Chief Deputy Treasurer
- 1 Assistant Cash Manager/Investment Officer
- 2 Investment Analyst
- 1 Treasurer Office Manager
- 1 Accounting Technician
- 1 Fiscal Assistant
- 7 Total

##### Tax Collection Division

###### Classification

- 1 Auditor-Controller Division Chief
- 1 Secretary
- 1 Tax Collection Manager
- 1 Tax Collector Accounting Manager
- 1 Tax Sale Manager
- 1 Supervising Collections Officer
- 1 Supervising Accounting Technician
- 7 Collections Officer
- 5 Accounting Technician
- 1 Supervising Fiscal Specialist
- 2 Supervising Office Assistant
- 4 Fiscal Specialist
- 8 Fiscal Assistant
- 10 Office Assistant III
- 12 Office Assistant II
- 56 Total

##### Central Collections Division

###### Classification

- 1 Director of Central Collections
- 1 Auditor-Controller Division Chief
- 1 Secretary I
- 1 Auditor-Controller Manager
- 1 Chief Collections Supervisor
- 2 Supervising Accountant II
- 1 Accountant III
- 1 Internal Auditor III
- 5 Supervising Collections Officer
- 1 Supervising Fiscal Specialist
- 5 Collections Officer II
- 54 Collections Officer I
- 2 Accounting Technician
- 1 Fiscal Specialist
- 5 Fiscal Assistant
- 5 Office Assistant III
- 10 Office Assistant II
- 97 Total



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Human Services - Health Administration

##### Health Administration

###### Classification

1	Administrative Analyst III
1	Total

#### Behavioral Health

##### 24-Hour and Emergency Services

###### Classification

4	Alcohol & Drug Counselor
10	Clinical Therapist I
5	Clinical Therapist II
1	Deputy Director BH Prog Servic
2	Employment Services Specialist
1	Fiscal Assistant
4	General Services Worker II
2	Mental Health Clinic Superviso
1	Mental Health Nurse II
1	Mental Health Program Mgr I
2	Mental Health Program Mgr II
11	Mental Health Specialist
2	MentalHealth Clinic Supervisor
3	Office Assistant II
4	Office Assistant III
1	Office Assistant IV
2	Psychiatric Aide
2	Secretary I
5	Social Worker II
1	Staff Analyst II
1	Supervising Office Assistant
65	Total

##### Administrative Services

###### Classification

1	Accountant II
2	Accountant III
1	Accounting Technician
1	Administrative Manager
1	Administrative Supervisor I
2	Automated Systems Analyst I
6	Automated Systems Technician
1	Business Applications Manager
1	Cont Automated System Anlst2
1	Deputy Director BH Admin Svc
2	Fiscal Assistant
6	Fiscal Specialist
1	Mental Health Auditor
2	Office Assistant II
6	Office Assistant III
9	Office Specialist
2	Payroll Specialist
1	Secretary II
1	Staff Analyst II
5	Storekeeper
1	Supervising Office Assistant
1	Supervising Office Specialist
1	Supvg Auto Systems Analyst I
55	Total

##### Office of Compliance

###### Classification

1	Behavioral Health Med Rec Supv
1	BH Ethics & Compliance Coordin
1	Chief Compliance Officer -BH
2	Clinical Therapist I
2	Health Info Mgmt Assistant I
1	Health Info Mgmt Assistant II
1	Health Info Mgmt Assistant III
1	Mental Health Program Mgr I
1	Office Specialist
2	Social Worker II
13	Total

##### Director

###### Classification

1	Asst Dir of BehavioralHealth
1	Director of Behavioral Health
1	Executive Secretary II
1	Office Assistant III
1	Office Assistant IV
1	Secretary II
6	Total

##### Program Support Services

###### Classification

1	Administrative Supervisor II
11	Clinical Therapist I
3	Clinical Therapist II
1	Cont Business System Anlyst II
1	Dep Dir Behavior Hlth Qual Mgt
1	Medical Emer. Planning Spclst
6	Mental Health Nurse II
1	Mental Health Program Mgr II
1	MentalHealth Clinic Supervisor
1	Nurse Supervisor
1	Occupational Therapist II
16	Office Assistant III
1	Office Assistant IV
1	Office Specialist
1	Public Service Employee
1	Research & Planning Psycholgst
2	Secretary I
1	Secretary II
2	Supervising Office Assistant
53	Total

##### Regional Operations

###### Classification

18	Clinical Therapist I
2	Clinical Therapist II
2	General Services Worker II
3	Mental Health Clinic Superviso
5	Mental Health Nurse II
1	Mental Health Program Mgr I
2	Mental Health Program Mgr II
13	Mental Health Specialist
2	MentalHealth Clinic Supervisor
15	Office Assistant II
7	Office Assistant III
2	Office Assistant IV
4	Psychiatric Technician I
2	Secretary I
4	Social Worker II
1	Supervising Office Assistant
2	Supervising Office Specialist
85	Total



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Behavioral Health Continued

##### Alcohol & Drug Services (CalWORKs)

<u>Classification</u>
3 Clinical Therapist I
4 Mental Health Specialist
1 Occupational Therapist II
3 Office Assistant II
3 Office Assistant III
1 Secretary I
6 Social Worker II
1 Supervising Office Assistant
<u>22</u> Total

##### Regional Operations & Childrens Svcs

<u>Classification</u>
4 Alcohol & Drug Counselor
40 Clinical Therapist I
12 Clinical Therapist II
7 Clinical Therapist I-Psychologist
1 Cont Clinical Therapist I
1 Cont Office Assistant III
2 Deputy Director BH Prog Servic
3 General Services Worker II
1 Licensed Vocational Nurse II
4 Mental Health Clinic Supervisor
4 Mental Health Nurse II
4 Mental Health Program Mgr II
5 Mental Health Specialist
6 MentalHealth Clinic Supervisor
13 Office Assistant II
19 Office Assistant III
4 Office Assistant IV
2 Office Specialist
2 Psychiatric Technician I
4 Secretary I
15 Social Worker II
3 Supervising Office Assistant
2 Supervising Office Specialist
<u>158</u> Total

##### Medical Services

<u>Classification</u>
1 Behavioral Health Med Director
1 Business Systems Analyst II
3 Clinic Assistant
11 Clinical Therapist I
8 Clinical Therapist II
1 Clinical Therapist I-Psychologist
3 Cont Adult Psychiatrist
4 Cont Child Psychiatrist
2 Cont Child Psychiatst Brd Cert
4 Cont F/T Adult Psychiatrist
2 Cont F/T Child Psychiatrist
1 Cont F/T LeadChildPsychiatrist
3 Cont P/T Adult Psychiatrist
5 ContFTAdultPsychiatristBrdCrt
4 ContPTAdultPsychiatristBrdCrt
4 Licensed Vocational Nurse II
1 Mental Health Clinic Supervisor
1 Mental Health Nurse II
1 Mental Health Nurse Mgr-ARMC
1 Mental Health Program Mgr I
1 Mental Health Program Mgr II
1 MentalHealth Clinic Supervisor
8 Office Assistant III
2 Psychiatric Technician I
13 Psychiatrist I
5 Psychiatrist II
5 Psychiatrist III
2 Psychiatrist IV
1 Secretary I
1 Secretary II
4 Social Worker II
1 Staff Aide
1 Supervising Office Assistant
<u>106</u> Total



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Behavioral Health – Alcohol and Drug Services

##### Administrative Services

<u>Classification</u>
2 Accountant II
1 Accountant III
1 Administrative Supervisor II
1 Fiscal Specialist
1 Mental Health Auditor
1 Staff Analyst II
<u>7</u> Total

##### Alcohol & Drug Services

<u>Classification</u>
31 Alcohol & Drug Counselor
4 Clinical Therapist I
2 Cont MH Staff Physician
1 ContFTAdultPsychiatristBrdCrt
1 General Services Worker I
2 Mental Health Clinic Superviso
1 Mental Health Education Consul
1 Mental Health Program Mgr I
1 Mental Health Program Mgr II
5 Mental Health Specialist
2 Occupational Therapy Assistant
1 Office Assistant II
4 Office Assistant III
1 Program Specialist I
1 Program Specialist II
1 Secretary I
1 Secretary II
19 Social Worker II
1 Staff Analyst II
1 Supervising Social Worker
1 Supvg Social Worker
<u>82</u> Total

##### Program Support Services

<u>Classification</u>
1 Staff Analyst II
<u>1</u> Total

#### Behavioral Health - Mental Health Services Act

##### 24-Hour and Emergency Services

<u>Classification</u>
1 Administrative Manager
8 Alcohol & Drug Counselor
47 Clinical Therapist I
13 Clinical Therapist II
2 Clinical Therpst I-Psychologist
1 Clinical Thrpst II-Psychologist
1 Contract Business Systems Analyst I
1 Contract Staff Analyst II
4 General Services Worker II
2 Licensed Vocational Nurse II
5 Mental Health Clinic Supervisor
1 Mental Health Education Consul
1 Mental Health Nurse II
5 Mental Health Program Mgr I
2 Mental Health Program Mgr II
32 Mental Health Specialist
7 MentalHealth Clinic Supervisor
2 Occupational Therapist II
11 Office Assistant II
15 Office Assistant III
5 Peer & Family Advocate II
8 Peer & Family Advocate III
4 Program Specialist I
1 Program Specialist II
1 Psychiatric Technician I
3 Secretary I
1 Secretary II
34 Social Worker II
2 Staff Analyst II
1 Supervising Office Assistant
<u>221</u> Total

##### Administrative Services

<u>Classification</u>
2 Accountant III
1 Accounting Technician
3 Administrative Supervisor I
1 Administrative Supervisor II
6 Automated Systems Analyst I
6 Automated Systems Analyst II
7 Automated Systems Technician
3 Business Systems Analyst I
3 Business Systems Analyst II
3 Business Systems Analyst III
3 Cont Automated Systems Tech
2 Cont Project Manager
1 Fiscal Assistant
4 Fiscal Specialist
2 Mental Health Auditor
3 Office Assistant III
1 Office Specialist
2 Payroll Specialist
2 Peer & Family Advocate I
2 Secretary I
1 Staff Analyst I
13 Staff Analyst II
2 Storekeeper
1 Supervising Accountant II
1 Supervising Fiscal Specialist
<u>75</u> Total

##### Office of Compliance

<u>Classification</u>
2 Office Assistant III
1 Peer & Family Advocate III
1 Staff Analyst I
3 Staff Analyst II
<u>7</u> Total





## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Behavioral Health - Mental Health Services Act Continued

##### Office of Cultural Competence & Ethnic Svcs

###### Classification

1 Cultural Competency Officer  
 3 Mental Health Education Consul  
 1 Office Assistant III  
 1 Secretary I  
 2 Social Worker II  
 8 Total

##### Office of Homeless Services

###### Classification

1 Automated Systems Analyst I  
 1 Automated Systems Technician  
 1 Mental Health Program Mgr I  
 1 Office Assistant II  
 2 Program Specialist I  
 1 Secretary I  
 1 Staff Analyst II  
 8 Total

