



SAN BERNARDINO
COUNTY



**2019–
2020**

EXECUTIVE SUMMARY
& RECOMMENDED BUDGET



County Administrative Office

May 21, 2019

It is my pleasure to submit the 2019-20 Recommended Budget. This Recommended Budget demonstrates a commitment to the Countywide Vision and the County's Goals and Objectives set by the Board of Supervisors.

The Board's longstanding fiscally prudent approach, coupled with continued growth in property and sales tax revenues, has placed the County in a position to take care of immediate needs and strategically invest in the future. While the 2019-20 Recommended Budget continues to plan for projected cost increases included in the multi-year financing plan, it also recommends taking advantage of available ongoing and one-time resources to fund numerous projects and programs that support the Countywide Vision and Board approved Goals and Objectives. Examples of funding recommendations include allocations that enhance public safety (Sheriff Department's Hope and START Programs), improve our decision-making capabilities through the use of technology (ESRI GIS Licenses and Support), address workload issues (staffing for the District Attorney and Public Defender) and invest in capital projects (fully funding the Valley Dispatch Center project). A complete list of recommended uses of ongoing and one-time sources is included in the Identified Needs section of the Executive Summary.

The 2019-20 Recommended Budget Book was largely prepared without the inclusion of recommended uses of available Discretionary General Funding within specific departmental budgets. Instead, the recommendations, which were described in the Budget Workshop held on May 7, 2019, will be included as a list of recommended uses of Discretionary General Funding (Attachment B1). Attachment B1 will be included as an amendment to the 2019-20 Recommended Budget during the Budget Hearing to be held on June 11, 2019. This change in process will allow for greater operational flexibility to make adjustments to the budget, as directed by the Board. As a result, there are currently significant General Fund Contingencies included in the 2019-20 Recommended Budget Book.

The 2019-20 Recommended Budget includes Requirements of \$6.6 billion, which is a net increase of \$85.1 million or 1.30% compared to the 2018-19 Modified Budget. 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 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 the County Industrial Development Authority, In-Home Supportive Services Public Authority, Inland Counties Emergency Medical Agency, and the Housing Authority of the County of San Bernardino.

The General Fund makes up \$3.53 billion of the \$6.6 billion Recommended Budget amount. General Fund requirements are funded with Countywide discretionary revenues (primarily property taxes), departmental revenues, and other funding sources of the General Fund. Of this \$3.53 billion, only \$736.0 million is truly discretionary.

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Summary by Group **(In Millions)**

The following table illustrates budgeted expenditures by budget group and changes from the 2018-19 Modified Budget. Requirements discussed in this section include contingencies and contributions to reserves/net position.

	Fiscal Year 2018-19 Modified Budget	Fiscal Year 2019-20 Recommended Budget	Change From Prior Year Modified
<u>County Operations:</u>			
Administration	\$ 380.5	\$ 385.2	\$ 4.7
Capital Facilities Leases	7.2	(0.9)	(8.2)
Economic Development Agency	34.6	29.9	(4.7)
Community Development and Housing Agency	64.1	71.2	7.1
Fiscal	84.2	76.6	(7.6)
Arrowhead Regional Medical Center	701.1	721.1	20.0
Human Services	2,139.7	2,298.8	159.0
Law and Justice	1,083.1	1,058.8	(24.3)
Operations and Community Services	479.0	446.3	(32.7)
Capital Improvement Program	353.2	319.8	(33.3)
Other Funding	347.1	345.7	(1.4)
Subtotal:	\$ 5,673.9	\$ 5,752.3	\$ 78.4
<u>Special Districts/Other Agencies Operations:</u>			
Special Districts Department/Airports Spec. Dist.	\$ 99.1	\$ 76.9	\$ (22.2)
Fire Protection District	288.3	282.5	(5.8)
Flood Control District	137.0	143.5	6.5
Other Agencies	355.3	383.6	28.2
Subtotal:	\$ 879.8	\$ 886.5	\$ 6.7
Total:	\$ 6,553.7	\$ 6,638.8	\$ 85.1

Notable changes by group include increases within the Human Services Group (\$159.0 million) and the Other Agencies Group (\$28.2 million).

Requirements of the **Human Services Group** are increasing \$159.0 million, which represents a 7.43% increase from the 2018-19 Modified Budget. Notable increases include an increase of \$85.7 million in the Human Services Subsistence budget units, which reflects increased Operating Expenses (\$85.6 million) resulting from direct payments to welfare recipients and payments to contracted service providers. The Human Services Administrative Claim budget unit is increasing by \$36.9 million primarily due to increased Staffing Expenses (\$10.8 million) resulting from the addition of 24 positions and an increase in projected overtime. In addition, the Human Services Administrative Claim budget unit includes an increase in Operating Expenses (\$27.2 million) to fund an increase in IHSS provider payments and other services. The Behavioral Health General Fund budget unit is increasing by \$26.7 million primarily due to an increase in children's contract services, and temporary staffing to support the transition and implementation of new information technology systems. Lastly, there is an increase of \$7.5 million in the Child Support Services budget unit due to the addition of 112 new positions resulting from additional state funding.



Requirements for the **Other Agencies Group** are increasing by \$28.2 million, which represents a 7.94% increase over the prior year modified budget. Increases are primarily due to an increase in Operating Transfers Out in the budget of the Housing Authority of the County of San Bernardino (HACSB) related to the Moving to Work program as well as increased physical improvement costs as outlined by Physical Condition Assessments (PCA), which are required as part of HACSB's participation in HUD's Rental Assistance Demonstration (RAD) program.

Also included is a \$20.0 million increase for **Arrowhead Regional Medical Center (ARMC)** which is primarily due to the addition of 308 positions and \$11.0 million in new projects including an electrical power supply upgrade to the clinical laboratory, lighting fixture replacements, and the replacement of the central plant chiller.

Lastly, the **Community Development and Housing Agency** is increasing by \$7.1 million as a result of projected increases in one-time expenditures to support public assistance and land acquisition.

These increases are offset by decreases in the **Capital Improvement Program** (\$33.3 million), **Operations and Community Services** (\$32.7 million), and Law and Justice (\$24.3 million).

The decrease in Requirements in the Capital Improvement Program of \$33.3 million from the prior year is due to projects either being completed in 2018-19, cancelled in 2018-19, or projected expenditures being reduced as projects near completion.

Furthermore, the decrease in the Operations and Community Services Group primarily includes a net decrease of \$30.3 million in Public Works – Transportation (all units). The decrease is primarily due to decreased Operating Expenses of \$25.6 million resulting from delays to contracted projects to allow for the design and planning of in-house road maintenance projects utilizing SB1 Road Maintenance and Rehabilitation Account (RMRA) funding.

The **Law and Justice** Group decrease of \$24.3 million primarily includes a net decrease of \$20.3 million in the Sheriff's Department (all units), which includes the following: a reduction in Capital Expenditures associated with the one-time purchase in 2018-19 of two replacement patrol helicopters (\$13.5 million), a decrease in Staffing Expenses (\$3.0 million) due to a decrease in retirement costs and employee group insurance costs, a decrease in Federal Seized Assets Requirements (\$4.6 million), and a decrease of \$1.5 million in federal and state requirements of the Inland Regional Narcotics Enforcement Team (IRNET).



Budgeted Staffing Summary

	2018-19 Modified	2019-20 Recommended	Change
County General Fund	14,678	14,844	166
County - Other Funds	6,911	7,237	326
Special Districts and Other Agencies	1,643	1,593	(50)
	<u>23,232</u>	<u>23,674</u>	<u>442</u>

Budgeted staffing for 2019-20 is 23,674, an increase of 442 positions from the 2018-19 Modified Budget. General Fund staffing is increasing by a net 166 positions primarily due to an increase of 112 positions in the Human Services General Fund departments. This includes 112 positions in the Child Support Services Department which primarily reflects the addition of 68 Child Support Officer I positions, 8 Child Support Officer II positions, and 9 Supervising Child Support Officer positions to enhance Child Support operations in serving families. Other notable additions include the net increase of 24 positions in the Human Services – Administrative Claim budget unit as Human Services is the recipient of a short-term grant-Home Visiting Initiative, which provides funding for 50 contract positions. Additional increases in General Fund staffing include a net increase of 35 positions in the Law and Justice Group largely due to increases in Probation (16 positions), Sheriff (13 positions), and District Attorney (8) staff.

These increases are offset by a decrease of 21 positions in the Fiscal General Fund Group. The Auditor-Controller/Treasurer/Tax Collector is decreasing budgeted staffing by a net 21 positions which reflects the addition of 3 positions (2 new and 1 transferred from the Automated Systems Development budget unit) to address workload changes, and are offset by a decrease of 24 regular vacant positions primarily due to decreased delinquent accounts received by the Central Collections Division from Arrowhead Regional Medical Center and the Superior Court of California, County of San Bernardino.

Staffing in other funds are increasing by a net of 326 positions primarily due to staffing changes in the Arrowhead Regional Medical Center (308 positions) and in the Operations and Community Services Group (24 positions). The Arrowhead Regional Medical Center is increasing budgeted staffing by a net 308 positions, funded by an increase in Inpatient and Outpatient revenue from various payors. The increased staffing is in an effort to improve customer service while supporting the County's Vision2Succeed by providing career opportunities for current and future healthcare professionals, including entry level experience for high school and college students in the health care industry, promoting growth by creating an effective career path for Registered nurses, and adding Information Technology staff for the implementation and ongoing support of a new Electronic Health Record (EHR) system. Notable changes in the Operations and Community Services Group include the Department of Public Works – Transportation budget unit (12 positions) and the County Library (10 positions). The increased staffing in the Department of Public Works – Transportation is primarily due to increased workload as a result of the SB1 RMRA funding for construction projects. The County Library is adding 10 Library Associate positions to allow proper oversight and supervision of 10 small branch libraries.

Special Districts and Other Agencies are decreasing budgeted staffing by a net 50 positions due to changes in the Fire Protection District (53) and the Special Districts Department (5).



The decreased staffing in the Fire Protection District is primarily due to the net deletion of 41 positions in the North Desert Regional Service Zone resulting from the dissolution of the contract with the City of Victorville, which was effective March 31, 2019. The decrease in the Special Districts Department is primarily due to the net deletion of 11 positions in the General Districts Special Revenue Fund offset by the addition of 7 positions in the Big Bear Valley Recreation and Park District.

These decreases are offset by increases in Other Agencies of 7 positions due to changes within HACSB, which is adding positions as a result of a restructuring within programs including the Housing Choice Voucher program, the Authority's largest program.



HIGHLIGHTS OF 2019-20 RECOMMENDED BUDGET

Following are highlights of programmatic and budgetary initiatives included in the Recommended Budget as they relate to the County Goals.

Promote the Countywide Vision

- A partnership between the Department of Economic Development and Workforce Development continues in 2019-20 with the education initiative, GenerationGo!. This initiative was developed in 2018-19 to prepare students for high-demand and high-opportunity careers by introducing youth to career pathways and work-based learning opportunities. In 2018-19, 26 departments, including the Arrowhead Regional Medical Center, Auditor-Controller/Treasurer/Tax Collector, Fleet Management, Department of Behavioral Health, and Land Use Services engaged 198 students from the San Bernardino City Unified School District (SBCUSD) and Colton Joint Unified School District (CJUSD) in work-based learning opportunities. With the \$250,000 in funding provided towards GenerationGo! in 2019-20, it is anticipated that 392 students from SBCUSD, CJUSD, and Rialto Unified School District will participate in GenerationGo!.
- With support from the County, the Countywide Vision Education Element Group is continuing to facilitate the award-winning Vision2Read initiative, which seeks to raise the bar for literacy in our community by connecting the public – whether they need help or can offer their help – to existing literacy programs provided by the County, cities, towns, school districts and community organizations. Launched in 2015-16, Vision2Read is an opportunity for all sectors and members of the County community to engage and take action to support the success of every child from cradle to career, which is one of the first regional implementation goals of the Countywide Vision Project.
- With support from the San Bernardino County Sheriff's Department and other law enforcement and public agencies throughout the County, the San Bernardino County Fire Protection District will continue to facilitate the Vision4Safety initiative which encourages residents, families and business owners to make their communities safer. Vision4Safety aims to bring people together by encouraging them to join neighborhood groups, prepare for emergencies, join after-school activities for kids, and follow professional safety tips. Launched in August 2018, Vision4Safety promotes activities online and on social media to help connect the citizens of San Bernardino County with one another, stay prepared, and protect their loved ones and property should an emergency occur. The Vision4Safety.com website offers information on resources such as the Ready SB app, crime mapping, and information on where to join neighborhood watch groups and attend safety training, to help the public build awareness and preparedness.
- With support from the County, the Countywide Vision Jobs and Economy Element Group continues to focus on creating a vibrant economy with a skilled workforce to attract employers who seize the opportunities presented by the County's unique advantages and provide jobs that create countywide prosperity. On December 18, 2018, the Vision2Succeed initiative was launched in an effort to strengthen the skills of the local workforce by connecting people to career exploration programs that prepare them for careers, as well as enhance skills that support and attract employers to San Bernardino County.
- Child Support Services will continue to work with the Knowledge and Education for Your Success (KEYS) organization to provide family strengthening "Getting Ahead" workshop opportunities for non-custodial parents of CalWORKs participants to build resources and improve quality of life.



- The District Attorney continues to support the County's Vision2Succeed through their internship program for college and law school students. The Department will continue to offer law students paid internships to help them explore a career in criminal prosecution, with the hopes that they will join the Department upon their graduation.
- The Public Health Department will continue its role as facilitator and convener to achieve the Wellness Element of the Countywide Vision. In 2019-20, the Department will convene meetings to complete an update of the Community Vital Signs (CVS), Countywide Health Assessment for the period 2019-24. Additionally, the Department will incorporate enhanced Citizen Connect capabilities into the Community Vital Signs, Open Performance Site to improve and expand community engagement.
- With support from Public Health, CVS will continue to facilitate the Vision2BActive initiative, which aims to improve health and wellness in San Bernardino County by encouraging residents to increase their physical activity, and connecting them to existing recreational programs, amenities and activities in their communities. Regular physical activity can produce a variety of long-term health benefits for people of all ages, backgrounds and abilities. Launched in January 2017, Vision2BActive seeks to inspire people, in part, by bringing together family, friends and neighbors on social media to share their favorite ways of being physically active and to challenge each other to do more.

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

- Arrowhead Regional Medical Center continues its commitment to graduate medical education and technical training programs that support future healthcare workers throughout San Bernardino County.
- Arrowhead Regional Medical Center continues to be the primary training facility for the California University of Science and Medicine to prepare medical students to provide quality healthcare to the residents of San Bernardino County.
- Fleet Management continues to remain active in mentoring high school and college students with internship programs, outreach at career fairs, and internal succession planning and career advancement for employees.
- The Department of Economic Development's budget focuses on economic development, job creation and tourism activities. Services include business retention and expansion, developing strong local, regional, and national business relationships, thereby supporting the local economy through maximizing job creation and tourism opportunities.
- The Workforce Development Department budget includes \$13.8 million for training and employment services programs projected to serve 60,000 customers. Services offered include career counseling, job placement, and youth and adult employment training. The Workforce Development Department offers resources to over 240 businesses to help them grow and avert potential layoffs.



Improve County Government Operations

- The Registrar of Voters continues its efforts to enhance services to voters, candidates, and the jurisdictions for which it conducts elections, including:
 - Assisting a growing number of eligible citizens who fail to register to vote at least 15 days before an election.
 - Assisting mail ballot voters in correcting errors so that the ballot can be counted.
 - Regularly collaborating with the Information Services Department and state and federal agencies to analyze existing security and implement increased cybersecurity measures to safeguard systems from malicious attacks.
- The Public Defender, through its Homicide Defense Unit, will continue to shorten case resolution time frames, improve case dispositions and ensure quality representation.
- Implementation of the County's EZ-Online Permitting (EZOP or Accela) System upgrade began in 2017-18. Phase I of this upgrade streamlined the permitting processes across various departments in the County and offered customers and the public access to a web portal to manage and monitor applications, make online payments, as well as research permits and development-related information online. It also provided a framework for business processes evaluation, allowing staff to more easily identify and implement improvements in permitting processes that will result in long-term benefits to the public. The centralized management of trust accounts and electronic payments for permits and development services, and improvement in the customer experience and access to information continued with the launch of Phase II in 2018-19, which included building permit and development related activities for Planning, Code Enforcement, and Surveyor. Implementation of Phase III includes activities for the San Bernardino County Fire Protection District, Economic Development, Code Enforcement, and Public Works, and is scheduled to be completed in 2020.
- The Land Use Services budget includes a reorganization of staff in an effort to provide applicants with a single point of contact for all plan checks, improving customer service as well as creating a more effective means of tracking and managing applications.
- The Human Resources-Commuter Services division will collaborate with other County departments and outside agencies to facilitate the installation of Electric Vehicle (EV) charging stations at County worksites. Installation of EV charging stations supports the State of California's climate goal to reduce greenhouse gas emissions to 40% below 1990 levels by 2030.
- The County Library continues its plans to enhance service by replacing outdated computer hardware and software. Funding has been included in the Library's material's budget which adds high demand items to the collection, including an expanded digital book collection. In addition, programs continue to be enhanced at 32 locations through engaging events such as large book festivals, summer reading programs, and countywide literacy initiatives.
- The County Museum is designing and installing a wireless beacon system and enhancing Wi-Fi capabilities at the Redlands Museum. This system will improve the overall visitor experience in both wayfinding and exhibition interpretation by taking advantage of smartphone applications that can supplement the exhibits and add additional engagement to programs. The system will also allow the Museum to collect data on visitor behavior and provide real time communication on museum activities as well as safety.



- The Risk Management Department applied the Kaizen approach, a philosophy that small, ongoing positive changes can reap major improvements, to improve the Workers' Compensation initial claim review process, promoting teamwork and improving customer service to our injured employees. We expect to continue the Kaizen approach for effectiveness of our initial review process.
- The Risk Management Department is seeking to ensure injured employees receive timely explanations of benefits by decreasing the time it takes to mail the acceptance letter or delay notice (initial correspondence).

Operate in a Fiscally-Responsible and Business-Like Manner

- The Assessor/Recorder/County Clerk will work with a consultant to develop a strategy plan, readiness assessment, and a Request for Proposal (RFP) to upgrade and enhance the vital Assessor's Property Information Management System (PIMS) using funding from the State Supplementation for County Assessors Program (SSCAP), a fund established in part for the purpose of procuring information technology systems and software development to assist with property assessment activities.
- The Assessor/Recorder/County Clerk will finalize efforts to replace the outdated Recorder-County Clerk system and is expected to go live in September 2019, improving operations in the Recorder-County Clerk's office when recording documents and maps, and when indexing, verifying, and retrieving documents.
- The Auditor-Controller/Treasurer/Tax Collector continues to develop the SAP Center of Excellence to provide ongoing countywide post-implementation support for the SAP Enterprise Financial Management System.
- The Clerk of the Board's plans to implement a new Enterprise Board Management System include agenda management, video streaming, voting, speaker management, and closed captioning components. The system will include approval tracking to allow for a seamless review process and electronic voting in the Board Chambers.
- The District Attorney will continue to work on Phase II and III of the replacement of its case management system. The system is a replacement to the original system deployed in 1998 and is intended to integrate more day-to-day operational activities than its predecessor. The replacement will allow more focused movement of operational resources to activities that most need the attention.
- Due to the recent conversion of the agency's housing software system to a cloud based system, HACSB is now able to implement online portals. In 2018-19, HACSB implemented the landlord portal. In 2019-20, the applicant/waiting list portal will be implemented along with the program participant, work order and online rental payment portals. HACSB also plans to implement a messaging system that will be used to send out text notifications to customers related to housing quality standards inspections and re-certifications.
- The Transitional Assistance Department will continue to fund the mandated CalFresh Maintenance of Effort with both one-time and ongoing sources that will allow the department to provide services to eligible recipients in an efficient and effective manner, and maintain the CalFresh error rate below the required federal tolerance level.



- The Human Resources Employee Benefits Advisory Committee successfully negotiated two (2) lower premium cost medical plan options that will be offered to employees starting plan year 2019-20. These additional plans will provide employees greater flexibility and cost savings based on their individual and family needs. Human Resources will provide education to County employees regarding these new plan options through webinars, in-person meetings and mailers.
- The County Museum's budget of \$3.8 million demonstrates the County's commitment to support the Museum's operations and activities. The County Museum continues to partner with the San Bernardino County Museum Association to increase grant funding and individual donations. With these resources, the County Museum continues to implement improvements in programming, operations, and facilities which has led to a 5 year increase in general public and school group attendance.
- The Public Health Department made strategic investments in technology and data infrastructure to ensure that data is at the core of decision-making throughout the department. The Department will expand its use of Open Performance platforms to ensure that the goals and strategies outlined in the Department Strategic Plan are available to the public and all stakeholders for transparency and accountability. The Department will also begin to expand its use of Data and Performance platforms to ensure leadership is utilizing dashboards and data for strategic decision making as part of a culture of quality improvement.
- The Purchasing Department will launch the new freight management and logistics program in order to realize savings in freight costs throughout the County.

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

- HACSB will invest over \$6.2 million in physical needs/capital improvements for various affordable housing sites, as identified in the Physical Condition Assessments. Improvements include, but are not limited to, HVAC upgrades, site concrete and asphalt repair/replacement, roofing, water heater replacements, plumbing upgrades, window replacements, stucco repair, fascia repair/replacement and exterior painting.
- HACSB will continue its partnership efforts in the following development projects:
 - Complete the one-for-one replacement of the remaining 116 public housing units at the former Waterman Gardens Public Housing site, now called Arrowhead Grove, in partnership with National Community Renaissance. The development team competitively received \$20.0 million in funding under the California Strategic Growth Council's Affordable Housing and Sustainable Communities (AHSC) Program. This funding will support the completion of the one-for-one replacement of all of the original 252 public housing units on site. HACSB's \$3.8 million commitment is being used to leverage an additional \$70.0 million in funding.
 - Complete and open the agency's first motel conversion for permanent supportive housing, Desert Haven in Victorville. This development includes a total of 32 units with an approximate cost of \$4.1 million for acquisition and rehabilitation, for an average cost per unit of \$129,000.
 - Daycreek Villas in Rancho Cucamonga will continue with construction in 2020. HACSB has partnered with National Community Renaissance of California for this 140 unit affordable housing community for seniors by providing eight project based vouchers for this community.
 - Bloomington Phase III will be seeking a competitive allocation of 9% Low Income Housing Tax Credits in order to build an additional 98 affordable housing units. HACSB has partnered with Related Companies by providing 20 project based vouchers for this community.



- Land Use Services is nearing completion of the Countywide Plan, a comprehensive web-based system to document land use planning and organizational governance policies with Board of Supervisor review expected in the fall. It will be comprised of three basic components: the Policy Plan (a comprehensive general plan); the County Business Plan (a system that will define and guide how the County government operates and manages itself); and the Regional Issues Forum (a web-based resource center containing information regarding shared countywide issues). Additionally, the County expanded community planning by working with over 80 communities to create 35 web-based community action guides focused on community-level solutions.
- Due to the success of the new Short Term Rental Permit Program, the Code Enforcement Division of Land Use Services anticipates an increase in permits from 2,000 to 4,000 in 2019-20. This increase will be in part due to program expansion into the Desert Regions. The program will also see the addition of a data mining consultant to locate unpermitted short term rental properties in both the Mountain and the Desert Regions.
- The Public Works - Transportation budget includes approximately \$27.5 million worth of pavement preservation projects on approximately 175 miles of County maintained roads, some funded in part with ongoing Discretionary General Funding, to preserve the County's roadways by investing enough to maintain the system.
- The Public Works – Solid Waste Management Division plans to complete \$56.2 million of capital improvement projects, which includes the following: liner expansions at Mid Valley, San Timoteo, and Victorville Landfills; entrance road and scale house construction at Heaps Peak Transfer Station; groundwater treatment system construction at Landers and Hinkley Sanitary Landfills; entrance road construction and road widening at the San Timoteo Landfill; landfill gas extraction system construction at Mid Valley and Landers Landfills; and additional flare stations at Mid Valley and San Timoteo Landfills.
- The Public Works – Flood Control District (District) budget includes \$82.5 million in capital improvement projects. The District is currently in construction on the West Fontana Channel and Cactus Basin #4/5 projects. The District plans to start construction on the following projects: Santa Ana River Flood Wall Repair, Etiwanda Channel Invert Repair, West State Street Storm Drain, and Desert Knolls Wash.
- The Public Works - Transportation budget includes more than \$39.5 million in major infrastructure projects, some funded in part with Discretionary General Funding. Budgeted activities include design, right-of-way and/or construction for major projects, including:
 - Bridge replacements on Glen Helen Parkway and Rock Springs Road.
 - Rehabilitation on Sterling Avenue, Philadelphia Street, Hospital Road, Hook Creek Road and Crafton Avenue.
 - Bicycle infrastructure on Sunburst Avenue.
 - Drainage improvements and road rehabilitation on Pipeline Avenue.
 - Drainage improvement on Slover Avenue and Lone Pine Canyon Road.
 - Widening and rehabilitation of Ranchero Road and San Bernardino Avenue.
 - Road reconstructions on Park Blvd, Beech Avenue, Green Tree Boulevard, and Needles Highway.
 - Interchanges at: Interstate 10/Alabama Avenue, Interstate 10/Cedar Avenue and State Route 60/Central Avenue.



- National Trails Highway: rehabilitation or replacement of 10 bridges.

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

- Veterans Affairs will increase the office space for floating staff in Hesperia and Rancho Cucamonga to provide coverage as needed. This will allow the Department to continue towards its goal of seeing 90% of its customers within one hour of their arrival.
- Arrowhead Regional Medical Center continues to expand primary care services in an effort to increase access to healthcare, while lowering costs by focusing on prevention and reducing emergency room visits.
- Arrowhead Regional Medical Center is expanding its Infusion/Oncology clinic to provide a state-of-the-art clinical setting that is conducive to healing with additional oncology exam rooms, spacious infusion bays, on-site patient navigation, social services and nutrition therapy.
- On December 28, 2018, the Department of Aging and Adult Services/Office of the Public Guardian was awarded funding for the Home Safe grant, which was established by Assembly Bill 1811 (Chapter 35, statutes of 2018). The purpose of the Home Safe grant is to incorporate the Housing First principles while promoting housing stability for Adult Protective Services (APS) clients who are homeless or at imminent risk of becoming homeless as a result of abuse, neglect, self-neglect, and/or exploitation. This program will place the emphasis on keeping clients in safe and secure homes, and provide housing-related support to APS clients.
- The Department of Behavioral Health (DBH) provides shelter and support to hundreds of homeless consumers through DBH's Shelter services and 99 Mental Health Services Act (MHSA) supportive housing units. In collaboration with HACSB, the Department of Behavioral Health plans to provide permanent supportive services to over 500 individuals and their families who are chronically homeless and have been diagnosed with a mental illness.
- The Mental Health Services Oversight and Accountability Commission recently approved the Department of Behavioral Health's MHSA funded InnROADs, a five-year, time-limited learning project. The project will start in 2019-20 and will be a multi-agency, multidisciplinary approach with the Department of Aging and Adult Services, Department of Public Health and the Sheriff's Department to engage individuals experiencing homelessness and mental illness in rural areas of San Bernardino County.
- The District Attorney's Office will add a third facility dog to the Special Victims K-9 Unit to provide support to children and reduce the fears that a child has about participating in the criminal justice system. In August 2015, the two existing facility dogs and their handlers/victim advocates were trained to provide support to children in the courtroom when they are required to testify in court. The facility dogs have been successful in providing support to children in both juvenile and adult court as well as responding to mass critical incidents. Adding a third facility dog will allow the District Attorney's Office to provide services to the High Desert region of the County.
- HACSB will procure and provide after school services for affordable housing communities in the cities of Barstow, Chino, Colton, Redlands, San Bernardino, and Upland.



- HACSB will continue year two implementation of the countywide digital learning centers that were opened at six affordable housing communities, to include basic computer literacy and to promote low cost broadband adoption to our households and the surrounding community.
- HACSB will work with Loma Linda University to launch the first year research on the agency's first permanent supportive housing development, Golden Apartments and Desert Haven. HACSB will use the data to enhance the program and its benefits to program participants.
- The Transitional Assistance Department (TAD) will continue the enhance to C4Yourself Self-Service options including text notifications, interactive voice response automation, e-notifications and other mobile application features to provide convenient and rapid communication among customers and TAD staff, improving the response to the social service needs of our communities.
- The County Museum continues to develop family programs to highlight the informal educational value of the museum's collections and to increase the cultural and science literacy of County residents. These programs include Second Saturdays at Victor Valley Museum and at the Redlands Museum, Arthropolooza, the Great ShakeOut, archaeology and geology month, Old West Days and astronomy nights, among others.
- The Office of Homeless Services (OHS) received \$9.4 million in Homeless Emergency Aid Program (HEAP) grant funding in 2018-19, of which \$8.3 million is programmed in 2019-20 to collaborate with 22 entities to provide services to an estimated 4,600 homeless individuals and families at imminent risk of homelessness throughout San Bernardino County.
- The Probation Department - Community Corrections Bureau in collaboration with other agencies, including the Sheriff's Department and Superior Courts of California, will implement a program for Pretrial Assessment Services to address the needs of those dealing with homelessness and mental illness.
- The Public Health Department – Animal Care and Control Division will continue to focus on outreach and coordination with Rescue Group Partners.
- The Public Works – Flood Control District (District) will continue to provide cleanup/debris removal services for Public Works facilities where homeless encampments and increased graffiti are taking place. The long-term service impacts of this team will provide for the health and safety of County residents.
- The Public Defender will increase the number of post-conviction community outreach events and speaking engagements to help improve client access to social services and increase employment opportunities.
- The Public Defender will increase advocacy for pre-trial release opportunities to improve case dispositions and reduce the negative consequences of pre-trial detention.



Pursue County Goals and Objectives by Working with Other Agencies

- The Public Defender will continue its graduate-level court immersion training seminar collaborative, with California State University San Bernardino, to educate and prepare students to effectively participate in legal proceedings when they serve as mental health professionals.
- Child Support Services is collaborating with the Workforce Development Department to remove barriers to employment for its customers that could prevent sustainable and reliable child support payments.
- Child Support Services is partnering with the County Library at locations in Highland, Fontana, Hesperia and Apple Valley on designated days during the early evening hours to expand its outreach by providing services at these locations.
- The Department of Aging and Adult Services/Office of the Public Guardian is working collaboratively with Inland Empire Health Plan and Molina Healthcare to coordinate care for clients in common. By working with partners, the department is better able to serve the community in an effective and efficient manner with better outcomes.
- HACSB will continue research on the No Child Left Unsheltered (NCLU) Program and expand the program, based on last year's research and recommendations, to include the Housing Support Program, in partnership with the Department of Behavioral Health, Transitional Assistance Department and HACSB's affiliate nonprofit KEYS. HACSB will work with Loma Linda University to evaluate the hybrid program. The NCLU is an innovative initiative that focuses on housing truly street homeless families with children while also working on the educational and well-being of the children and the economic advancement of the parent(s).
- HACSB will open the renovated Head Start facility at Arrowhead Grove in partnership with Preschool Services. HACSB renovated two 1943 former public housing duplexes in order to accommodate serving twice as many children in the new Arrowhead Grove mixed income community.
- The Children and Family Services Department will begin a collaboration with the Department of Behavioral Health and Wraparound contract providers to allow Children and Family Services to serve more children and youth through the Wraparound program, which will result in transitioning more youth from Group Homes and Short Term Residential Programs to home based family settings.
- The Children and Family Services Department will continue to streamline the hiring and training of over 100 Social Service Practitioners via "speed hiring", a collaboration between Children and Family Services, Human Resources, and Human Services Personnel, combined with new strategies to increase retention; and provide the necessary resources to meet the safety and well-being needs of children and families in the County.
- Preschool Services Department (PSD) established seven (7) new Memorandums of Understanding (MOUs) with various universities and community service organizations, bringing the total number of active MOUs to 53. These MOUs provide internship opportunities to students. Currently, there are over 350 students and interns resulting in approximately 2,400 hours of support services to the children and families enrolled in County preschool programs. These continuing collaborations and linkages with community partners will improve services provided to



residents, as well as assist the department in achieving its in-kind match requirement each program year.

- The Purchasing Department is facilitating the creation of a Mutual Aid agreement for procurement with neighboring counties that will assist during disaster declarations.
- Regional Parks, in partnership with Community Development and Housing Agency, will begin construction on a new accessible restroom and shower facility within the RV Campground at Yucaipa Regional Park. This project is scheduled to begin in 2019-20, and will be funded by Community Development Block Grant funds.

Focus on Recovery and Resiliency Following the December 2, 2015 Terrorist Attack (SB Strong)

- Arrowhead Regional Medical Center participates in trauma Resiliency Training for its resident physicians and health care staff. The training helps identify stressors in the workplace and provides coping strategies and self-care tips to benefit and strengthen the workforce.
- In 2017-18, the County Security Committee in coordination with the County Administrative Office launched SB Safe, an online employee safety training program. This system also includes an Employee Alert System that enables the County to instantaneously provide emergency notification and direction to employees who have enrolled in the system. Online safety training modules were released to employees in 2018-19. Additional modules will be developed and released in 2019-20.
- The District Attorney's Office-Bureau of Victim Services received grant funding for a Mass Victimization Advocate (MVA) to further develop a comprehensive crisis response/mass victimization assistance plan. The plan will be structured to identify and respond to victim needs such as safety, food, shelter and immediate services in the aftermath of a mass victimization/terrorism incident. The MVA will also develop and implement mutual aid memoranda of understanding with the Victim Witness Centers from the Southern California counties to facilitate a regional response to mass victimization.



CHALLENGES IN FISCAL YEAR 2019-20 AND BEYOND

The following fiscal challenges currently impact the multi-year fiscal strategy for the County.

Economic Challenges

The County's Multi-Year Financial Forecast covers July 2019 through June 2025 and includes moderate growth of major revenue streams throughout the period. In addition to the topics discussed earlier, the County Administrative Office continues to monitor other outstanding issues including:

- Potential of a recession – By the end of June 2019, the current economic expansion will reach ten years, making it the longest expansion in the history of the United States post World War II. While the current multi-year forecast does not explicitly build in a recession, revenue growth is projected conservatively in order to account for the potential impact of a weakening economy.
- Criminal Justice Fines and Fees – Pending legislation at the State level may eliminate fees charged to individuals who come in contact with the criminal justice system, including fees for public defenders, booking, mandatory drug testing, and costs related to incarceration and probation supervision, such as electronic monitoring. These administrative fees were established to help counties recoup costs.
- Unfunded state mandates – Legislative action at the State level can impose fiscal pressures that expand or place additional demands on local government, such as the new requirements on voter registration, voter roll maintenance, and the expedited required replacement of the voting system.
- Bail Reform – There is pending legislation to eliminate California's money-based bail system and replace it with a risk-based system that includes pretrial assessment services provided through the courts or public agencies, such as county probation departments.

State Budget

On May 9, 2019, Governor Newsom released the May Revision to the January Budget Proposal for the 2019-20 fiscal year. The \$213 billion revised budget is \$4 billion higher than his initial plan released in January. The May Revision boosts spending on areas such as early education and homelessness. The May Revision projects short-term revenues of \$3.2 billion above the January Budget, however, most of the increased revenues are constitutionally obligated to reserves, debt repayment, and schools. Despite the short-term gains, slower economic growth leads to a lower forecast in out-year revenues—\$1.6 billion lower in 2022-23 compared to the forecast in January. The May Revision allocates \$15 billion to building budgetary resiliency and paying down the State's unfunded liabilities—\$1.4 billion higher than proposed in January. This includes \$4.5 billion to eliminate debts and reverse deferrals, \$5.7 billion to build reserves, and \$4.8 billion to pay down unfunded retirement liabilities.

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 14.6% of the County budget and includes 1991 and 2011 Realignment revenues (\$810.9 million), County sales tax (\$22.9 million) and Proposition 172 Half-Cent Sales Taxes (\$202.6 million). While sales taxes are projected to



experience a modest increase in 2019-20, 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

There are no additional ongoing Discretionary General Funded retirement costs built into the 2019-20 Recommended Budget. Included in the multi-year forecast is a pension cost smoothing plan that will require approximately \$13.8 million of one-time funds to generate approximately \$7.0 million of available ongoing discretionary revenue. The County Administrative Office anticipates reaching the peak in retirement cost rates during the multi-year forecast period and this smoothing plan allocates one-time funds to address the peak in costs rather than allocating ongoing funds. It is anticipated that the County will begin to see a net savings in retirement costs beginning in 2022-23 as a result of the final payment on its 1995 Pension Obligation Bonds in 2021-22.

Although forecasting a peak in costs during the term of the forecast, the County can expect to see increasing retirement cost volatility due to the increasing size of the pension fund and the continuing demographic shift toward a higher retiree-to-active member ratio as the system matures. Additionally, it is possible that the Retirement Board will again consider reducing the assumed rate of return, from 7.25% to either 7.0% or 6.75%, during its next scheduled experience study. This would impact the County in 2021-22 and would cost approximately \$8.0 million in additional Discretionary General Funding for every quarter percent reduction in the assumed rate of return. The County Administrative Office and the Retirement Association have an active dialog about monitoring, measuring, and mitigating potential risks as they arise within the pension system.

CONCLUSION

The County fiscal plan, as developed by the County Administrative Office, is balanced, funds costs to maintain services, and allocates both ongoing and one-time funding for high priority County needs, leaving capacity to fund future estimated costs. This budget, which is consistent with the Board's policy direction, continues to pursue achievement of the Goals and Objectives adopted by the Board, while providing for the service needs of the County.



GARY McBRIDE
Chief Executive Officer



CONTENTS OF 2019-20 RECOMMENDED BUDGET

There are two workbooks for the 2019-20 Recommended Budget. The first workbook is the 2019-20 Executive Summary and the second workbook is the 2019-20 Recommended Budget. Both workbooks are user friendly for members of the public, Board of Supervisors, and departments. The following section details the organization of each workbook below:

Please Note: The 2018-19 Modified Budget amounts displayed in this Recommended Budget include adjustments up to and including those approved on the 2018-19 Second Quarter Budget Report.

The first workbook, 2019-20 Executive Summary, is a summary of the 2019-20 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 multi-year forecast and includes changes in ongoing County discretionary revenue and the ongoing cost to maintain services.
- **Identified Needs**, which summarizes the ongoing and one-time needs recommended to be funded in 2019-20 and identifies future needs that are recommended for funding by setting aside monies in reserves.
- **County Budget Summary**, which shows total requirements and total sources included in the 2019-20 Recommended Budget with comparative numbers from the 2018-19 modified budget. Also included is total budgeted staffing recommended for 2019-20 with comparative numbers from the 2018-19 modified budget.
- **Discretionary General Funding and Restricted Funds**, which summarizes how the general fund is funded in 2019-20 as well as the balances of unallocated discretionary sources (contingencies) and reserves. Also included is information related to Prop 172 sales tax revenue and Realignment revenue.

The second workbook, 2019-20 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.

After the County Budget Overview, 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 2019-20 Recommended Budget.
- **Summary of Budget Units**, which summarizes the 2019-20 Recommended Budget by requirements, sources, net county cost, fund balance, unrestricted net position and staffing for all budget units under the direction of a specific department and/or group, where applicable.
- **Department's 2018-19 Major Accomplishments.**
- **Department's Performance Measures to meet the 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 2019-20 requirements (excluding reimbursements), sources (including reimbursements), net county cost, use of/(contribution to) fund balance/net position, budgeted staffing, and percentage of net county cost, if applicable.
- **Total Requirements (Excluding Reimbursements) and Total Sources (Including Reimbursements) pie charts**, illustrate what percentage of 2019-20 budgeted expenditure authority is spent on staffing expenses, operating expenses, etc., as well as, the percentage of the 2019-20 budgeted sources that come from net county cost, reimbursements, taxes, fee/rate, etc.
- **Analysis of 2019-20 Recommended Budget**, includes line item budget amounts for requirements such as staffing expenses, operating expenses, etc., line items for 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 Requirements and Sources in 2019-20 Recommended Budget**, provides explanations of major departmental requirements and sources included in the 2019-20 Recommended Budget.

The section named **Detail of 2019-20 Recommended Budget** is for 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 2018-19, including staffing, requirements, sources, net county cost, fund balance, and net position, where applicable; and also includes a description of major programmatic changes in requirements and sources.

- **Budget Changes and Operational Impact**, briefly describes any notable program impacts, and highlights the 2019-20 Recommended 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.
- **2019-20 Position Summary** identifies, by departmental function, the 2018-19 modified budgeted staffing, recommended additions, deletions, and re-orgs in order to develop the 2019-20 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 2019-20, including significant changes from prior year modified budgeted staffing.



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 information and insight needed to establish multi-year budget solutions and financial policies and actions that maintain good fiscal health. The County creates a multi-year financial forecast for the purpose of providing the Board of Supervisors with a framework for use in decision-making to maintain continuity of the fiscal health of the County, and plan for the provision of services, capital assets, and infrastructure. It also helps the County 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 mitigating actions or changing circumstances.

Summary of the County's Multi-Year Financial Forecast

Although there are significant financial challenges facing the County through 2024-25, there are several reasons to be optimistic about its current financial position. In 2018-19, the Board kept \$54.5 million in ongoing funds unallocated in anticipation of future ongoing needs. This, along with higher than anticipated Property and Sales Tax receipts in 2018-19, has contributed to an \$80.4 million ongoing surplus available from prior years to start 2019-20. Moreover, there are projected discretionary revenue increases totaling \$181.0 million through the term of the forecast, reflecting a confidence in the current state of the economy while maintaining fiscal prudence in the event of a recession by staying within the bounds of County policy, which prevents overly aggressive growth estimates.

Offsetting the total estimated ongoing resources available of \$261.4 million (which includes the 2018-19 carryover and total revenue changes through the forecast) are \$242.1 million in anticipated ongoing costs including ongoing costs to maintain services, recommended changes to ongoing costs, and future estimated costs. This leaves a projected surplus of \$19.3 million through 2024-25. Notably, Human Service Program costs are projected to increase \$83.0 million through the multi-year financial forecast. To the extent available, these programs are paid for with Realignment revenues, which are primarily funded with sales tax. However, Realignment revenue is not growing at a fast enough rate to fund estimated cost increases, which are driven from greater demand in the foster care system and projected costs under the current In-Home Supportive Services (IHSS) Maintenance of Effort (MOE). The County is also estimating a total of \$149.5 million in projected salary adjustments through the term of the forecast (\$9.8 million in current approved agreement costs and \$139.7 million estimated for future agreements). These notable costs are offset by projected savings in retirement costs totaling a net \$31.0 million through 2024-25. The County will have paid off both its 1995 Pension Obligation Bonds and 2004/2008 Pension Obligation Bonds in 2021-22 and 2023-24, respectively, resulting in significant ongoing savings to the County.

Because the County has a depreciating surplus through the term of the forecast, from \$62.0 million available in 2019-20 to \$19.3 million available in 2024-25, it is anticipated that most of the remaining available funding will be spent on one-time costs. These one-time costs range from investment in technology and systems (\$83.3 million) to County building improvements (\$93.1 million) to setting aside funds in reserves (\$59.5 million). This approach will enable the County to invest in its future while maintaining financial stability for years to come.



TABLE 1
MULTI-YEAR FINANCIAL FORECAST
DISCRETIONARY GENERAL FUNDING
FISCAL YEARS 2019-20 THROUGH 2024-25
(dollars in millions)

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
2018-19 Ongoing Carryover	80.4	-	-	-	-	-
Revenue Change:						
Property Tax	31.2	30.1	18.9	19.5	20.0	20.7
Proposition 172	4.9	5.1	5.2	5.3	5.5	5.6
Other Revenue	2.4	1.4	1.6	1.5	1.0	1.1
Total Revenue Change	38.5	36.6	25.7	26.3	26.5	27.4
<u>Ongoing Costs to Maintain Services:</u>						
Retirement	-	-	-	18.0	-	34.0
MOU Costs	(4.3)	(4.4)	(1.1)	-	-	-
Human Services Programs	(14.8)	(11.9)	(10.8)	(11.4)	(11.2)	(22.9)
Workers Comp Insurance Increases	(0.6)	-	-	-	-	-
Other Insurance and Central Services Increases	(3.4)	-	0.2	-	-	-
Real Estate Services - Utilities	(0.2)	(1.0)	(0.9)	(0.9)	-	-
Projected SAP Enterprise Costs	(1.0)	(2.9)	-	-	-	-
Fully Fund Asset Replacement Reserve	(3.2)	-	-	-	-	-
Other (Costs)/Savings	16.1	(0.3)	(0.1)	1.8	-	-
Total Ongoing Costs To Maintain Services	(11.4)	(20.5)	(12.7)	7.5	(11.2)	11.1
Recommended Changes To Ongoing Costs	(14.1)	(1.0)	(3.0)	-	-	-
<u>Future Estimated Costs:</u>						
High Desert Detention Center Staffing - Phase 2	-	-	-	-	(14.8)	-
High Desert Detention Center Staffing - Phase 3	-	-	-	-	-	(12.8)
Projected County MOU Costs	(31.4)	(17.3)	(20.9)	(23.3)	(26.1)	(20.7)
Projected Indigent Defense Inflationary Costs	-	(0.5)	-	-	-	-
Projected Retirement Costs - 7.0% Earnings & 2018-19 Losses	-	-	(8.0)	(10.0)	-	(3.0)
Glen Helen Rehabilitation Center - Possible Cost if Remodel Jail	-	-	(1.0)	-	-	-
Potential Property Income	-	3.0	-	-	-	-
Total Future Estimated Costs	(31.4)	(14.8)	(29.9)	(33.3)	(40.9)	(36.5)
Total Cost Change	(56.9)	(36.3)	(45.6)	(25.8)	(52.1)	(25.4)
Ongoing Available/(Deficit)	62.0	0.3	(19.9)	0.5	(25.6)	2.0
Cumulative Ongoing Available for One-Time	62.0	62.3	42.4	42.9	17.3	19.3
Additional One-Time Funding Available	127.6	-	-	-	-	-
Total Funding Available	189.6	62.3	42.4	42.9	17.3	19.3
Recommended One-Time Budget Requests	(76.7)	(23.9)	(12.8)	-	-	-
Recommended for Building Projects	(80.3)	-	-	-	-	-
Chino Plume	(10.0)	(13.5)	(2.1)	(2.1)	-	-
ROV Annual Funding (Future Years)	-	(4.3)	(10.5)	(4.3)	(10.5)	(4.3)
General Purpose Reserve Contributions	(11.9)	(11.9)	(11.9)	(11.9)	(11.9)	-
Mandatory Contingencies	-	(0.5)	(0.3)	(0.3)	(0.3)	(0.3)
Total One-Time Remaining Available/(Deficit)	10.7	8.2	4.8	24.3	(5.4)	14.7
Cumulative One-Time Available/(Deficit)	10.7	18.9	23.7	48.0	42.6	57.3

Table 1 displays the County's 2019-20 fiscal plan and summarizes the County's multi-year financial forecast. The forecast reflects a long-term financial plan to use ongoing discretionary revenue available to pay for known ongoing expenditures along with significant one-time projected expenses.



2019-20 Recommended Budget

The 2019-20 Recommended Budget is structurally balanced, with \$62.0 million of ongoing funding that has not been allocated to fund ongoing costs.

2019-20 Ongoing Revenue Changes

As reflected in the forecast, the County anticipates increased revenues of \$38.5 million in 2019-20.

Property Tax Revenue, including pass-through and residual revenue from redevelopment agencies, is projected to increase due to 5.35% estimated growth in assessed valuation (AV) in 2019-20.

Proposition 172 Sales Tax revenue is projected to increase 2.5% over 2018-19 estimated receipts. This revenue is derived from a half-cent sales tax that provides funding for public safety services.

Other Revenue includes an anticipated increase of \$2.4 million and is comprised of other property related and interest revenue.

2019-20 Ongoing Cost Changes

As reflected in the Multi Year Financial Forecast, the County anticipates an increase in Ongoing Costs to Maintain Services of \$11.4 million in 2019-20. Ongoing Cost Changes reflect the cost to maintain current service levels.

MOU Costs increases reflect the 2019-20 cost of approved compensation changes pursuant to negotiated MOUs with employee groups.

Human Services Programs increase are due to increased costs in the Foster Care caseload and projected cost increases under the current In-Home Supportive Services MOE.

Other Insurance and Central Services increases are primarily a result of increases in risk management insurance costs for workers' compensation, general liability, and law enforcement liability.

Real Estate Services - Utilities increases are primarily a result of increases in utilities costs for County owned buildings.

Projected SAP Enterprise Costs represent estimated additional ongoing costs to provide staffing support for the County's new SAP Enterprise system.

Fully Fund Asset Replacement Reserve will enable the County to replace departmental equipment that is at the end of its useful life on an ongoing basis.

Other (Costs)/Savings include savings of \$16.1 million due to the elimination of the annual allocation to the 800 MHz project of \$8.3 million (as the project is now fully funded), and an \$8.2 million savings due to the final payment of the 2012 West Valley Detention Center Refunding debt, which was fully repaid as scheduled in November 2018.

2019-20 Recommended Changes to Ongoing Costs

Recommended Changes to Ongoing Costs of \$14.1 million are detailed in the Identified Needs Section of this Recommended Budget Book.



2019-20 Future Estimated Costs

Projected County MOU Costs represent estimates of future negotiated salary and benefit costs. These projected costs are currently included in General Fund contingencies.

2019-20 Recommended One-Time Allocations

Recommended One-Time Budget Requests of \$76.7 million are detailed in the Identified Needs Section of this Recommended Budget Book.

Recommended Building Projects of \$80.3 million are detailed in the Identified Needs Section of this Recommended Budget Book.

Chino Plume of \$10.0 million to fund Chino Plume Remediation Construction expenses.

General Purpose Reserve Contributions of \$11.9 million which will bring the reserve to 16.1% of locally funded appropriation, which reflects an increase as compared to 15.7% in 2018-19.



The County Fiscal Plan (multi-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. In addition, 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.

The 2019-20 Recommended Budget was prepared without the inclusion of recommended uses of available Discretionary General Funding within specific departmental budgets. Instead, the recommendations, which were described in the Budget Workshop presented to the Board on May 7, 2019, will be included as amendments to the 2019-20 Recommended Budget during the budget hearing presented to the Board on June 11, 2019. This change in process will allow for greater operational flexibility to make adjustments to the budget, as directed by the Board. As a result, there are currently significant General Fund Contingencies included in the 2019-20 Recommended Budget Book. Below is a list of recommended uses of Discretionary General Funding that are currently planned to be included as part of the Recommended Budget Hearing on June 11, 2019.

Both ongoing and one-time amounts allocated in this Budget Book, and those to be allocated in Attachment B1, are itemized and discussed in the following sections.

ONGOING NEEDS

There are \$25.5 million in increased Ongoing Cost changes identified in the multi-year financial forecast (\$11.4 million to maintain current services, which is discussed in the County Fiscal Plan section of this Recommended Budget, and \$14.1 million in recommended allocations). The following section discusses ongoing allocations recommended to be funded in 2019-20.



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

Included In Recommended Budget Book

	Ongoing
County Trial Courts - Trial Court Funding Maintenance of Effort	\$ 0.5
Economic Development - Ongoing General Fund Support of Operations	3.5
Office of Emergency Services - Operations	0.5
Public Health - Non-Profit Permits for Temporary Events and Snack Bars	0.1
Subtotal	\$ 4.6

Included in Attachment B1 to Recommended Budget Board Item

	Ongoing
Auditor Controller - COE Funding*	\$ 0.8
Auditor Controller - SAP Licensing*	0.2
Auditor Controller - Media Specialist	0.1
Clerk of the Board - Addition of a Board Services Supervisor	0.1
Clerk of the Board - Ongoing costs for new Agenda Management System (\$15,000)	0.0
Countywide Programs	0.8
District Attorney - Reclasses (\$8,344)	0.0
District Attorney - Staffing for State Impacts	1.7
Human Resources - Addition of a Fiscal Specialist	0.1
Human Services Administration - CalFresh Match	0.4
Information Services - ESRI GIS Licenses and Support	1.5
Information Services - Multimedia Services Reclasses	0.1
Office of Emergency Services - Reclasses (\$30,000)	0.0
Public Defender - Staffing for State Impacts	0.3
Public Defender - Addition of Social Workers	0.5
Public Guardian/Aging and Adult Services - County Counsel Fees	0.1
Purchasing - Addition of a Buyer II	0.1
Registrar of Voters - Staffing to support operations	0.2
Sheriff - Support for Hope Team	0.6
Sheriff - Media Liaison	0.1
Sheriff - Dispatchers (Year 2 of 2)	0.6
Sheriff - START Program funding	0.2
Sheriff - Overtime (Year 3 of 5)	1.0
Sheriff - West Valley Detention Center Deputies (Year 2 of 2)	0.8
Sheriff - Classification Unit (Year 2 of 2)	0.3
Subtotal	\$ 10.6

Additional Ongoing Costs in 2019-20 Recommended Budget**\$ 15.2**

*Denotes items that are reflected in the Cost to maintain portion of the multi-year Forecast.



\$1.1 million for the Auditor-Controller/Treasurer/Tax Collector

- Funding to expand the team that manages the SAP Financial Management System through the addition of 6 positions including one Secretary II, one SAP Functional Analyst II, one SAP Functional Analyst I, two SAP Technical Analyst II's, and one SAP Technical Analyst I (\$0.8 million).
- Funding for additional SAP Licensing costs associated with the agreement approved by the Board of Supervisors on December 18, 2018 (Item No. 17 - \$0.2 million). This agreement included the purchase of additional user licenses and the associated support fees.
- The addition of a Media Specialist to improve the delivery of effective communication with County constituents on matters regarding property tax, tax collection and other fiscal responsibilities (\$0.1 million).

\$0.1 million for the Clerk of the Board

- Funding for one Board Services Supervisor who will provide more oversight, training and assistance to ensure staff have a higher level of coaching and professional development (\$0.1 million).
- Ongoing funding for projected costs associated with the implementation of the new Agenda Management System. Costs include increases to data processing, server support and data storage (\$15,000).

\$0.5 million for County Trial Courts – Trial Court Funding Maintenance of Effort

Funding for an increase in the mandated Maintenance of Effort (MOE) payment to the State of California that reflects an increase in revenue sharing.

\$0.8 million for Countywide Programs

- Funding to support community programs and projects that promote the health, safety, well-being, and quality of life for County residents (\$0.3 million).
- Funding for two positions to manage countywide issues related to HIPAA, ethics, privacy, security, conflict of interest, False Claims Act and whistleblower protections (\$0.4 million).
- Funding for costs associated with Air Quality Management District participation by County staff (\$30,000).
- Funding to develop a countywide leadership training model, provide supplies to support department head trainings, and expand the County's public facing materials that promote Countywide Vision projects (\$45,000).

\$1.7 million for District Attorney

- Funding for nine Deputy District Attorney IV positions in the criminal operations divisions at the Central (3), Rancho Cucamonga (3) and Victorville (3) offices to address increased statutory responsibilities (\$1.7 million). These additional prosecutors will help ensure that proper processing of defendants occurs within constitutional time constraints.
- Funding for reclassifications of various positions approved by Human Resources (\$8,344)

\$3.5 million for Economic Development – Ongoing General Fund Support of Operations

Ongoing funding for Economic Development operations to create, maintain, and grow the economic value of San Bernardino County. In recent years this funding has been allocated to the department annually on a one-time basis.

\$0.1 million for Human Resources – Addition of a Fiscal Specialist

Funding for one Fiscal Specialist to balance existing workloads.

\$0.4 million for Human Services Administration – CalFresh Match

Funding will increase Transitional Assistance Department's CalFresh staffing levels to the required levels necessary to keep the Cumulative Error Rate under 6%. The CalFresh program is a mandated nutritional assistance program designed to help single people and families with limited income buy food. Failure to maintain an error rate below the Cumulative Error Rate cap can result in costly sanctions and penalties.



\$1.6 million for Information Services

- Ongoing general fund support of ESRI GIS systems including licensing and staffing (\$1.5 million). Funding this enterprise agreement will provide all County Departments the ability to better understand the public's needs will improve communication between County departments and the public, and eliminate the need for individual departments to execute GIS software agreements.
- Funding for increased costs to provide Multimedia Support to Countywide functions and activities (\$0.1 million)

\$0.5 million for the Office of Emergency Services – Operations

- Funding to maintain operations of the Office of Emergency Services at the current level.
- Funding for the reclassification of an Office Assistant III to a Staff Analyst II (approved by Human Resources, \$30,000).

\$0.8 million for Public Defender

- Funding for six positions to address increased workload. Staffing additions include:
 - One Chief Deputy Public Defender to supervise the newly created Special Projects division that manages the implementation of new programs, increased services and process changes that are necessary to comply with changes in law.
 - Addition of four Social Services Practitioners and one Supervising Social Service Practitioner to address increased workload and perform mitigation work while also supporting attorneys to represent clients in a timely and effective manner.

\$0.1 million for Public Health – Non-Profit Permits for Temporary Events and Snack Bars

Funding for permit costs of non-profits to operate temporary events and snack bars. In recent years, this funding has been allocated to the department on a one-time basis as needed. This funding will allow Public Health to perform health inspections for non-profit operators like Little League snack bars free of charge.

\$0.1 million for Public Guardian/Aging and Adult Services – County Counsel Fees

Funding for a projected increase in the need for counsel services to support both Lanterman–Petrus Short clients and Probate Conservatees. Services provided to the Public Guardian include those necessary for the Public Guardian to act as Conservator of last resort for individuals found to be gravely disabled or who lack the mental capacity to manage their finances and provide their own care.

\$0.1 million for Purchasing – Addition of a Buyer II

Funding for one Buyer II to balance workload, improve efficiency and customer service, including training and consulting with customers regarding SAP and procurement procedures.

\$0.2 million for the Registrar of Voters to Increase Staffing to Support Operations

Funding for two Elections Technicians and one Office Specialist to address an increase in the amount and complexity of work. Changes including increases in mail ballot voters and state mandated changes to business processes have led to workload issues that, if not addressed, could impact the department's ability to conduct fair and timely elections.



\$3.6 million for the Sheriff/Coroner/Public Administrator

- Funding to support continued operation of the Homeless Outreach Proactive Enforcement (HOPE) Team (\$0.6 million). Established in January 2014, the HOPE Team provides a proactive approach to policing and reaching out to the homeless population in the County of San Bernardino.
- Funding for one Media Specialist to improve community media relations and outreach (\$0.1 million).
- Year 2 of 2 funding to add nine Sheriff's Communications Dispatchers to enhance call intake operations at the Sheriff's Communication Center (\$0.6 million).
- Funding for one Deputy Sheriff position to staff the Sheriff's Transition Assistance Re-Entry Team (START) program to reduce recidivism (\$0.2 million). Based out of the West Valley Detention Center, the START team proactively works to reduce the rate at which offenders return to incarceration through community policing philosophies that help veterans, the homeless, medically fragile persons or those with behavioral health problems re-enter their communities upon release from incarceration.
- Year 3 of 5 funding for operational overtime (\$1.0 million).
- Year 2 of 2 funding (\$1.1 million) for the addition of 7 Deputy Sheriff positions to be assigned to Unit 5 at the West Valley Detention Center (5 positions) and to the Classifications Unit at the High Desert Detention Center (1 position) and Central Detention Center (1 position).



ONE-TIME NEEDS

There are \$212.7 million in one-time costs funded using a combination of reserves, contingencies and other revenue. As noted above, this includes amounts included in this Budget Book and items that will be included in Attachment B1 of the 2019-20 Recommended Budget Board Agenda Item(s). Further detail of the \$212.7 million in one-time needs is provided on the following pages.

**One-Time Costs Identified to be Funded in 2019-20
(in millions)**

	One-time
Included In Recommended Budget Book	
CAO - CA Univ. of Science and Medicine MOU (Year 2 of 5)	\$ 1.0
Registrar of Voters - Annual One-Time Funding for Elections Cycle	10.5
Subtotal	11.5

	One-time
Included in Attachment B1 to Recommended Budget Board Item	
Auditor/Controller-Recorder-Treasurer-Tax Collector - SAP Hardware	0.4
Auditor/Controller-Recorder-Treasurer-Tax Collector - SAP Post-Implementation	2.5
Clerk of the Board - Agenda Management System Replacement	1.1
Community Development - Projects	0.2
Community Development - RDA Dissolution	0.1
CAO/LUS - Accela Phase II and III Support	0.8
CAO/CCL - Chino Plume Related Legal Costs	0.4
CAO - Community improvements	0.2
Economic Development - Chamber of Commerce Pilot Project (Year 3 of 3)	0.4
Economic Development - Collaboration with ONT/UCR	0.3
Fire Protection District - Inmate Hand Crew	2.0
Fire Protection District - Special Operations Helicopter Program	0.8
Land Use Services - Part-Time Support for Accela	0.1
Land Use Services - Illegal Trucking Enforcement	0.3
Land Use Services - Countywide Plan	0.4
Land Use Services - Fire Hazard Data Management Software	0.3
Land Use Services - Code Enforcement Staffing - Short Term Vacation Rentals	0.5
OES - Hardware Refresh for EOC	0.1
Public Guardian/Aging and Adult Services - Building Relocation (\$47,015)	0.0
Public Health - Animal Control Rescue Coordinator Pilot	0.1
Registrar of Voters - New Voting System	30.0
Sheriff - One-Time Funding for Classification unit (\$40,000)	0.0
Sheriff - One-Time Funding for START program	0.1
Sheriff - One-Time Funding for WVDC Deputies	0.1
Veteran's Affairs - Maloof Program Funding (\$5,000)	0.0
CIP*	160.1
Subtotal	\$ 201.2

Additional One-time Costs in 2019-20 Recommended Budget **212.7**

*Allocation partially funded by revenue not included in the multi-year forecast.



\$2.9 million for the Auditor/Controller/Treasurer/Tax Collector

- Funding for the purchase of a new pre-production support environment to assist in ensuring the stability of the SAP Production system. The pre-production system will provide an exact copy of the production system and assist in performance testing, regression testing, and be used as a training environment. This allocation reflects the use of both the **New Financial Accounting System Reserve** and available Discretionary Funding.
- A use of the **SAP Post Implementation Reserve** to fund SAP Enterprise Support Services at fixed rates as approved by the Board of Supervisors on August 7, 2018 (Item No. 10) (\$2.5 million).

\$1.1 million for the Clerk of the Board – Agenda Management System Replacement

Use of the **Clerk of the Board – Agenda Management System Reserve** to continue with the implementation of the County's Enterprise Board Management System. The new system will include: agenda management, video streaming, speaker management, closed captioning, and voting.

\$0.3 million for Community Development and Housing (CDH) Projects

- Funding will be utilized for consulting services and one Contract Housing Project Manager position to assist with a variety of CDH projects (Year 1 of 3, \$0.2 million).
- Funding for staff time and legal/consulting costs associated with an estimated 18 cities that will utilize the County to negotiate agreements regarding the sale of former RDA property. The department assists in managing agreements relating to disposition of properties by cities that require County approval. CDH will represent the County General Fund, County Flood Control and County Library on all of these agreements. (\$0.1 million).

\$0.8 million for the County Administrative Office/Land Use Services – Accela Phase II and III

Funding for continued efforts with Phase II and beginning of Phase III of the County's EZ-Online Permitting (Accela) System upgrade. Phase II of the County's EZ-Online Permitting (EZOP or Accela) System Upgrade continues to enhance customer service through the next wave of implementation to include additional permitting processes. Phase III will include building reports, record types and other final items that were not included in previous phases. This allocation reflects the use of the **Permit Systems Upgrade Reserve** and additional Discretionary General Funding.

\$0.4 million for the County Administrative Office and County Counsel for Legal Costs for Chino Airport Groundwater Remediation

Use of the **Litigation Expenses Reserve** to fund legal services related to Chino Airport groundwater remediation in the County Administrative Office Litigation Budget (\$0.2 million) and County Counsel's budget (\$0.2 million).

\$1.0 million for the County Administrative Office for the CA University of Science and Medicine MOU

Use of the **MOU-California University of Science and Medicine Reserve** to fund the second of five annual payments to the university pursuant to the MOU. The MOU calls for collaboration in clinical research studies, education, and in the delivery and improvement of healthcare services at Arrowhead Regional Medical Center.

\$0.2 million for the County Administrative Office to Fund Community Improvements

Funding to support improvements in various locations within the County of San Bernardino.

\$0.7 million for Economic Development

- Chambers of Commerce Pilot Program: Funding for year 3 of 3 of a pilot program for the unincorporated Chambers of Commerce to implement marketing throughout San Bernardino County. This allocation will allow the chambers of commerce to continue to promote their unique travel related experiences, destinations, events and activities (\$0.4 million).
- Collaboration Project Funding: Funding includes support of continued marketing and outreach efforts in support of the Ontario International Airport (\$0.3 million) and funding for a collaborative project with the University of California Riverside Center for Sustainable Government (\$15,000).



\$2.8 million for the Fire Protection District

- Inmate Hand Crew funding: Funding is for continuation of the Inmate Hand Crew Program, which was formed in 2013 from a partnership between County Fire and the Sheriff's Department (\$2.0 million).
- Special Operations Helicopter Program funding: Funding is for continuation of the Special Operations Helicopter Program which was formed as a partnership between County Fire and the Sheriff's Department (\$0.8 million).

\$1.6 million for Land Use Services

- Funding for part-time support of Accela to retain the expertise and knowledge which is vital to the successful implementation of Code Enforcement's portion of the Accela enterprise software solution (\$0.1 million).
- Rollover of prior year unspent funds for Bloomington Code Enforcement to continue enforcement and legal action related to illegal trucking activities in Bloomington (\$0.3 million).
- Funding for the Countywide Plan reflects the use of the existing **Land Use Services General Plan/Development Code Amendments Reserve** to support continued effort on the Countywide Plan implementation and post-adoption activities including production of a public outreach video (\$0.4 million).
- Funding for the Purchase of Fire Hazard Data Management Software. The purchase of a new Fire Hazard Data Management Software system will provide increased functional performance and reporting capability to better manage fire hazard tracking and invoice management (\$0.3 million).
- One-time funding to augment Code Enforcement Staffing for short-term (vacation) rental (STR) permits through the addition of 2 Code Enforcement Officer IIIs and 2 Land Use Technicians (\$0.5 million). It is anticipated that these positions will be funded in subsequent years through department fees.

\$0.1 million for the Office of Emergency Services Hardware Refresh for EOC

Use of the **Asset Replacement Reserve** to fund a computer refresh of critical equipment at both Emergency Operations Centers (\$0.1 million).

\$47,015 for Public Guardian/Aging and Adult Services – Building Relocation

Use of the **Public Guardian Lease Space Reserve** to fund the annual costs of the building lease at 686 Mill Street. Established in 2018-19, this Reserve will fund the annual cost of the lease until the Department determines a long term solution for its space needs.

\$0.1 million for Public Health – Animal Placement Pilot Program

Funding for this program will support limited term staff who will continue to explore ways to decrease the number of animals in County-run animal shelters; including outreach and recruitment of Rescue Group Partners to aid in the placement of animals housed in our shelters.

\$40.5 million for Registrar of Voters

- Funding for the 2019-20 Election Cycle (\$10.5 million).
- Funding for the costs to procure hardware, software, facility, services, supplies and labor to implement a new voting system (\$30.0 million).

\$0.2 million for the Sheriff – Startup Equipment for new Positions and Programs

Funding for start-up equipment for the new Classification Deputies, new Deputies for the START program, and the new Deputies for the West Valley Detention Center discussed in the list of Ongoing Costs Identified to be funded, found earlier in this section of the Executive Summary.

\$5,000 for Veteran's Affairs – Maloof Program

Funding to sponsor participation in the Maloof woodworking program.



\$160.1 million for Capital Improvement Projects

One-time funding is recommended for various Capital Improvement Projects:

- \$56.6 million for the construction of the Valley Dispatch Center.
- \$43.9 million to replace the county owned building at 172 W. 3rd Street, San Bernardino.
- \$20.6 million to fully fund the purchase, redesign and construction of a new Information Services building on Cooley Blvd in Colton.
- \$10.0 million to fund Chino Plume Remediation Construction expenses.
- \$8.2 million for Security Assessments/Improvements.
- \$7.6 million to fund County Government Center Campus Improvements.
- \$5.0 million for the purchase of a building for Public Defender operations.
- \$2.8 million to fund the Parking Lot Replacement project at 268 Hospitality.
- \$2.5 million to fund County Government Center roof leak repairs.
- \$2.7 million to fund various projects at regional parks facilities.
- \$0.1 million to fund improvements at the John Rains House.
- \$0.1 million to fund an office remodel at the Emergency Operations Center in Rialto.



FUTURE ONE-TIME NEEDS

In addition to one-time needs allocated for use in 2019-20, 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)

	Set-Asides
General Purpose Reserve*	\$ 11.9
825 E. 3rd Street, San Bernardino New Building Reserve	15.4
New Property Tax System Reserve	11.0
PIMS Replacement Reserve	5.0
Countywide Crime Suppression and Pilot Program Reserve	1.5
Vision2Succeed Internship Reserve	0.3
One-time Reserve Contributions in 2019-20 Recommended Budget	\$ 45.1

*Items noted by an asterisk are included in this 2019-20 Recommended Budget Book.

\$11.9 million 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 \$11.9 million for 2019-20 brings the General Purpose Reserve to 16.1% of locally funded appropriation.

\$15.4 million to establish the 825 E. 3rd Street, San Bernardino New Building Reserve

One-time funding to establish a reserve to fund the replacement of the county owned building at 825 E. 3rd Street, San Bernardino. This building currently houses the Department of Public Works.

\$11.0 million for the New Property Tax System Reserve

One-time funding to partially replenish this reserve, a portion of which was used to fund in the land acquisition at Chino Airport for the acquisition of approximately 60 acres of land adjacent to the Chino Airport pursuant to a stipulated judgment settlement on inverse condemnation litigation (March 7, 2017, Item No. 75).

\$5.0 million to establish the PIMS Replacement Reserve

One-time funding to establish a reserve to fund the replacement of the Assessor's Property Information Management System. The estimated project cost is \$30.0 million and is to be funded over a three-year period.

\$1.5 million to the Countywide Crime Suppression and Pilot Program Reserve

One-time funding to continue support for Countywide Crime Suppression and related Pilot programs.

\$0.3 million to establish the Vision2Succeed Internship Reserve

One-time funding to establish the Vision2Succeed Internship Reserve which will be utilized to support public and private participation in the GenerationGo! Internship Program. Implemented in 2018-19, the GenerationGo! Internship program provides work-based learning opportunities to high school students.



**RECOMMENDED CHANGES TO ONGOING CONTRIBUTION TO THE
ASSET REPLACEMENT RESERVE FUNDING
(in millions)**

	<u>Ongoing</u>
Fully fund Ongoing Contribution to the Asset Replacement Reserve	\$ 3.2
Recommended Changes to Asset Replacement Reserve	\$ 3.2

The Recommended Budget includes changes in the contribution to the Asset Replacement Reserve. This reserve funds the Discretionary General Funding (Net County Cost) share of costs to replace assets that exceed their useful life. Based on an analysis of this reserve, it is recommended that the ongoing annual contribution be increased by \$3.2 million to \$9.0 million. This increase will fully fund the estimated amount needed to fund the future asset replacement needs of the County.



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SUMMARY

	Fiscal Year 2017-18 Actual Amount	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2018-19 Modified Budget	Fiscal Year 2019-20 Recommended Budget	Change From Prior Year Modified	Percent Change From Prior Year
Requirements						
Staffing Expenses	1,993,931,311	2,235,108,215	2,233,256,356	2,307,666,050	74,409,694	3.33%
Operating Expenses	2,711,905,345	3,191,045,125	3,309,156,484	3,395,328,253	86,171,770	2.60%
Capital Expenditures	155,617,588	648,858,010	710,698,040	643,328,296	(67,369,744)	-9.48%
Reimbursements	(340,462,524)	(451,108,973)	(468,535,924)	(469,606,383)	(1,070,459)	0.23%
Contingencies	0	139,735,810	150,058,940	272,243,361	122,184,421	81.42%
Subtotal Appropriation	4,520,991,720	5,763,638,187	5,934,633,896	6,148,959,577	214,325,682	3.61%
Operating Transfers Out	525,240,769	489,163,410	556,681,555	447,834,536	(108,847,019)	-19.55%
General Fund Contributions to Reserves	0	34,349,597	45,961,148	22,845,799	(23,115,349)	-50.29%
Non-General Fund Contr. to Reserves/Net Position	0	16,419,349	16,419,349	19,171,983	2,752,634	16.76%
Total Requirements	5,046,232,489	6,303,570,543	6,553,695,948	6,638,811,895	85,115,948	1.30%
Sources						
Taxes	959,460,925	980,890,524	999,638,484	1,054,849,194	55,210,710	5.52%
1991 Realignment	300,291,676	316,766,474	316,766,474	368,239,131	51,472,657	16.25%
2011 Realignment	443,460,071	433,071,552	434,025,055	442,644,604	8,619,549	1.99%
State/Fed/Other Government	1,577,517,174	1,978,301,310	2,018,259,073	2,113,886,827	95,627,754	4.74%
Fee/Rate	1,270,352,676	1,119,218,449	1,172,183,799	1,237,378,001	65,194,202	5.56%
Other Revenue	189,409,753	158,827,602	171,366,413	160,687,186	(10,679,227)	-6.23%
Operating Transfers In	523,184,867	508,794,980	568,065,088	463,231,110	(104,833,978)	-18.45%
Use of Fund Balance/Unrestricted Net Position*	(195,443,706)	649,365,566	683,273,839	653,497,058	(29,776,781)	-4.36%
General Fund Unassigned Fund Balance*	(22,000,947)	101,778,230	101,778,230	138,755,243	36,977,013	36.33%
Use of General Fund Reserves	0	56,555,856	88,339,493	5,643,542	(82,695,951)	-93.61%
Total Sources	5,046,232,489	6,303,570,543	6,553,695,948	6,638,811,895	85,115,948	1.30%
Budgeted Staffing**	23,000	23,080	23,232	23,674	442	1.90%

* For 2017-18, the two Fund Balance budget line items represent the actual (increase to)/Use of fund balance/net position.

**2017-18 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

Overview of 2019-20 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 \$6.6 billion 2019-20 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 23,674 budgeted positions are responsible for a wide variety of services to residents, from responding to calls for emergency services (Sheriff's Department and Fire District), to giving businesses the tools they need to succeed (Economic Development Agency), and to providing a home for children in need (Human Services – Subsistence). The 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 \$6.6 billion, an increase of 1.30%, consist primarily of Staffing and Operating Expenses, which represent 80.2% (\$5.7 billion) of Total Requirements (excluding Reimbursements as a Requirement). Staffing Expenses of \$2.3 billion consist of salaries of \$1.5 billion and benefit costs of \$850.1 million. Departments with significant budgeted staffing expenses include the Sheriff/Coroner/Public Administrator (all budget units - \$515.4 million, 3,956 positions), Human Services Administrative Claim (\$377.7 million, 4,577 positions), and Arrowhead Regional Medical Center (ARMC - \$339.9 million, 4,287 positions). The largest benefit related cost for the County is employee pensions (retirement), which makes up 61.3% (\$521.0 million) of all costs associated with employee benefits. The increase in staffing costs of \$74.4 million is largely due to the addition of positions and employee step increases. Budgets that reflect large increases in staffing costs include ARMC (\$40.3 million), the Human Services Administrative Claim (\$10.8 million), and Child Support Services (\$8.7 million). The increase in ARMC staffing costs is primarily driven by the net increase of 308 positions. This



increase includes the addition of 395 positions (offset by 87 deletions) in an effort to improve customer service while supporting the County's Vision2Succeed by providing career opportunities for current and future healthcare professionals, including entry level experience for high school and college students in the health care industry and promoting growth by creating an effective career path for Registered nurses to promote into leadership roles. In addition, ARMC is adding Information Technology staff for the implementation and ongoing support of a new Electronic Health Record (EHR) system. Increases in the Human Services Administrative Claim budget unit are primarily due to the net addition of 24 positions in the Department of Aging and Adult Services (DAAS) and HS Administration, as well as an increase in projected overtime. Lastly, Child Support Services is increasing staff by 112 positions in an effort to reduce the number of cases assigned to each Child Support Officer to improve customer service.

Operating Expenses include costs for services and supplies, internal service fund charges, travel, transfers to other County departments, subsistence payments, and other charges. These expenses represent the largest share of costs within the County at \$3.4 billion. These costs include subsistence payments to help residents in need throughout the County and as a result, the Human Services operational group makes up 46.6% of the County's operating expenses. In 2019-20 Operating Expenses are increasing by \$86.2 million which is primarily associated with increases in the Human Services Group (\$142.3 million), the Other Agencies Group (\$9.9 million), and the Administration Group (\$9.3 million).

Total Requirements include 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. Beginning in 2015-16, governmental funds other than the General Fund eliminated the use of Contingencies, which represented Sources in excess of Requirements. Instead, amounts that are available but not budgeted to be spent are contributed to reserves. Excluding Contingencies and Contributions to Reserves, the total budget available for expenditure in 2019-20 is \$6.3 billion (including Operating Transfers Out and Reimbursements as Requirements). Further detail on General Fund Contingencies and Reserves can be found in the Discretionary General Funding and Restricted Funds section of the Executive Summary.

The three major funding sources of the County include revenue from other governmental entities (State, Federal or Other Government), funding for direct services provided (Fee/Rate), and Taxes. At \$2.1 billion, State, Federal or Other Government Revenue represents 29.7% of the County budget (including Reimbursements as a Source). The Human Services operational group receives the largest amount of funds from other governments, with \$492.9 million received from the State and \$714.1 million received from the federal government. Fee/Rate revenue of \$1.2 billion represents 17.4% of the County budget (including Reimbursements as a Source) and includes funding from licenses, permits, fines, fees, rates, and other charges for direct services provided by the County. Much of this funding (\$268.9 million) is received by internal service fund departments, such as Fleet Management, Information Services and Risk Management, which provide direct services to other County Departments. Other notable departments that receive funding to provide specific services include the Sheriff's Department (\$180.0 million – all units), which provides law enforcement services for 14 county cities/towns, and the Public Works Solid Waste Division (\$91.8 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 (\$810.9 million), which are primarily funded with sales tax, with County sales tax (\$22.9 million) and Proposition 172 Half Cent Sales taxes (\$202.6 million), the portion of requirements funded primarily with sales tax represents 14.6% of the County budget (including Reimbursements as a Source). While sales taxes are projected to experience a modest increase in 2019-20, 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 current economic expansion has nearly reached 10 years (in June 2019), making it the longest expansion in the history of the United States post World War II. However, as the rate of expansion continues to slow, the County continues to take a conservative approach to the budgeting of revenue in anticipation of an economic

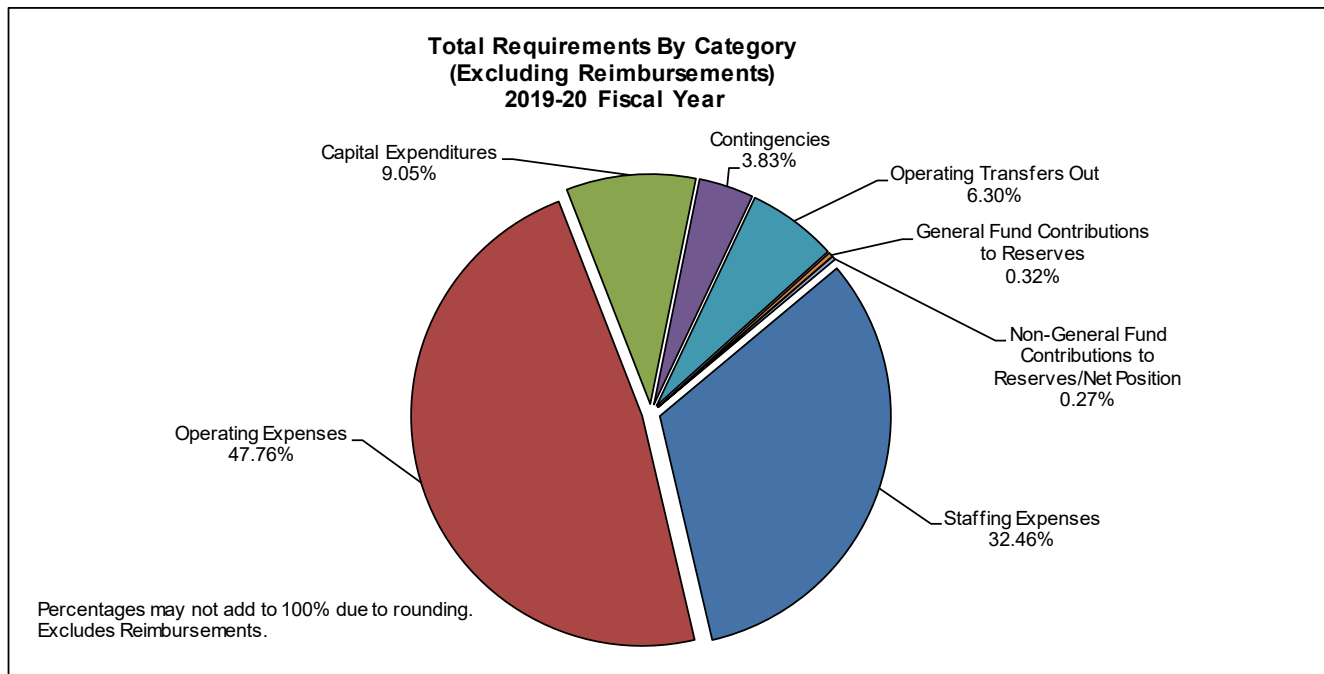


slowdown. This approach allows the County to minimize impacts should the portion of County revenue associated with property tax and sales tax begin to decrease.

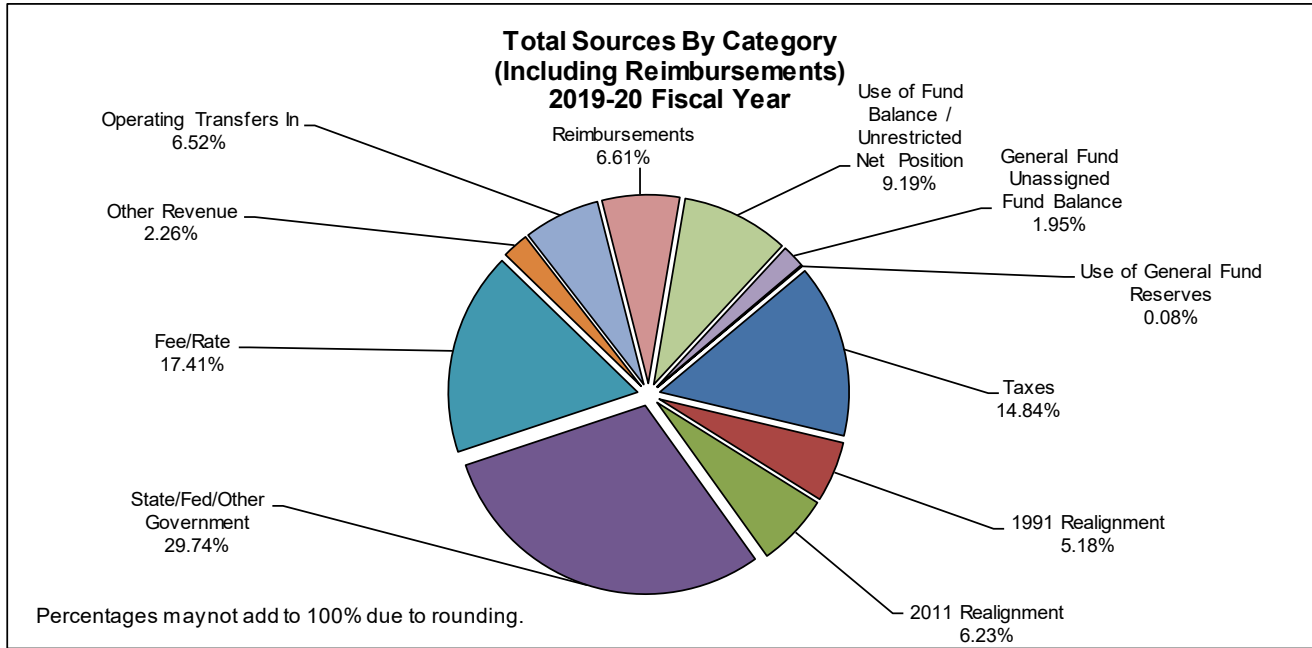
The County's approach to increasing County reserves reflects a fiscally conservative recognition of the resource shift from historically stable to riskier tax sources. In 2018-19, the County will have contributed a total of \$62.4 million between General Fund (\$46.0 million) and Non-General Fund (\$16.4 million) reserves and is budgeted to contribute \$22.8 and \$19.2 million in 2019-20, respectively. Further detail on County General Fund Reserves can be found in the Discretionary General Funding and Restricted Funds section of this budget book. Information regarding Non-General Fund Reserves can be found on Budget Unit Specific pages within the budget book.

REQUIREMENTS AND SOURCES BY CATEGORY

Total Requirements shown below (which exclude Reimbursements as a Requirement) include recommended expenditure authority (appropriation), Operating Transfers Out, and Contributions to Reserves/Net Position 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 shown in the following pie chart (which include Reimbursements as a Source) include projected revenue and Operating Transfers In. Operating Transfers In 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 position for all non-general funds, the general fund available unassigned fund balance, and the use of General Fund reserves.



REQUIREMENTS SUMMARY

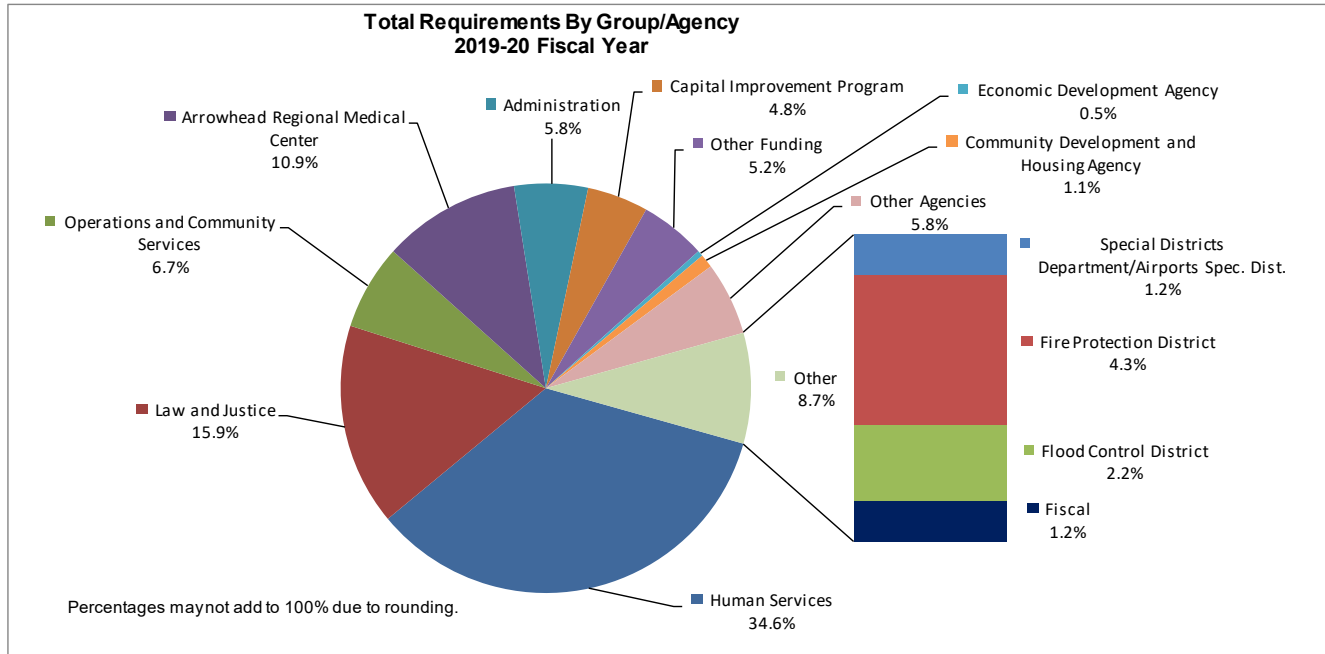
The 2019-20 Recommended Budget includes Requirements of \$6.6 billion, which is a net increase of \$85.1 million or 1.30% compared to the 2018-19 Modified Budget.

	Fiscal Year 2017-18 Actual Amount	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2018-19 Modified Budget	Fiscal Year 2019-20 Recommended Budget	Change From Prior Year Modified	Percent Change From Prior Year
County Operations:						
Administration	263,145,639	372,569,121	380,494,299	385,197,503	4,703,204	1.24%
Capital Facilities Leases	7,053,131	7,240,810	7,240,810	(949,619)	(8,190,429)	-113.11%
Economic Development Agency	26,069,415	34,646,310	34,646,310	29,898,332	(4,747,978)	-13.70%
Community Development and Housing Agency	14,552,041	54,554,321	64,143,975	71,194,321	7,050,346	10.99%
Fiscal	62,334,435	80,243,311	84,194,076	76,550,348	(7,643,728)	-9.08%
Arrowhead Regional Medical Center	613,518,818	680,296,880	701,088,285	721,052,999	19,964,714	2.85%
Human Services	1,930,827,089	2,082,372,623	2,139,735,598	2,298,770,984	159,035,386	7.43%
Law and Justice	981,119,035	1,064,111,164	1,083,133,745	1,058,797,504	(24,336,241)	-2.25%
Operations and Community Services	268,833,737	460,718,886	478,969,393	446,292,198	(32,677,195)	-6.82%
Capital Improvement Program	60,170,979	316,296,998	353,171,940	319,835,334	(33,336,606)	-9.44%
Other Funding	155,348,314	296,174,587	347,086,368	345,654,928	(1,431,440)	-0.41%
Subtotal:	4,382,972,633	5,449,225,011	5,673,904,799	5,752,294,832	78,390,033	1.38%
Special Districts/Other Agencies Operations:						
Special Districts Department/Airports Spec. Dist.	45,294,668	92,933,008	99,113,159	76,922,723	(22,190,436)	-22.39%
Fire Protection District	213,806,808	280,247,344	288,347,692	282,499,931	(5,847,761)	-2.03%
Flood Control District	66,226,898	129,317,237	136,999,655	143,537,799	6,538,144	4.77%
Other Agencies	337,931,482	351,847,943	355,330,643	383,556,610	28,225,967	7.94%
Subtotal:	663,259,856	854,345,532	879,791,149	886,517,063	6,725,914	0.76%
Total:	5,046,232,489	6,303,570,543	6,553,695,948	6,638,811,895	85,115,948	1.30%
Budgeted Staffing*	23,000	23,080	23,232	23,674	442	1.90%

* 2017-18 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

Note: Requirements include contributions to Available Reserves and Net Position.





Below are explanations of the major expenditures that are included in the \$6.6 billion 2019-20 Recommended Budget and changes from the 2018-19 Modified Budget. It should be noted that Requirements discussed in this section include Contributions to Reserves/Net Position. As a result, the Total Requirements included in this section may not align with the Total Requirements discussed on Budget Unit Specific pages.

County Operations

Administration has Requirements of \$385.2 million (including Contributions to Reserves/Net Position) 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 (\$8.2 million), which is the governing body of County government, and the County Administrative Office (\$7.1 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 (\$12.6 million), employment and employee related services provided by Human Resources (\$18.4 million), and information technology support provided by the Information Services Department (\$117.3 million, including Contributions to Net Position). The largest department in the Administration operational group is the Department of Risk Management, which has Requirements of \$155.8 million and administers the County workers' compensation, public liability, property conservation, safety and risk reduction programs and its insured programs.

Requirements for this operational group are increasing by \$4.7 million from the 2018-19 Modified Budget. Notably, Requirements are increasing in Risk Management Insurance Programs by \$8.6 million due to an increase in settlements and increased medical claims costs in workers' compensation. In addition, the Information Services Department – Business Solutions Development budget unit is increasing by \$1.9 million primarily due to the addition of 3 positions to replace positions that were moved to the Enterprise Financial Management System project. These increases are offset by a \$2.2 million decrease in Human Resources (all units), which is primarily the result of a reduction in one-time funding for the EMACS upgrade project as compared to the prior year.



Capital Facilities Leases has Requirements of \$949,619 in net Reimbursements (reflected as a negative number in the tables) resulting from repayment of lease costs from Regional Parks. This budget unit funds the cost of long-term capital lease payments for the major County facilities financed by the General Fund. Net Reimbursements are reflected due to the final payment of the West Valley Detention Center lease made in 2018-19, which reflects a decrease in Requirements of \$8.2 million from the prior year.

Economic Development Agency has Requirements of \$29.9 million (including Contributions to Reserves) 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 \$26.2 million (including Contributions to Reserves) for the Department of Workforce Development, which is funded by federal Workforce Innovation and Opportunity Act (WIOA) revenue, and includes \$18.6 million in costs associated with the department's America's Job Centers of California, direct services to job seekers and business customers, including vocational training, On-the-Job training, supportive services, business consulting, and workshops. Also included is \$3.7 million in Requirements for the Department of Economic Development, which funds various economic development programs and services including international trade and investment programs, small business assistance and technical support, and marketing support.

The net decrease in Requirements of \$4.7 million is primarily due to the deletion of vacant positions (\$568,382) and completion of contracted services (\$2.3 million) within the Workforce Development budget unit, slightly offset by an increase to Reimbursements of \$202,694 from a Memorandum of Understanding with the Transitional Assistance Department.

Community Development and Housing Agency has Requirements of \$71.2 million and provides services that 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. Notable departmental Requirements include \$61.9 million for Community Development and Housing (CDH) services, which includes \$20.3 million for property acquisition and infrastructure improvements in the areas surrounding the former San Sevaire redevelopment project area. In addition, the Office of Homeless Services (\$9.3 million – all units) includes Operating Expenses of \$8.3 million to provide direct assistance to providers to address the homelessness crisis throughout the County, funded by the State's Homeless Emergency Aid Program.

The net increase in Requirements of \$7.1 million is the result of projected increases in one-time expenditures to support public assistance and land acquisition.

Fiscal has Requirements of \$76.6 million and includes the Auditor-Controller/Treasurer/Tax Collector (\$41.5 million – including Contributions to Reserves) and the Assessor/Recorder/County Clerk (\$35.0 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. Notable Requirements in the Auditor-Controller/Treasurer/Tax Collector include \$28.2 million for staffing expenses to provide accounting, auditing, collections, and investment services to County departments and constituents. The Assessor/Recorder/County Clerk includes a total of \$21.4 million in staffing expenses (\$21.1 million in the general fund budget unit and \$286,451 in special revenue fund budget units) to perform mandated assessment of properties, recording of real estate and other documents, and County clerk functions.

Total Requirements in this group are decreasing by \$7.6 million (9.08%) and are primarily associated with decreases in the Auditor-Controller/Treasurer/Tax Collector (\$4.9 million) General Fund budget unit due to one-time 2018-19 SAP software maintenance and professional services that are not yet budgeted in 2019-20. The continuation of these services for 2019-20 are anticipated to be included as a recommendation at the Budget Hearing, as detailed in the Identified Needs Section. In addition, Requirements in the Assessor's Consolidated Special Revenue budget units are decreasing by \$2.9 million primarily due to one-time expenditures related to the replacement of the document recording system, as compared to the prior year.



Arrowhead Regional Medical Center (ARMC) has Requirements of \$721.1 million (including Contributions to Net Position) and provides medical services to County residents. 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, five primary care centers, including four family health centers, and 40 subspecialty clinics. For 2019-20, ARMC will continue to focus on managing the continued impact of the Affordable Care Act as the number of uninsured patients' declines, and members of this group migrate to expanded coverage under Medi-Cal Managed Care.

ARMC is increasing Requirements by \$20.0 million, which represents a 2.85% increase over the prior year. Increased requirements in this group include increases within the ARMC enterprise fund (\$12.0 million) primarily due to an increase in Staffing Expenses caused by the net addition of 308 positions. Additionally, the Medical Center CIP fund is also increasing (\$8.0 million). Increases in the Medical Center CIP fund reflect \$11.0 million in new projects, which include an electrical power supply upgrade to the clinical laboratory (\$2.1 million), lighting fixture replacements (\$1.9 million), and the replacement of a central plant chiller (\$1.6 million).

Human Services is the largest operational group within the County with Requirements totaling \$2.3 billion (including Contributions to Reserves). 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 (\$519.4 million, including Contribution to Reserves) and Public Health (\$121.9 million). Social services are provided primarily through Human Services (\$1.3 billion) including the Human Services Administrative Claim budget unit (\$627.0 million), the Human Service Subsistence Payments budget units (\$686.1 million) and the Wraparound Reinvestment Fund budget unit (\$6.7 million). Additional social services are provided by the Preschool Services (\$61.1 million), Child Support Services (\$49.9 million), and Aging and Adult Services (\$10.6 million) departments. Notable Requirements in the Human Services group include \$1.6 billion in Operating Expenses of which \$686.9 million are in the Human Services Subsistence funds and represent either direct payments to welfare recipients or payments to organizations that provide services to welfare recipients.

Human Services is increasing Requirements by a net \$159.0 million which includes significant changes in numerous departments within the group. Significant increases in the 2019-20 Recommended Budget include:

- An increase of \$85.7 million in the Human Services Subsistence budget unit primarily due to an increase in Operating Expenses (\$85.6 million) that are direct payments to welfare recipients and payments to contracted service providers.
- An increase of \$36.9 million in the Human Services Administrative Claim budget unit primarily reflects increased Staffing Expenses (\$10.8 million) due to the addition of 24 positions, as well as an increase in projected overtime. In addition, there are increases in Operating Expenses (\$27.2 million) to fund an increase in IHSS provider payments, central service costs, security services, and outside legal counsel.
- An increase of \$26.7 million in the Behavioral Health general fund budget unit primarily includes increased Staffing Expenses (\$5.8 million) due to the net addition of 7 positions. Additionally, Operating Expenses (\$26.1 million) are increasing as a result of the following: increase of contract children's services, temporary staffing to support the transition to the new Behavioral Health Management Information System, and implementation of a new tele-medicine system.
- An increase of \$7.5 million in the Child Support Services budget unit due to increased staffing of 112 new positions resulting from additional state funding.

These increases are offset by the following significant decreases:

- A decrease of \$5.0 million in the Behavioral Health Consolidated Special Revenue budget units due to a reduced need to fund the Substance Use Disorder and Recovery Services (SUDRS) General Fund budget unit as a result of increases in federal and State General Fund allocations, and increased revenue.
- A decrease of \$2.3 million in the Mental Health Services Act budget unit primarily due to the elimination of one-time expenses associated with the completion of four Crisis Residential Treatment (CRT) facilities and two Crisis Service Units (CSU).



- A decrease of \$1.5 million in the Wraparound Reinvestment Fund budget unit due to a decrease in Operating Expenses for sponsorships and miscellaneous supportive services, as well as an increase in Reimbursements (which is a reduction in Requirements) from the retention of funds from contractor payments.

Law and Justice has Requirements of \$1.1 billion (including Contributions to Reserves) and provides public safety services to County residents. The Sheriff/Coroner/Public Administrator (all units - \$689.3 million) provides law enforcement services for the unincorporated areas of the County and certain services on a countywide basis through its Operations budget unit (\$259.5 million). Another primary function of the Sheriff's Department is to provide Detention facilities (\$244.4 million) for all of the County's pre-sentenced inmates as well as sentenced inmates no longer required to go to State prison as a result of the realignment of services by the State for adult offenders (2011 Realignment). The Sheriff's Department also provides law enforcement services to 14 county cities/towns through contractual agreements (\$167.0 million). The Probation Department (all units - \$189.9 million) provides supervision of adult and juvenile probationers throughout the County as well as for realigned State parolees (2011 Realignment). The District Attorney's Office (\$92.7 million) is responsible for prosecuting crimes committed within the County, and the Public Defender (\$43.9 million) provides 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. Also included are the County Trial Court budget units (\$42.3 million, including Contributions to Reserves) which represent both ongoing County-Court related financial obligations and functions related to the transfer of the Courts to the State.

Law and Justice is decreasing Requirements by a net \$24.3 million which includes significant changes in numerous departments within the group. Significant decreases in the 2019-20 Recommended Budget include:

- A net decrease of \$20.3 million in the Sheriff's Department (all units) which primarily reflects a reduction in Capital Expenditures for a one-time purchase of two replacement patrol helicopters in 2018-19 (\$13.5 million), a decrease in Staffing Expenses (\$3.0 million) due to a decrease in retirement benefits and employee group insurance costs, a decrease in Federal Seized Assets Requirements (\$4.6 million), and a decrease of \$1.5 million in federal and state requirements of the Inland Regional Narcotics Enforcement Team (IRNET).
- A decrease of \$3.7 million in the District Attorney's Special Revenue Funds Consolidated budget unit is primarily the result of a reduction of one-time expenses associated with enhancements to the department's case management system.
- A decrease of \$2.9 million in the Probation Department's General Fund budget unit primarily due to a reduction in IT expenses and cost savings from the cancellation of a major building rehabilitation project.

Operations and Community Services has Requirements of \$446.3 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 the Real Estate Services department (\$50.7 million – all units) that manages custodial services, the payment of County utilities, management of the Chino Agricultural Preserve, and leasing and acquisition services. Departments that provide direct services to the community include Agriculture/Weights and Measures (\$8.2 million), the County Library (\$20.9 million), Land Use Services (\$24.5 million), Registrar of Voters (\$16.5 million), Regional Parks (\$17.2 million), and the County Museum (\$3.9 million). Notably, this group also includes the Department of Public Works – Transportation (\$152.7 million) and Public Works – Solid Waste Management (\$131.8 million). The Transportation Division is responsible for the operation, maintenance, and improvement of the County's road system that currently includes approximately 2,552 miles of roadway. Solid Waste Management is responsible for the operation and management of the County solid waste disposal system, which consists of five regional landfills, nine transfer stations, and 34 closed landfills or disposal sites.



The net decrease in Requirements is \$32.7 million, which represents a 6.82% decrease from the 2018-19 Modified Budget. Notable decreases in Requirements include:

- A net decrease of \$30.3 million in Public Works – Transportation (all units) primarily due to decreased Operating Expenses of \$25.6 million resulting from project delays for the design and planning of in-house road maintenance projects utilizing SB1 Road Maintenance and Rehabilitation Account (RMRA) funding, as well as a decrease in Operating Transfers Out of \$10.6 million for one-time transfers in 2018-19 to partially fund a new Department of Public Works building.
- A net decrease of \$4.0 million in the Department of Public Works Solid Waste Management Enterprise Fund resulting from a decrease in Capital Expenditures of \$3.3 million for one-time costs associated with several expansion projects and a decrease in Operating Transfers Out of \$1.8 million due to an adjustment to the 2018-19 budget for the Division's share of the new Department of Public Works Building.
- A net decrease of \$1.6 million in the Department of Airports (all units) due to a decrease in Requirements of \$1.9 million in the department's Special Revenue Consolidated budget units. This decrease is primarily due to a decrease of \$1.7 million in Operating Transfers Out to Real Estate Services – Project Management Division resulting from a reassessment and reprioritization of capital projects.

Capital Improvement Program has Requirements of \$319.8 million and is used to account for funding resources designated for the acquisition or construction of major capital facilities. The decrease in Requirements of \$33.3 million from the prior year is due to projects either being completed in 2018-19, cancelled in 2018-19, or projected expenditures being reduced as projects near completion.

Notable requirements included in the Capital Improvement Program in 2019-20 are \$12.0 million for maintenance and non-major capital improvement projects funded with ongoing Discretionary General Funding and \$23.7 million in new project funding from other sources, including departmental funding, administered by the Real Estate Services Department – Project Management Division. Further detail on major capital projects for 2019-20 is shown in the Capital Improvement Program section of this budget summary and in the CIP section of this budget book.

Other Funding of \$345.7 million primarily represents the Countywide Discretionary Fund (\$47.8 million), General Fund Contingencies (\$222.6 million), and various restricted funds within the General Fund including contingencies within the Proposition 172 Half-Cent Sales Tax budget unit (\$49.7 million), and expenditures in the Automated Systems Development Fund (\$1.6 million). Other Funding also includes Contributions to General Fund Reserves of \$22.8 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, including the County Fire Protection District MOU (\$10.9 million), and numerous non-major capital improvement projects for County facilities (\$12.0 million).

Restricted Funds (General Fund) consist of four limited use budgets – Proposition 172 Half-Cent Sales Tax, 1991 Realignment, 2011 Realignment, and Automated Systems Development. Proposition 172 revenue assists in funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments. Realignment assists in funding 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 replacement of the County Financial Accounting System. Further detail on all Restricted Funds can be found in the Discretionary General Funding and Restricted Funds section of this budget document.

The net decrease in Other Funding of \$1.4 million primarily represents decreases in the Countywide Discretionary Fund (\$95.3 million), and General Fund Contributions to Reserves (\$23.1 million) which is offset by an increase in General Fund Contingencies (\$108.9 million). Contingencies represent funding available from 2019-20 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 this budget document. Additionally, future recommended usage of General Fund Contingencies can be found in the Identified Needs section of this budget document.



Special Districts/Other Agencies Operations

Special Districts Department/Airports Special District has Requirements of \$76.9 million (including Contributions to Net Position/Reserves) and is managed primarily by the Special Districts Department (\$71.2 million) with \$5.7 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, street lighting, and water districts for 100 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.

Requirements are decreasing by \$22.2 million primarily due to decreases in Capital Expenditures (\$19.5 million) as well as reductions in Operating Transfers Out (\$5.2 million) due to a reduction in capital improvement projects managed by the department.

Fire Protection District has Requirements of \$282.5 million (including Contributions to Reserves) and provides fire protection and emergency services throughout the County. The District covers approximately 19,000 square miles and serves more than 60 communities/cities (including the City of Grand Terrace, City of Needles, City of San Bernardino, City of Twentynine Palms, City of Upland and the Town of Yucca Valley) within four Regional Service Zones (Mountain, North Desert, South Desert and Valley). Additionally, the District provides contractual fire protection services to the cities of Adelanto and Fontana (through the City of Fontana's independent fire protection district). Effective November 1, 2018, the Hesperia Fire Protection District was annexed to the County Fire Protection District. Additionally, the contract with the City of Victorville was terminated effective March 31, 2019. In prior years, the budget for the Office of Emergency Services (OES) was presented as a special revenue fund. Effective July 1, 2019, a new County General Fund department has been established to account for the activity of OES. As such, the former special revenue fund for OES is no longer necessary and will be eliminated.

Requirements are decreasing by \$5.8 million which is primarily due to a net decrease of \$5.3 million in the Valley Regional Service Zone resulting from decreases in Operating Expenses due to the cancellation of the construction project to relocate Station #229 in the City of San Bernardino. Additionally, a net decrease of \$4.0 million in the North Desert Regional Service Zone is due to a reduction in staffing and fire station expenses (\$10.7 million) resulting from the dissolution of the fire services contract with the City of Victorville. These decreases are offset by an increase of \$4.4 million in Requirements in the Fire Administration budget unit primarily due to an increase in Operating Expenses for a new/leased administration building.

Flood Control District was created in 1939 under special State legislation and has Requirements of \$143.5 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.

Requirements are increasing by \$6.5 million and are associated with increases in Flood Control District Consolidated Special Revenue funds (\$5.2 million) and an increase in the Flood Control District Equipment fund (\$1.3 million). The consolidated Special Revenue funds are increasing Requirements primarily due to an increase of \$5.0 million in Operating Transfers Out for costs associated with the West Fontana Channel project. The increase in the Equipment fund is primarily due to an increase in vehicle purchases.



Other Agencies has total Requirements of \$383.6 million and contains four Other Agency budget reporting entities in the County, including the Housing Authority of the County of San Bernardino (\$372.5 million), the In-Home Supportive Services Public Authority (\$6.5 million), the Inland Counties Emergency Medical Agency (\$4.5 million), and the County Industrial Development Authority (\$59,502). The Housing Authority of the County of San Bernardino (HACSB) is a critical economic resource providing vital housing programs to low income families. 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 was 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 \$28.2 million and are associated with an increase in HACSB (\$30.7 million) primarily due to an increase of \$18.0 million in Operating Transfers Out related to the Moving to Work program. The increase also includes increased physical improvement costs that are due to the costs outlined by Physical Condition Assessments (PCA), which were undertaken as a requirement of HACSB's participation in HUD's Rental Assistance Demonstration (RAD) program.



TOTAL REQUIREMENTS BY FUND TYPE

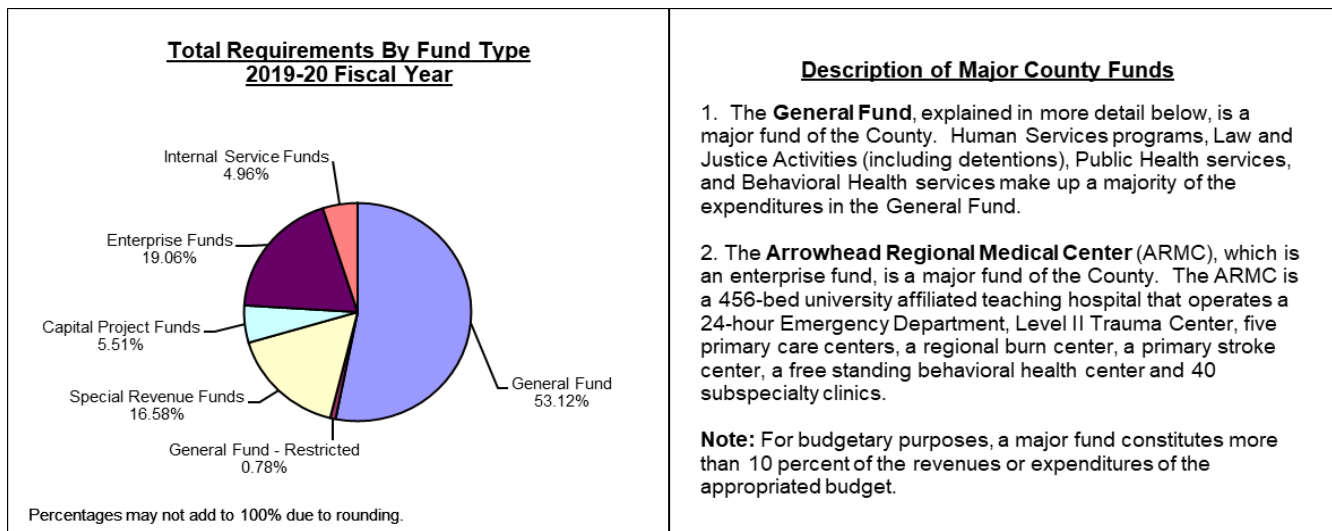
TOTAL REQUIREMENTS BY FUND TYPE

	Fiscal Year 2017-18 Actual Amount	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2018-19 Modified Budget	Fiscal Year 2019-20 Recommended Budget	Change From Prior Year Modified	Percent Change From Prior Year
General Fund	2,940,134,351	3,280,378,784	3,398,636,582	3,526,219,678	127,583,097	3.75%
General Fund - Restricted	6,894,000	42,477,674	43,509,515	51,709,494	8,199,979	18.85%
Special Revenue Funds	788,888,619	1,100,006,362	1,156,892,126	1,100,716,549	(56,175,577)	-4.86%
Capital Project Funds	72,437,364	369,447,613	411,024,561	366,092,287	(44,932,274)	-10.93%
Enterprise Funds	1,024,717,432	1,198,959,902	1,225,143,578	1,265,104,081	39,960,503	3.26%
Internal Service Funds	213,160,473	312,295,208	318,484,586	328,969,806	10,485,220	3.29%
Permanent Funds	249	5,000	5,000	0	(5,000)	-100.00%
Total	5,046,232,489	6,303,570,543	6,553,695,948	6,638,811,895	85,115,948	1.30%
Budgeted Staffing*	23,000	23,080	23,232	23,674	442	1.90%

*2017-18 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

Note: Requirements include contributions to Available Reserves and Net Position.

MAJOR COUNTY FUNDS



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 has oversight on the Sources and Requirements, including units that are typically mandated, such as human services programs. General Fund – Restricted Funds consist of Prop 172, 1991 and 2011 Realignment, and Automated Systems Development.

Special Revenue Funds: Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditure 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 in trust. 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 (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 County organizational chart. For each group/agency listed, the various fund types are shown with their Total Requirements (including Operating Transfers Out).

	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Contr. To Reserves/Net Position	Total - All Funds
ADMINISTRATION							
BOARD OF SUPERVISORS	8,189,919						8,189,919
CLERK OF THE BOARD	2,200,085						2,200,085
COUNTY ADMINISTRATIVE OFFICE	7,102,960						7,102,960
COUNTY ADMINISTRATIVE OFFICE - LITIGATION	391,373						391,373
COUNTY COUNSEL	12,611,924						12,611,924
FINANCE AND ADMINISTRATION	3,456,996					245,754	3,702,750
HUMAN RESOURCES	13,719,554	4,655,564					18,375,118
FLEET MANAGEMENT					42,246,639		42,246,639
INFORMATION SERVICES	2,424,581				113,647,517	1,194,113	117,266,211
PURCHASING	3,030,758				10,351,531	394,111	13,776,400
RISK MANAGEMENT					155,818,545		155,818,545
LOCAL AGENCY FORMATION COMMISSION	363,499						363,499
COUNTY SCHOOLS	3,152,080						3,152,080
TOTAL ADMINISTRATION	56,643,729	4,655,564	0	0	322,064,232	1,833,978	385,197,503
CAPITAL FACILITIES LEASES							
CAPITAL FACILITIES LEASES	(949,619)						(949,619)
TOTAL CAPITAL FACILITIES LEASES	(949,619)	0	0	0	0	0	(949,619)
ARROWHEAD REGIONAL MEDICAL CENTER							
ARROWHEAD REGIONAL MEDICAL CENTER*				717,350,735		3,702,264	721,052,999
TOTAL ARROWHEAD REGIONAL MEDICAL CENTER	0	0	0	717,350,735	0	3,702,264	721,052,999
COMMUNITY DEVELOPMENT AND HOUSING AGENCY							
COMMUNITY DEVELOPMENT AND HOUSING		41,639,505	20,283,431				61,922,936
OFFICE OF HOMELESS SERVICES	998,884	8,272,501					9,271,385
TOTAL COMMUNITY DEVELOPMENT AND HOUSING AGENCY	998,884	49,912,006	20,283,431	0	0	0	71,194,321
ECONOMIC DEVELOPMENT AGENCY							
ECONOMIC DEVELOPMENT	3,710,031						3,710,031
WORKFORCE DEVELOPMENT		26,022,704				165,597	26,188,301
TOTAL ECONOMIC DEVELOPMENT AGENCY	3,710,031	26,022,704	0	0	0	165,597	29,898,332
FISCAL							
ASSESSOR/RECORDER/COUNTY CLERK	27,640,806	7,406,859					35,047,665
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	41,252,683	206,410				43,590	41,502,683
TOTAL FISCAL	68,893,489	7,613,269	0	0	0	43,590	76,550,348
HUMAN SERVICES							
AGING AND ADULT SERVICES	10,576,128						10,576,128
PUBLIC GUARDIAN	1,451,214						1,451,214
BEHAVIORAL HEALTH	281,534,194	233,222,988				4,656,055	519,413,237
CHILD SUPPORT SERVICES	49,907,028						49,907,028
HEALTH ADMINISTRATION	192,953,134	17,000,000				1,919,194	211,872,328
HUMAN SERVICES	1,313,116,410	6,749,529					1,319,865,939
PRESCHOOL SERVICES		61,053,009					61,053,009
PUBLIC HEALTH	117,620,945	4,286,216					121,907,161
VETERANS AFFAIRS	2,724,940						2,724,940
TOTAL HUMAN SERVICES	1,969,883,993	322,311,742	0	0	0	6,575,249	2,298,770,984
LAW AND JUSTICE							
COUNTY TRIAL COURTS	39,918,121	2,329,107				5,200	42,252,428
DISTRICT ATTORNEY	83,716,593	8,941,511					92,658,104
LAW AND JUSTICE GROUP ADMINISTRATION	190,754	473,605					664,359
PROBATION	173,886,895	16,054,389					189,941,284
PUBLIC DEFENDER	43,933,735						43,933,735
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	670,853,684	18,493,910					689,347,594
TOTAL LAW AND JUSTICE	1,012,499,782	46,292,522	0	0	0	5,200	1,058,797,504
OPERATIONS AND COMMUNITY SERVICES							
AGRICULTURE/WEIGHTS AND MEASURES	8,041,739	159,589					8,201,328
AIRPORTS	5,059,323	10,616,723					15,676,046
COMMUNITY SERVICES GROUP	325,405						325,405
COUNTY LIBRARY		20,888,589					20,888,589
COUNTY MUSEUM	3,762,429			169,362			3,931,791
LAND USE SERVICES	24,483,775						24,483,775
PUBLIC WORKS	3,766,398	152,808,455		131,847,207			288,422,060
REAL ESTATE SERVICES	45,455,311	5,222,568					50,677,879
REGIONAL PARKS	9,794,028	7,363,589					17,157,617
REGISTRAR OF VOTERS	16,527,708						16,527,708
TOTAL OPERATIONS AND COMMUNITY SERVICES	117,216,116	197,059,513	0	132,016,569	0	0	446,292,198
CAPITAL IMPROVEMENT PROGRAM							
CAPITAL IMPROVEMENT PROGRAM			319,835,334				319,835,334
TOTAL CAPITAL IMPROVEMENT PROGRAM	0	0	319,835,334	0	0	0	319,835,334
OTHER FUNDING							
ALL OTHER FUNDING (E.G. COUNTYWIDE DISCRETIONARY, PROP 172, REALIGNMENT)	344,911,428	743,500					345,654,928
TOTAL OTHER FUNDING	344,911,428	743,500	0	0	0	0	345,654,928
SPECIAL DISTRICTS DEPARTMENT/							
AIRPORTS SPECIAL DISTRICT							
SPECIAL DISTRICTS DEPARTMENT/		18,978,244	17,473,522	38,092,267		2,378,690	76,922,723
AIRPORTS SPECIAL DISTRICT							
TOTAL SPECIAL DISTRICTS DEPARTMENT/	0	18,978,244	17,473,522	38,092,267	0	2,378,690	76,922,723
AIRPORTS SPECIAL DISTRICT							
FIRE PROTECTION DISTRICT							
FIRE PROTECTION DISTRICT	4,121,339	265,411,177	8,500,000			4,467,415	282,499,931
TOTAL FIRE PROTECTION DISTRICT	4,121,339	265,411,177	8,500,000	0	0	4,467,415	282,499,931
FLOOD CONTROL DISTRICT							
FLOOD CONTROL DISTRICT		138,220,449			5,317,350	0	143,537,799
TOTAL FLOOD CONTROL DISTRICT	0	138,220,449	0	0	5,317,350	0	143,537,799
OTHER AGENCIES							
OTHER AGENCIES		11,053,482		372,503,128			383,556,610
TOTAL OTHER AGENCIES	0	11,053,482	0	372,503,128	0	0	383,556,610
GRAND TOTAL	3,577,929,172	1,088,274,172	366,092,287	1,259,962,699	327,381,582	19,171,983	6,638,811,895

* Includes Requirements of \$77,715,231 that are budgeted in the Capital Improvement Program budget.

Note: Excluding the General Fund, totals by fund type do not include Contributions to Reserves/Net Position. Non-General Fund Contributions to Reserves/Net Position are reflected in the column titled "Contr. To Reserves/Net Position".



TOTAL REVENUE AND OTHER FUNDING SOURCES

	Fiscal Year 2017-18 Actual Amount	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2018-19 Modified Budget	Fiscal Year 2019-20 Recommended Budget	Change From Prior Year Modified	Percent Change From Prior Year
Revenue						
Taxes	959,460,925	980,890,524	999,638,484	1,054,849,194	55,210,710	5.52%
1991 Realignment	300,291,676	316,766,474	316,766,474	368,239,131	51,472,657	16.25%
2011 Realignment	443,460,071	433,071,552	434,025,055	442,644,604	8,619,549	1.99%
State/Fed/Other Government	1,577,517,174	1,978,301,310	2,018,259,073	2,113,886,827	95,627,754	4.74%
Fee/Rate	1,270,352,676	1,119,218,449	1,172,183,799	1,237,378,001	65,194,202	5.56%
Other Revenue	189,409,753	158,827,602	171,366,413	160,687,186	(10,679,227)	-6.23%
Total Revenue	4,740,492,275	4,987,075,911	5,112,239,298	5,377,684,943	265,445,645	5.19%
Other Funding Sources						
Operating Transfers In	523,184,867	508,794,980	568,065,088	463,231,110	(104,833,978)	-18.45%
Use of Fund Balance/Unrestricted Net Position*	(195,443,706)	649,365,566	683,273,839	653,497,058	(29,776,781)	-4.36%
General Fund Unassigned Fund Balance*	(22,000,947)	101,778,230	101,778,230	138,755,243	36,977,013	36.33%
Use of General Fund Reserves	0	56,555,856	88,339,493	5,643,542	(82,695,951)	-93.61%
Total Other Funding Sources	305,740,214	1,316,494,632	1,441,456,650	1,261,126,953	(180,329,697)	-12.51%
Total Revenue and Other Funding Sources	5,046,232,489	6,303,570,543	6,553,695,948	6,638,811,895	85,115,948	1.30%

* For 2017-18, the two Fund Balance budget line items represent the actual (increase to)/Use of fund balance/net position.

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 summary schedule provides the use of fund balance/unrestricted net position for all non-general funds, the general fund unassigned fund balance, as well as the use of general fund and non-general fund reserves. Descriptions of major sources of funding in the 2019-20 Recommended Budget and changes from the 2018-19 Modified Budget are included below.

Revenue

Taxes of \$1.1 billion consist of approximately \$670.2 million of Property Tax (\$642.1 million) and Sales, Occupancy, and Other Taxes (\$28.0 million) that are deposited directly into the Countywide Discretionary General Fund budget unit for allocation by the Board of Supervisors. Additionally, \$174.2 million in Property Tax is reported for the County Library (\$17.8 million), Fire Protection District (\$92.2 million), Flood Control District (\$54.7 million), and Board Governed Districts managed by the Special Districts Department and Airports (\$9.5 million). Finally, Taxes also consist of Proposition 172 Half-Cent Sales Tax (\$202.6 million) and Sales Tax – Measure I Road Operations funds (\$6.8 million).

The net increase of \$55.2 million is primarily related to an increase of \$24.6 million in taxes that are deposited into the Countywide Discretionary General Fund budget unit. This is the result of a projected 5.35% increase in the assessed valuation of properties within the County. For more detail on Discretionary General Fund related taxes, refer to the Discretionary General Funding and Restricted Funds section of the 2019-20 Recommended Budget. Also included in this category is an increase of \$7.4 million in taxes for the Fire Protection District as the result of increased property tax estimates. Additionally, an increase of \$8.8 million is reflected due to a projected increase in Proposition 172 Half-Cent Sales Tax revenue. A portion of this increase (\$8.0 million) has been set aside for future anticipated costs while the remainder (\$843,923) has been budgeted in the Sheriff's, District Attorney and Probation Department's budget units.

1991 Realignment revenues of \$368.2 million are increasing by \$51.5 million over the prior year and **2011 Realignment** revenues of \$442.6 million are increasing from the prior year modified budget by \$8.6 million. 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 when there is an increased need for programs funded with this



revenue. For more detail on Realignment funding, refer to the Discretionary General Funding and Restricted Funds section of this budget document.

State, Federal, and Other Government represents the largest revenue source within the County totaling \$2.1 billion. The Human Services operational group receives the largest amount of funds from other governments, with \$1.2 billion received from State, Federal and other governments. Countywide, there is an overall increase of \$95.6 million from the 2018-19 Modified Budget in this revenue category, which represents an increase of 4.74%.

Notable changes within this revenue source include:

- **Human Services** is increasing by \$73.9 million primarily due to increased funding available in Medi-Cal, In-Home Supportive Services, Adult Protective Services and non-realigned Children and Family Services programs. Additionally, increases in Adoptions, Foster Care and Kinship Assistance programs are anticipated in 2019-20. Lastly, this increase also includes Medi-Cal revenue related program expense reimbursements as well as Federal Financial Participation and State General Fund Drug Medi-Cal revenue generated from the expansion of treatment and recovery services.
- **Flood Control District** is increasing by \$16.2 million primarily due to state and federal grants awarded for several construction projects that are currently in construction.
- **Operations and Community Services** is increasing by \$13.6 million primarily due to increases in Public Works Transportation Consolidated Special Revenue funds that reflects increased State contributions for construction projects.

Fee/Rate includes the following types of revenues: licenses, permits, fines, fees, rates, and other service revenue. Total revenue of \$1.2 billion is anticipated to increase from the 2018-19 Modified Budget by \$65.2 million. A portion of this funding (\$268.9 million) is received by internal service fund departments such as Information Services and Risk Management that provide direct services to other County Departments. Other notable departments that receive funding to provide specific services include the Sheriff's Department (\$180.0 million – all units), which provides law enforcement services for 14 incorporated county cities, and Public Works Solid Waste Division (\$91.8 million) that is responsible for the operation and management of the County solid waste disposal system.

Significant changes in this category include:

- An increase of \$23.4 million in the Administrative Group primarily due to an increase of \$15.9 million in Risk Management Insurance Programs due to higher premiums charged to departments for workers' compensation, general liability, and law enforcement liability programs to maintain an 80% confidence level of funding.
- An increase of \$20.6 million in ARMC primarily resulting from a forecasted 7% increase in volume in Inpatient and Outpatient revenue from various payors including Medicare, Medi-Cal, Medi-Cal Managed Care, and Commercial Insurance.
- An increase of \$8.0 million in the Fire Protection District resulting from the expansion of Service Zone FP-5, approved by the Board of Directors on October 16, 2018, which provides funding for fire protection and paramedic services.
- An increase of \$7.6 million in the Operations and Community Services Group which primarily reflects an increase in revenue within Public Works - Solid Waste resulting in large part to increase in tonnage and Cost of Living Adjustments for waste agreements.

Other Revenue of \$160.7 million primarily includes interest earnings, rents and concessions, and tobacco settlement funds. This revenue source is anticipated to decrease by \$10.7 million from the 2018-19 Modified Budget.



Other Funding Sources

Operating Transfers In of \$463.2 million is a funding source that provides a mechanism to transfer funding from one budget unit to another within the County or other entity. In 2019-20, the most notable groups with large Operating Transfers In include Other Agencies (\$216.2 million), Capital Improvement Program (\$51.1 million) and the Fire Protection District (\$47.7 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 Operating Transfers In for Other Agencies are primarily budgeted within HACSB (\$215.8 million) and reflects the movement of funds within the agency related to the Moving to Work Program. Additionally, the Operating Transfers In for the Fire Protection District primarily represent transfers within the District's various service zones for one-time costs related to operations and capital improvement projects.

The net decrease in this funding source of \$104.8 million is primarily the result of the one-time nature of the majority of Operating Transfers In which varies from year to year based on the availability of one-time sources.

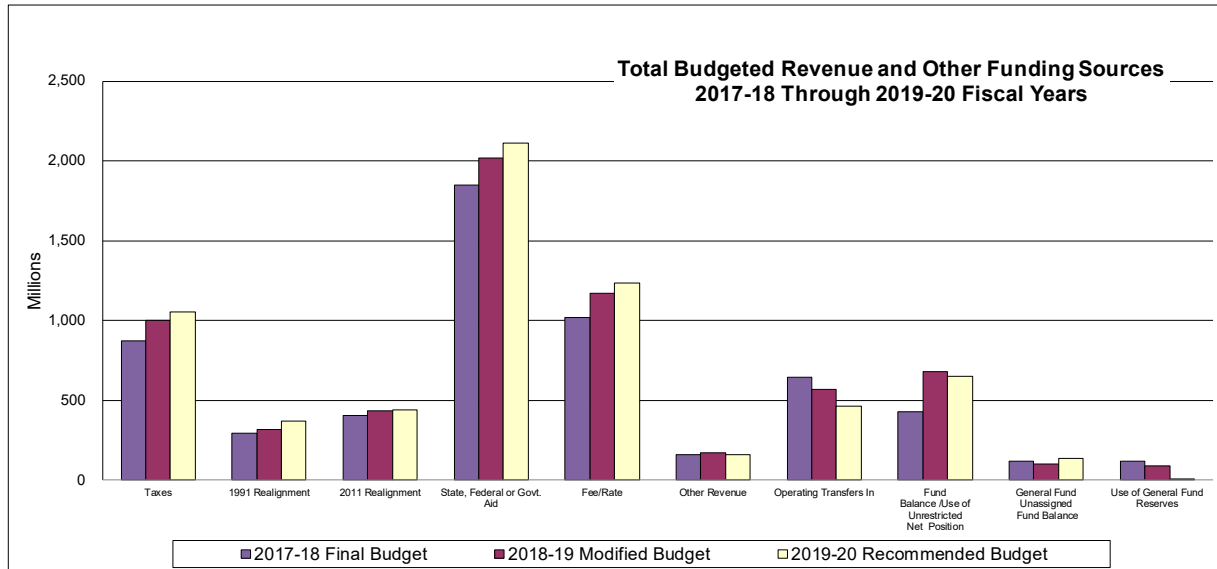
Use of Fund Balance/Unrestricted Net Position of \$653.5 million represents unspent funds carried over from prior years that are budgeted in the Restricted General Funds, Special Revenue Funds, and Capital Project funds in the County and the use of unrestricted net position in Internal Service and Enterprise funds. The use of fund balance/net position is decreasing from the 2018-19 Modified Budget by \$29.8 million primarily due to a decrease in one-time use of fund balance for capital projects within the Operations and Community Services Group. The decrease is in large part associated with the Department of Public Works – Transportation budget unit, which is decreasing the Use of Fund Balance by \$29.7 million from prior year modified budget.

General Fund Unassigned Fund Balance of \$138.8 million represents unspent general fund balance carried over from 2018-19. This amount, in conjunction with other one-time money, funds one-time costs for department programs, capital improvement projects, transportation projects, contributions to General Fund Reserves, and also funds 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 Unassigned Fund Balance is increasing by \$37.0 million from the prior year, and reflects the estimate of the General Fund results of operations in 2018-19.

Use of General Fund Reserves of \$5.6 million includes the use of the following General Fund Reserves for their specified purpose: MOU – California University of Science and Medicine (\$1.0 million) and Retirement (\$2.0 million). This represents an \$82.7 million decrease from the 2018-19 Modified Budget and is detailed in the Discretionary General Funding and Restricted Funds section of this budget document. Also included is the liquidation of the In-Home Supportive Services Reserve (\$2.6 million), which is no longer needed.

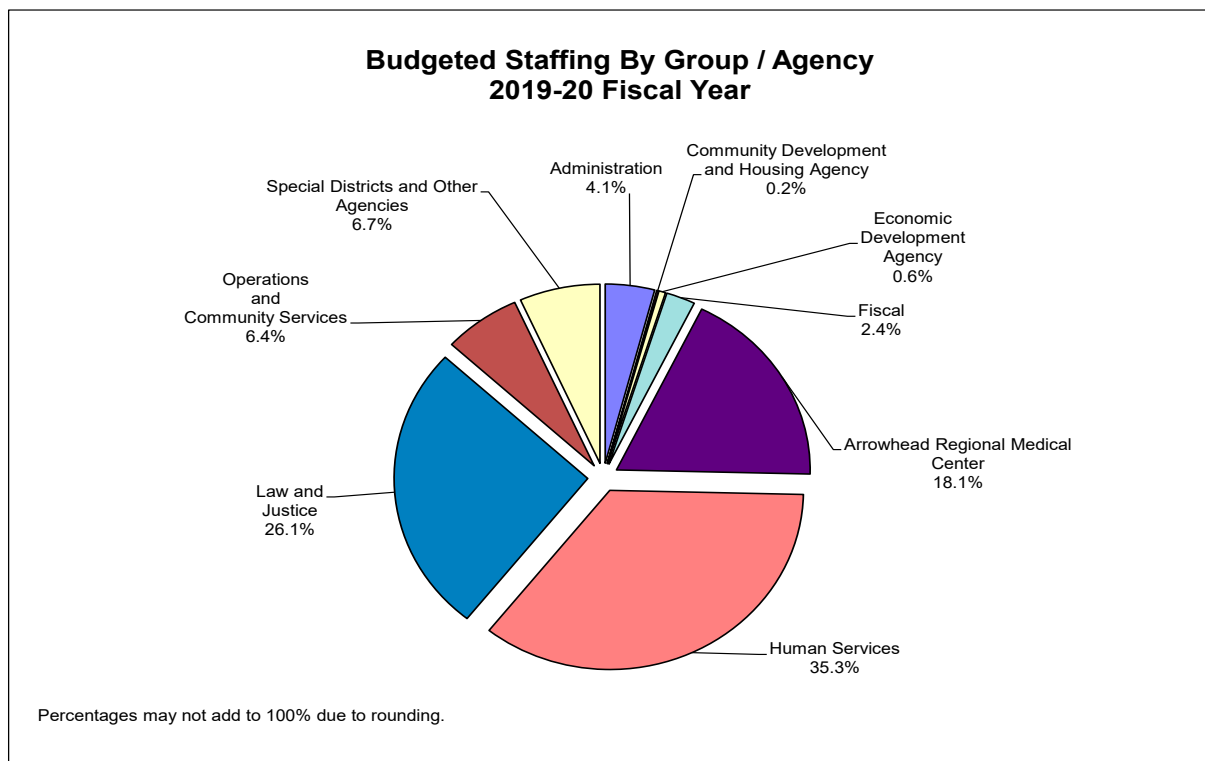


The bar graph below includes total budgeted revenue and other funding sources from the two prior Budgets and the 2019-20 Recommended Budget. 2017-18 amounts will not match previous information on prior pages because the bar graph reports on budgeted revenue and the previous tables reflect actual revenue received.



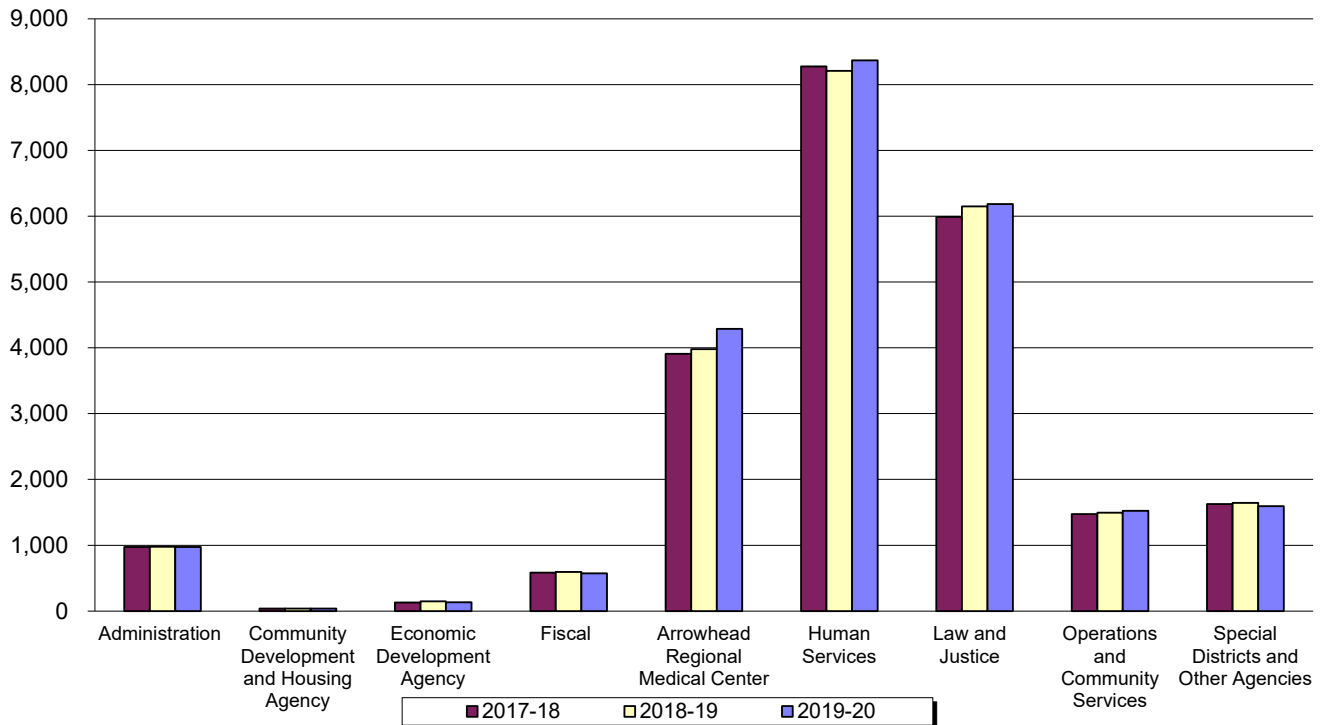
BUDGETED STAFFING SUMMARY

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 2019-20.



The following bar graph illustrates the budgeted staffing for 2019-20 as well as the prior two fiscal years.

Budgeted Staffing By Group / Agency 2017-18 Through 2019-20 Fiscal Years



	2018-19 Modified Budgeted Staffing	Change from Modified Budget			2019-20 Recommended Budgeted Staffing	Percentage Change
		Caseload Driven/ Grant or Special Funded Programs	All Other Programs	Total Change		
County - General Fund	14,678	191	(25)	166	14,844	1.1%
County - Other Funds	6,911	323	3	326	7,237	4.7%
Special Districts and Other Agencies	1,643	(50)	-	(50)	1,593	(3.0%)
Total	23,232	464	(22)	442	23,674	1.9%

Budgeted Staffing for caseload driven/grant, or special funded programs, is increasing by a net 464 positions. Significant changes from the previous year's modified budgeted staffing in caseload driven, grant or special fund programs include the following:

County - General Fund

- **The Human Services Administrative Claim** is increasing by a net of 24 budgeted positions. This includes the addition of 106 positions across its various departments (including 53 in HS Administration Division and 40 in Children and Family Services) but is offset by the deletion of 82 positions, the majority of which are from Children and Family Services (50). Children and Family Services (CFS) staffing is



decreasing by a net of 10 positions (deletion of 50, addition of 40) to better reflect the administrative and operational needs of CFS programs.

- The **Department of Child Support Services** is increasing staffing by 112 regular positions in an effort to improve customer service by reducing the number of cases assigned to each Child Support Officer. The department anticipates this will enable staff to provide enhanced holistic case management services to families.
- The **Department of Public Health** is increasing staffing by a net of 10 positions resulting from the addition of 39 new positions, offset by the deletion of 29. These changes are needed to address changes in grant funding, operational needs, quality improvement, and to increase efficiency in operations.
- The **Sheriff's Department** is decreasing budgeted staffing by a net of 5 positions in the **Detentions** budget unit due to the deletion of 9 vacant positions for the Inmate Welfare Program in preparation for a possible reduction in revenue from the Inmate Welfare Fund offset by the addition of 5 Correctional Nurse II positions to adequately meet the requirements of the Jail Based Competency Treatment Program expansion. Additionally, the **Contracts** budget unit is increasing by 17 positions for additional law enforcement services and include the following: 10 Deputy Sheriff positions, 2 Sheriff's Detective/Corporal positions, and 5 Sheriff's Sergeant positions.
- The **Probation – Administration, Corrections and Detention** budget unit is increasing by 16 positions, which include the addition of 8 regular and 8 limited term positions to temporarily provide mandated services in lieu of filling vacant positions.
- The remainder of caseload driven/grant, or special funded staffing changes within the General Fund reflect a net increase of 17 positions including the addition of 8 positions within the **District Attorney**, an increase of 7 positions within the **Department of Behavioral Health**, an increase of 3 positions in the **California Children's Services** budget unit (under the Department of Public Health), the addition of 1 position in the **Department of Aging and Adult Services**, and a decrease of 2 positions within the **Public Defender**.

County - Other Funds

- **Arrowhead Regional Medical Center** is increasing budgeted staffing by a net of 308 positions in an effort to improve customer service while supporting the County's Vision2Succeed by providing career opportunities for current and future healthcare professionals, including entry level experience for high school and college students in the health care industry, promoting growth by creating an effective career path for Registered nurses to promote into leadership roles, and additional Information Technology staff for the implementation and ongoing support of a new Electronic Health Record (EHR) system.
- The **Workforce Development Department** is decreasing budgeted staffing by a net 14 positions which includes the deletion of 12 regular and 2 limited term positions as a result of program changes.
- The **Department of Public Works – Transportation** budget unit is increasing budgeted staffing by a net of 12 positions. This includes the addition of 14 regular positions offset by the deletion of 1 regular and 1 limited term position that are no longer needed. The additional staffing is primarily due to increased workload as a result of the SB1 RMRA funding for construction projects.
- The remainder of caseload driven/grant, or special funded staffing changes within Other County Funds reflects a net increase of 17 positions including minor increases in the **Preschool Services Department** (5), **County Library** (10), and the **Department of Public Works – Solid Waste Management** budget unit (2), **Fleet Management** (2), **Human Resources** (2), and **Purchasing** (2). These increases are offset by minor decreases in **Information Services Department** (3), **Risk Management – Operations**



(1), **Community Development and Housing** (1), and the **Behavioral Health – Mental Health Service Act** budget unit (1).

Special Districts and Other Agencies

- Special Districts and Other Agencies are decreasing budgeted staffing by a net 50 positions due to changes in the **Fire Protection District** (53) and **Special Districts Department** (5). The decreased staffing in the Fire Protection District is primarily due to the net deletion of 41 positions in the North Desert Regional Service Zone resulting from the aforementioned termination of the contract with the City of Victorville. The decrease in the Special Districts Department is primarily due to the net deletion of 11 positions in the General Districts Special Revenue Fund offset by the addition of 7 positions in the Big Bear Valley Recreation and Park District. These decreases are offset by a net increase in Other Agencies of 7 positions primarily due to changes within the **Housing Authority of The County of San Bernardino** (7) which is adding positions as a result of a restructuring within programs/departments including the Housing Choice Voucher program, which is the Authority's largest program. Also, the **Flood Control District** is increasing staffing by a net of 1 position (addition of 2 regular, deletion of 1 limited term).

Budgeted staffing for all other programs in both the general fund and other funds is decreasing by a net 22 budgeted positions. Significant changes from the previous year's modified budgeted staffing in all other programs include the following:

- **Administration** – Except for the 10 positions discussed in the caseload section above, budgeted staffing within the Administration Group is decreasing by a net of 6 positions. Significant changes within the group include decreases in the CAO- Automated Systems Development (8), County Administrative Office (3), and the Information Services General Fund budget unit (3). These decreases are offset by additions in the Information Services - Business Solutions Development budget unit (3), County Counsel (2), Human Resources (2), and Purchasing (1). The CAO - Automated Systems Development budget unit is decreasing 8 positions to better reflect the skillset needed for the next waves of the Enterprise Financial Management System project. The County Administrative Office includes the deletion of 3 vacant positions in the Strategic Initiatives group as efficiencies have been achieved as the EZ-Online Permitting System enters its third phase of implementation.
- **Fiscal** –The Fiscal Group is decreasing budgeted staffing by a total of 21 positions due to deletions within the Auditor-Controller/Treasurer/Tax Collector General Fund budget unit. The Auditor-Controller/Treasurer/Tax Collector is decreasing budgeted staffing by a net 21 positions which reflects the addition of 3 positions (2 new and 1 transferred from the CAO - Automated Systems Development budget unit) to address workload changes, and are offset by the deletion of 24 regular vacant positions primarily due to decreased delinquent accounts received by the Central Collections Division from Arrowhead Regional Medical Center and the Superior Court of California, County of San Bernardino.
- **Law and Justice** – Excluding the previously mentioned staffing changes in the Sheriff's Detentions and Law Enforcement Contracts, District Attorney, Public Defender, and Probation budget units, the Law and Justice Group is increasing by 1 position within the Sheriff's Operations budget unit.
- **Operations and Community Services** – Excluding the previously discussed changes to Public Works (Transportation and Solid Waste divisions) and the County Library, the Operations and Community Services Group is increasing staffing by a net of 4 positions. Departments that are increasing budgeted staffing are: Agriculture/Weights and Measures (3), Public Works – Surveyor (3), and Real Estate Services (1, all divisions). These increases are offset by minor decreases in Land Use Services (3, all divisions). Overall the largest change within this group is in Land Use Services, which is reorganizing the department and consolidating two budget units, Fire Hazard Abatement and Land Development, which are now part of Code Enforcement and Building and Safety, respectively. The consolidation of these budget units is in an effort to improve customer service and operational efficiency.



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

BUDGETED STAFFING SUMMARY

Department	2017-18 Final Budget	2018-19 Modified Budget	2019-20 Recommended Budget	Change Between 2018-19 & 2019-20
ADMINISTRATION				
<u>GENERAL FUND</u>				
BOARD OF SUPERVISORS	57	56	56	-
CLERK OF THE BOARD	13	13	13	-
COUNTY ADMINISTRATIVE OFFICE	31	31	28	(3)
COUNTY ADMINISTRATIVE OFFICE - AUTOMATED SYSTEMS DEVELOPMENT	14	9	1	(8)
COUNTY COUNSEL	102	105	107	2
FINANCE AND ADMINISTRATION	20	20	20	-
HUMAN RESOURCES	94	95	96	1
HUMAN RESOURCES - CENTER FOR EMPLOYEE HEALTH AND WELLNESS	12	12	13	1
INFORMATION SERVICES	18	16	13	(3)
PURCHASING	28	30	31	1
SUBTOTAL GENERAL FUND	389	387	378	(9)
<u>OTHER FUNDS</u>				
FLEET MANAGEMENT	97	97	99	2
HUMAN RESOURCES - COMMUTER SERVICES	3	3	4	1
HUMAN RESOURCES - EMPLOYEE BENEFITS AND SERVICES	30	29	30	1
INFORMATION SERVICES - BUSINESS SOLUTIONS DEVELOPMENT	89	92	95	3
INFORMATION SERVICES - COMPUTER OPERATIONS	150	154	152	(2)
INFORMATION SERVICES - TELECOMMUNICATIONS SERVICES	105	108	107	(1)
PURCHASING - PRINTING SERVICES	19	15	16	1
PURCHASING - SURPLUS PROPERTY AND STORAGE OPERATIONS	4	5	6	1
PURCHASING - MAIL/COURIER SERVICES	21	21	21	-
RISK MANAGEMENT - OPERATIONS	67	67	66	(1)
SUBTOTAL OTHER FUNDS	585	591	596	5
TOTAL ADMINISTRATION	974	978	974	(4)
ARROWHEAD REGIONAL MEDICAL CENTER				
<u>OTHER FUNDS</u>				
ARROWHEAD REGIONAL MEDICAL CENTER	3,910	3,979	4,287	308
TOTAL ARROWHEAD REGIONAL MEDICAL CENTER	3,910	3,979	4,287	308
ECONOMIC DEVELOPMENT AGENCY				
<u>GENERAL FUND</u>				
ECONOMIC DEVELOPMENT	12	12	12	-
SUBTOTAL GENERAL FUND	12	12	12	-
<u>OTHER FUNDS</u>				
WORKFORCE DEVELOPMENT	119	135	121	(14)
SUBTOTAL OTHER FUNDS	119	135	121	(14)
TOTAL ECONOMIC DEVELOPMENT AGENCY	131	147	133	(14)



BUDGETED STAFFING SUMMARY

Department	2017-18 Final Budget	2018-19 Modified Budget	2019-20 Recommended Budget	Change Between 2018-19 & 2019-20
COMMUNITY DEVELOPMENT AND HOUSING AGENCY				
<u>GENERAL FUND</u>				
COMMUNITY DEVELOPMENT AND HOUSING - OFFICE OF HOMELESS SERVICES	9	10	10	-
SUBTOTAL GENERAL FUND	9	10	10	-
<u>OTHER FUNDS</u>				
COMMUNITY DEVELOPMENT AND HOUSING	28	29	28	(1)
SUBTOTAL OTHER FUNDS	28	29	28	(1)
TOTAL COMMUNITY DEVELOPMENT AND HOUSING AGENCY	37	39	38	(1)
FISCAL				
<u>GENERAL FUND</u>				
ASSESSOR/RECORDER/COUNTY CLERK	240	251	251	-
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	333	340	319	(21)
SUBTOTAL GENERAL FUND	573	591	570	(21)
<u>OTHER FUNDS</u>				
ASSESSOR/RECORDER/COUNTY CLERK - SPECIAL REVENUE FUNDS	10	3	3	-
SUBTOTAL OTHER FUNDS	10	3	3	-
TOTAL FISCAL	583	594	573	(21)
HUMAN SERVICES				
<u>GENERAL FUND</u>				
AGING AND ADULT SERVICES - AGING PROGRAMS	41	42	43	1
AGING AND ADULT SERVICES - PUBLIC GUARDIAN - CONSERVATOR	27	50	50	-
CHILD SUPPORT SERVICES	415	399	511	112
HEALTH ADMINISTRATION	-	-	-	-
BEHAVIORAL HEALTH	585	625	632	7
BEHAVIORAL HEALTH - SUBSTANCE USE DISORDER AND RECOVERY SERVICE	88	115	115	-
PUBLIC HEALTH	757	789	799	10
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	180	193	196	3
HUMAN SERVICES - ADMINISTRATIVE CLAIM	4,660	4,553	4,577	24
VETERANS AFFAIRS	25	25	25	-
SUBTOTAL GENERAL FUND	6,778	6,791	6,948	157
<u>OTHER FUNDS</u>				
HUMAN SERVICES - WRAPAROUND REINVESTMENT FUND	-	-	-	-
BEHAVIORAL HEALTH - MENTAL HEALTH SERVICE ACT	655	624	623	(1)
PRESCHOOL SERVICES	843	792	797	5
SUBTOTAL OTHER FUNDS	1,498	1,416	1,420	4
TOTAL HUMAN SERVICES	8,276	8,207	8,368	161



BUDGETED STAFFING SUMMARY

Department	2017-18 Final Budget	2018-19 Modified Budget	2019-20 Recommended Budget	Change Between 2018-19 & 2019-20
LAW AND JUSTICE				
<u>GENERAL FUND</u>				
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	542	567	575	8
LAW AND JUSTICE GROUP ADMINISTRATION	2	2	2	-
PROBATION - ADMINISTRATION, CORRECTIONS & DETENTION	1,294	1,316	1,332	16
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	49	49	49	-
PUBLIC DEFENDER	283	272	270	(2)
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	1,772	1,874	1,875	1
SHERIFF - DETENTIONS	1,451	1,472	1,467	(5)
SHERIFF - LAW ENFORCEMENT CONTRACTS	595	597	614	17
SUBTOTAL GENERAL FUND	5,988	6,149	6,184	35
TOTAL LAW AND JUSTICE	5,988	6,149	6,184	35
OPERATIONS AND COMMUNITY SERVICES				
<u>GENERAL FUND</u>				
AGRICULTURE/WEIGHTS AND MEASURES	65	67	70	3
AIRPORTS	22	23	23	-
COMMUNITY SERVICES GROUP	3	4	4	-
COUNTY MUSEUM	21	18	18	-
LAND USE SERVICES - ADMINISTRATION	41	41	16	(25)
LAND USE SERVICES - LAND DEVELOPMENT	8	8	-	(8)
LAND USE SERVICES - PLANNING	30	30	39	9
LAND USE SERVICES - BUILDING AND SAFETY	23	23	41	18
LAND USE SERVICES - CODE ENFORCEMENT	37	40	60	20
LAND USE SERVICES - FIRE HAZARD ABATEMENT	17	17	-	(17)
PUBLIC WORKS - SURVEYOR	22	22	25	3
RES - ADMINISTRATION AND FINANCE	-	20	22	2
RES - FACILITIES MANAGEMENT DIVISION	118	118	117	(1)
RES - LEASING AND ACQUISITIONS	28	18	20	2
RES - PROJECT MANAGEMENT DIVISION	29	24	22	(2)
RES - UTILITIES	2	2	2	-
REGIONAL PARKS	195	205	205	-
REGISTRAR OF VOTERS	58	58	58	-
SUBTOTAL GENERAL FUND	719	738	742	4
<u>OTHER FUNDS</u>				
COUNTY LIBRARY	317	317	327	10
COUNTY MUSEUM - MUSEUM STORE	4	4	4	-
PUBLIC WORKS - TRANSPORTATION - ROAD OPERATIONS	343	347	359	12
PUBLIC WORKS - SOLID WASTE MANAGEMENT - OPERATIONS	91	90	92	2
REGIONAL PARKS - ENTERPRISE FUNDS	-	-	-	-
REGIONAL PARKS - SPECIAL REVENUE FUNDS	-	-	-	-
SUBTOTAL OTHER FUNDS	755	758	782	24
TOTAL OPERATIONS AND COMMUNITY SERVICES	1,474	1,496	1,524	28



BUDGETED STAFFING SUMMARY

Department	2017-18 Final Budget	2018-19 Modified Budget	2019-20 Recommended Budget	Change Between 2018-19 & 2019-20
TOTAL COUNTY DEPARTMENTS - GENERAL FUND	14,468	14,678	14,844	166
TOTAL COUNTY DEPARTMENTS - OTHER FUNDS	6,905	6,911	7,237	326
COUNTY DEPARTMENTS GRAND TOTAL	21,373	21,589	22,081	492
SPECIAL DISTRICTS AND OTHER AGENCIES				
<u>OTHER FUNDS</u>				
SPECIAL DISTRICTS DEPARTMENT	181	184	179	(5)
FIRE PROTECTION DISTRICT	1,067	1,085	1,032	(53)
FLOOD CONTROL DISTRICT	174	180	181	1
OTHER AGENCIES	205	194	201	7
SUBTOTAL OTHER FUNDS	1,627	1,643	1,593	(50)
TOTAL SPECIAL DISTRICTS AND OTHER AGENCIES	1,627	1,643	1,593	(50)
TOTAL ALL COUNTY ENTITIES	23,000	23,232	23,674	442



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 2019-20.

Projects Administered by Real Estate Services Department – Project Management Division

CAPITAL PROJECTS FUNDS SUMMARY

Capital Project Funds				ARMC Capital	
	Fund 3100	Fund 3108	Sub-Total	Fund 4204	Total
Requirements					
Services and Supplies					
Land	3,140,483		3,140,483		3,140,483
Improvements to Land	33,021,459		33,021,459	29,852,795	62,874,254
Structures and Improvements	330,900,335	14,205,297	345,105,632	47,862,435	392,968,067
Fixed Assets Transfers Out	70,064		70,064		70,064
<i>Total Requirements</i>	367,132,341	14,205,297	381,337,638	77,715,230	459,052,868

Note: The above appropriation excludes operating transfers out and reimbursements.

The Real Estate Services Department – Project Management Division (PMD) manages major county projects which include construction and rehabilitation of facilities, and repair projects. The 2019-20 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.

PMD projects include \$381.3 million in projects managed through Capital Funds and \$77.7 million in projects managed through Arrowhead Regional Medical Center Enterprise Funds, for a total project budget of \$459.0 million.

The 2019-20 budget includes \$35.7 million in new project funding. This includes \$12.0 million in projects funded with Discretionary General Funding for non-major CIP and maintenance projects.

Projects approved in prior years, but not yet completed have carryover balances of \$423.3 million. The major multi-year projects with carryover balances are the 800 MHz Upgrade Project, the County Buildings Acquisition and Retrofit Project, and the Valley Dispatch Center/County Fire Relocation/Consolidation (Administration Building).

For a complete listing of capital improvement program highlights for projects administered by the Real Estate Services Department – Project Management Division see the Capital Improvement Program section of this budget document.

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 and enterprise 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 2019-20 (both new and carryover) for Transportation is \$67.0 million, and for Solid Waste is \$56.2 million. Transportation project types include major rehabilitation and overlay, and major infrastructure improvements. Solid Waste Management project types include landfill expansion, liner construction, and entrance road and scale house construction.



Also reflected in the Capital Improvement Program are \$368,999 in Requirements for minor projects which are administered by County Fire with oversight and inspection provided by RES-PMD.

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 document, specifically Exhibits B, C, and D.

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 are included in the respective department's budget pages.

Flood Control, found in the Operations and Community Services section of this budget document, has twenty-six major improvement projects budgeted in 2019-20. Requirements for these projects (both new and carryover) total \$82.5 million and include right-of-way acquisition expenses, consultants for design or geotechnical services, labor, and construction costs.

Special Districts Department capital projects are found in the Special Districts Department section of this budget document, in the Capital Improvement Program pages. In 2019-20, Requirements for these projects (both new and carryover) total \$34.2 million. Major Requirements include \$6.7 million for the Snowdrop Road Project, \$5.7 million for water projects for CSA 70 W-4 Pioneertown, \$3.1 million for Big Bear Alpine Zoo Relocation Project, \$1.1 million for the CSA 70 Cypress Tank Booster Station project, and \$1.3 million for the Glen Helen Screw Press for Sludge project.





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DISCRETIONARY GENERAL FUNDING AND RESTRICTED FUNDS

County General Fund operations of \$3.5 billion are funded with four major types of sources: countywide discretionary revenue, use of reserves, and fund balance (\$964.8 million), Proposition 172 revenue (\$202.8 million), 1991 and 2011 Realignment revenues (\$808.7 million), and departmental revenue (\$1.5 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, State and federal revenue, 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/or reserves for two purposes: 1) to ensure that the County can accommodate unforeseen increases in expenditures or reductions in revenues, or other extraordinary events, which would harm the fiscal health of the County; and 2) to be proactive and set aside funds to meet future known obligations or to build a reserve for large capital projects.

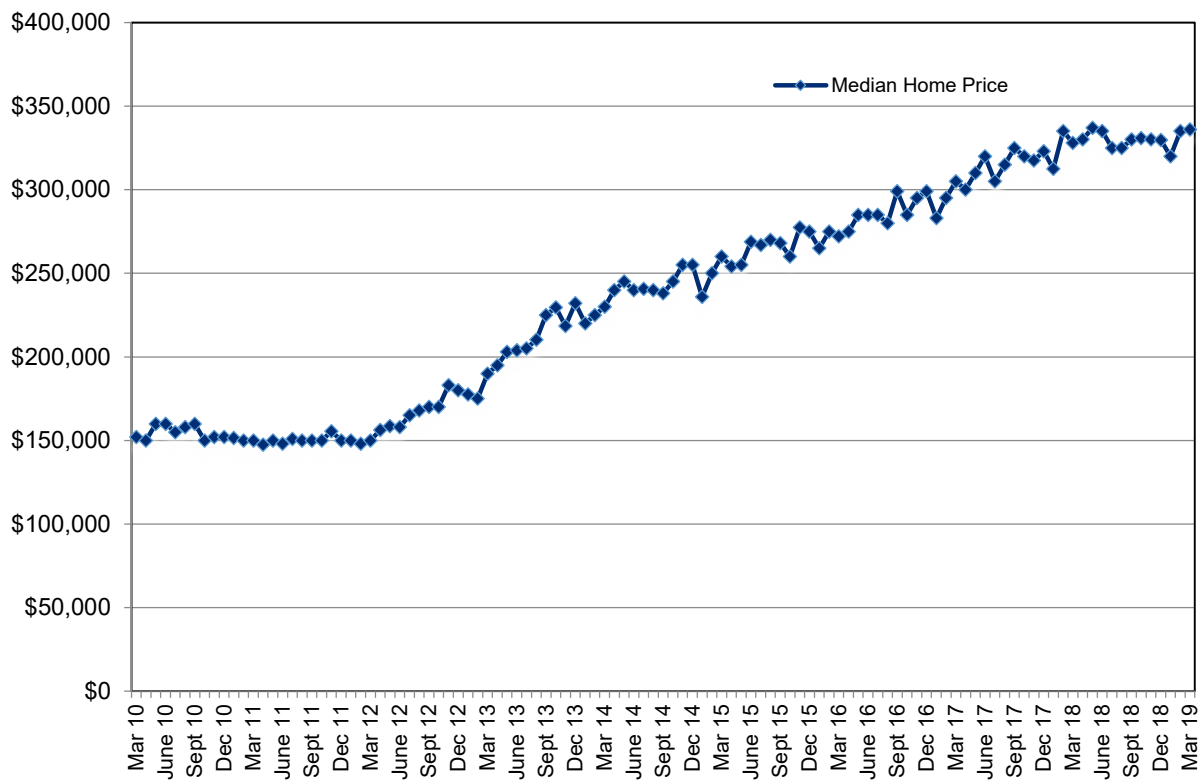
The following sections provide details of:

- 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.



After a dramatic decline in the median home price due to the mortgage and financial crisis, the median home price was stable at approximately \$150,000 for the 34 month period between September 2009 and June 2012. Since that time, the County's median home price has risen to \$336,000. This compares to a high of \$380,000 in November 2006, during the housing bubble. In the first quarter of 2019, both new and existing home sales are down, due to rising prices and a lack of inventory.

**COUNTY OF SAN BERNARDINO
MEDIAN HOME PRICE BY MONTH
MARCH 2010 THROUGH MARCH 2019**



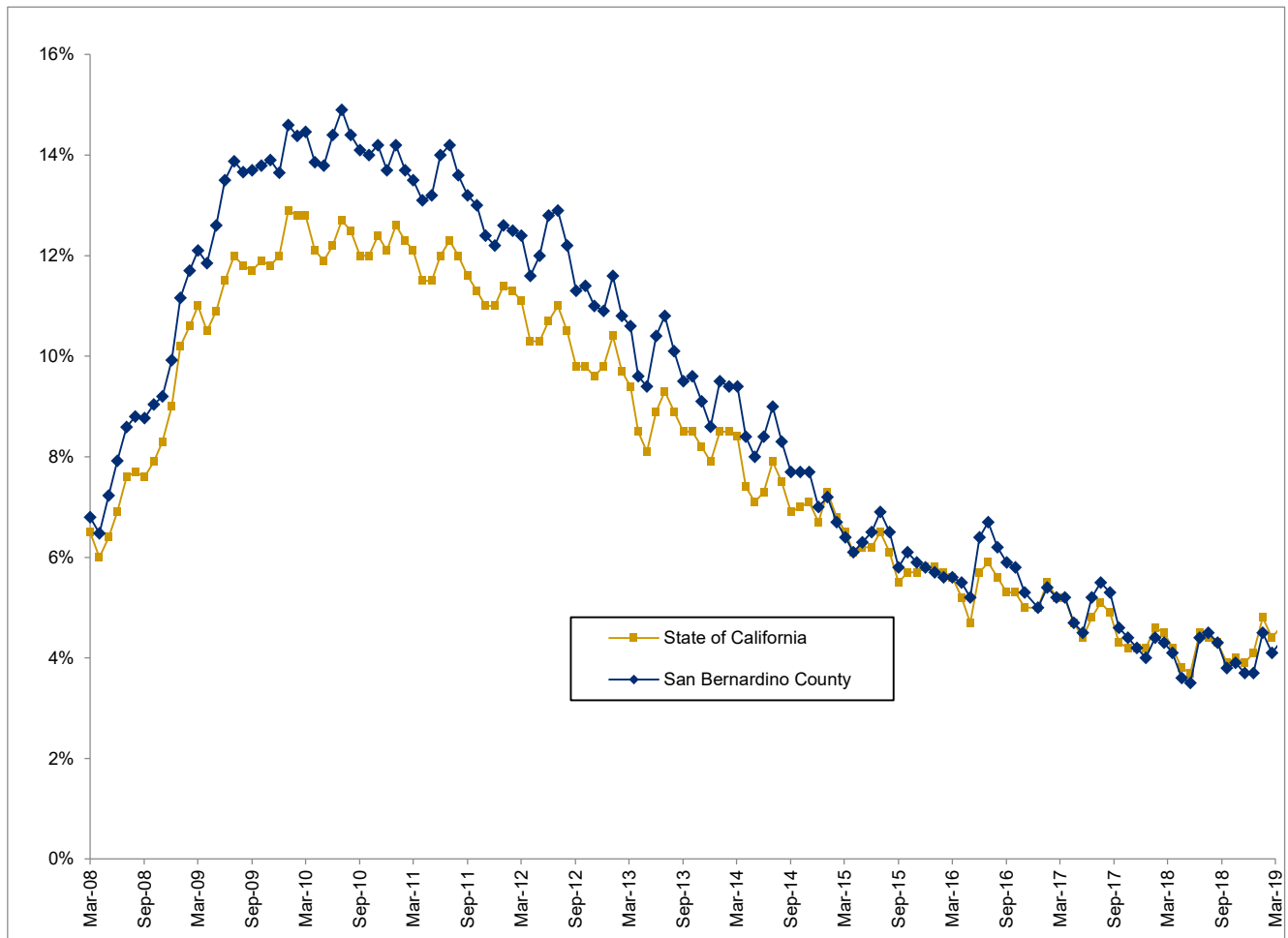
Source: CoreLogic



Unemployment continues to decline, returning to pre-recession levels at 4.3% as of March 2019, which compares to unemployment rates for the State and the United States of America, which were 4.6% and 3.8%, respectively. During the recession, the loss of jobs in the County led to high levels of unemployment, as shown in the chart below. County unemployment has declined from its peak of 14.8% in July 2010.

For the Inland Empire, 2018 saw 49,308 jobs added with total job gains since 2011 of 352,208, which is 251.19% of the 140,217 jobs lost during the recession. Job growth for 2019 is forecasted at 38,200.

**COUNTY OF SAN BERNARDINO
UNEMPLOYMENT RATES
STATE OF CALIFORNIA AND SAN BERNARDINO COUNTY
MARCH 2008 THROUGH MARCH 2019**



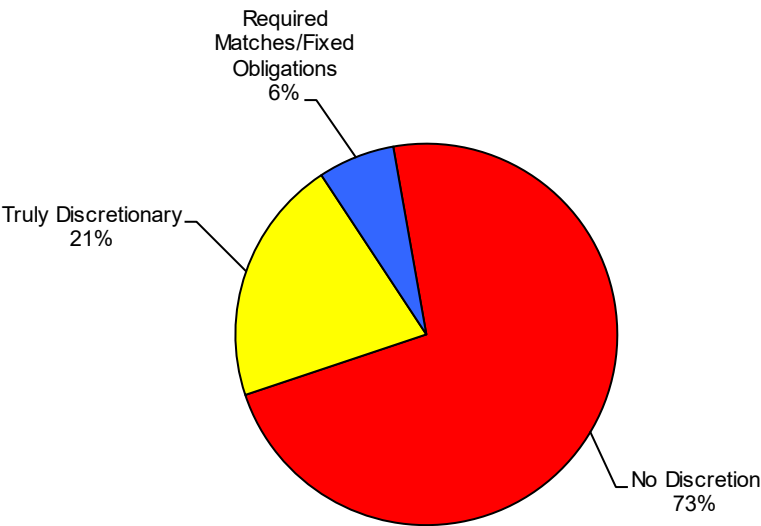
Source: State of California Employment Development Department





The entire General Fund budget including operating transfers in is \$3.53 billion, however, only \$0.74 billion (or 21%) is truly discretionary as seen in this pie chart.

2019-20 Recommended Budget
General Fund Spending



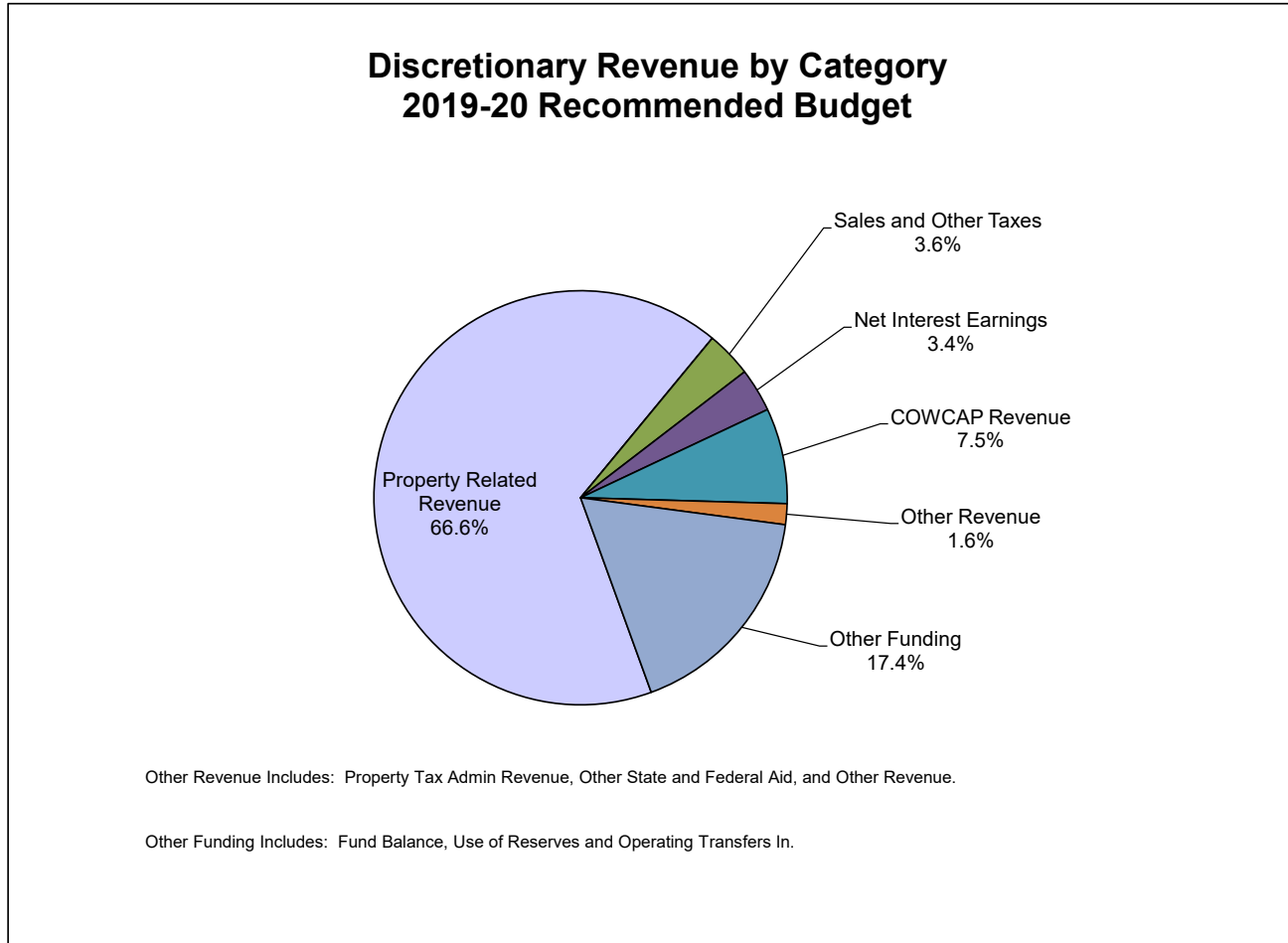
SPENDING WHERE THERE IS NO DISCRETION. INCLUDES:	2,561,432,562
Welfare costs reimbursed by state and federal monies (\$1,248.5 million)	
Other program costs funded by program revenues such as user fees (\$1,312.9 million)	
REQUIRED HEALTH AND WELFARE MATCHES AND OTHER FIXED OBLIGATIONS:	228,795,853
SPENDING WHERE THERE IS DISCRETION. INCLUDES:	735,991,263
Law and justice program costs funded by local revenues (\$396.5 million)	
All other program costs funded by local revenues (\$118.2 million)	
Reserve Contributions (\$10.9 million)	
Contingencies Contributions (\$210.4 million)	
TOTAL:	\$3,526,219,678



COUNTYWIDE DISCRETIONARY REVENUE

Countywide discretionary revenue and other funding sources total \$964,787,116. These sources are first obligated to pay for required health and welfare matches and other fixed obligations, which total \$228,795,853. The remaining amount of \$735,991,263 is available to fund departmental budgets' Net County Cost or other expenditures.

Shown below are the sources of countywide discretionary revenue and other funding sources of \$964,787,116 for the 2019-20 Recommended Budget:



Percentage may not add to 100% due to rounding.



COUNTYWIDE DISCRETIONARY REVENUE WHICH PAYS FOR NET COUNTY COST

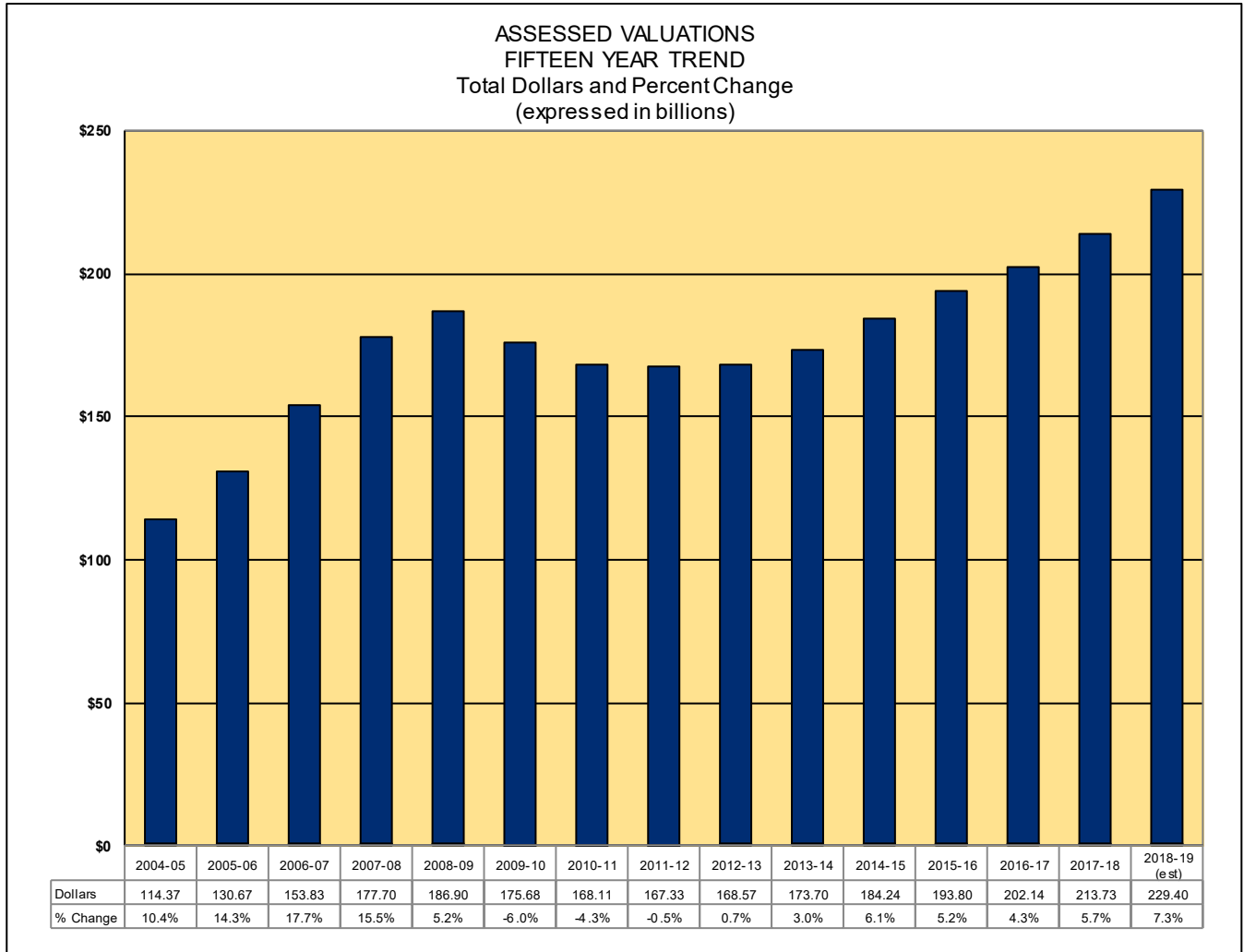
2019-20 Discretionary General Funding of \$964,787,116 includes Countywide Discretionary Revenue of \$797.3 million and Other Funding Sources of \$167.5 million. In accordance with the County Fund Balance and Reserve Policy, the General Purpose Reserve will be built up with one-time sources until the target of 20% of locally funded appropriation is reached. The 2019-20 Recommended Budget includes a contribution of \$11,900,000 to the General Purpose Reserve (1.46% of locally funded appropriation) and brings the funding level to \$131,107,852, or 16.1% 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 \$12,214,625 for 2019-20.

	2018-19 Adopted Budget	2018-19 Modified Budget	2018-19 Estimate	2019-20 Recommended Budget
Countywide Discretionary Revenue				
Property Related Revenue:				
Current Secured, Unsecured, Unitary	309,509,917	320,074,353	320,074,353	336,700,156
VLF/Property Tax Swap	269,125,292	271,560,235	271,560,235	286,088,708
Supplemental Property Tax	5,000,000	5,000,000	5,000,000	5,000,000
Property Transfer Tax	10,000,000	12,600,000	12,600,000	10,000,000
Penalty on Current Taxes	2,160,000	2,160,000	2,160,000	2,160,000
Prior Property Taxes, Penalties and Interest	2,200,000	2,200,000	2,200,000	2,200,000
Total Property Related Revenue	597,995,209	613,594,588	613,594,588	642,148,864
Sales and Other Taxes:				
Sales and Use Tax	20,750,252	20,750,252	20,750,252	22,862,498
Franchise Fees	6,645,000	6,645,000	6,645,000	6,645,000
Hotel/Motel Tax	3,125,831	4,468,573	4,468,573	4,468,573
Other Taxes	678,000	678,000	678,000	678,000
Total Sales and Other Taxes	31,199,083	32,541,825	32,541,825	34,654,071
Net Interest Earnings	26,322,081	32,822,081	39,322,081	32,822,081
COWCAP Revenue	73,218,224	73,218,224	73,218,224	71,987,614
Property Tax Admin Revenue	8,965,953	8,965,953	8,965,953	9,324,591
State and Federal Aid	5,122,675	5,122,675	5,122,675	5,941,110
Other Revenue	430,000	9,115,361	9,115,361	430,000
Total Countywide Discretionary Revenue	743,253,225	775,380,707	781,880,707	797,308,331
Other Funding Sources				
Available Fund Balance, beginning	101,778,230	101,778,230	101,778,230	138,755,243
Use of Reserves	56,555,856	88,339,493	88,339,493	5,643,542
Operating Transfers In (One-Time)	3,480,000	3,480,000	3,480,000	6,080,000
Operating Transfers In (Ongoing)	17,000,000	17,000,000	17,000,000	17,000,000
Total Other Funding Sources	178,814,086	210,597,723	210,597,723	167,478,785
Total Countywide Discretionary Revenue and Other Funding Sources	922,067,311	985,978,430	992,478,430	964,787,116
Locally Funded Appropriation				
Total Countywide Discretionary Revenue	743,253,225			797,308,331
Operating Transfers In (Ongoing)	17,000,000			17,000,000
Locally Funded Appropriation	760,253,225			814,308,331



Countywide Discretionary Revenue

Property Related Revenue accounts for 66.6% of countywide discretionary revenue and other funding sources. These revenues were severely impacted as a result of the mortgage and financial crisis which resulted in substantial decreases in assessed valuation from 2009-10 through 2011-12. Post recession, the median price of a home in the County has risen. However sales are currently modest due to rising prices and a lack of inventory.



The 2019-20 Recommended Budget anticipates a 5.35% increase in the assessed valuation of properties within the County.



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 remain consistent with prior year earnings.

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

Current Secured, Unsecured, Unitary (includes Property Taxes received as a result of Redevelopment Agency dissolution)

Secured Property Tax Revenue makes up approximately \$302.3 million of the \$336.7 million in the 2019-20 "Current Secured, Unsecured, Unitary" budgeted revenue number, up from \$288.0 million in the 2018-19 Estimate. This reflects a projected increase in assessed valuation of 5.35%.

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.

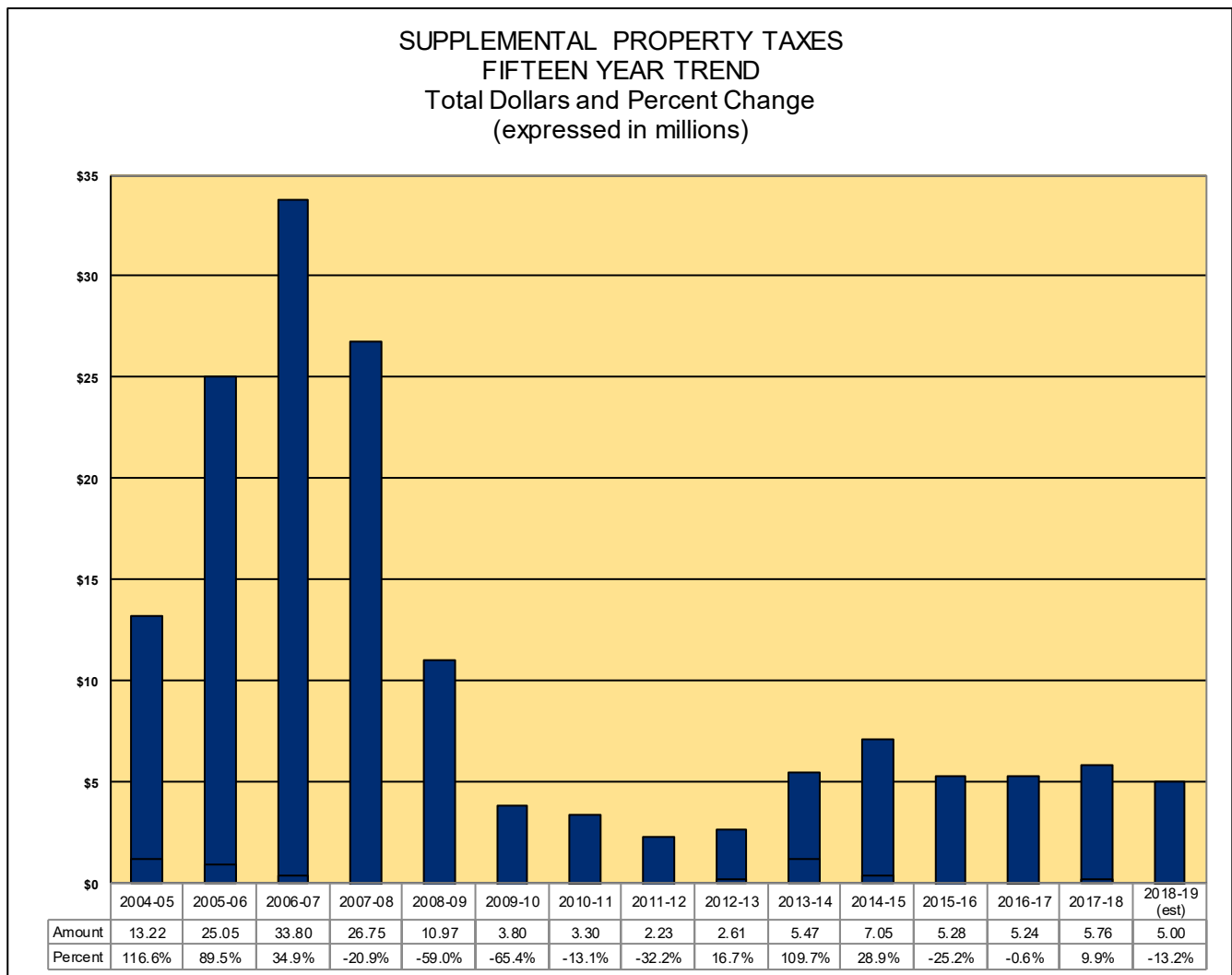


For 2004-05, the State established the base amount of the VLF/Property Tax Swap. The base is equal to the amount of VLF backfill that the counties and cities would have received in 2004-05, calculated using actual VLF receipt amounts for 2004-05. For years beginning in 2005-06, the VLF/Property Tax Swap 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 2019-20 budgeted amount reflects the projected increase in assessed valuation of 5.35% as compared to the 2018-19 Modified Budget.

Supplemental Property Tax

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





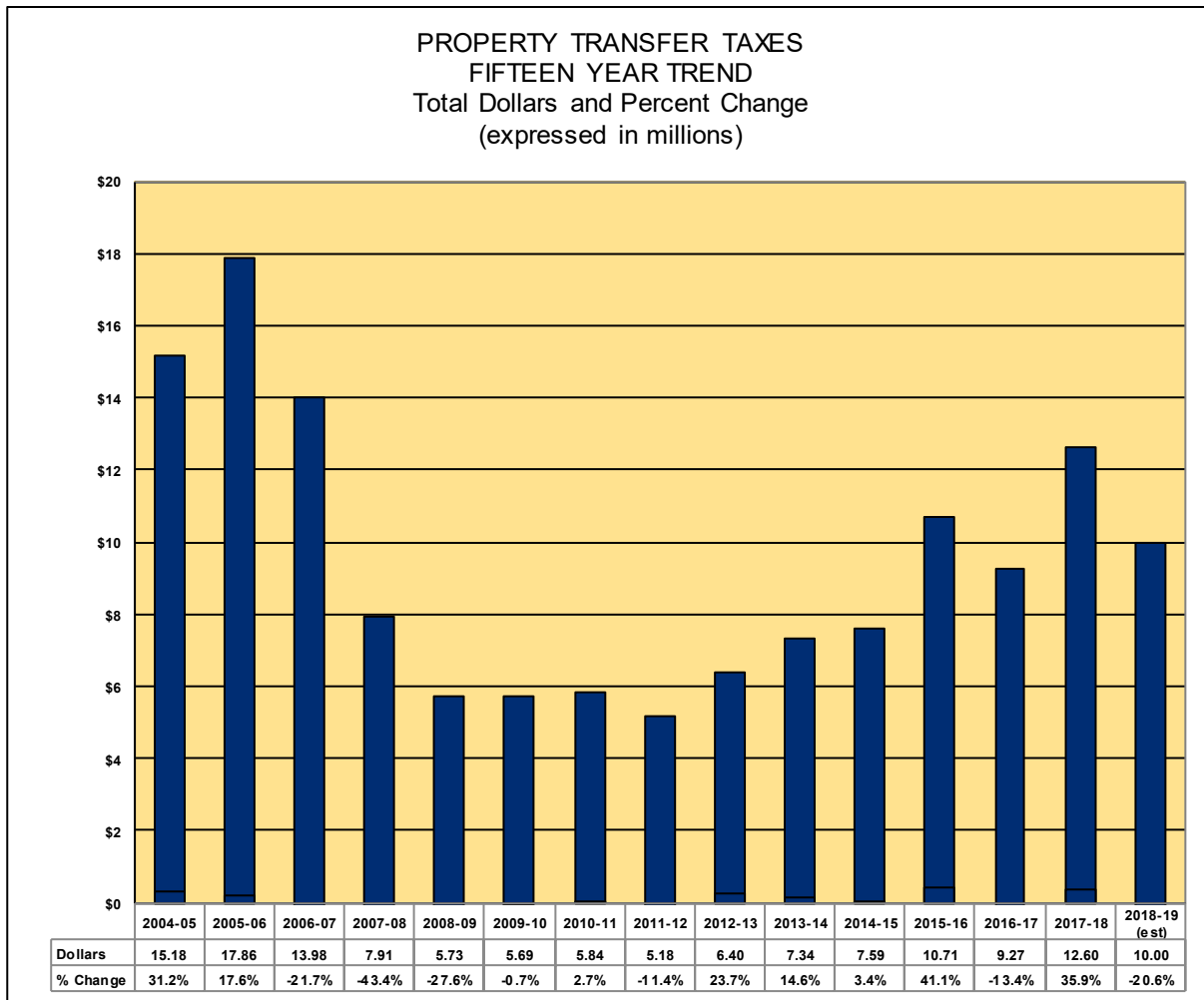
As shown in the chart above, supplemental property tax revenues were extremely high from 2004-05 through 2008-09, at the peak of the housing boom, but have returned to normal levels. The County projects the ongoing portion of these revenues to be \$5.0 million in 2019-20.

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 the ongoing property transfer tax will total \$10.0 million in 2019-20. The following chart presents the most recent fifteen year trend of property transfer tax revenue.

Not included in the budgeted amount of Property Transfer Tax is \$2.6 million of one-time property transfer tax estimated to be collected in 2019-20. Because this revenue is one-time in nature, it is budgeted in Operating Transfers In (one-time) instead of Property Transfer Tax.





Sales and Use Tax

Countywide discretionary revenue includes 1.0% of taxable sales charged on purchases made in the unincorporated areas of the County. 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.

2019-20 ongoing sales tax revenue in the unincorporated area is projected to total \$28.9 million. However, the County has budgeted only \$22.9 million for 2019-20. The sales tax revenue projection of \$22.9 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: A portion 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).

Not included in budgeted sales and use tax revenue is \$3.5 million of one-time use tax revenue estimated to be generated from tax sharing agreements 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, 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 2019-20 are projected at \$32.8 million and anticipated to remain level when compared to the 2018-19 Modified Budget amount as there are no material changes projected to 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 reflects the recovered allowable costs included in the 2019-20 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 decrease by \$1.2 million when compared to the 2018-19 Modified 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 that receive property tax revenue. 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 2019-20 Recommended Budget anticipates revenue to increase by 4% as compared to the 2018-19 Estimate reflecting a slight anticipated increase in the County's cost to provide property tax assessment and collection services.

State and Federal Aid

State and federal aid consists of a payment from the welfare realignment restricted 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. PILT is federal payment to local governments to help offset losses in property taxes due to the existence of non-taxable federally owned land within their boundaries. It is anticipated that state and federal revenue will increase as compared to the 2018-19 Modified budget reflecting the budgeting of Excess Vehicle License Fee revenue, that has not been budgeted in recent years because of uncertainty regarding receipt of these funds.



Other Revenue

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

Other Funding Sources**Fund Balance**

The 2018-19 estimated year-end fund balance for the General Fund is \$138.8 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 revenue in excess of budget.

Use of Reserves

The County has set aside specific purpose reserves and the 2019-20 Recommended Budget anticipates the allocation of specific purpose reserves for use on projects. The \$5.6 million use of General Fund Reserves is primarily to fund retirement costs, release the IHSS reserve which is no longer needed, and address other one-time needs in 2019-20.

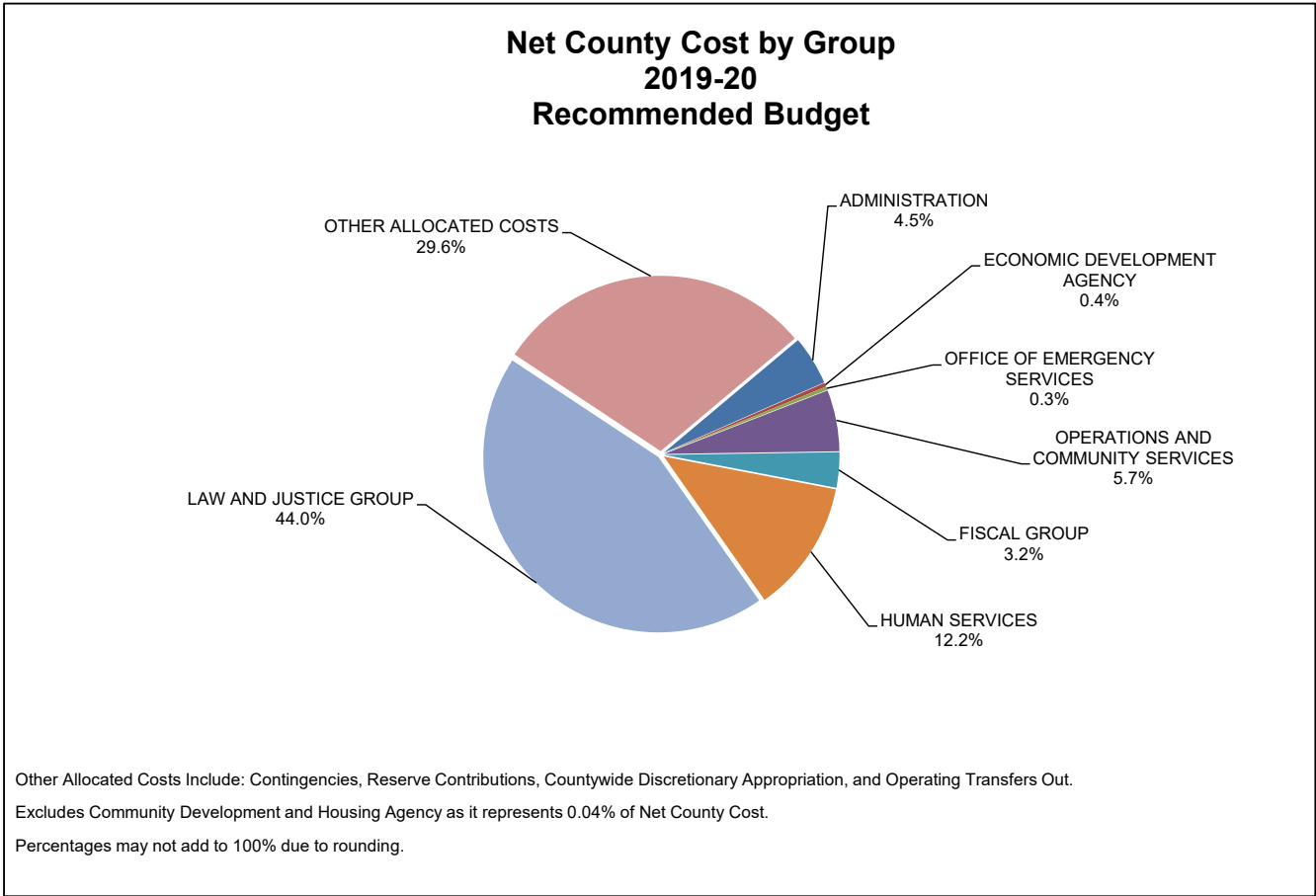
Operating Transfers In

Operating Transfers In includes \$17.0 million of ongoing tobacco settlement funds which primarily fund a portion of the annual debt service (\$10.7 million) on the Arrowhead Regional Medical Center and ongoing funding for Public Health. One-time Operating Transfers In include \$3.5 million of estimated one-time sales tax revenue discussed in the section titled 'Sales and Use Tax' and \$2.6 million of estimated one-time property transfer taxes discussed in the section titled 'Property Transfer 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.



The schedule on the following page shows a comparison of 2018-19 modified Net County Cost and 2019-20 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.



Department Title	2018-19 Modified Budget:			2019-20 Recommended Budget:		
	Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost
BOARD OF SUPERVISORS (ALL DISTRICTS)	8,157,687	-	8,157,687	8,189,919	-	8,189,919
CLERK OF THE BOARD	3,518,615	150,971	3,367,644	2,200,085	139,940	2,060,145
COUNTY ADMINISTRATIVE OFFICE	7,555,965	-	7,555,965	7,102,960	-	7,102,960
COUNTY ADMINISTRATIVE OFFICE - LITIGATION	591,373	-	591,373	391,373	-	391,373
COUNTY COUNSEL	11,561,178	7,711,750	3,849,428	12,611,924	8,822,250	3,789,674
FINANCE AND ADMINISTRATION	3,313,377	-	3,313,377	3,456,996	-	3,456,996
HUMAN RESOURCES	9,669,396	373,215	9,296,181	7,318,626	318,438	7,000,188
HUMAN RESOURCES - UNEMPLOYMENT INSURANCE	4,000,500	-	4,000,500	4,000,500	-	4,000,500
HUMAN RESOURCES - EMPLOYEE HEALTH AND WELLNESS	2,405,202	2,405,202	-	2,400,428	2,400,428	-
INFORMATION SERVICES - GIS AND MULTI-MEDIA SERVICES	3,412,683	214,732	3,197,951	2,424,581	66,424	2,358,157
PURCHASING	2,778,413	829,330	1,949,083	3,030,758	1,074,160	1,956,598
LOCAL AGENCY FORMATION COMMISSION	368,499	-	368,499	363,499	-	363,499
COUNTY SCHOOLS	3,152,080	-	3,152,080	3,152,080	-	3,152,080
ADMINISTRATION SUBTOTAL:	60,484,968	11,685,200	48,799,768	56,643,729	12,821,640	43,822,089
CAPITAL FACILITIES LEASES	7,240,810	-	7,240,810	(949,619)	-	(949,619)
CAPITAL FACILITIES LEASES SUBTOTAL:	7,240,810	-	7,240,810	(949,619)	-	(949,619)
OFFICE OF HOMELESS SERVICES	970,647	599,786	370,861	998,884	623,989	374,895
COMMUNITY AND DEVELOPMENT HOUSING AGENCY SUBTOTAL:	970,647	599,786	370,861	998,884	623,989	374,895
ECONOMIC DEVELOPMENT	4,422,567	200,000	4,222,567	3,710,031	200,000	3,510,031
ECONOMIC DEVELOPMENT AGENCY SUBTOTAL:	4,422,567	200,000	4,222,567	3,710,031	200,000	3,510,031
ASSESSOR/RECORDER/COUNTY CLERK	27,521,529	11,435,233	16,086,296	27,640,806	11,341,010	16,299,796
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	46,165,885	28,519,900	17,645,985	41,252,683	26,195,130	15,057,553
FISCAL SUBTOTAL:	73,687,414	39,955,133	33,732,281	68,893,489	37,536,140	31,357,349
HEALTH ADMINISTRATION	192,892,684	177,892,684	15,000,000	192,953,134	177,953,134	15,000,000
BEHAVIORAL HEALTH/SUBSTANCE USE DISORDER AND RECOVERY SERVICES	251,787,660	249,795,449	1,992,211	281,534,194	279,541,983	1,992,211
PUBLIC HEALTH	88,843,157	82,528,876	6,314,281	90,265,291	84,721,874	5,543,417
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	25,155,183	19,914,391	5,240,792	26,883,239	21,979,502	4,903,737
PUBLIC HEALTH - INDIGENT AMBULANCE	472,501	-	472,501	472,415	-	472,415
AGING AND ADULT SERVICES	11,485,164	11,485,164	-	10,576,128	10,576,128	-
AGING AND ADULT SERVICES - PUBLIC GUARDIAN-CONSERVATOR	1,470,890	465,000	1,005,890	1,451,214	500,000	951,214
CHILD SUPPORT SERVICES	42,369,946	42,369,946	-	49,907,028	49,907,028	-
HUMAN SERVICES - ADMINISTRATIVE CLAIM	590,130,139	557,370,225	32,759,914	627,006,548	593,249,289	33,757,259
DOMESTIC VIOLENCE/CHILD ABUSE SERVICES	531,812	531,812	-	531,812	531,812	-
ENTITLEMENT PAYMENTS (CHILDCARE)	22,595,464	22,595,464	-	20,036,096	20,036,096	-
OUT-OF-HOME CHILD CARE	2,269,890	-	2,269,890	2,269,890	-	2,269,890
AID TO ADOPTIVE CHILDREN	85,900,500	82,901,209	2,999,291	86,808,151	84,267,415	2,540,736
AFDC - FOSTER CARE	207,483,240	181,905,240	25,578,000	253,469,662	213,090,664	40,378,998
REFUGEE CASH ASSISTANCE	150,000	150,000	-	75,000	75,000	-
CASH ASSISTANCE FOR IMMIGRANTS	2,521,954	2,521,954	-	2,250,000	2,250,000	-
KALWORKS - ALL OTHER FAMILIES	223,157,502	218,993,220	4,164,282	258,607,283	254,801,580	3,805,703
KINSHIP GUARDIANSHIP ASSISTANCE PROGRAM	21,582,578	18,828,802	2,753,776	21,998,048	18,878,570	3,119,478
SERIOUSLY EMOTIONALLY DISTURBED	-	-	-	-	-	-
KALWORKS - 2 PARENT FAMILIES	33,206,593	32,508,014	698,579	39,043,920	38,403,517	640,403
AID TO INDIGENTS (GENERAL RELIEF)	1,020,000	300,000	720,000	1,020,000	300,000	720,000
VETERANS AFFAIRS	2,668,169	645,000	2,023,169	2,724,940	645,000	2,079,940
HUMAN SERVICES SUBTOTAL:	1,807,695,026	1,703,702,450	103,992,576	1,969,883,993	1,851,708,592	118,175,401
COUNTY TRIAL COURTS - DRUG COURT PROGRAMS	-	-	-	-	-	-
COUNTY TRIAL COURTS - GRAND JURY	703,293	-	703,293	728,084	-	728,084
COUNTY TRIAL COURTS - INDIGENT DEFENSE PROGRAM	10,581,033	-	10,581,033	10,581,033	-	10,581,033
COUNTY TRIAL COURTS - COURT FACILITIES/JUDICIAL BENEFITS	958,202	-	958,202	958,202	-	958,202
COUNTY TRIAL COURTS - COURT FACILITIES PAYMENTS	2,676,349	-	2,676,349	2,676,349	-	2,676,349
COUNTY TRIAL COURTS - FUNDING OF MAINTENANCE OF EFFORT	23,974,453	10,701,500	13,272,953	24,974,453	11,201,500	13,772,953
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	82,444,623	45,189,065	37,255,558	83,716,593	46,786,599	36,929,994
LAW & JUSTICE GROUP ADMINISTRATION	178,313	178,313	-	190,754	190,754	-
PROBATION - ADMINISTRATION, CORRECTIONS AND DETENTION	176,745,381	91,121,646	85,623,735	173,886,895	87,430,042	86,456,853
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	-	-	-	-	-	-
PUBLIC DEFENDER	42,955,336	4,811,552	38,143,784	43,933,735	4,922,634	39,011,101
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	280,301,336	186,322,758	93,978,578	259,509,234	184,579,538	74,929,696
SHERIFF - DETENTIONS	243,601,708	86,318,587	157,283,121	244,384,250	85,206,258	159,177,992
SHERIFF - CONTRACTS	162,292,742	162,292,742	-	166,960,200	166,960,200	-
LAW AND JUSTICE SUBTOTAL:	1,027,412,769	586,936,163	440,476,606	1,012,499,782	587,277,525	425,222,257
OFFICE OF EMERGENCY SERVICES	-	-	-	4,121,339	1,147,103	2,974,236
OFFICE OF EMERGENCY SERVICES SUBTOTAL:	-	-	-	4,121,339	1,147,103	2,974,236
AGRICULTURE/WEIGHTS AND MEASURES	8,564,870	6,472,633	2,092,237	8,041,739	6,211,100	1,830,639
AIRPORTS	4,814,045	4,814,045	-	5,059,323	5,059,323	-
COMMUNITY SERVICES GROUP - ADMIN	297,388	-	297,388	325,405	-	325,405
COUNTY MUSEUM	3,731,472	432,988	3,298,484	3,762,429	531,800	3,230,629
LAND USE SERVICES - ADMINISTRATION	1,189,908	-	1,189,908	589,625	-	589,625
LAND USE SERVICES - PLANNING	7,046,324	2,314,555	4,731,769	6,506,293	2,000,000	4,506,293
LAND USE SERVICES - LAND DEVELOPMENT	997,893	274,650	723,243	-	-	-
LAND USE SERVICES - BUILDING AND SAFETY	7,158,187	6,360,000	798,187	7,887,519	6,315,000	1,572,519
LAND USE SERVICES - CODE ENFORCEMENT	6,717,679	1,310,962	5,406,717	9,500,338	4,199,664	5,300,674
LAND USE SERVICES - FIRE HAZARD ABATEMENT	2,767,189	2,383,081	384,108	-	-	-
PUBLIC WORKS-SURVEYOR	3,305,387	2,654,989	650,398	3,766,398	3,116,000	650,398
RES - ADMINISTRATION AND FINANCE	-	-	-	-	-	-
RES - LEASING AND ACQUISITION SERVICES	1,602,450	1,602,450	-	1,810,096	1,810,096	-
RES - FACILITIES MANAGEMENT	20,574,196	20,099,196	475,000	21,014,321	20,806,321	208,000
RES - PROJECT MANAGEMENT DIVISION	229,000	-	229,000	-	-	-
RES - UTILITIES	19,639,967	492,765	19,147,202	19,708,384	390,445	19,317,939
RES - RENTS AND LEASES	1,218,700	1,218,700	-	1,087,324	1,087,324	-
RES - COURTS PROPERTY MANAGEMENT	1,643,614	1,643,614	-	1,835,186	1,835,186	-
REGIONAL PARKS	9,843,328	7,534,150	2,309,178	9,794,028	7,714,850	2,079,178
REGISTRAR OF VOTERS	12,750,131	2,470,642	10,279,489	16,527,708	1,540,464	14,987,244
OPERATIONS AND COMMUNITY SERVICES SUBTOTAL:	114,091,728	62,079,420	52,012,308	117,216,116	62,617,573	54,598,543
GENERAL FUND DEPARTMENT SUBTOTAL:	3,096,005,929	2,405,158,152	690,847,777	3,233,017,744	2,553,932,562	679,085,182
CONTINGENCIES	113,642,526	-	113,642,526	222,582,318	-	222,582,318
RESERVE CONTRIBUTIONS	45,961,148	-	45,961,148	22,845,799	-	22,845,799
NON DEPARTMENTAL APPROPRIATION	8,500,000	7,500,000	1,000,000	8,500,000	7,500,000	1,000,000
OPERATING TRANSFERS OUT	134,526,979	-	134,526,979	39,273,817	-	39,273,817
TOTAL COUNTYWIDE ALLOCATED COSTS:	302,630,653	7,500,000	295,130,653	293,201,934	7,500,000	285,701,934
GRAND TOTAL:	3,398,636,582	2,412,658,152	985,978,430	3,526,219,678	2,561,432,562	964,787,116

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



REQUIREMENTS**NON-DEPARTMENTAL BUDGET UNIT**

	2018-19 Adopted Budget	2018-19 Modified Budget	2018-19 Estimate	2019-20 Recommended Budget
Services & Supplies	1,000,000	1,000,000	591,600	1,000,000
Other Charges	7,500,000	7,500,000	1,408,400	7,500,000
Total Expenditure Authority	8,500,000	8,500,000	2,000,000	8,500,000

Non-departmental expenditure authority pays for Countywide expenditures not allocable to a specific department, interest expense on the County's annual Tax and Revenue Anticipation Notes, if issued, and unanticipated costs such as settlements. In 2019-20, non-departmental expenditure authority includes \$1.0 million to provide Discretionary General Funding support to the California University of Science and Medicine (CUSM) and California University of Science and Medicine, School of Medicine for collaboration in clinical research studies, education, and in the delivery and improvement of healthcare services at Arrowhead Regional Medical Center. The amount budgeted has not decreased to reflect actual cost experience. This is to ensure that payments can be made when needed without having to request additional spending authority. Settlement payments can have required payment dates without sufficient lead time to obtain approval for budget adjustments. The net interest earnings revenue reported in the table titled 'Countywide Discretionary Revenue Which Pay for Net County Cost' is reduced by these expenditures (with the exception of the \$1.0 million of support to CUSM).

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

	2018-19 Adopted Budget	2018-19 Modified Budget	2018-19 Estimated	2019-20 Recommended Budget
One-Time				
Assessor-Recorder - Recording System Replacement	4,875,000	4,875,000	4,875,000	
Assessor		375,000	375,000	
Capital Improvement Fund				
Animal Control Shelter upgrades		100,000	100,000	
Arrowhead Regional Medical Center Parking Structure	19,000,000	19,000,000	19,000,000	
Chino Airport Groundwater Remedial Project	10,000,000	10,000,000	10,000,000	
Devore Animal Shelter Repair and Maintenance	1,000,000	1,000,000	1,000,000	
John's Rain's House Historical Site		100,000	100,000	
ISD Building		21,700,000	21,700,000	
Museum Technology Project		159,000	159,000	
District Attorney ADA restrooms	700,000	700,000	700,000	
Inland Counties Emergency Medical Agency		74,067	74,067	
Community Development and Housing - RDA Dissolution	100,000	100,000	100,000	
County Fire Protection District MOU (One-Time)	5,248,775	5,248,775	5,248,775	
Enterprise Financial System Project	2,296,343	3,328,184	3,328,184	
Flood Control District - Rimforest Drainage Project	400,000	400,000	400,000	
Office of Emergency Services		6,882	6,882	
Public Works - Transportation Projects	10,320,000	10,320,000	10,320,000	
Special Districts - Lake Gregory Dam	2,697,000	7,090,801	7,090,801	
Special Districts - CSA 120 Gate Coverage	65,000	65,000	65,000	
Special Districts - Chino Sewer Survey	500	500	500	
Special Districts - Water and Sanitation MOU		4,668	4,668	
Ongoing				
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	8,255,765	8,255,765	8,255,765	
County Fire Protection District MOU				
Administration	4,520,342	4,520,342	4,520,342	2,472,000
Office of Emergency Services	2,410,648	2,410,648	2,410,648	
North Desert Zone	9,960,715	9,960,715	9,960,715	6,318,393
South Desert Zone	3,394,244	3,394,244	3,394,244	993,538
Mountain Zone	2,031,588	2,031,588	2,031,588	1,067,900
Court Settlement POB Payment	1,278,180	1,278,180	1,278,180	1,278,180
Flood Control District Stormwater Permit	1,300,000	1,300,000	1,300,000	1,300,000
Uncommitted				9,116,186
Public Works - Pavement Improvements	2,670,000	2,670,000	2,670,000	2,670,000
Special Districts - Water/Wastewater System for Regional Parks	1,000,000	1,000,000	1,000,000	1,000,000
Total Operating Transfers Out	106,581,720	134,526,979	134,526,979	39,273,817



CONTINGENCIES

The County Contingencies include 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.

	2018-19 Adopted Budget	2018-19 Approved Contributions/ (Uses)	2019-20 Approved Contributions/ (Uses)	2019-20 Recommended Budget
Contingencies				
Mandatory Contingencies (1.5%) of Locally Funded Appropriation	11,403,798		810,827	12,214,625
Uncertainties Contingencies	91,915,598	10,323,130	108,128,965	210,367,693
Total Contingencies	103,319,396	10,323,130	108,939,792	222,582,318

2018-19 Changes to Uncertainties Contingencies

In 2018-19, there was a net increase of \$10,323,130. Mid-year adjustments are as follows:

- An allocation of \$2,400,178 to Human Resources to continue the upgrade of the EMACS payroll and benefits system to version 9.2, funded with Net County Cost allocated to the project that remained unspent at the end of 2017-18.
- An allocation of \$74,067 to Inland Counties Emergency Medical Agency to fund services rendered in response to the act of terrorism.
- An allocation of \$27,696 to Public Health for the cost of permits issued to non-profits for temporary events and snack bars for youth sporting events, funded with Net County Cost allocated for this project that remained unspent at the end of 2017-18.
- An allocation of \$264,000 to Public Health to contract for temporary staffing for Environmental Health, funded with an allocation of Net County Cost for these services that remained unspent at the end of 2017-18.
- An allocation of \$1,174,749 to the Agenda Management System Reserve funded with Net County Cost allocated to the project that remained unspent at the end of 2017-18.
- An allocation of \$43,843 to the December 2nd Memorial Reserve funded with an allocation of Net County Cost for this project that remained unspent at the end of 2017-18.
- An allocation of \$375,000 to the Assessor-Recorder-County Clerk for the first year of the State Supplementation for County Assessors (SSCA) grant match.
- An allocation of \$750,000 to the Assessor SSCA Reserve for the remaining SSCA grant match which is required for the next 2 years.
- An allocation of \$8,647,222 to the EFMS Post implementation Reserve for 5 year SAP Support.
- An allocation of \$800,405 to the Asset Replacement Reserve from the proceeds of the sale of a Sheriff Helicopter.



- An allocation of \$183,000 to the Museum and Capital Improvement Program for the visitor engagement technology upgrade that will enhance the visitor experience at the Museum.
- An allocation of \$70,427 to the Public Guardian to fund the General Fund share of costs for the relocation of staff to a leased building which will allow for the centralization of conservatorship-related services.
- An allocation of \$195,332 to the Public Guardian Lease Space Reserve for years 2 and 3 for leased space costs.
- An allocation of \$1,516,762 to the Registrar of Voters for additional one-time election funding.
- An allocation of \$100,000 to the Capital Improvement Program for the John Rains House improvements.
- An allocation of \$4,393,801 to the Special Districts Department for the Lake Gregory Dam Rehabilitation project.
- An allocation of \$60,000 to the Grand Jury to cover the increased per diem compensation paid to grand jurors from \$40 to \$60 per day.
- An allocation of \$276,687 to Public Health to reflect a loss in revenue due to the City of Rialto canceling its contract for the provision of animal care and control services with the County.
- An allocation of \$399,100 to Probation, Human Service Admin Claim, Public Health and Sheriff-Detentions to fund the portion of costs associated with employee MOU agreements and compensation plans.
- An allocation of \$52,083 to the County Administrative Office to fund five months of the year-long contract with Progressive Ambulance for ALS ambulance services for Operational Areas 24 and 25.
- A contribution to Contingencies of \$32,127,482 as a result of an increase in budgeted discretionary revenue.

2019-20 Mandatory Contingencies

The base allocation to mandatory contingencies is \$12,214,625, which is the amount required pursuant to Board policy and based on projected locally funded appropriation of \$814.3 million.

2019-20 Uncertainties Contingencies

All available General Fund sources not appropriated in the Recommended Budget or contributed to General Fund Reserves totaling \$210.4 million are reflected in the recommended Uncertainties Contingencies. Additional discussion on the use of uncertainties contingencies is contained in the Identified Needs section.

RESERVES

The Board of Supervisors has established a number of reserves over the years. The majority are for specific purposes, such as to meet future known obligations or to build a reserve for capital projects. The General Purpose reserve protects 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.



2019-20 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 2019-20 recommended contribution to the General Purpose Reserve brings the balance in the General Purpose Reserve to 16.1% of locally funded appropriation. The Fund Balance and Reserve Policy calls for continued annual contributions of one-time sources to the reserve until the 20% target is achieved. The 2019-20 contributions to Specific Purpose reserves include amounts set-aside to fund the Earned Leave Reserve contribution and many other important projects and future potential costs as shown in the following tables.



				Total Reserves			
	6/30/18	Approved 2018-19		6/30/19	Recommended 2019-20		6/30/20
	Ending Balance	Contributions	Uses	Estimated Balance	Contributions	Uses	Estimated Balance
General Purpose Reserve	107,804,054	11,403,798		119,207,852	11,900,000		131,107,852
Specific Purpose Reserves							
Assessor SSCA		750,000		750,000			750,000
Asset Replacement	23,643,874	16,603,656	(14,154,052)	26,093,478	5,803,251		31,896,729
CalFresh Waiver Discontinuance	-			-			-
Capital Projects							
Animal Shelter	10,000,000		(100,000)	9,900,000			9,900,000
Archives Acquisition	4,300,000			4,300,000			4,300,000
ARMC Jail Ward	19,000,000		(19,000,000)	-			-
Big Bear Alpine Zoo	1,700,000			1,700,000			1,700,000
County Buildings Acquisition and Retrofit Project	-			-			-
CGC Board Chambers	1,250,000			1,250,000			1,250,000
ISD Building Acquisition	23,000,000		(21,700,000)	1,300,000			1,300,000
Juvenile Dependency Court Building	1,650,000			1,650,000			1,650,000
Lake Gregory Dam	-			-			-
Rim Forest Drainage	3,175,902		(400,000)	2,775,902			2,775,902
Valley Dispatch Center	36,842,898			36,842,898			36,842,898
Capital Projects	-			-			-
Chino Airport Development Plan Reserve	250,000			250,000			250,000
Computer Systems							
Agenda Management Systems	1,762,732	1,174,749	(1,334,836)	1,602,645			1,602,645
Assessor-Recorder-Clerk's Enterprise System	4,875,000		(4,875,000)	-			-
EMACS Upgrade	-			-			-
New Property Tax System	3,000,000			3,000,000			3,000,000
New Financial Accounting System	3,504,126		(3,328,184)	175,942			175,942
Permit Systems Upgrade	823,469		(743,283)	80,186			80,186
RESO Construction Management System	229,000		(229,000)	-			-
County Fire - Fire Training Center	820,000			820,000			820,000
Countywide Crime Suppression and Pilot Program		2,000,000	(328,280)	1,671,720			1,671,720
Countywide Crime Sweep	114,079			114,079			114,079
December 2nd Memorial	900,000	43,843	(144,893)	798,950			798,950
Earned Leave	22,495,562	5,142,548	(12,379,704)	15,258,406	5,142,548		20,400,954
Enterprise Financial System Post Implementation Costs	3,852,778	8,647,222	(2,500,000)	10,000,000			10,000,000
GIS Enterprise License Agreement	839,295		(839,295)	-			-
Give BIG San Bernardino County	-			-			-
IHSS MOE Discontinuance	2,617,000			2,617,000		(2,617,000)	-
Indigent Defense Costs	500,000			500,000			500,000
Insurance	-			-			-
Jail Upgrades							
Adelanto Detention Center	4,781,111			4,781,111			4,781,111
Glen Helen Rehabilitation Center 512 Bed Step Housing Program	74,500			74,500			74,500
West Valley Detention Center ADA Improvements	6,597,500			6,597,500			6,597,500
Labor	7,843,706		(1,793,919)	6,049,787			6,049,787
Land Use Services General Plan/Development Code Amendments	1,695,604		(295,723)	1,399,881			1,399,881
Litigation Expenses	17,000,000		(370,000)	16,630,000			16,630,000
Litigation	-			-			-
Medical Center Debt Service	32,074,905			32,074,905			32,074,905
MOU - California University of Science and Medicine	5,000,000		(1,000,000)	4,000,000		(1,000,000)	3,000,000
Public Guardian Lease Space Reserve		195,332		195,332			195,332
Redevelopment Agency Overpayment	-			-			-
Retirement	19,864,244		(2,712,756)	17,151,488		(2,026,542)	15,124,946
Strategic Initiatives Reserve	438,241		(130,568)	307,673			307,673
Transportation Projects							
Cedar Avenue Interchange	6,723,000			6,723,000			6,723,000
Glen Helen Parkway Bridge Replacement/Widening Construction	1,665,501			1,665,501			1,665,501
National Trails Highway	3,919,912			3,919,912			3,919,912
Rock Springs Bridge Replacement/Widening Construction	2,037,000			2,037,000			2,037,000
Stanfield Cutoff Road Repair and Bridge Replacement	405,000			405,000			405,000
Total Specific Purpose	281,265,939			227,463,796			232,766,053
Total Reserves	389,069,993			346,671,648			363,873,905



	Year End Actual Balance				Estimated 2018-19	Recommended 2019-20
	2014-15	2015-16	2016-17	2017-18		
General Purpose	\$ 82.4	\$ 88.8	\$ 97.1	\$ 107.8	\$ 119.2	\$ 131.1
Specific Purpose						
Assessor SSCA	-	-	-	-	0.8	0.8
Asset Replacement	1.9	23.1	26.6	23.6	26.1	31.9
Cal Fresh Waiver Discontinuance	5.0	3.7	1.5	-	-	-
Capital Projects:						
Animal Shelter	10.0	10.0	10.0	10.0	9.9	9.9
Archives Acquisition	-	-	-	4.3	4.3	4.3
ARMC Jail Ward Reserve	-	22.5	20.0	19.0	-	-
Big Bear Alpine Zoo	-	-	1.7	1.7	1.7	1.7
County Buildings and Acquisition Retrofit Project	4.0	44.0	31.0	-	-	-
CGC Board Chambers	-	-	-	1.3	1.3	1.3
ISD Building Acquisition	-	-	-	23.0	1.3	1.3
Juvenile Dependency Court Building	-	-	-	1.7	1.7	1.7
Lake Gregory Dam	5.0	6.7	8.2	-	-	-
Public Defender - Victorville and Rancho Court Remodel	0.4	0.4	-	-	-	-
Rancho Court Remodel - District Attorney	0.3	-	-	-	-	-
Rim Forest Drainage	5.9	5.0	4.4	3.2	2.8	2.8
Valley Dispatch Center	-	-	27.1	36.8	36.8	36.8
Capital Projects	-	6.7	6.7	-	-	-
Cash Flow Deficit	-	9.1	-	-	-	-
Chino Airport Development Plan Reserve	-	0.3	0.3	0.3	0.3	0.3
Computer Systems						
Agenda Management Systems	-	-	-	1.8	1.6	1.6
Assessor-Recorder-Clerk's Enterprise System	-	-	1.0	4.9	-	-
EMACS Upgrade	-	-	3.7	-	-	-
New Property Tax System	20.0	25.0	3.0	3.0	3.0	3.0
New Financial Accounting System	13.0	13.0	9.5	3.5	0.2	0.2
Permit Systems Upgrade	2.4	1.4	2.0	0.8	0.1	0.1
RESD Construction Management Systems	-	-	-	0.2	-	-
County Fire - Fire Training Center	-	0.8	0.8	0.8	0.8	0.8
Countywide Crime Suppression and Pilot Program	-	-	-	-	1.7	1.7
Countywide Crime Sweep	-	-	-	0.1	0.1	0.1
December 2nd Memorial	-	-	-	0.9	0.8	0.8
Earned Leave	13.7	16.5	19.5	22.5	15.3	20.4
Enterprise Financial System Post Implementation Costs	-	-	-	3.9	10.0	10.0
GIS Enterprise License Agreement	-	-	1.7	0.8	-	-
Give BIG San Bernardino County	-	0.2	0.1	-	-	-
IHSS MOE Discontinuance	-	-	-	2.6	2.6	-
Indigent Defense Costs	-	-	-	0.5	0.5	0.5
Insurance	3.0	3.0	3.0	-	-	-
Jail Upgrades:						
Adelanto Detention Center	10.0	10.0	7.7	4.8	4.8	4.8
Glen Helen Rehabilitation Center 512 Bed Step Housing Program	22.5	22.5	0.1	0.1	0.1	0.1
West Valley Detention Center ADA Improvements	7.0	7.0	6.6	6.6	6.6	6.6
Labor	4.7	9.6	10.4	7.8	6.0	6.0
Land Use Services General Plan/Development Code Amendments	1.6	2.1	2.1	1.7	1.4	1.4
Litigation Expenses	-	3.0	17.0	17.0	16.6	16.6
Litigation	-	0.4	0.4	-	-	-
Medical Center Debt Service	32.1	32.1	32.1	32.1	32.1	32.1
MOU - California University of Science and Medicine	-	-	-	5.0	4.0	3.0
Public Guardian Lease Space Reserve	-	-	-	-	0.2	0.2
Redevelopment Agency Overpayment	3.8	3.8	3.8	-	-	-
Restitution	1.5	1.5	-	-	-	-
Retirement	8.5	8.5	8.5	19.9	17.2	15.1
Strategic Initiatives	-	-	0.6	0.4	0.3	0.3
Transportation Projects						
Cedar Avenue Interchange	-	8.2	8.1	6.7	6.7	6.7
Glen Helen Grade Separation	-	-	-	-	-	-
Glen Helen Parkway Bridge Replacement/Widening Construction	1.8	2.0	2.0	1.7	1.7	1.7
Green Tree Boulevard Connection	-	0.8	-	-	-	-
National Trails Highway	5.0	7.9	9.7	3.9	3.9	3.9
Rock Springs Bridge Replacement/Widening Construction	2.1	2.0	2.0	2.0	2.0	2.0
Stanfield Cutoff Road Repair and Bridge Replacement	-	0.4	0.4	0.4	0.4	0.4
Total Specific Purpose	185.1	313.3	293.4	281.3	227.5	232.8
Total Reserves ⁽¹⁾	\$267.6	\$402.1	\$390.5	\$389.1	\$346.7	\$363.9

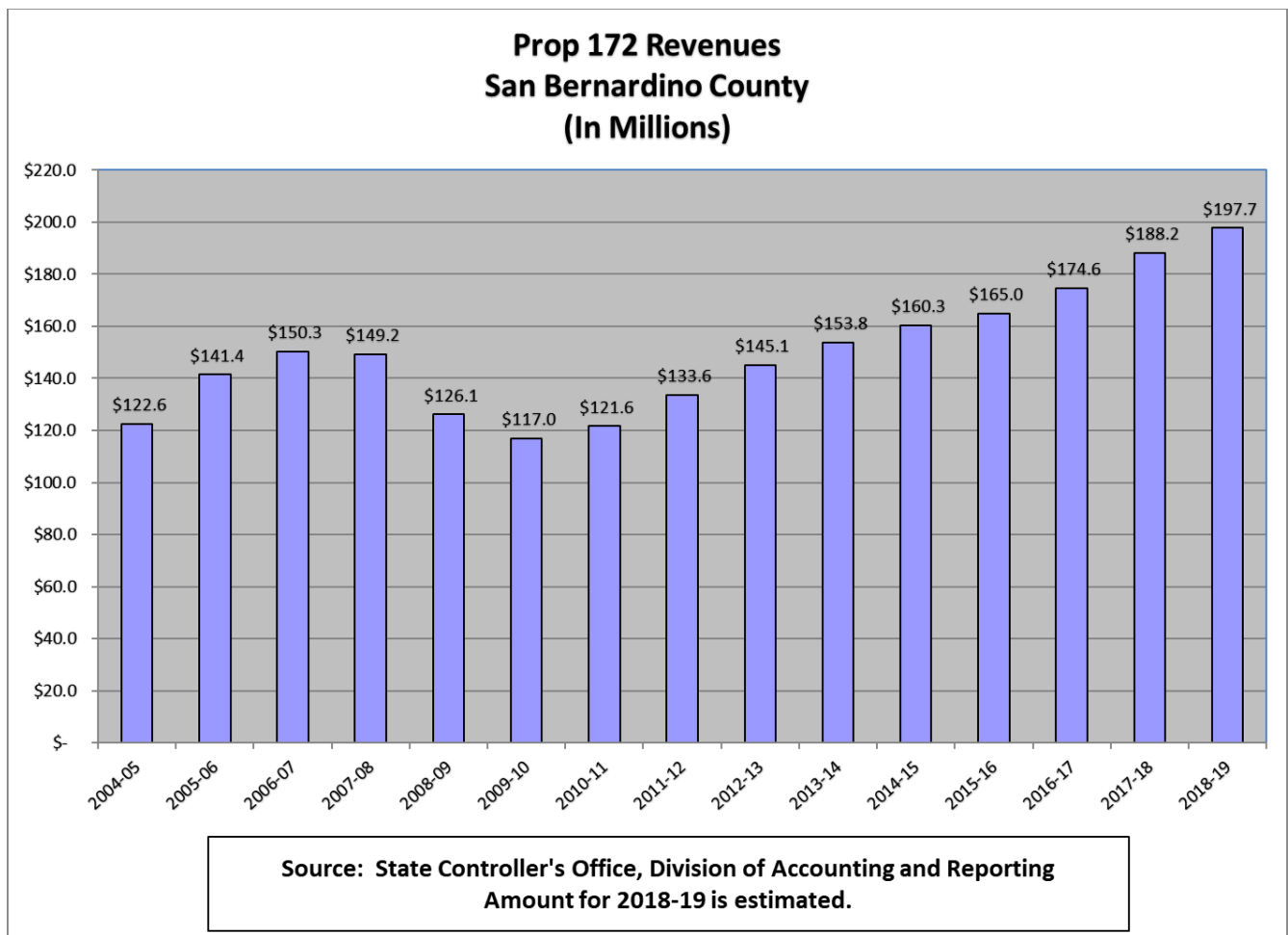
(1) Totals may not be exact due to rounding



PROPOSITION 172

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

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



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

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

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

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

The chart below illustrates the beginning and estimated ending fund balances of the Prop 172 restricted general fund, budgeted revenue and departmental usage for 2019-20, the required 10% contingency target, and the amount above that target.

	Estimated Beginning Fund Balance	2019-20 Budgeted Revenue (1)	2019-20 Budgeted Usage	Estimated Ending Fund Balance	10% Contingency	Amount Above Required Contingency
Sheriff/Coroner/Public Administrator	27,672,795	141,960,000	(134,400,000)	35,232,795	14,196,000	21,036,795
District Attorney	8,002,645	35,495,000	(34,924,762)	8,572,883	3,549,500	5,023,383
Probation	5,835,365	25,345,000	(25,325,000)	5,855,365	2,534,500	3,320,865
Total	41,510,805	202,800,000	(194,649,762)	49,661,043	20,280,000	29,381,043

(1) Includes \$200,000 in estimated interest revenue



REALIGNMENT FUNDS

Beginning in 1991, the State of California (State) 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 Services
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 services, 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 is 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. County Realignment sources are vulnerable to the State's economy. When the economy is doing well, the demand for public services goes down while revenues increase, but when the economy begins to retract, the demand for those services rises while revenues decrease. Therefore, the County maintains reserves in the 1991 Realignment funds and will establish reserves for certain 2011 Realignment funds to ensure there is sufficient funding available to provide the needed services.

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.

The County is responsible for the following mental health programs: community-based mental health programs, State Hospital services for County patients, and Institutions for Mental Disease; the following social services programs: the County revenue stabilization program and the County justice subvention program; and the following health 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 non-federal reimbursable costs are funded with 40% State resources and 60% County resources, significantly impacting County resources.

The 1991 Realignment legislation allows for some flexibility in usage of funds at the County level. Upon approval 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 several years and is not budgeting one for this fiscal year.



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.

2011 Realignment

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 2011, through Public Safety Realignment (AB 109). 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 through the end of 2018. 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 five subaccounts: 1) Community Corrections; 2) Juvenile Justice (administered by Probation); 3) Local Innovation; 4) Parole Revocation - District Attorney/Public Defender (which share the funds equally); and 5) Trial Court Security (administered by the Sheriff/Coroner/Public Administrator’s department). 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 on a one-time basis. 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 this fiscal year. 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 of up to five-percent (5%) from each subaccount's previous year's deposits.

Other Realignment

The State redirected 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. California 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 California 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: Growth and ongoing revenues are reflected in the period the revenue is received and is consistent with other County budget reporting. Prior year growth revenue received is shown separately from regular revenues received in the budget unit. The financial information presented in the Realignment budget sections is not consistent with State reporting requirements for the 1991 Realignment funds as a result of delays by the State in distributing sales tax growth revenue.



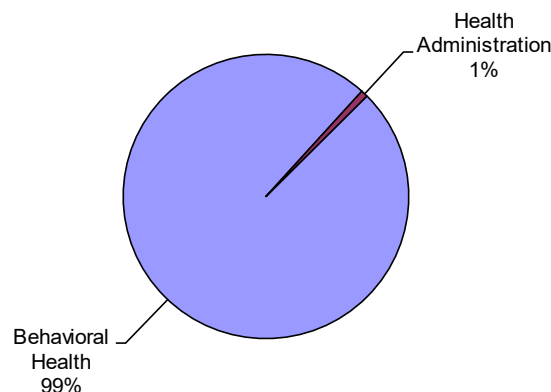
MENTAL HEALTH				
	ACTUAL 2017-18	MODIFIED BUDGET 2018-19	ESTIMATED 2018-19	RECOMMENDED BUDGET 2019-20
Beginning Fund Balance	73,219,966	93,599,416	93,599,416	90,575,759
Revenue	65,055,664	62,639,274	62,639,274	62,639,274
Prior Year Growth Revenue	-	-	-	-
Departmental Usage	44,676,214	57,129,785	65,662,931	64,147,159
10% Transfers	-	-	-	-
Ending Fund Balance	93,599,416	99,108,905	90,575,759	89,067,874
Change in Fund Balance	20,379,450	5,509,489	(3,023,657)	(1,507,885)

Mental Health funding comes in the form of a defined monthly amount. Revenues are projected to be less than departmental usage in 2018-19 which will result in a decrease in fund balance of \$3.0 million. Behavioral Health is expecting to use more realignment funding in 2018-19 to fund clients referred to State Hospitals and those under conservatorship. Fund balance is budgeted to decrease by \$1.5 million in 2019-20 to pay for on one-time expenses to meet client needs.

Prior year growth revenue was not received in 2017-18 and 2018-19 and is not expected to be received through 2019-20 due to redirection of growth funds to IHSS. Departmental usage will continue to be monitored closely to ensure that fund balance is maintained at adequate levels since the Mental Health 1991 Realignment has a fixed allocation.

DEPARTMENTAL USAGE OF MENTAL HEALTH 1991 REALIGNMENT				
	ACTUAL 2017-18	MODIFIED BUDGET 2018-19	ESTIMATED 2018-19	RECOMMENDED BUDGET 2019-20
Behavioral Health	44,218,997	56,663,619	65,196,765	63,670,367
Health Administration	457,217	466,166	466,166	476,792
Total Departmental Usage	44,676,214	57,129,785	65,662,931	64,147,159

2019-20 Recommended



SOCIAL SERVICES

	ACTUAL 2017-18	MODIFIED BUDGET 2018-19	ESTIMATED 2018-19	RECOMMENDED BUDGET 2019-20
Beginning Fund Balance	84,963,943	98,763,435	98,763,435	93,726,412
Revenue	121,167,036	132,188,014	138,454,385	148,664,941
Prior Year Growth Revenue	12,960,674	5,511,331	9,116,994	5,887,993
Departmental Usage	120,328,218	153,865,160	152,608,402	154,052,934
10% Transfers	-	-	-	-
Ending Fund Balance	98,763,435	82,597,620	93,726,412	94,226,412
Change in Fund Balance	13,799,492	(16,165,815)	(5,037,023)	500,000

Departmental usage is estimated to be exceed revenue in 2018-19 primarily due to the structural change in the IHSS MOE, addition of positions in Children and Family Services to cover increased caseload levels, and caseload and Cost Necessities Index (CNI) growth in Foster Care payments, Kinship Guardianship Assistance, and Adoptions Assistance, resulting in a decrease in fund balance of \$5.0 million. Departmental usage is expected to equal revenue in 2019-20 and increased Discretionary General Funding will be required for social services programs. Due to mandated growth in many social service programs, additional Discretionary General Funding will also be needed in the future.

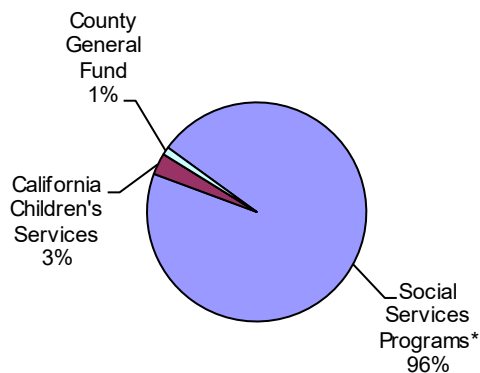
Social Services has priority claim on any 1991 Realignment sales tax growth received. Prior year growth revenue of \$9.1 million is projected to be received in 2018-19. Departmental usage will continue to be monitored closely to ensure that fund balance is maintained at adequate levels to mitigate potential operational impacts of sales tax fluctuations.

DEPARTMENTAL USAGE OF SOCIAL SERVICES 1991 REALIGNMENT

	ACTUAL 2017-18	MODIFIED BUDGET 2018-19	ESTIMATED 2018-19	RECOMMENDED BUDGET 2019-20
Social Services Programs*	113,102,271	146,325,368	147,171,871	147,350,195
California Children's Services	2,726,317	5,240,792	3,137,531	4,903,739
Probation	2,700,630	500,000	500,000	N/A
County General Fund	1,799,000	1,799,000	1,799,000	1,799,000
Total Departmental Usage	120,328,218	153,865,160	152,608,402	154,052,934

* Social Services Programs include: Foster Care (505 1002), Administrative Claim matches (501 1000), Aid to Adoptive Children (503 1002), and Health Administration Support (114 1000).

2019-20 Recommended



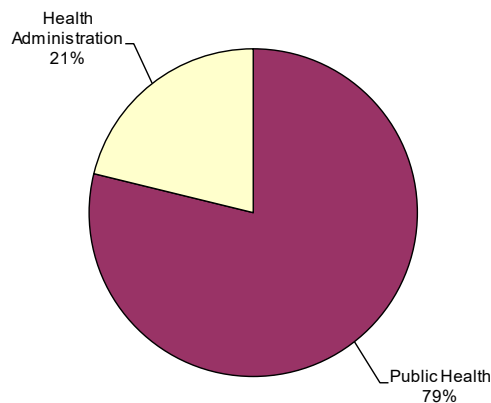
HEALTH				
	ACTUAL 2017-18	MODIFIED BUDGET 2018-19	ESTIMATED 2018-19	RECOMMENDED BUDGET 2019-20
Beginning Fund Balance	138,499,823	124,292,230	124,292,230	131,447,234
Revenue	25,109,521	24,951,901	25,653,903	25,653,903
Prior Year Growth Revenue	-	-	-	-
Departmental Usage	12,933,124	21,430,643	17,426,307	22,645,200
Assembly Bill 85 (AB85) true up	26,383,990	-	1,072,592	9,000,000
10% Transfers	-	-	-	-
Ending Fund Balance	124,292,230	127,813,488	131,447,234	125,455,937
Change in Fund Balance	(14,207,593)	3,521,258	7,155,004	(5,991,297)

Revenue is expected to exceed department usage in 2018-19, resulting in an increase in fund balance of \$7.2 million, primarily due to lower than expected costs for Health Administration. Revenues are projected to remain level in 2019-20 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. Revenue is expected to exceed departmental usage in 2019-20 as there is no planned usage by ARMC, which is partially offset by an increase in Public Health ongoing base usage and Health Administration costs. There is an expected transfer to Family Support Realignment of \$9.0 million in 2019-20 for the Assembly Bill 85 true up from 2016-17, resulting in a decrease in fund balance of \$6.0 million.

Prior year growth revenue was not received in 2017-18 or 2018-19 and is not expected to be received through 2019-20 due to the redirection of funds for IHSS. 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				
	ACTUAL 2017-18	MODIFIED BUDGET 2018-19	ESTIMATED 2018-19	RECOMMENDED BUDGET 2019-20
Public Health	13,988,086	16,665,115	16,665,115	17,850,010
Health Administration	(1,054,962)	4,765,528	761,192	4,795,190
Total Departmental Usage	12,933,124	21,430,643	17,426,307	22,645,200

2019-20 Recommended



LAW ENFORCEMENT SERVICES

	ACTUAL 2017-18	MODIFIED BUDGET 2018-19	ESTIMATED 2018-19	RECOMMENDED BUDGET 2019-20
Beginning Fund Balance	60,052,071	68,334,783	68,334,783	75,691,738
Revenue	137,480,389	142,098,316	141,931,772	151,073,183
Prior Year Growth Revenue	7,245,822	0	3,855,312	0
Departmental Usage	136,443,499	148,440,458	138,430,129	146,588,840
Ending Fund Balance	68,334,783	61,992,641	75,691,738	80,176,081
Change in Fund Balance	8,282,712	(6,342,142)	7,356,955	4,484,343

Revenues are expected to exceed departmental usage in 2018-19, resulting in an increase in fund balance of \$7.4 million primarily due to prior year growth revenue received that has not yet been allocated to departments. Revenue is budgeted to exceed department usage in 2019-20 as the County plans to set-aside a portion of the revenue due to pending MOU negotiations.

Prior year growth revenue of \$3.9 million is expected to be received in 2018-19, which is available to fund one-time needs. Although prior year growth revenue is expected to be received in 2019-20, it has not been included in the budget at this time due to the uncertainty of the amount. Departmental usage will continue to be monitored closely to ensure that fund balance is at adequate levels. Fund balance will be used for one-time needs and to establish reserves for sales tax volatility.

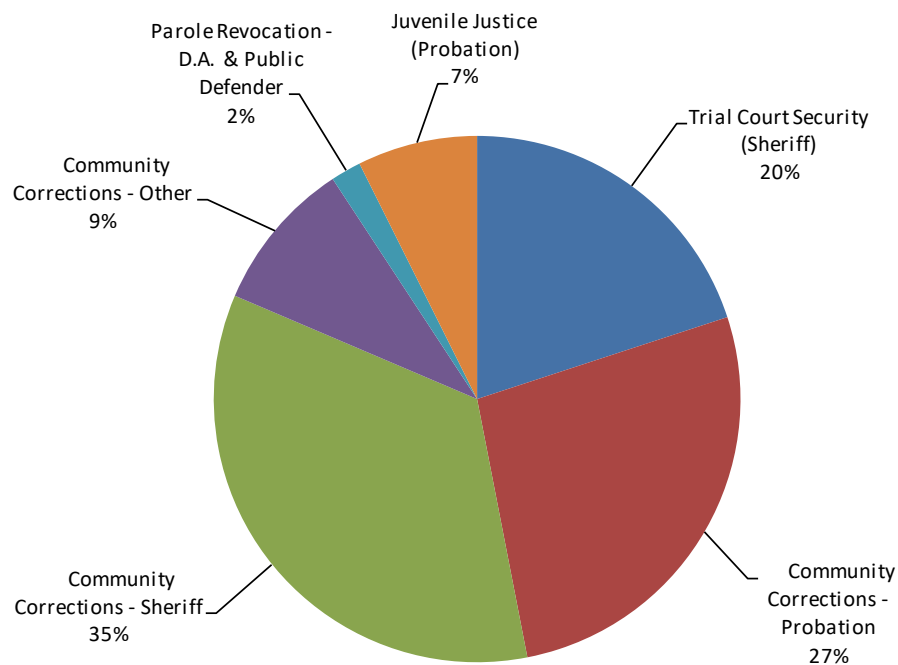
Departmental usage of 2011 Realignment funding for Law Enforcement Services is detailed in the table and chart on the following page.



DEPARTMENTAL USAGE OF LAW ENFORCEMENT SERVICES 2011 REALIGNMENT

	ACTUAL 2017-18	MODIFIED BUDGET 2018-19	ESTIMATED 2018-19	RECOMMENDED BUDGET 2019-20
Community Corrections:				
Probation	35,251,425	41,299,415	31,527,550	39,545,262
Sheriff/Coroner/Public Administrator	46,711,870	51,251,259	51,251,259	50,545,132
District Attorney	3,562,198	3,716,598	3,716,598	3,797,920
Public Defender	2,731,634	2,850,034	2,850,034	2,932,386
Public Health	310,113	0	0	0
Law and Justice Group Administration	55,459	173,313	100,000	185,754
Behavioral Health	5,111,430	4,965,517	4,965,517	5,400,955
Alcohol and Drug Services	1,100,433	1,100,433	1,100,433	1,100,433
Workforce Development	203,028	259,969	259,969	278,631
Subtotal Community Corrections	95,037,590	105,616,538	95,771,360	103,786,473
Juvenile Justice (Probation):				
Youthful Offender Block Grant	9,711,362	10,657,302	10,513,703	10,657,302
Juvenile Reentry	119,827	166,552	145,000	145,000
Subtotal Juvenile Justice	9,831,189	10,823,854	10,658,703	10,802,302
Local Innovation:				
Sheriff/Coroner/Public Administrator	410,535	0	0	0
Subtotal Local Innovation	410,535	0	0	0
Parole Revocation:				
District Attorney	1,147,281	1,368,477	1,368,477	1,368,476
Public Defender	1,068,254	1,368,476	1,368,476	1,368,476
Subtotal Parole Revocation	2,215,535	2,736,953	2,736,953	2,736,952
Trial Court Security (Sheriff)	28,948,650	29,263,113	29,263,113	29,263,113
Total Departmental Usage	136,443,499	148,440,458	138,430,129	146,588,840

2019-20 Recommended



SUPPORT SERVICES

	ACTUAL 2017-18	MODIFIED BUDGET 2018-19	ESTIMATED 2018-19	RECOMMENDED BUDGET 2019-20
Beginning Fund Balance	15,410,485	0	0	0
Revenue	173,551,658	182,657,423	181,947,300	194,740,491
Prior Year Growth Revenue	13,655,216	10,397,776	9,184,134	13,396,497
Departmental Usage	202,617,359	191,850,844	191,131,434	208,136,988
Ending Fund Balance	0	1,204,355	0	0
Change in Fund Balance	(15,410,485)	1,204,355	0	0

Departmental usage will match revenues in 2018-19, primarily due to the addition of positions in Children and Family Services. This will cover increased caseload levels and Cost Necessities Index (CNI) growth for Foster Care payments, Kinship Guardianship Assistance, and Adoptions Assistance. In 2019-20 revenue is projected to grow sufficiently to fund mandated cost growth in Department of Behavioral Health and Protective Service programs.

Prior year growth revenue of \$13.4 million is expected to be received in 2019-20.

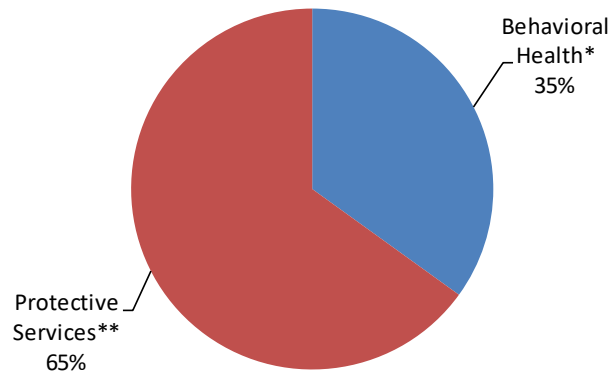
DEPARTMENTAL USAGE OF SUPPORT SERVICES 2011 REALIGNMENT
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	ACTUAL 2017-18	MODIFIED BUDGET 2018-19	ESTIMATED 2018-19	RECOMMENDED BUDGET 2019-20
Behavioral Health*	61,632,296	62,711,098	63,661,511	72,775,130
Protective Services**	140,985,063	129,139,746	127,469,923	135,361,858
Total Departmental Usage	202,617,359	191,850,844	191,131,434	208,136,988

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

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

2019-20 Recommended



CalWORKs MOE

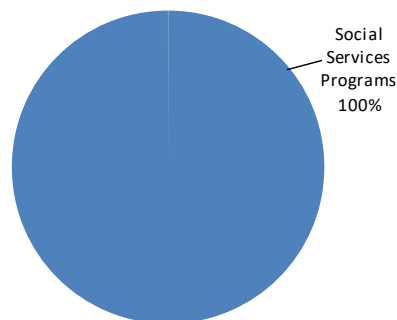
	ACTUAL 2017-18	MODIFIED BUDGET 2018-19	ESTIMATED 2018-19	RECOMMENDED BUDGET 2019-20
Beginning Fund Balance	10,305,646	10,889,583	10,889,583	20,622,374
Revenue	104,332,043	101,837,311	105,866,812	105,866,812
Prior Year Growth Revenue	0	0	0	0
Departmental Usage	103,748,106	93,755,306	96,134,021	115,196,430
Ending Fund Balance	10,889,583	18,971,588	20,622,374	11,292,756
Change in Fund Balance	583,937	8,082,005	9,732,791	(9,329,618)

Funding for the CalWORKs MOE comes from both Sales Tax and Vehicle License Fee revenues. These revenues originally funded Mental Health programs but, as part of 2011 Realignment, the funds were redirected to CalWORKs. Revenue is estimated to exceed departmental usage in 2018-19 primarily due to an ongoing decline in caseload in the CalWORKs program resulting in an increase in fund balance of \$9.7 million. Fund balance is budgeted to decrease by \$9.3 million in 2019-20 due to anticipated increases in rates over the next three years to get children and families in the CalWORKs program to 50% of the federal poverty level. The department is anticipating to use fund balance in the future as a result of these rate increases.

DEPARTMENTAL USAGE OF CalWORKs MOE REALIGNMENT

	ACTUAL 2017-18	MODIFIED BUDGET 2018-19	ESTIMATED 2018-19	RECOMMENDED BUDGET 2019-20
Social Services Programs	103,748,106	93,755,306	96,134,021	115,196,430
Total Departmental Usage	103,748,106	93,755,306	96,134,021	115,196,430

2019-20 Recommended



FAMILY SUPPORT

	ACTUAL 2017-18	MODIFIED BUDGET 2018-19	ESTIMATED 2018-19	RECOMMENDED BUDGET 2019-20
Beginning Fund Balance	9,193,040	10,394,547	10,394,547	14,252,463
Revenue	107,977,178	83,163,206	83,222,478	95,559,102
Prior Year Growth Revenue	6,207,544	3,526,243	4,565,700	4,342,571
Departmental Usage	112,983,215	84,340,886	83,930,262	100,486,938
Ending Fund Balance	10,394,547	12,743,110	14,252,463	13,667,198
Change in Fund Balance	1,201,507	2,348,563	3,857,916	(585,265)

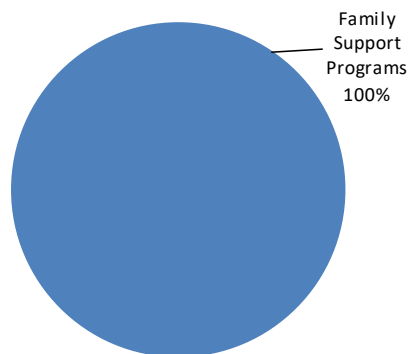
This budget unit was established in 2013-14 per California Welfare and Institutions Code Section 17600.10(a)(5). Funding for Family Support comes from counties' indigent health care savings that are redirected from counties' Health 1991 Realignment Subaccount and moved to the new Family Support subaccount 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 expenditures.

Revenue is expected to exceed departmental usage in 2018-19 due to a transfer from Health 1991 Realignment to Family Support for the Assembly Bill 85 (AB85) true up and prior year growth of \$4.6 million. This will result in an increase in fund balance of \$3.9 million. Prior year growth revenue is available to fund future caseload and expenditure growth. Department usage is budgeted to exceed revenue in 2019-20 due to anticipated increases in rates over the next three years to get children and families in the CalWORKs program to 50% of the federal poverty level.

DEPARTMENTAL USAGE OF FAMILY SUPPORT REALIGNMENT

	ACTUAL 2017-18	MODIFIED BUDGET 2018-19	ESTIMATED 2018-19	RECOMMENDED BUDGET 2019-20
Family Support Programs	112,983,215	84,340,886	83,930,262	100,486,938
Total Departmental Usage	112,983,215	84,340,886	83,930,262	100,486,938

2019-20 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. In 2011-12, the Board of Supervisors approved a \$12.0 million allocation of Discretionary General Funding to fund this project. In 2013-14, the Board approved an additional \$13.0 million for this project, which was added as a General Fund Reserve (New Financial Accounting System Reserve).

In April 2016, the Board of Supervisors approved contracts with SAP Public Services, Inc. (SAP) for financial software licensing, maintenance and support, and Labyrinth Solutions, Inc. for SAP Enterprise Financial Management System implementation consulting services. Implementation of the new system commenced in May 2016. Wave 1, consisting of the Financial Accounting modules, went live on October 1, 2017. Wave 2 modules, consisting of Accounts Receivable and Fixed Assets were implemented in April 2019. The wave 2 Inventory Management module is scheduled for implementation in July 2019, and the Budget Preparation module is in a parallel testing stage. Subsequent wave 3 includes Strategic Procurement and Supplier Management.

Below is a table detailing budgeted Requirements for this unit in 2019-20:

GROUP: Fiscal DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector FUND: Restricted General			BUDGET UNIT: 116 1042 FUNCTION: General ACTIVITY: Finance				
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
<u>Requirements</u>							
Staffing Expenses	0	1,626,001	1,592,575	497,545	428,259	140,166	(357,379)
Operating Expenses	642,082	3,426,560	2,624,955	4,243,109	2,814,066	1,484,654	(2,758,455)
Capital Expenditures	2,489,704	3,754,466	2,378,222	1,925,926	1,799,435	0	(1,925,926)
Total Exp Authority	3,131,786	8,807,027	6,595,752	6,666,580	5,041,760	1,624,820	(5,041,760)
Reimbursements	0	0	(24,607)	0	0	0	0
Total Appropriation	3,131,786	8,807,027	6,571,145	6,666,580	5,041,760	1,624,820	(5,041,760)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,131,786	8,807,027	6,571,145	6,666,580	5,041,760	1,624,820	(5,041,760)
<u>Sources</u>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	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	3,500,000	5,995,874	3,328,184	3,328,184	0	(3,328,184)
Total Financing Sources	0	3,500,000	5,995,874	3,328,184	3,328,184	0	(3,328,184)
<u>Fund Balance</u>							
Use of/ (Contribution to) Fund Balance**	3,131,786	5,307,027	575,271	3,338,396	1,713,576	1,624,820	(1,713,576)
Available Reserves				0		0	0
Total Fund Balance				3,338,396		1,624,820	(1,713,576)
Budgeted Staffing*	12	14	14	9	9	1	(8)

*Data represents modified Budgeted Staffing.

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



MAJOR REQUIREMENTS AND SOURCES IN THE 2019-20 RECOMMENDED BUDGET

Requirements of \$1.6 million represent staffing, operating and application development costs. Staffing Expenses of \$140,166 fund 1 position to assist the Auditor-Controller/Treasurer/Tax Collector, Finance and Administration, Human Resources, and Information Services (ISD) in the implementation of waves 2 and 3 of the project. Operating Expenses of \$1.5 million include contracted services, and reimbursement to ISD for Application Development and staffing costs and to Purchasing for staffing costs.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Planning and Implementation	9	0	-8	0	1	0	0
Total	9	0	-8	0	1	0	0

*Detailed classification listing available in Appendix D.

Staffing Expenses for 1 position include:

- 1 Systems Accountant III

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$140,166 fund 1 budgeted regular position. Staffing changes include a decrease of 8 positions to better reflect the skillset needed for the next waves of the project. The staffing requirements for the project were reassessed and determined that 2 Programmer Analyst III, 2 Systems Accountant II, 2 Contract Administrative Analyst III, 1 Business Systems Analyst III, and 1 Contract Secretary I are no longer needed. As a result, these 8 positions are deleted from this budget unit. One of the two Systems Accountant II positions deleted from this budget unit was returned to the Auditor-Controller/Treasurer/Tax Collector. Staffing for SAP support are included in the Auditor-Controller/Treasurer/Tax Collector General Fund budget unit.



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COUNTY OF SAN BERNARDINO

The County of San Bernardino's 2019-20 Recommended Budget covers the period from July 1, 2019 – June 30, 2020. The 2019-20 Recommended Budget represents a consolidation of all County entities which includes \$6.6 billion in budgeted Requirements and Sources as well as 23,674 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 (now known as the San Bernardino County Transportation Authority) 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.

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.



County Goals and Objectives

The Board has 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 County Goals and Objectives on March 12, 2019.

Promote the Countywide Vision

- *Continue the County role of convening conversations on community collaboration and collective action; expanding our reach to emerging stakeholders.*
- *Strategically engage particular Vision Element groups to support and expand the County's public facing Vision projects.*

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

- *Focus on training, education, employment and support services 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.*
- *Attract, develop and retain a skilled and diverse County workforce.*
- *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 innovative technology, unify platforms and move toward a standardized enterprise approach.*
- *Make strategic investments in technology, data sharing, and analytics to improve efficiency, effectiveness, transparency, and collaboration.*

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.*
- *Develop a clinically integrated network of County departments and other health providers to support a comprehensive approach to population health management for County residents to achieve well-being.*

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.*

Focus on Recovery and Resiliency Following the December 2, 2015 Terrorist Attack (SB Strong)

- *Support County employees affected by the December 2, 2015 terrorist attack.*
- *Construct a memorial honoring County victims and first responders.*
- *Develop a stronger, safer and more resilient San Bernardino County workforce.*

In addition to the adoption of annual Goals & Objectives, since 2010 the Board of Supervisors is continuing to focus on maintaining the County's infrastructure and facilities, investing in underlying operating systems and improving service levels while implementing long-term solutions needed to establish a solid financial foundation for the County.

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 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.

Performance measure information in the 2019-20 Recommended Budget book includes departmental strategies to achieve selected County Goals and Objectives, departmental performance measures for 2019-20 to demonstrate if departments are meeting the County Goals and Objectives and prior year accomplishments for performance measures carried over from the prior year. The following chart provides a sample of specific department performance measures for 2019-20:



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

GOAL: PROMOTE THE COUNTYWIDE VISION**OBJECTIVE: Strategically engage particular Vision Element groups to support and expand the County's public facing Vision projects.**

Preschool Services	Percentage of children scoring below Building Level in literacy skills on the 1st assessment who subsequently meet the standard by the end of the program year, utilizing the Desired Results Developmental Profile (DRDP) 2015 assessment tool. (Target: 55%)
Public Health	Complete annual Community Vital Signs tasks. (Target: 100%)

GOAL: CREATE, MAINTAIN, AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY**OBJECTIVE: Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.**

Airports	Occupancy Rate of Developed Space for Commercial Use. (Target: 95%)
Economic Development	Number of jobs resulting from County Economic Development attraction, retention, and expansion efforts. (Target: 1,800)

OBJECTIVE: Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.

Clerk of the Board	Turnaround time for issuance of new business and renewal business licenses. (Target: 6 days)
--------------------	--

OBJECTIVE: Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.

Library	Number of attendees at branch library programs. (Target: 240,000)
Museum	Number of general attendees visiting the Redlands Museum. (Target: 70,000)
Regional Parks	Number of camping reservations. (Target: 13,000)

OBJECTIVE: Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.

Workforce Development	Customers receiving training services. (Target: 1,500)
-----------------------	--

GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS**OBJECTIVE: Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**

Arrowhead Regional Medical Center	Percentage of survey respondents who would "definitely" recommend the hospital. (Target: 73%)
Fleet Management	Average number of days to complete repairs and services on light-duty vehicles at Fleet Facilities (Target: 1.4)
Human Resources	Number of hiring events. (Target: 12)
Purchasing	Number of annual aggregate bids to achieve cost or efficiency improvements. (Target: 10)
Registrar of Voters	Average number of business days to resolve ballot designation requests. (Target: 9)
Real Estate Services	Percentage of new projects completed within one year of annual budget approval. (Target: 90%)

GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**OBJECTIVE: Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**

Assessor-Recorder-County Clerk	Percentage of completed appraisable events received to date in current roll year. (Target: 96%)
Auditor-Controller/Treasurer/Tax Collector	Percentage of annual tax charge collected. (Target: 96%)
Special Districts	Number of park visitors participating in recreational activities. (Target: 14,500)

OBJECTIVE: Implement information management best-practices that will fully utilize innovative technology, unify platforms and move toward a standardized enterprise approach.

Information Services	Percentage of current year's task for migration to VOIP technology completed. (Target: 100%)
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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 operating system maintenance and replacement.

Risk Management	Cost of risk as a percent of County budget. (Target: <2%)
Public Works	Percentage of construction projects completed on time. (Target: 85%)

GOAL: ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY**OBJECTIVE: Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.**

Land Use Services	Complete current year Countywide Plan tasks. (Target: 100%)
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GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS**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.**

Behavioral Health	Number of County residents served. (Target: 290,000)
Children and Family Services	Number of children impacted by child and family team meetings. (Target: 7,500)
Child Support Services	Amount of child support collected for every dollar expended. (Target: \$4.75)
District Attorney	Number of victims provided victim services by the Department. (Target: 7,000)
Museum	Number of schools participating in a field trip at the Redlands Museum, Victor Valley Museum, and historic sites. (Target: 190)
Probation	Percentage of adult cases recidivating. (Target: 24%)
Public Defender	Number of Social Service Practitioner referrals for adult cases. (Target: 775)
Transitional Assistance	Number of eligible County taxpayers served. (Target: 16,200)
Sheriff	Number of in-custody individuals enrolled in a high school completion program. (Target: 500)

GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES**OBJECTIVE: Maintain close working relationships with cities, tribes and other governmental agencies.**

Auditor-Controller/Treasurer/Tax Collector	Percentage of apportionments completed by the third week of the following fiscal year. (Target: 100%)
Public Health	Number of schools participating in the Friday Night Live program. (Target: 33)

GOAL: FOCUS ON RECOVERY AND RESILIENCY FOLLOWING THE DECEMBER 2, 2015 TERRORIST ATTACK (SB STRONG)**OBJECTIVE: Support County employees affected by the December 2, 2015 terrorist attack.**

County Administrative Office	Facilitate and support provision of a safety training program and an emergency notification system for County employees, assessment and implementation of security improvements in County facilities, and response and investigation of threats and incidents of workplace violence. (Target: 100%)
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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 – The County Administrative Office brings an agenda item to the Board of Supervisors requesting modifications to the adopted budget. 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 FEBRUARY

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.

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

Multi-Year Fiscal Forecast – Finance and Administration develops a Multi-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 for departmental input in preparation of the budget submittal. Internal training is conducted for all users of the system.

County Fiscal Plan – The multi-year County fiscal plan is developed based on revenue projections and estimates of ongoing cost changes to maintain current service levels. This plan includes the allocation of discretionary general funding (net county cost) and provides estimates of any remaining funding or shortfall.



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 County fiscal 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 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 Real Estate Services – Project Management Division 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 receives 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 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 OCTOBER

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 2019-20 Budget

September 28, 2018	Fee Instructions to Departments/Fee System Opened for Input
November 2, 2018	Departments Submit Fee Workbooks
December 21, 2018	Discretionary Funding Request and Capital Improvement Call Letter to Departments
January 25, 2019	Departments Submit Requests for Discretionary General Funding and Capital Improvement Requests
February 26, 2019	2019-20 Fee Workshop
March 1, 2019	Budget Prep System Training
March 1, 2019	Budget Prep System Opened for Departmental Input
March 8, 2019	Budget Instructions to Departments



March 19, 2019	2019-20 Fee Hearing
March 29, 2019	Departments Submit Budget Workbooks
April 2, 2019	2019-20 Fee Adoption
April 16, 2019	2019-20 Internal Service Rates Approved
May 7, 2019	2019-20 Budget Workshop and Fiscal Overview
May 21, 2019	2019-20 Recommended Budget Delivered to the Board of Supervisors
June 11, 2019	Budget Hearing and Adoption of 2019-20 Budget
October 2019	2019-20 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 Multi-Year Fiscal Forecast which is detailed in the County Fiscal Plan section of the Executive Summary. This forecast highlights estimated costs and revenue projections for the upcoming fiscal year, as well as a projection of the coming years. The County uses this forecast to build their fiscal plan for the years beginning 2019-20.

The County fiscal plan also focuses on two restricted general fund funding sources, Proposition 172, and 1991 and 2011 Realignment. **Proposition 172** assists in funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments. **1991 Realignment** assists in funding the general fund departments of Human Services, 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 February 26, 2019 the Board of Supervisors held a fee workshop to discuss recommended fee changes and the fee process, and held a fee hearing on March 19, 2019. The fee hearing is designed to take public testimony related to fee changes for the 2019-20 fiscal year. The majority of approved fees become effective July 1, 2019.

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 2019-20 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 the 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 2019-20 Recommended Budget, including all entities and funds discussed above, is scheduled for hearing and adoption on June 11, 2019.



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 budget will be submitted on a quarterly budget report or separate mid-year item 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 a quarterly budget report for Board of Supervisors approval.

Transfers impacting Operating Transfers Out Appropriation:

- Any changes to Operating Transfers Out are required to be included in a quarterly budget report 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 NAME)
(Name of 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, sum the values listed in each box.

SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<u>General Fund</u>						
Name of General Fund Budget Unit	0	0	0			0
Total General Fund	0	0	0			0
<u>Special Revenue Funds</u>						
Name of Special Revenue Fund Budget Unit	0	0		0		0
Total Special Revenue Funds	0	0		0		0
<u>Internal Service Funds</u>						
Total Internal Service Funds	0	0			0	0
<u>Enterprise Funds</u>						
Name of EF Budget Unit	0	0			0	0
Total Enterprise Funds	0	0			0	0
<u>Other Agencies</u>						
Name of Other Agency Budget Unit	0	0		0		0
Total Other Agencies	0	0		0		0
Total - All Funds	0	0	0	0	0	0



2018-19 MAJOR ACCOMPLISHMENTS

← 2018-19 Major Accomplishments provides significant departmental accomplishments during the last fiscal year.

DEPARTMENT GOALS AND OBJECTIVES

COUNTY GOAL: BLANK		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 2019-20 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

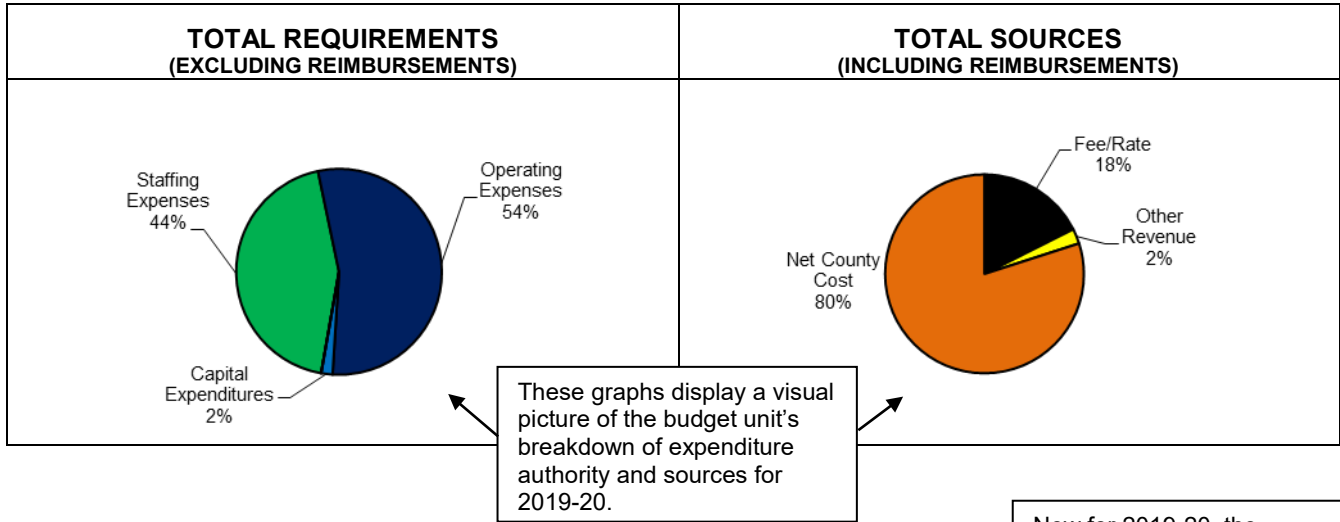
← Description of Major Services provides a narrative describing the function and activity of the budget unit.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$0
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

↗ Budget at a Glance lists the budget unit's 2019-20 total requirements excluding reimbursements, total sources including reimbursements, total budgeted staffing, use of net county cost or use of fund balance or net position, if any, and percentage of requirements funded by net county cost, if applicable.



2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

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

New for 2019-20, the budget unit has been updated to reflect the Chart of Accounts implemented in October 2017. For example, AAA FAD is now referenced as 116 1000.

GROUP: -							
DEPARTMENT: -							
FUND: -							
	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
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
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	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	0	0
 Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified Budgeted Staffing.



DETAIL OF 2019-20 RECOMMENDED BUDGET

← **Detail of 2019-20 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 2019-20, including staffing, requirements, sources, net county cost, fund balance, and net position, where applicable.

MAJOR EXPENDITURES AND REVENUE IN 2019-20 RECOMMENDED BUDGET

← The Major Expenditures and Revenue in the 2019-20 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 2019-20 budget, including significant changes in requirements and sources from the prior year Modified budget.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Total	-	-	-	-	-	-	-

*Detailed classification listing available in Appendix D.

↑ The 2019-20 Position Summary above displays 2018-19 modified staffing by division within the budget unit (as of the 2018-19 First Quarter Budget Report approved on January 8, 2019) and the details regarding positions that have been added, deleted or reorganized to derive the 2019-20 recommended staffing. It also provides limited term and regular position counts for 2019-20 budgeted staffing.

STAFFING CHANGES AND OPERATIONAL IMPACT

← The Staffing Changes and Operational Impact section briefly highlights budgeted staffing changes and operational impacts for 2019-20, including significant changes from the prior year budgeted staffing.



**ADMINISTRATION
SUMMARY**

	Page #	Requirements	Sources	Net County Cost	Staffing
<u>GENERAL FUND</u>					
BOARD OF SUPERVISORS	2				
BOARD OF SUPERVISORS	3	8,189,919	0	8,189,919	56
CLERK OF THE BOARD	7	2,200,085	139,940	2,060,145	13
COUNTY ADMINISTRATIVE OFFICE	12				
COUNTY ADMINISTRATIVE OFFICE	16	7,102,960	0	7,102,960	28
LITIGATION	19	391,373	0	391,373	0
COUNTY COUNSEL	21	12,611,924	8,822,250	3,789,674	107
FINANCE AND ADMINISTRATION	26				
FINANCE AND ADMINISTRATION	28	3,456,996	0	3,456,996	20
HUMAN RESOURCES	40				
HUMAN RESOURCES	43	7,318,626	318,438	7,000,188	96
CENTER FOR EMPLOYEE HEALTH AND WELLNESS	46	2,400,428	2,400,428	0	13
UNEMPLOYMENT INSURANCE	49	4,000,500	0	4,000,500	0
INFORMATION SERVICES	57				
GIS AND MULTI-MEDIA SERVICES	60	2,424,581	66,424	2,358,157	13
PURCHASING	72				
PURCHASING	74	3,030,758	1,074,160	1,956,598	31
LOCAL AGENCY FORMATION COMMISSION	95	363,499	0	363,499	0
COUNTY SCHOOLS	98	3,152,080	0	3,152,080	0
TOTAL GENERAL FUND		<u>56,643,729</u>	<u>12,821,640</u>	<u>43,822,089</u>	<u>377</u>
CAPITAL FACILITIES LEASES	31	<u>(949,619)</u>	<u>0</u>	<u>(949,619)</u>	<u>0</u>

	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
<u>SPECIAL REVENUE FUNDS</u>					
FINANCE AND ADMINISTRATION: DISASTER RECOVERY FUND	33	0	245,754	(245,754)	0
HUMAN RESOURCES: COMMUTER SERVICES	51	1,052,200	534,869	517,331	4
EMPLOYEE BENEFITS AND SERVICES	54	3,603,364	3,398,364	205,000	30
TOTAL SPECIAL REVENUE FUNDS		<u>4,655,564</u>	<u>4,178,987</u>	<u>476,577</u>	<u>34</u>

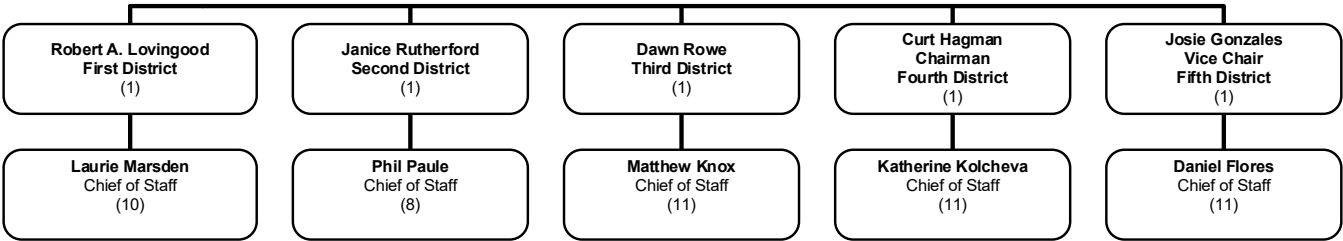
	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Staffing
<u>INTERNAL SERVICES FUNDS</u>					
FLEET MANAGEMENT	35				
		42,246,639	32,643,200	9,603,439	99
INFORMATION SERVICES:					
COMPUTER OPERATIONS	63	43,692,578	41,641,402	2,051,176	152
TELECOMMUNICATION SERVICES	66	51,348,118	37,881,092	13,467,026	107
BUSINESS SOLUTIONS DEVELOPMENT	69	18,606,821	19,800,934	(1,194,113)	95
PURCHASING:					
PRINTING SERVICES	77	3,562,404	3,758,000	(195,596)	16
SURPLUS PROPERTY AND STORAGE OPERATIONS	80	1,147,517	1,346,032	(198,515)	6
MAIL/COURIER SERVICES	83	5,641,610	5,476,280	165,330	21
RISK MANAGEMENT	86				
OPERATIONS	89	204,100	204,100	0	66
INSURANCE PROGRAMS	92	155,614,445	137,708,822	17,905,623	0
TOTAL INTERNAL SERVICE FUNDS		<u>322,064,232</u>	<u>280,459,862</u>	<u>41,604,370</u>	<u>562</u>





BOARD OF SUPERVISORS
Curt Hagman, Chairman

ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Board of Supervisors	8,189,919		8,189,919			56
Total General Fund	8,189,919	0	8,189,919	0	0	56
Total - All Funds	8,189,919	0	8,189,919	0	0	56



Board of Supervisors

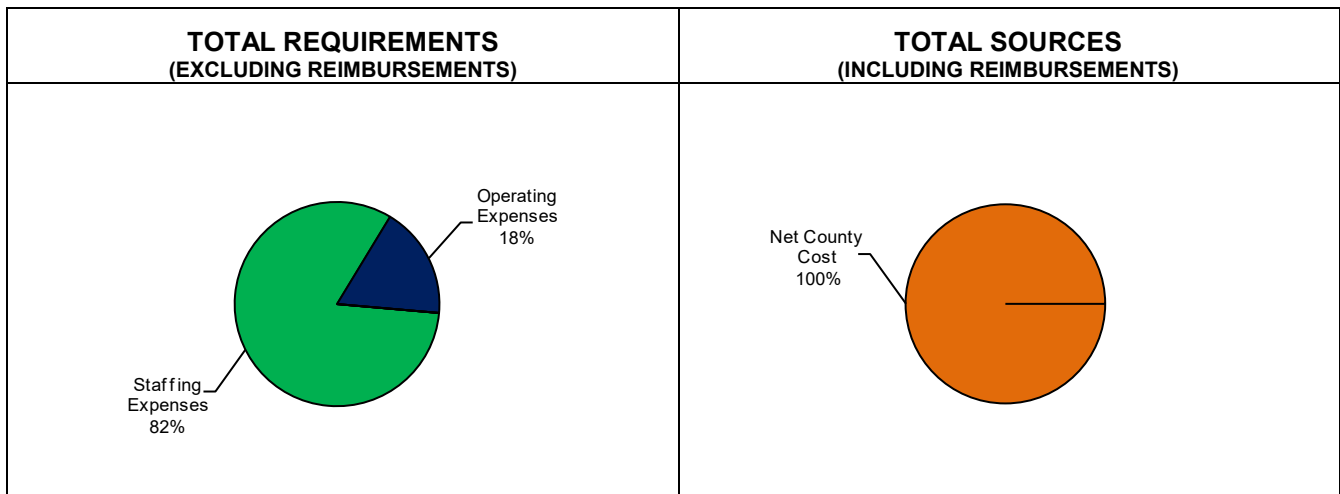
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$8,189,919
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$8,189,919
Total Staff	56
Funded by Net County Cost	100%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration DEPARTMENT: Board of Supervisors FUND: General			BUDGET UNIT: 100 1000 FUNCTION: General ACTIVITY: Legislative and Administrative				
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	5,830,923	5,993,570	5,687,815	6,649,676	5,987,189	6,739,036	89,360
Operating Expenses	1,404,651	1,319,671	1,306,705	1,524,483	1,068,724	1,450,883	(73,600)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	7,235,574	7,313,241	6,994,520	8,174,159	7,055,913	8,189,919	15,760
Reimbursements	(170)	(21,805)	(12,143)	(16,472)	(6,140)	0	16,472
Total Appropriation	7,235,404	7,291,436	6,982,377	8,157,687	7,049,773	8,189,919	32,232
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	7,235,404	7,291,436	6,982,377	8,157,687	7,049,773	8,189,919	32,232
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	5,470	2,496	0	0	0	0	0
Total Revenue	5,470	2,496	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	5,470	2,496	0	0	0	0	0
Net County Cost	7,229,934	7,288,940	6,982,377	8,157,687	7,049,773	8,189,919	32,232
Budgeted Staffing*	51	60	57	56	56	56	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$6.7 million make up the majority of the Board of Supervisors' (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

Requirements are increasing by \$32,232 primarily due to an increase in Staffing Expenses of \$89,360 to fund negotiated salary increases, offset by a decrease in Operating Expenses of \$73,600 resulting from a decrease in services and supplies, and travel charges. Reimbursements are decreasing by \$16,472 due to the discontinuance of a reimbursement from First District to Fifth District for a part-time Board of Supervisors Administrative Analyst position, offset by an increase in Staffing Expenses resulting from the addition of a full-time Board of Supervisors Administrative Analyst position to the First District.

For 2019-20, each district will receive an equal allocation of \$1.5 million in Net County Cost. In addition to the allocation of Net County Cost, 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 2019-20 budget allocates the augmentation funding under the same methodology as in 2018-19 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.

2019-20 POSITION SUMMARY*

	2018-19				2019-20			
Division	Modified Budget	Adds	Deletes	Re-Orgs	Recommended		Limited	Regular
First District	10	4	(3)	0	11		10	1
Second District	10	2	(3)	0	9		8	1
Third District	11	7	(6)	0	12		11	1
Fourth District	14	2	(4)	0	12		11	1
Fifth District	11	7	(6)	0	12		11	1
Total	56	22	(22)	0	56		51	5

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$6.7 million fund 56 budgeted positions of which 5 are regular positions and 51 are limited term positions. 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. Positions in this budget unit are added by separate board agenda items throughout 2018-19 and limited term positions within this budget unit are deleted upon becoming vacant.

Staffing changes which have resulted in no net change to the number of positions include a total of 22 deletions and 22 additions, in part due to staffing changes resulting from the December 3, 2018 vacancy of the Third District Supervisor, when Supervisor James Ramos was elected to the State Assembly, 40th District. The staffing changes are as follows:

Deletions

- 1 Community Services Liaison (First District)
- 1 Field Representative (First District)
- 1 Deputy Chief of Staff (First District)
- 1 Field Representative I (Second District)
- 1 Field Representative II (Second District)
- 1 Intern Staff Assistant I (Second District)
- 1 Community Services Liaison (Third District)
- 1 Chief of Staff (Third District)
- 1 Executive Secretary (Third District)
- 1 Board of Supervisors Administrative Analyst (Third District)
- 1 Intern Staff Assistant I (Third District)
- 1 Field Representative I (Third District)
- 1 Special Projects Coordinator (Fourth District)
- 1 Policy Director (Fourth District)



Deletions (continued)

- 1 Policy Advisor I (Fourth District)
- 1 Intern Staff Assistant I (Fourth District)
- 1 Constituent Services Representative (Fifth District)
- 1 Executive Secretary (Fifth District)
- 1 Executive Aide II (Fifth District)
- 1 Policy Advisor I (Fifth District)
- 1 Field Representative I (Fifth District)
- 1 Board of Supervisors Administrative Analyst (Fifth District)

Additions

- 1 Chief of Staff (First District)
- 1 Contract Field Representative II (First District)
- 1 Communications Advisor (First District)
- 1 Board of Supervisors Administrative Analyst (First District)
- 1 Supervisors Executive Aide (Second District)
- 1 Field Representative I (Second District)
- 1 Chief of Staff (Third District)
- 1 Deputy Chief of Staff (Third District)
- 1 Constituent Services Representative (Third District)
- 1 Policy Advisor II (Third District)
- 1 Policy Advisor I (Third District)
- 2 Field Representative I (Third District)
- 1 Field Representative I (Fourth District)
- 1 Policy Director (Fourth District)
- 1 Board of Supervisors Administrative Analyst (Fifth District)
- 2 Executive Secretary I (Fifth District)
- 1 Field Representative II (Fifth District)
- 1 Community Services Liaison (Fifth District)
- 1 Communications Advisor (Fifth District)
- 1 Field Representative I (Fifth District)



CLERK OF THE BOARD

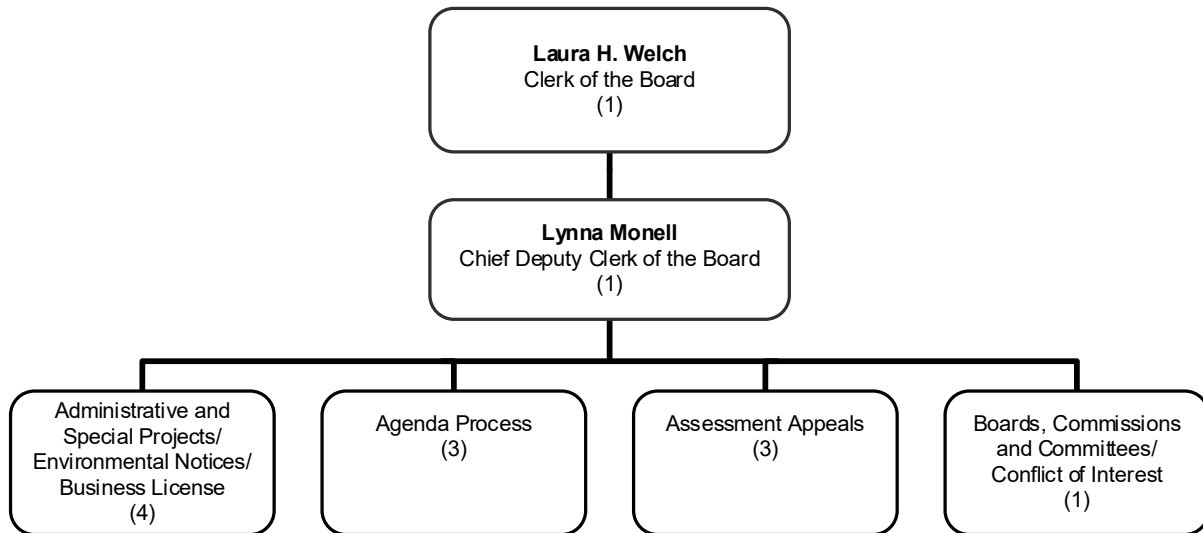
Laura H. Welch

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



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Clerk of the Board	2,200,085	139,940	2,060,145			13
Total General Fund	2,200,085	139,940	2,060,145	0	0	13
Total - All Funds	2,200,085	139,940	2,060,145	0	0	13



2018-19 MAJOR ACCOMPLISHMENTS

- Awarded five-year contract to Granicus LLC for a new Enterprise Board Management System.
- Conducted all required hearings for Assessment Appeals applications required to be heard in 2018-19, or received requests from the applicants to waive the two-year requirement.
- Collaborated with the County Administrative Office to ensure the Board Agenda Item (BAI) Guidelines for agenda item authors and submitters were up-to-date and useful for County Staff.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
		NEW				
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of appeals scheduled for hearing within the 2 year statutory deadline or deadline waived by applicant.	N/A	N/A	N/A	100%
STRATEGY	Schedule Assessment Appeal hearings within the 2 year statutory requirement.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
		NEW				
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Average processing time of Board Agenda Items.	N/A	N/A	N/A	14 Days
STRATEGY	Process Board Agenda Items efficiently, and return to departments in a timely manner.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
		NEW				
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.	Average turnaround time for processing business licenses.	N/A	N/A	N/A	6 Days
STRATEGY	Maintain turnaround time for issuance of new and renewal 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 (BOS). The COB coordinates, prepares and maintains minutes, ordinances, resolutions, contracts, agreements and other official records and documents related to meetings conducted by the BOS. The COB coordinates the annual filing of financial disclosure documents in accordance with state law and local conflict of interest codes. The County has more than 150 advisory boards, commissions and committees (BCCs) and the COB maintains records and membership information for the County's BCCs. Responsibilities include posting of vacancies, processing of appointments and monitoring of ethics training for more than 1,000 BCC members.

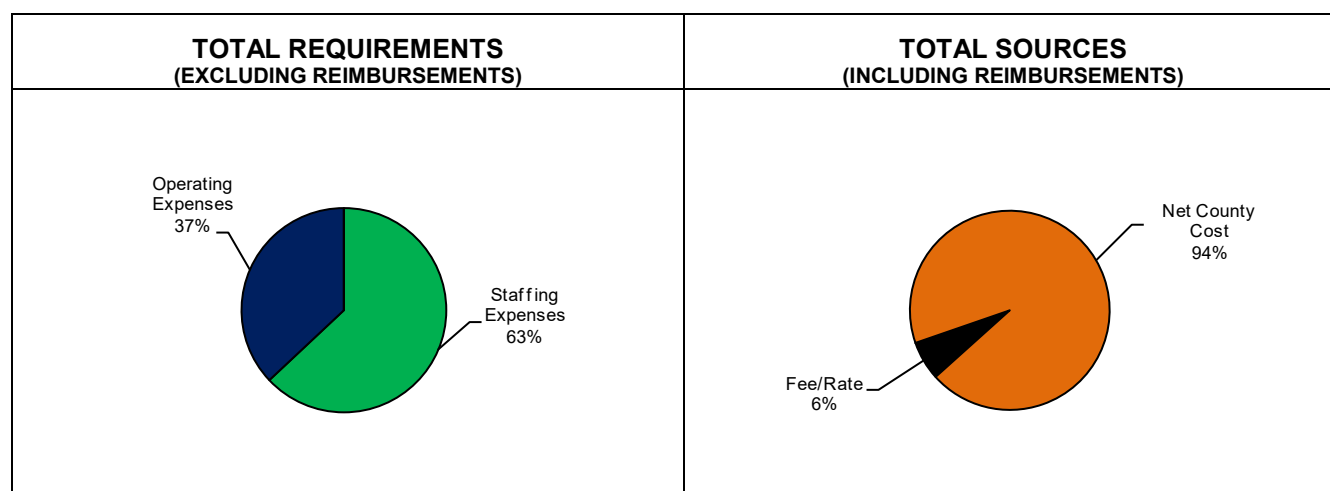
In accordance with state law, appeals of assessed property valuation are heard and determined by the County's Assessment Appeals Boards (AABs). The COB provides staff support to the AABs, facilitating the filing, hearing and disposition of thousands of appeals annually.

The County requires certain 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, 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

Total Requirements (Excl. Reimb.)	\$2,200,085
Total Sources (Incl. Reimb.)	\$139,940
Net County Cost	\$2,060,145
Total Staff	13
Funded by Net County Cost	94%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration DEPARTMENT: Clerk of the Board FUND: General				BUDGET UNIT: 160 1000 FUNCTION: General ACTIVITY: Legislative and Administrative			
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,210,729	1,131,671	1,147,663	1,435,715	1,285,165	1,385,915	(49,800)
Operating Expenses	751,894	704,915	1,026,718	2,082,900	1,081,430	814,170	(1,268,730)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	1,962,623	1,836,586	2,174,381	3,518,615	2,366,595	2,200,085	(1,318,530)
Reimbursements	(5,171)	(3,544)	(3,750)	0	(6,171)	0	0
Total Appropriation	1,957,453	1,833,042	2,170,631	3,518,615	2,360,424	2,200,085	(1,318,530)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,957,453	1,833,042	2,170,631	3,518,615	2,360,424	2,200,085	(1,318,530)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	176,727	146,477	96,534	101,646	104,872	139,815	38,169
Other Revenue	39,400	42,925	41,275	49,325	39,650	125	(49,200)
Total Revenue	216,127	189,402	137,809	150,971	144,522	139,940	(11,031)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	216,127	189,402	137,809	150,971	144,522	139,940	(11,031)
Net County Cost	1,741,325	1,643,640	2,032,822	3,367,644	2,215,902	2,060,145	(1,307,499)
Budgeted Staffing*	13	13	13	13	13	13	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$1.4 million fund 13 budgeted positions that support functions of the Board of Supervisors and Assessment Appeals. Operating Expenses of \$814,170 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

Requirements are decreasing by \$1.3 million. This reflects a decrease of \$1.3 million in Operating Expenses primarily due to a decrease in one-time funding for the Enterprise Board Management System project. Sources are decreasing by \$11,031 due to a trending decrease in Assessment Appeal filings, Environmental Document Fees, and Business Licenses.



2019-20 POSITION SUMMARY*

Division	2018-19 Modified Budget	Adds	Deletes	Re-Orgs	2019-20 Recommended	Limited	Regular
Administrative and Special Projects/Environmental Notices/Business Licenses	6	0	0	0	6	0	6
Agenda Process	3	0	0	0	3	0	3
Assessment Appeals	3	0	0	0	3	0	3
Boards, Commissions and Committees/Conflict of Interest	1	0	0	0	1	0	1
Total	13	0	0	0	13	0	13

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.4 million fund 13 budgeted regular positions. There are no recommended staffing changes associated with this budget unit.



COUNTY ADMINISTRATIVE OFFICE

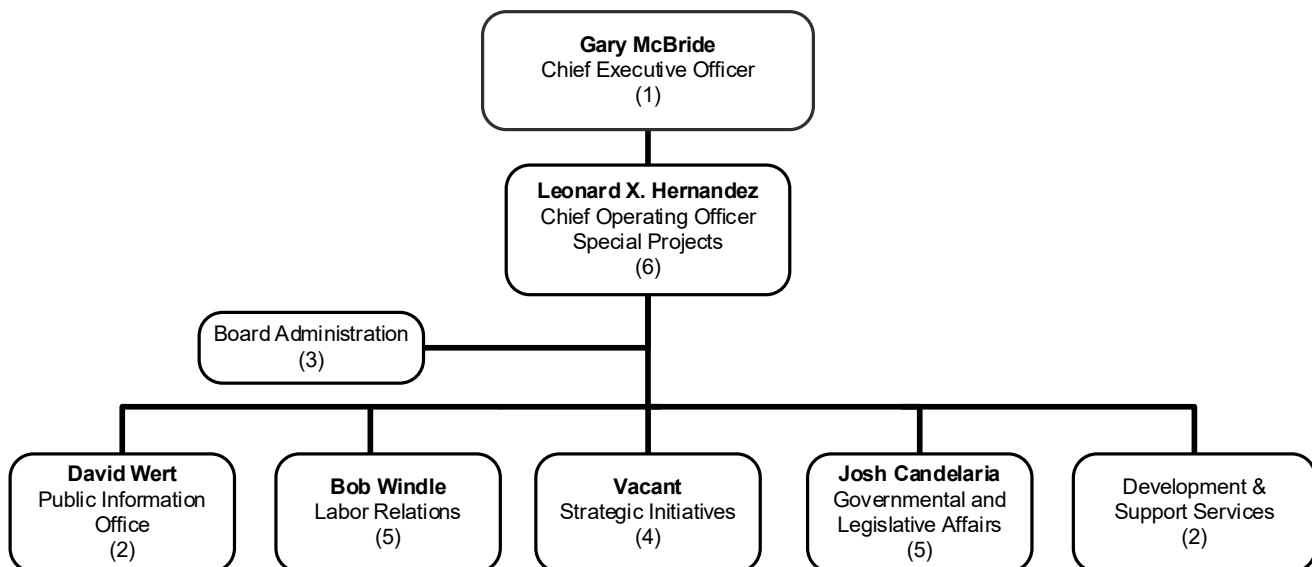
Gary McBride

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



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
County Administrative Office	7,102,960		7,102,960			28
Litigation	391,373		391,373			0
Total General Fund	7,494,333	0	7,494,333	0	0	28
Total - All Funds	7,494,333	0	7,494,333	0	0	28



2018-19 MAJOR ACCOMPLISHMENTS

- Launched “Vision4Safety”, an emergency preparedness initiative by the Safety Element group, and “Vision2Succeed”, an initiative designed to strengthen the career skills of our local workforce in collaboration with the County’s Workforce Development Department and Economic Development Agency.
- Facilitated the December 2nd Memorial Committee’s evaluation of artwork submitted by various artists for the final selection of artwork for installation.
- Supported the development of the second module of the SB Safe online employee safety training system.
- Facilitated the Policy Review Committee’s ongoing efforts to review and update County Policies and Standard Practices.
- Increased state and federal funding to the County, including securing \$20.0 million of Affordable Housing and Sustainable Communities monies for the Arrowhead Grove project in San Bernardino, and \$10.0 million of SB 2 monies for the San Bernardino County Continuum of Care.
- Influenced change to state and federal funding formulas to ensure regional equity in the distribution of resources to the County.
- Secured the passage of numerous state and federal county proposals, including legislation that will increase recreational opportunities in the community of Bloomington.
- Instituted a public records request system allowing the public to request and receive documents online and the County to track requests and ensure they are fulfilled in compliance with the law.
- Instituted a social media archiving system to ensure County social media content is preserved to support compliance with the California Public Records Act.
- Conducted two countywide public information officer meetings attended by approximately 90 communicators representing city, county and state organizations to promote participation in the Vision4Safety Countywide Vision campaign.
- Provided social media and Internet support for the Countywide Vision and Vision2Succeed, Vision4Safety, Vision2BActive and Vision2Read campaigns.
- Published the 2018 Community Indicators Report (9th annual) as a digital document for the first time and began process of converting the report into an interactive, online product.
- Maintained the “Government Works” feature on CountyWire to highlight innovation and efficiencies by County agencies.
- Launched Phase II of the EZ Online Permitting (EZOP) system for Planning, Code Enforcement, Surveyor, and other building permit and development related activities, and continued supporting the EZOP Phase I permitting functions.
- Provided interim departmental leadership and transitional support to the Land Use Services and Special Districts Departments through a leadership transition period, and provided an operational performance evaluation to ensure best practices and effective leadership was established.
- Completed the negotiation of two Memoranda of Understanding (MOUs) covering over 500 employees, and currently leading the negotiation of numerous MOUs covering approximately 15,000 employees.
- Continued to work with Arrowhead Regional Medical Center on improving its operations and ability to recruit and retain employees by successfully negotiating the restructuring of the Nurses Supervisory and Management Unit, creating more flexible staffing options (e.g., per diem employment), and providing other targeted compensation increases to elevate the County hospital’s competitiveness in the market, enhance accountability and efficiency, and reduce the use of registry and contract employees.
- Continued to improve the County’s attractiveness as an employer and competitiveness in the market by negotiating an enhancement and expansion of the Modified Benefit Option, a Tuition Loan Repayment Program, automatic enrollment in the County’s 457(b) deferred compensation plan, biannual merit step advancements (i.e., one merit step advancement every six months), and targeted compensation increases.
- Collaborated with Children and Family Services (CFS) in the Labor Management Committee process and negotiated a side letter agreement to increase the overall number of case-carrying Social Service Practitioners within CFS, establish attainable caseload goals, and reduce the average number of child welfare cases to ensure that CFS is able to provide high quality assessments and interventions that protect children, safely reduce the number of children entering foster care, and improve permanency and well-being for children already in foster care.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROMOTE THE COUNTYWIDE VISION	
OBJECTIVE	Continue the County role of convening conversations on community collaboration and collective action; expanding our reach to emerging stakeholders.
OBJECTIVE	Strategically engage particular Vision Element Groups to support and expand the County's public facing Vision projects.
STRATEGY	Continue to facilitate and support Countywide Vision Leadership Team and Element Group activities.
STRATEGY	Coordinate or support public-facing initiatives in support of the Countywide Vision.
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS	
OBJECTIVE	Continue to develop and maintain consistent messaging for the organization.
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.
OBJECTIVE	Ensure that employees know that they and their work are valued.
STRATEGY	Review and coordinate public communications to ensure consistent messaging and branding.
STRATEGY	Continue to identify opportunities to improve efficiency and customer service, as well as public perception, as related to land development activities and coordinate implementation efforts with related departments.
STRATEGY	Continue to negotiate labor contracts with competitive total compensation packages, that reflect the needs of County employees, foster growth and development, and promote positive relations between the County and employees.
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER	
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 operating system maintenance and replacement.
OBJECTIVE	Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.
STRATEGY	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.
STRATEGY	Continued oversight of implementation of enterprise financial accounting and permitting systems through use of information management best practices.



DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY	
OBJECTIVE	Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.
OBJECTIVE	Work collaboratively with cities on zoning and development standards in their spheres of influence.
OBJECTIVE	Prioritize investments in services and amenities for County unincorporated communities.
STRATEGY	Coordinate implementation of the Countywide Plan, which includes the General Plan update, community action guides, the County Business Plan, and Regional Issues Forum, including migration of Annual Community Indicators Report from printed book into the Regional Issues Forum.
STRATEGY	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.
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES	
OBJECTIVE	Collaborate with other agencies to help shape legislation and regulations which affect the County.
OBJECTIVE	Maintain close working relationships with cities, tribes and other governmental agencies.
STRATEGY	Sponsor and support legislation and actively engage federal and state legislators to support County interests and priorities.
STRATEGY	Lead efforts and engage regional stakeholders in development of a successor agreement for emergency medical transportation services.
COUNTY GOAL: FOCUS ON RECOVERY AND RESILIENCY FOLLOWING THE DECEMBER 2, 2015 TERRORIST ATTACK (SB STRONG)	
OBJECTIVE	Support County employees affected by the December 2, 2015 terrorist attack.
OBJECTIVE	Construct a memorial honoring County victims and first responders.
OBJECTIVE	Develop a stronger, safer and more resilient San Bernardino County workforce.
STRATEGY	Coordinate recovery, documentation, and evaluation efforts following the December 2, 2015 Terrorist Attack.
STRATEGY	Coordinate with the Board of Supervisors on the construction of a December 2, 2015 memorial honoring County victims and first responders.
STRATEGY	Facilitate and support provision of a safety training program and an emergency notification system for County employees, assessment and implementation of security improvements in County facilities, and response and investigation of threats and incidents of workplace violence.



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.

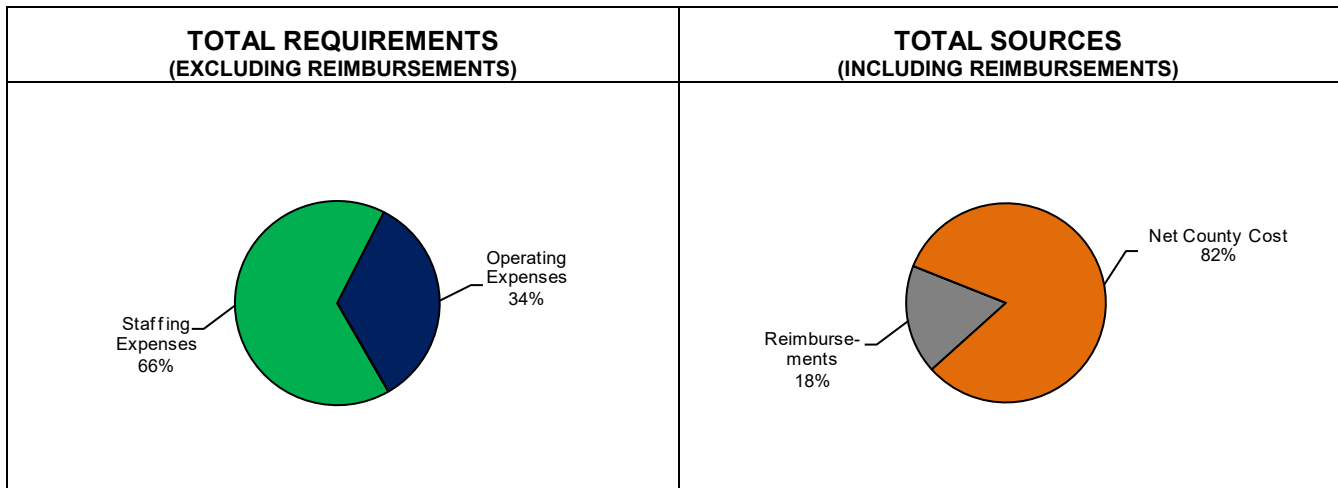
Budget at a Glance

Total Requirements (Excl. Reimb.)	\$8,631,182
Total Sources (Incl. Reimb.)	\$1,528,222
Net County Cost	\$7,102,960
Total Staff	28
Funded by Net County Cost	82%

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.

On September 13, 2016, the Board approved personnel actions related to the creation of the Strategic Initiatives Unit and the transfer of the Labor Relations Unit from the Human Resources department. The Labor Relations Unit develops and implements the County's labor relations goals, policies and priorities in an effort to maintain productive and position relations between the County and its employees, and the recognized employee organizations that represent them. The Labor Relations Unit works closely with Finance and Administration, Human Resources, County Counsel, and County departments to support and achieve countywide fiscal, strategic, and operational goals and objectives. The Strategic Initiatives Group manages and oversees centralized fiscal functions for the departments involved in land development services and coordinates administrative, operational, and technological process improvement.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: County Administrative Office
FUND: General

BUDGET UNIT: 110 1000
FUNCTION: General
ACTIVITY: Legislative and Administrative

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	3,149,917	4,489,398	3,930,683	5,499,422	4,058,699	5,684,087	184,665
Operating Expenses	2,161,362	2,731,262	2,735,332	3,510,961	3,213,938	2,947,095	(563,866)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	5,311,279	7,220,660	6,666,015	9,010,383	7,272,637	8,631,182	(379,201)
Reimbursements	(516,152)	(1,082,430)	(1,183,517)	(1,454,418)	(1,072,318)	(1,528,222)	(73,804)
Total Appropriation	4,795,127	6,138,230	5,482,498	7,555,965	6,200,319	7,102,960	(453,005)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	4,795,127	6,138,230	5,482,498	7,555,965	6,200,319	7,102,960	(453,005)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	(9)	0	0	0	0	0	0
Other Revenue	5,419	227	29,248	0	0	0	0
Total Revenue	5,410	227	29,248	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	5,410	227	29,248	0	0	0	0
Net County Cost	4,789,717	6,138,003	5,453,250	7,555,965	6,200,319	7,102,960	(453,005)
Budgeted Staffing*	17	27	31	31	31	28	(3)

*Data represents modified Budgeted Staffing.

Note: The County Administrative Office is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$703,928 which represents the County Administrative Office's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$5.7 million represent the majority of expenditures and fund 28 budgeted positions. Operating Expenses of \$2.9 million include the Fair Political Practices Commission contract, federal and state lobbyist contracts, and consulting contracts. Reimbursements of \$1.5 million fund a portion of Staffing Expenses primarily for the Labor Relations Unit and the Strategic Initiatives Unit, and operating expenses that are reimbursed by other departments for services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$453,005 primarily due to consulting contracts that have reached the term of their contract periods. As these contracts are renewed, additional appropriation will be requested from the Board of Supervisors.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		Limited	Regular
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended			
County Administrative Office	1	0	0	0	1	0	0	1
Board Administration	3	0	0	0	3	0	0	3
Special Projects	6	0	0	0	6	0	0	6
Development & Support Services	2	0	0	0	2	0	0	2
Public Information Office	2	0	0	0	2	0	0	2
Governmental & Legislative Affairs	5	0	0	0	5	1	1	4
Labor Relations	5	0	0	0	5	0	0	5
Strategic Initiatives	7	0	(3)	0	4	0	0	4
Total	31	0	(3)	0	28	1	1	27

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$5.7 million fund 28 budgeted positions of which 27 are regular positions and 1 is a limited term position. Changes include the deletion of 3 vacant positions in the Strategic Initiatives Group, including 1 Office Assistant III position, and 2 Business Systems Analyst III positions. As the EZ-Online Permitting System (EZOP or Accela) enters its third phase of implementation, efficiencies have been achieved and job duties are being performed by positions in Land Use Services and Information Services Department, respectively.



Litigation

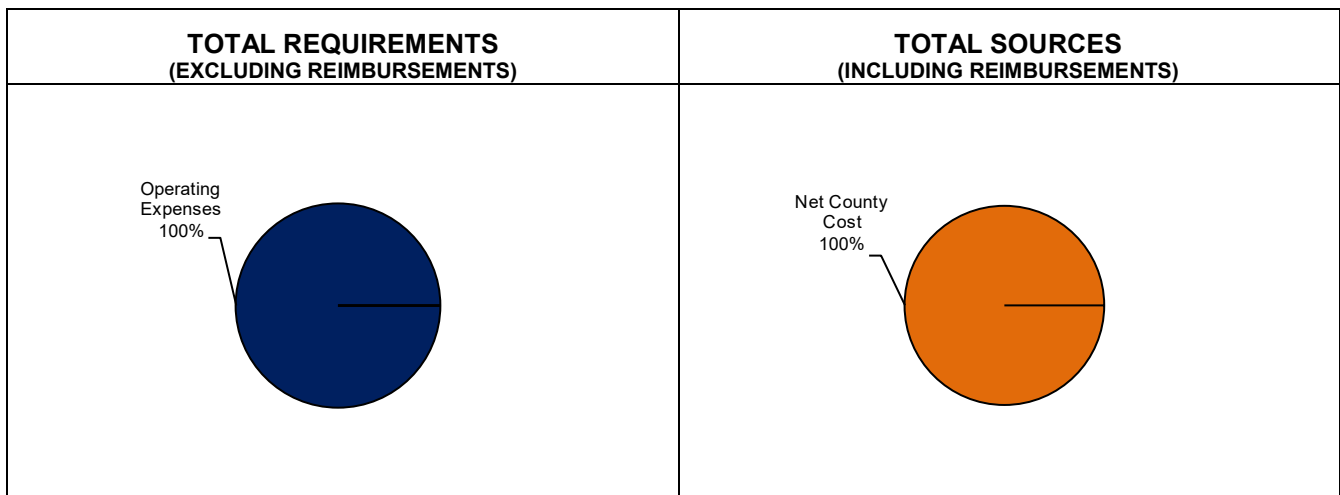
DESCRIPTION OF MAJOR SERVICES

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) may be required during the fiscal year for any new major contracts or material amendments to existing legal contracts.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$391,373
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$391,373
Total Staff	0
Funded by Net County Cost	100%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: County Administrative Office
FUND: General

BUDGET UNIT: 134 1000
FUNCTION: General
ACTIVITY: Legislative and Administrative

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	(A) <u>2018-19</u>	<u>2018-19</u>	(B) <u>2019-20</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	389,711	312,772	281,701	591,373	527,521	391,373	(200,000)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	389,711	312,772	281,701	591,373	527,521	391,373	(200,000)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	389,711	312,772	281,701	591,373	527,521	391,373	(200,000)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	389,711	312,772	281,701	591,373	527,521	391,373	(200,000)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	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	389,711	312,772	281,701	591,373	527,521	391,373	(200,000)
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$391,373 represent costs for outside legal counsel and other litigation related expenses.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$200,000 due to elimination of one-time funding received in 2018-19.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



COUNTY COUNSEL

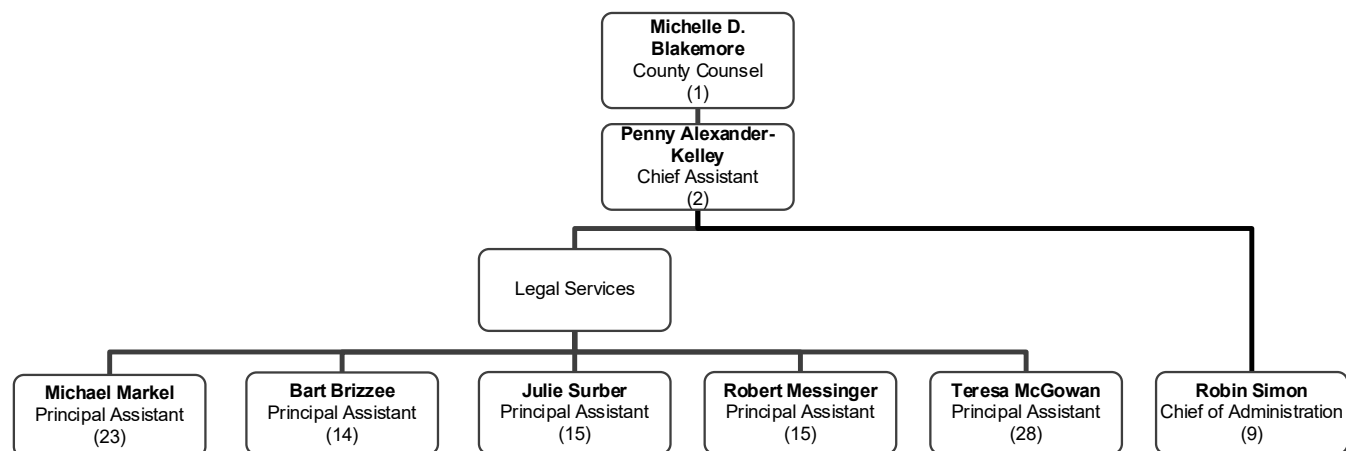
Michelle D. Blakemore

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



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
County Counsel	12,611,924	8,822,250	3,789,674			107
Total General Fund	12,611,924	8,822,250	3,789,674	0	0	107
Total - All Funds	12,611,924	8,822,250	3,789,674	0	0	107



2018-19 MAJOR ACCOMPLISHMENTS

- Resolved 60% of all Sheriff and CFS matters filed against the County or its employees, minimizing cost to the County and exposure to its employees:
 - 60% of all cases litigated were settled or resolved with no payout;
 - 33% of all cases assigned to the Litigation Unit were concluded by dispositive motions so that it was not necessary to try these cases thereby saving the County significant legal costs and minimizing the time for employees to be away from their regularly scheduled work assignments.
- Represented Children and Family Services in 1,776 juvenile dependency cases in which children of San Bernardino County required the County's intervention and protection, and families required assistance to provide safe and stable homes through various court decisions and also County Counsel was called upon to support the court's decision in 60 appellate challenges.
- Resolved California Environmental Quality Act (CEQA) litigation allowing conditionally approved projects to begin development and occupancy.
- Achieved successful defense of County's ordinance strictly regulating dispensing of medical marijuana and growing of commercial cannabis.
- Prepared long-term lease for approximately 13.2 acres of County-owned land that was not previously income producing that will now generate revenue of approximately \$14.5 million.
- Prepared purchase agreement and sale agreement for \$14.5 million for the acquisition of improved property of approximately 6.84 acres in order to relocate the Information Services Department (ISD) to a more functional office space in a more accessible location, including a short-term leaseback to the seller to generate revenue during the County's planning phase prior to ISD's relocation.
- Assisted the Flood Control District in drafting the Master Stormwater System Maintenance Program Environmental Impact Report (EIR) which, as one of the first of such EIR's in the State (if not the first), provides a formal, comprehensive approach to routine operations and maintenance of over 500 flood control facilities.
- Utilized the Permit Streamlining Act to obtain Water Quality Certification for the First Line of Defense Basins from the Santa Ana Regional Water Quality Control Board thereby allowing these basins to be sued in the protection of people and property.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 guidelines.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	100%	100%	100%	100%
STRATEGY	Conduct an annual customer service survey which will allow clients to provide feedback on the service from County Counsel.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Number of training hours provided to County staff.	596.1	300	389.50	450
STRATEGY	Increase training to County departments to reduce potential exposure.					



County Counsel

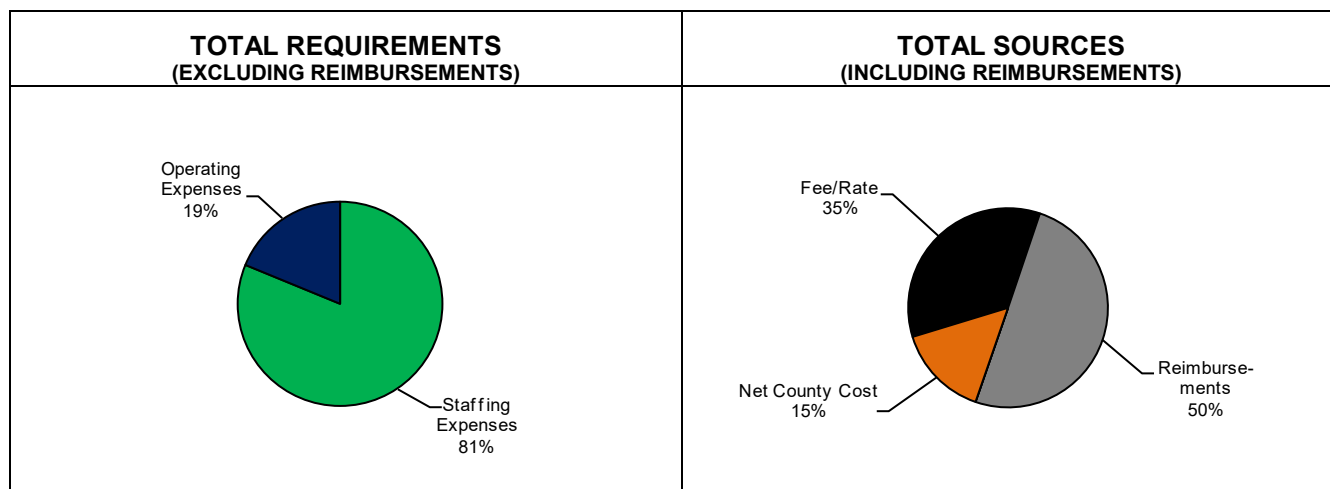
DESCRIPTION OF MAJOR SERVICES

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

Total Requirements (Excl. Reimb.)	\$25,276,262
Total Sources (Incl. Reimb.)	\$21,486,588
Net County Cost	\$3,789,674
Total Staff	107
Funded by Net County Cost	15%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration DEPARTMENT: County Counsel FUND: General				BUDGET UNIT: 171 1000 FUNCTION: General ACTIVITY: Counsel			
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	13,942,950	14,214,785	16,216,342	18,265,898	17,458,472	20,528,365	2,262,467
Operating Expenses	2,090,904	2,317,971	2,435,382	3,605,118	3,410,148	4,747,897	1,142,779
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	16,033,854	16,532,756	18,651,724	21,871,016	20,868,620	25,276,262	3,405,246
Reimbursements	(7,809,736)	(8,449,412)	(9,102,588)	(10,309,838)	(10,468,838)	(12,664,338)	(2,354,500)
Total Appropriation	8,224,118	8,083,344	9,549,136	11,561,178	10,399,782	12,611,924	1,050,746
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	8,224,118	8,083,344	9,549,136	11,561,178	10,399,782	12,611,924	1,050,746
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	5,538,440	5,840,510	6,132,447	7,711,000	7,488,800	8,821,500	1,110,500
Other Revenue	2,565	1,593	1,227	750	1,000	750	0
Total Revenue	5,541,005	5,842,103	6,133,674	7,711,750	7,489,800	8,822,250	1,110,500
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	5,541,005	5,842,103	6,133,674	7,711,750	7,489,800	8,822,250	1,110,500
Net County Cost	2,683,113	2,241,241	3,415,462	3,849,428	2,909,982	3,789,674	(59,754)
Budgeted Staffing*	93	104	102	105	105	107	2

*Data represents modified Budgeted Staffing.

Note: County Counsel is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$134,106, which represents County Counsel's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$20.5 million represent a majority of the Requirements in this budget unit. Operating Expenses of \$4.7 million include professional services, publications, travel/training, computer charges and facility costs. These expenses are primarily funded through Reimbursements of \$12.7 million from other County departments and Fee/Rate revenue of \$8.8 million received by providing legal services to clients.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.1 million. Staffing Expenses are increasing by \$2.3 million, which is primarily due to the addition of 2 net budgeted positions, full year funding for 3 positions added mid-year 2018-19, and MOU increases. These increases are partially offset by increases in Reimbursements.

Sources are increasing by \$1.1 million primarily due to an increase in Fee/Rate revenue, as a result of the overall increase in costs, salaries and benefits, and a revised Indirect Cost Rate Plan (ICRP).



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		Limited	Regular
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended			
Administration/Fiscal	12	0	0	0	12	0	0	12
Legal Services	93	3	(1)	0	95	1	1	94
Total	105	3	(1)	0	107	1	1	106

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$20.5 million fund 107 budgeted positions of which 106 are regular positions and 1 limited term position. The 2019-20 budget reflects the addition of 3 budgeted positions (2 Deputy County Counsel IV and 1 Supervising Deputy County Counsel) and the deletion of 1 limited term position (Deputy County Counsel IV). All positions are funded through reimbursements for providing legal services to other County departments. The 2 Deputy County Counsels IV positions were added due to increased caseload in the General Advisory Unit. The Supervising Deputy County Counsel was added due to an increase caseload and staffing in the Juvenile Dependency Unit.



FINANCE AND ADMINISTRATION

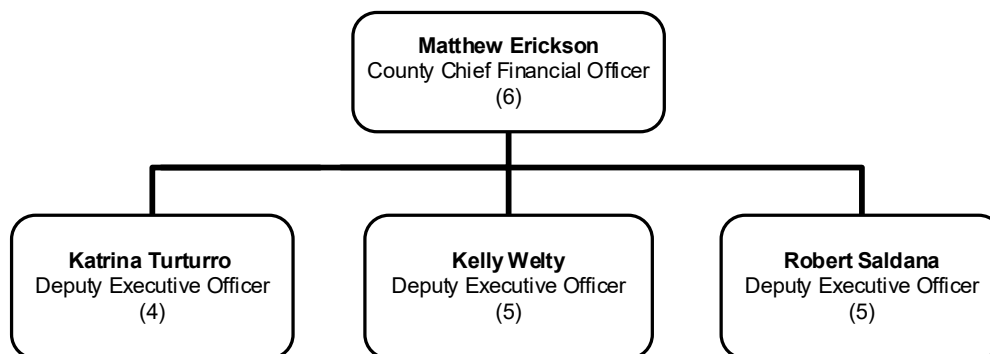
Matthew Erickson

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



2019-20 SUMMARY OF BUDGET UNITS

2019-20						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<u>General Fund</u>						
Finance and Administration	3,456,996		3,456,996			20
Capital Facilities Leases	(949,619)		(949,619)			0
Total General Fund	2,507,377	0	2,507,377	0	0	20
<u>Special Revenue Funds</u>						
Disaster Recovery Fund		245,754		(245,754)		0
Total Special Revenue Funds	0	245,754	0	(245,754)	0	0
Total - All Funds	2,507,377	245,754	2,507,377	(245,754)	0	20

2018-19 MAJOR ACCOMPLISHMENTS

- Received the Distinguished Budget Presentation Award for the thirteenth consecutive year.
- Continued enhancements to the comprehensive Countywide Fee Management System automating the County Fee process.
- Developed a balanced budget for the coming year addressing the most pressing countywide needs.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	21	21	21	21
STRATEGY	Ensure the Board of Supervisors has sufficient review time for recommended budget documents.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Continue to develop and maintain consistent messaging for the organization.	Number of days fee documents were provided in advance of the Board meeting.	14	14	14	14
STRATEGY	Ensure Board of Supervisors has sufficient review time for recommended fee ordinance documents.					



Finance and Administration

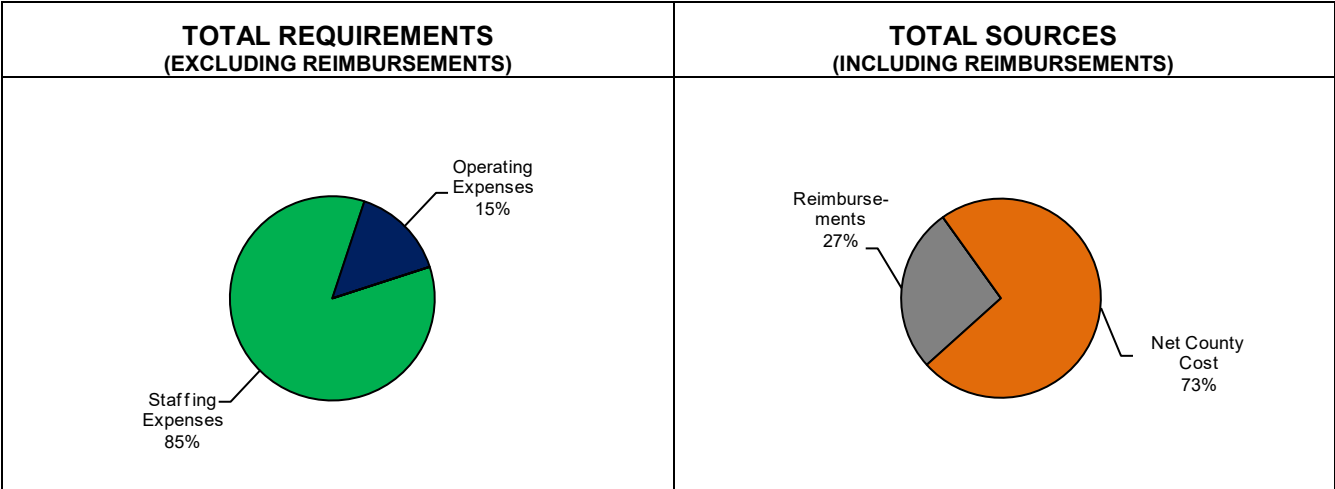
DESCRIPTION OF MAJOR SERVICES

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	
Total Requirements (Excl. Reimb.)	\$4,721,698
Total Sources (Incl. Reimb.)	\$1,264,702
Net County Cost	\$3,456,996
Total Staff	20
Funded by Net County Cost	73%

Finance and Administration is responsible for the preparation and administration of the County budget and annual fee review process, 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; oversight and administration of the County’s capital improvement program; and providing administrative support to the County’s Law and Justice Group and Indigent Defense Program.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Finance and Administration
FUND: General

BUDGET UNIT: 112 1000
FUNCTION: General
ACTIVITY: Finance

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	3,316,758	3,165,439	3,279,912	3,864,569	3,458,938	4,016,986	152,417
Operating Expenses	346,258	325,908	472,653	667,970	472,927	704,712	36,742
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,663,016	3,491,347	3,752,565	4,532,539	3,931,865	4,721,698	189,159
Reimbursements	(946,137)	(969,395)	(1,036,985)	(1,219,162)	(1,192,698)	(1,264,702)	(45,540)
Total Appropriation	2,716,879	2,521,952	2,715,580	3,313,377	2,739,167	3,456,996	143,619
Operating Transfers Out	0	37,820	0	0	0	0	0
Total Requirements	2,716,879	2,559,772	2,715,580	3,313,377	2,739,167	3,456,996	143,619
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	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	2,716,879	2,559,772	2,715,580	3,313,377	2,739,167	3,456,996	143,619
Budgeted Staffing*	20	20	20	20	20	20	0

*Data represents modified Budgeted Staffing.

Note: Finance and Administration is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$8,943 which represents Finance and Administration's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$4.0 million fund 20 budgeted positions. Reimbursements of \$1.3 million fund administrative oversight for Health Administration, County Fire, Special Districts, and Indigent Defense.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$143,619 primarily due to increases in Staffing Expenses of \$152,417 as a result of negotiated salary increases, and an increase to Operating Expenses of \$36,742 as a result of increases in Application Development Maintenance and Support charges, printing costs for finance publications, and transfers to the Law and Justice Group budget unit for one Administrative Analyst III position. Reimbursements are increasing by \$45,540 to fund negotiated salary increases for the positions that provide administrative oversight.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Finance and Administration	20	1	(1)	0	20	2	18
Total	20	1	(1)	0	20	2	18

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$4.0 million fund 20 budgeted positions of which 18 are regular positions and 2 are limited term positions. Staffing changes include the deletion of 1 Administrative Analyst III position which will be transferred to the Law and Justice Group budget unit, offset by the addition of 1 Administrative Analyst II position which will be transferred from the Law and Justice Group budget unit, to accurately reflect the duties and the administrative oversight of departments supported by each position.



Capital Facilities Leases

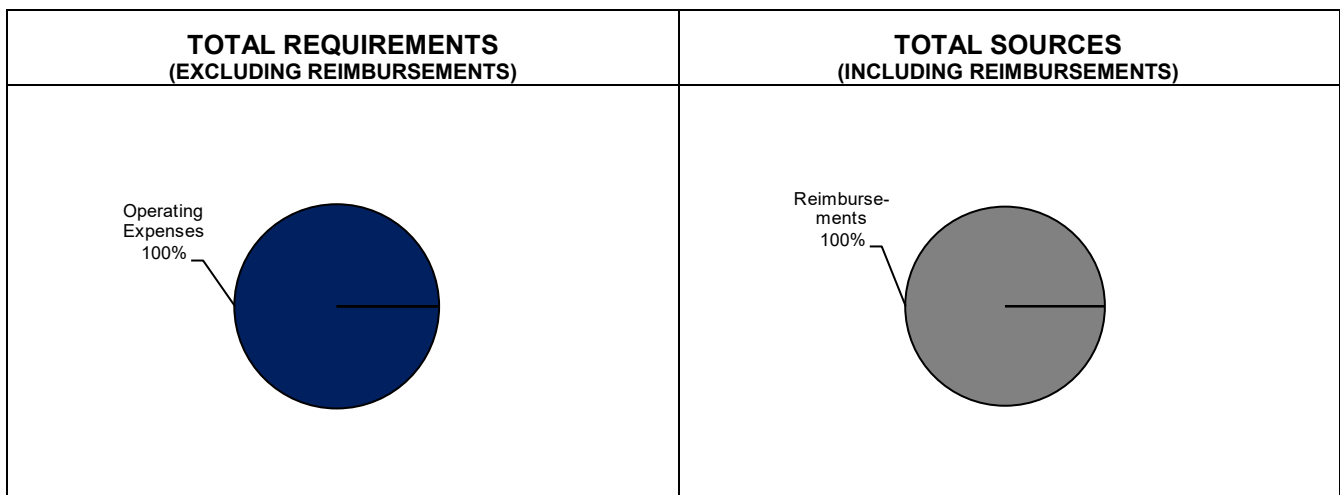
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$55,423
Total Sources (Incl. Reimb.)	\$1,005,042
Net County Cost	(\$949,619)
Total Staff	0
Funded by Net County Cost	100%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration DEPARTMENT: Finance and Administration - Capital Facilities Leases FUND: General			BUDGET UNIT: 133 1000 FUNCTION: General ACTIVITY: Plant Acquisition			
2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements						
Staffing Expenses	0	0	0	0	0	0
Operating Expenses	14,652,212	8,148,194	8,132,346	8,245,852	8,094,383	(8,190,429)
Capital Expenditures	0	0	0	0	0	0
Total Exp Authority	14,652,212	8,148,194	8,132,346	8,245,852	8,094,383	(8,190,429)
Reimbursements	(1,595,319)	(1,084,856)	(1,079,215)	(1,005,042)	(1,005,042)	0
Total Appropriation	13,056,893	7,063,338	7,053,131	7,240,810	7,089,341	(8,190,429)
Operating Transfers Out	0	0	0	0	0	0
Total Requirements	13,056,893	7,063,338	7,053,131	7,240,810	7,089,341	(8,190,429)
Sources						
Taxes	0	0	0	0	0	0
Realignment	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0
Other Revenue	0	0	114,824	0	0	0
Total Revenue	0	0	114,824	0	0	0
Operating Transfers In	6,616,480	0	0	0	0	0
Total Financing Sources	6,616,480	0	114,824	0	0	0
Net County Cost	6,440,413	7,063,338	6,938,307	7,240,810	7,089,341	(8,190,429)
Budgeted Staffing*	0	0	0	0	0	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Operating Expenses of \$55,423 represent accounting and auditing services, tax compliance, and other administrative costs.

Reimbursements of \$1.0 million represent repayment of lease costs from Regional Parks. These Reimbursements reflect the department's share of lease payments that were optionally prepaid with Discretionary General Funding.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$8.2 million due to the final payment on the West Valley Detention Center lease made in 2018-19.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



Disaster Recovery Fund

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$0
Total Sources (Incl. Reimb.)	\$245,754
Use of/ (Contribution to) Fund Balance	(\$245,754)
Total Staff	0

2019-20 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)						
No Requirements for this budget unit	<p>A pie chart illustrating the composition of total sources. The chart is divided into two segments: a large blue segment representing 'State/Fed/Other Government' at 84%, and a smaller yellow segment representing 'Other Revenue' at 16%.</p> <table border="1"> <thead> <tr> <th>Source Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>State/Fed/Other Government</td> <td>84%</td> </tr> <tr> <td>Other Revenue</td> <td>16%</td> </tr> </tbody> </table>	Source Category	Percentage	State/Fed/Other Government	84%	Other Revenue	16%
Source Category	Percentage						
State/Fed/Other Government	84%						
Other Revenue	16%						



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration DEPARTMENT: Finance and Administration - Disaster Recovery Fund FUND: Disaster Recovery Fund				BUDGET UNIT: 110 2726 FUNCTION: Public Protection ACTIVITY: Other Protection			
2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget	
Actual	Actual	Actual					
Requirements							
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
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	253,250	204,590	1,155,800	1,000,000	(2,729,781)	205,754	(794,246)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	12,050	24,618	41,159	35,000	80,000	40,000	5,000
Total Revenue	265,300	229,208	1,196,959	1,035,000	(2,649,781)	245,754	(789,246)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	265,300	229,208	1,196,959	1,035,000	(2,649,781)	245,754	(789,246)
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(265,300)	(229,208)	(1,196,959)	(1,035,000)	2,649,781	(245,754)	789,246
Available Reserves				5,490,541		2,051,514	(3,439,027)
Total Fund Balance				4,455,541		1,805,760	(2,649,781)
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 REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Sources include anticipated payments from state and federal agencies for reimbursable incidents, and anticipated interest earnings on the cash balance of 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. Sources are decreasing by \$789,246 due to a decrease in anticipated payments from state and federal agencies and an increase in Other Revenue to reflect anticipated interest earnings.

ANALYSIS OF FUND BALANCE

Fund Balance in the Disaster Recovery Fund consists of interest that has accrued on advances from the General Fund and reimbursements that are due to County departments for disaster recovery efforts reimbursed by the State and Federal governments. 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

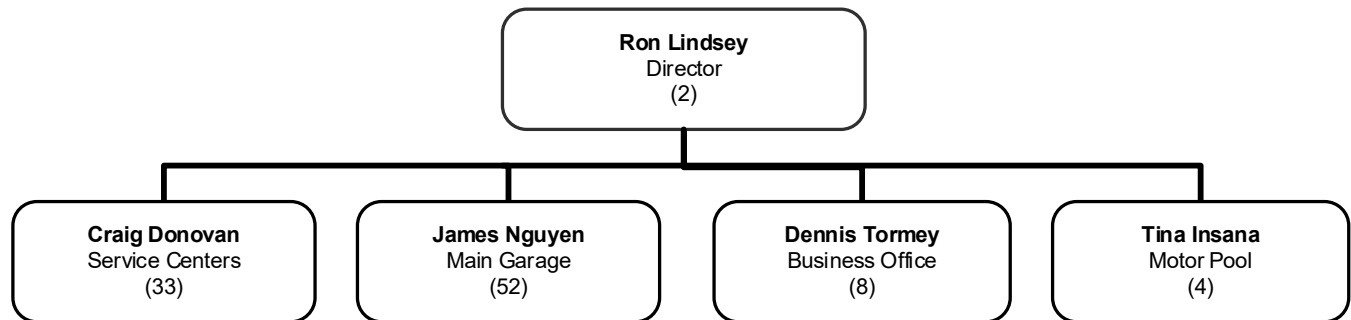
Ron Lindsey

DEPARTMENT MISSION STATEMENT

The San Bernardino County Fleet Management Department provides vehicles, equipment, and services to County departments and other local agencies in order for them to fulfill the County's Mission, Vision, and Values by providing for the needs of the residents and businesses of San Bernardino County.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

	2019-20				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
Internal Service Funds					
Fleet Management	42,246,639	32,643,200			9,603,439
Total Internal Service Funds	42,246,639	32,643,200	0	0	9,603,439
Total - All Funds	42,246,639	32,643,200	0	0	9,603,439

2018-19 MAJOR ACCOMPLISHMENTS

- Completed construction of 26,000 square foot, state-of-the-art High Desert Service Center in Victorville.
- Awarded Challenge Award for Government Finance, Administration and Technology by California State Association of Counties (CSAC), for Fleet's innovative In-House Vehicle Title, Registration & Plates program.
- Named Number 23 in Top 100 Best Fleets for 2018.
- Completed design phase for environmentally-friendly car wash at Lena Road facility in San Bernardino.
- Completed design phase for strategic fuel site in Baker.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	97%	96%	97%	96%
STRATEGY	Monitor employee productivity levels.					
STRATEGY	Coordinate with customers to reduce peak/lull times in the shop.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of Motor Pool vehicles receiving required annual preventative maintenance service (three services per year).	96%	95%	96%	95%
STRATEGY	Maintain communications with customers to ensure services are completed when due.					
STRATEGY	Reduce vehicle availability impacts on customers to ensure they do not "delay" service for operational needs.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	1.47	1.4	1.6	1.4
STRATEGY	Improve coordination with part suppliers to reduce part wait times.					
STRATEGY	Improve and 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	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Percentage of parts inventory turned over four times per year.	N/A	89%	90.5%	89%
OBJECTIVE	Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.					
STRATEGY	Manage inventory to better meet demand.					
STRATEGY	Review and eliminate stagnant inventory.					
STRATEGY	Evaluate parts sites/storerooms for consolidation or reduction, excluding seasonal parts.					



Fleet Management

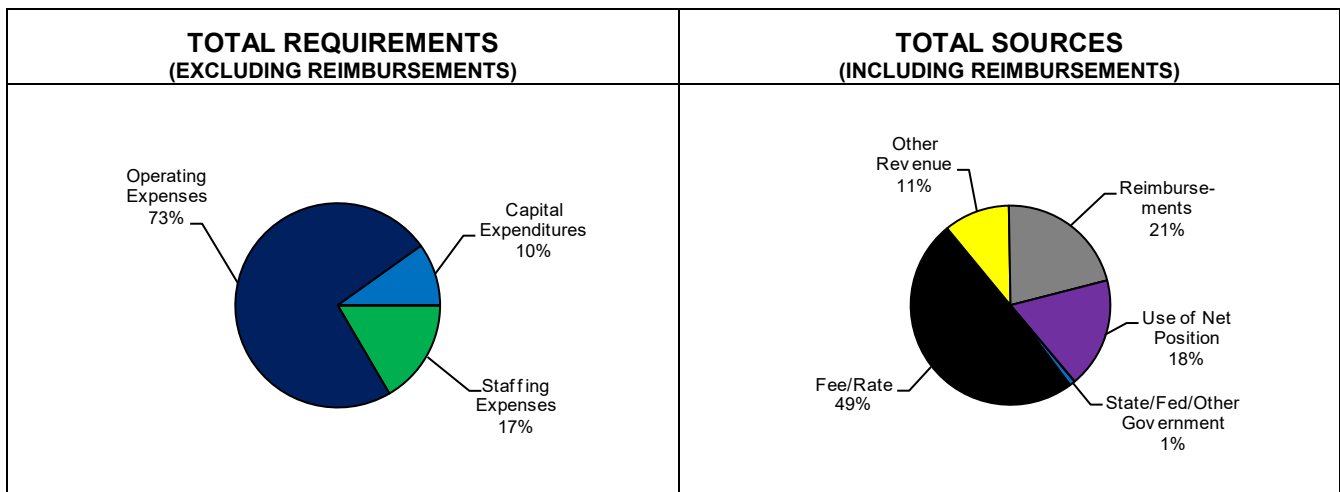
DESCRIPTION OF MAJOR SERVICES

Fleet Management 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. The department recently completed construction of the High Desert Service Center in Victorville, and also operates four smaller service centers in outlying locations (Barstow, 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 and replacement responsibility for approximately 2,100 vehicles or equipment assigned to or used by County departments. The department also provides Department of Motor Vehicle title registration and license plate services and security lock-up services.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$53,652,509
Total Sources (Incl. Reimb.)	\$44,049,070
Use of / (Contribution to) Net Position	\$9,603,439
Total Staff	99

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration DEPARTMENT: Fleet Management FUND: Fleet Management				BUDGET UNIT: 791 4064 FUNCTION: General ACTIVITY: Other General			
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	7,420,582	7,397,234	7,828,664	8,670,718	8,527,558	8,893,555	222,837
Operating Expenses	29,028,868	31,791,633	30,368,159	43,321,729	34,390,013	39,448,634	(3,873,095)
Capital Expenditures	4,953,222	6,381,015	3,030,236	5,526,223	4,628,295	5,310,320	(215,903)
Total Exp Authority	41,402,672	45,569,882	41,227,059	57,518,670	47,545,866	53,652,509	(3,866,161)
Reimbursements	(8,184,787)	(8,650,170)	(10,505,050)	(11,022,996)	(10,845,786)	(11,405,870)	(382,874)
Total Appropriation	33,217,885	36,919,712	30,722,009	46,495,674	36,700,080	42,246,639	(4,249,035)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	33,217,885	36,919,712	30,722,009	46,495,674	36,700,080	42,246,639	(4,249,035)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	61,922	0	500,000	0	500,000	0
Fee/Rate	27,897,781	31,361,089	26,819,074	26,412,700	24,029,580	26,412,700	0
Other Revenue	4,393,207	5,403,930	4,742,034	5,726,780	4,791,862	5,730,500	3,720
Total Revenue	32,290,988	36,826,941	31,561,108	32,639,480	28,821,442	32,643,200	3,720
Operating Transfers In	0	489,600	245,329	0	238,309	0	0
Total Financing Sources	32,290,988	37,316,541	31,806,437	32,639,480	29,059,751	32,643,200	3,720
Net Position							
Use of/ (Contribution to) Net Position**	926,897	(396,828)	(1,084,428)	13,856,194	7,640,329	9,603,439	(4,252,755)
Estimated Net Position Available						1,004,098	
Total Est. Unrestricted Net Position						10,607,537	
Budgeted Staffing*	93	95	97	97	97	99	2

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$42.2 million include \$8.9 million in Staffing Expenses to fund 99 budgeted positions, \$39.4 million in Operating Expenses, and \$5.3 million in Capital Expenditures. Major Operating Expenses include repair parts, fuel, sublets and specialized services. Capital Expenditures include the scheduled replacement of motor pool vehicles, fuel and shop equipment, and one Type III Wildland Fire Engine. Reimbursements of \$11.4 million primarily include internal cost allocations.

Sources of \$32.6 million include \$26.4 million in Fee/Rate revenue consisting of Motor Pool mileage and monthly charges, fuel revenue, light and heavy duty shop labor and sublet charges, and parts sales and labor sublet charges. Other Revenue of \$5.7 million represents Motor Pool vehicle replacement charges. State Grants of \$500,000 are to fund the purchase of one Type III Wildland Fire Engine.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing \$4.2 million due to a reduction in expenditures on the High Desert Service Center capital improvement project and offset by new projects in 2019-20.



ANALYSIS OF NET POSITION

The 2019-20 budget includes a Use of Net Position of \$9.6 million due to one-time expenditures related to capital improvement projects carried over from 2018-19 and new projects for 2019-20. These projects include the recently constructed High Desert Service Center in Victorville, fuel tank replacements, and a car wash replacement and security kiosk for the Lena Road facility in San Bernardino. Internal Service rates are reviewed annually to ensure Net Position is maintained at an adequate level.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		Limited	Regular
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended			
Administration	2	0	0	0	2	0	0	2
Business Office/Motor Pool	12	0	0	0	12	0	0	12
Service Centers	33	0	0	0	33	2	2	31
Main Garage	50	2	0	0	52	3	3	49
Total	97	2	0	0	99	5	5	94

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$8.9 million fund 99 budgeted positions of which 94 are regular positions and 5 are limited term positions. Staffing changes include the addition of 2 Fleet Services Specialists. The new Fleet Services Specialists will be used to enhance fuel and security services at the main Lena Road fuel location in San Bernardino.



HUMAN RESOURCES

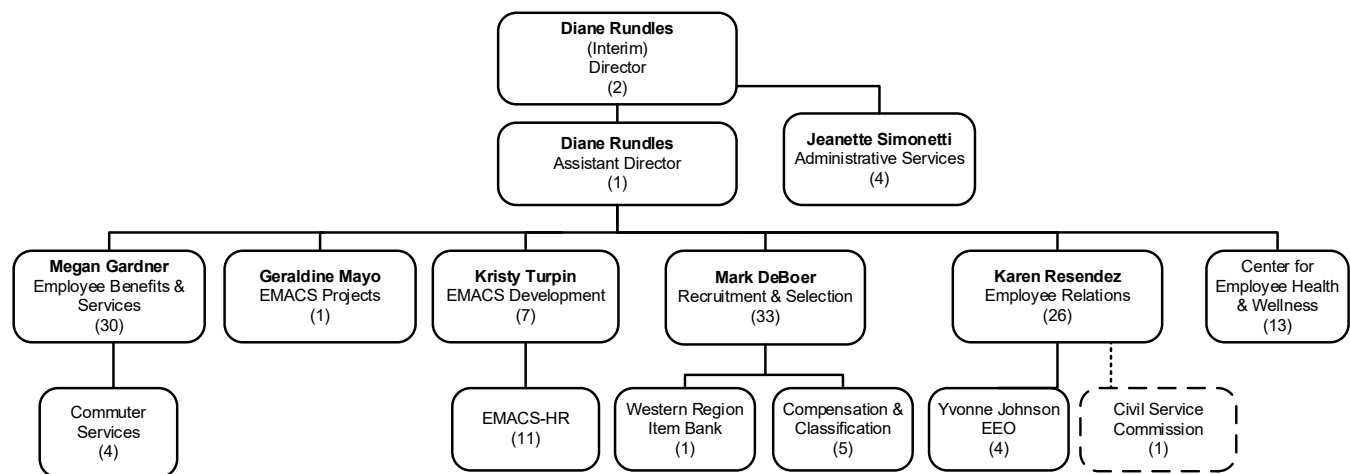
Diane Rundles

DEPARTMENT MISSION STATEMENT

Human Resources provides 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, while increasing diversity and inclusion to match the communities we serve.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

2019-20						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<u>General Fund</u>						
Human Resources	7,318,626	318,438	7,000,188			96
The Center for Employee Health and Wellness	2,400,428	2,400,428	0			13
Unemployment Insurance	4,000,500	0	4,000,500			0
Total General Fund	13,719,554	2,718,866	11,000,688	0	0	109
<u>Special Revenue Funds</u>						
Commuter Services	1,052,200	534,869		517,331		4
Employee Benefits and Services	3,603,364	3,398,364		205,000		30
Total Special Revenue Funds	4,655,564	3,933,233	0	722,331	0	34
Total - All Funds	18,375,118	6,652,099	11,000,688	722,331	0	143



2018-19 MAJOR ACCOMPLISHMENTS

- Implemented an expedited hiring process through planning and partnerships with multiple departments.
- Organized 12 hiring events for various departments, resulting in interviewing hundreds of applicants with over 415 job offers made.
- Expanded the department's social media presence by over 200% for available job opportunities in the County, with positions shared over 17,000 times, resulting in over 2 million views by prospective applicants.
- Launched an upgrade of the HR/Payroll System, Employee Management and Compensation System (EMACS), featuring enhanced functionalities, employee self-service improvements, and increased manager accountability of employee time entry.
- Delivered customized training topics on organizational culture, leadership values and employee recruitment.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	99.83%	99%	99%	99%
STRATEGY	To ensure compliance and avoid Affordable Care Act penalties and follow the current action plan to ensure all aspects of administration and reporting are addressed.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Number of trainings conducted.	N/A	7	7	8
STRATEGY	In accordance with the Countywide Vision, increase awareness and support of diversity through educational and training activities.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Number of hiring events.	N/A	4	13	12
STRATEGY	Identify departments or job groups that would benefit from hiring events; conduct hiring events during the fiscal year targeting hard to recruit areas; event scale, resources and process (e.g., on the spot job offers, multiple days) will be tailored to the targeted applicant pool and the specific needs of the department(s).					



Human Resources

DESCRIPTION OF MAJOR SERVICES

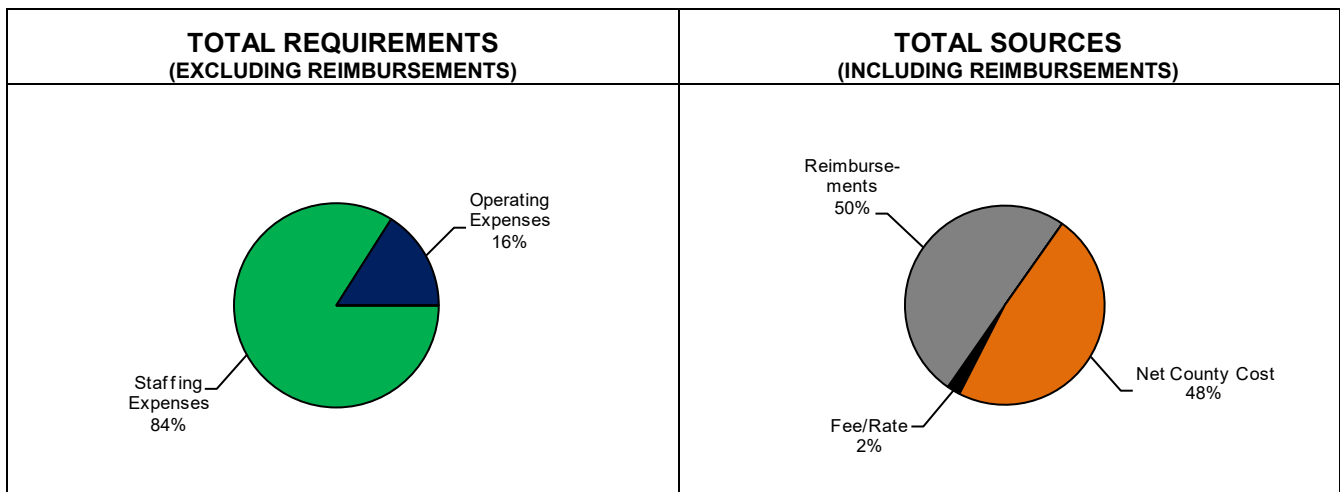
The Human Resources Department administers the County's human resources and people programs to meet the needs of County departments. Responsibilities include strategic staffing, reemployment assessment, certification of eligible candidates; management of County employee classification and compensation systems including 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 employee development.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$14,659,760
Total Sources (Incl. Reimb.)	\$7,659,572
Net County Cost	\$7,000,188
Total Staff	96
Funded by Net County Cost	48%

Finally, the department is responsible for the management of the Western Region Item Bank (WRIB), a cooperative, computer-based test question bank used by 85 public agencies to develop employment tests.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration DEPARTMENT: Human Resources FUND: General				BUDGET UNIT: 720 1000 FUNCTION: General ACTIVITY: Personnel			
2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)	
Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget	
Requirements							
Staffing Expenses	9,644,962	9,727,095	9,954,832	11,566,140	11,298,447	12,315,343	749,203
Operating Expenses	2,020,492	3,853,895	4,093,025	3,117,685	2,634,293	2,344,417	(773,268)
Capital Expenditures	5,510	382,452	1,655,605	1,910,200	1,889,525	0	(1,910,200)
Total Exp Authority	11,670,964	13,963,442	15,703,462	16,594,025	15,822,265	14,659,760	(1,934,265)
Reimbursements	(5,215,339)	(6,001,764)	(6,934,954)	(6,924,629)	(6,672,089)	(7,341,134)	(416,505)
Total Appropriation	6,455,625	7,961,678	8,768,508	9,669,396	9,150,176	7,318,626	(2,350,770)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	6,455,625	7,961,678	8,768,508	9,669,396	9,150,176	7,318,626	(2,350,770)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	133,760	52,833	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	325,198	367,426	251,203	366,515	266,227	315,770	(50,745)
Other Revenue	243,769	159,750	113,287	6,700	4,230	2,668	(4,032)
Total Revenue	702,727	580,009	364,490	373,215	270,457	318,438	(54,777)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	702,727	580,009	364,490	373,215	270,457	318,438	(54,777)
Net County Cost	5,752,898	7,381,669	8,404,018	9,296,181	8,879,719	7,000,188	(2,295,993)
Budgeted Staffing*	91	92	94	95	95	96	1

*Data represents modified Budgeted Staffing.

Note: Human Resources is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$921,525, which represents Human Resource's share of costs of other central service departments, such as County Counsel.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$12.3 million make up the majority of the department's Requirements in this budget unit. These expenses are necessary to provide human resources services and support for the County's approximately 23,000 employees. Sources of \$318,438 primarily represent revenue from Western Region Item Bank (WRIB) memberships and revenue from the Employee Benefits and Services Division to fund a Health Insurance Portability Accountability Act coordinator position.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$2.4 million, primarily due to decreases within Operating Expenses (\$0.7 million) and Capital Expenditures (\$1.9 million) for the EMACS upgrade project. Additionally, Staffing Expenses are increasing by \$749,203 primarily due to the addition of a Human Resources Officer II position, employee step increases, as well as an adjustment to the 2018-19 budget, which transferred salary savings to the operating budget for purchase of office furniture, flooring and paint. The increase is offset by an increase in Reimbursements from departments of \$416,505 for the increased staffing costs associated with recruitment, classification and employee relations services.

Sources are decreasing by \$54,777 primarily due to lower WRIB memberships and less revenue received for Civil Service Commission Hearings.



2019-20 POSITION SUMMARY*

Division	2018-19					2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular	
Administration	3	0	0	0	3	0	3	
Recruitment & Selection	33	0	0	0	33	0	33	
Western Region Item Bank (WRIB)	1	0	0	0	1	0	1	
Compensation & Classification	5	0	0	0	5	0	5	
Civil Service Commission	1	0	0	0	1	0	1	
EMACS-HR	11	0	0	0	11	0	11	
EMACS-Development	8	0	0	(1)	7	0	7	
EMACS-Projects	0	0	0	1	1	0	1	
Administrative Services	4	0	0	0	4	0	4	
Equal Employment Opportunity	4	0	0	0	4	0	4	
Employee Relations	25	1	0	0	26	0	26	
Total	95	1	0	0	96	0	96	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$12.3 million fund 96 budgeted regular positions. The budget includes an addition of 1 Human Resources Officer II position to increase the level of services provided to the Human Service Transitional Assistance Department. The department continues to align functions, positions, and responsibilities with current human resources practices to optimize operational effectiveness and to ensure the best possible support and service.



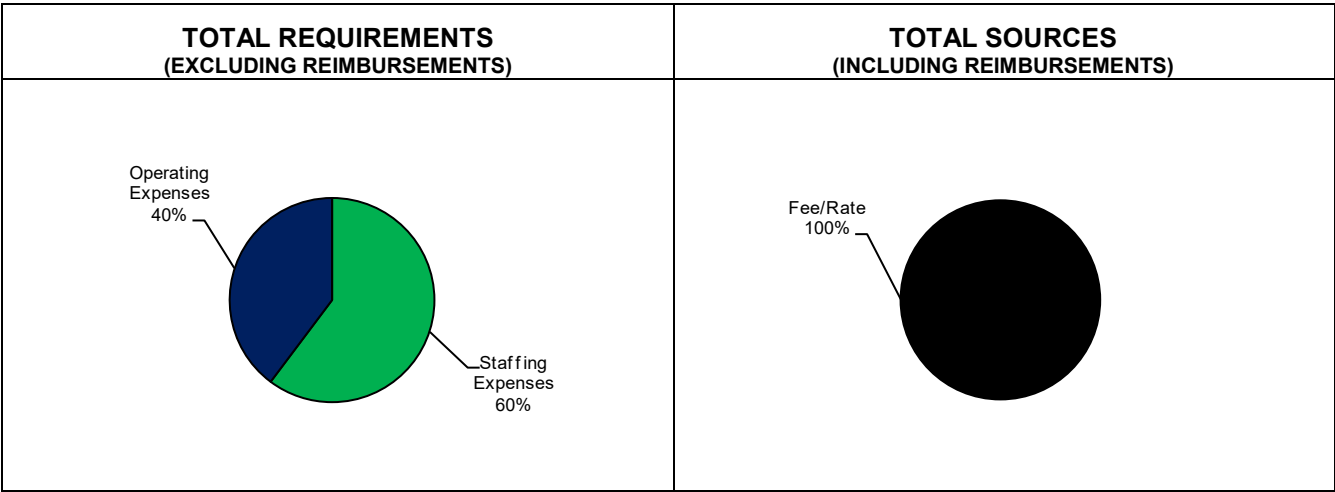
Center for Employee Health and Wellness

DESCRIPTION OF MAJOR SERVICES

The responsibilities of the Center for Employee Health and Wellness (CEHW) include employee and applicant pre-placement and in-service medical examinations, medical records, representing the County in hearings before the Civil Service Commission regarding appeals of medical findings, and advising the County’s management on compliance with Occupational Safety and Health Administration (OSHA) regulations and occupational medical problems.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$2,400,428
Total Sources (Incl. Reimb.)	\$2,400,428
Net County Cost	\$0
Total Staff	13
Funded by Net County Cost	0%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

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

BUDGET UNIT: 736 1000
FUNCTION: General
ACTIVITY: Personnel

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,233,228	1,268,285	1,243,651	1,393,018	1,356,864	1,446,011	52,993
Operating Expenses	873,378	803,594	765,544	992,184	893,940	954,417	(37,767)
Capital Expenditures	0	0	0	20,000	10,550	0	(20,000)
Total Exp Authority	2,106,606	2,071,879	2,009,195	2,405,202	2,261,354	2,400,428	(4,774)
Reimbursements	(250)	0	(2,210)	0	0	0	0
Total Appropriation	2,106,356	2,071,879	2,006,985	2,405,202	2,261,354	2,400,428	(4,774)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,106,356	2,071,879	2,006,985	2,405,202	2,261,354	2,400,428	(4,774)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	2,254,592	2,263,847	2,363,745	2,405,202	2,344,285	2,400,428	(4,774)
Other Revenue	1,035	29,354	50	0	0	0	0
Total Revenue	2,255,627	2,293,201	2,363,795	2,405,202	2,344,285	2,400,428	(4,774)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,255,627	2,293,201	2,363,795	2,405,202	2,344,285	2,400,428	(4,774)
Net County Cost	(149,271)	(221,322)	(356,810)	0	(82,931)	0	0
Budgeted Staffing*	12	12	12	12	12	13	1

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$1.4 million and Operating Expenses of \$954,417 make up the Requirements in this budget unit. These expenses are necessary to provide employee and applicant pre-placement and in-service medical examinations to the County's approximately 23,000 employees, as well as employees of various external agencies. Sources consist of fees charged in accordance with the County's fee ordinance for various pre-placement and in-service medical examinations.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$4,774 primarily as a result of increased Staffing Expenses due to a net increase of 1 limited term position and employee step increases, which is offset by a decrease in Operating Expenses and fewer one time purchases.

Sources are decreasing by \$4,774 as a result of a decrease in projected fee revenue for medical testing services. Funding for the CEHW is completely fee based and departments are billed these fees for services provided.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Center for Employee Health and Wellness	12	2	(1)	0	13	3	10
Total	12	2	(1)	0	13	3	10

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.4 million fund 13 budgeted positions of which 10 are regular positions and 3 are limited term positions. The budget reflects a net increase of 1 position, which includes the addition of 1 Public Service Employee to assist with the conversion of paper health records to electronic records, and 1 Physician Assistant that is offset by the deletion of a Contract Physician Assistant.



Unemployment Insurance

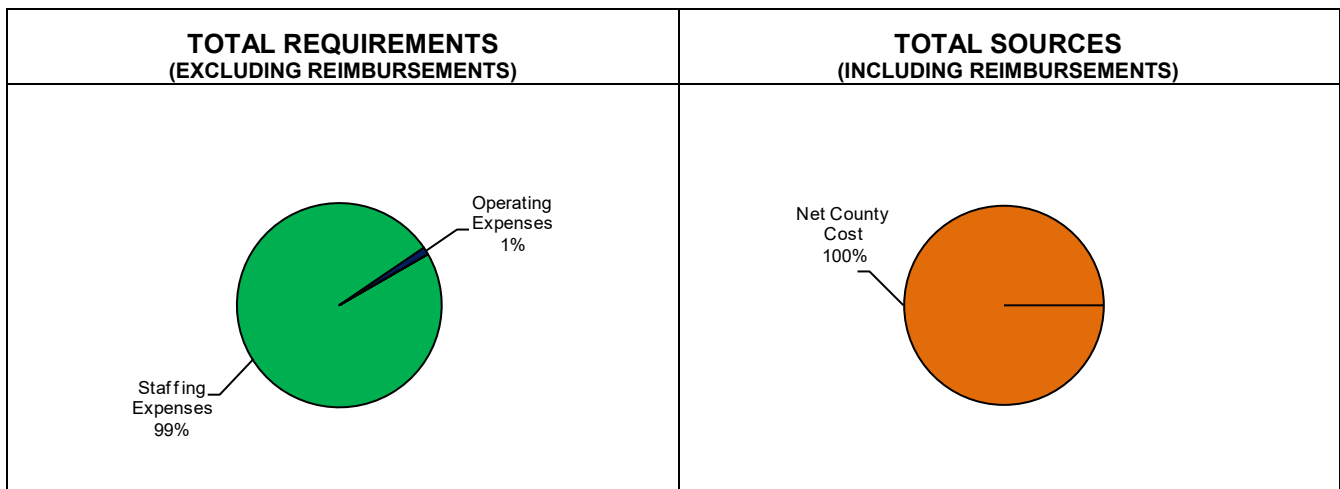
DESCRIPTION OF MAJOR SERVICES

Unemployment Insurance is a mandated program based upon a 1978 amendment to the California Unemployment Insurance Code extending insurance benefits to all public employees. Human Resources administers this program, which compensates eligible County employees with a portion of their wage loss when they become unemployed. The objective is to assist former County employees while they are looking for work, by providing weekly income for a predetermined amount of time. The program monitors claims, reviews claim for eligibility, and challenges them when appropriate.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$4,010,500
Total Sources (Incl. Reimb.)	\$10,000
Net County Cost	\$4,000,500
Total Staff	0
Funded by Net County Cost	100%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

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

BUDGET UNIT: 728 1000
FUNCTION: General
ACTIVITY: Other General

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	2,458,826	2,001,595	2,439,195	3,940,284	2,151,859	3,962,798	22,514
Operating Expenses	46,658	44,360	44,731	70,216	33,642	47,702	(22,514)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	2,505,484	2,045,955	2,483,926	4,010,500	2,185,501	4,010,500	0
Reimbursements	0	(41,178)	(38,992)	(10,000)	(7,565)	(10,000)	0
Total Appropriation	2,505,484	2,004,777	2,444,934	4,000,500	2,177,936	4,000,500	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,505,484	2,004,777	2,444,934	4,000,500	2,177,936	4,000,500	0
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	33,544	0	1,917	0	0
Total Revenue	0	0	33,544	0	1,917	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	33,544	0	1,917	0	0
Net County Cost	2,505,484	2,004,777	2,411,390	4,000,500	2,176,019	4,000,500	0
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified Budgeted Staffing.

Note: Human Resources - Unemployment Insurance is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$70, which represents Human Resources - Unemployment Insurance's share of costs of other central service departments, such as County Counsel.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$4.0 million make up the majority of the department's Requirements in this budget unit. These expenses represent the amount available for payment of potential unemployment claims. Operating Expenses of \$47,702 represent quarterly payments to the vendor who 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 \$4.0 million do not fund any positions. As mentioned above, Staffing Expenses represent the amount available for payment of potential unemployment claims.



Commuter Services

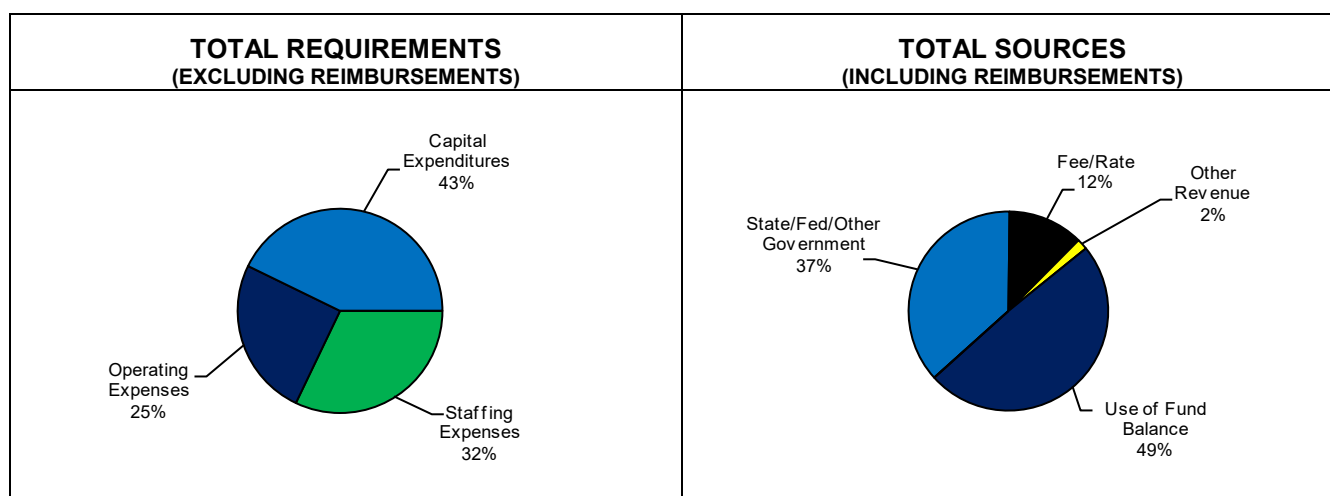
DESCRIPTION OF MAJOR SERVICES

The Commuter Services budget unit receives AB 2766 fee revenues collected by the Department of Motor Vehicles (DMV) for implementing measures to reduce air pollution. The DMV remits amounts to the appropriate Air Quality Management District (AQMD) for vehicles registered within the district. The County is served by the South Coast (SCAQMD) and Mojave Desert (MDAQMD) Air Quality Management Districts, which develop management plans for their respective regions that are in line with California Health and Safety Code sections 44220-44247. The County is eligible to apply for funds to encourage projects that result in the reduction of motor vehicle emissions. Under this program, Commuter Services receives funds for projects related to vanpooling, biking to work and transit subsidies.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$1,052,200
Total Sources (Incl. Reimb.)	\$534,869
Use of/ (Contribution to) Fund Balance	\$517,331
Total Staff	4

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: Commuter Services

BUDGET UNIT: 720 2708
FUNCTION: Health and Sanitation
ACTIVITY: Health

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	182,397	206,875	192,988	260,322	245,092	337,751	77,429
Operating Expenses	289,870	214,021	224,342	475,910	444,614	264,449	(211,461)
Capital Expenditures	0	0	0	0	0	450,000	450,000
Total Exp Authority	472,267	420,896	417,330	736,232	689,706	1,052,200	315,968
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	472,267	420,896	417,330	736,232	689,706	1,052,200	315,968
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	472,267	420,896	417,330	736,232	689,706	1,052,200	315,968
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	390,036	416,867	396,981	402,022	377,521	387,800	(14,222)
Fee/Rate	189,957	105,600	138,156	126,350	116,077	128,569	2,219
Other Revenue	4,856	9,817	13,918	7,400	21,324	18,500	11,100
Total Revenue	584,849	532,284	549,055	535,772	514,922	534,869	(903)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	584,849	532,284	549,055	535,772	514,922	534,869	(903)
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(112,582)	(111,388)	(131,725)	200,460	174,784	517,331	316,871
Available Reserves				1,023,349		531,694	(491,655)
Total Fund Balance				1,223,809		1,049,025	(174,784)
Budgeted Staffing*	3	4	3	3	3	4	1

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$1.1 million include Staffing Expenses of \$337,751 to fund 4 regular positions, Operating Expenses of \$264,449 for rideshare program subsidies, incentives and advertising, and Capital Expenditures of \$450,000 for one-time implementation costs of electric vehicle charging stations. Sources of \$534,869 include payroll deductions from rideshare participants and funds received from Air Quality Management Districts.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$315,968 as the result of the addition of 1 regular position and one-time expenses for electric vehicle charging stations. Sources are decreasing by \$903 primarily due to a reduction in funding from an Air Quality Management District that is offset by an increase in employee participation in vanpool programs.