##### Program Support Services

###### Classification

3 Administrative Manager  
 1 Administrative Supervisor I  
 1 Alcohol & Drug Counselor  
 1 Automated Systems Analyst I  
 3 Business Systems Analyst I  
 1 Business Systems Analyst II  
 3 Clinical Therapist I  
 3 Cont Project Manager  
 19 Graduate Student Intern  
 1 Media Specialist I  
 2 Mental Health Education Consul  
 3 Mental Health Intern Prgm Supv  
 2 Mental Health Nurse II  
 2 Mental Health Program Mgr I  
 5 Mental Health Specialist  
 2 Office Assistant II  
 8 Office Assistant III  
 1 Office Assistant IV  
 8 Peer & Family Advocate II  
 4 Peer & Family Advocate I  
 3 Peer & Family Advocate III  
 7 Program Specialist I  
 4 Program Specialist II  
 1 Psychiatrist  
 2 Secretary I  
 2 Social Worker II  
 1 Staff Aide  
 4 Staff Analyst II  
 1 Statistical Analyst  
 6 Student Intern  
 3 Training&DevelopmentSpecialist  
 1 Volunteer Services Coordinator  
 108 Total



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Behavioral Health - Mental Health Services Act Continued

##### Alcohol & Drug Services/CalWORKs

<u>Classification</u>
1 Clinical Therapist I
1 Program Specialist I
<u>2</u> Total

##### Regional Operations & Children's Services

<u>Classification</u>
1 Alcohol & Drug Counselor
23 Clinical Therapist I
3 Clinical Therapist I-Psychologist
2 Clinical Therapist II-Psychologist
2 Employment Services Specialist
2 General Services Worker II
1 Licensed Vocational Nurse II
2 Mental Health Nurse II
1 Mental Health Program Mgr I
1 Mental Health Program Mgr II
3 Mental Health Specialist
2 MentalHealth Clinic Supervisor
7 Office Assistant III
2 Peer & Family Advocate II
1 Peer & Family Advocate I
1 Peer & Family Advocate III
3 Program Specialist I
1 Program Specialist II
1 Secretary I
4 Social Worker II
1 Staff Aide
4 Staff Analyst II
1 Supervising Office Assistant
<u>69</u> Total

##### Regional Operations

<u>Classification</u>
9 Clinical Therapist I
2 Clinical Therapist II
2 General Services Worker II
1 Licensed Vocational Nurse II
5 Mental Health Nurse II
5 Mental Health Specialist
2 MentalHealth Clinic Supervisor
2 Office Assistant II
9 Office Assistant III
3 Peer & Family Advocate II
4 Psychiatric Technician I
2 Social Worker II
1 Supervising Office Assistant
<u>47</u> Total

##### Medical Services

<u>Classification</u>
1 Staff Analyst II
<u>1</u> Total

#### Public Health

##### Director

<u>Classification</u>
1 Public Health Director
<u>1</u> Total

##### Health Officer

<u>Classification</u>
1 Health Officer
1 Executive Secretary II
1 Public Health Medical Director
4 Public Health Physician II
1 Contract Public Health Physician
<u>8</u> Total

##### Assistant Director

<u>Classification</u>
1 Assistant Director of Public Health
1 Executive Secretary II
2 Secretary I
2 Supervising Program Specialist
<u>6</u> Total



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Public Health Continued

##### Community Health

###### Classification

1 Chief of Comm Health & Nursing Svcs  
 1 Deputy Chief of Community Hlth Svcs  
 3 Public Health Program Manager  
 3 Public Health Program Coordinator  
 1 Administrative Supervisor I  
 1 Public Health Nurse Manager  
 4 Clinic Supervisor - PH  
 2 Clinical Therapist I  
 2 Contract Physician Assistant  
 26 Health Services Assistant I  
 15 Licensed Vocational Nurse II  
 2 Medical Records Coder I  
 8 Nurse Practitioner II  
 39 Public Health Nurse II  
 1 Radiologic Technologist I  
 19 Registered Nurse II - PH  
 5 Supervising Public Health Nurse  
 1 Supervising Office Specialist  
 4 Supervising Office Assistant  
 3 Secretary I  
 7 Office Assistant III  
 30 Office Assistant II  
 1 Fiscal Assistant  
 3 Laboratory Assistant  
 1 Nurse Educator  
 5 Social Service Practitioner  
 188 Total

##### Disease Control & Prevention

###### Classification

1 Division Chief, Disease Control  
 1 PH Program Manager Laboratory  
 2 Public Health Program Manager  
 5 Public Health Program Coordinator  
 1 Administrative Supervisor I  
 1 Clinic Supervisor-PH  
 9 Communicable Disease Investiga  
 1 Contract IEHIVPC Liaison  
 1 Fiscal Assistant  
 3 Fiscal Specialist  
 100 Health Services Assistant I  
 6 Health Services Assistant II  
 2 Licensed Vocational Nurse II  
 5 Medical Emer. Planning Specialist  
 25 Nutritionist  
 14 Office Assistant II  
 2 Office Assistant III  
 1 Office Specialist  
 3 Public Health Epidemiologist  
 4 Public Health Microbiologist II  
 3 Public Health Microbiologist III  
 3 Registered Nurse II - PH  
 4 Secretary I  
 2 Staff Analyst II  
 1 Storekeeper  
 14 Supervising Health Svcs Asstnt  
 1 Supervising Office Assistant  
 1 Supervising Public Hlth Microbiologist  
 6 Supervising Public Hlth Nutritionist  
 4 Public Service Employee  
 226 Total

##### Fiscal Services

###### Classification

1 Public Health Chief Financial Officer  
 1 Administrative Manager  
 1 Administrative Supervisor I  
 3 Supervising Accountant III  
 1 Supervising Accountant II  
 1 Systems Accountant II  
 4 Staff Analyst II  
 1 Staff Analyst I  
 3 Accountant III  
 5 Accountant II  
 1 Accounting Technician  
 2 Payroll Specialist  
 3 Fiscal Specialist  
 3 Fiscal Assistant  
 4 Office Assistant II  
 6 Office Assistant III  
 1 Office Assistant IV  
 2 Secretary II  
 2 Storekeeper  
 45 Total

##### Program Integrity/Development

###### Classification

1 Div Chief, Prgm Integrity & Development  
 1 Public Health Program Manager  
 1 Business Applications Manager  
 1 Business Systems Analyst III  
 2 Business Systems Analyst II  
 1 Business Systems Analyst I  
 12 Automated Systems Analyst I  
 1 Automated Systems Analyst II  
 1 Supervising Auto Systems Analyst II  
 2 Public Health Program Coordinator  
 1 Supervising Hlth Education Specialist  
 1 Supervising Program Specialist  
 5 Health Education Assistant  
 20 Health Education Specialist I  
 9 Health Education Specialist II  
 4 Health Services Assistant I  
 1 Office Assistant II  
 2 Office Assistant III  
 5 Program Specialist I  
 1 Staff Analyst II  
 4 Statistical Analyst  
 1 Geographic Info Systems Tech II  
 1 Media Specialist I  
 1 Program Specialist II  
 79 Total

##### Animal Care and Control

###### Classification

1 Chief of Animal Care & Control  
 1 PH Program Manager Animal Care  
 3 Supervising Animal Control Officer II  
 4 Supervising Animal Control Officer I  
 28 Animal Control Officer  
 2 Animal Health Investigator  
 6 Animal License Checker I  
 1 Fiscal Assistant  
 4 General Services Worker II  
 8 Office Assistant II  
 3 Office Assistant III  
 2 Office Assistant IV  
 1 Registered Veterinary Technician  
 64 Total

##### Environmental Health

###### Classification

1 Chief Environmental Health Services  
 2 PH Program Mngr Environmental Hlth  
 1 Public Health Program Coordinator  
 1 Administrative Supervisor I  
 7 Supervising Env. Health Specialist  
 11 Environmental Health Spec III  
 41 Environmental Health Spec II  
 1 Environmental Technician II  
 5 Environmental Technician I  
 1 Vector Control Technician II  
 7 Vector Control Technician I  
 1 Supervising Office Assistant  
 1 Supervising Office Specialist  
 1 Fiscal Specialist  
 2 Fiscal Assistant  
 10 Office Assistant III  
 1 Secretary I  
 20 Public Service Employee  
 114 Total



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Public Health – California Children’s Services

##### California Children's Services

###### Classification

1	CCS Phys Consultant I
1	CCS Phys Consultant II
3	Medical Therapy Specialist
2	Occupational Therapy Assistant
18	Office Assistant II
13	Office Assistant III
33	Office Specialist
41	Pediatric Rehab Therapist
1	PH Program Manager
4	Physical Therapist Assistant
1	PH Program Coordinator
29	Public Health Nurse II
6	Rehab Service Aide
1	Secretary I
5	Social Service Practitioner
1	Social Worker II
2	Supervising Office Assistant
3	Supervising Office Specialist
8	Supervising Pediatric Rehab Therapist I
1	Supervising Pediatric Rehab Therapist II
3	Supervising Public Health Nurse
1	Supervising Social Worker
1	Supervising Social Service Practitioner
179	Total

#### Human Services – Administrative Claim

##### Transitional Assistance Department

###### Classification

1	Director
1	Assistant Director
7	Deputy Director
3	TAD Regional Manager
36	TAD District Manager
8	Employment Services Manager
1	C-IV Project Coordinator
1	Executive Secretary II
6	Staff Analyst II
1	Program Specialist II
2	Program Specialist I
194	Eligibility Worker Supervisor I
194	Eligibility Worker III
1,622	Eligibility Worker I/II
180	Eligibility Worker Trainee
40	Supervising Employment Services Specialist
306	Employment Services Specialist
24	Employment Services Trainee
5	Employment Services Technician
30	Interpreter/Translator
29	Supervising Office Assistant
14	Office Assistant III
240	Office Assistant II
8	Secretary I
34	Childcare Provider
2,987	Total

##### Children and Family Services

###### Classification

1	Director
1	Assistant Director
6	Deputy Director
1	Executive Secretary III
14	Child Welfare Services Manager
1	Administrative Supervisor II
1	Administrative Supervisor I
1	CFS Project Coordinator
78	Supervising Social Services Practitioner
65	Senior Social Services Practitioner
375	Social Services Practitioner
32	Social Service Aide
92	Social Worker II
5	Social Worker II Trainee
2	Eligibility Worker II
6	Staff Analyst II
1	Program Specialist II
1	Program Specialist I
14	Peer & Family Assistant II
4	Peer & Family Assistant I
1	Supervising Fiscal Specialist
6	Fiscal Specialist
9	Fiscal Assistant
16	Supervising Office Assistant
6	Supervising Office Specialist
150	Office Assistant III
15	Office Assistant II
12	Educational Liaison
32	Intake Specialist
7	Secretary I
1	Childcare Provider
956	Total

##### Department of Aging and Adult Services

###### Classification

1	Director
3	Deputy Director
4	DAAS District Manager
1	Supervising Public Health Nurse
1	Public Health Nurse II
5	Registered Nurse II
1	Executive Secretary II
2	Staff Analyst II
7	Supervising Social Services Practitioner
34	Social Services Practitioner
11	Supervising Social Worker
122	Social Worker II
5	Social Worker II Trainee
5	Supervising Office Assistant
1	Office Assistant IV
24	Office Assistant III
24	Office Assistant II
1	Office Specialist
3	Secretary I
255	Total



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Human Services – Administrative Claim Continued

##### HS Administration and Support Services

<u>Classification</u>
2 Deputy Executive Officer
3 Administrative Analyst III
1 Executive Secretary II
1 Departmental IS Administrator
1 Chief Learning Officer
1 HS Program Integrity Division Chief
1 Deputy Director- PDD
1 HS Auditing Manager
2 HS Administrative Manager
4 Business Applications Manager
1 Human Services Communications Officer
1 Training & Development Manager
2 PDD Program Manager
1 Supervising Fraud Investigator II
3 Supervising Fraud Investigator I
2 HS Quality Review Supervisor III
7 HS Quality Review Supervisor I
4 Administrative Supervisor II
1 Administrative Supervisor I
3 Training & Development Supervisor
25 Staff Analyst II
4 Staff Analyst I
1 Staff Analyst Trainee
5 Statistical Analyst
1 Statistical Analyst Trainee
4 Supervising Program Specialist
11 Program Specialist II
27 Program Specialist I
3 Department Systems Engineer
2 Supervising Auto Systems Analyst II
23 Fraud Investigator
1 Supervising Accountant III
2 Supervising Accountant II
2 HS Internal Auditor IV
8 HS Internal Auditor III
1 HS Internal Auditor II
1 Accountant III
3 Systems Accountant II
5 Automated Systems Analyst II
15 Automated Systems Analyst I
8 Business Systems Analyst III
4 Business Systems Analyst II
2 Business Systems Analyst I
27 Automated Systems Technician
6 Accounting Technician
6 Programmer Analyst III
6 Programmer III
2 Programmer II
6 Applications Specialist
2 IT Technical Assistant II
76 HS Quality Review Specialist
1 Supervising Appeals Specialist II
2 Supervising Appeals Specialist I
20 Appeals Specialist
1 Supervising Case Review Specialist

##### HS Administration and Support Services (Cont)

<u>Classification</u>
1 Assistant Executive Officer- Human Services
1 Childrens Network Officer
1 Associate Childrens Network Officer
1 Executive Secretary III
1 Secretary II
1 Social Worker II
4 Case Review Specialist
1 Media Specialist I
7 Training & Development Specialist
11 Staff Training Instructor
4 Supervising Fiscal Specialist
9 Fiscal Specialist
26 Fiscal Assistant
13 Payroll Specialist
2 Personnel Technician
1 Eligibility Worker Supervisor I
7 Eligibility Worker III
1 Supervising Social Services Practitioner
2 Social Services Practitioner
1 Supervising Office Specialist
5 Supervising Office Assistant
21 Office Assistant III
18 Office Assistant II
7 Secretary I
2 Stores Supervisor II
6 Stores Specialist
10 Storekeeper
2 Public Service Employee
1 Volunteer Services Coordinator
1 Contract Business Applications Manager
1 Contract C-IV Accountant I
1 Contract C-IV Tech/Site Prep Coordinator
1 Contract Business Analyst Supervisor
6 Contract Business Analyst
1 Contract Project Lead
1 Childrens Network Communications & Event Coordinator
1 Contract Case Coordinator
1 Contract Child Abuse Prevention Coordinator
1 Contract Staff Analyst II
537 Total



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Aging and Adult Services

##### Admin

###### Classification

1 Admin Supervisor II  
3 Accounting Technicians  
3 Staff Analyst II  
1 Supvg Acctng Technician  
8 Total

##### MSSP

###### Classification

1 Fiscal Asst  
2 Public Health Nurse  
6 Social Worker II  
9 Total

##### OMB

###### Classification

1 DAAS Supervisor  
1 Cont OMB Ofc Mgr  
3 Contr OMB Field Coordinator  
5 Total

##### SCSEP

###### Classification

2 Cont SCS Empl Prog Aide  
2 Total

##### SIA

###### Classification

2 DAAS Supervisor  
6 Social Service Aide  
7 Sr Info & Referral Rep  
15 Total

#### Aging and Adult Services – Public Guardian - Conservator

##### Public Guardian - Conservator

###### Classification

1 Chief Public Guardian  
8 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  
21 Total

#### Child Support Services

##### Director

###### Classification

1 Director of Child Support  
1 Total

##### Administrative Support Staff

###### Classification

1 Executive Secretary II  
1 Total

##### Ombudsman

###### Classification

4 Child Support Officer II  
1 Supervising Child Support Officer  
5 Total



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Child Support Services Continued

##### Assistant Director

###### Classification

1 Assistant Director of Child Support  
1 Secretary II  
2 Total

##### Technical and Program Support

###### Classification

1 Automated Systems Analyst I  
3 Automated Systems Technician  
1 Business Applications Manager  
1 Business Systems Analyst II  
1 Business Systems Analyst III  
1 Department Systems Engineer  
1 IT Technical Assistant  
1 Statistical Analyst  
1 Supervising Auto Systems Analyst II  
1 Program Specialist II  
1 Media Specialist  
1 Training & Development Supervisor  
3 Staff Training Instructor  
4 Program Specialist I  
1 Secretary I  
22 Total

##### Administrative Services

###### Classification

1 Deputy Director, Child Support  
1 Accountant II  
1 Accountant III  
3 Accounting Technician  
1 Administrative Supervisor II  
1 Child Support Accounting Supervisor  
9 Child Support Officer I / Child Support Trainee  
2 Child Support Officer II  
1 Supervising Child Support Officer  
5 Fiscal Assistant  
1 Payroll Specialist  
3 Staff Analyst II  
2 Storekeeper  
1 Secretary I  
32 Total

##### Child Support Enforcement

###### Classification

1 Deputy Director, Child Support  
16 Child Support Assistant  
3 Child Support Assistant Ops Mgr  
4 Child Support Operations Manager  
88 Child Support Officer I / Trainee  
16 Child Support Officer II  
8 Office Assistant II  
2 Office Assistant III  
15 Supervising Child Support Officer  
153 Total

##### Child Support Establishment

###### Classification

1 Deputy Director, Child Support  
27 Child Support Assistant  
79 Child Support Officer I / Trainee  
12 Child Support Officer II  
3 Child Support Operations Manager  
13 Office Assistant II  
10 Supervising Child Support Officer  
1 Supervising Office Assistant  
146 Total

##### Legal Services and Special Enforcement

###### Classification

1 Child Support Chief Attorney  
8 Child Support Assistant  
3 Child Support Attorney III  
10 Child Support Attorney IV  
27 Child Support Officer I  
5 Child Support Officer II  
3 Child Support Operations Manager  
1 Office Assistant III  
1 Secretary I  
2 Supervising Child Support Attorney  
5 Supervising Child Support Officer  
66 Total



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Preschool Services

##### Executive Unit

###### Classification

1 Director  
 1 Executive Secretary II  
 2 Total

##### Operations

###### Classification

2 Deputy Director  
 5 Program Manager  
 8 Program Supervisor  
 14 Contract Preschool Site Supervisor II 12 months  
 6 Contract Preschool Site Supervisor II 9 months  
 7 Contract Preschool Site Supervisor I 9 months  
 3 Contract Preschool Site Supervisor I 12 months  
 28 Contract Teacher III 12 months  
 1 Contract Teacher III 9 months  
 66 Contract Preschool Teacher II 12 months  
 180 Contract Preschool Teacher II 9 months  
 29 Contract Preschool Teacher Aide II 12 months  
 102 Contract Preschool Teacher Aide II 9 months  
 12 Contract Center Clerk 12 months  
 23 Contract Center Clerk 9 months  
 12 Contract Food Service Worker 12 months  
 15 Contract Food Service Worker 9 months  
 20 Contract Program Generalist 12 months  
 46 Contract Program Generalist 9 months  
 15 Contract Custodian 12 months  
 20 Contract Custodian 9 months  
 1 Disability Services Manager  
 1 Nutritionist  
 2 Contract Behavioral Specialist  
 1 Special Education Specialist  
 1 Program Specialist I  
 1 PSD Behavioral Specialist  
 2 Contract Health Education Specialist  
 3 Contract Registered Nurse  
 1 Contract Program Quality Specialist 12 months  
 1 Contract Program Quality Specialist 9 months  
 8 Graduate Student Interns  
 27 Contract Preschool Teacher 12 months  
 1 Special Education Specialist - Extra Help  
 664 Total

##### Administration

###### Classification

1 Administrative Manager  
 1 Administrative Supervisor II  
 1 Administrative Supervisor I  
 1 Supervising Accountant II  
 1 Supervising Fiscal Specialist  
 2 Accountant III  
 4 Staff Analyst II  
 1 Staff Analyst I  
 5 Account Technician  
 2 Fiscal Assistant  
 1 Fiscal Specialist  
 4 Office Assistant II  
 3 Office Assistant III  
 1 Automated Systems Technician  
 2 Contract Center Clerk 12 months  
 7 Contract General Maintenance Worker 12  
 1 Contract Storekeeper 9 months  
 2 General Maintenance Mechanic  
 1 General Maintenance Worker  
 1 Maintenance Supervisor  
 1 Supervising Office Assistant  
 1 Stores Specialist  
 1 Storekeeper  
 45 Total

##### Quality Assurance

###### Classification

1 Administrative Supervisor I  
 1 Supervising Program Specialist  
 3 Quality Assurance Technician I  
 4 Quality Assurance Technician II  
 1 Program Specialist II  
 10 Total

#### Veterans Affairs

##### Administration

###### Classification

1 Director  
 1 Executive Secretary II  
 1 Staff Analyst I  
 3 Total

##### Veterans Services

###### Classification

2 Supervising Veterans Service  
 4 Veterans Service Representative II  
 5 Veterans Service Representative I  
 4 Office Assistant III  
 4 Public Service Employee  
 19 Total





## LAW AND JUSTICE

### CLASSIFICATION LISTING AND POSITION COUNT

#### District Attorney

##### Management

<u>Classification</u>
1 Elected District Attorney
1 Executive Secretary III
1 Chief Assistant District Attorney
2 Assistant District Attorney
1 Executive Secretary II
1 Special Asst. Deputy District Attorney
1 Public Affairs Officer
<b>8 Total</b>

##### Bureau of Administration

<u>Classification</u>
1 Chief of District Attorney Administration
1 Secretary II
1 Administrative Supervisor I
2 Staff Analyst II
2 Payroll Specialist
1 Fiscal Specialist
1 Fiscal Assistant
<b>9 Total</b>