ANALYSIS OF FUND BALANCE

Use of Fund Balance of \$517,331 is primarily for one-time expense to purchase equipment for the implementation of three public electric vehicle charging (EVC) stations that will promote a cleaner, greener, County. The EVC stations will be located at various sites within the County. The Use of Fund Balance is restricted to developing strategies to reduce air pollution and increasing employee participation as outlined in the department's annual plan for funding.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Commuter Services	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 \$337,751 fund 4 budgeted regular positions. The budget includes the addition of 1 Personnel Technician position to increase participation in the Commuter Services Program.



Employee Benefits and Services

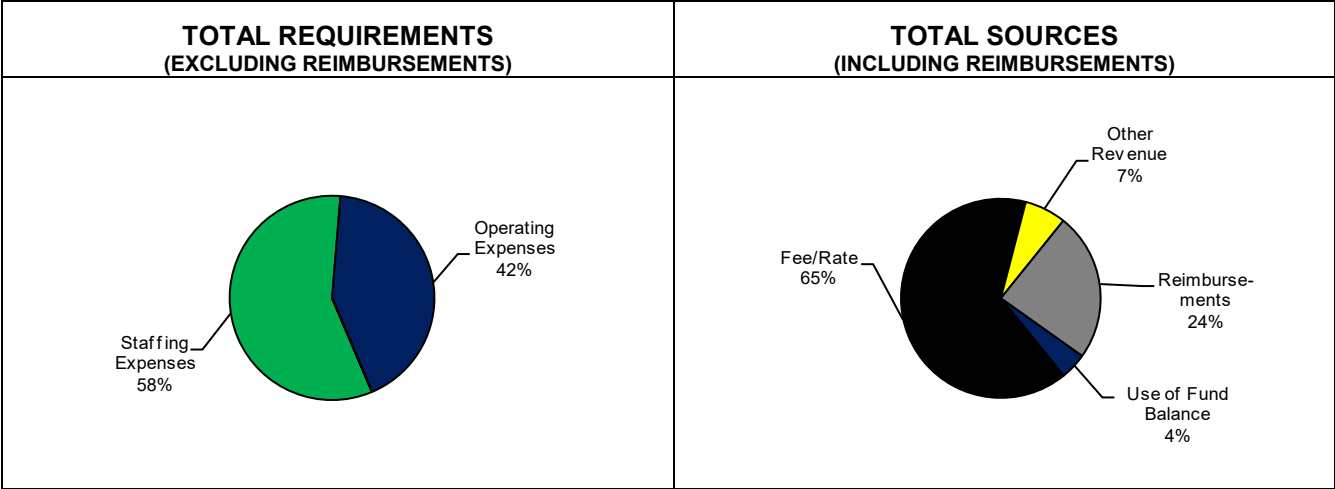
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$4,745,739
Total Sources (Incl. Reimb.)	\$4,540,739
Use of/ (Contribution to) Fund Balance	\$205,000
Total Staff	30

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

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

BUDGET UNIT: 720 2710
FUNCTION: Health and Sanitation
ACTIVITY: Health

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	2,412,418	2,205,472	2,136,830	2,564,068	2,408,353	2,738,411	174,343
Operating Expenses	1,710,653	1,451,262	1,569,068	2,175,381	1,556,327	2,007,328	(168,053)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	4,123,071	3,656,734	3,705,898	4,739,449	3,964,680	4,745,739	6,290
Reimbursements	(1,239,001)	(922,790)	(949,320)	(987,436)	(1,010,298)	(1,142,375)	(154,939)
Total Appropriation	2,884,070	2,733,944	2,756,578	3,752,013	2,954,382	3,603,364	(148,649)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,884,070	2,733,944	2,756,578	3,752,013	2,954,382	3,603,364	(148,649)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	7,480	32	43,050	0	0	0	0
Fee/Rate	2,614,618	2,928,187	2,742,812	3,239,081	2,757,246	3,078,364	(160,717)
Other Revenue	241,504	184,391	172,375	400,000	84,204	320,000	(80,000)
Total Revenue	2,863,602	3,112,610	2,958,237	3,639,081	2,841,450	3,398,364	(240,717)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,863,602	3,112,610	2,958,237	3,639,081	2,841,450	3,398,364	(240,717)
Fund Balance							
Use of/ (Contribution to) Fund Balance**	20,468	(378,666)	(201,659)	112,932	112,932	205,000	92,068
Available Reserves				1,456,473		1,251,473	(205,000)
Total Fund Balance				1,569,405		1,456,473	(112,932)
Budgeted Staffing*	31	29	30	29	29	30	1

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$2.7 million and Operating Expenses of \$2.0 million make up the majority of the department's Requirements within this budget unit. These expenses are necessary to manage the County's employee health, dental, vision, life insurance and integrated leave plan benefits. Sources of \$3.4 million primarily represent revenue from administrative fees for managing the employee benefit programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by a net of \$148,649 as a result of cost increases in Staffing Expenses due to a net increase of 1 position and employee step increases, offset by decreases in Operating Expenses primarily resulting from a reduced need for professional consultants.

Sources are decreasing by \$240,717 primarily due to the elimination of consultant revenue. This revenue was collected from the Employee Benefits and Services Trust Funds in error. Fees collected for health and dental administration fees fund expenses directly related to the professional consultant fees.

ANALYSIS OF FUND BALANCE

Use of Fund Balance of \$205,000 will be used for the purchase of one-time expenses such as furniture, facilities management services, and professional services to convert microfiche files to indexed digital files.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		Limited	Regular
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended			
Employee Benefits & Services	29	3	(2)	0	30		1	29
Total	29	3	(2)	0	30		1	29

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.7 fund 30 budgeted positions of which 29 are regular positions and 1 is a limited term position. The budget reflects a net increase of 1 position. Changes in staffing include the addition of 1 Human Resource Analyst I, 1 Human Resource Analyst II, 1 Public Service Employee and the deletion of 1 Office Assistant III and 1 Public Service Employee positions. These changes will enable the department to better align functions, positions, and responsibilities with current human resources practices and operate more efficiently.



INFORMATION SERVICES DEPARTMENT

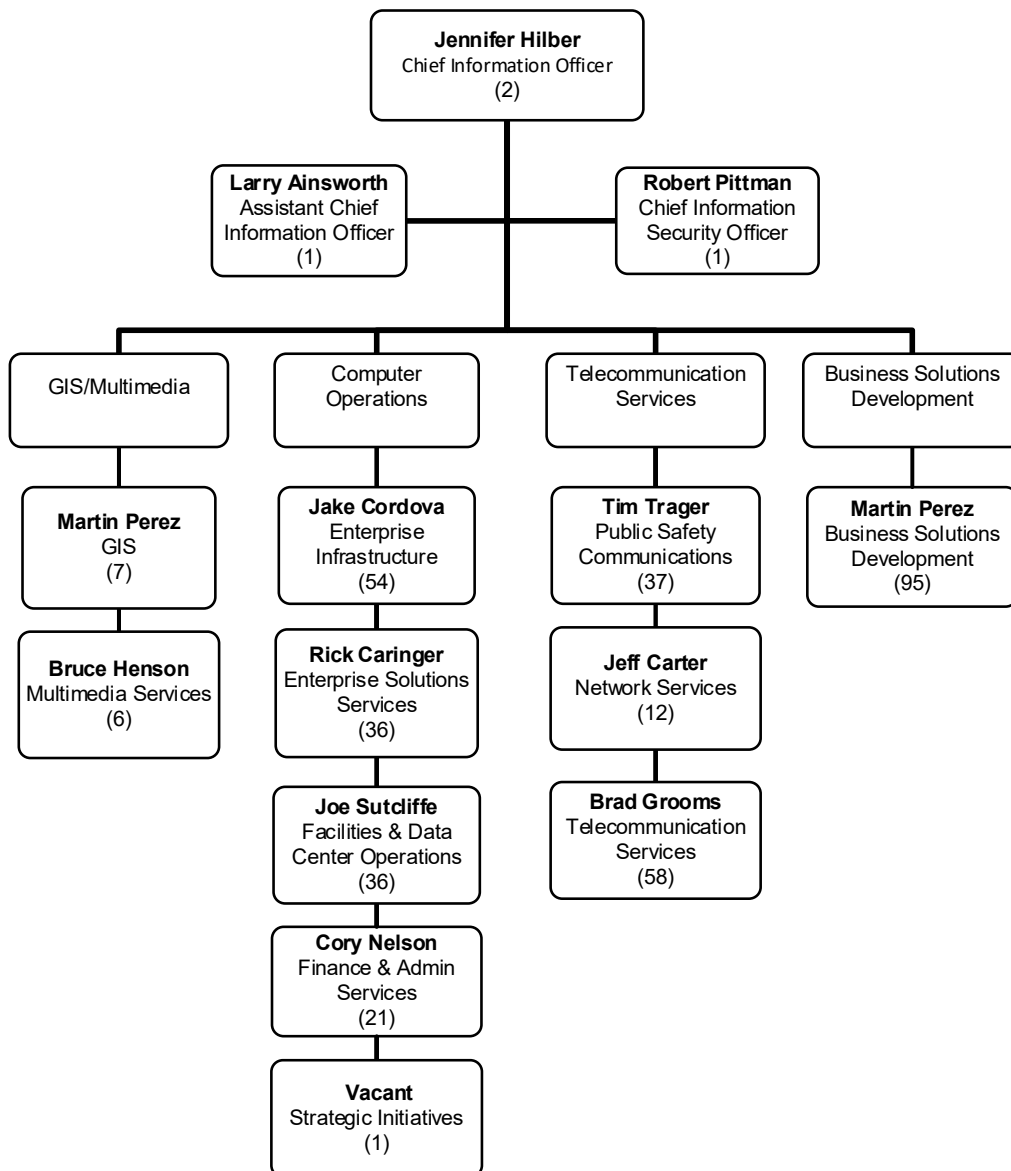
Jennifer Hilber

DEPARTMENT MISSION STATEMENT

The Information Services Department provides a secure, stable, and scalable infrastructure supporting business solutions that improve processes and services enabling departments and agencies to accomplish the vision of San Bernardino County.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

	2019-20				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
General Fund					
GIS & Multimedia Services	2,424,581	66,424	2,358,157		13
Total General Fund	2,424,581	66,424	2,358,157	0	13
Internal Service Funds					
Computer Operations	43,692,578	41,641,402			2,051,176
Telecommunication Services	51,348,118	37,881,092			13,467,026
Business Solutions Development	18,606,821	19,800,934			(1,194,113)
Total Internal Service Funds	113,647,517	99,323,428	0	0	14,324,089
Total - All Funds	116,072,098	99,389,852	2,358,157	0	14,324,089

2018-19 MAJOR ACCOMPLISHMENTS

- Implemented the Vision4Safety, Vision2Succeed, and County Community Indicators websites to promote safety measures and best practices for our communities, to provide a one-stop resource for achieving economic growth and success for both businesses and individuals within the County, and to provide an ongoing assessment and insight on a range of indicators such as economy, education, healthcare, public safety, environment, and the overall quality of life.
- Developed and enhanced, in collaboration with Human Resources, a cooperative employment testing resource, Western Region Item Bank, which is a subscription based service serving over 140 public jurisdictions in the United States.
- Designed a mobile data collection survey that allowed over 700 volunteers participating in the countywide Homeless Point-In-Time Count (PITC) to interview homeless persons and submit information about homelessness from the field using mobile devices.
- Completed the implementation of the Next Generation Firewalls at the primary and backup locations connecting the County to the Internet for enhanced security measures.
- Upgraded the Internet bandwidth at both the primary and backup locations from 1 gigabit per second to 5 gigabits per second to accommodate increased usage needs of County departments.
- Completed Building Industry Consulting Services International Succession certification training for all Telecommunication Service Installation technicians and engineers to ensure that all projects meet the National Electrical Code standards and Occupational Safety and Health Administration (OSHA) requirements.
- Updated the virtualization platform, including increased physical server memory and processing to improve high availability and enterprise system efficiencies.
- Increased physical server memory and processing to account for the growing number of virtual servers.
- Implemented a solution to improve the monitoring of server and storage environments, which enhances stability and availability of the enterprise infrastructure.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	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 migration to VOIP technology completed.	114%	100%	100%	100%
OBJECTIVE	Make strategic investments in technology, data sharing, and analytics to improve efficiency, effectiveness, transparency, and collaboration.					
STRATEGY	Unify the County's enterprise telecommunication services by improving functionality and supportability. For 2019-20, implement year seven 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	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	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 County's Public Safety Radio system upgrade completed.	100%	100%	70%	100%
OBJECTIVE	Make strategic investments in technology, data sharing, and analytics to improve efficiency, effectiveness, transparency, and collaboration.					
STRATEGY	Improve public safety by upgrading the County's Public Safety Radio system to digitally capable. This includes implementation of new radio equipment buildings, installation of microwave radio equipment, and conversion of subscriber radio fleets. For 2019-20, implement year seven of a seven year project to install digitally-capable equipment at all existing sites that have not been converted and new sites after acquired by Real Estate Services and developed by Project Management Division.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.	Percentage scheduled uptime availability for the WAN.	99.9%	99%	99%	99%
STRATEGY	Provide a high availability and secure Wide Area Network (WAN) infrastructure for efficient and secure transmission of County data.					



GIS & Multimedia Services

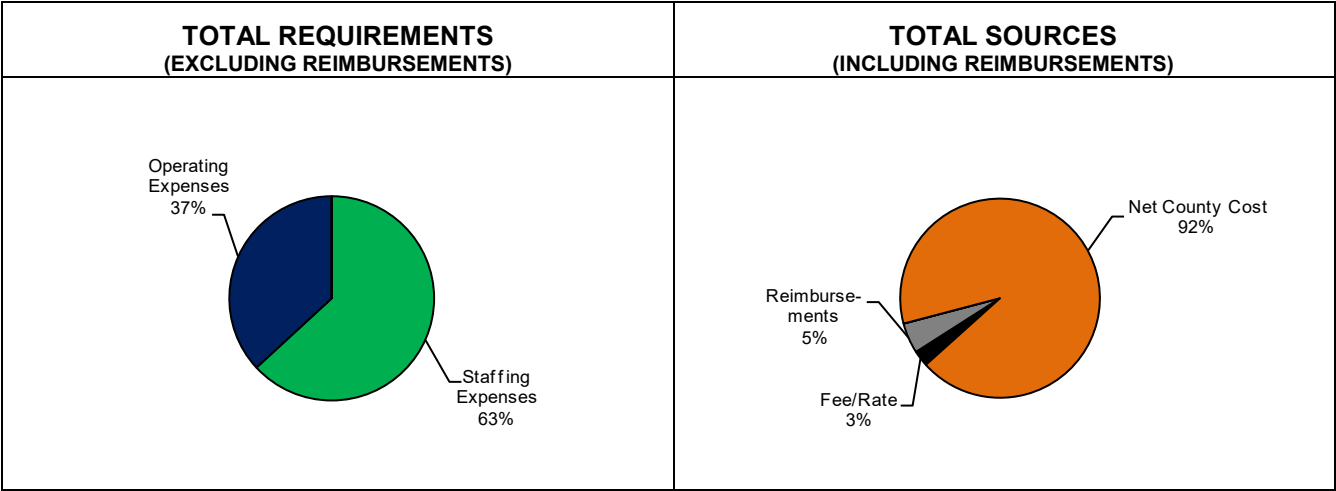
DESCRIPTION OF MAJOR SERVICES

The GIS & Multimedia Services budget unit consists of two divisions: Geographic Information System (GIS) and Multimedia Services. The GIS division provides geographical data products and services to all GIS stakeholders, including County departments and other regional entities. The County frequently uses GIS 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.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$2,551,010
Total Sources (Incl. Reimb.)	\$192,853
Net County Cost	\$2,358,157
Total Staff	13
Funded by Net County Cost	92%

The Multimedia Services division provides support to the Clerk of the Board for Board of Supervisor meetings. 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.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration DEPARTMENT: Information Services FUND: General				BUDGET UNIT: 120 1000 FUNCTION: General ACTIVITY: Other General			
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	(A) <u>2018-19</u>	<u>2018-19</u>	(B) <u>2019-20</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
<u>Requirements</u>							
Staffing Expenses	1,327,964	1,362,073	1,366,149	1,786,008	1,787,430	1,610,685	(175,323)
Operating Expenses	433,873	1,290,370	1,416,852	1,753,104	1,682,950	940,325	(812,779)
Capital Expenditures	<u>7,492</u>	<u>6,899</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Exp Authority	1,769,329	2,659,342	2,783,001	3,539,112	3,470,380	2,551,010	(988,102)
Reimbursements	<u>0</u>	<u>(15,170)</u>	<u>(53,687)</u>	<u>(126,429)</u>	<u>(126,429)</u>	<u>(126,429)</u>	<u>0</u>
Total Appropriation	1,769,329	2,644,172	2,729,314	3,412,683	3,343,951	2,424,581	(988,102)
Operating Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	1,769,329	2,644,172	2,729,314	3,412,683	3,343,951	2,424,581	(988,102)
<u>Sources</u>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	247,465	192,131	205,628	214,732	175,522	66,424	(148,308)
Other Revenue	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenue	247,465	192,131	205,628	214,732	175,522	66,424	(148,308)
Operating Transfers In	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Sources	247,465	192,131	205,628	214,732	175,522	66,424	(148,308)
Net County Cost	1,521,864	2,452,041	2,523,686	3,197,951	3,168,429	2,358,157	(839,794)
Budgeted Staffing*	15	18	18	16	16	13	(3)

*Data represents modified Budgeted Staffing.

Note: Information Services – GIS and Multimedia Services is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$15,889, which represents Information Services – GIS and MultiMedia Services' share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$1.6 million fund 13 budgeted positions that provide geographical data products and services to all GIS stakeholders and support the Clerk of the Board for Board of Supervisors meetings and other miscellaneous meetings. Operating Expenses of \$940,325 provide for computer software, computer hardware, desktop support, and professional services.

Sources of \$66,424 are comprised of revenue for Aerial Imagery and GIS Labor Services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$988,102 primarily due to a decrease of \$812,779 in Operating Expenses for computer software for the removal of one-time funding for Esri software licensing and support and the removal of contract staffing as it is no longer needed.

Sources are decreasing by \$148,308 due to the deletion of fees for Street Network Subscriptions and Subdivision Tract and Parcel Maps. Net County Cost is decreasing by \$839,794 due to the elimination of one-time funding for GIS services.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		Limited	Regular
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended			
Geographic Information System (GIS)	10	0	(3)	0	7	0	0	7
Multimedia Services	6	0	0	0	6	0	0	6
Total	16	0	(3)	0	13	0	0	13

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.6 million fund 13 budgeted regular positions. The budget includes deletion of 3 Business System Analyst III positions which were previously funded by a one-time allocation of Discretionary General Funding (Net County Cost) to provide GIS services to County departments, that rely on the enterprise GIS system.



Computer Operations

DESCRIPTION OF MAJOR SERVICES

The Computer Operations budget unit provides enterprise data center services and a portion of the County's communications services to County departments on a 24/7 basis. The budget unit is comprised of five sections: Enterprise Infrastructure, Enterprise Solutions Services, Facilities and Data Center Operations, Administration, and Finance and Administrative Services.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$57,367,796
Total Sources (Incl. Reimb.)	\$55,316,620
Use of / (Contribution To) Net Position	\$2,051,176
Total Staff	152

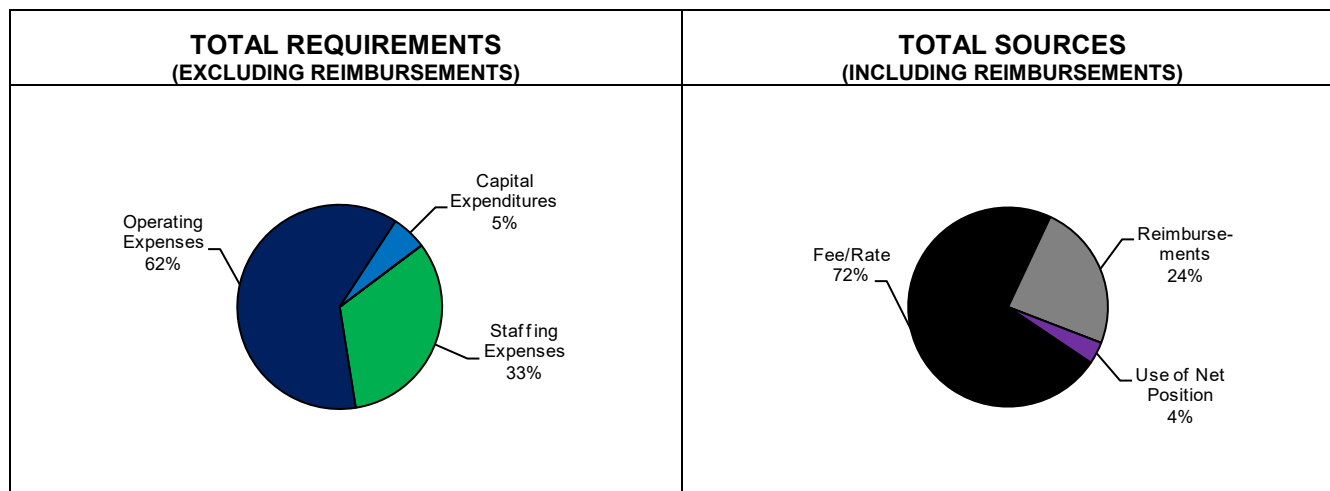
Enterprise Infrastructure provides the County with global email, security direction and technology policies and procedures, server management for physical and virtual servers, support of County's data storage systems, processing of service requests and technical services that support desktop communications and functions across the County, and assists departments in ensuring that their technology and business objectives are achieved.

Enterprise Solutions Services provides support for the enterprise server and the enterprise content management system for digitizing paper records, the EMACS payroll system, and the enterprise data back-up and recovery system.

Facilities and Data Center Operations provides for the design, operation, maintenance, and administration of the County's Enterprise Data Center, and print operations for bulk printing functions required by the County.

Administration provides management and oversight of the Information Services Department and Finance and Administrative Services provides support for processes related to budget, contract administration, fee/rate development, accounts payable, and accounts receivable.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Computer Operations

BUDGET UNIT: 120 4048
FUNCTION: General
ACTIVITY: Other General

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	12,185,107	13,299,369	14,901,030	18,670,136	16,860,071	18,800,118	129,982
Operating Expenses	21,486,463	22,106,992	23,536,176	33,227,469	28,897,030	35,392,390	2,164,921
Capital Expenditures	2,265,363	3,921,777	4,863,642	3,617,135	2,490,234	3,175,288	(441,847)
Total Exp Authority	35,936,933	39,328,138	43,300,848	55,514,740	48,247,335	57,367,796	1,853,056
Reimbursements	(8,967,593)	(10,531,485)	(9,643,633)	(12,659,922)	(12,042,248)	(13,675,218)	(1,015,296)
Total Appropriation	26,969,340	28,796,653	33,657,215	42,854,818	36,205,087	43,692,578	837,760
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	26,969,340	28,796,653	33,657,215	42,854,818	36,205,087	43,692,578	837,760
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	4,147	0	0	0	0	0
Fee/Rate	27,165,694	28,241,160	36,364,340	40,860,547	40,555,610	41,521,793	661,246
Other Revenue	180,970	91,756	94,713	0	133,073	119,609	119,609
Total Revenue	27,346,664	28,337,063	36,459,053	40,860,547	40,688,683	41,641,402	780,855
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	27,346,664	28,337,063	36,459,053	40,860,547	40,688,683	41,641,402	780,855
Net Position							
Use of/ (Contribution to) Net Position**	(377,324)	459,590	(2,801,838)	1,994,271	(4,483,596)	2,051,176	56,905
Estimated Net Position Available						12,985,277	
Total Est. Unrestricted Net Position						15,036,453	
Budgeted Staffing*	123	138	150	154	154	152	(2)

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$18.8 million fund 152 budgeted positions that support the County's enterprise server, other servers, data storage and replication, data center operations and other information technology infrastructure. Operating Expenses of \$35.4 million provide for computer software licenses, equipment support and maintenance, and central services. Capital Expenditures of \$3.2 million fund the purchase of fixed assets including servers, switches, storage and network hardware. Reimbursements of \$13.7 million are primarily from other Information Services Department divisions for their share of staffing and technology infrastructure costs.

Sources of \$41.6 million are comprised of revenue from Board-approved rates for central computer services and other information technology services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$837,760 primarily due to a \$2.2 million increase in Operating Expenses which includes transfers to the Real Estate Service Department, Project Management Division for the Data Center and Fire Suppression Replacement capital improvement projects, internal cost allocations related to data storage and central services, and an increase in Staffing Expenses for salary step and benefit increases. This increase is offset by a reduction of \$441,847 in Capital Expenditures due to a decreased need for equipment purchases, and an increase of \$1.0 million in Reimbursements due to increased internal cost allocations.

Sources are increasing by \$780,855 due to additional service rate revenue to provide full cost recovery.



ANALYSIS OF NET POSITION

The use of \$2.1 million of Net Position funds one-time capital improvement projects such as a portion of the data center upgrade project, the data center fire suppression system replacement project, and the purchase of fixed assets. This budget unit is an internal service fund, which allows for net position 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.

2019-20 POSITION SUMMARY*

Division	2018-19					2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular	
Administration	0	0	0	5	5	0	5	
Enterprise Infrastructure	0	0	0	54	54	0	54	
Enterprise Solutions Services	0	0	0	36	36	0	36	
Facilities & Data Center Operations	0	0	0	36	36	0	36	
Finance & Administrative Services	25	2	(2)	(4)	21	0	21	
Enterprise Processing	26	0	0	(26)	0	0	0	
Central Imaging	7	0	0	(7)	0	0	0	
EMACS Support	1	0	0	(1)	0	0	0	
Enterprise Printing	5	0	0	(5)	0	0	0	
Enterprise Systems Infrastructure	16	0	0	(16)	0	0	0	
Product Technology & Support	35	0	0	(35)	0	0	0	
Data Center Operations	6	0	0	(6)	0	0	0	
Enterprise Content Management	3	0	0	(3)	0	0	0	
Enterprise Solutions	23	0	(2)	(21)	0	0	0	
EFMS Infrastructure	7	0	0	(7)	0	0	0	
Total	154	2	(4)	0	152	0	152	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$18.8 million fund 152 budgeted regular positions. The budget includes a net decrease of 2 regular positions (deletion of 4, addition of 2). 2 Business Systems Analyst III and 2 Systems Support Analyst III positions were deleted due to changing business needs with no impact to operations. An IT Technical Assistant II was transferred from the Telecommunication Services budget unit to the Computer Operations budget unit to assist with the billing system and a Fiscal Specialist was added to address increased workload related to accounts payable and payroll. The department continues to realign its functions and responsibilities to optimize operational effectiveness and to provide the best possible customer service.



Telecommunication Services

DESCRIPTION OF MAJOR SERVICES

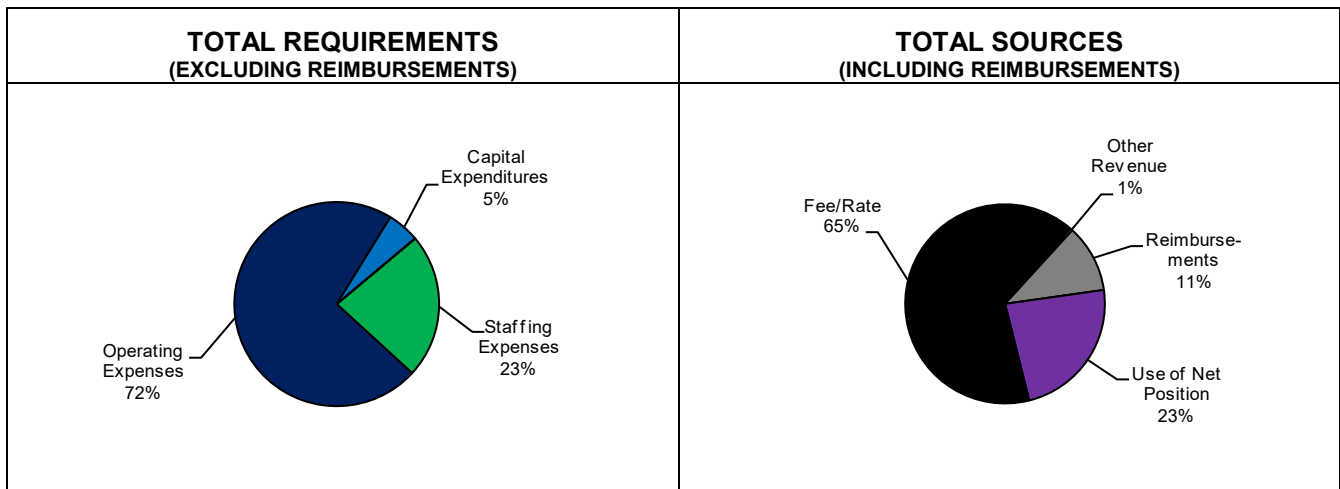
The Telecommunication Services budget unit provides for the design, operation, maintenance, and administration of the County's telephone network, paging system, wide area network (WAN), Regional Public Safety Radio System, and the microwave transport system that provides transport capabilities for each of these individual networks.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$57,702,029
Total Sources (Incl. Reimb.)	\$44,235,003
Use of / (Contribution To) Net Position	\$13,467,026
Total Staff	107

The County's Regional Public Safety Radio System integrates all countywide sheriff, police, and fire emergency radio dispatch capabilities and is in the process of being upgraded. The estimated cost of the project is \$158.2 million. To date \$158.2 million has been funded and approximately \$99.3 million has been expended or encumbered. During 2019-20, the top priorities of the project continue to center on construction and implementation of new radio equipment buildings and towers in strategic locations which help to enhance signal coverage, and the continued installation of upgraded microwave radio equipment to interlink dispatch centers with public safety agencies and responders throughout the County.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration DEPARTMENT: Information Services FUND: Telecommunication Services			BUDGET UNIT: 120 4020 FUNCTION: General ACTIVITY: Communication				
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	10,069,799	10,058,007	9,786,878	13,729,102	11,085,254	13,232,091	(497,011)
Operating Expenses	20,409,939	26,725,579	22,632,190	34,520,369	24,886,239	41,527,895	7,007,526
Capital Expenditures	2,897,822	2,042,826	1,193,577	6,112,368	4,715,476	2,942,043	(3,170,325)
Total Exp Authority	33,377,560	38,826,412	33,612,645	54,361,839	40,686,969	57,702,029	3,340,190
Reimbursements	(6,735,224)	(5,995,714)	(4,620,172)	(4,243,238)	(3,682,003)	(6,353,911)	(2,110,673)
Total Appropriation	26,642,336	32,830,698	28,992,473	50,118,601	37,004,966	51,348,118	1,229,517
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	26,642,336	32,830,698	28,992,473	50,118,601	37,004,966	51,348,118	1,229,517
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	28,752,820	28,673,384	33,863,581	35,268,681	33,682,334	37,664,149	2,395,468
Other Revenue	161,912	295,450	233,962	0	222,588	216,943	216,943
Total Revenue	28,914,732	28,968,834	34,097,543	35,268,681	33,904,922	37,881,092	2,612,411
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	28,914,732	28,968,834	34,097,543	35,268,681	33,904,922	37,881,092	2,612,411
Net Position							
Use of/ (Contribution to) Net Position**	(2,272,396)	3,861,864	(5,105,070)	14,849,920	3,100,044	13,467,026	(1,382,894)
Estimated Net Position Available						8,025,922	
Total Est. Unrestricted Net Position						21,492,948	
Budgeted Staffing*	100	101	105	108	108	107	(1)

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$13.2 million fund 107 budgeted positions that provide support for the County's telephone network, paging system, WAN, radio system, and microwave system. Operating Expenses of \$41.5 million provide for voice and data services, purchase of materials, equipment support and maintenance, and central services. Capital Expenditures of \$2.9 million fund the purchase of two vehicles, telecommunications equipment, routers, and other fixed assets. Reimbursements of \$6.4 million are primarily for maintenance and support of the County's microwave system that supports the public safety radio system and the wide area network, and costs related to telecommunication services.

Sources of \$37.9 million are comprised primarily of revenue from Board-approved fees and rates for telephone, WAN, radio system, and microwave transport services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.2 million primarily due to a \$7.0 million increase in Operating Expenses for the three-year prepaid countywide contract for WAN maintenance and support, and the maintenance, support, upgrade, and technology refresh of the County's microwave system. This increase is offset by a reduction of \$3.2 million in Capital Expenditures due to a decreased need for capital equipment and a decrease of \$497,011 in Staffing Expenses primarily due to the deletion of one position and a reduction in workers' compensation charges. Reimbursements are increasing by \$2.1 million due to increased costs for maintenance and support of the County's microwave system that supports the public safety radio system and the wide area network.

Sources are increasing by \$2.6 million due to increased service rates and fees to provide full cost recovery.



ANALYSIS OF NET POSITION

The use of \$13.5 million of Net Position funds one-time capital improvement projects such as a portion of the Data Center Upgrade project, the Data Center Fire Suppression System Replacement project, long-term lease of fiber optic circuits, countywide WAN maintenance and support, and the replacement of fixed assets. This budget unit is an internal service fund, which allows for net position 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.

2019-20 POSITION SUMMARY*

Division	2018-19	Adds	Deletes	Re-Orgs	2019-20	Limited	Regular
	Modified Budget				Recommended		
Security & Network Services	0	0	0	12	12	0	12
Public Safety Communications	0	0	0	37	37	0	37
Telecommunication Services	0	0	0	58	58	1	57
Wide Area Network	13	0	0	(13)	0	0	0
Data & Cabling Services	15	0	0	(15)	0	0	0
Telephone Operations	37	0	0	(37)	0	0	0
Warehouse Operations	6	0	(1)	(5)	0	0	0
Transport Operations	8	0	0	(8)	0	0	0
Radio Operations	23	0	0	(23)	0	0	0
Radio Subscriber Maintenance	5	0	0	(5)	0	0	0
Radio Time and Materials	1	0	0	(1)	0	0	0
Total	108	0	(1)	0	107	1	106

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$13.2 million fund 107 budgeted positions, of which 106 are regular positions and 1 is a limited term position. The budget includes the deletion of 1 IT Technical Assistant II that was transferred to the Computer Operations budget unit to assist with the billing system. The department continues to realign its functions and responsibilities to optimize operational effectiveness and to provide the best possible customer service.



Business Solutions Development

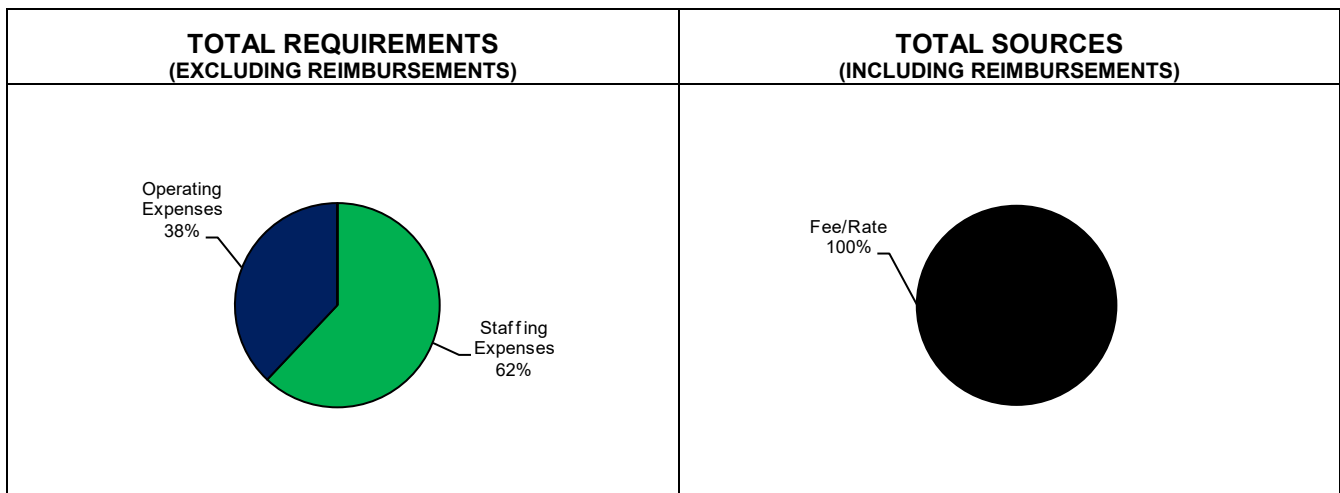
DESCRIPTION OF MAJOR SERVICES

The Business Solutions Development budget unit provides support for County departments through development, maintenance, support, and enhancement of business applications for a variety of hardware and software platforms. These applications include the County's payroll/personnel, budget, document imaging, public websites, and many other business line systems. The Business Solutions Development budget unit consults with departments to identify cost effective ways of conducting business and provides process reviews, cost analysis, and overall recommendations for the acquisition and integration of new systems.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$18,682,048
Total Sources (Incl. Reimb.)	\$19,876,161
Use of / (Contribution To) Net Position	(\$1,194,113)
Total Staff	95

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Business Solutions Development

BUDGET UNIT: 120 4042
FUNCTION: General
ACTIVITY: Other General

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	10,289,702	10,723,492	10,446,620	10,211,014	10,203,944	11,585,003	1,373,989
Operating Expenses	3,763,474	3,620,768	4,455,736	6,769,638	6,517,673	7,097,045	327,407
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	14,053,176	14,344,260	14,902,356	16,980,652	16,721,617	18,682,048	1,701,396
Reimbursements	0	(873,766)	(576,902)	(290,339)	(290,339)	(75,227)	215,112
Total Appropriation	14,053,176	13,470,494	14,325,454	16,690,313	16,431,278	18,606,821	1,916,508
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	14,053,176	13,470,494	14,325,454	16,690,313	16,431,278	18,606,821	1,916,508
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	14,140,139	14,236,678	15,026,834	16,001,497	15,954,822	19,741,547	3,740,050
Other Revenue	25,730	35,078	55,983	28,550	64,356	59,387	30,837
Total Revenue	14,165,869	14,271,756	15,082,817	16,030,047	16,019,178	19,800,934	3,770,887
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	14,165,869	14,271,756	15,082,817	16,030,047	16,019,178	19,800,934	3,770,887
Net Position							
Use of/ (Contribution to) Net Position**	(112,693)	(801,262)	(757,363)	660,266	412,100	(1,194,113)	(1,854,379)
Estimated Net Position Available						4,100,551	
Total Est. Unrestricted Net Position						2,906,438	
Budgeted Staffing*	88	89	89	92	92	95	3

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$11.6 million fund 95 budgeted positions that support County business systems and applications. Operating Expenses of \$7.1 million include professional services for information technology contract staff, computer hardware, computer software, desktop support, central services, and internal cost allocations.

Sources of \$19.8 million are comprised of revenue from Board-approved fees and rates for development, maintenance, support, and enhancement of business applications and systems.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.9 million primarily due to a \$1.4 million increase in Staffing Expenses for the addition of 3 positions that were previously moved to the Enterprise Financial Management System project, as well as other payroll related cost increases. Operating Expenses are increasing by \$327,407 for information technology contract staff used on an as needed basis depending on workload and staffing vacancies. Reimbursements are decreasing by \$215,112 primarily as a result of transferring the Accela project reimbursement to the Computer Operations budget unit.

Sources are increasing by \$3.8 million due to an increase in total billable hours and increased service rates and fees to provide full cost recovery.



ANALYSIS OF NET POSITION

The contribution of \$1.2 million to Net Position is a result of decreased costs for COWCAP, other internal services, and internal cost allocations that were unknown at the time service rates were calculated. The costs will be reviewed and adjusted as needed during the next Fee/Rate cycle. This budget unit is an internal service fund, which allows for net position available at fiscal year-end to be carried over to the next fiscal year to be used as working capital or for capital improvement projects.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Business Solutions Development	92	3	0	0	95	0	95
Total	92	3	0	0	95	0	95

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$11.6 million fund 95 budgeted regular positions. The budget includes the addition of 3 regular positions (1 Business Systems Analyst III and 2 Programmer Analyst III) that had previously been moved to the Enterprise Financial Management System project for the SAP Wave 1 implementation.



PURCHASING DEPARTMENT

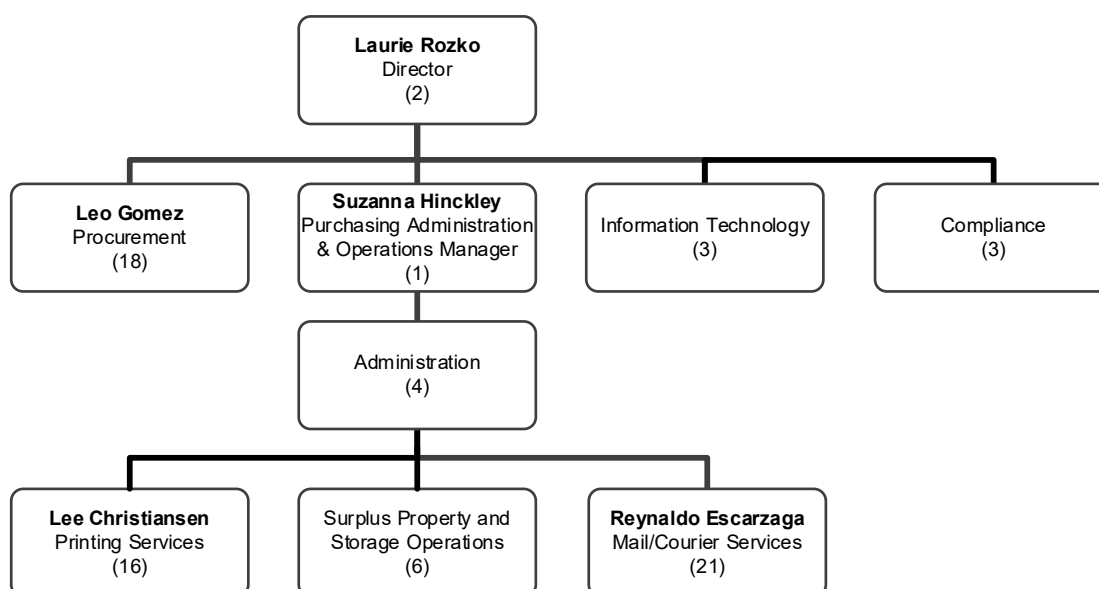
Laurie Rozko

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Purchasing	3,030,758	1,074,160	1,956,598			31
Total General Fund	3,030,758	1,074,160	1,956,598	0	0	31
Internal Service Funds						
Printing Services	3,562,404	3,758,000			(195,596)	16
Surplus Property and Storage Operations	1,147,517	1,346,032			(198,515)	6
Mail/Courier Services	5,641,610	5,476,280			165,330	21
Total Internal Service Funds	10,351,531	10,580,312	0	0	(228,781)	43
Total - All Funds	13,382,289	11,654,472	1,956,598	0	(228,781)	74



2018-19 MAJOR ACCOMPLISHMENTS

- Coordinated numerous procurement system enhancements in conjunction with the SAP Center of Excellence, and began the second phase of implementation involving vendor registration and sourcing.
- Outfitted a procurement logistics and operations trailer to respond to an emergency declaration involving an activation of a shelter operations compound.
- Launched a digital storefront in Printing Services to automate estimating and ordering for departments.
- Earned one silver and three bronze American Advertising Federation awards for graphic design.
- Achieved the Award of Excellence in Procurement from the National Institute of Public Procurement.
- Completed a written Request for Proposal Directory, began curriculum development, and arranged countywide training for late 2019.
- Awarded the County's first freight management contract to reduce shipping costs.
- Formed a Procurement Compliance Unit, with emphasis on countywide contract compliance.
- Accomplished the first joint bid with Riverside County, in alignment with the goal of aggregating volume to reduce costs.
- Began a Purchasing Directors Alliance for strategic planning with San Diego, Orange and Riverside Counties.
- Initiated the development of a Procurement Mutual Aid Agreement for services during disaster declarations.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	4	6	10	10
STRATEGY	Create operational efficiencies and cost savings through purchases and programs for multiple departments.					
STRATEGY	Analyze purchase data and review any service duplication in which aggregation of spend could yield increased savings.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	753	650	650	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.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Ensure that employees know that they and their work are valued.	Average days from printing request to shipment of completed job.	N/A	18	18	15
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.					
STRATEGY	Track on-time delivery of printing requests to ensure department needs are met.					
STRATEGY	Optimize workflow to minimize completion time.					
STRATEGY	Set minimum quality assurance standards that reduce the need for re-prints.					





Purchasing

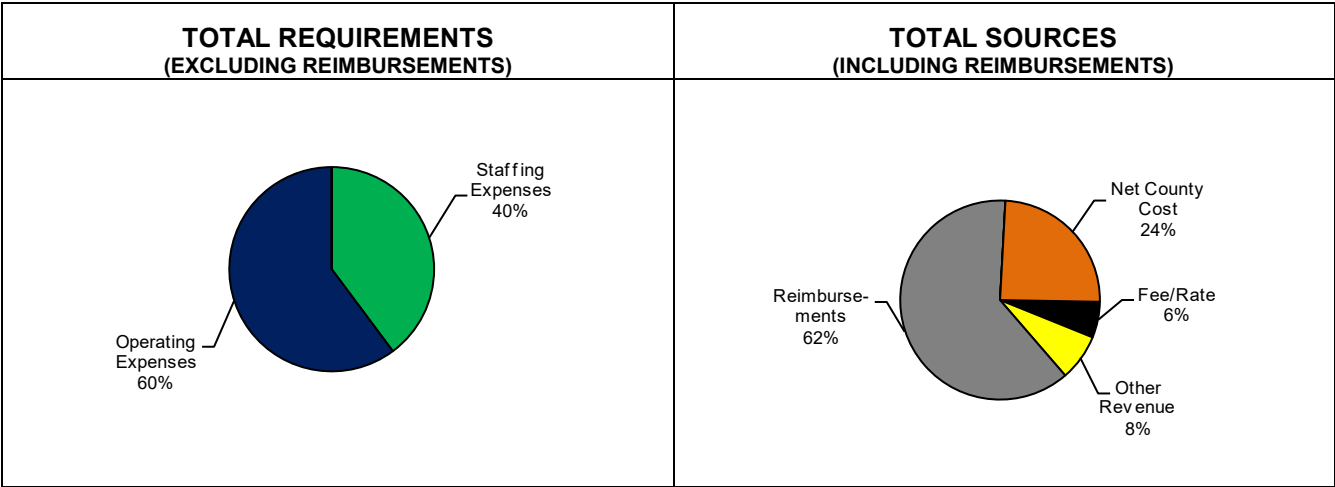
DESCRIPTION OF MAJOR SERVICES

The Purchasing Department provides procurement services, administers contracts, manages vendor relationships, oversees procurement card program operations and administers the electronic procurement system. Divisions include printing services and graphic design, mail and courier services, and surplus property disposition and storage services.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$8,014,541
Total Sources (Incl. Reimb.)	\$6,057,943
Net County Cost	\$1,956,598
Total Staff	31
Funded by Net County Cost	24%

Essential values are customer service, partnership, innovation, ethical and fair conduct, professional standards, and transparency in the fulfillment of the department's purchasing obligations while upholding legal requirements and fiduciary responsibility to the citizens of San Bernardino County.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration DEPARTMENT: Purchasing FUND: General				BUDGET UNIT: 761 1000 FUNCTION: General ACTIVITY: Finance			
	(A)	(B)	(B-A)				
	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20	Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	2,106,396	2,316,604	2,605,745	3,099,439	2,889,343	3,191,291	91,852
Operating Expenses	3,358,263	3,578,799	4,951,113	4,761,105	4,639,372	4,823,250	62,145
Capital Expenditures	<u>0</u>	<u>0</u>	<u>9,829</u>	<u>10,000</u>	<u>10,000</u>	<u>0</u>	<u>(10,000)</u>
Total Exp Authority	5,464,659	5,895,403	7,566,687	7,870,544	7,538,715	8,014,541	143,997
Reimbursements	<u>(3,009,340)</u>	<u>(3,523,004)</u>	<u>(5,062,973)</u>	<u>(5,092,131)</u>	<u>(5,028,627)</u>	<u>(4,983,783)</u>	<u>108,348</u>
Total Appropriation	2,455,319	2,372,399	2,503,714	2,778,413	2,510,088	3,030,758	252,345
Operating Transfers Out	<u>0</u>	<u>40,400</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	2,455,319	2,412,799	2,503,714	2,778,413	2,510,088	3,030,758	252,345
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	309,977	326,681	504,018	336,000	469,380	468,360	132,360
Other Revenue	<u>457,204</u>	<u>494,632</u>	<u>561,058</u>	<u>493,330</u>	<u>664,361</u>	<u>605,800</u>	<u>112,470</u>
Total Revenue	767,181	821,313	1,065,076	829,330	1,133,741	1,074,160	244,830
Operating Transfers In	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Sources	767,181	821,313	1,065,076	829,330	1,133,741	1,074,160	244,830
Net County Cost	1,688,138	1,591,487	1,438,638	1,949,083	1,376,347	1,956,598	7,515
Budgeted Staffing*	25	26	28	30	30	31	1

*Data represents modified Budgeted Staffing.

Note: Purchasing is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$182,308, which represents Purchasing's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$3.2 million fund 31 budgeted positions. Operating Expenses of \$4.8 million make up the majority of the department's Requirements within this budget unit. These expenses include \$3.9 million for countywide office supplies, which are reimbursed by user departments.

Sources of \$1.1 million include \$468,360 from service charges for administering the countywide desktop office supply program and consolidated billing, and \$605,800 from various vendor rebate agreements associated with countywide procurement programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$252,345, primarily due to an increase in Staffing Expenses resulting from the addition of a Buyer I position to manage additional workload. Reimbursements are decreasing by \$108,348 due to a reduction in Reimbursements from the Auditor-Controller/Treasurer/Tax Collector (ATC) for the SAP project.

Sources are increasing by \$244,830 primarily due to increased rebates from Cal-Card transactions as a result of transaction volume increase.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		Limited	Regular
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended			
Executive	2	0	0	0	2	0	0	2
Administration	6	0	0	(1)	5	0	0	5
Procurement	19	1	0	(2)	18	0	0	18
Information Technology	3	1	(1)	0	3	1	1	2
Compliance	0	0	0	3	3	0	0	3
Total	30	2	(1)	0	31	1	1	30

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$3.2 million fund 31 budgeted positions of which 30 are regular positions and 1 is a limited term position.

One Buyer I is added to negotiate and purchase commodities as well as ensure supplier compliance with deliverables. The addition of this position will help to reduce the increased workload among existing Buyers. In addition 1 limited term SAP Functional Analyst is added in lieu of 1 contract Business Systems Analyst III to support the upcoming waves of SAP implementation.



Printing Services

DESCRIPTION OF MAJOR SERVICES

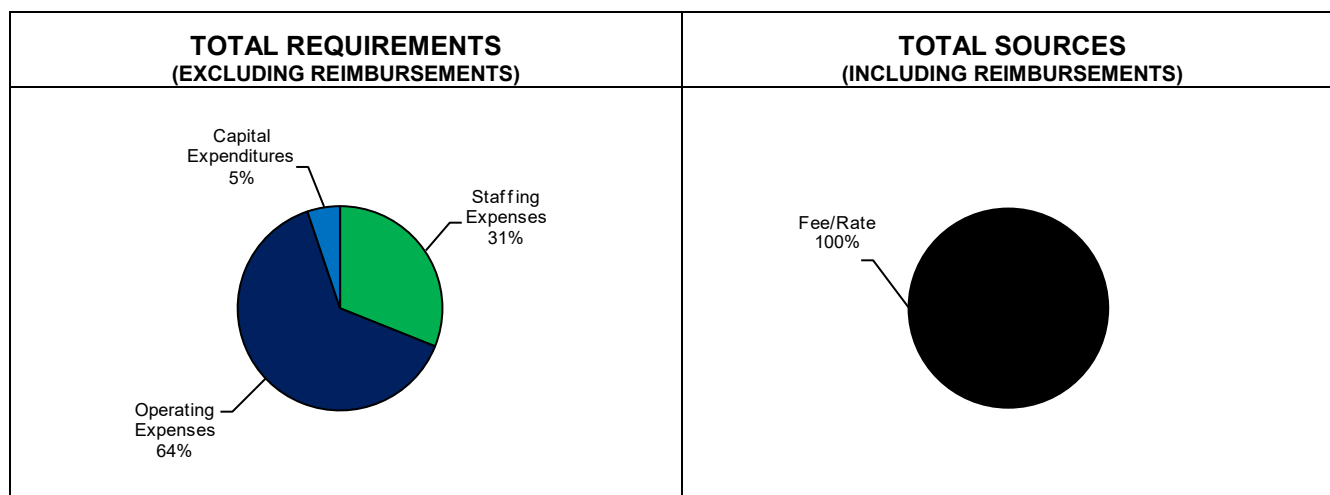
Printing Services designs, prints, finishes high quality print production materials using the latest technology, and operates two locations for Quick Copy services.

As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted net position available at the end of a fiscal year is carried over for working capital or equipment replacement. Any excess or shortage in net position is reviewed and incorporated into the rate structure for the following fiscal year.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$3,562,404
Total Sources (Incl. Reimb.)	\$3,758,000
Use of / (Contribution To) Net Position	(\$195,596)
Total Staff	16

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Printing Services

BUDGET UNIT: 761 4000
FUNCTION: General
ACTIVITY: Other General

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	951,413	1,055,192	888,509	1,058,128	979,242	1,106,893	48,765
Operating Expenses	2,285,713	2,623,509	2,049,102	2,719,447	2,438,074	2,271,326	(448,121)
Capital Expenditures	105,683	0	89,479	53,000	53,000	184,185	131,185
Total Exp Authority	3,342,809	3,678,701	3,027,090	3,830,575	3,470,316	3,562,404	(268,171)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	3,342,809	3,678,701	3,027,090	3,830,575	3,470,316	3,562,404	(268,171)
Operating Transfers Out	69,964	0	0	0	0	0	0
Total Requirements	3,412,773	3,678,701	3,027,090	3,830,575	3,470,316	3,562,404	(268,171)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	3,344,073	3,317,457	3,024,008	3,472,900	3,212,339	3,748,000	275,100
Other Revenue	16,175	105,868	10,042	0	9,886	10,000	10,000
Total Revenue	3,360,248	3,423,326	3,034,050	3,472,900	3,222,225	3,758,000	285,100
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,360,248	3,423,326	3,034,050	3,472,900	3,222,225	3,758,000	285,100
Net Position							
Use of/ (Contribution to) Net Position**	52,525	255,375	(6,960)	357,675	248,091	(195,596)	(553,271)
Estimated Net Position Available						544,724	
Total Est. Unrestricted Net Position						349,128	
Budgeted Staffing*	16	18	19	15	15	16	1

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$1.1 million fund 16 budgeted positions. Operating Expenses of \$2.3 million fund the cost of production materials, outside printing services, equipment leases including copiers and maintenance. Capital Expenditures of \$184,185 include a large format printer, collator system, and other equipment. Expenses are charged predominantly to County departments and outside agencies through annual Board-approved rates.

Sources of \$3.8 million primarily represent projected rate-generated revenue from black and white copies, color copies, in-house offset printing services, graphic design services and outside printing services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$268,171 primarily due to a reduction in transfers for computer software and application enhancement, as well as decreased material costs and outside printing services, relative to reduced workload.

Sources are increasing by \$285,100 due to an increase in Graphic Labor and color copy request rates to provide full cost recovery.



ANALYSIS OF NET POSITION

The department expects to contribute \$195,596 to Net Position for 2019-20. This budget unit is an internal service fund which allows available net position 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.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Printing Services	10	1	0	0	11	0	11
Graphic Design	5	0	0	0	5	0	5
Total	15	1	0	0	16	0	16

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.1 million fund 16 regular budgeted positions. A Printing Services Supervisor position is added as a result of a departmental reorganization focused on improving operational efficiencies and quality control.



Surplus Property and Storage Operations

DESCRIPTION OF MAJOR SERVICES

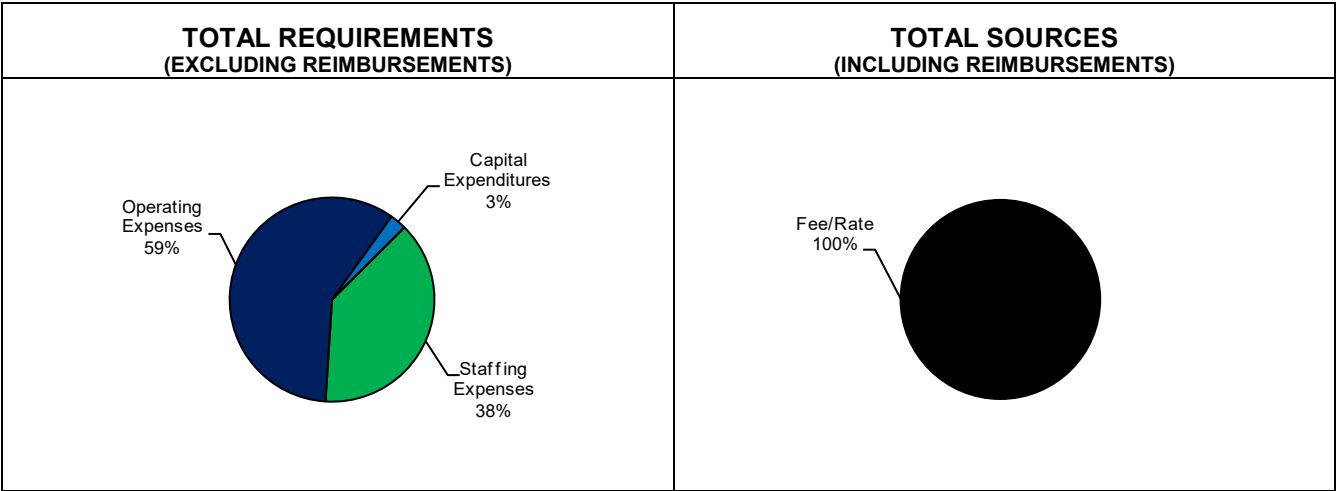
Surplus Property and Storage Operations manage County storage and excess property, internally reallocating used items to departments, distributing equipment to approved community-based organizations, and contracting with auctioneers and recyclers. Detailed reporting is required under County policy and state law.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$1,147,517
Total Sources (Incl. Reimb.)	\$1,346,032
Use of / (Contribution To) Net Position	(\$198,515)
Total Staff	6

As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through a rate assessed on purchases of commodities frequently received at Surplus Property and by user rates for Storage Operations. Unrestricted net position available at the end of a fiscal year is carried over for working capital or equipment replacement. Any excess or shortage in unrestricted net position is reviewed and incorporated into the rate structure for the following fiscal year.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration DEPARTMENT: Purchasing FUND: Surplus			BUDGET UNIT: 761 4004 FUNCTION: General ACTIVITY: Other General				
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	193,543	216,419	238,284	279,335	277,766	441,992	162,657
Operating Expenses	309,114	320,523	437,329	1,112,074	1,247,799	675,525	(436,549)
Capital Expenditures	275	42,444	0	223,500	150,657	30,000	(193,500)
Total Exp Authority	502,932	579,386	675,613	1,614,909	1,676,222	1,147,517	(467,392)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	502,932	579,386	675,613	1,614,909	1,676,222	1,147,517	(467,392)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	502,932	579,386	675,613	1,614,909	1,676,222	1,147,517	(467,392)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	1,626,105	2,186,118	457,660	1,191,510	317,524	1,346,032	154,522
Other Revenue	6,631	10,856	21,148	0	21,260	0	0
Total Revenue	1,632,736	2,196,974	478,808	1,191,510	338,784	1,346,032	154,522
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,632,736	2,196,974	478,808	1,191,510	338,784	1,346,032	154,522
Net Position							
Use of/ (Contribution to) Net Position**	(1,129,804)	(1,617,589)	196,804	423,399	1,337,438	(198,515)	(621,914)
Estimated Net Position Available						1,623,921	
Total Est. Unrestricted Net Position						1,425,406	
Budgeted Staffing*	4	4	4	5	5	6	1

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$1.1 million consist primarily of Operating Expenses, which include COWCAP, financial statement preparation, non-inventoriable equipment, information technology charges and transfers out to fund administrative support provided by staff in the Purchasing Department's General Fund budget unit.

Sources of \$1.3 million include auction revenue, revenue from the storage and surplus handling rates, proceeds from recycling with outside vendors, as well as payment from Human Services for participation by Community Based Organizations in the Surplus Property Program.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$467,392 reflecting the exclusion of one-time funding for purchases of capital assets and leasehold improvements.

Sources are increasing by \$154,522 due to the estimated increase in the collection of handling fees assessed on countywide purchases of commodities.



ANALYSIS OF NET POSITION

The department is projecting to contribute \$198,515 to Net Position in 2019-20. This budget unit is an internal service fund which allows available net position 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.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Surplus Property and Storage	5	1	0	0	6	0	6
Total	5	1	0	0	6	0	6

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$441,992 fund 6 budgeted regular positions. The 2019-20 budget includes the addition of 1 Logistics Program Manager to support the new Countywide Freight Management and Logistics Program.



Mail/Courier Services

DESCRIPTION OF MAJOR SERVICES

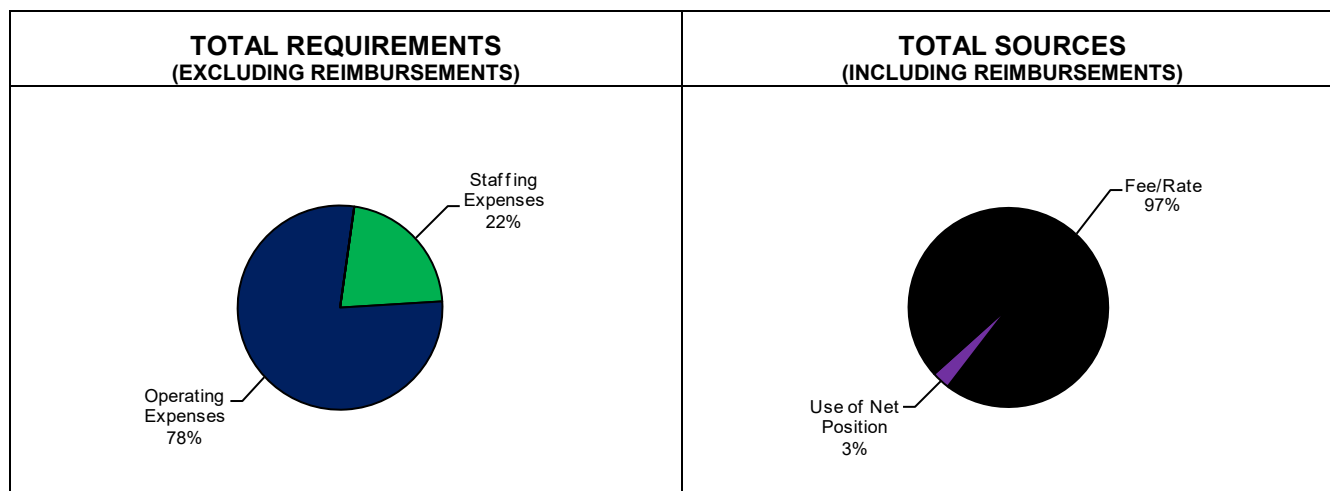
Mail/Courier Services provides mail handling and interoffice mail delivery. Mail handling includes various expedited shipping services, postage at a discounted presort rate and overnight services at a governmental discounted rate, along with automated mail duties. There are nine courier routes, six postage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

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$5,641,610
Total Sources (Incl. Reimb.)	\$5,476,280
Use of / (Contribution To) Net Position	\$165,330
Total Staff	21

As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted net position available at the end of a fiscal year is 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.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration DEPARTMENT: Purchasing FUND: Mail/Courier				BUDGET UNIT: 761 4008 FUNCTION: General ACTIVITY: Other General			
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
<u>Requirements</u>							
Staffing Expenses	1,134,196	1,108,105	1,155,614	1,228,708	1,137,203	1,230,319	1,611
Operating Expenses	4,958,344	4,541,347	4,181,008	4,520,022	4,391,695	4,411,291	(108,731)
Capital Expenditures	0	0	139,714	30,000	30,000	0	(30,000)
Total Exp Authority	6,092,540	5,649,452	5,476,336	5,778,730	5,558,898	5,641,610	(137,120)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,092,540	5,649,452	5,476,336	5,778,730	5,558,898	5,641,610	(137,120)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	6,092,540	5,649,452	5,476,336	5,778,730	5,558,898	5,641,610	(137,120)
<u>Sources</u>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	5,977,172	5,975,696	5,530,525	5,682,753	5,501,085	5,463,080	(219,673)
Other Revenue	6,671	3,812	13,080	0	13,193	13,200	13,200
Total Revenue	5,983,843	5,979,508	5,543,605	5,682,753	5,514,278	5,476,280	(206,473)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	5,983,843	5,979,508	5,543,605	5,682,753	5,514,278	5,476,280	(206,473)
<u>Net Position</u>							
Use of/ (Contribution to) Net Position**	108,697	(330,056)	(67,269)	95,977	44,620	165,330	69,353
Estimated Net Position Available						1,095,472	
Total Est. Unrestricted Net Position						1,260,802	
Budgeted Staffing*	24	21	21	21	21	21	0

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$1.2 million fund 21 budgeted positions. Operating Expenses of \$4.4 million include reimbursable direct postage expenses, equipment leases and maintenance, and other related services and supplies.

Sources totaling \$5.5 million primarily represent rate-generated payments from departments for mail handling, direct postage costs, and courier services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$137,120 primarily due to reductions in mail handling volume and consolidation of delivery routes.

Sources are decreasing by \$206,473 reflecting the reduction in projected mail volume.

ANALYSIS OF NET POSITION

The department is budgeting \$165,330 in Use of Net Position and projecting to maintain \$1.1 million available at year-end. This budget unit is an internal service fund, which allows available net position 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.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Mail/Courier Services	21	0	0	0	21	0	21
Total	21	0	0	0	21	0	21

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.2 million fund 21 budgeted regular positions. There are no changes to Budgeted Staffing.



RISK MANAGEMENT

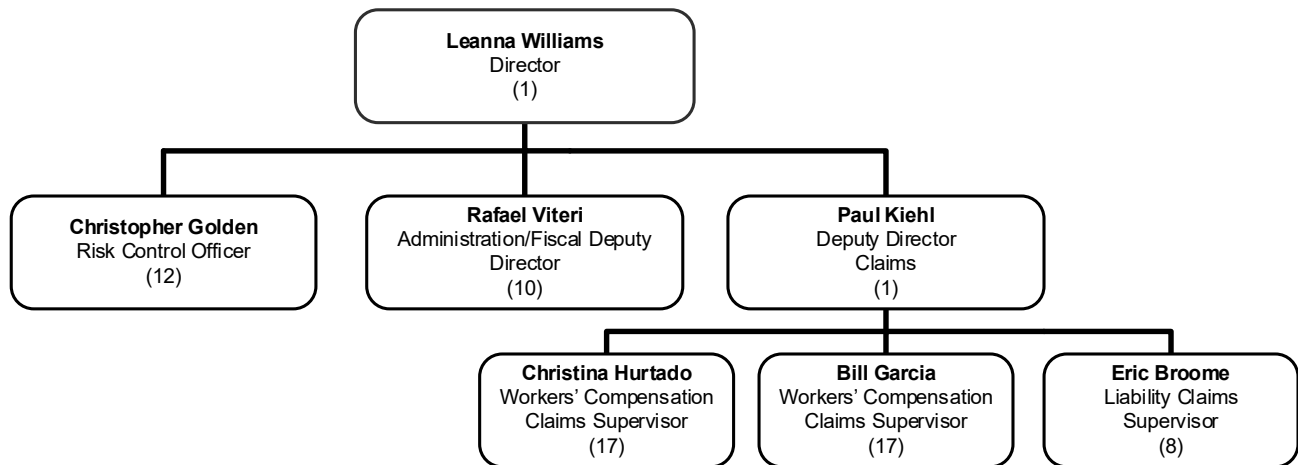
LeAnna Williams

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



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<u>Internal Service Funds</u>						
Operations	204,100	204,100			0	66
Insurance Funds Programs	155,614,445	137,708,822			17,905,623	0
Total Internal Service Funds	155,818,545	137,912,922	0	0	17,905,623	66
Total - All Funds	155,818,545	137,912,922	0	0	17,905,623	66



2018-19 MAJOR ACCOMPLISHMENTS

- Secured the renewal of General Liability Insurance with California State Association of Counties - Excess Insurance Authority (CSAC-EIA) with coverage limits of \$50.0 million, a self-insured retention (SIR) of \$3.0 million, and an additional amount of \$2.0 million for corridor, with a slight increase in premium during a hardening market for public agencies.
- Maintained the County's cost of risk below 2% of County budget target.
- Completed and passed the State of California Performance Audit Review for Workers' Compensation.
- Applied the Kaizen approach to improve the Workers' Compensation initial claim review process, promoting team work and improving customer service to injured employees.
- Achieved early settlements on nine (9) claims by implementing the use of early resolution strategies thus avoiding larger settlements and higher defense costs.
- Completed and passed the annual Medical Malpractice Claims Management Audit conducted by the excess insurance carrier.
- Completed and passed the bi-annual CSAC General Liability, Auto and Law Enforcement claim file audit for 2017-18.
- Defended a total of fourteen (14) OSHA inquiries and investigations resulting in zero penalties to the County.
- Established quarterly meetings with Public Health, ARMC, Public Works, Children and Family Services, the Sheriff/Coroner/Public Administrator and Probation to review claims and strategies.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 operating system maintenance and replacement.	Cost of risk as a percent of County budget.	1.55%	<2%	1.60%	<2%
STRATEGY	Minimize the total cost of risk, through the optimization of insurance vs. risk retention.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Ensure that employees know that they and their work are valued.	Number of employees who are trained.	4,858	4,500	4,718	4,500
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	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 and the mailing of initial correspondence.	8.8	12	12	12
STRATEGY	Ensure that 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	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	30.3%	28%	30%	30%
STRATEGY	Reduce the number of catastrophic/high exposures cases resulting in lawsuits by resolving through pre-litigation.					



Operations

DESCRIPTION OF MAJOR SERVICES

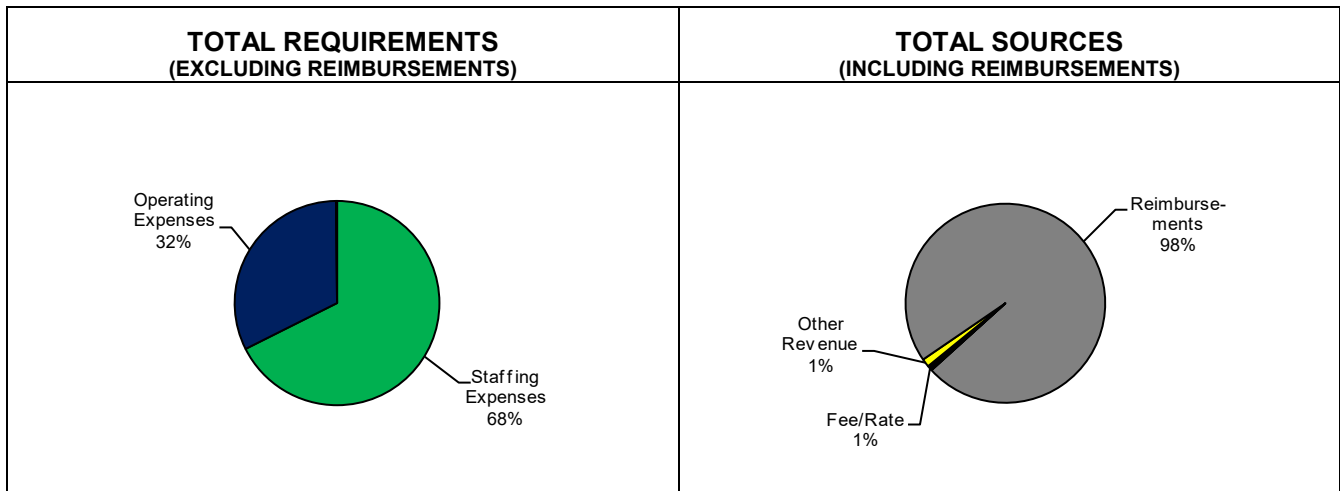
Risk Management administers the County's self-insured workers' compensation, public liability, property conservation, safety and risk reduction programs and its insured programs. All programs are paid from self-insurance funds and financed by Board-approved rates charged to County departments, Board 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, the cost of insurance for the insured programs, and the cost of administration of these programs.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$9,705,168
Total Sources (Incl. Reimb.)	\$9,705,168
Use of / (Contribution To) Net Position	\$0
Total Staff	66

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration DEPARTMENT: Risk Management FUND: Risk Management General Operations				BUDGET UNIT: 731 4120 FUNCTION: General ACTIVITY: Other General			
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	4,992,706	5,386,799	5,557,890	6,539,504	5,512,486	6,559,902	20,398
Operating Expenses	1,203,546	1,768,489	1,988,486	4,145,276	3,810,438	3,129,266	(1,016,010)
Capital Expenditures	0	12,114	0	16,000	0	16,000	0
Total Exp Authority	6,196,252	7,167,402	7,546,376	10,700,780	9,322,924	9,705,168	(995,612)
Reimbursements	(651,633)	(7,418,738)	(9,298,991)	(10,598,780)	(10,609,939)	(9,501,068)	1,097,712
Total Appropriation	5,544,619	(251,336)	(1,752,615)	102,000	(1,287,015)	204,100	102,100
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,544,619	(251,336)	(1,752,615)	102,000	(1,287,015)	204,100	102,100
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	387	0	6,802	0	0	0	0
Fee/Rate	91,326	67,176	28,051	55,000	53,200	75,000	20,000
Other Revenue	(630,221)	335,797	(174,671)	47,000	126,700	129,100	82,100
Total Revenue	(538,508)	402,973	(139,818)	102,000	179,900	204,100	102,100
Operating Transfers In	5,815,418	0	0	0	0	0	0
Total Financing Sources	5,276,910	402,973	(139,818)	102,000	179,900	204,100	102,100
Net Position							
Use of/ (Contribution to) Net Position**	267,709	(654,309)	(1,612,797)	0	(1,466,915)	0	0
Estimated Net Position Available						2,450,755	
Total Est. Unrestricted Net Position						2,450,755	
Budgeted Staffing*	58	62	67	67	67	66	(1)

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$6.6 million and Operating Expenses of \$3.1 million fund 66 budgeted positions and other costs necessary to administer the County's insurance programs, which are primarily funded by Reimbursements of \$9.5 million from the County's self-insurance funds.

Sources of \$204,100 primarily consist of interest revenue and the Emergency Medical Services Program administrative fee authorized under SB612 and SB173 that allows the department to recover expenses to administer the program.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$102,100 primarily due to an increase in Staffing Expenses and application development related costs, offset by a reduction in COWCAP and general insurance charges, resulting in a reduction of \$1.1 million in Reimbursements from the insurance funds for program operations.

Sources are increasing by \$102,100 primarily due to an increase in administrative fees for the Emergency Medical Services program and higher interest revenue.



ANALYSIS OF NET POSITION

All services in this budget unit are provided on a cost-reimbursement basis from the insurance funds. In fiscal years where the results of operations contribute to Net Position, these cost-reimbursements are transferred back to the appropriate insurance funds.

2019-20 POSITION SUMMARY*

Division	2018-19					2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended		Limited	Regular
Admin/Fiscal	11	1	0	0	12		0	12
Workers' Compensation	35	0	(1)	0	34		1	33
Liability	8	0	0	0	8		0	8
Risk Control	13	0	(1)	0	12		0	12
Total	67	1	(2)	0	66		1	65

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$6.6 million fund 66 budgeted positions, of which 65 are regular positions and 1 is a limited term position. The budget includes a net decrease of 1 position resulting from the deletion of 1 vacant Staff Analyst II and 1 vacant Workers' Compensation Manager and the addition of 1 Business Systems Analyst II. These staffing changes will ensure the department can meet new and ongoing operational requirements in an efficient manner.



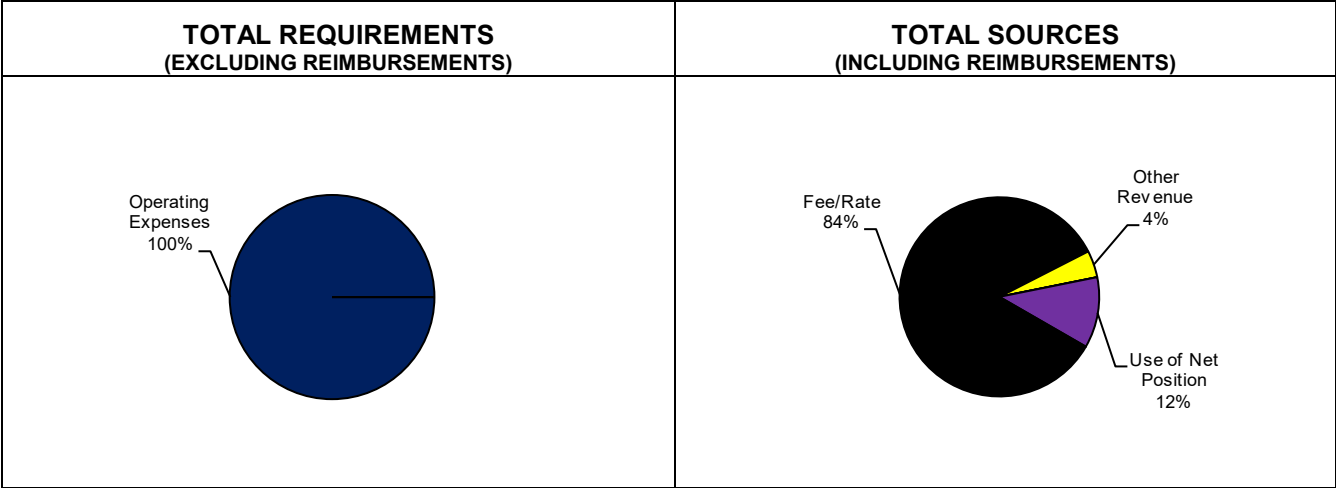
Insurance Programs

DESCRIPTION OF MAJOR SERVICES

Risk Management administers the County’s self-insured workers’ compensation, public liability, property conservation, safety and risk reduction programs and its insured programs. All programs are paid from self-insurance funds and financed by Board-approved rates charged to County departments, Board Governed Special Districts and County Service Areas. These self-insured programs fund judgment and settlement costs, medical treatment and expenses, temporary and permanent disability payments; legal defense services; and program administration. Program funding also includes premiums for property, general, automobile, cyber and medical malpractice liability insurance policies and excess insurance policies to provide additional protection by transferring risk at the upper limits of the programs. In addition, the workers’ compensation and liability programs include a self-insured retention, and are subject to annual actuarial review to ensure self-insurance funds maintain an 80% confidence level in accordance with County Policy 05-01.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$155,614,445
Total Sources (Incl. Reimb.)	\$137,708,822
Use of / (Contribution To) Net Position	\$17,905,623
Total Staff	0

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Risk Management
FUND: Insurance Programs

BUDGET UNIT: Various
FUNCTION: General
ACTIVITY: Other General

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	72,135,101	102,686,623	95,925,268	147,000,466	98,650,274	155,614,445	8,613,979
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	72,135,101	102,686,623	95,925,268	147,000,466	98,650,274	155,614,445	8,613,979
Reimbursements	0	(72,421)	(93,361)	0	(81,473)	0	0
Total Appropriation	72,135,101	102,614,202	95,831,907	147,000,466	98,568,801	155,614,445	8,613,979
Operating Transfers Out	5,815,418	0	0	0	0	0	0
Total Requirements	77,950,519	102,614,202	95,831,907	147,000,466	98,568,801	155,614,445	8,613,979
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	3,750	0	0	20,000	(47,941)	20,000	0
Fee/Rate	103,497,542	102,947,624	89,137,955	115,027,400	116,821,491	130,896,400	15,869,000
Other Revenue	3,808,142	3,096,982	2,926,523	3,269,704	5,967,245	6,792,422	3,522,718
Total Revenue	107,309,434	106,044,606	92,064,478	118,317,104	122,740,795	137,708,822	19,391,718
Operating Transfers In	37,558	400,000	0	0	0	0	0
Total Financing Sources	107,346,992	106,444,606	92,064,478	118,317,104	122,740,795	137,708,822	19,391,718
Net Position							
Use of/ (Contribution to) Net Position**	(29,396,473)	(3,830,404)	3,767,429	28,683,362	(24,171,994)	17,905,623	(10,777,739)
Estimated Net Position Available						1,817,430	
Total Est. Unrestricted Net Position						19,723,053	
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 REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$155.6 million include judgment and settlement costs, medical treatment and expenses, temporary and permanent disability; property, general and automobile liability insurance; cyber and medical malpractice liability insurance among others, and legal defense services.

Sources of \$137.7 million primarily include premiums paid by County departments, Board Governed Special Districts, and County Service Areas, as approved by the Board of Supervisors.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$8.6 million due to an increase in settlements and increased medical claims costs in workers' compensation.

Sources are increasing by \$19.4 million due to higher premiums charged for Workers' Compensation, General Liability, Auto Liability and Law Enforcement Liability programs to ensure self-insurance funds maintain an 80% confidence level as determined by a yearly actuarial study, and higher premiums charged for other self-insured programs such as Human Services Liability and Property insurance resulting from increased claims.



ANALYSIS OF NET POSITION

Net Position supports insurance programs in maintaining funding at an 80% confidence level as recommended by annual actuarial studies. The department is budgeting a Use of Net Position of \$17.9 million for one-time claims' costs for unexpected judgments and settlements that may occur during the year.

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

Samuel Martinez

2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Local Agency Formation Commission	363,499	0	363,499			0
Total General Fund	363,499	0	363,499	0	0	0
Total - All Funds	363,499	0	363,499	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

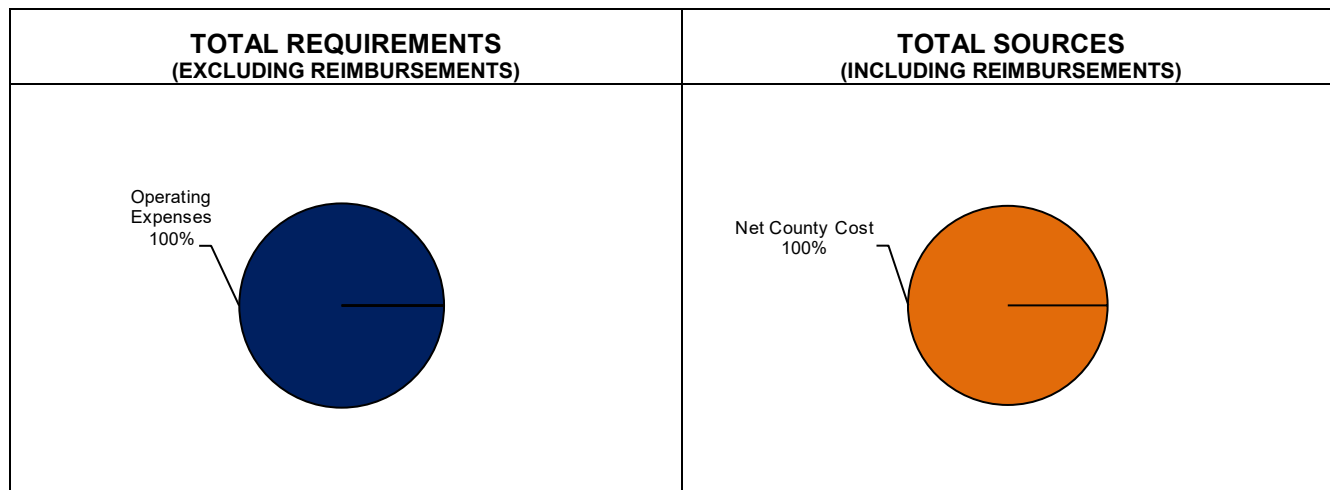
Total Requirements (Excl. Reimb.)	\$363,499
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$363,499
Total Staff	0
Funded by Net County Cost	100%

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.



2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

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

BUDGET UNIT: 118 1000
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	294,039	308,741	336,528	368,499	368,499	363,499	(5,000)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	294,039	308,741	336,528	368,499	368,499	363,499	(5,000)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	294,039	308,741	336,528	368,499	368,499	363,499	(5,000)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	294,039	308,741	336,528	368,499	368,499	363,499	(5,000)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	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	294,039	308,741	336,528	368,499	368,499	363,499	(5,000)
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified Budgeted Staffing.



MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$363,499 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 revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$5,000 due to a reduction in LAFCO's operating costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



COUNTY SCHOOLS

Ted Alejandre

2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
County Schools	3,152,080	0	3,152,080			0
Total General Fund	3,152,080	0	3,152,080	0	0	0
Total - All Funds	3,152,080	0	3,152,080	0	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.

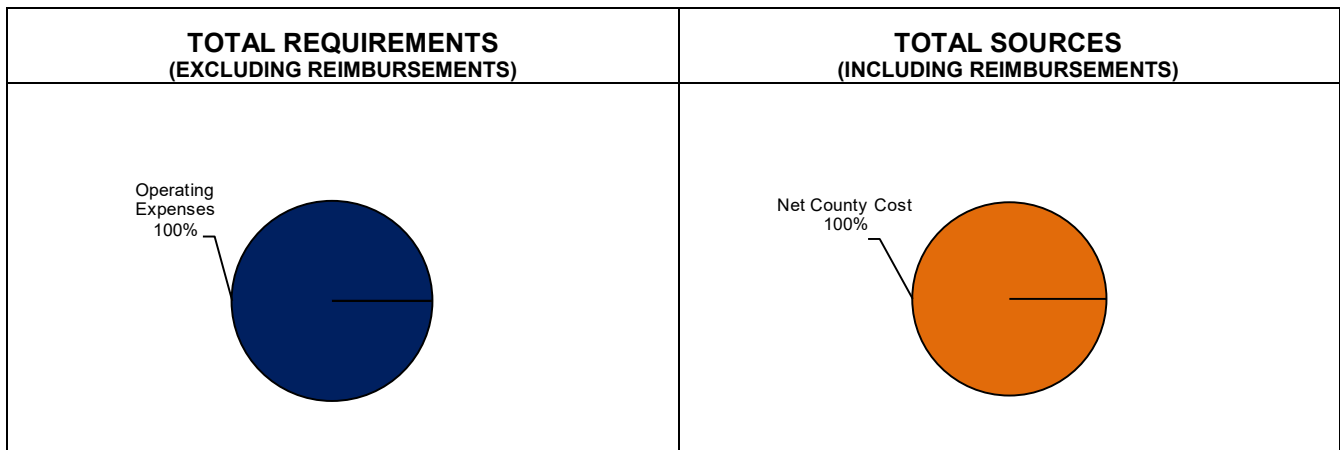
The Superintendent of Schools is the elected chief school administrative officer of the County. The Superintendent of Schools is mandated by State law to provide various services for 33 school districts and two regional occupational programs. The Superintendent of Schools also provides ancillary services to five community college districts within the County. Through State and other funding sources, the Superintendent provides services to more than 400,000 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.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$3,152,080
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$3,152,080
Total Staff	0
Funded by Net County Cost	100%

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 schools districts and entities in the County.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Administration DEPARTMENT: County Schools FUND: General			BUDGET UNIT: 119 1000 FUNCTION: Education ACTIVITY: School Administration				
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	3,003,675	2,975,089	3,044,342	3,152,080	3,152,080	3,152,080	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,003,675	2,975,089	3,044,342	3,152,080	3,152,080	3,152,080	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	3,003,675	2,975,089	3,044,342	3,152,080	3,152,080	3,152,080	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,003,675	2,975,089	3,044,342	3,152,080	3,152,080	3,152,080	0
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	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	3,003,675	2,975,089	3,044,342	3,152,080	3,152,080	3,152,080	0
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Major expenditures include payments to the Superintendent of Schools for administrative housing, data processing, communications, utilities, and reimbursement of Staffing Expenses. These payments are mandated responsibilities of the County pursuant to Title I of the California Education Codes.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant budget changes in 2019-20.

STAFFING CHANGES AND OPERATIONAL IMPACT

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





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**ARROWHEAD REGIONAL MEDICAL CENTER
SUMMARY**

<u>ENTERPRISE FUNDS</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Net Position</u>	<u>Staffing</u>
ARROWHEAD REGIONAL MEDICAL CENTER	102				
ARROWHEAD REGIONAL MEDICAL CENTER	104	597,602,580	601,304,844	(3,702,264)	4,287
MEDICAL CENTER LEASE PAYMENTS	110	42,032,925	42,032,925	0	0
TOTAL ENTERPRISE FUNDS		<u>639,635,505</u>	<u>643,337,769</u>	<u>(3,702,264)</u>	<u>4,287</u>



ARROWHEAD REGIONAL MEDICAL CENTER

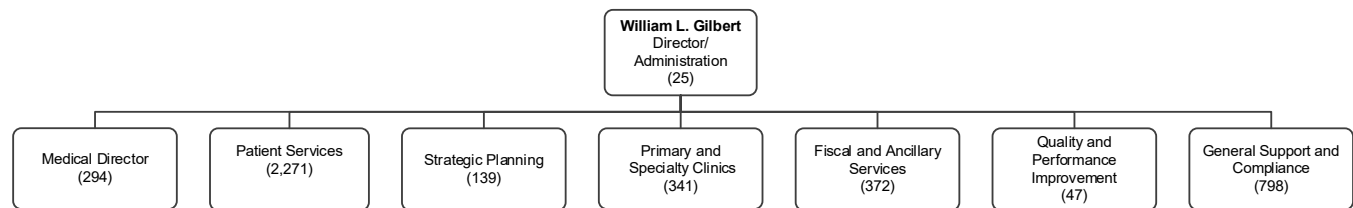
William L. Gilbert

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



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Enterprise Funds						
Arrowhead Regional Medical Center	597,602,580	601,304,844			(3,702,264)	4,287
Medical Center Lease Payments	42,032,925	42,032,925			0	0
Total Enterprise Funds	639,635,505	643,337,769	0	0	(3,702,264)	4,287
Total - All Funds	639,635,505	643,337,769	0	0	(3,702,264)	4,287



2018-19 MAJOR ACCOMPLISHMENTS

- Received \$3.3 million in General Medical Education funding as a result of Proposition 56 to support Family Medicine, Internal Medicine, Emergency Medicine and OB/Gyn residency programs.
- Increased Inland Empire Health Plan direct assigned lives by 10,000 members.
- Decreased the nursing turnover rate from 11.36% to 8.24%, which is 50% lower than the national turnover rate of 16.8%.
- Decreased the patient fall rate to 1.26% through a Nurse-led program, which is below the Collaborative Alliance for Nursing Outcomes (CALNOC) goal of 1.63%.
- Decreased Hospital Acquired Pressure Injuries to 0.50%, well below the CALNOC goal of 0.92%.
- Maintained a grade "A" on the Leapfrog Hospital Safety Grade, a national grading system that ranks hospitals in their performance of keeping patients safe from preventable incidents.
- Graduated 45 resident physicians with 43 additional resident physicians scheduled to graduate by June 2019.
- Expanded the Outpatient Dialysis Center to 24 individualized hemodialysis stations.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	71%	73%	73%	73%
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	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 provider practice.	80%	81%	81%	81%
STRATEGY	Improve ARMC's expanded CAHPS Clinician and Group Survey (CG-CAHPS) score used to monitor Clinic patient satisfaction, including Specialty areas added in 2018, through the use of best practice tools to educate clinic employees and medical staff.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of Outcome Measures that exceed the National Average.	97%	90%	95%	95%
STRATEGY	Improve the Centers for Medicare and Medicaid Services' expanded and mandated disease outcome measures achievement rate through adherence to established treatment, prevention, and collaboration strategies by frontline healthcare providers.					



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, five primary care centers, including four family health centers, and 40 subspecialty clinics.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$605,559,349
Total Sources (Incl. Reimb.)	\$609,261,613
Use of / (Contribution To) Net Position	(\$3,702,264)
Total Staff	4,287

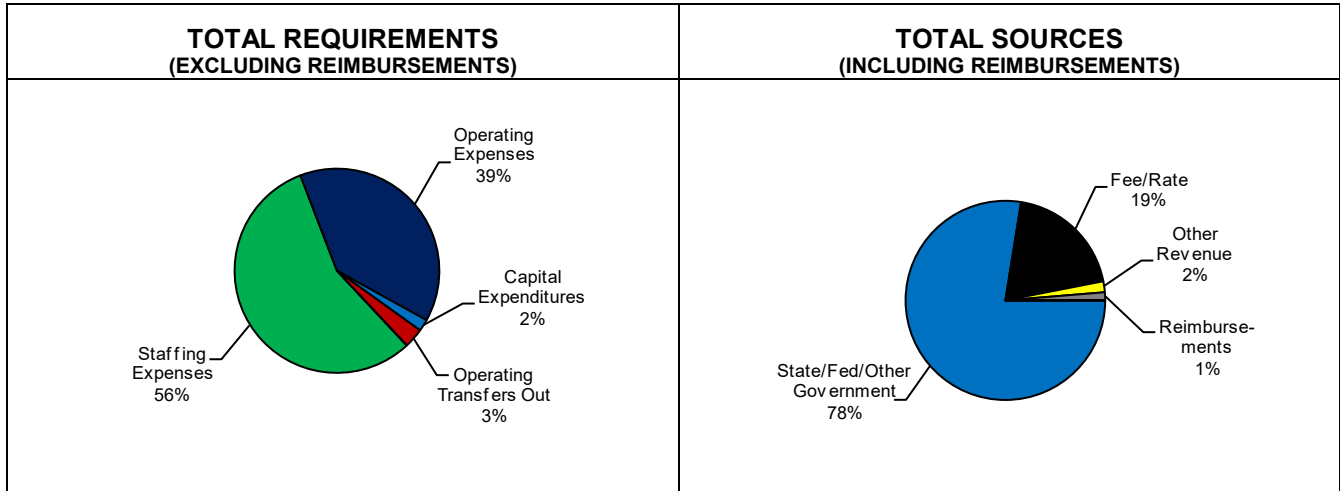
In keeping with its mission of providing quality healthcare and education, a variety of community outreach and wellness programs are offered, including the Breathmobile (asthma education and screening), a mobile medical clinic, annual health and safety expo, and annual 5K walk-run event. ARMC is the 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 92,000 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 (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.
- **Primary Care Clinics:** The Primary Care Clinics offer comprehensive primary care medical services to individuals and families in Rialto (Westside Family Health Center), San Bernardino (McKee Family Health Center), Fontana (Fontana Family Health Center), Redlands (Redlands Family Health Center) and Colton (ARMC Primary Care Clinic in the Medical Office Building).
- **Outpatient Specialty Care Services:** ARMC's Outpatient Care services include many different specialty services and an array of programs designed to ensure optimum health for children and adults, including: Cardiology, (interventional and cardiac rehabilitation), Coumadin Clinic, Dialysis Center, 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, and Wound Care Center (Hyperbaric Oxygen Therapy).



2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

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

BUDGET UNIT: 911 4200
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	255,754,146	266,730,550	279,545,271	299,589,310	299,589,310	339,873,359	40,284,049
Operating Expenses	229,917,964	223,614,925	255,828,198	248,232,109	248,231,881	235,307,237	(12,924,872)
Capital Expenditures	10,714,283	8,005,851	14,479,698	14,974,334	9,217,078	11,408,173	(3,566,161)
Total Exp Authority	496,386,393	498,351,326	549,853,167	562,795,753	557,038,269	586,588,769	23,793,016
Reimbursements	(4,027,995)	(4,325,638)	(5,568,154)	(6,756,400)	(6,756,400)	(7,956,769)	(1,200,369)
Total Appropriation	492,358,398	494,025,688	544,285,013	556,039,353	550,281,869	578,632,000	22,592,647
Operating Transfers Out	11,667,653	18,610,968	24,079,051	29,575,927	29,575,927	18,970,580	(10,605,347)
Total Requirements	504,026,051	512,636,656	568,364,064	585,615,280	579,857,796	597,602,580	11,987,300
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	415,233,456	498,400,222	495,211,694	481,676,453	479,016,271	472,292,832	(9,383,621)
Fee/Rate	117,895,034	148,066,889	123,351,612	97,627,823	100,993,678	118,192,502	20,564,679
Other Revenue	20,336,600	(13,225,433)	35,603,134	10,080,948	10,080,948	10,819,510	738,562
Total Revenue	553,465,090	633,241,678	654,166,440	589,385,224	590,090,897	601,304,844	11,919,620
Operating Transfers In	824,507	699,216	0	0	0	0	0
Total Financing Sources	554,289,597	633,940,894	654,166,440	589,385,224	590,090,897	601,304,844	11,919,620
Net Position							
Use of/ (Contribution to) Net Position**	(50,263,546)	(121,304,238)	(85,802,376)	(3,769,944)	(10,233,101)	(3,702,264)	67,680
Estimated Net Position Available						335,873,365	
Total Est. Unrestricted Net Position						332,171,101	
Budgeted Staffing*	3,692	3,840	3,910	3,979	3,979	4,287	308

*Data represents modified Budgeted Staffing.

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



MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$339.9 million fund 4,287 positions. Operating Expenses of \$235.3 million are comprised primarily of medical supplies, physician fees, purchased medical services, insurance, utilities, and rent expense. Capital Expenditures of \$11.4 million fund necessary clinical and non-clinical equipment purchases. These Requirements are offset by Reimbursements of \$8.0 million for services and supplies purchased on behalf of other County departments.

Operating Transfers Out of \$19.0 million represent costs budgeted for debt service of \$8.0 million and \$11.0 million for construction projects managed by the Real Estate Services-Project Management Division (PMD).

Sources of \$601.3 million include \$472.3 million in state and federal funding primarily from Medicare and Medi-Cal; \$118.2 million in current services from private pay patients and insurance; and \$10.8 million in Other Revenue from cafeteria sales, interest, miscellaneous grants, and services provided to other hospitals through the residency program.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$12.0 million primarily due to increased Staffing Expenses of \$40.3 million caused by the net addition of 308 positions. These increased costs are offset by the following decreases:

- \$12.9 million decrease in Operating Expenses primarily due to reductions in temporary labor and pharmaceutical costs.
- \$10.6 million decrease in Operating Transfers Out primarily related to the parking structure funded in 2018-19.
- \$3.6 million decrease in Capital Expenditures resulting from decreased spending in Equipment and Lease Purchase Equipment.

Sources are expected to increase by \$11.9 million overall. This is primarily related to a forecasted 7% increase in volume which represents \$18.2 million in Inpatient and Outpatient revenue from various payors including Medicare, Medi-Cal, Medi-Cal Managed Care, and Commercial Insurance. These increased revenues are offset by a \$7.4 million decrease in Public Hospital Redesign and Incentives in Medi-Cal (PRIME) pay for performance due to a statewide 15% decrease in available funding for the final year of the program.

ARMC continues to feel the impact of the Affordable Care Act (ACA) as the number of uninsured patients decline, and members of this group migrate to expanded coverage under Medi-Cal Managed Care. However, potential negative impact to revenues could come as a result of pending State legislation related to the Federal Managed Care Rule and State 340B Drug Pricing Program changes.

ANALYSIS OF NET POSITION

The budget reflects a contribution of \$3.7 million to Net Position. This is a result of anticipated small volume increases and additional sources earned under the ACA. Available Net Position will be used to fund future capital projects, new electronic health record software and other fixed asset purchases as needed.



2019-20 POSITION SUMMARY*

	2018-19				2019-20			
Division	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular	
Administration	102	2	0	(79)	25	2	23	
Patient Services	1,800	330	(65)	206	2,271	742	1,529	
Primary and Specialty Clinics	342	0	(4)	3	341	63	278	
Medical Director	0	15	(1)	280	294	201	93	
Strategic Planning	305	25	0	(191)	139	2	137	
Fiscal and Ancillary Services	505	3	(2)	(134)	372	17	355	
Quality and Performance Improvement	240	0	(2)	(191)	47	1	46	
General Support and Compliance	685	20	(13)	106	798	103	695	
Total	3,979	395	(87)	0	4,287	1,131	3,156	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$339.9 million fund 4,287 budgeted positions of which 3,156 are regular positions and 1,131 are limited term positions. The budget includes an increase of 308 net positions (addition of 395, deletion of 87) in an effort to improve customer service while supporting the San Bernardino County Vision2Succeed initiative by providing career opportunities for both current and future healthcare professionals. The addition of 168 Per Diem Nursing Attendants will provide high school and college students an opportunity to gain valuable entry level experience in the healthcare industry on a part time schedule promoting education at both work and school. The 2018-19 mid-year addition of 99 Assistant Unit Manager positions resulted in a more modern and effective career path for Registered Nurses to promote into leadership roles who are responsible for mentoring next generation healthcare professionals. Other notable additions to staffing include 25 regular Information Technology related positions for the implementation and ongoing support of a new Electronic Health Record (EHR).

A total of 395 positions are added to the budget (207 regular, 188 limited term) as follows:

Additions

- Applications Specialist (7 regular)
- ARMC Chief Operating Officer (1 regular)
- ARMC House Supervisor - Per Diem (3 limited term)
- Assistant Unit Manager I (44 regular)
- Assistant Unit Manager I – Specialty Care (20 regular)
- Assistant Unit Manager I – Specialty Critical Care (35 regular)
- Automated Systems Analyst I (4 regular)
- Automated Systems Technician (3 regular)
- Business Systems Analyst I (4 regular)
- Business Systems Analyst II (1 regular)
- Clinic Assistant (1 regular)
- Clinical Director – Care Management (1 regular)
- Clinical Nurse Specialist (1 regular)
- Contract Associate Clinic Social Worker (1 limited term)
- Contract Chief Medical Officer (1 limited term)
- Contract Clinic Support Staff (1 limited term)
- Contract Community Health Worker (1 limited term)
- Contract Resident Program Year VII (6 limited term)
- Contract Registered Nurse Care Manager (1 limited term)
- Dialysis Technician (6 regular)
- Dietary Services Supervisor (1 regular)
- House Supervisor (1 regular)



Additions (cont.)

- Nursing Attendant (33 regular)
- Occupational Therapist II (1 regular)
- Office Assistant III (3 regular)
- Per Diem - Dietitian (4 regular)
- Per Diem - Nursing Attendant (168 limited term)
- Per Diem - Radiologic Technologist (2 limited term)
- Physical Therapist Assistant (3 regular)
- Registered Nurse II-ARMC (3 regular)
- Secretary I (1 regular)
- Security Technician I (6 regular)
- Social Service Practitioner V (1 regular)
- Social Service Practitioner IV (6 regular and 1 limited term)
- Social Worker II (5 regular)
- Special Procedure Radiologic Technologist II (1 regular)
- Speech Therapist (1 regular)
- Staff Analyst II (2 regular)
- Student Nurse (3 limited term)
- Supervising Automated Systems Analyst I (4 regular)
- Systems Support Analyst II (1 regular)
- Ultrasound Technologist II (2 regular)

Based on an operational assessment of staffing requirements, a total of 87 positions will be deleted (54 regular, 33 limited term). 79 of these positions are vacant. 4 regular and 4 limited term positions are currently filled. These filled positions will be transferred to the newly added positions.

Deletions

- Accountant III (1 regular)
- Assistant Nurse Manager (19 regular)
- Burn Care Technician (1 regular)
- Care Assistant (1 regular)
- Contract ARMC Security Technician (3 limited term)
- Contract Clinical Therapist I (1 limited term)
- Contract Occupational Therapist II (1 limited term)
- Contract Office Assistant II (2 limited term)
- Contract Physical Therapy Assistant (3 limited term)
- Contract Radiological Technologist (2 limited term)
- Contract Rehabilitation Therapist - Speech (1 limited term)
- Fiscal Specialist (1 regular)
- Hospital Unit Assistant (2 regular)
- Laboratory Technologist II (3 limited term)
- Lead Physical Therapist (1 regular)
- Licensed Vocational Nurse - Per Diem (3 limited term)
- Licensed Vocational Nurse II (9 regular)
- Medical Staff Coordinator (1 regular)
- Nurse Manager (7 regular)
- Nurse Supervisor (1 regular)
- Office Assistant III (1 limited term)
- Psychiatric Technician I (8 regular and 6 limited term)
- Registered Nurse II - Per Diem (1 limited term)
- Registered Nurse II – ARMC (1 regular)
- Specialty Care Registered Nurse - Per Diem (4 limited term)



Deletions (con't)

- Sterile Processing Technician I (1 limited term)
- Sterile Processing Technician II (1 regular)
- Storekeeper (1 limited term)



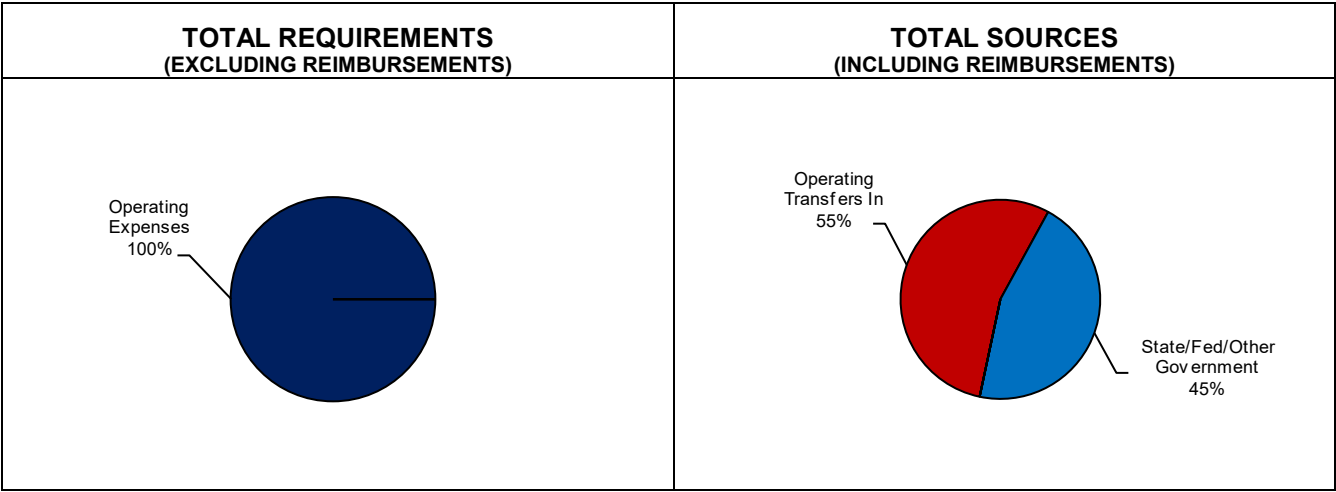
Medical Center Lease Payments

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 (SB1732). This program provides supplemental reimbursement for construction, renovation, or replacement of medical facilities or fixed equipment. Other funding sources are operating transfers from ARMC and operating transfers from the General Fund backed by Health Realignment revenues and Tobacco Master Settlement Agreement proceeds.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$42,032,925
Total Sources (Incl. Reimb.)	\$42,032,925
Use of / (Contribution To) Net Position	\$0
Total Staff	0

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Arrowhead Regional Medical Center
 DEPARTMENT: Capital Facilities Leases
 FUND: Medical Center Lease Payments

BUDGET UNIT: 133 4202
 FUNCTION: General
 ACTIVITY: Plant Acquisition

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	(A) <u>2018-19</u>	<u>2018-19</u>	(B) <u>2019-20</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	41,519,694	41,466,502	41,296,770	42,010,238	40,939,063	42,032,925	22,687
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	41,519,694	41,466,502	41,296,770	42,010,238	40,939,063	42,032,925	22,687
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	41,519,694	41,466,502	41,296,770	42,010,238	40,939,063	42,032,925	22,687
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	41,519,694	41,466,502	41,296,770	42,010,238	40,939,063	42,032,925	22,687
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	18,855,201	18,825,681	24,636,816	19,063,118	21,996,279	19,073,426	10,308
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	16,902	227,723	2,076	0	0	0	0
Total Revenue	18,872,103	19,053,404	24,638,892	19,063,118	21,996,279	19,073,426	10,308
Operating Transfers In	22,647,591	22,413,098	16,657,878	22,947,120	18,942,784	22,959,499	12,379
Total Financing Sources	41,519,694	41,466,502	41,296,770	42,010,238	40,939,063	42,032,925	22,687
Net Position							
Use of/ (Contribution to) Net Position**	0	0	0	0	0	0	0
Estimated Net Position Available						0	
Total Est. Unrestricted Net Position						0	
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 REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Operating Expenses of \$42.0 million represent lease payments and associated fees and expenses.

State, Federal, or Other Government revenue of \$19.1 million is from the State of California's Construction Renovation/Reimbursement Program (SB1732). 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 inpatients days paid to ARMC.

Operating Transfers In of \$23.0 million are funded by \$10.7 million of Tobacco Master Settlement Agreement monies, \$4.3 million of Health Realignment funds, and \$8.0 million in ARMC operating revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$22,687 primarily due to increased debt service costs, which also results in an increase to Sources to fund these Requirements.



ANALYSIS OF NET POSITION

The Net Position associated with this budget unit is zero since Requirements are the same as Sources.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



**COMMUNITY DEVELOPMENT AND HOUSING AGENCY
SUMMARY**

<u>GENERAL FUND</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Net County Cost</u>	<u>Staffing</u>
COMMUNITY DEVELOPMENT AND HOUSING AGENCY	114				
OFFICE OF HOMELESS SERVICES	121	998,884	623,989	374,895	10
TOTAL GENERAL FUND		<u>998,884</u>	<u>623,989</u>	<u>374,895</u>	<u>10</u>
<u>SPECIAL REVENUE FUNDS</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Staffing</u>
COMMUNITY DEVELOPMENT AND HOUSING	115				
COMMUNITY DEVELOPMENT AND HOUSING	118	41,639,505	23,930,391	17,709,114	28
OFFICE OF HOMELESS - HEAP	127	8,272,501	0	8,272,501	0
TOTAL SPECIAL REVENUE		<u>49,912,006</u>	<u>23,930,391</u>	<u>25,981,615</u>	<u>28</u>
<u>CAPITAL PROJECTS FUNDS</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Staffing</u>
COMMUNITY DEVELOPMENT AND HOUSING AGENCY					
COMMUNITY DEVELOPMENT AND HOUSING	114	20,283,431	141,100	20,142,331	0
TOTAL SPECIAL REVENUE		<u>20,283,431</u>	<u>141,100</u>	<u>20,142,331</u>	<u>0</u>



COMMUNITY DEVELOPMENT AND HOUSING AGENCY

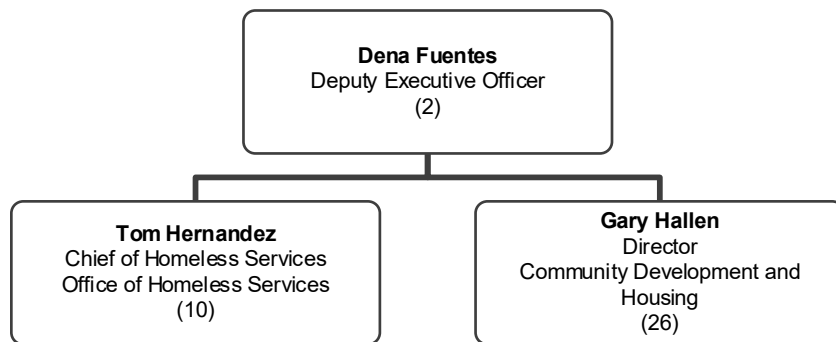
Dena Fuentes

DEPARTMENT MISSION STATEMENT

The Community Development and Housing Agency leverages traditional and non-traditional public resources to manage, build and facilitate housing for low-income residents and undertake community and economic revitalization.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<u>General Fund</u>						
Office of Homeless Services	998,884	623,989	374,895	0	0	10
Total General Fund	998,884	623,989	374,895	0	0	10
<u>Special Revenue Funds</u>						
Community Development and Housing	41,639,505	23,930,391	0	17,709,114	0	28
Homeless Emergency Aid Program	8,272,501	0	0	8,272,501	0	0
Total Special Revenue Funds	49,912,006	23,930,391	0	25,981,615		28
<u>Capital Projects Funds</u>						
Community Development and Housing	20,283,431	141,100	0	20,142,331	0	0
Total Capital Projects Funds	20,283,431	141,100	0	20,142,331	0	0
Total - All Funds	71,194,321	24,695,480	374,895	46,123,946	0	38



COMMUNITY DEVELOPMENT AND HOUSING

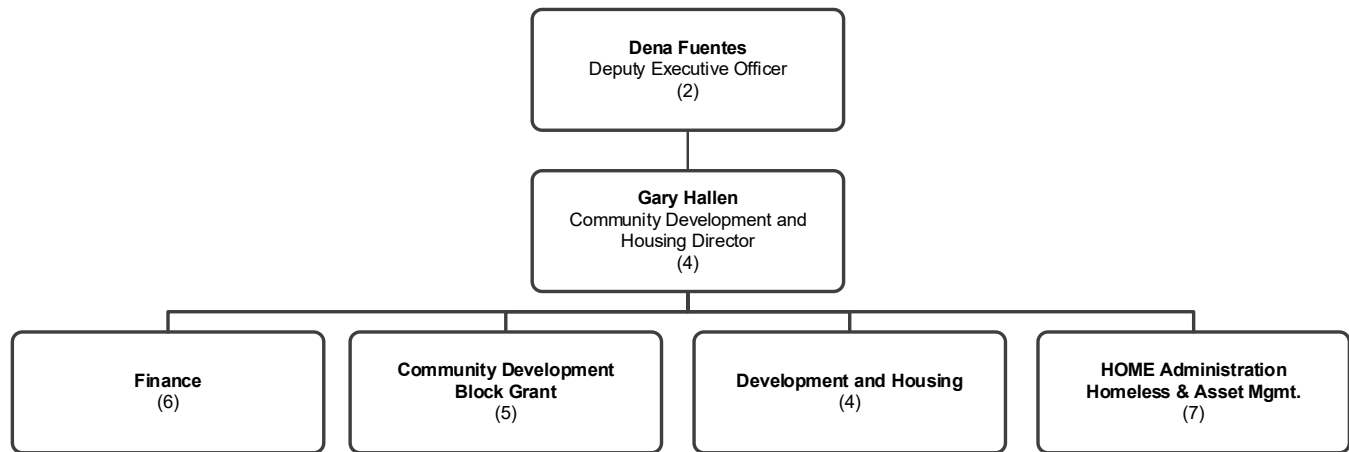
Gary Hallen

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



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<u>Special Revenue Funds</u>						
Total Special Revenue Funds	41,639,505	23,930,391	0	17,709,114	0	28
<u>Capital Projects Funds</u>						
Total Capital Projects Funds	20,283,431	141,100		20,142,331	0	0
Total - All Funds	61,922,936	24,071,491	0	37,851,445	0	28



2018-19 MAJOR ACCOMPLISHMENTS

- Completed several street improvement projects in the County unincorporated areas and cooperating cities totaling over \$1.6 million of Community Development Block Grant (CDBG) funds, which benefited over 134,465 individuals in low-moderate income areas and their surrounding communities.
- Allocated over \$840,000 of CDBG funds towards Americans with Disabilities Act (ADA) improvement projects at Trona Library and Redlands Museum.
- Allocated \$1.3 million of CDBG funds utilized to procure two fire trucks that will serve the Muscoy, Needles, and the surrounding unincorporated areas.
- Invested CDBG program funds, in partnership with 13 cooperating cities, to accomplish the following: construction of or improvement of 52 public facilities; initiated or completed 67 infrastructure projects; and completed approximately 1,876 code enforcement inspections.
- Secured \$700,000 in Investment Partnership Act (HOME) funding, in addition to the \$2.1 million of HOME funding committed in the previous year to the Arrowhead Grove affordable housing project, a 184-unit multifamily affordable project located in the City of San Bernardino, which allowed the second and third phases of the former Waterman Gardens public housing site to apply for financing utilizing State Cap and Trade funding. Total project cost is approximately \$72.0 million which includes County investment of \$2.9 million.
- Completed the construction of the Loma Linda Veterans Village project, an affordable housing project serving veterans and their families. The County's \$2.1million investment assisted with the creation of 86 affordable units, 50 of which are reserved for those with special needs. The County investment allowed for \$37.3 million of additional funding to be infused into the project.
- Awarded over \$1.6 million of State and County Emergency Solutions Grant (ESG) funds to partnering non-profits to provide homeless services such as emergency shelter and essential services, motel vouchers, security deposits, and rental assistance to approximately 1,683 homeless or at risk of homeless individuals and families.
- Awarded \$1.0 million Housing Disability Advocacy Program (HDAP) funds to local providers to assist homeless clients eligible for Social Security Income (SSI) and Social Security Disability Income (SSDI) obtain benefits and housing, which housed 40 clients and assisted a total of 51 clients with services.
- Received an award of \$1.5 million in California Emergency Solutions Housing (CESH) funding from the State of California to provide housing and services to the homeless population.
- Funded over 1,535 housing units since program inception, averaging approximately 54 units monthly through Housing Search and Placement using ESG grant funds to identify permanent housing units for chronically homeless clients.
- Received an award of \$150,000 from the State of California for the No Place Like Home (NPLH) grant for the development of permanent supportive housing for persons with severe and persistent chronic behavioral health conditions. The \$150,000 is the initial technical assistants/program planning funds that will be used to design the overall larger program, to be funded at a later date.
- Conducted community outreach efforts to obtain feedback on the development of a New Ayala Park and coordinated multiple efforts in community of Bloomington to assist with the enhanced Code Enforcement work being done to eliminate illegal trucking.
- Coordinated and reviewed all financial actions of the 26 Oversight Boards for the County regarding the Redevelopment Dissolution Act to assist the County in overseeing the wind down of former redevelopment agencies and to secure revenue for County taxing entities.
- Coordinated several trainings for cities and oversight board members in collaboration with the Auditor-Controller/Treasurer/Tax Collector, all leading to the creation of Countywide Oversight Board, which began on July 1, 2018.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.					
STRATEGY	Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Investment Partnership Program (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.	Meet Federal requirements that the unspent CDBG grant allocation is not more than 150% of current year allocation on April 30th.	Yes	Yes	Yes	Yes
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.					
STRATEGY	Through collaboration with both the cities and various County departments, CDBG, 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.	Percentage of Federal Housing Grant funds spent by County.	100%	100%	100%	100%
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.					
STRATEGY	Through collaboration with both the cities and various County departments, CDBG, 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.	Percentage of Housing Grant Funds Commitment Deadlines met.	100%	100%	100%	100%



Community Development and Housing

DESCRIPTION OF MAJOR SERVICES

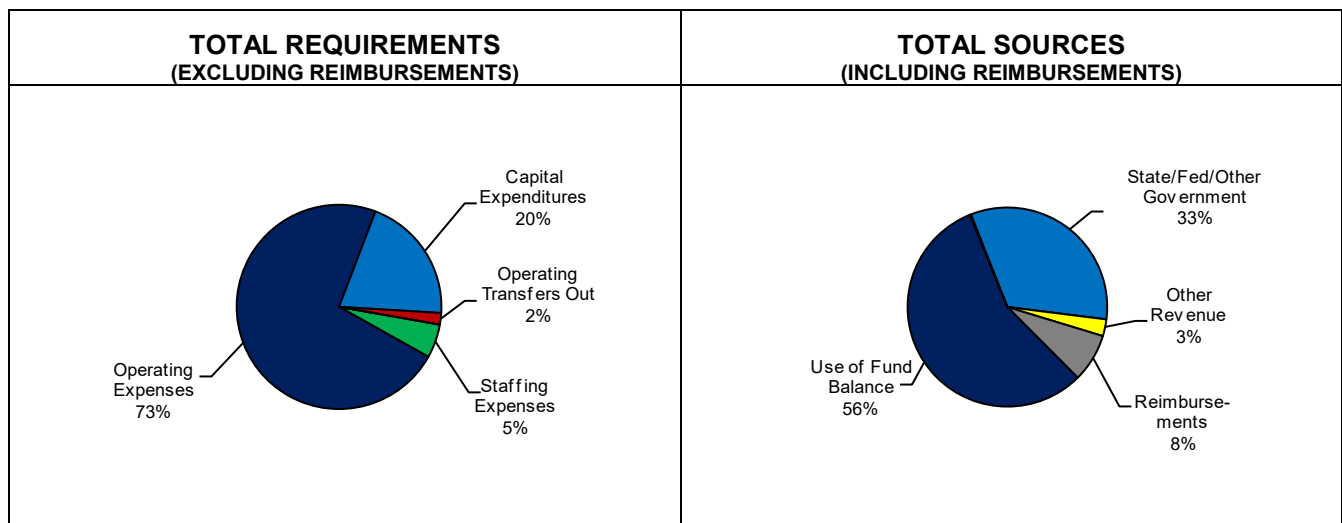
Community Development and Housing (CDH) seeks quality of life for the residents of San Bernardino County by providing community and housing development resources for low and moderate income families, individuals and communities. CDH invests several Federal Department of Housing and Urban Development (HUD) and State grants to undertake needed infrastructure projects and services for targeted communities. Housing grant funds are leveraged to develop vision-based affordable housing communities. The goal is to invest these resources as an implementation tool of the Countywide vision.

CDH is also responsible for completing the County's remaining redevelopment activities under the auspices of the County of San Bernardino's Successor Agency, Countywide Oversight Board, and Housing Successor Agency. This includes ensuring the enforceable financial obligations are retired, selling the Successor Agency's assets, and completing all remaining capital projects. CDH, in coordination with the County Administrative Office and the Auditor- Controller/Treasurer/Tax Collector, manages the countywide redevelopment dissolution process of all 26 successor agencies within the County.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$67,197,022
Total Sources (Incl. Reimb.)	\$29,345,577
Use of / (Contribution to) Fund Balance	\$37,851,445
Total Staff	28

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Housing
DEPARTMENT: Community Development and Housing
FUND: Community Development and Housing

BUDGET UNIT: Various
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	2,454,930	2,654,736	2,693,378	3,522,116	3,126,614	3,595,346	73,230
Operating Expenses	18,036,046	11,231,157	13,901,006	54,259,086	15,502,346	48,828,761	(5,430,325)
Capital Expenditures	0	0	2,101,842	0	0	13,550,000	13,550,000
Total Exp Authority	20,490,976	13,885,893	18,696,226	57,781,202	18,628,960	65,974,107	8,192,905
Reimbursements	(2,988,179)	(4,561,212)	(5,912,577)	(6,530,651)	(5,353,368)	(5,274,086)	1,256,565
Total Appropriation	17,502,797	9,324,681	12,783,649	51,250,551	13,275,592	60,700,021	9,449,470
Operating Transfers Out	2,545,903	1,866,677	865,605	2,533,123	1,426,797	1,222,915	(1,310,208)
Total Requirements	20,048,700	11,191,358	13,649,254	53,783,674	14,702,389	61,922,936	8,139,262
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	7,430,167	8,564,118	10,054,828	11,926,073	10,352,548	22,117,934	10,191,861
Fee/Rate	12,448	3,891	2,048	108,827	5,164	4,000	(104,827)
Other Revenue	1,773,065	1,884,806	3,966,001	2,283,905	3,431,253	1,829,557	(454,348)
Total Revenue	9,215,680	10,452,815	14,022,877	14,318,805	13,788,965	23,951,491	9,632,686
Operating Transfers In	150,100	790,880	500,000	800,000	100,000	120,000	(680,000)
Total Financing Sources	9,365,780	11,243,695	14,522,877	15,118,805	13,888,965	24,071,491	8,952,686
Fund Balance							
Use of / (Contribution to) Fund Balance**	10,682,920	(52,337)	(873,623)	38,664,869	813,424	37,851,445	(813,424)
Available Reserves				0		0	0
Total Fund Balance				38,664,869		37,851,445	(813,424)
Budgeted Staffing*	26	28	28	29	29	28	(1)

*Data represents modified Budgeted Staffing.

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

DETAIL OF 2019-20 RECOMMENDED BUDGET

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
Total Special Revenue Funds	41,639,505	23,930,391	0	17,709,114	0	28
Capital Projects Funds						
Total Capital Projects Funds	20,283,431	141,100		20,142,331	0	0
Total - All Funds	61,922,936	24,071,491	0	37,851,445	0	28

Special Revenue Funds: Requirements of \$41.6 million are for low-moderate income housing assistance and community development. Sources of \$23.9 million represent federal revenue of \$20.4 million, state entitlement revenues of \$1.7 million, and other revenue of \$2.4 million. Use of Fund Balance of \$17.7 million is for one time infrastructure improvements and large HOME projects including Las Terrazas, Golden Apartments, Arrowhead Grove and Bloomington affordable housing projects.

Capital Project Funds: Requirements of \$20.3 million are for property acquisition and infrastructure improvements in the areas surrounding the former San Sevaire redevelopment project area. Sources of \$141,000 represent interest earned from the Capital Projects Fund Balance. Use of Fund Balance of \$20.1 million is for a variety of bond funded property acquisition and infrastructure projects.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$8.1 million as a result of planned increases in one-time expenditures for land acquisition and various projects, such as the Bloomington III Community Center, Arrowhead Grove, Golden Apartments and other Community Development Block Grant projects.

Sources are increasing by \$9.0 million as a result of increases in federal aid from HOME Investment Partnership Program funds (\$8.0 million) and Community Development Block Grants (\$1.6 million).

ANALYSIS OF FUND BALANCE

The budget reflects a \$37.9 million Use of Fund Balance for one-time expenditures. The majority of the departmental Fund Balance represents monies from the dissolution of redevelopment, representing bond and housing funds. The Fund Balance also includes revenues from repayment of HUD loans.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Agency Administration	2	0	0	0	2	0	3
CDH Administration	3	1	0	0	4	1	2
Finance	7	0	(1)	0	6	0	6
CDBG	5	0	0	0	5	0	5
Development & Housing	4	0	0	0	4	2	2
Home Admin, Homeless & Asset Mgmt	8	0	(1)	0	7	0	7
Total	29	1	(2)	0	28	3	25

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$3.6 million fund 28 budgeted positions of which 25 are regular positions and 3 are limited term positions. These changes in staffing will enable the department to operate more efficiently:

- Addition of 1 Office Assistant II
- Deletion of 1 vacant Contract Housing Project Manager
- Deletion of 1 vacant Public Service Employee



OFFICE OF HOMELESS SERVICES

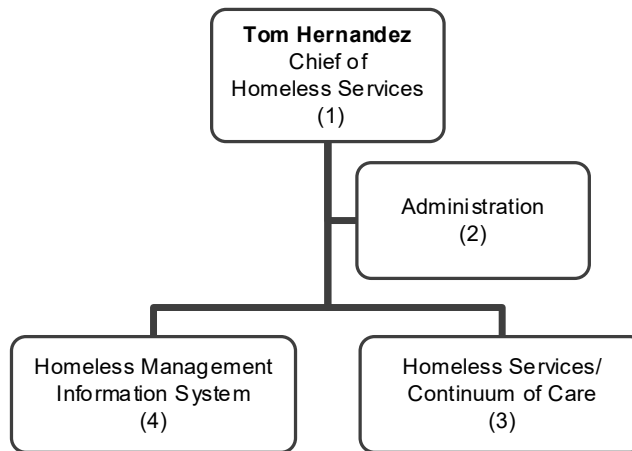
Tom Hernandez

DEPARTMENT MISSION STATEMENT

The mission of the Office of Homeless Services is to provide a system of care that is inclusive, well-planned, coordinated, evaluated and available to all who are homeless or at-risk of becoming homeless to improve their lives and access to mainstream resources.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<u>General Fund</u>						
Office of Homeless Services	998,884	623,989	374,895	0	0	10
Total General Fund	998,884	623,989	374,895	0	0	10
<u>Special Revenue Funds</u>						
Homeless Emergency Aid Program	8,272,501	0	0	8,272,501	0	0
Total Special Revenue Funds	8,272,501	0	0	8,272,501	0	0
Total - All Funds	9,271,385	623,989	374,895	8,272,501	0	10



2018-19 MAJOR ACCOMPLISHMENTS

- Secured \$10.1 million in Continuum of Care (CoC) Homeless Assistance grant funding from the U.S. Department of Housing and Urban Development (HUD) to support 17 permanent supportive housing and four rapid rehousing rental assistance programs throughout the County, resulting in 1,471 individuals and 787 households being served as reported from the Homeless Management Information System (HMIS).
- Coordinated two Project Connect outreach events to connect the homeless with service providers throughout the County.
- Submitted local HMIS data to HUD for use in the Longitudinal Systems Analysis (LSA) (formerly known as the Annual Homeless Assessment Report) submitted to the U.S. Congress. The LSA provides nationwide estimates of homelessness, characteristics of homelessness persons, and service use patterns. The data submitted to LSA can lead to higher scoring on CoC collaborative applications, which results in higher probability to secure additional or future CoC grant funding.
- Achieved 100% homeless service provider participation in HMIS.
- Hosted the Annual Homeless Summit which had approximately 300 representatives whom attended from community and faith-based organization, educational institutions, non-profit organization, private industry, state, and local government representatives.
- Secured \$9.4 million in Homeless Emergency Aid Program (HEAP) grant funding from the California Homeless Coordinating and Financing Council (HCFC) to provide immediate emergency assistance to individuals of the County who are experiencing homelessness or at imminent risk of homelessness.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 Continuum of Care Grant funds spent.	93%	100%	100%	100%
STRATEGY	Increase and retain the number of Permanent Supportive Housing Units within the County of San Bernardino.					
STRATEGY	Prioritize HUD recommendations about the allocation of Continuum of Care resources based on local priorities to maximum Continuum of Care grant award.					
STRATEGY	Utilize HUD program target outcomes for evaluation purposes to ensure outcomes are achieved and all resources are effectively utilized; conduct monthly data review and project monitoring to evaluate both system wide and individual program performance on established goals.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 Homeless Service Providers who use the Coordinated Entry System.	99%	100%	100%	100%
STRATEGY	Continue to support a single point of access to housing for persons at risk or those experiencing homelessness (coordinated entry system) in partnership with United Way 2-1-1, homeless service providers, and HUD Emergency Solution Grant and Continuum of Care recipients.					
STRATEGY	Collaborate with the Coordinated Entry System to ensure service providers receiving HUD monies for chronic homeless are continually updating the system.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 local data captured in the Longitudinal Systems Analysis (formerly known as the Annual Homeless Assessment Report to Congress).	100%	100%	100%	100%
STRATEGY	Continue to increase the expertise and efficiency of the local Homeless Management Information System (HMIS). A strong HMIS will provide data at the Federal level regarding the demographics and service needs of the homeless or those at risk of homelessness in our Continuum of Care.					



Office of Homeless Services

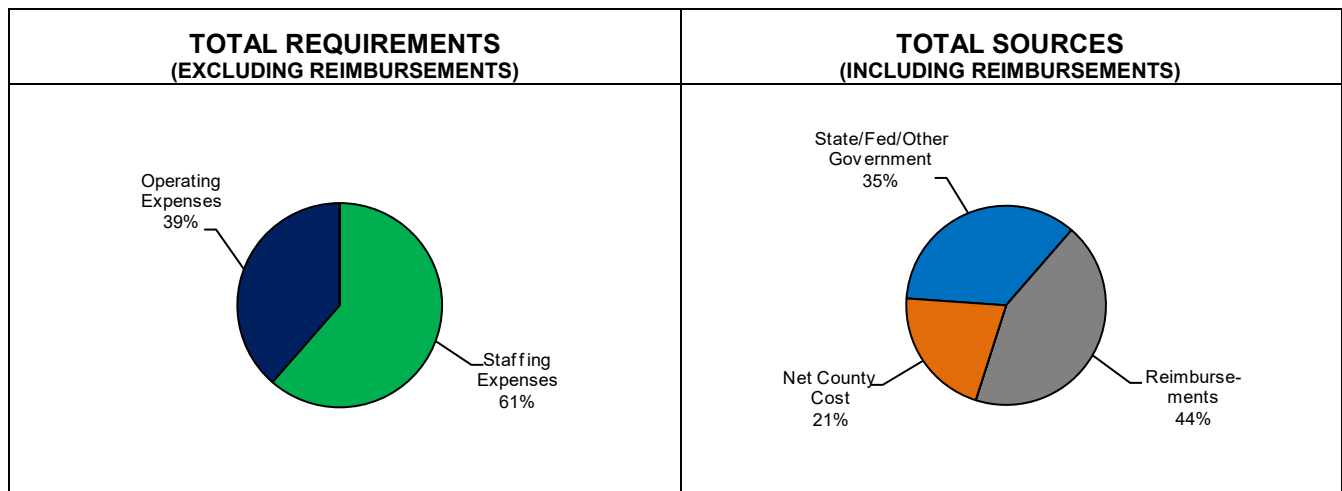
DESCRIPTION OF MAJOR SERVICES

The Office of Homeless Services (OHS) was created in September 2007 by the San Bernardino County Board of Supervisors. OHS serves as the administrative arm of the Homeless Partnership. In addition to its supportive function, OHS strives to develop a countywide public and private partnership that coordinates services directed towards reducing and preventing homelessness by providing comprehensive services and resources for homeless persons. OHS serves as the lead agency for the local Continuum of Care (CoC) Homeless Assistance grants, funding to various non-profit and housing service providers.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$1,769,544
Total Sources (Incl. Reimb.)	\$1,394,649
Net County Cost	\$374,895
Total Staff	10
Funded by Net County Cost	21%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Community Development and Housing
DEPARTMENT: Office of Homeless Services
FUND: General

BUDGET UNIT: 621 1000
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	342,709	874,146	1,033,535	940,250	1,086,798	53,263
Operating Expenses	0	72,039	495,019	564,067	488,371	682,746	118,679
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	414,748	1,369,165	1,597,602	1,428,621	1,769,544	171,942
Reimbursements	0	(105,431)	(466,380)	(626,955)	(600,535)	(770,660)	(143,705)
Total Appropriation	0	309,317	902,785	970,647	828,086	998,884	28,237
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	309,317	902,785	970,647	828,086	998,884	28,237
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	517,868	599,786	250,158	623,989	24,203
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	517,868	599,786	250,158	623,989	24,203
Operating Transfers In	0	69,317	107,431	0	0	0	0
Total Financing Sources	0	69,317	625,299	599,786	250,158	623,989	24,203
Net County Cost	0	240,000	277,486	370,861	577,928	374,895	4,034
Budgeted Staffing*	0	9	9	10	10	10	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$1.1 million represent the majority of this budget and fund 10 positions. Operating Expenses of \$682,746 are primarily for consulting and other professional services in support of the CoC Grant administration and planning functions. Sources of \$623,989 are provided by HMIS and CoC Grants.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$28,237 due to employee step increases in Staffing Expenses and Operating Expenses. The majority of the increase to Requirements is being offset by an increase in Reimbursement of \$143,705.

Sources are increasing by \$24,203 due to an increase of CoC Grant.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Administration	3	0	0	0	3	0	3
Homeless Management Information System	4	0	0	0	4	1	3
Homeless Services/Continuum of Care	3	0	0	0	3	0	3
Total	10	0	0	0	10	1	9

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.1 million fund 10 budgeted positions of which 9 are regular positions and 1 is limited term position.



Homeless Emergency Aid Program

DESCRIPTION OF MAJOR SERVICES

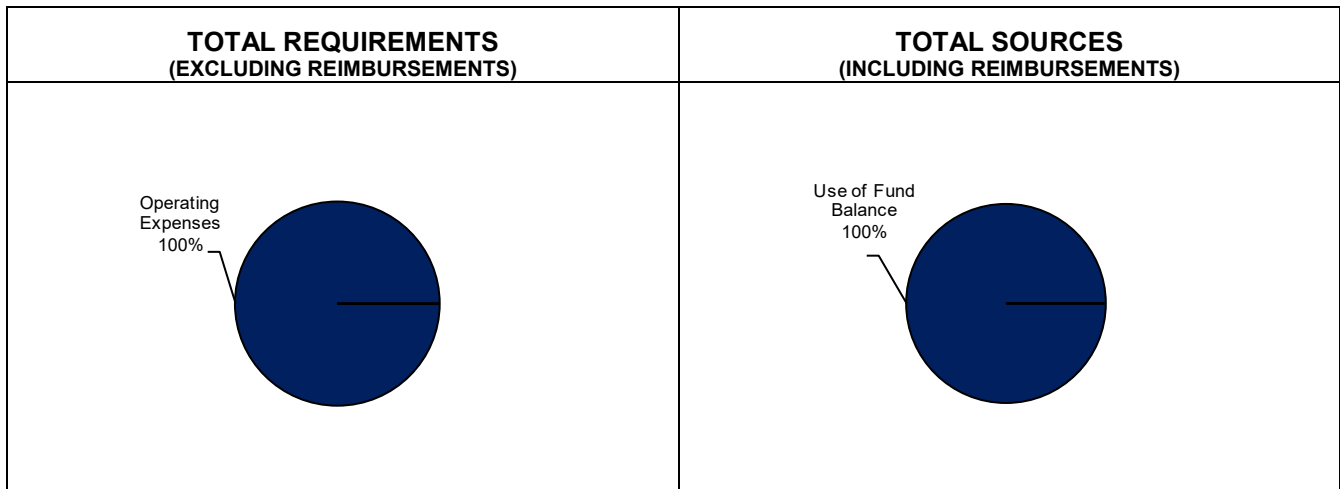
The Homeless Emergency Aid Program (HEAP) is a block grant program designed to provide direct assistance to cities and counties to address the homelessness crisis throughout California. HEAP has been authorized by Senate Bill 850 and funds are intended to provide funding to Continuum of Care and large cities so they may provide immediate emergency assistance to people experiencing homelessness.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$8,272,501
Total Sources (Incl. Reimb.)	\$0
Use of / (Contribution to) Fund Balance	\$8,272,501
Total Staff	0

The San Bernardino County Continuum of Care (SBCoC), the eligible applicant for HEAP funding, designated the Office of Homeless Services as the administrative entity to administer the grant. Program funds will benefit individuals of the County who are experiencing homelessness or at imminent risk of homelessness. This program will expand the efforts that the SBCoC is currently making to solve the homeless problem within the region. Eligible uses include, but are not limited to: street outreach, health and safety education, prevention services, navigation services, criminal justice diversion programs, rental assistance or subsidies, housing vouchers, rapid rehousing programs, emergency shelters, transitional housing, permanent supportive housing, and improvements to current structures that serve homeless individuals and families. Funds will also be used to establish or expand services meeting the needs of homeless youth or youth at-risk of homelessness.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Community Development and Housing
DEPARTMENT: Office of Homeless Services
FUND: HEAP

BUDGET UNIT: 621 2500
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	(A) <u>2018-19</u>	<u>2018-19</u>	(B) <u>2019-20</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	9,389,654	1,117,153	8,272,501	(1,117,153)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	9,389,654	1,117,153	8,272,501	(1,117,153)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	9,389,654	1,117,153	8,272,501	(1,117,153)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	9,389,654	1,117,153	8,272,501	(1,117,153)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	9,389,654	9,389,654	0	(9,389,654)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	9,389,654	9,389,654	0	(9,389,654)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	9,389,654	9,389,654	0	(9,389,654)
Fund Balance							
Use of/ (Contribution to) Fund Balance**	0	0	0	0	(8,272,501)	8,272,501	8,272,501
Available Reserves				0		0	0
Total Fund Balance				0		8,272,501	8,272,501
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 REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$8.3 million are for providing direct assistance to providers to address the homelessness crisis throughout San Bernardino County, which will be funded with the Use of Fund Balance. In 2018-19, the Office of Homeless Services created this special revenue fund per state requirements and received \$9.4 million in state funding from HEAP to fund program costs through 2020-21.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$1.1 million as a result of a projected reduction in contract expenditures that are part of Operating Expenses.

Sources are decreasing by \$9.4 million due to funds received in 2018-19 from HEAP grant funding for program costs during from 2018-19 through 2020-21.

ANALYSIS OF FUND BALANCE

The Fund Balance of \$8.3 million, which represents grant funds carried over from 2018-19, is budgeted to fund costs associated with homelessness or for individuals at imminent risk of homelessness, and establish or expand services to meet the needs of homeless youth or youth at-risk of homelessness during 2019-20.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



**ECONOMIC DEVELOPMENT AGENCY
SUMMARY**

<u>GENERAL FUND</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Net County Cost</u>	<u>Staffing</u>
ECONOMIC DEVELOPMENT AGENCY	130				
ECONOMIC DEVELOPMENT SUMMARY	131				
ECONOMIC DEVELOPMENT	134	3,710,031	200,000	3,510,031	12
TOTAL GENERAL FUND		3,710,031	200,000	3,510,031	12

<u>SPECIAL REVENUE FUNDS</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Staffing</u>
ECONOMIC DEVELOPMENT					
WORKFORCE DEVELOPMENT	137	26,022,704	26,188,301	(165,597)	121
TOTAL SPECIAL REVENUE		26,022,704	26,188,301	(165,597)	121



ECONOMIC DEVELOPMENT AGENCY

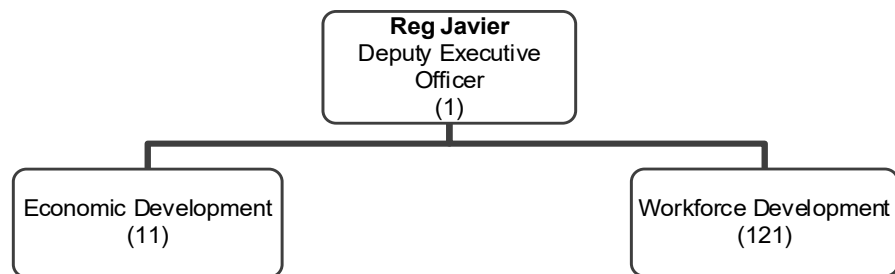
Reg Javier

DEPARTMENT MISSION STATEMENT

The Economic Development Agency's mission is to create, maintain, and grow the economic value of San Bernardino County.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Economic Development	3,710,031	200,000	3,510,031	0	0	12
Total General Fund	3,710,031	200,000	3,510,031	0	0	12
Special Revenue Funds						
Workforce Development	26,022,704	26,188,301	0	(165,597)	0	121
Total Special Revenue Funds	26,022,704	26,188,301		(165,597)		121
Total - All Funds	29,732,735	26,388,301	3,510,031	(165,597)	0	133

NOTE: County Industrial Development Authority is reported in the 'Other Agencies' section of this budget document.



ECONOMIC DEVELOPMENT

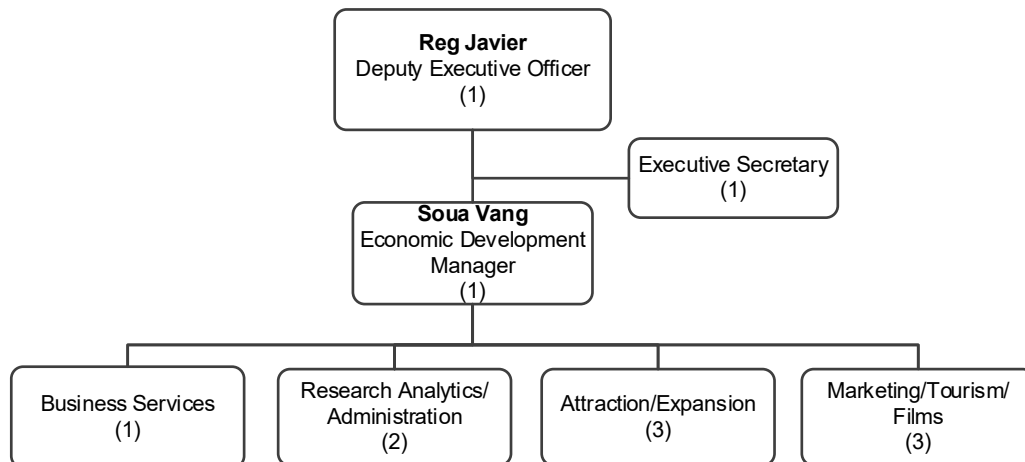
Reg Javier

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



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Economic Development	3,710,031	200,000	3,510,031	0	0	12
Total General Fund	3,710,031	200,000	3,510,031	0	0	12
Total - All Funds	3,710,031	200,000	3,510,031	0	0	12



2018-19 MAJOR ACCOMPLISHMENTS

- **Business Attraction, Retention and Expansion**
 - Executed “Manufacturing Succeeds Here Campaign,” a business attraction campaign targeting the manufacturing industry. Through multiple outreach efforts, contact was made to over 100 businesses and more than 800 industry brokers via business visits, phone, and email and postcard mailings.
 - Participated and collaborated in 50 corporate real estate, manufacturing, retail, entrepreneurship and key industry events to share information on resources, incentives and nurture strategic partnerships.
 - Provided over 1,400 direct services to businesses and organizations conducting business in the County, or interested in San Bernardino County as the location for business.
 - Generated over \$4 million dollars in local sales and use tax.
 - Organized, marketed and produced the State of the County event in February 2019. Attendance was 1,199, which included representation from local businesses, government leadership, and non-profits in the region; and a National Association for Industrial and Office Parks (NAIOP) panel presentation by experts discussing how the real estate community is approaching development to meet future demands.
- **Workforce and Education Initiatives**
 - Launched the Vision2Succeed Initiative and website designed to strengthen the career skills of the local workforce by connecting county residents to career opportunities as well as support and attract businesses.
- **Events and Marketing**
 - Raised \$197,000 in sponsorships and \$37,076 in ticket sales/registration for the State of County event as a means of cost-recovery to the General Fund.
- **International Trade and Investment**
 - Produced and translated a compelling video and infographic highlighting San Bernardino County and its competitive advantages to attract foreign direct investment into the County.
 - Produced multiple international trade related marketing materials highlighting competitive advantages of investing in San Bernardino County.
 - Collaborated with Center for International Trade Development, Small Business Administration and local partners to host a 5-series workshop to educate businesses on the value and benefits of exporting abroad.
 - Produced a strategic international trade and investment plan to target South Korea to increase international trade and attract foreign direct investment to create new jobs and grow the economic value in the County.
- **Film and Tourism**
 - Processed more than 150 film and photography permits.
 - Yielded more than 50,000 in page views on the California Outdoor Playground website.
 - Produced one long-form tourism video for online use through multiple channels.
 - Executed a strategic marketing plan in preparation for the upcoming annual tourism summit to promote tourism in and to the County.
 - Hosted and organized six familiarization tours highlighting: Lake Arrowhead, Big Bear, Joshua Tree, Wrightwood, Mojave Preserve, Redlands, 29 Palms, and Park Moabi.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Number of jobs resulting from County Economic Development attraction, retention and expansion efforts.	2,130	1,800	1,800	1,800
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.					
STRATEGY	The department invests in marketing its services to generate private investment and foster job growth, in part by developing strong local, regional, national and international business relationships.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Number of business contacts reached through County Economic Development efforts.	2,048	2,000	2,000	2,000
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.					
STRATEGY	The department's attraction efforts are designed to increase awareness of countywide programs and opportunities in order to meet the needs of the clients.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Compete globally, regionally and locally for businesses and investment.	Number of assists, such as research, demographic and site information and site tours by County Economic Development Staff.	1,320	1,000	1,000	1,000
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.					
STRATEGY	The department supports the brokerage community and County entities by providing research, demographic and site information, and coordinating tours.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Number of responses or interactions generated as a result of the County's marketing efforts.	N/A	20 Million	20 Million	20 Million
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 1) foster job creation; 2) increase private investment; and 3) enhance County revenues through strategically executed countywide economic development efforts. The primary focus of the department is to maximize the standard of living for the County's residents; provide economic opportunities for the County's businesses; promote a competitive business-friendly environment and position the County as a highly competitive region for business opportunities. The department emphasizes working with industry sectors of high-growth potential which can offer high-skilled, high-paying jobs and executes a comprehensive media/marketing strategy to raise awareness and showcase the County and its assets.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$3,955,031
Total Sources (Incl. Reimb.)	\$445,000
Net County Cost	\$3,510,031
Total Staff	12
Funded by Net County Cost	89%

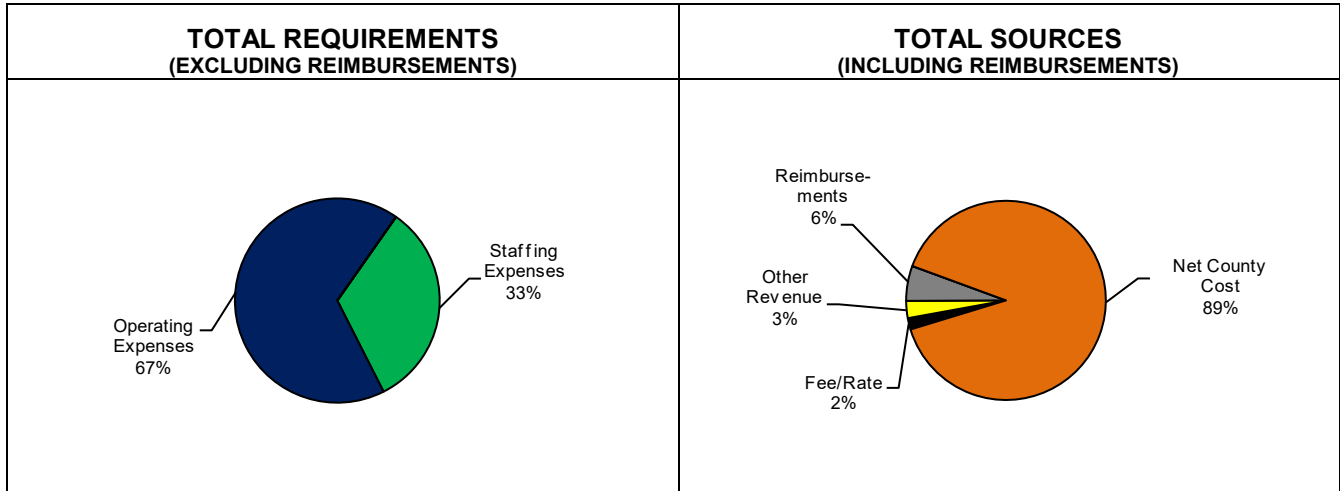
Leading initiatives for local, national and international economic impact, the department's staff builds and maintains internal and external strategic partnerships with key public and private sector organizations. These organizations include, but are not limited to: local, state and federal agencies, trade associations, international offices of foreign trade, non-profit development corporations, developers, brokers, site selectors, corporate real estate executives and tenant representatives.

Successful economic growth is dependent on designing, creating, developing, and maintaining the necessary support structures to cultivate a positive, creative and expanding business climate. The department offers a wide array of economic development programs and services, including, but not limited to, the following:

- Site Selection Assistance
- Market Analysis and Demographics
- Permitting Assistance
- Incentive Programs
- Film Office Showcasing Natural and Fixed Assets
- Facilitating Connectivity to Countywide Services and Resources
- Small Business Assistance and Technical Support
- Technical Assistance – for County cities, County departments, and Economic Development stakeholders
- Marketing Support – for County cities and regional economic development stakeholders
- Tourism Attraction – through creative campaigns resulting in positive economic impact regionally
- International Trade and Investment Programs and Consulting Services



2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development
FUND: General

BUDGET UNIT: 601 1000
FUNCTION: General
ACTIVITY: Promotion

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	662,413	864,352	907,507	1,262,708	1,032,571	1,297,665	34,957
Operating Expenses	2,322,713	2,903,313	3,169,146	3,395,895	3,356,945	2,657,366	(738,529)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	2,985,126	3,767,665	4,076,653	4,658,603	4,389,516	3,955,031	(703,572)
Reimbursements	(70,503)	(150,463)	(273,780)	(236,036)	(218,049)	(245,000)	(8,964)
Total Appropriation	2,914,623	3,617,202	3,802,873	4,422,567	4,171,467	3,710,031	(712,536)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,914,623	3,617,202	3,802,873	4,422,567	4,171,467	3,710,031	(712,536)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	46,766	36,586	85,545	80,000	93,000	80,000	0
Other Revenue	255,468	223,243	138,135	120,000	120,000	120,000	0
Total Revenue	302,234	259,829	223,680	200,000	213,000	200,000	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	302,234	259,829	223,680	200,000	213,000	200,000	0
Net County Cost	2,612,389	3,357,373	3,579,193	4,222,567	3,958,467	3,510,031	(712,536)
Budgeted Staffing*	12	8	12	12	12	12	0

*Data represents modified Budgeted Staffing.



MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$1.3 million fund 12 positions for managing Economic Development programs, and to provide administrative services. 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 \$245,000 from other departments are for services provided by Economic Development staff.

Sources of \$200,000 represent film fees, registration fees and sponsorships for the State of the County event planned for the spring of 2020.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$712,536, primarily due to a decrease of one-time funding for project expenditures in 2018-19.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Executive Office	2	0	0	0	2	0	2
Economic Development Mgr	1	0	0	0	1	0	1
Attraction/Expansion	3	0	0	0	3	2	1
Marketing/Tourism/Films	3	0	0	0	3	1	2
Research Analytics/Administration	2	0	0	0	2	0	2
Business Services	1	0	0	0	1	0	1
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. There are no Budgeted Staffing changes.



WORKFORCE DEVELOPMENT

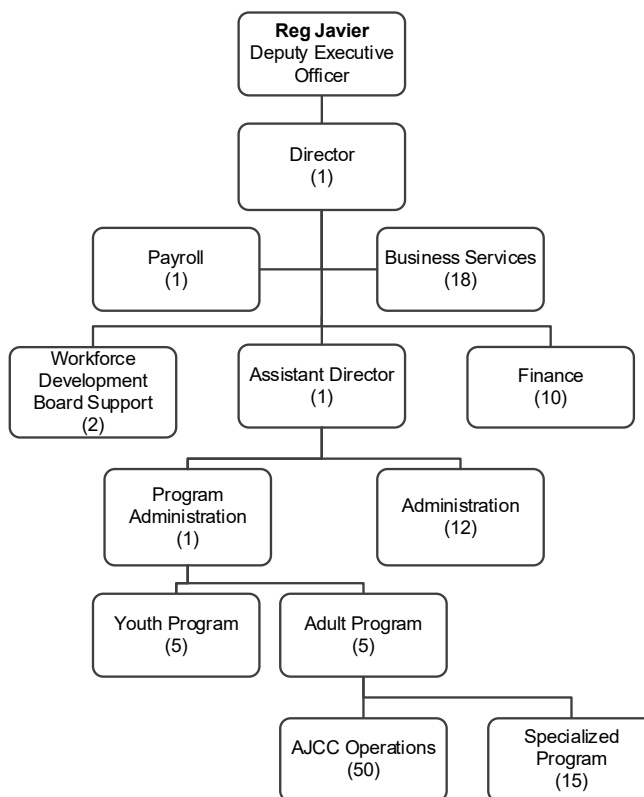
Reg Javier

DEPARTMENT MISSION STATEMENT

The Workforce Development Department 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



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
Workforce Development	26,022,704	26,188,301	0	(165,597)	0	121
Total Special Revenue Funds	26,022,704	26,188,301	0	(165,597)		121
Total - All Funds	26,022,704	26,188,301	0	(165,597)	0	121



2018-19 MAJOR ACCOMPLISHMENTS

- Met or exceeded all Federal and State performance measures under the Workforce Innovation and Opportunity Act (WIOA).
- Hosted 422 business recruitments to fill 5,723 jobs and assisted 956 individuals affected by layoffs.
- Provided over 5,602 employment services, served 776 at-risk youth with job readiness training, work experience and education services, and helped 132 probationers become employed through staff at the Day Reporting Centers.
- GenerationGo! Initiated a career pathways initiative in partnership with K-12 and community colleges. 198 students in career pathways were co-enrolled in community college and completed a work based learning internship that allowed them to graduate high school with college credits.
- Achieved federally required Hallmarks of Excellence certification for the County's comprehensive America's Job Center of California (AJCC) located in the High Desert and East Valley.
- Became the first Regional Planning unit in the State of California to create a Regional MOU to allow for streamlined sharing of funding for multiple grants between San Bernardino County and Riverside County Workforce Development.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	America's Job Center of California Visits.	64,404	65,000	65,000	60,000
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Operate the Counties three American Job Centers of California. Service levels (Resource room, Career Services, Training) provided are determined by each participating customer.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	Meet Federal and State mandated performance measures for customers enrolled in WIOA as reported by the State in the current year (Entered Employment, Median wages, Job Retention.)	Yes	Yes	Yes	Yes
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Ensure that performance measures are met by emphasizing job placement, Median wages, and job retention outcomes for customers enrolled in WIOA services.					



DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	Customers who choose to enroll in Workforce Services.	5,602	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, Job Training, and various other services for job seekers and incumbents to support employment.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	Customers receiving training services.	1,882	1,500	1,500	1,500
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	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	At-Risk Youth enrolled.	882	700	700	700
STRATEGY	Work with Youth Providers and AJCC Youth Advisors 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	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	Youth employed upon completion of the WIOA Youth Program.	470	500	500	500
STRATEGY	Provide work experience opportunities for at-risk youth.					



DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	Youth attaining GED, High School Diploma, Training Certificate or Associates Degree upon completion of the WIOA Youth Program.	496	380	380	380
STRATEGY	Provide industry recognized certification or post secondary education.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Business visits.	7,475	7,600	7,600	7,600
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.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	33	23	23	23
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	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	394	240	240	240
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.					



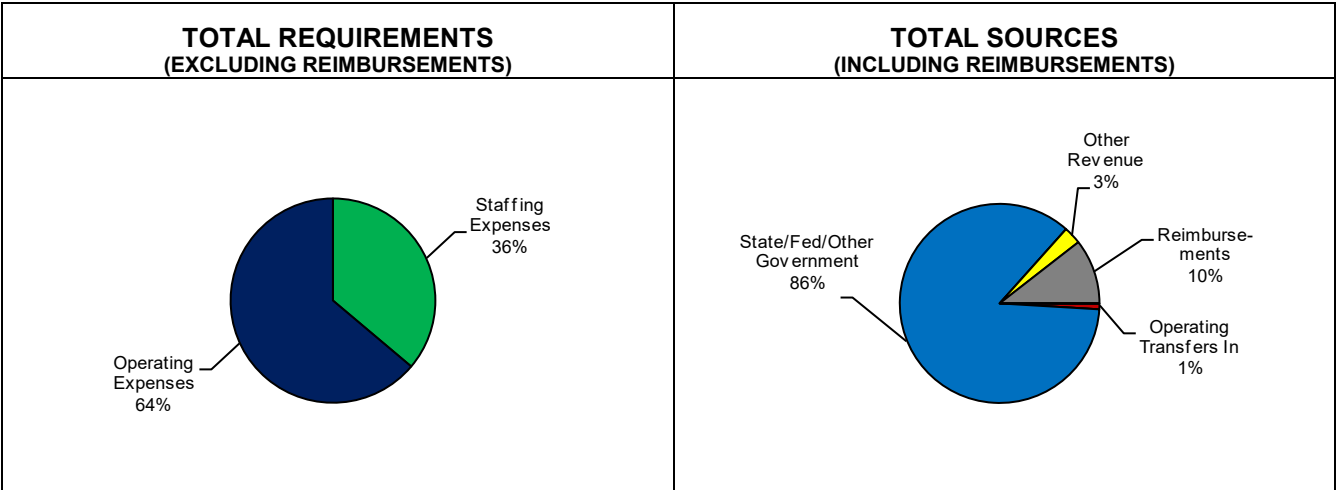
Workforce Development

DESCRIPTION OF MAJOR SERVICES

The Workforce Development Department (WDD) provides training and employment services to job seekers and incumbent workers through America’s Job Centers of California, youth through a network of providers and businesses through a Business Services Unit which serves the local business community to support the retention of jobs and maintains employment opportunities for customers on behalf of the Workforce Development Board (WDB). The WDB 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	
Total Requirements (Excl. Reimb.)	\$29,109,398
Total Sources (Incl. Reimb.)	\$29,274,995
Use of /(Contribution to) Fund Balance	(\$165,597)
Total Staff	121

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Economic Development
DEPARTMENT: Workforce Development
FUND: Workforce Development

BUDGET UNIT: 571 2260
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A) Change From Prior Year
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Modified Budget
Requirements							
Staffing Expenses	7,041,874	7,395,526	7,867,378	11,076,304	8,760,862	10,507,922	(568,382)
Operating Expenses	15,140,023	16,727,719	17,778,955	20,858,827	16,297,156	18,551,476	(2,307,351)
Capital Expenditures	0	0	40,807	50,000	0	50,000	0
Total Exp Authority	22,181,897	24,123,245	25,687,140	31,985,131	25,058,018	29,109,398	(2,875,733)
Reimbursements	(3,490,879)	(4,006,464)	(3,420,599)	(2,884,000)	(1,392,938)	(3,086,694)	(202,694)
Total Appropriation	18,691,018	20,116,781	22,266,541	29,101,131	23,665,080	26,022,704	(3,078,427)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	18,691,018	20,116,781	22,266,541	29,101,131	23,665,080	26,022,704	(3,078,427)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	17,746,675	18,347,191	19,241,045	29,107,377	23,430,588	25,071,829	(4,035,548)
Fee/Rate	0	0	(182)	0	0	0	0
Other Revenue	1,461,167	1,033,550	1,000,424	856,397	839,798	837,841	(18,556)
Total Revenue	19,207,842	19,380,741	20,241,287	29,963,774	24,270,386	25,909,670	(4,054,104)
Operating Transfers In	213,754	201,565	203,028	259,969	259,969	278,631	18,662
Total Financing Sources	19,421,596	19,582,306	20,444,315	30,223,743	24,530,355	26,188,301	(4,035,442)
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(730,578)	534,475	1,822,226	(1,122,612)	(865,275)	(165,597)	957,015
Available Reserves				257,337		165,597	(91,740)
Total Fund Balance				(865,275)		0	865,275
Budgeted Staffing*	109	117	119	135	135	121	(14)

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$10.5 million fund 121 budgeted positions. Operating Expenses of \$18.6 million include costs associated with the department's three America's Job Centers of California, direct services to job seekers and business customers, vocational training, On-the-Job training, supportive services, business consulting and workshops.

Reimbursements of \$3.1 million primarily represent payments from other departments for program services provided through various Memoranda of Understanding with the Transitional Assistance Department for training and employment services.

Sources of \$26.2 million includes funding from various State, Federal and Other Revenue, which consists primarily from Workforce Innovation and Opportunity Act (WIOA) (\$22.0 million), Prison to Employment Initiative joint grant with Riverside County (\$1.5 million), National Dislocated Worker Grant (\$676,348), Regional Plan (\$550,000), and Office of Statewide Health Planning and Development State contract reimbursement (\$348,283). Additional Sources of \$835,866 consists of Prior Years Revenue, Interest, Rents & Concessions, and Operating Transfers In from Public Safety Realignment revenue (AB109) (\$278,631).



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$3.1 million. A \$568,382 decrease in Staffing Expenses is due to the deletion of vacant positions. Operating Expenses are decreasing by \$2.3 million due to the completion of contracted services in fiscal year 2018-19. Reimbursements are increasing by \$202,694, which reflect changes in the Memorandum of Understanding with the Transitional Assistance Department (TAD).

Sources are decreasing by a net of \$4.0 million, which reflects a decrease of \$5.9 million reduction in prior year federal funding carryover, with a \$1.8 million increase from the State General Fund.

ANALYSIS OF FUND BALANCE

The department expects to contribute \$165,597 to Fund Balance in 2019-20. The WIOA Grant Award is available to the WDD for two fiscal years. Any balances from the first fiscal year are rolled over to the next fiscal year for ongoing expenses.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Director	1	0	0	0	1	0	1
Assistant Director	1	0	0	0	1	0	1
Workforce Development Board Support	2	0	0	0	2	1	1
Administration	16	0	(5)	1	12	0	12
Finance	10	0	0	0	10	0	10
Program	82	0	(4)	(2)	76	16	60
Business Services	22	0	(4)	0	18	0	18
Research Analytics	1	0	(1)	0	0	0	0
Payroll	0	0	0	1	1	0	1
Total	135	0	(14)	0	121	17	104

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staff Expenses of \$10.5 million fund 121 budgeted positions of which 104 are regular positions and 17 are limited term positions. The budget reflects a decrease of 14 positions consisting of 12 regular positions and 2 limited term positions.

Due to program changes, the department deleted the following vacant positions:

- 1 Administrative Supervisor
- 1 Automated Systems Analyst I
- 1 Office Assistant III
- 2 Staff Analyst I
- 1 Staff Analyst II
- 1 Workforce Development Program Manager
- 1 Workforce Development Program Coordinator
- 4 Workforce Development Specialist
- 2 Contract Workforce Development Specialist (limited term)





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**FISCAL
SUMMARY**

<u>GENERAL FUND</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Net County Cost</u>	<u>Staffing</u>
ASSESSOR/RECORDER/COUNTY CLERK	146	27,640,806	11,341,010	16,299,796	251
AUDITOR-CONTROLLER/TREASURER/ TAX COLLECTOR	155	41,252,683	26,195,130	15,057,553	319
TOTAL GENERAL FUND		<u>68,893,489</u>	<u>37,536,140</u>	<u>31,357,349</u>	<u>570</u>
<u>SPECIAL REVENUE FUNDS</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Staffing</u>
ASSESSOR/RECORDER/COUNTY CLERK: SPECIAL REVENUE FUNDS - CONSOLIDATED	151	7,406,859	4,024,500	3,382,359	3
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR: REDEMPTION RESTITUTION MAINTENANCE	161	206,410	250,000	(43,590)	0
TOTAL SPECIAL REVENUE FUNDS		<u>7,613,269</u>	<u>4,274,500</u>	<u>3,338,769</u>	<u>3</u>



ASSESSOR/RECORDER/COUNTY CLERK

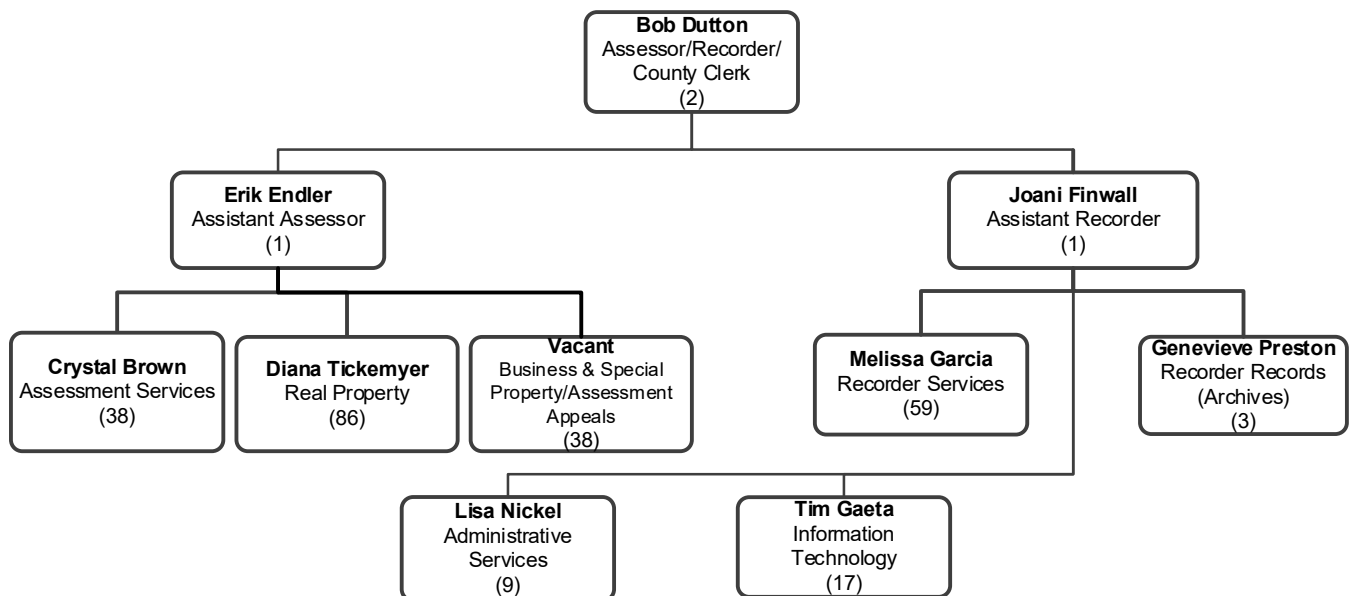
Bob Dutton

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



2019-20 SUMMARY OF BUDGET UNITS

2019-20						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Assessor/Recorder/County Clerk	27,640,806	11,341,010	16,299,796			251
Total General Fund	27,640,806	11,341,010	16,299,796	0	0	251
Special Revenue Funds						
Recorder Special Revenue Funds - Consolidated	7,406,859	4,024,500		3,382,359		3
Total Special Revenue Funds	7,406,859	4,024,500	0	3,382,359	0	3
Total - All Funds	35,047,665	15,365,510	16,299,796	3,382,359	0	254



MAJOR ACCOMPLISHMENTS

- Secured three years of funding from the State Supplementation for County Assessors Program (SSCAP) for the purpose of assessing and enrolling newly constructed real property as well as procuring information technology systems and software development to assist with property assessment activities. This funding is being used to upgrade and enhance the Property Information Management System (PIMS) which is vital to maintaining all property records within the County.
- Upgraded existing modular public service stations with security grade/bulletproof modular service stations, enhancing security and providing protection for employees.
- Received an achievement award from the National Association of Counties (NACo), along with the District Attorney and Information Services Department, for the Real Estate Fraud Prevention Courtesy Notification Program which alerts property owners to recently recorded documents affecting their property in order to assist in reducing rest estate fraud.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	92%	93%	97%	96%
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	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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%	98%	98%	98%
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	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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%	99%	99%	99%
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

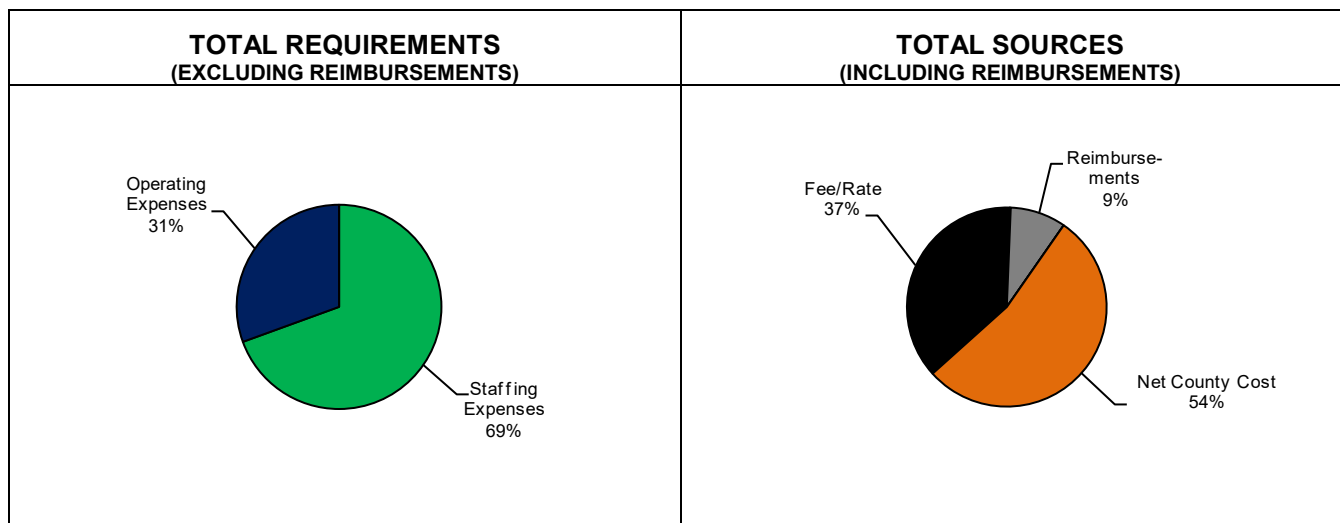
Under California law, the Assessor/Recorder/County Clerk establishes a value for all locally taxable property including residential, commercial, business and personal property. The Assessor/Recorder/County Clerk's Office maintains current records on approximately 762,414 parcels of real property, 25,275 business property accounts and 25,694 other assessments including boats, aircraft, and manufactured homes. The Assessor's Office also administers property tax exemptions including homeowners, veteran, disabled veteran, church, religious, and welfare exemptions, as well as exclusions including parent-to-child and senior/disabled persons transfer of base year value.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$30,380,413
Total Sources (Incl. Reimb.)	\$14,080,617
Net County Cost	\$16,299,796
Total Staff	251
Funded by Net County Cost	54%

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.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Fiscal DEPARTMENT: Assessor/Recorder/County Clerk FUND: General			BUDGET UNIT: 311 1000 FUNCTION: General ACTIVITY: Finance			
	2015-16	2016-17	2017-18	(A) 2018-19	(B) 2018-19	(B) 2019-20
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget
						Change From Prior Year Modified Budget
Requirements						
Staffing Expenses	16,479,199	16,785,374	17,471,768	20,672,888	19,799,575	21,094,890
Operating Expenses	6,943,358	7,195,056	7,956,890	9,157,628	8,080,927	9,285,523
Capital Expenditures	122,263	6,273	69,339	28,000	0	0
Total Exp Authority	23,544,820	23,986,703	25,497,997	29,858,516	27,880,502	30,380,413
Reimbursements	(337,934)	(528,521)	(857,818)	(2,336,987)	(1,261,575)	(2,739,607)
Total Appropriation	23,206,886	23,458,182	24,640,179	27,521,529	26,618,927	27,640,806
Operating Transfers Out	0	0	0	0	0	0
Total Requirements	23,206,886	23,458,182	24,640,179	27,521,529	26,618,927	27,640,806
Sources						
Taxes	17,092	9,954	16,670	12,500	6,390	12,500
Realignment	0	0	0	0	0	0
State/Fed/Other Government	60	0	0	0	0	0
Fee/Rate	7,263,470	11,778,197	10,571,213	11,362,223	10,741,899	11,271,010
Other Revenue	247,921	215,601	220,987	60,510	(23,880)	57,500
Total Revenue	7,528,543	12,003,752	10,808,870	11,435,233	10,724,409	11,341,010
Operating Transfers In	0	0	0	0	0	0
Total Financing Sources	7,528,543	12,003,752	10,808,870	11,435,233	10,724,409	11,341,010
Net County Cost	15,678,343	11,454,430	13,831,309	16,086,296	15,894,518	16,299,796
Budgeted Staffing*	224	235	240	251	251	251

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$21.1 million represent the majority of the Requirements in this budget unit and fund 251 budgeted positions. Operating Expenses of \$9.3 million primarily consist of printing and taxpayer notice mailing costs, COWCAP, and systems development charges for the Property Information Management System. Reimbursements of \$2.7 million are primarily from Recorder special revenue funds for administrative and information technology costs.

Sources of \$11.3 million include fees for recording and County Clerk services, special assessments, and transfers of ownership.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$119,277 primarily due to increases in Staffing Expenses for employee step and equity increases, and increases in benefit costs for a portion of department staff, as well as increases in Operating Expenses for information technology costs.

Sources are decreasing by \$94,223 primarily due to a decrease in revenue from recorded documents, partially offset by an increase in revenue from the sale of public information.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		Limited	Regular
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended			
Management	4	0	0	0	4	0	0	4
Administrative Services	9	0	0	0	9	0	0	9
Assessment Services	39	0	0	0	39	0	0	39
Valuations	123	1	(1)	0	123	5	5	118
Recorder Services	59	0	0	0	59	2	2	57
Information Technology - Assessor	9	0	0	0	9	0	0	9
Information Technology - Recorder	8	0	0	0	8	0	0	8
Total	251	1	(1)	0	251	7	7	244

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$21.1 million fund 251 budgeted positions of which 244 are regular positions and 7 are limited term positions. Changes include the deletion of 1 Principal Appraiser position as a result of a reorganization. This deletion is offset by the addition of 1 Chief Appraiser position which meets the needs of the department.



Assessor/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. There is no staffing associated with this budget unit.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$7,406,859
Total Sources (Incl. Reimb.)	\$4,024,500
Use of/ (Contribution to) Fund Balance	\$3,382,359
Total Staff	3

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 regulations set forth by the Attorney General. In 2007, the Board approve 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.

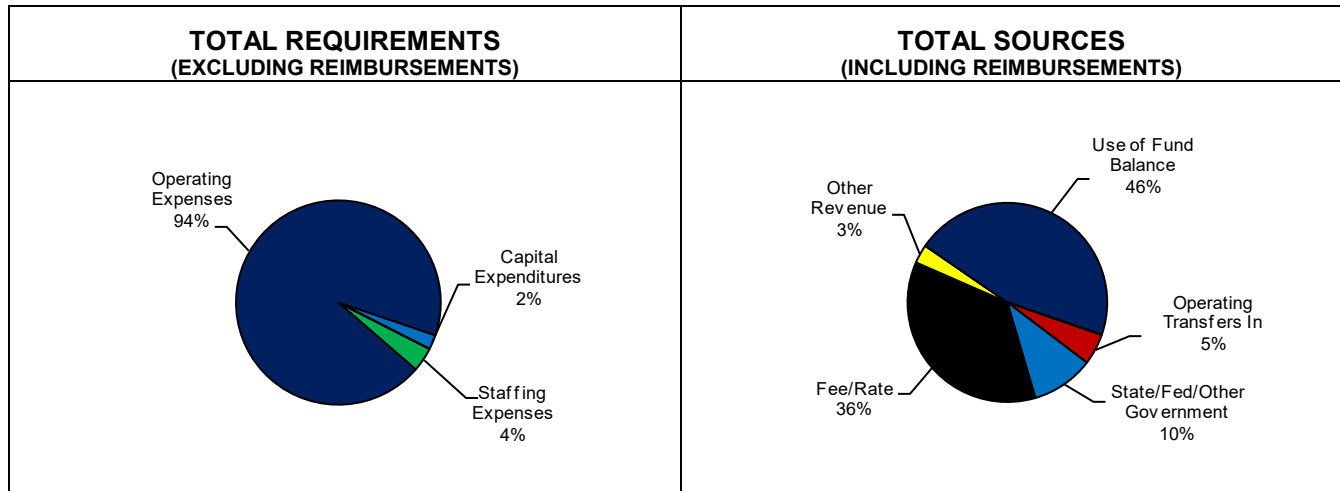
Recorder Records was established to defray the cost of storing, restoring, and imaging the County Recorder's documents. The primary service provided by this budget unit is the maintenance, repair and imaging digitization of the County Recorder's documents. Sources include fees collected pursuant to Government 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 previously included fees collected pursuant to Government Code Section 27301. There is no staffing associated with this budget unit.