##### Bureau of Victim Services

<u>Classification</u>
1 Victim Services Chief
5 Supervising Victim Advocate
16 Victim Advocate II
7 Victim Advocate I
9 Office Assistant III
2 Paralegal
2 Victim/Witness Claims Tech II
5 Victim/Witness Claims Tech I
<b>47 Total</b>

##### Bureau of Information Technology

<u>Classification</u>
1 Departmental Info Svcs Administrator
1 Programmer III
1 Departmental Systems Engineer
1 Supv Automated Systems Analyst II
5 Automated Systems Analyst I
2 Automated Systems Analyst II
3 Business Systems Analyst I
1 Programmer Analyst III
1 Automated Systems Technician
<b>16 Total</b>

##### Special Units

<u>Classification</u>
1 Chief Deputy District Attorney
2 Supervising Deputy District Attorney
35 Deputy District Attorney
1 Grand Jury Advisor
6 Legal Research Attorney
3 Secretary II
6 Secretary I
3 Paralegal
1 Supervising Office Specialist
2 Accountant III
6 Office Assistant III
1 Office Assistant II
<b>67 Total</b>

##### Bureau of Investigation

<u>Classification</u>
1 District Attorney Chief Investigator
1 Executive Secretary I
2 District Attorney Asst Chief Investigator
7 Supv District Attorney Investigator
50 Senior Investigator
14 Investigative Technician II
5 Investigative Technician III
9 Office Assistant IV
<b>89 Total</b>

##### Criminal Prosecution - Central

<u>Classification</u>
1 Chief Deputy District Attorney
5 Supervising Deputy District Attorney
56 Deputy District Attorney
2 Secretary II
4 Secretary I
1 Supervising Office Specialist
1 Office Assistant IV
25 Office Assistant III
3 Office Assistant II
1 Supervising Office Assistant
<b>99 Total</b>

##### Criminal Prosecution - West End

<u>Classification</u>
1 Chief Deputy District Attorney
4 Supervising Deputy District Attorney
57 Deputy District Attorney
3 Secretary II
5 Secretary I
1 Supervising Office Specialist
1 Office Assistant IV
29 Office Assistant III
1 Supervising Office Assistant
1 Public Service Employee
<b>103 Total</b>

##### Criminal Prosecution - Desert

<u>Classification</u>
1 Chief Deputy District Attorney
4 Supervising Deputy District Attorney
38 Deputy District Attorney
1 Secretary II
3 Secretary I
1 Supervising Office Specialist
19 Office Assistant III
2 Supervising Office Assistant
<b>69 Total</b>

#### Law and Justice Group Administration

##### Administration

<u>Classification</u>
1 Administrative Analyst III
<b>1 Total</b>



## LAW AND JUSTICE

### CLASSIFICATION LISTING AND POSITION COUNT

#### Probation

##### Administrative Services Bureau

###### Classification

4	Accounting Technician
1	Accountant III
1	Administrative Supervisor I
1	Asst Chief Probation Officer
4	Background Investigator
1	Chief Probation Officer
1	Deputy Chief Probation Officer
1	Executive Secretary III - Unclassified
4	Fiscal Assistant
8	Fiscal Specialist
3	General Maintenance Mechanic
1	Mail Processor II
16	Office Assistant II
45	Office Assistant III
5	Office Assistant IV
1	Office Specialist
7	Payroll Specialist
2	Probation Division Director II
9	Probation Officer III
1	Secretary I
2	Staff Analyst II
1	Storekeeper
2	Supervising Fiscal Specialist
6	Supervising Office Assistant
1	Supervising Office Specialist
2	Supvg Accounting Technician
1	Supvg Probation Officer
<u>131</u>	<b>Total</b>

##### Specialized Services Bureau

###### Classification

1	Administrative Supervisor I
4	Applications Specialist
1	Auto System Analyst II
2	Automated Systems Analyst I
8	Automated Systems Technician
1	Business Applications Manager
1	Business Systems Analyst I
1	Business Systems Analyst II
3	Crime Analyst
1	Deputy Chief Probation Officer
1	IT Technical Assistant I
2	Media Specialist
4	Office Assistant III
4	Probation Corrections Officer
1	Probation Corrections Supv I
3	Probation Corrections Supv II
2	Probation Division Director I
2	Probation Division Director II
19	Probation Officer II
10	Probation Officer III
1	Secretary I
3	Statistical Analyst
1	Supvg Auto Systems Analyst II
2	Supvg Probation Officer
<u>78</u>	<b>Total</b>

##### Community Corrections Bureau - Adult

###### Classification

1	Deputy Chief Probation Officer
2	Domestic Violence Prog Coordin
2	Office Assistant II
26	Office Assistant III
1	Office Assistant IV
1	Probation Corrections Supv I
2	Probation Corrections Supv II
3	Probation Division Director I
4	Probation Division Director II
177	Probation Officer II
35	Probation Officer III
4	Secretary I
30	Supvg Probation Officer
<u>288</u>	<b>Total</b>

##### Community Corrections Bureau - Juvenile

###### Classification

1	Deputy Chief Probation Officer
33	Office Assistant III
2	Office Assistant IV
1	Office Specialist
3	Probation Corrections Officer
2	Probation Division Director I
2	Probation Division Director II
142	Probation Officer II
16	Probation Officer III
4	Secretary I
19	Supvg Probation Officer
<u>225</u>	<b>Total</b>

##### Detention Corrections Bureau

###### Classification

3	Clinic Assistant
7	Clinical Therapist I
1	Clinical Therapist I - Psychologist
1	Clinical Therapist II
3	Correctional Nurse - Per Diem
20	Correctional Nurse II
4	Custodian I
1	Deputy Chief Probation Officer
9	Lic Vocatnl Nurse II-Correctns
1	MentalHealth Clinic Supervisor
9	Office Assistant III
10	Probation Cook I
4	Probation Cook II
340	Probation Corrections Officer
32	Probation Corrections Supv I
16	Probation Corrections Supv II
2	Probation Division Director I
3	Probation Division Director II
1	Probation Food Service Manager
3	Probation Food Service Supvsr
18	Probation Food Service Worker
1	Probation Health Svcs Manager
1	Quality Management Specialist
3	Secretary I
3	Storekeeper
2	Stores Specialist
2	Supvg Correctional Nurse I
3	Supvg Correctional Nurse II
1	Supvg Custodian
<u>504</u>	<b>Total</b>



## LAW AND JUSTICE

### CLASSIFICATION LISTING AND POSITION COUNT

#### Probation - Juvenile Justice Grant Program

##### Juvenile Justice Grant

###### Classification

3	Office Assistant III
9	Probation Corrections Officer
31	Probation Officer II
3	Supervising Probation Officers
1	Probation Division Direction II
<u>47</u>	<b>Total</b>

#### Public Defender

##### Administration

###### Classification

1	Public Defender
1	Assistant Public Defender
1	Chief of Administration
1	Automated Systems Analyst II
1	Automated Systems Analyst I
1	Automated Systems Technician
1	Accounting Technician
1	Executive Secretary II
3	Office Assistant III
1	Office Assistant II
1	Payroll Specialist
1	Staff Analyst II
19	Public Service Employee
<u>33</u>	<b>Total</b>

##### Central Division

###### Classification

1	Chief Deputy Public Defender
3	Supervising Deputy Public Defender
30	Deputy Public Defender
1	Supervising Investigator
9	Investigator
1	Investigative Technician II
1	Supervising Office Assistant
1	Secretary II
9	Office Assistant III
1	Office Assistant II
<u>57</u>	<b>Total</b>

##### Desert Division

###### Classification

1	Chief Deputy Public Defender
3	Supervising Deputy Public Defender
26	Deputy Public Defender
1	Supervising Investigator
6	Investigator
2	Investigative Technician II
1	Supervising Office Assistant
1	Secretary II
10	Office Assistant III
1	Office Assistant II
<u>52</u>	<b>Total</b>

##### Human Services Division

###### Classification

1	Chief Deputy Public Defender
3	Supervising Deputy Public Defender
19	Deputy Public Defender
3	Investigator
1	Secretary II
1	Supv. Social Service Practitioner
8	Social Service Practitioner
5	Office Assistant III
4	Extra-Help Deputy Public Defender
2	Extra-Help Office Assistant III
3	Contract Deputy Public Defender
3	Contract Office Assistant III
<u>53</u>	<b>Total</b>

##### West Valley Division

###### Classification

1	Chief Deputy Public Defender
3	Supervising Deputy Public Defender
36	Deputy Public Defender
1	Supervising Investigator
11	Investigator
1	Investigative Technician II
1	Supervising Office Assistant
1	Secretary II
12	Office Assistant III
<u>67</u>	<b>Total</b>



## LAW AND JUSTICE

### CLASSIFICATION LISTING AND POSITION COUNT

#### Sheriff

##### Sheriff

###### Classification

1 Director of County Safety&Secu  
 1 Sheriff/Coroner/Public Admin  
 2 Total

##### Undersheriff

###### Classification

2 Accountant II  
 5 Accountant III  
 1 Accounting Technician  
 1 Administrative Supervisor II  
 1 Communications Installer  
 2 Communications Tech I  
 2 Executive Secretary I  
 1 Executive Secretary III-Unclas  
 6 Fiscal Assistant  
 1 Mechanics Assistant  
 1 Motor Pool Services Assistant  
 3 Office Assistant II  
 2 Office Assistant III  
 2 Office Specialist  
 2 Safety Unit Extra Help  
 1 Secretary I  
 1 Sheriff Deputy Dir Admin Svcs  
 1 Sheriff's Administrative Manag  
 1 Sheriff's Captain  
 1 Sheriff's CustodySpecialist  
 1 Sheriff's Facilities Coordntr  
 1 Sheriff's Financial Manager  
 1 Sheriffs Fleet Supervisor  
 1 Sheriff's Lieutenant  
 1 Sheriff's Lieutenant 12hrShift  
 2 Sheriff's MaintenanceMechanic  
 1 Sheriffs Special Assistant  
 5 Staff Analyst I  
 3 Staff Analyst II  
 1 Supervising Accountant II  
 1 Supervising Fiscal Specialist  
 1 Undersheriff  
 56 Total

##### Assistant Sheriff - Operations

###### Classification

1 Assistant Sheriff  
 3 Office Assistant II  
 2 Office Assistant III  
 1 Office Specialist  
 3 Safety Unit Extra Help  
 1 Secretary I  
 1 Secretary II  
 1 Sheriffs Civil Investigator  
 2 Sheriffs Lieutenant  
 7 Sheriffs Sergeant  
 22 Total



## LAW AND JUSTICE

### CLASSIFICATION LISTING AND POSITION COUNT

#### Sheriff Continued

##### Assistant Sheriff - Support

1 Assistant Sheriff  
 1 Automated Systems Technician  
 1 CrimePreventionPrmCoordinator  
 4 Deputy Sheriff  
 1 Multimedia Coordinator  
 1 Multimedia Supervisor  
 1 Office Assistant II  
 1 Office Assistant III  
 1 Safety Unit Extra Help  
 1 Secretary I  
 1 Sheriff's Commnty Relations Of  
 1 Sheriff's Detective/Corporal  
 1 Sheriffs Lieutenant  
 2 Sheriff's Public Info Officer  
 2 Sheriffs Sergeant  


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 20 Total

##### Special Operations

2 Automated Systems Analyst I  
 7 Crime Analyst  
 35 Deputy Sheriff  
 1 Fiscal Assistant  
 1 Fiscal Specialist  
 1 Lead Sheriff's Aviation Mechan  
 4 Office Assistant II  
 5 Office Assistant III  
 2 Office Assistant IV  
 5 Office Specialist  
 2 Polygraph Examiner  
 1 Public Service Employee  
 13 Safety Unit Extra Help  
 5 Secretary I  
 1 Secretary II  
 6 Sheriffs Aviation Mechanic  
 1 Sheriffs Aviation Mechanic Sup  
 4 Sheriffs Captain  
 1 Sheriffs Deputy Chief  
 92 Sheriff's Detective/Corporal  
 1 Sheriff's Emergency Svcs Cdnt  
 7 Sheriffs Lieutenant  
 1 Sheriffs Pilot  
 27 Sheriffs Sergeant  
 2 Sheriff's ServiceSpecialist  
 1 Sheriff's Spcl. Program Coordn  
 1 Sheriff's TrainingSpecialist I  
 2 Specialized Enforcement Spclst  
 1 Supervising Crime Analyst  
 1 Supervising Polygraph Examiner  
 1 Systems Support Analyst III  


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 234 Total

##### Valley/Mountain Patrol

5 Deputy Sheriff  
 114 Deputy Sheriff 12 Hour Shift  
 6 Deputy Sheriff 12 Hr Shift-80  
 1 Deputy Sheriff Resident  
 3 Motor Pool Services Assistant  
 6 Office Assistant II  
 13 Office Specialist  
 1 Safety Unit Extra Help  
 4 Secretary I  
 4 Sheriffs Captain  
 3 Sheriff's CustodySpecial 12 hr  
 1 Sheriffs Deputy Chief  
 15 Sheriff's Detective/Corporal  
 3 Sheriffs Lieutenant  
 24 Sheriffs Sergeant  
 9 Sheriff's ServiceSpecialist  
 4 Sheriff's Station Officer  


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 216 Total



## LAW AND JUSTICE

### CLASSIFICATION LISTING AND POSITION COUNT

#### Sheriff Continued

##### Desert Patrol

<u>Classification</u>
1 Crime Scene Specialist I
9 Deputy Sheriff
120 Deputy Sheriff 12 Hour Shift
25 Deputy Sheriff 12 Hr Shift-80
1 Deputy Sheriff III Resident
9 Deputy Sheriff Resident
2 Motor Pool Services Assistant
5 Office Assistant II
18 Office Specialist
4 Safety Unit Extra Help
4 Secretary I
4 Sheriffs Captain
1 Sheriff's Custody Specialist
1 Sheriff's CustodyAssistant
14 Sheriff's CustodySpecial 12 hr
1 Sheriffs Deputy Chief
19 Sheriff's Detective/Corporal
4 Sheriffs Lieutenant
23 Sheriffs Sergeant
1 Sheriff's Sergeant 12 Hr - 80
8 Sheriffs Service Specialist
8 Sheriff's Station Officer
<b>282 Total</b>

##### Personnel Services

<u>Classification</u>
1 Communications Installer
11 Cont Motorcycle Instructor
1 Cont Motorcycle Program Direct
1 Cont Range Safety Officer
1 Cont Sheriff Training Program
1 Cont Sheriff's Armorer
1 Criminalist I
1 Departmental IS Administrator
61 Deputy Sheriff
1 Deputy Sheriff 12 Hour Shift
1 Deputy Sheriff Resident
1 Executive Secretary III -Class
1 Fiscal Assistant
1 Fiscal Specialist
1 Motor Pool Services Assistant
5 Office Assistant II
7 Office Assistant III
1 Office Specialist
6 Payroll Specialist
2 Personnel Technician
1 Public Service Employee
9 Safety Unit Extra Help
2 Secretary I
3 Sheriffs Captain
3 Sheriffs Deputy Chief
25 Sheriff's Detective/Corporal
1 Sheriff's Facilities Coordntr
5 Sheriffs Lieutenant
1 Sheriff's MaintenanceMechanic
1 Sheriff's Public Info Ofc I
1 Sheriffs Research Analyst
7 Sheriffs Sergeant
1 Sheriff's ServiceSpecialist
2 Sheriff's Training Supervisor
22 Sheriff's TrainingSpecialist I
3 Sheriff's TrainingSpecialist II
1 Sheriff'sMotor/FabricMechanic
1 Supervising Fiscal Specialist
<b>195 Total</b>

##### Support Services/Court Services

<u>Classification</u>
1 Accountant II
1 Accountant III
1 Accounting Technician
20 Automated Systems Analyst I
8 Automated Systems Technician
8 Autopsy Assistant
1 Cont Chief Forensic Pathologis
6 Cont Forensic Pathologist
1 Crime Laboratory Director
10 Crime Scene Specialist I
2 Crime Scene Specialist II
13 Criminalist I
18 Criminalist II
3 Criminalist III
20 Deputy Coroner Investigator
1 Deputy Director-Shrf Coroner
3 Deputy Public Administrator
156 Deputy Sheriff
7 Fingerprint Examiner I
15 Fingerprint Examiner II
1 Fiscal Assistant
1 Fiscal Specialist
1 Forensic Specialist I (DC)
1 Forensic Specialist II (DC)
2 Help Desk Technician II
1 Indigent Burial Specialist
1 Laboratory Aid
9 Office Assistant II
26 Office Assistant III
7 Office Assistant IV
9 Office Specialist
1 Programmer Analyst II
2 Programmer Analyst III
5 Public Service Employee
4 Safety Unit Extra Help
5 Secretary I
1 Secretary II
2 Sheriffs Automated Systems Sup
4 Sheriffs Captain
10 Sheriff's CivilTechnician
51 Sheriff's CommDispatcher I
92 Sheriffs Comm Dispatcher II
12 Sheriff's Comm Dispatcher III
2 Sheriff's Communications Mgr
4 Sheriff's Custody Specialist
4 Sheriff's Detective/Corporal
10 Sheriffs Lieutenant
29 Sheriffs Records Clerk
1 Sheriffs Records Manager
10 Sheriffs Sergeant
9 Sheriff's ServiceSpecialist
1 Sheriffs Special Assistant
17 Sheriffs Supv Comm Dispatcher
3 Student Intern
3 Supervising Criminalist
10 Supervising Office Assistant
1 Supvg Deputy Public Administra
5 Supvg Dpty Coroner Investgr I
1 Supvg Dpty Coroner Investgr II
2 Supvg Fingerprint Examiner
4 Systems Development Team Ldr
3 Systems Support Analyst II
7 Systems Support Analyst III
<b>669 Total</b>



## LAW AND JUSTICE

### CLASSIFICATION LISTING AND POSITION COUNT

#### Sheriff - Detentions

Classification
1 Accounting Technician
6 Alcohol & Drug Counselor
2 Automated Systems Analyst I
1 Communications Tech I
2 Cont Bakery Occupation Instr
2 Cont Culinary Instructor
1 Cont Dentist
1 Cont Print Shop Supervisor
1 Cont Radiologic Tech II
1 Cont Sheriff Chaplain H Rng
4 Cont Sheriff Dentist
1 Cont Sheriff Inst Landscape Sp
1 Cont Sheriff Psychiatrist
1 Cont Sheriff Psychologist
1 Cont Sheriff's Regst Dietitian
20 Correctional Nurse - Per Diem
59 Correctional Nurse II
2 Correctional Nurse III
1 Ct Sheriff Chaplain L Rng
1 CT Shrf Chap H Rng W/RTM
1 CT Shrf Chap L Rng W/RTM
2 Dental Assistant-Corrections
85 Deputy Sheriff
1 Deputy Sheriff 12 Hour Shift
6 Deputy Sheriff 12 Hr Shift-80
446 Deputy Sheriff 12 Hr Shift-84
6 Detention Review Officer I
1 Detention Review Officer II
2 Electrician
18 Fiscal Assistant
1 Fiscal Specialist
19 Health Services Assistant I
1 Inmate Programs Coordinator
10 Lic Vocational Nurse-Per Diem
45 Lic Vocatnl Nurse II-Correctns
5 Maintenance Supervisor
1 Motor Pool Services Assistant
2 Office Assistant II
3 Office Assistant III
1 Office Specialist
2 Painter I
2 Safety Unit Extra Help
6 Secretary I
5 Sheriff's Captain
60 Sheriff's Cook II
107 Sheriff's Custody Assistant
117 Sheriff's Custody Specialist
173 Sheriff's CustodySpecial 12 hr
1 Sheriffs Deputy Chief
8 Sheriff's Detective/Corporal
3 Sheriff's Facilities Coordntr
1 Sheriffs Food Service Manager
8 Sheriffs Food Service Supervis
1 Sheriff's Food Svcs Director
1 Sheriff's FoodServiceManager
1 Sheriff's HealthServicesMgr
8 Sheriff's Lieutenant
4 Sheriff's Lieutenant 12hrShift
1 Sheriff's Maintenance Manager

#### Detentions

Classification
31 Sheriff's MaintenanceMechanic
3 Sheriff's Medical Stores Spcst
4 Sheriff's Nurse Supervisor I
5 Sheriff's Nurse Supervisor II
1 Sheriffs Research Analyst
11 Sheriff's Sergeant
3 Sheriff's Sergeant 12 Hr - 80
31 Sheriff's Sergeant 12 Hr - 84
2 Sheriff's TrainingSpecialist I
8 Sheriff's TrainingSpecialst II
1 Social Service Aide
6 Social Worker II
4 Stores Specialist
1 Supervising Accountant II
1 Supervising Fiscal Specialist
1 Supervising Office Specialist
2 Supvsg Sheriff's Custdy Spclst
<u>1,389</u> Total

#### Undersheriff

Classification
1 Accountant II
1 Supervising Accountant III
<u>2</u> Total



## LAW AND JUSTICE

### CLASSIFICATION LISTING AND POSITION COUNT

#### Sheriff - Law Enforcement Contracts

##### Valley/Mountain Patrol

###### Classification

1 Crime Analyst  
 62 Deputy Sheriff  
 76 Deputy Sheriff 12 Hour Shift  
 47 Deputy Sheriff 12 Hr Shift-80  
 4 Motor Pool Services Assistant  
 35 Office Specialist  
 5 Secretary I  
 4 Sheriff's Captain  
 25 Sheriff's Detective/Corporal  
 5 Sheriff's Lieutenant  
 23 Sheriff's Sergeant  
 5 Sheriff's Sergeant 12 Hour Shift  
 3 Sheriff's Sergeant 12 Hr - 80  
 29 Sheriff's ServiceSpecialist  
 1 Supervising Office Specialist  