State Supplementation for County Assessors Program was established to defray the cost of temporary help to assist with the assessment and enrollment of newly constructed real property, and an upgrade to the Property Information Management System (PIMS). Sources include grant funds from the State and County matching funds. There is no staffing associated with this budget unit.



2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Fiscal
DEPARTMENT: Assessor/Recorder/County Clerk
FUND: Assessor/Recorder Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	906,955	1,006,495	1,013,323	281,980	281,980	286,451	4,471
Operating Expenses	1,328,126	1,405,179	1,017,409	8,111,882	4,141,277	6,951,408	(1,160,474)
Capital Expenditures	146,742	50,564	170,006	1,874,800	1,858,800	169,000	(1,705,800)
Total Exp Authority	2,381,823	2,462,238	2,200,738	10,268,662	6,282,057	7,406,859	(2,861,803)
Reimbursements	(61,551)	(491,320)	(502,193)	0	0	0	0
Total Appropriation	2,320,272	1,970,918	1,698,545	10,268,662	6,282,057	7,406,859	(2,861,803)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,320,272	1,970,918	1,698,545	10,268,662	6,282,057	7,406,859	(2,861,803)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	750,000	750,000	750,000	0
Fee/Rate	3,443,878	3,796,881	3,209,617	3,060,000	2,578,714	2,675,000	(385,000)
Other Revenue	105,328	125,555	157,105	153,000	209,920	224,500	71,500
Total Revenue	3,549,206	3,922,436	3,366,722	3,963,000	3,538,634	3,649,500	(313,500)
Operating Transfers In	0	0	125,000	5,250,000	5,250,000	375,000	(4,875,000)
Total Financing Sources	3,549,206	3,922,436	3,491,722	9,213,000	8,788,634	4,024,500	(5,188,500)
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(1,228,934)	(1,951,518)	(1,793,177)	1,055,662	(2,506,577)	3,382,359	2,326,697
Available Reserves				15,644,791		15,824,671	179,880
Total Fund Balance				16,700,453		19,207,030	2,506,577
Budgeted Staffing*	10	10	10	3	3	3	0

*Data represents modified Budgeted Staffing.

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



DETAIL OF 2019-20 RECOMMENDED BUDGET

	2019-20				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Systems Development (2340)	4,242,234	1,775,000	2,467,234	7,161,156	0
Vital Records (2342)	184,993	225,000	(40,007)	1,793,367	0
Electronic Recording (2344)	342,743	417,500	(74,757)	2,050,676	0
Recorder Records (2346)	493,146	397,000	96,146	813,581	3
Social Security Number Truncation (2348)	118,743	85,000	33,743	3,969,891	0
State Supplementation for County Assessors Program (2756)	2,025,000	1,125,000	900,000	36,000	0
Total Special Revenue Funds	7,406,859	4,024,500	3,382,359	15,824,671	3

Systems Development includes \$4.2 million in Requirements to fund costs for document indexing/imaging, computer hardware, software and associated maintenance, some of which is related to the replacement of the document recording system. Sources of \$1.8 million are from Recorder modernization fees. Use of Fund Balance of \$2.5 million includes \$635,700 for remaining expenses related to the replacement of the document recording system and \$1.9 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.

Vital Records includes \$184,993 in Requirements for computer software, printing and other professional services. Sources of \$225,000 are from vital and health statistic fees. Contribution to Fund Balance of \$40,007 will fund future vital records system improvements.

Electronic Recording includes \$342,743 in Requirements for computer hardware and CeRTNA related expenses. Sources of \$417,500 are from electronic recording fees and anticipated interest earnings. Contribution to Fund Balance of \$74,757 will fund future electronic recording system improvements.

Recorder Records includes \$493,146 in Requirements to fund 3 positions and costs associated with preservation efforts. Sources of \$397,000 are from records fees and anticipated interest earnings. Fund Balance of \$96,146 is being used to support ongoing cost 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 \$118,743 in Requirements to fund the cost of truncating records as required by law. Sources of \$85,000 are from anticipated interest earnings. Fund Balance of \$33,743 is being used to support ongoing costs related to truncation of records. The department is in the process of acquiring a replacement for the document recording system and it is anticipated that this replacement system will automatically truncate records, reducing or eliminating reliance on Fund Balance in future years.

State Supplementation for County Assessors Program includes \$2.0 million in Requirements for computer software, printing and other professional services. Sources of \$1.1 million include \$750,000 from a state grant and \$375,000 from General Fund reserves. Fund Balance of \$900,000 is being used to support ongoing grant-related activities that could not be accomplished in 2018-19, year one of this three-year grant.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$2.9 million primarily due to a decrease in budgeted expenditures for the replacement of the document recording system. Sources are decreasing by \$5.2 million primarily due to the decrease in one-time funding from General Fund reserves for the replacement of the document recording system.

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 Assessor/Recorder special revenue funds. In 2019-20 Systems Development will use Fund Balance of \$2.5 million, which includes \$635,700 for remaining expenses related to the replacement of the document recording system and \$1.9 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 \$96,146 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 \$33,743 to support ongoing costs related to truncation of records. The department is in the process of acquiring a replacement for the document recording system and it is anticipated that this replacement system will automatically truncate records, reducing or eliminating reliance on Fund Balance in future years. SSCA Program will use Fund Balance of \$900,000 to support ongoing grant-related activities that could not be accomplished in 2018-19, year one of this three-year grant.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Recorder Records (Archives)	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 \$286,451 fund 3 budgeted regular positions. There are no changes to Budgeted Staffing.



AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR

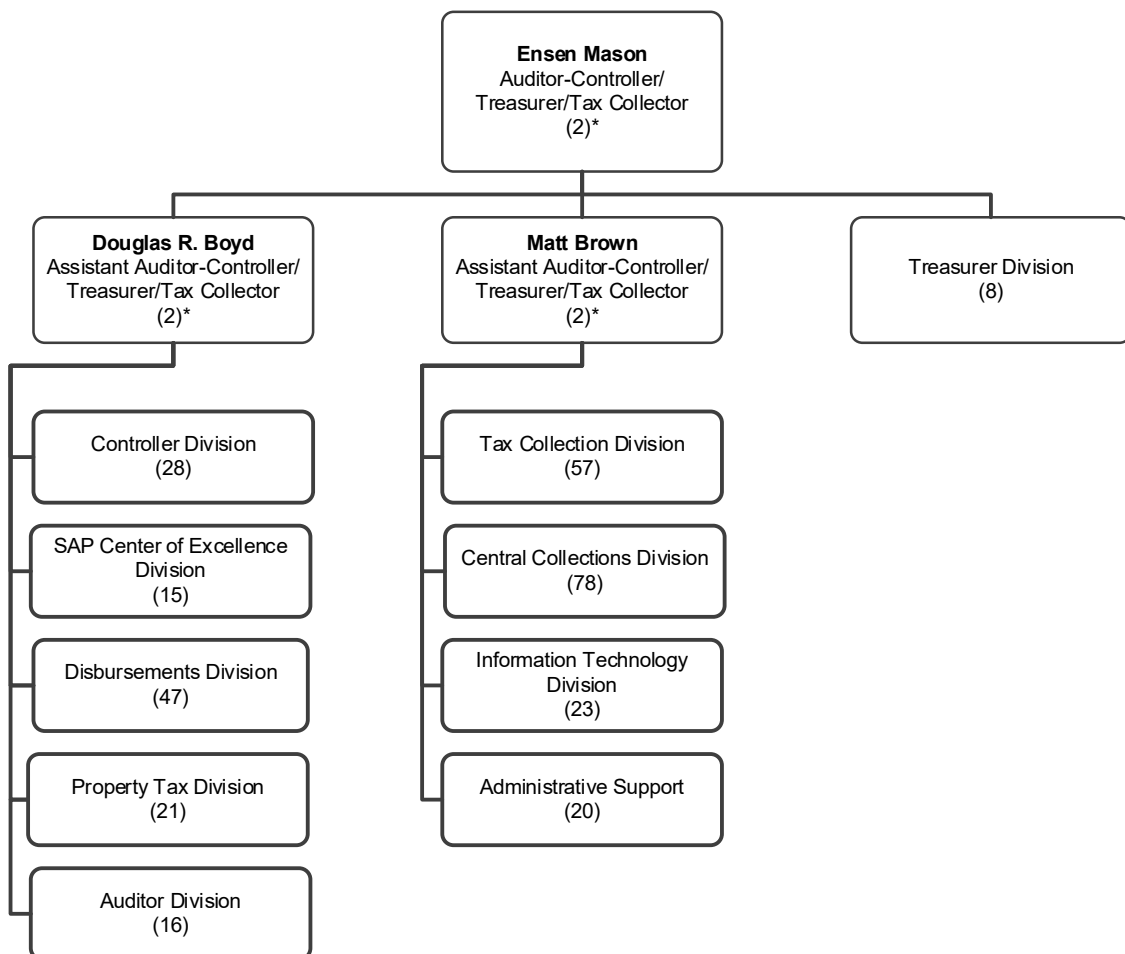
Ensen Mason

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



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Auditor-Controller/Treasurer/Tax Collector	41,252,683	26,195,130	15,057,553			319
Total General Fund	41,252,683	26,195,130	15,057,553	0	0	319
Special Revenue Funds						
Redemption Restitution Maintenance	206,410	250,000		(43,590)		0
Total Special Revenue Funds	206,410	250,000	0	(43,590)	0	0
Total - All Funds	41,459,093	26,445,130	15,057,553	(43,590)	0	319

2018-19 MAJOR ACCOMPLISHMENTS

- Completed Audit Work Plan, consisting of 45 audits.
- Processed over 18,000 property tax refunds totaling \$22.7 million to taxpayers.
- Increased the Transient Occupancy Tax collected by entering into a Voluntary Collection Agreement with Airbnb.
- Successfully sold 60% of the 1,118 real property parcels offered during the May 2018 tax sale, for a combined total sales of \$7.8 million, which includes defaulted tax dollars, penalties, and cost of sale, in addition to excess proceeds.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 reporting.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	99%	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 Auditor Division performs operational and financial audits of departments, agencies, and special districts; evaluates internal controls for operational improvement; and operates the Fraud, Waste, and Abuse Hotline.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$41,949,443
Total Sources (Incl. Reimb.)	\$26,891,890
Net County Cost	\$15,057,553
Total Staff	319
Funded by Net County Cost	36%

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 disbursing vendor payments and processing payroll services for County and Special District employees.

The Property Tax Division is responsible for the compilation of property tax rates, revenue disbursements to taxing agencies, processing tax bill/roll corrections and changes; processing certain refunds to taxpayers; and managing and calculating pass-through agreement payments on behalf of countywide successor agencies relating to the dissolution of Redevelopment Agencies. As of July 1, 2018, 2015 California Senate Bill 107 was implemented, consolidating the 26 Oversight Boards of the Successor Agencies into one Countywide Oversight Board. ATC, in collaboration with the Community Development and Housing Agency, administers the Oversight Board.

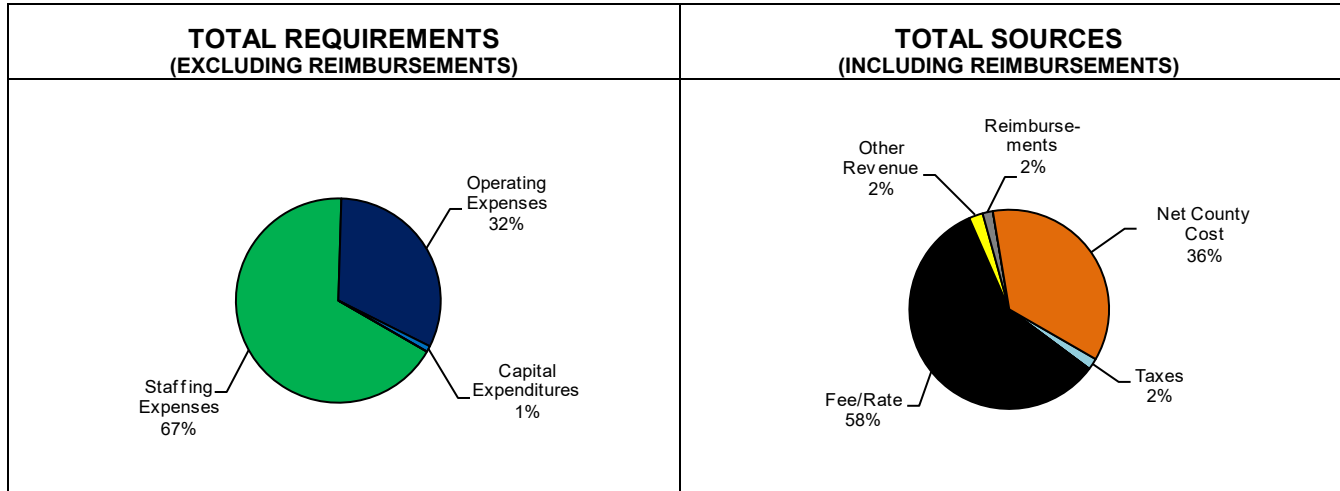
The Treasurer Division performs the County's treasury function, including the investment of all County and School District funds within the County investment pool and associated banking services. The Treasurer currently manages assets of \$6.5 to \$7.4 billion.

The Tax Collector Division collects property taxes for all County taxing entities and collected over \$2.8 billion in secured property taxes and other fees in 2018-19.

The Central Collections Division provides collection services for the County and Superior Court, and collected \$41.6 million for the year ending June 30, 2019, consisting of \$23.4 million for collection of court-ordered payments and \$18.2 million for Arrowhead Regional Medical center's delinquent accounts receivable.

The SAP Center of Excellence Division provides ongoing countywide support for the Enterprise Financial Management System consisting of business and information technology experts.



2019-20 RECOMMENDED BUDGET**ANALYSIS OF 2019-20 RECOMMENDED BUDGET**

GROUP: Fiscal
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector
FUND: General

BUDGET UNIT: 340 1000
FUNCTION: General
ACTIVITY: Finance

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	22,730,495	22,405,679	22,322,674	28,574,814	25,455,262	28,165,769	(409,045)
Operating Expenses	13,080,972	10,711,833	13,955,144	17,805,229	16,782,313	13,388,774	(4,416,455)
Capital Expenditures	97,909	123,812	88,365	401,402	104,277	394,900	(6,502)
Total Exp Authority	35,909,376	33,241,324	36,366,183	46,781,445	42,341,852	41,949,443	(4,832,002)
Reimbursements	(368,030)	(386,556)	(370,472)	(894,560)	(645,060)	(696,760)	197,800
Total Appropriation	35,541,346	32,854,768	35,995,711	45,886,885	41,696,792	41,252,683	(4,634,202)
Operating Transfers Out	0	0	0	279,000	0	0	(279,000)
Total Requirements	35,541,346	32,854,768	35,995,711	46,165,885	41,696,792	41,252,683	(4,913,202)
Sources							
Taxes	271,160	184,110	392,620	281,000	280,840	781,000	500,000
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	138,588	132,429	99,439	82,208	184,420	87,297	5,089
Fee/Rate	23,308,389	22,091,200	22,206,036	26,884,618	23,247,062	24,380,327	(2,504,291)
Other Revenue	1,350,867	1,327,677	1,366,901	1,272,074	1,486,489	946,506	(325,568)
Total Revenue	25,069,004	23,735,416	24,064,996	28,519,900	25,198,811	26,195,130	(2,324,770)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	25,069,004	23,735,416	24,064,996	28,519,900	25,198,811	26,195,130	(2,324,770)
Net County Cost	10,472,342	9,119,352	11,930,715	17,645,985	16,497,981	15,057,553	(2,588,432)
Budgeted Staffing*	315	317	333	340	340	319	(21)

*Data represents modified Budgeted Staffing.

Note: Auditor-Controller/Treasurer/Tax Collector is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$51,155, which represents Auditor-Controller/Treasurer/Tax Collector share of costs of other central service departments, such as Human Resources.



MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$28.2 million represent the majority of Requirements in this budget unit and fund 319 budgeted positions that are necessary to provide accounting, auditing, collections, and investment services to County departments and constituents. Sources of \$26.2 million primarily represent Fee/Rate and cost-reimbursement revenue generated by services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$4.9 million, primarily due to decreases in SAP software maintenance, and professional services provided to the Treasurer and Central Collections Divisions. Sources are decreasing by \$2.3 million due to decreased Central Collections cost recovery revenue.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Executive Management	6	0	0	0	6	0	6
Administrative Support	20	0	0	0	20	12	8
SAP Center of Excellence	14	1	0	0	15	1	14
Auditor Division	16	0	0	0	16	0	16
Controller Division	29	0	(1)	0	28	0	28
Disbursements Division	48	0	(1)	0	47	4	43
Property Tax Division	20	1	0	0	21	3	18
Treasurer Division	8	0	0	0	8	0	8
Tax Collector Division	59	0	(2)	0	57	1	56
Central Collections Division	97	1	(20)	0	78	0	78
Information Technology Division	23	0	0	0	23	0	23
Total	340	3	(24)	0	319	21	298

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$28.2 million fund 319 budgeted positions of which 298 are regular positions and 21 are limited term positions. Staffing changes include a net decrease of 21 positions. The deletion of 24 positions as follows: 1 Systems Accountant I (regular), 1 Office Assistant III (regular), 20 Collections Officer I (regular), 1 Office Assistant III (regular) and 1 Office Assistant II (regular). These deletions are necessary due to decreased delinquent accounts being received from the Arrowhead Regional Medical Center and the Superior Court of California, County of San Bernardino. All positions recommended for deletion are currently vacant.

The SAP Center of Excellence Division is adding 1 Contract Secretary II to perform secretarial duties.

The Property Tax Division is adding 1 Systems Accountant II that is being transferred from the Automated Systems Development Fund (1042), as this position is no longer needed for the EFMS project implementation activities.

The Central Collections Division is adding 1 Accountant III to assist with complex fiscal and accounting processes.



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.

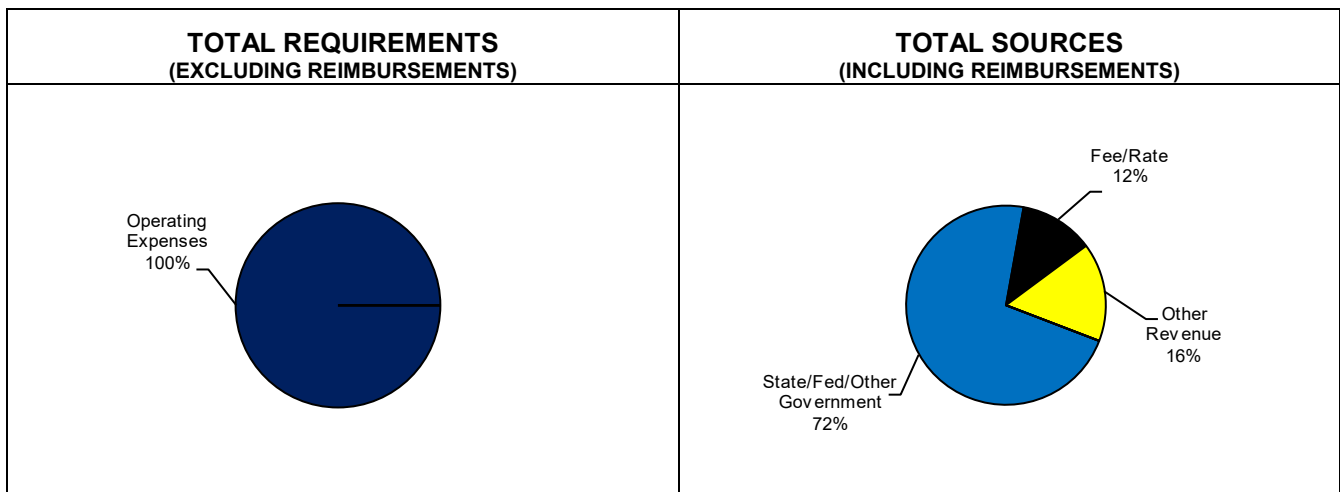
Redemption Maintenance accounts for revenue received from tax sales to defray the costs of maintaining the redemption and tax defaulted files, and the costs of administering and processing the claims for excess tax sale proceeds. Revenue includes unclaimed excess tax sale proceeds collected pursuant 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.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$206,410
Total Sources (Incl. Reimb.)	\$250,000
Use of/ (Contribution to) Fund Balance	(\$43,590)
Total Staff	0

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Fiscal DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector FUND: Redemption Restitution Maintenance				BUDGET UNIT: 340 2720 FUNCTION: General ACTIVITY: Finance			
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	200,000	0	206,410	6,410
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	200,000	0	206,410	6,410
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	200,000	0	206,410	6,410
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	200,000	0	206,410	6,410
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	182,607	210,281	251,596	188,000	143,274	180,000	(8,000)
Fee/Rate	0	0	0	30,000	0	30,000	0
Other Revenue	9,087	15,439	25,183	20,000	43,128	40,000	20,000
Total Revenue	191,694	225,720	276,779	238,000	186,402	250,000	12,000
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	191,694	225,720	276,779	238,000	186,402	250,000	12,000
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(191,694)	(225,720)	(276,779)	(38,000)	(186,402)	(43,590)	(5,590)
Available Reserves				2,353,806		2,545,798	191,992
Total Fund Balance				2,315,806		2,502,208	186,402
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 REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Operating Expenses of \$206,410 represent a transfer to the Auditor-Controller/Treasurer/Tax Collector's (ATC) General Fund budget unit for Staffing and Operating Expenses for work related to the processing of excess tax sale proceeds and collection of victim restitution. Sources of \$250,000 represent revenue from the State of California and anticipated interest earnings.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing \$6,410 due to an increase to ATC's General Fund budget unit for expense relating to the collection of Victim Restitution.

Sources are increasing by \$12,000 due to an anticipated increase in interest earnings.

ANALYSIS OF FUND BALANCE

No Use of Fund Balance is anticipated. A Contribution to Fund Balance of \$43,590 is anticipated in 2019-20 as Sources are expected 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**

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Net County Cost</u>	<u>Staffing</u>
<u>GENERAL FUND</u>					
HUMAN SERVICES	164				
HEALTH ADMINISTRATION					
HEALTH ADMINISTRATION	166	192,953,134	177,953,134	15,000,000	0
BEHAVIORAL HEALTH	172				
BEHAVIORAL HEALTH	174	248,446,920	246,604,167	1,842,753	632
SUBSTANCE USE DISORDER AND RECOVERY SERVICES	178	33,087,274	32,937,816	149,458	115
PUBLIC HEALTH	187				
PUBLIC HEALTH	190	90,265,291	84,821,874	5,443,417	799
CALIFORNIA CHILDREN'S SERVICES	194	26,883,239	21,979,502	4,903,737	196
INDIGENT AMBULANCE	197	472,415	0	472,415	
HUMAN SERVICES ADMINISTRATIVE CLAIM	202	627,006,548	593,249,289	33,757,259	4,577
HUMAN SERVICES - SUBSISTENCE PAYMENTS:					
SUBSISTENCE FUNDS - CONSOLIDATED	213	686,109,862	632,634,654	53,475,208	0
AGING AND ADULT SERVICES	222	10,576,128	10,576,128	0	43
AGING AND ADULT SERVICES	224	1,451,214	500,000	951,214	50
PUBLIC GUARDIAN-CONSERVATOR	227				
CHILD SUPPORT SERVICES	230	49,907,028	49,907,028	0	511
VETERANS AFFAIRS	243	2,724,940	645,000	2,079,940	25
TOTAL GENERAL FUND		<u>1,969,883,993</u>	<u>1,851,808,592</u>	<u>118,075,401</u>	<u>6,948</u>
	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Staffing</u>
<u>SPECIAL REVENUE FUNDS</u>					
HEALTH ADMINISTRATION:					
MASTER SETTLEMENT AGREEMENT	170	17,000,000	18,919,194	(1,919,194)	0
BEHAVIORAL HEALTH:					
MENTAL HEALTH SERVICES ACT	181	226,781,526	191,903,196	34,878,330	623
SPECIAL REVENUE FUNDS - CONSOLIDATED	184	6,441,462	11,097,517	(4,656,055)	0
PUBLIC HEALTH:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	199	4,286,216	4,095,328	190,888	0
HUMAN SERVICES ADMINISTRATION:					
WRAPAROUND REINVESTMENT FUND	219	6,749,529	5,025,000	1,724,529	0
PRESCHOOL SERVICES:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	237	61,053,009	60,463,766	589,243	797
TOTAL SPECIAL REVENUE FUNDS		<u>322,311,742</u>	<u>291,504,001</u>	<u>30,807,741</u>	<u>1,420</u>



HUMAN SERVICES

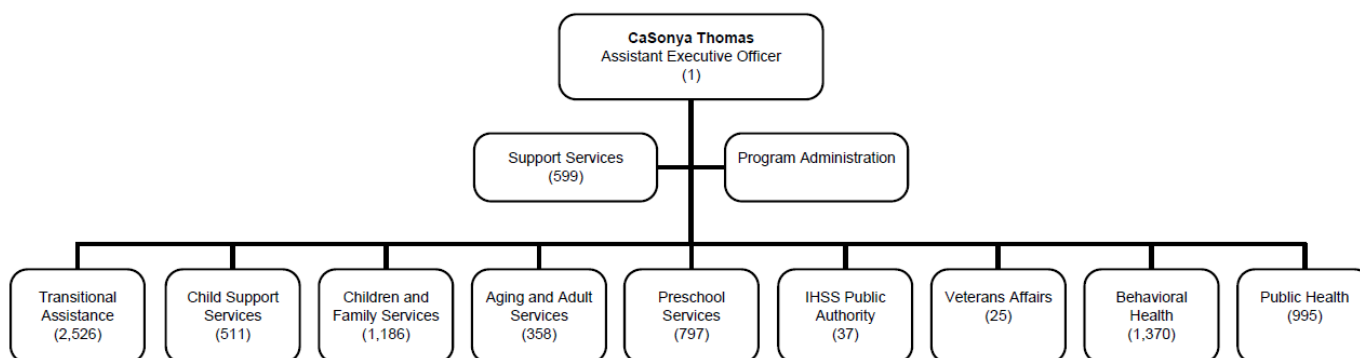
CaSonya Thomas

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



2019-20 SUMMARY OF HEALTH BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Health Administration	192,953,134	177,953,134	15,000,000			0
Behavioral Health (BH)	248,446,920	246,604,167	1,842,753			632
BH - Substance Use Disorder and Recovery Services	33,087,274	32,937,816	149,458			115
Public Health (PH)	90,265,291	84,721,874	5,543,417			799
PH - California Children's Services	26,883,239	21,979,502	4,903,737			196
PH - Indigent Ambulance	472,415	0	472,415			0
Total General Fund	592,108,273	564,196,493	27,911,780			1,742
Special Revenue Funds						
Master Settlement Agreement	17,000,000	18,919,194		(1,919,194)		0
BH - Mental Health Services Act	226,781,526	191,903,196		34,878,330		623
BH Special Revenue Funds - Consolidated	6,441,462	11,097,517		(4,656,055)		0
PH Special Revenue Funds - Consolidated	4,286,216	4,095,328		190,888		0
Total Special Revenue Funds	254,509,204	226,015,235		28,493,969		623
Total - All Funds	846,617,477	790,211,728	27,911,780	28,493,969	0	2,365

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 (Dept/Fund 101 1000), tobacco cessation services (Fund 2700) and preparedness and response (Fund 2696).

2019-10 SUMMARY OF HUMAN SERVICES BUDGET UNITS

2019-20						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Human Services Administrative Claim	627,006,548	593,249,289	33,757,259			4,577
Human Services Subsistence - Consolidated	686,109,862	632,634,654	53,475,208			0
Aging and Adult Services - Aging Programs	10,576,128	10,576,128	0			43
Public Guardian-Conservator	1,451,214	500,000	951,214			50
Child Support Services	49,907,028	49,907,028	0			511
Veterans Affairs	2,742,940	645,000	2,097,940			25
Total General Fund	1,377,793,720	1,287,512,099	90,281,621			5,206
Special Revenue Funds						
Wraparound Reinvestment Fund	6,749,529	5,025,000		1,724,529		0
Preschool Services	61,053,009	60,463,766		589,243		797
Total Special Revenue Funds	67,802,538	65,488,766		2,313,772		797
Other Agencies						
IHSS Public Authority	6,470,792	6,470,792		0		37
Total Other Agencies	6,470,792	6,470,792		0		37
Total - All Funds	1,452,067,050	1,359,471,657	90,281,621	2,313,772	0	6,040

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). There are several support divisions under Human Services Administration Services, including the Performance, Education and Resource Center which provide administrative and training support to the Human Services Departments. Additionally, Human Services coordinates with Children's Network to provide certain services.

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.



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.

2019-20 SUMMARY OF BUDGET UNITS

	2019-20				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
General Fund					
Health Administration	192,953,134	177,953,134	15,000,000		0
Total General Fund	192,953,134	177,953,134	15,000,000		0
Special Revenue Funds					
Master Settlement Agreement	17,000,000	18,919,194		(1,919,194)	0
Total Special Revenue Funds	17,000,000	18,919,194		(1,919,194)	0
Total - All Funds	209,953,134	196,872,328	15,000,000	(1,919,194)	0



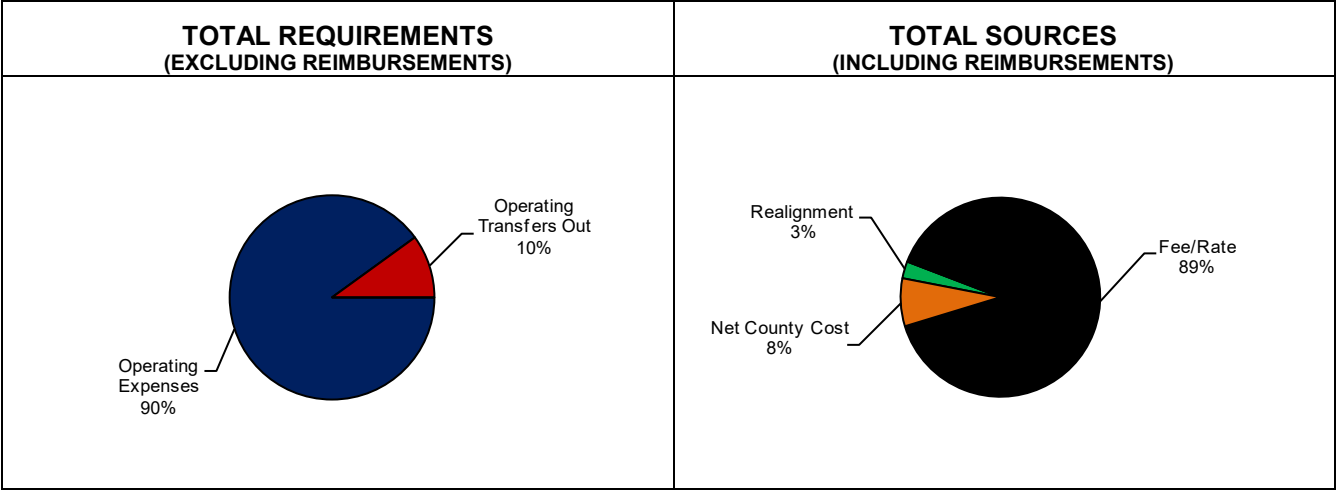
Health Administration

DESCRIPTION OF MAJOR SERVICES

The role of the Health Administration budget unit is to seek and support opportunities to foster collaboration among the Health Care Departments: Department of Public Health (PH), Department of Behavioral Health (BH), and the Arrowhead Regional Medical Center (ARMC). Health Administration provides funding for fiscal and policy analysis relating to the operations of these departments. Additionally, Health Administration manages the 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	
Total Requirements (Excl. Reimb.)	\$192,953,134
Total Sources (Incl. Reimb.)	\$177,953,134
Net County Cost	\$15,000,000
Total Staff	0
Funded by Net County Cost	8%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Human Services DEPARTMENT: Health Administration FUND: General				BUDGET UNIT: 114 1000 FUNCTION: Health and Sanitation ACTIVITY: Hospital Care			
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	(A) <u>2018-19</u>	<u>2018-19</u>	(B) <u>2019-20</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	161,109	179,821	(76)	0	0	0	0
Operating Expenses	55,613,369	119,955,820	151,419,086	173,628,885	163,592,804	173,676,956	48,071
Capital Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Exp Authority	55,774,478	120,135,641	151,419,010	173,628,885	163,592,804	173,676,956	48,071
Reimbursements	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriation	55,774,478	120,135,641	151,419,010	173,628,885	163,592,804	173,676,956	48,071
Operating Transfers Out	<u>18,964,270</u>	<u>18,729,777</u>	<u>13,487,821</u>	<u>19,263,799</u>	<u>15,259,463</u>	<u>19,276,178</u>	<u>12,379</u>
Total Requirements	74,738,748	138,865,418	164,906,831	192,892,684	178,852,267	192,953,134	60,450
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	4,999,836	4,788,977	(536,734)	5,292,684	1,288,348	5,353,134	60,450
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	54,738,912	119,076,441	150,443,565	172,600,000	162,563,919	172,600,000	0
Other Revenue	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenue	59,738,748	123,865,418	149,906,831	177,892,684	163,852,267	177,953,134	60,450
Operating Transfers In	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Financing Sources	59,738,748	123,865,418	149,906,831	177,892,684	163,852,267	177,953,134	60,450
Net County Cost	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	0
Budgeted Staffing*	1	1	0	0	0	0	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Intergovernmental Transfers

This budget unit includes Intergovernmental Transfers (IGT) to the state for Medi-Cal Managed Care and Section 1115 Waiver related payments which consists of three components: Public Hospital Redesign and Incentives in Medi-Cal (PRIME), Global Payment Program (GPP), and Whole Person Care (WPC). These IGTs are used to send the non-federal share of Medi-Cal Managed Care and Section 1115 Waiver payments to the state in order to receive matching contributions. The initial investment is returned to this budget unit.

Medi-Cal Managed Care payments provide for the maximum reimbursement under the allowable rate range. PRIME funding is tied to results and is based on meeting metrics and project objectives set to national standards. GPP funding is tied to treating remaining uninsured through non-traditional or complementary services. WPC is designed to provide comprehensive integrated care to high-risk and vulnerable patients. These payments are reflected as a matching contribution to the state, with a return of the initial investment to this budget unit and the matching contribution to the ARMC budget unit.

Realignment and General Fund Support

County General Fund support and Realignment funding totaling \$20.4 million is used to pay a portion of the ARMC debt service (\$14.9 million), Realignment AB 8 match of \$4.3 million, 2-1-1 San Bernardino Program of \$233,333, and administrative costs of \$1.0 million. 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 transfers in this budget unit as follows:

- Mental Health at 9.05%;
- Social Services at 1.23%;
- Health at 89.72% (which also includes ARMC debt service payments).



2019-20 Major Requirements include Intergovernmental Transfers, which are included in Operating Expenses, to fund the required local match for Medi-Cal Managed Care, PRIME, GPP, and WPC programs. The major revenue source is the return of the initial investment received from the state, which is budgeted as Fee/Rate revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$60,450 due to a slight increase in administrative costs.

Sources are increasing by \$60,450 reflecting an increase in Realignment usage due to the increase in administrative costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



Master Settlement Agreement

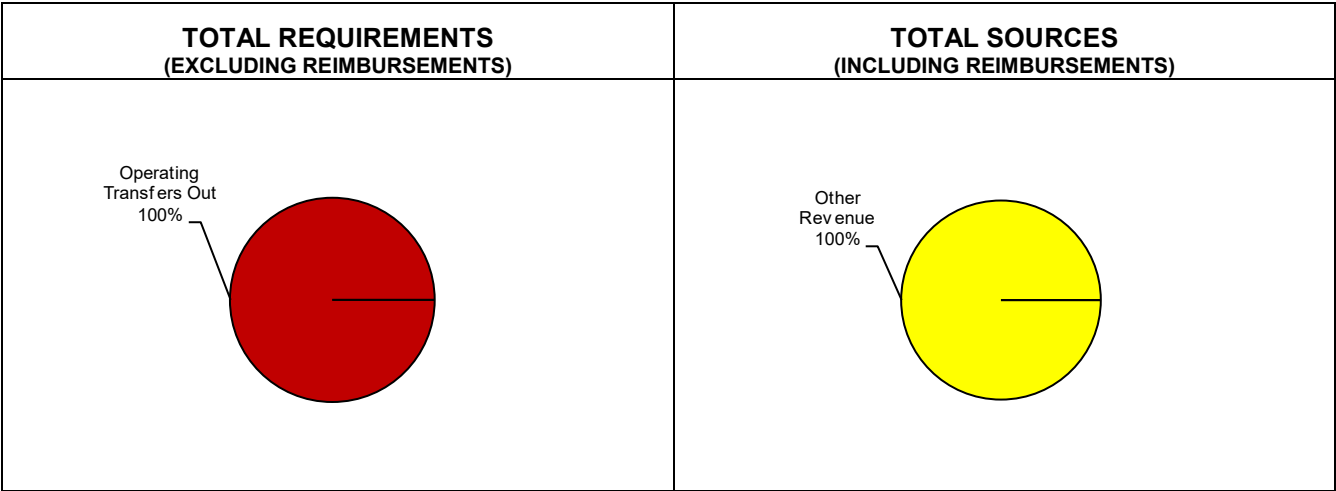
DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for proceeds received from the tobacco lawsuit Master Settlement Agreement (MSA). In late 1998, a settlement was reached in a lawsuit filed by states against the tobacco industry. In California, the proceeds of the settlement are divided equally between the state and local governments who partnered in the lawsuit. Payments to local governments are based on a formula involving total tobacco sales and each local entity's population.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$17,000,000
Total Sources (Incl. Reimb.)	\$18,919,194
Use of/ (Contribution to) Fund Balance	(1,919,194)
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 service.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Human Services DEPARTMENT: Health Administration FUND: Master Settlement Agreement			BUDGET UNIT: 116 2700 FUNCTION: Health and Sanitation ACTIVITY: Hospital Care				
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
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	35,300,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	0
Total Requirements	35,300,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	0
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	17,684,044	18,104,074	21,619,257	17,904,939	21,071,936	18,919,194	1,014,255
Total Revenue	17,684,044	18,104,074	21,619,257	17,904,939	21,071,936	18,919,194	1,014,255
Operating Transfers In	0	0	513,264	0	0	0	0
Total Financing Sources	17,684,044	18,104,074	22,132,521	17,904,939	21,071,936	18,919,194	1,014,255
Fund Balance							
Use of/ (Contribution to) Fund Balance**	17,615,956	(1,104,074)	(5,132,521)	(904,939)	(4,071,936)	(1,919,194)	(1,014,255)
Available Reserves				9,612,051		14,698,242	5,086,191
Total Fund Balance				8,707,112		12,779,048	4,071,936
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 REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Operating Transfers Out of \$17.0 million reflect a transfer to the General Fund 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 debt service for ARMC.

BUDGET CHANGES AND OPERATIONAL IMPACT

Sources are increasing by \$1.0 million and have been budgeted conservatively based on average receipts over the last four years, excluding extraordinary revenue. Sources have remained stable over the past four years.

ANALYSIS OF FUND BALANCE

A Contribution to Fund Balance of \$1.9 million is anticipated based on the continued trend of revenues exceeding the base expenditure.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



BEHAVIORAL HEALTH

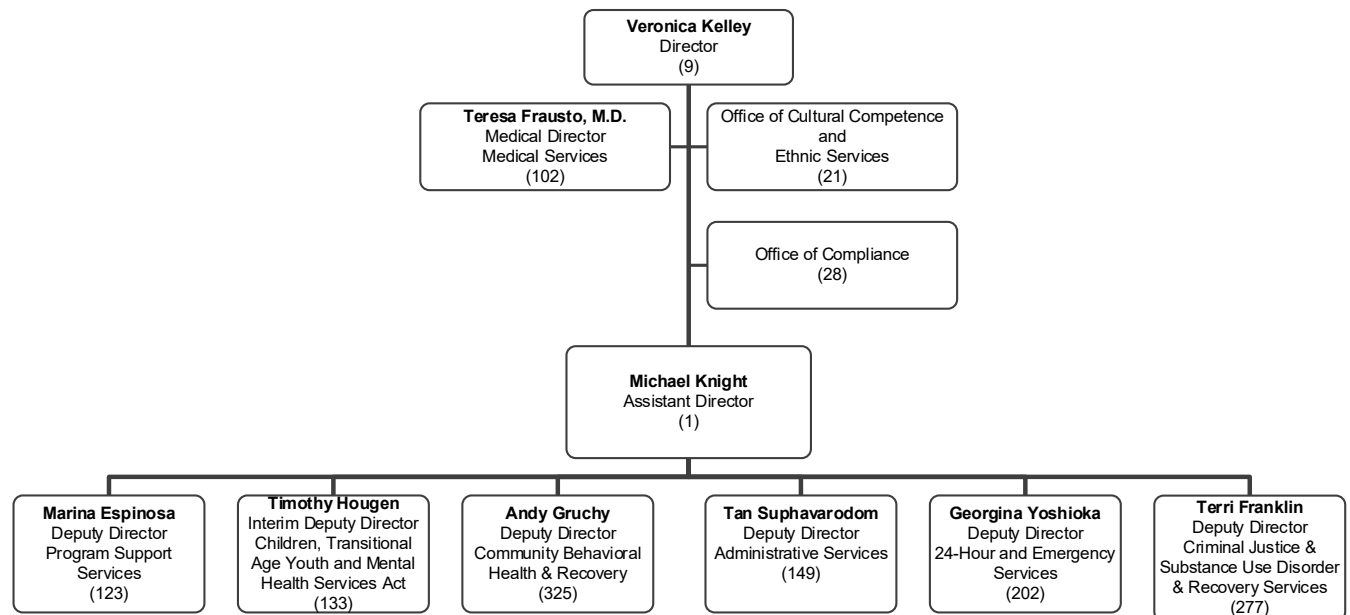
Veronica Kelley

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



2019-20 SUMMARY OF BUDGET UNITS

2019-20						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Behavioral Health	248,446,920	246,604,167	1,842,753			632
Substance Use Disorder and Recovery Services	33,087,274	32,937,816	149,458			115
Total General Fund	281,534,194	279,541,983	1,992,211	0	0	747
Special Revenue Funds						
Mental Health Services Act	226,781,526	191,903,196		34,878,330		623
Special Revenue Funds - Consolidated	6,441,462	11,097,517		(4,656,055)		0
Total Special Revenue Funds	233,222,988	203,000,713	0	30,222,275	0	623
Total - All Funds	514,757,182	482,542,696	1,992,211	30,222,275	0	1,370



2018-19 MAJOR ACCOMPLISHMENTS

- Department of Behavioral Health (DBH) Homeless Services provided behavioral health services to over 500 individuals housed in permanent supportive housing.
- Performed 7,850 substance use disorder screenings and linkage to treatment since the implementation of the Drug Medi-Cal Organized Delivery System (DMC-ODS) Waiver.
- Opened four Crisis Residential Treatment (CRT) centers that provide voluntary short-term crisis treatment services to County residents. 449 unduplicated adults received services through these centers, which alleviated them from accessing this form of care in an emergency department and/or an acute psychiatric facility.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 served.	N/A	241,000	290,000	290,000
STRATEGY	Provide Services to the County's population who experience significant mental, emotional or substance use disorders, and service to those County residents who are at risk of developing a mental illness or substance use disorder.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 homeless individuals referred or assessed for housing.	N/A	224	277	224
STRATEGY	Increase the number of contacts with Behavioral Health consumers suffering with mental health and/or substance use disorders who are referred or assessed for housing.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Develop a clinically integrated network of County departments and other health providers to support a comprehensive approach to population health management for County residents.	Number of consumers diverted from acute psychiatric inpatient setting to admission into CHFFA facilities.	N/A	404	449	496
STRATEGY	Reduce premium hospitalization costs by placing consumers into SB82 California Health Facilities Financing Authority (CHFFA) funded facilities that offer stabilization and treatment for recent crisis episodes at a lower cost and in the least restrictive environment through a collaborative partnership with community stakeholders by providing outreach, education, and daily vacancy tracking and notification.					



Behavioral Health

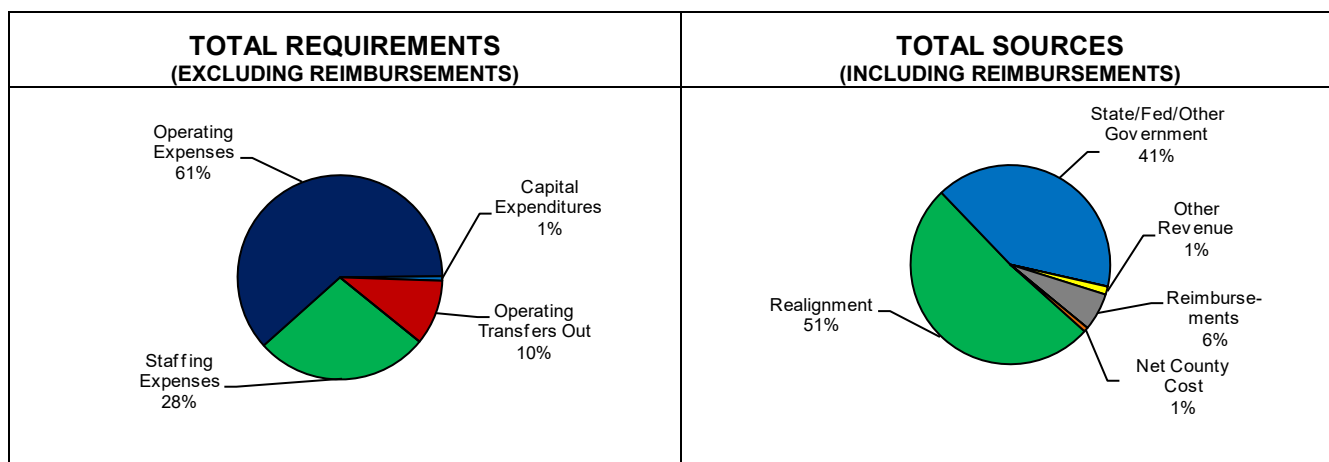
DESCRIPTION OF MAJOR SERVICES

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

Total Requirements (Excl. Reimb.)	\$264,611,979
Total Sources (Incl. Reimb.)	\$262,769,226
Net County Cost	\$1,842,753
Total Staff	632
Funded by Net County Cost	1%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Human Services DEPARTMENT: Behavioral Health FUND: General				BUDGET UNIT: 920 1000 FUNCTION: Health and Sanitation ACTIVITY: Hospital Care			
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	43,033,201	45,784,629	49,870,477	67,121,482	57,335,511	72,883,630	5,762,148
Operating Expenses	111,418,261	126,905,514	132,427,512	136,507,998	132,944,256	162,610,992	26,102,994
Capital Expenditures	116,556	188,444	342,173	1,727,897	1,526,397	1,861,480	133,583
Total Exp Authority	154,568,018	172,878,587	182,640,162	205,357,377	191,806,164	237,356,102	31,998,725
Reimbursements	(11,377,266)	(11,173,206)	(11,519,050)	(13,587,225)	(13,690,137)	(16,165,059)	(2,577,834)
Total Appropriation	143,190,752	161,705,381	171,121,112	191,770,152	178,116,027	221,191,043	29,420,891
Operating Transfers Out	14,589,303	22,262,766	23,151,933	29,972,583	27,410,587	27,255,877	(2,716,706)
Total Requirements	157,780,055	183,968,147	194,273,045	221,742,735	205,526,614	248,446,920	26,704,185
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	96,878,562	108,446,306	113,887,219	117,958,889	127,442,447	135,465,107	17,506,218
State/Fed/Other Government	55,588,073	70,359,224	75,491,959	98,823,021	72,461,163	107,601,182	8,778,161
Fee/Rate	81,875	87,734	299,769	80,402	80,402	81,434	1,032
Other Revenue	3,648,207	3,232,130	2,751,345	3,037,670	3,699,849	3,456,444	418,774
Total Revenue	156,196,717	182,125,394	192,430,292	219,899,982	203,683,861	246,604,167	26,704,185
Operating Transfers In	(259,415)	0	0	0	0	0	0
Total Financing Sources	155,937,302	182,125,394	192,430,292	219,899,982	203,683,861	246,604,167	26,704,185
Net County Cost	1,842,753	1,842,753	1,842,753	1,842,753	1,842,753	1,842,753	0
Budgeted Staffing*	584	584	585	625	625	632	7

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$72.9 million fund 632 positions. Operating Expenses of \$162.6 million are primarily for \$97.2 million in contracted and specialized services. Capital Expenditures of \$1.9 million include the purchase of fixed assets related to the expansion of the outpatient clinics located in Apple Valley and the East Valley. Capital expenditures include items such as computers, and other equipment to enhance the ability of the mental health psychiatrists to provide telemedicine services. Operating Transfers Out of \$27.3 million include transfers of 2011 Realignment funds, which are necessary to secure federal and state matching funding, to the Mental Health Services Act (MHSA) budget unit, and to the Sheriff Department for support of the Homeless Mentally Ill Outreach and Treatment (HMIOT) grant.

Reimbursements of \$16.2 million include \$7.2 million from the MHSA and Substance Use Disorder and Recovery Services (SUDRS) budget units for administrative and clinical staffing support, \$2.2 million in capital asset reimbursements for new leased facilities, and \$6.8 million in Reimbursements from other County departments for program Staffing Expenses, CalWORKs, rents, and other program operations.

Realignment sources of \$135.5 million consist of 1991 Realignment, 2011 Realignment and Public Safety Realignment. State, Federal, and Other Government sources of \$107.6 million include Medi-Cal Federal Financial Participation, Affordable Care Act (ACA), the Mental Health Block Grant and additional state grants. Other Revenue of \$3.5 million includes payments from agencies to support federal matching funding, Social Security Administration reflecting Medicare indigent care for the disabled and medical records fees.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$26.7 million. A \$5.8 million increase in Staffing Expenses is due to a net increase of 7 positions and employee step increases. Operating Expenses are increasing by \$26.1 million which reflects an increase of contract children's services, an increase to temporary staffing to support the transition to the new Behavioral Health Management Information System and electronic health record, and implementation of a new tele-medicine system to support county residents. Capital Expenditures are increasing by \$133,583 for equipment to support facility and technology improvements. Reimbursements are increasing by \$2.6 million, which reflects funding from the MHSA and SUDRS budget units for equipment of co-located facilities.

Operating Transfers Out are decreasing by \$2.7 million due to reduced Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) services in the MHSA budget unit.

Sources are increasing by \$26.7 million primarily due to a \$17.5 million increase to the Realignment allocation. State, Federal and Other Government sources are increasing by \$8.8 million due to increases in Medi-Cal revenue related program expense reimbursements, Outpatient Recovery Services and HMIOT Grants, and State General Fund. Other Revenue is increasing by \$419,806 due to matching funds contributed by agencies providing Medi-Cal billable services to school-age children.



2019-20 POSITION SUMMARY*

	2018-19				2019-20			
Division	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular	
Director	8	1	0	0	9	1	8	
Medical Services	95	7	(3)	0	99	29	70	
Office of Compliance	21	0	0	0	21	2	19	
Office of Cultural Competence & Ethnic Services	1	0	0	0	1	0	1	
Program Support Services	55	1	0	0	56	1	55	
Children, Transitional Age Youth and MHSA	19	0	0	1	20	3	17	
Community Behavioral Health & Recovery	196	1	(1)	0	196	2	194	
Administrative Services	69	0	0	0	69	1	68	
24-Hour and Emergency Services	33	0	0	0	33	0	33	
Criminal Justice & Substance Use Disorder & Recovery Svcs.	128	1	0	(1)	128	2	126	
Total	625	11	(4)	0	632	41	591	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$72.9 million fund 632 budgeted positions of which 591 are regular positions and 41 are limited term positions. The budget reflects a net increase of 7 positions. Staffing changes include the addition of 4 Contract Psychiatrist II positions and 2 Contract Child Psychiatrists that previously worked as independent contractors for County clinics; 1 additional Contract Psychiatrist II is being added that is transferred from the SUDRS budget unit to increase psychiatrist services support to behavioral health clinics; 1 Contract Wellness Coordinator is added to improve employee behavioral health, productivity, and recruitment and retention; 1 Clinical Therapist II position is added that transferred from the MHSA budget unit to support an immediate need within the Quality Management unit. An employment contract for an Addiction Medicine Physician II was approved by the Board on August 21, 2018 (Item No. 17) and is now being added to the budget. Also included is the deletion of 2 limited term positions that are no longer required including 1 vacant Contract Advanced Practice Registered Nurse and 1 vacant Contract Psychiatrist I. Lastly, 1 Contract Addiction Medicine Physician II position is deleted because it is being transferred to the SUDRS budget unit to align the substance use disorder services that are provide by this position to the appropriate budget unit.

Additions

- 5 Contract Psychiatrist II *
- 2 Contract Child Psychiatrist
- 1 Contract Wellness Coordinator
- 1 Clinical Therapist II *
- 1 Contract Addiction Medicine Physician II
- 1 Office Assistant II **

Deletions

- 1 Contract Advance Practice Registered Nurse
- 1 Contract Psychiatrist I
- 1 Contract Addiction Medicine Physician II *
- 1 Office Assistant II **

* Includes transfers between budget units

**Correction to show position is extra-help



Substance Use Disorder and Recovery Services

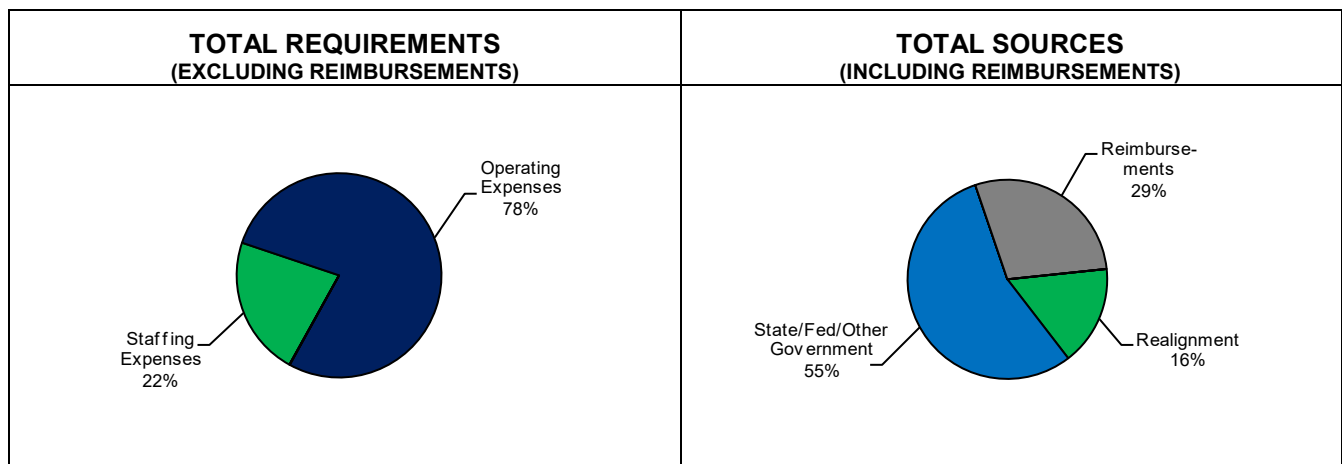
DESCRIPTION OF MAJOR SERVICES

The Department of Behavioral Health – Substance Use Disorder and Recovery Services (SUDRS), provides comprehensive Substance Use Disorder (SUD) services through various substance abuse prevention, recovery, and treatment programs to County residents. Services include outpatient, residential and narcotic treatment services, prevention, and recovery residence for substance use disorder treatment.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$46,242,977
Total Sources (Incl. Reimb.)	\$46,093,519
Net County Cost	\$149,458
Total Staff	115
Funded by Net County Cost	0%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Substance Use Disorder and Recovery Services
FUND: General

BUDGET UNIT: 101 1000
FUNCTION: Health & Sanitation
ACTIVITY: Hospital Care

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	4,924,939	4,798,101	5,413,227	9,629,259	6,306,559	10,229,300	600,041
Operating Expenses	23,504,377	25,150,083	29,053,345	38,447,611	29,834,819	35,986,177	(2,461,435)
Capital Expenditures	0	1,305	16,364	0	0	27,500	27,500
Total Exp Authority	28,429,316	29,949,489	34,482,936	48,076,870	36,141,378	46,242,977	(1,833,894)
Reimbursements	(13,462,018)	(15,375,062)	(17,036,844)	(18,031,945)	(15,029,625)	(13,155,703)	4,876,243
Total Appropriation	14,967,298	14,574,427	17,446,292	30,044,925	21,111,753	33,087,274	3,042,349
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	14,967,298	14,574,427	17,446,292	30,044,925	21,111,753	33,087,274	3,042,349
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	7,529,756	7,620,747	7,949,228	8,404,937	8,312,621	7,481,778	(923,159)
State/Fed/Other Government	6,270,345	6,826,104	9,191,223	21,490,230	12,651,762	25,455,738	3,965,508
Fee/Rate	0	0	133,812	300	300	300	0
Other Revenue	37,007	25,569	22,571	0	(2,388)	0	0
Total Revenue	13,837,108	14,472,419	17,296,834	29,895,467	20,962,295	32,937,816	3,042,349
Operating Transfers In	980,732	0	0	0	0	0	0
Total Financing Sources	14,817,840	14,472,419	17,296,834	29,895,467	20,962,295	32,937,816	3,042,349
Net County Cost	149,458	102,008	149,458	149,458	149,458	149,458	0
Budgeted Staffing*	90	85	88	115	115	115	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$10.2 million fund 115 budgeted positions. Operating Expenses of \$36.0 million are comprised primarily of \$30.9 million in professionally contracted services, \$4.0 million for interdepartmental transfers for prevention services, contracted emergency physician services, rents, facility charges, and Behavioral Health (BH) General Fund administrative support. The remaining \$1.1 million includes COWCAP charges, supplies, central services and travel charges. Together these expenditures support the clinics and programs that provide SUD services to County residents.

Reimbursements of \$13.2 million include support from the Transitional Assistance Department, Children and Family Services, Public Health, and other Behavioral Health budget units for SUD services provided to consumers.

Sources of \$32.9 million include the following federal and state funds: Federal Financial Participation (FFP), State General Fund (SGF), Drug Medi-Cal (DMC), Substance Use Prevention and Treatment Block Grant, 2011 Realignment, and Public Safety Realignment.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$3.0 million. The implementation of the Drug Medi-Cal Organized Delivery System (DMC-ODS) Waiver has allowed more services to be reimbursed by Medi-Cal and as a result there is a \$4.9 million decrease in Reimbursements from the department's Consolidated Special Revenue budget units. A \$600,041 increase in Staffing Expenses is primarily due to employee step increases. A \$2.5 million decrease in Operating Expenses is primarily due to the non-implementation of a pilot program and a decrease of projected contract provider services.



Sources are increasing by \$3.0 million due to increases in federal and State General Fund allocations as well as FFP and SGF Drug Medi-Cal (DMC) revenue generated from the expansion of treatment and recovery services provided to consumers related to the implementation of the Drug Medi-Cal Organized Delivery System (DMC-ODS) Waiver.

2019-20 POSITION SUMMARY*

Division	2018-19					2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular	
Medical Services	0	3	0	0	3	3	0	
Office of Compliance	1	0	0	0	1	0	1	
Program Support Services	1	0	0	0	1	0	1	
Community Behavioral Health & Recovery	1	0	0	(1)	0	0	0	
Administrative Services	7	0	0	1	8	1	7	
Criminal Justice & Substance Use Disorder & Recovery Svcs	105	0	(3)	0	102	11	91	
Total	115	3	(3)	0	115	15	100	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$10.2 million fund 115 budgeted positions of which 100 are regular positions and 15 are limited term positions. Staffing changes include the addition of 1 Contract Addiction Medicine Physician transferred from the Behavioral Health General Fund budget unit and the addition of 2 Contract Addiction Medicine Physicians to increase specialized treatment services specific to SUDRS clients. Also included is the deletion of 3 positions including 2 vacant Contract Mental Health Staff Physicians that are no longer needed, 1 Contract Psychiatrist II that is being transferred to the Behavioral Health General Fund budget unit.

Additions

- 3 Contract Addiction Medicine Physicians*

Deletions

- 2 Contract Mental Health Staff Physicians
- 1 Contract Psychiatrist II*

* Includes transfers between budget units



Mental Health Services Act

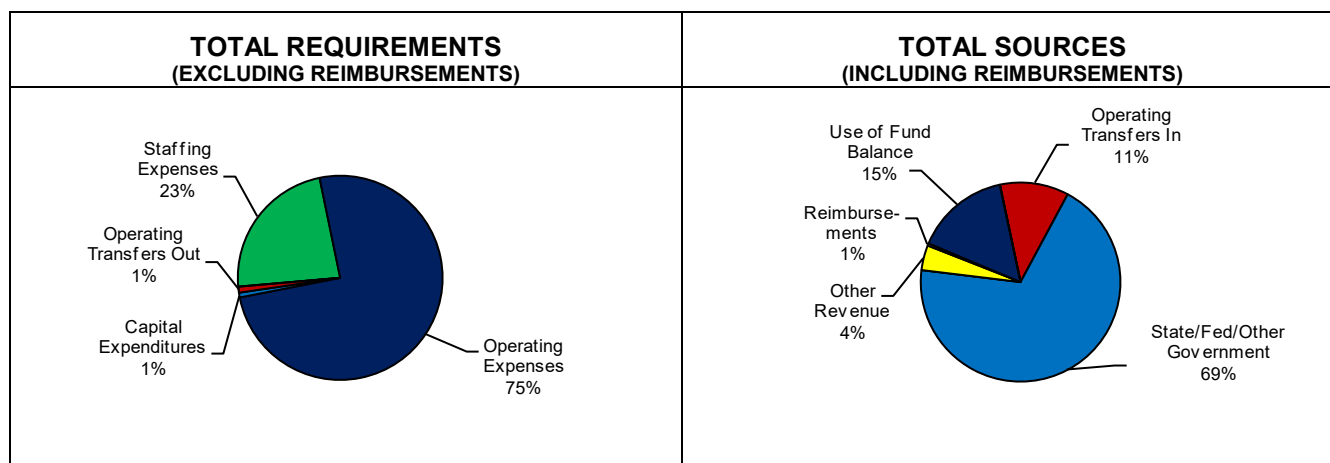
DESCRIPTION OF MAJOR SERVICES

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 \$1.0 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 and to ensure that all funds are expended in the most cost effective manner and to ensure accountability to taxpayers and to the public."

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$227,624,622
Total Sources (Incl. Reimb.)	\$192,746,292
Use of/ (Contribution to) Fund Balance	\$34,878,330
Total Staff	623

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Human Services DEPARTMENT: Behavioral Health FUND: Mental Health Services Act				BUDGET UNIT: 920 2200 FUNCTION: Health and Sanitation ACTIVITY: Hospital Care			
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	36,206,510	40,617,843	42,391,351	54,195,432	43,957,728	52,713,078	(1,482,354)
Operating Expenses	79,330,400	99,654,999	130,401,045	162,710,765	128,558,822	171,047,176	8,336,411
Capital Expenditures	194,818	793,864	2,951,820	2,716,116	2,716,116	1,708,412	(1,007,704)
Total Exp Authority	115,731,728	141,066,706	175,744,216	219,622,313	175,232,666	225,468,666	5,846,353
Reimbursements	(2,200,724)	(930,237)	(685,955)	(1,296,884)	(977,136)	(843,096)	453,788
Total Appropriation	113,531,004	140,136,469	175,058,261	218,325,429	174,255,530	224,625,570	6,300,141
Operating Transfers Out	2,141,765	10,652,897	26,082,668	10,767,416	10,767,416	2,155,956	(8,611,460)
Total Requirements	115,672,769	150,789,366	201,140,929	229,092,845	185,022,946	226,781,526	(2,311,319)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	109,684,216	145,407,494	129,080,753	166,454,752	142,727,986	157,281,681	(9,173,071)
Fee/Rate	573	1,208	191	0	0	0	0
Other Revenue	5,655,978	4,975,757	7,450,056	8,567,218	8,581,964	9,208,391	641,173
Total Revenue	115,340,767	150,384,459	136,531,000	175,021,970	151,309,950	166,490,072	(8,531,898)
Operating Transfers In	12,258,711	20,424,111	21,301,073	28,529,829	24,072,011	25,413,124	(3,116,705)
Total Financing Sources	127,599,478	170,808,570	157,832,073	203,551,799	175,381,961	191,903,196	(11,648,603)
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(11,926,709)	(20,019,204)	43,308,856	25,541,046	9,640,985	34,878,330	9,337,284
Available Reserves				63,554,804		44,576,535	(18,978,269)
Total Fund Balance				89,095,850		79,454,865	(9,640,985)
Budgeted Staffing*	567	618	655	624	624	623	(1)

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$52.7 million fund 623 budgeted positions. Operating Expenses of \$171.0 million primarily include contracted and specialized services and transfers for mental health crisis services provided by Children's Network, Children and Family Services, Probation, Public Defender, Preschool Services, Arrowhead Regional Medical Center and Public Health. Capital Expenditures of \$1.7 million include items such as vehicles, software and equipment. Operating Transfers Out of \$2.2 million are for construction project costs managed by the Real Estate Services–Project Management Division (PMD) and funding for the Arrowhead Regional Medical Center (ARMC) Whole Person Care (WPC) program.

Sources of \$191.9 million include \$157.3 million from the Mental Health Services Act, Medi-Cal Federal Financial Participation and Affordable Care Act, Mental Health Block Grant and the Project for Assistance in Transition from Homelessness Grant. Other Revenue of \$9.2 million includes revenue from Children and Family Services for Screening, Assessment, Referral and Treatment services (SART), Social Security Supplemental Security Income through Interim Assistance for indigent clients, rent reimbursement, and anticipated interest earnings.

Operating Transfers In from the Behavioral Health General Fund budget unit of \$25.4 million primarily consists of 2011 Realignment for Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Services, and Public Safety Realignment for mental health services to probationers.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$2.3 million primarily due to decreases of \$8.6 million in Operating Transfers Out and \$1.0 million for Capital Expenditures that reflect the prior year completion of six new facilities: four Crisis Residential Treatment (CRT) facilities and two Crisis Service Units (CSU). Staffing Expenses are decreasing by \$1.5 million as a result of a net decrease of 1 position and a decrease in employee insurance costs. In addition, Reimbursements are decreasing by \$453,788 as a result of a decrease in salary and benefit transfers received from the Behavioral Health General Fund budget unit. These decreases are offset by an increase of \$8.3 million to Operating Expenses primarily due to three new Innovation projects: Innovative Remote Onsite Assistance Delivery (InnROADs), Cracked Eggs and Eating Disorder Collaboration (EDC) and an increase for transfers out to the Public Guardian for the Agewise Program.

Sources are decreasing \$11.6 million due to a \$9.2 million decrease in state and federal funding that is primarily due to the completion of facilities funded by a grant from the California Health Facilities Financing Authority (CHFFA) and a \$3.1 million decrease to Operating Transfers In due to a shift from the use of 2011 Realignment to MHSA funding. These decreases are partially offset by a \$641,173 increase to Other Revenue reflecting an increase in funding for Medi-Cal match from contract agencies.

ANALYSIS OF FUND BALANCE

The \$34.9 million Use of Fund Balance consists of \$29.7 million in ongoing expenditures for development and support of Children and Family Support Services, Forensic Mental Health Services, and Crisis Intervention and Stabilization Services. The Use of Fund Balance to support these developing programs will decrease as additional revenue such as Medi-Cal becomes available. \$5.2 million of the Use of Fund Balance is for one-time expenditures reflecting the development of the Behavioral Health Management Information System. The department will continue to evaluate programs to ensure they are supported by ongoing revenue sources and that Fund Balance continues to meet the state mandated level.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
24-Hour and Emergency Services	169	0	0	0	169	1	168
Administrative Services	73	0	0	(1)	72	4	68
Community Behavioral Health & Recovery	128	1	0	0	129	0	129
Criminal Justice & Substance Use Disorder & Recovery Svcs	46	0	0	1	47	0	47
Office of Compliance	6	0	0	0	6	0	6
Children, Transitional Age Youth and MHSA	116	0	(1)	(2)	113	2	111
Office of Cultural Compliance & Ethnic Services	19	0	0	1	20	0	20
Director	1	0	0	0	1	1	0
Program Support Services	66	0	(1)	1	66	26	40
Total	624	1	(2)	0	623	34	589

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$52.7 million fund 623 budgeted positions of which 589 are regular positions and 34 are limited term positions. The budget reflects a net decrease of 1 position. Staffing changes include the addition of 1 Clinical Therapist I position authorized for job-share, the deletion of 1 vacant Contract Project Manager position that is no longer needed for administrative services, and the deletion of 1 Clinical Therapist II position which is transferred to the Behavioral Health General Fund budget unit, to provide increased support for immediate program needs.

Additions

1 Clinical Therapist I

Deletions

1 Contract Project Manager

1 Clinical Therapist II *

* Includes transfers between budget units



Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Block Grant Carryover Program funding is utilized by Substance Use Disorder and Recovery Services (SUDRS). This funding is 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 SUDRS General Fund budget unit, based on the needs of the program.

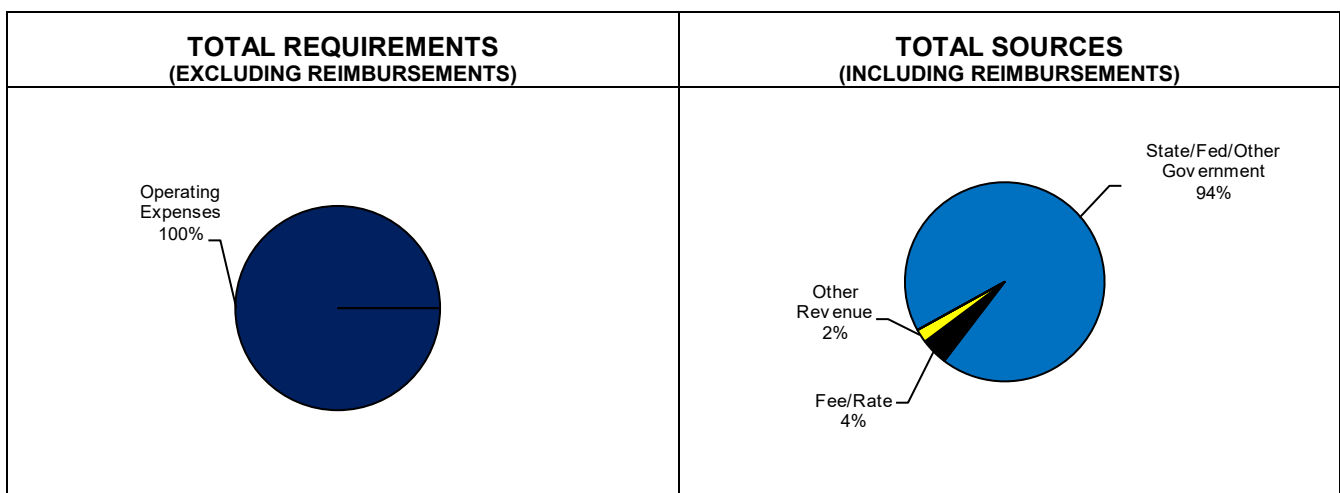
Budget at a Glance

Total Requirements (Excl. Reimb.)	\$6,441,462
Total Sources (Incl. Reimb.)	\$11,097,517
Use of / (Contribution to) Fund Balance	\$ (4,656,055)
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 SUDRS General Fund budget unit for preventative services and a diversion program, based on needs of the program.

Driving Under the Influence Program funding is provided by fees charged pursuant to Title 9, Division 4, Chapter 3, 9878 (m) of the State Regulations and Health and Safety Code section 11837.8 (a). The Department of Behavioral Health charges fees to privately owned and operated contractors for monitoring Penal Code (PC) section 1000 and DUI programs. The County supervises these programs as required 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 this special revenue fund budget unit. Funds are then transferred to the SUDRS General Fund 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.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: Consolidated Special Revenue

BUDGET UNIT: Various
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	8,926,172	10,474,788	12,104,872	11,424,688	9,224,883	6,441,462	(4,983,226)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	8,926,172	10,474,788	12,104,872	11,424,688	9,224,883	6,441,462	(4,983,226)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	8,926,172	10,474,788	12,104,872	11,424,688	9,224,883	6,441,462	(4,983,226)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	8,926,172	10,474,788	12,104,872	11,424,688	9,224,883	6,441,462	(4,983,226)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	10,061,327	10,250,665	9,990,094	10,367,299	10,367,299	10,367,299	0
Fee/Rate	587,082	694,121	470,896	560,075	490,113	490,113	(69,962)
Other Revenue	73,106	97,871	215,057	125,381	240,105	240,105	114,724
Total Revenue	10,721,515	11,042,657	10,676,047	11,052,755	11,097,517	11,097,517	44,762
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	10,721,515	11,042,657	10,676,047	11,052,755	11,097,517	11,097,517	44,762
Fund Balance							
Use of / (Contribution to) Fund Balance**	(1,795,343)	(567,869)	1,428,825	371,933	(1,872,634)	(4,656,055)	(5,027,988)
Available Reserves				10,054,175		16,954,797	6,900,622
Total Fund Balance				10,426,108		12,298,742	1,872,634
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 2019-20 RECOMMENDED BUDGET

2019-20

	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Block Grant Carry Over Program (Fund 2712)	6,083,391	10,540,363	(4,456,972)	12,787,346	0
Court Alcohol & Drug Program (Fund 2714)	173,058	324,606	(151,548)	3,452,216	0
Driving Under the Influence Program (Fund 2706)	185,013	232,548	(47,535)	715,235	0
Total Special Revenue Funds	6,441,462	11,097,517	(4,656,055)	16,954,797	0



MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Block Grant Carryover Program has Requirements of \$6.1 million for Operating Expenses consisting primarily of transfers to the SUDRS General Fund budget unit for salaries and benefits as well as other costs related to alcohol abuse prevention, education, and treatment in schools and the community. Sources of \$10.5 million are primarily from federal aid received through DHCS and anticipated interest revenue. As Sources exceed Requirements, there will be a Contribution to Fund Balance of \$4.5 million.

Court Alcohol and Drug Program has Requirements of \$173,058 for Operating Expenses consisting of transfers to fund Substance Use Disorder (SUD) programs which are expensed in the SUDRS General Fund budget unit. Sources of \$324,606 include fines collected from DUI offenders and anticipated interest. As Sources exceed Requirements, there will be a Contribution to Fund Balance of \$151,548.

Driving under the Influence Program has Requirements of \$185,013 for Operating Expenses consisting of transfers to the SUDRS General Fund budget unit to fund salaries and benefits and other expenditures incurred for monitoring the DUI/Deferred for Entry of Judgment programs. Sources of \$232,548 include DUI fees paid by program providers and anticipated interest revenue. As Sources exceed Requirements, there will be a contribution to Fund Balance of \$47,535.

BUDGET CHANGES AND OPERATIONAL IMPACT

A \$5.0 million decrease of Operating Expenses is due to a reduced need for funding in the SUDRS General Fund budget unit as a result of increases in federal and State General Fund allocations as well as FFP and SGF Drug Medi-Cal (DMC) revenue.

Sources are increasing by \$44,762 due to an increase in fees collected for the Block Grant Carryover Program, Court Alcohol and Drug Program, and DUI Program.

ANALYSIS OF FUND BALANCE

The Federal SAPT Block Grant award 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, Fund Balance is primarily used to fund ongoing expenses. The funds are transferred to the SUDRS General Fund budget unit based on program needs. A contribution to Fund Balance of \$4.7 million is the result of increased Drug Medi-Cal funding and State General Funds for expanded services.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no Budgeted Staffing in these consolidated special revenue funds.



PUBLIC HEALTH

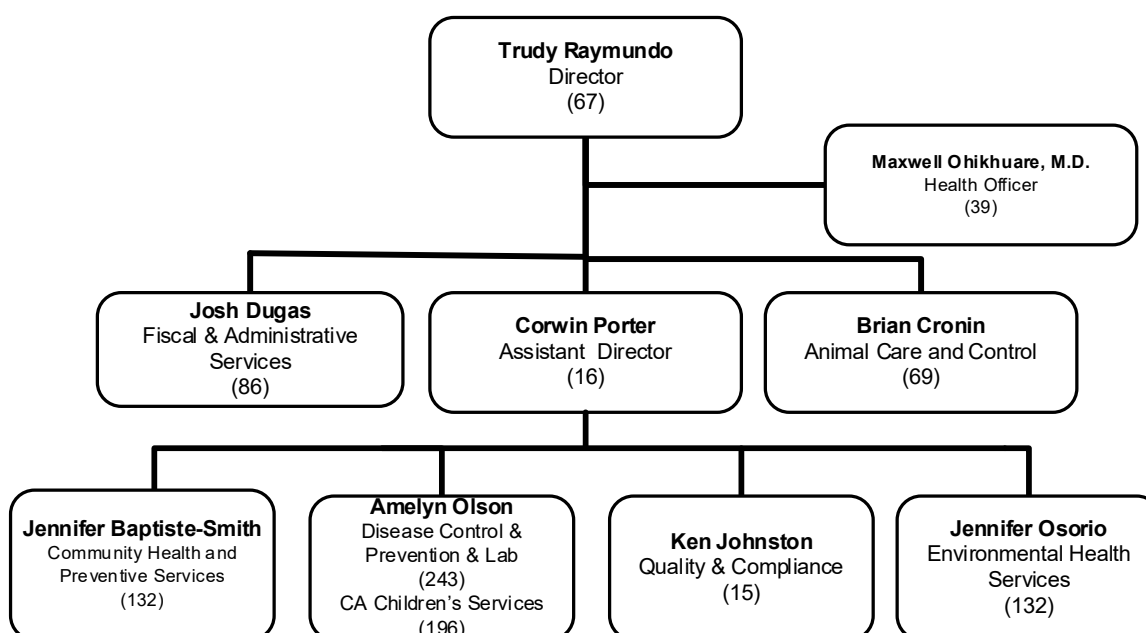
Trudy Raymundo

DEPARTMENT MISSION STATEMENT

Working in partnership to promote and improve health, wellness, safety and quality of life in San Bernardino County.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Public Health	90,265,291	84,721,874	5,543,417			799
California Children's Services	26,883,239	21,979,502	4,903,737			196
Indigent Ambulance	472,415	0	472,415			0
Total General Fund	117,620,945	106,701,376	10,919,569	0	0	995
Special Revenue Funds						
Special Revenue Funds - Consolidated	4,286,216	4,095,328		190,888		0
Total Special Revenue Funds	4,286,216	4,095,328	0	190,888	0	0
Total - All Funds	121,907,161	110,796,704	10,919,569	190,888	0	995



2018-19 MAJOR ACCOMPLISHMENTS

- Received national accreditation from the Public Health Accreditation Board.
- Received the California State Association of Counties (CSAC) 2018 Merit Award and the National Association of Counties (NACo) 2018 Achievement Award for Environmental Health Services' "Elevated Risk Plan".
- Received the National Association of County & Health Officials (NACCHO) 2018 Promising Practice Award and the NACo 2018 Achievement Award for Environmental Health Services' invasive Aedes mosquitos surveillance program.
- Received the NACo 2018 Achievement Award for Information Technology's' "HealthStat – Open Performance Dashboard", Healthy Communities' "Innovative Approach to Healthy Communities - Evaluation and Strategic Plan", and Administrative Projects' "Web-Based Tracking and Reporting of Strategic Plan Objectives".
- Partnered with 525 non-profit, private sector animal rescue group partner (RGP) organizations to receive homeless animals from County operated shelters.
- Met the requirements of the Health Resources & Services Administration's (HRSA) Operational Site Visit for the Clinic Operations Section's 3-year project/designation period for the four Federally Qualified Health Centers.
- Conducted over 35,000 food safety inspections within Environmental Health Services.
- Provided over 678,000 food vouchers at 17 sites throughout the County, generating over \$40 million in sales at more than 200 authorized Women, Infant, and Children (WIC) grocers.
- Implemented multiple workforce development programs including a department-wide mentoring program, stay interview procedures, and a workforce assessment.
- Worked with the cities of Redlands, Upland, and Fontana to adopt Childhood Lead Poisoning Prevention Proclamations.
- Introduced maternal mental health screenings in the department's pediatric offices. Screenings were performed at 53% of provider offices and were also conducted during well child visits.
- Implemented an interface between the Public Health Laboratory's information system and the Clinic Operations Section's electronic health record system to allow more rapid reporting of test results and more efficient billing.
- Implemented a "text line" that allows customers to ask questions and receive answers via text message in Environmental Health Services.
- Co-hosted "Home Run for Health" Public Health Night at San Manuel Stadium, in support of the Countywide Vision2BActive campaign, with a sold-out stadium of 6,887 attendees.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Continue to promote the Countywide Vision and support the Element Groups.	Complete annual Community Vital Signs (CVS) tasks: a. Update the CVS Open Performance site to include Citizen Connect functionality for improved community engagement. b. Complete and distribute the Community Vital Signs, Community Health Status Assessment Update for the period 2019-2024.	100%	100%	100%	100%
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.					
STRATEGY	Conduct District-wide and more focused neighborhood conversations to (1) provide a status of key metrics focused on the four priority areas; (2) determine if additional metrics are important to the community over the next five years; (3) elicit stories and narrative from the community to provide context for each of the key metrics; (4) determine any new strategies interventions/ policies that should be included in the Updated Community Transformation Plan.					
STRATEGY	Conduct key stakeholder / community level trainings on the use of the Community Vital Signs Open Performance Portal, and the use of Citizen Connect.					
COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2017-18 Actual	2018-19 Target	2018-19 Actual	2019-20 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 participants completing current year workforce development activities: - 30 Public Health leadership staff to complete stay interviews.	99%	100%	100%	100%
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Implement high-quality employee retention strategies to ensure a competent, fully engaged Public Health workforce.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2017-18 Actual	2018-19 Target	2018-19 Actual	2019-20 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 schools participating in the Friday Night Live program.	N/A	N/A	N/A	33
STRATEGY	The Friday Night Live (FNL) program - designed for high school students - focuses on community service, social action activities, participation in advocacy for safe and healthy environments, and promotion of healthy policies, organized by youth to appeal to youth. Public Health will work with local schools to provide these opportunities.					
STRATEGY	Increase the number of schools participating in the Friday Night Live program by two per year.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2017-18 Actual	2018-19 Target	2018-19 Actual	2019-20 Target
OBJECTIVE	Maintain close working relationships with cities, tribes and other governmental agencies.	Number of Rescue Group Partners (RGPs).	508	525	530	555
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 Clinical Health and Prevention Services, Community and Family Health, Disease Control and Prevention, Environmental Health, Animal Care and Control, and Community Outreach and Innovation. Clinical Health and Prevention 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 (FQHCs) and Public Health clinics. Community and Family Health works to increase opportunities for children and families to lead healthier lives by organizing community efforts to embrace health education promotion and wellness core values, providing education on nutrition, promoting breastfeeding and infant health, and coordinating community-wide efforts to improve the oral health of County residents. Disease Control and Prevention provides for surveillance and prevention of communicable diseases, including tuberculosis, HIV, and other transmitted diseases, and provision of immunizations to prevent disease. Environmental Health prevents, eliminates, or reduces hazards adversely affecting health, safety and quality of life through integrated, regulatory programs such as Food Protection, Vector Control, and other Land Use/Water Protection programs. Animal Care and Control protects the public from rabies through dog vaccinations, stray animal abatement, wildlife rabies surveillance, and public education.

Community Outreach and Innovation encompasses Community Vital Signs, an ongoing community driven process that acts as a complement to the Wellness component of the Countywide Visioning process. This initiative 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. This program is also responsible for support and coordination of Vision2BActive, a countywide campaign focused on encouraging and educating county residents to live a healthy and active lifestyle.

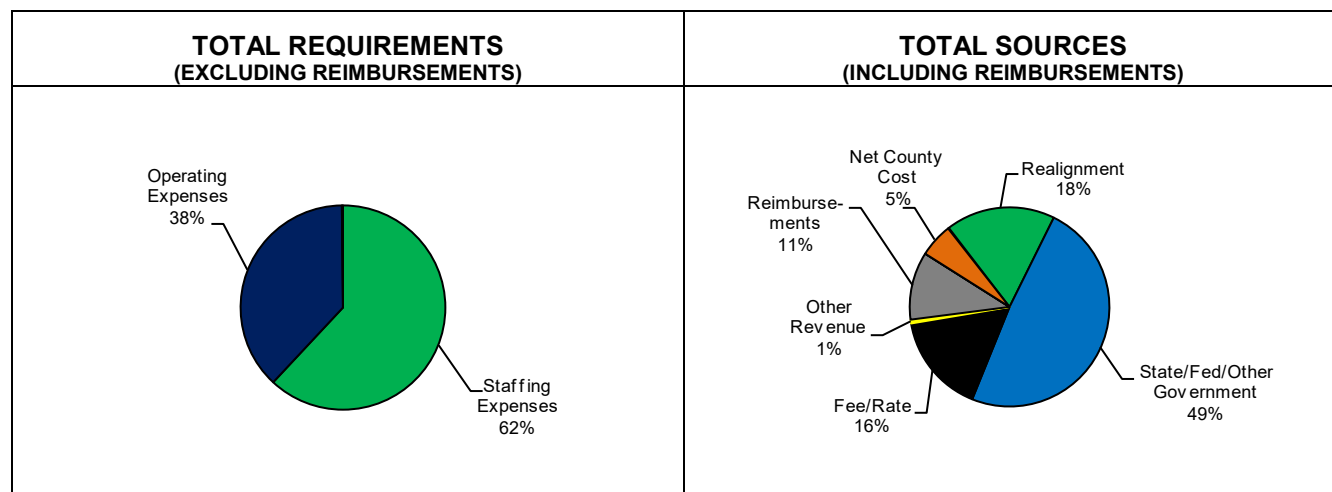
In March of 2019, the Department of Public Health became nationally accredited. Public Health accreditation measures performance against a set of nationally recognized standards that focus on accountability, efficiency, effectiveness, and outcomes. This includes using deliberate and defined continuous quality improvement processes that are responsive to community needs and improving community health.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$101,447,858
Total Sources (Incl. Reimb.)	\$95,904,441
Net County Cost	\$5,543,417
Total Staff	799
Funded by Net County Cost	5%



2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Human Services DEPARTMENT: Public Health FUND: General				BUDGET UNIT: 930 1000 FUNCTION: Health & Sanitation ACTIVITY: Health			
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	46,550,614	49,492,752	51,779,057	63,099,963	55,996,944	62,836,527	(263,436)
Operating Expenses	30,579,785	32,047,771	33,688,236	36,321,391	35,813,128	38,434,831	2,113,440
Capital Expenditures	528,870	692,244	657,363	505,420	213,625	176,500	(328,920)
Total Exp Authority	77,659,269	82,232,767	86,124,656	99,926,774	92,023,697	101,447,858	1,521,084
Reimbursements	(8,032,056)	(7,784,616)	(9,181,345)	(11,083,617)	(10,103,083)	(11,182,567)	(98,950)
Total Appropriation	69,627,213	74,448,151	76,943,311	88,843,157	81,920,614	90,265,291	1,422,134
Operating Transfers Out	602,225	64,559	0	0	0	0	0
Total Requirements	70,229,438	74,512,710	76,943,311	88,843,157	81,920,614	90,265,291	1,422,134
Sources							
Taxes	0	0	0	0	0	0	0
Realignments	12,239,775	14,360,711	14,812,167	16,665,115	16,665,115	17,972,312	1,307,197
State/Fed/Other Government	36,195,506	36,999,999	39,256,882	49,774,400	40,896,574	49,497,671	(276,729)
Fee/Rate	14,535,008	15,402,017	16,209,239	15,326,483	15,592,828	16,477,008	1,150,525
Other Revenue	1,405,794	2,159,297	1,282,767	630,819	1,231,378	621,647	(9,172)
Total Revenue	64,376,083	68,922,024	71,561,055	82,396,817	74,385,895	84,568,638	2,171,821
Operating Transfers In	107,101	126,113	162,154	132,059	140,527	153,236	21,177
Total Financing Sources	64,483,184	69,048,137	71,723,209	82,528,876	74,526,422	84,721,874	2,192,998
Net County Cost	5,746,254	5,464,573	5,220,102	6,314,281	7,394,192	5,543,417	(770,864)
Budgeted Staffing*	736	751	757	789	0	799	10

*Data represents modified Budgeted Staffing.



MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$90.3 million primarily consist of Staffing Expenses of \$62.8 million, which fund 799 positions and represent staffing for four Federally Qualified Health Centers (FQHCs), three Public Health clinics, 17 Women, Infant and Children (WIC) clinics, and two animal shelters, as well as multiple outlying County sites performing environmental health inspections, home visits and animal control canvassing. Operating Expenses of \$38.4 million include services and supplies, travel, and transfers to other County departments.

Sources of \$84.7 million include \$49.5 million in state and federal funding primarily from grants and Medi-Cal; \$16.5 million in Fee/Rate revenue primarily from license/permits and fees for service; and \$18.0 million in 1991 Health Realignment funding.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.4 million primarily due to increased medical malpractice insurance and an increase in contracted professional services for patient care offset by the elimination of one-time capital expenditures for laboratory equipment.

Sources are increasing by \$2.2 million primarily due to an increase in the number of facilities permitted by the Division of Environmental Health Services (EHS) and increased 1991 Health Realignment funding offset by a decrease in Federal grant funding for the Women, Infant and Children program (WIC).

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Director	3	0	0	64	67	2	65
Health Officer	3	0	0	36	39	3	36
Assistant Director	3	0	0	13	16	1	15
Clinical Health and Prevention Services	131	5	(7)	3	132	4	128
Community and Family Health	284	4	(14)	(31)	243	7	236
Fiscal and Administrative Services	83	6	0	(3)	86	14	72
Quality and Compliance	15	1	(1)	0	15	0	15
Animal Care and Control	67	2	0	0	69	2	67
Environmental Health	121	15	(4)	0	132	18	114
Preparedness and Response	12	0	0	(12)	0	0	0
Community Outreach and Innovation	21	1	(3)	(19)	0	0	0
Public Health Laboratory	13	2	0	(15)	0	0	0
Communicable Disease	33	3	0	(36)	0	0	0
Total	789	39	(29)	0	799	51	748

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$62.8 million fund 799 budgeted positions of which 748 are regular positions and 51 are limited term positions. There is a net increase of 10 budgeted positions, with the increase of 39 new positions offset by the deletion of 29 positions. The department made staffing adjustments to limited term positions through mid-year actions, however, it is through the annual budget process that these positions are added to the budget. These staffing changes are needed to address changes in grant funding, operational needs, quality improvement, and to increase efficiency in operations.



Additions

3 Care Assistant
 2 Contract Animal Rescue Coordinator
 1 Contract PH Physician Specialty Services
 8 Environmental Health Spec II
 1 Environmental Health Spec III
 2 Environmental Technician I
 2 Nutritionist
 1 Office Assistant II
 1 Program Specialist I
 1 Public Health Epidemiologist
 1 Public Health Medical Director
 2 Public Health Microbiologist I
 1 Public Health Project Coordinator
 1 Public Health Program Coordinator
 5 Public Service Employee
 2 Registered Nurse II Clinic-Per Diem
 1 Secretary I
 1 Staff Analyst II
 3 Vector Control Technician I

Deletions

1 Contract Wellness Coordinator
 2 Environmental Technician I
 1 Geographic Info Systems Tech III
 1 Health Education Specialist II
 8 Health Services Assistant I
 3 Licensed Vocational Nurse II
 2 Nurse Practitioner II
 2 Nutritionist
 2 Office Assistant II
 1 Public Health Epidemiologist
 1 Public Health Nurse II
 1 Public Health Physician II
 1 Public Service Employee
 1 Secretary I
 1 Staff Analyst I
 1 Supervising Health Services Assistant



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 the State of California, Medi-Cal, and patient co-payments.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$26,883,239
Total Sources (Incl. Reimb.)	\$21,979,502
Net County Cost	\$4,903,737
Total Staff	196
Funded by Net County Cost	18%

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.

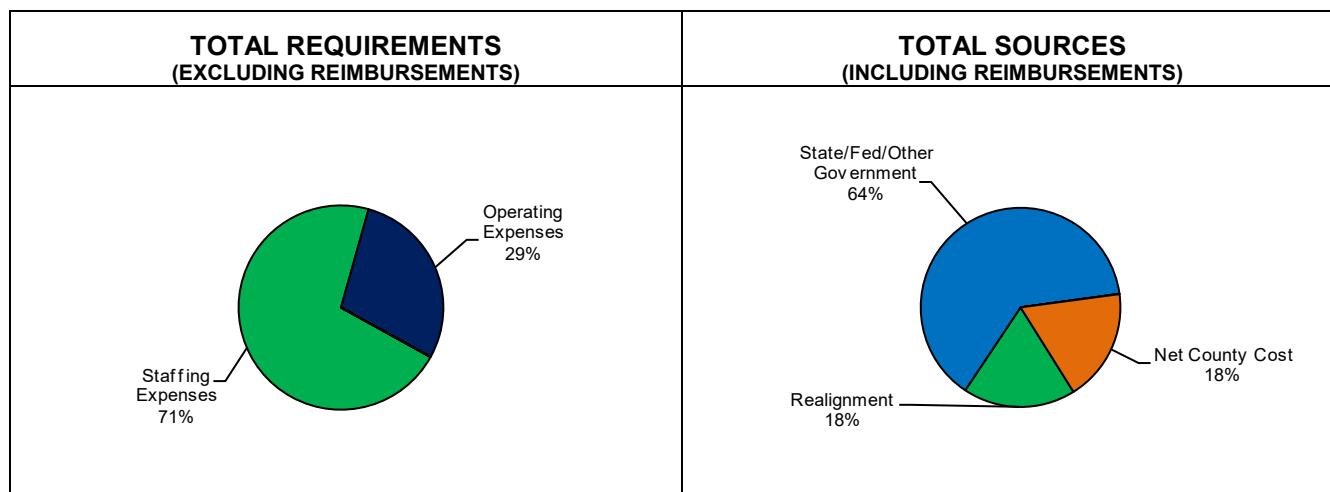
1. **Administrative Component – Case Management** activities include determining program eligibility, evaluating needs for specific services, determining the appropriate providers and authorizing/paying for medically necessary care. Reimbursement for administrative and operational costs for county CCS programs is shared between the state and County as per Health and Safety Code Section 123955 (a). Effective 2016-17, County CCS Program Administrative funding allocations are assigned by the state based on prior fiscal year allocations and adjusted to include increases and decreases in CCS Program appropriations in the current year Budget Act.
2. **Medical Therapy Component** – This 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 90% of the caseload in the medical therapy component is Medi-Cal eligible. The state also reimburses approximately \$77,500 at 100% for personnel costs while attending individualized educational programs per California AB3632.

Caseload percentages are currently as follows:

- Medi-Cal is 83%. Federal and state funds reimburse CCS for 100% of the costs for these cases.
- Optional Targeted Low Income Children's Program (OTLICP) accounts for 11% of the caseload. In the first quarter of 2019-20, this federal program will pay 88% of the costs. The remaining 12% is equally funded between local costs (6%) and state funds (6%). Effective October 1, 2019, this federal program will pay 76.5% of the costs. The remaining 23.5% is equally funded between local costs (11.75%) and state funds (11.75%). The local cost is equally funded by Social Services Realignment and County General Fund support and is billed to CCS on a quarterly basis.
- CCS or Non-Medi-Cal accounts for approximately 6% of the caseload. State funds pay for 50% of the costs associated with treating this clientele. The remaining 50% is funded equally between Social Services Realignment (25%) and County General Fund support (25%).



2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health - California Children's Services
FUND: General

BUDGET UNIT: 933 1000
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	13,116,192	13,202,478	13,366,058	18,635,784	14,778,211	19,165,853	530,069
Operating Expenses	4,185,827	4,237,304	4,075,563	6,506,399	4,676,157	7,702,386	1,195,987
Capital Expenditures	0	0	0	13,000	9,186	15,000	2,000
Total Exp Authority	17,302,019	17,439,782	17,441,621	25,155,183	19,463,554	26,883,239	1,728,056
Reimbursements	(1,468)	(1,178)	0	0	0	0	0
Total Appropriation	17,300,551	17,438,604	17,441,621	25,155,183	19,463,554	26,883,239	1,728,056
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	17,300,551	17,438,604	17,441,621	25,155,183	19,463,554	26,883,239	1,728,056
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	2,902,216	2,438,575	2,726,317	5,240,792	3,095,901	4,903,737	(337,055)
State/Fed/Other Government	11,285,856	12,323,833	11,976,716	14,658,999	13,260,261	17,061,165	2,402,166
Fee/Rate	11,754	6,345	11,621	14,000	12,157	14,000	0
Other Revenue	70,241	228,880	650	600	(668)	600	0
Total Revenue	14,270,067	14,997,633	14,715,304	19,914,391	16,367,651	21,979,502	2,065,111
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	14,270,067	14,997,633	14,715,304	19,914,391	16,367,651	21,979,502	2,065,111
Net County Cost	3,030,484	2,440,971	2,726,317	5,240,792	3,095,903	4,903,737	(337,055)
Budgeted Staffing*	179	179	180	193	151	196	3

*Data represents modified Budgeted Staffing.



MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$19.2 million fund 196 budgeted positions and comprise the majority of Requirements within this budget unit. Operating Expenses of \$7.7 million include payments to the state and other providers for treatment costs and medical supplies.

Sources of \$22.0 million primarily consist of state and federal aid of \$17.1 million and \$4.9 million in Social Services Realignment funding.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.7 million primarily due to additional budgeted positions, Electronic Health Record (EHR) support, anticipated technology refresh activities, and increased medical malpractice liability costs.

Sources are increasing by \$2.1 million primarily due to an increase in federal and state grant funding. Grant funding increases will reduce the use of Social Services Realignment and County General Fund support.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
California Children's Services	193	3	0	0	196	0	196
Total	193	3	0	0	196	0	196

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$19.2 million fund 196 budgeted regular positions. The budget includes the addition of 1 Accountant III, 1 Office Assistant III, and 1 Public Service Employee. In addition, 1 Social Worker II was reclassified to a Social Service Practitioner IV to meet increased caseload standards.



Indigent Ambulance

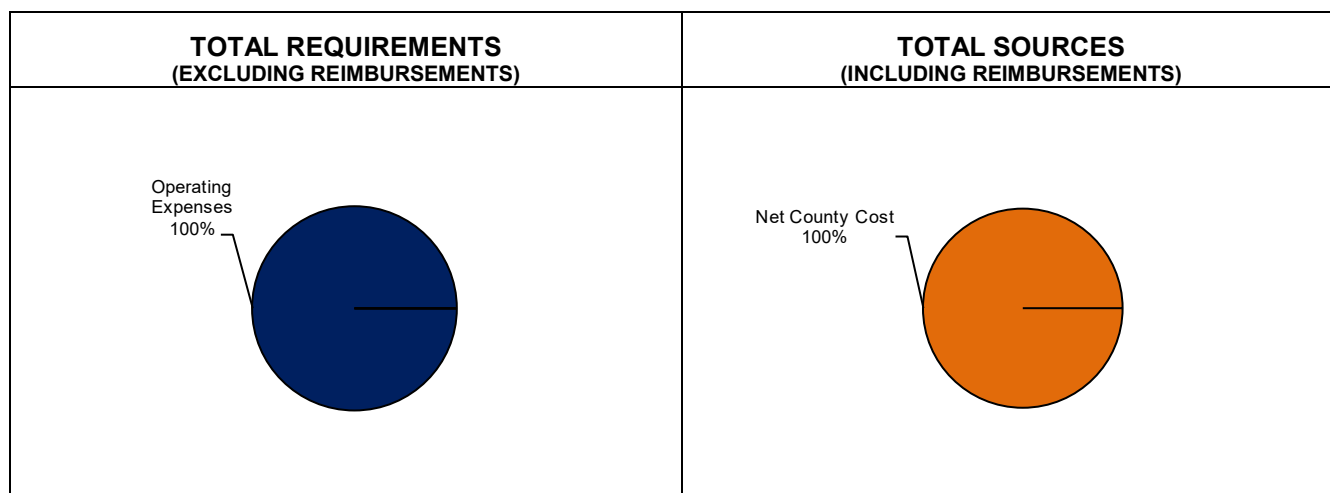
DESCRIPTION OF MAJOR SERVICES

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.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$472,415
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$472,415
Total Staff	0
Funded by Net County Cost	100%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Human Services DEPARTMENT: Public Health FUND: General Fund			BUDGET UNIT: 929 1000 FUNCTION: Health and Sanitation ACTIVITY: Hospital Care			
2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements						
Staffing Expenses	0	0	0	0	0	0
Operating Expenses	472,501	472,501	472,501	472,501	472,415	(86)
Capital Expenditures	0	0	0	0	0	0
Total Exp Authority	472,501	472,501	472,501	472,501	472,415	(86)
Reimbursements	0	0	0	0	0	0
Total Appropriation	472,501	472,501	472,501	472,501	472,415	(86)
Operating Transfers Out	0	0	0	0	0	0
Total Requirements	472,501	472,501	472,501	472,501	472,415	(86)
Sources						
Taxes	0	0	0	0	0	0
Realignment	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0
Net County Cost	472,501	472,501	472,501	472,501	472,415	(86)
Budgeted Staffing*	0	0	0	0	0	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

All Requirements are for transportation of indigent patients or inmates for medical treatment.

BUDGET CHANGES AND OPERATIONAL IMPACT

The decrease in Operating Expenses for this budget unit reflects a decrease in the allocated cost of centrally provided services.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Bioterrorism Preparedness is supported by federal and state funding from the Centers for Disease Control, Pandemic Influenza and Cities Readiness initiative. Funds support the department's preparedness for and response to emergencies caused by bioterrorism, infectious disease, natural disasters and other public health threats such as Pandemic Influenza through the development and exercising of comprehensive public health emergency preparedness and response plans.

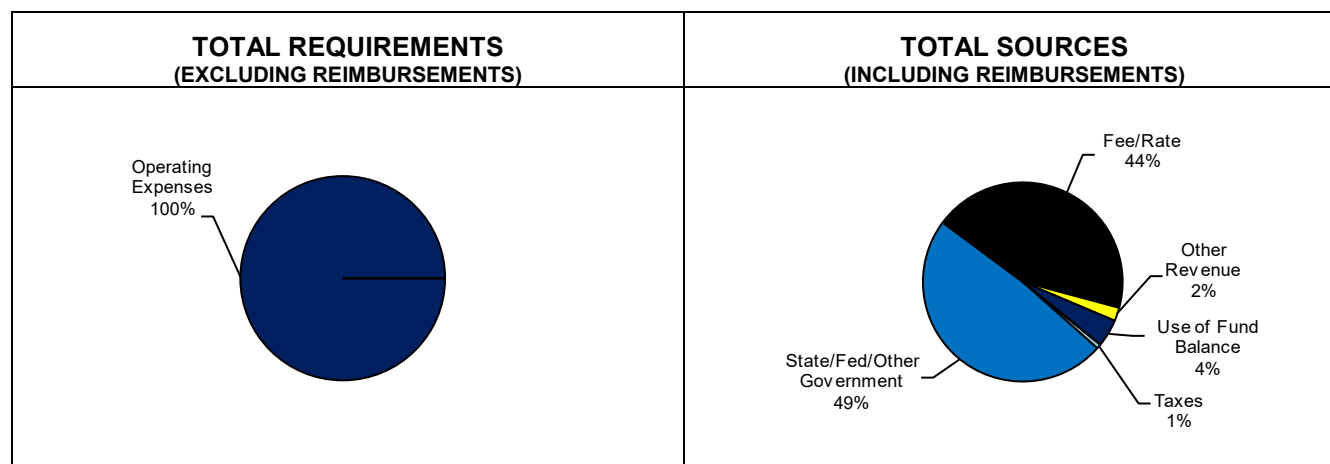
Budget at a Glance

Total Requirements (Excl. Reimb.)	\$4,286,216
Total Sources (Incl. Reimb.)	\$4,095,328
Use of/(Contribution to) Fund Balance	\$190,888
Total Staff	0

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.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health
FUND: Consolidated Special Revenue

BUDGET UNIT: Various
FUNCTION: Health and Sanitation
ACTIVITY: Health

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	3,442,130	3,485,863	4,590,952	3,975,773	3,840,572	4,286,216	310,443
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,442,130	3,485,863	4,590,952	3,975,773	3,840,572	4,286,216	310,443
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	3,442,130	3,485,863	4,590,952	3,975,773	3,840,572	4,286,216	310,443
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,442,130	3,485,863	4,590,952	3,975,773	3,840,572	4,286,216	310,443
Sources							
Taxes	34,086	33,042	31,561	35,976	35,976	32,609	(3,367)
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	2,003,440	1,878,553	3,047,969	2,053,453	2,046,966	2,082,618	29,165
Fee/Rate	1,842,494	1,785,634	1,750,111	1,921,497	1,907,309	1,886,115	(35,382)
Other Revenue	24,729	43,735	65,759	41,436	103,502	93,986	52,550
Total Revenue	3,904,749	3,740,965	4,895,400	4,052,362	4,093,753	4,095,328	42,966
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,904,749	3,740,965	4,895,400	4,052,362	4,093,753	4,095,328	42,966
Fund Balance							
Use of / (Contribution to) Fund Balance**	(462,619)	(255,102)	(304,448)	(76,589)	(253,181)	190,888	267,477
Available Reserves				5,081,250		5,066,954	(14,296)
Total Fund Balance				5,004,661		5,257,842	253,181
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 2019-20 RECOMMENDED BUDGET

2019-20

	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Bioterrorism Preparedness (Fund 2696)	2,082,618	2,082,618	0	21,364	0
Vital Statistics State Fees (Fund 2704)	408,818	176,668	232,150	841,346	0
Vector Control Assessments (Fund 2746)	1,794,780	1,836,042	(41,262)	4,204,244	0
Total Special Revenue Funds	4,286,216	4,095,328	190,888	5,066,954	0

Bioterrorism Preparedness: Requirements of \$2.1 million represent transfers to the Public Health General Fund budget unit for the Preparedness and Response Program. Sources of \$2.1 million are primarily from the Federal Government.

Vital Statistics State Fees: Requirements of \$408,818 represent transfers to the Public Health General Fund budget unit for the costs of improvement/modernization of the vital records systems and operations. Sources of \$176,668 are primarily vital statistics fees set by the State.

Vector Control Assessments: Requirements of \$1.8 million represent transfers to the Public Health General Fund budget unit for the operation of the Vector Control program. Sources of \$1.8 million are primarily funding received via property tax assessments.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$310,443 primarily due to the utilization of funding from the Vital Statistics State Fees for the purpose of modernizing and automating the current receipting system.

ANALYSIS OF FUND BALANCE

Use of Fund Balance in the Vital Statistics fund is the result of the anticipated modernization and automation of the current receipting system, reflecting one-time expenditures.

Contributions to Fund Balance in the Vector Control fund historically have been used to replace equipment.

STAFFING CHANGES AND OPERATIONAL IMPACT

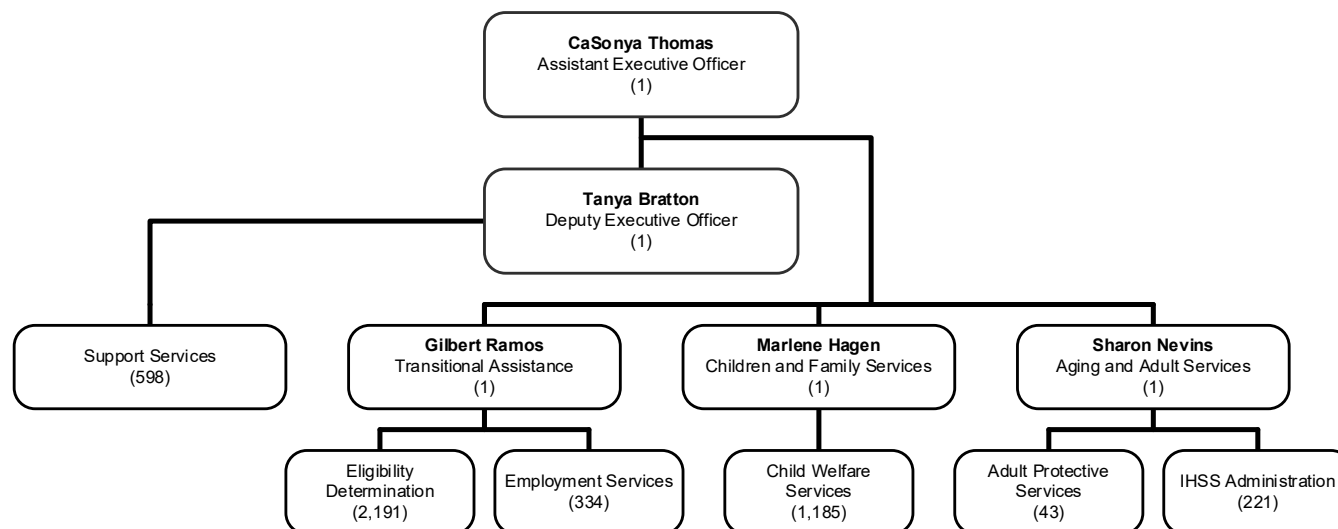
There is no staffing associated with this budget unit. Services for the above programs are provided by staff budgeted in Public Health's General Fund budget unit.



HUMAN SERVICES ADMINISTRATIVE CLAIM

CaSonya Thomas

ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Human Services Administrative Claim	627,006,548	593,249,289	33,757,259			4,577
Human Services Subsistence Funds - Consolidated	686,109,862	632,634,654	53,475,208			0
Total General Fund	1,313,116,410	1,225,883,943	87,232,467	0	0	4,577
Special Revenue Funds						
Wraparound Reinvestment Fund	6,749,529	5,025,000		1,724,529		0
Total Special Revenue Funds	6,749,529	5,025,000	0	1,724,529	0	0
Total - All Funds	1,319,865,939	1,230,908,943	87,232,467	1,724,529	0	4,577

2018-19 MAJOR ACCOMPLISHMENTS

Transitional Assistance Department (TAD)

- Processed 761,400 phone requests (average of 63,450 calls per month) related to CalWORKs, CalFresh and Medi-Cal cases through the Customer Service Center (CSC). Provided timely responses to county residents for Health Care Reform, handling the transferred calls from Covered CA Service Centers in 30 seconds or less, as mandated by the MOU signed by the Consortia/DHCS/Covered CA.
- Provided free tax preparation for more than 19,700 county taxpayers resulting in over \$37 million in federal and state tax refunds and credits brought back into our county communities.
- Achieved a Work Performance Rate (WPR) of 51.38% through June 2018, exceeding the 50% target.



Children and Family Services (CFS)

- Achieved a 75.2% increase in the number of Child and Family Team Meetings from the previous year.
- Hired 256 social workers to reduce average caseloads department-wide. This enabled social workers to implement best social work practices to achieve better outcomes for children and families.
- Achieved a 41.2% increase in the number of children entering foster care who received a mental health screening, assessment or service from the previous year.

Department of Aging and Adult Services (DAAS)

- Received four National Association of Counties (NACo) Achievement Awards
 - In-Home Supportive Services Quality Improvement Initiatives
 - Adult Protective Services (APS) Prepaid Card Program
 - Public Guardian Reading Room
 - Optimizing Services for Conservatees
- Provided In-Home Support Services to 30,743 aged, blind, and/or disabled County residents who were able to remain safely in their homes because of services provided.
- Processed 33,609 calls and referrals at the 24 hour Adult Protective Services hotline.
- Provided 317,455 congregate and 367,353 home delivered meals to eligible seniors and their spouses.



DEPARTMENT PERFORMANCE MEASURES

Transitional Assistance Department (TAD)

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
		NEW				
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 targeted eligible CalWORKs homeless families newly housed.	N/A	N/A	N/A	202
STRATEGY	Provide housing and rental assistance for CalWORKs families experiencing homelessness through the Housing Support Program (HSP) and the Rapid Rehousing model.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	52.6%	50%	51%	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 SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 CalFresh benefits.	6.0%	3%	6.0%	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 SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	19,789	16,103	19,700	16,200
STRATEGY	Provide Volunteer Income Tax Assistance (VITA) preparation services for eligible County families and individuals thereby stimulating economic activity.					



DEPARTMENT PERFORMANCE MEASURES

Children and Family Services (CFS)

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.					
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.	Number of families involved with a parent partner.	2,776	2,700	3,100	3,000
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.					
STRATEGY	Utilize Foster and Relative Caregiver Recruitment, Retention and Support (FPRRS) strategies to increase the availability of Resource Family Homes (RFH). RFHs provide family-like living arrangements for our children in foster care as an alternative to higher levels of care.	Number of newly approved resource family homes.	367	300	750	600
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.					
STRATEGY	Utilize Child and Family Team meetings, which include the child and family. These meetings are collaborative processes involving the family and their community support systems who know and care about the child(ren). They are also designed to make the best informed decisions concerning a child(ren)'s safety and living environment, as well as, identify and address their mental health needs.	Number of children impacted by child and family team meetings.	4,813	4,000	6,500	7,500



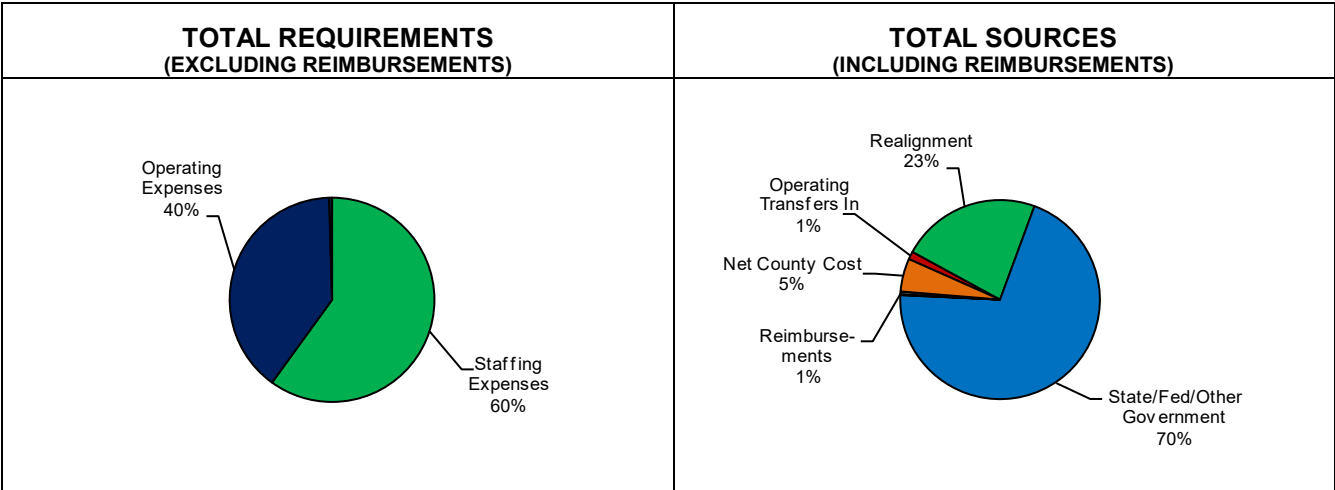
Administrative Claim

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	
Total Requirements (Excl. Reimb.)	\$629,748,492
Total Sources (Incl. Reimb.)	\$595,991,233
Net County Cost	\$33,757,259
Total Staff	4,577
Funded by Net County Cost	5%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Administrative Claim
FUND: General

BUDGET UNIT: 501 1000
FUNCTION: Public Assistance
ACTIVITY: Public Assistance Admin

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	333,910,995	343,572,231	340,203,556	366,826,973	354,877,872	377,662,114	10,835,141
Operating Expenses	187,722,536	177,469,053	198,805,997	222,050,728	209,878,343	249,239,529	27,188,801
Capital Expenditures	1,314,996	942,957	1,175,516	2,572,400	498,856	2,451,900	(120,500)
Total Exp Authority	522,948,527	521,984,241	540,185,069	591,450,101	565,255,071	629,353,543	37,903,442
Reimbursements	(2,928,451)	(2,482,618)	(2,736,475)	(2,423,957)	(2,322,527)	(2,741,944)	(317,987)
Total Appropriation	520,020,075	519,501,623	537,448,594	589,026,144	562,932,544	626,611,599	37,585,455
Operating Transfers Out	1,044,444	1,081,000	1,368,835	1,103,995	1,103,995	394,949	(709,046)
Total Requirements	521,064,519	520,582,623	538,817,429	590,130,139	564,036,539	627,006,548	36,876,409
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	100,526,436	104,183,372	144,340,884	134,493,510	134,493,510	142,578,241	8,084,731
State/Fed/Other Government	400,978,217	389,614,066	360,792,329	414,313,646	387,449,717	441,522,979	27,209,333
Fee/Rate	637,234	587,334	731,363	470,000	690,482	495,000	25,000
Other Revenue	1,194,344	1,275,421	1,060,528	432,040	984,542	492,040	60,000
Total Revenue	503,336,231	495,660,193	506,925,104	549,709,196	523,618,251	585,088,260	35,379,064
Operating Transfers In	1,044,444	3,851,085	6,612,324	7,661,029	7,661,029	8,161,029	500,000
Total Financing Sources	504,380,675	499,511,278	513,537,428	557,370,225	531,279,280	593,249,289	35,879,064
Net County Cost	16,683,844	21,071,345	25,280,001	32,759,914	32,757,259	33,757,259	997,345
Budgeted Staffing*	4,854	4,859	4,660	4,553	4,553	4,577	24

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Major Requirements include the following:

- Staffing Expenses of \$377.7 million fund 4,577 positions.
- Operating Expenses of \$249.2 million represent expenses for County services, computer hardware and software, office supplies, insurance, mail services, professional services, communications, training, security, furniture, travel, goods and services for clients, facility leases, transfers out and miscellaneous operating costs.
- Capital Expenditures of \$2.5 million include expenses for fixed asset equipment, capitalized software and vehicles.
- Reimbursements of \$2.7 million include payments from other County departments to HS for administrative support services as requested.
- Operating Transfers Out of \$394,949 provide the required local share of cost to the IHSS Public Authority.

Major Sources include the following:

- Realignment revenue of \$142.6 million is used to match available federal funding and replace state funding for programs that have been realigned.
- Federal and state funding of \$441.5 million represents total available funding for the administration of mandated Human Services programs.
- Operating Transfers In of \$8.2 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 enables Children and Family Services to maintain current 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 2019-20 Governor's Budget and an analysis of actual current realignment growth receipts. Caseload changes, mandated program changes, augmented funding for continuation of the Affordable Care Act and increasing realignment revenue receipts continue to provide additional funding for most HS programs.

This budget anticipates stagnant or decreased allocations across many social services programs and the ongoing availability of 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 remains 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 and 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, sources within this budget unit are expected to increase by 6.4%. Increases in available federal/state sources and increased use of realignment funds result in a net Requirements increase of \$36.9 million as follows:

- Staffing Expenses are increasing by \$10.8 million. This is primarily due to increases in staffing, as well as an increase in projected overtime.
- Operating Expenses are increasing by \$27.2 million. Cost increases are primarily driven by state mandated increases to IHSS provider payments and other public assistance, and increases in costs for Risk Management, security services, and outside legal counsel.
- Capital Expenditures are decreasing by \$120,500.
- Reimbursements are increasing by \$317,987, which reflects the increase in HS administrative support to other HS and County departments.
- Operating Transfers Out are decreasing by \$709,046. This is due to IHSS Public Authority funding requirement changes mandated by the state.

Sources are increasing by \$35.9 million as follows:

- Realignment usage is increasing by \$8.1 million. This is primarily due to changes to mandated IHSS MOE, IHSS administration funding and Child Welfare Services funding.
- Federal and state funding available for HS programs is increasing a net \$27.2 million primarily due to increased funding available in Medi-Cal, IHSS, APS and non-realigned CFS programs.
- Changes to other sources including Operating Transfers In net \$585,000 of additional funding.



NET COUNTY COST

Most HS programs are state and/or federal mandates. The County share of funding is either mandated as a percentage of total program costs or as a fixed maintenance of effort. County share is comprised of a combination of Net County Cost 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 (In Millions)

	ACTUALS			2018-19 Estimated	2018-19 Modified Budget	2019-20 Budget	Increase/ (decrease)
	2015-16	2016-17	2017-18				
<u>Administrative Budget (DPA)</u>							
1991 Realignment	12.6	10.2	12.9	20.2	20.2	17.1	(3.1)
2011 Realignment	44.2	48.8	54.8	52.8	52.8	52.8	-
Family Support Realignment	-	-	21.5	-	-	-	-
Net County Cost	16.7	21.1	25.3	32.8	32.8	33.8	1.0
<u>IHSS MOE (DPA)</u>							
1991 Realignment	43.7	45.2	55.0	61.5	61.5	72.7	11.2
Total 1991 Realignment	56.3	55.4	68.0	81.7	81.7	89.8	8.1
Total 2011 Realignment	44.2	48.8	54.8	52.8	52.8	52.8	-
Family Support Realignment	-	-	21.5	-	-	-	-
Grand Total Realignment	100.5	104.2	144.3	134.5	134.5	142.6	8.1
Total Net County Cost	16.7	21.1	25.3	32.8	32.8	33.8	1.0

Note: Totals may not add due to rounding.

In aggregate, the HS Administrative Claim (501) budget unit includes a \$997,345 increase to Net County Cost. This is primarily the local share required for HS to access the federal and state funding required to fund increased salaries and benefits, IT, liability insurance, fleet, and HR costs.

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.



2019-20 POSITION SUMMARY*

Division	2018-19	Adds	Deletes	Re-Orgs	2019-20	Limited	Regular
	Modified Budget				Recommended		
Transitional Assistance Department	2,549	6	(29)	0	2,526	0	2,526
Children and Family Services	1,196	40	(50)	0	1,186	3	1,183
Department of Aging and Adult Services	258	7	0	0	265	1	264
HS Administration and Support Services	550	53	(3)	0	600	60	540
Total	4,553	106	(82)	0	4,577	64	4,513

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$377.7 million fund 4,577 budgeted positions of which 4,513 are regular positions and 64 are limited term positions.

TRANSITIONAL ASSISTANCE DEPARTMENT (TAD)

Overall TAD funding is expected to decrease and therefore, staffing will remain relatively flat with a net decrease of 23 (deletion of 29, addition of 6):

Deletions

- 1 Employment Services Technician
- 6 Interpreter/Translator
- 18 Eligibility Worker II
- 2 Eligibility Worker Supervisor I
- 2 Office Assistant II

Additions

- 6 Eligibility Worker III

CHILDREN AND FAMILY SERVICES (CFS)

CFS funding is increasing at a rate relative to program cost increases, thus staffing is remaining relatively flat. Although there is a net decrease in 10 positions, 8 of them are limited (deletion of 50, addition of 40):

Deletions

- 1 Fiscal Assistant
- 37 Intake Specialist
- 4 Office Assistant III
- 1 Program Specialist II
- 2 Public Service Employee
- 3 Social Service Practitioner IV
- 1 Social Worker II
- 1 Supervising Social Service Practitioner

Additions

- 4 Fiscal Specialist
- 9 Office Specialist
- 26 Social Worker II
- 1 Supervising Fiscal Specialist



DEPARTMENT OF AGING AND ADULT SERVICES (DAAS)

Anticipated funding increases in the IHSS Administration and Adult Protective Services program is allowing DAAS to add 7 positions:

Additions

- 1 Assistant Director of Aging and Adult Services
- 5 Office Assistant III
- 1 Social Service Practitioner IV

ADMINISTRATION

Similar to the departments above, HS Administration Divisions on-going funding is increasing roughly at the same rate that program costs are increasing and there is no net change to the regular staff (deletion of 3, and an addition of 3). Human Services is the recipient of a short-term grant-Home Visiting Initiative, which provides funding for 50 contract position, resulting in a net increase of 50 positions as follows:

Deletions

- 3 Fiscal Assistant

Additions

- 1 Accounting Technician
- 1 Administrative Supervisor I
- 1 Business Systems Analyst I
- 1 Contract HVI Accountant II
- 1 Contract HVI Behavioral Specialist
- 1 Contract HVI Health Education Specialist
- 1 Contract HVI Office Assistant I
- 7 Contract HVI Program Generalist
- 1 Contract HVI Program Manager
- 2 Contract HVI Site Supervisor II
- 1 Contract HVI Special Education Specialist
- 1 Contract HVI Staff Analyst II
- 2 Contract HVI Teacher III
- 32 Contract HVI Home Child/Family Support Worker



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 BY PROGRAM

Transitional Assistance Department	Appropriation	Revenue							Total Federal/State/O ther	Local Share				Total Local Share	Total Revenue	Staffing
		Federal	% Federal	State	% State	Other	% Other	Realignment		% Realignment	Net County Cost (NCC)	% NCC				
Food Stamps	99,655,176	49,724,235	50%	33,816,001	34%			83,540,237			9,989,939	10%	9,989,939	99,655,176	796	
Calfresh- Food Stamps Waiver One-Time Funding											6,125,000	6%	6,125,000		-	
Single Allocation																
CalWorks - Eligibility	41,939,303	41,939,303	100%					41,939,303						41,939,303	334	
CalWorks - Mental Health	4,960,793			4,960,793	100%			4,960,793						4,960,793	39	
CalWorks - Cal-Learn	1,400,000	980,000.00	70%	420,000.00	30%			1,400,000						1,400,000	11	
CalWorks - Welfare to Work	58,073,806	58,073,806	100%					58,073,806						58,073,806	334	
CalWorks - Child Care Admin - Stage 1	3,795,788	3,795,788	100%					3,795,788						3,795,788	30	
Total Single Allocation	110,169,689	104,788,896		5,380,793				110,169,689						110,169,689	748	
Medi-Cal	100,746,755	50,373,377	50%	50,373,377	50%			100,746,755						100,746,755	803	
Foster Care Administration	4,832,086	2,416,043	50%					2,416,043	2,416,043	50%			2,416,043	4,832,086	38	
General Relief Administration	696,218										696,218	100%	696,218	696,218	5	
Other Programs	17,111,314	10,186,068	60%	6,487,181	38%			16,673,249	438,065	3%			438,065	17,111,314	136	
Total	333,211,237	217,488,619		96,057,353				313,545,972	2,854,108		16,811,157		19,665,265	333,211,237	2,526	
Department of Children's Services																
Child Welfare Services - Basic	139,903,976	66,233,655	47%			8,161,029	6%	74,394,684	49,623,837	35%	15,885,454	11%	65,509,292	139,903,976	910	
Foster Training and Recruitment	240,947	96,379	40%					96,379	144,568	60%			144,568	240,947	2	
Support and Therapeutic Options Program	1,443,253								1,443,253	100%			1,443,253	1,443,253	9	
Adoptions	7,746,246	3,408,348	44%					3,408,348	4,337,898	56%			4,337,898	7,746,246	50	
ILP	2,783,898	1,670,339	60%					1,670,339	1,113,559	40%			1,113,559	2,783,898	18	
Resource Family Approval	5,351,021	2,014,416	38%	3,336,605	62%			5,351,021	-				-	5,351,021	35	
Foster Parent Recruitment, Retention and Support	3,647,891	1,129,520	31%	2,518,371	69%			3,647,891						3,647,891	24	
Commercially Sexually Exploited Children (State Allocation)	915,361	283,429	31%	631,932	69%			915,361						915,361	6	
Promoting Safe and Stable Families	2,168,374	2,168,374	100%					2,168,374						2,168,374	14	
Promoting Safe and Stable Families Monthly Visits	127,810	127,810	100%					127,810						127,810	1	
Licensing	361,807	153,905	43%	207,902	57%			361,807						361,807	2	
Other Programs	17,619,741	6,409,410	36%	6,486,782	37%			12,896,192	4,723,549	27%			4,723,549	17,619,741	115	
Total	182,310,324	83,695,585		13,181,592		8,161,029		105,038,206	61,386,664		15,885,454		77,272,119	182,310,324	1,186	
Aging and Adult Services																
In-Home Supportive Services	27,962,425	13,947,197	50%	12,434,622	44%			26,381,819	1,580,606	6%			1,580,606	27,962,425	221	
Adult Protective Services	7,825,921	3,558,030	45%					3,558,030	4,012,247	51%	255,644	3%	4,267,891	7,825,921	44	
IHSS Provider MOE	72,744,616								72,744,616	100%			72,744,616	72,744,616	-	
Other Programs	394,949			394,949	100%			394,949						394,949	-	
Total	108,927,911	17,505,227		12,829,571				30,334,798	78,337,469		255,644		78,593,113	108,927,911	265	
Support Staff															600	
Non Claimable Costs																
PERC Training Expense	400,575										400,575	100%	400,575	400,575		
Other	2,156,500			765,032	35%	987,040	46%	1,752,072			404,428	19%	404,428	2,156,500		
Total	2,557,075			765,032		987,040		1,752,072			805,003		805,003	2,557,075		
Total Administrative Budget	627,006,548	318,689,431	51%	122,833,548	20%	9,148,069	1%	450,671,048	142,578,241	23%	33,757,259	5%	176,335,500	627,006,548	4,577	

Note: Totals may not add due to rounding.



Human Services Subsistence Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Aid to Indigents (General Relief) provides mandated County subsistence in the form of cash aid for food, shelter and transportation to indigents who do not meet categorical eligibility requirements for state and federally funded programs. These general relief payments facilitate transition to an employable status and/or provide interim assistance pending receipt of Social Security Income (SSI) benefits. Revenue under this program represents retroactive SSI payments, which the County receives as reimbursements for general relief assistance provided to SSI eligible indigents prior to their enrollment in the SSI program and reimbursements made by non-SSI eligible indigents when assistance under this program is no longer needed. This program is funded %100 with Discretionary General Funding (Net County Cost).

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$686,878,362
Total Sources (Incl. Reimb.)	\$633,403,154
Net County Cost	\$53,475,208
Total Staff	0
Funded by Net County Cost	8%

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 (Child Care) provides for the Stage One Child Care 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 child care for CalWORKs recipients who are seeking employment or have obtained employment. Child care provider payments are 100% federally and state funded through reimbursements by the state.

Out-of-Home Child Care provides assistance grants for room, board and care for children pending determination of eligibility for state or federal aid, those who are ineligible due to other resources or those who are undocumented residents. Some of these children have serious emotional and medical problems, which increase the difficulty of locating appropriate facilities for care. Costs for this program can fluctuate based on the unique nature and requirements of each individual case and are funded with Discretionary General Funding (Net County Cost).

Aid to Adoptive Children 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 45% federally funded. The remaining 55% 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 two 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 families. The federal government reimburses 27% of the costs for this program. Approximately 71.5% is Realignment. The mandated 1.5% County share is funded by Discretionary General Funding (Net County Cost).

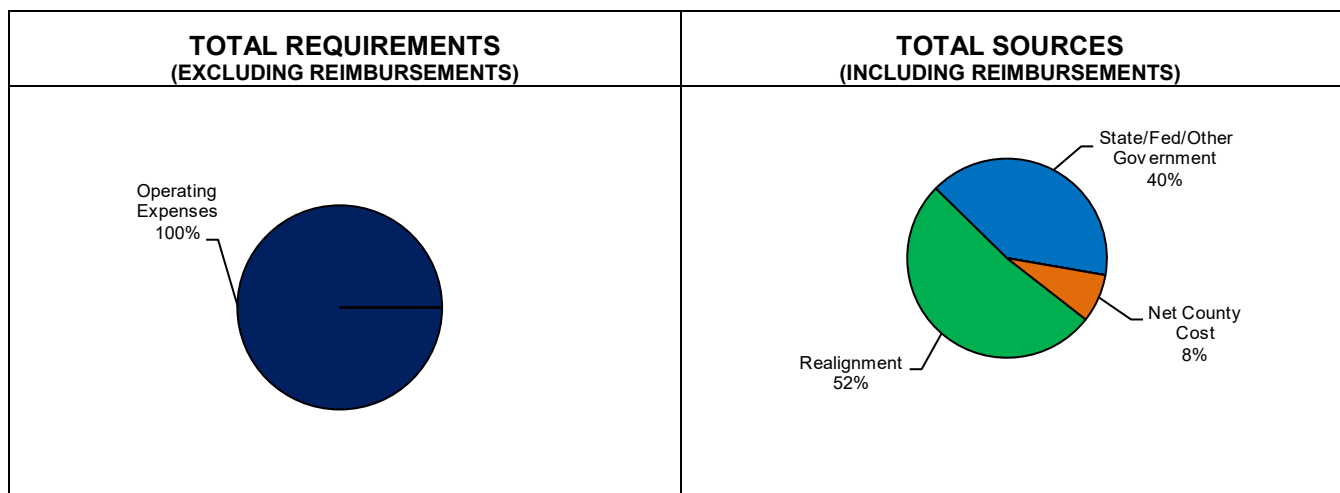
Kinship Guardianship Assistance Program (Kin-Gap) provides a subsidy to children who leave the juvenile court dependency system to live with a relative legal guardian. It offers relative caregivers of dependent children an option for providing a permanent home to these children. To be eligible for the 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 47% state and federally funded. The remaining 53% 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. The federal government reimburses 27% of the costs for this program. Approximately 71.5% is Realignment. The mandated 1.5% County share 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.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Human Services Subsistence
FUND: General

BUDGET UNIT: Various
FUNCTION: Public Assistance
ACTIVITY: Aid Programs

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	(A) <u>2018-19</u>	<u>2018-19</u>	(B) <u>2019-20</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
<u>Requirements</u>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	526,466,309	544,271,607	566,889,620	601,327,433	586,834,224	686,878,362	85,550,929
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	526,466,309	544,271,607	566,889,620	601,327,433	586,834,224	686,878,362	85,550,929
Reimbursements	(787,715)	(732,264)	(715,210)	(907,900)	(742,500)	(768,500)	139,400
Total Appropriation	525,678,595	543,539,343	566,174,410	600,419,533	586,091,724	686,109,862	85,690,329
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	525,678,595	543,539,343	566,174,410	600,419,533	586,091,724	686,109,862	85,690,329
<u>Sources</u>							
Taxes	0	0	0	0	0	0	0
Realignment	304,994,529	298,136,716	326,251,280	318,696,038	321,208,297	354,432,206	35,736,168
State/Fed/Other Government	184,447,739	207,560,295	200,204,897	240,446,666	223,651,013	276,212,348	35,765,682
Fee/Rate	1,866,459	1,775,160	2,087,351	1,793,011	1,683,596	1,690,100	(102,911)
Other Revenue	350,872	482,558	411,907	300,000	365,000	300,000	0
Total Revenue	491,659,600	507,954,729	528,955,435	561,235,715	546,907,906	632,634,654	71,398,939
Operating Transfers In	3,500,000	2,500,000	1,500,000	0	0	0	0
Total Financing Sources	495,159,600	510,454,729	530,455,435	561,235,715	546,907,906	632,634,654	71,398,939
Net County Cost	30,518,995	33,084,615	35,718,975	39,183,818	39,183,818	53,475,208	14,291,390
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified Budgeted Staffing.

DETAIL OF 2019-20 ADOPTED BUDGET

2019-20

	Requirements	Sources	Net County Cost	Staffing
<u>Subsistence Funds</u>				
Aid to Indigents (Dept/Fund 504 1000)	1,020,000	300,000	720,000	0
Domestic Violence/Child Abuse Services (Dept/Fund 508 1000)	531,812	531,812	0	0
Entitlement Payments (Child Care) (Dept/Fund 509 1000)	20,036,096	20,036,096	0	0
Out-of-Home Child Care (Dept/Fund 513 1000)	2,269,890	0	2,269,890	0
Aid to Adoptive Children (Dept/Fund 503 1002)	86,808,151	84,267,415	2,540,736	0
AFDC - Foster Care (Dept/Fund 505 1002)	253,469,662	213,090,664	40,378,998	0
Refugee Cash Assistance (Dept/Fund 506 1002)	75,000	75,000	0	0
Cash Assistance for Immigrants (Dept/Fund 507 1002)	2,250,000	2,250,000	0	0
CalWORKs - All Other Families (Dept/Fund 511 1002)	258,607,283	254,801,580	3,805,703	0
Kinship Guardianship Assistance Program (Dept/Fund 512 1002)	21,998,048	18,878,570	3,119,478	0
CalWORKs - 2 Parent Families (Dept/Fund 514 1002)	39,043,920	38,403,517	640,403	0
Total Subsistence Funds	686,109,862	632,634,654	53,475,208	0



MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Aid to Indigents (General Relief): Requirements of \$1.0 million provide 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. Sources of \$300,000 represent aid payment reimbursement and SSI collections. This budget unit has a Net County Cost of \$720,000.

Domestic Violence/Child Abuse Services: Operating Expenses of \$1.3 million are for 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. This is funded by Reimbursements of \$718,500 from surcharges placed on certified copies of birth certificates, marriage licenses and court fines imposed in domestic violence cases. Sources of \$531,812 represent realignment funding that is dedicated to the child abuse prevention program. There is no Net County Cost for this budget unit.

Entitlement Payments (Child Care): Requirements of \$20.0 million provide payments to child care providers for CalWORKs Stage One Child Care. Sources of \$20.0 million represent state and federal funding for the program. There is no Net County Cost for this budget unit.

Out-of-Home Child Care: Requirements of \$2.3 million provide assistance grants for room, board and care for children pending determination of eligibility for state or federal aid, those who are ineligible due to other resources, or those who are undocumented residents. This budget unit is 100% funded with Net County Cost.

Aid to Adoptive Children: Requirements of \$86.8 million provide assistance to adoptive parents who would otherwise not be able to provide for a child's special needs. Sources of \$84.3 million include \$39.1 million in federal revenue and \$45.2 million in Realignment revenue. This budget unit has a Net County Cost of \$2.5 million.

AFDC-Foster Care: Requirements of \$253.5 million consist of \$250.5 million in aid payments and other expenses for children living in foster homes and group-care facilities and \$3.0 million in transfers to the Wraparound Reinvestment Fund. Sources of \$213.1 million include \$85.1 million in federal revenue, \$41.7 million in state revenue, \$85.5 million Realignment revenue, and \$816,283 in Child Support collections. This budget unit has a Net County Cost of \$40.4 million.

Refugee Cash Assistance: Requirements of \$75,000 provide assistance payments for a maximum of eight months to all refugees who cannot meet the requirements for the Refugee Demonstration Project and CalWORKs programs. Sources of \$75,000 represent federal funding for the program. There is no Net County Cost for this budget unit.

Cash Assistance for Immigrants: Requirements of \$2.3 million provide cash assistance to aged, blind and disabled legal immigrants who are no longer eligible for SSI/SSP. Sources of \$2.3 million represent state funding for the program. There is no Net County Cost for this budget unit.

CalWORKs – All Other Families: Requirements of \$258.6 million provide assistance payments to families that are eligible for aid and include all cases that have not been identified as two-parent families. Sources of \$254.8 million include \$54.2 million in federal revenue, \$9.7 million in state revenue, \$190.1 million in Realignment revenue, and \$800,000 in Child Support collections. This budget unit has a Net County Cost of \$3.8 million.

Kinship Guardianship Assistance Program (Kin-GAP): Requirements of \$22.0 million provide subsidies to relative caregivers of children who leave the juvenile court dependency system to live with a relative legal guardian. Sources of \$18.9 million include \$8.2 million in federal revenue, \$2.1 million in state revenue, \$8.5 million in Realignment revenue, and \$55,817 in Child Support collections. This budget unit has a Net County Cost of \$3.1 million.



CalWORKs – 2-Parent Families: Requirements of \$39.0 million provide assistance payments to families eligible for aid and includes all cases that have been identified as two-parent families. Sources of \$38.4 million include \$12.9 million in federal revenue, \$900,000 in state revenue, \$24.6 million in Realignment revenue and \$18,000 in Child Support collections. This budget unit has a Net County Cost of \$640,403.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$85.7 million due to an increase in Operating Expenses that are direct payments of benefits to clients and contracted payments to service providers that provide vital, necessary services to children.

Sources are increasing by \$71.4 million due to the following:

- Realignment is increasing by \$35.7 million and State/Fed/Other Government is increasing by \$35.8 million. Overall increases are the net of anticipated increases in Adoptions, Foster Care and Kinship Assistance programs that exceed anticipated decreases in CalWORKs assistance.
- Fees are decreasing by \$102,911 due to caseload decline.

Net County Cost is increasing by \$14.3 million primarily due to increases in mandated payments for cases in the Adoptions, Foster Care and Kinship Guardianship Assistance Programs. For the reduction in Operating Transfers In.

STAFFING CHANGES AND OPERATIONAL IMPACT

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



**History of Social Services Realignment and Net County Cost
HS Subsistence Budgets
(In Millions)**

	ACTUALS				2018-19 Estimated	2018-19 Modified Budget	2019-20 Budget	Increase/ (decrease)
	2014-15	2015-16	2016-17	2017-18				
<u>Domestic Violence</u>								
2011 Realignment	0.5	0.5	0.5	0.5	0.5	0.5	0.5	-
<u>Aid to Adoptive Children</u>								
1991 Realignment	6.5	7.3	6.3	8.6	8.9	9.0	9.4	0.4
2011 Realignment	25.7	27.5	30.9	32.0	33.7	35.3	35.8	0.4
Net County Cost	2.0	1.9	2.0	1.9	2.4	3.0	2.5	(0.5)
<u>AFDC Foster Care</u>								
1991 Realignment	28.5	31.5	34.3	36.9	53.8	55.8	48.1	(7.7)
2011 Realignment	31.6	37.3	41.1	48.1	36.9	32.7	36.5	3.8
CalWORKs MOE Realignment	-	-	-	0.3	0.9	1.0	1.0	-
Net County Cost	17.6	19.2	21.4	24.7	27.9	25.6	40.4	14.8
<u>CalWORKs Cash Aid</u>								
Family Support Realignment	98.0	91.3	74.1	91.1	83.9	83.6	100.5	16.9
CalWORKs MOE Realignment	98.3	105.1	105.8	103.4	95.2	92.8	114.2	21.4
Net County Cost	6.1	5.8	5.5	4.9	4.4	4.9	4.4	(0.4)
<u>Kinship Guardianship Assistance Program</u>								
Family Support Realignment	0.8	0.5	0.4	-	-	0.6	-	(0.6)
2011 Realignment	3.7	4.0	4.0	5.1	7.3	7.5	8.5	1.0
CalWORKs MOE Realignment	-	-	0.8	-	-	-	-	-
Net County Cost	1.1	1.3	1.7	1.9	2.5	2.8	3.1	0.4
<u>All other subsistence budgets</u>								
Net County Cost	2.1	2.4	2.5	2.4	2.0	3.0	3.0	-
Total 1991 Realignment	35.0	38.8	40.5	45.5	62.6	64.7	57.5	(7.3)
Total 2011 Realignment	61.5	69.3	76.6	85.7	78.5	76.1	81.3	5.2
CalWORKs MOE Realignment	98.3	105.1	106.6	103.7	96.1	93.8	115.2	21.4
Family Support Realignment	98.8	91.8	74.4	91.1	83.9	84.2	100.5	16.3
Grand Total Realignment	293.6	305.0	298.1	326.2	321.2	318.7	354.4	35.7
Total Net County Cost	28.9	30.5	33.1	35.7	39.2	39.2	53.5	14.3



Wraparound Reinvestment Fund

DESCRIPTION OF MAJOR SERVICES

The Wraparound Services Program was created through Senate Bill (SB) 163, Chapter 795, Statutes of 1997, and is an intensive, community-based and family-centered process designed to allow children with serious behavior and/or emotional difficulties to remain in their community at the lowest level of care possible instead of being placed in a group home setting. Payments for Wraparound Services are included in the Aid to Families with Dependent Children (AFDC) – Foster Care budget unit. This bill allows counties to accumulate savings realized from a wraparound program and requires that the savings be reinvested in a Child Welfare Services Program.

Budget at a Glance

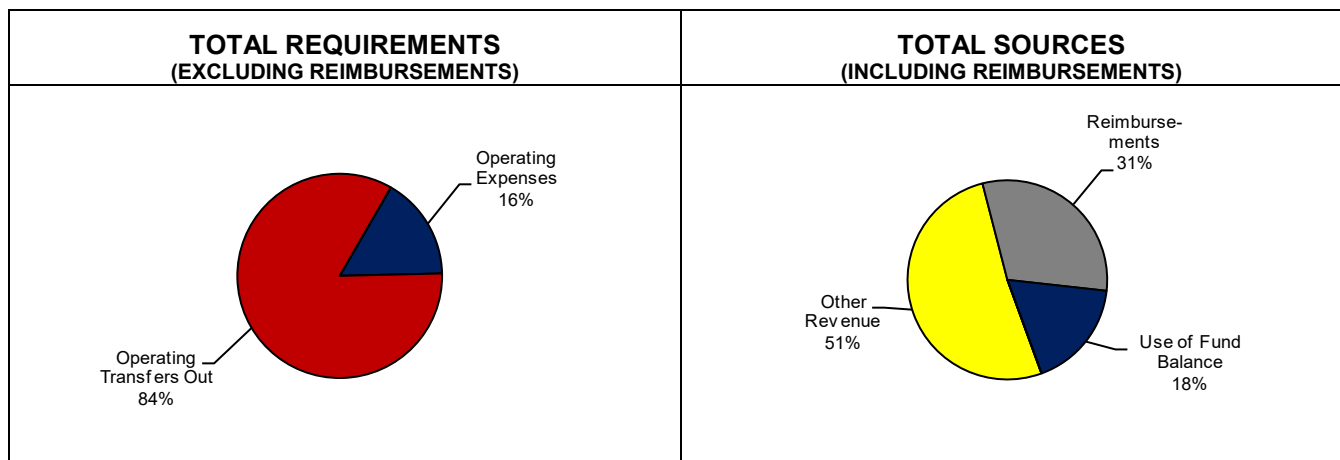
Total Requirements (Excl. Reimb.)	\$9,749,529
Total Sources (Incl. Reimb.)	\$8,025,000
Use of / (Contribution to) Fund Balance	\$1,724,529
Total Staff	0
Funded by Fund Balance	18%

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.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Wraparound Reinvestment Fund
FUND: Special Revenue

BUDGET UNIT: 505 2738
FUNCTION: Public Assistance
ACTIVITY: Aid Program

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A) Change From Prior Year
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,440,966	1,904,529	3,001,633	2,128,500	660,542	1,588,500	(540,000)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	2,440,966	1,904,529	3,001,633	2,128,500	660,542	1,588,500	(540,000)
Reimbursements	(1,236,717)	(1,436,632)	(1,308,516)	(1,500,000)	(1,500,000)	(3,000,000)	(1,500,000)
Total Appropriation	1,204,249	467,897	1,693,117	628,500	(839,458)	(1,411,500)	(2,040,000)
Operating Transfers Out	3,500,000	5,270,085	7,487,324	7,661,029	5,252,000	8,161,029	500,000
Total Requirements	4,704,249	5,737,982	9,180,441	8,289,529	4,412,542	6,749,529	(1,540,000)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	12,069	0	0	0	0	0	0
Other Revenue	4,731,570	5,337,841	6,317,610	5,025,000	7,480,467	5,025,000	0
Total Revenue	4,743,639	5,337,841	6,317,610	5,025,000	7,480,467	5,025,000	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	4,743,639	5,337,841	6,317,610	5,025,000	7,480,467	5,025,000	0
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(39,390)	400,141	2,862,831	3,264,529	(3,067,925)	1,724,529	(1,540,000)
Available Reserves				404,811		5,012,736	4,607,925
Total Fund Balance				3,669,340		6,737,265	3,067,925
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 REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$6.7 million consist of the following:

- Operating Expenses of \$1.6 million for services and supplies and public assistance expenses to provide supportive services to families and children in need.
- Reimbursements of \$3.0 million resulting from the retention of funds from contractor payments.
- Operating Transfers Out of \$8.2 million represents a transfer 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.

Sources of \$5.0 million are anticipated from unexpended funds that will be recovered from contractors as each annual contract settlement is concluded.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$1.5 million due to a \$540,000 decrease in expenditures for sponsorships and miscellaneous supportive services, a \$1.5 million increase in reimbursements from the retention of funds from contractor payments and a \$500,000 increase in Operating Transfers Out to the HS Administrative Claim budget. Case management services are provided by CFS staff included in the HS Administrative Claim budget and this additional funding will enable CFS to leverage access to additional federal revenue.



ANALYSIS OF FUND BALANCE

The budget includes a Use of Fund Balance of \$1.7 million to provide enhanced services to foster children and families and to also provide matching funds for Child Welfare Services Programs. This Fund Balance usage is less than the prior year budget of \$3.3 million, which was determined to be unsustainable. Realignment and other funding will be utilized to replace the use of wraparound funds to maintain current program levels and provide additional funding in the future. Available Reserves are increasing by \$4.6 million. Remaining reserves may be used to cover future Wraparound Services program payments.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit. Services for this program are provided by staff budgeted in the Human Services (HS) Administrative Claim budget unit.



AGING AND ADULT SERVICES

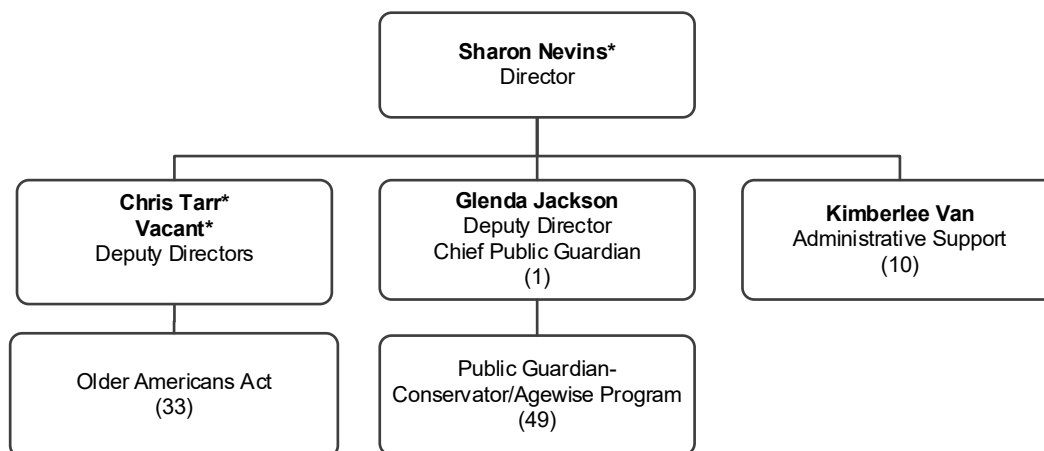
Sharon Nevins

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 budgeted in the Human Services Administrative Claim budget unit

2019-20 SUMMARY OF BUDGET UNITS

2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
General Fund					Staffing
Aging and Adult Services	10,576,128	10,576,128	0		43
Public Guardian - Conservator	1,451,214	500,000	951,214		50
Total General Fund	12,027,342	11,076,128	951,214	0	93



2018-19 MAJOR ACCOMPLISHMENTS

- Received four National Association of Counties (NACo) Achievement Awards for:
 - In-Home Supportive Services Quality Improvement Initiatives
 - Adult Protective Services (APS) Prepaid Card Program
 - Public Guardian Reading Room
 - Optimizing Services for Conservatees
- Provided In-Home Support Services to 30,743 aged, blind, and/or disabled County residents who were able to remain safely in their homes as a result of services provided.
- Processed 33,609 calls and referrals at the 24-hour Adult Protective Services hotline.
- Provided 317,455 congregate and 367,353 home delivered meals to eligible seniors and their spouses.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	90%	90%	96%	90%
STRATEGY	Ensure Public Guardian provides timely and accurate financial support to Conservatees.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	14,323	14,000	11,684	14,000
STRATEGY	Enhance senior safety and independence by connecting customers with community resources.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 and Adult Services

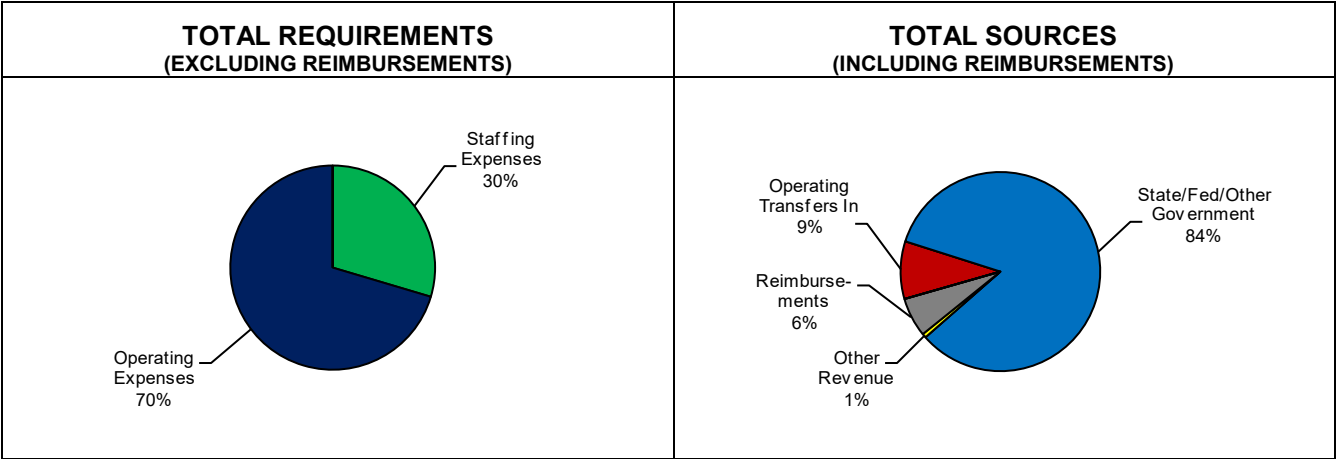
DESCRIPTION OF MAJOR SERVICES

The Department of Aging and Adult Services (DAAS), under the direction of the California Department of Aging (CDA), serves as the federally-designated Area Agency on Aging (AAA) for the County of San Bernardino and is responsible for administering programs under the Older Americans Act.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$11,295,953
Total Sources (Incl. Reimb.)	\$11,295,953
Use of/ (Contribution to) Fund Balance	\$0
Total Staff	43

The department works to ensure options are easily accessible to all older individuals and to ensure a visible resource where seniors can go or call for information. Programs offered by the department include Senior Information and Assistance (SIA), Elderly Nutrition, 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).

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Aging and Adult Services
FUND: General

BUDGET UNIT: 529 1036
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	2,732,085	2,932,257	2,966,709	3,382,687	3,426,920	3,344,663	(38,024)
Operating Expenses	7,176,126	7,467,611	7,196,081	8,744,682	8,352,766	7,951,290	(793,392)
Capital Expenditures	51,019	25,224	10,692	0	0	0	0
Total Exp Authority	9,959,230	10,425,092	10,173,482	12,127,369	11,779,686	11,295,953	(831,416)
Reimbursements	(416,196)	(430,903)	(864,752)	(642,205)	(548,699)	(719,825)	(77,620)
Total Appropriation	9,543,034	9,994,189	9,308,730	11,485,164	11,230,987	10,576,128	(909,036)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	9,543,034	9,994,189	9,308,730	11,485,164	11,230,987	10,576,128	(909,036)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	8,650,071	7,945,278	8,275,253	10,352,544	10,098,367	9,443,508	(909,036)
Fee/Rate	0	0	(283)	0	0	0	0
Other Revenue	2,366	141,160	(34,803)	75,000	75,000	75,000	0
Total Revenue	8,652,437	8,086,438	8,240,167	10,427,544	10,173,367	9,518,508	(909,036)
Operating Transfers In	1,059,925	1,060,006	1,057,620	1,057,620	1,057,620	1,057,620	0
Total Financing Sources	9,712,362	9,146,444	9,297,787	11,485,164	11,230,987	10,576,128	(909,036)
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(169,328)	847,745	10,943	0	0	0	0
Available Reserves				701,799		701,799	0
Total Fund Balance				701,799		701,799	0
Budgeted Staffing*	40	41	41	42	42	43	1

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$3.3 million fund 36 regular positions and 7 limited term positions. Operating Expenses of \$8.0 million include \$6.1 million for contracted services for the Elderly Nutrition, Senior Supportive Services, and Family Caregiver programs, and \$1.3 million for contracted services for the MSSP and TREP programs.

Sources of \$10.6 million include \$9.4 million from federal and state funding sources of which \$4.8 million is for Senior Nutrition Services (Title IIIC), \$1.2 million for MSSP, \$1.7 million for Senior Supportive Services (Title IIIB), and \$882,000 for Family Caregiver. Operating Transfers In of \$1.1 million are funded with Discretionary General Funding and reflect the required County match.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are decreasing by \$909,036 due to a reduction in services, supplies and contracted vendor payments for the Elderly Nutrition, Supportive Services, and Family Caregiver programs as a result of the elimination of one-time funding that was added in the 2018-19 first quarter budget report.



ANALYSIS OF FUND BALANCE

Aging programs are fully reimbursed from federal and state funding sources with a required match that is funded with Discretionary General Funding (Net County Cost) reflected in Operating Transfers In. Typically, there is no Use of or Contribution to Fund Balance.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		Limited	Regular
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended			
Administration	9	1	0	0	10		0	10
MSSP	8	0	0	0	8		0	8
Ombudsman	6	0	0	0	6		5	1
SCSEP	2	0	0	0	2		2	0
SIA	17	0	0	0	17		0	17
Total	42	1	0	0	43		7	36

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$3.3 million fund 43 budgeted positions of which 36 are regular positions and 7 are limited term positions. Staffing changes include the addition of 1 Fiscal Specialist to provide additional fiscal support services.



Public Guardian - Conservator

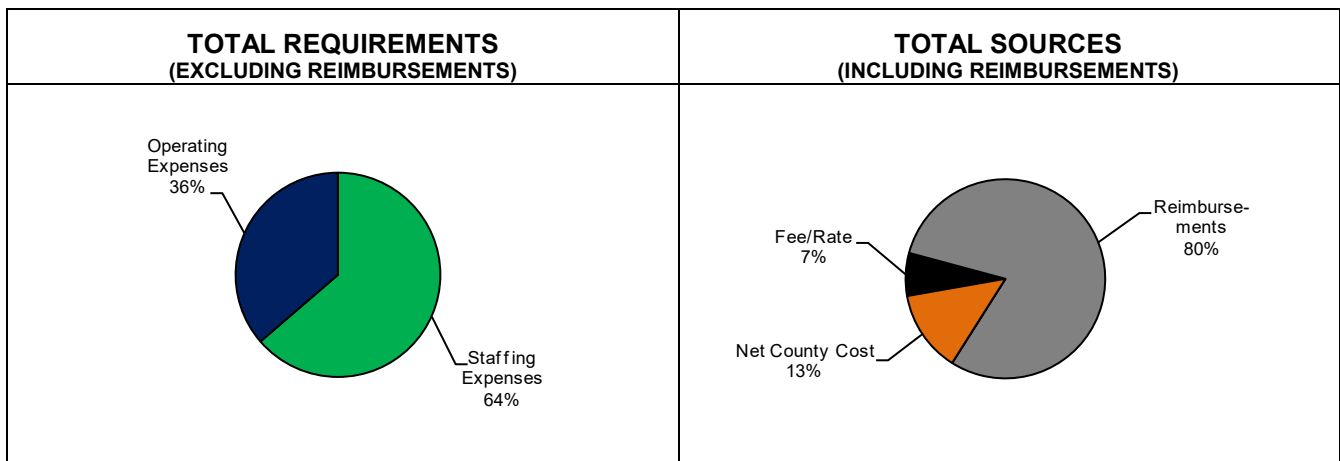
DESCRIPTION OF MAJOR SERVICES

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

Total Requirements (Excl. Reimb.)	\$7,175,910
Total Sources (Incl. Reimb.)	\$6,224,696
Net County Cost	\$951,214
Total Staff	50
Funded by Net County Cost	13%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: DAAS - Public Guardian
FUND: General

BUDGET UNIT: 536 1000
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,407,780	1,615,758	1,936,462	3,414,897	3,038,663	4,569,301	1,154,404
Operating Expenses	1,017,750	1,102,207	1,198,814	2,780,566	2,010,294	2,606,609	(173,957)
Capital Expenditures	0	32,078	0	9,720	9,698	0	(9,720)
Total Exp Authority	2,425,531	2,750,043	3,135,276	6,205,183	5,058,655	7,175,910	970,727
Reimbursements	(1,370,439)	(1,459,174)	(1,744,962)	(4,734,293)	(3,589,220)	(5,724,696)	(990,403)
Total Appropriation	1,055,092	1,290,869	1,390,314	1,470,890	1,469,435	1,451,214	(19,676)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,055,092	1,290,869	1,390,314	1,470,890	1,469,435	1,451,214	(19,676)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	496,598	550,103	509,422	465,000	543,000	500,000	35,000
Other Revenue	459	51	(337)	0	1,059	0	0
Total Revenue	497,057	550,154	509,085	465,000	544,059	500,000	35,000
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	497,057	550,154	509,085	465,000	544,059	500,000	35,000
Net County Cost	558,035	740,715	881,229	1,005,890	925,376	951,214	(54,676)
Budgeted Staffing*	21	24	27	50	50	50	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$4.6 million fund 50 regular positions. Operating Expenses of \$2.6 million represent program expenses that include COWCAP, Central Services, facility lease costs and County Counsel legal expenses. Reimbursements of \$5.7 million include funding received from the Department of Behavioral Health for a combination of conservatee case costs and a newly reassigned senior adult mental health program, and from the Sheriff/Coroner/Public Administrator for shared warehouse costs.

Estate fee revenue of \$500,000 represents court-ordered fees paid to the department from the estates of conservatees.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$19,676. A \$1.2 million increase in Staffing Expenses will provide additional funding necessary for 23 positions that were transferred mid-year 2018-19 from the Department of Behavioral Health to consolidate and streamline program services and to assist with the Lanterman-Petris Conservatorship process. This increase is offset by a \$990,403 increase in Reimbursements from the Department of Behavioral Health and a \$173,957 decrease in Operating Expenses related to one-time office relocation expenses in 2018-19.

Sources are increasing by \$35,000 due to an anticipated increase in estate and legal fees.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Public Guardian	50	0	0	0	50	0	50
Total	50	0	0	0	50	0	50

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$4.6 million fund 50 budgeted regular positions. There are no staffing changes associated with this budget unit.



CHILD SUPPORT SERVICES

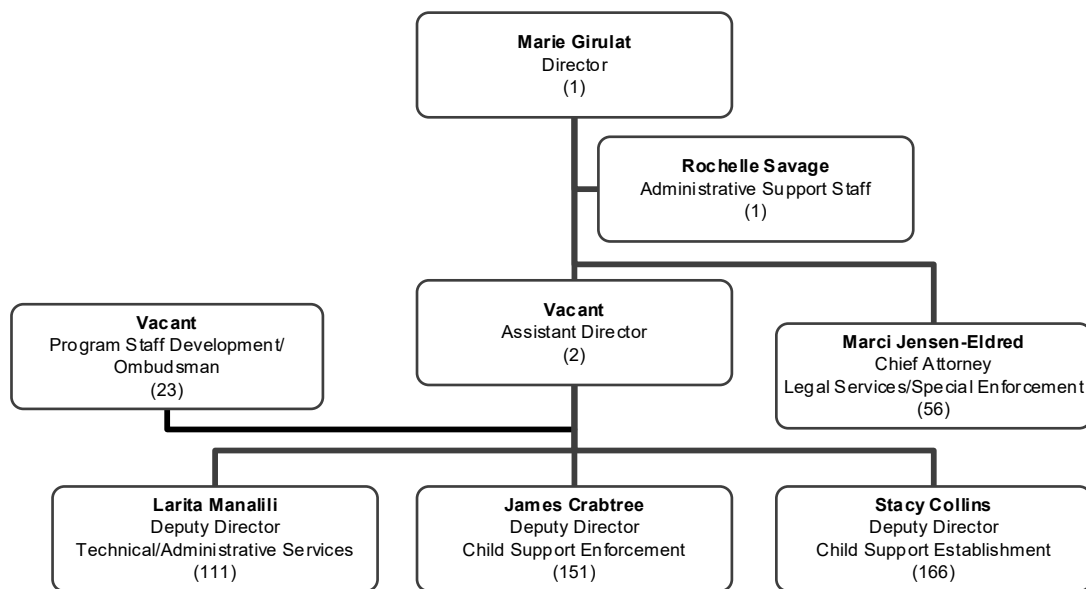
Marie Girulat

DEPARTMENT MISSION STATEMENT

Partner with parents and the community in delivering reliable child support services.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

2019-20						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Child Support Services	49,907,028	49,907,028	0			511
Total General Fund	49,907,028	49,907,028	0	0	0	511
Total - All Funds	49,907,028	49,907,028	0	0	0	511



2018-19 MAJOR ACCOMPLISHMENTS

- Created Early Engagement caseworkers with dedicated caseloads to engage parents and employers immediately after a court order is established to ensure consistent and reliable payment of child support to families.
- Collected \$190.8 million in child support payments for federal fiscal year 2018, a 1.9% increase from the prior year.
- Collected \$723,147 via MoneyGram and PayNearMe services, a 16% increase over last fiscal year.
- Placed 1,199 cases into the Procedural Justice Informed Alternatives to Contempt (PJAC) grant program to assist parents in overcoming barriers in paying child support, achieving 52.1% of the goal.
- Answered 158,156 customer calls in the Call Center, of which 94.5% were resolved within the Call Center at first point of contact.
- Advertised to customers the availability and use of the TouchPay kiosks in the branches and received over 21,000 payments totaling \$4.3 million.
- Achieved a program cost effectiveness of \$4.78 in support collected for every \$1.00 spent on program operations; one of the most cost-effective child support agencies in the State of California.
- Assisted 4,000 customers through attendance at 250 outreach events and activities throughout the year.
- Conducted the first annual Child Support Resource Fair, hosting community partners and government agencies to share information and resources to over 150 families that attended.
- Expanded “Mondays at DCSS” events to be held weekly in all three branch lobbies to have community partners and County agencies provide information on resources available for parents.
- Created a Military Liaison Team and partnered with Ft. Irwin Army National Training Center and 29 Palms Marine Corps Air Ground Combat Center to better assist customers serving in the military.
- Continued to partner with the County Libraries to expanded services for customers and families by hosting “DCSS in Your Neighborhood” offering after hours services in the communities of Highland and Apple Valley.
- Partnered with County Library to refer potential customers for the High School Diploma Program.
- Collaborated with the Workforce Development Department on the Local Workforce Development Modification Plan to include child support customers.
- Redesigned and implemented a customer friendly, visually pleasing and informative child support website.
- Received a 2018 National Association of Counties (NACO) Award for Call Center Expansion and Holistic Case Management reducing call abandonment rates and improving overall customer satisfaction.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 through outreach and engagement.	N/A	3,500	4,000	4,000
STRATEGY	Expand attendance at Community Resource Fairs, County sponsored events, Parolee Re-entry meetings, and various community events.					
STRATEGY	Continue our collaboration with Workforce Development by attending Rapid Response events and assisting employees of companies that are downsizing by providing information on our services.					
STRATEGY	Expand services into the community beyond the traditional storefront and to be available at more convenient times for the families we serve. The Department will expand its outreach by providing services at the Highland branch County library as well as continue services at the County libraries in Fontana and Hesperia during early evening hours.					
STRATEGY	Increase availability to customers in remote areas of the County by using webcams located in Transitional Assistance Department offices.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 cases receiving first payment within 30 days of order.	N/A	N/A	N/A	41%
STRATEGY	Dedicated Early Engagement caseworkers will focus on immediately engaging parents and employers upon the establishment of an order. This will include contacting the parents to discuss the court order, arrange for first payment, and next steps; contacting employers to send the Income Withholding Order and answer any questions about the process to begin receiving payments faster.					
STRATEGY	Continue our collaboration with Workforce Development by attending Rapid Response events and assisting employees of companies that are downsizing by providing information on our services.					
STRATEGY	Expand services into the community beyond the traditional storefront and to be available at more convenient times for the families we serve. The Department will expand its outreach by providing services at the Highland branch County library as well as continue services at the County libraries in Fontana and Hesperia during early evening hours.					
STRATEGY	Increase availability to customers in remote areas of the County by using webcams located in Transitional Assistance Department offices.					



DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 amount of child support collected and distributed.	N/A	\$197,000,000	\$195,648,318	\$197,000,000
STRATEGY	Conduct a review of internal business processes, practices and policies to identify efficiencies to reduce the amount of time from case opening, to establishment of a child support order, to receipt of first payment.					
STRATEGY	Enhance our relationships with employers by initiating contact within 10 days of establishment of the child support order, resulting in reduced time in receiving the first payment through income withholding, and increasing the amount of payments received.					
STRATEGY	Provide early intervention on cases where payments have declined by partnering with the parents and assisting them with strategies to get their cases back on-track.					
STRATEGY	Continue our collaboration with Workforce Development in assisting unemployed and underemployed customers with job services so they can meet their child support obligations.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 expensed.	\$4.75	\$4.75	\$4.78	\$4.75
STRATEGY	Implement efficiencies in department processes in order to increase collections and improve cost effectiveness.					
STRATEGY	Partner with programs in the county and community to assist parents in removing barriers to paying child support, thus increasing collections.					



Child Support Services

DESCRIPTION OF MAJOR SERVICES

The Department of Child Support Services (DCSS) promotes family self-sufficiency by partnering with parents and the community to deliver reliable child support services. 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	
Total Requirements (Excl. Reimb.)	\$49,907,028
Total Sources (Incl. Reimb.)	\$49,907,028
Net County Cost	\$0
Total Staff	511
Funded by Net County Cost	0%

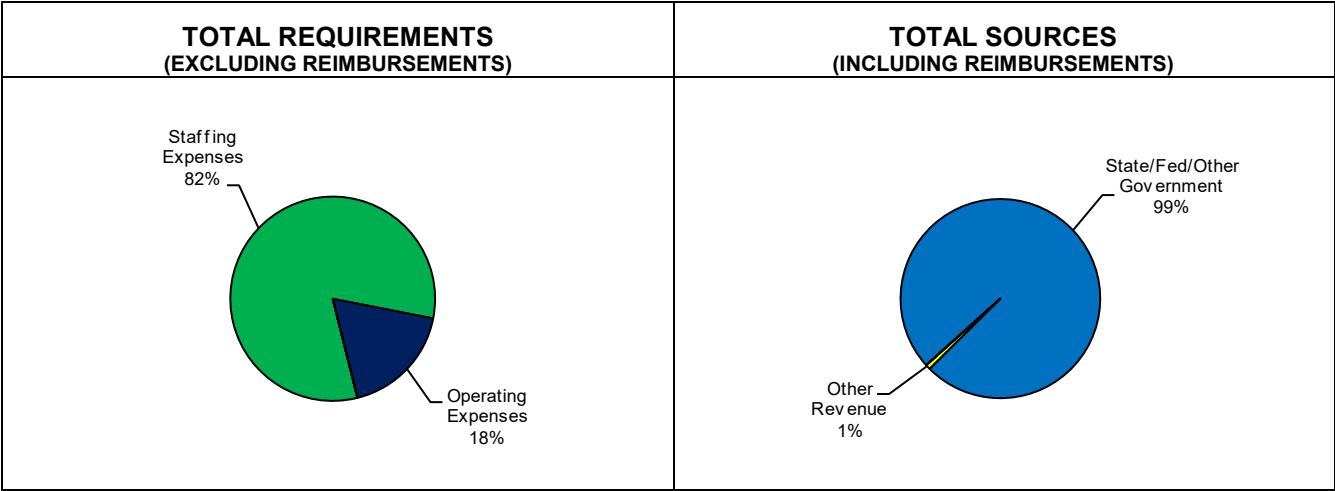
DCSS is dedicated to administering the program to ensure that the needs of the families are first and foremost. DCSS works collaboratively with parents to remove barriers to child support and to assist in directing parents to services in the community. DCSS identifies partners who can help families with job training and skills, domestic violence resources, legal assistance and more. DCSS identifies collaborative opportunities to serve shared customers with other county programs and community-based organizations.

The services provided by DCSS include the following:

- Establishing court orders for parentage, child and medical support, and health insurance.
- Enforcing court orders for child, family, spousal, medical support and health insurance.
- Collecting and distributing support payments.
- Maintaining records of payments made and balances due.
- Modifying court orders when there is a change in circumstances.

DCSS’ brand, “Champion of Children” emphasizes making a positive difference in the lives of families.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Human Services DEPARTMENT: Child Support Services FUND: General				BUDGET UNIT: 452 1000 FUNCTION: Public Protection ACTIVITY: Judicial			
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	32,003,034	32,028,884	31,785,910	32,232,265	32,929,862	40,915,994	8,683,729
Operating Expenses	7,911,945	7,719,814	7,723,630	10,111,071	8,656,850	8,991,034	(1,120,037)
Capital Expenditures	5,752	362,639	228,695	26,610	109,424	0	(26,610)
Total Exp Authority	39,920,731	40,111,337	39,738,235	42,369,946	41,696,136	49,907,028	7,537,082
Reimbursements	(547)	0	0	0	0	0	0
Total Appropriation	39,920,184	40,111,337	39,738,235	42,369,946	41,696,136	49,907,028	7,537,082
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	39,920,184	40,111,337	39,738,235	42,369,946	41,696,136	49,907,028	7,537,082
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	39,889,120	40,013,523	39,667,025	41,687,946	41,440,304	49,522,028	7,834,082
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	30,592	97,814	71,210	682,000	255,832	385,000	(297,000)
Total Revenue	39,919,712	40,111,337	39,738,235	42,369,946	41,696,136	49,907,028	7,537,082
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	39,919,712	40,111,337	39,738,235	42,369,946	41,696,136	49,907,028	7,537,082
Net County Cost	471	0	0	0	0	0	0
Budgeted Staffing*	428	425	415	399	399	511	112

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$40.9 million fund 511 budgeted regular positions. Operating Expenses of \$9.0 million include COWCAP, professional service contracts, utilities, telephone services, leases, insurance, and other operating costs.

Sources of \$49.9 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 and Sources are increasing by \$7.5 million as a result of additional funding in the 2019-20 Governor's Budget that increases the base-line allocation for 21 under-funded Local Child Support Agencies (LCSA). To efficiently maximize the increased funding, DCSS has added 112 regular positions to enhance child support operations in serving families.



2019-20 POSITION SUMMARY*

Division	2018-19					2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended		Limited	Regular
Director	1	0	0	0	1		0	1
Administrative Support Staff	1	0	0	0	1		0	1
Assistant Director	3	2	0	20	25		0	25
Child Support Enforcement	127	43	0	(19)	151		0	151
Technical / Administrative Services	56	22	0	33	111		0	111
Legal Services / Special Enforcement	69	1	0	(14)	56		0	56
Child Support Establishment	125	44	0	(3)	166		0	166
Program Staff Development / Ombudsman	17	0	0	(17)	0		0	0
Total	399	112	0	0	511		0	511

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$40.9 million fund 511 budgeted regular positions. Staffing changes include the addition of 112 positions. The added positions will improve customer service by reducing the number of cases assigned to each Child Support Officer. This will enable staff to provide enhanced holistic case management services to families, increasing reliable child support payment collections in four major areas:

1. Newly established cases and support order on cases in "Locate".
2. Modification of zero order cases to include support.
3. Arrears only cases.
4. Current support cases.

Additions

- 1 Accounting Technician
- 2 Automated Systems Analyst I
- 1 Automated Systems Analyst II
- 6 Child Support Assistant
- 1 Child Support Attorney IV
- 68 Child Support Officer I
- 8 Child Support Officer II
- 1 Child Support Operations Manager
- 1 Marketing Specialist
- 9 Office Assistant II
- 1 Office Assistant III
- 2 Secretary I
- 2 Staff Analyst II
- 9 Supervising Child Support Officer



PRESCHOOL SERVICES

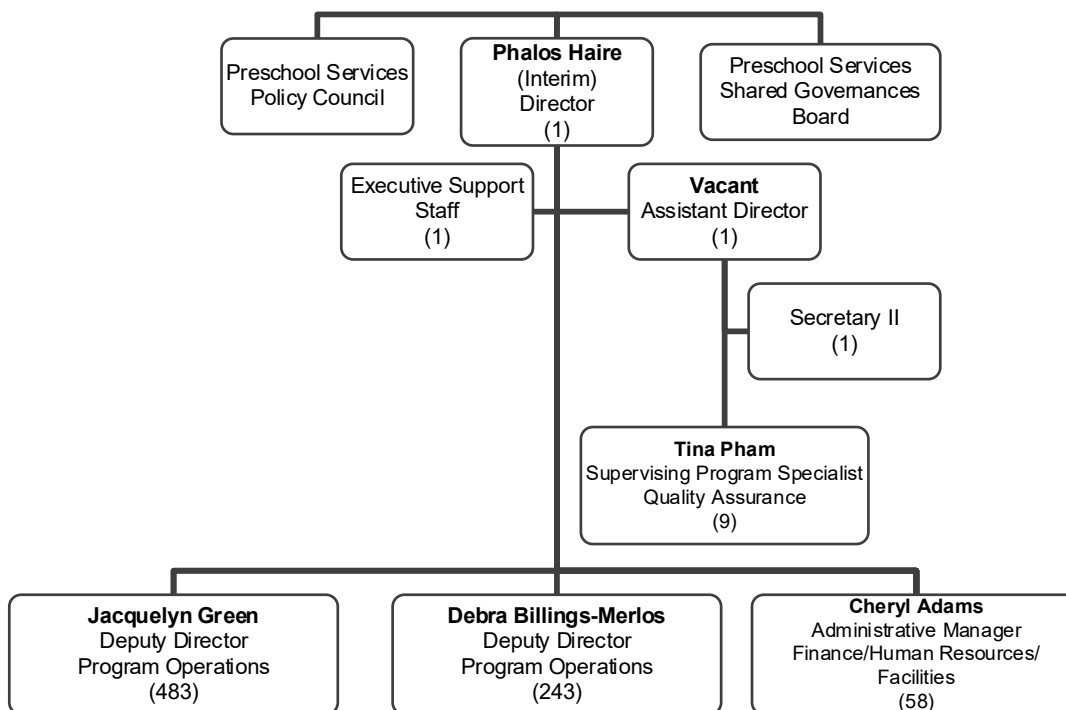
Phalos Haire

DEPARTMENT MISSION STATEMENT

Preschool Services improves the well-being of children, empowers families, and strengthens communities.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
Special Revenue Funds					Staffing
Preschool Services	61,053,009	60,463,766		589,243	797
Total Special Revenue Funds	61,053,009	60,463,766		589,243	797
Total - All Funds	61,053,009	60,463,766	0	589,243	0



2018-19 MAJOR ACCOMPLISHMENTS

- Completed and passed a major federal audit and three state audits that evaluated multiple areas for program compliance.
- Increased the enrollment of foster children to 429, an increase of 24 children from the previous year's enrollment of 405.
- Increased Classroom Assessment and Scoring System (CLASS) score in the Instructional Support Domain by 25%. This represents an increase from baseline to year-end. CLASS is a tool that measures interactions between children and teachers.
- Improved the Literacy measure for "Letter and Word Knowledge" scores of children based on the Desired Results Developmental Profile (DRDP) by 88% since the beginning of the year for children ages 3-5 attending school year round.
- Implemented the Home Visitation Initiative (HVI) in collaboration with the Transitional Assistance Department (TAD).
- Provided Positive Intervention and Services (PBIS) Training for staff and implemented the framework for sites covered under the Quality Start San Bernardino (QSSB) initiative.
- Graduated eight (8) Head Start parents from the Online High School Diploma Program.
- Completed full implementation of the Centralized Eligibility Unit (CEU), ensuring all eligibility files are electronically scanned and stored.
- Established seven (7) new Memorandums of Understanding (MOU) with various Universities and Community Service Organizations, increasing collaborations, linkages and in-kind contributions for Preschool Services.
- Increased words read by children 0 – 5 years old countywide to over 100 million words through the Footsteps2Brilliance collaboration.
- Increased education for families to help prevent and reduce childhood obesity by offering the Expanded Food & Nutrition Education Program and FACET nutrition education classes at 17 Head Start sites.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROMOTE THE COUNTYWIDE VISION		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Strategically engage particular Vision Element Groups to support and expand the County's public facing Vision projects.	Percentage of children scoring below Building Level in literacy skills on the 1st assessment who subsequently meet the standard by the end of the program year, utilizing the Desired Results Developmental Profile (DRDP) 2015 assessment tool.	97%	50%	52%	55%
STRATEGY	Promote school readiness.					
STRATEGY	Support the Countywide Vision Regional Implementation Goal: "Partner with all sectors of the community to support the success of every child from cradle to career."					
STRATEGY	Support the Vision2Read Initiative.					
STRATEGY	Identify the number of Head Start/State Preschool children ages 3 – 5 scoring below Building Middle Level in Literacy skills on the assessment, and reduce this count 52% by June 30, 2020 (the end of the program year).					



DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: PROMOTE THE COUNTYWIDE VISION		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Strategically engage particular Vision Element Groups to support and expand the County's public facing Vision projects.	Percentage of children achieving below Exploring Level in social emotional skills on the 1st assessment who subsequently meet the standard by the end of the program year, utilizing the Desired Results Developmental Profile (DRDP) 2015 assessment tool.	68%	25%	27%	30%
STRATEGY	Promote school readiness.					
STRATEGY	Support the Countywide Vision Regional Implementation Goal: "Partner with all sectors of the community to support the success of every child from cradle to career."					
STRATEGY	Identify the number of Early Head Start children ages 18 – 36 months scoring below Exploring Earlier Level in social emotional skills on the assessment, and reduce the count by 30% by June 30, 2020 (the end of the program year).					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 foster children enrolled.	405	350	429	415
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 SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 children identified at the beginning of the year as obese or overweight whose BMI is reduced.	72%	70%	60%	70%
STRATEGY	Identify obese and/or overweight children ages 2-5 years 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 identified as obese or overweight from the higher level of Body Mass Index (BMI) classification to the next lower level by children's height and weight.					



Preschool Services

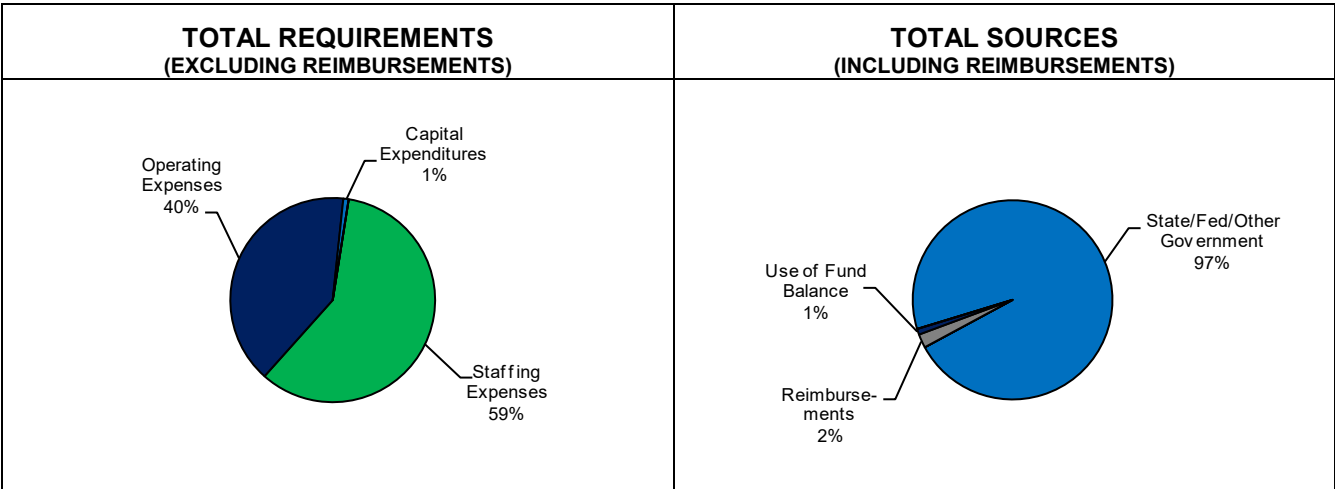
DESCRIPTION OF MAJOR SERVICES

The Preschool Services Department (PSD) administers the Head Start, Early Head Start, and Early Head Start – Child Care Partnership federal programs, the California Department of Education State Preschool program, as well as the Child and Adult Care Food Program at 74 locations throughout San Bernardino County. The programs are fully funded from federal and state sources with no Net County Cost.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$62,443,258
Total Sources (Incl. Reimb.)	\$61,854,015
Use of/(Contribution to) Fund Balance	\$589,243
Total Staff	797

PSD serves approximately 6,000 low income and disadvantaged families with children from birth to five 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, PSD’s programs offer comprehensive child development and family support services to all enrolled children and families, which include physical and mental health services and nutrition to strengthen each child’s capacity to participate successfully in school.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Preschool Services
FUND: Preschool Services

BUDGET UNIT: 591 2220, 591 2221
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	27,764,155	29,930,940	32,164,215	35,501,583	35,342,364	36,904,533	1,402,950
Operating Expenses	23,227,540	22,962,254	24,323,868	23,443,860	23,136,758	25,013,315	1,569,455
Capital Expenditures	443,272	739,946	618,309	823,660	753,324	525,410	(298,250)
Total Exp Authority	51,434,967	53,633,140	57,106,392	59,769,103	59,232,446	62,443,258	2,674,155
Reimbursements	(749,436)	(710,697)	(721,712)	(821,000)	(925,760)	(1,390,249)	(569,249)
Total Appropriation	50,685,531	52,922,443	56,384,680	58,948,103	58,306,686	61,053,009	2,104,906
Operating Transfers Out	139,303	297,803	1,430,755	771,000	838,454	0	(771,000)
Total Requirements	50,824,834	53,220,246	57,815,435	59,719,103	59,145,140	61,053,009	1,333,906
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	49,407,459	53,292,032	56,372,708	61,270,209	61,220,847	60,457,766	(812,443)
Fee/Rate	19,287	15,385	698	0	0	0	0
Other Revenue	31,190	88,927	94,515	6,000	70,642	6,000	0
Total Revenue	49,457,936	53,396,344	56,467,921	61,276,209	61,291,489	60,463,766	(812,443)
Operating Transfers In	964,650	0	0	0	0	0	0
Total Financing Sources	50,422,586	53,396,344	56,467,921	61,276,209	61,291,489	60,463,766	(812,443)
Fund Balance							
Use of/ (Contribution to) Fund Balance**	402,248	(176,098)	1,347,514	(1,557,106)	(2,146,349)	589,243	2,146,349
Available Reserves				0		0	0
Total Fund Balance				(1,557,106)		589,243	2,146,349
Budgeted Staffing*	700	707	843	792	792	797	5

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Major expenditures include Staffing Expenses of \$36.9 million to fund 797 budgeted positions that administer preschool program services. Operating Expenses of \$25.0 million include contracts for temporary help, food, subcontractors, and transportation. Also included in Operating Expenses 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 \$525,410 fund the purchase of playground flooring and shade structures for Head Start and Early Head Start sites. Additionally, Capital Expenditures will also fund eight vehicles that will replace fully depreciated vehicles.

Reimbursements of \$1.4 million are from the Department of Behavioral Health for the operation of the Prevention and Early Intervention (PEI) program, the Low-Income First Time Mothers (LIFT) program, and from Transitional Assistance Department (TAD) for the Home Visiting Initiative (HVI) program. 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, guidance, coaching, and access to health and social services.

Sources of \$60.5 million are primarily from the federal and state governments.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.3 million primarily due to the following: Increase in Staffing Expenses due to cost of living increase; increase in Operating Expenses mainly due to the newly added HVI program and the Quality Rating Improvement System (QRIS) as well as increases in on-going cost for insurances, classroom and program supplies, rents, and charges from other departments. The increase in Requirements is partially offset by a decrease in travel, and transportation expenses as well as an increase in reimbursements for the HVI program.



Sources are decreasing by \$812,443. The net decrease in Sources is primarily due to a decrease in estimated funding for prior year obligations, partially offset by an increase in revenue due to two factors: (1) a 1.77% Cost of Living Adjustment (COLA) increase for all contract employees, and (2) a 2.8% increase in the state maximum reimbursable amount (MRA).

ANALYSIS OF FUND BALANCE

Use of Fund Balance of \$589,243 will fund one-time expenses to implement the Quality Rating Improvement System (QRIS) framework within Preschool Services.

2019-20 POSITION SUMMARY*

Division	2018-19					2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended		Limited	Regular
Executive Unit	4	-	-	-	4		-	4
Operations	724	38	(36)	-	726		696	30
Administration	54	4		-	58		8	50
Quality Assurance	10	-	(1)	-	9		-	9
Total	792	42	(37)	-	797		704	93

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$36.9 million fund 797 budgeted positions, of which 93 are regular positions and 704 are limited term positions. The budget includes a net increase of 5 positions, including 2 limited-term positions and 3 regular positions.

Additions

- 3 Contract Teacher Aide II 12-months
- 17 Contract Teacher Aide II 9-months
- 10 Contract Teacher II 9-months
- 3 Contract Site Supervisor I 12-months
- 2 Contract Site Supervisor II 12-months
- 1 Contract Custodian 12-months
- 1 Contract Center Clerk 12-months
- 1 Contract Health Educational Specialist
- 1 Deputy Director
- 1 Office Assistant II
- 1 Staff Analyst I
- 1 Staff Analyst II

Deletions

- 13 Contract Teacher II 12-months
- 3 Contract Teacher III 12-months
- 17 Contract Program Generalist 9-months
- 2 Contract Site Supervisor II 9-months
- 1 Contract Custodian 9-months
- 1 Quality Assurance Tech I

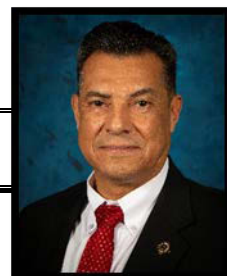


VETERANS AFFAIRS

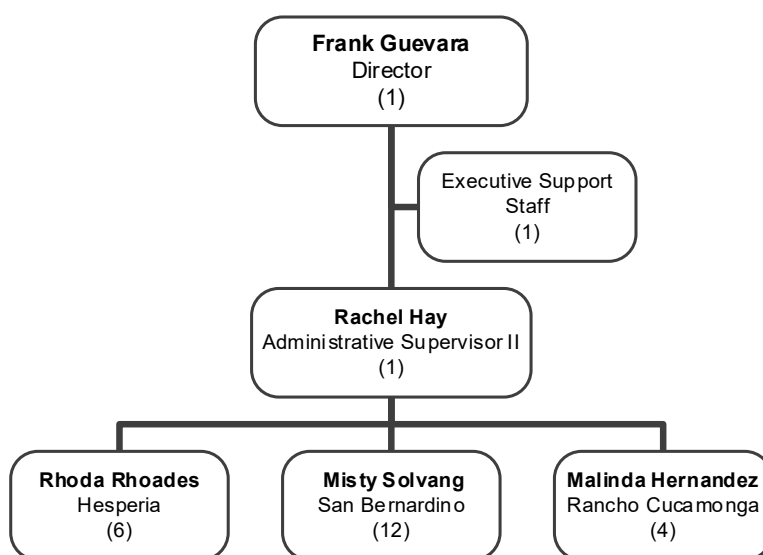
Frank Guevara

DEPARTMENT MISSION STATEMENT

To serve veterans and their families and ensure they receive the benefits they have earned.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

	2019-20				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
General Fund					
Veterans Affairs	2,724,940	645,000	2,079,940		25
Total General Fund	2,724,940	645,000	2,079,940		25
Total - All Funds	2,724,940	645,000	2,079,940	0	0



2018-19 MAJOR ACCOMPLISHMENTS

- Produced \$50 million in new Federal benefits for County residents. This level of new Federal benefits exceeds that generated by any other County in California.
- Increased outreach for transitioning service members thru the CalTap program at the Marine Corps Air Ground Combat Center Twentynine Palms and Fort Irwin National Training Center
- Advanced the training of new Veterans Service Officers to include National accreditation. This enhances services to San Bernardino County Veterans by expanding claim representation through multiple service organizations.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.	Percentage of VSO staff maintaining federal accreditation.	100%	100%	100%	100%
OBJECTIVE	Maintain federal accreditation and maximize staff knowledge of federal benefits and services by ensuring Veterans Service Officers (VSO) meeting the federal mandate for completion of 15 hours of continuing education per year.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	100%	100%	100%	100%
STRATEGY	Ensure efficient case management and resolution of claims.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of customers who wait less than an hour to see a Veterans Service Officer.	N/A	90%	94%	90%
STRATEGY	Ensure department customers are seen in a timely manner.					



Veterans Affairs

DESCRIPTION OF MAJOR SERVICES

According to the Secretary of the United States Department of Veterans Affairs (USDVA), approximately one out of every three people in the United States is a potential Veterans Affairs beneficiary. The County Department of Veterans Affairs (VA) provides claims assistance, information and referral, advocacy, and outreach to County residents. The 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 USDVA system for veterans and recently discharged military personnel in our community.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$2,724,940
Total Sources (Incl. Reimb.)	\$645,000
Net County Cost	\$2,079,940
Total Staff	25
Funded by Net County Cost	76%

Services to the veteran's community are concentrated in the following areas:

Claims Assistance

- Provide benefits counseling, claim preparation, and development of material evidence.
- Monitor adjudication and resolve issues or questions in favor of the veteran.
- Provide assistance with administrative and appellate review of claims.

Information and Referral

- Make referral to other County departments, homeless and emergency service providers, as well as state and federal agencies.

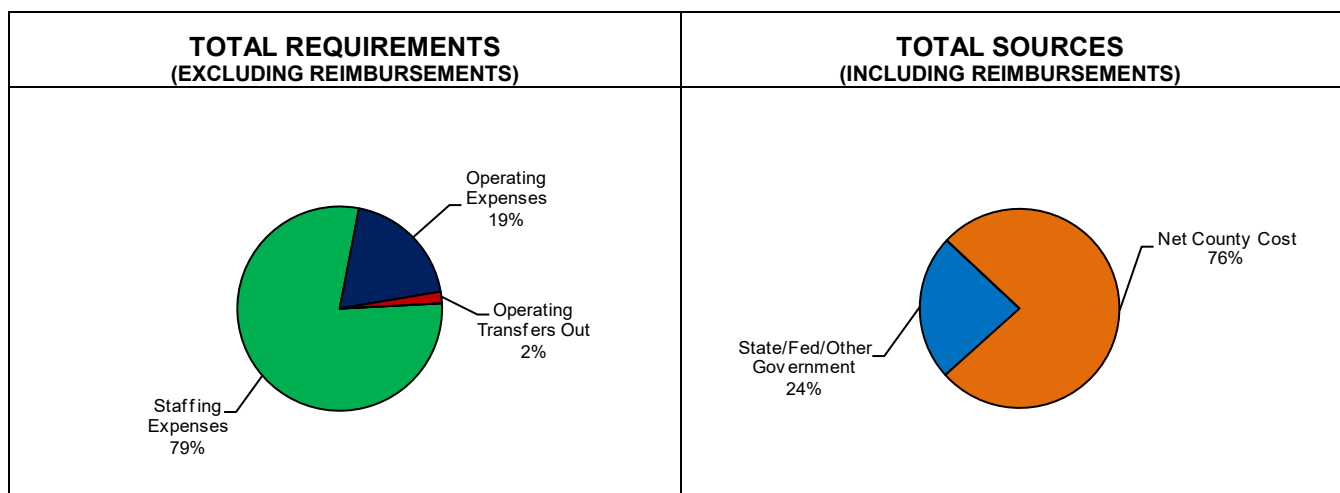
Advocacy

- Provide individual advocacy, advocacy at the policy and legislative levels.
- Provide state and federal elected officials with technical assistance regarding veteran's legislation.

Outreach

- Conduct outreach to retirement homes, mortuaries, schools, job fairs, military separation programs, local prisons, and service organizations such as the American Legion and Disabled American Veterans for the express purpose of informing the community of veterans' benefits and services.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Veterans Affairs
FUND: General

BUDGET UNIT: 540 1000
FUNCTION: Public Assistance
ACTIVITY: Veteran's Services

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,426,982	1,667,607	1,708,633	2,147,748	2,105,420	2,148,686	938
Operating Expenses	487,920	452,005	373,108	520,421	496,640	526,254	5,833
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	1,914,902	2,119,612	2,081,741	2,668,169	2,602,060	2,674,940	6,771
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,914,902	2,119,612	2,081,741	2,668,169	2,602,060	2,674,940	6,771
Operating Transfers Out	0	0	0	0	0	50,000	50,000
Total Requirements	1,914,902	2,119,612	2,081,741	2,668,169	2,602,060	2,724,940	56,771
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	538,805	635,858	662,647	645,000	662,771	645,000	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	79	839	40	0	603	0	0
Total Revenue	538,884	636,697	662,687	645,000	663,374	645,000	0
Operating Transfers In	0	492	0	0	0	0	0
Total Financing Sources	538,884	637,189	662,687	645,000	663,374	645,000	0
Net County Cost	1,376,018	1,482,423	1,419,054	2,023,169	1,938,686	2,079,940	56,771
Budgeted Staffing*	26	23	25	25	25	25	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$2.1 million fund 25 budgeted regular positions. Operating Expenses of \$526,254 consist primarily of facilities management, interdepartmental transfers, COWCAP, general office supplies, printing, mailing, and outreach supplies.

Sources of \$645,000 consist of state Subvention funding, Medi-Cal Cost Avoidance Program, and the state Veterans Service Office fund.

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing Expenses are increasing by a nominal \$938. Operating Expenses are increasing by \$5,833 primarily due to the cost of security services provided at Department headquarters. The increase of \$50,000 Operating Transfers Out is attributable to the building of an office at the Rancho Cucamonga site and the purchase of a fax server.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Administration	3	0	0	0	3	0	3
Veterans Services	22	0	0	0	22	0	22
Total	25	0	0	0	25	0	25

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.1 million fund 25 budgeted regular positions. There are no staffing changes associated with this budget unit.



**LAW AND JUSTICE
SUMMARY**

<u>GENERAL FUND</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Net County Cost</u>	<u>Staffing</u>
COUNTY TRIAL COURTS	248				
DRUG COURT PROGRAMS	249	0	0	0	0
GRAND JURY	251	728,084	0	728,084	0
INDIGENT DEFENSE PROGRAM	253	10,581,033	0	10,581,033	0
COURT FACILITIES/JUDICIAL BENEFITS	255	958,202	0	958,202	0
COURT FACILITIES PAYMENTS	257	2,676,349	0	2,676,349	0
TRIAL COURT FUNDING - MAINTENANCE OF EFFORT	260	24,974,453	11,201,500	13,772,953	0
DISTRICT ATTORNEY					
CRIMINAL PROSECUTION	268	83,716,593	46,786,599	36,929,994	575
LAW AND JUSTICE GROUP ADMINISTRATION					
LAW AND JUSTICE GROUP ADMINISTRATION	279	190,754	190,754	0	2
PROBATION	287				
ADMINISTRATION, CORRECTIONS AND DETENTION	290	173,886,895	87,430,042	86,456,853	1,332
JUVENILE JUSTICE GRANT PROGRAM	294	0	0	0	49
PUBLIC DEFENDER	300	43,933,735	4,922,634	39,011,101	270
SHERIFF/CORONER/PUBLIC ADMINISTRATOR					
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	305	259,509,234	184,579,538	74,929,696	1,875
SHERIFF - DETENTIONS	311	244,384,250	85,206,258	159,177,992	1,467
SHERIFF - LAW ENFORCEMENT CONTRACTS	314	166,960,200	166,960,200	0	614
TOTAL GENERAL FUND		<u>1,012,499,782</u>	<u>587,277,525</u>	<u>425,222,257</u>	<u>6,184</u>

<u>SPECIAL REVENUE FUND</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Staffing</u>
COUNTY TRIAL COURTS					
COURTHOUSE SEISMIC SURCHARGE	262	1,933,107	1,932,806	301	0
ALTERNATE DISPUTE RESOLUTION	264	396,000	396,200	(200)	0
REGISTRATION FEES	266	0	5,000	(5,000)	0
DISTRICT ATTORNEY					
SPECIAL REVENUE FUNDS - CONSOLIDATED	273	8,941,511	7,253,071	1,688,440	0
LAW AND JUSTICE GROUP ADMINISTRATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	284	473,605	0	473,605	0
PROBATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	297	16,054,389	15,143,126	911,263	0
SHERIFF/CORONER/PUBLIC ADMINISTRATOR:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	317	18,493,910	10,970,038	7,523,872	0
TOTAL SPECIAL REVENUE FUNDS		<u>46,292,522</u>	<u>35,700,241</u>	<u>10,592,281</u>	<u>0</u>



COUNTY TRIAL COURTS

2019-20 SUMMARY OF BUDGET UNITS

	2019-20				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
General Fund					
Drug Court Programs	0	0	0		0
Grand Jury	728,084	0	728,084		0
Indigent Defense	10,581,033	0	10,581,033		0
Court Facilities/Judicial Benefits	958,202	0	958,202		0
Court Facilities Payments	2,676,349	0	2,676,349		0
Trial Court Funding Maintenance of Effort	24,974,453	11,201,500	13,772,953		0
Total General Fund	39,918,121	11,201,500	28,716,621	0	0
Special Revenue Funds					
Courthouse Seismic Surcharge	1,933,107	1,932,806		301	0
Alternate Dispute Resolution	396,000	396,200		(200)	0
Registration Fees	0	5,000		(5,000)	0
Total Special Revenue Funds	2,329,107	2,334,006	0	(4,899)	0
Total - All Funds	42,247,228	13,535,506	28,716,621	(4,899)	0



Drug Court Programs

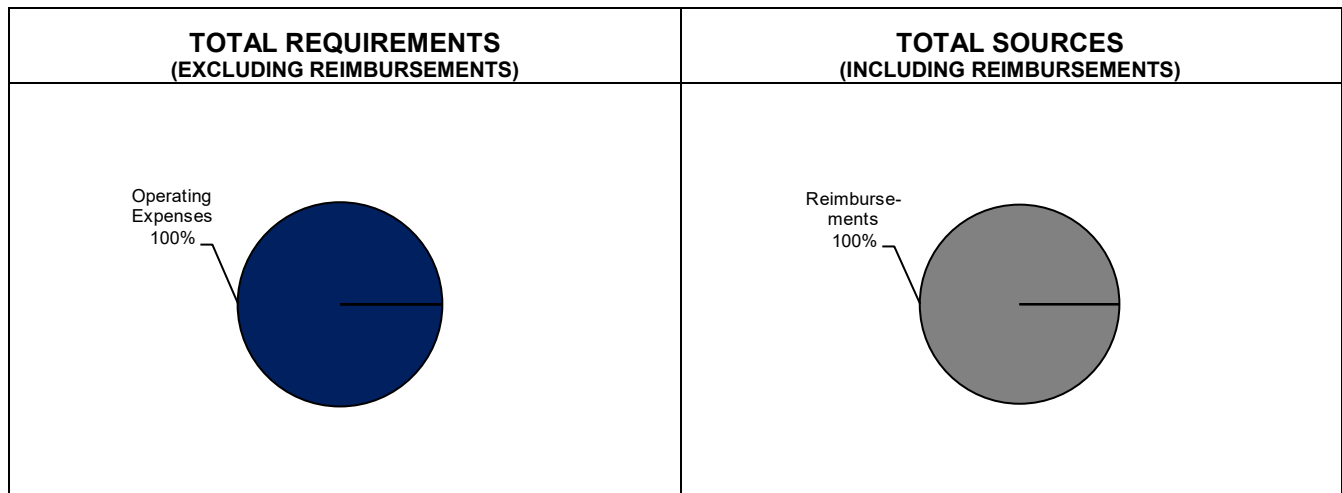
DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for administrative support and treatment costs for Drug Court Programs. Funding for these programs is provided by grant revenues and a reimbursement from the Department of Behavioral Health. This budget unit funds one Treatment Coordinator and one Senior Account Clerk budgeted within the Superior Court.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$181,168
Total Sources (Incl. Reimb.)	\$181,168
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice DEPARTMENT: Drug Court Programs FUND: General			BUDGET UNIT: 123 1000 FUNCTION: Public Protection ACTIVITY: Judicial				
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	181,168	181,168	163,463	181,168	181,168	181,168	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	181,168	181,168	163,463	181,168	181,168	181,168	0
Reimbursements	(181,168)	(181,168)	(157,146)	(181,168)	(181,168)	(181,168)	0
Total Appropriation	0	0	6,317	0	0	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	6,317	0	0	0	0
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	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	6,317	0	0	0	0
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Operating Expenses of \$181,168 include professional and specialized services, medical, general office, and travel expenses related to the operation of drug court programs, as well as a payment to the Superior Court to fund 2 budgeted positions. Reimbursements of \$181,168 are from the County Department of Behavioral Health, to help fund program activities.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are unchanged from the previous year.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



Grand Jury

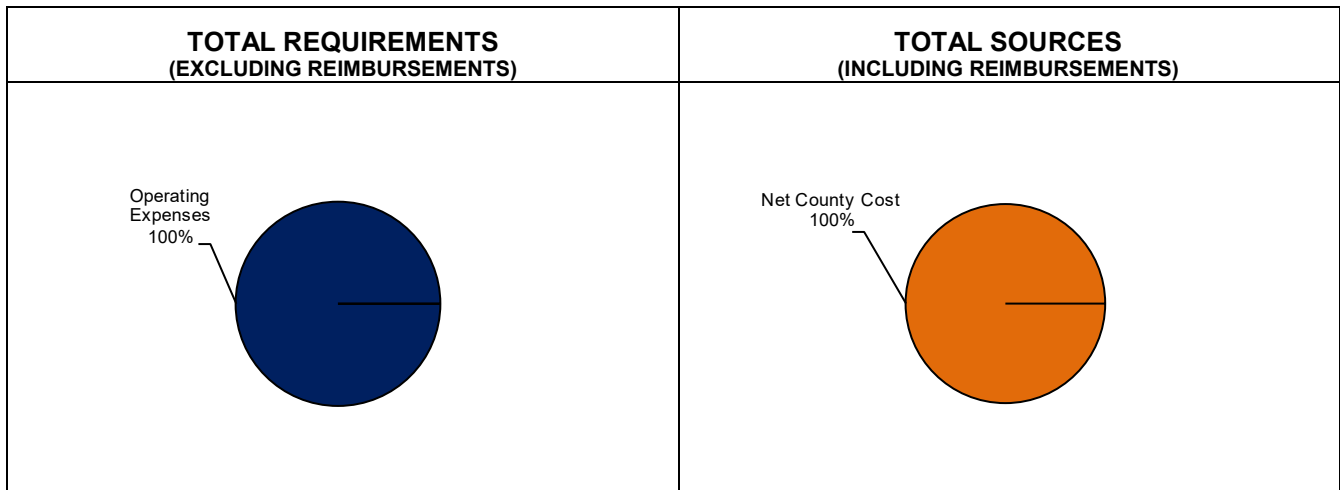
DESCRIPTION OF MAJOR SERVICES

The San Bernardino County Grand Jury is appointed annually by the Superior Court. Its responsibilities include investigating local government, examining instances of public office crime and corruption, and returning indictments in certain criminal cases brought before it by the District Attorney's Office. Funding in this budget unit covers members' stipends, office supplies, administrative staff, and other support costs. This unit funds one Grand Jury Assistant position budgeted within the Superior Court.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$728,084
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$728,084
Total Staff	0
Funded by Net County Cost	100%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice DEPARTMENT: Grand Jury FUND: General			BUDGET UNIT: 124 1000 FUNCTION: Public Protection ACTIVITY: Judicial			
2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements						
Staffing Expenses	0	0	0	0	0	0
Operating Expenses	344,743	381,579	479,727	703,293	703,293	24,791
Capital Expenditures	0	0	0	0	0	0
Total Exp Authority	344,743	381,579	479,727	703,293	703,293	24,791
Reimbursements	0	0	0	0	0	0
Total Appropriation	344,743	381,579	479,727	703,293	703,293	24,791
Operating Transfers Out	0	0	0	0	0	0
Total Requirements	344,743	381,579	479,727	703,293	703,293	24,791
Sources						
Taxes	0	0	0	0	0	0
Realignment	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0
Net County Cost	344,743	381,579	479,727	703,293	703,293	24,791
Budgeted Staffing*	0	0	0	0	0	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Major expenditures include payments of \$96,894 to the Superior Court to fund a Grand Jury Assistant position and juror fees in the amount of \$304,669.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$24,791, primarily due to an increase in Central Services expense.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



Indigent Defense

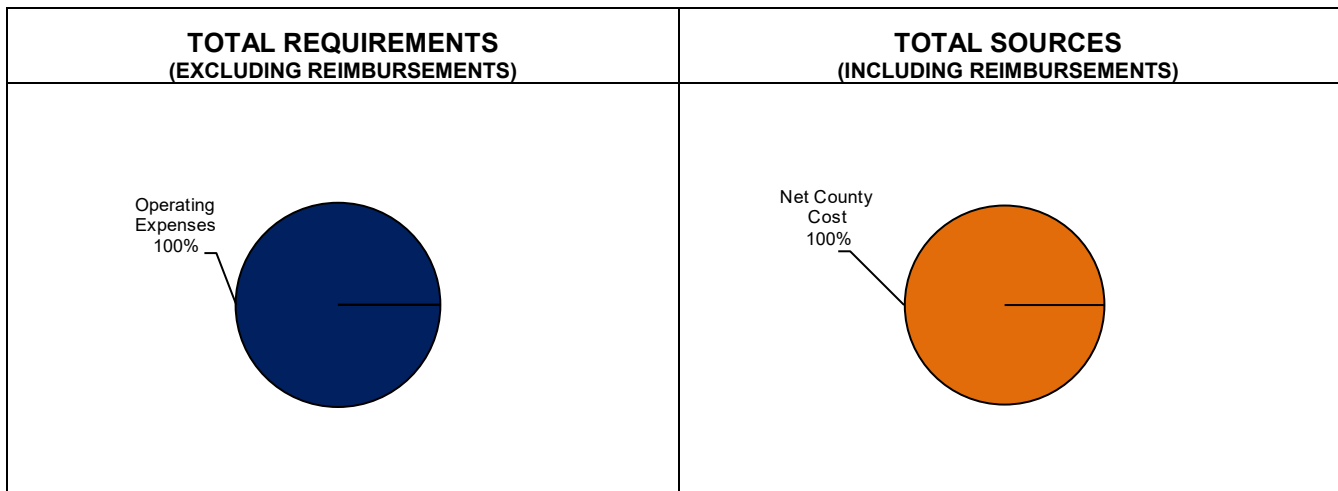
DESCRIPTION OF MAJOR SERVICES

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, under the direction of the County Finance and Administration Office. The program administers and coordinates court-appointed representation services of attorneys, experts and investigators for an average of 3,400 misdemeanor and 2,300 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 budget unit funds one analyst position and a portion of a secretarial support position in the Finance and Administration budget.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$10,581,033
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$10,581,033
Total Staff	0
Funded by Net County Cost	100%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice DEPARTMENT: Indigent Defense Program FUND: General				BUDGET UNIT: 125 1000 FUNCTION: Public Protection ACTIVITY: Judicial			
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	(A) <u>2018-19</u>	<u>2018-19</u>	(B) <u>2019-20</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
<u>Requirements</u>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	10,083,393	9,778,522	9,259,741	10,581,033	9,547,630	10,581,033	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	10,083,393	9,778,522	9,259,741	10,581,033	9,547,630	10,581,033	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	10,083,393	9,778,522	9,259,741	10,581,033	9,547,630	10,581,033	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	10,083,393	9,778,522	9,259,741	10,581,033	9,547,630	10,581,033	0
<u>Sources</u>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	62,911	47,831	23,423	0	12	0	0
Other Revenue	0	52,177	7,422	0	0	0	0
Total Revenue	62,911	100,008	30,845	0	12	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	62,911	100,008	30,845	0	12	0	0
Net County Cost	10,020,482	9,678,514	9,228,896	10,581,033	9,547,618	10,581,033	0
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Operating Expenses of \$10.6 million include 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, certain civil and family law cases, and misdemeanor appeals. These expenses also include costs for investigator and expert services for the Public Defender Capital Defense Unit of \$225,000, reflecting the division's projected caseload. The cost of one limited-term contract employee for program administration services and part-time secretarial support is included as a transfer-out to the Finance and Administration budget unit.

BUDGET CHANGES AND OPERATIONAL IMPACT

Total Requirements are unchanged for 2019-20. Transfers are increased by \$8,000 due to an increase in cost for the two positions supporting the Indigent Defense program, which is offset by a decrease in services and supplies.

Fee/Rate revenue from receipt of client payments for appointed juvenile delinquency representation services was eliminated starting in 2018-19 resulting from implementation of SB190 (Mitchell).

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit. One contract analyst position and part-time secretarial support are included in the Finance and Administration budget unit to support this program.



Court Facilities/Judicial Benefits

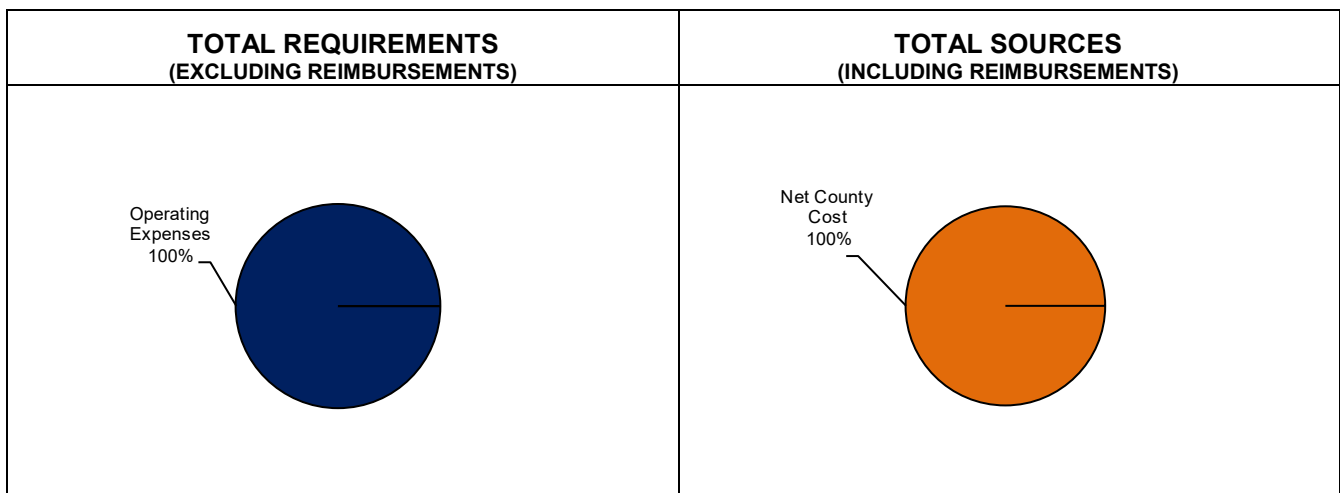
DESCRIPTION OF MAJOR SERVICES

This budget unit annually appropriates an amount that the County provides in supplemental benefits for Superior Court judges appointed on or 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 Judicial Council of California, as well as security services at the Fontana Court.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$958,202
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$958,202
Total Staff	0
Funded by Net County Cost	100%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice DEPARTMENT: County Trial Courts - Court Facilities/Judicial Benefits FUND: General				BUDGET UNIT: 122 1000 FUNCTION: Public Protection ACTIVITY: Judicial			
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	(A) <u>2018-19</u>	<u>2018-19</u>	(B) <u>2019-20</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	960,522	655,754	1,084,424	958,202	958,202	958,202	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	960,522	655,754	1,084,424	958,202	958,202	958,202	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	960,522	655,754	1,084,424	958,202	958,202	958,202	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	960,522	655,754	1,084,424	958,202	958,202	958,202	0
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	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	960,522	655,754	1,084,424	958,202	958,202	958,202	0
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Operating Expenses of \$958,202 include payment of judicial benefits for 40 judges who were appointed on or before 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 property insurance, COWCAP costs and transfers to the Sheriff/Coroner/Public Administrator for security services at the Fontana Court.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no budget changes in 2019-20.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



Court Facilities Payments

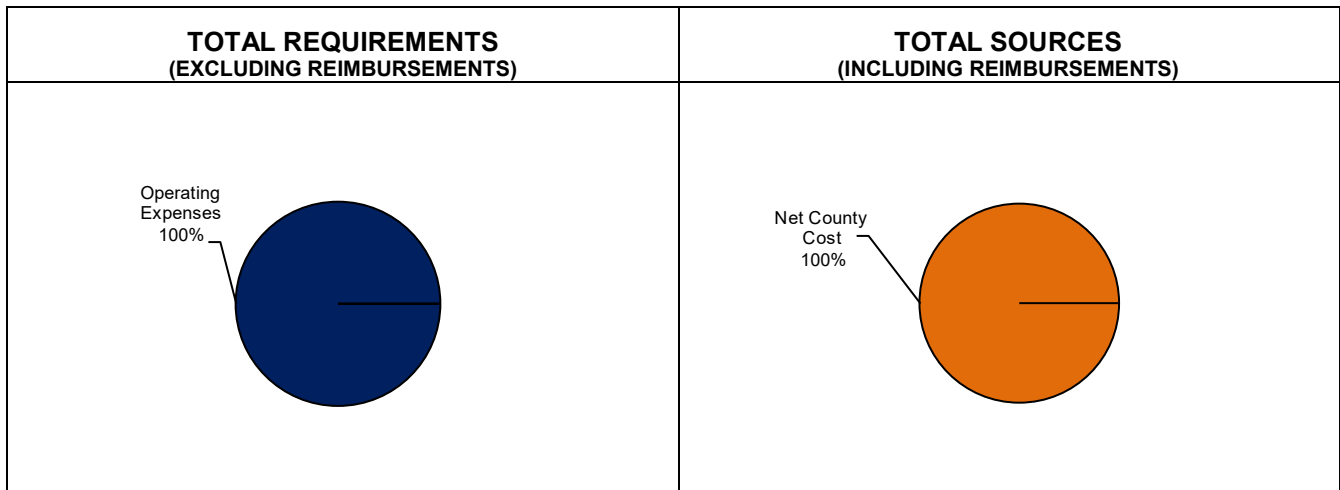
DESCRIPTION OF MAJOR SERVICES

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

Total Requirements (Excl. Reimb.)	\$2,676,349
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$2,676,349
Total Staff	0
Funded by Net County Cost	100%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice
DEPARTMENT: County Trial Courts - Court Facilities Payments
FUND: General

BUDGET UNIT: 127 1000
FUNCTION: Public Protection
ACTIVITY: Judicial

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,675,105	2,674,628	2,674,628	2,676,349	2,676,349	2,676,349	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	2,675,105	2,674,628	2,674,628	2,676,349	2,676,349	2,676,349	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,675,105	2,674,628	2,674,628	2,676,349	2,676,349	2,676,349	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,675,105	2,674,628	2,674,628	2,676,349	2,676,349	2,676,349	0
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	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	2,675,105	2,674,628	2,674,628	2,676,349	2,676,349	2,676,349	0
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$2.7 million represent payments to the state for operational and maintenance costs of the court facilities. The current facilities are detailed below:

Facility Name	Payment Amount
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
Total	2,676,349



BUDGET CHANGES AND OPERATIONAL IMPACT

There are no budget changes in 2019-20.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



Trial Court Funding Maintenance of Effort

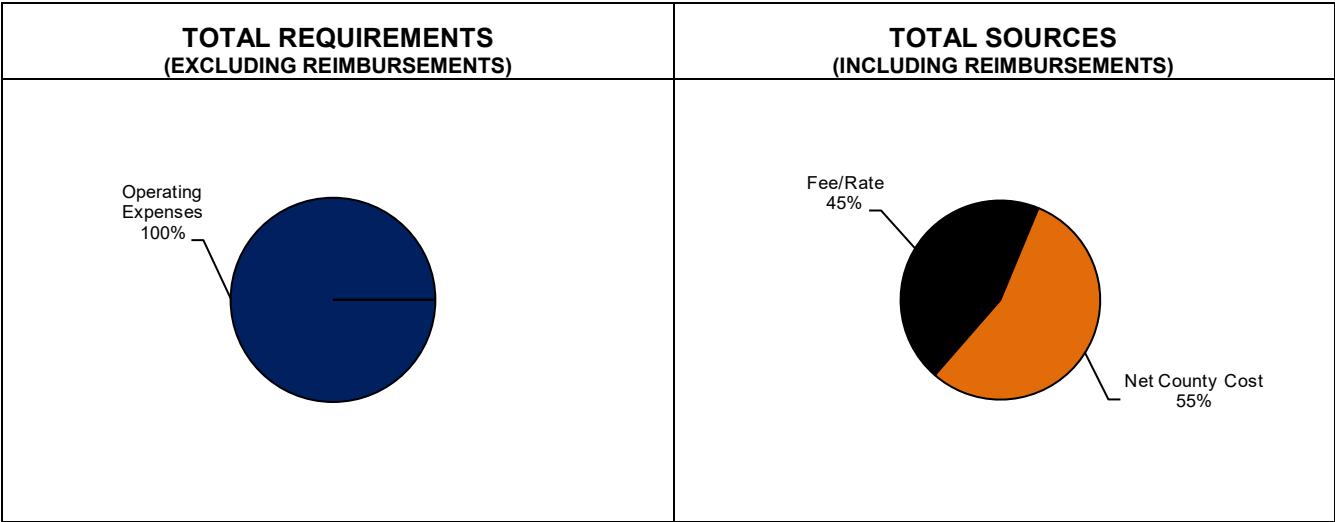
DESCRIPTION OF MAJOR SERVICES

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 the revenue component of the MOE be shared equally between the state and the County.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$24,974,453
Total Sources (Incl. Reimb.)	\$11,201,500
Net County Cost	\$13,772,953
Total Staff	0
Funded by Net County Cost	55%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice
DEPARTMENT: County Trial Courts - Trial Court Funding MOE
FUND: General

BUDGET UNIT: 126 1000
FUNCTION: Public Protection
ACTIVITY: Judicial

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	(A) <u>2018-19</u>	<u>2018-19</u>	(B) <u>2019-20</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	24,046,262	23,974,638	24,260,896	23,974,453	24,304,453	24,974,453	1,000,000
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	24,046,262	23,974,638	24,260,896	23,974,453	24,304,453	24,974,453	1,000,000
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	24,046,262	23,974,638	24,260,896	23,974,453	24,304,453	24,974,453	1,000,000
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	24,046,262	23,974,638	24,260,896	23,974,453	24,304,453	24,974,453	1,000,000
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	10,890,186	10,612,628	11,453,369	10,701,500	11,260,350	11,201,500	500,000
Other Revenue	0	0	2,086	0	0	0	0
Total Revenue	10,890,186	10,612,628	11,455,455	10,701,500	11,260,350	11,201,500	500,000
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	10,890,186	10,612,628	11,455,455	10,701,500	11,260,350	11,201,500	500,000
Net County Cost	13,156,076	13,362,010	12,805,441	13,272,953	13,044,103	13,772,953	500,000
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Operating Expenses of \$25.0 million reflect the County's capped MOE payment and estimated revenue sharing to the state for court operations. Sources of \$11.2 million include traffic and criminal fines, penalty assessments, vital statistics fees, civil filing fees, traffic school and recording fees.

BUDGET CHANGES AND OPERATIONAL IMPACT

On June 24, 2015, Governor Brown signed the Traffic Tickets/Infractions Amnesty Program into law. The program went into effect October 1, 2015, and remained in force until March 31, 2017. The program forgave unpaid traffic tickets due by January 1, 2013, in order to provide relief to qualified individuals who defaulted on a court-ordered obligation and may have had driving privileges suspended as a result. The amnesty resulted in a significant decline in revenue which, in turn, resulted in a significant increase to Net County Cost beginning in 2015-16. It was anticipated that there would be a corresponding increase in revenue in 2017-18 after amnesty expired. However, that rebound has materialized slowly. Requirements are increasing by \$1.0 million and Sources are increasing by \$500,000 to reflect increased revenues and revenue sharing with the State.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



Courthouse Seismic Surcharge

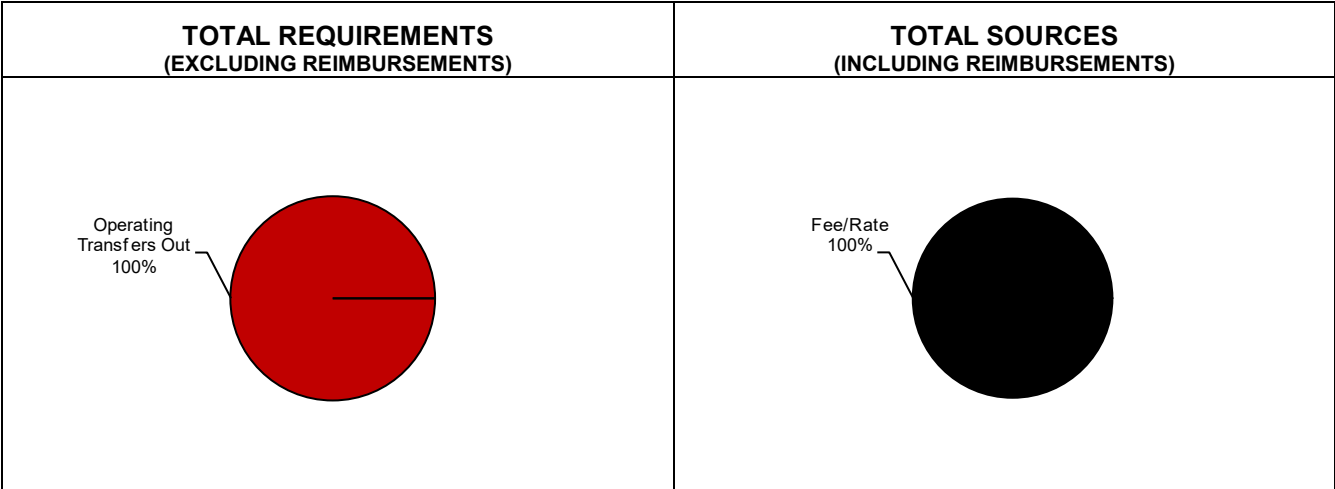
DESCRIPTION OF MAJOR SERVICES

Funding for this budget unit comes from a \$35 surcharge on civil filings as authorized by Government Code Section 70624. Surcharge revenues were used for the Central Courthouse seismic retrofit/remodel project, which was completed in January 2011. These revenues were also used to make contributions to the state for the new courthouse in downtown San Bernardino.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$1,933,107
Total Sources (Incl. Reimb.)	\$1,932,806
Use of / (Contribution to) Fund Balance	\$301
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.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice DEPARTMENT: County Trial Courts FUND: Courthouse Seismic Surcharge				BUDGET UNIT: 110 2320 FUNCTION: General ACTIVITY: Plant Acquisition			
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	(A) <u>2018-19</u>	<u>2018-19</u>	(B) <u>2019-20</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
<u>Requirements</u>							
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	1,583,139	1,703,723	1,861,063	2,484,588	2,054,818	1,933,107	(551,481)
Total Requirements	1,583,139	1,703,723	1,861,063	2,484,588	2,054,818	1,933,107	(551,481)
<u>Sources</u>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	1,582,910	1,703,369	1,860,466	2,483,915	2,053,560	1,932,258	(551,657)
Other Revenue	267	394	729	548	1,302	548	0
Total Revenue	1,583,177	1,703,763	1,861,195	2,484,463	2,054,862	1,932,806	(551,657)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,583,177	1,703,763	1,861,195	2,484,463	2,054,862	1,932,806	(551,657)
<u>Fund Balance</u>							
Use of/ (Contribution to) Fund Balance**	(38)	(40)	(132)	125	(44)	301	176
Available Reserves				132		0	(132)
Total Fund Balance				257		301	44
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 REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Operating Transfers Out of \$1.9 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 \$1.1 million for the fiscal year.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are decreasing, reflecting an anticipated decrease in surcharge revenue, and the transfer of this revenue to the bond trustee.

ANALYSIS OF 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

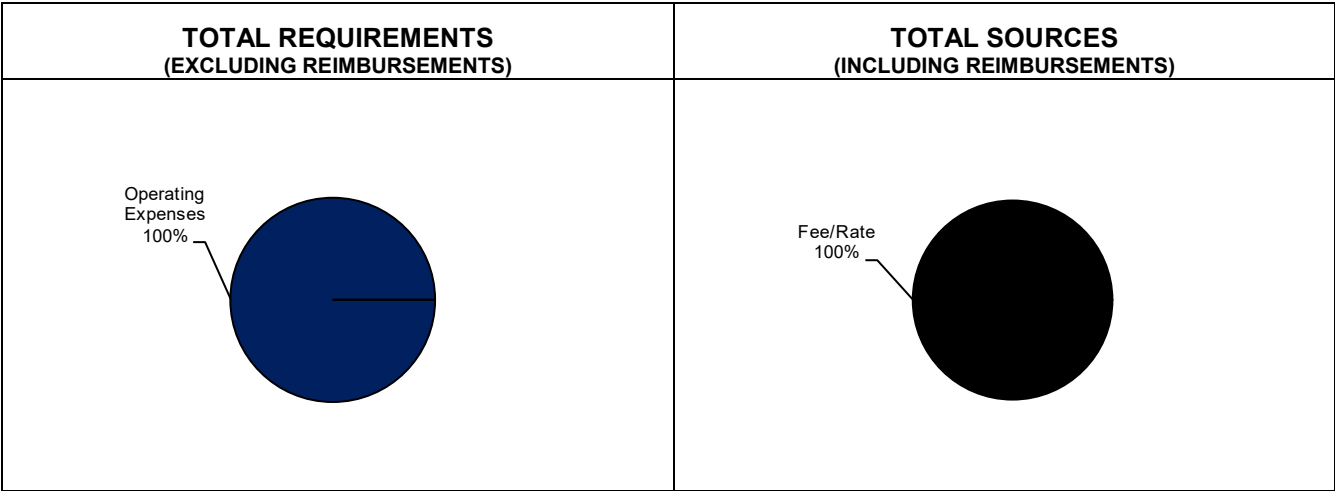
DESCRIPTION OF MAJOR SERVICES

The Dispute Resolution Programs Act of 1986 (“DRPA”) authorized 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	
Total Requirements (Excl. Reimb.)	\$396,000
Total Sources (Incl. Reimb.)	\$396,200
Use of / (Contribution to) Fund Balance	(\$200)
Total Staff	0

The special revenue fund was established January 1, 2005 to account for this program. The fund balance is reserved as a contingency in the event revenues from the DRPA \$8 civil filing fees decline to below the payment amount for the contracted alternate dispute resolution services.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice
DEPARTMENT: County Trial Courts
FUND: Alternate Dispute Resolution

BUDGET UNIT: 110 2724
FUNCTION: Public Protection
ACTIVITY: Judicial

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	360,000	360,000	360,000	360,000	360,000	396,000	36,000
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	360,000	360,000	360,000	360,000	360,000	396,000	36,000
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	360,000	360,000	360,000	360,000	360,000	396,000	36,000
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	360,000	360,000	360,000	360,000	360,000	396,000	36,000
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	8	48	0	0	0	0
Fee/Rate	375,922	407,205	440,948	360,000	413,661	396,000	36,000
Other Revenue	72	487	1,234	200	200	200	0
Total Revenue	375,994	407,700	442,230	360,200	413,861	396,200	36,000
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	375,994	407,700	442,230	360,200	413,861	396,200	36,000
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(15,994)	(47,700)	(82,230)	(200)	(53,861)	(200)	0
Available Reserves				149,676		203,537	53,861
Total Fund Balance				149,476		203,337	53,861
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 REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Operating Expenses of \$396,000 represent costs related to contracted alternate dispute resolution services. Sources of \$396,200 are anticipated from the collection of the DRPA \$8 civil filing fees and interest revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements for 2019-20 are expected to increase by \$36,000 due to an anticipated increase in the contract payment rate from \$360,000 to \$396,000 per year, to be effective July 1, 2019, for contracted alternate dispute resolution services. Sources are increasing by an equal amount as revenues from the DRPA \$8 civil filing fee are projected to be \$396,000.

ANALYSIS OF FUND BALANCE

Estimated fund balance of \$203,337 is reserved for future needs in the event revenues from the DRPA \$8 civil filing fee decline to amounts below the cost of contracted alternate dispute resolution services.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



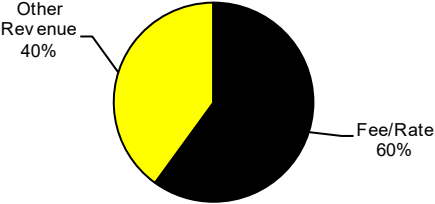
Registration Fees

DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for the “registration fee” that is collected from indigent defendants under Penal Code § 987.5 at the time appointed defense counsel is assigned. Effective July 1, 2010, the fee was increased from \$25 to a maximum of \$50 in accordance with California Senate Bill 676. The revenues from this fee are distributed at the discretion of the Board of Supervisors pursuant to Penal Code § 987.5 (e).

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$0
Total Sources (Incl. Reimb.)	\$5,000
Use of / (Contribution to) Fund Balance	(\$5,000)
Total Staff	0

2019-20 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
No Requirements for this budget unit	



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice
DEPARTMENT: County Trial Courts
FUND: Registration Fees

BUDGET UNIT: 125 2694
FUNCTION: Public Protection
ACTIVITY: Judicial

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	(A) <u>2018-19</u>	<u>2018-19</u>	(B) <u>2019-20</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
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
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	2,305	4,780	3,945	3,000	2,706	3,000	0
Other Revenue	1,125	2,551	2,514	1,000	2,232	2,000	1,000
Total Revenue	3,430	7,331	6,459	4,000	4,938	5,000	1,000
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,430	7,331	6,459	4,000	4,938	5,000	1,000
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(3,430)	(7,331)	(6,459)	(4,000)	(4,938)	(5,000)	(1,000)
Available Reserves				188,083		194,021	5,938
Total Fund Balance				184,083		189,021	4,938
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 REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Sources of \$5,000 are being set aside in Available Reserves 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.

ANALYSIS OF FUND BALANCE

Estimated fund balance of \$189,021 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

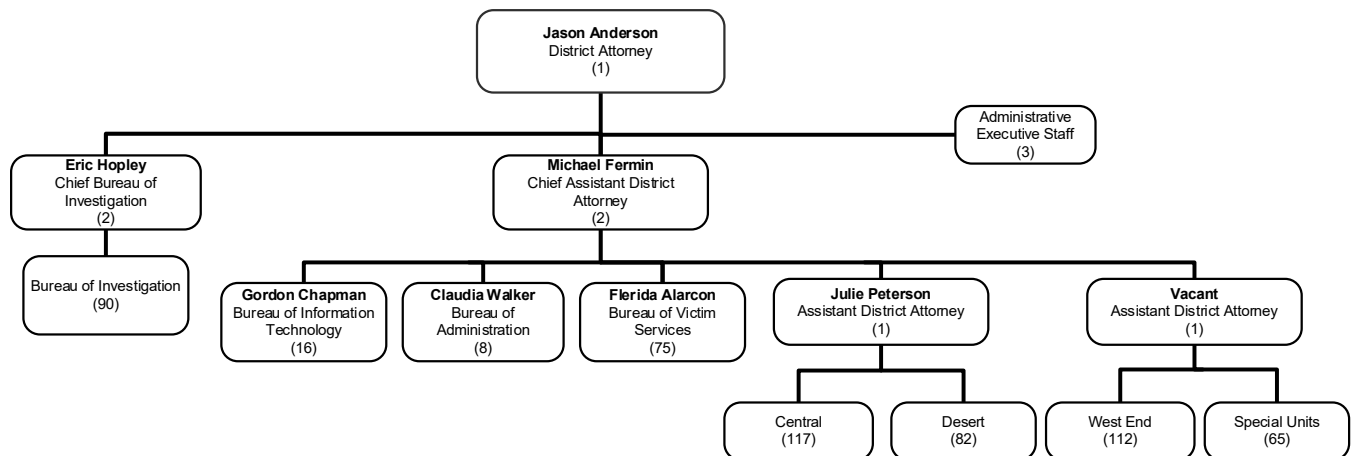
Jason Anderson

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. Your District Attorney's Office serves the residents of San Bernardino County by: respecting and inspiring confidence in the rule of law, both inside and outside the office; collaboratively ensuring justice with excellence, integrity and compassion by transparently partnering with the public, law enforcement, and the judiciary; stewarding public resources to hold the guilty accountable, support victims of crime, and honoring the humanity of all involved in the criminal justice system; restoring a culture of service and accountability to the County law office whose singular mission will be to restore systems and people to provide equal justice for all.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
General Fund					Staffing
Criminal Prosecution	83,716,593	46,786,599	36,929,994		575
Total General Fund	83,716,593	46,786,599	36,929,994	0	0
Special Revenue Funds					
Special Revenue Funds - Consolidated	8,941,511	7,253,071		1,688,440	
Total Special Revenue Funds	8,941,511	7,253,071	0	1,688,440	0
Total - All Funds	92,658,104	54,039,670	36,929,994	1,688,440	575



2018-19 MAJOR ACCOMPLISHMENTS

- Developed and configured a new case management system, to be implemented in 2019-20, that will provide efficient communication within the department and with law and justice partners.
- Expanded the Let's End Truancy program to address absenteeism in schools.
- Expanded services provided to victims of violent crimes to ensure they can obtain needed support quickly.
- Developed a tracking system to manage the impact of recent legislative changes affecting thousands of murder convictions within the County.
- Received National Achievement Award from the National Association of Counties (NACo) for the Real Estate Fraud Prevention Courtesy Notification Program, developed in cooperation with the Assessor-Recorder-County Clerk and the Information Services Department that alerts property owners of recently recorded documents affecting their property to verify a transaction is accurate and not a form of fraud.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	4,772	5,500	5,500	7,000
STRATEGY	Minimize the 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 SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 by the Department's Victim Advocates at the Children's Assessment Center.	1,473	1,900	1,500	1,700
STRATEGY	Minimize the 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	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	90%	93%	93%	93%
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

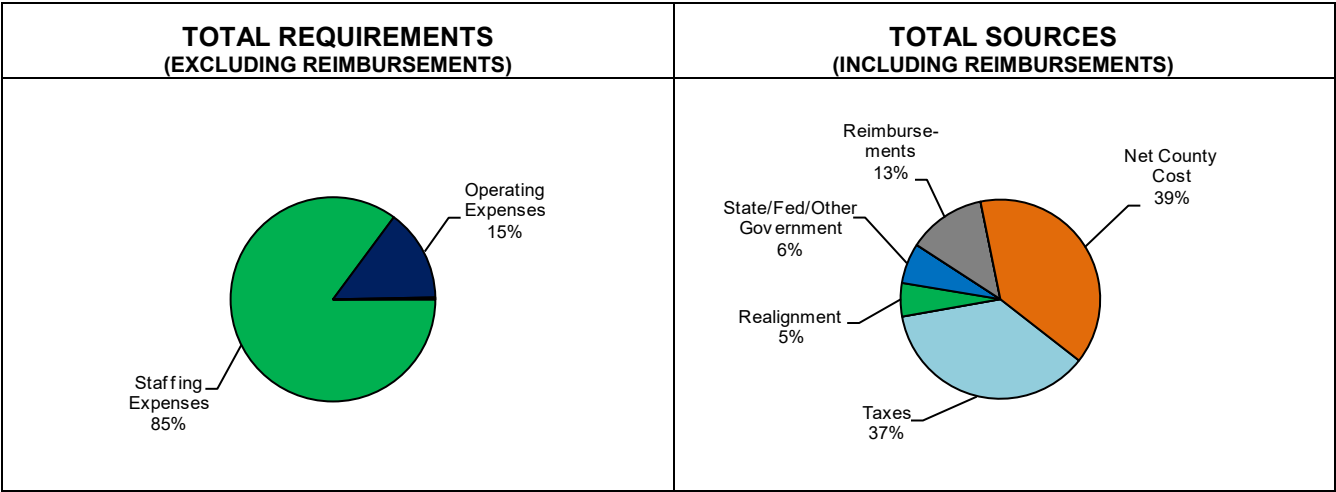
The District Attorney is the public prosecutor and has the mandated responsibility to prosecute crimes committed within the County of San Bernardino, including all city jurisdictions pursuant to Government Code Section 26500. Additionally, the District Attorney's Office provides legal assistance for 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 has an ethical and legal responsibility to the victims of crime. The Office seeks restitution for victims and provides emotional and financial support for victims and their families.

Finally, as the public prosecutor who handles all cases in the name of the People, the District Attorney has a responsibility to keep the citizens of this County informed through regular interaction with the media and the public.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$95,753,189
Total Sources (Incl. Reimb.)	\$58,823,195
Net County Cost	\$36,929,994
Total Staff	575
Funded by Net County Cost	39%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice DEPARTMENT: District Attorney FUND: General				BUDGET UNIT: 450 1000 FUNCTION: Public Protection ACTIVITY: Judicial			
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	66,092,098	68,124,442	70,573,365	81,232,693	75,213,145	81,518,440	285,747
Operating Expenses	12,008,401	12,252,347	15,639,123	16,230,434	10,822,092	13,944,749	(2,285,685)
Capital Expenditures	84,583	85,175	320,554	342,000	294,853	215,000	(127,000)
Total Exp Authority	78,185,082	80,461,964	86,533,042	97,805,127	86,330,090	95,678,189	(2,126,938)
Reimbursements	(9,044,649)	(9,237,351)	(9,916,354)	(15,500,504)	(15,338,352)	(12,036,596)	3,463,908
Total Appropriation	69,140,433	71,224,613	76,616,688	82,304,623	70,991,738	83,641,593	1,336,970
Operating Transfers Out	489,242	1,924,281	1,227,083	140,000	87,755	75,000	(65,000)
Total Requirements	69,629,675	73,148,894	77,843,771	82,444,623	71,079,493	83,716,593	1,271,970
Sources							
Taxes	28,840,000	30,267,769	31,634,178	33,600,000	33,600,000	34,924,762	1,324,762
Realignment	3,910,518	4,517,516	4,709,479	5,085,074	5,085,074	5,166,396	81,322
State/Fed/Other Government	4,832,071	5,083,353	5,320,372	6,056,064	5,748,763	6,249,713	193,649
Fee/Rate	0	1,105	508	0	0	0	0
Other Revenue	448,467	428,854	449,501	447,927	439,047	445,728	(2,199)
Total Revenue	38,031,056	40,298,597	42,114,038	45,189,065	44,872,884	46,786,599	1,597,534
Operating Transfers In	0	21,114	0	0	0	0	0
Total Financing Sources	38,031,056	40,319,711	42,114,038	45,189,065	44,872,884	46,786,599	1,597,534
Net County Cost	31,598,619	32,829,183	35,729,733	37,255,558	26,206,609	36,929,994	(325,564)
Budgeted Staffing*	511	531	542	567	567	575	8

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$83.7 million include Staffing Expenses of \$81.5 million and Operating Expenses of \$13.9 million to fulfill the department's core responsibility of prosecuting crimes. These expenses are funded primarily from the following Sources:

- Discretionary General Funding (Net County Cost) of \$36.9 million.
- Proposition 172 half-cent sales tax revenue of \$34.9 million that is required by law to be used for public safety activities.
- Funding from various State/Fed/Other Government agencies of \$6.2 million.
- AB 109 revenue of \$5.2 million as part of the 2011 Public Safety Realignment.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.3 million primarily due to the following:

- \$285,747 increase in Staffing Expenses resulting from the addition of eight new positions.
- \$2.3 million decrease in Operating Expenses due to the elimination of one-time funding for the department's new case management system.
- \$127,000 decrease in Capital Expenditures due to the fulfillment of one-time budget requests and fewer vehicles.
- \$3.5 million decrease in Reimbursements from the department's special revenue funds due to the completion of the department's new case management system.



Sources are increasing by \$1.6 million primarily due to the following, and resulting in a reduction in Net County Cost:

- \$1.3 million increase in Proposition 172 half-cent sales tax revenue.
- \$200,000 increase in grant funding from the California Office of Emergency Services for services to victims of crime.
- \$81,322 increase in 2011 Realignment (AB 109) revenue.

2019-20 POSITION SUMMARY*

Division	2018-19					2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended		Limited	Regular
Management	8	0	0	0	8		0	8
Bureau of Administration	8	0	0	0	8		0	8
Bureau of Victim Services	65	6	0	4	75		0	75
Bureau of Information Technology	16	0	0	0	16		0	16
Special Units	71	0	0	(6)	65		1	64
Bureau of Investigation	93	1	0	(2)	92		0	92
Criminal Prosecution - Central	120	1	0	(4)	117		14	103
Criminal Prosecution - West End	108	0	0	4	112		1	111
Criminal Prosecution - Desert	78	0	0	4	82		3	79
Total	567	8	0	0	575		19	556

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$81.5 million fund 575 budgeted positions of which 556 are regular positions and 19 are limited term positions. The budget reflects a net increase of 8 positions, 1 DA Senior Investigator for the Department of Insurance grant and 6 Victim Advocate II positions for the Victim Witness grant, as approved by the Board on October 16, 2018; and 1 Public Service Employee to distribute and consolidate material of old investigations according to the District Attorney's Records Retention Schedule.



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 (less an administrative fee) to offset the cost of staff assigned to investigate/prosecute real estate fraud. The District Attorney's Office collaborated with the Assessor/Recorder/County Clerk and the Information Services Department (ISD) to develop the Real Estate Fraud Prevention Courtesy Notification Program to alert property owners of recently recorded property transactions to verify the accuracy of the transaction and confirm it's not a form of fraud.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$8,941,511
Total Sources (Incl. Reimb.)	\$7,253,071
Use of/ (Contribution to) Fund Balance	\$1,688,440
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 Insurance Fraud Prosecution accounts for activity related to the investigation and prosecution of workers' compensation insurance fraud. The California Department of Insurance, pursuant to Section 1872.8 of the Insurance Code, distributes grant funds to the District Attorney's Office for this purpose. 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.

Consumer/Environmental Protection Unit (formerly entitled 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 established to ensure safe and healthy working conditions for California workers. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff associated with these specialized prosecutions.

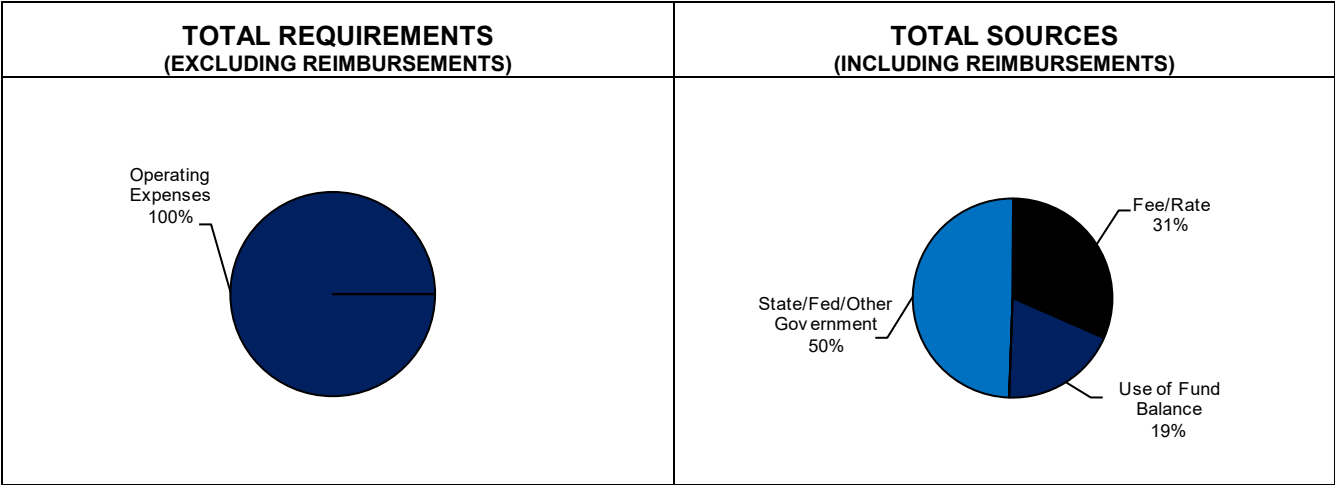
Vehicle Fees – Auto Theft Prosecution accounts for the receipt of assessments on vehicles registered in San Bernardino County. On May 2, 1995, the Board adopted a resolution, pursuant to Vehicle Code Section 9250.14, to impose a \$1.00 fee on each San Bernardino County new and renewal vehicle registration. The Board adopted a subsequent resolution on June 16, 2015, to increase this fee from \$1.00 to \$2.00 per vehicle. 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 seizure 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 forfeitures 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. This legislation also created 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 Forfeiture unit and other eligible public safety expenses pursuant to established guidelines set forth by the U.S. Department of Justice. On January 1, 2017, California Senate Bill 443 went into effect, which significantly curtailed the ability of local agencies to participate in asset forfeitures adopted by federal agencies under Health & Safety Code Sections 11470.1, 11471.2, 11488.4, 11488.5 and 11495.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice
DEPARTMENT: District Attorney
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Judicial

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	7,454,127	7,743,175	8,085,907	12,613,864	12,451,712	8,941,511	(3,672,353)
Capital Expenditures	0	197,050	0	0	0	0	0
Total Exp Authority	7,454,127	7,940,225	8,085,907	12,613,864	12,451,712	8,941,511	(3,672,353)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	7,454,127	7,940,225	8,085,907	12,613,864	12,451,712	8,941,511	(3,672,353)
Operating Transfers Out	0	360,000	0	0	0	0	0
Total Requirements	7,454,127	8,300,225	8,085,907	12,613,864	12,451,712	8,941,511	(3,672,353)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	3,571,216	4,103,297	4,556,555	4,466,043	4,759,548	4,408,178	(57,865)
Fee/Rate	4,467,214	7,494,387	3,972,631	3,750,000	3,315,560	2,805,393	(944,607)
Other Revenue	27,040	37,442	103,097	31,500	97,000	39,500	8,000
Total Revenue	8,065,470	11,635,126	8,632,283	8,247,543	8,172,108	7,253,071	(994,472)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	8,065,470	11,635,126	8,632,283	8,247,543	8,172,108	7,253,071	(994,472)
Fund Balance							
Use of / (Contribution to) Fund Balance**	(611,343)	(3,334,901)	(546,376)	4,366,321	4,279,604	1,688,440	(2,677,881)
Available Reserves				5,346,510		3,744,787	(1,601,723)
Total Fund Balance				9,712,831		5,433,227	(4,279,604)
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 2019-20 RECOMMENDED BUDGET

2019-20

	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Real Estate Fraud Prosecution (Fund 2668)	2,725,056	2,005,393	719,663	0	0
Auto Insurance Fraud Prosecution (Fund 2670)	792,409	792,328	81	304,878	0
Workers Comp Ins Fraud Prosecution (Fund 2672)	2,065,923	2,070,850	(4,927)	525,161	0
State Asset Forfeiture (Fund 2674)	250,103	150,000	100,103	55,905	0
Consumer/Environmental Protection (Fund 2676)	1,748,589	665,000	1,083,589	1,096,686	0
Vehicle Fees - Auto Theft Prosecution (Fund 2678)	1,349,330	1,557,500	(208,170)	892,466	0
Federal Asset Forfeiture Special Revenue (Fund 2680)	10,101	12,000	(1,899)	869,691	0
Total Special Revenue Funds	8,941,511	7,253,071	1,688,440	3,744,787	0



Real Estate Fraud Prosecution: Requirements of \$2.7 million represent transfers to the department's Criminal Prosecution General Fund budget unit to fund staffing and Operating Expenses related to investigating and prosecuting real estate fraud. Sources of \$2.0 million represent the amount anticipated from the \$10.00 fee collected on recorded documents for real estate fraud prosecution.

There is not a mandated amount of Fund Balance for this budget unit. In 2018-19, there was a one-time payment of \$2.1 million for this budget unit's share of cost for the new case management system. Therefore, the 2019-20 estimated Fund Balance is \$719,663 and the entire amount is budgeted for use. If Fund Balance is fully expended, future expenses will be paid from the department's General Fund budget unit. Fund Balance will replenish as recording fee revenue accumulates.

Auto Insurance Fraud Prosecution: Requirements of \$792,409 represent transfers to the department's Criminal Prosecution General Fund budget unit to fund staffing expenses to investigate and prosecute auto insurance fraud cases. Although budgeted in prior years, the costs of Operating Expenses were not budgeted in 2019-20 because the grant award is not expected to be enough to fund these costs. These expenses will be included in the department's General Fund budget unit. Sources of \$792,328 represent projected grant funds awarded by the California Department of Insurance (DOI). The DOI disburses funds on a quarterly basis, however, the department submits an annual claim.

There is not a mandated amount of Fund Balance for this budget unit. The 2019-20 estimated Fund Balance of \$304,959 is not anticipated to be expended.

Workers' Compensation Insurance Fraud Prosecution: Requirements of \$2.1 million represent transfers to the department's Criminal Prosecution General Fund budget unit to fund staffing costs related to investigating and prosecuting workers' compensation insurance fraud cases. Although budgeted in prior years, the costs of Operating Expenses were not budgeted in 2019-20 because the grant award is not expected to be enough to fund these costs. These expenses will be included in the department's General Fund Budget unit. Sources of \$2.1 million reflect projected grant funds from the California Department of Insurance (DOI). The DOI disburses grant funds several times a year and the department submits an annual claim.

There is not a mandated amount of Fund Balance for this budget unit. The 2019-20 estimated Fund Balance of \$520,234 is not anticipated to be expended.

Consumer/Environmental Protection Unit (CEP unit, formerly Specialized Prosecutions): Requirements of \$1.7 million represent transfers to the department's Criminal Prosecution General Fund budget unit to fund staffing and Operating Expenses related to specialized prosecution. Sources of \$665,000 reflect revenue from anticipated case settlements and interest earnings.

There is not a mandated amount of Fund Balance for this budget unit. The 2019-20 estimated Fund Balance is \$2,180,275, of which \$1.1 million is budgeted to fund costs to prosecute crimes such as hazardous waste dumping, consumer fraud, and violations of Cal OSHA laws. These types of cases often continue for many months or possibly years. When these cases eventually conclude, the department receives cost reimbursement and Fund Balance is replenished at that time. Court Orders indicate the amounts of awarded damages that are restricted and unrestricted. Generally, restricted funds can only be used for unit operations. Unrestricted funds can be used for overall departmental operations, if needed.

Vehicle Fees – Auto Theft Prosecution: Requirements of \$1.3 million represent transfers to the department's Criminal Prosecution General Fund budget unit for staffing and Operating Expenses associated with prosecuting and investigating automobile theft crimes. Sources of \$1.6 million represent new and renewal registration assessments from the California Department of Motor Vehicles on vehicles registered in San Bernardino County. Funding is distributed to the department on a quarterly basis.

There is not a mandated amount of Fund Balance for this budget unit. The 2019-20 estimated Fund Balance is \$684,296 and anticipated to increase by \$208,170. Fund Balance can be used for the budget unit's expenses.



State Asset Forfeitures: Requirements of \$250,103 primarily represent transfers to the department's Criminal Prosecution General Fund budget unit to offset staffing expenses of an attorney related to asset forfeiture cases. The costs of Operating Expenses are not budgeted in this budget unit as revenue is not expected to be enough to fund the costs. Therefore, Operating Expenses are included in the department's General Fund budget unit. Sources of \$150,000 reflect the estimated proceeds from asset forfeitures, which tend to fluctuate on an annual basis.

There is not a mandated amount of Fund Balance for this budget unit. The 2019-20 estimated Fund Balance is \$156,008, of which \$100,103 is budgeted for use to assist with costs of processing state asset forfeiture claims. When cases conclude, the department receives funding pursuant to California law and the Fund Balance will be replenished at that time.

Federal Asset Forfeitures: Requirements of \$10,101 represent transfers to the department's Criminal Prosecution General Fund budget unit to assist with Operating Expenses eligible under federal law. Reimbursement for staffing expenses is not included because Federal Asset Forfeiture funds cannot be used for salaries and benefits. Sources of \$12,000 represent interest earnings. No other revenue is budgeted due to federal requirements. Proceeds from Federal Asset Forfeitures tend to fluctuate on an annual basis. When cases conclude, the department receives funding pursuant to federal law and Fund Balance is replenished at that time.

There is not a mandated amount of Fund Balance for this budget unit. In 2018-19, there was a one-time payment of \$1.0 million for this budget unit's share of cost for the new case management system. The 2019-20 estimated Fund Balance is \$867,792 and anticipated to increase by \$1,899. Fund Balance will be replenished as fines and forfeitures are collected.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$8.9 million fund Operating Expenses to fulfill the department's core responsibility of investigating and prosecuting crimes. Sources include grants of \$4.4 million, fee and forfeiture revenue of \$2.8 million, and use of Fund Balance of \$1.7 million.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$3.7 million primarily due to the elimination of one-time costs for the department's new case management system. Sources are decreasing by \$1.0 million primarily resulting from a conservative approach to budgeting recording and vehicle fees. In addition, the number of CEP cases that will result in payments from the prosecution of environmental-related crimes is unknown. These cases often continue for many months or years in some instances, and revenue is received when the cases are settled. Therefore, the department budgets this revenue conservatively.



ANALYSIS OF FUND BALANCE

In general, the department establishes a Fund Balance for the purpose of funding one-time costs/projects with some exceptions:

- Real Estate Fraud Prosecution – The entire Fund Balance of \$719,663 is budgeted to fund staffing and Operating Expenses.
- Auto Insurance Fraud Prosecution – Fund Balance is not expected to be used for any significant one-time or ongoing costs in 2019-20, and is estimated to decrease by \$81.
- Worker's Compensation Insurance Fraud Prosecution – Fund Balance is not expected to be used for any one-time or ongoing costs and is estimated to increase by \$4,927 in 2019-20.
- Consumer/Environmental Protection Unit – Fund Balance of \$1,083,589 is budgeted for use in 2019-20 to fund the cost of continuing litigation. In many instances, these cases can continue for several months or possibly years. The department is eventually reimbursed for its costs when the case concludes. At that time, Fund Balance is replenished.
- Vehicle Fees – Although fee revenue is budgeted conservatively, Fund Balance is expected to increase by \$208,170 in 2019-20.
- State Asset Forfeitures – Fund Balance of \$100,103 is budgeted for use to assist with the costs of processing asset forfeiture claims. When the claiming process concludes, the department receives funding pursuant to California law and Fund Balance is replenished.
- Federal Asset Forfeitures – Federal guidelines do not allow the department to budget revenue from Federal Asset Forfeitures. As a result, the Fund Balance is often budgeted for various ongoing costs eligible under federal law. Since the annual amount of revenue received from Federal Asset Forfeitures is often sufficient to fund operational expenses, actual Use of Fund Balance does not occur in most years. For 2019-20, Fund Balance is estimated to increase by \$1,899.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses are budgeted within the department's General Fund budget unit. Approximately 47 positions perform the investigation, prosecution, and support for the special revenue budget units. Funds are transferred from the special revenue fund budget units to the department's General Fund budget unit to fund staffing and Operating Expenses when funding is available, and if allowed.



LAW AND JUSTICE GROUP ADMINISTRATION

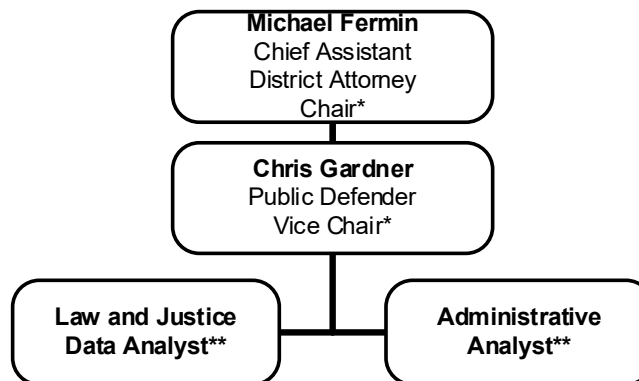
Michael Fermin

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.



ORGANIZATIONAL CHART



* Chair and Vice Chair are appointed annually by the Law and Justice Group Executive Committee.

**Positions included in this budget unit.

2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Law and Justice Group Administration	190,754	190,754	0			2
Total General Fund	190,754	190,754	0	0	0	2
Special Revenue Funds						
Special Revenue Funds - Consolidated	473,605	0		473,605		0
Total Special Revenue Funds	473,605	0	0	473,605	0	0
Total - All Funds	664,359	190,754	0	473,605	0	2

2018-19 MAJOR ACCOMPLISHMENTS

- Joined the Department of Behavioral Health in their first annual Law & Justice and Behavioral Health Symposium on mental health.
- Participated with the non-profit organization California Forward in their "Achieving Better Outcomes through Data-Driven Change" project, which resulted in a "Justice System Change Initiative" report on County jail utilization.
- Collaborated with Law and Justice partners to establish the Pretrial Working Group to enhance operational efficiency and to develop an integrated pretrial diversion program.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 individuals diverted to the contracted Misdemeanor Diversion Program.	1,180	1,150	1,150	1,150
STRATEGY	Establish and maintain accountability-based programs designed to reduce recidivism among adults who are referred by law enforcement personnel or agencies.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 individuals who completed the contracted Misdemeanor Diversion Program.	92%	90%	90%	90%
STRATEGY	Establish and maintain accountability-based programs designed to reduce recidivism among adults who are referred by law enforcement personnel or agencies.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 year public safety services evaluation activities completed.	67%	100%	67%	100%
STRATEGY	Establish standardized performance metrics based on data obtained from the new Jail Utilization Database.					
STRATEGY	Establish a standard practice by which Law and Justice committee members provide direction to and receive analysis from the Law and Justice Data Analyst.					
STRATEGY	Work with the Information Services Department to integrate multiple County department data sources and provide a means to share data across the County public safety departments.					



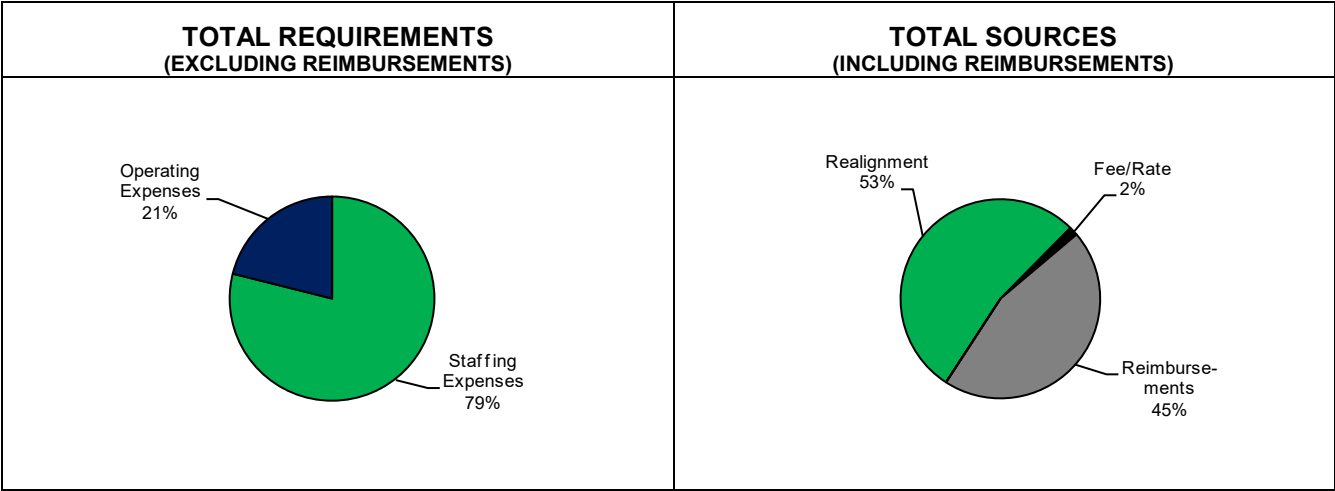
Law and Justice Group Administration

DESCRIPTION OF MAJOR SERVICES

Under general direction of the Law and Justice Group Chair, the law and justice group departments collaborate with other county departments and community partners on grant applications, projects and operational enhancements to address the health, safety and social service needs of County residents.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$348,990
Total Sources (Incl. Reimb.)	\$348,990
Net County Cost	\$0
Total Staff	2
Funded by Net County Cost	0%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice DEPARTMENT: Law and Justice Group Administration FUND: General				BUDGET UNIT: 113 1000 FUNCTION: Public Protection ACTIVITY: Police Protection			
	(A)	(B)	(B-A)				
	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20	
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	176,553	97,182	154,706	279,577	279,577	275,427	(4,150)
Operating Expenses	90,366	13,423	19,001	51,586	51,586	73,563	21,977
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	266,919	110,605	173,707	331,163	331,163	348,990	17,827
Reimbursements	(176,596)	(90,455)	(103,033)	(152,850)	(152,850)	(158,236)	(5,386)
Total Appropriation	90,323	20,150	70,674	178,313	178,313	190,754	12,441
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	90,323	20,150	70,674	178,313	178,313	190,754	12,441
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	55,459	173,313	173,313	185,754	12,441
State/Fed/Other Government	66,186	0	0	0	0	0	0
Fee/Rate	5,000	18,780	15,215	5,000	5,000	5,000	0
Other Revenue	0	1,370	0	0	0	0	0
Total Revenue	71,186	20,150	70,674	178,313	178,313	190,754	12,441
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	71,186	20,150	70,674	178,313	178,313	190,754	12,441
Net County Cost	19,137	0	0	0	0	0	0
Budgeted Staffing*	2	2	2	2	2	2	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$275,427 represent the majority of expenditures and fund 2 budgeted positions. Operating Expenses of \$73,563 include various administrative costs primarily comprised of application development charges. Reimbursements of \$158,236 are funded by the Finance and Administration budget unit to reimburse staffing and operational expenses. Sources include \$185,754 of 2011 Realignment (AB109) funds allocated to this budget unit and \$5,000 from the Superior Court as per the 2009-10 Memorandum of Understanding (MOU) between the County and the Superior Court to help fund the contract Law and Justice Data Analyst position.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are increasing by \$12,441 due to an increase in Requirements for various administrative costs.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Administration	2	1	-1	0	2	1	1
Total	2	1	-1	0	2	1	1

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$275,427 fund 2 budgeted positions of which 1 is an Administrative Analyst III regular position and 1 is a limited term Contract Law and Justice Data Analyst position. The staffing change represents the deletion of 1 Administrative Analyst II position, offset by the addition of 1 Administrative Analyst III position to accurately align the duties and the administrative oversight of the position.



Special Revenue Funds - Consolidated

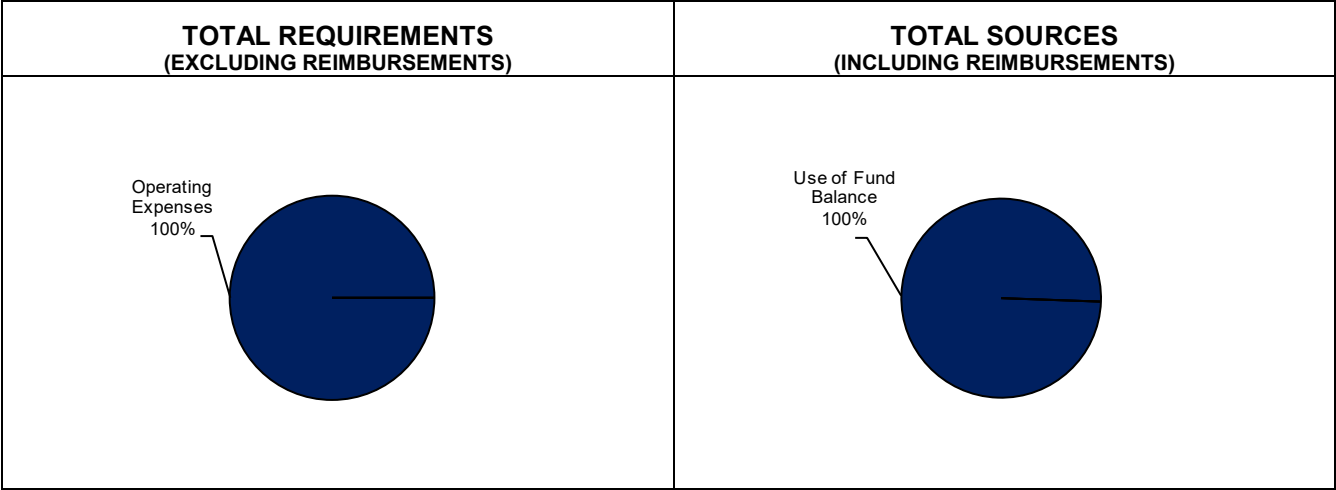
DESCRIPTION OF MAJOR SERVICES

Justice Assistance Grant (JAG) 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 through allocations to the various local jurisdictions. Grant funds have been used to provide equipment, supplies, prevention and education programs, and information systems for law enforcement. This fund receives allocations from the Edward Byrne Memorial Justice Assistance Grant Program administered by the Bureau of Justice Assistance (BJA).

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$473,605
Total Sources (Incl. Reimb.)	\$0
Use of / (Contribution to) Fund Balance	\$473,605
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 allocations from the Federal Southwest Border Prosecution Initiative (SWBPI) program administered by the Bureau of Justice Assistance.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice
DEPARTMENT: Law and Justice Group Administration
FUND: Various

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Judicial

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	971,623	924,656	25,934	1,112,123	27,789	473,605	(638,518)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	971,623	924,656	25,934	1,112,123	27,789	473,605	(638,518)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	971,623	924,656	25,934	1,112,123	27,789	473,605	(638,518)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	971,623	924,656	25,934	1,112,123	27,789	473,605	(638,518)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	582,145	626,025	0	611,642	0	0	(611,642)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	15,937	22,138	28,720	0	1,043	0	0
Total Revenue	598,082	648,163	28,720	611,642	1,043	0	(611,642)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	598,082	648,163	28,720	611,642	1,043	0	(611,642)
Fund Balance							
Use of / (Contribution to) Fund Balance**	373,541	276,493	(2,786)	500,481	26,746	473,605	(26,876)
Available Reserves				1,800,542		1,800,672	130
Total Fund Balance				2,301,023		2,274,277	(26,746)
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 2019-20 RECOMMENDED BUDGET

2019-20

	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Justice Assistance Grant (JAG) Consolidated (Fund 2368)	37,099	0	37,099	0	0
Southwest Border Prosecution Initiative (Fund 2370)	436,506	0	436,506	1,800,672	0
Total Special Revenue Funds	473,605	0	473,605	1,800,672	0

JAG Consolidated: Historically, Sources represent Justice Assistance Grant Funds and Requirements including pass-through costs to various law enforcement agencies for the Justice Assistance Grant Program. However, funds from this grant program are currently subject to pending litigation. Fund balance of \$37,099 is primarily used to pay for various law enforcement equipment, projects, and programs for participating law and justice departments including the District Attorney, Probation, Public Defender and Sheriff/Coroner/Public Administrator.

Southwest Border Prosecution Initiative: Requirements of \$436,506 include transfers to the participating law and justice departments, including the District Attorney, Probation, Public Defender, and Sheriff/Coroner/Public Administrator for various one-time law enforcement projects and programs. Fund Balance of \$436,506 is being used for these one-time expenses, such as the District Attorney's Gang Reduction Program (GRIP).



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are decreasing primarily due to a decrease in one-time funding used for projects included in the 2018-19 budget for the various grant programs.

ANALYSIS OF FUND BALANCE

The budget includes a Use of Fund Balance of \$473,605, as there has not been an allocation by the federal government of SWBPI funding in the last five fiscal years. Fund Balance will solely be used to pay for one-time Law and Justice related projects approved by the Law and Justice Group.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.



PROBATION

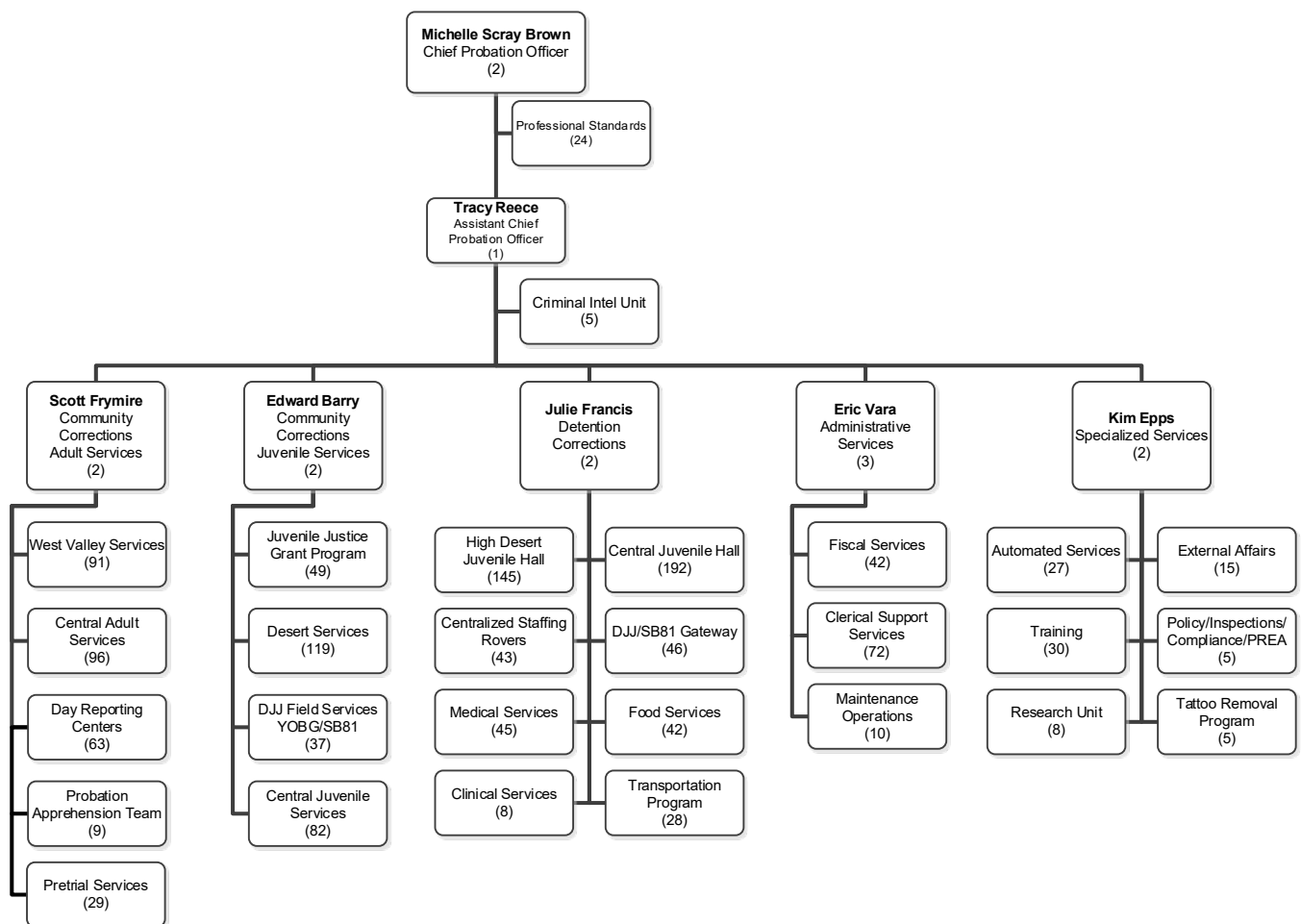
Michelle Scray Brown

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



2019-20 SUMMARY OF BUDGET UNITS

	2019-20				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
General Fund					Staffing
Administration, Corrections and Detention	173,886,895	87,430,042	86,456,853		1,332
Juvenile Justice Grant Program	0	0	0		49
Total General Fund	173,886,895	87,430,042	86,456,853	0	1,381
Special Revenue Funds					
Special Revenue Funds - Consolidated	16,054,389	15,143,126	0	911,263	
Total Special Revenue Funds	16,054,389	15,143,126	0	911,263	0
Total - All Funds	189,941,284	102,573,168	86,456,853	911,263	0
					1,381

2018-19 MAJOR ACCOMPLISHMENTS

- Maintained full adherence to the unfunded Proposition 63 state mandate, which requires approximately 9,700 additional court reports from Probation Officers annually.
- Completed and opened a new Probation building in Barstow to accommodate expansion services to the Barstow community, including the Department of Behavioral Health's "Choice" program, which offers mental health and drug and alcohol services.
- Expanded targeted training and support in conjunction with Children and Family Services, to better prepare foster families in supporting placement youth within their care, as required by the Continuum Care and Reform Act (CCR).
- Designed and built a state of the art two story training Realistic Action Combat House (RAC) structure at the department's West Valley Training Center, with moveable walls to mimic actual residences for real-life scenario drills, as well as an indoor shooting range.
- Implemented a full Electronic Medical Records System (EMR) that provides mugshots and images interface, eFaxing and electronic prescriptions, Electronic Medication Administration Records and electronic appointment scheduling.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	99.3%	97.75%	99.75%	98%
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 SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	97%	98%	98%	97%
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 SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 cases recidivating.	23.9%	24.75%	24.75%	24%
STRATEGY	Supervise adult probationers at an appropriate level to reduce recidivism.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 cases recidivating.	27%	24%	24%	26%
STRATEGY	Supervise juvenile probationers at an appropriate level to reduce recidivism.					



Administration, Corrections and Detentions

DESCRIPTION OF MAJOR SERVICES

Probation’s executive management is responsible for the overall leadership of the department, developing and implementing policies and procedures that focus on improving public safety while operating in a fiscally responsible manner. These efforts are driven by ensuring integrity to the mission of the department, reliance on recognized professional practices and the development of innovative evidence-based programs to meet the changing needs of the population.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$182,317,989
Total Sources (Incl. Reimb.)	\$95,861,136
Net County Cost	\$86,456,853
Total Staff	1,332
Funded by Net County Cost	47%

Each of the following bureaus focus on providing for the health and social service needs of County residents in a variety of ways, from managing field operations in the community to caring for minors in detention, by addressing each individual’s criminogenic risk factors and providing services to meet those specific needs:

- Adult Community Corrections Bureau (ACCB) is responsible for adult supervision, training and treatment 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. As a result of Public Safety Realignment (AB109), the department created Day Reporting Centers 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 to assist in diverting an offender from progressing further into the criminal justice system through additional state SB678 - Criminal Recidivism funded programs, which target offenders for prevention and program efforts aimed at preventing them from being sentenced to state prison. All efforts are aimed at reducing recidivism and moving offenders into a role of law-abiding, self-sufficient, productive citizens.

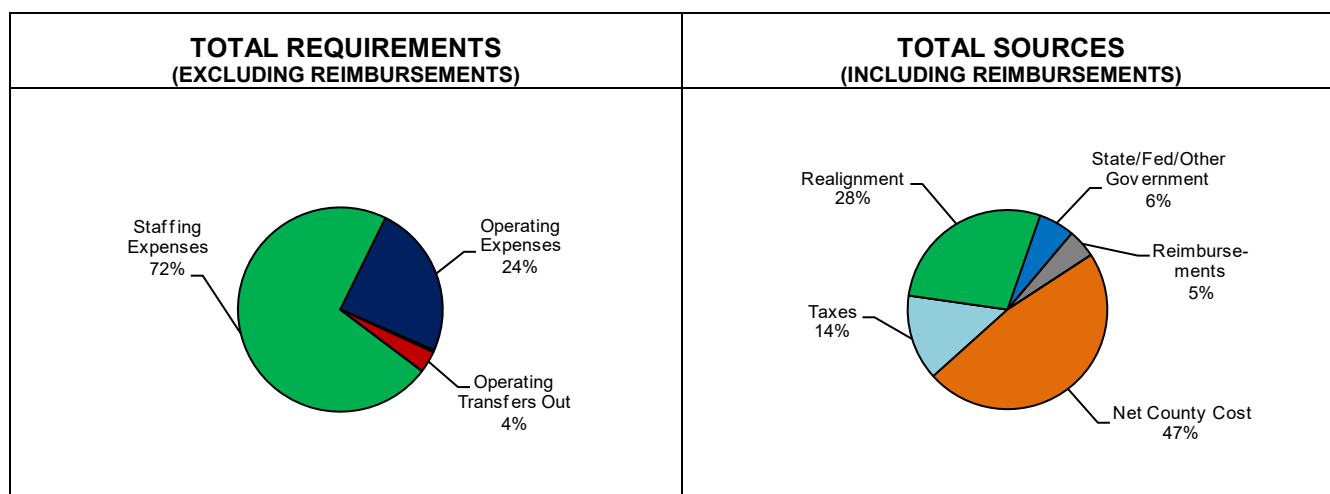
In January 2019, the department implemented a Pretrial Assessment Services pilot program, in collaboration with the Sheriff’s Department and Superior Courts of California, to integrate criminogenic screening efforts of eligible defendants for release on Pretrial Supervision, in lieu of conditional monetary bail, in an effort to reduce overcrowding in the county jail system. The Pretrial supervision efforts can include GPS tracking, drug testing, random home searches, as well as proactive rehabilitative strategies, such as vocational training, while going through the trial process. The goal of the program is to improve public safety and deter flight risk, while simultaneously reducing County costs.

- Juvenile Community Corrections Bureau (JCCB) is responsible for juvenile case management and supervision services, treatment program options, operating Day Reporting Centers, and providing investigation reports for the courts. JCCB utilizes appropriate evidence-based treatment and supervision services as identified through validated assessment tools. JCCB also uses Juvenile Justice Crime Prevention Act funding to provide School Probation Officers and targeted behavioral development programs to prevent minors’ immersion into the criminal justice system. JCCB also receives the Youthful Offender Block Grant, which provides funding for the Gateway Program, a secured residential treatment program that allows minors to gain self-sufficiency through a variety of educational and behavioral components, and also funds intensive juvenile supervision services. Additionally, with the implementation of Continuum of Care Reform (CCR), services have been revised to improve focus on supporting the family as a whole, and reintegrating those minors who have been removed back into the community. All efforts are aimed at reducing recidivism and moving offenders into the role of law-abiding, self-sufficient, productive citizens.



- Detention Corrections Bureau (DCB) is responsible for the County's Juvenile Detention and Assessment Centers (JDAC'S) and the department operated residential treatment program. These facilities are secure environments for legally detained and court order placed youth. DCB works with other County agencies, including law enforcement agencies when detention is being considered, and other agencies to provide services, that include but are not limited to, medical, mental health, nutrition and education. Local community groups, such as faith-based organizations, also assist in meeting the behavioral and emotional needs of the youth.
- Administrative Services Bureau (ASB) is responsible for the organizational and administrative support functions of the department countywide, including budget preparation, grant compliance, payroll and personnel, purchasing, payables, courier/file delivery, reception, clerical, research and analytical units, building management and facilities, vehicles, and other infrastructure needs. Each of these units work with other County agencies, including the County Administrative Office, Real Estate Services, and Fleet Management, as well as outside vendors and suppliers, to ensure that the department is operating at maximal efficiency in a fiscally responsible manner, while staying focused on the primary objective of improving long-term public safety.
- Specialized Services Bureau (SSB) is responsible for the activities and operations that address the unique needs and department requirements beyond community corrections or detention services, ensuring consistent operations across the County. Units include Training & Safety Management, Automated Systems, External Affairs, Policies and Procedures, Audits and Inspections and Prison Rape Elimination Act (PREA).

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice DEPARTMENT: Probation-Administration, Corrections & Detentions FUND: General				BUDGET UNIT: 481 1000 FUNCTION: Public Protection ACTIVITY: Detention and Corrections			
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	106,473,126	107,543,771	115,448,422	129,326,439	123,757,310	131,271,189	1,944,750
Operating Expenses	34,325,854	38,289,324	44,552,088	49,723,932	39,992,482	44,192,412	(5,531,520)
Capital Expenditures	196,197	276,681	890,589	982,000	981,960	622,000	(360,000)
Total Exp Authority	140,995,177	146,109,776	160,891,099	180,032,371	164,731,752	176,085,601	(3,946,770)
Reimbursements	(6,062,237)	(4,869,125)	(7,861,671)	(8,667,728)	(7,045,868)	(8,431,094)	236,634
Total Appropriation	134,932,940	141,240,651	153,029,428	171,364,643	157,685,884	167,654,507	(3,710,136)
Operating Transfers Out	5,299,117	12,108,999	6,596,767	5,380,738	5,380,738	6,232,388	851,650
Total Requirements	140,232,057	153,349,650	159,626,195	176,745,381	163,066,622	173,886,895	(2,858,486)
Sources							
Taxes	21,390,525	21,137,500	21,797,400	24,000,000	24,000,000	25,325,000	1,325,000
Realignment	36,518,308	48,728,905	47,974,186	52,767,485	42,852,021	51,013,332	(1,754,153)
State/Fed/Other Government	12,392,600	13,618,128	13,349,690	13,100,370	14,439,158	10,567,210	(2,533,160)
Fee/Rate	960,317	995,173	911,626	662,100	551,798	524,500	(137,600)
Other Revenue	33,845	162,718	4,634	0	(21,313)	0	0
Total Revenue	71,295,595	84,642,424	84,037,536	90,529,955	81,821,664	87,430,042	(3,099,913)
Operating Transfers In	447,639	124,399	0	591,691	733,645	0	(591,691)
Total Financing Sources	71,743,234	84,766,823	84,037,536	91,121,646	82,555,309	87,430,042	(3,691,604)
Net County Cost	68,488,823	68,582,827	75,588,659	85,623,735	80,511,313	86,456,853	833,118
Budgeted Staffing*	1,238	1,269	1,294	1,316	1,316	1,332	16

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$173.9 million represent costs related to the supervision and rehabilitation of adult and juvenile clientele, in the community as well as the custody of legally detained youth in the Juvenile Detention and Assessment Centers. These costs are funded primarily by 2011 Realignment (AB109) funds (\$51.0 million), Proposition 172 half-cent sales tax revenue (\$25.3 million), state funding for Juvenile Probation Activities (\$5.7 million), Federal Title IV-E funds (\$3.2 million), and Net County Cost (Discretionary General Funding) (\$86.5 million).

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing Expenses are increasing by \$1.9 million primarily due to the addition of 16 new positions, as well as negotiated salary increases, employee benefits and retirement cost increases. Operating Expenses are decreasing by \$5.5 million primarily resulting from reductions in information technology (IT) expenses, cost savings from cancellation of a major building rehabilitation project, and a budgeted reduction in contracted services as the department is currently reviewing program elements to develop an enhanced strategic plan. Operating Transfers Out are increasing by \$0.9 million due to the following planned Capital Improvement Program (CIP) projects: Transportation Building Improvements, Fontana Parking Lot Fencing, High Desert Juvenile Detention and Assessment Center (HDJDAC) Parking Lot and HDJDAC Key Card System.

Sources are decreasing by \$3.7 million primarily due to a decrease in 2011 Realignment (AB109) of \$1.7 million, which reflects the recognition of a one-time revenue in prior year for CIP projects. State/Fed/Other Government funding is also decreasing by \$2.5 million as the department does not budget the Post Release Community Supervision growth funds until the revenue is recognized. These decreases are partially offset by an increase in Proposition 172 sales tax revenue of \$1.3 million and Net County Cost of \$838,118. Operating Transfers In are decreasing by \$591,691 due to one-time transfers from the Real Estate Services Department Project Management Division for completed CIP projects.



2019-20 POSITION SUMMARY*

	2018-19				2019-20			
Division	Modified Budget	Adds	Deletes	Re-Orgs	Recommended		Limited	Regular
Office of the Chief	32	0	0	0	32		12	20
Community Corrections Bureau - Adult	290	0	0	0	290		0	290
Community Corrections Bureau - Juvenile	239	1	0	0	240		0	240
Detention Corrections Bureau	547	4	0	0	551		34	517
Administrative Services Bureau	126	1	0	0	127		3	124
Specialized Services Bureau	82	10	0	0	92		6	86
Total	1,316	16	0	0	1,332		55	1,277

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$131.3 million fund 1,332 budgeted positions of which 1,277 are regular positions and 55 are limited term positions. This includes the addition of 8 regular positions. In addition, 8 limited term positions were added mid-year to temporarily provide mandated services in lieu of filling vacant positions:

Regular Positions

- 3 Automated Systems Technicians needed to manage increased workload throughout the department's multiple facilities.
- 1 Communications Installer to maintain the department's Network Video Recording (NVR) devices at multiple facilities.
- 1 Media Specialist to accommodate increased workload within the External Affairs unit.
- 1 Personnel Technician to assist with evaluating the effectiveness of recruitments and generate data for retention.
- 1 Probation Corrections Supervisor to provide much needed coverage for mandated services in the Detention and Assessment Centers.
- 1 Probation Division Director I to provide necessary oversight in line with expanded services.

Limited Term Positions

- 3 Probation Food Service Workers to provide coverage for mandated services at the department's Juvenile Detention and Assessment Centers.
- 5 Public Service Employees to provide additional coverage in the departments Training and External Affairs units.



Juvenile Justice Grant Program

DESCRIPTION OF MAJOR SERVICES

The Juvenile Justice Crime Prevention Act allocates state resources annually to fund programs that address juvenile crime prevention and focus on public safety. The Juvenile Justice Coordinating Council, mandated to oversee local programming, consists of a variety of County and community leaders that develop and recommend the comprehensive Multi-Agency Juvenile Justice Plan. This plan identifies and addresses the public safety gaps for at-risk youth and juvenile offenders and their families throughout San Bernardino County.

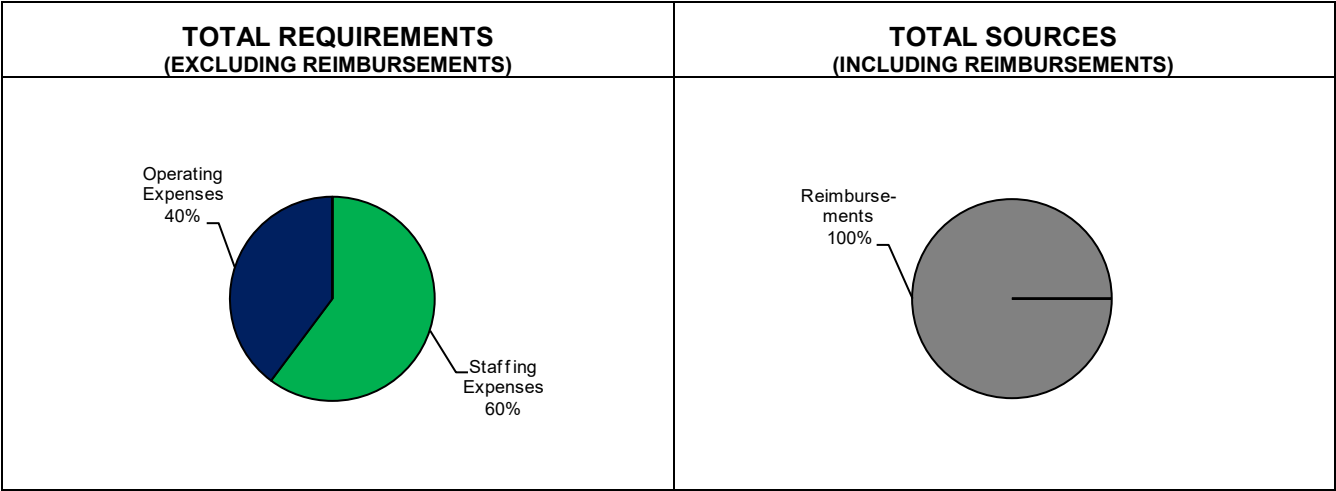
Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$9,419,451
Total Sources (Incl. Reimb.)	\$9,419,451
Net County Cost	\$0
Total Staff	49
Funded by Net County Cost	0%

Current programs include Juvenile Day Reporting Centers, School Probation Officers, School Transitional Liaisons, House Arrest Program (HAP) 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 Crime Prevention Act - Special Revenue Fund to pay for program expenses and staffing costs when incurred.

The Juvenile Justice Grant revenue is funded under the State Public Safety Realignment program.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice DEPARTMENT: Probation - Juvenile Justice Grant Program FUND: General			BUDGET UNIT: 482 1000 FUNCTION: Public Protection ACTIVITY: Detention and Corrections				
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	4,199,734	4,573,110	4,858,120	5,626,469	5,542,473	5,671,318	44,849
Operating Expenses	1,948,472	1,851,906	2,153,484	3,642,898	3,280,212	3,748,133	105,235
Capital Expenditures	111,471	0	0	0	0	0	0
Total Exp Authority	6,259,677	6,425,016	7,011,604	9,269,367	8,822,685	9,419,451	150,084
Reimbursements	(6,259,617)	(6,393,395)	(7,059,254)	(9,269,367)	(8,822,685)	(9,419,451)	(150,084)
Total Appropriation	60	31,621	(47,650)	0	0	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	60	31,621	(47,650)	0	0	0	0
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	(60)	123,288	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	(97)	60	0	0	0	0	0
Total Revenue	(97)	0	123,288	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	(97)	0	123,288	0	0	0	0
Net County Cost	157	31,621	(170,938)	0	0	0	0
Budgeted Staffing*	47	46	49	49	49	49	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$5.7 million and Operating Expenses of \$3.7 million represent the cost of programs for at-risk youth that include Day Reporting Center classes and Enrichment Services, counseling and tutoring services, School Probation Officers, HAP and the Let's End Truancy (LET) Program in collaboration with the District Attorney and Public Defender. This budget unit is funded by Reimbursements from the department's Juvenile Justice Crime Prevention Act – Special Revenue Fund.

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing Expenses are increasing by \$44,849 primarily due to negotiated salary increases. Operating Expenses are increasing by \$105,235 due to expansion of the LET program, intended to extend services to at-risk students to increase their educational opportunities and prevent them from entering the criminal justice system.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Juvenile Justice Grant Program	49	0	0	0	49	0	49
Total	49	0	0	0	49	0	49

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$5.7 million fund 49 budgeted regular positions. There are no staffing changes associated with this budget unit.



Special Revenue Funds- Consolidated

DESCRIPTION OF MAJOR SERVICES

Juvenile Justice Crime Prevention Act (JJCPA) allocates state resources annually to fund programs that address juvenile crime prevention and focus on public safety. The Juvenile Justice Coordinating Council, mandated to oversee local programming, consists of a variety of County and community leaders that develop and recommend the Comprehensive Multi-Agency Juvenile Justice Plan. This plan identifies and addresses the public safety gaps in services for juvenile offenders and their families throughout San Bernardino County. Staffing is budgeted in the Juvenile Justice Grant Program General Fund budget unit and reimbursed by this special revenue fund.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$16,054,389
Total Sources (Incl. Reimb.)	\$15,143,126
Use of/(Contribution to) Fund Balance	\$911,263
Total Staff	0

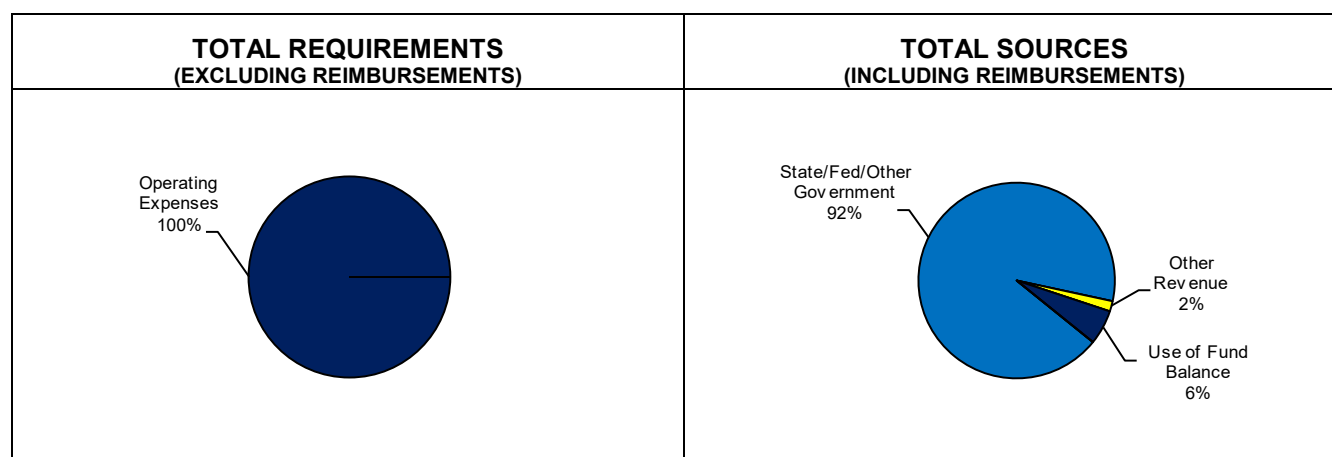
SB 678 – Criminal Recidivism allocates state funding resources to oversee programs for the purpose of reducing recidivism. The funding is intended to improve evidence-based probation supervision practices and enhance public safety outcomes among adult felons who are on probation. Improving felony probation performance, measured by a reduction in felony probationers who were sent to prison because their probation was revoked or they were 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 special revenue fund.

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 reintegration and 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 15% of distributed seizure funds be 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.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice
DEPARTMENT: Probation
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Detention and Corrections

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	10,860,882	9,891,591	13,430,935	15,714,351	14,320,120	16,054,389	340,038
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	10,860,882	9,891,591	13,430,935	15,714,351	14,320,120	16,054,389	340,038
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	10,860,882	9,891,591	13,430,935	15,714,351	14,320,120	16,054,389	340,038
Operating Transfers Out	4,702,000	6,669,041	0	0	0	0	0
Total Requirements	15,562,882	16,560,632	13,430,935	15,714,351	14,320,120	16,054,389	340,038
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	19,544,324	15,501,228	15,463,410	14,503,164	14,639,449	14,726,066	222,902
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	119,720	213,722	340,211	140,996	526,067	272,060	131,064
Total Revenue	19,664,044	15,714,950	15,803,621	14,644,160	15,165,516	14,998,126	353,966
Operating Transfers In	69,339	145,000	119,827	145,000	135,480	145,000	0
Total Financing Sources	19,733,383	15,859,950	15,923,448	14,789,160	15,300,996	15,143,126	353,966
Fund Balance							
Use of / (Contribution to) Fund Balance**	(4,170,501)	700,682	(2,492,513)	925,191	(980,876)	911,263	(13,928)
Available Reserves				23,764,881		24,759,685	994,804
Total Fund Balance				24,690,072		25,670,948	980,876
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 2019-20 RECOMMENDED BUDGET

2019-20

	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
AB1913 - Juvenile Justice Crime Prevention Act (Fund 2736)	9,419,451	9,552,268	(132,817)	10,498,388	0
SB678 - Criminal Recidivism (Fund 2742)	6,580,067	5,443,798	1,136,269	13,204,863	0
AB1628 - Juvenile Reentry Program (Fund 2740)	15,000	145,000	(130,000)	1,056,434	0
Asset Forfeiture 15% (Fund 2682)	13,029	760	12,269	0	0
State Seized Assets (Fund 2684)	26,842	1,300	25,542	0	0
Total Special Revenue Funds	16,054,389	15,143,126	911,263	24,759,685	0



MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

AB 1913 - Juvenile Justice Crime Prevention Act - Requirements of \$9.4 million consist of transfers to the Juvenile Justice Grant Program budget unit for costs related to the department's House Arrest and School Programs, as well as the Let's End Truancy (LET) program with the District Attorney and Public Defender. Sources of \$9.6 million represent the projected state JJCPA allocation (\$8.7 Million) and estimated revenue from school districts participating in the School Probation Officer program (\$724,940).

SB678 – Criminal Recidivism - Requirements of \$6.6 million include transfers to the department's general fund budget unit for reimbursement of staffing and other operating costs related to reducing recidivism. Sources of \$5.4 million represent the projected State allocation of SB 678 funding and projected interest earnings. The Use of Fund Balance of \$1.1 million represents temporary (one-time) Reimbursements to the general fund budget unit to partially offset Staffing Expenses for a Pretrial Assessment Services pilot program, implemented in January 2019.

AB1628 – Juvenile Reentry Program - Requirements of \$15,000 represent costs related to supervision and rehabilitative programs for juveniles. Sources of \$145,000 represent the program's anticipated state allocation.

Asset Forfeiture 15% - Requirements of \$13,029 represent costs related to drug abuse and gang diversion programs. The Use of Fund Balance of \$12,269 is budgeted for these programs.

State Seized Assets - Requirements of \$26,842 represent costs such as training seminars, safety equipment, travel and incentives for students/graduates of the youth Gang Resistance Education and Training (G.R.E.A.T) program. The Use of Fund Balance of \$25,542 is budgeted for these programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$340,038 due to a net increase in AB 1913 – Juvenile Justice Crime Prevention Act and SB678 – Criminal Recidivism program costs, offset by a decrease in State Seized Assets costs.

Sources are increasing by \$353,966 primarily due to increases in state funding for AB 1913 and SB678 programs.

ANALYSIS OF FUND BALANCE

Significant Use of/Contribution to Fund Balance are as follows:

- The SB 678 – Criminal Recidivism Fund is budgeting Use of Fund Balance of \$1.1 million as temporary (one-time) Reimbursements to the general fund budget unit to partially offset Staffing Expenses for a Pretrial Assessment Services pilot program, implemented in January 2019.
- The AB 1913 - Juvenile Justice Crime Prevention Act program is budgeting a Contribution to Fund Balance of \$132,817 which will increase Available Reserves for future allocation.
- The AB 1628 - Juvenile Reentry Program is budgeting a Contribution to Fund Balance of \$130,000 which will increase Available Reserves for future allocation.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing included in these consolidated special revenue funds.



PUBLIC DEFENDER

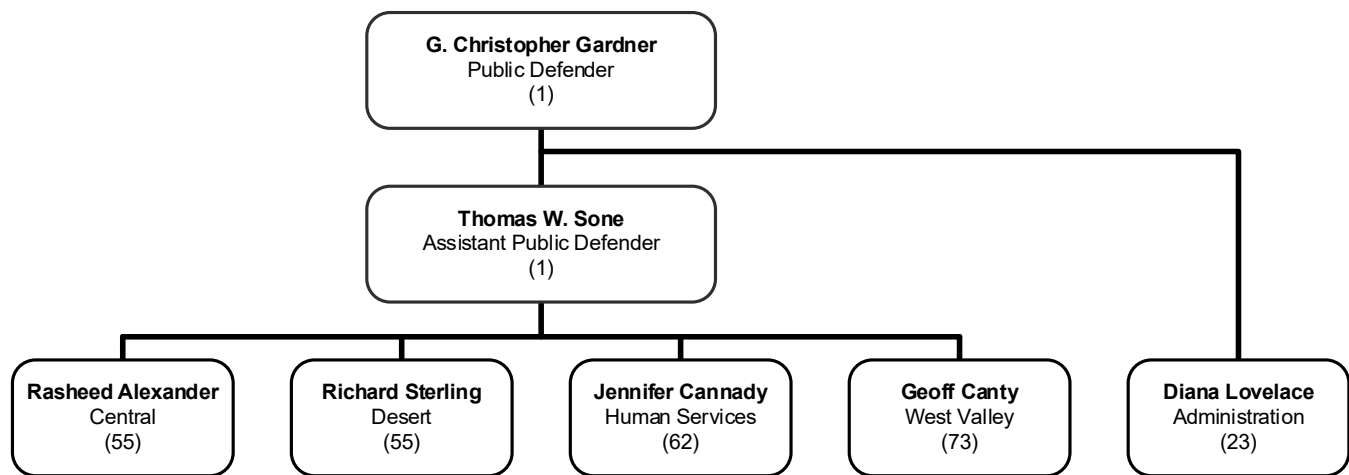
G. Christopher Gardner

DEPARTMENT MISSION STATEMENT

Defending constitutional rights and pursuing justice through excellent representation.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Public Defender	43,933,735	4,922,634	39,011,101			270
Total General Fund	43,933,735	4,922,634	39,011,101	0	0	270
Total - All Funds	43,933,735	4,922,634	39,011,101	0	0	270

2018-19 MAJOR ACCOMPLISHMENTS

- Established Homicide Defense Unit to ensure quality representation and shorten case resolution time frames.
- Increased the number of post-conviction community outreach events to help improve client access to services and increase employment opportunities.
- Entered into Memorandum of Understanding (MOU) with California State University San Bernardino to prepare graduate-level students to provide expert testimony.
- In collaboration with Human Resources, streamlined the recruitment process to hire highly qualified and experienced staff for professional level positions.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of closed felony cases with a trial.	2.12%	2.50%	2.25%	2.30%
STRATEGY	Protecting constitutional rights and promoting justice through effective representation.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of closed misdemeanor cases with a trial.	0.49%	0.50%	0.50%	0.50%
STRATEGY	Protecting constitutional rights and promoting justice through effective representation.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	70%	72%	80%	80%
STRATEGY	Resolving cases in a timely manner.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	90%	85%	86%	86%
STRATEGY	Resolving cases in a timely manner.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	452	850	750	775
STRATEGY	Providing social service referrals to further client treatment and/or stabilization.					





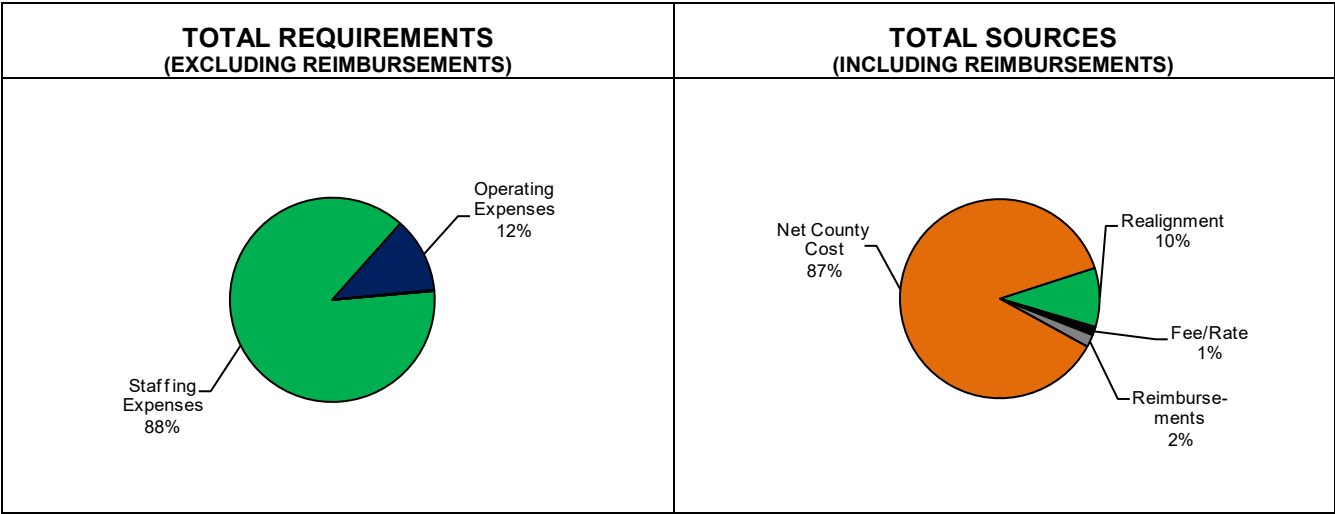
Public Defender

DESCRIPTION OF MAJOR SERVICES

The Public Defender defends constitutional rights and pursues justice by providing mandated representation to indigent adult and juvenile clients. The Public Defender also provides post-conviction services to clients to increase their potential to achieve self-sufficiency. Using a holistic approach, the department seeks to improve client life outcomes and to strengthen families and communities. A diverse and successful Public Defender program is essential to protecting the rights of all county citizens and ensuring balance throughout the criminal justice system.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$44,845,589
Total Sources (Incl. Reimb.)	\$5,834,488
Net County Cost	\$39,011,101
Total Staff	270
Funded by Net County Cost	87%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law and Justice DEPARTMENT: Public Defender FUND: General				BUDGET UNIT: 491 1000 FUNCTION: Public Protection ACTIVITY: Judicial			
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	31,419,825	32,762,769	34,872,846	38,871,114	37,070,495	39,448,242	577,128
Operating Expenses	4,953,805	4,603,249	4,891,984	4,921,443	4,806,443	5,322,347	400,904
Capital Expenditures	66,342	26,306	89,117	90,000	86,142	75,000	(15,000)
Total Exp Authority	36,439,972	37,392,324	39,853,947	43,882,557	41,963,080	44,845,589	963,032
Reimbursements	(283,038)	(208,008)	(219,313)	(927,221)	(334,627)	(911,854)	15,367
Total Appropriation	36,156,934	37,184,315	39,634,634	42,955,336	41,628,453	43,933,735	978,399
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	36,156,934	37,184,315	39,634,634	42,955,336	41,628,453	43,933,735	978,399
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	2,493,346	3,568,966	3,799,888	4,218,510	4,218,510	4,300,862	82,352
State/Fed/Other Government	32,910	52,520	41,692	32,542	32,542	171,772	139,230
Fee/Rate	884,501	801,903	718,931	560,500	426,332	450,000	(110,500)
Other Revenue	11,890	6,342	208	0	0	0	0
Total Revenue	3,422,647	4,429,731	4,560,719	4,811,552	4,677,384	4,922,634	111,082
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,422,647	4,429,731	4,560,719	4,811,552	4,677,384	4,922,634	111,082
Net County Cost	32,734,287	32,754,584	35,073,915	38,143,784	36,951,069	39,011,101	867,317
Budgeted Staffing*	262	267	283	272	272	270	(2)

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$39.4 million and Operating Expenses of \$5.3 million fund 270 budgeted positions and support the department in achieving its mission of defending constitutional rights and pursuing justice. Capital Expenditures of \$75,000 are for the replacement of an aging polycom system and to purchase a small SUV. Sources include \$4.3 million of 2011 Realignment funds (AB 109), legal service fees of \$450,000, and State Aid for the representation of state hospital and prison clients in the amount of \$171,772.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.0 million primarily due to higher Staffing and Operating Expenses. Although the department is deleting 2 limited-term positions, the decrease associated with this reduction is offset by higher salary and retirement costs, resulting in a net increase of \$577,128 in Staffing Expenses. Operating Expenses are increasing by \$400,904 primarily due to an increase in computer software, insurance, and other information technology (IT) related expenses. These increases fully fund operational requirements and ensure that the quality and timeliness of services are not impacted.

Sources are increasing by \$111,082 primarily due to higher SB 90 reimbursable activities and 2011 Realignment (AB 109) funding, offset by a reduction in legal service fees. Net County Cost is increasing by \$867,317 to fund the cost to maintain program services.



2019-20 POSITION SUMMARY*

	2018-19				2019-20			
Division	Modified Budget	Adds	Deletes	Re-Orgs	Recommended		Limited	Regular
Administration	25	0	0	0	25		10	15
Central Division	58	0	0	(3)	55		2	53
Desert Division	55	0	0	0	55		2	53
Human Services Division	72	0	(2)	(8)	62		4	58
West Valley Division	62	0	0	11	73		2	71
Total	272	0	(2)	0	270		20	250

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$39.4 million fund 270 budgeted positions of which 250 are regular positions and 20 are limited term positions. For 2019-20, two vacant limited term positions are being deleted, a Contract Office Assistant III and a Deputy Public Defender IV. The department continues to reorganize throughout the various divisions to accommodate changing requirements. These staffing changes will ensure the Public Defender can meet new and ongoing operational requirements in an efficient manner.



SHERIFF/CORONER/PUBLIC ADMINISTRATOR

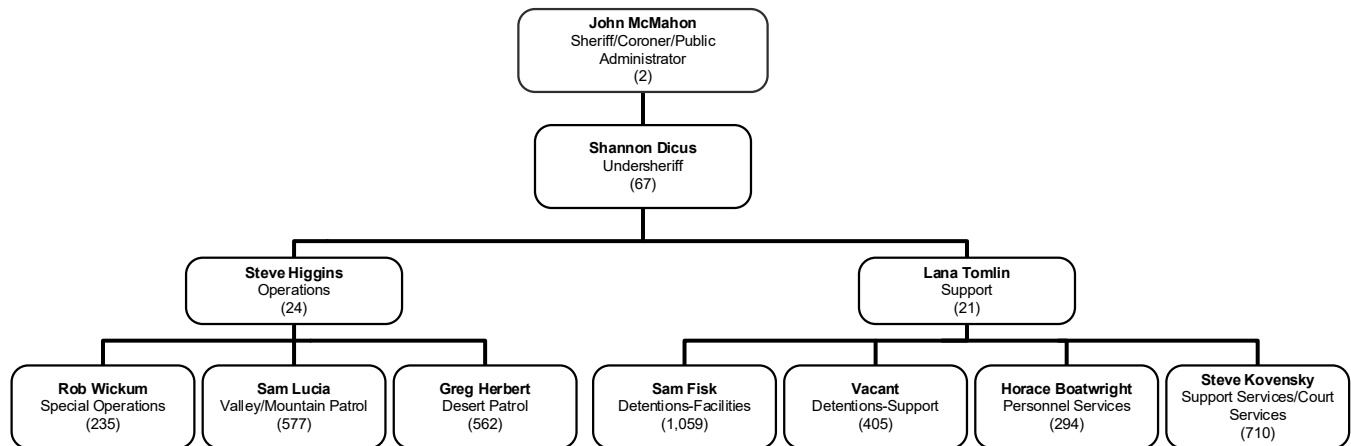
John McMahon

DEPARTMENT MISSION STATEMENT

The Sheriff/Coroner/Public Administrator provides professional public safety services to residents and visitors of San Bernardino County so they can be safe and secure in their homes and businesses.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Sheriff/Coroner/Public Administrator	259,509,234	184,579,538	74,929,696			1,875
Sheriff - Detentions	244,384,250	85,206,258	159,177,992			1,467
Sheriff - Law Enforcement Contracts	166,960,200	166,960,200				614
Total General Fund	670,853,684	436,745,996	234,107,688	0	0	3,956
Special Revenue Funds						
Special Revenue Funds - Consolidated	18,493,910	10,970,038		7,523,872		
Total Special Revenue Funds	18,493,910	10,970,038	0	7,523,872	0	0
Total - All Funds	689,347,594	447,716,034	234,107,688	7,523,872	0	3,956



2018-19 MAJOR ACCOMPLISHMENTS

- Contacted 1,600 homeless individuals under the Homeless Outreach and Proactive Enforcement (HOPE) Program of which 120 were connected with housing assistance. As the main source of outreach, HOPE has contributed to the 8% drop in homelessness in San Bernardino County since 2014.
- Acquired two additional patrol helicopters, replacing a total of six patrol helicopters in the fleet over three fiscal years, using one-time Proposition 172 half-cent sales tax reserve funding and Discretionary General Funding. This completes the Sheriff's helicopter replacement program which provides a modernized and more reliable fleet to provide patrol, search and rescue and other related law enforcement functions. The San Bernardino County Sheriff's Aviation Division is the premier aerial law enforcement entity in the County. The need for aerial support in law enforcement has heightened due to the inherent dangers associated with vehicular pursuits. Using aircrafts in lieu of patrol units on the ground minimizes the risk for everyone involved.
- Partnered with 5 Keys Schools and Programs to offer high school diplomas and English as a Second Language (ESL) classes to inmates. In 2016-17, the classes were offered at two facilities: Glen Helen Rehabilitation Center (GHRC) and West Valley Detention Center (WVDC). During the first year, 15 student inmates met all graduation requirements and received their high school diplomas. In 2017-18, 17 students received their high school diplomas. In 2018-19, the program expanded to the High Desert Detention Center (HDDC) and Central Detention Center (CDC), with 3 graduates and an additional 13 students on the "potential graduate" list. In addition, 2 former WVDC student inmates are expected to graduate at one of the San Bernardino County Probation school sites.
- Spent \$1.0 million to increase police presence throughout the County, to be reimbursed from the Board-approved Countywide Crime Suppression Reserve. The increased police presence resulted in the recovery of 480 firearms and 28 stolen vehicles, the seizure of approximately 863 pounds of narcotics, and the arrest of 960 individuals, of which 568 were charged with felony offenses.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	1,434	1,000	1,600	1,700
STRATEGY	Balance proactive outreach with enforcement of the law.					
STRATEGY	Utilize Sheriff's H.O.P.E. (Homeless Outreach and Proactive Enforcement) Team to connect homeless individuals with resources.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		NEW Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 in-custody individuals enrolled in a high school completion program.	N/A	N/A	N/A	500
STRATEGY	Increase overall proficiency in math, workplace reading, writing, speaking, and listening to justice-involved individuals.					
STRATEGY	Provide high school completion program to justice-involved individuals.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		NEW Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 trainings provided to County employees.	N/A	N/A	N/A	5,000
STRATEGY	The Office of County Safety and Security (OCSS) provides online and in-person training opportunities to all San Bernardino County employees.					
STRATEGY	OCSS conducts weekly presentations on workplace violence and active shooter awareness to frontline employees, supervisors, and managers from all departments within the County.					
STRATEGY	OCSS also offers onsite training at any County facility, with the capability of hosting 25 or more attendees.					



Sheriff/Coroner/Public Administrator

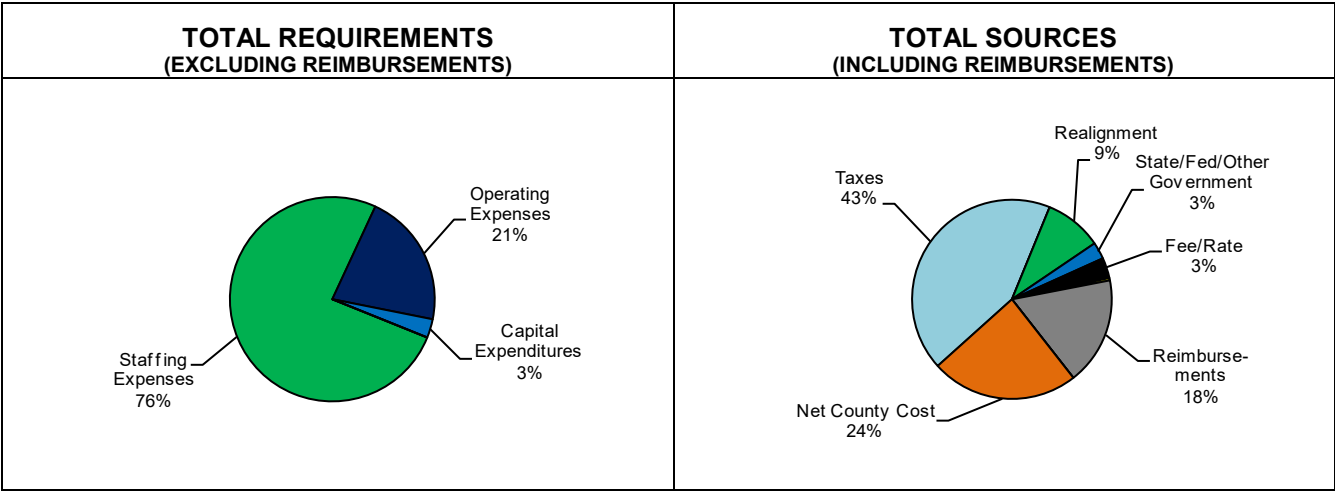
DESCRIPTION OF MAJOR SERVICES

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's unincorporated areas.

The department's general law enforcement mission is carried out through the operation of 10 County stations and a centralized headquarters, using basic crime and narcotics investigations, a crime laboratory and identification bureau, central records, two dispatch communication centers, and an aviation division for general patrol and search and 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 the estates of deceased persons with whom no executor was appointed. The Court Services Civil Division oversees the imposition of court-ordered settlements and provides security to courtrooms in the San Bernardino Superior Court system. The department is also mandated to perform search and rescue operations within the County through its mountain rescue, desert rescue, swift water, and dive team units. These functions are performed primarily by trained volunteers and reserve deputies, and administered by the Sheriff's Volunteer Unit.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$314,392,680
Total Sources (Incl. Reimb.)	\$239,462,984
Net County Cost	\$74,929,696
Total Staff	1,875
Funded by Net County Cost	24%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice DEPARTMENT: Sheriff/Coroner/Public Administrator FUND: General				BUDGET UNIT: 443 1000 FUNCTION: Public Protection ACTIVITY: Police Protection			
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	207,991,686	220,384,848	226,291,935	240,940,389	240,296,710	237,915,060	(3,025,329)
Operating Expenses	54,945,424	56,255,892	55,284,868	67,309,030	63,754,164	66,681,724	(627,306)
Capital Expenditures	7,600,790	16,355,585	20,363,691	22,777,751	20,397,450	9,295,896	(13,481,855)
Total Exp Authority	270,537,900	292,996,325	301,940,494	331,027,170	324,448,324	313,892,680	(17,134,490)
Reimbursements	(38,028,260)	(44,841,059)	(46,857,300)	(51,476,357)	(50,559,714)	(54,883,446)	(3,407,089)
Total Appropriation	232,509,640	248,155,266	255,083,194	279,550,813	273,888,610	259,009,234	(20,541,579)
Operating Transfers Out	4,326,991	71,221	173,652	750,523	617,633	500,000	(250,523)
Total Requirements	236,836,631	248,226,487	255,256,846	280,301,336	274,506,243	259,509,234	(20,792,102)
Sources							
Taxes	115,360,000	118,370,000	130,149,162	136,205,839	135,305,839	134,400,000	(1,805,839)
Realignment	27,903,518	30,153,784	28,948,650	29,263,113	29,263,113	29,263,113	0
State/Fed/Other Government	8,107,584	7,086,828	7,745,923	8,408,953	7,192,640	8,853,043	444,090
Fee/Rate	7,253,971	7,923,843	9,445,487	9,843,609	9,389,720	10,445,249	601,640
Other Revenue	1,748,926	1,989,203	1,679,833	1,895,000	1,143,397	1,195,000	(700,000)
Total Revenue	160,373,999	165,523,658	177,969,055	185,616,514	182,294,709	184,156,405	(1,460,109)
Operating Transfers In	506,486	535,933	179,428	706,244	311,848	423,133	(283,111)
Total Financing Sources	160,880,485	166,059,591	178,148,483	186,322,758	182,606,557	184,579,538	(1,743,220)
Net County Cost	75,956,146	82,166,896	77,108,363	93,978,578	91,899,686	74,929,696	(19,048,882)
Budgeted Staffing*	1,701	1,745	1,772	1,874	1,874	1,875	1

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$259.5 million include the costs of providing patrol and general law enforcement services for the County's unincorporated areas including Coroner and Court Services. Costs related to the following administrative support divisions are also included: Automotive, Bureau of Administration, Office of County Safety and Security, Civil Liabilities, Criminal Intelligence, Employee Resources, Internal Affairs, Records, Technical Services, Training (Basic Academy, Emergency Vehicle Operations Center, Range, Advanced Officer and Contract Training), Specialized Investigations, Aviation, Bomb & Arson, Communications, Public Gathering, Search and Rescue, Aviation Services and the Inland Regional Narcotics Enforcement Team (IRNET).

Operations are funded by a variety of Sources, the most significant of which are listed below:

- \$134.4 million in Proposition 172 half-cent sales tax revenue.
- \$74.9 million in Net County Cost (Discretionary General Funding).
- \$55.0 million in Reimbursements (primarily from the department's law enforcement contracts).
- \$29.3 million from the state for providing court security services (Public Safety Realignment).
- \$10.4 million in Fee/Rate revenue for providing an array of law enforcement services.
- \$6.4 million in state and federal grants.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$20.8 million due to a \$13.5 million decrease in Capital Expenditures, which reflects a one-time purchase of two replacement patrol helicopters in the prior fiscal year, funded by Net County Cost (Discretionary General Funding) in the amount of \$12.0 million. Staffing Expenses are decreasing by \$3.0 million primarily due to a decrease in retirement costs, employee group insurance costs, and a one-time adjustment in 2018-19 from the County's Labor Reserve. Additionally, Reimbursements are increasing by \$3.4 million, which are mostly from the Sheriff - Law Enforcement Contracts budget unit to fund its share of dispatch services, vehicle patrol equipment and services and supplies for dual operations stations.

Sources are decreasing by \$1.7 million primarily due to a one-time allocation of \$1.8 million from the Proposition 172 half-cent sales tax reserve which was used to fund a pilot program for Transcription Services and the new Inform Reporting System in the prior fiscal year. This decrease is partially offset by anticipated increase in State/Fed/Other Government revenue of various grant funding. Revenue generated from the County's fee ordinance was historically included in Other Revenue, and will now be included in Fee/Rate revenue. The department's Net County Cost (Discretionary General Funding) allocation is decreasing by \$19.0 million due to reductions in retirement costs and a one-time allocation for the purchase of two helicopters in the prior fiscal year.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Sheriff	2	0	0	0	2	0	2
Undersheriff	63	1	0	0	64	4	60
Assistant Sheriff - Operations	23	0	0	1	24	4	20
Assistant Sheriff - Support	21	0	0	0	21	1	20
Special Operations	234	0	(1)	2	235	16	219
Valley Mountain Patrol	231	0	0	2	233	4	229
Desert Patrol	308	0	0	(16)	292	12	280
Personnel Services	298	1	0	(5)	294	51	243
Support Services/Court Services	694	0	0	16	710	68	642
Total	1,874	2	(1)	0	1,875	160	1,715

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$237.9 million fund 1,875 budgeted positions of which 1,715 are regular positions (986 safety) and 160 are limited term positions. This includes an increase of 1 net budgeted position. The department added 1 Facilities Project Manager which was deleted from the Sheriff - Detentions budget unit, deleted 1 Sheriff's Detective/Corporal position and added 1 Deputy Sheriff position to collaborate with the Department of Behavioral Health for the Homeless Mentally Ill Outreach and Proactive Enforcement Program in the High Desert, which is funded by Reimbursements from the Department of Behavioral Health.



Sheriff - Detentions

DESCRIPTION OF MAJOR SERVICES

Penal Code Section 4000 designates the Sheriff to manage the County's detention facilities for the following uses: detention of persons committed in order to secure their attendance as witnesses in criminal cases; detention of persons charged with crime and committed for trial; confinement of persons for contempt, or upon civil process, or by other authority of law; confinement of persons sentenced to imprisonment upon conviction of a crime; or violation of the terms and condition of post release community supervision.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$251,236,373
Total Sources (Incl. Reimb.)	\$92,058,381
Net County Cost	\$159,177,992
Total Staff	1,467
Funded by Net County Cost	63%

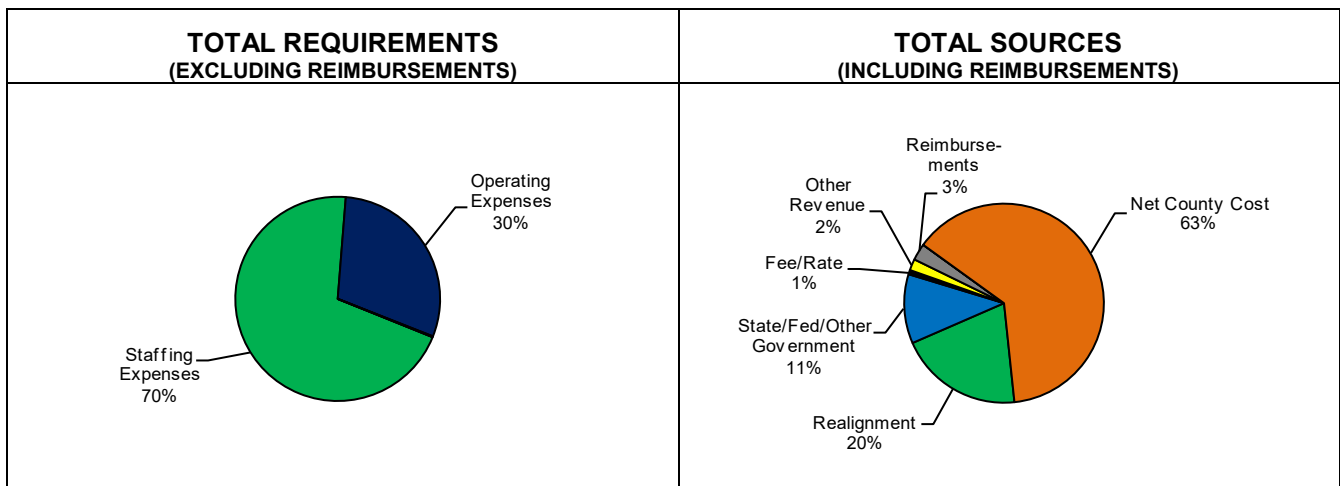
The San Bernardino County Sheriff operates four Type I and four Type II detention facilities. The Type II detention facilities currently have a total maximum inmate capacity of 6,769, and include West Valley Detention Center, Central Detention Center, High Desert Detention Center and the Glen Helen Rehabilitation Center to house both pre-trial inmates and 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 (AB 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 bed increase of 1,392 upon full operations of the facility.

On April 21, 2015, the California Department of State Hospitals entered into a contract with the department to administer the Jail Based Competency Treatment Program (JBCT) and provide inmates from counties, including San Bernardino, with restoration of competency treatment services similar to those provided in state mental hospitals. The contract provides access to portions of the West Valley Detention Center (WVDC) for up-to 126 patient inmates.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice DEPARTMENT: Sheriff/Coroner/Public Administrator FUND: General				BUDGET UNIT: 442 1000 FUNCTION: Public Protection ACTIVITY: Detention and Corrections			
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	137,828,336	150,396,816	164,024,054	176,653,420	177,636,146	176,244,697	(408,723)
Operating Expenses	52,737,461	59,071,945	65,514,361	70,687,959	70,316,188	74,666,676	3,978,717
Capital Expenditures	479,899	1,735,752	235,226	551,000	426,000	325,000	(226,000)
Total Exp Authority	191,045,696	211,204,513	229,773,641	247,892,379	248,378,334	251,236,373	3,343,994
Reimbursements	(3,381,506)	(5,987,092)	(6,931,193)	(6,831,942)	(6,830,212)	(6,852,123)	(20,181)
Total Appropriation	187,664,190	205,217,421	222,842,448	241,060,437	241,548,122	244,384,250	3,323,813
Operating Transfers Out	878,428	780,357	75,975	2,541,271	2,491,271	0	(2,541,271)
Total Requirements	188,542,618	205,997,778	222,918,423	243,601,708	244,039,393	244,384,250	782,542
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	39,934,042	42,597,598	46,711,870	51,251,259	51,251,259	50,545,132	(706,127)
State/Fed/Other Government	17,206,459	19,100,357	26,762,774	28,107,950	36,238,066	28,263,045	155,095
Fee/Rate	8,733	29,446	794	0	0	1,782,000	1,782,000
Other Revenue	5,669,406	5,852,145	5,333,450	6,959,378	5,231,730	4,616,081	(2,343,297)
Total Revenue	62,818,639	67,579,546	78,808,888	86,318,587	92,721,055	85,206,258	(1,112,329)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	62,818,639	67,579,546	78,808,888	86,318,587	92,721,055	85,206,258	(1,112,329)
Net County Cost	125,723,979	138,418,232	144,109,535	157,283,121	151,318,338	159,177,992	1,894,871
Budgeted Staffing*	1,419	1,434	1,451	1,472	1,472	1,467	(5)

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$244.4 million represent the cost to staff and operate the County's detention facilities. This includes food services division costs 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 200,000 inmates annually primarily for court appearances. The most significant sources of funding for this budget unit are as follows:

- \$159.2 million of Net County Cost (Discretionary General Funding).
- \$50.5 million of Public Safety Realignment Funding (AB 109).
- \$18.0 million from a contract with the California Department of State Hospitals for the JBCT Program.
- \$8.0 million from the United States Marshals Service for housing federal inmates.
- \$4.3 million from the Inmate Welfare Fund.
- \$3.5 million in Reimbursements from the Department of Behavioral Health for the Comprehensive Mental Health Service Program.
- \$2.8 million in Reimbursements from the Department's Local Detention Facility Revenue budget unit.
- \$2.0 million from state funded programs.
- \$1.0 million from charging inmates for electronic monitoring.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$782,542 due to an increase in Operating Expenses of \$4.0 million primarily due to increased risk management liability premiums and medical service contracts. These increased costs are partially offset by a decrease in Operating Transfers Out of \$2.5 million due to the advance payments made to the Real Estate Services Department Project Management Division for various Capital Improvement Projects in the prior fiscal year.



Sources are decreasing by \$1.1 million primarily due to the recognition of one-time AB 109 funding for various projects and Capitalized Expenditures in the prior year. A decrease of \$525,476 from the Inmate Welfare Fund is due to the deletion of 9 vacant positions. Revenue generated from the County's fee ordinance was historically included in Other Revenue, and will now be included in Fee/Rate revenue. The department's Net County Cost (Discretionary General Funding) allocation is increasing by \$1.9 million primarily to fund increased risk management liability premiums and increases in central services.

2019-20 POSITION SUMMARY*

Division	2018-19					2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular	
Detentions - Facilities	1,469	0	(10)	(400)	1,059	2	1,057	
Detentions - Support	0	5	0	400	405	47	358	
Undersheriff	3	0	0	0	3	0	3	
Total	1,472	5	(10)	0	1,467	49	1,418	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$176.2 million fund 1,467 budgeted positions of which 1,418 (654 safety) are regular positions and 49 are limited term positions. This includes a decrease of 5 net budgeted positions.

A total of 5 Correctional Nurse II positions have been added to adequately meet requirements of the JBCT Program expansion.

A total of 9 vacant positions have been deleted from the Inmate Welfare Program in preparation for a possible reduction in revenue for the Inmate Welfare Fund:

- 2 Correctional Nurse II
- 2 Sheriff's Cook II
- 1 Licensed Vocational Nurse II-Corrections
- 1 Social Worker II
- 1 Safety Unit Extra Help
- 1 Contract Sheriff Instructional Landscaping Specialist
- 1 Contract Print Shop Supervisor

Also reflected is the deletion of 1 Facilities Project Manager which was added to the Sheriff/Coroner/Public Administrator budget unit.



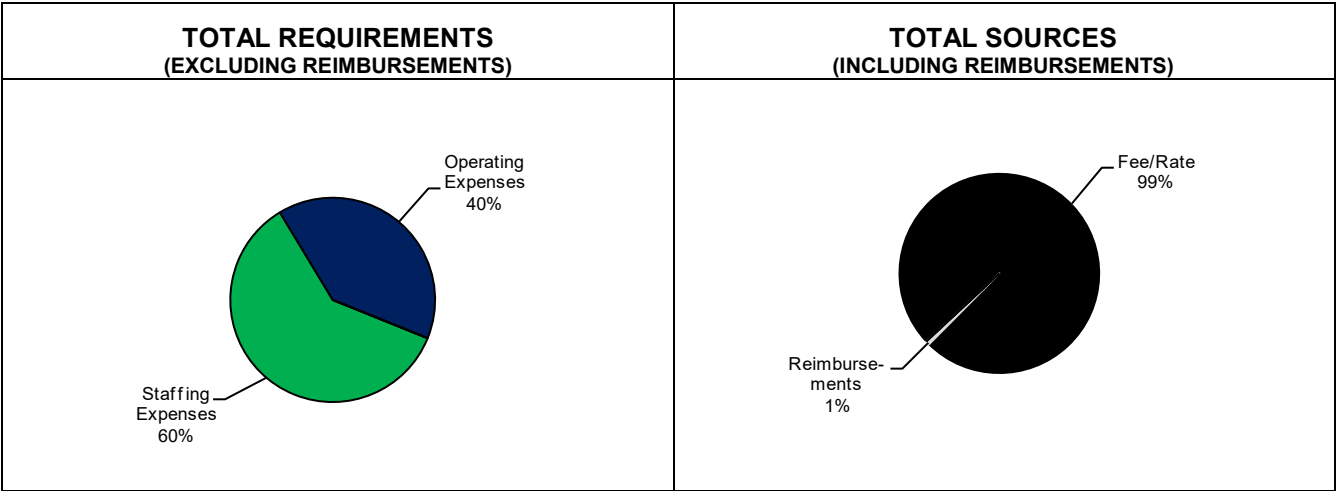
Sheriff – Law Enforcement Contracts

DESCRIPTION OF MAJOR SERVICES

The Sheriff/Coroner/Public Administrator 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 their citizens while maintaining seamless cooperation between cities and County stations. This results in a more effective and efficient broad-based law enforcement environment.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$168,030,857
Total Sources (Incl. Reimb.)	\$168,030,857
Net County Cost	\$0
Total Staff	614
Funded by Net County Cost	0%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice DEPARTMENT: Sheriff/Coroner/Public Administrator FUND: General			BUDGET UNIT: 441 1000 FUNCTION: Public Protection ACTIVITY: Police Protection			
	2015-16	2016-17	2017-18	(A) 2018-19	(B) 2018-19	(B-A) 2019-20
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget Change From Prior Year Modified Budget
Requirements						
Staffing Expenses	84,294,645	89,262,163	94,989,968	101,287,293	99,631,916	101,258,280 (29,013)
Operating Expenses	48,110,090	54,363,749	55,770,229	62,317,901	62,048,995	66,772,577 4,454,676
Capital Expenditures	0	0	0	0	0	0 0
Total Exp Authority	132,404,735	143,625,912	150,760,197	163,605,194	161,680,911	168,030,857 4,425,663
Reimbursements	(189,658)	(773,119)	(1,079,161)	(1,312,452)	(1,312,452)	(1,070,657) 241,795
Total Appropriation	132,215,077	142,852,793	149,681,036	162,292,742	160,368,459	166,960,200 4,667,458
Operating Transfers Out	0	0	0	0	0	0 0
Total Requirements	132,215,077	142,852,793	149,681,036	162,292,742	160,368,459	166,960,200 4,667,458
Sources						
Taxes	0	0	0	0	0	0 0
Realignment	0	0	0	0	0	0 0
State/Fed/Other Government	0	0	0	0	0	0 0
Fee/Rate	132,481,136	142,984,758	149,683,953	162,292,742	160,368,459	166,960,200 4,667,458
Other Revenue	1,512	6,457	1,060	0	0	0 0
Total Revenue	132,482,648	142,991,215	149,685,013	162,292,742	160,368,459	166,960,200 4,667,458
Operating Transfers In	0	0	0	0	0	0 0
Total Financing Sources	132,482,648	142,991,215	149,685,013	162,292,742	160,368,459	166,960,200 4,667,458
Net County Cost	(267,571)	(138,422)	(3,977)	0	0	0 0
Budgeted Staffing*	582	589	595	597	597	614 17

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$167.0 million primarily include the following:

- Staffing Expenses of \$101.3 million for 614 budgeted law enforcement and professional staff assigned to stand-alone operations serving as city police departments.
- Operating Expenses of \$66.8 million primarily include \$5.5 million in COWCAP charges, \$9.1 million in risk management liability premiums, \$2.5 million in vehicle fuel and maintenance charges, \$1.0 million in radio access and maintenance charges, \$1.1 million in central services charges, and \$1.8 million for replacement costs of radio and vehicle equipment as well as computer hardware and software. Operating Expenses also include transfers to the Sheriff/Coroner/Public Administrator General Fund budget unit for the following:
 - \$27.2 million for services from County stations for smaller city operations (dual operations).
 - \$7.3 million for dispatch services.
 - \$3.1 million for training costs.
 - \$3.6 million for patrol vehicles.
 - \$1.3 million for patrol vehicle equipment.
 - \$1.2 million for office automation services and supplies.
 - \$732,156 for administrative support.
- Reimbursements of \$1.1 million from the Sheriff/Coroner/Public Administrator General Fund budget unit represent a credit to the cities of Chino Hills, Rancho Cucamonga and Yucaipa for delivering law enforcement services to portions of the unincorporated area of the West End and Yucaipa. This allows for a shorter response time to calls for service while maintaining the quality of service and proper supervision.

Sources of \$167.0 million represent law enforcement contract revenues from 14 cities/towns and the San Manuel Band of Mission Indians.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$4.7 million due to increases in Operating Expenses for risk management liability premiums, and transfers to the Sheriff/Coroner/Public Administrator General Fund budget unit for dispatch services, patrol vehicle equipment, and services and supplies for dual operations stations.

Sources are increasing by \$4.7 million to reflect additional revenue from law enforcement contracts to fund the increased cost of services provided.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Valley/Mountain Patrol	334	10	0	0	344	0	344
Desert Patrol	263	7	0	0	270	0	270
Total	597	17	0	0	614	0	614

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$101.3 million fund 614 budgeted regular positions.

Staffing changes include the addition of 17 positions with no increase in Staffing Expenses, as these positions will be held vacant, pending potential amendments to law enforcement contracts which will be brought to the Board for approval. The establishment of these positions will enable the department to expeditiously honor requests for additional law enforcement services throughout the year.

- 10 Deputy Sheriff
- 2 Sheriff's Detective/Corporal
- 5 Sheriff's Sergeant



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

Total Requirements (Excl. Reimb.)	\$18,564,318
Total Sources (Incl. Reimb.)	\$11,040,446
Use of/ (Contribution to) Fund Balance	\$7,523,872
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 Section 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 are used to fund the Sheriff/Coroner/Public Administrator's Drug Use is Life Abuse (DUILA), 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 programs 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. In addition, the task force provides statistical and financial reports to the State Controller and California Highway Patrol as required by AB767 enacted in 2013. This budget unit accounts for vehicle registration assessments, per Vehicle Code (VC) 9250.14, and is 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, while incoming 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 the General Fund budget unit Staffing Expenses. This program is funded by joint trust contributions by all local contracting municipal agencies and vehicle registration fees per Vehicle Code (VC) 9250.19. Staffing Expenses for positions assigned to the CAL-ID Program are transferred to the Sheriff/Coroner/Public Administrator's General Fund budget unit.

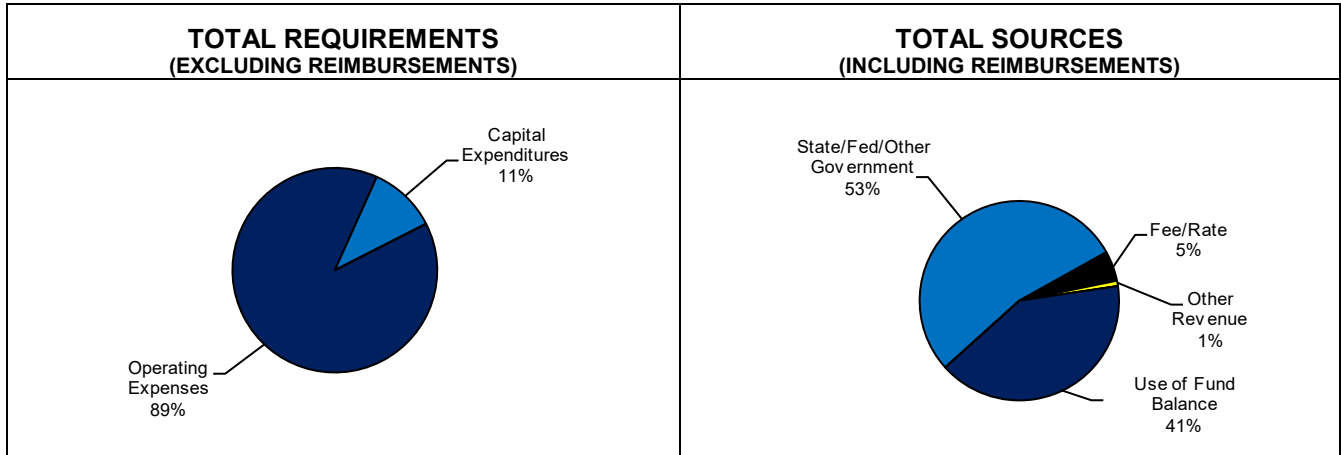
Court Services Auto accounts for processing court fees collected per Government Code Section 26746, which are used to supplement the County's cost for vehicle replacement in addition to equipment, maintenance, and civil process operations associated with court services.

Court Services Tech accounts for processing court fees collected per Government Code Section 26731, which are used for automated equipment necessary to operate court services.

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 with the intended purpose of operating, renovating, remodeling, or constructing local detention facilities.



2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Law & Justice
DEPARTMENT: Sheriff/Coroner/Public Administrator
FUND: Consolidated Special Revenue

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Police Protection

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	13,876,798	14,821,543	13,018,335	17,154,036	11,400,819	16,565,416	(588,620)
Capital Expenditures	2,661,138	2,281,832	885,024	6,053,189	3,721,342	1,998,902	(4,054,287)
Total Exp Authority	16,537,936	17,103,375	13,903,359	23,207,225	15,122,161	18,564,318	(4,642,907)
Reimbursements	(63,226)	(62,769)	(68,456)	(68,200)	(55,066)	(70,408)	(2,208)
Total Appropriation	16,474,710	17,040,606	13,834,903	23,139,025	15,067,095	18,493,910	(4,645,115)
Operating Transfers Out	3,073,735	575,984	770,633	292,825	269,664	0	(292,825)
Total Requirements	19,548,445	17,616,590	14,605,536	23,431,850	15,336,759	18,493,910	(4,937,940)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	15,072,853	18,098,948	11,205,567	11,804,185	11,142,018	9,909,045	(1,895,140)
Fee/Rate	855,969	709,058	0	1,000,000	970,241	900,000	(100,000)
Other Revenue	253,574	619,626	1,366,931	177,524	329,171	160,993	(16,531)
Total Revenue	16,182,396	19,427,632	12,572,498	12,981,709	12,441,430	10,970,038	(2,011,671)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	16,182,396	19,427,632	12,572,498	12,981,709	12,441,430	10,970,038	(2,011,671)
Fund Balance							
Use of/ (Contribution to) Fund Balance**	3,366,049	(1,811,042)	2,033,038	10,450,141	2,895,329	7,523,872	(2,926,269)
Available Reserves				2,012,321		2,043,261	30,940
Total Fund Balance				12,462,462		9,567,133	(2,895,329)
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 2019-20 RECOMMENDED BUDGET

2019-20					
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
IRNET Federal (Fund 2382)	464,507	8,000	456,507	0	0
IRNET State (Fund 2390)	888,771	205,000	683,771	0	0
Federal Seized Assets - DOJ (Fund 2384)	1,146,912	20,000	1,126,912	0	0
Federal Seized Assets - Treasury (Fund 2386)	1,566,407	12,000	1,554,407	0	0
State Seized Assets (Fund 2387)	1,386,813	507,500	879,313	0	0
Auto Theft Task Force (Fund 2385)	2,808,024	1,807,725	1,000,299	407,284	0
CAL-ID Program (Fund 2392)	4,932,772	4,731,263	201,509	0	0
Court Services Auto (Fund 2396)	636,488	504,500	131,988	250,056	0
Court Services Tech (Fund 2398)	1,901,466	412,300	1,489,166	1,385,921	0
Local Detention Facility Revenue (Fund 2400)	2,761,750	2,761,750	0	0	0
Total Special Revenue Funds	18,493,910	10,970,038	7,523,872	2,043,261	0

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

IRNET Federal: Requirements of \$464,507 consist of Operating Expenses which support law enforcement operations and investigations, training and education. Sources of \$8,000 include projected interest earnings on the current Fund Balance. To comply with federal guidelines, the department does not budget anticipated revenues in this budget unit.

Fund Balance of \$456,407 will be used for law enforcement operations which includes maintenance of the department's IRNET aircrafts and use of various investigative techniques used to combat and deter crime. The Guide to Equitable Sharing for State and Local Law Enforcement Agencies permits the expenses noted above.

IRNET State: Requirements of \$888,771 are comprised of Operating Expenses that sustain the department's narcotics task force IRNET. Sources of \$205,000 include anticipated state asset forfeiture funds and projected interest earnings. Fund Balance of \$683,771 will be used for various investigative techniques and the maintenance costs associated with the department's IRNET aircrafts. State forfeiture funds are distributed to the local law enforcement agency that participated in the seizure.

Federal Seized Assets (DOJ): Requirements of \$1.1 million include Operating Expenses of \$716,912 to support law enforcement operations and investigations and Capital Expenditures of \$430,000 for equipment and software purchases to maintain the department's technical infrastructure. Sources of \$20,000 include projected interest earnings on the current Fund Balance. To comply with federal guidelines, the department does not budget anticipated revenues in this budget unit.

Fund Balance of \$1,126,912 will be used for the purchase of computer software and hardware to ensure the department's technical infrastructure remains relevant. The Guide to Equitable Sharing for State and Local Law Enforcement Agencies permits the expenses noted above.



Federal Seized Assets (Treasury): Requirements of \$1.6 million support law enforcement operations and investigations. Sources of \$12,000 represent projected interest earnings. To comply with federal guidelines, the department does not budget anticipated revenues in this budget unit.

Fund Balance of \$1,554,407 will be used for the purchase of investigative equipment to enhance the department's ability to combat and deter crime and for maintenance of department aircraft used in narcotics related investigations. Additionally, funding will be used to purchase computer software and hardware to ensure the department's technical infrastructure remains relevant. The Guide to Equitable Sharing for State and Local Law Enforcement Agencies permits the expenditures noted above.

State Seized Assets: Requirements of \$1.4 million support continuous law enforcement investigation activity. Of this total, \$60,000 represents a transfer to the Sheriff/Coroner/Public Administrator's General Fund budget unit for public safety educator overtime and salaries. Additionally, \$1.3 million is associated with the department's aircraft maintenance agreement. Sources of \$507,500 include \$425,000 in anticipated state asset seizures, \$7,500 in projected interest earnings and an anticipated transfer of \$75,000 from the Evidence and Cash Trust Fund. Fund Balance of \$879,313 will be used to fund maintenance costs associated with the department's fleet of aircrafts.

State forfeiture funds are distributed to the local law enforcement agency that participated in the seizure. 15% 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, including Drug Use is Life Abuse (DUILA), Operation Clean Sweep, Gangs and Drugs Task Force and Public Safety Internship Program.

San Bernardino County Auto Theft Task Force (SANCATT): Requirements of \$2.8 million include \$1.9 million in 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. Requirements are partially offset by Reimbursements of \$70,408 from the District Attorney's office for the cost of one of these positions. Sources of \$1.8 million primarily represent vehicle registration fees and projected interest earnings. Fund Balance of \$1.0 million will be used to support costs associated with the operations of SANCATT as permitted by Vehicle Code Section 9250.14.

CAL-ID Program: Requirements of \$4.9 million include \$4.8 million in Operating Expenses, which support communications, travel, training and transfers to the Sheriff/Coroner/Public Administrator's General Fund budget unit for staffing costs of 36 personnel assigned to the program. Capital Expenditures of \$140,000 include one-time equipment and vehicle purchases. Sources of \$4.7 million are from the CAL-ID Program trust fund, which are derived from state assessed fingerprint fees, and directly offset all claimable costs. Fund Balance of \$201,509 will be used to support costs associated with the operations of the CAL-ID Program as permitted by Vehicle Code Section 9250.19.

Court Services Auto: Requirements of \$636,488 include Capital Expenditures of \$632,100 to replace vehicles and Operating Expenses of \$4,388 for vehicle maintenance. Sources of \$504,500 reflect the department's share of anticipated court fines and projected interest earnings. Fund Balance of \$131,988 will be used to fund the one-time purchase of replacement vehicles.

Per Government Code Section 26746, Fund Balance shall be expended to supplement the County's cost for vehicle fleet replacement, equipment and maintenance and civil process operations.

Court Services Tech: Requirements of \$1.9 million include Operating Expenses of \$1.1 million for computer software and software maintenance and Capital Expenditures of \$796,802 for one-time purchases of computer equipment and software upgrades. When the Sheriff's Civil Services Division serves various court writs, they receive a portion of the fees. Sources of \$412,300 primarily represent the department's share of anticipated court fines. Fund Balance of \$1.5 million will be used 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 and as permitted by Government Code Section 26731.



Local Detention Facility Revenue: Requirements of \$2.8 million represent transfers to the Sheriff – Detentions 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.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$4.9 million, resulting primarily from the following:

- IRNET Federal Requirements are decreasing by \$401,661 due to the department's limitation to only budget revenue after funds have been received per the Guide to Equitable Sharing for State and Local Law Enforcement Agencies as well as federal guidelines.
- Federal Seized Assets (DOJ) Requirements are decreasing by \$4.6 million due to the department's limitation to only budget revenue after funds have been received per the Guide to Equitable Sharing for State and Local Law Enforcement Agencies, as well as federal guidelines.
- Federal Seized Assets – Treasury Requirements are increasing by \$374,788 due to its support of IRNET operations and the department's technical infrastructure.
- IRNET State Requirements are decreasing by \$1.1 million due to the variability of asset forfeiture revenue.
- State Seized Assets Requirements are increasing by \$556,253 due to one-time costs for law enforcement operations.

Sources are decreasing by \$2.0 million due to ongoing changes to both the federal and state asset forfeiture funds. To comply with the Guide to Equitable Sharing for State and Local Law Enforcement Agencies as well as federal guidelines, the department can only budget revenue for IRNET Federal, Federal Seized Assets (DOJ) and Federal Asset Forfeiture – Treasury funds after the revenue is received. It is likely the department will return to the Board of Supervisors in a future quarterly budget report to increase revenue as federal forfeiture revenue is received throughout the fiscal year.

ANALYSIS OF FUND BALANCE

Historically, the department has used Fund Balance for one-time law enforcement expenditures. Such one-time expenditures have included various detention facility and training academy improvements and the purchase of law enforcement equipment and vehicles.

Various laws and program guidelines governing the special revenue funds require the use of the Fund Balance to supplement law enforcement operations as well as to purchase various law enforcement vehicles and equipment. Additionally, the department uses Fund Balance for overtime costs of officers involved in law enforcement investigations as permitted by federal asset forfeiture program guidelines.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.





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**OPERATIONS AND COMMUNITY SERVICES
SUMMARY**

<u>GENERAL FUND</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Net County Cost</u>	<u>Staffing</u>
COMMUNITY SERVICES					
COMMUNITY SERVICES ADMINISTRATION	325	325,405	0	325,405	4
AGRICULTURE/WEIGHTS AND MEASURES					
AGRICULTURE/WEIGHTS AND MEASURES	329	8,041,739	6,211,100	1,830,639	70
AIRPORTS					
AIRPORTS	336	5,059,323	5,059,323	0	23
COUNTY MUSEUM					
COUNTY MUSEUM	357	3,762,429	531,800	3,230,629	18
LAND USE SERVICES					
ADMINISTRATION	365	589,625	0	589,625	16
PLANNING	370	6,506,293	2,000,000	4,506,293	39
BUILDING AND SAFETY	373	7,887,519	6,315,000	1,572,519	41
CODE ENFORCEMENT	376	9,500,338	4,199,664	5,300,674	60
FIRE HAZARD ABATEMENT	379	0	0	0	0
LAND DEVELOPMENT	381	0	0	0	0
PUBLIC WORKS					
SURVEYOR	383	3,766,398	3,116,000	650,398	25
REAL ESTATE SERVICES					
ADMINISTRATION AND FINANCE	409	0	0	0	22
RENTS AND LEASES	415	1,087,324	1,087,324	0	0
COURTS PROPERTY MANAGEMENT	417	1,835,186	1,835,186	0	0
PROJECT MANAGEMENT DIVISION	421	0	0	0	22
LEASING AND ACQUISITION DIVISION	424	1,810,095	1,810,095	0	20
FACILITIES MANAGEMENT DIVISION	427	21,014,321	20,806,321	208,000	117
UTILITIES	430	19,708,384	390,445	19,317,939	2
REGIONAL PARKS					
REGIONAL PARKS	433	9,794,028	7,714,850	2,079,178	205
REGISTRAR OF VOTERS	442	16,527,708	1,540,464	14,987,244	58
TOTAL GENERAL FUND		117,216,115	62,617,572	54,598,543	742

<u>SPECIAL REVENUE FUNDS</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Staffing</u>
AGRICULTURE/WEIGHTS AND MEASURES:					
CALIFORNIA GRAZING	334	159,589	2,500	157,089	0
AIRPORTS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	341	10,616,723	9,577,800	1,038,923	0
COUNTY LIBRARY- CONSOLIDATED	350	20,888,589	19,446,406	1,442,183	327
PUBLIC WORKS DEPARTMENT:					
SURVEYOR					
MONUMENT PRESERVATION	390	80,000	80,000	0	0
TRANSPORTATION					
SPECIAL REVENUE FUNDS - CONSOLIDATED	392	152,728,455	130,401,200	22,327,255	359
FLOOD CONTROL DISTRICT					
SPECIAL REVENUE FUNDS - CONSOLIDATED	401	138,220,449	96,642,607	41,577,842	181
REAL ESTATE SERVICES:					
CHINO AGRICULTURAL PRESERVE	419	5,222,568	1,048,716	4,173,852	0
REGIONAL PARKS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	438	7,363,589	6,397,641	965,948	0
TOTAL SPECIAL REVENUE FUNDS		335,279,962	263,596,870	71,683,092	867



**OPERATIONS AND COMMUNITY SERVICES
SUMMARY CONTINUED**

<u>ENTERPRISE FUNDS</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Net Position</u>	<u>Staffing</u>
AIRPORTS:					
CSA 60 APPLE VALLEY AIRPORT	344	3,111,015	3,132,378	(21,363)	0
CSA 60 APPLE VALLEY AIRPORT-CIP	347	2,598,726	1,221,686	1,377,040	0
COUNTY MUSEUM:					
MUSEUM STORE	362	169,362	92,500	76,862	4
PUBLIC WORKS DEPARTMENT:					
<u>SOLID WASTE MANAGEMENT</u>					
ENTERPRISE FUNDS - CONSOLIDATED	397	131,847,207	97,762,353	34,084,854	92
TOTAL ENTERPRISE FUNDS		<u>137,726,310</u>	<u>102,208,917</u>	<u>35,517,393</u>	<u>96</u>
<u>INTERNAL SERVICE FUND</u>				<u>Use of (Contribution to) Net Position</u>	<u>Staffing</u>
SAN BERNARDINO COUNTY FLOOD CONTROL DISTRICT:					
FLOOD CONTROL EQUIPMENT	406	5,317,350	3,727,500	1,589,850	0
TOTAL INTERNAL SERVICES FUND		<u>5,317,350</u>	<u>3,727,500</u>	<u>1,589,850</u>	<u>0</u>



COMMUNITY SERVICES

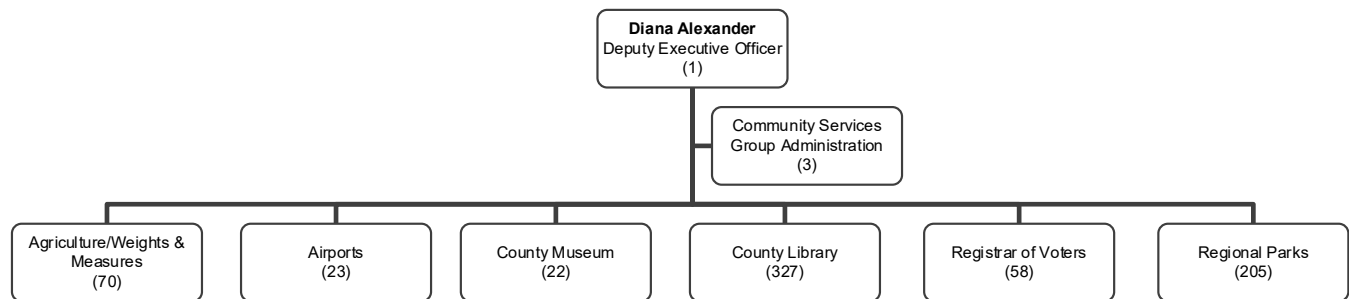
Diana Alexander

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



2019-20 SUMMARY OF BUDGET UNITS

2019-20						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Community Services Group Administration	325,405	0	325,405			4
Agriculture/Weights and Measures	8,041,739	6,211,100	1,830,639			70
Airports	5,059,323	5,059,323	0			23
County Museum	3,762,429	531,800	3,230,629			18
Regional Parks	9,794,028	7,714,850	2,079,178			205
Registrar of Voters	16,527,708	1,540,464	14,987,244			58
Total General Fund	43,510,632	21,057,537	22,453,095	0	0	378
Special Revenue Funds						
California Grazing	159,589	2,500		157,089		0
Airports - Consolidated	10,616,723	9,577,800		1,038,923		0
County Library - Consolidated	20,888,589	19,446,406		1,442,183		327
Regional Parks - Consolidated	7,363,589	6,397,641		965,948		0
Total Special Revenue Funds	39,028,490	35,424,347	0	3,604,143	0	327
Enterprise Funds						
CSA 60 - Apple Valley Airport - Operations	3,111,015	3,132,378			(21,363)	0
CSA 60 - Apple Valley Airport - Capital Improvement Program	2,598,726	1,221,686			1,377,040	0
Museum Store	169,362	92,500			76,862	4
Total Enterprise Funds	5,879,103	4,446,564	0	0	1,432,539	4
Total - All Funds	88,418,225	60,928,448	22,453,095	3,604,143	1,432,539	709

The Community Services Group includes the following six departments: Agriculture/Weights and Measures, Airports, County Library, County Museum, Regional Parks, and Registrar of Voters. The 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.