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 325 Total

##### Desert Patrol

###### Classification

8 Deputy Sheriff  
 101 Deputy Sheriff 12 Hour Shift  
 38 Deputy Sheriff 12 Hr Shift-80  
 27 Office Specialist  
 3 Secretary I  
 3 Sheriffs Captain  
 19 Sheriff's Detective/Corporal  
 3 Sheriffs Lieutenant  
 12 Sheriff's Sergeant  
 8 Sheriff's Sergeant 12 Hour Shift  
 4 Sheriff's Sergeant 12 Hr - 80  
 25 Sheriff's ServiceSpecialist  
 1 Supervising Office Specialist  


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 252 Total





## OPERATIONS AND COMMUNITY SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Agriculture/Weights and Measures

##### Agricultural Commissioner/Sealer

###### Classification

- 1 Ag. Commissioner / Sealer
- 1 Total

##### Consumer Protection

###### Classification

- 1 Deputy Ag Commissioner / Sealer
- 2 Supervising Ag Standards Officer
- 19 Agricultural Standards Officer
- 2 Office Assistant III
- 24 Total

##### Environmental Protection & Support

###### Classification

- 1 Asst Ag Commissioner / Sealer
- 1 Supervising Ag Standards Officer
- 4 Agricultural Standards Officer
- 1 Office Assistant III
- 1 Executive Secretary
- 1 Fiscal Assistant
- 9 Total

##### Pest Prevention

###### Classification

- 1 Deputy Ag. Commissioner / Sealer
- 2 Supervising Ag Standards Officer
- 5 Agricultural Standards Officer
- 1 Agricultural Pest Exclusion Officer
- 3 Agricultural Standards Technician
- 1 Agricultural Field Aide II
- 15 Agricultural Field Aide I
- 1 Office Assistant III
- 1 Contract Canine Assistant
- 30 Total

#### Airports

##### Administration

###### Classification

- 1 Airports Director
- 1 Airports Assistant Director
- 1 Airports Operations Manager
- 1 Fiscal Specialist
- 1 Fiscal Assistant
- 1 Staff Analyst II
- 6 Total

##### Apple Valley Airport

###### Classification

- 1 Airport Maintenance Supervisor
- 2 Airport Maintenance Worker I
- 1 Airport Maintenance Worker II
- 1 Secretary I
- 5 Total

##### Barstow-Daggett Airport

###### Classification

- 2 Airport Maintenance Worker I
- 2 Total

##### Chino Airport

###### Classification

- 1 Airport Maintenance Supervisor
- 5 Airport Maintenance Worker I
- 1 Secretary I
- 7 Total

#### Architecture and Engineering

##### Administrative and Fiscal

###### Classification

- 1 Director (Assistant Director upon retirement of Director)
- 1 Office Assistant III
- 1 Accountant III
- 1 Accounting Technician
- 1 Fiscal Specialist
- 1 Secretary II
- 2 Supervising Project Manager
- 8 Total

##### Project Management

###### Classification

- 3 A/E Project Manager III
- 6 A/E Project Manager II
- 2 A/E Project Manager I
- 11 Total

##### Project Inspection

###### Classification

- 3 Building Construction Inspector
- 3 Total



## OPERATIONS AND COMMUNITY SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### County Library

##### Library Administration

<u>Classification</u>
1 County Librarian
1 Library Services Manager
2 Librarian II
3 Librarian I
5 Automated Systems Technician
1 Fiscal Specialist
1 Payroll Specialist
1 Graphic Designer
3 Library Assistant
1 Library Assistant II
1 Office Assistant I
1 Office Assistant II
<u>21</u> Total

##### Library Region 1

<u>Classification</u>
1 Library Regional Manager
2 Librarian II
9 Librarian I
46 Library Assistant
42 Library Page
6 Student Intern
<u>106</u> Total

##### Library Region 2

<u>Classification</u>
1 Library Regional Manager
2 Librarian II
6 Librarian I
42 Library Assistant
31 Library Page
3 Student Intern
<u>85</u> Total

##### Library Region 3

<u>Classification</u>
1 Library Regional Manager
1 Librarian II
4 Librarian I
45 Library Assistant
27 Library Page
3 Student Intern
<u>81</u> Total

#### County Museum

##### Administration

<u>Classification</u>
1 Director
1 Accounting Technician
1 Fiscal Assistant
<u>3</u> Total

##### Curatorial/Exhibits

<u>Classification</u>
1 Senior Curator
5 Museum Curator
1 Museum Preparator
<u>7</u> Total

##### Education

<u>Classification</u>
1 Museum Educator
1 General Services Worker II
<u>2</u> Total

##### Support Staff

<u>Classification</u>
1 General Maintenance Worker
1 Media Specialist
<u>2</u> Total

##### Historic Sites

<u>Classification</u>
6 Contract Site Manager
1 Secretary I
<u>7</u> Total

##### Museum Store

<u>Classification</u>
2 General Services Worker II
<u>2</u> Total



## OPERATIONS AND COMMUNITY SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Land Use Services

##### Administration

###### Classification

1	Director of Land Use Services
1	Assistant Director of Land Use Services
1	Administrative Manager
2	Administrative Supervisor I
1	Executive Secretary II
1	Staff Analyst II
1	Staff Analyst I
2	Land Use Technician Supervisor
11	Land Use Technician
4	Fiscal Specialist
1	Payroll Specialist
6	Office Assistant III
2	Contract Office Assistant III
1	Office Assistant II
3	Public Service Employee
38	Total

#### Land Use Services - Planning

##### Planning

###### Classification

1	Planning Director
1	Planning Manager
1	Administrative Supervisor I
4	Supervising Planner
9	Planner III
2	Planner II
1	Planner I
1	Staff Analyst II
1	Secretary I
1	Contract General Plan Coordinator
1	Contract Community Planning Coordinator
	Contract Countywide Plan and Community Plan
1	Marketing Coordinator
1	Contract Advance Planning Analyst
2	Engineering Geologist
1	Land Use Technician
3	Public Service Employee
31	Total

#### Land Use Services - Building and Safety

##### Building and Safety

###### Classification

1	Building Official
2	Regional Building Inspector Supervisor
2	Building and Safety Engineers
1	Public Works Engineer II
2	Building Inspector III
11	Building Inspector II
1	Contract Engineering Geologist
1	Secretary I
21	Total



## OPERATIONS AND COMMUNITY SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Land Use Services - Code Enforcement

##### Code Enforcement

###### Classification

1	Code Enforcement Chief
1	Code Enforcement Program Manager
3	Code Enforcement Supervisor
8	Code Enforcement Officer III
14	Code Enforcement Officer II
3	Land Use Technician
1	Secretary I
2	Office Assistant III
33	Total

#### Land Use Services - Fire Hazard Abatement

##### Administration

###### Classification

1	Code Enforcement Supervisor
1	Code Enforcement Officer III
2	Code Enforcement Officer II
5	Fire Hazard Abatement Officer
3	Office Assistant III
2	Public Service Employee
14	Total

#### Land Use Services - Land Development

##### Land Development

###### Classification

1	Public Works Engineer IV
1	Public Works Engineer III
2	Public Works Engineer II
3	Engineering Technician IV
1	Engineering Technician V
8	Total

#### Public Works

##### Surveyor Administration

###### Classification

1	County Surveyor
1	Total

##### Office Section

###### Classification

1	Engineering Technician III
3	Engineering Technician IV
1	Engineering Technician V
1	Land Surveyor
1	Secretary
1	Supervising Land Surveyor
1	Survey Division Chief
9	Total

##### Field Section

###### Classification

3	Engineering Technician III
1	Engineering Technician IV
1	Engineering Technician V
1	Supervising Land Surveyor
4	Survey Party Chief
10	Total

##### Administrative Services

###### Classification

1	Accounting Technician
1	Fiscal Assistant
2	Total



## OPERATIONS AND COMMUNITY SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Public Works - Transportation Special Revenue Funds

##### Administration

###### Classification

1	Director of Public Works
1	Executive Secretary II
1	Staff Analyst II
1	Secretary II
1	Office Assistant
5	Total

##### Design

###### Classification

1	Public Works Engineer IV
2	Public Works Engineer III
4	Public Works Engineer II
5	Engineering Technician V
5	Engineering Technician IV
4	Engineering Technician III
1	Secretary I
1	Office Assistant III
1	Public Service Employee
24	Total

##### Planning

###### Classification

1	Chief Public Works Engineer
1	Transportation Planning Division Chief
2	Public Works Engineer III
2	Public Works Engineer II
1	Engineering Technician V
2	Engineering Technician IV
2	Engineering Technician III
1	Supervising Transportation Analyst
3	Transportation Analyst II
1	Geographic Info Sys Tech III
1	Secretary I
1	Public Service Employee
18	Total

##### Traffic

###### Classification

1	Public Works Engineer IV
2	Public Works Engineer III
2	Public Works Engineer II
1	Engineering Technician V
6	Engineering Technician IV
4	Engineering Technician III
4	Engineering Technician II
1	Incident Reconstruction Spclst
1	Secretary I
1	Office Assistant IV
1	Office Assistant II
24	Total

##### Operations

###### Classification

2	Public Works Operations Supt
10	Public Works Operations Supv
1	Public Works Engineer IV
12	Maintenance and Construction Supv II
3	Maintenance and Construction Supv I
16	Maintenance and Const Worker II
12	Maintenance and Const Worker I
24	Equipment Operator III
69	Equipment Operator II
33	Equipment Operator I
1	Secretary II
1	Office Assistant III
2	Public Service Employee
186	Total

##### Contracts/Inspections

###### Classification

1	Public Works Engineer IV
2	Public Works Engineer III
1	Public Works Engineer II
3	Contract Project Senior Inspector
3	Engineering Technician V
5	Engineering Technician IV
3	Engineering Technician III
1	Secretary I
1	Office Assistant II
20	Total

##### Traffic Operations Services

###### Classification

1	Public Works Operations Supervisor
2	Maintenance and Construction Supv II
1	Maintenance and Construction Supv I
14	Maintenance and Construction Worker II
3	Maintenance and Construction Worker I
1	Equipment Operator III
1	Equipment Operator II
2	Equipment Operator I
25	Total

##### Administrative Services

###### Classification

1	Public Works Chief Financial Officer
1	Administrative Manager
1	Supervising Accountant II
1	Systems Accountant I
1	Contract Accountant III
1	Accountant III
2	Accountant II
2	Payroll Specialist
1	Supvg Accounting Technician
1	Reproduction Equipment Operator
1	Accounting Technician
2	Fiscal Assistant
15	Total

##### Permits

###### Classification

1	Public Works Engineer III
1	Public Works Engineer II
1	Contract Project Senior Inspector
4	Engineering Technician IV
1	Office Assistant III
8	Total

##### Information Technology Services

###### Classification

1	Business Applications Manager
1	Contract Business System Analyst III
1	Business Systems Analyst II
1	Automated Systems Analyst II
1	Automated Systems Technician
2	Public Service Employee
7	Total

##### Budget/Revenue Claiming

###### Classification

1	Budget Officer
3	Staff Analyst II
1	Fiscal Specialist
1	Fiscal Assistant
6	Total

##### Environmental Management

###### Classification

1	Contract PSG Trans Planner
1	Total



## OPERATIONS AND COMMUNITY SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Public Works - Solid Waste Enterprise Funds - Consolidated

##### Administration

###### Classification

1 Chief Public Works Engineer  
1 Solid Waste Analyst  
1 Staff Aide  
1 Secretary II  
2 Office Assistant III  
6 Total

##### Information Technology Services

###### Classification

1 Automated Systems Analyst II  
1 Automated Systems Analyst I  
1 Automated Systems Technician  
3 Total

##### Operations and Scales

###### Classification

1 Public Works Operations Supt.  
1 Public Works Operations Supvr.  
5 Landfill Operations Inspector  
1 Scale Operations Supervisor II  
2 Scale Operations Supervisor I  
25 Scale Operator  
1 Office Assistant II  
36 Total

##### Engineering

###### Classification

1 Public Works Engineer IV  
3 Public Works Engineer III  
4 Public Works Engineer II  
1 Engineering Tech V  
5 Engineering Tech IV  
5 Engineering Tech III  
1 Staff Analyst I  
1 Secretary I  
21 Total

##### Administrative Services

###### Classification

1 Administrative Supervisor II  
1 Accountant III  
2 Accountant II  
2 Staff Analyst II  
1 Supervising Accounting Tech.  
5 Fiscal Assistant  
12 Total

##### Special Projects

###### Classification

1 Solid Waste Program Administrator  
1 Staff Analyst II  
1 Staff Analyst I  
2 Recycling Specialist  
1 Contract Recycling Specialist  
1 Secretary I  
1 Office Assistant II  
8 Total

#### Flood Control District

##### Administration

###### Classification

1 Office Assistant III  
1 Personnel Technician  
1 Secretary I  
3 Total

##### Water Resources

###### Classification

1 Engineering Technician III  
2 Engineering Technician IV  
2 Engineering Technician V  
2 Public Works Engineer II  
2 Public Works Engineer III  
1 Secretary I  
10 Total

##### Environmental Management/NPDES

###### Classification

1 Chief Public Works Engineer  
4 Ecological Resource Specialist  
2 Engineering Technician IV  
2 Engineering Technician V  
1 Office Assistant II  
1 Office Assistant III  
1 Planner II  
5 Planner III  
1 Public Service Employee  
2 Public Works Engineer II  
3 Public Works Engineer III  
1 Secretary I  
1 Staff Analyst II  
1 Stormwater Program Manager  
1 Public Works Envmtl Mgmt Div Chief  
27 Total

##### Flood Design

###### Classification

4 Engineering Technician III  
4 Engineering Technician IV  
4 Engineering Technician V  
1 Land Surveyor  
1 Public Service Employee  
4 Public Works Engineer II  
2 Public Works Engineer III  
1 Public Works Engineer IV  
1 Secretary I  
1 Supvg Land Surveyor  
23 Total

##### Seven Oaks Dam

###### Classification

2 Equipment Operator III  
2 Total

##### Administrative Services

###### Classification

1 Accountant II  
1 Accountant III  
1 Accounting Technician  
1 Fiscal Assistant  
1 Secretary II  
5 Total



## OPERATIONS AND COMMUNITY SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Flood Control District Continued

##### Flood Planning

<u>Classification</u>
2 Chief Public Works Engineer
1 Engineering Technician III
2 Engineering Technician IV
1 Engineering Technician V
1 Public Service Employee
2 Public Works Engineer II
2 Public Works Engineer III
1 Public Works Engineer IV
1 Secretary I
<u>13</u> Total

##### Permits

<u>Classification</u>
6 Engineering Technician IV
2 Engineering Technician V
1 Public Works Engineer III
1 Public Works Engineer IV
1 Secretary I
<u>11</u> Total

##### Operations

<u>Classification</u>
1 Chief Public Works Engineer
1 Cont Flood Control Arborist
8 Equipment Operator I
8 Equipment Operator II
9 Equipment Operator III
1 Equipment Parts Specialist I
3 Maint & Const Spvrs I
5 Maint & Const Spvrs II
10 Maint & Const Worker I
8 Maint & Const Worker II
2 Office Assistant II
2 Office Assistant III
1 Pesticide Applicator
5 Public Service Employee
1 Public Works Engineer II
1 Public Works Operations Supt
2 Public Works Operations Supv
1 Staff Analyst II
<u>69</u> Total

##### Budget/Revenue Claiming

<u>Classification</u>
1 Budget Officer
1 Staff Analyst II
<u>2</u> Total

##### Information Technology

<u>Classification</u>
1 Automated Systems Technician
<u>1</u> Total

#### Real Estate Services

##### Administrative and Fiscal

<u>Classification</u>
1 Director
1 Administrative Supervisor II
1 Asset Management Analyst
1 Business Systems Analyst
1 Staff Analyst II
1 Fiscal Specialist
1 Payroll Specialist
1 Executive Secretary II
<u>8</u> Total

##### Leasing and Acquisition Division

<u>Classification</u>
1 Assistant Director
2 Real Estate Services Manager
4 Real Property Agent III
7 Real Property Agent II
1 Real Property Agent I
1 Secretary II
<u>16</u> Total



## OPERATIONS AND COMMUNITY SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Real Estate Services - Facilities Management

##### Administrative and Fiscal

###### Classification

1 Assistant Director  
 2 Staff Analyst II  
 1 Safety and Code Compliance Tech  
 1 Secretary II  
 2 Parts Specialist  
 1 Fiscal Specialist  
 1 Office Assistant II  
 9 Total

##### Custodial

###### Classification

1 Custodial Services Chief  
 3 Supervising Custodian  
 3 Custodian II  
 24 Custodian I  
 1 General Services Worker II  
 32 Total

##### Grounds

###### Classification

1 Grounds Services Superintendent  
 2 Sprinkler System Worker  
 1 Grounds Caretaker II  
 4 Total

##### Maintenance

###### Classification

1 Building Services Superintendent  
 5 Maintenance Supervisors  
 9 Air Conditioning Mechanics  
 1 Supervising Building Plant Operator  
 9 Building Plant Operator  
 1 Facilities Mgmt Project Scheduler  
 5 Electricians  
 3 Plumbers  
 19 General Maintenance Mechanic  
 1 Locksmith  
 2 Facilities Mgmt Dispatchers  
 4 General Maintenance Worker  
 2 General Services Worker II  
 62 Total

#### Real Estate Services - Utilities

##### Utilities

###### Classification

1 Staff Analyst II  
 1 Fiscal Specialist  
 2 Total





## OPERATIONS AND COMMUNITY SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Regional Parks

##### Administration

<u>Classification</u>
1 Deputy Director
1 Administrative Supervisor
1 Regional Parks Program Specialist
1 Park Planner III
1 Park Planner I
1 Executive Secretary
1 Youth Services Coordinator
2 Staff Analyst II
1 Revenue and Development Manager
1 Automated System Technician
2 Fiscal Specialist
1 Staff Aide
1 Fiscal Assistant
1 General Services Worker II
1 Recreation Coordinator
1 Public Service Employee
<u>18</u> Total

##### Parks Operations

<u>Classification</u>
1 Park Superintendent
3 Assistant Park Superintendent
1 Park Planner III
2 Fiscal Assistant
1 Office Assistant II
2 Office Assistant III
3 Park Ranger III
14 Park Ranger II
23 General Services Worker II
<u>137</u> Public Service Employee
<u>187</u> Total

#### Regional Parks - Active Outdoors

##### Active Outdoors

<u>Classification</u>
6 Public Service Employees
<u>6</u> Total

#### Registrar of Voters

##### Administration Division

<u>Classification</u>
1 Registrar of Voters
1 Chief Deputy Registrar of Voters
1 Executive Secretary II
1 Staff Analyst II
1 Fiscal Specialist
1 Elections Analyst
1 Elections Specialist
1 Media Specialist I
3 Elections Technician
1 Recurrent Staff Analyst I
<u>16</u> Public Service Employees
<u>28</u> Total

##### Operations Division

<u>Classification</u>
1 Chief Deputy Registrar of Voters
4 Elections Technician
2 Elections Services Assistant
1 Office Assistant IV
2 Office Assistant III
<u>14</u> Public Service Employees
<u>24</u> Total

##### Information Technology Division

<u>Classification</u>
1 Business Systems Analyst III
1 Programmer Analyst II
1 Programmer Analyst I
1 Automated Systems Analyst I
2 Applications Specialist
1 Geographic Info Sys Tech II
1 Recurrent Office Specialist
1 Recurrent Automated Systems Tech
1 Recurrent Geographic Info Sys Tech I
<u>11</u> Public Service Employees
<u>21</u> Total



## SPECIAL DISTRICTS DEPARTMENT

### CLASSIFICATION LISTING AND POSITION COUNT

#### Special Districts

##### Administration

<u>Classification</u>
1 Automated Systems Technician
1 BG Administrative Supervisor I
1 BG Automated Systems Analyst I
1 BG Bldg Const Engineer III
1 BG Communications Technician
2 BG CSA 70 Build Const Eng III
1 BG CSA 70 Construction Inspect
1 BG CSA 70 Dir of Special Distr
1 BG CSA 70 Executive Assistant
1 BG CSA Assessment Tech
2 BG District Planner
1 BG Engineering Technician 3
1 BG Fiscal Assistant
1 BG MIS Supervisor
1 BG Office Assistant II
1 BG Payroll Specialist
3 BG Public Service Employee
1 BG Staff Analyst II
1 BG Div Manager, Engineering
1 Fiscal Specialist
1 Principal Admin Analyst
1 Programmer Analyst III
<b>26 Total</b>

##### Regional Operations

<u>Classification</u>
2 Assistant Regional Manager
1 BG CSA 18 District Coordinator
1 BG CSA 70 Dist Svcs Coordinat
2 BG District Coordinator
1 BG Regional Manager
1 BG CSA 70/Tv-5 Comm Engineer T
1 Division Manager, Operations
<b>9 Total</b>