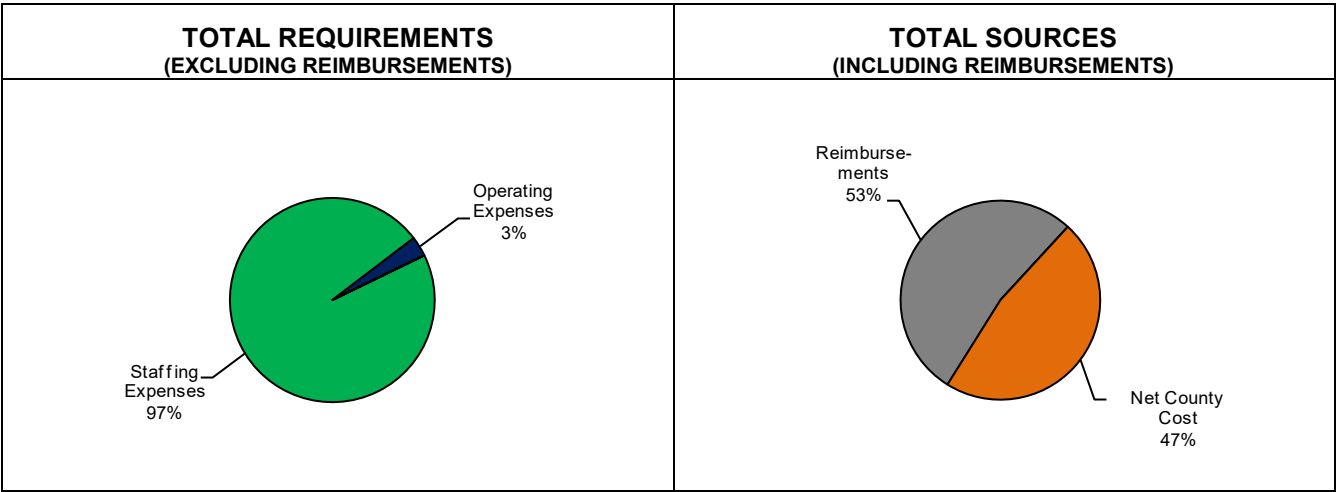
Community Services Group Administration

DESCRIPTION OF MAJOR SERVICES

The Community Services Group (CSG) Administration provides administrative support in the areas on communications, finance, human resources and operations, to the following six departments under the CSG umbrella: Agriculture/Weights and Measures, Airports, Library, Museum, Regional Parks, and Registrar of Voters. CSG Administration is dynamic and envisions to provide a harmonious level of support to each CSG department as they increasingly impact their communities in a positive manner.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$691,287
Total Sources (Incl. Reimb.)	\$365,882
Net County Cost	\$325,405
Total Staff	4
Funded by Net County Cost	47%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Community Services Group
FUND: General

BUDGET UNIT: 115 1000
FUNCTION: General
ACTIVITY: Legislative & Admin

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	(A) <u>2018-19</u>	<u>2018-19</u>	(B) <u>2019-20</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	262,850	279,133	344,642	657,017	611,982	669,440	12,423
Operating Expenses	0	41	3,771	16,200	14,950	21,847	5,647
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	262,850	279,174	348,413	673,217	626,932	691,287	18,070
Reimbursements	0	(5,100)	(232,253)	(375,829)	(369,192)	(365,882)	9,947
Total Appropriation	262,850	274,074	116,160	297,388	257,740	325,405	28,017
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	262,850	274,074	116,160	297,388	257,740	325,405	28,017
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	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	262,850	274,074	116,160	297,388	257,740	325,405	28,017
Budgeted Staffing*	1	1	3	4	4	4	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$669,440 fund 4 positions that provide administrative support services to all six departments within CSG. Operating Expenses of \$21,847 primarily represent travel related expenses, software and equipment expenses, and Central Services charges. Reimbursements of \$365,882 from CSG departments fund Staffing and Operating Expenses for finance, communications, and payroll related services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$28,017. Staffing Expenses are increasing by \$12,423 due to negotiated salary increases. Operating Expenses are increasing by \$5,647 to account for increased operating charges from the following departments: Risk Management, Facilities Management, Real Estate Services Department, and Information Services Department; as well as increased Motor Pool Daily Rental for travel flexibility for the Communications Officer position. Reimbursements are decreasing by \$9,947 from CSG departments due to a decrease in Staffing Expenses for services provided.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Community Services Administration	4	0	0	0	4	0	4
Total	4	0	0	0	4	0	4

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$669,440 fund 4 regular positions. There are no staffing changes associated with this budget unit.



AGRICULTURE / WEIGHTS AND MEASURES

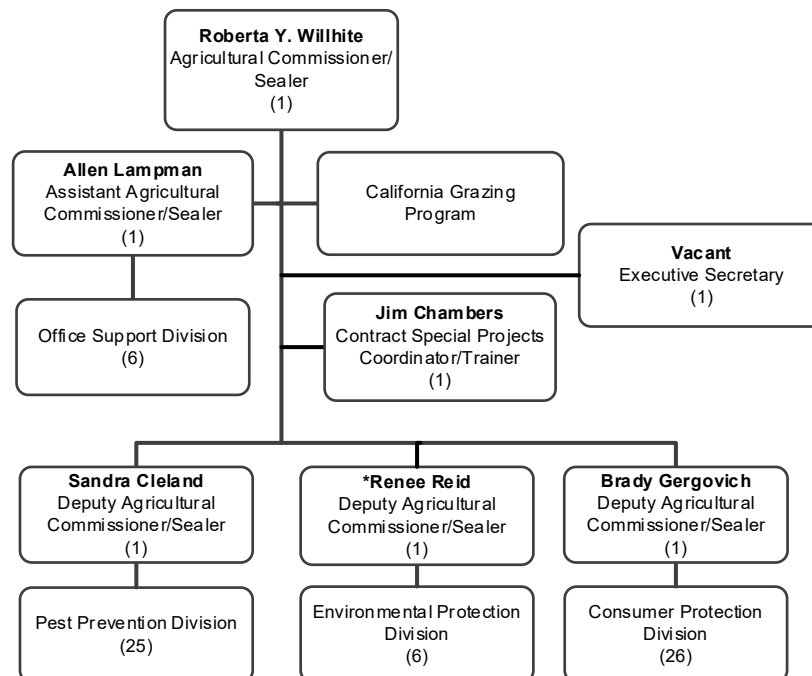
Roberta Y. Willhite

DEPARTMENT MISSION STATEMENT

The Department of Agriculture / Weights and 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



*In addition to managing the Environmental Protection Division, this Deputy Agricultural Commissioner/Sealer also supervises 7 Pest Prevention staff and 7 Consumer Protection staff.

2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Agriculture / Weights and Measures	8,041,739	6,211,100	1,830,639			70
Total General Fund	8,041,739	6,211,100	1,830,639	0	0	70
Special Revenue Funds						
California Grazing	159,589	2,500		157,089		0
Total Special Revenue Funds	159,589	2,500	0	157,089	0	0
Total - All Funds	8,201,328	6,213,600	1,830,639	157,089	0	70



2018-19 MAJOR ACCOMPLISHMENTS

- Performed 2,035 site visits to the US Post Office Distribution Center, parcel shipping terminals and other locations, inspected over 10,670 plant and quarantine shipments, rejected 80 shipments for various violations and intercepted 14 foreign pest species.
- Visited over 6,900 businesses that require inspections and issued over 1,490 Notices of Violation.
- Verified the accuracy of over 30,460 devices including all commercially used scales, motor fuel dispensers, LPG meters, taximeters, ambulance odometers and sub-metered electric, gas and water meters.
- Checked the price accuracy on over 33,600 items in an effort to achieve an overall price overcharge error rate of less than 2%. The measured error rate achieved was 0.8%.
- Inspected over 90,590 packaged items for accurate weight or measure of the net contents and rejected 1,269 packages, or 1.4% of the items inspected.
- Serviced over 138,000 exotic insect traps at an average of 11,500 traps per month under state grant (contract) agreements in an effort to detect unwanted foreign pests.
- Inspected over 1,030 individuals and companies for compliance with pesticide laws and regulations, including 183 headquarters safety inspections at pesticide company locations.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of registered devices inspected.	75%	80%	80%	80%
STRATEGY	Perform device inspections with a goal of inspecting a minimum of 75% of the devices (i.e. scales, gas pumps).					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Average number of monthly trap servings.	11,671	11,500	11,500	12,000
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 SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 pesticide company locations inspected.	81%	65%	75%	80%
STRATEGY	Partnering with State agencies, perform safety compliance inspections at Pesticide Companies with a target inspection goal of 65% of the locations.					



Agriculture / Weights and Measures

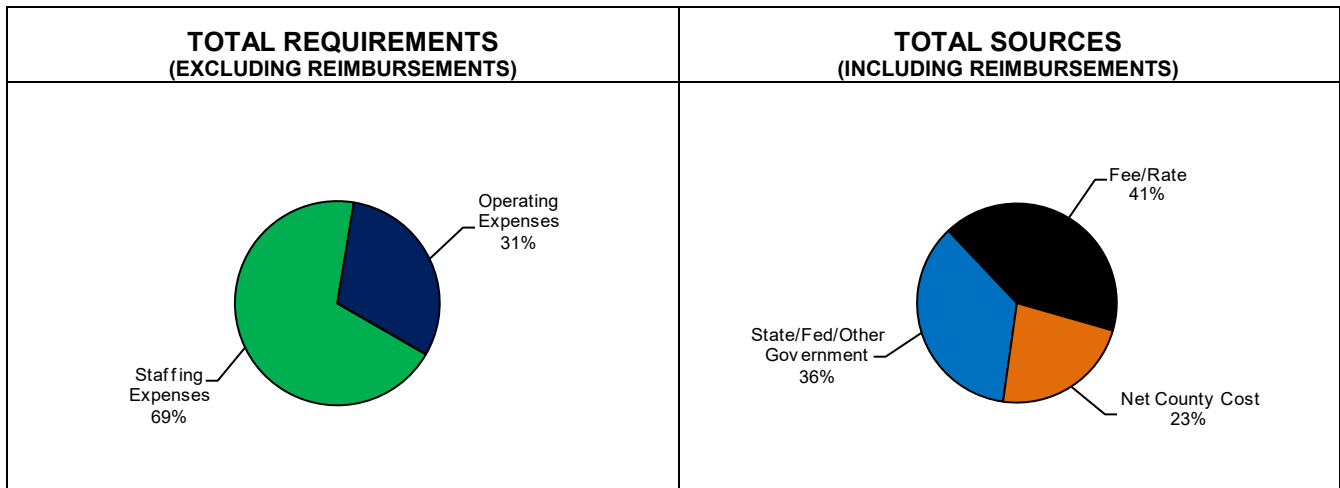
DESCRIPTION OF MAJOR SERVICES

The Department of Agriculture / Weights and 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 package shipping terminals and the U.S. Post Office. The department works closely with the California Department of Food and Agriculture (CDFA) and has multiple grants (revenue contract agreements) with CDFA that provide funding for related state mandated programs.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$8,041,739
Total Sources (Incl. Reimb.)	\$6,211,100
Net County Cost	\$1,830,639
Total Staff	70
Funded by Net County Cost	23%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Agriculture / Weights and Measures
FUND: General

BUDGET UNIT: 611 1000
FUNCTION: Public Protection
ACTIVITY: Protective Inspection

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	4,611,479	4,797,261	4,552,190	5,175,761	5,028,115	5,569,462	393,701
Operating Expenses	1,848,628	1,939,019	2,035,191	2,756,109	2,753,113	2,472,277	(283,832)
Capital Expenditures	31,726	56,888	364	124,000	124,000	0	(124,000)
Total Exp Authority	6,491,833	6,793,169	6,587,745	8,055,870	7,905,228	8,041,739	(14,131)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,491,833	6,793,169	6,587,745	8,055,870	7,905,228	8,041,739	(14,131)
Operating Transfers Out	300,000	739,600	245,330	509,000	509,000	0	(509,000)
Total Requirements	6,791,833	7,532,769	6,833,075	8,564,870	8,414,228	8,041,739	(523,131)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	2,435,552	2,655,782	2,650,655	2,968,770	2,971,348	2,875,000	(93,770)
Fee/Rate	3,380,377	3,526,659	3,457,585	3,502,063	3,547,312	3,336,100	(165,963)
Other Revenue	(2,106)	19,103	(3,859)	1,800	(4,800)	0	(1,800)
Total Revenue	5,813,823	6,201,544	6,104,381	6,472,633	6,513,860	6,211,100	(261,533)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	5,813,823	6,201,544	6,104,381	6,472,633	6,513,860	6,211,100	(261,533)
Net County Cost	978,010	1,331,224	728,694	2,092,237	1,900,368	1,830,639	(261,598)
Budgeted Staffing*	64	65	65	67	67	70	3

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses make up the majority of the \$8.0 million in requirements within this budget unit. These expenses are necessary in order to provide mandated inspection and enforcement services in the fields of agriculture and weights and measures. Herbicide purchases and vehicle / equipment maintenance charges make up the bulk of the department's Operating Expenses. Sources of over \$6.2 million are derived primarily from license and permit fees, funds received via state grants (contracts), the County's portion of Unclaimed Gas Tax, and reimbursement for weed control services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$523,131 as a result of a decrease in Operating Expenses primarily for the purchase of herbicides due to an anticipated decrease in requisition work to perform weed control, and a decrease in Capital Expenditures and Operating Transfers Out for one-time equipment and vehicle purchases. Sources are decreasing by \$261,533 primarily due to an anticipated decrease in revenue from Weed Abatement Contracts.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		Limited	Regular
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended			
Administration	3	0	0	1	4		1	3
Pest Prevention	29	1	0	(4)	26		1	25
Environmental Protection	6	1	0	0	7		0	7
Consumer Protection	22	1	0	4	27		0	27
Office Support	7	0	0	(1)	6		0	6
Total	67	3	0	0	70		2	68

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of approximately \$5.6 million funds 70 budgeted positions of which 68 are regular positions and 2 are limited term positions. The budgeted staffing reflects the addition of 3 Senior Agricultural/Standards Officer positions, which were added as part of the reorganization of the Agricultural/Standards Officer classification. This enables the department to meet minimum workload requirements in all divisions.





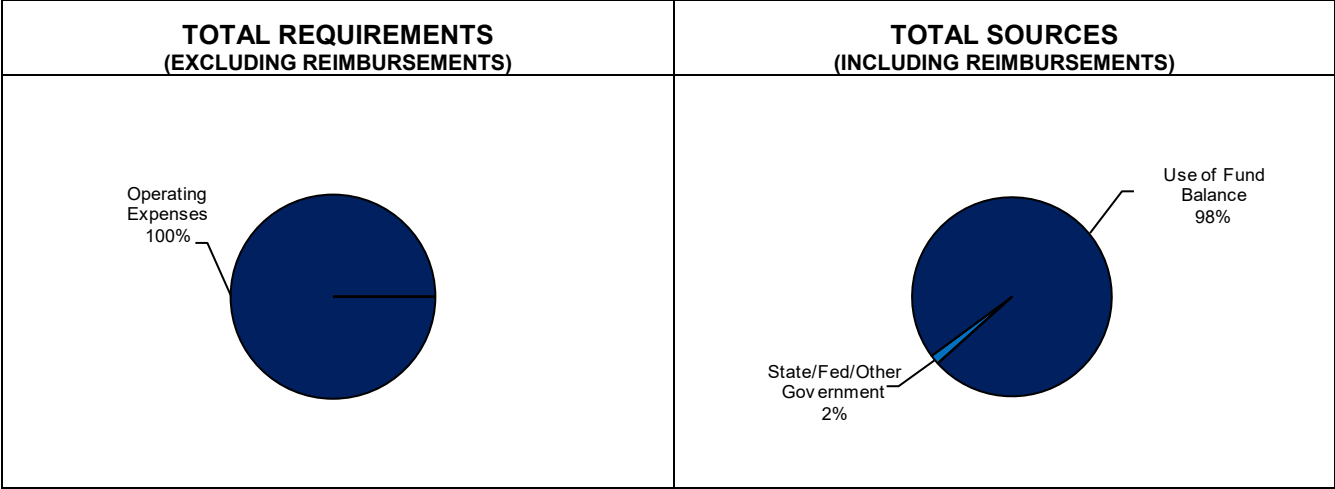
California Grazing

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. RIAC recommends various grazing improvement projects for funding to the Board of Supervisors. The Bureau of Land Management (BLM), the federal agency responsible for leasing the grazing allotments to the ranchers, reviews the environmental impact of projects. Funding for these projects comes from fees paid to the federal government for grazing rights by ranchers under the provisions of the Federal Taylor Grazing Act of 1934. A portion of the grazing fees is distributed back to the County to finance improvements on federal lands. The County acts in a trustee capacity for these funds.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$159,589
Total Sources (Incl. Reimb.)	\$2,500
Use of/ (Contribution to) Fund Balance	\$157,089
Total Staff	0

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Agriculture / Weights and Measures
FUND: California Grazing

BUDGET UNIT: 611 2666
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	147,865	0	159,589	11,724
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	147,865	0	159,589	11,724
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	147,865	0	159,589	11,724
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	147,865	0	159,589	11,724
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	4,667	4,685	2,040	2,500	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	4,667	4,685	2,040	2,500	2,500	2,500	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	4,667	4,685	2,040	2,500	2,500	2,500	0
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(4,667)	(4,685)	(2,040)	145,365	(2,500)	157,089	11,724
Available Reserves				9,224		0	(9,224)
Total Fund Balance				154,589		157,089	2,500
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 REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Operating Expenses of \$159,589 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 a portion of fees paid by ranchers directly to the federal government for grazing rights.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no major budget changes or operational impacts from the 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 all the fund balance. However, the amount used in 2019-20 will depend on one-time projects that are approved during the fiscal year.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



AIRPORTS

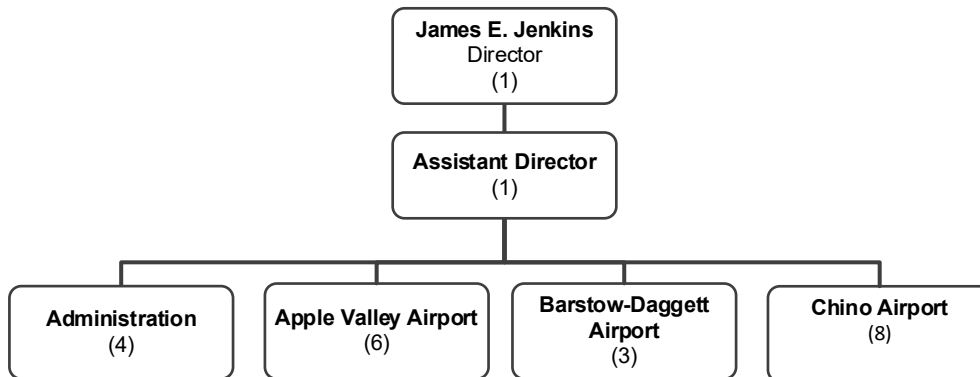
James E. Jenkins

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



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Airports	5,059,323	5,059,323	0			23
Total General Fund	5,059,323	5,059,323	0	0	0	23
Special Revenue Funds						
Airports Special Revenue Funds - Consolidated	10,616,723	9,577,800		1,038,923		0
Total Special Revenue Funds	10,616,723	9,577,800	0	1,038,923	0	0
Enterprise Funds						
CSA 60 - Apple Valley Airport - Operations	3,111,015	3,132,378			(21,363)	0
CSA 60 - Apple Valley Airport - Capital Improvement Program	2,598,726	1,221,686			1,377,040	0
Total Enterprise Funds	5,709,741	4,354,064	0	0	1,355,677	0
Total - All Funds	21,385,787	18,991,187	0	1,038,923	1,355,677	23

2018-19 MAJOR ACCOMPLISHMENTS

- Hosted two air shows of 8,000 attendees at Apple Valley Airport and 30,000 attendees at Chino Airport.
- Successfully relocated 25 Aircraft Port-a-Port Hangars to Chino Airport from Brackett Airport in Los Angeles County.
- Coordinated the Kimball Avenue storm water conveyance and basin project in partnership with the City of Chino.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of facility maintenance requests provided an initial inspection and evaluation within 24 hours.	N/A	95%	100%	95%
STRATEGY	Evaluate and inspect tenant initiated facility maintenance requests within 24 hours of submission.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.	Percentage of airport infrastructure area inspected annually.	23%	20%	20%	20%
STRATEGY	Improve and maintain Airport infrastructure, such as runways and drainage systems by maximizing Federal Aviation Administration and Caltrans Aeronautics funding.					
STRATEGY	Continue to develop and maintain focus on structured and preventative maintenance programs to address infrastructure deficiencies.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Occupancy rate of developed space for commercial use.	96%	95%	95%	95%
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 business to ensure continued success while working with the Real Estate Services Department to assist occupants with keeping their lease payments current.					



Airports

DESCRIPTION OF MAJOR SERVICES

The Department of Airports (Department) provides for the management, development, maintenance and operation of six airports. The Department assures that County airports are maintained and operated in compliance with state and federal regulations. The Department works cooperatively with other airports located within the County regarding state and federal aviation programs, issues and requirements. The Department participates and provides input to aviation industry support organizations, as necessary, to develop local, state and national aviation policy.

Budget at a Glance

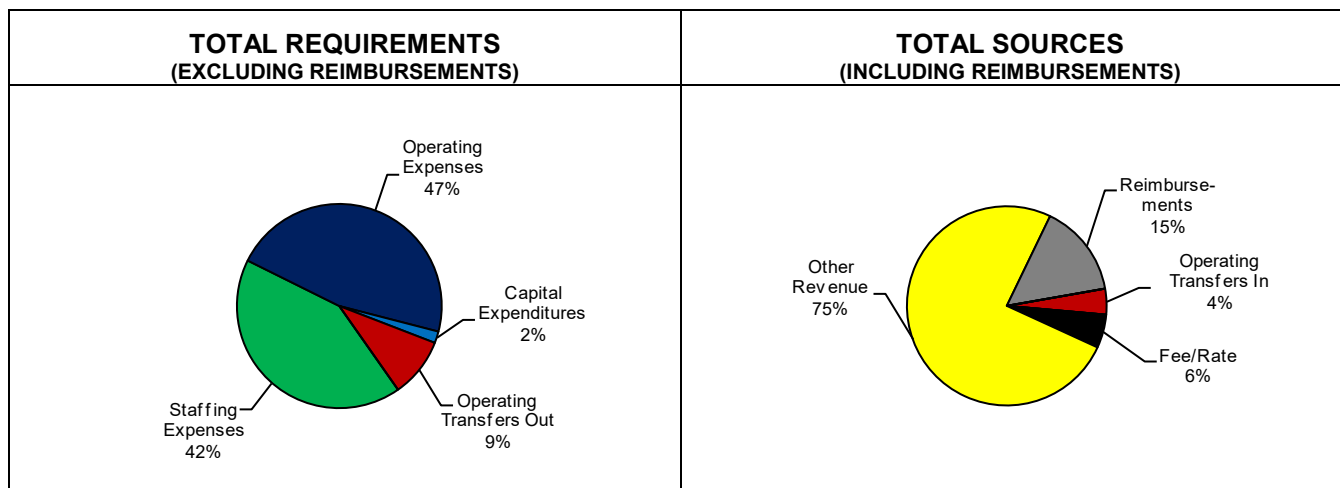
Total Requirements (Excl. Reimb.)	\$5,957,509
Total Sources (Incl. Reimb.)	\$5,957,509
Net County Cost	\$0
Total Staff	23
Funded by Net County Cost	0%

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 Interstate 15 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 general aviation 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. Twentynine Palms Airport, a center for soaring activity serving the surrounding community, including the United States Marine Corps Air-Ground Combat Center.

The County's airports produce revenue to operate and maintain the airport system. Revenues are generated from facility rents, concession and user fees, and, in the case of Apple Valley Airport, property taxes dedicated to the support of CSA 60. State and federal grants are significant sources for funds to construct, improve and maintain airport infrastructure.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: General

BUDGET UNIT: 631 1000
FUNCTION: Public Ways and Facilities
ACTIVITY: Transportation Terminals

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,882,608	1,773,371	1,962,731	2,460,543	1,982,359	2,506,470	45,927
Operating Expenses	1,897,395	2,010,182	1,997,917	3,098,080	2,402,765	2,780,914	(317,166)
Capital Expenditures	9,503	10,451	0	129,999	9,905	110,000	(19,999)
Total Exp Authority	3,789,506	3,794,004	3,960,648	5,688,622	4,395,029	5,397,384	(291,238)
Reimbursements	(981,191)	(988,267)	(1,165,944)	(1,260,846)	(620,087)	(898,186)	362,660
Total Appropriation	2,808,315	2,805,737	2,794,704	4,427,776	3,774,942	4,499,198	71,422
Operating Transfers Out	718,256	554,582	846,232	386,269	1,147,798	560,125	173,856
Total Requirements	3,526,571	3,360,319	3,640,936	4,814,045	4,922,740	5,059,323	245,278
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	40,000	0	2,135	0	0	0	0
Fee/Rate	308,625	279,150	297,379	330,466	312,686	323,820	(6,646)
Other Revenue	3,074,466	3,082,609	3,341,422	4,363,579	4,490,054	4,485,503	121,924
Total Revenue	3,423,091	3,361,760	3,640,936	4,694,045	4,802,740	4,809,323	115,278
Operating Transfers In	103,508	(1,441)	0	120,000	120,000	250,000	130,000
Total Financing Sources	3,526,599	3,360,319	3,640,936	4,814,045	4,922,740	5,059,323	245,278
Net County Cost	(28)	0	0	0	0	0	0
Budgeted Staffing*	20	21	22	23	23	23	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$2.5 million fund 23 positions that provide support for six County-operated airports. Operating Expenses of \$2.8 million include Countywide Services (including COWCAP), insurance, utilities, other professional services, and general maintenance. Reimbursements of \$898,186 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. Sources of \$5.1 million primarily represent rents and concession receipts at the airports.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$245,278 primarily due to the following:

- Increased Staffing Expenses of \$45,927 due to the addition of an Airport Planner I position mid-year in 2018-19.
- Increase in Operating Transfers Out of \$173,856 as a result of more anticipated excess earnings being transferred to the Airports Capital Improvement Program budget unit in 2019-20 to be used to fund future capital projects.

Sources are increasing by \$245,278 due to an increase in Revenue from Use of Property as a result of forecasting rent and concessions revenue at 98% instead of 95% earning capacity and the appraisal of Chino and Apple Valley Airport's fees which recommended increases.



2019-20 POSITION SUMMARY*

	2018-19				2019-20			
Division	Modified Budget	Adds	Deletes	Re-Orgs	Recommended		Limited	Regular
Administration	6	0	0	0	6		0	6
Apple Valley Airport	6	0	0	0	6		0	6
Barstow-Daggett Airport	3	0	0	0	3		0	3
Chino Airport	8	0	0	0	8		0	8
Total	23	0	0	0	23		0	23

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.5 million fund 23 budgeted regular positions. There are no recommended staffing changes associated with this budget unit.



Airports – Special Revenue Funds – Consolidated

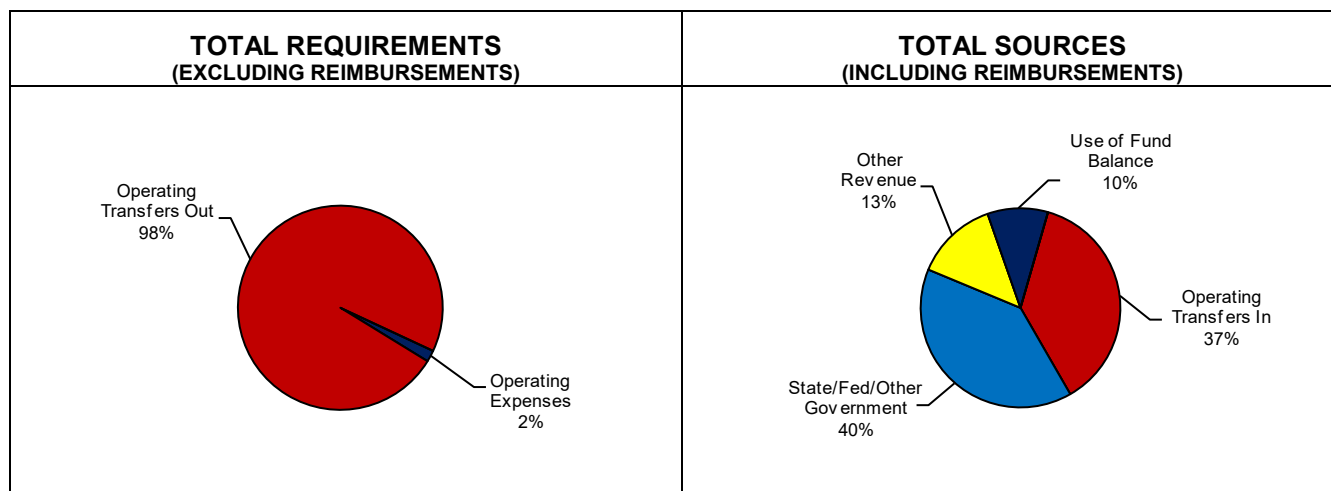
DESCRIPTION OF MAJOR SERVICES

Airports Capital Improvement Program is a Capital Improvement Program (CIP) that is managed by the Department of Airports and includes projects for Baker Airport, Barstow-Daggett Airport, Chino Airport, Needles Airport, and Twentynine Palms Airport. Projects funded in this budget unit include utility infrastructure, storm water, fire suppression plans, Airport Master Plans, Airport Layout Plans, construction and rehabilitation for 12 runways and associated taxiways, water systems, airport facilities, annual pavement maintenance, infrastructure and rehabilitation of reverted buildings. The capital projects for Apple Valley Airport (CSA 60) are budgeted in a separate budget unit. All Capital Improvement Projects for all six airports that are administered by the Department, or by Real Estate Services – Project Management Division (PMD) on behalf of the Department, are reported in the CIP section of this budget book. There is no staffing associated with this budget unit.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$10,616,723
Total Sources (Incl. Reimb.)	\$9,577,800
Use of/ (Contribution to) Fund Balance	\$1,038,923
Total Staff	0

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: Consolidated Special Revenue

BUDGET UNIT: 631 2180 and 631 2182
FUNCTION: General
ACTIVITY: Plant Acquisition

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,142,421	420,652	473,054	344,318	69,869	195,065	(149,253)
Capital Expenditures	584,383	508,090	526,113	0	0	0	0
Total Exp Authority	1,726,804	928,742	999,167	344,318	69,869	195,065	(149,253)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,726,804	928,742	999,167	344,318	69,869	195,065	(149,253)
Operating Transfers Out	441,158	147,807	634,335	12,155,657	148,548	10,421,658	(1,733,999)
Total Requirements	2,167,962	1,076,549	1,633,502	12,499,975	218,417	10,616,723	(1,883,252)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	433,764	151,676	24,653	4,202,913	0	4,202,913	0
Fee/Rate	29,545	39,114	41,881	0	0	0	0
Other Revenue	2,104,405	1,113,657	2,437,051	1,420,000	77,197	1,420,000	0
Total Revenue	2,567,714	1,304,447	2,503,585	5,622,913	77,197	5,622,913	0
Operating Transfers In	1,020,256	554,583	846,232	3,031,030	65,148	3,954,887	923,857
Total Financing Sources	3,587,970	1,859,030	3,349,817	8,653,943	142,345	9,577,800	923,857
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(1,420,008)	(782,481)	(1,716,315)	3,846,032	76,072	1,038,923	(2,807,109)
Available Reserves				2,782,327		5,513,364	2,731,037
Total Fund Balance				6,628,359		6,552,287	(76,072)
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 2019-20 RECOMMENDED BUDGET

2019-20					
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Airports Capital Improvement Program (Funds 2180 & 2182)	10,616,723	9,577,800	1,038,923	5,513,364	0
Total Special Revenue Funds	10,616,723	9,577,800	1,038,923	5,513,364	0

Airports Capital Improvement Program has \$10.6 million in Requirements primarily for Operating Transfers Out to the Real Estate Services Project Management Division (PMD) for management and construction of various capital projects including Phase II of the Chino Airport Northwest Apron Rehabilitation, Kimball Avenue Storm Water Conveyance, and well installations and testing associated with the Chino Airport Groundwater Remediation Project. More detail about capital projects budgeted for 2019-20 can be found in Exhibit A of the Capital Improvement Program section of this budget book. Sources of \$9.6 million are primarily from anticipated federal grants for various capital projects including the Chino Airport Northwest Apron Rehabilitation, insurance reimbursements for groundwater remediation, and Operating Transfers In due to excess earnings in the Airports General Fund budget unit.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$1.9 million primarily due to a decrease in Operating Transfers Out to PMD. The department reassessed capital projects and funded projects with a higher need and priority. Sources are increasing by \$923,857 primarily due to an increase in Operating Transfers In to fund capital projects.

ANALYSIS OF FUND BALANCE

The budget includes a Use of Fund Balance of \$1.0 million which is for one-time capital projects. Additionally, Available Reserves of \$5.5 million are on hand to fund future expenses.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



CSA 60 – Apple Valley Airport – Operations

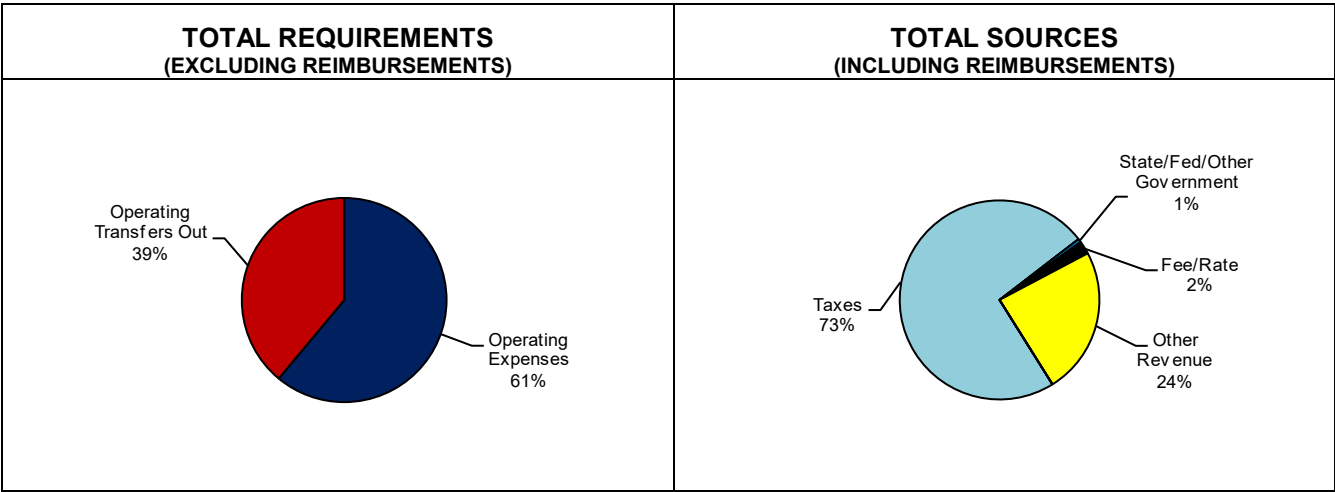
DESCRIPTION OF MAJOR SERVICES

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

Total Requirements (Excl. Reimb.)	\$3,111,015
Total Sources (Incl. Reimb.)	\$3,132,378
Use of/ (Contribution to) Net Position	(\$21,363)
Total Staff	0

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: CSA 60 - Apple Valley Airport

BUDGET UNIT: 400 4552
FUNCTION: Public Ways and Facilities
ACTIVITY: Transportation Terminal

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A) Change From Prior Year
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,651,796	1,475,223	1,641,279	2,324,464	1,423,313	1,899,329	(425,135)
Capital Expenditures	0	10,451	0	0	0	0	0
Total Exp Authority	1,651,796	1,485,674	1,641,279	2,324,464	1,423,313	1,899,329	(425,135)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,651,796	1,485,674	1,641,279	2,324,464	1,423,313	1,899,329	(425,135)
Operating Transfers Out	0	0	1,390,209	1,451,133	1,451,133	1,211,686	(239,447)
Total Requirements	1,651,796	1,485,674	3,031,488	3,775,597	2,874,446	3,111,015	(664,582)
Sources							
Taxes	2,238,271	2,346,705	2,503,092	2,146,763	2,300,373	2,300,035	153,272
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	28,693	19,940	18,682	18,000	18,000	18,000	0
Fee/Rate	52,409	39,996	52,714	53,192	51,253	66,692	13,500
Other Revenue	574,958	623,254	716,818	710,922	747,908	747,651	36,729
Total Revenue	2,894,331	3,029,894	3,291,306	2,928,877	3,117,534	3,132,378	203,501
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,894,331	3,029,894	3,291,306	2,928,877	3,117,534	3,132,378	203,501
Net Position							
Use of/ (Contribution to) Net Position**	(1,242,535)	(1,544,220)	(259,818)	846,720	(243,088)	(21,363)	(868,083)
Estimated Net Position Available						13,881,776	
Total Est. Unrestricted Net Position						13,860,413	
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 REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$3.1 million include \$1.9 million in Operating Expenses for transfers and services and supplies related to the operation of Apple Valley Airport. In addition, Requirements also include Operating Transfers Out of \$1.2 million to the CSA 60 – Apple Valley Airport – Capital Improvement Program budget unit to fund capital projects. Sources of \$3.1 million consist of tax revenue receipts and Other Revenue for leasing activity.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$664,582 primarily due to a decrease in Operating Transfers Out to the CSA 60 – Apple Valley Airport – Capital Improvement Program budget unit for capital projects and a decrease in transfers to the Airports General Fund budget unit for Staffing and Operating Expenses incurred in connection with service to the Apple Valley Airport.

Sources are increasing by \$203,501 due to a forecasted increase in tax revenue and leasing activity.



ANALYSIS OF NET POSITION

Net Position is increasing by \$21,363 primarily due to a decrease in Operating Expenses for an airshow, signage replacement, and one-time transfers to the CSA 60 – Apple Valley Airport Capital Improvement Program budget unit.

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

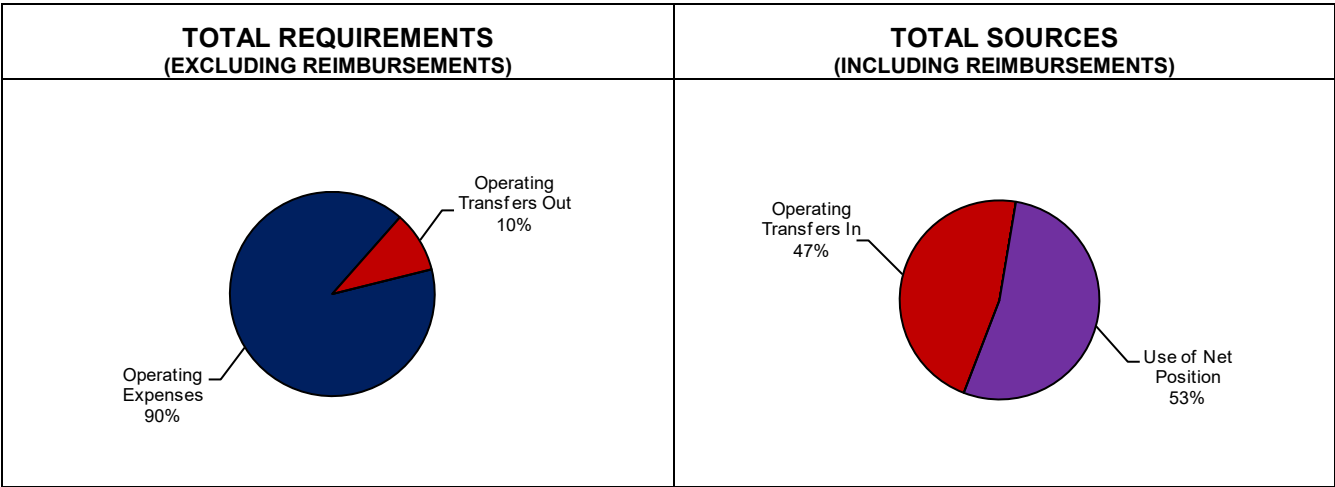
DESCRIPTION OF MAJOR SERVICES

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 Operations budget unit and when available, Federal Aviation Administration (FAA) and Cal Trans Aeronautics grants.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$2,598,726
Total Sources (Incl. Reimb.)	\$1,221,686
Use of/ (Contribution to) Net Position	\$1,377,040
Total Staff	0

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: CSA 60 - Apple Valley Airport CIP

BUDGET UNIT: 400 4550
FUNCTION: General
ACTIVITY: Plant Acquisition

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	41,293	49,355	236,555	2,693,726	104,230	2,348,726	(345,000)
Capital Expenditures	134,720	32,215	0	0	0	0	0
Total Exp Authority	176,013	81,570	236,555	2,693,726	104,230	2,348,726	(345,000)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	176,013	81,570	236,555	2,693,726	104,230	2,348,726	(345,000)
Operating Transfers Out	0	0	0	50,000	0	250,000	200,000
Total Requirements	176,013	81,570	236,555	2,743,726	104,230	2,598,726	(145,000)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	175,326	32,470	1,212	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	10,246	15,461	1,413,688	10,000	30,000	10,000	0
Total Revenue	185,572	47,931	1,414,900	10,000	30,000	10,000	0
Operating Transfers In	0	0	0	1,451,133	1,451,133	1,211,686	(239,447)
Total Financing Sources	185,572	47,931	1,414,900	1,461,133	1,481,133	1,221,686	(239,447)
Net Position							
Use of/ (Contribution to) Net Position**	(9,559)	33,640	(1,178,345)	1,282,593	(1,376,903)	1,377,040	94,447
Estimated Net Position Available						0	
Total Est. Unrestricted Net Position						1,377,040	
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 REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$2.6 million consist primarily of fixed asset transfers to Real Estate Services – Project Management Division (PMD) for the management and construction of capital projects at Apple Valley Airport. More detail about projects budgeted for 2019-20 can be found in Exhibit A of the Capital Improvement Program section of this budget book.

Sources of \$1.2 million consist of Operating Transfers In from CSA 60 – Apple Valley Airport – Operations budget unit that fund capital projects.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$145,000 due to a decrease in anticipated management and construction of capital projects at Apple Valley Airport in 2019-20.

Sources are decreasing by \$239,447 due to a decrease of Operating Transfers In from CSA 60 - Apple Valley Airport – Operations budget unit to fund capital projects.



ANALYSIS OF NET POSITION

The budget includes the Use of Net Position of \$1.4 million which for one-time capital projects. Funds are transferred from the CSA 60 – Apple Valley Airport – Operations budget unit when projects require funding.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



COUNTY LIBRARY

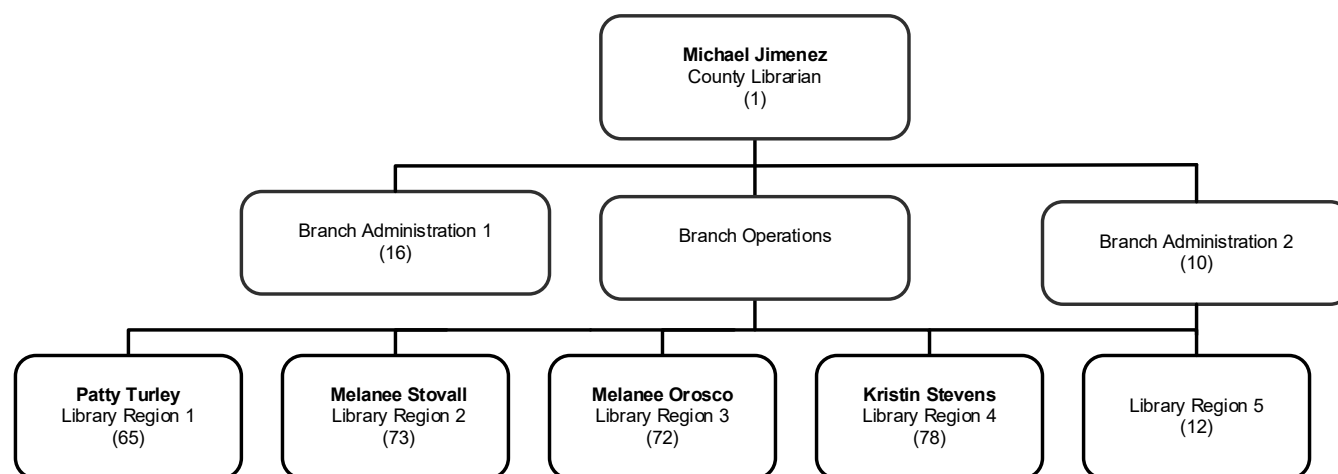
Michael Jimenez

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



2019-20 SUMMARY OF BUDGET UNITS

	2019-20				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
Special Revenue Funds					
County Library	20,788,589	19,442,906		1,345,683	327
Bloomington Library Reserve	100,000	3,500		96,500	0
Total Special Revenue Funds	20,888,589	19,446,406	0	1,442,183	0
Total - All Funds	20,888,589	19,446,406	0	1,442,183	0



2018-19 MAJOR ACCOMPLISHMENTS

- Completed computer replacements at the Big Bear Lake, Cal Aero Preserve, Carter High School, Chino Hills, Crestline, Highland, Loma Linda, Lucerne Valley, Mentone, Montclair, Phelan, Rialto, Running Springs, and Yucaipa Branch Libraries.
- Completed the largest Summer Reading Program in County Library history with 42,404 participants, a 9% increase over the previous year's program.
- Completed three New Book Festivals at the Chino Hills, Fontana, and Hesperia Branch Libraries promoting reading and fun, where over 30,000 books were checked out.
- Completed building upgrades to the Trona Branch Library and reopened the facility to the public.
- Implemented a Bulk Upload system for issuing large groups of students eContent Library cards, to help expedite their access to databases for reading and research.
- Implemented STEM programming for Branches to engage school aged children with fun, educational activities and spark their interest in STEM related fields.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of desktop computers replaced less than four years ago.	100%	100%	100%	100%
STRATEGY	Maintain a replacement cycle for computer hardware between four to five years to ensure that public access computers are available for use and fully functional with reliable hardware and software.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	253,383	230,000	230,000	240,000
STRATEGY	Offer programs for multiple age groups to promote the Countywide Vision of cradle-to-career education, fostering personal and professional development and enrichment.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Number of digital materials checked out.	318,742	200,000	250,000	300,000
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.					



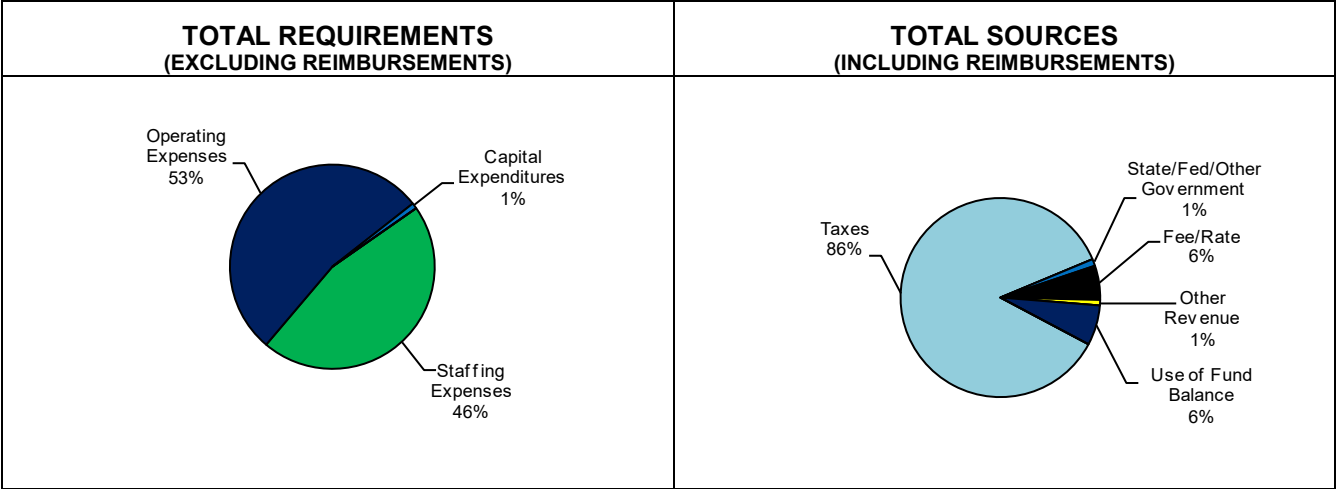
County Library

DESCRIPTION OF MAJOR SERVICES

The San Bernardino County Library (Library) provides public library services through a network of 32 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, Cloud Library, Freegal and RB Digital systems allows online access for library patrons, in branch or from home, to thousands of eBooks, audiobooks, magazines, newspapers, music, and movies through their tablet, eReader, phone or web browser.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$20,900,358
Total Sources (Incl. Reimb.)	\$19,554,675
Use of/ (Contribution to) Fund Balance	\$1,345,683
Total Staff	327

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: County Library
FUND: County Library

BUDGET UNIT: 640 2600
FUNCTION: Education
ACTIVITY: Library

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	6,144,242	6,645,106	7,339,188	8,084,123	7,752,179	9,580,897	1,496,774
Operating Expenses	10,761,141	10,255,514	10,352,351	11,668,693	11,392,833	11,108,461	(560,232)
Capital Expenditures	564,283	121,478	278,269	161,000	40,000	186,000	25,000
Total Exp Authority	17,469,666	17,022,098	17,969,808	19,913,816	19,185,012	20,875,358	961,542
Reimbursements	(111,030)	(205,725)	(45,622)	(96,752)	(97,565)	(111,769)	(15,017)
Total Appropriation	17,358,636	16,816,373	17,924,186	19,817,064	19,087,447	20,763,589	946,525
Operating Transfers Out	81,257	55,000	76,828	114,000	68,067	25,000	(89,000)
Total Requirements	17,439,893	16,871,373	18,001,014	19,931,064	19,155,514	20,788,589	857,525
Sources							
Taxes	15,190,989	16,043,947	17,293,351	16,058,973	17,989,396	17,777,100	1,718,127
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	252,574	232,800	226,942	230,793	317,734	230,000	(793)
Fee/Rate	1,010,575	1,114,386	1,076,101	1,146,800	1,130,545	1,151,500	4,700
Other Revenue	346,142	776,195	320,581	193,250	224,789	184,306	(8,944)
Total Revenue	16,800,280	18,167,328	18,916,975	17,629,816	19,662,464	19,342,906	1,713,090
Operating Transfers In	0	0	0	100,000	0	100,000	0
Total Financing Sources	16,800,280	18,167,328	18,916,975	17,729,816	19,662,464	19,442,906	1,713,090
Fund Balance							
Use of/ (Contribution to) Fund Balance**	639,613	(1,295,954)	(915,961)	2,201,248	(506,950)	1,345,683	(855,565)
Available Reserves				7,138,928		8,501,443	1,362,515
Total Fund Balance				9,340,176		9,847,126	506,950
Budgeted Staffing*	295	298	317	317	317	327	10

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$9.6 million fund 327 budgeted positions that provide services at 32 library branches and support staff at Library Administration. Operating Expenses of \$11.1 million include general expenses for branch locations such as telecommunication charges for internet access, utilities, landscaping, custodial services, mandated County charges, one-time branch remodel expenses, library databases, and electronic and physical library materials. Operating Expenses also include the following Library programs at all branches: literacy, New Book Festival, Summer Reading Program, and various children, teen and adult programs. Sources of \$19.4 million primarily represent property tax allocations and library fines and fees collected from patrons.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$857,525 primarily due to an increase of \$1.5 million in Staffing Expenses as a result of salary increases due to minimum wage increases and the addition of 10 positions to allow proper oversight and supervision of 10 small libraries (Adelanto, Bloomington, Joshua Tree, Lucerne Valley, Mentone, Montclair, Muscoy, Running Springs, Trona and Wrightwood).

Sources are increasing by \$1.7 million primarily due to an increase in property tax allocations.



ANALYSIS OF FUND BALANCE

The department will utilize \$1.3 million of Fund Balance for one-time expenditures to perform several anticipated branch remodels, which include new furniture, shelving, branch reconfiguration, and new paint and carpet. The department will also continue on its four year replacement cycle for computer equipment and early learning stations to keep staff and public machines up to date to meet today's demands along with networking devices for connectivity. In addition, the department will be purchasing several pieces of equipment to perform replacement of existing items including two camera systems, one virtual server, one book drop, one RFID self-checkout unit, one set of RFID security gates, and two Ethernet network switches. Available Reserves are set to maintain a minimum 20% reserve for unforeseen or one-time expenditures.

2019-20 POSITION SUMMARY*

Division	2018-19					2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular	
Branch Administration 1	23	0	0	(6)	17	1	16	
Branch Administration 2	0	0	0	10	10	0	10	
Library Region 1	58	3	0	4	65	8	57	
Library Region 2	71	2	0	0	73	10	63	
Library Region 3	103	2	0	(33)	72	8	64	
Library Region 4	62	3	0	13	78	5	73	
Library Region 5	0	0	0	12	12	0	12	
Total	317	10	0	0	327	32	295	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$9.6 million fund 327 budgeted positions of which 295 are regular positions and 32 are limited term positions. The department has requested the addition of 10 Library Associate positions to allow proper oversight and supervision of 10 small branch libraries. Library Administration has been redistributed under two divisions instead of one for improved oversight of all administrative functions including finance, facilities and event programming. The library regions have been redistributed under five Regional Managers instead of four in order to provide a smaller region of branches to allow for additional direct management support of day-to-day branch operations to better serve the patrons of the Library.



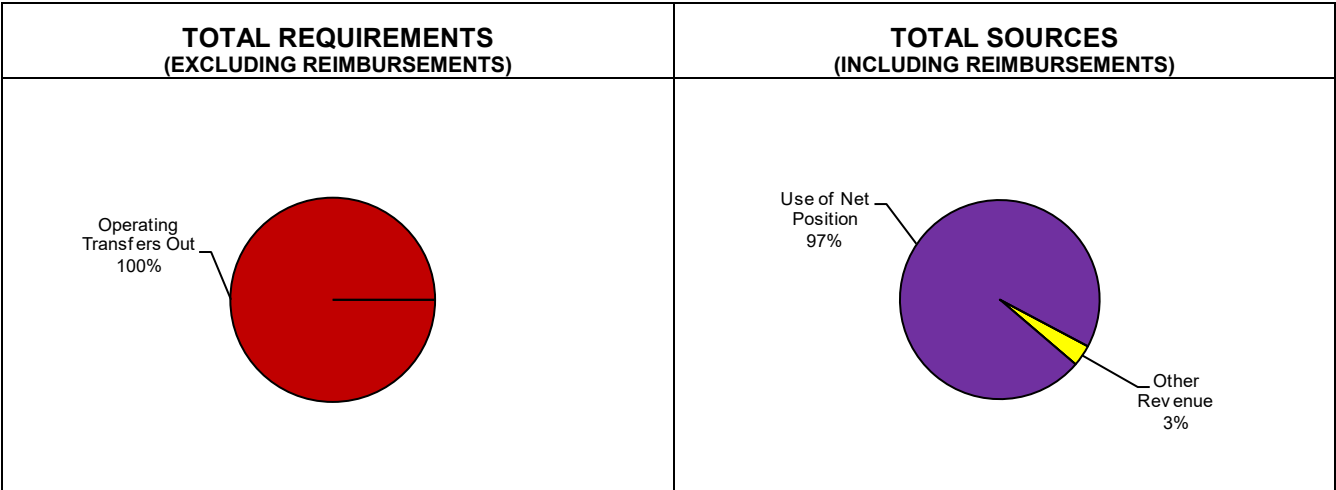
Bloomington Library Reserve

DESCRIPTION OF MAJOR SERVICES

The Bloomington Library was opened in May 2016 as part of the Bloomington Intergenerational Housing Project and provides public library services to the residents of the unincorporated community of Bloomington and surrounding areas. Due to the Bloomington Library being co-located within the housing project, future repairs are to be shared by the Library and the building management company. The Bloomington Library Reserve was established through funds provided by the developer and set aside to be used for future building repairs at the Bloomington Library.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$100,000
Total Sources (Incl. Reimb.)	\$3,500
Use of/ (Contribution to) Fund Balance	\$96,500
Total Staff	0

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: County Library
FUND: County Library - Bloomington Reserve

BUDGET UNIT: 640 2602
FUNCTION: Education
ACTIVITY: Library

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
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	100,000	0	100,000	0
Total Requirements	0	0	0	100,000	0	100,000	0
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	40,000	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	176,424	49,784	65,848	3,000	15,250	3,500	500
Total Revenue	176,424	49,784	105,848	3,000	15,250	3,500	500
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	176,424	49,784	105,848	3,000	15,250	3,500	500
Fund Balance							
Use of (Contribution to) Fund Balance**	(176,424)	(49,784)	(105,848)	97,000	(15,250)	96,500	(500)
Available Reserves				235,057		250,807	15,750
Total Fund Balance				332,057		347,307	15,250
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 REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$100,000 represent Operating Transfers Out to the County Library fund for potential building repairs at the Bloomington Library. Sources of \$3,500 come from annual interest earned on Fund Balance.

BUDGET CHANGES AND OPERATIONAL IMPACT

Sources are increasing by \$500 due to increased interest earnings. There are no significant operational impacts.

ANALYSIS OF FUND BALANCE

Fund Balance can only be used to pay for one-time building repairs that may be required at the Bloomington Library. It is likely that Fund Balance will not be used for the next three to four years until a repair is needed on the building. Use of Fund Balance totaling \$96,500 is budgeted in case an emergency repair is needed, in order to minimize the impacts to Bloomington Library patrons.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



COUNTY MUSEUM

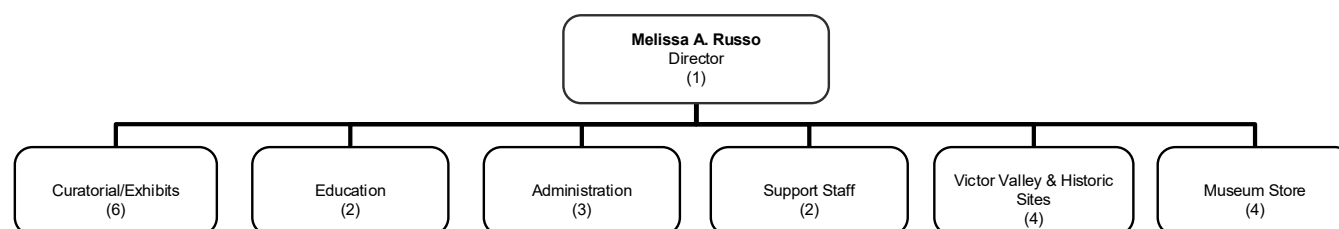
Melissa A. Russo

DEPARTMENT MISSION STATEMENT

Through the lens of the region's dynamic cultural and natural history, the San Bernardino County Museum develops visitors' appreciation of our diverse regional identity to spark their curiosity, to stimulate inquiry, to challenge their assumptions, and to invite them to contribute to our common future.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

2019-20						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
County Museum	3,762,429	531,800	3,230,629			18
Total General Fund	3,762,429	531,800	3,230,629	0	0	18
Enterprise Funds						
Museum Store	169,362	92,500			76,862	4
Total Enterprise Funds	169,362	92,500	0	0	76,862	4
Total - All Funds	3,931,791	624,300	3,230,629	0	76,862	22

2018-19 MAJOR ACCOMPLISHMENTS

- Successfully transferred the historic Asistencia site to the nonprofit Redlands Conservancy to continue excellent stewardship for the site, and enrich local heritage.
- Completed a Visitor Experience Concept & Interpretive Master Plan for phasing in improvements to future exhibit and program development.
- Opened ten new exhibits including "Minerals Rock! Unearthing the Human Element," "Gone Camping," "Nuestra Cultura Colorida," "Footsteps to You: Chattel Slavery," "Eat Well, Play Well / Come Bien, Juega Bien," "Images of Black Culture, Life and History" an exhibit featuring the works of 21 Southern California African American Artists," "Pulp Culture: A Juicy Story in the Orange Empire," and at Victor Valley Museum "Impressions of Blue Cut," "Eat Well, Play Well / Come Bien, Juega Bien," and "Footsteps to You: Chattel Slavery."
- Continued a successful Dome Talks series with six nationally recognized speakers to engage in community conversations on topics relevant to the region.



- Continued and developed successful family programs including: Arthropolooza: The Ultimate Bugfest, Sheep to Shawl, International Archaeology Day, Train Days, the Great ShakeOut, Old West Days, and Cosmic Nights. Launched Second Saturdays at Victor Valley Museum, a monthly family day with a different topic each month, including geology, astronomy, art, and photography.
- Initiated new collaborations to develop programs including partnering with the San Bernardino Valley Amateur Astronomers for Cosmic Nights, and the High Desert Astronomical Society (HiDAS) for Victor Valley Museum Night At the Museum; the Inland Empire Resource Conservation District on our ethnology and biology garden projects; Dreamers, Visionaries, and Leaders on the Felix G Diaz Mariachi and Mexican Museum Festival; Black Voice Foundation on the exhibit "Footsteps to You"; Old Spanish Trail Association for Old Spanish Trail Day at Agua Mansa Cemetery; The Malki Museum on Native American Heritage Day and Old West Days.
- Continued renovations of the historic John Rains House.
- Participated in the national Bank of America Museums on Us program.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	63,351	62,000	62,000	70,000
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	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 operating system maintenance and replacement.	Secure programmatic and special event funding support from the Museum Association.	\$100,000	\$125,000	\$125,000	\$150,000
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 GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 schools participating in a field trip at the Redlands Museum, Victory Valley Museum, and historic sites.	N/A	175	175	190
OBJECTIVE	Support efforts to improve the capacity of non-profit organizations to help address the needs of County residents.					
STRATEGY	Work with school districts, private and parochial schools to increase field trip attendance.					



County Museum

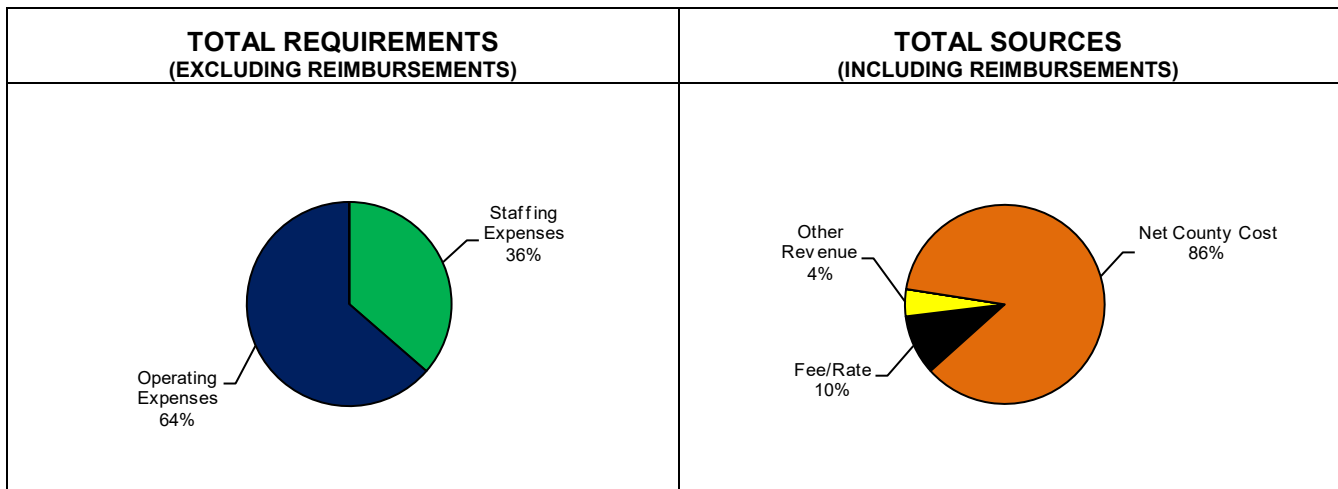
DESCRIPTION OF MAJOR SERVICES

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 focus areas: Anthropology, History, Earth Sciences, Integrated Sciences, and Visitor Engagement. All areas enhance public learning through exhibits and educational programming and activities for families, individuals, and school groups at the main Museum facility in Redlands, Victor Valley Museum in Apple Valley, and four historic sites: Agua Mansa Cemetery in Colton, Casa de Rancho Cucamonga (John Rains House) in Rancho Cucamonga, Yorba Slaughter Families Adobe in Chino, and Yucaipa Adobe in Yucaipa. The Museum partners with the Yucaipa Historical Society to operate the Mousley Museum in Yucaipa. These programs and activities involve the exhibition, interpretation, and preservation of cultural and natural heritage collections depicting the history, culture and natural science of San Bernardino County.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$3,762,429
Total Sources (Incl. Reimb.)	\$531,800
Net County Cost	\$3,230,629
Total Staff	18
Funded by Net County Cost	86%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: County Museum
FUND: General

BUDGET UNIT: 651 1000
FUNCTION: Recreation & Cultural
ACTIVITY: Culture

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	(A) <u>2018-19</u>	<u>2018-19</u>	(B) <u>2019-20</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	922,713	1,070,164	1,195,730	1,250,934	1,188,489	1,369,758	118,824
Operating Expenses	2,509,495	2,834,106	2,279,965	2,451,538	2,386,077	2,392,671	(58,867)
Capital Expenditures	0	10,492	0	24,000	15,558	0	(24,000)
Total Exp Authority	3,432,208	3,914,762	3,475,695	3,726,472	3,590,124	3,762,429	35,957
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	3,432,208	3,914,762	3,475,695	3,726,472	3,590,124	3,762,429	35,957
Operating Transfers Out	0	55,000	0	5,000	5,000	0	(5,000)
Total Requirements	3,432,208	3,969,762	3,475,695	3,731,472	3,595,124	3,762,429	30,957
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	274,511	276,208	311,277	314,988	333,262	366,300	51,312
Other Revenue	215,410	413,606	167,646	118,000	118,100	165,500	47,500
Total Revenue	489,921	689,814	478,923	432,988	451,362	531,800	98,812
Operating Transfers In	0	2,500	0	0	0	0	0
Total Financing Sources	489,921	692,314	478,923	432,988	451,362	531,800	98,812
Net County Cost	2,942,287	3,277,448	2,996,772	3,298,484	3,143,762	3,230,629	(67,855)
Budgeted Staffing*	22	22	21	18	18	18	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$1.4 million fund 18 positions that provide program services and oversight for the main Museum facility in Redlands, Victor Valley Museum in Apple Valley, and four historic sites throughout the County. Operating Expenses of \$2.4 million primarily include services and supplies expenses for educational programming, exhibits, insurance, advertising, security services, COWCAP charges, Facilities Management charges, Information Services charges, and rent for the Museum's off-site storage. Sources of \$531,800 are derived from admission fees, education services, facility rentals, and sponsorships from the Museum Association.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$30,957 primarily due to an increase in Staffing Expenses resulting from position reclassifications, MOU increases, as well as step increases offset by a decrease in COWCAP charges of \$54,274. Sources are increasing by \$98,812 as a result of a forecasted increase in attendance and an annual incremental increase in the donation from the Museum Association.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		Limited	Regular
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended			
Administration	3	0	0	1	4	0	0	3
Curator/Exhibits	7	0	0	(1)	6	0	0	7
Education	2	0	0	0	2	0	0	2
Support Staff	2	0	0	0	2	0	0	2
Victor Valley & Historic Sites	4	0	0	0	4	3	3	1
Total	18	0	0	0	18	3	3	15

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.4 million fund 18 budgeted positions of which 15 are regular positions and 3 are limited term positions. There are no staffing changes associated with this budget unit.





Museum Store

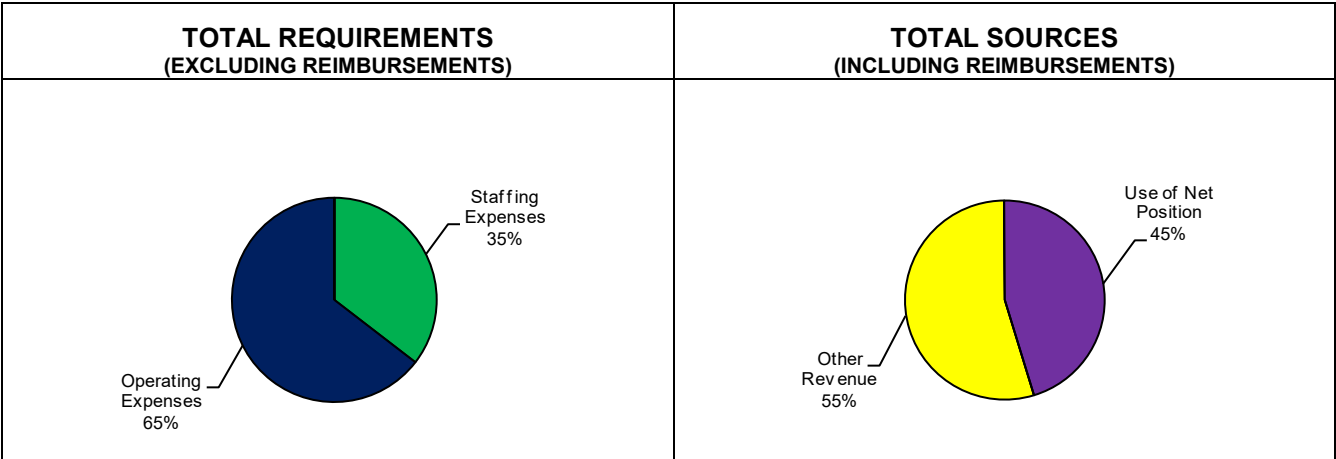
DESCRIPTION OF MAJOR SERVICES

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.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$169,362
Total Sources (Incl. Reimb.)	\$92,500
Use of/ (Contribution To) Net Position	\$76,862
Total Staff	4

The Museum Store provides important information to visitors regarding current exhibitions in the Museum and enhances lifelong learning for families and adult audiences. The Museum Store continues to develop its operations and product offerings to ensure sales correspond with new exhibits, services, and new programs.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: County Museum
FUND: Museum Store

BUDGET UNIT: 651 4290
FUNCTION: Recreation & Cultural
ACTIVITY: Culture

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	21,424	31,324	36,315	57,087	56,818	60,055	2,968
Operating Expenses	21,373	23,970	28,315	32,992	32,441	109,307	76,315
Capital Expenditures	0	0	0	85,000	60,000	0	(85,000)
Total Exp Authority	42,798	55,294	64,630	175,079	149,259	169,362	(5,717)
Reimbursements	0	(33,700)	(35,233)	0	0	0	0
Total Appropriation	42,798	21,594	29,397	175,079	149,259	169,362	(5,717)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	42,798	21,594	29,397	175,079	149,259	169,362	(5,717)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	54,952	60,936	81,908	92,500	93,028	92,500	0
Total Revenue	54,952	60,936	81,908	92,500	93,028	92,500	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	54,952	60,936	81,908	92,500	93,028	92,500	0
Net Position							
Use of/ (Contribution to) Net Position**	(12,154)	(39,342)	(52,511)	82,579	56,231	76,862	(5,717)
Estimated Net Position Available						105,313	
Total Est. Unrestricted Net Position						182,175	
Budgeted Staffing*	3	3	4	4	4	4	0

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$60,055 fund two part-time regular positions and two part-time limited term public service employees that operate the Museum Store. Operating Expenses of \$109,307 are for purchases of inventory for resale and to purchase and replace the current point-of-sale (POS) system that no longer meets the need of the store. Sources of \$92,500 are from sales of novelty and souvenir items, books and publications, and funding from the Museum Association in support of one limited position.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$5,717 due to a decrease in Capital Expenditures of \$85,000 from one-time funding for expenditures included in the 2018-19 budget. This decrease is offset by an increase in Operating Expenditures of \$76,315 primarily due to the purchase of a POS system.



ANALYSIS OF FUND BALANCE

Use of Net Position of \$76,862 is primarily for the one-time purchase of a POS system for the Museum Store.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Museum Store	4	0	0	0	4	2	2
Total	4	0	0	0	4	2	2

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$60,055 fund 4 budgeted positions of which 2 are regular positions and 2 are limited term positions. There are no staffing changes associated with this budget unit.



LAND USE SERVICES DEPARTMENT

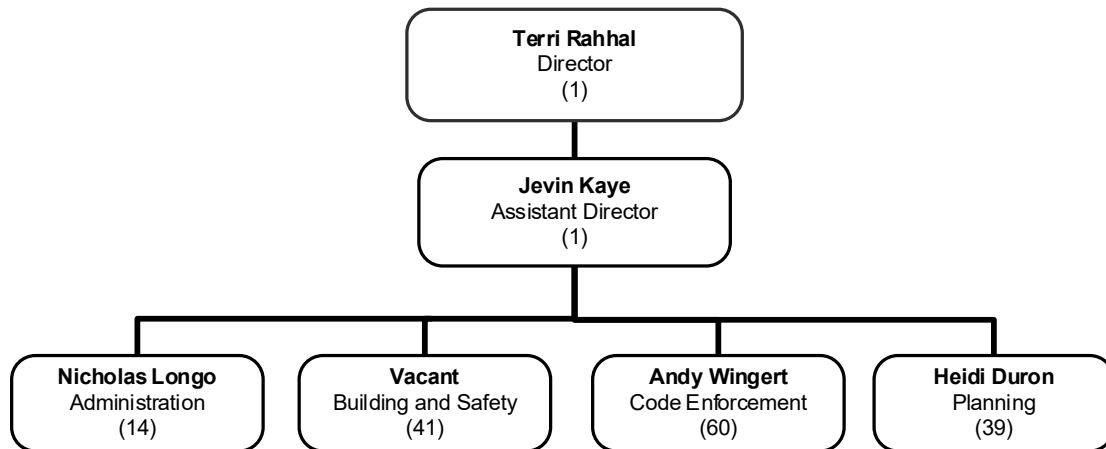
Terri Rahhal

DEPARTMENT MISSION STATEMENT

The Land Use Services Department is dedicated to assisting the public with balanced growth and development of housing, business and recreational improvements, throughout the diverse communities of San Bernardino County. This is accomplished through comprehensive regional planning, permitting of development, and enforcement of related land use, building, and environmental regulations.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Administration	589,625	0	589,625	0	0	16
Planning	6,506,293	2,000,000	4,506,293	0	0	39
Building and Safety	7,887,519	6,315,000	1,572,519	0	0	41
Code Enforcement	9,500,338	4,199,664	5,300,674	0	0	60
Fire Hazard Abatement	0	0	0	0	0	0
Land Development	0	0	0	0	0	0
Total General Fund	24,483,775	12,514,664	11,969,111			156
Total - All Funds	24,483,775	12,514,664	11,969,111	0	0	156

2018-19 MAJOR ACCOMPLISHMENTS

- Completed the Draft Program Environmental Impact Report for the Countywide Plan. In addition to the technical analysis, this effort included regional outreach to engage the public in defining potential environmental impacts of future land use and growth.



- Implemented a series of Building and Safety information bulletins to provide guidance and design standards that streamline building plan review, saving developers time and money. One example is a standard concrete foundation detail that can be used instead of preparing a soils analysis to specify foundation design requirements.
- Organized and staffed 19 community clean up events throughout the County where residents can bring trash, bulky items, e-waste and tires to central locations within their community to dispose of them at no cost to the resident. Over 143 tons of trash, 60 tons of tires and 36,000 pounds of e-waste were collected at these events.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Complete simple planning applications (Variances, Lot Mergers, and Lot Line Adjustments) within 90 days of completeness determination. (PLN).	N/A	80%	85%	85%
STRATEGY	Set standards for timely processing in keeping with industry norms.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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).	74%	80%	80%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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).	86%	85%	85%	85%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Complete 100% of the following current year Countywide Plan tasks: a.) Regional public outreach on the Policy Plan b.) Public review of Draft Environmental Impact Report c.) Work on Building Plan and tracking system d.) Adoption and implementation launch.	100%	100%	100%	100%
STRATEGY	Create systematic, timely and efficient strategic planning processes consistent with the Countywide Vision.					
STRATEGY	Prepare the framework processes for the Countywide Plan.					
STRATEGY	Include public outreach to elicit public input.					
STRATEGY	Prepare for review and adoption of elements and associated web content for the Countywide Plan.					



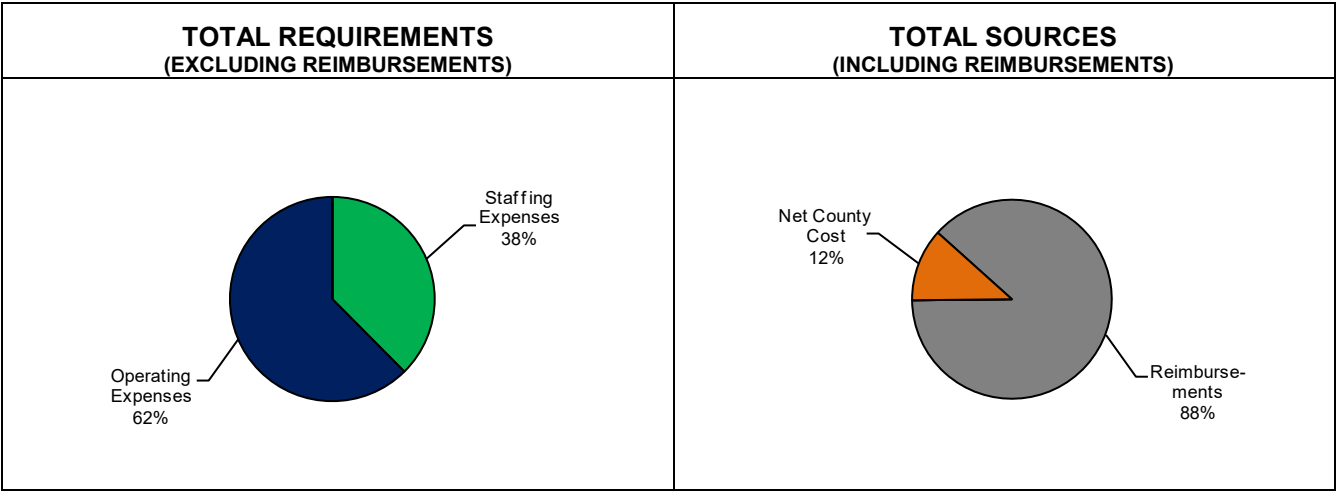
Administration

DESCRIPTION OF MAJOR SERVICES

The Administration division provides centralized fiscal services, personnel, and accounting support to all divisions and offices throughout Land Use Services.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$4,982,085
Total Sources (Incl. Reimb.)	\$4,392,460
Net County Cost	\$589,625
Total Staff	16
Funded by Net County Cost	12%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Administration
FUND: General

BUDGET UNIT: 691 1000
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	2,684,008	2,745,799	2,784,064	3,385,361	3,108,390	1,872,107	(1,513,254)
Operating Expenses	2,671,037	3,592,513	3,831,631	3,642,463	3,422,598	3,109,978	(532,485)
Capital Expenditures	0	34,880	29,398	0	0	0	0
Total Exp Authority	5,355,045	6,373,193	6,645,093	7,027,824	6,530,988	4,982,085	(2,045,739)
Reimbursements	(3,775,964)	(4,751,857)	(4,893,074)	(5,837,916)	(5,342,089)	(4,392,460)	1,445,456
Total Appropriation	1,579,082	1,621,336	1,752,019	1,189,908	1,188,899	589,625	(600,283)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,579,082	1,621,336	1,752,019	1,189,908	1,188,899	589,625	(600,283)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	152	0	(1,009)	0	0
Total Revenue	0	0	152	0	(1,009)	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	152	0	(1,009)	0	0
Net County Cost	1,579,082	1,621,336	1,751,867	1,189,908	1,189,908	589,625	(600,283)
Budgeted Staffing*	38	38	41	41	41	16	(25)

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements include Staffing Expenses of \$1.9 million to fund 16 regular positions. Operating Expenses of \$3.1 million includes \$1.3 million for applications development and direct labor charges primarily related to the Accela EZ Online Permitting System upgrade and implementation, and \$1.5 million for labor related to technology maintenance, facilities maintenance charges, data processing charges, COWCAP and other expenses. Reimbursements of \$4.4 million are primarily comprised of transfers in from the other Land Use Services budget units for administrative support.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$600,283, primarily due to decreased Staffing Expenses of \$1.5 million as a result of a reorganization, which is reallocating Customer Service Unit staff to the Building & Safety and Planning budget units from the Administration Division budget unit and a decrease of \$501,697 in charges related to the Accela EZ Online Permitting System upgrade. These decreases are partially offset by a reduction of \$1.4 million in Reimbursements from other Land Use Services divisions for the recovery of administrative costs due to the reorganization of the Customer Service Unit staff. Net County Cost is decreasing by \$600,283 due to the removal of one-time funding received in 2018-19 for permit system upgrades.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Administration	41	0	(25)	0	16	0	16
Total	41	0	(25)	0	16	0	16

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.9 million fund 16 regular budgeted positions. This budget reflects a decrease of 25 positions as follows:

- Deletion of 3 vacant Public Service Employee Positions.
- Deletion of 22 positions due to a reorganization to improve customer service delivery and support throughout the various budget units by grouping together staff that work on similar activities. The division is reallocating the following:
 - 9 positions to the Building and Safety budget unit:
 - 1 Land Use Technician Supervisor
 - 2 Senior Land Use Technicians
 - 4 Land Use Technicians
 - 2 Office Assistant III
 - 13 positions to the Planning budget unit:
 - 1 Land Use Technician Supervisor
 - 7 Land Use Technicians
 - 4 Office Assistant III
 - 1 Office Assistant IV



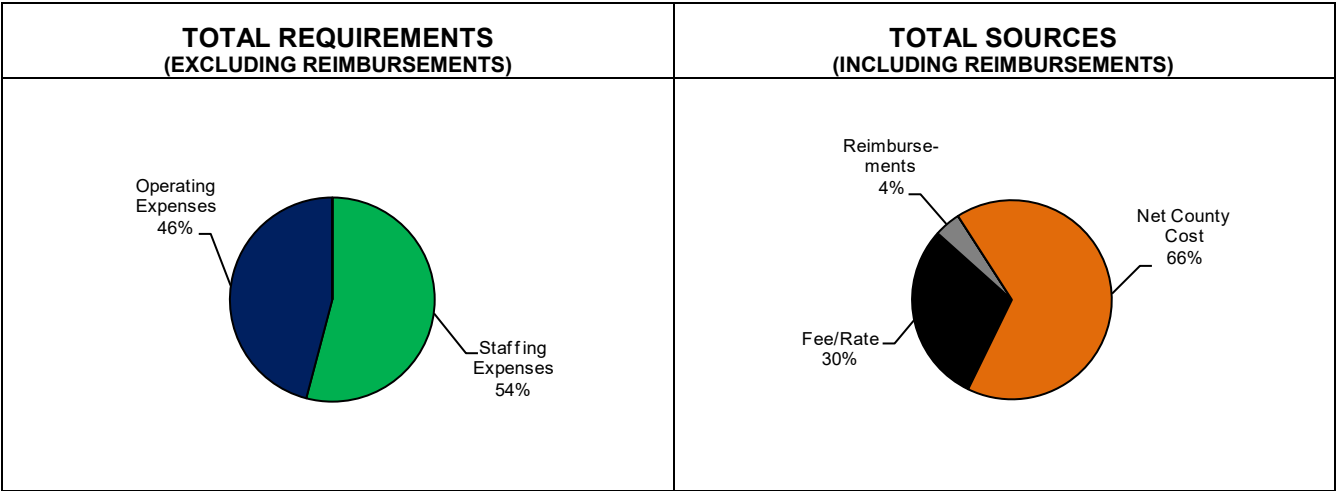
Planning

DESCRIPTION OF MAJOR SERVICES

The Planning Division oversees land use, community design, and industrial, commercial, and residential development. Planning facilitates the review, processing, and approval of applications for land use and land divisions within the County unincorporated areas; oversees General Plan implementation, updates, and annual reports as required by law; maintains, updates, and interprets the Development Code; serves as the County lead for California Environmental Quality Act (CEQA) compliance, oversees the preparation of environmental reports for private and capital improvement projects; reviews and processes mining and reclamation plans in compliance with Surface Mining and Reclamation Act (SMARA); and conducts annual mine inspections to ensure adequate reclamation financial assurances for mining operations.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$6,796,293
Total Sources (Incl. Reimb.)	\$2,290,000
Net County Cost	\$4,506,293
Total Staff	39
Funded by Net County Cost	66%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services DEPARTMENT: Land Use Services - Planning FUND: General				BUDGET UNIT: 695 1000 FUNCTION: Public Protection ACTIVITY: Other Protection			
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	2,177,629	2,220,494	2,157,428	2,772,125	2,273,482	3,676,654	904,529
Operating Expenses	5,906,917	4,952,793	3,847,896	4,429,906	4,079,940	3,119,639	(1,310,267)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	8,084,546	7,173,287	6,005,324	7,202,031	6,353,422	6,796,293	(405,738)
Reimbursements	(455,002)	(194,859)	(161,184)	(160,000)	(221,383)	(290,000)	(130,000)
Total Appropriation	7,629,544	6,978,428	5,844,140	7,042,031	6,132,039	6,506,293	(535,738)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	7,629,544	6,978,428	5,844,140	7,042,031	6,132,039	6,506,293	(535,738)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	399,892	(625)	0	0	0	0	0
Fee/Rate	2,473,442	1,431,380	1,862,490	2,314,555	1,961,925	2,000,000	(314,555)
Other Revenue	302,520	500,277	982,132	0	29,644	0	0
Total Revenue	3,175,854	1,931,032	2,844,622	2,314,555	1,991,569	2,000,000	(314,555)
Operating Transfers In	0	0	40,000	0	0	0	0
Total Financing Sources	3,175,854	1,931,032	2,884,622	2,314,555	1,991,569	2,000,000	(314,555)
Net County Cost	4,453,690	5,047,396	2,959,518	4,727,476	4,140,470	4,506,293	(221,183)
Budgeted Staffing*	31	29	30	30	30	39	9

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements include Staffing Expenses of \$3.7 million to fund 33 regular positions and 6 limited term positions. Operating Expenses of \$3.1 million include \$1.3 million in consultant services primarily for planning, bio mapping, Geotechnical and Environmental Impact Report services, \$86,375 for COWCAP, \$497,383 in legal expenses, \$722,850 for administrative support from the Land Use Services Administration budget unit, and \$470,531 for facilities maintenance charges, data processing charges, and other expenses.

Sources of \$2.0 million include \$1.1 million in Fee revenue for services provided to applicants for project expenses and \$900,000 in Environmental Impact Report project fees.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$535,738 primarily due to a decrease in the use of consultant services and a reduction in Transfers to the Administration budget unit for administrative support. This decrease is partially offset by an increase in Reimbursements of \$130,000 from the Building and Safety division and Salaries and Benefits of \$904,529 due to the reallocation of 15 positions from the Administration budget unit to improve customer service delivery and streamline business operations.

Sources are decreasing by \$314,555 primarily as a result of the completion of, and varying demand for, Environmental Impact Report projects.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		Limited	Regular
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended			
Planning	30	15	(6)	0	39		6	33
Total	30	15	(6)	0	39		6	33

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$3.7 million fund 39 budgeted positions, of which 33 are regular positions and 6 are limited term positions. This budget reflects a net increase of 9 positions as follows:

- Deletion of 6 vacant positions due to a restructure of the budget unit.
 - 3 Public Service Employee (extra help)
 - 2 Supervising Planner (regular)
 - 1 Planner III (regular)
- Additionally, 15 positions are being added from the Administrative budget unit to improve customer service delivery and support throughout the various budget units:
 - 1 Land Use Technician Supervisor
 - 7 Land Use Technician
 - 1 Office Assistant IV
 - 4 Office Assistant III
 - 2 Public Service Employee



Building and Safety

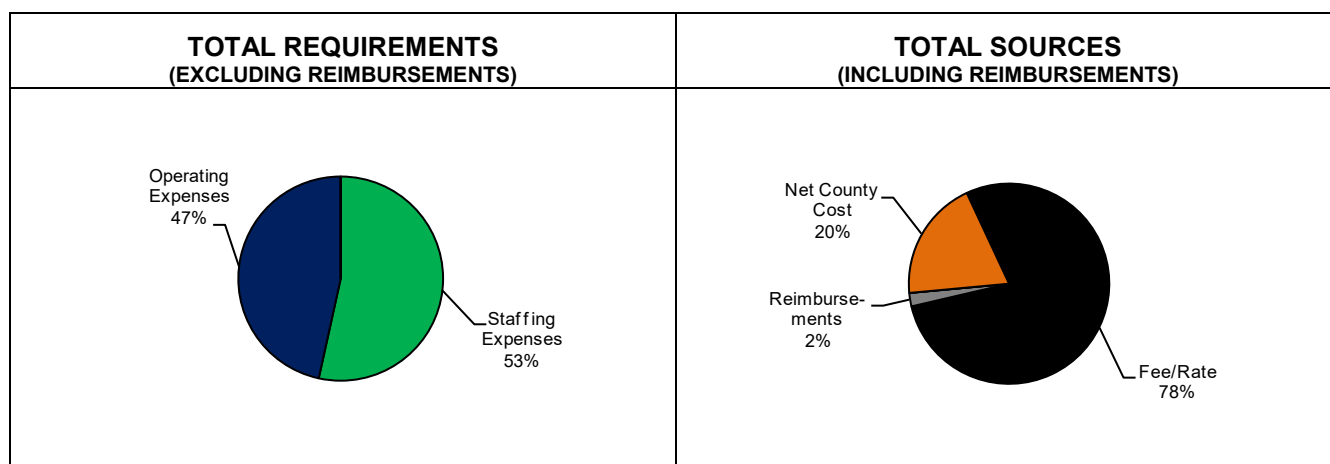
DESCRIPTION OF MAJOR SERVICES

Building and Safety administers construction and occupancy standards to safeguard life, health, and property in the unincorporated areas of the County and is responsible for review of local area drainage, grading plans and conditioning of new developments and improvement plans. 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. The Land Development budget unit is being consolidated into Building and Safety. The Land Development division is responsible for review of local area drainage, grading plans, tentative, and final maps, conditioning of new developments and reviewing and processing improvement plans for roads and drainage facilities associated with land development projects in accordance with the San Bernardino County Development Code and General Plan within the County area.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$8,062,519
Total Sources (Incl. Reimb.)	\$6,490,000
Net County Cost	\$1,572,519
Total Staff	41
Funded by Net County Cost	20%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Building & Safety
FUND: General

BUDGET UNIT: 692 1000
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,637,580	1,864,781	1,724,271	2,285,660	2,398,462	4,309,154	2,023,494
Operating Expenses	3,913,023	4,108,851	4,428,515	4,877,261	5,424,858	3,753,365	(1,123,896)
Capital Expenditures	0	49,800	0	0	0	0	0
Total Exp Authority	5,550,603	6,023,432	6,152,786	7,162,921	7,823,320	8,062,519	899,598
Reimbursements	(28,176)	(24,992)	(7,869)	(4,734)	(9,922)	(175,000)	(170,266)
Total Appropriation	5,522,427	5,998,440	6,144,917	7,158,187	7,813,398	7,887,519	729,332
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,522,427	5,998,440	6,144,917	7,158,187	7,813,398	7,887,519	729,332
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	5,177,110	5,671,126	5,788,753	6,350,000	6,973,307	6,305,000	(45,000)
Other Revenue	75,192	53,071	15,014	10,000	21,365	10,000	0
Total Revenue	5,252,302	5,724,197	5,803,767	6,360,000	6,994,672	6,315,000	(45,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	5,252,302	5,724,197	5,803,767	6,360,000	6,994,672	6,315,000	(45,000)
Net County Cost	270,125	274,243	341,150	798,187	818,726	1,572,519	774,332
Budgeted Staffing*	21	23	23	23	23	41	18

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$4.3 million fund 39 regular positions and 2 limited term position. Operating Expenses of \$3.8 million are comprised mostly of vehicle services charges, facilities and data usage, consultant services, and transfers to the Land Use Services Administration budget unit for administrative support. Reimbursements of \$175,000 are for conditioning planning projects.

Sources of \$6.3 million are primarily related to fees charged for plan reviews, inspections, and permits.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$729,332 primarily due to a \$2.0 million Staffing Expenses increase primarily due to the addition of positions from Land Use Services Administration, 8 positions from the Land Development budget units and a deletion 1 vacant position to enhance customer service delivery and streamline business operations. This Staffing Expenses increase is partially offset by a decrease in outside consultant services expenses of \$930,095, a decrease in Transfers Out of \$539,030, and increase in Reimbursements of \$170,266 due to the consolidation of the budget units.

Sources are decreasing by \$45,000 primarily due to a decrease in miscellaneous license and permit activity, which is partially offset by additional Fee revenue from the consolidation of budget units. Net County Cost is also increasing due to the consolidation of the budget units.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Building & Safety	23	19	(1)	0	41	2	39
Total	23	19	(1)	0	41	2	39

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$4.8 million fund 39 regular positions and 2 limited term position. This budget reflects a net increase of 18 positions as follows:

Additions

As a result of the Land Development budget unit being consolidated with the Building and Safety budget unit, the following 8 regular positions are being added to the Building and Safety budget unit in an effort to improve and streamline operations:

- 3 Engineering Technician IV
- 1 Engineering Technician V
- 1 Public Works Engineer IV
- 1 Public Works Engineer III
- 2 Public Works Engineer II

Additionally, the following 9 regular and 2 limited term positions have been added from the Administrative budget unit:

- 1 Land Use Technician Supervisor
- 2 Senior Land Use Technician
- 4 Land Use Technician
- 2 Office Assistant III
- 2 Public Service Employee (limited term)

Deletions

- 1 (Vacant) Building Inspector III



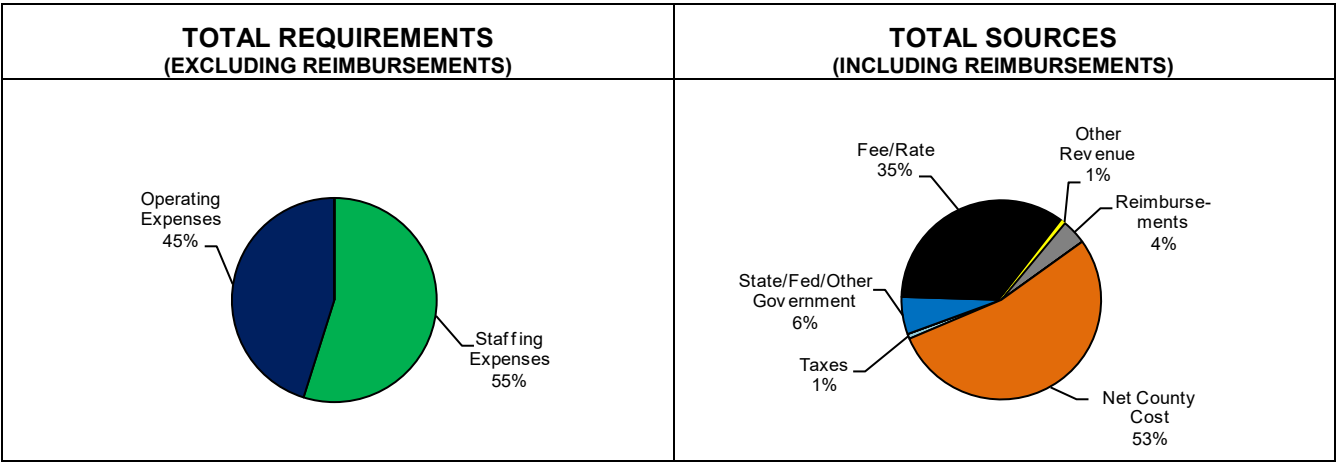
Code Enforcement

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. Fire Hazard Abatement budget unit is being consolidated into Code Enforcement. Fire Hazard Abatement enforces the Fire and Hazardous Trees Ordinance in the unincorporated portions of the County and provides contract services to specified cities and fire districts within the County.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$9,900,338
Total Sources (Incl. Reimb.)	\$4,599,664
Net County Cost	\$5,300,674
Total Staff	60
Funded by Net County Cost	54%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Code Enforcement
FUND: General

BUDGET UNIT: 693 1000
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	2,922,007	3,071,057	3,020,797	3,951,151	3,803,939	5,414,874	1,463,723
Operating Expenses	3,035,835	2,048,778	2,223,279	3,347,998	2,586,311	4,455,464	1,107,466
Capital Expenditures	10,348	149,399	0	64,000	64,000	30,000	(34,000)
Total Exp Authority	5,968,191	5,269,233	5,244,076	7,363,149	6,454,250	9,900,338	2,537,189
Reimbursements	(384,523)	(348,585)	(539,141)	(647,172)	(548,838)	(400,000)	247,172
Total Appropriation	5,583,668	4,920,648	4,704,935	6,715,977	5,905,412	9,500,338	2,784,361
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,583,668	4,920,648	4,704,935	6,715,977	5,905,412	9,500,338	2,784,361
Sources							
Taxes	3	2	5,323	0	1	80,000	80,000
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	39,462	183,696	457,462	138,283	600,000	142,538
Fee/Rate	681,937	951,190	969,199	850,000	857,532	3,464,664	2,614,664
Other Revenue	194,787	15,708	19,980	3,500	177,896	55,000	51,500
Total Revenue	876,727	1,006,361	1,178,198	1,310,962	1,173,712	4,199,664	2,888,702
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	876,727	1,006,361	1,178,198	1,310,962	1,173,712	4,199,664	2,888,702
Net County Cost	4,706,941	3,914,288	3,526,737	5,405,015	4,731,700	5,300,674	(104,341)
Budgeted Staffing*	33	35	37	40	40	60	20

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$5.4 million fund 54 regular positions and 6 limited term positions. Operating Expenses of \$4.5 million includes \$1.1 million for fire hazard abatement services and programs such as demolition of derelict properties, graffiti abatement, the Short-Term Rental Permit Program and the illegal dumping enforcement program. Other major requirements include \$1.4 million for legal services, vehicle service charges, mail services, facilities maintenance, data processing charges, dispatch services, technology-related costs, and \$1.4 million in transfers to the Land Use Services Administration budget unit for administrative support. Reimbursements of \$400,000 represent services provided to the Public Works and Regional Parks Departments.

Sources of \$4.2 million include \$600,000 in grant funding from the California Department of Recycling and Recovery (CalRecycle) for the Local Government Waste Tire Enforcement Grant, and \$3.5 million primarily from administrative citations, home rental permits, and fire hazard abatement service fees.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are increasing \$2.8 million and \$2.9 million respectively largely due to the consolidation of the Fire Hazard Abatement budget unit within this budget unit. This consolidation will help streamline services by placing staff with similar duties within the same organizational structure of the department. In addition to the consolidation, the department has added 3 positions to support the CalRecycle Local Government Waste Tire Enforcement Grant, the Flood Control District Enforcement program and the Short-Term Rental Permit program, which is contributing to the increase in Staffing Expenses.



2019-20 POSITION SUMMARY*

	2018-19				2019-20		
Division	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Code Enforcement	40	20	0	0	60	6	54
Total	40	20	0	0	60	6	54

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$5.4 million fund 54 budgeted regular positions and 6 limited term positions. Staffing changes are as follows:

Additions

- 2 Code Enforcement Officer III positions are being added to support increased Flood Control District enforcement and to support a growing Short Term Rental Permit program.
- 1 Office Assistant III is being added to support the California Department of Resources Recycling and Recovery Local Government Waste Tire Enforcement Grant.

As a result of the Fire Hazard Abatement budget unit being consolidated with Code Enforcement, the following 17 positions are being allocated to the Code Enforcement budget unit:

- 1 Code Enforcement Supervisor
- 3 Code Enforcement Officer
- 7 Fire Hazard Abatement Officer
- 4 Office Assistant III
- 2 Public Service Employee



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. Fire Hazard Abatement budget unit is being deleted due to the consolidation of staffing and activities into the Code Enforcement budget unit.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$0
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

2019-20 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
No Requirements for this budget unit	No Requirements for this budget unit



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Fire Hazard Abatement
FUND: General

BUDGET UNIT: 694 1000
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	738,743	826,932	978,603	1,219,618	994,472	0	(1,219,618)
Operating Expenses	1,334,858	1,316,316	1,558,759	1,797,571	1,617,116	0	(1,797,571)
Capital Expenditures	0	49,800	0	0	0	0	0
Total Exp Authority	2,073,601	2,193,048	2,537,362	3,017,189	2,611,588	0	(3,017,189)
Reimbursements	0	(13,666)	(259,367)	(250,000)	(22,976)	0	250,000
Total Appropriation	2,073,601	2,179,382	2,277,995	2,767,189	2,588,612	0	(2,767,189)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,073,601	2,179,382	2,277,995	2,767,189	2,588,612	0	(2,767,189)
Sources							
Taxes	71,899	64,197	90,513	80,000	80,658	0	(80,000)
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	1,796,874	1,784,110	1,960,095	2,248,782	2,165,321	0	(2,248,782)
Other Revenue	40,113	43,151	53,734	54,299	41,850	0	(54,299)
Total Revenue	1,908,885	1,891,458	2,104,342	2,383,081	2,287,829	0	(2,383,081)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,908,885	1,891,458	2,104,342	2,383,081	2,287,829	0	(2,383,081)
Net County Cost	164,716	287,924	173,653	384,108	300,783	0	(384,108)
Budgeted Staffing*	14	17	17	17	17	0	(17)

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

There are no Requirements or Sources in this budget unit due to the consolidation with the Code Enforcement budget unit to improve customer service and overall operational efficiency.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$2.8 million, and all activities associated with this budget unit have been consolidated in the Code Enforcement budget unit. There is no funding included in this budget unit.

2019-20 POSITION SUMMARY*

	2018-19				2019-20			
Division	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular	
Fire Hazard Abatement	17	0	(17)	0	0	0	0	
Total	17	0	(17)	0	0	0	0	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

All 15 regular and 2 limited term staff positions have been deleted from this budget unit and added into the Code Enforcement budget unit to improve customer service and overall operational efficiency.



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. The Land Development budget unit is being deleted due to the consolidation of staffing and activities into the Building and Safety budget unit.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$0
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

2019-20 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
No Requirements for this budget unit	No Sources for this budget unit



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services DEPARTMENT: Land Use Services - Land Development FUND: General				BUDGET UNIT: 696 1000 FUNCTION: Public Protection ACTIVITY: Other Protection			
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	851,765	774,379	826,214	929,936	801,339	0	(929,936)
Operating Expenses	306,669	330,421	373,734	392,957	339,821	0	(392,957)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	1,158,434	1,104,800	1,199,948	1,322,893	1,141,160	0	(1,322,893)
Reimbursements	(410,485)	(473,967)	(254,812)	(325,000)	(310,554)	0	325,000
Total Appropriation	747,949	630,833	945,136	997,893	830,606	0	(997,893)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	747,949	630,833	945,136	997,893	830,606	0	(997,893)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	341,508	280,527	270,186	274,650	303,782	0	(274,650)
Other Revenue	(2,568)	(17,345)	52,141	0	101	0	0
Total Revenue	338,940	263,182	322,327	274,650	303,883	0	(274,650)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	338,940	263,182	322,327	274,650	303,883	0	(274,650)
Net County Cost	409,009	367,651	622,809	723,243	526,723	0	(723,243)
Budgeted Staffing*	8	8	8	8	8	0	(8)

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

There are no Requirements or Sources in this budget unit due to the consolidation with the Building and Safety budget unit to improve customer service and streamline current operations to the development community.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$997,893, and all activities associated with this budget unit have been consolidated within the Building and Safety budget unit. There is no funding included in this budget unit.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Land Development	8	0	(8)	0	0	0	0
Total	8	0	(8)	0	0	0	0

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

All 8 regular staff positions have been deleted from this budget unit and added into the Building and Safety budget unit to improve customer service and streamline current operations to the development community.



PUBLIC WORKS

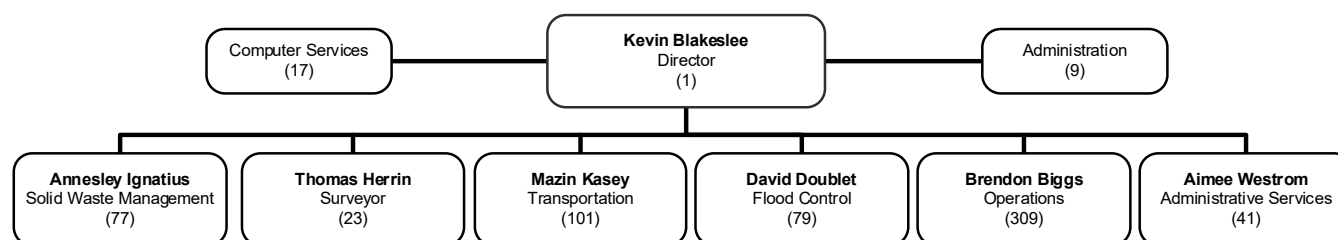
Kevin Blakeslee

DEPARTMENT MISSION STATEMENT

The mission of the Department of Public Works is to enhance the quality of life for our diverse communities by developing and maintaining public infrastructure and providing a variety of municipal services that complements our natural resources and environment.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Surveyor	3,766,398	3,116,000	650,398			25
Total General Fund	3,766,398	3,116,000	650,398	0	0	25
Special Revenue Funds						
Survey Monument Preservation	80,000	80,000		0		0
DPW - Transportation - Consolidated	152,728,455	130,401,200		22,327,255		359
Total Special Revenue Funds	152,808,455	130,481,200	0	22,327,255	0	359
Enterprise Funds						
Solid Waste - Consolidated	131,847,207	97,762,353			34,084,854	92
Total Enterprise Funds	131,847,207	97,762,353	0	0	34,084,854	92
Other Agencies						
Flood Control District - Consolidated	138,220,449	96,642,607		41,577,842		181
Flood Control District - Equipment	5,317,350	3,727,500			1,589,850	0
Total Other Agencies	143,537,799	100,370,107	0	41,577,842	0	181
Total - All Funds	431,959,859	331,729,660	650,398	63,905,097	35,674,704	657



2018-19 MAJOR ACCOMPLISHMENTS

- Surveyor-
 - Refined field procedures and computer processing techniques for the Unmanned Aerial Systems (UAS) mapping program, expanding service to larger size projects, including the annual and quarterly mapping for the County's active landfill sites.
 - Implemented staffing reorganization to bring the Department of Public Works (DPW) Geographic Information Systems (GIS) functions under the supervision of the County Surveyor, and to meet succession planning and staffing goals for the County Surveyor's office.
 - Provided support for Public Works GIS projects, including enhancements of the Public Works Storm Patrol program.
 - Performed work on preservation of survey monumentation for all Transportation and Flood Control projects administered.
- Solid Waste-
 - Completed the following projects totaling \$1.9 million:
 - Big Bear Transfer Station Floor Repair - \$245,858
 - Landers Landfill Scalehouse Replacement - \$235,883
 - Yucaipa Disposal Site Groundwater Treatment System - \$1.4 million
 - Created a GIS Map on the department's website to provide unincorporated residents the ability to search for their responsible franchise waste hauler.
 - Issued over 500+ "Smart Cards" between DPW hauler accounts, Athens and Burrtec, to distinguish the billing accounts at the automated scales in order to streamline the billing process and reduce the wait time for the public.
- Transportation-
 - Received federal authorization to proceed and expend \$210,000 for the following projects:
 - Federal Emergency Relief funds for replacement of damaged guardrail on Lone Pine Canyon Road - \$194,000.
 - Federal Emergency Relief funds for Lytle Creek Road Debris Removal - \$16,000.
 - Completed the following projects totaling \$10.8 million:
 - Cherry Avenue and Andel Drive Reconstruction Project in the Fontana Area - \$5.5 million.
 - North Bloomington American with Disabilities Act (ADA) Ramp Upgrade Project - \$511,182.
 - Lone Pine Canyon Road Guardrail Replacement Project in the Wrightwood Area - \$243,847.
 - Etiwanda Avenue Street Improvement Project in the Fontana Area - \$858,000.
 - Joshua Tree Area Rehabilitation Project - \$1.5 million.
 - ISD Parking Lot Improvement in the San Bernardino Area - \$1.4 million.
 - Reconstruction of Randall Avenue in the Rialto Area - \$280,000.
 - Sterling Avenue and Baseline Avenue Rehabilitation in the San Bernardino Area - \$470,000.
 - Received funding award from the Federal Highway Safety Improvement Program for intersection safety improvements on Phelan Road - \$1.1 million.
 - Prepared and applied chip seals to 154 miles of roadway - \$13.6 million.
 - Applied maintenance overlays to 45 miles of roadway - \$5.1 million.
 - Maintained an overall roadway network Pavement Condition Index (PCI) score of 80 out of 100 indicating that the County's roadway overall quality is classified as Very Good.



- Flood Control-
 - Completed the following construction projects totaling \$9.4 million:
 - Amethyst Dam in the City of Victorville - \$8.9 million
 - Bandicoot Waterline in and around the City of Hesperia - \$522,555
 - Awarded construction contracts for the following projects totaling \$79.2 million:
 - West Fontana Channel from Banana Basin to Juniper Street in the City of Fontana - \$59.8 million.
 - Cactus Basin 4/5 in the City of Rialto - \$14.6 million.
 - Sand Creek/Warm Creek Confluence Channel in the City of San Bernardino - \$4.8 million.
 - Received approval from the Department of Water Resources for the County's Flood Safety Plan.
 - Permitted more than 25 Flood Control maintenance projects and 15 emergency maintenance projects.
 - Performed cleanup at the City Creek homeless encampment. This project removed over 50 tons of trash and debris from the waterway in the Highland area.
 - Received the 2018 California Stormwater Quality Association Award for Outstanding News, Information, Outreach, and Media Project.
 - Received approval of the Master Storm Water System Maintenance Program Final Impact Report from the Board of Supervisors, which allows for maintenance of over 500 existing flood control facilities.
 - Completed the following Operations maintenance projects:
 - West State Street Storm Drain Channel Wall Repair.
 - Carbon Canyon Channel Invert Repair.
 - Twin Creek Channel Invert Excavation.
 - Warm Creek Channel Army Corps of Engineers (ACOE) Levee Safety Repairs.
 - Patton Basin Excavation and Slope Restoration.
 - Received a \$200,000 grant from the South Coast Air Quality Management District to contribute to the purchase of 13 heavy equipment vehicles.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	\$38,662	\$45,000	\$45,000	\$45,000
STRATEGY	Increase efficiency in the use of labor, equipment and materials in delivery and roadway preservation projects.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 operating system maintenance and replacement.	Contingency dollars spent as a percentage of contract cost.	1.18%	2%	2%	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	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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 operating system maintenance and replacement.	Percentage of construction projects completed on time.	100%	85%	85%	85%
STRATEGY	Increase efficient use of financial resources by ensuring department construction projects are completed on time and within budget.					



Surveyor

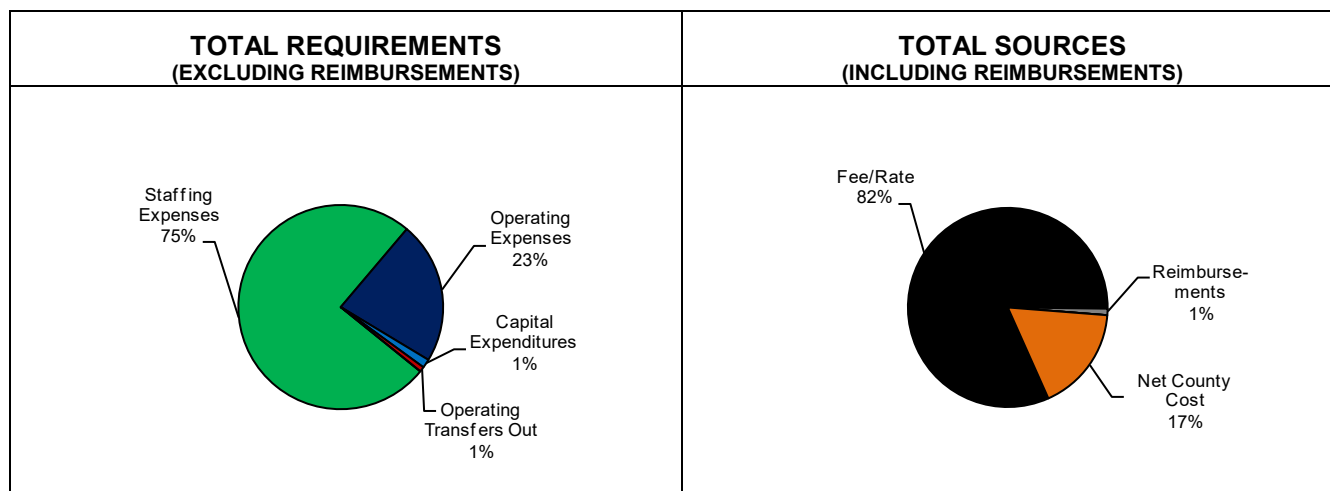
DESCRIPTION OF MAJOR SERVICES

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 Parcel Basemap.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$3,806,398
Total Sources (Incl. Reimb.)	\$3,156,000
Net County Cost	\$650,398
Total Staff	25
Funded by Net County Cost	17%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Surveyor
FUND: General

BUDGET UNIT: 666 1000
FUNCTION: General
ACTIVITY: Other General

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	2,205,189	2,178,394	2,069,558	2,465,348	2,426,518	2,867,480	402,132
Operating Expenses	623,957	564,759	626,482	787,439	699,925	855,678	68,239
Capital Expenditures	175,735	121,510	17,144	42,000	42,000	53,000	11,000
Total Exp Authority	3,004,881	2,864,663	2,713,184	3,294,787	3,168,443	3,776,158	481,371
Reimbursements	(27,794)	(25,923)	(7,119)	(20,000)	(50,760)	(40,000)	(20,000)
Total Appropriation	2,977,087	2,838,740	2,706,065	3,274,787	3,117,683	3,736,158	461,371
Operating Transfers Out	10,524	2,892	977	30,600	9,246	30,240	(360)
Total Requirements	2,987,611	2,841,632	2,707,042	3,305,387	3,126,929	3,766,398	461,011
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	2,414,970	2,331,634	2,547,909	2,654,989	2,536,656	3,116,000	461,011
Other Revenue	3,014	0	(18)	0	0	0	0
Total Revenue	2,417,984	2,331,634	2,547,891	2,654,989	2,536,656	3,116,000	461,011
Operating Transfers In	75,728	0	0	0	0	0	0
Total Financing Sources	2,493,712	2,331,634	2,547,891	2,654,989	2,536,656	3,116,000	461,011
Net County Cost	493,899	509,998	159,151	650,398	590,273	650,398	0
Budgeted Staffing*	23	24	22	22	22	25	3

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$3.8 million primarily include \$2.9 million in Staffing Expenses to fund 25 positions, Operating Expenses of \$855,678, and Capital Expenditures of \$53,000 for replacement of aging surveying equipment. Significant Operating Expenses include vehicle charges, professional services, central services, and transfers to fund administration and fiscal support provided by the Transportation Division and the Flood Control District.

Sources of \$3.1 million primarily 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 increasing by \$461,011. The most notable changes are an increase in Staffing Expenses of \$402,132 primarily due to the addition of three regular positions, an increase in Operating Expenses of \$68,239 primarily due to computer services and supplies, and an increase in Capital Expenditures of \$11,000, offset by a decrease in Operating Transfers Out of \$360 and an increase in Reimbursements of \$20,000 primarily from the Transportation Division and the Flood Control District for their share of emergency training and storm patrol.

Sources are increasing by \$461,011 primarily due to an increase in anticipated mapping and field survey work on construction projects for the Transportation Division as a result of Senate Bill 1 (SB1) Road Maintenance and Rehabilitation Account (RMRA) funding.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		Limited	Regular
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended			
Surveyor Administration	1	0	0	0	1		0	1
Office Section	10	0	0	0	10		0	10
Field Section	9	3	0	0	12		0	12
Administrative Services	2	0	0	0	2		0	2
Total	22	3	0	0	25		0	25

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.9 million fund 25 budgeted positions of which 25 are regular positions. The budget includes an increase of 3 positions.

A total of 3 regular positions are added to the budget in the operational section due to an increase in services provided for Transportation Division's projects, as a result of the SB1 RMRA funding for construction projects:

- 1 Engineering Technician III
- 1 Engineering Technician IV
- 1 Survey Party Chief



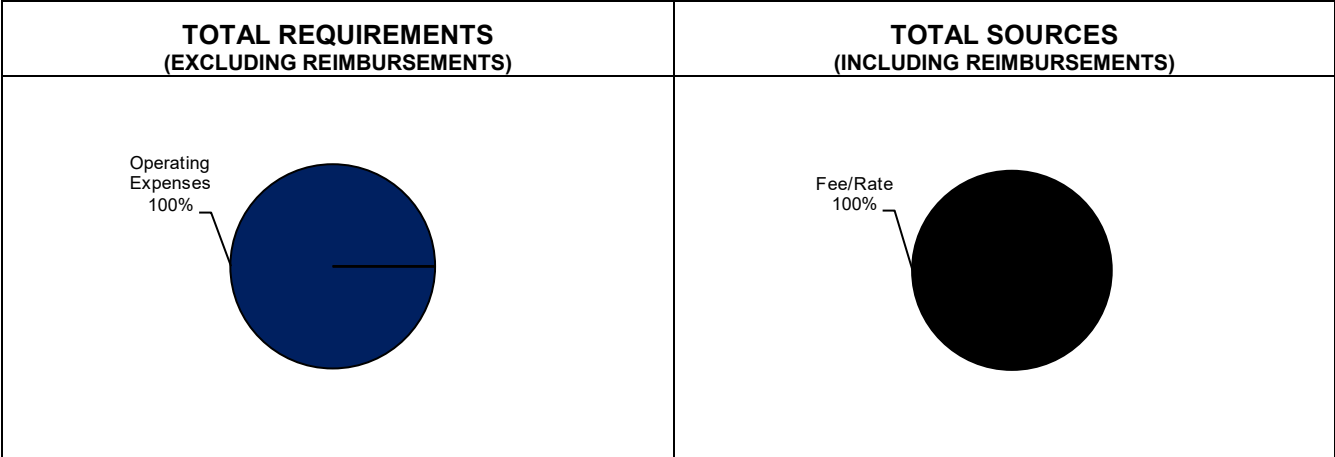
Survey Monument Preservation

DESCRIPTION OF MAJOR SERVICES

The Survey Monument Preservation budget unit was established to account for expenses related to the retracement of re-monument surveys of 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 and historic subdivision lines. The services related to this budget unit are funded by a \$10 fee charged to the public for filing or recording specific types of grant deeds conveying real property.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$80,000
Total Sources (Incl. Reimb.)	\$80,000
Use of / (Contribution to) Fund Balance	\$0
Total Staff	0

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works
FUND: Survey Monument Preservation

BUDGET UNIT: 666 2660
FUNCTION: General
ACTIVITY: Other General

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	(A) <u>2018-19</u>	<u>2018-19</u>	(B) <u>2019-20</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	411	365	484	80,000	17,177	80,000	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	411	365	484	80,000	17,177	80,000	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	411	365	484	80,000	17,177	80,000	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	411	365	484	80,000	17,177	80,000	0
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	80,230	73,670	71,710	80,000	80,000	80,000	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	80,230	73,670	71,710	80,000	80,000	80,000	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	80,230	73,670	71,710	80,000	80,000	80,000	0
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(79,819)	(73,305)	(71,226)	0	(62,823)	0	0
Available Reserves				349,564		412,387	62,823
Total Fund Balance				349,564		412,387	62,823
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 REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$80,000 in Operating Expenses are for services specifically related to retracement or re-monument surveys. Sources of \$80,000 are from fees charged to the public for filing or recording specific types of grant deeds conveying real property.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no changes to Requirements or Sources.

ANALYSIS OF FUND BALANCE

There is no anticipated Use of Fund Balance. The remaining Fund Balance of \$412,387 is being set aside in Available Reserves for future services.

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 2,552 miles of roadways. Additional activities include administration, planning, design, construction, environmental management, and traffic operations.

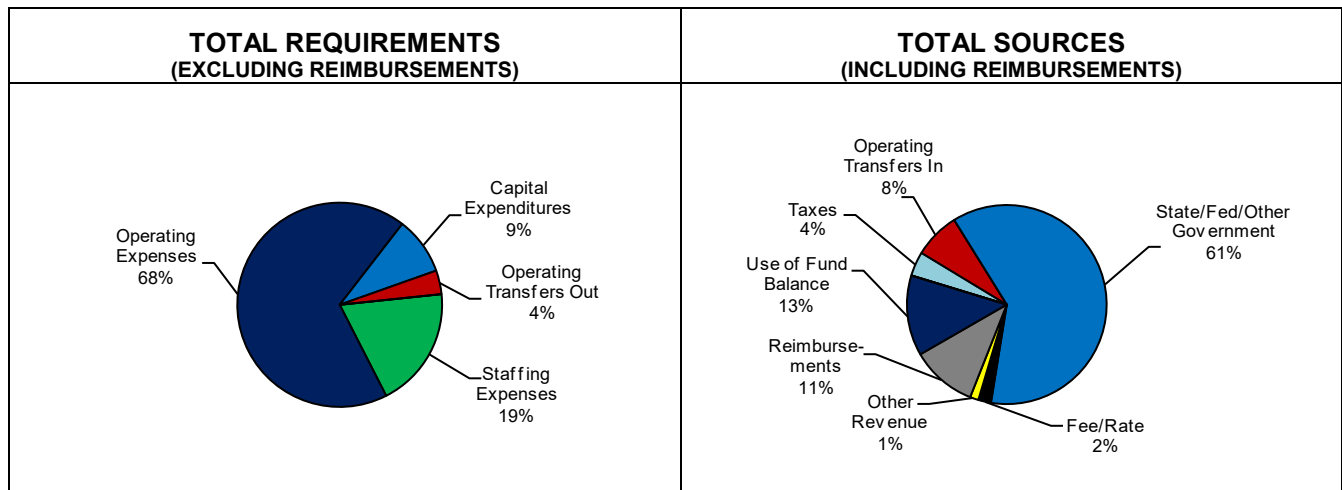
Budget at a Glance

Total Requirements (Excl. Reimb.)	\$170,998,909
Total Sources (Incl. Reimb.)	\$148,671,654
Use of / (Contribution to) Fund Balance	\$22,327,255
Total Staff	359

Operations and routine maintenance activities include patching and crack filling of asphalt pavement, grading of 421 miles of unpaved roads, shoulder maintenance, snowplowing of over 500 miles of mountain roads, traffic signal maintenance at 91 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 12 yard districts with regional facilities located to best service the 20,000 square-mile area of the County.

Road System improvements include roadway resurfacing, reconstruction, 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.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 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

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	25,153,956	25,496,321	25,908,651	31,043,529	28,527,972	32,776,678	1,733,149
Operating Expenses	51,842,840	57,189,662	48,073,119	141,837,083	69,232,761	116,225,357	(25,611,726)
Capital Expenditures	2,971,414	839,422	8,469,418	14,377,500	8,138,999	15,564,874	1,187,374
Total Exp Authority	79,968,210	83,525,405	82,451,188	187,258,112	105,899,732	164,566,909	(22,691,203)
Reimbursements	(16,864,311)	(13,503,121)	(13,299,132)	(21,230,110)	(13,056,822)	(18,270,454)	2,959,656
Total Appropriation	63,103,899	70,022,284	69,152,056	166,028,002	92,842,910	146,296,455	(19,731,547)
Operating Transfers Out	355,761	13,072,051	12,363,343	16,996,362	13,006,456	6,432,000	(10,564,362)
Total Requirements	63,459,660	83,094,335	81,515,399	183,024,364	105,849,366	152,728,455	(30,295,909)
Sources							
Taxes	8,771,881	5,882,663	6,107,675	5,322,287	5,577,506	6,785,345	1,463,058
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	44,341,325	47,947,926	55,168,246	91,409,459	76,772,082	104,931,495	13,522,036
Fee/Rate	4,648,474	6,488,840	6,254,944	4,521,851	5,084,429	3,518,030	(1,003,821)
Other Revenue	1,201,679	4,277,100	1,825,299	1,275,240	1,507,280	2,360,760	1,085,520
Total Revenue	58,963,359	64,596,529	69,356,164	102,528,837	88,941,297	117,595,630	15,066,793
Operating Transfers In	18,764,937	25,876,072	18,490,473	28,435,675	5,692,357	12,805,570	(15,630,105)
Total Financing Sources	77,728,296	90,472,601	87,846,637	130,964,512	94,633,654	130,401,200	(563,312)
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(14,268,636)	(7,378,266)	(6,331,238)	52,059,852	11,215,712	22,327,255	(29,732,597)
Available Reserves				60,849,008		79,165,893	18,516,885
Total Fund Balance				112,708,860		101,493,148	(11,215,712)
Budgeted Staffing*	341	347	343	347	347	359	12

*Data represents modified Budgeted Staffing.

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

DETAIL OF 2019-20 RECOMMENDED BUDGET

2019-20					
Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds					
Road Operations	139,940,755	115,680,000	24,260,755		359
Measure I	9,657,400	10,831,495	(1,174,095)		0
Facilities Development Plans	348,300	166,137	182,163		0
Regional Development Mitigation Plan	2,782,000	3,723,568	(941,568)		0
Total Special Revenue Funds	152,728,455	130,401,200	0	22,327,255	0
					359

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Road Operations has Requirements of \$139.9 million including Staffing Expenses of \$32.8 million to fund 359 positions; \$105.3 million in Operating Expenses primarily include professional services, equipment usage, and material purchases for road construction and maintenance projects, vehicle maintenance, and transfers for labor/equipment usage within all Department of Public Works divisions, which are offset by Reimbursements of \$18.3 million. Remaining Requirements consist of Capital Expenditures (\$15.6 million), which includes \$6.5 million to purchase land and right-of-way needed for road construction projects and \$9.1 million for replacement of heavy equipment needed for daily road operations and maintenance, and Operating Transfers Out (\$4.6 million), which is primarily being transferred to the equipment fund for future equipment replacements, to the Program Management Division for road yard improvement projects, and to reimburse the Road Operations fund with Ad Hoc fees collected for projects completed. Major road construction projects include: multi-year structural improvements to 127 historically significant bridges on National Trails Highway; construction of Phase III of the trail system on the Santa Ana River; construction of culverts on Lone Pine Canyon Road in the Wrightwood area;



reconstruction of Crafton Avenue and others in the Mentone area, reconstruction of Park Boulevard in the Joshua Tree area; reconstruction of Alder Avenue in the Fontana area; contract overlay of 40th Street in the Arrowhead Farms area; contract overlay of Hook Creek and Hospital Road in the Lake Arrowhead area; and contract overlay of Spring Valley Parkway and Other Roads in the Spring Valley Lake area.

Sources of \$115.7 million include \$99.7 million in State/Federal/Other Governmental Revenue which includes Gas Tax (\$46.2 million), Senate Bill 1 (SB1) Road Maintenance and Rehabilitation Account (RMRA) funding (\$27.7 million), and other governmental revenue (\$25.8 million) for pavement improvement and capital construction projects; and Operating Transfers In of \$12.8 million which primarily consists of funding for capital projects and pavement improvement projects (\$10.1 million) and Discretionary General Funding for the Maintenance of Effort (\$2.7 million), which is a requirement of SB1 RMRA funding. Additional sources of \$3.2 million includes revenue from the miscellaneous reimbursements for joint cooperation projects, sales of fixed assets for fully depreciated equipment, road permit and inspection fees, and interest earnings.

The use of \$24.3 million of Fund Balance consists of one-time expenditures for carried over projects and one-time expenditures for future equipment purchases to replace aging equipment. Due to the implementation of SB1 RMRA funding, more in house road maintenance projects are being planned and designed while contracted projects are being delayed.

Measure I has Requirements of \$9.7 million including Operating Expenses of \$8.5 million which fund pavement preservation and improvement projects (\$8 million), intersection improvements (\$150,000), bridge replacements (\$300,000); and Transfers Out of \$1.2 million to fund right-of-way acquisition primarily for the Ranchero Road Widening project. Major pavement preservation projects include: Trona Phase 1 Maintenance Overlay, National Trails Highway Chip Seal and National Trails Highway Overlay in the North Desert, and Park Boulevard Pavement Improvement in the Morongo Basin.

Sources of \$10.8 million include Measure I sales tax (\$6.8 million), interest earnings (\$339,150) and contributions from the Local Government Agencies (\$3.7 million) which primarily includes San Bernardino County Transportation Authority for various reconstruction and bridge projects. The Fund Balance will increase by \$1.2 million.

Facilities Development Plans has requirements of \$348,300 including Operating Expenses of \$288,300 for the design of Shadow Mountain Road in the Helendale/Oro Grande area, and the Rock Springs Road widening and bridge replacement over the Mojave River in the southeast Apple Valley area; and Operating Transfers Out of \$60,000 to fund right-of-way acquisition for Rock Springs Road. Sources of \$166,137 consist of Highway Bridge Program Funding, development fees and interest earnings. Fund Balance of \$182,163 is being used for the projects noted above.

Regional Development Mitigation Plan has requirements of \$2.8 million including Operating Expenses of \$2.2 million primarily for the reconstruction of Alabama Street at I-10 and Operating Transfers Out of \$577,000 to fund right of way acquisition for San Bernardino Avenue Widening, Slover Avenue and Ranchero Road Widening. Sources of \$3.7 million consist of development fees, interest earnings and contributions from the San Bernardino County Transportation Authority for the San Bernardino Road Widening project. The Fund Balance will increase by \$941,568.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$30.3 million. This is due to a decrease in Operating Expenses of \$25.6 million resulting from contracted projects being delayed to allow for the design and planning of in-house road maintenance projects utilizing SB1 RMRA funding; a decrease in Operating Transfers Out of \$10.6 million primarily due to the County's Building's and Acquisition project for the new Department of Public Work's Building; a decrease in Reimbursements of \$3.0 million from Measure I, Facilities and Regional Development Plans and is offset by an increase in Staffing Expenses of \$1.7 million primarily due to a net increase of 12 positions, employee step increases, as well as anticipated cost increases for the reorganization of the Public Works Engineer series; and an increase in Capital Expenditures of \$1.2 million primarily due to increased heavy equipment purchases for planned projects.

Sources are decreasing by \$563,312 due to a decrease in Operating Transfers In of \$15.6 million primarily due to a decrease in the amount requested from Discretionary General Funding for the National Trails Highway and Ranchero Road Widening projects (\$10.4 million), and a decrease to the County's Building's and Acquisition project for the new Department of Public Work's Building (\$5.2 million). This decrease is offset by an increase in Measure I sales Tax of \$1.5 million and an increase in State/Federal/Other Governmental Aid of \$13.5 million for road construction projects.

ANALYSIS OF FUND BALANCE

Use of Fund Balance of \$22.3 million is for one-time expenditures of \$18.8 million generated from prior year sources that are dedicated to and reserved for the construction of transportation projects. The additional \$3.5 million is for one-time expenditures for future equipment purchases to replace aging equipment, which are necessary for maintenance activities to keep the Road System investment from deteriorating. The remaining Available Fund Balance Reserves of \$79.2 million are set aside for one-time expenditures of capital projects of \$78.7 million and technology systems improvements of \$550,000.



2019-20 POSITION SUMMARY*

Division	2018-19			Re-Orgs	2019-20		Limited	Regular
	Modified Budget	Adds	Deletes		Recommended			
Administration	6	1	(1)	0	6	0	0	6
Administrative Services	15	0	0	0	15	1	1	14
Budget/Revenue Claiming	5	0	0	0	5	0	0	5
Computer Services	9	1	0	0	10	2	2	8
Contracts/Inspections	17	4	(1)	0	20	0	0	20
Design	27	4	0	0	31	2	2	29
Environmental Management	1	0	0	0	1	1	1	0
Operations	191	0	0	0	191	45	45	146
Permits	9	1	0	0	10	0	0	10
Planning	22	1	0	0	23	2	2	21
Traffic	24	2	0	0	26	0	0	26
Traffic Operation Services	21	0	0	0	21	1	1	20
Total	347	14	(2)	0	359	54	54	305

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$32.8 million fund 359 budgeted positions of which 305 are regular positions and 54 are limited term positions. This includes a net increase of 12 positions.

A total of 14 regular positions are being added to the budget as follows:

- 1 Public Works Communications Officer is needed to support the Administrative division to provide clear, accurate and consistent information to keep the public informed.
- 1 Office Assistant III for the Computer Services division is needed to perform all administrative tasks that are currently being completed by the other technical staff.
- The following positions are needed to support the projected increase of workload as a result of the SB1 RMRA funding for construction projects:
 - 1 Engineering Technician II for the Traffic division.
 - 3 Engineering Technician III positions for the Contracts, Design and Traffic divisions.
 - 3 Engineering Technician IV positions for the Contracts, Design and Permits divisions.
 - 1 Engineering Technician V for the Contracts division.
 - 2 Public Works Engineer II positions for the Design and Planning divisions.
 - 1 Public Works Engineer III for the Contracts division.
 - 1 Supervising Land Surveyor for the Design division.

A total of 1 regular position is being deleted from the budget as follows:

- 1 Staff Analyst II for the Administrative division is no longer needed.

A total of 1 limited term position is being deleted from the budget as follows:

- 1 Engineering Technician V for the Contracts division is no longer needed.



Solid Waste Enterprise Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

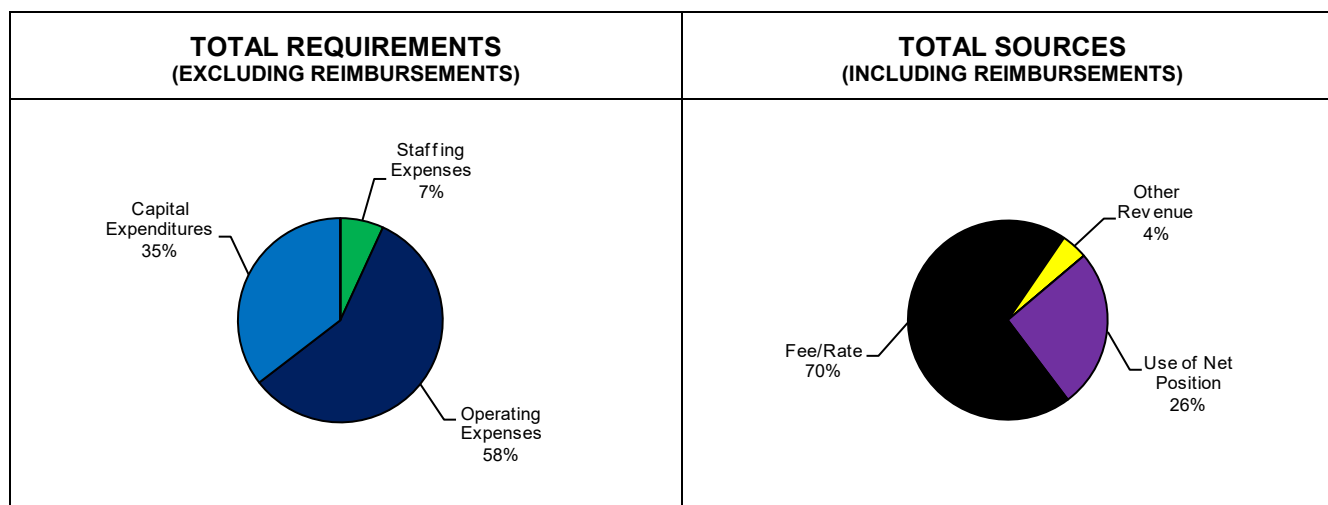
The Solid Waste Management Division (SWMD) provides for the operation and management of the County's solid waste disposal system, which consists of five regional landfills, nine transfer stations, and 34 closed landfills or disposal sites. SWMD also administers the County's solid waste franchise program, 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

Total Requirements (Excl. Reimb.)	\$131,980,207
Total Sources (Incl. Reimb.)	\$97,895,353
Use of / (Contribution to) Net Position	\$34,084,854
Total Staff	92

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, SWMD operates current programs to help mitigate issues that may arise from operations and management of County owned landfills and transfer stations. These programs are the Household Hazardous Waste Program for unincorporated County communities and the Host Cities Program for six host cities with a County landfill or transfer station within its boundary or sphere of influence.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Solid Waste Management
FUND: Solid Waste Enterprise Funds Consolidated

BUDGET UNIT: 670 4250
FUNCTION: Public Ways and Facilities
ACTIVITY: Public Ways

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	7,297,436	7,431,331	7,400,035	8,579,043	7,424,029	9,016,625	437,582
Operating Expenses	57,620,948	51,015,330	55,364,081	75,411,286	64,034,459	76,067,542	656,256
Capital Expenditures	1,158,455	2,113,753	230,146	50,043,859	15,070,412	46,718,680	(3,325,179)
Total Exp Authority	66,076,839	60,560,414	62,994,262	134,034,188	86,528,900	131,802,847	(2,231,341)
Reimbursements	(160,562)	(157,179)	(147,564)	(133,000)	(61,740)	(133,000)	0
Total Appropriation	65,916,277	60,403,235	62,846,698	133,901,188	86,467,160	131,669,847	(2,231,341)
Operating Transfers Out	7,369,441	1,822,927	1,821,778	1,959,592	1,909,592	177,360	(1,782,232)
Total Requirements	73,285,718	62,226,162	64,668,476	135,860,780	88,376,752	131,847,207	(4,013,573)
Sources							
Taxes	215,196	224,446	213,800	225,000	225,000	225,000	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	89,741	78,368	76,733	78,000	78,000	78,000	0
Fee/Rate	76,654,139	77,446,705	83,398,420	85,147,050	88,159,728	91,825,209	6,678,159
Other Revenue	2,688,081	3,089,363	4,646,625	8,331,554	10,227,288	5,634,144	(2,697,410)
Total Revenue	79,647,157	80,838,882	88,335,578	93,781,604	98,690,016	97,762,353	3,980,749
Operating Transfers In	7,305,000	0	0	50,000	0	0	(50,000)
Total Financing Sources	86,952,157	80,838,882	88,335,578	93,831,604	98,690,016	97,762,353	3,930,749
Net Position							
Use of/ (Contribution to) Net Position**	(13,666,439)	(18,612,720)	(23,667,102)	42,029,176	(10,313,264)	34,084,854	(7,944,322)
Estimated Net Position Available						(9,751,246)	
Total Est. Unrestricted Net Position						24,333,608	
Budgeted Staffing*	86	87	91	90	90	92	2

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$131.8 million for the operation of the County's solid waste disposal system include Staffing Expenses of \$9.0 million that support 92 budgeted positions. Operating Expenses of \$76.1 million consists primarily of \$60.1 million for services and supplies (such as landfill operation contracts, construction management, legal services, and professional services), \$14.6 million for other charges (such as payments to cities hosting landfills, revenue share payments and rebates to cities with Waste Disposal Agreements, and payments to the State Board of Equalization), and \$1.4 million in central service payments and administrative transfers to other County departments and divisions within Public Works. Capital Expenditures of \$46.7 million consist primarily of \$46.3 million for improvements to land for expansion projects at Mid-Valley, San Timoteo, and Victorville Landfills, and \$431,180 for equipment, vehicles, land purchases, and construction of a scale house at Heaps Peak Transfer Station. These Requirements are offset by Reimbursements of \$133,000 for shared costs between divisions of Public Works.

Sources of \$97.8 million include 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 budget unit will reduce Net Position by \$34.1 million primarily due to one-time expenses related to landfill expansion projects.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$4.0 million. Significant changes include a decrease in Capital Expenditures of \$3.3 million primarily due to one-time expenditures associated with several expansion projects and a decrease in Operating Transfers Out of \$1.8 million primarily due to an adjustment to the 2018-19 budget for the Division's share of the County's Building and Acquisition Project for a new Department of Public Works building. These decreases are offset by an increase in Operating Expenses of \$656,256 primarily due to payments to Host Cities related to an increase in tonnage and an increase in Staffing Expenses of \$437,582 primarily due to a net increase of two regular positions, employee step increases, as well as anticipated cost increases for the reorganization of the Public Works Engineer series.

Sources are increasing by \$3.9 million. Significant changes include an increase in Fee/Rate revenue of \$6.7 million primarily due to an increase in tonnage and COLA increases for waste agreements. Also included is a \$2.7 million decrease in Other Revenue primarily due to a decrease of \$4.6 million for a one-time sale of land. This decrease was partially offset by an increase of \$1.9 million in interest earnings and other revenue.

ANALYSIS OF NET POSITION

Unrestricted Net Position is anticipated to decrease by \$34.1 million from an estimated balance of \$24.3 million to an estimated deficit of \$9.8 million. This reduction is due to the ongoing landfill expansion projects at the Mid-Valley, San Timoteo, and Victorville landfills.

It is SWMD's intent to use Net Position to fund only capital improvement costs that exceed available operating revenues. Net Position does not fund ongoing operations. SWMD is estimating its Unrestricted Net Position to be in deficit by \$9.8 million at June 30, 2020 due to the inclusion of an estimated \$165.9 million of long-term landfill liabilities for pollution remediation obligations, post-closure maintenance, earned leave and net pension liability. Long-term landfill liabilities exclude future closure construction liabilities of \$59.8 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 revenues. While the Unrestricted Net Position is negative due to these long-term obligations, 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, SWMD continues to reduce ongoing expenses by (when cost effective) performing design and maintenance activities in-house and continues to seek opportunities for additional tonnage to increase revenue. In 2018-19, SWMD hired a consultant to analyze operations and the 10-year financial forecast in an effort to ensure optimal operations of the several landfills and transfer stations, assess new revenue opportunities, and ensure proper reserves are maintained for future projects and operations. The consultant's analysis is anticipated to be completed this year.



2019-20 POSITION SUMMARY*

Division	2018-19					2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended		Limited	Regular
Administration	6	0	(1)	0	5		0	5
Information Technology Services	3	0	0	0	3		0	3
Operations and Scales	40	2	0	0	42		0	42
Engineering	22	3	(3)	0	22		0	22
Administrative Services	12	0	0	0	12		0	12
Solid Waste Programs	7	1	0	0	8		1	7
Total	90	6	(4)	0	92		1	91

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$9.0 million fund 92 budgeted positions of which 91 are regular positions and 1 is a limited term position. This includes a net increase of 2 regular positions.

A total of 6 regular positions are added to the budget as follows:

- 2 Landfill Operations Inspector in Engineering section to provide support for the inspection of the landfills
- 1 Engineering Technician V in the Engineering section to provide support for the inspection of the landfills.
- 1 Landfill Operations Inspector in the Operations section to provide support for the inspection of the landfills.
- 1 Scale Operations Supervisor I in the Operations section for the management of the scale operators.
- 1 Recycling Specialist in Solid Waste Programs section to provide support for the increased workload due to new state legislation/regulations.

A total of 4 vacant regular positions are deleted from the budget as follows:

- 1 Staff Aid in the Administration section that is no longer needed.
- 2 Engineering Technician III in the Engineering section that are no longer needed.
- 1 Secretary I in the Engineering section that is no longer needed.



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	
Total Requirements (Excl. Reimb.)	\$157,154,749
Total Sources (Incl. Reimb.)	\$115,576,907
Use of/ (Contribution to) Fund Balance	\$41,577,842
Total Staff	181

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, and through its own projects, 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 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 and construction, and cooperates with incorporated cities and other agencies in storm drain projects.

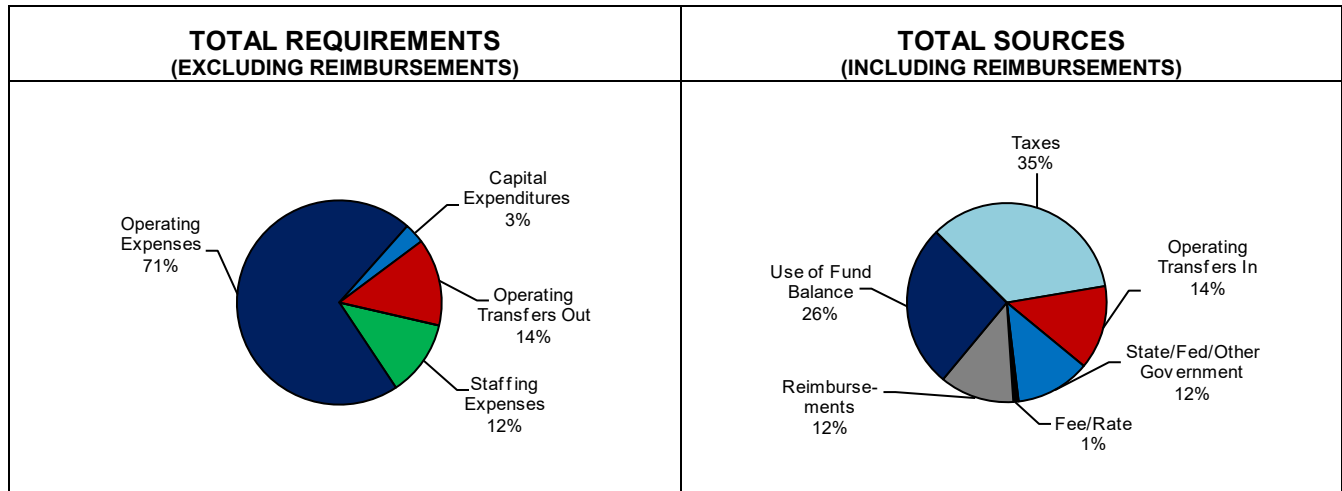
Facility Maintenance: The District has a proactive maintenance program for its facilities. Regular inspections of the storm drains, channels, and basins are made as required by various state and federal agencies.

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, District operations staff regularly patrol and monitor District facilities, and perform flood fighting operations and emergency repairs as needed. The District also 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. During the non-storm season, the flood operations staff perform routine maintenance of flood control facilities.



2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works-Flood Control District
FUND: Consolidated

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Flood Control

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	14,166,579	14,926,972	15,374,214	18,355,212	17,354,867	18,950,622	595,410
Operating Expenses	68,333,312	40,945,644	47,357,559	110,860,697	89,884,324	111,386,070	525,373
Capital Expenditures	1,866,681	765,256	1,170,354	5,313,400	404,923	5,078,900	(234,500)
Total Exp Authority	84,366,572	56,637,872	63,902,127	134,529,309	107,644,114	135,415,592	886,283
Reimbursements	(14,305,949)	(15,044,141)	(15,742,394)	(18,297,142)	(15,749,946)	(18,934,300)	(637,158)
Total Appropriation	70,060,623	41,593,731	48,159,733	116,232,167	91,894,168	116,481,292	249,125
Operating Transfers Out	8,007,151	15,873,135	15,862,174	16,768,988	16,682,787	21,739,157	4,970,169
Total Requirements	78,067,774	57,466,866	64,021,907	133,001,155	108,576,955	138,220,449	5,219,294
Sources							
Taxes	46,017,624	49,386,202	52,897,591	51,045,000	53,730,280	54,687,600	3,642,600
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	5,995,012	4,614,079	3,872,171	2,798,448	2,361,116	19,030,075	16,231,627
Fee/Rate	658,542	1,129,131	1,172,750	767,347	522,954	1,339,495	572,148
Other Revenue	11,724,136	3,909,995	7,694,604	4,838,300	5,320,514	170,500	(4,667,800)
Total Revenue	64,395,314	59,039,407	65,637,116	59,449,095	61,934,864	75,227,670	15,778,575
Operating Transfers In	10,125,531	14,398,510	14,924,915	14,858,479	14,847,903	21,414,937	6,556,458
Total Financing Sources	74,520,845	73,437,917	80,562,031	74,307,574	76,782,767	96,642,607	22,335,033
Fund Balance							
Use of/ (Contribution to) Fund Balance**	3,546,929	(15,971,051)	(16,540,124)	58,693,581	31,794,188	41,577,842	(17,115,739)
Available Reserves				78,791,519		64,113,070	(14,678,449)
Total Fund Balance				137,485,100		105,690,912	(31,794,188)
Budgeted Staffing*	166	174	174	180	180	181	1

*Data represents modified Budgeted Staffing.

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



MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$138.2 million include Staffing expenses of \$19.0 million to fund 181 budgeted positions. Operating Expenses of \$111.4 million consist primarily of professional services for construction projects (\$66.0 million), operations and maintenance activities (\$7.8 million), debt service obligations (\$8.1 million), administrative functions (\$9.0 million), and transfers between the District's zones and other divisions within Public Works (\$20.5 million) for internal administrative functions. These costs are partially offset by \$18.9 million in Reimbursements from the various District Zones for Salaries and Benefits costs and from Surveyor, Solid Waste, and Transportation for Salaries and Benefits costs shared by all the Divisions of Public Works (HR and IT). Additional Requirements include Capital Expenditures of \$5.1 million consisting primarily of purchases of right-of-way for construction projects and Operating Transfers Out of \$21.7 million consisting primarily of internal administrative transfers between the District's zones.

Sources of \$96.6 million primarily include \$54.7 million in property tax revenue. Additionally, Sources include \$19.0 million in Other Governmental Aid to partially fund the awarded West Fontana Channel, Cactus Basin 4/5 and Amethyst Basin construction projects and \$21.4 million in Operating Transfers In comprised of internal administrative cash transfers between funds as reflected above (\$20.0 million) and Discretionary General Funding for the NPDES and Mojave River Watershed Group (MRWG) programs and Rimforest Drainage project (\$1.4 million). Sources also include Fee/Rate and Other Revenue of \$1.4 million, primarily from fee revenues for permit related activities and anticipated property sales.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$5.2 million. This is due to an increase of \$5.0 million in Operating Transfers Out primarily for a transfer from Zone 2 to Zone 1 for Zone 2's share of the West Fontana Channel project, and an increase of \$525,373 in Operating Expenses for planned construction projects. Staffing Expenses are also increasing by \$595,410 primarily due to a net increase of one position, employee step increases, as well as anticipated cost increases for the reorganization of the Public Works Engineer series. These increases are offset by a decrease of \$234,500 in Capital Expenditures for software purchases and an increase of \$637,158 in Reimbursements from various District Zones and the Transportation Division, primarily for salaries and benefits costs due to anticipated planned projects.

Sources are increasing by \$22.3 million. This is primarily due to an increase of \$3.6 million in anticipated property tax revenue and an increase of \$16.2 million in State/Fed/Other Government revenue primarily from state and federal grants for the awarded West Fontana Channel, Cactus Basin 4/5 and Amethyst Basin projects that are currently in construction. Additionally, an increase of \$6.6 million to Operating Transfers In to reflect transfers to Zone 1 from Zone 2 to fund Zone 2's share of the West Fontana Channel project. These increases are partially offset by a decrease of \$4.7 million in Other Revenue primarily due to a reduction in litigation settlement revenue for the Cactus Basin project.

ANALYSIS OF FUND BALANCE

Over the years, Fund Balance has increased due to delayed capital improvement projects as a result of environmental clearance delays from regulatory agencies. Fund Balance usage of \$41.6 million is anticipated for the following projects planned for construction: West Fontana Channel, West State Street Storm Drain, Santa Ana River Flood Wall Repair, Desert Knolls Wash and Rialto Channel projects. The remaining Available Reserves of \$64.1 million are set aside for future planned capital projects and potential need for responding to emergency storm events. Fund Balance is only used for one-time expenditures.



2019-20 POSITION SUMMARY*

Division	2018-19					2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended		Limited	Regular
Administration	3	1	0	0	4		0	4
Water Resources	11	0	0	0	11		0	11
Environmental Mgmt/NPDES	30	1	0	0	31		2	29
Flood Design	22	0	0	0	22		0	22
Seven Oaks Dam	2	0	0	0	2		0	2
Administrative Services	4	0	0	0	4		0	4
Flood Planning	13	0	0	0	13		1	12
Permits	14	0	0	0	14		1	13
Operations	73	0	0	0	73		2	71
Budget/Revenue	3	0	0	0	3		0	3
IT	5	0	(1)	0	4		0	4
Total	180	2	(1)	0	181		6	175

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$19.0 million fund 181 budgeted positions of which 175 are regular positions and 6 are limited term positions. This includes a net increase of 1 regular position:

A total of 2 regular positions are added to the budget as follows:

- 1 Engineering Technician IV in the Environmental Management section to provide support for the National Pollutant Discharge Elimination System requirements from regulatory agencies.
- 1 Office Assistant III in the Administration section to assist with hiring, scheduling, and maintaining personnel files of the department.

A total of 1 vacant limited term position is deleted from the budget as follows:

- 1 Contract GIS Analyst in the Information Technology section that is no longer needed.



CAPITAL IMPROVEMENT PROJECTS IN 2019-20 RECOMMENDED BUDGET

The following Capital Improvement Projects are included in the 2019-20 Recommended Budget:

Proj. #	Location/ Address	Dist	Project Name-Description	Fund	Total Project Budget	New Projects	Carryover Balances	2019-20 Recommended Requirements
1	Highland	3	Elder Creek and Plunge Creek Restoration	1930002526	13,566,641	-	4,497,195	4,497,195
2	Twentynine Palms	3	Donnell Basin	1960002540	11,474,435	-	470,000	470,000
3	Rimforest	2	Rimforest Drainage	1950002536	8,271,140	- *	400,000	400,000
4	Hesperia	1	Bandicoot Basin	1940002532	23,369,446	-	600,000	600,000
5	Apple Valley	1	Desert Knolls Wash - Phase III	1940002532	11,146,355	-	9,354,730	9,354,730
6	Rialto	5	Rialto Channel at Riverside Avenue	1920002522	8,153,612	-	7,239,748	7,239,748
7	Rialto	5	Cactus Basin #4 & #5	1920002522	24,395,116	-	700,000	700,000
8	Rialto	5	Rialto Channel from Willow Avenue to Etiwanda Avenue	1920002522	40,175,011	-	60,000	60,000
9	Fontana	2	West Fontana Channel - Banana Basin to Juniper Avenue	1910002518 1920002522	76,000,000	-	33,674,211	33,674,211
10	Hesperia	1	Oak Hills Basin	1940002532	38,708,387	-	1,010,000	1,010,000
11	Ontario	4	West State Street Storm Drain - Segment 3B	1910002518	18,547,408	-	18,044,684	18,044,684
12	Barstow	3	Avenue I - Barstow Project	1940002532	3,272,394	-	3,271,537	3,271,537
13	San Bernardino	5	Del Rosa Channel	1920002522	33,166,133	-	10,000	10,000
14	Redlands	3	San Timoteo Creek - Reach 3B Levee Repair	1930002526	410,000	-	409,380	409,380
15	San Bernardino	3	Santa Ana River Wall Repair	1920002522	1,159,938	-	1,014,738	1,014,738
16	Victorville	1	Seneca Basin	1940002532	10,865,620	-	7,224	7,224
17	Fontana	2	West Fontana Channel - Hickory Basin to Banana Basin	1910002518	9,709,090	-	530,000	530,000
18	Fontana	2	Etiwanda Channel Invert Repair	1910002518	3,603,419	-	25,000	25,000
19	Chino Hills	4	Carbon Canyon Channel	1910002518	16,034,322	-	303,000	303,000
20	Chino Hills	4	Grove Basin Outlet Storm Drain	1910002518	13,692,760	-	160,000	160,000
21	Fontana	2	Hawker Crawford Channel	1910002518	4,906,041	-	130,000	130,000
22	Rancho Cucamonga	4	Rancho Cucamonga Yard Building Construction	1910002518	2,631,032	-	40,000	40,000
23	Hesperia	1	Ranchero Basin	1940002532	32,566,954	-	5,000	5,000
24	Redlands	3	San Timoteo Creek - Mitigation Maintenance	1930002526	500,000	-	500,000	500,000
25	Highland	3	City Creek Levee Repair	1920002522	9,110,000	5,000	-	5,000
26	Chino	4	San Antonio Storm Drain	1910002518	17,520,000	5,000	-	5,000
TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-FLOOD CONTROL					\$ 432,955,254	\$ 10,000	\$ 82,456,447	\$ 82,466,447
<i>*Funded with County Discretionary General Funding</i>								

Expenses associated with these previously approved Capital Improvement Projects consist primarily of right-of-way acquisition expenses, consultants for design and/or geotechnical services, labor, and construction costs. Of the total Capital Improvement project expenditures budgeted for 2019-20 of \$82.5 million, \$5.1 million is budgeted in the Capital Expenditures line in the Analysis of 2019-20 Recommended Budget, with the remaining expenditures budgeted under Staffing Expenses and Operating Expenses.



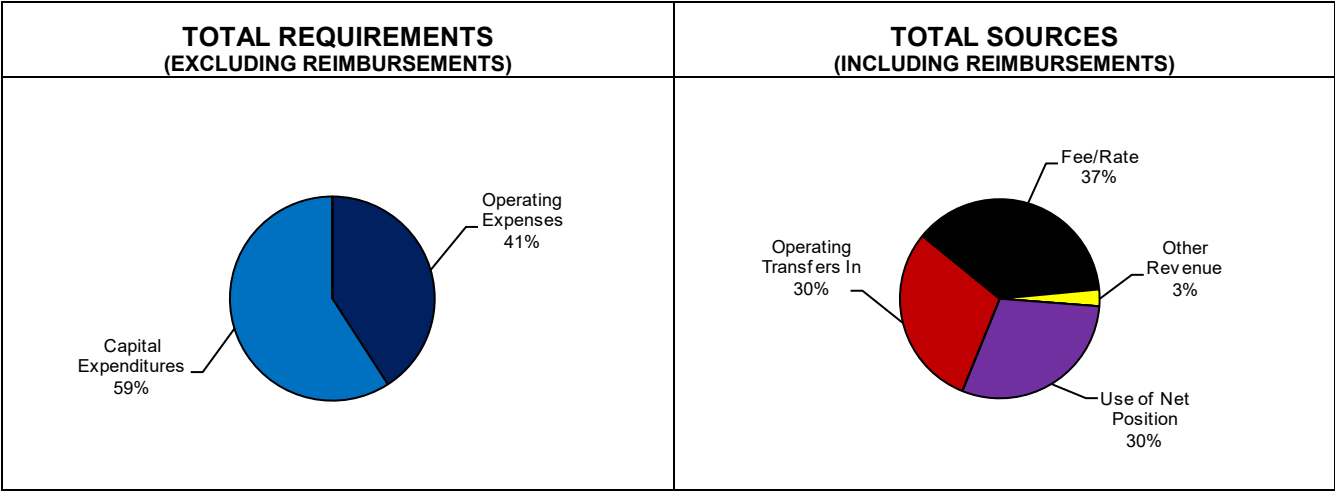
Flood Control District Equipment

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 budget unit is funded by equipment user fee charges to various Flood Control District Zones and to other divisions within the Department of Public Works.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$5,317,350
Total Sources (Incl. Reimb.)	\$3,727,500
Use of / (Contribution to) Net Position	\$1,589,850
Total Staff	0

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Flood Control District
FUND: Equipment

BUDGET UNIT: 197 4140
FUNCTION: General
ACTIVITY: Other General

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,634,693	1,353,350	1,381,863	1,863,500	1,559,404	2,173,850	310,350
Capital Expenditures	2,540,693	379,771	823,128	2,135,000	1,710,040	3,143,500	1,008,500
Total Exp Authority	4,175,386	1,733,121	2,204,991	3,998,500	3,269,444	5,317,350	1,318,850
Reimbursements	(29,533)	(31,191)	0	0	0	0	0
Total Appropriation	4,145,853	1,701,930	2,204,991	3,998,500	3,269,444	5,317,350	1,318,850
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	4,145,853	1,701,930	2,204,991	3,998,500	3,269,444	5,317,350	1,318,850
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	2,728,688	2,059,195	1,764,508	2,200,000	1,719,915	2,000,000	(200,000)
Other Revenue	176,842	156,469	126,962	90,627	164,015	144,000	53,373
Total Revenue	2,905,530	2,215,664	1,891,470	2,290,627	1,883,930	2,144,000	(146,627)
Operating Transfers In	0	0	0	0	0	1,583,500	1,583,500
Total Financing Sources	2,905,530	2,215,664	1,891,470	2,290,627	1,883,930	3,727,500	1,436,873
Net Position							
Use of/ (Contribution to) Net Position**	1,240,323	(513,734)	313,521	1,707,873	1,385,514	1,589,850	(118,023)
Estimated Net Position Available						2,370,607	
Total Est. Unrestricted Net Position						3,960,457	
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 REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$5.3 million consist of Operating Expenses (\$2.2 million) for motor pool and maintenance charges, equipment repairs, and Capital Expenditures (\$3.1 million) to purchase vehicles.

Sources of \$3.7 million include \$2.1 million for the District's heavy equipment fleet rates and revenue from the sale of surplus equipment and vehicles and \$1.6 million in Operating Transfers In primarily from the District's zones for new equipment and auto insurance costs.

Unrestricted Net Position of \$1.6 million is being used to fund one-time Capital Expenditures.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.3 million primarily due to an increase in vehicle purchases.

Sources are increasing by \$1.4 million primarily due to an Operating Transfers In from the District's zones primarily for new equipment.



ANALYSIS OF NET POSITION

The budget includes a \$1.6 million use of Unrestricted Net Position for one-time Capital Expenditures.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



REAL ESTATE SERVICES

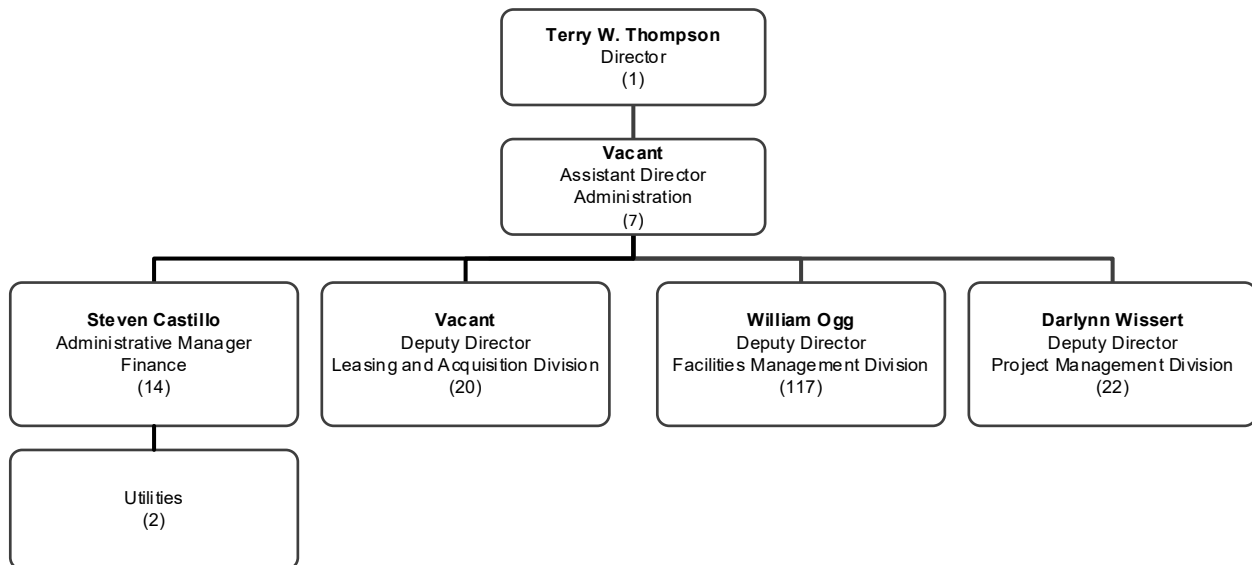
Terry W. Thompson

DEPARTMENT MISSION STATEMENT

The Real Estate Services Department is a strategic organization dedicated to providing an outstanding level of customer service and real estate expertise to the County of San Bernardino.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Administration and Finance	0	0	0			22
Rents and Leases	1,087,324	1,087,324	0			0
Project Management Division	0	0	0			22
Facilities Management Division	21,014,321	20,806,321	208,000			117
Utilities	19,708,384	390,445	19,317,939			2
Leasing and Acquisitions Division	1,810,096	1,810,096	0			20
Courts Property Management	1,835,186	1,835,186	0			0
Total General Fund	45,455,311	25,929,372	19,525,939	0	0	183
Special Revenue Funds						
Chino Agricultural Preserve	5,222,568	1,048,716		4,173,852		0
Total Special Revenue Funds	5,222,568	1,048,716	0	4,173,852	0	0
Total - All Funds	50,677,879	26,978,088	19,525,939	4,173,852	0	183



2018-19 MAJOR ACCOMPLISHMENTS

Project Management

- Received 2018 National Award of Merit from the Design Build Institute of America (DBIA) for the Casa Paseo Center. The project consisted of the construction of a ground up, 11,000 square foot Crisis Residential Treatment Facility and associated site work that serves to support the Department of Behavioral Health in providing crisis intervention for individuals diagnosed with mental health and/or co-occurring substance use disorders.
- Completed a full renovation of 106,132 square feet of office space at 222 West Hospitality Lane in San Bernardino, which provided for the consolidation of the Assessor-Recorder-County Clerk, the relocation of Veterans Affairs and Special Districts, and a remodel to Risk Management's area. The building also underwent a complete mechanical systems upgrade, the combined project budgets consisted of \$20.8 million dollars.
- Constructed a new 23,643 square foot High Desert Services Center for Fleet Management which will provide for the maintenance of all County and County Fire vehicles in the High Desert area with a project budget of \$8.0 million dollars.
- Completed a full renovation of the 5,601 square foot County Government Center Café which repurposed the existing space to accommodate multi-purpose meeting rooms, a pre-function lounge, coffee bar, and serves as the interim Board of Supervisors Hearing Chambers with a project budget of \$1.8 million dollars.
- Completed Phase 1B of the County Government Center Campus Improvements which provided major road improvements, landscaping, accessibility walking ramps, and a centralized roundabout connecting the campus core with the outlying parking with a project budget of \$3.7 million.

Facilities Management

- Retrofitted fire alarm panels in 48 County sites with electronic devices to allow communication via radio rather than conventional phone lines. Improves reporting time in an emergency, is accessible through a smartphone or tablet and saved the monthly cost of two phone lines for each of the buildings (an estimated \$23,000 in annual savings).
- Started replacing standard T-8 fluorescent light tubes with LED replacements. While this process is ongoing, an estimated 30% of the T-8 fixtures in County owned buildings have been improved in this manner to date. The LED lights are approximately 25-30% more efficient, last approximately twice as long as the fluorescent counterparts, do not require a ballast and are not as expensive to dispose of at the end of life.
- Installed Rain Bird sprinkler controllers at eight sites throughout the County. These allow the grounds crew to monitor and control irrigation via smartphone or tablet, resulting in a significant water savings. The resulted annual savings is an estimated 160 man-hours.
- Successfully tested a new type of water barrier sand bag. These reusable units absorb water and create a dam effect, useful during rain storms. Additionally, if it is decided to not dry and re-use the units, they are 100% green biodegradable. This potentially saves untold dollars in water damage to various buildings and structures.
- Participated in multiple offsite recruiting events in an effort to improve the job-candidate pool within facilities management.



Leasing and Acquisition

- Completed a total of 110 new leases and 81 lease renewals, totaling in excess of 1,058,319 square feet of space on behalf of 19 County departments (significant deals included a 10-year lease agreement for 24,789 square feet of office & clinic space for the Department of Behavioral Health and a 15-year lease agreement of medical clinic space for the Arrowhead Regional Medical Center.
- Acquired a 75,000 square foot, three-story office building at 851 S. Cooley Drive in Colton, including an expansion lot, for \$14.5 million to serve as the future administrative offices for the Information Services Department.
- Sold 13.22 acres of surplus property located at the southwest corner of Casmalia Street in the City of Rialto for \$4.6 million in revenue to the Solid Waste Management Division of Public Works.
- Managed 45 franchise agreements with receipts totaling \$6.3 million to the general fund.
- Successfully completed the conveyance of The Asistencia, a California Historical Landmark in Redlands to the Redlands Conservancy for preservation purposes.
- Completed 25 appraisals and appraisal reviews totaling nearly \$25.0 million in value since the beginning of the fiscal year.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Number of Preventable Maintenance tasks completed.	14,163	15,000	15,000	15,000
STRATEGY	Increase number of preventable maintenance tasks for County equipment and building systems to extend useful life.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of lease renewal processes initiated no later than 6 months prior to the termination date.	100%	100%	100%	100%
STRATEGY	Renew leases or relocate County departments prior to lease termination date.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of relocation processes initiated no later than 18 months prior to the termination date.	100%	100%	100%	100%
STRATEGY	Renew leases or relocate County departments prior to lease termination date.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of new projects completed within one year of annual budget approval.	82%	85%	85%	90%
STRATEGY	Complete capital projects on schedule.					
STRATEGY	Develop standards of practice that improve productivity and service.					



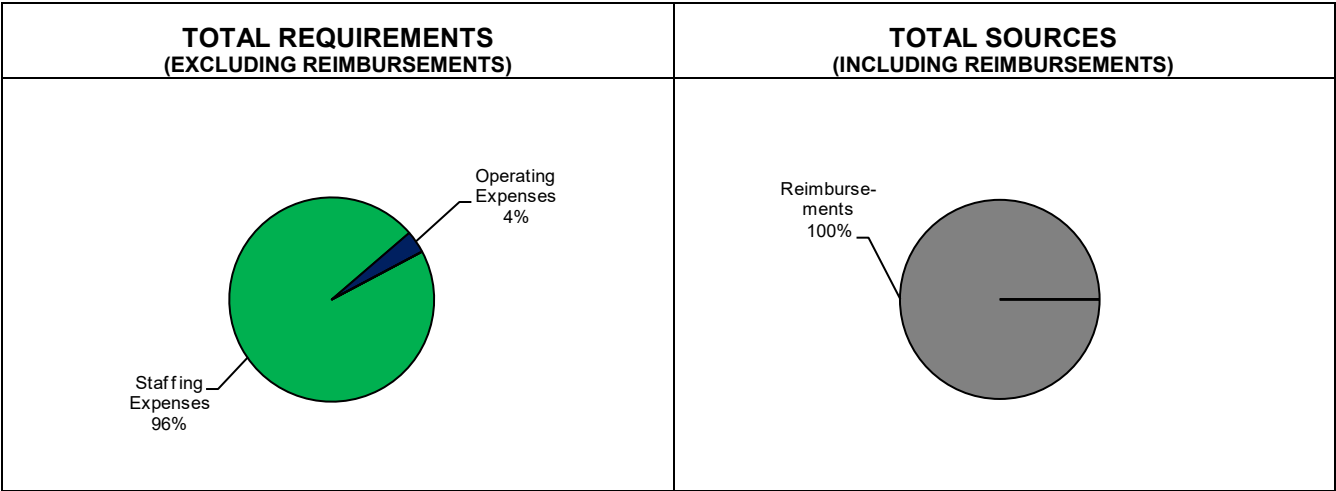
Administration and Finance

DESCRIPTION OF MAJOR SERVICES

The Administration and Finance Division provides centralized administrative and fiscal services, personnel and customer service support to all divisions and offices throughout the Real Estate Services Department. There are three divisions: Project Management, Facilities Management, and Leasing and Acquisition.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$2,361,954
Total Sources (Incl. Reimb.)	\$2,361,954
Net County Cost	\$0
Total Staff	22
Funded by Net County Cost	0%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services - Admin and Finance
FUND: General

BUDGET UNIT: 783 1000
FUNCTION: General
ACTIVITY: Property Management

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	0	0	0	2,032,751	1,905,290	2,278,241	245,490
Operating Expenses	0	0	0	0	0	83,713	83,713
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	2,032,751	1,905,290	2,361,954	329,203
Reimbursements	0	0	0	(2,032,751)	(1,905,290)	(2,361,954)	(329,203)
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
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	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	0	0
Budgeted Staffing*	0	0	0	20	22	22	2

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$2.3 million fund 22 positions which provide support to each budget unit in the department. Operating Expenses of \$83,713 are for services and supplies and central services costs. Reimbursements of \$2.4 million are transfers in from the operating divisions of the Real Estate Services Department.

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing Expenses are increasing by \$245,490 as a result of the addition of 2 positions to this budget unit. Operating Expenses are increasing by \$83,713 for costs associated with staff within this budget unit. Reimbursements from other divisions are increasing by \$329,203 to fund additional positions along with Operating Expenses associated with the 22 positions in the budget unit.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		Limited	Regular
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended			
Administration	6	2	0	0	8		1	7
Finance	14	0	0	0	14		0	14
Total	20	2	0	0	22		1	21

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.3 million fund 22 budgeted positions of which 21 are regular positions and 1 is a limited term position. The budgeted staffing reflects the addition of 2 regular positions (1 Applications Specialist and 1 Office Assistant III) due to transfers from the Project Management and Facilities Management Divisions to better align the budget units with the organizational structure of the department.



Rents and Leases

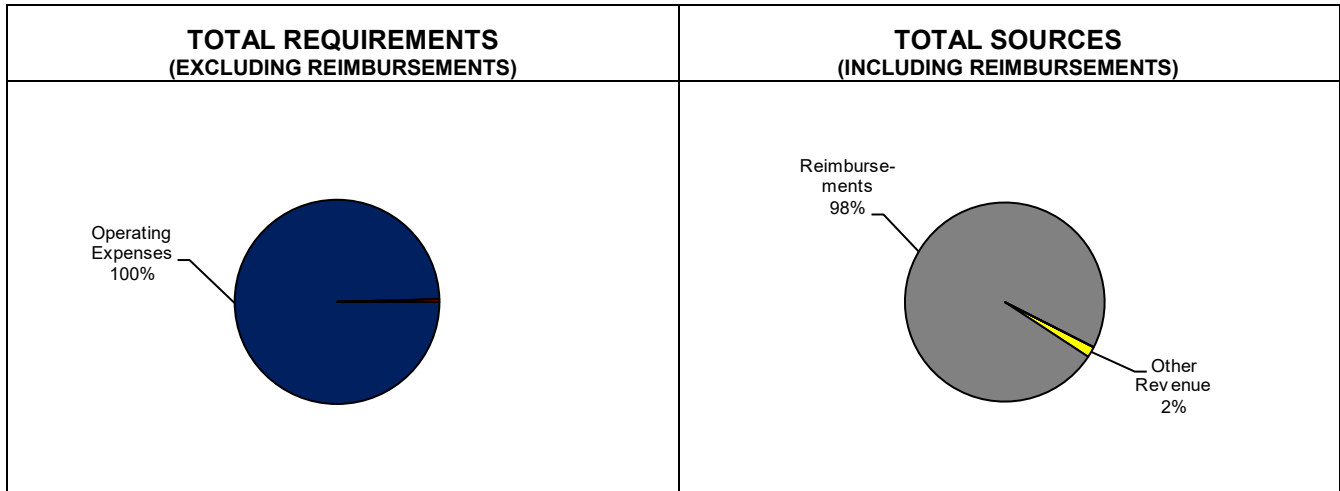
DESCRIPTION OF MAJOR SERVICES

This budget unit pays rental payments for leased space utilized by County departments. Lease 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

Total Requirements (Excl. Reimb.)	\$61,554,950
Total Sources (Incl. Reimb.)	\$61,554,950
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services				BUDGET UNIT: 781 1000			
DEPARTMENT: Real Estate Services - Rents and Leases				FUNCTION: General			
FUND: General				ACTIVITY: Property Management			
	(A)	(B)	(B-A)				
	2015-16	2016-17	2017-18	2018-19	2018-19	2019-20	
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	49,775,003	50,259,112	53,516,661	58,146,264	57,355,103	61,298,093	3,151,829
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	49,775,003	50,259,112	53,516,661	58,146,264	57,355,103	61,298,093	3,151,829
Reimbursements	(48,673,244)	(49,315,802)	(52,682,409)	(57,282,564)	(56,518,275)	(60,467,626)	(3,185,062)
Total Appropriation	1,101,759	943,310	834,252	863,700	836,828	830,467	(33,233)
Operating Transfers Out	7,317	141,000	448,026	355,000	355,000	256,857	(98,143)
Total Requirements	1,109,076	1,084,310	1,282,278	1,218,700	1,191,828	1,087,324	(131,376)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	225	75	0	0	8	810	810
Other Revenue	1,075,818	1,245,028	1,282,278	1,218,700	1,216,236	1,086,514	(132,186)
Total Revenue	1,076,043	1,245,103	1,282,278	1,218,700	1,216,244	1,087,324	(131,376)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,076,043	1,245,103	1,282,278	1,218,700	1,216,244	1,087,324	(131,376)
Net County Cost	33,033	(160,793)	0	0	(24,416)	0	0
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified Budgeted Staffing.

Note: Real Estate Services – Rents and Leases is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget unit is \$600,746 which represents Real Estate Services – Rents and Leases' share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Operating Expenses of \$61.3 million primarily include rent and lease payments paid to landlords. In addition, expenditures include transfers to Facilities Management Division for operating expenses of non-billable tenant space, and transfers to Leasing and Acquisition Division for property lease management. Reimbursements of \$60.5 million represent payments from County departments for lease payments and administrative fees. Sources of \$1.1 million are primarily from lease payments received from tenants in County-owned facilities and vending machine revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating Expenses are increasing by \$3.2 million primarily as a result of new leases and annual increases to existing lease costs for County departments. This is offset by an increase to Reimbursements of \$3.2 million, reflecting payments from County departments. Operating Transfers Out are decreasing by \$98,143 as there are no anticipated improvement projects funded for 2019-20.

Sources are decreasing by \$131,376, due to the loss of tenant lease revenue due to the sale of Weirsma Dairy and one other tenant.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget.