##### Water/Sanitation Operations

<u>Classification</u>
1 BG Administrative Secretary II
1 BG Administrative Supervisor I
1 BG Buyer I
2 BG CSA 70 Accounts Rep
5 BG CSA 70 Customer Service Rep
14 BG CSA 70 Maint Worker I
9 BG CSA 70 Maint Worker II
5 BG CSA 70 Maint Worker III
1 BG CSA 70 Sampling Technician
1 BG Deputy Director
1 BG Electrical Specialist
1 BG Electrical Technician
1 BG Management Analyst
2 BG Office Assistant II
2 BG Public Service Employee
1 BG Regulatory Compliance Spec
2 BG Staff Analyst II
1 BG Storekeeper
1 BG Supervising Office Asst. I
2 BG Treatment Plant Oper I
1 BG Treatment Plant Oper II
3 BG Water & Sanitation Supervsr
1 BG Water&Sanitation Oprtns Mgr
1 Fiscal Specialist
1 PSE-WAS Supervisor
2 Treatment Plant Operator 4
<b>63 Total</b>

#### Special Districts - Parks

##### Regional Operations

<u>Classification</u>
2 BG CSA 70 Dist Svcs Coordinator
1 BG Joshua Tree PSE Attendant
1 BG Park Maintenance Worker 2
1 BG Park Maintenance Worker III
1 BG PSE Park Maintenance Worker
2 BG PSE Pre-School Aide
1 BG CSA 20 Park Maint Worker I
1 BG PSE Teacher
10 BG Public Service Employee
1 BG Recreation Assistant
1 CSA 70 PSE Facilities Attendant
1 Recreation Coordinator
<b>23 Total</b>



## SPECIAL DISTRICTS DEPARTMENT

### CLASSIFICATION LISTING AND POSITION COUNT

#### Special Districts - Big Bear

##### Regional Operations

###### Classification

32	BG BB P&R-PSE Park Serv Emp
6	BG Big Bear Animal Keeper I
2	BG Big Bear P&R Maint Worker I
1	BG Big Bear P&R Rec Superindt
1	BG Fiscal Assistant
1	BG General Manager
1	BG Moon Ridge Zoo Curator
3	BG Park Maint Worker 2
2	BG Park Maintenance Worker III
1	BG PSE-Food Svcs Manager
1	BG PSE-Guest Svcs Coordinator
1	BG PSE Zoo Service Employee
2	Lead Animal Keeper
2	Recreation Program Coordinator
1	Registered Vet Technician
<u>57</u>	Total

#### Special Districts - Bloomington

##### Regional Operations

###### Classification

<u>2</u>	BG CSA 70 Park Maint Worker I
2	Total

#### Special Districts - Roads

##### Regional Operations

###### Classification

<u>1</u>	BG PSE Equipment Operator
1	Total



## FIRE PROTECTION DISTRICT

### CLASSIFICATION LISTING AND POSITION COUNT

#### San Bernardino County Fire Protection District

##### Administration

###### Classification

- 1 Fire Chief / Fire Warden
- 1 Deputy Fire Chief
- 1 Assistant Fire Chief
- 3 Total

##### Administrative Support / PIO

###### Classification

- 1 Executive Assistant
- 1 Office Specialist
- 1 Public Information Officer (PIO)
- 1 Media Specialist I
- 1 Public Service Employee
- 5 Total

##### Human Resources

###### Classification

- 1 Personnel Services Supervisor
- 1 Human Resources Assistant
- 3 Payroll Specialist
- 1 Administrative Supervisor I
- 1 Public Service Employee
- 7 Total

##### Budget and Fiscal Services

###### Classification

- 1 Budget and Fiscal Manager
- 1 Budget Officer
- 3 Staff Analyst II
- 2 Administrative Supervisor I
- 1 Senior Collections Officer
- 1 Supervising Fiscal Specialist
- 5 Fiscal Assistants
- 1 Accounts Representative
- 6 Collection Officer
- 1 Office Assistant II
- 22 Total

##### Support Services and Warehouse

###### Classification

- 1 Support Services Manager
- 2 SBCA Technician
- 1 Maintenance Specialist
- 1 Fire Equipment Specialist
- 1 Fire Equipment Technician I
- 4 Fire Equipment Technician II
- 1 Fiscal Assistant
- 1 Warehouse Supervisor
- 12 Total

##### Office of Fire Marshal: Fire Prevention

###### Classification

- 1 Deputy Fire Marshal – Community Safety
- 1 Fire Prevention Officer/Arson
- 8 Fire Prevention Officer
- 5 Fire Prevention Specialist
- 1 Fire Prevention Supervisor
- 2 Fire Prevention Supervisor/Arson
- 3 Front Counter Technician
- 1 Office Assistant II
- 3 Office Assistant III
- 1 Administrative Secretary II
- 1 Senior Plans Examiner
- 1 Fire Prevention Specialist/Arson
- 28 Total

##### Fleet Services/Parts

###### Classification

- 1 Vehicle Services Supervisor
- 2 Lead Mechanics
- 18 Fire Agency Mechanics
- 1 Equipment Parts Chaser
- 2 Vehicle Parts Specialist
- 24 Total

##### Special Ops: Training/Safety/EMS Division

###### Classification

- 1 Division Chief
- 3 Captain
- 6 Engineer
- 1 EMS Training Officer
- 2 EMS Nurse Educator
- 1 EMS Training Supervisor
- 1 Office Assistant III
- 1 Contract Course Instructor
- 1 Public Service Employee - Battalion Chief
- 23 Fire Suppression Aide I
- 8 Fire Suppression Aide II
- 10 Fire Suppression Aide III
- 30 Firefighter/PM Trainee
- 1 Staff Analyst I
- 89 Total



## FIRE PROTECTION DISTRICT

### CLASSIFICATION LISTING AND POSITION COUNT

#### Fire Protection District - Mountain Region Service Zone

##### Mountain Region Service Zone

###### Classification

2	Office Assistant II
1	Staff Analyst I
3	Ambulance Operator-EMT
3	Ambulance Operator-PM
9	Limited Term Firefighter
15	Firefighter
15	Engineer
18	Captain
3	Co Fire Dept Battalion Chief
1	Co Fire Dept Division Chief
10	Paid Call Firefighter (PCF)
2	PCF Engineer
1	PCF Lieutenant
2	PCF Captain
9	PCF Firefighter Trainee
1	Public Service Employee (PSE)
95	Total

#### Fire Protection District - North Desert Region Service Zone

##### North Desert Region Service Zone

###### Classification

2	Office Assistant II
2	Collection Officer
2	Staff Analyst
51	Firefighter
9	Limited Term Firefighter
7	Paid Call Firefighter (PCF)
11	PCF Firefighter Trainee
45	Engineer
48	Captain
1	Public Service Employee (PSE)
2	Division Chief
6	Battalion Chief
24	Ambulance Operator-EMT
24	Ambulance Operator-Paramedic
234	Total



# FIRE PROTECTION DISTRICT

## CLASSIFICATION LISTING AND POSITION COUNT

### Fire Protection District - South Desert Region Service Zone

**South Desert Region Service Zone**

<u>Classification</u>	
1	Office Assistant II
1	Staff Analyst
12	Firefighter
9	Limited Term Firefighter
3	PCF Firefighter
11	PCF Firefighter Trainee
9	Engineer
12	Captain
1	PCF Captain
1	PCF Lieutenant
1	Division Chief
3	Battalion Chief
9	Ambulance Operator (AO)-Emergency Medical Technician (EMT)
9	AO-Paramedic (PM)
82	Total

### Fire Protection District - Valley Region Service Zone

**Valley Region Service Zone**

<u>Classification</u>	
2	Office Assistant II
1	Staff Analyst
72	Firefighter
6	PCF Firefighter
4	PCF Firefighter Trainee
39	Engineer
1	PCF Engineer
42	Captain
1	PCF Lieutenant
1	Division Chief
4	Battalion Chief
173	Total



## FIRE PROTECTION DISTRICT

### CLASSIFICATION LISTING AND POSITION COUNT

#### Fire Protection District - Hazardous Materials

##### Hazardous Materials

###### Classification

2	Accounts Representative
3	Administrative Secretary I
1	Administrative Secretary II
1	Administrative Supervisor I
1	Office Specialist
1	Environmental Specialist 4/HM Response Team
3	Hazardous Material Specialist 2/HM Responder Team
1	Hazardous Material Specialist 4/HM Responder Team
1	Hazardous Material Specialist 3
15	Hazardous Material Specialist 2
2	Hazardous Material Specialist 4
3	Hazardous Materials Specialist 3/HM Responder Team
2	Office Assistant II
3	Office Assistant III
2	Supervising Hazmat Specialist
1	Staff Analyst I
1	Fire Marshal
4	PSE Office Assistant
47	Total

#### Fire Protection District - Household Hazardous Waste

##### Household Hazardous Waste

###### Classification

1	HHW Event Coordinator
1	Environmental Specialist III
5	Environmental Technician II
5	Environmental Technician I
14	Household Hazardous Materials
1	Office Assistant III
1	Supv Hazardous Materials Specialist
1	Hazardous Materials Specialist III
3	Environmental Technician III
1	Office Assistant II
33	Total

#### Fire Protection District - Office of Emergency Services

##### Office of Emergency Services

###### Classification

8	Emergency Services Officer
1	Staff Analyst II
1	Office of Emergency Services Manager
3	Office Assistant III
1	Assistant Office of Emergency Services
1	Administrative Secretary II
15	Total

##### Budget and Fiscal Services

###### Classification

2	Staff Analyst II
1	Accounting Technician
1	Fire Equipment Technician
4	Total



## OTHER AGENCIES

### CLASSIFICATION LISTING AND POSITION COUNT

#### In-Home Supportive Services Public Authority

##### Administration

###### Classification

1 Contract Executive Director  
1 Contract Secretary I  
2 Total

##### Criminal Background Investigations

###### Classification

2 Contract Office Assistant III  
1 Contract Office Assistant IV  
3 Total

##### Enrollment and Paycheck Customer Svc

###### Classification

1 Contract Supervising Program Spec  
1 Contract Office Assistant IV  
2 Contract Office Assistant III  
8 Contract Office Assistant II  
12 Total

##### Registry

###### Classification

1 Administrative Supervisor II  
6 Contract Social Worker II  
3 Contract Office Assistant III  
1 Contract Office Assistant II  
11 Total

##### Training

###### Classification

1 Contract Supervising Office Specialist  
1 Contract Office Assistant IV  
2 Contract Office Assistant II  
4 Total

#### Inland Counties Emergency Medical Agency

##### Administration

###### Classification

1 Contract EMS Administrator  
1 Administrative Manager  
3 Office Assistant III  
1 Office Assistant II  
1 Secretary I  
1 Fiscal Assistant  
8 Total

##### Pre-Hospital and Trauma Programs

###### Classification

1 Contract EMS Nurse  
1 EMS Nurse  
1 Contract EMS Trauma Nurse  
3 Total

##### Performance Based Contracts

###### Classification

1 Public Health Program Coordinator  
1 Contract EMS Technical Consultant  
1 Staff Analyst II  
1 Statistical Analyst  
1 Office Assistant III  
5 Total

##### Medical Disaster Preparedness Programs

###### Classification

1 Nurse Educator  
1 Emergency Medical Services Specialist  
2 Total







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