Courts Property Management

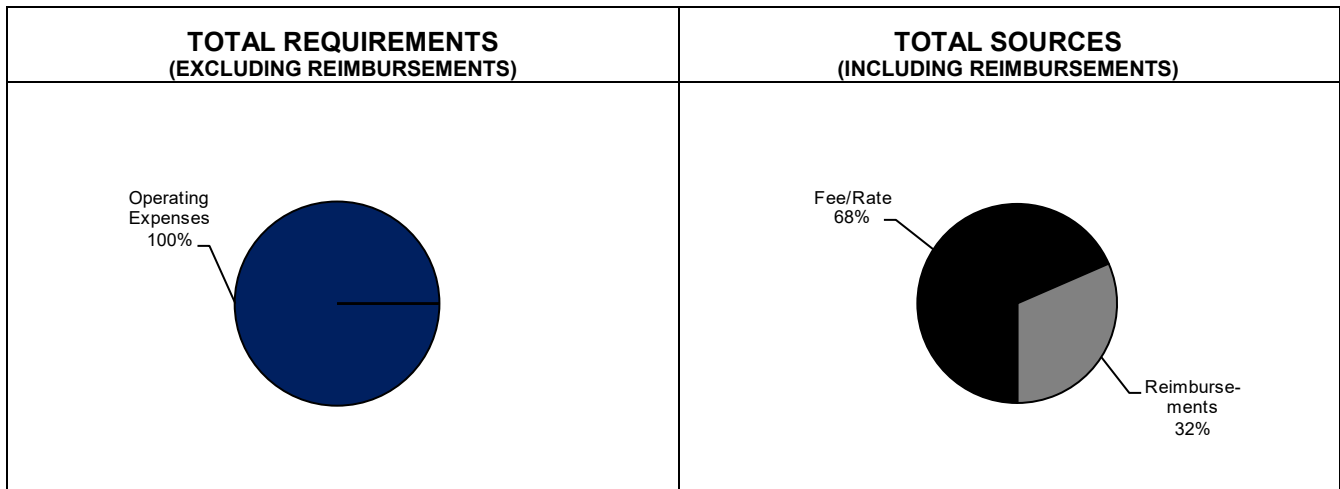
DESCRIPTION OF MAJOR SERVICES

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

Total Requirements (Excl. Reimb.)	\$2,680,832
Total Sources (Incl. Reimb.)	\$2,680,832
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services - Courts Property Management
FUND: General

BUDGET UNIT: 776 1000
FUNCTION: General
ACTIVITY: Property Management

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	3,285,170	2,807,967	2,349,240	2,823,988	2,085,854	2,680,832	(143,156)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,285,170	2,807,967	2,349,240	2,823,988	2,085,854	2,680,832	(143,156)
Reimbursements	(1,226,911)	(1,202,777)	(667,635)	(1,180,374)	(480,662)	(845,646)	334,728
Total Appropriation	2,058,259	1,605,190	1,681,605	1,643,614	1,605,192	1,835,186	191,572
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,058,259	1,605,190	1,681,605	1,643,614	1,605,192	1,835,186	191,572
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	2,058,260	1,605,190	1,681,610	1,643,614	1,605,192	1,835,186	191,572
Other Revenue	0	0	0	0	0	0	0
Total Revenue	2,058,260	1,605,190	1,681,610	1,643,614	1,605,192	1,835,186	191,572
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,058,260	1,605,190	1,681,610	1,643,614	1,605,192	1,835,186	191,572
Net County Cost	(1)	0	(5)	0	0	0	0
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

This budget unit acts as a clearinghouse between County departments and the JCC for management of court facilities. Operating Expenses of \$2.7 million include maintenance and utility costs of \$998,952 for space occupied by County departments in JCC-managed court facilities and \$1.7 million for the JCC's share of operations, maintenance, utility and administrative costs in County-managed court facilities. Reimbursements of \$845,646 are from the Facilities Management and Utilities budget units for County maintenance and utility costs in JCC-managed court facilities. Sources of \$1.8 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 both increasing by \$191,572 primarily due to increases in property insurance costs that are passed onto and paid by the JCC.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



Chino Agricultural Preserve

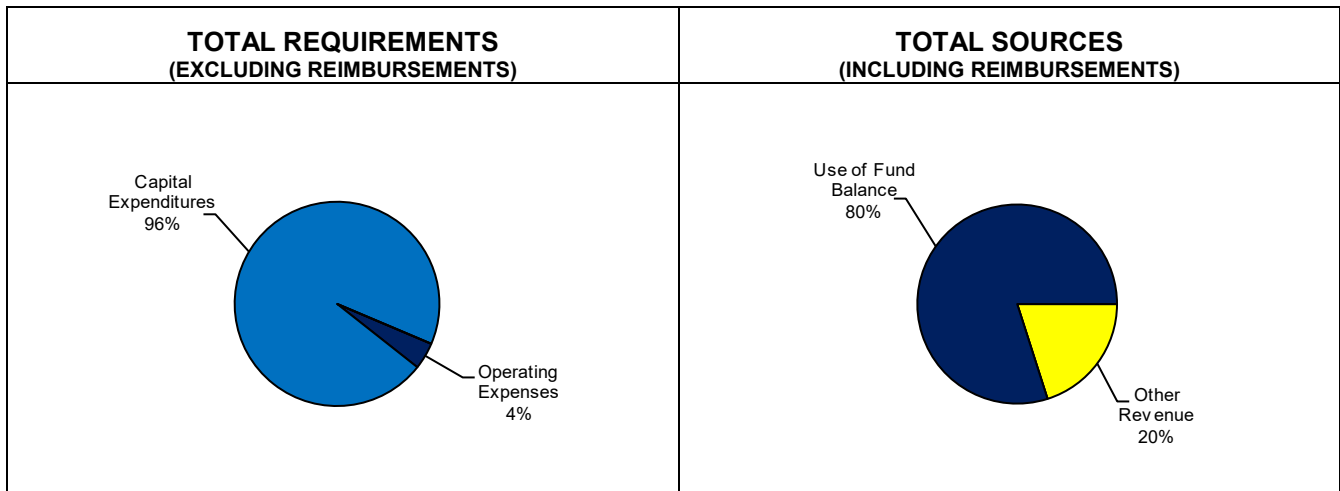
DESCRIPTION OF MAJOR SERVICES

The Real Estate Services Department administers a special revenue fund to continue the Agricultural Land Acquisition and Preservation Program under the California Wildlife, Coastal, and Parkland Conservation Act (Proposition 70). The department is responsible for negotiating and managing leases for the properties acquired and developing recommendations for the ultimate use/disposition of these properties. Property management activities include arranging for all ordinary and emergency repairs and improvements necessary to preserve and maintain the properties in their present condition and improve operating efficiency, or altering them to enhance lease potential and/or comply with lease requirements. Expenditures are fully funded through revenues received from the lease of acquired properties.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$5,222,568
Total Sources (Incl. Reimb.)	\$1,048,716
Use of/(Contribution to) Fund Balance	\$4,173,852
Total Staff	0

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services
FUND: Chino Agricultural Preserve

BUDGET UNIT: 780 2734
FUNCTION: General
ACTIVITY: Property Management

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	275,766	393,447	239,583	214,940	96,546	222,568	7,628
Capital Expenditures	0	0	0	5,000,000	0	5,000,000	0
Total Exp Authority	275,766	393,447	239,583	5,214,940	96,546	5,222,568	7,628
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	275,766	393,447	239,583	5,214,940	96,546	5,222,568	7,628
Operating Transfers Out	80,214	79,695	20,878	0	0	0	0
Total Requirements	355,980	473,142	260,461	5,214,940	96,546	5,222,568	7,628
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	1,050	1,050	0	0	0	360	360
Other Revenue	13,027,531	655,062	796,697	765,936	1,019,641	1,048,356	282,420
Total Revenue	13,028,581	656,112	796,697	765,936	1,019,641	1,048,716	282,780
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	13,028,581	656,112	796,697	765,936	1,019,641	1,048,716	282,780
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(12,672,601)	(182,970)	(536,236)	4,449,004	(923,095)	4,173,852	(275,152)
Available Reserves				24,949,099		26,147,346	1,198,247
Total Fund Balance				29,398,103		30,321,198	923,095
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 REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Operating Expenses of \$222,568 represent the cost to maintain County dairies, such as utility costs associated with vacant properties, property management charges, County Counsel, professional services, and maintenance charges. Capital Expenditures of \$5.0 million represent the anticipated cost to acquire two properties adjacent to Prado Regional Park in Chino planned to be improved at a later date as an expansion of Prado Regional Park. Sources of \$1.0 million include revenue anticipated from leasing of dairy properties and interest revenue. Available Reserves of \$26.1 million are planned to be used at a later date for Proposition 70 approved improvements.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$7,628 due to an increase in services and supplies. Sources are increasing by \$282,780 primarily due to increases in interest earnings.

ANALYSIS OF FUND BALANCE

The Use of Fund Balance of \$4.2 million is for one-time costs related to the acquisition of property adjacent to Prado Regional Park in Chino.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget.



Project Management Division

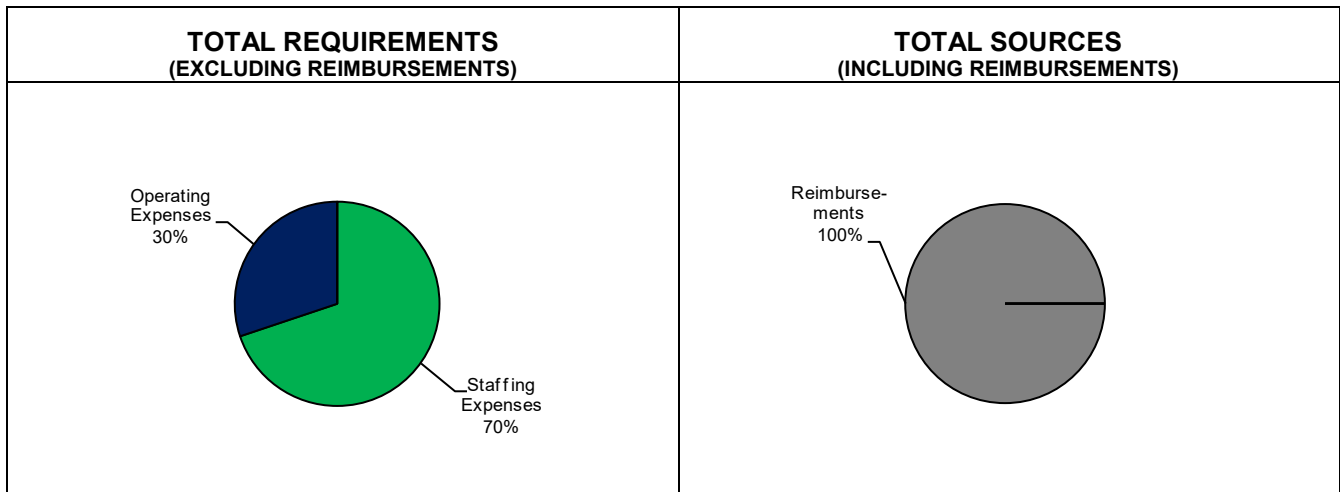
DESCRIPTION OF MAJOR SERVICES

Project Management Division (PMD) is responsible for planning and implementing the design and construction of projects for 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. PMD 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, PMD administers the projects from conceptual design through construction to completion and close-out.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$3,868,898
Total Sources (Incl. Reimb.)	\$3,868,898
Net County Cost	\$0
Total Staff	22
Funded by Net County Cost	0%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services-Project Management Division
FUND: General

BUDGET UNIT: 770 1000
FUNCTION: General
ACTIVITY: Property Management

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	2,149,780	2,180,400	2,060,782	2,805,348	2,281,698	2,702,338	(103,010)
Operating Expenses	556,397	475,066	509,987	1,004,789	881,913	1,166,560	161,771
Capital Expenditures	26,698	15,118	0	242,000	215,819	0	(242,000)
Total Exp Authority	2,732,875	2,670,584	2,570,769	4,052,137	3,379,430	3,868,898	(183,239)
Reimbursements	(2,799,182)	(2,771,833)	(2,618,034)	(3,823,137)	(3,188,237)	(3,868,898)	(45,761)
Total Appropriation	(66,307)	(101,249)	(47,265)	229,000	191,193	0	(229,000)
Operating Transfers Out	0	0	20,000	0	0	0	0
Total Requirements	(66,307)	(101,249)	(27,265)	229,000	191,193	0	(229,000)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	198	0	0	0	0	0
Other Revenue	0	430	0	0	0	0	0
Total Revenue	0	628	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	628	0	0	0	0	0
Net County Cost	(66,307)	(101,877)	(27,265)	229,000	191,193	0	(229,000)
Budgeted Staffing*	22	25	29	24	23	22	(2)

*Data represents modified Budgeted Staffing.

Note: Real Estate Services – Project Management Division is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget unit is \$29,570, which represents Real Estate Services – Project Management Division's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$2.7 million fund 22 positions and make up a majority of PMD's expenditures within this budget unit. Operating Expenses of \$1.2 million fund services and supplies, central services, travel and transfers to the Information Services Department for support and Real Estate Services Department for administrative and fiscal overhead. Reimbursements of \$3.9 million are for project management and inspection services provided by PMD staff on capital projects.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$229,000 due to the reduction in staff and the completion of a capitalized software purchase. The total departmental expenditure authority is fully reimbursed from services provided to the Capital Improvement Program.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		Limited	Regular
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended			
Administrative	7	0	(1)	0	6	0	0	6
Project Management	13	0	0	0	13	0	0	13
Project Inspector	4	0	(1)	0	3	0	0	3
Total	24	0	(2)	0	22	0	0	22

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.7 million fund 22 budgeted regular positions. The budgeted staffing reflects the deletion of 2 positions: 1 Building Construction Inspector is deleted due to a decrease in the need for inspection services and 1 Office Assistant III is transferred to the Administration and Finance Division to better align the budget units with the organizational structure of the department.



Leasing and Acquisition Division

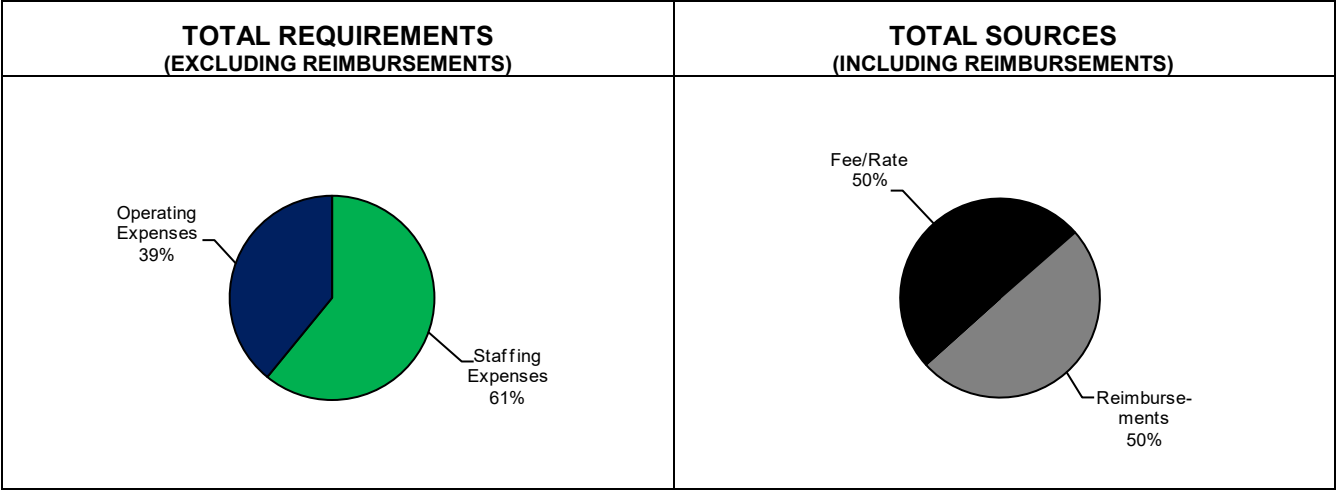
DESCRIPTION OF MAJOR SERVICES

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, this section 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.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,605,299
Total Sources (Incl. Reimb.)	\$3,605,299
Net County Cost	\$0
Total Staff	20
Funded by Net County Cost	0%

The Acquisition/Appraisal section provides appraisal, acquisition, and relocation assistance for County departments and, upon request, to other agencies including San Bernardino County Transportation Authority (SBCTA), the State of California, and various cities. Staff establish 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 section also acquires land and facilities for various functions and disposes of property determined to be surplus to the County's needs.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services - Leasing and Acquisition
FUND: General

BUDGET UNIT: 782 1000
FUNCTION: General
ACTIVITY: Property Management

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	2,507,786	2,665,123	2,825,941	2,076,585	1,820,671	2,195,537	118,952
Operating Expenses	578,896	466,216	539,448	2,013,139	1,960,622	1,409,762	(603,377)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,086,682	3,131,339	3,365,389	4,089,724	3,781,293	3,605,299	(484,425)
Reimbursements	(1,891,099)	(1,899,927)	(2,088,225)	(2,487,274)	(2,462,216)	(1,795,203)	692,071
Total Appropriation	1,195,583	1,231,412	1,277,164	1,602,450	1,319,077	1,810,096	207,646
Operating Transfers Out	0	120,000	60,344	0	0	0	0
Total Requirements	1,195,583	1,351,412	1,337,508	1,602,450	1,319,077	1,810,096	207,646
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	1,308,919	1,394,488	1,370,976	1,602,450	1,403,476	1,810,096	207,646
Other Revenue	130	10	(2)	0	(1,736)	0	0
Total Revenue	1,309,049	1,394,498	1,370,974	1,602,450	1,401,740	1,810,096	207,646
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,309,049	1,394,498	1,370,974	1,602,450	1,401,740	1,810,096	207,646
Net County Cost	(113,466)	(43,086)	(33,466)	0	(82,663)	0	0
Budgeted Staffing*	24	26	28	18	20	20	2

*Data represents modified Budgeted Staffing.

Note: Real Estate Services – Leasing and Acquisition Division is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget unit is \$236,119, which represents Real Estate Services – Leasing and Acquisition Division's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$2.2 million fund 20 positions. Operating Expenses of \$1.4 million fund services and supplies, central services, travel and transfers. Reimbursements of \$1.8 million are from the Rents budget for administration of expenditure leases (based on 3% of annual lease costs in excess of \$36,000). Sources of \$1.8 million are for billable labor hours for leases with annual lease costs less than \$36,000 and for acquisition and appraisal services billed at an hourly rate.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$207,646 due to minor increases in Staffing Expenses and an increase within Operating Expenses from services and supplies, offset by a decrease in transfers out due to the transfer of staff to the Administration and Finance budget unit. Additionally, Reimbursements are decreasing due to the transfer of staff to the Administration and Finance budget unit. Sources are increasing by \$207,646 primarily due to additional billable labor hours charged to departments.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		Limited	Regular
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended			
Administration	2	2	0	0	4		2	2
Leasing and Acquisition Division	16	0	0	0	16		0	16
Total	18	2	0	0	20		2	18

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.2 million fund 20 budgeted positions of which 18 are regular positions and 2 are limited term positions. The budgeted staffing reflects the addition of 2 extra help positions (2 Public Service Employees) to assist the Department with temporary clerical workload increases.



Facilities Management Division

DESCRIPTION OF MAJOR SERVICES

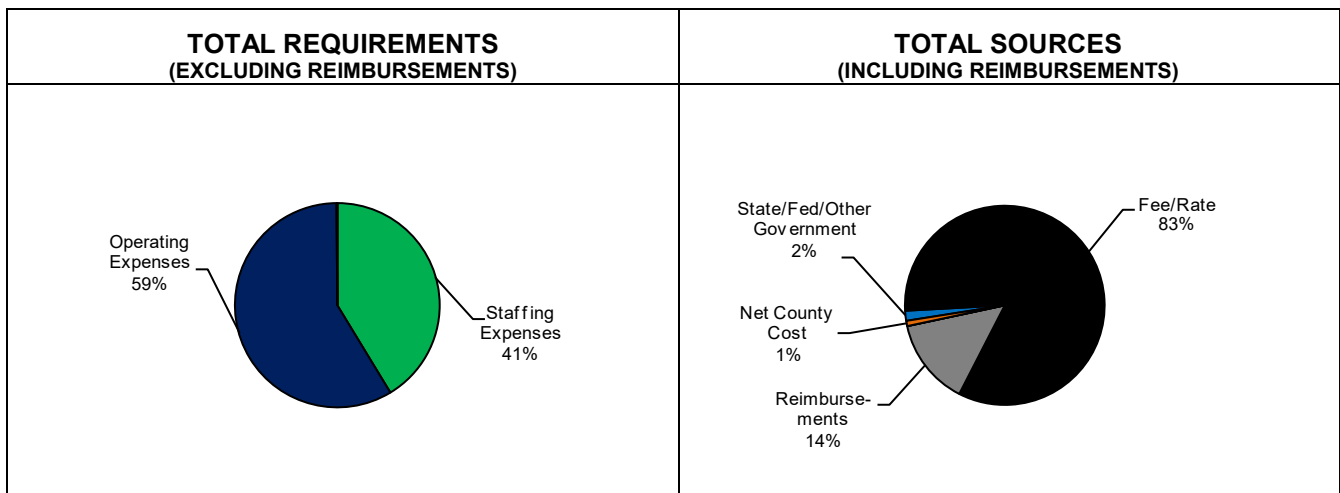
The Facilities Management Division (FMD) provides routine maintenance, grounds, and custodial services to ensure County facilities are well maintained, including 24 hours per day – seven days per week emergency building maintenance. Services also include repairing building structures, equipment, and fixtures.

FMD's focus is on asset protection. Using data and support systems, it maintains the County's valuable facilities and equipment, preserves a high level of functionality, supports sustainability projects, and promotes responsible and efficient use of resources.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$24,466,365
Total Sources (Incl. Reimb.)	\$24,258,365
Net County Cost	\$208,000
Total Staff	117
Funded by Net County Cost	1%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services - Facilities Management Division
FUND: General

BUDGET UNIT: 730 1000
FUNCTION: General
ACTIVITY: Property Management

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	8,245,615	8,789,669	9,471,711	9,878,202	9,820,444	10,110,601	232,399
Operating Expenses	11,022,419	11,227,483	11,828,451	13,781,950	13,696,895	14,324,264	542,314
Capital Expenditures	0	104,056	127,458	153,000	144,798	31,500	(121,500)
Total Exp Authority	19,268,034	20,121,208	21,427,620	23,813,152	23,662,137	24,466,365	653,213
Reimbursements	(2,922,957)	(3,046,997)	(2,293,644)	(3,238,956)	(3,225,123)	(3,452,044)	(213,088)
Total Appropriation	16,345,077	17,074,211	19,133,976	20,574,196	20,437,014	21,014,321	440,125
Operating Transfers Out	45,000	214,747	126,000	0	0	0	0
Total Requirements	16,390,077	17,288,958	19,259,976	20,574,196	20,437,014	21,014,321	440,125
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	317,104	438,312	398,379	380,000	426,104	400,000	20,000
Fee/Rate	14,806,307	15,948,520	16,931,948	18,092,398	17,694,183	20,406,321	2,313,923
Other Revenue	1,391,401	1,138,877	1,752,402	1,626,798	2,054,424	0	(1,626,798)
Total Revenue	16,514,812	17,525,709	19,082,729	20,099,196	20,174,711	20,806,321	707,125
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	16,514,812	17,525,709	19,082,729	20,099,196	20,174,711	20,806,321	707,125
Net County Cost	(124,735)	(236,751)	177,246	475,000	262,303	208,000	(267,000)
Budgeted Staffing*	111	113	118	118	117	117	(1)

*Data represents modified Budgeted Staffing.

Note: Real Estate Services – Facilities Management Division is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget unit is \$470,766, which represents Real Estate Services – Facilities Management Division's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$10.1 million fund 117 positions. Operating Expenses of \$14.3 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 \$3.5 million and Sources of \$20.8 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 \$440,125 due to higher materials costs and professional service costs for additional facilities maintained and fixed asset purchases consisting of a cardboard compactor, a waste compactor and a specialty surface cleaning machine.

Sources are increasing by \$707,125 primarily due to an increase in square footage maintained by grounds services and in basic service charges to County departments for custodial and maintenance services, including rate increases in these service divisions to fund the increase in Requirements.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Administration	6	0	0	0	6	0	6
Maintenance	72	0	(1)	0	71	0	71
Custodial	35	0	0	0	35	0	35
Grounds	5	0	0	0	5	0	5
Total	118	0	(1)	0	117	0	117

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$10.1 million fund 117 regular positions. The Budgeted Staffing reflects the deletion of 1 Applications Specialist position due to a transfer to the Administration and Finance Division to better align the budget units with the organizational structure of the department.



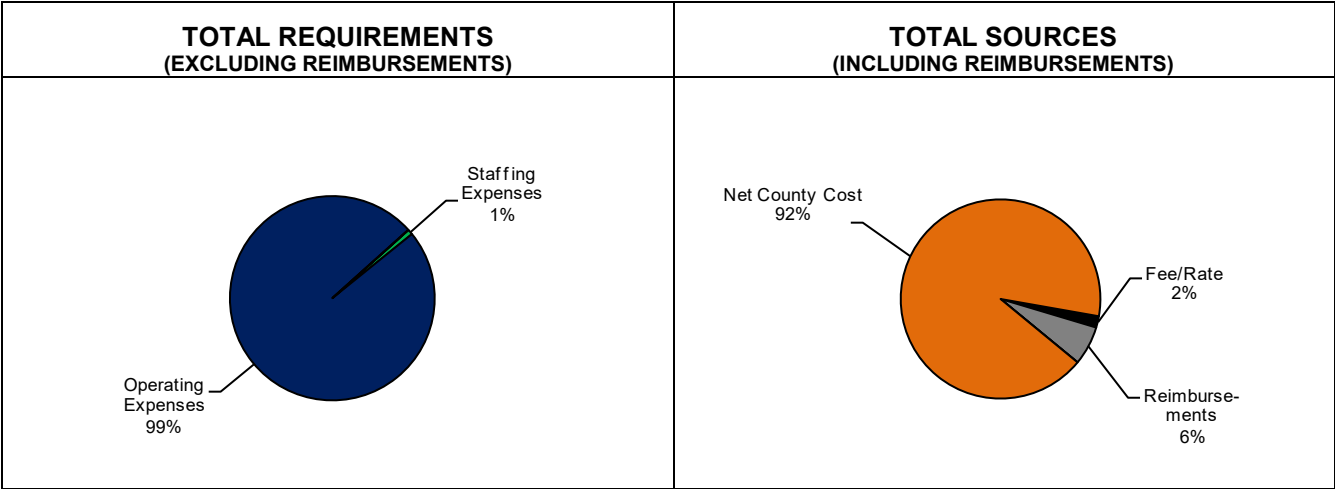
Utilities

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.

2019-20 RECOMMENDED BUDGET

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$21,044,849
Total Sources (Incl. Reimb.)	\$1,726,910
Net County Cost	\$19,317,939
Total Staff	2
Funded by Net County Cost	92%



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services - Utilities
FUND: General

BUDGET UNIT: 777 1000
FUNCTION: General
ACTIVITY: Property Management

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	157,799	162,547	157,056	177,878	175,121	179,510	1,632
Operating Expenses	19,067,542	17,606,821	18,592,320	20,765,392	19,710,645	20,865,339	99,947
Capital Expenditures	(6,552)	0	0	0	0	0	0
Total Exp Authority	19,218,789	17,769,368	18,749,376	20,943,270	19,885,766	21,044,849	101,579
Reimbursements	(1,366,784)	(1,368,443)	(1,225,298)	(1,303,303)	(1,303,303)	(1,336,465)	(33,162)
Total Appropriation	17,852,005	16,400,925	17,524,078	19,639,967	18,582,463	19,708,384	68,417
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	17,852,005	16,400,925	17,524,078	19,639,967	18,582,463	19,708,384	68,417
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	281,584	293,956	524,497	492,765	492,765	390,445	(102,320)
Other Revenue	3,272	0	0	0	0	0	0
Total Revenue	284,856	293,956	524,497	492,765	492,765	390,445	(102,320)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	284,856	293,956	524,497	492,765	492,765	390,445	(102,320)
Net County Cost	17,567,149	16,106,969	16,999,581	19,147,202	18,089,698	19,317,939	170,737
Budgeted Staffing*	2	2	2	2	2	2	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Operating Expenses of \$20.9 million represent utility costs for County facilities and constitute the largest portion of Requirements. Staffing Expenses of \$179,510 fund 2 positions. Sources of \$390,445 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 \$68,417 primarily due to increased utility costs from anticipated rate increases. Reimbursements are increasing by \$33,162 due to increased utility costs.

Sources are decreasing by \$102,320 mainly due to a forecasted reduction in revenue generating events from third party customers utilizing County-owned space. Net County Cost is increasing by \$170,737 due to anticipated rate increases for utilities.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	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 \$179,510 fund 2 regular positions which are responsible for administrative functions within the utilities budget unit. There are no changes to Budgeted Staffing.



REGIONAL PARKS

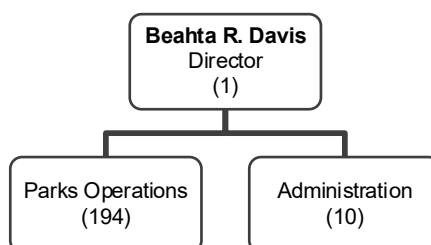
Beahta R. Davis

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



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Regional Parks	9,794,028	7,714,850	2,079,178			205
Total General Fund	9,794,028	7,714,850	2,079,178	0	0	205
Special Revenue Funds						
Regional Parks - Consolidated	7,363,589	6,397,641		965,948		0
Total Special Revenue Funds	7,363,589	6,397,641	0	965,948	0	0
Total - All Funds	17,157,617	14,112,491	2,079,178	965,948	0	205

2018-19 MAJOR ACCOMPLISHMENTS

- Exceeded the annual attendance goal at Calico Ghost Town Regional Park with over 200,000 from general admissions, special events, and bus tours.
- Collected over \$460,000 in revenue from special events held at County Regional Parks.
- Completed capital improvement projects at Cucamonga-Guasti Regional Park (playground resurfacing) and at Yucaipa Regional Park (event gate) to improve visitor safety, accessibility, and satisfaction.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Revenue earned from special events.	N/A	\$430,000	\$430,000	\$430,000
STRATEGY	Enhance and streamline the process to recruit and successfully implement new external special events.					
STRATEGY	Promote Regional Parks as a venue for special events to event organizers and outside organizations needing open space and facilities.					
STRATEGY	Promote and grow internally sponsored special events to ensure all events provide a positive revenue stream.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Number of special events.	81	75	75	75
STRATEGY	Enhance and streamline the process to recruit and successfully implement new external special events.					
STRATEGY	Promote Regional Parks as a venue for special events to event organizers and outside organizations needing open space and facilities.					
STRATEGY	Promote and grow internally sponsored special events to ensure all events to ensure all events provide a positive revenue stream.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Number of camping reservations.	N/A	13,000	15,000	13,000
STRATEGY	Promote camping at all Regional Parks to domestic and international travelers.					
STRATEGY	Promote camping opportunities to local youth groups and event organizers.					



Regional Parks

DESCRIPTION OF MAJOR SERVICES

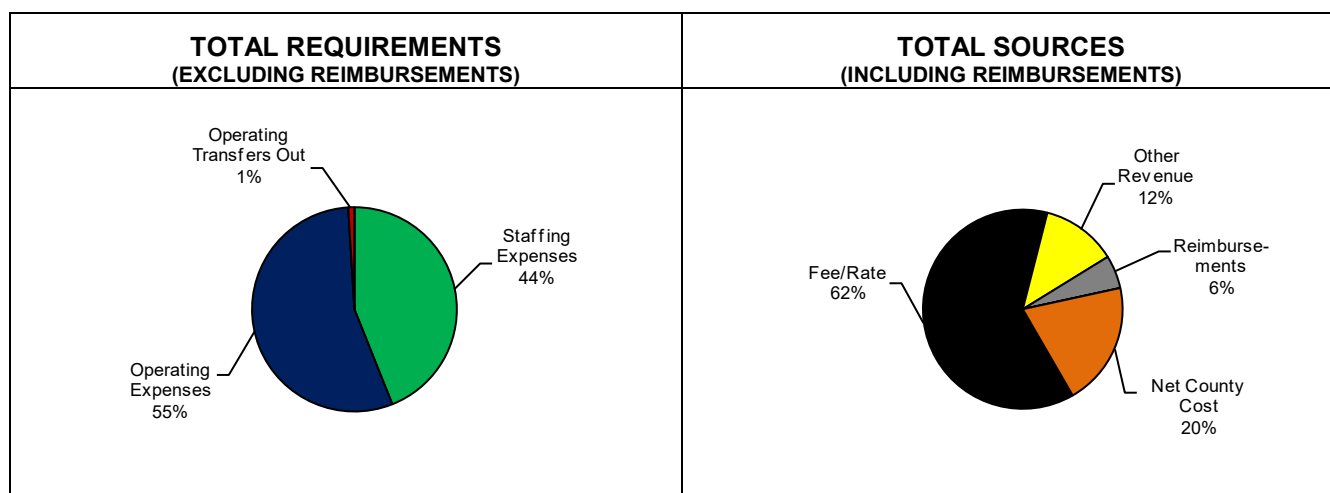
The Regional Parks Department is responsible for the operation and maintenance of nine regional parks located throughout the County. These parks, which encompass 9,200 acres, are as follows: Prado (Chino), Cucamonga-Guasti (Ontario), Glen Helen (San Bernardino), Mojave River Forks (Summit Valley), Mojave 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 Halloween Haunt at Calico Ghost Town, fishing derbies at multiple parks and other park wide events across the County. Educational programs include the Environmental Science Day Camp at Yucaipa and Junior Fishing Workshops at multiple parks.

The department is also responsible for maintaining 17.8 miles of open, accessible and usable trails through the County Trails Program as well as the development, operation, and the maintenance of the Santa Ana River Trail stretching over 22 miles. Additionally, the department leases with the operators of Lake Gregory Regional Park, Glen Helen Amphitheater and Moabi Regional Park, and manages concession contracts that offer amenities to park users.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$10,351,486
Total Sources (Incl. Reimb.)	\$8,272,308
Net County Cost	\$2,079,178
Total Staff	205
Funded by Net County Cost	20%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Regional Parks
FUND: General

BUDGET UNIT: 652 1000
FUNCTION: Recreation and Cultural
ACTIVITY: Recreation Facilities

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	4,389,483	3,778,842	3,640,700	3,859,715	3,857,422	4,550,873	691,158
Operating Expenses	6,575,606	6,261,184	6,251,875	6,104,871	6,038,588	5,700,613	(404,258)
Capital Expenditures	0	0	0	420,000	420,000	0	(420,000)
Total Exp Authority	10,965,089	10,040,026	9,892,575	10,384,586	10,316,010	10,251,486	(133,100)
Reimbursements	(588,625)	(569,703)	(57,618)	(641,258)	(618,458)	(557,458)	83,800
Total Appropriation	10,376,464	9,470,323	9,834,957	9,743,328	9,697,552	9,694,028	(49,300)
Operating Transfers Out	0	0	591,000	100,000	100,000	100,000	0
Total Requirements	10,376,464	9,470,323	10,425,957	9,843,328	9,797,552	9,794,028	(49,300)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	6,568,152	6,151,553	6,406,960	6,350,000	6,493,103	6,450,000	100,000
Other Revenue	1,397,915	1,469,136	1,427,098	1,184,150	1,469,977	1,264,850	80,700
Total Revenue	7,966,067	7,620,689	7,834,058	7,534,150	7,963,080	7,714,850	180,700
Operating Transfers In	336,936	(141,121)	0	0	0	0	0
Total Financing Sources	8,303,003	7,479,568	7,834,058	7,534,150	7,963,080	7,714,850	180,700
Net County Cost	2,073,461	1,990,755	2,591,899	2,309,178	1,834,472	2,079,178	(230,000)
Budgeted Staffing*	205	196	195	205	205	205	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$4.6 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 \$5.7 million include charges for County Services (COWCAP), turf maintenance contracts (Cucamonga-Guasti, Glen Helen, Mojave Narrows, Prado, and Yucaipa Regional Parks), supplies for general maintenance and special projects, aquatic facility supplies, office supplies, interchange fees for credit card usage, advertising for park events/amenities, restroom supplies, and insurance.

Sources of \$7.7 million represent fees from camping, fishing, park entrance, swimming, facility use and special events, as well as from concessionaire and partnership agreements.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$49,300. This reflects a decrease of \$404,258 in Operating Expenses as a result of one-time park maintenance projects completed in 2018-19 and the transfer of the replacement water assessments costs at Mojave Narrows Regional Park to the Park Maintenance/Development Fund, and a decrease of \$420,000 in Capital Expenditures for one-time equipment and vehicle purchases. These decreases are primarily offset by an increase of \$691,158 in Staffing Expenses resulting from a one-time adjustment to the 2018-19 budget which transferred salary savings to the operating budget for park maintenance projects and one-time equipment purchases.

Sources are increasing by \$180,700, as a result of an increase of \$100,000 to Fee/Rate revenue primarily due to an increase in forecasted gate revenue and an increase of \$80,700 in Other Revenue from special events.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		Limited	Regular
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended			
Administration	11	0	0	0	11	0	0	11
Park Operations	194	6	-6	0	194	137	137	57
Total	205	6	-6	0	205	137	137	68

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$4.6 million fund 205 budgeted positions of which 68 are regular positions and 137 are limited term positions. Staffing changes include the addition of 6 Pool Manager limited term positions and the deletion of 6 Public Service Employee limited term positions for a net change of zero. The Pool Manager position was created to distinguish duties and responsibilities from those of a Public Service Employee.



Regional Parks 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 on contiguous trail along the Santa Ana River.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$7,363,589
Total Sources (Incl. Reimb.)	\$6,397,641
Use of/ (Contribution to) Fund Balance	\$965,948
Total Staff	0

Glen Helen Amphitheater was established to account for lease and naming rights payments received annually from the operators of the Glen Helen Amphitheater at Glen Helen Regional Park. Each year sources are transferred to the County General Fund to fund the department share of lease payments that were optionally prepaid with Discretionary General Funding.

Amphitheater Improvements at Glen Helen was established to provide for improvements to the Glen Helen 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 primarily funded through camping reservation fees.

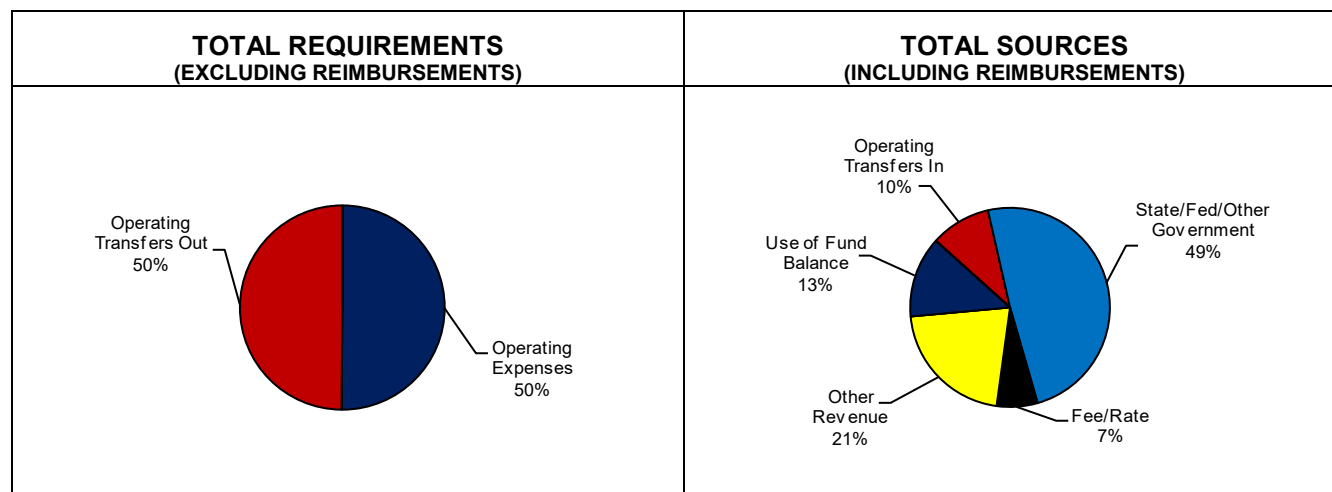
Calico Ghost Town Marketing Services was established to provide separate accountability and operations of marketing services for Calico Ghost Town Regional Park. A portion of the sources from Calico Ghost Town concessionaire operations and park admission fees are used to advertise and market general park information and several special events including Calico Days, Calico Ghost Haunt, Civil War, and Bluegrass in the spring.

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 registered by the Department of Motor Vehicles; four dollars from the fee of each "green sticker" goes into a pool of funds that are distributed statewide.

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 Wildlife, 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 shooting 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.



2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Regional Parks
FUND: Special Revenue - Consolidated

BUDGET UNIT: Various
FUNCTION: Recreational and Cultural
ACTIVITY: Recreation Facilities

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,313,266	2,308,349	2,112,772	3,737,685	3,276,245	3,690,860	(46,825)
Capital Expenditures	0	0	62,640	130,000	130,000	0	(130,000)
Total Exp Authority	2,313,266	2,308,349	2,175,412	3,867,685	3,406,245	3,690,860	(176,825)
Reimbursements	(30,000)	(25,000)	(25,000)	0	0	0	0
Total Appropriation	2,283,266	2,283,349	2,150,412	3,867,685	3,406,245	3,690,860	(176,825)
Operating Transfers Out	1,256,395	259,434	1,353,934	3,975,913	687,155	3,672,729	(303,184)
Total Requirements	3,539,661	2,542,783	3,504,346	7,843,598	4,093,400	7,363,589	(480,009)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	508,001	296,604	328,097	3,615,000	741,574	3,615,000	0
Fee/Rate	560,849	493,729	389,729	485,200	373,577	487,700	2,500
Other Revenue	2,132,287	2,396,683	2,511,099	3,051,518	3,185,874	1,574,891	(1,476,627)
Total Revenue	3,201,137	3,187,016	3,228,925	7,151,718	4,301,025	5,677,591	(1,474,127)
Operating Transfers In	0	0	1,276,475	676,913	676,913	720,050	43,137
Total Financing Sources	3,201,137	3,187,016	4,505,400	7,828,631	4,977,938	6,397,641	(1,430,990)
Fund Balance							
Use of/ (Contribution to) Fund Balance**	338,524	(644,233)	(1,001,054)	14,967	(884,538)	965,948	950,981
Available Reserves				5,283,837		5,217,394	(66,443)
Total Fund Balance				5,298,804		6,183,342	884,538
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 2019-20 RECOMMENDED BUDGET

2019-20					
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<u>Special Revenue Funds</u>					
County Trails System (Fund 2702)	3,472,062	3,699,196	(227,134)	860,801	0
Glen Helen Amphitheater (Fund 2730)	1,725,729	1,400,000	325,729	0	0
Amphitheater Improvements at Glen Helen (Fund 2732)	0	60,000	(60,000)	854,337	0
Park Maintenance / Development (Fund 2750)	1,251,106	435,729	815,377	2,037,683	0
Calico Ghost Town Marketing Services (Fund 2752)	488,962	489,225	(263)	380,096	0
Off-Highway Vehicle License Fee (Fund 2664)	415,000	306,291	108,709	1,054,417	0
Fish and Game Commission (Fund 2662)	10,730	7,200	3,530	30,060	0
Total Special Revenue Funds	7,363,589	6,397,641	965,948	5,217,394	0

County Trails System: Requirements of \$3.5 are primarily for design, construction, and ongoing maintenance of the Santa Ana River Trail (SART). Sources of \$3.7 million are primarily from a California Coastal Conservancy Grant. The Contribution to Fund Balance of \$227,134 reflects a portion of the California Coastal Conservancy Grant that will not be used in 2019-20.

Glen Helen Amphitheater: Requirements of \$1.7 million include payment to the County General Fund for a portion of the department share of lease payments that were optionally prepaid with Discretionary General Funding (\$1.0 million), transfers to the Regional Parks General Fund budget unit for the upkeep and management of the amphitheater (\$369,958), a transfer to the Park Maintenance/Development budget unit (\$325,729), 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 \$1.4 million in rent from the operators of the amphitheater. Use of Fund Balance of \$325,729 represents a transfer to the Park Maintenance/Development fund for unforeseen one-time maintenance expenses.

Amphitheater Improvements at Glen Helen: There are no Requirements budgeted for 2019-20. Expenditures must be mutually approved by operator of the Amphitheater and the County and there are no planned expenditures anticipated. Sources of \$60,000 include a \$25,000 transfer from the Glen Helen Amphitheater Fund for the County's annual contractual obligation to fund improvements, a \$25,000 matching contribution from the operators of the amphitheater, and \$10,000 in interest earned throughout the year.

Park Maintenance/Development: Requirements of \$1.3 million represent the cost of maintenance projects across the park system, restocking of fish in the County Regional Parks lakes, and the ongoing camping reservation system hosting costs. Sources of \$435,729 include an Operating Transfer In from the Glen Helen Amphitheater fund of \$325,729 to fund future unforeseen maintenance expenses. Additional Sources of \$110,000 consist of reservation fees collected from campers and interest earned throughout the year. Use of Fund Balance of \$815,377 is due to increased maintenance/development expenses.

Calico Ghost Town Marketing Services: Requirements of \$488,962 include \$358,352 for the cost of producing park special events and \$119,500 of transfers out for event set-up costs and staffing cost reimbursements. Sources of \$489,225 include special event gate fees of \$380,500 and a percentage of rent payments received from Calico concessionaires specifically for advertising totaling \$102,000.



Off-Highway Vehicle License Fee: Requirements of \$415,000 consists of Operating Expenses of \$300,000 for various one-time projects and transfers of \$115,000 to fund Staffing Expenses for park staff and Code Enforcement services related to safety and administration of off-highway vehicle (OHV) usage and experience at Calico Ghost Town and Moabi Regional Park. Sources of \$306,291 represent the amount anticipated to be received from the state for the County's portion of OHV registrations/licensing fees and interest earned throughout the year. 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 OHVs and programs involving OHV safety or education. Use of Fund Balance of \$108,709 is for one-time projects related to OHV activities within the County.

Fish and Game Commission: Requirements of \$10,730 includes administrative and printing expenses for shooting maps. Sources of \$7,200 include fines imposed on hunting, fishing and environmental infractions in addition to sales of shooting maps. Use of Fund Balance of \$3,530 is primarily for costs to print shooting maps in bulk and will be replenished as maps are sold.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$480,009 primarily due to a decrease in one-time funding for projects included in the 2018-19 budget.

Sources are decreasing by \$1.4 million primarily due to a decrease in Other Revenue from a one-time payment received from Live Nation in 2018-19.

ANALYSIS OF FUND BALANCE

The budget units include the net Use of Fund Balance of \$965,948. The majority of the Fund Balance being used is for one-time increased maintenance/development expenses and a transfer to the Park Maintenance/Development fund for future unforeseen maintenance expenses.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.



REGISTRAR OF VOTERS

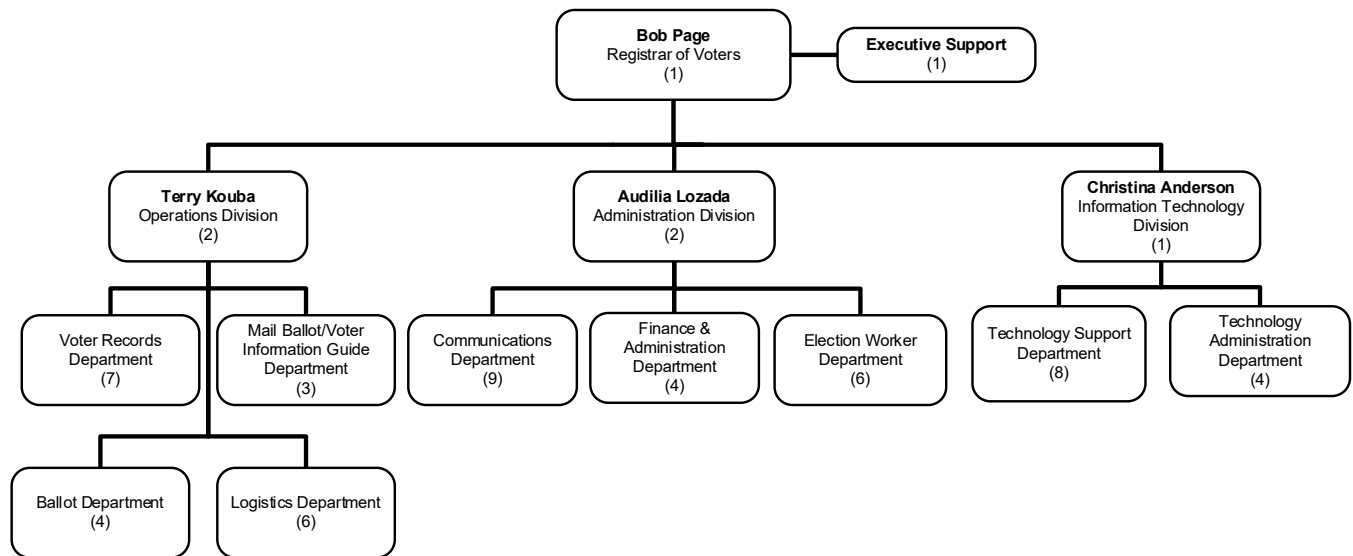
Bob Page

DEPARTMENT MISSION STATEMENT

To promote the Countywide Vision, the Registrar of Voters maintains accurate voter registration and election records; provides the highest quality information and customer service to the public; and conducts the County's elections in a fair, accurate, secure, transparent, and efficient manner.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Registrar of Voters	16,527,708	1,540,464	14,987,244			58
Total General Fund	16,527,708	1,540,464	14,987,244	0	0	58
Total - All Funds	16,527,708	1,540,464	14,987,244	0	0	58



2018-19 MAJOR ACCOMPLISHMENTS

- Successfully certified the June 5, 2018 statewide primary as well as conducted and certified the November 6, 2018 statewide general elections.
- Successfully implemented new district divisions, created 353 new precincts, and redistributed those voters within these precincts, as a result of various cities, school, and special districts adopting by-district voting in the two weeks between the certification of the primary election and candidate filing for the general election.
- Successfully maintained nearly 1 million voter registration records, which represents a more than 5% increase in the number of registered voters since the 2016 presidential general election and a more than 10% increase in the number of registered voters since the 2014 gubernatorial general election.
- Analyzed existing cyber security measures and implemented increased safeguards to protect systems from malicious and foreign actors in collaboration with the Department of Homeland Security, California Military Department, and the San Bernardino County Information Services Department.
- Prepared for and conducted the May 7, 2019 special mail ballot election to fill a vacancy in the City of San Bernardino Council Ward 3, including preparing ballots and voter information guides in February and March, and delivering ballots and voter information guides as well as conducting early voting in April.
- Prepared for the August 28, 2019 consolidated mail ballot election, including conducting candidate filing in May and preparing ballots and voter information guides in late June.
- Issued a competitive procurement invitation to California Secretary of State-certified vendors to replace the existing voting system.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Average number of business days to process voter registrations upon receipt, excluding election canvass periods.	N/A	5	5	5
STRATEGY	Ensure citizens can exercise their right to vote by processing new voter registrations and updating existing voter registrations in a timely manner.					
STRATEGY	Identify opportunities to streamline or automate elements of the records maintenance process and implement best practices.					
STRATEGY	Regularly and consistently monitor records maintenance workloads to ensure staff resources are sufficient, using recurrent and temporary employees when needed.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
		NEW				
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Average number of business days to resolve ballot designation requests.	N/A	N/A	N/A	9
STRATEGY	Assist candidates with preparing and filing declaration of candidacy documents in a timely and efficient manner, including advising them on the provision of evidence sufficient to support a qualified ballot designation.					
STRATEGY	Identify opportunities to streamline or automate elements of the management of the candidate filing process, ensure staff resources are sufficient to serve the projected number of candidates for each election, and implement best practices.					
STRATEGY	By 2024-25, resolve ballot designation requests within an average of 5 business days from the candidate's first submission of proposed designations to the Department.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
		NEW				
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of Voter Information Guides delivered for mailing by the 35th day prior to Election Day.	N/A	N/A	N/A	65%
STRATEGY	Provide voters with sufficient information to exercise their right to vote in an educated manner prior to the start of early voting (29 days before Election Day).					
STRATEGY	Identify opportunities to streamline or automate elements of the processes to manage candidate filing, design ballots, and develop voter information guides, and implement best practices.					
STRATEGY	By 2024-25, deliver voter information guides to the U.S. Postal Service for mailing by the 35th day before Election Day to 98% of all voters registered on the 46th day before Election Day. The focus of this improvement goal is performance during larger, complicated consolidated elections in even-numbered years.					



Registrar of Voters

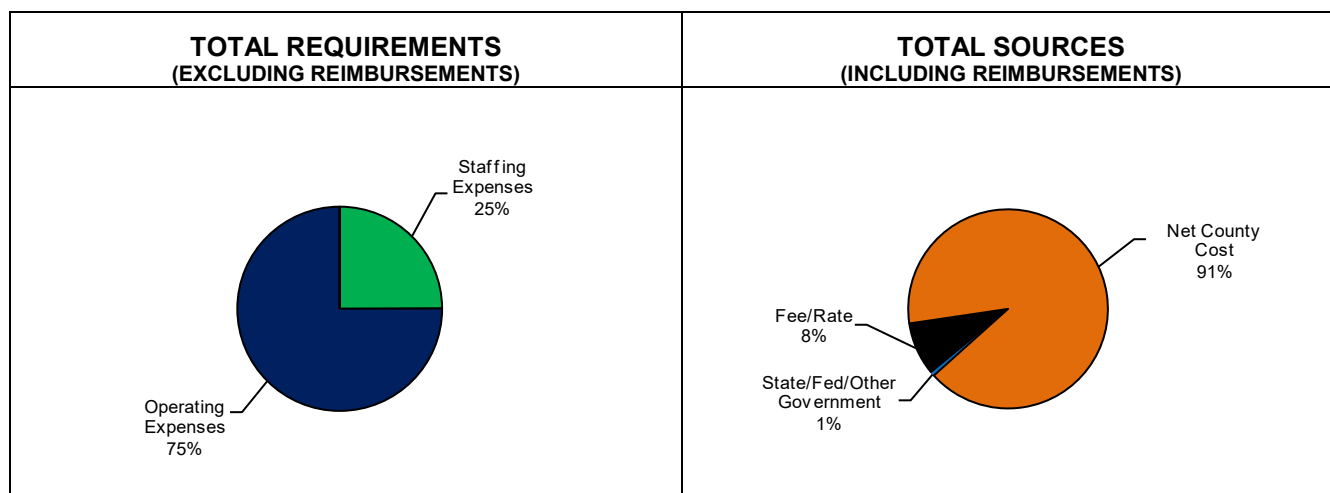
DESCRIPTION OF MAJOR SERVICES

The Registrar of Voters is responsible for conducting efficient and impartial elections, and providing 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 that are in alignment with the County and Chief Executive Officer's goals of improving County government operations, operating in a fiscally-responsible and business-like manner, and pursuing County goals by working with other agencies.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$16,527,708
Total Sources (Incl. Reimb.)	\$1,540,464
Net County Cost	\$14,987,244
Total Staff	58
Funded by Net County Cost	91%

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Operations and Community Services DEPARTMENT: Registrar of Voters FUND: General				BUDGET UNIT: 680 1000 FUNCTION: General ACTIVITY: Elections			
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	3,070,144	2,911,401	3,114,792	3,782,407	3,556,314	4,115,212	332,805
Operating Expenses	5,997,941	7,599,986	6,017,221	8,924,625	8,815,509	12,374,352	3,449,727
Capital Expenditures	84,109	28,365	164,603	13,249	13,249	38,144	24,895
Total Exp Authority	9,152,194	10,539,753	9,296,616	12,720,281	12,385,072	16,527,708	3,807,427
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	9,152,194	10,539,753	9,296,616	12,720,281	12,385,072	16,527,708	3,807,427
Operating Transfers Out	0	0	0	29,850	29,850	0	(29,850)
Total Requirements	9,152,194	10,539,753	9,296,616	12,750,131	12,414,922	16,527,708	3,777,577
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	240,946	1,018,260	49,315	89,000	61,454	120,529	31,529
Fee/Rate	2,356,529	2,862,174	1,770,933	2,301,642	2,073,232	1,419,935	(881,707)
Other Revenue	23,314	128,905	(104,104)	80,000	6,311	0	(80,000)
Total Revenue	2,620,789	4,009,339	1,716,144	2,470,642	2,140,997	1,540,464	(930,178)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,620,789	4,009,339	1,716,144	2,470,642	2,140,997	1,540,464	(930,178)
Net County Cost	6,531,405	6,530,414	7,580,472	10,279,489	10,273,925	14,987,244	4,707,755
Budgeted Staffing*	73	73	58	58	58	58	0

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$16.5 million enable the department to conduct one major election (March 2020), one minor election (November 2019), and one unscheduled special election. This includes Staffing Expenses of \$4.1 million for 58 budgeted positions, and Operating Expenses of \$12.4 million. Operating Expenses primarily consist of services and supplies for daily operations and election-related expenditures (such as ballots, voter information guides, temporary labor, postage, poll workers, and other professional services). Capital expenditures include costs for replacement of three servers. Sources of \$1.5 million are primarily from providing election services for participating jurisdictions, state reimbursements for postage and accessibility improvements, as well as the sale of services and products including maps, voter files, and certified documents.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and related Sources fluctuate based on a four-year election cycle. There are two scheduled elections occurring in 2019-20, including one major presidential primary election and one minor election. In addition, Requirements and Sources include one anticipated, but as of yet, unscheduled special election.

Requirements are increasing by \$3.8 million primarily due to increases for services and supplies associated with conducting a presidential primary election with specific partisan ballots, the increase of returned mail ballots, and implementing and maintaining state mandates resulting from legislative changes in election laws. Sources are decreasing by \$930,178 primarily due to a reduction in the number and type of elections being conducted in 2019-20, in large part because jurisdictions moved their governing body elections from odd-numbered years to even-numbered years.

Net County Cost increases during presidential election years as the County's portion of cost is increased based on various factors, including the federal, state, and County ballot contests and the limited number of local jurisdictions participating in the election. As such, Net County Cost is increasing by \$4.7 million.



2019-20 POSITION SUMMARY*

	2018-19				2019-20			
Division	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular	
Administration Division	23	0	0	0	23	10	13	
Operations Division	22	0	0	0	22	12	10	
Information Technology Division	13	0	0	0	13	6	7	
Total	58	0	0	0	58	28	30	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$4.1 million fund 58 budgeted positions of which 30 are regular positions and 28 are limited term positions. There are no staffing changes associated with this budget unit.





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**SPECIAL DISTRICTS DEPARTMENT
SUMMARY**

				Use of (Contribution to)	
	Page #	Requirements	Sources	Fund Balance	Staffing
<u>SPECIAL REVENUE FUNDS</u>					
SPECIAL DISTRICTS					
OPERATING FUNDS:					
COUNTY SERVICE AREAS:					
GENERAL DISTRICTS - CONSOLIDATED	450	7,440,635	7,017,937	422,698	95
PARK DISTRICTS - CONSOLIDATED	458	2,067,730	2,040,568	27,162	14
ROAD DISTRICTS - CONSOLIDATED	463	2,580,996	2,450,352	130,644	1
STREETLIGHT DISTRICTS - CONSOLIDATED	471	845,145	1,270,098	(424,953)	0
BIG BEAR VALLEY RECREATION AND PARK DISTRICT	475	5,710,729	4,537,160	1,173,569	67
BLOOMINGTON RECREATION AND PARK DISTRICT	478	333,009	437,620	(104,611)	2
TOTAL OPERATING FUNDS		18,978,244	17,753,735	1,224,509	179
RESERVE FUNDS	498	0	410,008	(410,008)	0
TOTAL SPECIAL REVENUE FUNDS		18,978,244	18,163,743	814,501	179
	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Staffing
<u>ENTERPRISE FUNDS</u>					
OPERATING FUNDS:					
COUNTY SERVICE AREAS:					
CSA 70 HL (HAVASU LAKE)	481	86,854	78,240	8,614	0
SANITATION DISTRICTS - CONSOLIDATED	483	8,037,711	7,763,046	274,665	0
WATER DISTRICTS - CONSOLIDATED	487	8,099,675	6,946,120	1,153,555	0
TOTAL OPERATING FUNDS		16,224,240	14,787,406	1,436,834	0
RESERVE FUNDS	498	1,245,381	1,748,562	(503,181)	0
TOTAL ENTERPRISE FUNDS		17,469,621	16,535,968	933,653	0
	Page #	Requirements			
<u>CAPITAL IMPROVEMENT PROGRAM (CIP)</u>					
CIP PROJECTS	492	32,386,427			



SPECIAL DISTRICTS DEPARTMENT

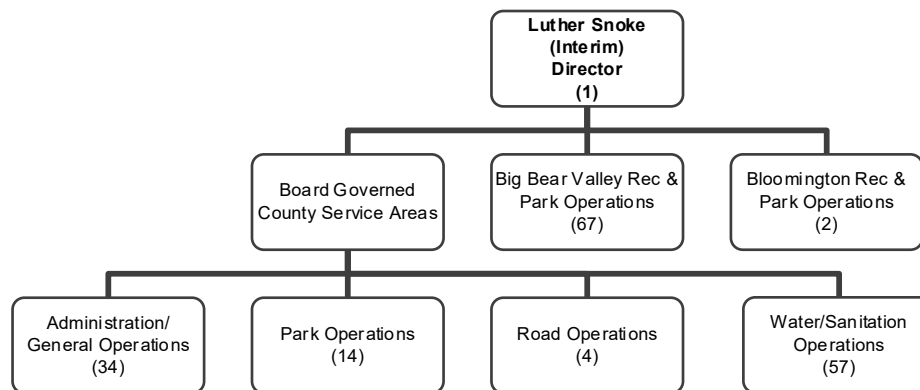
Luther Snoke

DEPARTMENT MISSION STATEMENT

The Special Districts Department works to ensure safe, healthy, and enjoyable communities by providing customizable programs and municipal services for those who work, play, and stay in San Bernardino County.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

2019-20					
			Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Requirements	Sources				
<u>Special Revenue Funds</u>					
County Service Areas:					
General Districts - Consolidated	7,440,635	7,017,937	422,698		95
Park Districts - Consolidated	2,067,730	2,040,568	27,162		14
Road Districts - Consolidated	2,580,996	2,450,352	130,644		1
Streetlight Districts - Consolidated	845,145	1,270,098	(424,953)		0
Big Bear Valley Recreation and Park District	5,710,729	4,537,160	1,173,569		67
Bloomington Recreation and Park District	333,009	437,620	(104,611)		2
Total Special Revenue Funds	18,978,244	17,753,735	1,224,509		179
<u>Enterprise Funds</u>					
County Service Areas:					
CSA 70 HL Havasu Lake	86,854	78,240		8,614	0
Sanitation Districts - Consolidated	8,037,711	7,763,046		274,665	0
Water Districts - Consolidated	8,099,675	6,946,120		1,153,555	0
Total Enterprise Funds	16,224,240	14,787,406		1,436,834	0
Total - All Funds	35,202,484	32,541,141	1,224,509	1,436,834	179



2018-19 MAJOR ACCOMPLISHMENTS

- Completed the following projects:
 - CSA 70 CG Cedar Glen Corrosion Control Study
 - CSA 70 J Oak Hills Bandicoot Basin Relocation
 - CSA 70 P-13 El Rancho Verde Median
 - CSA 70 R-2 Twin Peaks Road Paving Project
 - CSA 70 R-48 Erwin Lake West Road Paving Project
 - CSA 68 Valley of the Moon Road Paving Project

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Number of park visitors participating in recreational activities.	N/A	13,100	14,000	14,500
STRATEGY	Increase community participation by providing new recreational activities for visitors of the following park districts: Big Bear Valley Recreation and Park District, Bloomington Recreation and Park District, CSA 20 Joshua Tree, CSA 29 Lucerne Valley, and CSA 63 Oak Glen.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.	Percentage of total sewer collection system cleaned or inspected.	N/A	20%	20%	20%
STRATEGY	Comply with the State requirement by annually cleaning or inspecting 20% of the sewer collection system for the applicable Board Governed County Service Areas.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of customers (with cellular-read meters) notified of new leaks within one business day of detection.	100%	100%	100%	100%
STRATEGY	Utilize automated water meter infrastructure (cellular-read meters) to provide timely notification of leak detection analysis to customers.					



General Districts Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of the following County Service Areas (CSA), Zones, and Community Facilities District:

CSA 40 Elephant Mountain was established by 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, as well as 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 funded by property taxes and rental income.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$15,476,646
Total Sources (Incl. Reimb.)	\$15,053,948
Use of / (Contribution to) Fund Balance	\$422,698
Total Staff	95

CSA 70 Countywide was established by 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 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 Zone, which is funded by property taxes, provides 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. The Zone is responsible for the maintenance of two detention basins and four landscaped intersections. On January 23, 2004, property owners approved an annual service charge of \$520 per parcel with a 2.5% inflationary factor. For 2019-20, the per parcel service charge is \$665.26 on 72 parcels.

CSA 70 DB-2 Big Bear was established by the County of San Bernardino Board of Supervisors on April 27, 2010. The Zone maintains a detention basin, open space, and storm drain conveyances to the basin. This Zone's operations are funded by an annual service charge levied on property owners within the district. For 2019-20, the per parcel service charge is \$299.43 on 59 parcels.

CSA 70 EV-1 East Valley was established by the County of San Bernardino Board of Supervisors on April 23, 1996. The Zone is responsible for maintenance of the Alabama Street storm drain in the Redlands Citrus Plaza area. Funding for this Zone's operation is generated through a developer buy-in charge, which was received in 2008-09.

CSA 70 TV-2 Morongo Valley was established by 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 Zone provides service to approximately 2,000 households and is funded by property tax revenue.

CSA 70 TV-4 Wonder Valley was established by 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 Zone provides service to approximately 2,000 households and is funded by a special tax of \$5 per parcel, per year on 4,873 parcels.

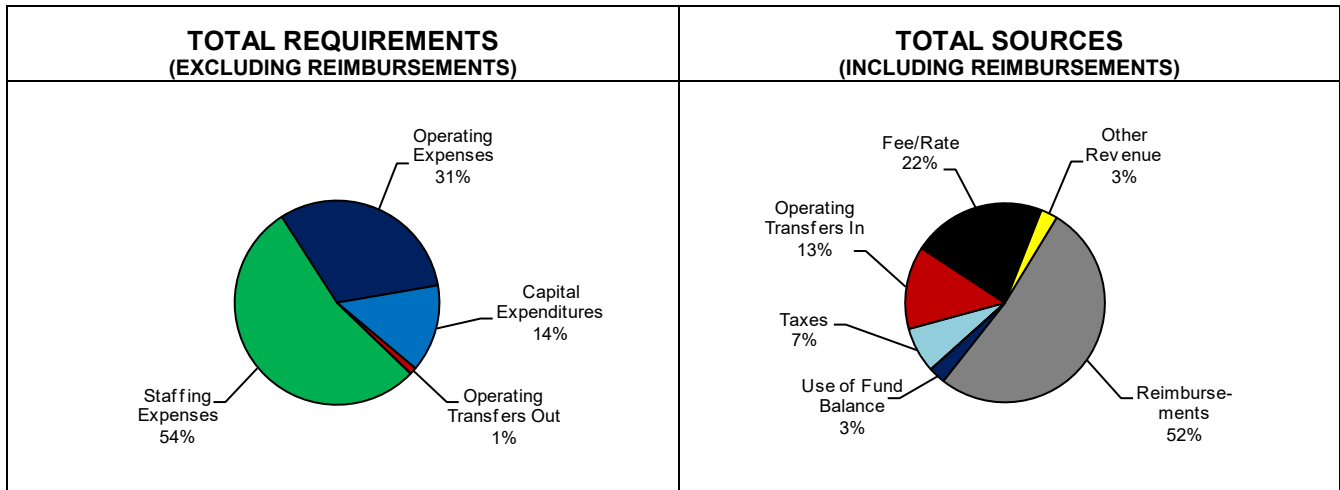


CSA 70 TV-5 Mesa was established by the County of San Bernardino Board of Supervisors on July 11, 1995 to provide eight channels of UHF television translator service broadcast from Pinto Mountain to the 100-square-mile area encompassing Copper Mesa, Desert Heights, Flamingo Heights, Landers, and Yucca Mesa. This Zone provides service to approximately 18,000 households and is funded by a special tax of \$25 per year on 6,858 improved parcels.

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. This 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 Boulevard. The CSA is primarily funded 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.

Community Facilities District (CFD 2006-1) Lytle Creek North was established by the County of San Bernardino Board of Supervisors on March 13, 2007. At the same time, the Board also adopted an ordinance authorizing the levying of special taxes to fund the maintenance of public infrastructure. The CFD is responsible for the maintenance of open space, and storm drain protection services in the Glen Helen area.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Special Districts DEPARTMENT: Special Districts FUND: General Districts - Consolidated				BUDGET UNIT: Various FUNCTION: General ACTIVITY: Legislative and Admin			
2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)	
Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget	
Requirements							
Staffing Expenses	7,789,720	7,927,283	7,654,823	9,403,609	8,523,398	8,312,204	(1,091,405)
Operating Expenses	4,553,742	5,354,813	5,036,731	5,951,209	3,931,307	4,852,631	(1,098,578)
Capital Expenditures	3,315,357	616,508	213,828	6,329,439	495,394	2,142,029	(4,187,410)
Total Exp Authority	15,658,819	13,898,604	12,905,382	21,684,257	12,950,099	15,306,864	(6,377,393)
Reimbursements	(9,379,150)	(8,985,331)	(8,349,728)	(12,863,612)	(7,981,000)	(8,036,011)	4,827,601
Total Appropriation	6,279,669	4,913,273	4,555,654	8,820,645	4,969,099	7,270,853	(1,549,792)
Operating Transfers Out	1,295,998	634,134	161,200	2,027,961	1,687,075	169,782	(1,858,179)
Total Requirements	7,575,668	5,547,407	4,716,854	10,848,606	6,656,174	7,440,635	(3,407,971)
Sources							
Taxes	1,021,564	1,069,351	1,122,765	1,036,249	1,133,458	1,149,307	113,058
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	52,635	36,875	41,566	10,051	8,953	9,955	(96)
Fee/Rate	2,678,169	2,376,002	3,568,057	3,617,073	2,241,548	3,348,758	(268,315)
Other Revenue	542,422	241,669	405,658	822,180	607,185	421,230	(400,950)
Total Revenue	4,294,791	3,723,897	5,138,046	5,485,553	3,991,144	4,929,250	(556,303)
Operating Transfers In	3,041,762	1,430,435	2,203,388	3,465,706	1,460,538	2,088,687	(1,377,019)
Total Financing Sources	7,336,553	5,154,332	7,341,434	8,951,259	5,451,682	7,017,937	(1,933,322)
Fund Balance							
Use of/ (Contribution to) Fund Balance**	239,115	393,075	(2,624,580)	1,897,347	1,204,492	422,698	(1,474,649)
Available Reserves				11,301,347		11,571,504	270,157
Total Fund Balance				13,198,694		11,994,202	(1,204,492)
Budgeted Staffing*	98	100	100	106	106	95	(11)

*Data represents modified Budgeted Staffing.

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



DETAIL OF 2019-20 RECOMMENDED BUDGET

	2019-20				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
CSA 40 Elephant Mountain (Fund 1330)	376,011	445,074	(69,063)	1,797,245	3
CSA 70 Countywide (Fund 1378)	6,181,835	5,258,484	923,351	2,823,753	89
CSA 70 D-1 Lake Arrowhead (Fund 1408)	442,702	684,448	(241,746)	2,759,877	0
CSA 70 DB-1 Bloomington (Fund 1414)	43,400	50,799	(7,399)	174,722	0
CSA 70 DB-2 Big Bear (Fund 1420)	13,171	19,958	(6,787)	131,065	0
CSA 70 EV-1 East Valley (Fund 1426)	10,017	4,164	5,853	208,187	0
CSA 70 TV-2 Morongo Valley (Fund 1774)	78,250	211,888	(133,638)	1,541,756	0
CSA 70 TV-4 Wonder Valley (Fund 1780)	45,289	31,415	13,874	194,117	0
CSA 70 TV-5 Mesa (Fund 1786)	128,318	219,466	(91,148)	1,137,563	0
CSA 120 North Etiwanda Preserve (Fund 1810)	91,188	38,554	52,634	316,495	3
CFD 2006-1 Lytle Creek North (Fund 1450)	30,454	53,687	(23,233)	486,724	0
Total Special Revenue Funds	7,440,635	7,017,937	422,698	11,571,504	95

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$7.4 million include Staffing Expenses (\$8.3 million) and Operating Expenses (\$4.9 million) of 11 districts that provide for the operation and maintenance of television translator facilities, detention basins, storm drains and open space preservation, as well as administrative support services delivered by CSA 70 Countywide to all Board Governed Special Districts on a reimbursable basis. Also included is \$2.1 million in Capital Expenditures as follows:

- \$1.8 million for the Calico Ghost Town Water Treatment Improvement Project.
- \$160,000 for replacement of three vehicles (one utility vehicle and two pickup trucks).
- \$105,000 for purchase of various television translator equipment.
- \$50,000 for replacement of a dump truck motor.
- \$35,000 for capitalized software acquisitions to upgrade the water/sanitation billing system and Website.

Sources of \$7.0 million primarily represent revenue from property taxes, fees, and voter-approved special taxes/service charges. Also included in this amount are Operating Transfers In of \$2.1 million primarily as follows:

- \$1.0 million from the County General Fund for services provided to the Regional Parks Department.
- \$890,825 from the County's Capital Improvement Program for costs of the Calico Ghost Town Water Treatment Improvement Project.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$3.4 million, which is primarily a result of the following:

- Decrease of \$1.1 million in Staffing Expenses due to a net reduction of 11 budgeted positions.
- Decrease of \$1.1 million in Operating Expenses largely due to reductions in various categories including insurance, professional services, COWCAP charges, and water rights/mitigation payments.
- Decrease of \$4.2 million in Capital Expenditures mostly due to a reduction in the amount budgeted for County projects managed by the Special Districts Department.
- Decrease of \$1.9 million in Operating Transfers Out primarily due to a \$1.5 million one-time loan to the Big Bear Recreation and Park District in 2018-19 for construction of the new Alpine Zoo.
- Decrease of \$4.8 million in Reimbursements due to reduced transfers from the County's Capital Improvement Program for County projects managed by the Special Districts Department.

Sources are decreasing by \$1.9 million, which is primarily a result of the following:

- \$400,950 decrease in Other Revenue largely due to debt proceeds of \$300,000 budgeted in 2018-19 for use in improving MacKay Park in Lake Arrowhead.
- \$1.4 million decrease in Operating Transfers In primarily due to a one-time transfer from the General Districts Reserve Fund in 2018-19 for the purchase of permanent water rights and related mitigation costs from the Mojave Water Agency.

ANALYSIS OF FUND BALANCE

CSA 70 Countywide is budgeting the Use of Fund Balance (\$923,351) for construction of the Calico Ghost Town Water Treatment Improvement Project as \$1.2 million was received in 2017-18 from the County General Fund for this project. CSA 70 TV-4 Wonder Valley is budgeting the Use of Fund Balance (\$13,874) to help fund the cost of purchasing television translator equipment.

Two districts (CSA 70 EV-1 East Valley and CSA 120 North Etiwanda Preserve) are budgeting the Use of Fund Balance totaling \$58,487 for ongoing costs. It is the department's practice that when Available Reserves exceed 25% of Requirements, Fund Balance may be used for operating costs. The Available Reserves for these two districts exceed the 25% reserve threshold. However, the department will keep reviewing the operations of these districts and make adjustments (reduce expenses and/or increase revenue) when needed to eliminate continued reliance on the Use of Fund Balance for ongoing costs.

The remaining seven districts are budgeting a Contribution to Fund Balance totaling \$573,014 in order to set aside funding for significant, one-time expenditures in the future.



2019-20 POSITION SUMMARY*

	2018-19				2019-20			
Division	Modified Budget	Adds	Deletes	Re-Orgs	Recommended		Limited	Regular
Administration/General Operations	35	2	(2)	0	35		6	29
Road Operations	3	0	0	0	3		0	3
Water/Sanitation Operations	68	0	(11)	0	57		7	50
Total	106	2	(13)	0	95		13	82

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$8.3 million fund 95 budgeted positions of which 82 are regular positions and 13 are limited term positions. The budget includes a net decrease of 11 positions as follows:

- Addition of 1 Maintenance Assistant to help support the maintenance and operations of the districts.
- Addition of 1 Staff Analyst II to assist with various functions including budgeting, fees, project tracking, and contract management.
- Deletion of 13 positions, primarily in the Water/Sanitation Operations, which have remained vacant and therefore should have little to no impact on operations:
 - 1 Applications Specialist
 - 1 Automated Systems Analyst I
 - 1 Building Construction Engineer III
 - 1 District Planner
 - 2 Office Assistant II
 - 4 Public Service Employee
 - 1 Treatment Plant Operator III
 - 1 Utility Services Associate
 - 1 Water and Sanitation Supervisor



Park Districts Special Revenue Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of various parks throughout the following County Service Areas (CSA) and Zones:

CSA 20 Joshua Tree was established by the County of San Bernardino Board of Supervisors on June 1, 1964 to provide park and recreation services. Resolution 1993-22 consolidated these services with streetlighting. This CSA provides funding for four parks, three ball fields, one recreation center building, water playground, skateboard park, 12,000 square foot community center, and approximately 296 streetlights. This CSA receives property tax revenue and an annual service charge of \$30 per improved parcel and \$10 per unimproved parcel. Currently, there are 4,396 improved parcels and 5,546 unimproved parcels.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$2,067,730
Total Sources (Incl. Reimb.)	\$2,040,568
Use of / (Contribution to) Fund Balance	\$27,162
Total Staff	14

CSA 29 Lucerne Valley was established by the County of San Bernardino Board of Supervisors on December 30, 1964. This CSA provides park and recreation services, a cemetery, television translators, an equestrian center for local horse groups and events, and streetlighting services funded primarily by property taxes. This CSA serves approximately 3,000 residents.

CSA 42 Oro Grande was established by the County of San Bernardino Board of Supervisors on December 27, 1965 to provide park and streetlighting services. In 2009-10, the CSA consolidated park and streetlight services to increase operational efficiencies and reduce administrative activities. This CSA funds the operation of 40 streetlights and one community park. Services are provided to approximately 123 residences and are funded by property taxes, park program fees, and other miscellaneous revenue.

CSA 63 Oak Glen-Yucaipa was established by 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 a paved parking lot. This CSA serves approximately 10,000 park visitors annually and services are funded primarily by property taxes.

CSA 70 M Wonder Valley was established by the County of San Bernardino Board of Supervisors on July 1, 1991 to provide park and recreation services. This Zone is funded by an annual \$10 per parcel service charge levied on 4,658 parcels.

CSA 70 P-6 El Mirage was established by the County of San Bernardino Board of Supervisors on October 15, 1990 to provide park and recreation services. This Zone is funded by an annual \$9 per parcel special tax levied on 2,634 parcels. In addition, on March 22, 2016, the Board approved funding in the amount of \$21,100 for the operation of four streetlights in the community of El Mirage. This funding is projected to support the cost of the streetlights for approximately 20 years.

CSA 70 P-10 Mentone was established by the County of San Bernardino Board of Supervisors on November 28, 1995 to provide park maintenance, landscaping, and streetlighting services. This Zone is funded by an annual service charge with a maximum amount of \$500 per parcel. The 2019-20 per parcel service charge is \$500 currently levied on 128 residential properties. There are 28 streetlights in this Zone.

CSA 70 P-12 Montclair was established by the County of San Bernardino Board of Supervisors on February 7, 2006 to provide landscaping, graffiti removal, block wall maintenance, and streetlighting services. Voters approved an annual service charge of \$700 per parcel with a 1.5% inflationary factor. The 2019-20 per parcel service charge is \$754.10, which is currently levied on 37 parcels.



CSA 70 P-13 El Rancho Verde was established by the County of San Bernardino Board of Supervisors on August 1, 2006 to provide ongoing maintenance costs associated with landscape improvements to the Riverside Avenue median in the unincorporated area of El Rancho Verde. Voters approved an annual service charge of \$153.62 per parcel, which is currently levied on 509 parcels.

CSA 70 P-14 Mentone was established by the County of San Bernardino Board of Supervisors on December 19, 2006 to provide landscape maintenance, streetlighting services, and a detention basin. The 2019-20 per parcel service charge is \$376.91, which is currently levied on 108 parcels.

CSA 70 P-16 Eagle Crest was established by the County of San Bernardino Board of Supervisors on January 23, 2007 to provide landscape maintenance and streetlighting services. Voters approved an annual service charge of \$388 per parcel with a 2.5% inflationary factor. The 2019-20 per parcel service charge is \$449.97, which is currently levied on 44 parcels.

CSA 70 P-17 Bloomington was established by the County of San Bernardino Board of Supervisors on December 18, 2007 to provide landscape maintenance services and a detention basin. The district was dissolved on September 25, 2018 (Item No. 64) via Board-approved Resolution No. 2018-160.

CSA 70 P-18 Randall Crossings was established by the County of San Bernardino Board of Supervisors on July 9, 2013 for the purpose of drainage and landscaping. This Zone is responsible for maintaining two catch basins, one 12" pipe and a drainage swale with landscaping. Voters approved an annual service charge of \$600 per parcel with a 2.5% inflationary factor. The 2019-20 per parcel service charge is \$695.82, which is currently levied on 20 parcels.

CSA 70 P-19 Gregory Crossings was established by the County of San Bernardino Board of Supervisors on September 24, 2013 for the purpose of landscaping and detention basin maintenance. This Zone is responsible for maintaining a 600 foot, 72-inch culvert pipe, drain and 14,579 square feet of landscaping. Voters approved an annual service charge of \$1,320 per parcel with a 2.5% inflationary factor. The 2019-20 service charge is \$1,457.03, which is currently levied on 15 parcels.

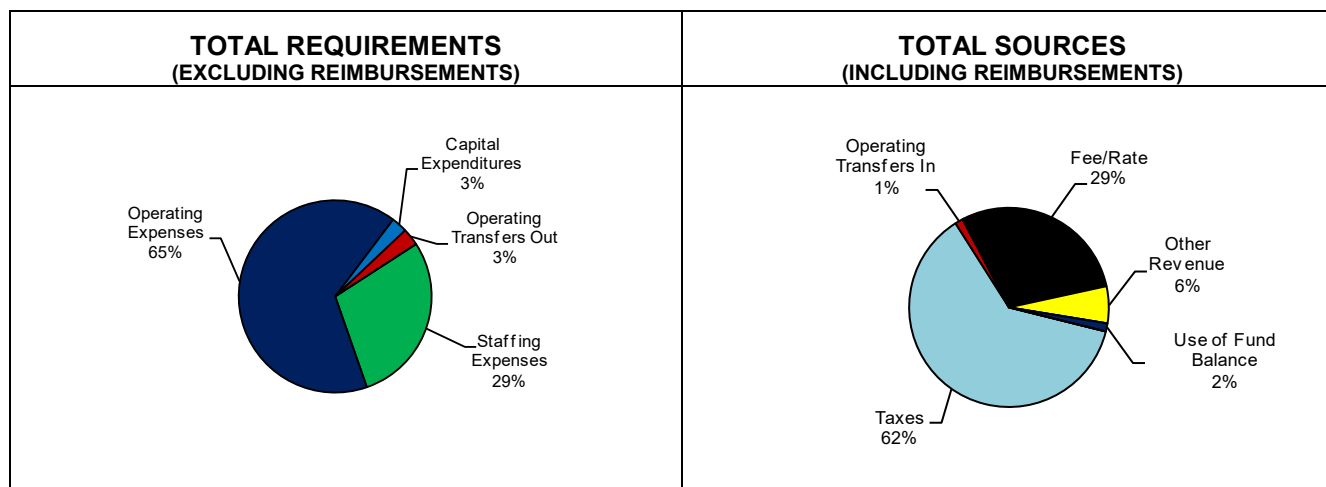
CSA 70 P-20 Mulberry Heights was established by the County of San Bernardino Board of Supervisors on January 14, 2014 for the purpose of landscaping and drainage maintenance. This Zone is responsible for maintaining 5,385 square feet of landscaping and one 72" corrugated metal perforated pipe. Voters approved an annual service charge of \$1,050 per parcel with a 2.5% inflationary factor. The 2019-20 service charge is \$1,159, which is currently levied on 20 parcels.

CSA 70 W Hinkley was established by the County of San Bernardino Board of Supervisors on April 30, 1973, to provide park services and a community center. This Zone serves approximately 5,000 community residents and is funded by property taxes.

CSA 82 Searles Valley was established by the County of San Bernardino Board of Supervisors on June 28, 1976 to provide park maintenance for the roadside park in Searles Valley. This CSA serves approximately 800 park users and is primarily funded by tax revenues.



2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Parks Districts - Consolidated

BUDGET UNIT: Various
FUNCTION: Recreational and Cultural
ACTIVITY: Recreation Facilities

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	608,884	589,792	539,936	615,300	506,370	596,282	(19,018)
Operating Expenses	1,216,187	1,243,281	1,334,733	1,436,730	1,254,313	1,356,448	(80,282)
Capital Expenditures	(1,750)	17,600	29,830	40,200	18,038	55,000	14,800
Total Exp Authority	1,823,322	1,850,673	1,904,499	2,092,230	1,778,721	2,007,730	(84,500)
Reimbursements	(1,258)	(1,790)	(2,283)	(2,180)	0	0	2,180
Total Appropriation	1,822,064	1,848,883	1,902,216	2,090,050	1,778,721	2,007,730	(82,320)
Operating Transfers Out	70,000	0	2,402	42,370	25,000	60,000	17,630
Total Requirements	1,892,064	1,848,883	1,904,618	2,132,420	1,803,721	2,067,730	(64,690)
Sources							
Taxes	1,179,625	1,245,858	1,211,522	1,176,177	1,307,298	1,284,417	108,240
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	11,453	12,355	10,835	10,265	4,935	4,455	(5,810)
Fee/Rate	563,433	556,508	560,110	621,899	595,233	600,740	(21,159)
Other Revenue	237,352	213,007	157,510	154,268	242,875	123,956	(30,312)
Total Revenue	1,991,864	2,027,728	1,939,977	1,962,609	2,150,341	2,013,568	50,959
Operating Transfers In	41,546	34,900	42,000	34,500	27,000	27,000	(7,500)
Total Financing Sources	2,033,410	2,062,628	1,981,977	1,997,109	2,177,341	2,040,568	43,459
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(141,346)	(213,745)	(77,359)	135,311	(373,620)	27,162	(108,149)
Available Reserves				1,568,003		2,049,772	481,769
Total Fund Balance				1,703,314		2,076,934	373,620
Budgeted Staffing*	23	21	20	15	15	14	(1)

*Data represents modified Budgeted Staffing.

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



DETAIL OF 2019-20 RECOMMENDED BUDGET

2019-20					
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<u>Special Revenue Funds</u>					
CSA 20 Joshua Tree (Fund 1312)	771,740	878,260	(106,520)	427,518	8
CSA 29 Lucerne Valley (Fund 1318)	589,151	535,500	53,651	200,688	3
CSA 42 Oro Grande (Fund 1336)	32,599	31,469	1,130	58,870	0
CSA 63 Oak Glen-Yucaipa (Fund 1360)	183,484	132,059	51,425	342,428	2
CSA 70 M Wonder Valley (Fund 1464)	94,222	74,518	19,704	80,098	1
CSA 70 P-6 El Mirage (Fund 1486)	42,960	29,966	12,994	30,403	0
CSA 70 P-10 Mentone (Fund 1498)	67,404	65,682	1,722	94,688	0
CSA 70 P-12 Montclair (Fund 1504)	31,265	29,902	1,363	104,660	0
CSA 70 P-13 El Rancho Verde (Fund 1510)	72,260	84,593	(12,333)	311,565	0
CSA 70 P-14 Mentone (Fund 1516)	59,722	43,206	16,516	162,301	0
CSA 70 P-16 Eagle Crest (Fund 1522)	20,805	21,078	(273)	70,313	0
CSA 70 P-18 Randall Crossings (Fund 1534)	11,839	14,584	(2,745)	41,175	0
CSA 70 P-19 Gregory Crossings (Fund 1540)	16,696	22,531	(5,835)	49,877	0
CSA 70 P-20 Mulberry Heights (Fund 1546)	12,729	24,168	(11,439)	64,542	0
CSA 70 W Hinkley (Fund 1792)	31,505	25,794	5,711	203	0
CSA 82 Searles Valley (Fund 1804)	29,349	27,258	2,091	10,443	0
Total Special Revenue Funds	2,067,730	2,040,568	27,162	2,049,772	14

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$2.1 million include Staffing Expenses (\$596,282) and Operating Expenses (\$1.4 million) needed for the operation and management of 16 active park districts (CSA 70 P-17 Bloomington has been formally dissolved). Included in Operating Expenses are such costs as general maintenance, lease of street lamps, landscaping, utilities, insurance, and administrative support charges. Capital Expenditures of \$55,000 include park improvements for CSA 63 Oak Glen-Yucaipa (\$30,000) and a kitchen renovation for CSA 70 M Wonder Valley (\$25,000). Operating Transfers Out of \$60,000 represent transfers to the Capital Improvement Program for a new roof at the CSA 29 - Lucerne Valley Senior Center (\$35,000) and a Dog Park for CSA 20 - Joshua Tree (\$25,000).

Sources of \$2.0 million primarily represent revenue from property taxes, voter-approved special taxes/service charges, park fees, and interest income.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by a net \$64,690 primarily due to reductions in utilities, professional services, and maintenance projects.

Sources are increasing by a net \$43,459 primarily due to additional property tax revenue.

ANALYSIS OF FUND BALANCE

For 2019-20, ten park districts are budgeting the Use of Fund Balance totaling \$166,307, of which \$81,603 supports ongoing costs and \$84,704 is for capital improvement projects. It is the department's practice that when Available Reserves exceed 25% of Requirements, Fund Balance may be used for operating costs. The Available Reserves for nine of these districts exceed the 25% reserve threshold. The department will review the operations of the one district that is under the 25% reserve threshold (CSA 70 W Hinkley) and make adjustments (reduce expenses and/or increase revenue) needed to eliminate continued reliance on Fund Balance for ongoing costs.

The remaining six park districts are budgeting a Contribution to Fund Balance totaling \$139,145 in order to set aside funding for significant, one-time expenditures in the future.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Park Operations	15	0	(1)	0	14	8	6
Total	15	0	(1)	0	14	8	6

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$596,282 fund 14 budgeted positions of which 6 are regular positions and 8 are limited term positions. The budget includes a decrease of 1 limited term positions as follows:

- Deletion of 1 Public Service Employee for CSA 70 P-6 (El Mirage). There is no impact on operations because staff from the other park districts will be available to provide services on an as-needed and reimbursable basis.



Road Districts Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

The 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 within the following Assessment District, County Service Areas (CSA) and Zones:

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$2,580,996
Total Sources (Incl. Reimb.)	\$2,450,352
Use of / (Contribution to) Fund Balance	\$130,644
Total Staff	1

CSA 18 Cedarpines was established by the County of San Bernardino Board of Supervisors on July 17, 1967 to maintain 17.3 miles of paved and unpaved roads, one community center, and one five-acre park. This CSA receives property tax revenue and an annual \$50 per parcel service charge. This service charge augments the property tax revenue and is currently billed on 3,772 parcels for road maintenance.

CSA 59 Deer Lodge Park was established by the County of San Bernardino Board of Supervisors on December 19, 1966 to maintain five miles of paved roads. This 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 with a 2.5% inflationary factor to augment the property tax revenue. The 2019-20 per parcel special tax is \$268.05, which is currently billed on 595 parcels.

CSA 68 Valley of the Moon was established by the County of San Bernardino Board of Supervisors on December 1, 1969 to maintain four miles of paved roads. This CSA receives property tax revenue to fund snow removal services. In addition, the CSA was authorized by the electorate of this district (on July 11, 2017) to levy and collect a special tax for road improvements and ongoing road maintenance. The amount approved by the voters was \$147 per parcel with an annual inflationary factor of up to 2.5%. The 2019-20 per parcel special tax is \$154.45 billed on 515 parcels.

CSA 69 Lake Arrowhead Road was established by the County of San Bernardino Board of Supervisors on December 22, 1969 to maintain four miles of paved roads. This road CSA receives property tax revenue and an annual \$100 per parcel service charge. This service charge augments the property tax revenue and is currently billed on 389 parcels for road maintenance and snow removal services.

CSA 70 G Wrightwood Road was established by the County of San Bernardino Board of Supervisors on November 29, 1971 to maintain 7.3 miles of paved and unpaved roads. This Zone receives property tax revenue for road maintenance and snow removal services. On June 3, 2003, voters approved a special tax of \$375 per parcel, per year. This special tax augments the property tax revenue and is currently billed on 461 parcels for road maintenance.

CSA 70 M Wonder Valley was established by the County of San Bernardino Board of Supervisors on August 14, 1972 to maintain 178.4 miles of unpaved roads. This Zone receives an annual \$15 per parcel service charge, which is currently billed on 4,658 parcels for road maintenance.



CSA 70 M Wonder Valley, Zone A was established by the County of San Bernardino Board of Supervisors on September 23, 2014 to provide road grading and storm rehabilitation to 178.4 miles of roads. Voters approved a service charge of \$55 per parcel for 2015-16 and an annual \$30 special tax thereafter, with a 2.5% inflationary factor. The 2019-20 per parcel special tax is \$32.31, which is currently billed on 4,016 parcels. CSA 70 M and CSA 70 M, Zone A are consolidated into the same budget unit.

CSA 70 R-2 Twin Peaks was established by the County of San Bernardino Board of Supervisors on November 4, 1974 to maintain 1.95 miles of paved roads. This Zone receives property tax revenue for road maintenance and snow removal services. On June 3, 2008, voters approved an annual special tax of \$225 per parcel with a 2.5% inflationary factor to augment the property tax revenue. The 2019-20 per parcel special tax is \$295.23, which is currently billed on 282 parcels for road maintenance.

CSA 70 R-3 Erwin Lake was established by the County of San Bernardino Board of Supervisors on November 4, 1974 to maintain nine miles of paved and unpaved roads. This Zone receives property tax revenue and an annual \$12 per parcel service charge. This service charge augments the property tax revenue and is currently billed on 1,110 parcels for road maintenance and snow removal services.

CSA 70 R-4 Cedar Glen was established by the County of San Bernardino Board of Supervisors on September 26, 1977 to maintain 964 feet of paved roads. This Zone receives an annual \$100 per parcel service charge, which is currently billed on 26 parcels for road maintenance and snow removal services.

CSA 70 R-5 Sugarloaf was established by 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 an annual special tax of \$60 per parcel with a 2.5% inflationary factor for road maintenance and snow removal services. The 2019-20 per parcel special tax is \$80.71, which is currently billed on 3,544 parcels.

CSA 70 R-7 Lake Arrowhead was established by the County of San Bernardino Board of Supervisors on December 15, 1980 to maintain 965 feet of paved roads. This Zone receives an annual \$700 per parcel service charge, which is currently billed on nine parcels for road maintenance and snow removal services.

CSA 70 R-8 Riverside Terrace was established by the County of San Bernardino Board of Supervisors on March 16, 1982 to maintain one 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 2019-20 per parcel service charge is \$405.89, which is currently billed on 67 parcels.

CSA 70 R-9 Rim Forest was established by the County of San Bernardino Board of Supervisors on May 9, 1983 to maintain one mile of paved road. This Zone receives an annual \$60 per parcel service charge, which is currently billed on 149 parcels for road maintenance and snow removal services.

CSA 70 R-12 Baldwin Lake was established by the County of San Bernardino Board of Supervisors on July 9, 1984 to maintain 1.62 miles of unpaved roads. On August 19, 2008, voters approved an increase in the annual service charge from \$50 per parcel to \$288 per parcel with a 2.5% inflationary factor for road maintenance and snow removal services. The 2019-20 per parcel service charge is \$377.85, which is currently billed on 33 parcels.

CSA 70 R-13 Lake Arrowhead North Shore was established by the County of San Bernardino Board of Supervisors on July 9, 1984 to maintain 1.39 miles of paved roads. This Zone receives an annual \$100 per parcel service charge, which is currently billed on 89 parcels for road maintenance and snow removal services.

CSA 70 R-15 Landers was established by the County of San Bernardino Board of Supervisors on July 9, 1984 to maintain 163.5 miles of unpaved roads. This Zone receives an annual \$20 per parcel service charge, which is currently billed on 3,495 parcels for road grading and road maintenance services.

CSA 70 R-16 Running Springs was established by the County of San Bernardino Board of Supervisors on May 14, 1984 to maintain 0.94 miles of paved roads. This Zone receives an annual \$600 per parcel special tax, which is currently billed on 25 parcels for road maintenance and snow removal services.



CSA 70 R-19 Copper Mountain was established by the County of San Bernardino Board of Supervisors on May 19, 1986 to maintain 91.7 miles of unpaved roads. This Zone receives an annual \$20 per parcel service charge, which is currently billed on 2,051 parcels for road maintenance services.

CSA 70 R-20 Flamingo Heights was established by the County of San Bernardino Board of Supervisors on April 7, 1986 to maintain 39.5 miles of unpaved roads. This Zone receives an annual \$15 per parcel service charge, which is currently billed on 762 parcels for road maintenance services.

CSA 70 R-21 Mountain View was established by the County of San Bernardino Board of Supervisors on August 17, 1987 to maintain approximately 1,290 feet of paved roads. This Zone receives an annual \$90 per parcel service charge, which is currently billed on 24 parcels for road maintenance and snow removal services.

CSA 70 R-22 Twin Peaks was established by the County of San Bernardino Board of Supervisors on August 21, 1989 to maintain two miles of paved roads. This Zone receives an annual \$100 per parcel service charge, which is currently billed on 185 parcels for road maintenance and snow removal services. In addition, on July 16, 2002, voters approved an annual \$100 per parcel special tax, which is billed on 10 annexed parcels for road maintenance and snow removal services.

CSA 70 R-23 Mile High Park was established by the County of San Bernardino Board of Supervisors on July 8, 1991 to maintain one mile of paved road. This Zone receives an annual \$240 per parcel service charge for each improved parcel and an annual \$120 per parcel service charge for each unimproved parcel for road maintenance and snow removal services. Currently, there are 60 improved parcels and 22 unimproved parcels.

CSA 70 R-25 Lucerne Valley was established by the County of San Bernardino Board of Supervisors on August 21, 1989 to maintain 0.56 miles of unpaved roads. This Zone receives an annual \$60 per parcel service charge, which is currently billed on 18 parcels to hold in reserve in case of emergency needs.

CSA 70 R-26 Yucca Mesa was established by the County of San Bernardino Board of Supervisors on August 21, 1989 to maintain 8.8 miles of unpaved roads. This road Zone receives a \$35 per parcel, per year service charge, which is currently billed on 184 parcels for road maintenance and road grading services.

CSA 70 R-29 Yucca Mesa was established by the County of San Bernardino Board of Supervisors on August 12, 1991 to maintain seven miles of unpaved roads. This Zone receives an annual \$30 per parcel service charge, which is currently billed on 213 parcels for road maintenance and road grading services.

CSA 70 R-30 Verdemont was established by the County of San Bernardino Board of Supervisors on July 1, 1991 to maintain 1.14 miles of unpaved road. This Zone receives an annual \$100 per parcel service charge, which is currently billed on 23 parcels for road maintenance and road grading services.

CSA 70 R-31 Lytle Creek was established by the County of San Bernardino Board of Supervisors on August 12, 1991 to maintain .89 miles of paved roads. This Zone receives an annual \$30 per parcel service charge, which is currently billed on 94 parcels for road maintenance services.

CSA 70 R-33 Big Bear City was established by the County of San Bernardino Board of Supervisors on August 22, 1995 to maintain 0.76 miles of paved roads. This Zone receives an annual \$100 per parcel service charge, which is currently billed on 97 parcels to fund road maintenance and snow removal services.

CSA 70 R-34 Big Bear was established by the County of San Bernardino Board of Supervisors on January 11, 1994 to maintain 1,026 feet of paved road. This Zone receives an annual \$100 per parcel service charge, which is currently billed on 26 parcels for road maintenance and snow removal services.

CSA 70 R-35 Cedar Glen was established by the County of San Bernardino Board of Supervisors on July 12, 1994 to maintain 745 feet of paved road. This Zone receives an annual \$150 per parcel service charge, which is currently billed on 17 parcels for road maintenance and snow removal services.



CSA 70 R-36 Pan Springs was established by the County of San Bernardino Board of Supervisors on July 12, 1994 to maintain 0.77 miles of paved roads. This Zone receives an annual \$100 per parcel service charge, which is currently billed on 90 parcels for 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 3, 2001 to maintain 3.7 miles of paved roads. This Zone receives an annual \$405 per parcel service charge, which is currently billed on 166 parcels for road maintenance services.

CSA 70 R-40 Upper No. Bay, Lake Arrowhead was established by the County of San Bernardino Board of Supervisors on March 20, 2001 to maintain 0.5 miles of paved roads. This Zone receives an annual \$500 per parcel special tax, which is currently billed on 35 parcels for road maintenance and snow removal services.

CSA 70 R-41 Quail Summit was established by the County of San Bernardino Board of Supervisors on January 29, 2002 to maintain 1.23 miles of paved roads and 11 streetlights. On March 26, 2002, voters approved an annual service charge of \$166 per parcel with a 1.5% inflationary factor for road maintenance and streetlight operations. The 2019-20 service charge is \$201.44, which is currently billed on 49 parcels.

CSA 70 R-42 Windy Pass was established by the County of San Bernardino Board of Supervisors on September 11, 2002 to maintain 2.2 miles of paved roads. This Zone receives an annual \$750 per parcel special tax for road paving and maintenance services. Currently, there are 60 parcels being billed for the special tax.

CSA 70 R-44 Saw Pit Canyon was established by the County of San Bernardino Board of Supervisors on August 16, 2005 to maintain 1.14 miles of unpaved roads. This Zone receives an annual \$1,000 per parcel special tax, which is currently billed on 11 parcels for road improvements/maintenance and snow removal services.

CSA 70 R-45 Erwin Lake was established by the County of San Bernardino Board of Supervisors on August 18, 2009 to maintain 0.72 miles of unpaved roads. A voter-approved annual service charge funds this Zone. For 2019-20, the service charge is \$194.95 per parcel, which includes a 2.5% inflationary increase. The service charge is currently billed on 58 parcels for road maintenance and snow removal services.

CSA 70 R-46 South Fairway Drive was established by the County of San Bernardino Board of Supervisors on August 10, 2010 to maintain 0.34 miles of paved roads. This Zone receives an annual \$325 per parcel special tax with a 2.5% inflationary factor for road maintenance, snow removal and road grading services. The 2019-20 special tax is \$386.33, which is currently billed on 18 parcels.

CSA 70 R-47 Rocky Point was established by the County of San Bernardino Board of Supervisors on September 10, 2013 to maintain 0.97 miles of paved roads. Voters approved a service charge of \$1,900 per parcel for 2013-14 and 2014-15 and an annual \$250 special tax thereafter, with a 2.5% inflationary factor. The 2019-20 special tax is \$275.95, which is currently billed on 84 parcels for road maintenance, road paving and snow removal services.

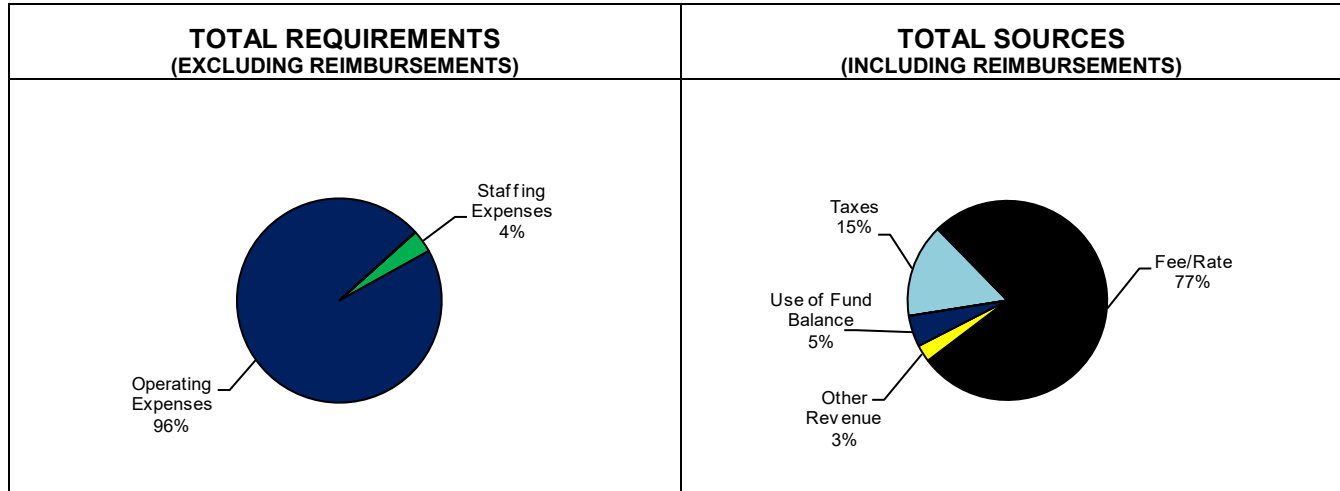
CSA 70 R-48 Erwin Lake West was established by the County of San Bernardino Board of Supervisors on January 9, 2018 to maintain 0.38 miles of paved roads. This Zone receives an annual \$474 per parcel special tax with a 2.5% inflationary factor for road maintenance, snow removal and road grading services. The 2019-20 special tax is \$485.85, which is currently billed on 46 parcels.

CSA 79 R-1 Green Valley Lake was established by the County of San Bernardino Board of Supervisors on September 14, 1993 to maintain 0.65 miles of paved roads. On August 7, 2007, voters approved an annual \$352 per parcel special tax with a 2.5% inflationary factor for road maintenance, paving, and snow removal services. The 2019-20 special tax is \$473.42, which is currently billed on 63 parcels.

Assessment District 2018-1 (Snowdrop Road) was established by the County of San Bernardino Board of Supervisors on March 13, 2018 to construct and maintain approximately 2.1 miles of paved roadway and drainage improvements in the Rancho Cucamonga area. This District receives an annual assessment that is currently billed on 78 parcels.



2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Road Districts - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Ways and Facilities
ACTIVITY: Public Ways

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	78,918	86,506	79,841	87,427	88,957	92,768	5,341
Operating Expenses	1,740,099	1,355,520	1,116,581	2,583,345	1,624,129	2,488,228	(95,117)
Capital Expenditures	103	11,886	0	135,000	132,173	0	(135,000)
Total Exp Authority	1,819,119	1,453,912	1,196,422	2,805,772	1,845,259	2,580,996	(224,776)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,819,119	1,453,912	1,196,422	2,805,772	1,845,259	2,580,996	(224,776)
Operating Transfers Out	213,976	599,600	275,000	284,000	284,000	0	(284,000)
Total Requirements	2,033,095	2,053,512	1,471,422	3,089,772	2,129,259	2,580,996	(508,776)
Sources							
Taxes	350,804	374,465	376,919	353,201	387,285	392,171	38,970
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	3,019	3,204	3,035	2,210	2,505	2,941	731
Fee/Rate	1,612,878	1,553,549	1,659,610	1,961,996	1,885,071	1,978,241	16,245
Other Revenue	174,727	29,071	294,302	156,338	239,923	71,397	(84,941)
Total Revenue	2,141,428	1,960,289	2,333,866	2,473,745	2,514,784	2,444,750	(28,995)
Operating Transfers In	144,044	94,600	1,200	8,950	1,675	5,602	(3,348)
Total Financing Sources	2,285,472	2,054,889	2,335,066	2,482,695	2,516,459	2,450,352	(32,343)
Fund Balance							
Use of (Contribution to) Fund Balance**	(252,377)	(1,377)	(863,644)	607,077	(387,200)	130,644	(476,433)
Available Reserves				2,786,878		3,650,511	863,633
Total Fund Balance				3,393,955		3,781,155	387,200
Budgeted Staffing*	2	1	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 2019-20 RECOMMENDED BUDGET

	2019-20				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<u>Special Revenue Funds</u>					
CSA 18 Cedarpines (Fund 1306)	482,224	354,578	127,646	292,595	0
CSA 59 Deer Lodge Park (Fund 1354)	71,687	239,203	(167,516)	408,324	0
CSA 68 Valley of the Moon (Fund 1366)	168,146	136,267	31,879	223,967	0
CSA 69 Lake Arrowhead Road (Fund 1372)	63,119	81,395	(18,276)	215,413	0
CSA 70 G Wrightwood Road (Fund 1438)	102,942	217,237	(114,295)	491,604	0
CSA 70 M Wonder Valley (Fund 1462)	257,789	235,526	22,263	200,497	1
CSA 70 R-2 Twin Peaks (Fund 1552)	107,289	111,395	(4,106)	153,679	0
CSA 70 R-3 Erwin Lake (Fund 1558)	79,297	82,781	(3,484)	110,940	0
CSA 70 R-4 Cedar Glen (Fund 1564)	5,255	3,215	2,040	0	0
CSA 70 R-5 Sugarloaf (Fund 1570)	366,391	319,416	46,975	584,428	0
CSA 70 R-7 Lake Arrowhead (Fund 1576)	6,082	6,592	(510)	23,164	0
CSA 70 R-8 Riverside Terrace (Fund 1582)	29,902	31,760	(1,858)	214,556	0
CSA 70 R-9 Rim Forest (Fund 1588)	12,027	9,996	2,031	4,787	0
CSA 70 R-12 Baldwin Lake (Fund 1594)	20,211	13,654	6,557	2,678	0
CSA 70 R-13 Lake Arrowhead North Shore (Fund 1600)	25,847	10,151	15,696	14,452	0
CSA 70 R-15 Landers (Fund 1606)	82,410	102,912	(20,502)	44,270	0
CSA 70 R-16 Running Springs (Fund 1612)	26,689	15,747	10,942	24,653	0
CSA 70 R-19 Copper Mountain (Fund 1618)	54,565	46,624	7,941	16,306	0
CSA 70 R-20 Flamingo Heights (Fund 1624)	16,090	13,758	2,332	0	0
CSA 70 R-21 Mountain View (Fund 1630)	3,779	2,749	1,030	0	0
CSA 70 R-22 Twin Peaks (Fund 1636)	20,418	21,582	(1,164)	8,199	0
CSA 70 R-23 Mile High Park (Fund 1642)	29,575	18,933	10,642	37,936	0
CSA 70 R-25 Lucerne Valley (Fund 1648)	3,680	3,680	0	0	0
CSA 70 R-26 Yucca Mesa (Fund 1654)	11,742	8,788	2,954	0	0
CSA 70 R-29 Yucca Mesa (Fund 1660)	5,991	8,086	(2,095)	3,170	0
CSA 70 R-30 Verdemont (Fund 1666)	3,327	2,387	940	1,125	0
CSA 70 R-31 Lytle Creek (Fund 1672)	3,520	4,030	(510)	3,009	0
CSA 70 R-33 Big Bear City (Fund 1678)	19,870	12,321	7,549	24,726	0
CSA 70 R-34 Big Bear (Fund 1684)	4,582	4,582	0	0	0
CSA 70 R-35 Cedar Glen (Fund 1690)	2,935	2,590	345	729	0
CSA 70 R-36 Pan Springs (Fund 1696)	13,067	10,994	2,073	29,707	0
CSA 70 R-39 Highland Estates (Fund 1702)	33,208	71,469	(38,261)	173,255	0
CSA 70 R-40 Upper No. Bay, Lake Arrowhead (Fund 1708)	23,163	20,030	3,133	84,289	0
CSA 70 R-41 Quail Summit (Fund 1714)	14,521	10,852	3,669	11,786	0
CSA 70 R-42 Windy Pass (Fund 1720)	223,818	51,711	172,107	61,319	0
CSA 70 R-44 Saw Pit Canyon (Fund 1726)	22,403	11,209	11,194	8,060	0
CSA 70 R-45 Erwin Lake (Fund 1732)	17,049	12,104	4,945	33,971	0
CSA 70 R-46 South Fairway Drive (Fund 1738)	13,406	7,245	6,161	8,009	0
CSA 70 R-47 Rocky Point (Fund 1744)	24,172	25,186	(1,014)	25,737	0
CSA 70 R-48 Erwin Lake West (Fund 1733)	27,659	22,885	4,774	10,025	0
CSA 79 R-1 Green Valley Lake (Fund 1798)	32,457	36,040	(3,583)	99,146	0
AD 2018-1 Snowdrop Road (Fund 1812)	48,692	48,692	0	0	0
Total Special Revenue Funds	2,580,996	2,450,352	130,644	3,650,511	1



MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$2.6 million include Staffing Expenses (\$92,768) and Operating Expenses (\$2.5 million) needed for the maintenance and management of 42 road districts. Included in Operating Expenses are such costs as road grading and maintenance, snow removal, various professional services, and administrative support charges.

Sources of \$2.5 million primarily include revenue from property taxes and voter-approved special taxes/service charges.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$508,776 primarily due to no funding budgeted in 2019-20 for capital projects.

Sources are decreasing by \$32,343 primarily due to debt proceeds budgeted in 2018-19 for a road paving project in CSA 70 R-48 Erwin Lake West.

ANALYSIS OF FUND BALANCE

Of the 42 road districts, there are 25 that are budgeting the Use of Fund Balance totaling \$507,818 to support ongoing costs. It is the department's practice that when Available Reserves exceed 25% of Requirements, Fund Balance may be used for operating costs. However, six of these 25 districts are under the 25% reserve threshold:

- CSA 70 R-4 Cedar Glen
- CSA 70 R-12 Baldwin Lake
- CSA 70 R-20 Flamingo Heights
- CSA 70 R-21 Mountain View
- CSA 70 R-26 Yucca Mesa
- CSA 70 R-35 Cedar Glen

The department will review the operations of these six districts and make adjustments (reduce expenses and/or increase revenue) needed to eliminate continued reliance on Fund Balance for ongoing costs.

There are 14 road districts budgeting a Contribution to Fund Balance totaling \$377,174 in order to set aside funding for significant, one-time expenditures in the future.

The other three road districts are budgeting neither the Use of/Contribution to Fund Balance. However, it should be noted that none of these three districts (CSA 70 R-25 Lucerne Valley, CSA 70 R-34 Big Bear, and AD 2018-1 Snowdrop Road) has Available Reserves for 2019-20.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Road Operations	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 \$92,768 fund 1 budgeted regular position. There are no staffing changes associated with this budget unit.



Streetlight Districts Special Revenue Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management and funding of streetlights within the following County Service Areas (CSA) and Improvement Zones:

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$845,145
Total Sources (Incl. Reimb.)	\$1,270,098
Use of / (Contribution to) Fund Balance	(\$424,953)
Total Staff	0

CSA 30 Red Mountain was established by the County of San Bernardino Board of Supervisors on December 30, 1964 to provide funding for the operation of 15 streetlights in the community of Red Mountain. This CSA is funded through property tax revenue.

CSA 54 Crest Forest was established by the County of San Bernardino Board of Supervisors on September 19, 1966 to provide streetlight services to the community of Crest Forest. Beginning in 2014-15, CSA 53A Big Bear and CSA 73 Arrowbear Lake were consolidated into CSA 54 Crest Forest. This CSA receives property taxes to fund the operation of 237 streetlights.

CSA 70 EV-1 East Valley was established by 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 182 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 77 parcels billed for this special tax.

CSA 70 GH Glen Helen was established by 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 391 streetlights in this area. On January 30, 2007, voters approved an annual service charge of \$41.71 per parcel, with a 2.5% inflationary increase, to provide funding for the operation of the streetlights. The service charge for 2019-20 is \$53.39 per parcel and will be billed on 2,021 parcels.

CSA 70 P-6 El Mirage was established by the County of San Bernardino Board of Supervisors on October 15, 1990 as a park district. On March 22, 2016, the County of San Bernardino Board of Supervisors approved funding in the amount of \$21,100 for the operation of four streetlights in the community of El Mirage. The approved funding is projected to support these streetlights for approximately 20 years. The remaining funding has been consolidated with CSA 70 P-6 El Mirage Park District for efficiency purposes and reduced administrative costs. Consequently, there is no need for this separate budget unit to continue.

CSA 70 SL-2 Chino was established by the County of San Bernardino Board of Supervisors on November 16, 2004 when voters approved an annual service charge of \$122.00 per parcel, with a 1.5% inflationary increase, to provide funding for the operation of eight streetlights. The service charge for 2019-20 is \$129.49 per parcel and will be billed on 26 parcels.

CSA 70 SL-3 Mentone was established by the County of San Bernardino Board of Supervisors on February 15, 2005 when voters approved an annual service charge of \$40.00 per parcel, with a 1.5% inflationary increase, for the operation of 12 streetlights in the community of Mentone. The service charge for 2019-20 is \$45.75 per parcel and will be billed on 69 parcels.

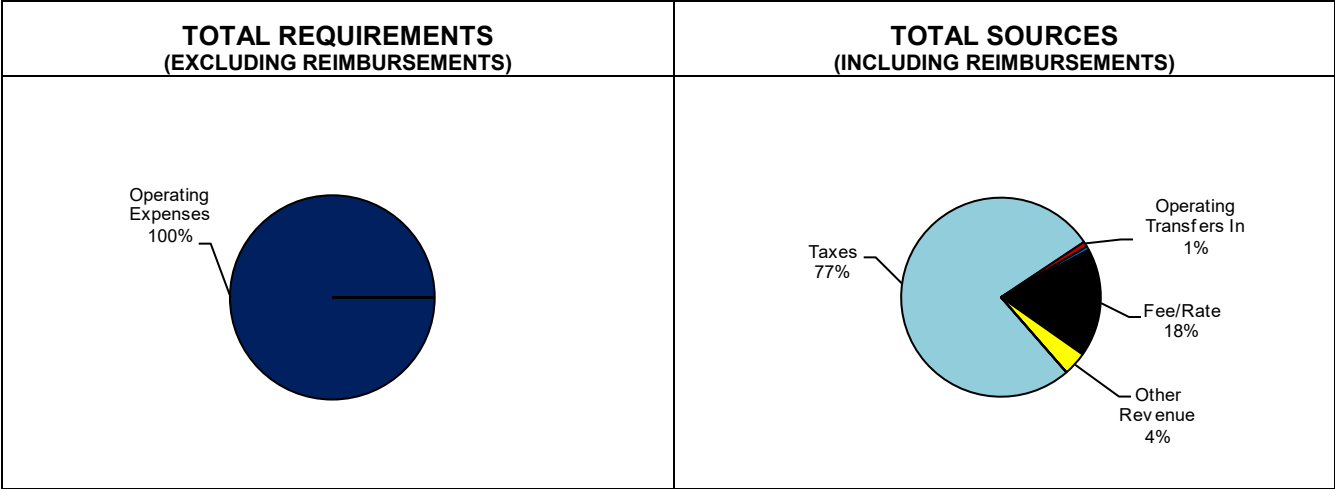
CSA 70 SL-4 Bloomington was established by the County of San Bernardino Board of Supervisors on August 22, 2006 when voters approved an annual service charge of \$247.00 per parcel, with a 2.5% inflationary increase, for the operation of five streetlights in the community of Bloomington. The service charge was reduced in 2012-13 to \$100 per parcel, with no inflationary factor, as there was sufficient Fund Balance. In 2016-17, the 2.5% annual inflationary increase was restored. The service charge for 2019-20 is \$110.38 per parcel and will be billed on 31 parcels.



CSA 70 SL-5 Muscoy was established by the County of San Bernardino Board of Supervisors on June 5, 2007 when voters approved an annual service charge of \$18.00 per parcel, with a 2.5% inflationary increase, for the operation of 204 streetlights in the community of Muscoy. The service charge for 2019-20 is \$20.87 per parcel and will be billed on 2,168 parcels.

CSA SL-1 Countywide was established by the County of San Bernardino Board of Supervisors on December 27, 1965. This CSA receives property taxes to fund the operation of 3,511 streetlights in communities throughout the County.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Streetlight Districts - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Ways and Facilities
ACTIVITY: Public Ways

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	716,422	724,081	740,973	769,615	690,448	845,145	75,530
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	716,422	724,081	740,973	769,615	690,448	845,145	75,530
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	716,422	724,081	740,973	769,615	690,448	845,145	75,530
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	716,422	724,081	740,973	769,615	690,448	845,145	75,530
Sources							
Taxes	796,218	847,126	871,531	756,570	970,504	978,216	221,646
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	7,406	7,942	7,609	7,840	6,884	7,350	(490)
Fee/Rate	172,919	207,844	212,366	227,656	212,498	224,780	(2,876)
Other Revenue	10,353	62,559	36,311	26,130	40,877	48,787	22,657
Total Revenue	986,896	1,125,471	1,127,817	1,018,196	1,230,763	1,259,133	240,937
Operating Transfers In	22,915	(40,100)	2,402	5,482	4,430	10,965	5,483
Total Financing Sources	1,009,811	1,085,371	1,130,219	1,023,678	1,235,193	1,270,098	246,420
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(293,389)	(361,290)	(389,246)	(254,063)	(544,745)	(424,953)	(170,890)
Available Reserves				2,464,388		3,180,023	715,635
Total Fund Balance				2,210,325		2,755,070	544,745
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 2019-20 RECOMMENDED BUDGET

2019-20

	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
CSA 30 Red Mountain (Fund 1324)	14,142	14,142	0	0	0
CSA 54 Crest Forest (Fund 1342)	46,518	58,467	(11,949)	123,420	0
CSA 70 EV-1 East Valley (Fund 1432)	44,951	54,937	(9,986)	150,467	0
CSA 70 GH Glen Helen (Fund 1452)	83,063	120,212	(37,149)	235,071	0
CSA 70 SL-2 Chino (Fund 1750)	5,219	3,443	1,776	1,963	0
CSA 70 SL-3 Mentone (Fund 1756)	6,046	4,053	1,993	0	0
CSA 70 SL-4 Bloomington (Fund 1762)	4,878	4,046	832	32,748	0
CSA 70 SL-5 Muscoy (Fund 1768)	39,111	47,098	(7,987)	121,489	0
CSA SL-1 Countywide (Fund 1300)	601,217	963,700	(362,483)	2,514,865	0
Total Special Revenue Funds	845,145	1,270,098	(424,953)	3,180,023	0



MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$845,145 provide for the costs of maintaining and managing nine active streetlight districts (there is no longer a separate budget unit pertaining to streetlights for CSA 70 P-6 El Mirage as this activity has been combined with the district's park functions). These costs include utilities, lease of street lamps, and administrative support charges.

Sources of \$1.3 million primarily represent revenue from property taxes and service charges.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$75,530 primarily due to increased administrative support charges. Sources are increasing by \$246,420 primarily due to increased property tax revenues.

ANALYSIS OF FUND BALANCE

Three streetlight districts are budgeting the Use of Fund Balance totaling \$4,601 to support ongoing costs. It is the department's practice that when Available Reserves exceed 25% of Requirements, Fund Balance may be used for operating costs. However, the Available Reserves for one of these districts (CSA 70 SL-3 Mentone) is under this threshold. The department will review the operations of this district and make adjustments (reduce expenses and/or increase revenue) needed to eliminate continued reliance on Fund Balance for ongoing costs.

Five streetlight districts are budgeting a Contribution to Fund Balance totaling \$429,554 in order to set aside funding for significant, one-time expenditures in the future.

The remaining streetlight district is budgeting neither the Use of/Contribution to Fund Balance. However, it should be noted that this district (CSA 30 Red Mountain) does not have any Available Reserves for 2019-20.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget.



Big Bear Valley Recreation and Park District

DESCRIPTION OF MAJOR SERVICES

Special Districts Department provides for the management, funding, and maintenance of Big Bear Valley Recreation and Park District (District), which includes the Big Bear Alpine Zoo. Services are funded primarily through revenue from property taxes and park fees.

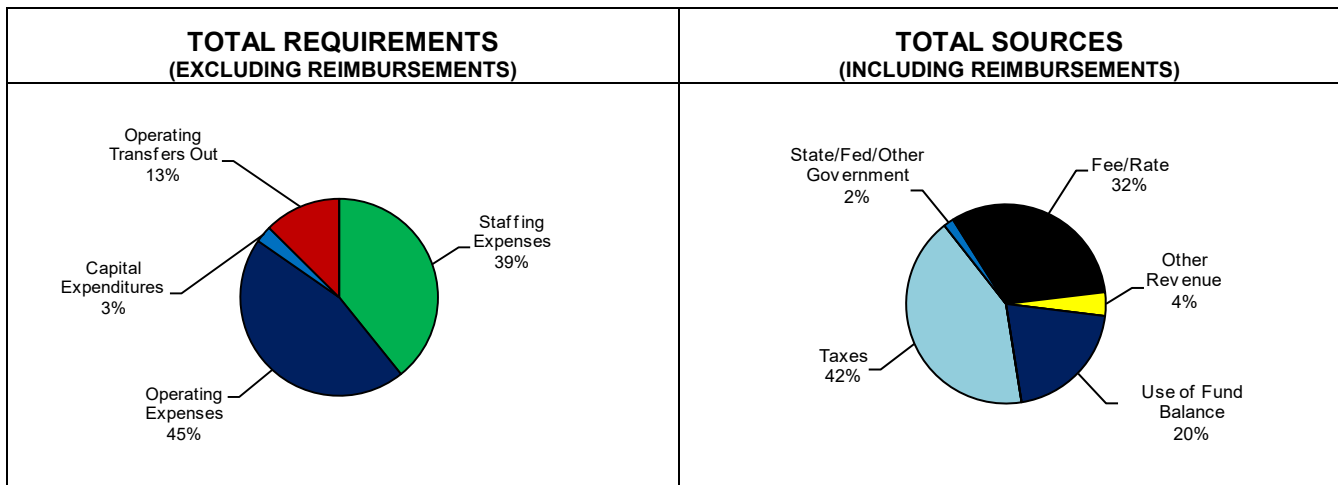
Budget at a Glance

Total Requirements (Excl. Reimb.)	\$5,710,729
Total Sources (Incl. Reimb.)	\$4,537,160
Use of / (Contribution to) Fund Balance	\$1,173,569
Total Staff	67

Big Bear Valley Recreation and Park District was established by the County of San Bernardino Board of Supervisors on April 23, 1934. The District currently maintains eight parks, several community buildings including the Big Bear Valley Senior Center and Ranch Club House, three ballfields, and a swim beach. The District serves approximately 100,000 park users annually.

The District also manages the Big Bear Alpine Zoo, which operates on 2.5 acres in the Moonridge area of Big Bear Valley. The Zoo, which receives approximately 133,000 visitors annually, is open year-round for visitors to see alpine species on exhibit. The District is currently in the process of relocating the Zoo to a new site located on Club View Drive in the City of Big Bear lake.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Big Bear Valley Recreation and Park District

BUDGET UNIT: Various
FUNCTION: Recreation and Cultural
ACTIVITY: Recreation Facilities

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,699,147	1,733,845	1,639,559	2,014,193	1,856,241	2,241,096	226,903
Operating Expenses	1,545,291	1,461,258	1,700,452	2,376,503	1,822,178	2,595,235	218,732
Capital Expenditures	0	20,104	4,799	75,000	75,000	158,000	83,000
Total Exp Authority	3,244,438	3,215,207	3,344,810	4,465,696	3,753,419	4,994,331	528,635
Reimbursements	(124,743)	0	(22,700)	0	0	0	0
Total Appropriation	3,119,695	3,215,207	3,322,110	4,465,696	3,753,419	4,994,331	528,635
Operating Transfers Out	53,902	0	670,000	1,000,000	1,000,000	716,398	(283,602)
Total Requirements	3,173,597	3,215,207	3,992,110	5,465,696	4,753,419	5,710,729	245,033
Sources							
Taxes	2,024,355	2,121,044	2,210,787	2,117,664	2,347,462	2,394,409	276,745
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	70,563	65,583	74,919	94,376	77,343	94,450	74
Fee/Rate	1,271,153	1,335,120	1,396,932	1,600,000	1,603,677	1,829,072	229,072
Other Revenue	111,432	116,272	501,572	83,167	227,647	219,229	(136,062)
Total Revenue	3,477,503	3,638,019	4,184,210	3,895,207	4,256,129	4,537,160	641,953
Operating Transfers In	0	0	100,000	300,000	300,000	0	(300,000)
Total Financing Sources	3,477,503	3,638,019	4,284,210	4,195,207	4,556,129	4,537,160	341,953
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(303,906)	(422,812)	(292,100)	1,270,489	197,290	1,173,569	(96,920)
Available Reserves				772,513		672,143	(100,370)
Total Fund Balance				2,043,002		1,845,712	(197,290)
Budgeted Staffing*	57	59	58	60	60	67	7

*Data represents modified Budgeted Staffing.

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

DETAIL OF 2019-20 RECOMMENDED BUDGET

2019-20

	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Big Bear Valley Rec and Park District (Fund 2580)	3,413,721	2,781,780	631,941	449,659	45
Big Bear Alpine Zoo (Fund 2582)	2,297,008	1,755,380	541,628	222,484	22
Total Special Revenue Funds	5,710,729	4,537,160	1,173,569	672,143	67

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$5.7 million represent the costs of managing and maintaining the Big Bear Valley Recreation and Park District, including the Big Bear Alpine Zoo. These costs include Staffing Expenses (\$2.2 million) and Operating Expenses (\$2.6 million) consisting of facility maintenance and improvements, meals for the senior program, utilities, insurance, inventory purchased for resale, vehicle charges, various professional services, and administrative support. Capital Expenditures of \$158,000 are primarily for the purchase of various playground, fitness, and recreational equipment. Additionally, Operating Transfers Out of \$716,398 reflect transfers to the District's Capital Improvement Program for the Big Bear Alpine Zoo Relocation Project (\$456,398), purchase of Big Bear Park (\$100,000), and multiple smaller capital improvements projects (\$160,000).

Sources of \$4.5 million primarily represent revenue from property taxes and park fees.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$245,033 primarily due to seven additional budgeted positions, increased work schedules for limited term staff, and the initiation of debt service payments on loans previously received by the District for the Big Bear Alpine Zoo Relocation Project.

Sources are increasing by \$341,953 primarily due to increased revenue from property taxes and park fees.

ANALYSIS OF FUND BALANCE

The District is budgeting the Use of Fund Balance of \$1.2 million for various one-time costs primarily related to relocation of the Big Bear Alpine Zoo.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Big Bear Valley Rec and Park Operations	60	7	0	0	67	46	21
Total	60	7	0	0	67	46	21

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.2 million fund 67 budgeted positions of which 21 are regular positions and 46 are limited term positions. The budget includes an increase of 7 positions (6 limited term and 1 regular) as follows:

- Addition of 1 Gift Shop Specialist to coordinate year-round efforts of the Big Bear Alpine Zoo Gift Shop
- Addition of 5 Public Service Employees to provide seasonal lifeguard services
- Addition of 1 Public Service Employee to assist the Zoo's Gift Shop Specialist



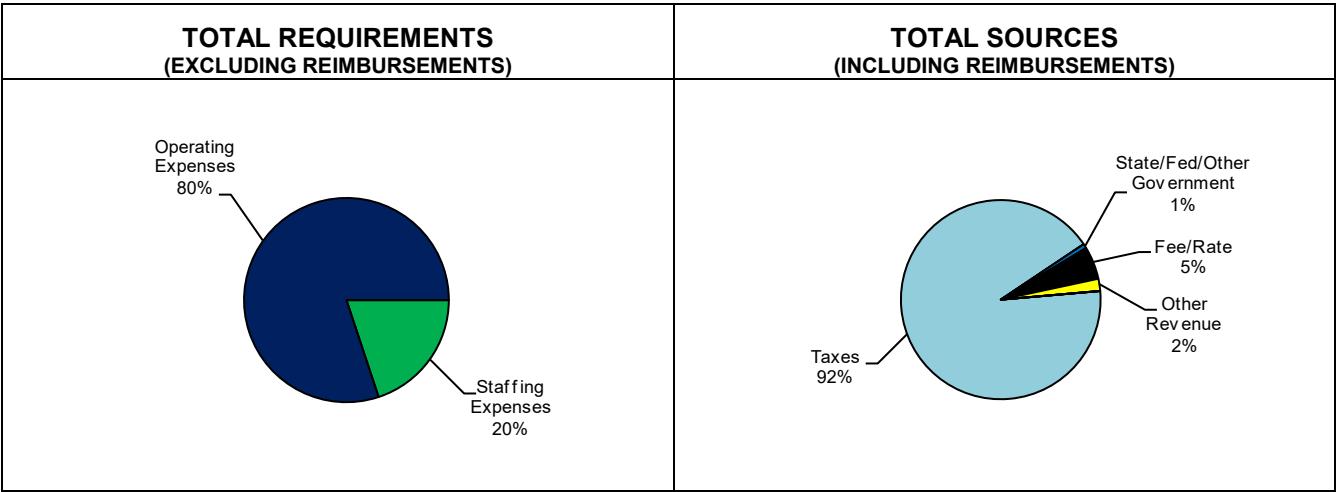
Bloomington Recreation and Park District

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management and maintenance of Bloomington Recreation and Park District (District). The District was established by an act of the County of San Bernardino Board of Supervisors on July 19, 1972. The District maintains one community park, an equestrian arena, sports fields, and a community center. Services are funded primarily through revenue from property taxes and park fees.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$333,009
Total Sources (Incl. Reimb.)	\$437,620
Use of / (Contribution to) Fund Balance	(\$104,611)
Total Staff	2

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Bloomington Recreation and Park District

BUDGET UNIT: 625 2584
FUNCTION: Recreation and Cultural
ACTIVITY: Recreation Facilities

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	123,270	84,939	6,593	49,466	28,484	66,311	16,845
Operating Expenses	219,182	199,630	285,164	294,703	218,506	266,698	(28,005)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	342,452	284,569	291,757	344,169	246,990	333,009	(11,160)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	342,452	284,569	291,757	344,169	246,990	333,009	(11,160)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	342,452	284,569	291,757	344,169	246,990	333,009	(11,160)
Sources							
Taxes	314,389	336,810	365,081	350,685	400,263	402,565	51,880
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	3,105	3,338	3,243	3,338	2,772	3,114	(224)
Fee/Rate	(2,557)	(2,945)	(1,646)	25,000	17,204	23,290	(1,710)
Other Revenue	11,149	14,353	396,753	9,600	7,005	8,651	(949)
Total Revenue	326,086	351,556	763,431	388,623	427,244	437,620	48,997
Operating Transfers In	15,000	10,000	0	0	0	0	0
Total Financing Sources	341,086	361,556	763,431	388,623	427,244	437,620	48,997
Fund Balance							
Use of/ (Contribution to) Fund Balance**	1,366	(76,987)	(471,674)	(44,454)	(180,254)	(104,611)	(60,157)
Available Reserves				644,350		884,761	240,411
Total Fund Balance				599,896		780,150	180,254
Budgeted Staffing*	2	3	2	2	2	2	0

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$333,009 represent the costs of managing and maintaining the District. These costs consist of Staffing Expenses of \$66,311 and Operating Expenses of \$266,698 that include maintenance, utilities, recreational supplies, and administrative support charges. Sources of \$437,620 primarily consist of revenue from property taxes.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$11,160 primarily due to reductions in general maintenance and professional services. Sources are increasing by \$48,997 due to increased property tax revenue.

ANALYSIS OF FUND BALANCE

The 2019-20 budget reflects a Contribution to Fund Balance of \$104,611, primarily from increased property tax revenue and reduced operating expenses. These funds will be available for future park projects and other one-time costs.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Bloomington Rec & Park Operations	2	0	0	0	2	1	1
Total	2	0	0	0	2	1	1

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$66,311 fund 2 budgeted positions of which 1 is a regular position and 1 is a limited term position. There are no staffing changes associated with this budget unit.



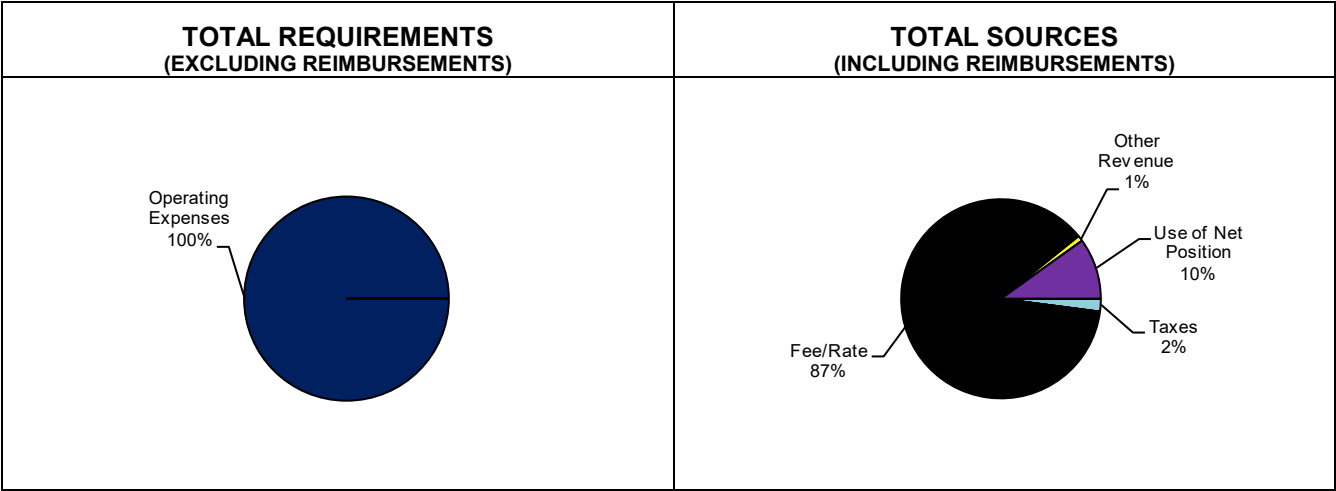
CSA 70 HL (Havasu Lake) Enterprise Fund

DESCRIPTION OF MAJOR SERVICES

County Service Area (CSA) 70, Zone HL was established by the County of San Bernardino Board of Supervisors on April 1, 1990 to provide refuse collection services within the community of Havasu Lake. This CSA is funded by annual service charges assessed on property within the district.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$86,854
Total Sources (Incl. Reimb.)	\$78,240
Use of / (Contribution to) Net Position	\$8,614
Total Staff	0

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: CSA 70 HL (Havasu Lake)

BUDGET UNIT: 487 4672
FUNCTION: Health and Sanitation
ACTIVITY: Sanitation

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	72,160	65,511	74,325	76,649	76,321	86,854	10,205
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	72,160	65,511	74,325	76,649	76,321	86,854	10,205
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	72,160	65,511	74,325	76,649	76,321	86,854	10,205
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	72,160	65,511	74,325	76,649	76,321	86,854	10,205
Sources							
Taxes	1,566	2,721	2,634	1,244	1,550	1,800	556
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	72,758	72,606	71,423	71,520	69,824	75,660	4,140
Other Revenue	205	374	631	205	150,743	780	575
Total Revenue	74,529	75,701	74,688	72,969	222,117	78,240	5,271
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	74,529	75,701	74,688	72,969	222,117	78,240	5,271
Net Position							
Use of/ (Contribution to) Net Position**	(2,369)	(10,190)	(363)	3,680	(145,796)	8,614	4,934
Estimated Net Position Available						185,832	
Total Est. Unrestricted Net Position						194,446	
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.

Note: The 2018-19 Final Budget and 2018-19 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$86,854 are for the costs of providing refuse services, including administrative support charges. Sources of \$78,240 primarily represent revenue from special assessment service charges.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$10,205 due to increased refuse service costs and administrative support charges. Sources are increasing by \$5,271 primarily due to an increase in the number of parcels being assessed the annual service charge.

ANALYSIS OF NET POSITION

The 2019-20 budget reflects a Use of Net Position of \$8,614 primarily due to the increased costs of refuse services. It is the department's practice that when the Estimated Net Position Available exceeds 25% of Requirements, Net Position may be used for operating costs. For 2019-20, CSA 70 HL is significantly above this 25% threshold.

The \$194,446 displayed in Total Estimated Unrestricted Net Position reflects proceeds of \$150,000 anticipated in 2018-19 from the sale of surplus property within CSA 70, Zone HL.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



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 following County Service Areas (CSA) and Zones:

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$8,037,711
Total Sources (Incl. Reimb.)	\$7,763,046
Use of / (Contribution to) Net Position	\$274,665
Total Staff	0

CSA 42 Oro Grande was established by the County of San Bernardino Board of Supervisors on December 27, 1965 to provide sewer services. This CSA is funded by user fees and service charges on 197 Equivalent Dwelling Units (EDU). The sewage collection system is operated by the department, and the Victor Valley Wastewater Reclamation Authority (VWVRA) provides sewage treatment services.

CSA 53B Fawnskin was established by the County of San Bernardino Board of Supervisors on January 2, 1968 to provide sewer services. This Zone, which provides sewer services to 1,262 EDUs, is funded by user fees and service charges. The sewage collection system is operated by the department and includes an innovative vacuum system. Sewage treatment is provided through a contract with the Big Bear Area Regional Water Agency (BBARWA).

CSA 64 Spring Valley Lake was established by the County of San Bernardino Board of Supervisors on December 30, 1968 to provide sewer services. This CSA, which provides service charges to 4,422 EDUs, is funded by property tax revenue, user fees, and service charges. The sewage collection system is operated by the department, and the VWVRA provides sewage treatment and maintains three lift stations.

CSA 70 BL Bloomington was established by the County of San Bernardino Board of Supervisors on November 19, 2013 to provide sewer services. This Zone, which is funded by user fees and service charges, is expected to provide services for 197 EDUs as a result of a low-income housing development. Sewage treatment is provided by the City of Rialto.

CSA 70 GH Glen Helen was established by the County of San Bernardino Board of Supervisors on August 17, 2004 to provide park and recreation, sewer, and streetlight services to the Glen Helen area. This Zone is funded by developer contributions, user fees, and service charges on 2,218 EDUs. This Zone provides sanitation services to the San Bernardino County Sheriff's Department detention facility at Glen Helen, as well as a Master Planned community currently in development.

CSA 70 S-3 Lytle Creek was established by the County of San Bernardino Board of Supervisors on December 2, 1974 to provide sewer services. This Zone is funded by user fees and service charges to 804 EDUs. The Zone provides sanitation services to residents in the Lytle Creek Community and the U.S. Forest Service.

CSA 70 S-7 Lenwood was established by the County of San Bernardino Board of Supervisors on December 19, 1977 to provide sewer services. This 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 for the Zone's debt service. The City of Barstow performs routine maintenance of the system. This Zone is responsible for non-routine repairs.

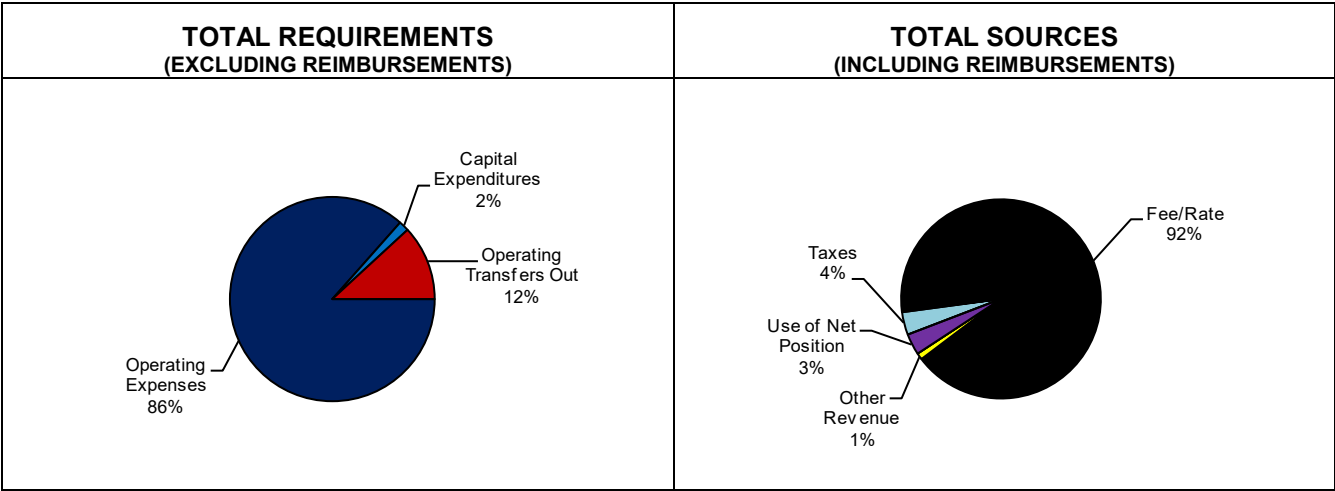
CSA 70 SP-2 High Country was established by the County of San Bernardino Board of Supervisors on May 20, 1985 to provide sewer services. This Zone is funded by user fees and service charges to 231 EDUs in the High Country Development tract of homes. Through an out-of-area service agreement with the City of Hesperia, the Zone also provides service to 286 EDUs within city boundaries.



CSA 79 Green Valley Lake was established by the County of San Bernardino Board of Supervisors on September 7, 1971 to provide sewer services. This CSA is funded by user fees and service charges to 1,255 EDUs. The sewage collection system and interceptor is operated by the department, with sewage treatment provided through a contract with Running Springs Water District (RSWD).

CSA 82 Searles Valley was established by the County of San Bernardino Board of Supervisors on June 28, 1976 to provide sewer services. On June 6, 2000, this CSA was combined with Zone SV-3 (Trona) and Zone SV-4 (Pioneer Point) through the Board of Supervisors’ Resolution No. 2000-132. The combined CSA 82 is funded primarily by property tax revenue, user fees, and service charges to 750 EDUs.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Special Districts DEPARTMENT: Special Districts FUND: Sanitation Districts - Consolidated				BUDGET UNIT: Various FUNCTION: Health and Sanitation ACTIVITY: Sanitation			
	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	6,825,351	6,601,620	5,971,256	7,586,752	6,242,999	6,954,259	(632,493)
Capital Expenditures	0	0	37,620	135,000	35,000	130,000	(5,000)
Total Exp Authority	6,825,351	6,601,620	6,008,876	7,721,752	6,277,999	7,084,259	(637,493)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,825,351	6,601,620	6,008,876	7,721,752	6,277,999	7,084,259	(637,493)
Operating Transfers Out	953,914	744,023	1,431,663	1,545,709	1,085,726	953,452	(592,257)
Total Requirements	7,779,265	7,345,643	7,440,539	9,267,461	7,363,725	8,037,711	(1,229,750)
Sources							
Taxes	82,198	495,168	308,219	275,818	291,857	297,176	21,358
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	489	506	471	489	489	489	0
Fee/Rate	7,190,790	6,422,032	7,341,841	8,527,488	7,188,668	7,363,242	(1,164,246)
Other Revenue	481,840	337,969	333,427	139,991	475,580	85,724	(54,267)
Total Revenue	7,755,317	7,255,675	7,983,958	8,943,786	7,956,594	7,746,631	(1,197,155)
Operating Transfers In	406,646	297,000	40,000	3,399	3,399	16,415	13,016
Total Financing Sources	8,161,963	7,552,675	8,023,958	8,947,185	7,959,993	7,763,046	(1,184,139)
Net Position							
Use of/ (Contribution to) Net Position**	(382,698)	(207,032)	(583,419)	320,276	(596,268)	274,665	(45,611)
Estimated Net Position Available						4,043,969	
Total Est. Unrestricted Net Position						4,318,634	
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.

Note: The 2018-19 Final Budget and 2018-19 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

DETAIL OF 2019-20 RECOMMENDED BUDGET

2019-20

	Requirements	Sources	Use of / (Contribution to) Net Position	Estimated Net Position Available	Staffing
Enterprise Funds					
CSA 42 Oro Grande (Fund 4500)	176,524	186,009	(9,485)	79,643	0
CSA 53B Fawnskin (Fund 4536)	1,022,243	961,092	61,151	263,352	0
CSA 64 Spring Valley Lake (Fund 4572)	2,620,162	2,745,587	(125,425)	1,921,668	0
CSA 70 BL Bloomington (Fund 4610)	198,918	238,603	(39,685)	147,090	0
CSA 70 GH Glen Helen (Fund 4652)	1,326,044	1,270,358	55,686	145,012	0
CSA 70 S-3 Lytle Creek (Fund 4726)	555,065	643,042	(87,977)	640,781	0
CSA 70 S-7 Lenwood (Fund 4764)	53,263	30,910	22,353	0	0
CSA 70 SP-2 High Country (Fund 4744)	242,562	297,272	(54,710)	161,427	0
CSA 79 Green Valley Lake (Fund 4850)	1,453,270	1,035,427	417,843	324,349	0
CSA 82 Searles Valley (Fund 4866)	389,660	354,746	34,914	360,647	0
Total Enterprise Funds	8,037,711	7,763,046	274,665	4,043,969	0



MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$8.0 million include Operating Expenses of \$7.0 million to maintain and manage ten sanitation districts. These expenses include maintenance costs, utilities, various professional services, and administrative support charges. Capital Expenditures of \$130,000 are for the purchase of pumps. Additionally, Operating Transfers Out of \$953,452 primarily represent transfers to the Capital Replacement Reserve Fund for various sanitation districts.

Sources of \$7.8 million primarily represent revenue from property taxes, user fees, and service charges.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are each decreasing by \$1.2 million primarily due to the CSA 70 BL Bloomington Expansion Project included in the 2018-19 budget. This project, which would increase the number of connections within the district, did not commence as anticipated and there are no plans to start construction in the foreseeable future.

ANALYSIS OF NET POSITION

Of the ten sanitation districts, five are budgeting the Use of Net Position totaling \$591,947. Two of these districts (CSA 53B Fawnskin and CSA 82 Searles Valley) are using Net Position solely for one-time costs (Operating Transfers Out to the Capital Replacement Reserve Fund). The following three districts are primarily using Net Position to support ongoing costs:

- CSA 70 GH Glen Helen
- CSA 70 S-7 Lenwood
- CSA 79 Green Valley Lake

It is the department's practice that when the Estimated Net Position Available exceeds 25% of Requirements, Net Position may be used for operating costs. However, all three of these districts are under this 25% threshold. Therefore, the department will review the operations of these districts and make adjustments (reduce expenses and/or increase revenue) needed to eliminate continued reliance on Net Position for ongoing costs.

The other five sanitation districts are budgeting a Contribution to Net Position totaling \$317,282 in order to set aside funding for significant, one-time expenditures in the future.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.



Water Districts Enterprise Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of water distribution systems throughout unincorporated areas of various County Service Areas (CSA) and Zones. Sources of funding include property taxes, service charges, and user fees.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$8,099,675
Total Sources (Incl. Reimb.)	\$6,946,120
Use of / (Contribution to) Net Position	\$1,153,555
Total Staff	0

CSA 42 Oro Grande was established by the County of San Bernardino Board of Supervisors on December 27, 1965 to provide water services. This CSA provides for the operation and maintenance of 128 water connections.

CSA 64 Spring Valley Lake was established by the County of San Bernardino Board of Supervisors on December 30, 1968 to provide water services. This CSA provides for the operation and maintenance of 3,890 water connections. The CSA maintains five wells, one booster station, and three water tanks.

CSA 70 CG Cedar Glen was established by the County of San Bernardino Board of Supervisors on July 12, 2005 to provide water services. This Zone provides for the operation and maintenance of 313 water connections.

CSA 70 F Morongo Valley was established by the County of San Bernardino Board of Supervisors on September 20, 1971 to provide water services. This Zone provides for the operation and maintenance of 74 water connections. The CSA maintains three wells, one booster station, and a reservoir that stores 260,000 gallons of water.

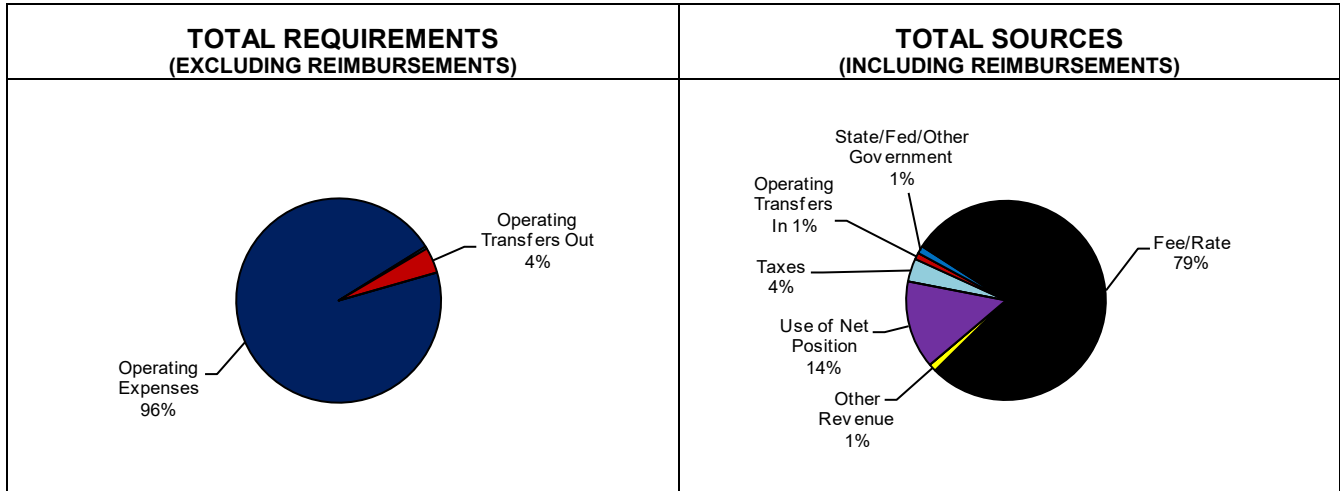
CSA 70 J Oak Hills was established by the County of San Bernardino Board of Supervisors on December 28, 1971 to provide water services. This Zone provides for the operation and maintenance of 3,229 water connections. The Zone maintains five wells, five booster stations, nine water storage reservoirs, and 130 miles of water pipelines ranging from 6 inches to 16 inches in diameter.

CSA 70 W-3 Hacienda was established by the County of San Bernardino Board of Supervisors on December 6, 1976 to provide water services. This Zone provides for the operation and maintenance of 153 water connections. The Zone maintains two wells, two booster stations, and two storage reservoirs.

CSA 70 W-4 Pioneertown was established by the County of San Bernardino Board of Supervisors on January 14, 1980 for water services. This Zone provides for the operation and maintenance of 107 water connections. The Zone maintains five wells and two storage reservoirs.



2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Water Districts - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Ways and Facilities
ACTIVITY: Sanitation - Public Ways

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	8,715,604	5,365,231	5,990,417	7,722,395	7,082,524	7,741,121	18,726
Capital Expenditures	0	46,475	0	15,000	0	31,000	16,000
Total Exp Authority	8,715,604	5,411,706	5,990,417	7,737,395	7,082,524	7,772,121	34,726
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	8,715,604	5,411,706	5,990,417	7,737,395	7,082,524	7,772,121	34,726
Operating Transfers Out	449,548	314,051	303,000	631,797	631,797	327,554	(304,243)
Total Requirements	9,165,152	5,725,757	6,293,417	8,369,192	7,714,321	8,099,675	(269,517)
Sources							
Taxes	507,263	118,479	298,622	294,444	303,664	305,296	10,852
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	4,812	4,920	100,934	189,447	96,863	99,312	(90,135)
Fee/Rate	5,994,635	6,013,021	6,316,827	5,903,377	6,452,021	6,354,988	451,611
Other Revenue	(98,933)	1,061,624	290,337	221,564	114,975	99,724	(121,840)
Total Revenue	6,407,777	7,198,044	7,006,720	6,608,832	6,967,523	6,859,320	250,488
Operating Transfers In	1,521,049	0	0	0	0	86,800	86,800
Total Financing Sources	7,928,825	7,198,044	7,006,720	6,608,832	6,967,523	6,946,120	337,288
Net Position							
Use of/ (Contribution to) Net Position**	1,236,327	(1,472,287)	(713,303)	1,760,360	746,798	1,153,555	(606,805)
Estimated Net Position Available						1,514,877	
Total Est. Unrestricted Net Position						2,668,432	
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.



DETAIL OF 2019-20 RECOMMENDED BUDGET

	2019-20				
	Requirements	Sources	Use of / (Contribution to) Net Position	Estimated Net Position Available	Staffing
Enterprise Funds					
CSA 42 Oro Grande (Fund 4502)	266,098	245,702	20,396	283,974	0
CSA 64 Spring Valley Lake (Fund 4580)	3,124,189	2,647,247	476,942	688,120	0
CSA 70 CG Cedar Glen (Fund 4612)	477,908	304,265	173,643	278,235	0
CSA 70 F Morongo Valley (Fund 4634)	187,825	162,492	25,333	105,579	0
CSA 70 J Oak Hills (Fund 4674)	3,548,270	3,106,536	441,734	158,969	0
CSA 70 W-3 Hacienda (Fund 4806)	297,109	294,771	2,338	0	0
CSA 70 W-4 Pioneertown (Fund 4826)	198,276	185,107	13,169	0	0
Total Enterprise Funds	8,099,675	6,946,120	1,153,555	1,514,877	0

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$8.1 million include Operating Expenses of \$7.7 million to maintain and manage seven water districts. These expenses include maintenance, utilities, mitigation costs, various professional services, and administrative support charges. Capital Expenditures of \$31,000 is for the purchase of a pump and flow meters. Additionally, Operating Transfers Out of \$327,554 represent transfers to the Capital Replacement Reserve Fund for the following districts:

- CSA 42 Oro Grande (\$25,238)
- CSA 70 CG Cedar Glen (\$102,316)
- CSA 70 J Oak Hills (\$200,000)

Sources of \$6.9 million primarily represent revenue from user fees and service charges.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$269,517 primarily due to a decrease in Operating Transfers Out to the CSA 70 J Oak Hills Capital Replacement Reserve Fund for a meter replacement project. Sources are increasing by \$337,288 primarily due to additional revenue generated from increased water consumption.



ANALYSIS OF NET POSITION

All seven water districts are budgeting the Use of Net Position totaling \$1.2 million.

CSA 64 Spring Valley Lake (\$476,942) and CSA 70 J Oak Hills (\$441,734) are budgeting the Use of Net Position for the replacement of water meters. The existing water meters in these districts are beyond their useful life and it is not cost-effective to continue to maintain these meters. The new meters have a useful life of 20 years and water fees collected during that timeframe will replenish Net Position to existing levels. The new water meters have additional functionality with the ability to perform reads every 24 hours in an effort to help customers identify leaks sooner, thus preventing high water bills and excessive damage to structures.

CSA 42 Oro Grande is using Net Position (\$20,396) solely for one-time costs (Operating Transfers Out to the Capital Replacement Reserve Fund)

The other four districts are using all or a significant portion of Net Position to support ongoing costs. Use of Net Position has been allowed in the past when Estimated Net Position Available exceeds 25% of Requirements. However, the following districts are under the 25% threshold:

- CSA 70 W-3 Hacienda
- CSA 70 W-4 Pioneertown

The department will review the operations of these districts and make adjustments (reduce expenses and/or increase revenue) needed to eliminate continued reliance on Net Position for ongoing costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.



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Capital Improvement Program

DESCRIPTION OF MAJOR SERVICES

The Capital Improvement Program (CIP) of the Special Districts Department is an internal planning tool to provide the Board of Supervisors with information to assist in the decision-making process of allocating limited resources for 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 the department's general, parks, roads, sanitation, and water facilities/infrastructure.
- 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, and operating cost reductions.
 - Recognize future infrastructure needs.
 - Develop formal estimates of costs and seek adequate project funding.

CIP projects extend the useful life of facilities, ensure continued service of infrastructure, and decrease operating expenses in some cases.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

The 2019-20 CIP budget includes 60 projects with total requirements of \$32.4 million. The most significant of these projects are:

- Big Bear Alpine Zoo Relocation – \$3.1 million for continued construction of a new zoo located on Club View Drive in the City of Big Bear Lake. The new zoo, which is scheduled for completion in 2019-20, will improve the size and quality of inhabitant enclosures, health and welfare of each animal, and overall visitor experience at the facility.
- Lake Gregory Dam – \$4.9 million for ancillary items remaining after completion of the dam including improvements to San Moritz Way, energization/automation of the outlet valve, and other related expenses.
- Snowdrop Road Paving Project – \$6.7 million for design and construction of a two-mile stretch of new road (Snowdrop Road) in the Rancho Cucamonga area. The project is funded by a voter-approved special assessment tax authorized by the Board of Supervisors on March 13, 2018 (Item No. 65).
- Screw Press for Sludge (CSA 70 GH Glen Helen) – \$1.3 million for design and construction of a Screw Press to improve the processing of solids at the sanitation plant in Glen Helen. This facility services the Sheriff's Glen Helen Rehabilitation Center in Devore and a nearby master planned community known as Lytle Creek North.
- Cypress Tank Booster Station (CSA 70 CG Cedar Glen) – \$1.1 million for the Cypress Tank Booster Station that is needed to provide additional fire protection and potable water for the residents of Cedar Glen.
- Offsite Pipeline Supply (CSA 70 W-4 Pioneertown) – \$5.7 million for design and construction of a 3.5 mile water pipeline, 75,000 gallon reservoir, and 200 gallon-per-minute pump station. This project will enhance the



water distribution and storage infrastructure needed to provide an improved, quality water source for the residents of Pioneertown.

A complete list of the department's CIP projects budgeted for 2019-20 is presented on the following pages.



Special Districts 2019-20 Capital Improvement Program Projects

Proj.	Budget Book		Project Name-Description	WBSE	Fund
	Special District/Location	Group			
1	Big Bear Alpine Zoo	Big Bear Valley Rec & Park District	Relocation Project (design/construction of new zoo/relocation of existing zoo to new site)	30.30.0002	3164
2	Big Bear Alpine Zoo	Big Bear Valley Rec & Park District	Big Bear Zoo Parking Lot	30.30.0085	3164
3	Big Bear Valley Rec & Park District	Big Bear Valley Rec & Park District	Sugarloaf Park Renovations	New	3161
4	Big Bear Valley Rec & Park District	Big Bear Valley Rec & Park District	Sugarloaf Dog Park	New	3161
5	Big Bear Valley Rec & Park District	Big Bear Valley Rec & Park District	Ranch Improvements	New	3161
6	Big Bear Valley Rec & Park District	Big Bear Valley Rec & Park District	Swim Beach Fencing	New	3161
7	Big Bear Valley Rec & Park District	Big Bear Valley Rec & Park District	District Office Roof	New	3161
8	Big Bear Valley Rec & Park District	Big Bear Valley Rec & Park District	Senior Center Improvements	New	3161
9	Big Bear Valley Rec & Park District	Big Bear Valley Rec & Park District	T-Ball Fencing	New	3161
10	Big Bear Valley Rec & Park District	Big Bear Valley Rec & Park District	Meadow Park Improvements	30.30.0001	3161
11	Big Bear Valley Rec & Park District	Big Bear Valley Rec & Park District	Purchase of Big Bear Park	New	3161
12	Bloomington Rec & Park District	Bloomington Rec & Park District	Kessler Park Improvements (multiple phased project to construct new facilities at an existing park including tot lot, baseball fields, skate park, concession building, and equestrian facilities)	30.30.0004	3166
13	CSA 70 CIP Projects	General Districts	Water and Sanitation Office Relocation	30.30.0007	3604
14	CSA 70 Countywide	General Districts	Lake Gregory Dam	30.30.0008	3604
15	CSA 70 Countywide	General Districts	Snowdrop Road Project (Design & construct new road)	30.30.0009	3600
16	CSA 70 D-1 Lake Arrowhead Dam	General Districts	McKay Park Improvements	30.30.0010	3620
17	CSA 70 TV-4 Wonder Valley	General Districts	Partial Relocation of Pinto Mountain Power Lines	30.30.0012	3700
18	CSA 20 Joshua Tree	Park Districts	Desert View Conservation Program	30.30.0013	3512
19	CSA 20 Joshua Tree	Park Districts	Dog Park	New	3512
20	CSA 29 Lucerne Valley	Park Districts	Senior Center Roof	New	3520
21	CSA 59 Deer Lodge Park	Road Districts	Road Paving Project	30.30.0080	3560
22	CSA 42 Oro Grande	Sanitation Districts	Flow Meter and Traffic Rated Vault	30.30.0019	4514
23	CSA 42 Oro Grande	Sanitation Districts	Sewer System Improvements (Phase II)	30.30.0018	4514
24	CSA 53B Fawnskin	Sanitation Districts	Collection System Improvements	30.30.0020	4532
25	CSA 53B Fawnskin	Sanitation Districts	Storage Building	30.30.0021	4532
26	CSA 53B Fawnskin	Sanitation Districts	Vacuum Line Improvements (4000' North of Station)	30.30.0022	4532
27	CSA 70 GH Glen Helen	Sanitation Districts	Screw Press for Sludge	30.30.0028	4656
28	CSA 70 S-3 Lytle Creek	Sanitation Districts	Bar Screen Upgrade	30.30.0033	4730
29	CSA 70 S-3 Lytle Creek	Sanitation Districts	Creekside Line Relocation and Protection	30.30.0031	4730
30	CSA 70 S-3 Lytle Creek	Sanitation Districts	Force Main Upgrade	30.30.0032	4730
31	CSA 82 Searles Valley	Sanitation Districts	Collection Line for School and Apartment Complex	30.30.0035	4868
32	CSA 82 Searles Valley	Sanitation Districts	North Pioneer Point Septic Tank #2 (50k gallons)	30.30.0036	4868
33	CSA 82 Searles Valley	Sanitation Districts	Pioneer Point Outfall Replacement	30.30.0038	4868
34	CSA 82 Searles Valley	Sanitation Districts	Manhole Raising	New	4868



**Special Districts
2019-20 Capital Improvement Program Projects**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Proj.
	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Projects		
15,734,054		3,000,398	3,000,398		99,607	99,607	3,100,005	1
300,000		300,000	300,000			-	300,000	2
50,000			-		50,000	50,000	50,000	3
20,000		20,000	20,000			-	20,000	4
15,000		15,000	15,000			-	15,000	5
10,000		10,000	10,000			-	10,000	6
50,000		50,000	50,000			-	50,000	7
50,000		50,000	50,000			-	50,000	8
15,000		15,000	15,000			-	15,000	9
235,000			-		230,593	230,593	230,593	10
100,000		100,000	100,000			-	100,000	11
1,271,372			-		67,127	67,127	67,127	12
1,400,000			-		996,711	996,711	996,711	13
19,990,000			-	4,868,879		4,868,879	4,868,879	14
6,750,000		6,673,069	6,673,069		36,822	36,822	6,709,891	15
140,000		50,000	50,000			-	50,000	16
151,952			-		136,933	136,933	136,933	17
456,000		400,000	400,000		20,201	20,201	420,201	18
25,000		25,000	25,000			-	25,000	19
35,000		35,000	35,000			-	35,000	20
225,000			-		223,182	223,182	223,182	21
25,000			-		25,000	25,000	25,000	22
229,823			-		122,423	122,423	122,423	23
641,795			-		20,000	20,000	20,000	24
250,000			-		220,441	220,441	220,441	25
800,000		405,381	405,381		419,784	419,784	825,165	26
1,137,000		881,061	881,061		388,839	388,839	1,269,900	27
145,000			-		145,000	145,000	145,000	28
400,000			-		294,462	294,462	294,462	29
150,000		200,000	200,000		116,063	116,063	316,063	30
175,000			-		103,774	103,774	103,774	31
125,000			-		50,000	50,000	50,000	32
400,000			-		142,630	142,630	142,630	33
200,000			-		200,000	200,000	200,000	34



Special Districts 2019-20 Capital Improvement Program Projects

Proj.	Special District/Location	Budget Book Group	Project Name-Description	WBSE	Fund
35	CSA 82 Searles Valley	Sanitation Districts	South Pioneer Point Septic Tank #1 (25k gallons)	30.30.0037	4868
36	CSA 42 Oro Grande	Water Districts	Mill Street Railway Crossing	30.30.0039	4506
37	CSA 42 Oro Grande	Water Districts	Reservoir 2 (Design)	30.30.0042	4506
38	CSA 42 Oro Grande	Water Districts	TXI Land Acquisition/Design	30.30.0041	4506
39	CSA 42 Oro Grande	Water Districts	Water Chlorinators	30.30.0040	4506
40	CSA 64 Spring Valley Lake	Water Districts	Pebble Beach Reservoir #1 - Rehabilitation	30.30.0043	4582
41	CSA 70 CG Cedar Glen	Water Districts	Water System Improvements	30.30.0054	4618
42	CSA 70 CG Cedar Glen	Water Districts	Horizontal Well and Water Line Extension	New	4618
43	CSA 70 CG Cedar Glen	Water Districts	Cypress Tank Off-Site Pipeline	New	4618
44	CSA 70 CG Cedar Glen	Water Districts	Cypress Tank Booster Station	New	4618
45	CSA 70 CG Cedar Glen	Water Districts	Cedar Glen Tunnel	New	4618
46	CSA 70 F - Morongo Valley	Water Districts	Pipeline Replacement	30.30.0056	4638
47	CSA 70 F - Morongo Valley	Water Districts	Uranium Treatment System	30.30.0055	4638
48	CSA 70 J Oak Hills	Water Districts	Pilot Study for Chromium VI Treatment	30.30.0059	4684
49	CSA 70 J Oak Hills	Water Districts	Reservoir 3A	30.30.0076	4684
50	CSA 70 J Oak Hills	Water Districts	Water Line Extensions - Muscatel to Aster	30.30.0077	4684
51	CSA 70 J Oak Hills	Water Districts	Ranchero Road Widening Project	New	4684
52	CSA 70 J Oak Hills	Water Districts	Water Line Extensions - Oak Hill Road	30.30.0065	4684
53	CSA 70 J Oak Hills	Water Districts	Water Pipeline Replacement	30.30.0058	4684
54	CSA 70 J Oak Hills	Water Districts	Water System Chlorinators	30.30.0061	4684
55	CSA 70 J Oak Hills	Water Districts	Well # 6	30.30.0060	4684
56	CSA 70 J Oak Hills	Water Districts	Well House Enclosure	30.30.0062	4690
57	CSA 70 W-3 Hacienda	Water Districts	Mainline Replacement	30.30.0070	4808
58	CSA 70 W-3 Hacienda	Water Districts	Office Building	30.30.0067	4808
59	CSA 70 W-3 Hacienda	Water Districts	Uranium Treatment System	30.30.0068	4808
60	CSA 70 W-4 Pioneertown	Water Districts	Offsite Pipeline Supply (design and construct a 3.5 mile water pipeline, 75,000 gallon water reservoir, and 200 gpm pump station)	30.30.0072	4828
					Total
Other Capital Projects Budgeted in the District Operating Funds:					
61	CSA 70 Countywide	General Districts	Calico Water Treatment Improvements - Regional	30.30.0074	1378
62	CSA 70 M Wonder Valley	Park Districts	Kitchen Renovation	New	1464
63	CSA 63 Oak Glen-Yucaipa	Park Districts	Park Improvements	New	1630



**Special Districts
2019-20 Capital Improvement Program Projects**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Proj.
	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Projects		
100,000			-		50,000	50,000	50,000	35
100,000			-		30,000	30,000	30,000	36
250,000			-		74,295	74,295	74,295	37
110,500			-		109,245	109,245	109,245	38
100,000			-		99,436	99,436	99,436	39
75,000			-		50,000	50,000	50,000	40
1,485,835			-		10,000	10,000	10,000	41
574,899			-		537,938	537,938	537,938	42
721,288			-		353,177	353,177	353,177	43
1,201,453		1,076,567	1,076,567		42,380	42,380	1,118,947	44
360,000			-		360,000	360,000	360,000	45
72,000		72,000	72,000			-	72,000	46
325,000			-		25,750	25,750	25,750	47
200,000			-		171,951	171,951	171,951	48
2,000,000			-		643,896	643,896	643,896	49
300,000			-		274,033	274,033	274,033	50
100,000			-		100,000	100,000	100,000	51
225,000			-		200,162	200,162	200,162	52
160,754			-		155,773	155,773	155,773	53
175,000			-		169,499	169,499	169,499	54
850,000			-		299,771	299,771	299,771	55
130,000			-		83,248	83,248	83,248	56
200,000		200,000	200,000			-	200,000	57
150,000		66,092	66,092			-	66,092	58
325,000		263,806	263,806		5,551	5,551	269,357	59
5,535,509		5,542,312	5,542,312		111,165	111,165	5,653,477	60
67,529,234	-	19,450,686	19,450,686	4,868,879	8,066,862	12,935,741	32,386,427	
2,500,000	890,825		890,825	901,214		901,214	1,792,039	61
25,000		25,000	25,000			-	25,000	62
30,000		30,000	30,000			-	30,000	63



Reserves

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department has established several reserves to provide a mechanism for funding future infrastructure needs and other significant one-time expenditures, while promoting financial stability by reducing reliance on indebtedness.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements include the following Operating Transfers Out to assist with funding for capital improvement projects:

- \$405,381 to the CSA 53B Fawnskin Capital Improvement Program (CIP) Fund for the Vacuum Line Improvements Project.
- \$200,000 to the CSA 70 S-3 Lytle Creek CIP Fund for the Force Main Upgrade Project.
- \$600,000 to the CSA 70 CG Cedar Glen CIP Fund for the Cypress Tank Booster Station.
- \$40,000 to the CSA 70 W-3 Hacienda CIP Fund for the Uranium Treatment System Project.

Sources include Operating Transfers In from the operating funds of various Water and Sanitation Districts (\$1.3 million), interest revenue (\$445,012), debt proceeds (\$250,000), and other financing sources (\$209,552) that are set aside for future capital replacement/expansion projects and other one-time purposes.

A complete list of reserves managed by the department is presented on the following pages.



Special Districts 2019-20 Reserves

FUND TYPE: SPECIAL REVENUE FUNDS

Description	Fund(s)	Requirements	Sources	Use of/ (Contribution to) Fund Balance	Available Reserves	Fund Balance
DISTRICT TYPE						
DISTRICT NAME						
GENERAL DISTRICTS						
<u>CSA 70 Countywide</u>						
Termination Benefits Reserve	1384	-	53,563	(53,563)	2,294,846	2,241,283
General Reserve	1386	-	79,403	(79,403)	3,988,748	3,909,345
CSA Loan Fund	1380	-	277,042	(277,042)	1,636,829	1,359,787
TOTAL FOR GENERAL DISTRICTS		-	410,008	(410,008)	7,920,423	7,510,415

PARK DISTRICTS

Reserves Maintained In District Operations Budget

ROAD DISTRICTS

Reserves Maintained In District Operations Budget

STREETLIGHT DISTRICTS

Reserves Maintained In District Operations Budget

BIG BEAR VALLEY RECREATION AND PARK DISTRICT

Reserves Maintained In District Operations Budget

BLOOMINGTON RECREATION AND PARK DISTRICT

Reserves Maintained In District Operations Budget



Special Districts 2019-20 Reserves

FUND TYPE: ENTERPRISE FUNDS

Description	Fund(s)	Requirements	Sources	Use of/ (Contribution to) Net Position	Est. Net Position Available	Total Est. Unrestricted Net Position
DISTRICT TYPE						
DISTRICT NAME						
SANITATION DISTRICTS						
<u>CSA 42 Oro Grande</u>						
Capital Replacement Reserve	4508	-	1,152	(1,152)	57,802	56,650
Capital Expansion Reserve	4512	-	-	-	8,754	8,754
District Totals		-	1,152	(1,152)	66,556	65,404
<u>CSA 53 B Fawnskin</u>						
Capital Replacement Reserve	4530	405,381	113,178	292,203	574,474	866,677
Capital Expansion Reserve	4534	-	3,806	(3,806)	191,034	187,228
District Totals		405,381	116,984	288,397	765,508	1,053,905
<u>CSA 64 Spring Valley Lake</u>						
Capital Replacement Reserve	4574	-	525,482	(525,482)	4,107,115	3,581,633
Capital Expansion Reserve	4578	-	35,426	(35,426)	1,479,349	1,443,923
District Totals		-	560,908	(560,908)	5,586,464	5,025,556
<u>CSA 70 BL Bloomington</u>						
Capital Replacement Reserve	4609	-	-	-	-	-
Capital Expansion Reserve	4608	-	-	-	-	-
District Totals		-	-	-	-	-
<u>CSA 70 GH Glen Helen</u>						
Capital Replacement Reserve	4654	-	8,898	(8,898)	446,313	437,415
District Totals		-	8,898	(8,898)	446,313	437,415
<u>CSA 70 S-3 Lytle Creek</u>						
Capital Replacement Reserve	4724	200,000	113,379	86,621	404,212	490,833
Capital Expansion Reserve	4728	-	14,138	(14,138)	254,904	240,766
District Totals		200,000	127,517	72,483	659,116	731,599
<u>CSA 70 SP-2 High Country</u>						
Capital Replacement Reserve	4746	-	41,934	(41,934)	709,872	667,938
Capital Expansion Reserve	4748	-	6,920	(6,920)	347,253	340,333
District Totals		-	48,854	(48,854)	1,057,125	1,008,271
<u>CSA 70 SP-7 Lenwood</u>						
Capital Replacement Reserve	4768	-	10,441	(10,441)	523,965	513,524
Capital Expansion Reserve	4766	-	-	-	122,119	122,119
District Totals		-	10,441	(10,441)	646,084	635,643
<u>CSA 79 Green Valley Lake</u>						
Capital Replacement Reserve	4848	-	179,143	(179,143)	1,025,488	846,345
Capital Expansion Reserve	4846	-	761	(761)	42,647	41,886
District Totals		-	179,904	(179,904)	1,068,135	888,231
<u>CSA 82 Searles Valley</u>						
Capital Replacement Reserve	4864	-	40,511	(40,511)	127,106	86,595
Capital Expansion Reserve	4870	-	5,466	(5,466)	274,311	268,845
District Totals		-	45,977	(45,977)	401,417	355,440
TOTAL FOR SANITATION DISTRICTS		605,381	1,100,635	(495,254)	10,696,718	10,201,464



Special Districts 2019-20 Reserves

FUND TYPE: ENTERPRISE FUNDS

Description	Fund(s)	Requirements	Sources	Use of/ (Contribution to) Net Position	Est. Net Position Available	Total Est. Unrestricted Net Position
DISTRICT TYPE						
DISTRICT NAME						
WATER DISTRICTS						
<u>CSA 42 Oro Grande</u>						
Capital Replacement Reserve	4510	-	28,542	(28,542)	224,570	196,028
Capital Expansion Reserve	4504	-	-	-	135,998	135,998
District Totals		-	28,542	(28,542)	360,568	332,026
<u>CSA 64 Spring Valley Lake</u>						
Capital Replacement Reserve	4590	-	25,587	(25,587)	2,472,396	2,446,809
Capital Expansion Reserve	4576	-	13,050	(13,050)	387,588	374,538
District Totals		-	38,637	(38,637)	2,859,984	2,821,347
<u>CSA 70 CG Cedar Glen</u>						
Capital Replacement Reserve	4616	600,000	104,100	495,900	20,966	516,866
Capital Expansion Reserve	4614	-	418	(418)	20,996	20,578
District Totals		600,000	104,518	495,482	41,962	537,444
<u>CSA 70 F Morongo Valley</u>						
Capital Replacement Reserve	4636	-	442	(442)	22,148	21,706
Capital Expansion Reserve	4632	-	3,195	(3,195)	162,252	159,057
District Totals		-	3,637	(3,637)	184,400	180,763
<u>CSA 70 J Oak Hills</u>						
Capital Replacement Reserve	4680	-	220,545	(220,545)	1,734,449	1,513,904
Capital Expansion Reserve	4678	-	240,548	(240,548)	2,450,539	2,209,991
Rate Stabilization Fund	4682	-	9,822	(9,822)	492,880	483,058
District Totals		-	470,915	(470,915)	4,677,868	4,206,953
<u>CSA 70 W-3 Hacienda</u>						
Capital Replacement Reserve	4810	40,000	150	39,850	8,580	48,430
Capital Expansion Reserve	4804	-	368	(368)	18,466	18,098
District Totals		40,000	518	39,482	27,046	66,528
<u>CSA 70 W-4 Pioneertown</u>						
Capital Replacement Reserve	4824	-	1,160	(1,160)	54,489	53,329
District Totals		-	1,160	(1,160)	54,489	53,329
TOTAL FOR WATER DISTRICTS		640,000	647,927	(7,927)	8,206,317	8,198,390
TOTAL FOR ENTERPRISE FUNDS		1,245,381	1,748,562	(503,181)	18,903,035	18,399,854





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**FIRE PROTECTION DISTRICT
SUMMARY**

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Net County Cost</u>	<u>Staffing</u>
<u>GENERAL FUND</u>					
OFFICE OF EMERGENCY SERVICES	532	4,121,339	1,147,103	2,974,236	20
TOTAL GENERAL FUND		<u>4,121,339</u>	<u>1,147,103</u>	<u>2,974,236</u>	<u>20</u>

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Staffing</u>
<u>SPECIAL REVENUE FUNDS</u>					
SAN BERNARDINO COUNTY FIRE PROTECTION DISTRICT:					
ADMINISTRATION	504	26,858,815	26,858,815	0	244
MOUNTAIN REGIONAL SERVICE ZONE	512	23,478,106	23,478,106	0	90
NORTH DESERT REGIONAL SERVICE ZONE	515	51,040,458	51,040,458	0	187
SOUTH DESERT REGIONAL SERVICE ZONE	519	23,713,715	23,448,715	265,000	80
VALLEY REGIONAL SERVICE ZONE	522	116,808,790	114,260,924	2,547,866	340
HAZARDOUS MATERIALS	526	9,798,031	9,798,031	0	48
HOUSEHOLD HAZARDOUS WASTE	529	3,843,342	3,747,502	95,840	23
OFFICE OF EMERGENCY SERVICES	535	0	0	0	0
CAL OES GRANT PROGRAMS	538	3,868,209	3,868,209	0	0
TOTAL SPECIAL REVENUE FUNDS		<u>259,409,466</u>	<u>256,500,760</u>	<u>2,908,706</u>	<u>1,012</u>

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Staffing</u>
COUNTY FIRE RESERVES	540	14,501,711	6,455,221	8,046,490	0



SAN BERNARDINO COUNTY FIRE PROTECTION DISTRICT

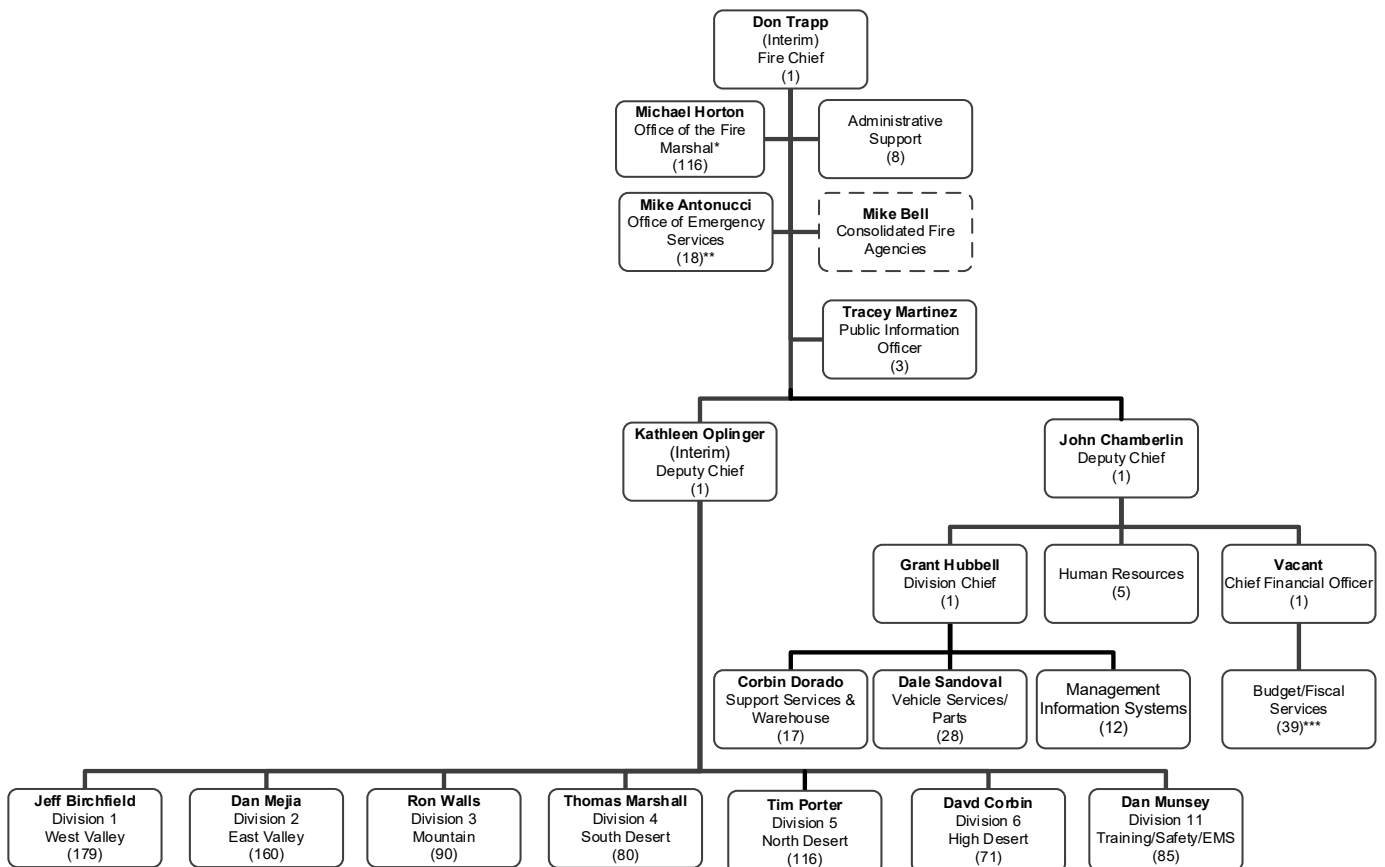
Don Trapp

DEPARTMENT MISSION STATEMENT

The San Bernardino County Fire Protection District is a community-based, all hazard emergency services provider dedicated to the protection of the public served, organizational sustainability, performance excellence, and safety accomplished through a balance of regionalized services delivery and accountability to local communities.



ORGANIZATIONAL CHART



*Office of the Fire Marshal also includes the Hazardous Materials Division and Household Hazardous Waste Division.

** Includes 1 position budgeted in the Valley Service Zone but supervised by OES.

***Includes 3 positions budgeted in OES but supervised by County Fire.



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<u>General Fund</u>						
Office of Emergency Services	4,121,339	1,147,103	2,974,236			20
Total General Fund	4,121,339	1,147,103	2,974,236			20
<u>Special Revenue Funds</u>						
Fire Administration	26,858,815	26,858,815		0		244
Mountain Regional Service Zone	23,478,106	23,478,106		0		90
North Desert Regional Service Zone	51,040,458	51,040,458		0		187
South Desert Regional Service Zone	23,713,715	23,448,715		265,000		80
Valley Regional Service Zone	116,808,790	114,260,924		2,547,866		340
Hazardous Materials	9,798,031	9,798,031		0		48
Household Hazardous Waste	3,843,342	3,747,502		95,840		23
Cal OES Grant Programs	3,868,209	3,868,209		0		0
Total Special Revenue Funds	259,409,466	256,500,760	0	2,908,706	0	1,012
Total - All Funds	263,530,805	257,647,863	2,974,236	2,908,706	0	1,032

2018-19 MAJOR ACCOMPLISHMENTS

- Acquired additional fire and emergency medical services responsibilities through annexation of the Hesperia Fire Protection District, enhancing the regionalized area of service in the North Desert Regional Service Zone.
- Expanded the boundaries of Service Zone FP-5, through approval from the Board of Directors on October 16, 2018, resulting in increased revenue needed to maintain existing fire protection and emergency response services.
- Negotiated a contract extension with REACH Air Medical Services for the provision of emergency air transport services (24-hours a day, seven days a week) that has resulted in faster response times for emergency and trauma patients.
- Established the Management Information Systems unit by transitioning positions from the CONFIRE Joint Powers Authority to County Fire in December 2018, which allows for more direct and cost effective support of County Fire technology resources.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Percentage of fire suppression personnel trained.	N/A	100%	100%	100%
STRATEGY	Decrease workers compensation insurance costs by investing in training to reduce injury and potential risks.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Percentage of calls along the Interstate 15 and Interstate 40 corridors responded to within one hour.	N/A	50%	65%	70%
STRATEGY	Enhance the level of care by responding to incidents along the Interstate 15 and Interstate 40 corridors within one hour (from dispatch to arrival).					
STRATEGY	Implement strategic positioning of resources utilizing predictive software programs and develop deployment modeling to improve response times along the Interstate 15 and Interstate 40 corridors.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of annual inspections completed.	N/A	60%	75%	80%
STRATEGY	Improve County Fire's inspection program by increasing the number of inspections completed annually.					



Fire Administration

DESCRIPTION OF MAJOR SERVICES

The San Bernardino County Fire Protection District (County Fire) covers approximately 19,000 square miles and serves more than 60 communities/cities within four Regional Service Zones (Mountain, North Desert, South Desert and Valley), including the City of Grand Terrace, City of Hesperia, City of Needles, City of San Bernardino, City of Twentynine Palms, City of Upland, Town of Yucca Valley, and unincorporated areas. Additionally, County Fire provides contractual fire protection services to two cities: Adelanto and Fontana (via its independent fire protection district).

Budget at a Glance

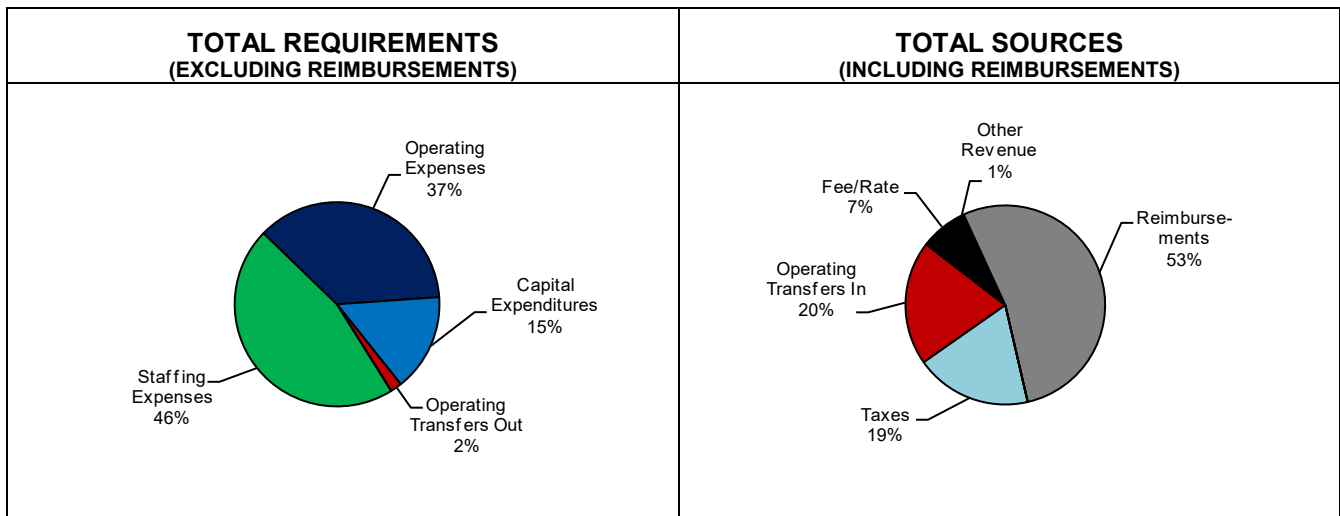
Total Requirements (Excl. Reimb.)	\$57,434,897
Total Sources (Incl. Reimb.)	\$57,434,897
Use of / (Contribution to) Fund Balance	\$0
Total Staff	244

County Fire is a community-based, all hazard emergency services organization 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, and terrorism/weapons of mass destruction. Services and specialized programs include helicopter transport, dozer, fire/hazard abatement hand crews, medical transport, and honor guard.

As part of disaster preparation, response, and mitigation, the Office of Emergency Services 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.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Fire Administration

BUDGET UNIT: 106 2410
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A) Change From Prior Year
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Modified Budget
Requirements							
Staffing Expenses	16,510,848	19,381,707	20,993,305	25,616,525	22,670,219	26,506,318	889,793
Operating Expenses	7,965,651	13,790,766	10,850,538	14,649,456	12,883,480	21,037,393	6,387,937
Capital Expenditures	4,184,617	5,102,738	4,985,641	6,215,189	6,153,249	8,855,727	2,640,538
Total Exp Authority	28,661,116	38,275,211	36,829,484	46,481,170	41,706,948	56,399,438	9,918,268
Reimbursements	(10,489,381)	(11,527,310)	(17,470,963)	(24,479,138)	(24,220,904)	(30,576,082)	(6,096,944)
Total Appropriation	18,171,735	26,747,901	19,358,521	22,002,032	17,486,044	25,823,356	3,821,324
Operating Transfers Out	110,613	133,181	417,244	417,244	417,244	1,035,459	618,215
Total Requirements	18,282,348	26,881,082	19,775,765	22,419,276	17,903,288	26,858,815	4,439,539
Sources							
Taxes	7,590,112	8,850,282	9,399,371	10,825,547	10,580,113	10,834,431	8,884
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	307,256	128,662	180,296	78,294	92,391	81,098	2,804
Fee/Rate	2,086,336	2,827,182	4,799,902	4,011,371	4,100,455	4,181,674	170,303
Other Revenue	208,491	201,437	292,354	108,211	341,206	169,612	61,401
Total Revenue	10,192,195	12,007,563	14,671,923	15,023,423	15,114,165	15,266,815	243,392
Operating Transfers In	3,026,062	14,110,840	5,560,709	8,918,076	8,502,145	11,592,000	2,673,924
Total Financing Sources	13,218,257	26,118,403	20,232,632	23,941,499	23,616,310	26,858,815	2,917,316
Fund Balance							
Use of/ (Contribution to) Fund Balance**	5,064,091	762,679	(456,867)	(1,522,223)	(5,713,022)	0	1,522,223
Available Reserves				3,242,711		7,433,510	4,190,799
Total Fund Balance				1,720,488		7,433,510	5,713,022
Budgeted Staffing*	191	214	223	233	233	244	11

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$26.9 million include the following:

- Staffing Expenses of \$26.5 million for 244 budgeted positions to provide administrative, fiscal, fire prevention, training, information technology, warehouse functions, vehicle support, and other services for County Fire.
- Operating Expenses of \$21.0 million to fund various services primarily related to hazard abatement, fire prevention, airborne transport, training, equipment and maintenance, warehouse, vehicles, specialized programs, communications, and various one-time costs associated with improvements to County Fire's new/leased administrative building.
- Capital Expenditures of \$8.9 million reflect County Fire's agency-wide replacement plan for vehicles, engines, apparatus, and other major equipment purchases.
- Reimbursements of \$30.6 million reflect transfers in from County Fire's Regional Service Zones, Office of the Fire Marshal, and the Cal OES Grants Office to fund various costs including: fleet mechanics, fire prevention, administrative support services, vehicle and equipment replacement, uniform purchases, information systems technology, and training.
- Operating Transfers Out of \$1.0 million to the County Fire Reserve Fund to set-aside funding for future equipment replacement.

Sources of \$26.9 million include the following:

- Property tax revenue of \$10.8 million
- Fee/Rate revenue of \$4.2 million primarily from:
 - Fees and permits related to fire safety/fire prevention services (\$2.7 million).



- REACH contract (an air medical transport provider) that offsets the cost of County Fire staff providing air medical services (\$1.2 million).
- MOU with the Land Use Services Department to provide hazard mitigation services to unincorporated County parcels (\$250,000).
- Operating Transfers In of \$11.6 million:
 - \$2.5 million from the County General Fund, which represents the funding shortfall for County Fire as conveyed to the Board on June 12, 2018 (Item No. 124). This funding will be used to support the operations of County Fire.
 - \$9.1 million from County Fire set-asides for capital projects (primarily County Fire's new/leased administrative building) and other one-time costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$4.4 million, which include these significant changes:

- \$889,793 increase in Staffing Expenses primarily due to the net increase of 11 positions in budgeted staffing.
- \$6.4 million net increase in Operating Expenses, which is primarily a net result of the following:
 - \$8.5 million increase for expenses related to County Fire's new/leased administration building.
 - \$1.3 million decrease due to the purchase of a second set of turnout gear for fire suppression personnel in 2018-19.
 - \$1.1 million decrease from reduced costs to CONFIRE for computer information systems support.
- \$2.6 million increase in Capital Expenditures primarily due to County Fire budgeting \$3.0 million more for the replacement of vehicles in 2019-20.
- \$6.1 million increase in Reimbursements primarily due to increased transfers from County Fire's Regional Service Zones for costs pertaining to vehicle replacement, the Management Information Systems unit, the Hand Crew program, and fire prevention services.
- \$618,215 increase in Operating Transfers Out due to County Fire setting aside additional funds in reserves for future equipment replacement.

Sources are increasing by \$2.9 million primarily due to the following:

- \$170,303 increase in Fee/Rate revenue from fire prevention services.
- \$2.7 million increase in Operating Transfers In, which primarily includes:
 - \$5.3 million decrease from the County General Fund (from \$7.8 million to \$2.5 million) that previously supported vehicle replacement and special operations.
 - \$8.5 million increase from County Fire Reserves for improvements to County Fire's new/leased administrative building.

ANALYSIS OF FUND BALANCE

There is no budgeted Use of Fund Balance for 2019-20.



2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		Limited	Regular
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended			
Administration	4	0	0	0	4	0	0	4
Administrative Support/PIO	7	1	0	3	11	2	2	9
Human Resources	9	0	(1)	(3)	5	0	0	5
Budget and Fiscal Services	30	7	0	0	37	2	2	35
Support Services and Warehouse	14	3	0	0	17	0	0	17
Office of the Fire Marshal: Fire Prevention	47	0	(2)	0	45	0	0	45
Vehicle Services/Parts	27	1	0	0	28	0	0	28
Special Operations: Training/Safety/EMS	95	1	(11)	0	85	21	21	64
Management Information Systems	0	12	0	0	12	0	0	12
Total	233	25	(14)	0	244	25	25	219

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$26.5 million fund 244 budgeted positions of which 219 are regular positions and 25 are limited term positions. Budgeted Staffing is increased by a net 11 positions as follows:

- Addition of 12 positions for County Fire's Management Information Systems unit to provide better support of the department's technology resources. These positions were transitioned from the CONFIRE Joint Powers Authority to County Fire in December 2018. There is no net increase in Requirements from this action because the staffing costs from the following 12 positions are offset by a corresponding decrease in CONFIRE charges.
 - 2 Automated Systems Analyst I
 - 1 Automated Systems Analyst II
 - 3 Automated Systems Technician
 - 1 Business System Analyst 3
 - 1 Communications Technician
 - 1 Information Technology Manager
 - 1 Information System Analyst 2
 - 1 Information System Analyst 3
 - 1 Special Projects Leader
- Addition of 8 positions transferred from other County Fire budget units as these positions are better aligned with the Administration functions:
 - 2 Accounts Representative (from Hazardous Materials)
 - 1 Collections Officer I (from North Desert Regional Service Zone)
 - 1 Collections Officer II (from North Desert Regional Service Zone)
 - 3 Office Assistant I (1 each from the Mountain, North Desert, and Valley Regional Service Zones)
 - 1 Public Service Employee (from North Desert Regional Service Zone)
- Addition of 1 Budget Officer to assist in the preparation and presentation of the department's annual budget.
- Addition of 1 Vehicle Services Manager for oversight of the department's Vehicle Services/Parts Division.
- Addition of 1 Office Assistant II for increased workload demands in the department's Training Division.
- Addition of 2 limited term Public Service Employees to provide temporary assistance with various administrative, fiscal, and clerical functions.



- Deletion of 9 positions due to defunding the Inmate Handcrew Program. The deletion of these positions will have an adverse impact on operations because this program has assisted the department with local fuels reduction, hazard abatement, and chipping operations. The Handcrew's duties also extend to responding to fire suppression incidents, as well as other types of emergency operations, such as sandbagging.
 - 1 Captain
 - 4 Engineers
 - 4 Fire Suppression Aide III
- Deletion of 2 positions due to cancellation of the fire services contract with the City of Victorville.
 - 1 Fire Prevention Officer
 - 1 Fire Prevention Specialist
- Deletion of 2 positions due to defunding of the Helicopter Program with the Sheriff's Department.
 - 1 Captain
 - 1 Firefighter-Paramedic
- Deletion of 1 limited term Public Service Employee. This position is no longer needed for the department's Human Resources Division.



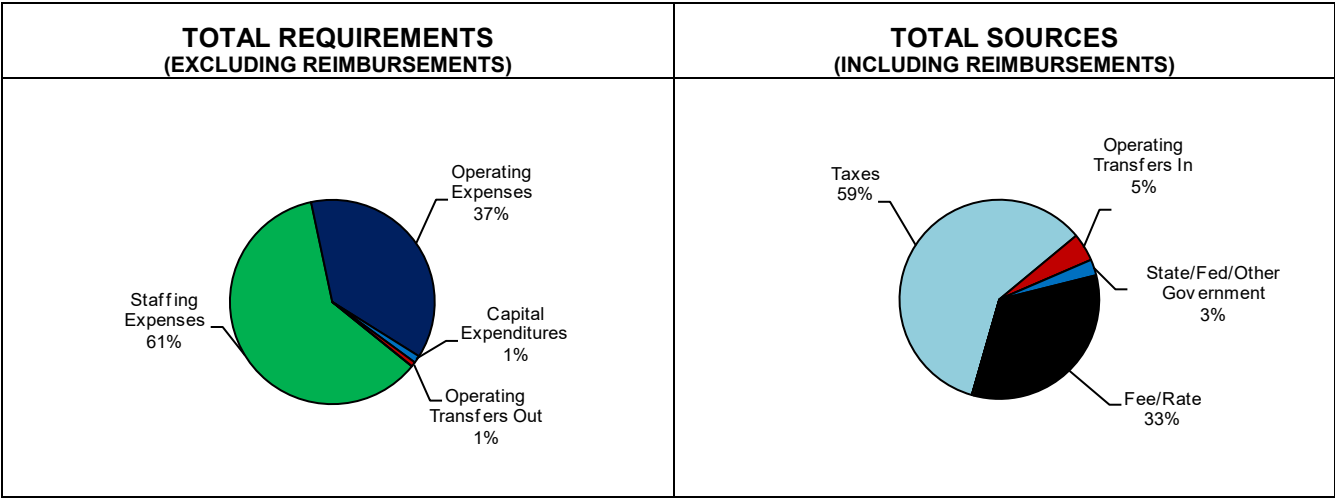
Mountain Regional Service Zone

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 Angelus Oaks (Station #98), Fawnskin (Station #96), Forest Falls (Station #99), Green Valley Lake (Station #95), Lake Arrowhead (Stations #91, #92, #93 and #94) and Crest Forest (Stations #24, #25, #26, #28, #29 and #30). Ambulance transport services are provided to the communities of Lake Arrowhead (from Stations #91 and #94) and Crestline (from Stations #25 and #26).

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$23,478,106
Total Sources (Incl. Reimb.)	\$23,478,106
Use of / (Contribution to) Fund Balance	\$0
Total Staff	90

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Mountain Regional Service Zone

BUDGET UNIT: 600 2448
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A) Change From Prior Year
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Modified Budget
Requirements							
Staffing Expenses	11,297,287	12,517,548	12,811,655	13,885,790	13,824,450	14,283,461	397,671
Operating Expenses	3,697,173	4,142,175	5,507,077	8,851,244	7,763,866	8,746,090	(105,154)
Capital Expenditures	129,983	277,364	251,396	1,166,200	735,140	273,045	(893,155)
Total Exp Authority	15,124,443	16,937,087	18,570,128	23,903,234	22,323,456	23,302,596	(600,638)
Reimbursements	(2,563)	0	(23,135)	(26,164)	(26,164)	0	26,164
Total Appropriation	15,121,880	16,937,087	18,546,993	23,877,070	22,297,292	23,302,596	(574,474)
Operating Transfers Out	54,449	163,216	100,725	106,558	106,558	175,510	68,952
Total Requirements	15,176,329	17,100,303	18,647,718	23,983,628	22,403,850	23,478,106	(505,522)
Sources							
Taxes	12,623,175	12,977,528	13,282,862	14,111,955	13,693,748	13,974,056	(137,899)
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	335,125	503,808	482,729	475,078	431,399	607,263	132,185
Fee/Rate	2,113,390	2,357,029	3,059,153	2,255,404	2,745,054	7,745,209	5,489,805
Other Revenue	427,381	141,787	138,418	81,492	98,366	83,588	2,096
Total Revenue	15,499,071	15,980,152	16,963,162	16,923,929	16,968,567	22,410,116	5,486,187
Operating Transfers In	206,288	1,521,391	2,439,686	3,289,028	2,031,588	1,067,990	(2,221,038)
Total Financing Sources	15,705,359	17,501,543	19,402,848	20,212,957	19,000,155	23,478,106	3,265,149
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(529,030)	(401,240)	(755,130)	3,770,671	3,403,695	0	(3,770,671)
Available Reserves				594,167		961,143	366,976
Total Fund Balance				4,364,838		961,143	(3,403,695)
Budgeted Staffing*	97	103	97	97	97	90	(7)

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$23.5 million include the following:

- Staffing Expenses of \$14.3 million to provide fire protection, paramedic, ambulance transport, and administrative services to this regional service zone.
- Operating Expenses of \$8.7 million for operations of 14 fire stations including facility costs and improvements, vehicle replacement, vehicle services charges, various improvement projects, COWCAP charges, and various other services/supplies.

Sources of \$23.5 million include the following:

- Property tax revenue of \$14.0 million.
- State/Federal/Other Government revenue of \$607,263 consisting primarily of federal funding under the Intergovernmental Transfer (IGT) program for emergency medical ground transport services.
- Fee/Rate revenue of \$7.7 million:
 - \$5.6 million in special taxes from expansion of Service Zone FP-5 as approved by the Board of Directors on October 16, 2018. Service Zone FP-5 includes a special tax to provide funding for fire protection and paramedic services. The amount of the special tax for 2019-20 is \$161.98 per parcel, which includes a 3% inflationary increase from prior year. This special tax replaces the prior voter-approved special taxes for Service Zone PM-1 Lake Arrowhead and Service Zone PM-4 Crestline.
 - \$2.1 million primarily from fees for providing ambulance services.
- Operating Transfers In of \$1.1 million from the County General Fund for support of ambulance operations within this regional service zone.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$505,522 primarily due to the completion and/or cancellation of several capital improvement projects budgeted in 2018-19.

Sources are increasing by \$3.3 million, which include the following:

- \$5.6 million increase from the aforementioned Board-action approving expansion of Service Zone FP-5.
- \$2.2 million decrease in Operating Transfers In:
 - \$1.3 million less from the Mountain Regional Service Zone Reserve Fund for capital improvement projects.
 - \$963,598 less from the County General Fund (from \$2.0 million to \$1.1 million) as follows:
 - \$741,118 of reduced support for fire services at Station 96 in Fawnskin, which are now funded by special tax revenue received from the expansion of Service Zone FP-5.
 - \$222,480 of reduced support for ambulance operations due to increased fee revenue from providing this service.

ANALYSIS OF FUND BALANCE

There is no budgeted Use of Fund Balance for 2019-20.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Mountain Regional Service Zone	97	0	(7)	0	90	11	79
Total	97	0	(7)	0	90	11	79

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$14.3 million fund 90 budgeted positions of which 79 are regular positions and 11 are limited term positions. Budgeted Staffing is decreased by 7 positions as follows:

- Deletion of 1 Office Assistant I transferred to County Fire Administration as the position better aligns with the functions of that division.
- Deletion of 6 Paid-Call Firefighter positions (limited term) that are no longer necessary to fulfill the service demands in the areas of Green Valley, Angelus Oaks, and Forest Falls.



North Desert Regional Service Zone

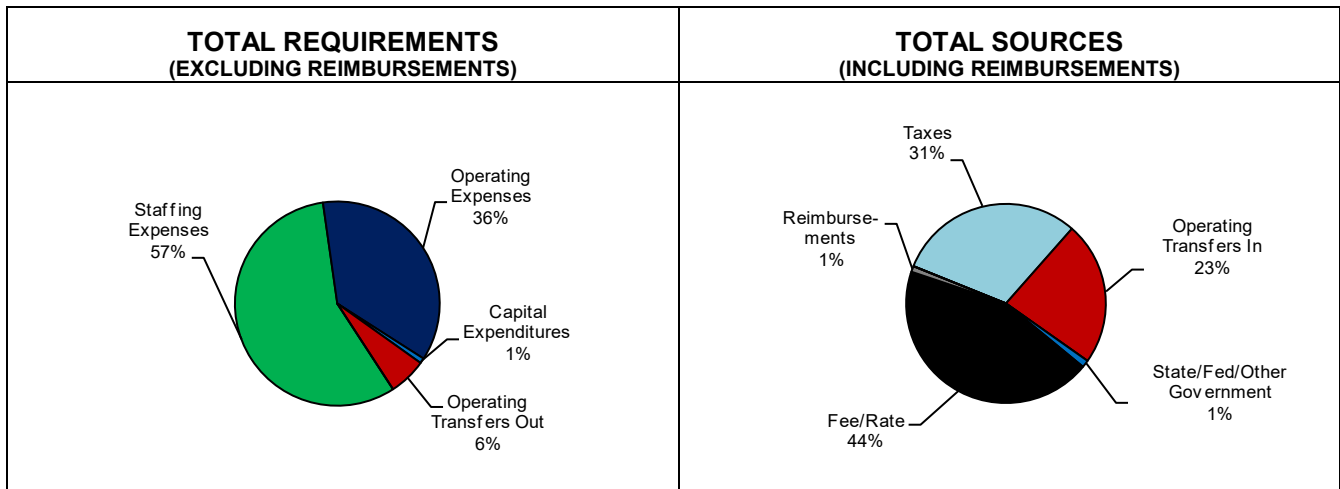
DESCRIPTION OF MAJOR SERVICES

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 Spring Valley Lake (Station #22), Summit Valley (Station #48), Lucerne Valley (Station #8), Lucerne Valley – East (Station #7), Helendale/Silver Lakes (Station #4), Phelan (Station #10), Wrightwood (Station #14), Pinon Hills (Station #13), El Mirage (Station #11), Baldy Mesa (Station #16), Oak Hills (Station #40), Mt. View Acres (Station #37), Harvard (Station #52), Baker (Station #53), Hinkley (Station #56), Searles Valley (Station #57), and the City of Hesperia (Stations #302, #304 and #305). Fire protection services are also provided to the City of Adelanto (Station #322) through a service contract. Ambulance transport services are provided to Lucerne Valley, Searles Valley, Baker and Wrightwood.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$51,527,747
Total Sources (Incl. Reimb.)	\$51,527,747
Use of / (Contribution to) Fund Balance	\$0
Total Staff	187

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: North Desert Regional Service Zone

BUDGET UNIT: 590 2442, 201 2415, 590 2465
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	31,936,436	33,024,233	34,934,372	36,343,026	34,546,088	29,328,460	(7,014,566)
Operating Expenses	12,638,693	13,428,865	16,985,584	18,810,280	17,809,752	18,707,371	(102,909)
Capital Expenditures	165,692	175,573	151,468	333,620	248,731	426,262	92,642
Total Exp Authority	44,740,821	46,628,671	52,071,424	55,486,926	52,604,571	48,462,093	(7,024,833)
Reimbursements	(1,408,624)	(1,433,195)	(1,608,486)	(1,718,795)	(1,540,662)	(487,289)	1,231,506
Total Appropriation	43,332,197	45,195,476	50,462,938	53,768,131	51,063,909	47,974,804	(5,793,327)
Operating Transfers Out	108,898	1,294,215	1,326,269	1,289,539	1,371,767	3,065,654	1,776,115
Total Requirements	43,441,095	46,489,691	51,789,207	55,057,670	52,435,676	51,040,458	(4,017,212)
Sources							
Taxes	6,873,142	7,310,962	7,774,051	8,360,700	12,852,137	15,653,165	7,292,465
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	485,417	717,688	694,410	675,779	428,406	612,047	(63,732)
Fee/Rate	29,064,344	29,875,744	34,003,929	32,481,854	25,334,975	22,606,589	(9,875,265)
Other Revenue	110,930	119,738	164,408	110,065	186,567	162,014	51,949
Total Revenue	36,533,833	38,024,132	42,636,798	41,628,398	38,802,085	39,033,815	(2,594,583)
Operating Transfers In	4,452,010	9,678,662	11,720,828	12,272,753	11,796,123	12,006,643	(266,110)
Total Financing Sources	40,985,843	47,702,794	54,357,626	53,901,151	50,598,208	51,040,458	(2,860,693)
Fund Balance							
Use of/ (Contribution to) Fund Balance**	2,455,252	(1,213,103)	(2,568,419)	1,156,519	1,837,468	0	(1,156,519)
Available Reserves				3,831,941		3,150,992	(680,949)
Total Fund Balance				4,988,460		3,150,992	(1,837,468)
Budgeted Staffing*	237	230	236	228	228	187	(41)

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$51.0 million include the following:

- Staffing Expenses of \$29.3 million to provide fire protection, paramedic, ambulance transport, and administrative services to this regional service zone.
- Operating Expenses of \$18.7 million for operations of 20 fire stations including facility costs and improvements, vehicle replacement, vehicle services, COWCAP, and various other services/supplies.
- Operating Transfers Out of \$3.1 million primarily reflect \$2.7 million from the following special tax funds to the North Desert Regional Service Zone's operating fund:
 - Service Zone FP-5 - Helendale/Silver Lakes (\$1.2 million).
 - Hesperia Community Facilities District (CFD) 94-01 (\$1.5 million).

Sources of \$51.0 million include the following:

- Property tax revenue of \$15.7 million.
- State/Federal/Other Government revenue of \$612,047 consisting primarily of federal funding under the Intergovernmental Transfer (IGT) program for emergency medical ground transport services.
- Fee/Rate revenue of \$22.6 million:
 - \$12.1 million in special taxes from Service Zone FP-5 for fire protection and paramedic services (the amount of the annual special tax for 2019-20 is \$161.98 per parcel, which includes a 3% inflationary increase from prior year):
 - \$10.9 million from expansion of Service Zone FP-5 as approved by the Board of Directors on October 16, 2018. The special tax for Service Zone FP-5 replaces the prior voter-approved special taxes for Service Zone FP-1 Red Mountain, Service Zone FP-2 Windy Acres, and Service Zone FP-3 El Mirage.
 - \$1.2 million from Service Zone FP-5 Helendale/Silver Lakes.
 - \$5.1 million from fees for providing ambulance services.



- \$4.7 million from the fire services contract with the City of Adelanto.
- \$750,000 from the Hesperia CFD 94-01 special tax.
- Operating Transfers In of \$12.0 million:
 - \$6.3 million from the County General Fund to support ambulance operations within this regional service zone (\$3.9 million) and to fund the operating costs of Station 53 in Baker (\$2.4 million).
 - \$3.0 million from the North Desert Regional Service Zone Reserve Fund to acquire land for replacement of three fire stations in the City of Hesperia (\$2.3 million) and to proceed with two capital improvement projects for Station #53 in Baker (\$650,000).
 - \$1.5 million from the Hesperia CFD 94-01 special tax fund to the operating fund of this regional service zone.
 - \$1.2 million from the Service Zone FP-5 (Helendale/Silver Lakes) special tax fund to the operating fund of this regional zone.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$4.0 million, which includes the following significant changes:

- \$10.7 million decrease, including reductions in staffing and fire station expenses, from termination of the fire services contract with the City of Victorville.
- \$2.5 million increase in transfers to the County's Capital Improvement Program for several capital projects scheduled in 2019-20.
- \$1.5 million increase in Operating Transfers Out from the Hesperia CFD 94-01 special tax fund to the North Desert Regional Service Zone's operating fund.
- \$1.2 million increase in transfers to County Fire Administration for the replacement of vehicles.
- \$1.0 million increase for the addition of six firefighter positions to fill service demands in the County unincorporated areas previously serviced from fire stations in the City of Victorville.

Sources are decreasing by \$2.9 million, which includes the following significant changes:

- \$7.3 million increase in Taxes (property tax revenue) primarily due to the annexation of the Hesperia Fire Protection District that occurred in 2018-19.
- \$9.9 million decrease in Fee/Rate revenue primarily as follows:
 - \$13.6 million decrease from termination of the fire services contract with the City of Victorville.
 - \$10.9 million increase in special tax revenue from the aforementioned Board action approving expansion of Service Zone FP-5.
 - \$7.4 million decrease in fee for service revenue due to the annexation of the Hesperia Fire Protection District that occurred in 2018-19.
- \$266,110 decrease in Operating Transfers In as follows:
 - \$4.3 million less from the County General Fund (from \$10.6 million to \$6.3 million):
 - \$4.9 million of reduced support for fire services at various stations. These services are now funded by special tax revenue received from the expansion of Service Zone FP-5.
 - \$581,554 of additional support for the increased cost of ambulance operations within this regional service zone.
 - \$2.4 million increase from the North Desert Regional Service Zone Reserve Fund for capital improvement projects.
 - \$1.5 million increase from the Hesperia CFD 94-01 special tax fund to the operating fund of this regional service zone.
 - \$123,006 increase from the Service Zone FP-5 (Helendale/Silver Lakes) special tax fund to the operating fund of this regional service zone.

ANALYSIS OF FUND BALANCE

There is no budgeted Use of Fund Balance for 2019-20.



2019-20 POSITION SUMMARY*

	2018-19				2019-20			
Division	Modified Budget	Adds	Deletes	Re-Orgs	Recommended		Limited	Regular
North Desert Regional Service Zone	228	13	(54)	0	187		10	177
Total	228	13	(54)	0	187		10	177

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$29.3 million fund 187 budgeted positions of which 177 are regular positions and 10 are limited term positions. Budgeted Staffing is decreased by a net of 41 positions as follows:

- Deletion of 48 positions (15 Captains, 15 Engineers, 15 Firefighter-Paramedics, and 3 Firefighter-EMT's) from the City of Victorville's contract termination with County Fire for fire protection services.
- Deletion of 4 positions (1 Office Assistant I, 1 Collections Officer I, 1 Collections Officer II, and 1 Public Service Employee) that are transferred to County Fire Administration.
- Deletion of 2 Paid-Call Firefighters positions (limited term) that are no longer necessary to fulfill the service demands in the Oak Hills area.
- Addition of 3 Firefighter-Paramedics for Station #4 (Helendale/Silver Lakes) to fill service demands in the County unincorporated areas previously serviced from fire stations in the City of Victorville.
- Addition of 3 Firefighter-EMT's for Station #304 (Hesperia) to fill service demands in the County unincorporated areas previously serviced from fire stations in the City of Victorville.
- Addition of 6 positions (3 Ambulance Operator-Paramedics and 3 Ambulance Operator-EMT's) to eliminate the budgeted use of dual-fill positions for the unincorporated area of Baker.
- Addition of 1 limited term Public Service Employee to assist with various administrative functions.



South Desert Regional Service Zone

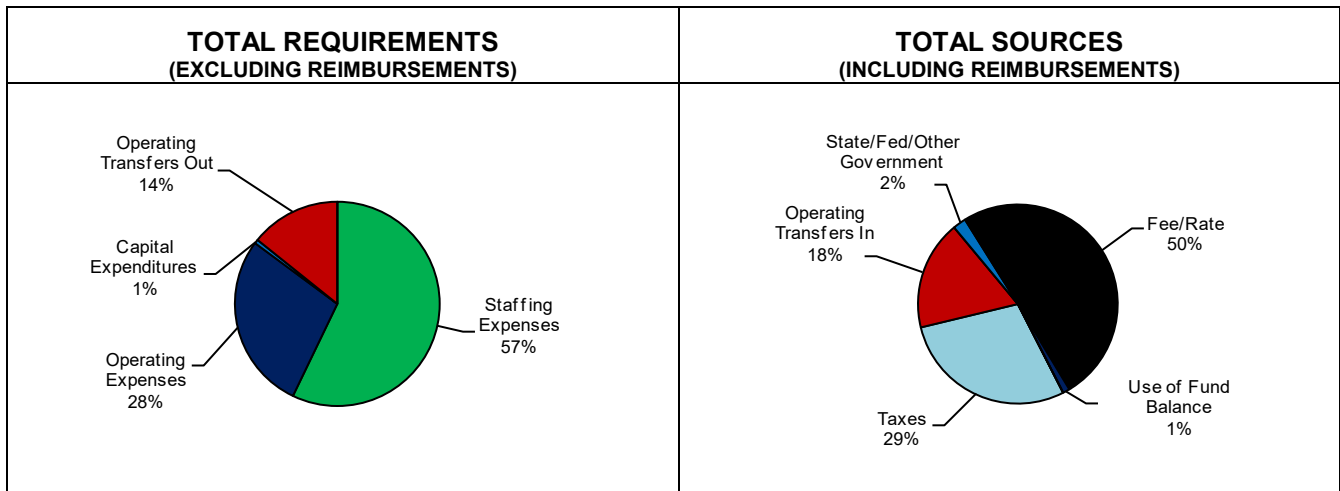
DESCRIPTION OF MAJOR SERVICES

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 to 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), Yucca Mesa (Station #42), Yucca Valley (Station #41), City of Needles (Station #32), Wonder Valley and the City of Twentynine Palms (Station #44). Ambulance transport services are provided to Havasu Lake and Yucca Valley.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$23,713,715
Total Sources (Incl. Reimb.)	\$23,448,715
Use of / (Contribution to) Fund Balance	\$265,000
Total Staff	80

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: South Desert Regional Service Zone

BUDGET UNIT: 610 2454, 610 2462, 610 2463
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	9,129,497	11,474,871	11,767,743	12,684,490	13,525,482	13,549,016	864,526
Operating Expenses	2,946,893	3,319,962	4,780,206	5,662,821	4,690,628	6,641,686	978,865
Capital Expenditures	289,510	58,893	46,410	164,800	19,000	150,145	(14,655)
Total Exp Authority	12,365,900	14,853,726	16,594,359	18,512,111	18,235,110	20,340,847	1,828,736
Reimbursements	(199,373)	0	(651,901)	0	0	0	0
Total Appropriation	12,166,527	14,853,726	15,942,458	18,512,111	18,235,110	20,340,847	1,828,736
Operating Transfers Out	54,449	2,398,778	2,480,134	2,608,000	2,897,931	3,372,868	764,868
Total Requirements	12,220,976	17,252,504	18,422,592	21,120,111	21,133,041	23,713,715	2,593,604
Sources							
Taxes	5,783,467	6,193,217	6,459,613	7,213,427	6,649,346	6,812,212	(401,215)
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	507,959	806,801	858,071	826,769	343,085	505,830	(320,939)
Fee/Rate	2,611,215	4,709,651	5,757,108	4,682,769	5,040,368	11,841,281	7,158,512
Other Revenue	89,215	114,207	174,281	94,454	97,869	78,295	(16,159)
Total Revenue	8,991,856	11,823,876	13,249,073	12,817,419	12,130,668	19,237,618	6,420,199
Operating Transfers In	1,152,109	6,538,987	7,104,659	7,169,192	7,288,079	4,211,097	(2,958,095)
Total Financing Sources	10,143,965	18,362,863	20,353,732	19,986,611	19,418,747	23,448,715	3,462,104
Fund Balance							
Use of/ (Contribution to) Fund Balance**	2,077,011	(1,110,359)	(1,931,140)	1,133,500	1,714,294	265,000	(868,500)
Available Reserves				4,261,592		3,415,798	(845,794)
Total Fund Balance				5,395,092		3,680,798	(1,714,294)
Budgeted Staffing*	82	84	80	80	80	80	0

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$23.7 million include the following:

- Staffing Expenses of \$13.5 million to provide fire protection, paramedic, ambulance transport, and administrative services to this regional service zone.
- Operating Expenses of \$6.6 million for operations of 13 fire stations including facility costs and improvements, vehicle and equipment replacement, vehicle services, and various other services/supplies.
- Operating Transfers Out of \$3.4 million, which primarily reflect \$3.2 million from the following special tax funds to the South Desert Regional Service Zone's operating fund:
 - Service Zone FP-5 – Twentynine Palms (\$2.7 million).
 - Service Zone FP-5 – Needles (\$482,395).

Sources of \$23.4 million include the following:

- Property tax revenue of \$6.8 million.
- State/Federal/Other Government revenue of \$505,830 consisting primarily of federal funding under the Intergovernmental Transfer (IGT) program for emergency medical ground transport services.
- Fee/Rate revenue of \$11.8 million:
 - \$9.8 million in special taxes from Service Zone FP-5 for fire protection and paramedic services (the amount of the annual special tax for 2019-20 is \$161.98 per parcel, which includes a 3% inflationary increase from the prior year):
 - \$7.0 million from expansion of Service Zone FP-5 as approved by the Board of Directors on October 16, 2018. The special tax for Service Zone FP-5 replaces the prior voter-approved special taxes for Service Zone FP-4 Wonder Valley and Service Zone FP-6 Havasu Lake.
 - \$2.4 million from Service Zone FP-5 Twentynine Palms.
 - \$482,395 from Service Zone FP-5 Needles.



- \$2.0 million from fees for providing ambulance services.
- Operating Transfers In of \$4.2 million:
 - \$993,538 from the County General Fund to support ambulance operations within this regional service zone.
 - \$3.2 million from the Service Zone FP-5 special tax funds for Twentynine Palms (\$2.7 million) and Needles (\$482,395) to this regional service zone's operating fund.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$2.6 million, which includes these significant changes:

- \$864,526 increase in Staffing Expenses primarily due to the budget for certain costs, including medical premium subsidies for staff in Baker and Needles, being understated in 2018-19.
- \$978,865 increase in Operating Expenses primarily due to this regional service zone contributing more towards the cost of the hand crew program, fire prevention services, training, and vehicle replacement.
- \$764,868 increase in Operating Transfers Out primarily due to increased transfers from the Service Zone FP-5 special tax funds to the South Desert Regional Service Zone's operating fund for various ongoing and one-time costs.

Sources are increasing by \$3.5 million, which includes these significant changes:

- \$401,215 decrease in Taxes (property tax revenue) based on the estimated amount for 2018-19.
- \$7.0 million increase in special tax revenue from the aforementioned Board action approving expansion of Service Zone FP-5.
- \$3.0 million decrease in Operating Transfers In as follows:
 - \$3.6 million less from the County General Fund (from \$4.6 million to \$993,538):
 - \$2.0 million of reduced support for fire services in the communities of Joshua Tree and Wonder Valley. These services are now funded by special tax revenue received from the expansion of Service Zone FP-5.
 - \$1.6 million of reduced support for ambulance operations due to increased fee revenue from providing services.
 - \$590,517 increase from the Service Zone FP-5 (Twentynine Palms) special tax fund to the operating fund of this regional service zone.

ANALYSIS OF FUND BALANCE

This budget unit includes the Use of Fund Balance of \$265,000 for various capital improvement projects including construction of a boat lift at Station #32 in Needles (\$155,000).

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
South Desert Regional Service Zone	80	0	0	0	80	5	75
Total	80	0	0	0	80	5	75

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$13.5 million fund 80 budgeted positions of which 75 are regular positions and 5 are limited term positions. There are no changes to Budgeted Staffing.



Valley Regional Service Zone

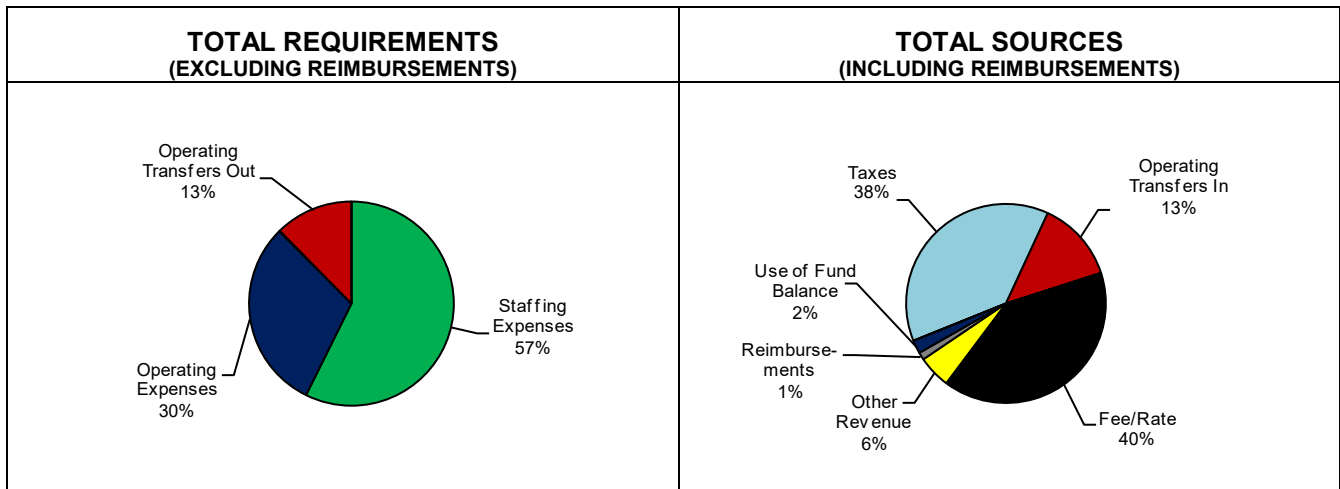
DESCRIPTION OF MAJOR SERVICES

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 Devore (Station #2), San Antonio Heights (Station #12), Lytle Creek (Station #20), Mt. Baldy (Station #200), Muscoy (Station #75), Bloomington (Station #76), Mentone (Station #9), Oak Glen (Station #555), City of Grand Terrace (Station #23), City of Upland (Stations #161, #163 and #164), City of San Bernardino (Stations #221, #222, #224, #225, #226, #227, #228, #229, #231, #232 and #233), and the unincorporated areas of Colton 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.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$118,244,544
Total Sources (Incl. Reimb.)	\$115,696,678
Use of / (Contribution to) Fund Balance	\$2,547,866
Total Staff	340

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Valley Regional Service Zone

580 2434, 580 2460, 580 2461,
BUDGET UNIT: 580 2464, 106 2416
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A) Change From Prior Year
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Modified Budget
Requirements							
Staffing Expenses	30,372,419	53,497,729	59,168,643	66,965,282	65,667,084	67,770,538	805,256
Operating Expenses	9,007,340	15,402,887	18,957,571	40,568,559	23,997,720	35,730,573	(4,837,986)
Capital Expenditures	17,900	477,025	643,703	2,874,493	1,622,487	145,000	(2,729,493)
Total Exp Authority	39,397,659	69,377,641	78,769,917	110,408,334	91,287,291	103,646,111	(6,762,223)
Reimbursements	(1,147,656)	(1,295,006)	(1,331,397)	(2,062,603)	(1,412,603)	(1,435,754)	626,849
Total Appropriation	38,250,003	68,082,635	77,438,520	108,345,731	89,874,688	102,210,357	(6,135,374)
Operating Transfers Out	49,143	7,655,736	11,043,650	13,793,613	12,574,700	14,598,433	804,820
Total Requirements	38,299,146	75,738,371	88,482,170	122,139,344	102,449,388	116,808,790	(5,330,554)
Sources							
Taxes	10,317,932	36,104,464	32,750,183	44,260,052	43,724,386	44,930,849	670,797
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	85,023	211,031	272,029	298,465	248,228	253,193	(45,272)
Fee/Rate	25,046,156	35,291,667	49,781,711	43,034,217	42,979,923	47,252,646	4,218,429
Other Revenue	83,454	233,351	355,369	6,230,952	368,315	6,274,835	43,883
Total Revenue	35,532,565	71,840,513	83,159,292	93,823,686	87,320,852	98,711,523	4,887,837
Operating Transfers In	229,367	7,883,747	10,306,264	16,896,626	11,654,708	15,549,401	(1,347,225)
Total Financing Sources	35,761,932	79,724,260	93,465,556	110,720,312	98,975,560	114,260,924	3,540,612
Fund Balance							
Use of/ (Contribution to) Fund Balance**	2,537,214	(3,985,889)	(4,983,386)	11,419,032	3,473,828	2,547,866	(8,871,166)
Available Reserves				1,489,361		6,886,699	5,397,338
Total Fund Balance				12,908,393		9,434,565	(3,473,828)
Budgeted Staffing*	170	293	330	341	341	340	(1)

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$116.8 million include the following:

- Staffing Expenses of \$67.8 million to provide fire protection, paramedic, and administrative services to this regional service zone.
- Operating Expenses of \$35.7 million for operations of 30 fire stations including facility costs and improvements, vehicle services and replacement, and various other services/supplies. Included in this amount are transfers to the County's Capital Improvement Program for a new fire station in the Rosena Ranch/Fontana area (\$6.0 million).
- Capital Expenditures of \$145,000 for various improvement projects and equipment purchases.
- Operating Transfers Out of \$14.6 million primarily reflect \$14.1 million from the following special tax funds to the Valley Regional Service Zone's operating fund:
 - Service Zone FP-5 – San Bernardino (\$9.5 million)
 - Service Zone FP-5 – West Valley (\$3.4 million).
 - Community Facilities District (CFD) 1033 - San Bernardino (\$1.2 million).



Sources of \$114.3 million include the following:

- Property tax revenue of \$44.9 million.
- Fee/Rate revenue of \$47.3 million includes:
 - \$30.3 million from the fire services contract with the Fontana Fire Protection District.
 - \$15.2 million in special taxes from Service Zone FP-5 for fire protection and paramedic services (the amount of the annual special tax for 2019-20 is \$161.98 per parcel, which includes a 3% inflationary increase from prior year):
 - \$3.7 million from expansion of Service Zone FP-5 as approved by the Board of Directors on October 16, 2018. The special tax for Service Zone FP-5 replaces the prior voter-approved special taxes for Service Zone PM-2 Highland, Service Zone PM-3 Yucaipa, and Community Facilities District 2006-1 Lytle Creek North.
 - \$8.1 million from Service Zone FP-5 San Bernardino.
 - \$3.4 million from Service Zone FP-5 West Valley.
 - \$1.1 million from CFD 1033 - San Bernardino (City) special tax to fund fire protection services in the City's Verdernont area. Services are provided through Station #232.
 - \$770,779 from a contract with the San Bernardino International Airport Authority (SBIAA) to provide fire services at the airport.
- Other Revenue of \$6.3 million primarily represents bond proceeds of \$6.0 million issued by CFD 2006-1 (Lytle Creek North) to fund a new fire station in the Rosena Ranch/Fontana area.
- Operating Transfers In of \$15.5 million include the following transfers to the Valley Regional Service Zone's operating fund:
 - \$9.5 million from Service Zone FP-5 - San Bernardino for operations and various capital improvement projects.
 - \$3.4 million from Service Zone FP-5 – West Valley for operations.
 - \$1.4 million from the Valley Regional Service Zone Reserve Fund, through funds donated by the San Manuel Band of Mission Indians, to acquire land for the replacement of two fire stations in the City of San Bernardino.
 - \$1.2 million from CFD 1033 – San Bernardino primarily for operations.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$5.3 million primarily due to cancellation of the construction project to relocate Station #229 in the City of San Bernardino.

Sources are increasing by \$3.5 million, which include these significant changes:

- \$4.2 million increase in Fee/Rate revenue as follows:
 - \$3.7 million increase in special tax revenue from the aforementioned Board action approving expansion of Service Zone FP-5.
 - \$839,677 increase in contract services for the City of Fontana.
 - \$441,004 decrease due to termination of special taxes for Service Zone PM-2 Highland, Service Zone PM-3 Yucaipa, and Community Facilities District 2006-1 Lytle Creek North.
 - \$113,677 net increase in special tax revenue from Service Zone FP-5 – San Bernardino and Service Zone FP-5 – West Valley.
- \$1.3 million decrease in Operating Transfers In primarily due to less funding transferred from the Valley Regional Service Zone Reserve Fund for capital improvement projects.
- \$670,797 increase in Taxes (property tax revenue), which reflects a 1.5% increase from the 2018-19 estimated amount.



ANALYSIS OF FUND BALANCE

This budget unit includes the Use of Fund Balance of \$2.5 million for various capital improvement projects. The most notable of these projects are:

- \$696,594 to replace existing asphalt and concrete at Station #221 (San Bernardino).
- \$496,469 to replace existing asphalt and concrete at Station #224 (San Bernardino).
- \$350,000 to replace existing asphalt and concrete at Station #222 (San Bernardino).
- \$350,000 for the remodel of two bathrooms at Station #163 (Upland).
- \$317,200 for sewer system connection at Station #9 (Mentone).
- \$125,000 for new stucco and paint at Station #9 (Mentone).

2019-20 POSITION SUMMARY*

	2018-19				2019-20		
Division	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Valley Regional Service Zone	341	1	(3)	0	339	0	339
Office of Emergency Services	0	1	0	0	1	0	1
Total	341	2	(3)	0	340	0	340

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$67.8 million fund 340 regular budgeted positions. Budgeted Staffing is decreased by a net 1 position as follows:

- Addition of 1 Office Assistant II to assist with various office-related duties.
- Addition of 1 Emergency Services Officer transferred from the Office of Emergency Services because the position is funded through a service contract between County Fire and the Fontana Fire Protection District.
- Deletion of 1 Office Assistant I transferred to County Fire Administration as the position better aligns with the functions of that division.
- Deletion of 2 Public Service Employees as these limited term positions are no longer needed to fulfill the service demands for this regional service zone.



Hazardous Materials

DESCRIPTION OF MAJOR SERVICES

County Fire is a community-based, all hazard emergency services organization that provides for the oversight and regulation, pursuant to California Health and Safety Code requirements, of hazardous materials and wastes for businesses located within the County of San Bernardino. These businesses reside in incorporated cities and unincorporated areas within the County. The Hazardous Materials (HazMat) Division functions to protect the health and safety of the public and the environment of the County of San Bernardino by assuring that regulated businesses are properly managing, handling, and storing hazardous materials.

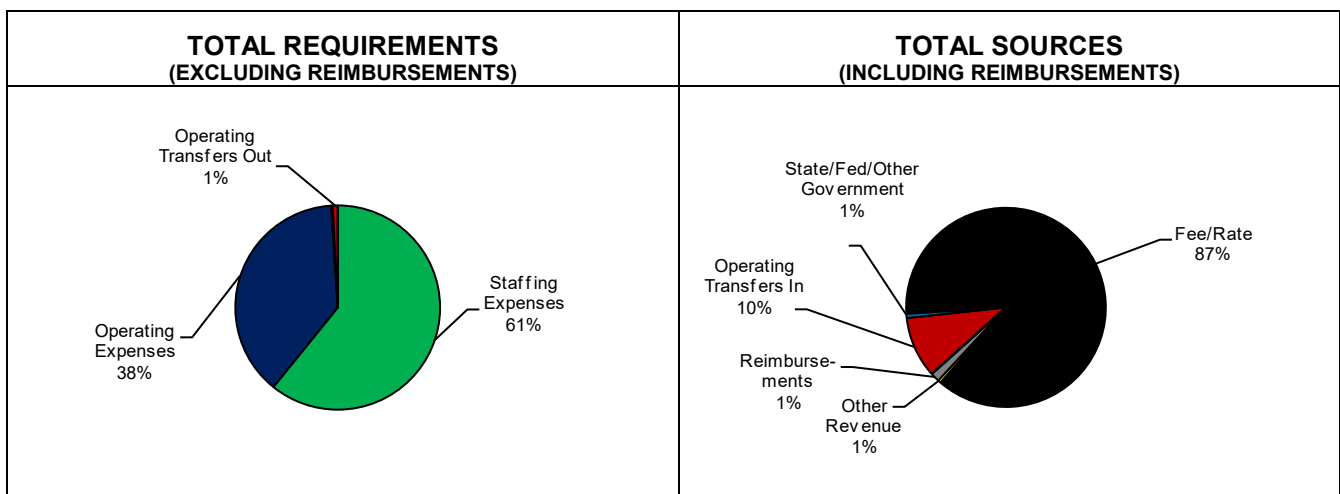
Budget at a Glance

Total Requirements (Excl. Reimb.)	\$9,942,487
Total Sources (Incl. Reimb.)	\$9,942,487
Use of / (Contribution to) Fund Balance	\$0
Total Staff	48

The HazMat Division operates several programs that provide services through inspection, emergency response, site remediation, enforcement, and hazardous waste management services including:

- The Certified Unified Program Agency (CUPA), which implements six elements as one integrated program that inspects approximately 7,500 facilities annually to ensure the proper management of hazardous materials and wastes.
- The Underground Storage Tank (UST) Program focuses on annual hazardous materials inspections, including the construction, removal, operation, and monitoring of approximately 800 underground storage systems. As a result of annual inspections, infractions have led to the investigation and enforcement of non-compliant systems, which contributes to the efforts of removing potential contaminants and protecting ground water.
- The Hazardous Materials Response Team (HMRT) provides emergency response activities to, and investigation of, releases or threat of release of hazardous materials. This 24/7 HMRT responds to all types of hazardous material releases from businesses, residents, pipelines, tanker trucks and rail cars, special events, and illegal activities. Additionally, the HMRT coordinates with the County of San Bernardino District Attorney's Office in order to prosecute environmental offenders.
- Environmental Crimes Task Force coordinates all investigatory activity.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Hazardous Materials

BUDGET UNIT: 107 2421
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	4,214,906	4,999,310	5,136,902	6,073,286	5,809,985	6,045,395	(27,891)
Operating Expenses	2,257,717	2,375,911	2,587,859	3,587,262	2,435,981	3,795,773	208,511
Capital Expenditures	324,241	(103,540)	229,028	303,000	201,206	24,500	(278,500)
Total Exp Authority	6,796,864	7,271,681	7,953,789	9,963,548	8,447,172	9,865,668	(97,880)
Reimbursements	(206,660)	(352,442)	(235,083)	(252,188)	(252,188)	(144,456)	107,732
Total Appropriation	6,590,204	6,919,239	7,718,706	9,711,360	8,194,984	9,721,212	9,852
Operating Transfers Out	0	115,262	0	0	0	76,819	76,819
Total Requirements	6,590,204	7,034,501	7,718,706	9,711,360	8,194,984	9,798,031	86,671
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	35,000	35,000	65,000	30,000
Fee/Rate	6,580,161	6,814,081	6,772,651	7,893,980	8,226,771	8,693,060	799,080
Other Revenue	386,014	382,811	366,691	440,887	517,085	47,760	(393,127)
Total Revenue	6,966,175	7,196,892	7,139,342	8,369,867	8,778,856	8,805,820	435,953
Operating Transfers In	73,158	35,573	589,187	1,341,493	463,876	992,211	(349,282)
Total Financing Sources	7,039,333	7,232,465	7,728,529	9,711,360	9,242,732	9,798,031	86,671
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(449,129)	(197,964)	(9,823)	0	(1,047,748)	0	0
Available Reserves				3,408,370		4,456,118	1,047,748
Total Fund Balance				3,408,370		4,456,118	1,047,748
Budgeted Staffing*	47	46	46	50	50	48	(2)

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$9.8 million primarily include:

- Staffing Expenses of \$6.0 million to provide support, oversight, and regulation of all commercial hazardous materials and wastes within the County.
- Operating Expenses of \$3.8 million represent costs for facilities, insurances, vehicle replacements, CONFIRE dispatch charges, professional services related to the digitized imaging system project, and various other services/supplies.

Sources of \$9.8 million primarily include:

- Fee/Rate revenue of \$8.7 million from CUPA permit and inspection fees, hazmat emergency response fees, and other fees.
- Operating Transfers In of \$992,211 are budgeted from the HazMat Reserve Fund to fund the digitized file imaging system project and other one-time costs.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$86,671, which include the following:

- \$208,511 increase in Operating Expenses primarily due to increases in facility costs, 800 mHz radio expenses, maintenance charges, rents/leases, CUPA related computer hardware/software purchases, and software licensing.
- \$278,500 decrease in Capital Expenditures due to reduced vehicle and equipment replacement purchases budgeted for 2019-20.
- \$76,819 increase in Operating Transfers Out to the HazMat Reserve Fund for future equipment replacement.

Sources are increasing by \$86,671, which include the following:

- \$799,080 increase in Fee/Rate revenue from conducting more inspections.
- \$393,127 decrease in Other Revenue due to less revenue from delinquent charges and records research.
- \$349,282 decrease in Operating Transfers In from the HazMat Reserve Fund primarily due to reduced vehicle and equipment replacement purchases budgeted for 2019-20.

ANALYSIS OF FUND BALANCE

There is no budgeted Use of Fund Balance for 2019-20.

2019-20 POSITION SUMMARY*

	2018-19				2019-20			
Division	Modified Budget	Adds	Deletes	Re-Orgs	Recommended		Limited	Regular
Hazardous Materials	50	0	(2)	0	48		1	47
Total	50	0	(2)	0	48		1	47

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$6.0 million fund 48 budgeted positions, of which 47 are regular positions and 1 is limited term. Budgeted Staffing is decreased by 2 positions as follows:

- Deletion of 2 Accounts Representatives transferred to County Fire Administration as these positions better align with the functions of that division.



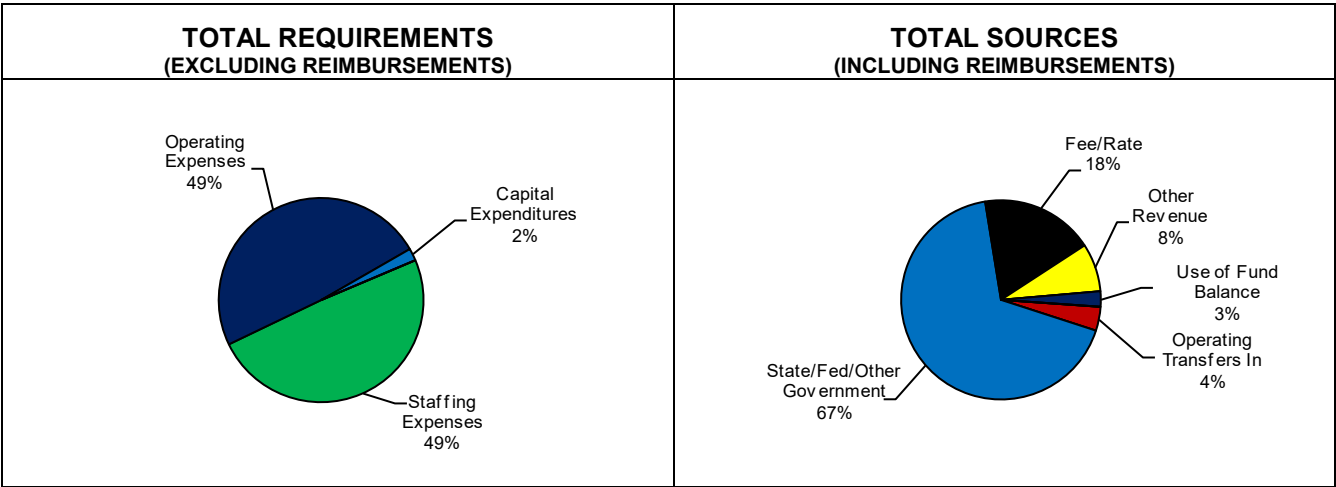
Household Hazardous Waste

DESCRIPTION OF MAJOR SERVICES

County Fire is a community-based, all hazard emergency services organization that provides a nationally recognized, award-winning Household Hazardous Waste (HHW) program for the management of hazardous waste generated by the communities in San Bernardino County. The program provides full service activities that include the collection, packaging, transportation, re-use, recycling, and ultimately environmentally safe disposal of hazardous waste. The program manages approximately four million pounds of hazardous waste mostly comprised of used paint, used oil, used and old batteries, electronics, pesticides and other household chemicals that cannot be disposed of in the drain or at municipal landfills. The HHW program also conducts public education and activities geared to reducing or eliminating the negative impact of these hazardous wastes on public health and the environment. HHW contracts with every major city/town in the County, except the City of Fontana who operates its own program, to make these services available to every County resident and small business.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,843,342
Total Sources (Incl. Reimb.)	\$3,747,502
Use of / (Contribution to) Fund Balance	\$95,840
Total Staff	23

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Household Hazardous Waste

BUDGET UNIT: 107 2419
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	(A) <u>2018-19</u>	<u>2018-19</u>	(B) <u>2019-20</u>	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	1,451,358	1,544,360	1,577,885	1,790,295	1,598,468	1,882,529	92,234
Operating Expenses	1,477,947	1,472,401	1,594,014	1,639,233	1,538,935	1,865,979	226,746
Capital Expenditures	83,661	36,844	58,228	165,500	105,500	74,000	(91,500)
Total Exp Authority	3,012,966	3,053,605	3,230,127	3,595,028	3,242,903	3,822,508	227,480
Reimbursements	0	0	0	(16,000)	(16,000)	0	16,000
Total Appropriation	3,012,966	3,053,605	3,230,127	3,579,028	3,226,903	3,822,508	243,480
Operating Transfers Out	0	0	0	0	0	20,834	20,834
Total Requirements	3,012,966	3,053,605	3,230,127	3,579,028	3,226,903	3,843,342	264,314
Sources							
Taxes	11,625	11,058	10,881	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	2,232,478	2,229,029	2,271,180	2,381,508	2,331,508	2,592,598	211,090
Fee/Rate	743,222	757,336	737,117	696,496	690,476	704,609	8,113
Other Revenue	158,576	159,220	296,574	298,933	322,124	300,795	1,862
Total Revenue	3,145,901	3,156,643	3,315,752	3,376,937	3,344,108	3,598,002	221,065
Operating Transfers In	231	20,384	155,548	202,091	137,591	149,500	(52,591)
Total Financing Sources	3,146,132	3,177,027	3,471,300	3,579,028	3,481,699	3,747,502	168,474
Fund Balance							
Use of (Contribution to) Fund Balance**	(133,166)	(123,422)	(241,173)	0	(254,796)	95,840	95,840
Available Reserves				1,385,896		1,544,852	158,956
Total Fund Balance				1,385,896		1,640,692	254,796
Budgeted Staffing*	34	35	34	35	35	23	(12)

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$3.8 million include:

- Staffing Expenses of \$1.9 million to provide full service activities for the collection, packaging, transportation, re-use, recycling, and environmentally safe disposal of HHW.
- Operating Expenses of \$1.9 million represent costs for the operations and administrative support to fulfill contracts with 23 cities and towns within the County, which ensures that these services are available to virtually all residents within the County.

Sources of \$3.7 million include:

- State/Federal/Other Government revenue of \$2.6 million (\$2.2 million from participating contract cities and \$400,000 in state grants).
- Fee/Rate revenue of \$704,609 (\$585,990 in special assessment taxes and \$118,619 from fees for various services provided).
- Other Revenue of \$300,795 (\$274,000 of which is from a MOU with the Department of Public Works – Solid Waste Management Division for continued participation in the HHW Collection Program).
- Operating Transfers In of \$149,500 from the Hazardous Materials Reserve Fund for various one-time costs including purchases of a replacement forklift, paint can crusher, and disposal data tracking scanners/tablets.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$264,314 primarily due to additional Operating Expenses of \$226,746 from increased purchase of materials, maintenance expenses, rent/lease costs, and allocated administrative overhead charges.

Sources are increasing by \$168,474 primarily due to increased revenue from state grants and the HHW program's 23 participating cities.

ANALYSIS OF FUND BALANCE

This budget includes the Use of Fund Balance of \$95,840 for a significant increase in the purchase of sharps containers. These containers are used to safely dispose of hypodermic needles and other sharp medical instruments as extreme care must be taken in the disposal of such waste.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Household Hazardous Waste	35	0	(12)	0	23	2	21
Total	35	0	(12)	0	23	2	21

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.9 million fund 23 budgeted positions of which 21 are regular positions and 2 are limited term positions. Budgeted Staffing is decreased by 12 positions as follows:

- Deletion of 12 limited term Household Hazardous Materials positions previously utilized on a part-time basis for certain events.



Office of Emergency Services (General Fund Department)

DESCRIPTION OF MAJOR SERVICES

County Fire is a community-based, all hazard emergency services organization 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 OES does not directly manage field operations, it ensures the coordination of disaster response and recovery efforts through day-to-day program management and is instrumental in the coordination 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. OES operates as the single point of contact for the California Office of Emergency Services (Cal OES) for all County Departments and activities.

Budget at a Glance

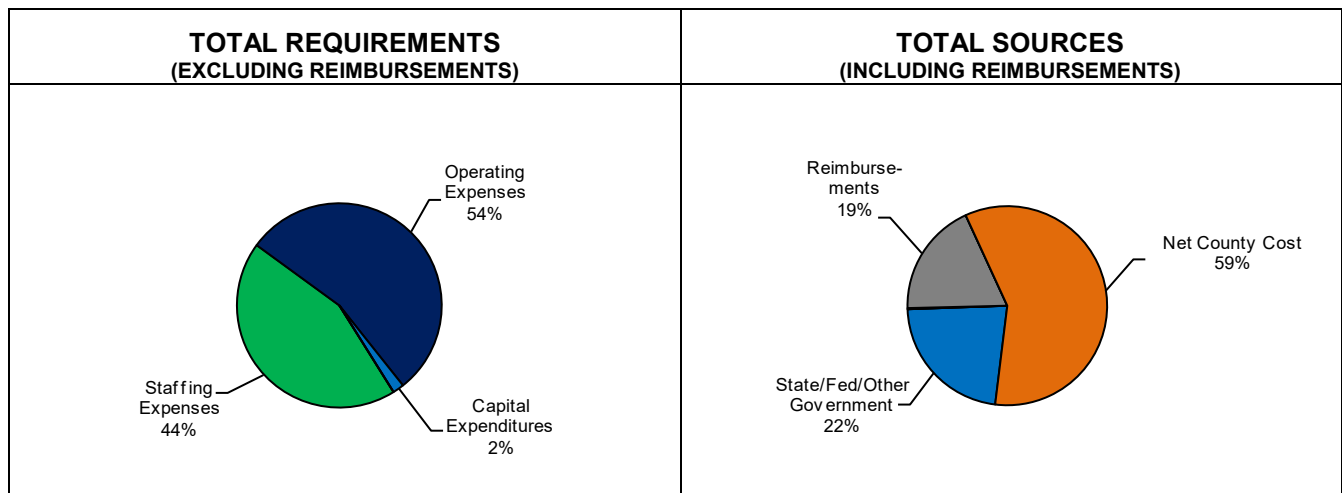
Total Requirements (Excl. Reimb.)	\$5,059,281
Total Sources (Incl. Reimb.)	\$2,085,045
Net County Cost	\$2,974,236
Total Staff	20
Funded by Net County Cost	59%

Other responsibilities of OES include the following:

- Management of numerous grants including the Homeland Security Grant Program (HSGP), the Emergency Management Performance Grant (EMPG), and Urban Areas Security Initiative (UASI), amongst others.
- Development and implementation of numerous countywide plans such as the Hazard Mitigation Plan, the Mass Care and Shelter Plan, and the Catastrophic Recovery Plan.
- Coordination of various task forces and boards, such as the County's Flood Area Safety Taskforce, the Reverse 9-1-1 system, and the County employee notification system.

In prior years, the budget for OES was represented as a special revenue fund. Effective July 1, 2019, a new County General Fund department has been established to account for the activity of OES. Accordingly, the special revenue fund for OES is no longer necessary and will therefore be eliminated.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: Office of Emergency Services
FUND: General

BUDGET UNIT: 108 1000
FUNCTION: Public Protection
ACTIVITY: Emergency Services

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	(A) <u>2018-19</u>	<u>2018-19</u>	(B) <u>2019-20</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	2,218,036	2,218,036
Operating Expenses	0	0	0	0	0	2,739,846	2,739,846
Capital Expenditures	0	0	0	0	0	90,356	90,356
Total Exp Authority	0	0	0	0	0	5,048,238	5,048,238
Reimbursements	0	0	0	0	0	(937,942)	(937,942)
Total Appropriation	0	0	0	0	0	4,110,296	4,110,296
Operating Transfers Out	0	0	0	0	0	11,043	11,043
Total Requirements	0	0	0	0	0	4,121,339	4,121,339
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	1,138,013	1,138,013
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	9,090	9,090
Total Revenue	0	0	0	0	0	1,147,103	1,147,103
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	1,147,103	1,147,103
Net County Cost	0	0	0	0	0	2,974,236	2,974,236
Budgeted Staffing*	0	0	0	0	0	20	20

*Data represents modified Budgeted Staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$4.1 million primarily include the following:

- Staffing Expenses of \$2.2 million to provide emergency management and disaster planning/coordination throughout the San Bernardino Operational Area.
- Operating Expenses of \$2.7 million for costs to support the County's 24 cities/towns and all unincorporated areas with disaster preparation, response, and mitigation. Also included in this amount are the operating costs of the County's Emergency Operations Center in Rialto.
- Reimbursements of \$937,942 represent HSGP and EMPG funds from the Cal OES Grant Programs budget unit to partially offset Staffing and Operating Expenses.

Sources of \$1.1 million represent revenue from the following federal grants:

- Complex Coordinated Terrorist Attacks (\$1.0 million).
- Urban Areas Security Initiative (\$110,000).



BUDGET CHANGES AND OPERATIONAL IMPACT

The budget changes for 2019-20 reflect the reassignment of OES from a special revenue fund to a general fund department. Comparing the 2019-20 budget numbers in this budget unit to last year's special revenue fund budget unit the following changes are noted: Decreases to Operating Expenses and Reimbursements in the amount of \$450,299 and \$804,881, respectively, due to less HSGP and EMPG grant funding anticipated in 2019-20. In addition, OES is budgeting \$269,513 less in federal revenue for the following programs:

- Complex Coordinated Terrorist Attacks (\$206,738)
- Urban Areas Security Initiative (\$62,775)

To help offset the reductions in Reimbursements and federal funding, the 2019-20 budget for OES includes an additional \$556,706 allocation of General Fund support.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Office of Emergency Services	0	18	(1)	0	17	0	17
Budget and Fiscal Services	0	3	0	0	3	0	3
Total	0	21	(1)	0	20	0	20

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.2 million fund 20 budgeted positions of which all are regular positions. Budgeted Staffing is increased by a net of 20 positions as follows:

- Addition of 21 positions transferred from the OES special revenue fund as all activity related to OES, including staffing, is now represented in the newly created general fund department.
- Deletion of 1 Emergency Services Officer transferred to County Fire's Valley Regional Service Zone, as the position is funded through a service contract between County Fire and the Fontana Fire Protection District.



Office of Emergency Services
(Special Revenue Fund)

DESCRIPTION OF MAJOR SERVICES

Effective July 1, 2019, a County General Fund department has been established for the Office of Emergency Services (OES). Therefore, activity related to OES, including the annual budget, is now presented as a General Fund department rather than a special revenue fund.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$0
Total Sources (Incl. Reimb.)	\$0
Use of / (Contribution to) Fund Balance	\$0
Total Staff	0

2019-20 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
No Requirements for this budget unit	No Sources for this budget unit



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Office of Emergency Services

BUDGET UNIT: 108 2426
FUNCTION: Public Protection
ACTIVITY: Emergency Services

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	1,683,286	1,783,022	2,010,927	2,301,238	2,105,066	0	(2,301,238)
Operating Expenses	1,276,958	2,251,814	1,642,535	3,190,145	1,985,790	0	(3,190,145)
Capital Expenditures	249,926	106,676	99,133	86,800	67,887	0	(86,800)
Total Exp Authority	3,210,170	4,141,512	3,752,595	5,578,183	4,158,743	0	(5,578,183)
Reimbursements	(581,270)	(932,194)	(910,985)	(1,742,823)	(1,025,112)	0	1,742,823
Total Appropriation	2,628,900	3,209,318	2,841,610	3,835,360	3,133,631	0	(3,835,360)
Operating Transfers Out	0	0	0	10,303	10,303	0	(10,303)
Total Requirements	2,628,900	3,209,318	2,841,610	3,845,663	3,143,934	0	(3,845,663)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	403,554	875,626	336,980	1,407,526	388,888	0	(1,407,526)
Fee/Rate	71,335	10,668	12,248	0	27,629	0	0
Other Revenue	9,720	47,856	11,265	20,607	0	0	(20,607)
Total Revenue	484,609	934,150	360,493	1,428,133	416,517	0	(1,428,133)
Operating Transfers In	1,903,391	1,922,271	2,479,808	2,417,530	2,726,128	0	(2,417,530)
Total Financing Sources	2,388,000	2,856,421	2,840,301	3,845,663	3,142,645	0	(3,845,663)
Fund Balance							
Use of/ (Contribution to) Fund Balance**	240,900	352,897	1,309	0	1,289	0	0
Available Reserves				1,289		0	(1,289)
Total Fund Balance				1,289		0	(1,289)
Budgeted Staffing*	20	19	21	21	21	0	(21)

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

There are no Requirements or Sources in this budget unit. Effective July 1, 2019, a new County General Fund department has been established to account for the activity of OES. As a result, this special revenue fund for OES is no longer necessary and is therefore terminated.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are each decreasing by \$3.8 million due to OES being reassigned from a special revenue fund to County General Fund department effective July 1, 2019.

ANALYSIS OF FUND BALANCE

There is no budgeted Use of Fund Balance as this special revenue fund is terminated.

2019-20 POSITION SUMMARY*

	2018-19				2019-20			
Division	Modified Budget	Adds	Deletes	Re-Orgs	Recommended		Limited	Regular
Office of Emergency Services	18	0	(18)	0	0		0	0
Budget and Fiscal Services	3	0	(3)	0	0		0	0
Total	21	0	(21)	0	0		0	0

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

All 21 budgeted positions in this budget unit have been transferred to the County General Fund department for OES.



Cal OES Grant Programs

DESCRIPTION OF MAJOR SERVICES

The California Governor's 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. Through Cal OES, County Fire Office of Emergency Services (County Fire OES) annually receives the following grants from the Federal Emergency Management Agency (FEMA) to fund terrorism risk capability assessments and equipment for emergency first responders:

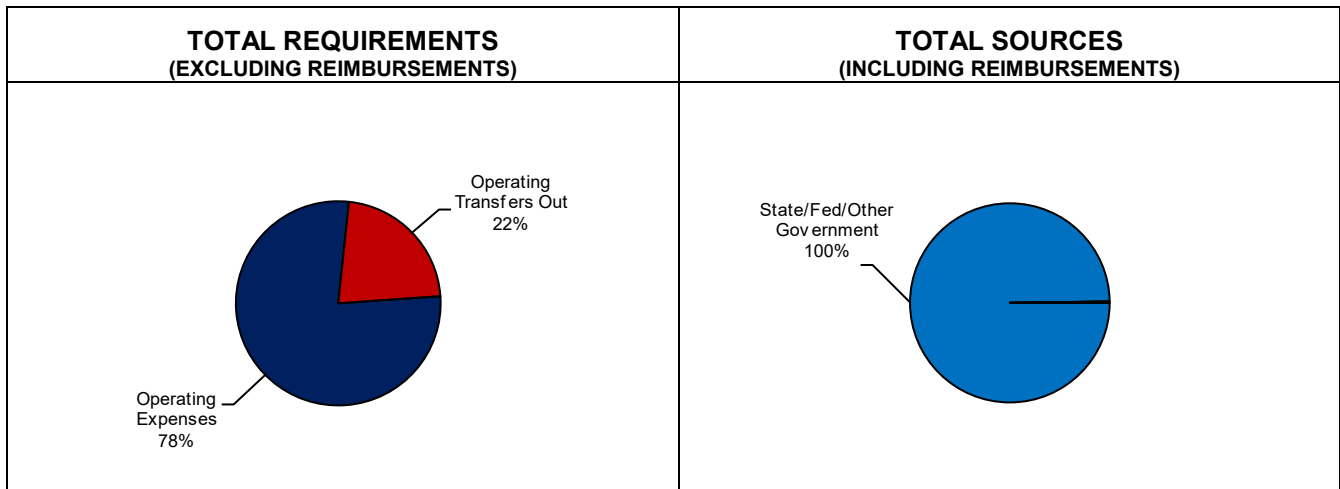
Budget at a Glance

Total Requirements (Excl. Reimb.)	\$3,868,209
Total Sources (Incl. Reimb.)	\$3,868,209
Use of / (Contribution to) Fund Balance	\$0
Total Staff	0

- 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.
- Emergency Management Performance Grant (EMPG) provides funding to assist with preparing for all hazards.

San Bernardino County, through the oversight of County Fire, continues to implement the objectives and strategies of these grants by effectively preparing for incident situations and responding to catastrophic events. County Fire OES has been receiving these grant funds since 1999.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Cal OES Grant Programs

BUDGET UNIT: 108 2428
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,232,457	676,806	2,170,706	5,442,097	2,543,190	3,009,133	(2,432,964)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	1,232,457	676,806	2,170,706	5,442,097	2,543,190	3,009,133	(2,432,964)
Reimbursements	0	0	(3,080)	0	0	0	0
Total Appropriation	1,232,457	676,806	2,167,626	5,442,097	2,543,190	3,009,133	(2,432,964)
Operating Transfers Out	583,090	550,198	344,447	1,169,145	450,964	859,076	(310,069)
Total Requirements	1,815,547	1,227,004	2,512,073	6,611,242	2,994,154	3,868,209	(2,743,033)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	1,827,529	1,442,664	2,305,667	6,591,783	2,993,952	3,859,532	(2,732,251)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	(911)	1,993	1,929	1,150	10,846	8,677	7,527
Total Revenue	1,826,618	1,444,657	2,307,596	6,592,933	3,004,798	3,868,209	(2,724,724)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,826,618	1,444,657	2,307,596	6,592,933	3,004,798	3,868,209	(2,724,724)
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(11,071)	(217,653)	204,477	18,309	(10,644)	0	(18,309)
Available Reserves				114,252		143,205	28,953
Total Fund Balance				132,561		143,205	10,644
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 REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$3.9 million primarily represent transfers to other County Fire budget units, sub-recipient cities/towns, and various participating County entities (Sheriff/Coroner/Public Administrator, Department of Public Health, Inland Counties Emergency Medical Agency, Probation) for reimbursement of HSGP and EMPG eligible costs.

Sources of \$3.9 million primarily represent the following:

- Federal grant funding from FEMA, through Cal OES, for the HSGP and EMPG programs (\$3.7 million).
- Assistance to Firefighters Grant from FEMA for use in providing hazardous materials training (\$111,763).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are each decreasing by \$2.7 million primarily due to closeout of the 2016 HSGP grant and a reduction to the 2017 HSGP grant carried over from the prior year.

ANALYSIS OF FUND BALANCE

There is no budgeted Use of Fund Balance for 2019-20.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



San Bernardino County Fire Protection District Reserves for 2019-20

Description	Fund	Requirements	Sources	Fund Balance		
				Use of / (Contribution to) Fund Balance	Available Reserves	Total Fund Balance
Termination Benefits	2414	0	468,661	(468,661)	8,070,402	7,601,741
Future Administration Building	3146	8,500,000	0	8,500,000	0	8,500,000
General	2412	470,000	2,322,607	(1,852,607)	10,550,641	8,698,034
Mountain Regional Service Zone	2450	0	17,510	(17,510)	1,439,890	1,422,380
North Desert Regional Service Zone	2444	3,000,000	41,185	2,958,815	6,367,579	9,326,394
South Desert Regional Service Zone	2456	0	3,564	(3,564)	293,081	289,517
Valley Regional Service Zone	2436	1,400,000	3,518,283	(2,118,283)	6,281,634	4,163,351
Hazmat:						
General	2420	921,750	49,305	872,445	2,752,480	3,624,925
CUPA Statewide Penalties	2422	209,961	27,316	182,645	1,643,985	1,826,630
CUPA Admin Penalties	2423	0	315	(315)	25,927	25,612
Statewide Tank Penalties	2424	0	6,475	(6,475)	532,446	525,971
Total		14,501,711	6,455,221	8,046,490	37,958,065	46,004,555

Reserves are available to fund specific capital projects, purchase of new/replacement vehicles and equipment, costs incurred for employee termination benefits, and other one-time uses.

Total Requirements of \$14.5 million are budgeted for 2019-20. The most significant of these allocations are as follows:

\$8.5 million to County Fire - Administration for costs related to the department's new leased administration building.

\$2.4 million to the North Desert Regional Service Zone to acquire land for the replacement of three fire stations in the City of Hesperia.

\$1.4 million to the Valley Regional Service Zone to acquire land for the replacement of two fire stations in the City of San Bernardino.

\$770,000 to the Hazardous Materials Division for the digitized imaging system project.

\$650,000 to the North Desert Regional Service Zone for improvements to Station #53 in Baker.



**OTHER AGENCIES
SUMMARY**

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Budgeted Staffing</u>
<u>SPECIAL REVENUE FUNDS</u>					
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY	542	6,470,792	6,470,792	0	37
COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (CoIDA)	547	59,502	720	58,782	0
INLAND COUNTIES EMERGENCY MEDICAL AGENCY	549	4,523,188	4,462,137	61,051	20
	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Net Position</u>	<u>Budgeted Staffing</u>
<u>ENTERPRISE FUNDS</u>					
HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO	554	372,503,128	371,564,597	938,531	144



IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY

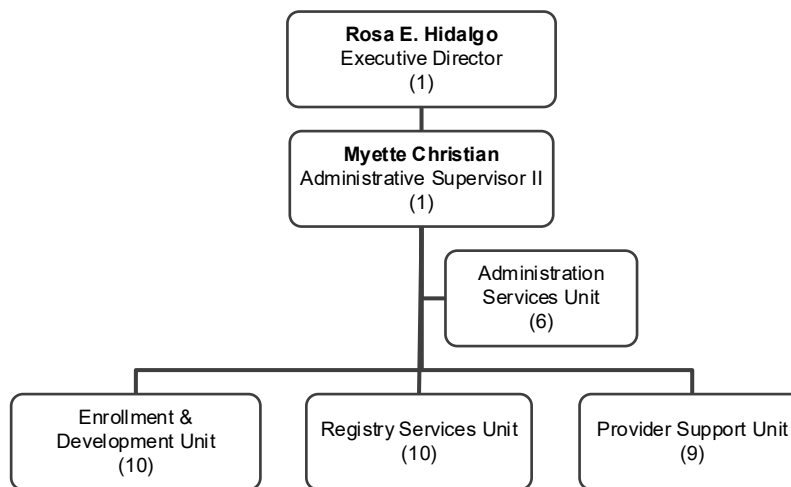
Rosa E. Hidalgo

DEPARTMENT MISSION STATEMENT

The mission of the Public Authority is to improve the availability and quality of Homecare caregivers in the County of San Bernardino.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

	2019-20					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
In-Home Supportive Services Public Authority	6,470,792	6,470,792		0		37
Total Special Revenue Funds	6,470,792	6,470,792		0		37
Total - All Funds	6,470,792	6,470,792	0	0	0	37

2018-19 MAJOR ACCOMPLISHMENTS

- Partnered with the Department of Aging and Adult Services in the implementation of Senate Bill 3. Implemented by the State on July 1, 2018, Senate Bill 3 enacted new policies related to paid sick leave for caregivers. Public Authority became responsible for providing assistance to In-Home Supportive Services (IHSS) recipients whose caregivers required a sick day from employment. With implementation, department provides monthly data to the State.
- Established and implemented Electronic Timesheet Fairs. Events assisted IHSS recipients and caregivers to register for online services provided through the State. Caregivers will have access to submit, view and track timesheets and paychecks.



- Established and implemented Registry Recruitment Fairs for caregivers to enroll in the Public Authority Registry. Implementation created a one-stop shop for caregivers to complete the registry application, interview process, fingerprint process and enroll in CPR/FA training.
- Served over 3,000 recipients in finding caregivers to remain safely and independently in their homes and avoid institutional placement by increasing the number of qualified providers in the metropolitan and rural areas of San Bernardino County.
- Processed over 12,753 provider enrollment packets, maintaining a ten-day processing time to contribute to the economic value of the County of San Bernardino.
- Served 125,000 callers with paycheck questions to ensure that they received payment to contribute to the County of San Bernardino economic value.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 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.	Active number of qualified providers in the metropolitan and rural areas of the County.	1,702	1,700	1,650	1,650
STRATEGY	Maintain the number of qualified caregivers in the registry to refer to IHSS recipients					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Average payroll processing time.	15 days	7 days	10 days	10 days
STRATEGY	Maintain payroll processing time in order for IHSS caregivers to receive timesheets and paychecks in a timely manner which adds economic value within the County of San Bernardino.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Percentage of IHSS Registry Caregivers trained in CPR/First Aid.	40%	45%	45%	50%
STRATEGY	Increase the number of trained IHSS Registry caregivers to better assist IHSS recipients to remain in their home.					



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.

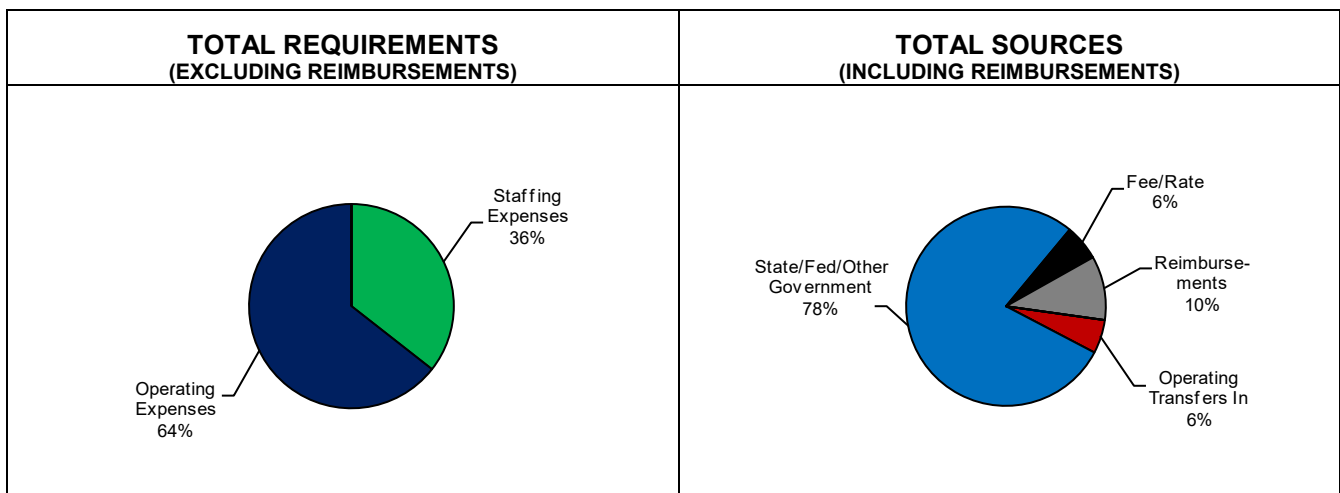
Budget at a Glance

Total Requirements (Excl. Reimb.)	\$7,220,792
Total Sources (Incl. Reimb.)	\$7,220,792
Use of/(Contribution to) Fund Balance	\$0
Total Staff	37

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.

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Human Services DEPARTMENT: IHSS Public Authority FUND: IHSS Public Authority				BUDGET UNIT: 498 2240 FUNCTION: Public Assistance ACTIVITY: Other Assistance			
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	(A) <u>2018-19</u>	<u>2018-19</u>	(B) <u>2019-20</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
<u>Requirements</u>							
Staffing Expenses	1,463,315	2,227,698	2,419,879	2,449,375	2,304,108	2,569,951	120,576
Operating Expenses	4,366,917	4,464,890	4,933,065	5,179,864	5,587,650	4,650,841	(529,023)
Capital Expenditures	<u>5,661</u>	<u>12,382</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Exp Authority	5,835,893	6,704,970	7,352,944	7,629,239	7,891,758	7,220,792	(408,447)
Reimbursements	<u>0</u>	<u>(525,014)</u>	<u>(934,166)</u>	<u>(740,000)</u>	<u>(1,193,334)</u>	<u>(750,000)</u>	<u>(10,000)</u>
Total Appropriation	5,835,893	6,179,956	6,418,778	6,889,239	6,698,424	6,470,792	(418,447)
Operating Transfers Out	<u>1,044,444</u>	<u>1,081,000</u>	<u>625,000</u>	<u>0</u>	<u>(625,000)</u>	<u>0</u>	<u>0</u>
Total Requirements	6,880,337	7,260,956	7,043,778	6,889,239	6,073,424	6,470,792	(418,447)
<u>Sources</u>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	5,768,651	6,164,402	5,499,784	5,258,359	4,225,626	5,655,583	397,224
Fee/Rate	0	42,480	492,780	532,800	449,060	412,260	(120,540)
Other Revenue	<u>5,822</u>	<u>14,720</u>	<u>155,588</u>	<u>(5,915)</u>	<u>294,743</u>	<u>8,000</u>	<u>13,915</u>
Total Revenue	5,774,473	6,221,602	6,148,152	5,785,244	4,969,429	6,075,843	290,599
Operating Transfers In	<u>1,044,444</u>	<u>1,081,000</u>	<u>1,368,835</u>	<u>1,103,995</u>	<u>1,103,995</u>	<u>394,949</u>	<u>(709,046)</u>
Total Financing Sources	6,818,917	7,302,602	7,516,987	6,889,239	6,073,424	6,470,792	(418,447)
<u>Fund Balance</u>							
Use of/ (Contribution to) Fund Balance**	61,420	(41,646)	(473,209)	0	0	0	0
Available Reserves				<u>1,913,402</u>		<u>1,913,402</u>	<u>0</u>
Total Fund Balance				1,913,402		1,913,402	0
Budgeted Staffing*	32	42	44	38	38	37	(1)

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Staffing Expenses of \$2.6 million fund 37 budgeted positions. The largest share of Requirements are Operating Expenses at \$4.7 million, of which \$3.7 million fund Provider Health Care insurance. Reimbursements of \$750,000 reflect payments received for work performed on behalf of other County departments.

Sources of \$6.5 million consist of State, Federal, and Other Government revenue. \$5.7 million represents the State- and Federally-mandated share of expenditures (including \$3.7 million for provider health insurance premiums) and \$625,000 for the provider health insurance premium portion of the local match (which is routed through the State). \$412,260 reflects the care provider share of premiums for health insurance coverage. \$8,000 reflects projected interest revenue. Operating Transfers In of \$394,949 represent the administrative costs portion of the local match. The local match is mandated by State legislation due to the elimination of the IHSS Maintenance of Effort (MOE) funding. The Operating Transfers In are from the HS Administration unit and are funded with 1991 Realignment revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Total Requirements are decreasing by \$418,447. This primarily is due to a decrease in Operating Expenses, partially offset by the increase in Staffing Expenses. For Staffing Expenses, contractual increases in salary and benefit costs outweighed the cost of savings from the elimination of one position. Operating Expenses are decreasing as the department no longer funds for fingerprinting people applying to be care providers and has lowered estimated expenditures for equipment and supplies and travel/training.

Sources are decreasing by \$418,447 due to capped State funding and decrease in Federal funding resulting from decreased reimbursable requirements. The elimination of the prior MOE with the State of California has resulted in reduced financial support for this agency.



ANALYSIS OF FUND BALANCE

IHSS Public Authority is reimbursed with Federal and State funding sources and with a required County match, which is funded with 1991 Realignment. Typically, there is no Use of or Contribution to Fund Balance.

2019-20 POSITION SUMMARY*

Division	2018-19	Adds	Deletes	Re-Orgs	2019-20	Limited	Regular
	Modified Budget				Recommended		
Executive	0	2	0	0	2	2	0
Administrative Services Unit	8	0	(2)	0	6	6	0
Enrollment and Development Unit	13	0	(3)	0	10	10	0
Registry Services Unit	11	0	(1)	0	10	10	0
Provider Support Unit	6	3	0	0	9	9	0
Total	38	5	(6)	0	37	37	0

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.6 million fund 37 budgeted positions, all of which are limited term. The staffing count reflects the net deletion of 1 Contract IHSS PA Accounting Technician.



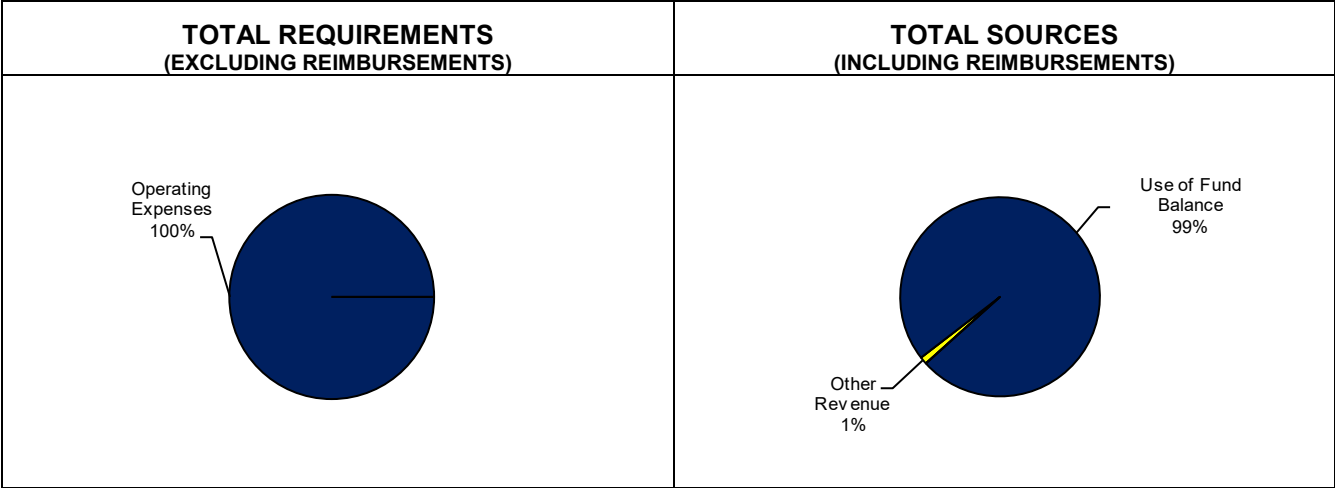
COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY
Reg Javier

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 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	
Total Requirements (Excl. Reimb.)	\$59,502
Total Sources (Incl. Reimb.)	\$720
Use of / Contribution to) Fund Balance	\$58,782
Total Staff	0

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development Agency
FUND: Industrial Development Authority

BUDGET UNIT: 510 2748
FUNCTION: General
ACTIVITY: Promotion

	2015-16	2016-17	2017-18	(A) 2018-19 Modified Budget	2018-19 Estimate	(B) 2019-20 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	97	0	0	58,262	0	59,502	1,240
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	97	0	0	58,262	0	59,502	1,240
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	97	0	0	58,262	0	59,502	1,240
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	97	0	0	58,262	0	59,502	1,240
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	319	488	716	200	720	720	520
Total Revenue	319	488	716	200	720	720	520
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	319	488	716	200	720	720	520
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(222)	(488)	(716)	58,062	(720)	58,782	720
Available Reserves				0		0	0
Total Fund Balance				58,062		58,782	720
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 REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Operating Expenses of \$59,502 represent professional services associated with the issuance of bonds, promotion of the financing program and other related costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant budget changes or operational impacts.

ANALYSIS OF FUND BALANCE

Fund Balance is budgeted to fund costs associated with maintaining the County Industrial Development Authority.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



INLAND COUNTIES EMERGENCY MEDICAL AGENCY

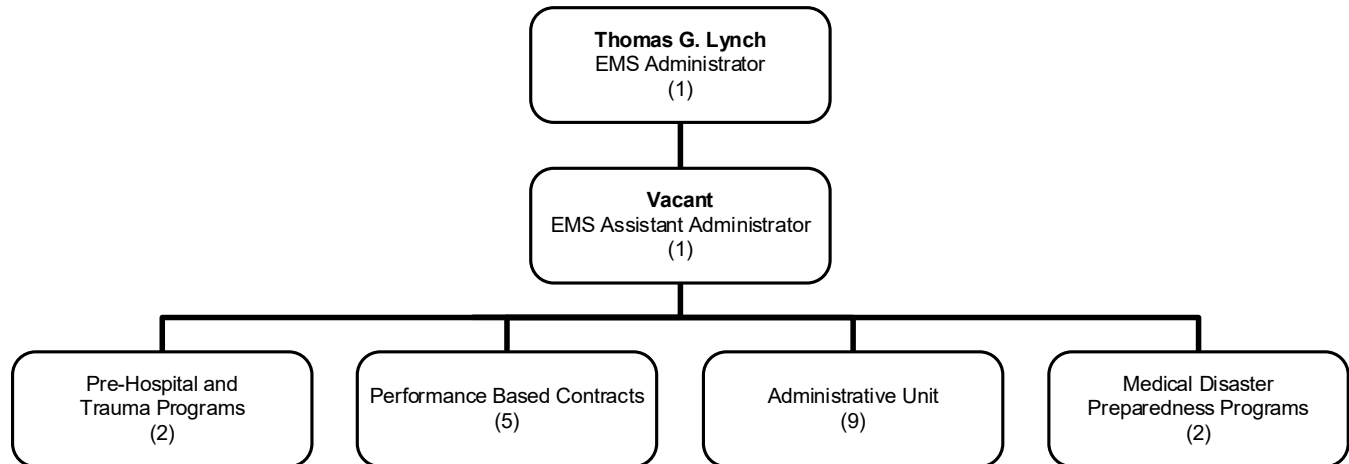
Thomas G. Lynch

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 (EMS) system including fire departments, public ambulances, pre-hospital providers, hospitals, and specialty hospitals, such as trauma, stroke and cardiac care hospitals.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

	2019-20				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
Other Agencies					
Inland Counties Emergency Medical Agency	4,523,188	4,462,137		61,051	20
Total Other Agencies	4,523,188	4,462,137	0	61,051	0
Total - All Funds	4,523,188	4,462,137	0	61,051	0



2018-19 MAJOR ACCOMPLISHMENTS

- Participated in two State of California trial studies and provided a large volume of data on: involving medications used to treat hemorrhagic shock in trauma patients, and non-opioid based pain management in trauma cases, resulting in new additions to the paramedic scope of practice.
- Designated St. Mary Medical Center as the first Neurovascular Stroke Receiving Center in the High Desert area of the County, resulting in decreased treatment times and improved outcomes.
- Adopted new national standards to improve cardiac arrest survival, including adopting high performance CPR and modified medication administration protocols.
- Implemented new data collection processes and began contributing to the national Cardiac Arrest Registry to Enhance Survival database.
- Updated policies that comply with state regulations for Public Safety Personnel (law enforcement, fire and lifeguard personnel) to administer Epinephrine, Naloxone, nerve agent antidotes, and oxygen to San Bernardino County citizens.
- Updated the ICEMA Department Operations Center with additional monitors and enhanced teleconferencing capabilities to improve the ability to coordinate the EMS system during large-scale emergencies.
- Acquired and installed one additional temporary morgue that increased capacity by 50 in support of the Sheriff Coroner Mass Fatality Plan.
- Implemented the Healthcare Preparedness Planning Partnership Response Plan to optimize the coordination of healthcare system emergency preparedness, planning, response and mitigation.
- Revised the Healthcare Preparedness Planning Partnership bylaws resulting in broader participation by allied healthcare providers including skilled nursing facilities, long-term care facilities, dialysis centers, clinics, and hospice providers into the historically hospital centric coalition.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of air transports reviewed for quality improvement.	100%	100%	100%	100%
STRATEGY	Ensure patient safety and improve patient care.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Number of EMS Continuing Education providers audited.	24	24	24	13
STRATEGY	Ensure EMS Continuing Education/Training Programs are compliant with Title 22, California Code of Regulations and educational standards.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2017-18 Actual	2018-19 Target	2018-19 Est.	2019-20 Target
		NEW				
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of applicable cardiac arrest cases reviewed within 30 days of receipt of complete medical records.	N/A	N/A	N/A	97%
STRATEGY	Review cardiac arrest cases that meet specific criteria to compare survival rate against national benchmarks and to improve patient care and cardiac arrest survival rates.					



Inland Counties Emergency Medical Agency

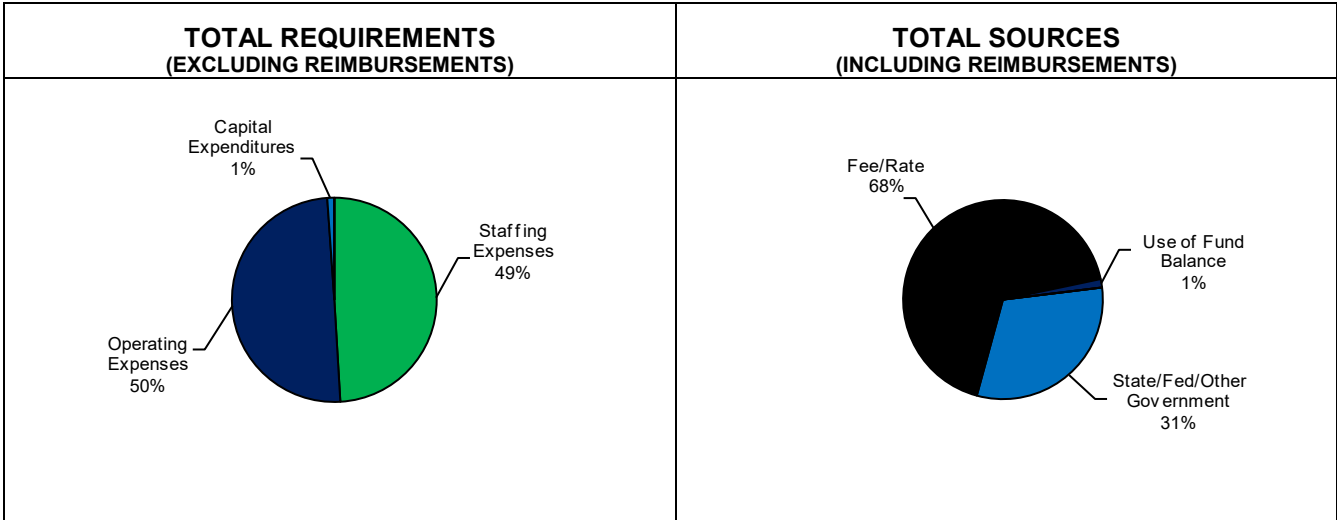
DESCRIPTION OF MAJOR SERVICES

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

Total Requirements (Excl. Reimb.)	\$4,523,188
Total Sources (Incl. Reimb.)	\$4,462,137
Use of / (Contribution to) Fund Balance	\$61,051
Total Staff	20

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Other Agencies
DEPARTMENT: Inland Counties Emergency Medical Agency
FUND: ICEMA

BUDGET UNIT: 111 2686
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,826,120	1,598,858	1,641,445	2,050,494	2,050,494	2,219,136	168,642
Operating Expenses	1,873,032	1,666,997	2,372,959	2,270,923	2,257,791	2,254,052	(16,871)
Capital Expenditures	44,948	35,865	0	112,000	50,000	50,000	(62,000)
Total Exp Authority	3,744,100	3,301,720	4,014,404	4,433,417	4,358,285	4,523,188	89,771
Reimbursements	0	(22,419)	(44,407)	(31,907)	(31,059)	0	31,907
Total Appropriation	3,744,100	3,279,301	3,969,997	4,401,510	4,327,226	4,523,188	121,678
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,744,100	3,279,301	3,969,997	4,401,510	4,327,226	4,523,188	121,678
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	1,542,936	1,057,295	1,586,233	1,527,907	1,397,497	1,397,497	(130,410)
Fee/Rate	2,314,371	2,505,281	2,381,590	2,955,843	3,038,040	3,025,030	69,187
Other Revenue	27,575	49,619	86,206	66,605	39,665	26,610	(39,995)
Total Revenue	3,884,883	3,612,195	4,054,029	4,550,355	4,475,202	4,449,137	(101,218)
Operating Transfers In	19,503	5,156	2,865	15,300	13,000	13,000	(2,300)
Total Financing Sources	3,904,386	3,617,351	4,056,894	4,565,655	4,488,202	4,462,137	(103,518)
Fund Balance							
Use of/ (Contribution to) Fund Balance**	(160,286)	(338,050)	(86,897)	(164,145)	(160,976)	61,051	225,196
Available Reserves				1,527,016		1,462,796	(64,220)
Total Fund Balance				1,362,871		1,523,847	160,976
Budgeted Staffing*	18	19	19	19	19	20	1

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$4.5 million include Staffing Expenses of \$2.2 million, which fund 20 budgeted positions.

Operating Expenses of \$2.3 million consist primarily of the following:

- Building Leases (\$454,293)
- Computer software licenses (\$248,981)
- Hospital Preparedness Program costs (\$232,502)
- Professional and specialized services (\$178,000)
- Software maintenance for ongoing ePCR system (\$350,072)
- County department services (\$323,502)

Sources of \$4.5 million include \$3.0 million in Fee/Rate revenue consisting of fines and penalties, fees for licenses and permits, and revenue from performance based contracts. In addition, this budget includes \$1.4 million of state and federal contract and grant funds, which improve and enhance preparedness for medical and public health emergencies.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$121,678 primarily due to the addition of an Emergency Medical Services Investigator position.

Sources are decreasing by \$103,518 primarily due to a decrease of \$130,410 in state revenue due to a one-time modification in 2018-19 that increased revenue by \$208,294.



ANALYSIS OF FUND BALANCE

The department has a Use of Fund Balance of \$61,051 in 2019-20. However, the department projects increased revenue in future budget years and does not anticipate this to be a trend.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		Limited	Regular
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended			
Administration	10	1	0	0	11		2	9
Pre-Hospital and Trauma Programs	2	0	0	0	2		2	0
Performance Based Contracts	5	0	0	0	5		2	3
Medical Disaster Preparedness Program	2	0	0	0	2		0	2
Total	19	1	0	0	20		6	14

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.2 million fund 20 budgeted positions of which 14 are regular positions and 6 are limited term positions. There is 1 additional limited term position, an EMS Investigator, in 2019-20.



HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO

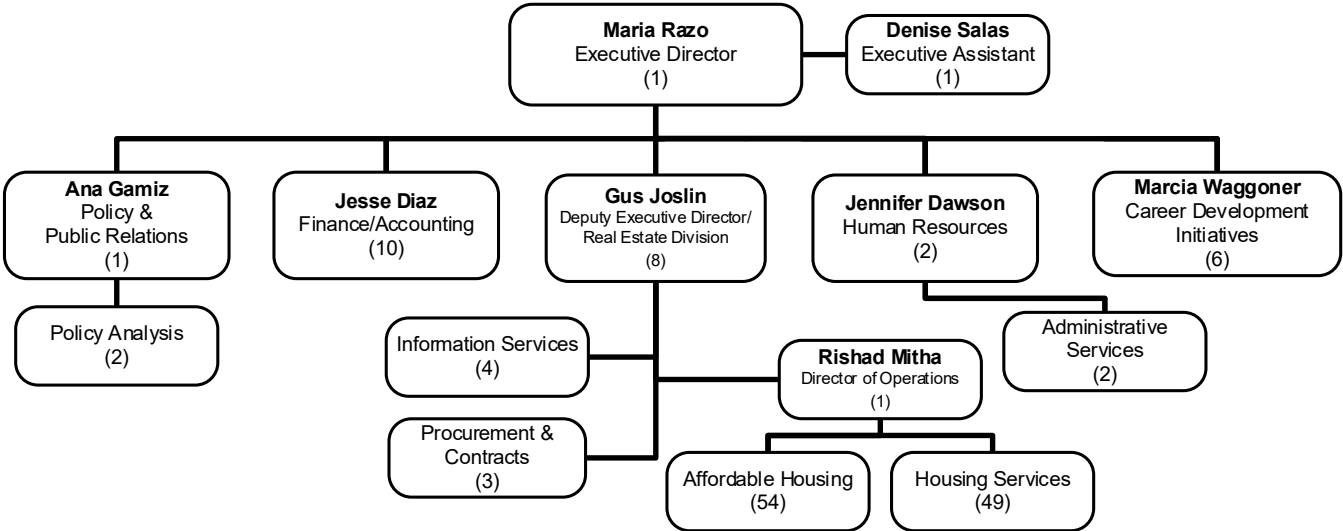
Maria Razo

DEPARTMENT MISSION STATEMENT

The Housing Authority of the County of San Bernardino empowers all individuals and Families in need to achieve an enriched quality of life by providing housing opportunities and resources throughout San Bernardino County.



ORGANIZATIONAL CHART



2019-20 SUMMARY OF BUDGET UNITS

2019-20					
Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Enterprise Funds					
Housing Authority of the County of San Bernardino	372,503,129	371,564,597	0	938,532	144
Total Enterprise Funds	372,503,129	371,564,597	0	938,532	144
Total - All Funds	372,503,129	371,564,597	0	938,532	144



2018-19 MAJOR ACCOMPLISHMENTS

TECHNOLOGY

- Implemented bandwidth upgrades across the agency to facilitate the transition to the cloud of all software applications and improve the speed and performance supporting staff's day-to-day program needs. The bandwidth upgrade will also be crucial for the implementation of next generation security solutions to protect the agency's databases.
- Upgraded the agency's phone system by shifting to cloud-based maintenance/support to minimize hardware costs and maximize efficiencies.
- Implemented Phase II of electronic funds transfer (EFT) payments conversion for accounts payable checks (Phase I for housing assistance payments to landlords was successfully implemented).

HOUSING SERVICES

- Opened the Housing Choice Voucher tenant based waiting list and received 21,862 applications. A new applicant portal was used which allowed submission of applications to Housing Authority of the County of San Bernardino (HACSB) using a computer, tablet, or mobile phone. The portal also allows applicants to check the status of their application.
- Received 55 Mainstream Vouchers for non-elderly disabled clients under a competitive allocation.
- Continued provision of long-term rental assistance through the Veterans Affairs Supportive Housing (VASH) program, increasing tenant-based voucher availability to approximately 60 additional homeless veteran families through a competitive process, leading the ongoing fight to end veteran homelessness within the County.

MOVING TO WORK

- Revised the No Child Left Unsheltered Program based research recommendations from Loma Linda University (LLU) to expand research efforts to include enhanced program services in partnership with the County's Transitional Assistance Department (TAD), Department of Behavioral Health (DBH) and its non-profit affiliate Knowledge, Education for Your Success (KEYS).
- Continued the longitudinal research on the Term-Limited Lease Assistance Program, which was launched in 2012 under the agency's Moving to Work (MTW) designation. Participating low-income families have achieved a 42.5% increase in employment income, 15.5% decrease in income from welfare, 20.1% increase in full-time employment, and 25% decrease in unemployment. Coupling up to five years of housing assistance with career readiness coaching, onsite job training and placement services, and HACSB's partnership with the County's Workforce Development and TAD, have all contributed to the success of the families participating in this program.

AFFORDABLE HOUSING

- Received a \$484,830 California Advanced Services Fund (CASF) Public Housing adoption grant award to relaunch the computer labs for Chino, Colton, Maplewood Homes and Redlands affordable housing properties. Also purchased 200 computers for residents and establish digital literacy training for residents.
- Received \$208,139 in renewal grant funds for HACSB's Family Self-Sufficiency Program, which helps fund three staff coordinators to administer the program.
- Received \$3.6 million from the U.S. Department of Housing and Urban Development (HUD) for HACSB's various Continuum of Care programs that serve approximately 350 homeless individuals and families with disabilities.
- Continued plans to complete over \$6.0 million in physical needs improvements for various affordable housing sites due to the preparation of Physical Condition Assessments that were conducted on all Public Housing properties undergoing a Rental Assistance Demonstration (RAD) conversion and a standard Physical Needs Inspection (PNA) that was conducted on authority owned multi-family developments over 20 units in size. Examples of work include, but are not limited to HVAC upgrades, site concrete and asphalt repair/replacement, roofing, water heater replacements, plumbing upgrades, window replacements, stucco repair, fascia repair/replacement and exterior painting.



DEVELOPMENT

- Continued predevelopment work and construction document preparation on the 104-unit Phase II of Valencia Grove, a 228-unit affordable housing development which will replace the oldest public housing site in the County. The original housing site in the City of Redlands, built in 1941, consisted of 115 units. Once completed the site will include 189 affordable rental units and 39 single-family homes for first-time homebuyers. Currently, 85 families reside in the new Phase I units utilizing Project-Based Voucher rental assistance.
- Completed construction on Loma Linda Veterans Village, an 87-unit apartment complex dedicated to housing veteran households. The project utilizes the “housing first” model which provides housing and then delivers a variety of mental/physical health and/or economic advancement services onsite to support the residents. HACSB provided 86 Project-Based Vouchers to support the project. HACSB was awarded 50 Vouchers on a competitive basis under the VASH program in collaboration with the Loma Linda VA Hospital, adjacent to where the site is located. The project achieved full occupancy in the first quarter of 2019.
- Received an award of \$20.0 million from the State of California’s Affordable Housing and Sustainable Communities (AHSC) program to support the 184 unit third phase of the revitalization of the former Waterman Gardens public housing site in San Bernardino (now called Arrowhead Grove). Subsequently, in December 2018, received a \$55.0 million tax-exempt bond allocation coupled with 4% low-income housing tax credits to substantially fund the project at over \$75.0 million.
- Continued construction on HACSB’s first two permanent supportive housing developments for chronically homeless individuals – Golden and Desert Haven Apartments. After the rehab has been completed, these developments will add 68 units. In addition, both sites will also have an onsite manager and community center. Construction will be completed later this summer for Golden Apartments.

OTHER

- Received an additional award of \$4.7 million from TAD to increase the number of households served under the CalWORKs Housing Support Program (HSP) which promotes housing stability for homeless families, reducing the likelihood of families recidivating into homelessness. In the first three program years, 2,092 families including 5,610 children were served, resulting in the placement of 1,443 households, including 3,606 children, in permanent housing. It is estimated that a total of 322 families, of which 220 will be new households, will be served with the new available HSP allocation.
- Completed the final processes with HUD for the conversion of 354 units through HUD’s RAD Program from Public Housing to the Project Based Voucher Program (the balance of the Public Housing units remaining in the Portfolio) providing these subsidized units with stabilized funding.
- Assisted 12 families to become new homeowners through the homeownership program, transitioning those who currently receive rental subsidies to permanent, stable housing.



Housing Authority of the County of San Bernardino

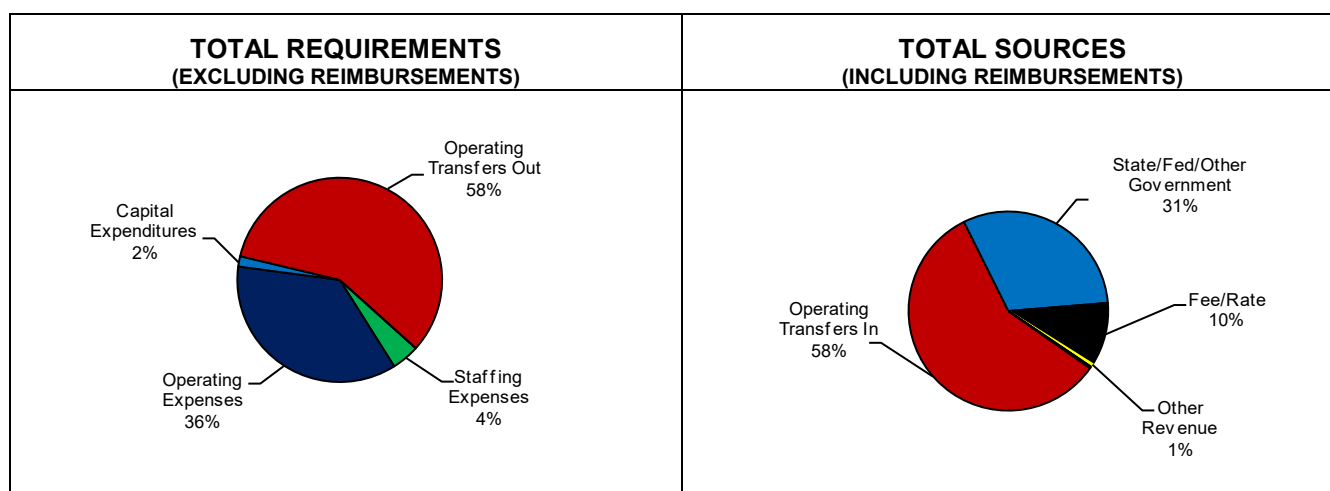
DESCRIPTION OF MAJOR SERVICES

The Housing Authority of the County of San Bernardino (HACSB) is a critical economic partner of the County. As the County's largest provider of affordable housing, HACSB proudly serves in excess of 32,000 lives, most of whom are in-need seniors, disabled individuals, and children. As a catalyst for economic growth, HACSB provides vital resources, skills, and motivation to individuals and families to help them transition out of government-assisted programs and into economic independence. This not only greatly benefits the individuals served, but the County as a whole, stimulating long-term economic growth and providing a model for self-sufficiency to be passed through generations of County residents.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$372,503,129
Total Sources (Incl. Reimb.)	\$371,564,597
Use of / (Contribution of) Net Position	\$938,531
Total Staff	144

2019-20 RECOMMENDED BUDGET



ANALYSIS OF 2019-20 RECOMMENDED BUDGET

GROUP: Other Agencies
DEPARTMENT: Housing Authority of the County of San Bernardino
FUND: HACSB

BUDGET UNIT: HACSB
FUNCTION: Public Assistance
ACTIVITY: Public Assistance

	2015-16	2016-17	2017-18	(A) 2018-19	2018-19	(B) 2019-20	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	12,540,583	13,669,381	12,974,442	16,007,360	15,023,209	16,380,369	373,009
Operating Expenses	97,223,710	114,435,341	124,722,994	123,752,735	116,785,010	134,212,709	10,459,974
Capital Expenditures	0	0	0	4,266,518	0	6,102,222	1,835,704
Total Exp Authority	109,764,293	128,104,722	137,697,436	144,026,613	131,808,219	156,695,300	12,668,687
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	109,764,293	128,104,722	137,697,436	144,026,613	131,808,219	156,695,300	12,668,687
Operating Transfers Out	159,106,711	185,618,031	189,220,271	197,788,107	180,057,947	215,807,829	18,019,721
Total Requirements	268,871,004	313,722,753	326,917,707	341,814,720	311,866,165	372,503,128	30,688,408
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	91,826,970	113,890,272	114,433,632	104,786,414	110,675,684	115,592,202	10,805,789
Fee/Rate	15,584,721	16,022,406	16,936,290	35,372,571	17,884,479	38,236,512	2,863,941
Other Revenue	6,284,510	3,432,032	9,855,758	2,728,111	2,612,767	1,928,055	(800,056)
Total Revenue	113,696,201	133,344,710	141,225,680	142,887,095	131,172,930	155,756,769	12,869,674
Operating Transfers In	159,106,711	185,618,031	189,220,271	197,788,107	180,057,947	215,807,828	18,019,721
Total Financing Sources	272,802,912	318,962,740	330,445,951	340,675,203	311,230,876	371,564,597	30,889,395
Net Position							
Use of/ (Contribution to) Net Position**	(3,931,908)	(5,239,987)	(3,528,244)	1,139,518	635,289	938,531	(200,986)
Estimated Net Position Available						(1,573,820)	
Total Est. Unrestricted Net Position						(635,289)	
Budgeted Staffing*	126	129	142	137	137	144	7

*Data represents modified Budgeted Staffing.

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

MAJOR REQUIREMENTS AND SOURCES IN 2019-20 RECOMMENDED BUDGET

Requirements of \$372.5 million primarily consist of Operating Transfers Out of \$215.8 million, Operating Expenses of \$134.2 million which includes payments of \$97.8 million related to Housing Assistance payments, Staffing Expenses of \$16.4 million, and Capital Expenditures of \$6.1 million.

Sources of \$371.6 million are primarily consists of Operating Transfers In of \$215.8 million; State, Federal and Other Government of \$115.6 million which include federal grants (Public Housing Operating Fund, Capital Fund, and the Housing Choice Voucher Program Housing Assistance Payments and Administrative Fees); and Fees and Rate revenue of \$38.2 million from rental income and fees.

The Operating Transfers In/Out reflect the movement of funds related to the Moving to Work (MTW) Program. HACSB has been designated as a MTW agency and funding transferred between the Public Housing, Capital Fund, and Housing Choice Voucher programs is shown as Operating Transfers In/Out.



BUDGET CHANGES AND OPERATIONAL IMPACT

The 2019-20 Budget includes a request to access HUD's Housing Choice Voucher Program restricted reserves in the amount of \$233,305.

Requirements are increasing by \$30.7 million primarily due to an increase of \$18.0 million in Operating Transfers Out related to the MTW which is mostly made up of an increase of \$6.6 million in Housing Assistance Payments and \$2.7 million in extraordinary expenses. The increase in physical improvement costs, reflected under Extraordinary Maintenance is due to the costs outlined by Physical Condition Assessments (PCA) that were undertaken as a requirement of HACSB's participation in HUD's RAD program. There is also an increase in TAD/CalWORKs grant expenses in the amount of \$1.8 million and an increase in non-MTW housing assistance payments of \$1.1 million.

Staffing Expenses are increasing by \$373,009 due to an increase in budgeted staffing, increases to other post-employment benefits, pension, and medical costs. These increases are partially offset by deletions of positions due to a restructuring of programs.

Sources are increasing by \$30.9 million primarily due to an increase of \$18.0 million in Operating Transfers In related to the MTW program; an increase of \$10.8 million in State, Federal and Other Government consisting primarily from an increase in federal funding (\$12.5 million); an increase in Current Services of \$2.9 million that includes increases in MTW and non-MTW rental income (\$1.5 million); which is partially offset by a decrease in Other Revenue of \$800,056.



ANALYSIS OF NET POSITION

Estimated Net Position Available in the amount of \$96.1 million is available for expenditures relating to the various programs of HACSB. A majority of this Net Position is restricted to HUD funded programs which includes the Public Housing, Capital Fund, Housing Choice Voucher, and the MTW programs. There is also an additional \$17.1 million in HUD held restricted reserves for the Housing Choice Voucher program.

2019-20 POSITION SUMMARY*

Division	2018-19				2019-20		Limited	Regular
	Modified Budget	Adds	Deletes	Re-Orgs	Recommended			
Administration	108	14	(7)	0	115	1	1	114
Maintenance	29	0	0	0	29	0	0	29
Total	137	14	(7)	0	144	1	1	143

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$16.4 million fund 144 budgeted positions of which 143 are regular positions and 1 is a limited-term position. This represents an increase of 7 net budgeted positions. The additions and deletions of positions are mainly due to a restructuring within programs/departments including the Housing Choice Voucher program which is the Authority's largest program.

Deletions of the vacant following positions:

- 1 Administrative Supervisor
- 3 Lead Housing Services Specialist
- 1 Management Analyst
- 1 Recruiter
- 1 Special programs Manager

Additions of the following positions are necessary due to additional of rental assistance vouchers through competitive awards and the Rental Assistance Demonstration program conclusion:

- 1 Affordable Housing Specialist
- 1 Assistant Director of Housing Services
- 1 Community Manager
- 6 Housing Services Specialist
- 2 Housing Services Supervisor
- 1 Lead Administrative Services Specialist
- 1 Programs Analyst
- 1 Resident Manager



CAPITAL IMPROVEMENT PROGRAM SUMMARY

PROJECTS ADMINISTERED BY	Page #	Discretionary General Funding	Other Funding	Total
<u>REAL ESTATE SERVICES DEPARTMENT - PROJECT MANAGEMENT DIVISION</u>	574			
NEW PROJECTS		12,000,000	23,732,968	35,732,968
CARRYOVER PROJECTS		241,834,639	181,485,261	423,319,900
TOTAL PROJECTS ADMINISTERED BY PROJECT MANAGEMENT DIVISION		<u>253,834,639</u>	<u>205,218,229</u>	<u>459,052,868</u>
<u>DEPARTMENT OF PUBLIC WORKS</u>	616			
TRANSPORTATION				
NEW PROJECTS		30,281	10,309,569	10,339,850
CARRYOVER BALANCES		<u>8,076,574</u>	<u>48,611,428</u>	<u>56,688,002</u>
TOTAL PROJECTS ADMINISTERED BY TRANSPORTATION		<u>8,106,855</u>	<u>58,920,997</u>	<u>67,027,852</u>
SOLID WASTE MANAGEMENT	622			
NEW PROJECTS		-	-	-
CARRYOVER PROJECTS		<u>-</u>	<u>56,240,248</u>	<u>56,240,248</u>
TOTAL PROJECTS ADMINISTERED BY SOLID WASTE MANAGEMENT		<u>-</u>	<u>56,240,248</u>	<u>56,240,248</u>
TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS		<u>8,106,855</u>	<u>115,161,245</u>	<u>123,268,100</u>
<u>COUNTY FIRE</u>	624			
NEW PROJECTS		-	264,999	264,999
CARRYOVER BALANCES		<u>-</u>	<u>104,000</u>	<u>104,000</u>
TOTAL PROJECTS ADMINISTERED BY COUNTY FIRE		<u>-</u>	<u>368,999</u>	<u>368,999</u>
TOTAL 2019-20 CAPITAL IMPROVEMENT PROGRAM BUDGET		<u>261,941,494</u>	<u>320,748,473</u>	<u>582,689,967</u>

Note: The schedule above does not include Operating Transfers Out or Reimbursements. Instead this schedule represents total budgeted project costs.



CAPITAL IMPROVEMENT PROGRAM

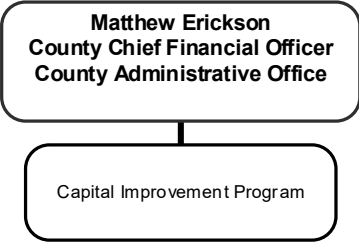
Matthew Erickson

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



2019-20 SUMMARY OF BUDGET UNITS

Funding for capital projects is included in the Real Estate Services Department - Project Management Division Capital Improvement Program (CIP) funds, and specific Arrowhead Regional Medical Center, Airports, Regional Parks, Transportation, Solid Waste Management and San Bernardino County Fire Protection District (County Fire) 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, ARMC, Transportation, Solid Waste and County Fire facilities.
- Prepares the annual CIP budget, monitors and directs implementation of approved projects through the Real Estate Services Department – Leasing and Acquisition Division (RES-LAD) and Project Management Division (RES-PMD), Airports, Regional Parks, ARMC and Public Works, as well as the Fire Protection District.
- 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.
 - Identify opportunities for public-private partnerships for the development of County facilities.

BUDGET HISTORY

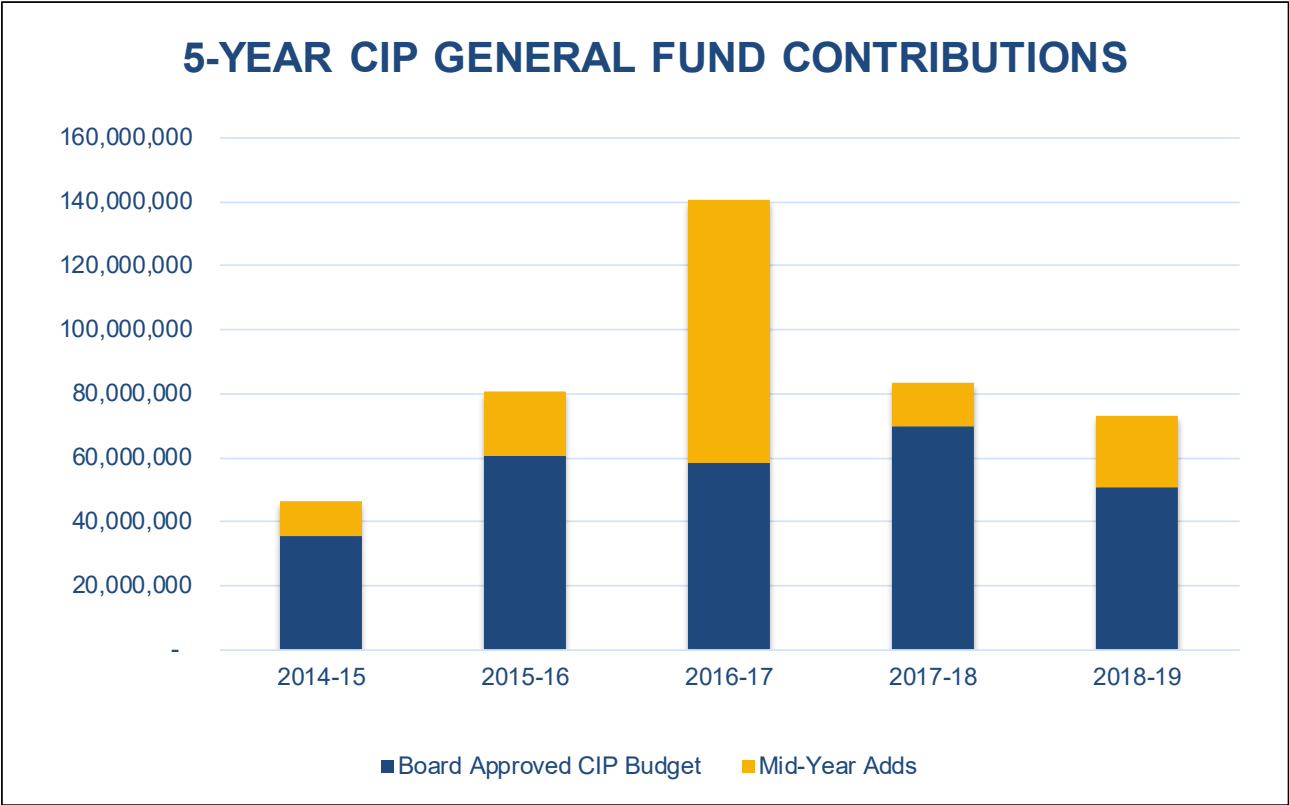
The CIP is funded by a number of sources, including the County General Fund and various other funding sources:

- 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 department using 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). RES-PMD administers projects for all others.



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 fund major capital projects and to address deferred maintenance projects for County buildings and infrastructure. General fund contributions to CIP over the past five years total **\$425.0 million**. Contributions have averaged approximately \$85.0 million per year.



IMPACT OF CAPITAL IMPROVEMENT PROJECTS ON OPERATING BUDGETS

The County has a separate capital budget policy. This policy directs that project proposals should indicate the project’s impact on the operating budget, including, but not limited to, long-term maintenance and operational costs necessary to support the facility. The plan for funding projected staffing, operation and maintenance, and utility costs must be identified as part of the approval process for each capital project.

Operational impacts resulting from new construction, major remodels, and expansion projects, such as operating expenses and new staffing costs, are summarized in the discussion of the individual new and carryover projects that follow.

Operating expenses such as maintenance, grounds, custodial and utility costs are budgeted in the Real Estate Services Department – Facilities Management and Utilities budgets. County departments reimburse these costs quarterly or through the Countywide Cost Allocation Plan. New staffing and other operational costs incurred as a result of new construction, expansions or major remodels are budgeted in the individual County department budgets.



2019-20 ADOPTED BUDGET

On December 21, 2018, County departments were requested to submit CIP requests for projects to commence in 2019-20. The CAO received 53 requests from 11 departments with an estimated total project cost of \$99.8 million. Departments submitting more than one CIP request prioritized their requests. CIP requests were also submitted by RES-PMD and Real Estate Services - Facilities Management Division 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 2018-19. For 2019-20, the base budget allocation for CIP remains the same. This funding level will allow the County to continue to invest in County building assets at an acceptable level. The following notable allocations are funded from the base budget allocation of **\$12.0 million** for 2019-20:

MAINTENANCE AND NON-MAJOR CIP PROJECTS

- Deferred Maintenance \$1.5 million**
 - Countywide Conference Room Program – This program in the amount of \$100,000 will add funding to WBSE* 10100047 to address deferred maintenance projects for County conference rooms.
 - Minor CIP Program – This program will address minor deferred or unscheduled maintenance projects for County facilities. Four projects in the total amount of \$1,085,000 are funded in 2019-20: Bird waste removal at 777 Rialto Ave. (\$35,000); Replace aged plumbing at 740 E. Gilbert St. (\$480,000); Replace sewage control panels at 8303 Haven Ave. (\$180,000); and replace aged plumbing at 900 E. Gilbert St. (\$390,000).
 - Administration – This program will address administrative functions related to projects for County facilities. Two projects in the total amount of \$277,426 are funded in 2019-20: Development of a campus master plan which will determine optimum usage of available land for future buildings, traffic flow, and parking for County departments (\$120,000) and un-programmed (\$157,426).
- Heating, Ventilation and Air Conditioning (HVAC) \$4.0 million**
 - HVAC Upgrades/Maintenance/Replacement Program - Three HVAC projects and an amount that remains un-programmed totaling \$3,980,000 are planned for 2019-20: Replace actuators and dampeners at 401 N. Arrowhead Ave. (\$70,000); Chiller replacement at 740 E. Gilbert St. (\$370,000); and additional funding for WBSE 10100604 to convert the existing ice bank thermal storage system to backup power generator at the West Valley Detention Center (\$3,540,000).
- Infrastructure \$0.1 million**
 - Site Infrastructure Program - Two projects in the total amount of \$80,000 will improve site infrastructure: Landscape improvements at 780 E. Gilbert St. (\$40,000) and 268 W. Hospitality Lane (\$40,000).
- Building System Improvements \$2.5 million**
 - Countywide Elevator Modernization Program – One project in the amount of \$1,000,000 is funded to replace public elevator equipment and components at the County Government Center.
 - Boiler Replacement Program – One project in the amount of \$1,500,000 is funded to replace the hot water boiler at 630 E. Rialto Ave.
- Health/Safety/Americans with Disabilities Act (ADA) \$0.3 million**
 - Americans with Disabilities Act (ADA) Program – This program makes ADA improvements to County facilities and is allocated \$204,574, which is un-programmed.



- Fire/Life Safety Program – Two projects in the total amount of \$80,000 will improve fire/life safety: Repair fire hydrant at 150 W. 5th St (\$40,000); and repair backflow device at 401 N. Arrowhead Ave. (\$40,000).

- **Paving**

\$0.8 million

- Pavement Management Program – Five paving projects in the total amount of \$805,000 are planned to be funded from the Pavement Management Program for 2019-20: Big Bear Library parking lot (\$100,000); Big Bear Sheriff's Complex parking lot (\$300,000); additional funding for 29 Palms parking lot - WBSE 10100630 (\$200,000) and Lucerne Library parking lot – WBSE 10100632 (\$155,000); and un-programmed (\$50,000).

- **Exterior Renovations**

\$0.2 million

- Exterior Renovation Program - This program will make various improvements to renovate building exterior areas in the total amount of \$188,000. Three projects are funded for 2019-20: Phelan Library exterior wall repair (\$38,000); Sheriff's Headquarters window seal repairs (\$90,000); and Victorville Court door replacement (\$60,000).

- **Interior Renovations/Remodels**

\$0.1 million

- Interior Renovation Program – One project in the amount of \$55,000 is funded to inspect the seismic bushings at 8303 Haven Ave.

- **Roofing**

\$0.5 million

- Roofing Repairs/Replacement Program – Two projects in the amount of \$515,000 is funded to repair the roof and replace the aged A/C Unit at 2022 Orange Tree Lane (\$165,000) and un-programmed (\$350,000).

- **Security Program**

\$2.0 million

- Security Projects Program - One project in the amount of \$2,000,000 is funded to increase WBSE 10100377 for countywide security assessments and improvements.

**WBSE refers to the Work Breakdown Structure Element, an eight-digit number which assigns budget to individual projects (funded program) to allow for tracking in the financial accounting system at the project level.*

The 2019-20 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 maintenance and non-major CIP projects identified above in the total amount of **\$12.0 million** funded with ongoing Discretionary General Funding, other new projects are funded from other sources in the total amount of **\$23.7 million**, including department funded projects, for a total of **\$35.7 million** in new project funding administered by RES-PMD.

The Department of Public Works (DPW) will administer various new Transportation projects in the amount of **\$10.3 million** utilizing other funding sources; there are no new Solid Waste Management projects in 2019-20. In addition, County Fire will manage smaller CIP projects with total departmental funding of **\$264,999** with oversight and inspection provided by RES-PMD, as needed. In 2019-20, the total budget for new CIP projects is **\$46.3 million**.



The following pie chart demonstrates what percentage of all new projects are funded by Discretionary General Funding and by other funding sources in the Capital Improvement Program for 2019-20:

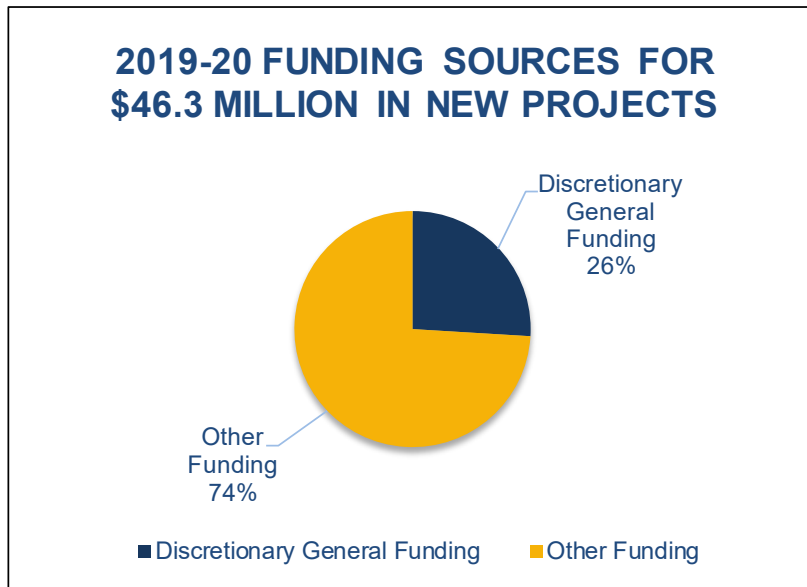


Table 1 provides a summary of all new CIP projects for 2019-20.

Table 1

SUMMARY OF 2019-20 NEW CIP PROJECTS			
	Discretionary General Funding	Other Funding	Total New Projects
NEW PROJECTS ADMINISTERED BY RES-PMD:			
RES-PMD Capital Fund (Fund 3100)	12,000,000	12,762,388	24,762,388
ARMC Capital Fund (Fund 4204)	-	10,970,580	10,970,580
Total New Projects Administered by RES-PMD	12,000,000	23,732,968	35,732,968
NEW PROJECTS ADMINISTERED BY DPW:			
Transportation New Projects (Various Funds)	30,281	10,309,569	10,339,850
Solid Waste Management New Projects (Various Funds)	-	-	-
Total New Projects Administered by DPW	30,281	10,309,569	10,339,850
NEW PROJECTS ADMINISTERED BY COUNTY FIRE:			
County Fire (Various Funds)	-	264,999	264,999
TOTAL NEW CIP PROJECTS	12,030,281	34,307,536	46,337,817

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 RES-PMD have carryover balances of \$423.3 million (excluding Reimbursements and Operating Transfers Out). Carryover projects administered by the Department of Public Works have projected carryover balances of \$112.9 million. Carryover projects administered by County Fire have projected carryover balances of \$104,000. Table 2 provides a summary of all Carryover Projects.



Table 2

SUMMARY OF 2019-20 CARRYOVER BALANCES			
	Discretionary General Funding	Other Funding	Carryover Balance
CARRYOVER PROJECTS ADMINISTERED BY RES-PMD:			
RES-PMD Capital Fund (Fund 3100)	220,251,919	122,118,032	342,369,951
RES-PMD Capital Fund (Fund 3108)		14,205,297	14,205,297
ARMC Capital Fund (Fund 4204)	21,582,720	45,161,932	66,744,652
Total RES-PMD Carryover Projects	241,834,639	181,485,261	423,319,900
CARRYOVER PROJECTS ADMINISTERED BY DPW:			
Transportation Carryover Projects (Various Funds)	8,076,574	48,611,428	56,688,002
Solid Waste Mgmt Carryover Projects (Various Funds)	-	56,240,248	56,240,248
Total DPW Carryover Projects	8,076,574	104,851,676	112,928,250
CARRYOVER PROJECTS ADMINISTERED BY COUNTY FIRE:			
County Fire (Various Funds)	-	104,000	104,000
TOTAL CARRYOVER PROJECTS	249,911,213	286,440,937	536,352,150

Following is a status of the large carryover construction projects administered by RES-PMD:

Project	Total Project Cost	Carryover Balance
800 MHz Upgrade Project 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. \$145.9 million has been funded in prior years, a \$3.8 million rebate was received from Sprint for equipment purchases, and \$8.5 million of one-time funding was transferred from the Fire Consolidated Headquarters Complex Acquisition Project. 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 seventh year with completion planned for December 2020. 66% of the existing radio sites have been converted to digital operation and 73% of the microwave transport interlinks have been installed and are operational. During 2019-20, the top priorities of the project continue to center on construction and implementation of new radio equipment buildings and towers in strategic locations to enhance signal coverage, and the continued installation of upgraded microwave radio equipment to link dispatch centers with public safety agencies and responders throughout the County. Work has been completed to convert the existing fleet of mobile and portable radios for digital operation.	\$158.2 million	\$58.9 million*

*Includes all "project" numbers listed in Exhibit A.



Project	Total Project Cost	Carryover Balance
800 MHz Upgrade Project (Continued) Operational Impact: 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 costs are funded by Board approved Internal Service rates charged to internal and external public safety radio system users.		
County Buildings Acquisition and Retrofit Project <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 \$180.1 million (\$124.8 million of Discretionary General Funding; \$18.6 million from Probation AB 109 fund balance and \$6.0 million from SB678 fund balance for the 157 Building Seismic and Remodel Project located at 157 W. 5th Street in San Bernardino; \$30.0 million from Public Works to construct a new building; and \$720,000 from the District Attorney for the 303 W. 3rd Street building).</p> <p>In 2019-20, additional funding in the total amount of \$4.0 million is being contributed from Probation AB 109 fund balance. This brings the total funding to date to \$184.1 million.</p> <p>Accomplishments include: The remodel of the 303 Building located at 303 W. 3rd Street in San Bernardino for the consolidation of District Attorney staff; the acquisition and remodel of the 268 Building located at 268 W. Hospitality Lane in San Bernardino for the consolidation of Auditor-Controller/Treasurer/Tax Collector staff; the acquisition of land for the Hospitality Campus and Phase I and Phase II improvements to add 193 parking spaces; completion of Phase 1a of the County Government Center Campus Improvements in downtown San Bernardino; and the acquisition of three office buildings, consisting of a total of 163,270 square feet (one in Victorville and two in San Bernardino). Remodel of the 222 Building located at 222 W. Hospitality Lane in San Bernardino for the consolidation of Assessor-Recorder-Clerk staff and relocation of Special Districts and Veterans Affairs from the 157 building located at 157 W. 5th Street in San Bernardino; County Government Center Phase 1b Campus Improvements including new streets, landscape, hardscape, parking, lighting and signage.</p> <p>Activities currently in process include: Building assessments and space programming for the 157 Building for consolidation of Probation staff;</p>	\$351.0 million	\$119.3 million*

*Includes all "project" numbers listed in Exhibit A.



Project	Total Project Cost	Carryover Balance
<p>County Buildings Acquisition and Retrofit Project (Continued) design-build request for proposal's for the 323 Court Street Building Remodel Project for consolidation of Public Defender staff which includes a new parking structure; and space programming for Public Works to construct a replacement building for the 825 E. 3rd Street building in San Bernardino. The County Fire Relocation/Consolidation (Administration Building) and the Valley Dispatch Center were moved out of this project to be stand-alone projects.</p> <p>The County currently plans approximately 480,000 square feet of new construction and 326,000 square feet of reused space in the City of San Bernardino's downtown area to satisfy office space needs. The current estimated total cost of this project, including space already completed is \$351.0 million. After allocating \$4.0 million to this project in 2019-20, \$166.9 million remains unfunded. It is anticipated that the sale of surplus properties will be available for the project in 2019-20 and will help offset a portion of the necessary Discretionary General Funding. Estimated project costs include considerations for building refurbishment versus purchasing new, escalation costs for multi-year projects and increased scope due to building assessments.</p> <p>Operational Impact: The acquisition of approximately 163,270 square feet of additional office space resulted in increased annual operating costs of approximately \$866,000, offset by projected annual lease savings of \$831,700 and annual lease revenue of \$513,000. There are no other operational or staffing costs associated with this project.</p>		
<p>Information Services Building In June 2018, the Board of Supervisors approved the acquisition of a three-story office building of approximately 75,000 square feet and two contiguous parcels of approximately 6.84 acres for a purchase price of \$14.5 million. The project includes both the acquisition and remodel of the building to accommodate the County Information Services Department. The department's current location had become insufficient over time due to functional inadequacies, lack of required infrastructure and sufficient space for staff. The total project budget is estimated at \$43.8 million, of which \$23.3 million is currently funded. The estimated completion date is July 2021.</p> <p>Operational Impact: There are no additional staffing costs associated with this project. Ongoing operations and maintenance costs will be determined as the project progresses.</p>	\$43.8 million	\$7.3 million
<p>Valley Dispatch Center, County Fire Relocation/Consolidation (Administration Building), and County Fire Relocation/Consolidation (Hazmat Warehouse) Campus Improvements Project In 2015-16, the Board approved an allocation of \$200,000 for an update to the needs assessment to relocate the Valley Dispatch Center from 1743 Miro Way in Rialto to consolidate Sheriff's 9-1-1 dispatch, Office of Emergency Services, Information Services Radio Management and</p>	\$162.0 million	\$32.5 million



Project	Total Project Cost	Carryover Balance
<p>County Valley Dispatch Center, County Fire Relocation/Consolidation (Administration Building), and County Fire Relocation/Consolidation (Hazmat Warehouse) Campus Improvements Project (Continued)</p> <p>CONFIRE. The County-owned property located at the southeast corner of Rialto Avenue and Lena Road in San Bernardino was determined to be the best site for a new dispatch center. Since that time, the Board has approved an additional \$2.6 million of Discretionary General Funding for the project and set aside \$39.0 million in General Fund Reserves for the project.</p> <p>In 2017-18 \$2.2 million of the General Fund Reserves was used leaving a balance of \$36.8 million in General Fund Reserves set aside for the project. The total estimated cost of the Valley Dispatch Center is \$98.4 million of which \$41.8 million is currently funded.</p> <p>County Fire also had requirements to consolidate County Fire headquarters and central services in one location and the site was determined to be large enough to accommodate County Fire's requirements as well. In the 2016-17 First Quarter Budget Report – Maintenance and Capital Improvement Program, the Board approved \$17.64 million in Discretionary General Funding, which included \$9.52 million transferred from a cancelled project, to be allocated to the County Fire Relocation/Consolidation (Administration Building) project. \$8.5 million set aside in County Fire Reserves will be moved to the project when needed to partially fund the County Fire Administration building portion of the project in the amount of \$31.3 million. Construction is expected to be completed in 2020-21.</p> <p>In addition, a future warehouse building is proposed to be constructed on the site for County Fire Household Hazardous Materials (Hazmat). The Board has approved an allocation of \$2.0 million to date for the Hazmat warehouse funded from Household Hazardous Waste Fund Balance. The estimated total cost of the Hazmat Warehouse is \$32.2 million.</p> <p>Priorities for 2019-20 include master planning of the site and infrastructure and design of the County Fire Admin building.</p> <p>Operational Impact: Estimated annual facility maintenance and utility costs are as follows: Valley Dispatch Center - \$430,800 (\$6.12 per square foot); County Fire Relocation/Consolidation (Administration Building) - \$302,000 (\$5.95 per square foot) offset by lease cost savings of approximately \$300,000 per year; and County Fire Relocation/Consolidation (Hazmat Warehouse) - \$167,600 (\$2.32 per square foot). It is anticipated there will be no additional staffing costs associated with this project.</p>		

Note: The Crisis Residential Treatment Facilities and Crisis Stabilization Units Project included in this section of the 2018-19 Adopted Budget was completed during the fiscal year and is no longer being reported.



A summary of new projects and previously approved CIP projects still in progress is provided in:

- Exhibit A – 2019-20 Capital Improvement Program Projects Administered by Real Estate Services – Project Management Division
- Exhibit B – 2019-20 Capital Improvement Program Projects Administered by Department of Public Works-Transportation
- Exhibit C – 2019-20 Capital Improvement Program Projects Administered by Department of Public Works-Solid Waste Management
- Exhibit D – 2019-20 Capital Improvement Program Projects Administered by San Bernardino County Fire Protection District (County Fire)

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM PLAN

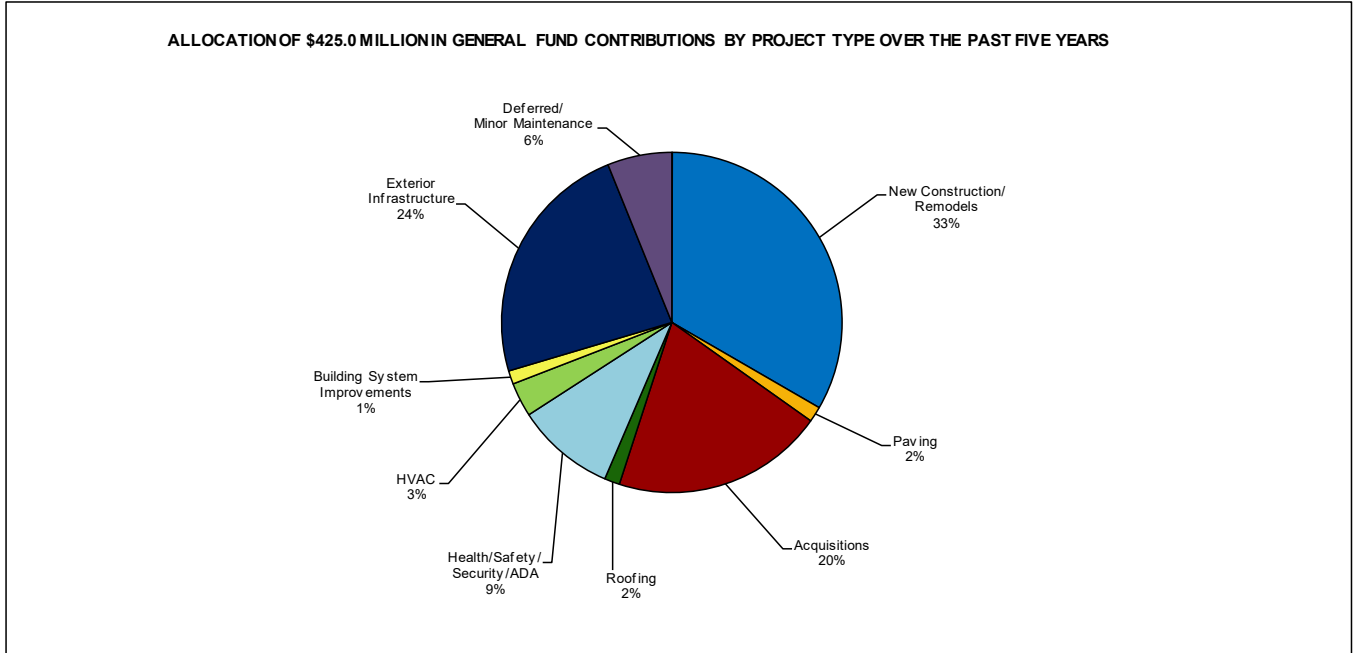
The Five-Year CIP for Maintenance and Non-Major CIP projects is reviewed annually and revised based on current circumstances and opportunities and considers historic requirements and expenditures for capital projects. While the Five-Year CIP does not appropriate funds, it does serve as a budgeting tool 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 that 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. This funding has been programmed over the next five years and is summarized on Exhibit E – 2019-20 through 2023-24 Five-Year Capital Improvement Program and includes capital expenditures of \$60.0 million.



THE LAST FIVE YEARS

Over the past five years, the Board of Supervisors has allocated \$425.0 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
- **Health, Safety, and Security Needs**



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
1	Adelanto-9330-9438 Commerce Way	1	Sheriff	HDDC Door Relocation.	18-162	3100	10100613
2	Adelanto-9428 Commerce Way	1	RES-D-PMD	HDDC Server Room Air Conditioning.	17-155	3100	10100386
3	Adelanto-9428 Commerce Way	1	RES-D-PMD	HDDC Generator Controls Integration.	17-154	3100	10100400
4	Adelanto-9428 Commerce Way	1	RES-D-PMD	Water System Motor Control Repair.	MCIP	3100	10100539
5	Adelanto-9428 Commerce Way	1	Sheriff	HDDC Generator.	16-094	3100	10100180
6	Apple Valley- 21101 Dale Evan Parkway	1	Probation	Probation - HDJDAC Keycard System funded by Proposition 172 funding.	18-178	3100	10100649
7	Apple Valley-11873 Apple Valley Road	1	RES-D-PMD	Victor Valley Museum Automated Door Replacement.	17-147	3100	10100229
8	Apple Valley-11873 Apple Valley Road	1	RES-D-PMD	Victor Valley Museum Heating, Ventilation and Air Conditioning (HVAC) Equipment Replacement.	17-032	3100	10100384
9	Apple Valley-11923 Joshua Road	1	Public Works	PW Apple Valley Yard Generator.	19-053	3100	10100682
10	Apple Valley-14901 Dale Evans Parkway	1	RES-D-PMD	Apple Valley Library HVAC.	HVAC	3100	10100555
11	Apple Valley-14901 Dale Evans Pkwy	1	RES-D-PMD	APP-LIB Structural Beam Repair	15-149	3100	10400001
12	Apple Valley-21101 Dale Evans Parkway	1	RES-D-PMD	High Desert Juvenile Detention and Assessment Center (HDJDAC) Assessment of Building Cracking.	17-999	3100	10100325
13	Apple Valley-21101 Dale Evans Parkway	1	RES-D-PMD	HDJDAC-Slurry Coat & Stripe.	PAV	3100	10100637
14	Apple Valley-21101 Dale Evans Parkway	1	RES-D-PMD	PRB HDJDAC Communications Network	19-149	3100	10100802
15	Apple Valley-21101 Dale Evans Parkway	1	RES-D-PMD	PRB HDJDAC Flooring Repair	19-145	3100	10100811
16	Apple Valley-21600 Corwin Road	1	Airports	Apple Valley Airport T-Hangar Improvements funded by Airport Department County Service Area 60 (CSA 60) budget.	14-001	3100	10100037
17	Apple Valley-21600 Corwin Road	1	Airports	Apple Valley Airport Terminal Parking Lot Improvements funded by CSA 60.	15-013	3100	10100059
18	Apple Valley-21600 Corwin Road	1	Airports	Apple Valley Airport Taxiway Reconstruction and Drainage funded by CSA 60 and Operating fund.	15-014	3100	10100060
19	Apple Valley-21600 Corwin Road	1	Airports	Apple Valley Airport Acquisition Solar Power Obstruction Lighting funded by CSA 60.	16-042	3100	10100124
20	Apple Valley-21600 Corwin Road	1	Airports	Apple Valley Airport Terminal HVAC Upgrade funded by CSA 60.	16-043	3100	10100128
21	Apple Valley-21600 Corwin Road	1	Airports	Apple Valley Airport Land for Drainage Basin funded by CSA 60.	17-010	3100	10100267
22	Apple Valley-21600 Corwin Road	1	Airports	Apple Valley Airport Perimeter Fence Upgrades funded by CSA 60. The total project cost is \$297,775. The Airports Department will manage the design portion of the project at a cost of \$20,000. RES-PMD will manage the construction portion of the project in the amount of \$277,775.	17-011	3100	10100274
23	Apple Valley-21600 Corwin Road	1	Airports	Apple Valley Airport Roofing Maintenance Program funded by CSA 60 (RAI). The total cost of this project is \$24,500. The roofing assessment portion of the project in the amount of \$10,500 will be managed by the Airports Department. The construction portion of the project in the amount of \$14,000 will be managed by RES-PMD.	17-018	3100	10100276
24	Apple Valley-21600 Corwin Road	1	Airports	Apple Valley Airport Hangar Door Maintenance.	18-195	3100	10100605
25	Apple Valley-21600 Corwin Road	1	Airports	Installation Wash Rack for AV Airport.	19-043	3100	10100696
26	Baker-72734 Baker Blvd.	1	County Fire	CF Sta. 53 Bedroom Add.& Training	20-046	3100	10100863
27	Baker-72734 Baker Blvd.	1	County Fire	CF Sta. 53 Parking Structure & Solar	20-047	3100	10100864



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
165,126			-		35,911	35,911	35,911	1
100,000			-	98,803		98,803	98,803	2
100,000			-	100,000		100,000	100,000	3
20,000			-	20,000		20,000	20,000	4
1,000,000			-	899,290		899,290	899,290	5
319,000		231,000	231,000		83,219	83,219	314,219	6
40,000			-	11,441		11,441	11,441	7
125,000			-	578		578	578	8
35,000			-		3,553	3,553	3,553	9
264,000			-	64,966		64,966	64,966	10
6,087,055			-	94		94	94	11
10,000			-	669		669	669	12
150,000		75,000	75,000	73,953		73,953	148,953	13
92,165			-		91,903	91,903	91,903	14
165,000			-		165,000	165,000	165,000	15
250,000			-		7,128	7,128	7,128	16
600,000			-		583,552	583,552	583,552	17
559,000			-		541,131	541,131	541,131	18
490,000			-		489,863	489,863	489,863	19
75,000			-		74,703	74,703	74,703	20
50,000			-		50,000	50,000	50,000	21
297,775			-		277,775	277,775	277,775	22
24,500			-		14,000	14,000	14,000	23
75,000			-		74,715	74,715	74,715	24
376,662			-		376,662	376,662	376,662	25
550,000		550,000	550,000			-	550,000	26
100,000		100,000	100,000			-	100,000	27



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
28	Barstow- 301-303 Mountain View	3	RESD-PMD	301-303 E. Mtn. View Retaining Wall.	SITE	3100	10100629
29	Barstow-1300 E. Mountain View Ave.	1	Probation	Probation Building Acquisition - Barstow funded by Assembly Bill 109 (AB109).	15-209	3100	10100079
30	Barstow-225 E. Mountain View	1	RESD-PMD	Sheriff's Jail Sewer Line Repairs.	17-161	3100	10100431
31	Barstow-225 E. Mountain View	1	Sheriff	Barstow Jail Digital Video Recorder System funded from AB109.	17-265	3100	10100348
32	Barstow-235 E. Mountain View	1	RESD-PMD	Barstow Sheriff's Court Sewage Muncher.	17-999	3100	10100540
33	Barstow-29802 Old Highway 58	1	Public Works	Barstow Yard Generator Project. The funding source is the Transportation budget.	18-038	3100	10100481
34	Barstow-301 E Mountain Ave	3	RESD-PMD	Barstow Bldg. Landscape Retrofit.	SITE	3100	10100675
35	Barstow-303 E. Mountain View	1	RESD-PMD	Barstow Public Health Actuator.	17-155	3100	10100394
36	Barstow-303 E. Mountain View	1	RESD-PMD	BAR004-PH, Retaining Wall Replacement.	19-115	3100	10100759
37	Barstow-304 E. Buena Vista	1	RESD-PMD	Barstow Library Restroom Americans with Disabilities Act (ADA) Upgrades.	16-005	3100	10100186
38	Barstow-Elephant Mountain	1	Information Services	Elephant Mountain 800 Megahertz (MHz) Upgrades.	12-104	3100	10100091
39	Barstow-Mountain View	1	RESD-PMD	Barstow Complex Retaining Wall.	17-161	3100	10100433
40	Barstow-To Be Determined	1	Preschool Services	Preschool Services Department Barstow Building Acquisition funded by the PSD department budget.	17-197	3100	10100151
41	Big Bear Lake-Onyx Peak	3	Information Services	Onyx Peak 800 MHz Antenna Site Upgrade.	16-171	3100	10100175
42	Big Bear-41930 Garstin Dr.	3	County Library	Big Bear Lease Lobby Lighting Upgrade funded from Special Revenue Funds (SAP CLB).	18-081	3100	10100497
43	Big Bear-41930 Garstin Dr.	3	County Library	Roof Replacement-Big Bear Library.	ROOF	3100	10100624
44	Big Bear-41930 Garstin Dr.	3	RESD-PMD	Replace Sidewalk Heaters (Big Bear).	MCIP	3100	10400017
45	Big Bear-41930 Garstin Dr.	3	RESD-PMD	Big Bear Library Parking Lot Rehab	20-079	3100	10100892
46	Big Bear-42090 North Shore Dr.	3	Public Works	PW Big Bear Yard Crew Room Remodel.	19-051	3100	10100684
47	Big Bear-477 Summit Blvd.	3	RESD-PMD	Big Bear Courthouse HVAC Replacement	19-177	3100	10100821
48	Big Bear-477 Summit Blvd.	3	RESD-PMD	Big Bear Sheriff Parking Lot Rehab	20-080	3100	10100893
49	Big Bear-Bertha Peak	3	Information Services	Bertha Peak 800 MHz Antenna Site upgrades.	17-162	3100	10100357
50	Big Bear-Onyx Peak	3	RESD-PMD	Onyx Peak 800 Mhz Shelter & Generator	19-200	3100	10100831
51	Bloomington-10174 Magnolia Ave.	5	County Fire	County Fire Station #76 Bathroom Remodel funded from County Fire Operating Funds.	18-028	3100	10100487
52	Bloomington-10174 Magnolia Ave.	5	County Fire	County Fire Station #76 Kitchen Remodel funded from County Fire Operating Funds.	18-029	3100	10100488
53	Bloomington-10174 Magnolia Ave.	5	County Fire	Station#76 Rebuild Apparatus Bay.	19-007	3100	10100761
54	Bloomington-18313 Valley Blvd	5	RESD-PMD	Devore Animal Shelter-Land Acquisition	19-137	3100	10100792
55	Bloomington-18313 Valley Boulevard	5	Board of Supervisors	Bloomington Senior Center Remodel funded by Fifth District Board of Supervisors Discretionary Priority Policy Needs funding.	17-256	3100	10100314
56	Blue Jay-26830 Highway 189	2	Public Works	Blue Jay Yard Pavement Reconstruction Project to be managed by Public Works. Funding source is the Transportation budget.	18-036	3100	10100469
57	Blue Jay-26830 Highway 189	2	Public Works	Blue Jay Yard HVAC Installation Project funded by the Transportation budget.	18-039	3100	10100471
58	Chino-16700 Euclid Ave.	4	Regional Parks	Prado Regional Park Area ADA Parking funded by Community Development Block Grant (CDBG).	18-145	3100	10100505
59	Chino-16700 S. Euclid Ave	4	General Fund	Prado REGP Electrical Upgrade.	18-190	3100	10100602
60	Chino-5585 Riverside Dr.	4	Preschool Services	Chino Head Start Playground Improvements funded by Federal Head Start/Early Head Start funds.	16-179	3100	10100148
61	Chino-5585 Riverside Dr.	4	Preschool Services	Chino Head Start Structure Acquisition and Installation funded by Federal Head Start/Early Head Start funds.	16-182	3100	10100568
62	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Retention and Storm Water Conveyance Phase II.	09-170	3100	10100007



Exhibit A
2019-20 Capital Improvement Program Projects
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Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
25,000			-	23,653		23,653	23,653	28
4,996,804			-		295,936	295,936	295,936	29
30,000			-	29,291		29,291	29,291	30
45,217			-		44,967	44,967	44,967	31
20,000			-	20,000		20,000	20,000	32
45,000			-		13,076	13,076	13,076	33
22,000			-	650		650	650	34
25,000			-	1,323		1,323	1,323	35
35,000			-	35,000		35,000	35,000	36
150,000			-	10,411		10,411	10,411	37
See Index No. 162			-	549,847		549,847	549,847	38
35,000			-	34,802		34,802	34,802	39
1,500,000			-		197,479	197,479	197,479	40
See Index No. 162			-	49,748		49,748	49,748	41
25,000			-		5,285	5,285	5,285	42
25,000			-	2,891		2,891	2,891	43
20,000			-	20,000		20,000	20,000	44
100,000	100,000		100,000			-	100,000	45
25,000			-		20,313	20,313	20,313	46
230,000			-	28,017		28,017	28,017	47
300,000	300,000		300,000			-	300,000	48
See Index No. 162			-	9,401		9,401	9,401	49
320,000			-	295,200		295,200	295,200	50
104,750			-		104,750	104,750	104,750	51
112,970			-		112,970	112,970	112,970	52
864,500			-		863,869	863,869	863,869	53
100,000			-	50,201		50,201	50,201	54
70,000			-		40,563	40,563	40,563	55
140,000			-		137,349	137,349	137,349	56
65,000			-		4,836	4,836	4,836	57
200,000			-		15,032	15,032	15,032	58
517,400			-	98,245		98,245	98,245	59
75,000			-		1,737	1,737	1,737	60
53,400			-		15,766	15,766	15,766	61
1,354,000			-	1,349,961		1,349,961	1,349,961	62



Exhibit A
2019-20 Capital Improvement Program Projects
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Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
63	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Runway Safety Fire Suppression funded by Airport department budget.	14-009	3100	10100038
64	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Paving Project-Yanks Air Museum funded by Chino Airport CIP funds.	16-133	3100	10100125
65	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Building A-270 Roof Coating funded by Chino Airport CIP funds.	16-045	3100	10100126
66	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Building A-305 Demo and Phone System Relocation.	16-046	3100	10100127
67	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Taxiway Relocation funded by the Airports Department budget (RAA APT).	17-014	3100	10100268
68	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Air Compressor Replacement funded by the Airports Department budget (RAA APT).	17-015	3100	10100269
69	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Hangar Door Replacement funded by the Airports Department budget (RAA APT).	17-016	3100	10100270
70	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Mail Center and Modular Restroom. Total project cost is \$220,000. The department will manage the design of \$6,000. Project Management will manage the construction of \$214,000.	17-171	3100	10100272
71	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Building A-220 Demolition funded by the Airports Department budget (RAA APT). The total project cost is \$50,000. The design portion of the project in the amount of \$5,000 will be managed by the Airports Department. RES-PMD will manage the construction portion of the project in the amount of \$45,000.	17-013	3100	10100275
72	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Northwest Apron, Hot Spots and Taxiway Rehabilitation funded by the Federal Aviation Administration grant (\$3,914,100), a State Matching Grant (\$195,705) and the Chino Airport CIP Funds (\$239,195).	17-233	3100	10100280
73	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Groundwater Phase V.	18-999	3100	10100560
74	Chino-7000 Merrill Ave.	4	Airports	Hangar A495-560 Sewer Connection.	19-045	3100	10100676
75	Chino-7000 Merrill Ave.	4	Airports	B-Hangar Restroom Installation Chino.	19-044	3100	10100695
76	Chino-7000 Merrill Ave.	4	General Fund	Chino Airport Groundwater Remedial Project.	18-999	3100	10100556
77	Chino-8848 Remington Ave.	All	RESD-PMD	Chino Dairy Residence Demolition.	CJPR	3100	10100562
78	Chino-Hellman Ave.	4	RESD-PMD	Hellman Avenue Clean-Up Phase II.	MCIP	3100	10100663
79	Chino-Southeast corner of Flight Ave. and Remington	4	RESD-PMD	Land Acquisition at Chino Airport.	17-999	3100	10100577
80	Chino-Various	4	RESD-PMD	Chino Dairies Trash Removal	17-140	3100	10100298
81	Claremont-1616 Monte Vista	4	Information Services	Claremont ISD Antenna Installation.	2V03	3100	10100535
82	Colton-1020 E. Cooley Dr.	5	RESD-PMD	COL010-Sheriff	19-110	3100	10100755
83	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Detainee Monitor Facilities.	14-207	4204	10100058
84	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Sterile Processing Cart Washer Replacement.	16-060	4204	10100116
85	Colton-400 N. Pepper Ave.	5	ARMC	ARMC ADA Site Accessibility Upgrade.	16-065	4204	10100120
86	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Fire Alarm Panel Upgrade.	16-067	4204	10100121
87	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Fire Protection Upgrade for ARMC Data Centers.	16-069	4204	10100122
88	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Emergency Department Patient Bathroom Remodel.	17-103	4204	10100238
89	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Emergency Department Staff Bathroom Remodel.	17-104	4204	10100239
90	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Labor and Delivery Security Doors.	17-105	4204	10100240
91	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Labor and Delivery Remodel.	17-106	4204	10100241
92	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Operating Room Surgical Lights and Columns.	17-107	4204	10100242
93	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Sterile Processing Flooring Replacement.	17-108	4204	10100243
94	Colton-400 N. Pepper Ave.	5	ARMC	ARMC X-Ray Room Equipment Replacement.	17-109	4204	10100244
95	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Computed Tomography (CT) Scanner Replacement.	17-111	4204	10100245
96	Colton-400 N. Pepper Ave.	5	ARMC	ARMC MRI Replacement.	17-112	4204	10100246
97	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Bi-Plane Angio Room.	17-114	4204	10100248
98	Colton-400 N. Pepper Ave.	5	ARMC	ARMC New Fluoroscopy Unit Installation.	17-115	4204	10100249
99	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Parking Lot Emergency Telephones/Call Boxes.	17-117	4204	10100251



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
1,000,000			-		998,575	998,575	998,575	63
450,000			-		425,702	425,702	425,702	64
275,000			-		274,596	274,596	274,596	65
75,000			-		66,611	66,611	66,611	66
185,000			-		184,153	184,153	184,153	67
75,000			-		14,895	14,895	14,895	68
125,000			-		124,742	124,742	124,742	69
220,000			-		206,414	206,414	206,414	70
50,000			-		756	756	756	71
4,349,000			-		4,279,583	4,279,583	4,279,583	72
1,490,000			-	295,757		295,757	295,757	73
87,350			-		87,350	87,350	87,350	74
209,850			-		209,850	209,850	209,850	75
15,000,000			-	11,478,221		11,478,221	11,478,221	76
135,000			-	462		462	462	77
250,000			-	4,435		4,435	4,435	78
48,053,300			-	198,410		198,410	198,410	79
81,267			-		28	28	28	80
See Index No. 162			-	1,382		1,382	1,382	81
50,000			-	50,000		50,000	50,000	82
2,600,000			-	2,582,720		2,582,720	2,582,720	83
295,406			-		10,723	10,723	10,723	84
635,699			-		451,665	451,665	451,665	85
926,145			-		125,312	125,312	125,312	86
560,939			-		453,579	453,579	453,579	87
1,099,650			-		528,840	528,840	528,840	88
1,064,000			-		971,874	971,874	971,874	89
217,313			-		166,501	166,501	166,501	90
649,677			-		169,927	169,927	169,927	91
826,682			-		496,929	496,929	496,929	92
44,439			-		32,440	32,440	32,440	93
652,787			-		652,787	652,787	652,787	94
888,750			-		231,493	231,493	231,493	95
2,922,984			-		2,765,845	2,765,845	2,765,845	96
100,000			-		25,536	25,536	25,536	97
1,329,982			-		1,329,982	1,329,982	1,329,982	98
539,000			-		451,131	451,131	451,131	99



Exhibit A
2019-20 Capital Improvement Program Projects
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Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
100	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Negative Pressure Room Monitors.	17-118	4204	10100252
101	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Fire Door Magnetic Hold Open.	17-120	4204	10100254
102	Colton-400 N. Pepper Ave.	5	ARMC	ARMC ADA Site Accessibility Upgrades - Parking.	18-068	4204	10100256
103	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Perimeter Security Improvements.	17-123	4204	10100257
104	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Specialty Clinic Registration Relocation.	17-126	4204	10100260
105	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Labor and Delivery Lobby Expansion.	17-127	4204	10100261
106	Colton-400 N. Pepper Ave.	5	ARMC	ARMC ADA Site Accessibility Upgrades - Interior.	17-130	4204	10100263
107	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Ambulatory Clinic.	17-251	4204	10100265
108	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Air Conditioning in Sterile Processing Department.	17-283	4204	10100266
109	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Interventional Imaging Equipment Replacement.	18-060	4204	10100452
110	Colton-400 N. Pepper Ave.	5	ARMC	ARMC CT Scanner Acquisition.	18-061	4204	10100453
111	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Inpatient Medication Disbursement Machine Replacement.	18-062	4204	10100454
112	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Chemo Compounding Room Door/Frame Replacement funded by ARMC Enterprise Funds.	18-063	4204	10100455
113	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Water-Cooled Fluid Chillers Replacement funded by ARMC Enterprise Funds.	18-064	4204	10100456
114	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Automatic Transfer Switch Upgrade funded by ARMC Enterprise Funds.	18-065	4204	10100457
115	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Transfer Switch Replacement. ARMC to fund \$332,800 in equipment and \$128,750 to be funded in CIP by ARMC Enterprise Funds for a total project cost of \$461,550.	18-066	4204	10100458
116	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Boiler Motors' Uninterruptible Power Source Installation funded from ARMC Enterprise Funds.	18-067	4204	10100459
117	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Parking Lot - Staff Entry Security Upgrade funded from ARMC Enterprise Funds.	18-070	4204	10100460
118	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Exterior Monument Signage funded from ARMC Enterprise Funds.	18-071	4204	10100461
119	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Main Boiler Valve Replacement funded from ARMC Enterprise Funds.	18-072	4204	10100462
120	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Outpatient Laboratory Door - Automation and Widening funded from ARMC Enterprise Funds.	18-074	4204	10100463
121	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Specialty Clinic Registration Relocation Project funded from ARMC Enterprise Funds.	18-075	4204	10100464
122	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Behavioral Health Security Door Controller Upgrade funded from ARMC Enterprise Funds.	18-077	4204	10100466
123	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Behavioral Health Staff Panic Buttons Installation funded from ARMC Enterprise Funds.	18-078	4204	10100467
124	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Behavioral Health Network Connection to SOC funded from ARMC Enterprise funds.	18-079	4204	10100468
125	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Laboratory Air Compressor Replacement funded from ARMC Enterprise Funds.	18-073	4204	10100567
126	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Parking Structure funded by \$19.0 million from Discretionary General Funding (Net County Cost) and \$7.1 million from ARMC Enterprise Fund.	19-075	4204	10100708
127	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Colton A/C Replacement.	19-058	4204	10100710
128	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Exam Room Build-out Construction.	19-066	4204	10100711
129	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Medical Air Replacement.	19-062	4204	10100712
130	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Metal Catwalk.	19-063	4204	10100714
131	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Sitter Video Surveillance.	19-065	4204	10100717
132	Colton-400 N. Pepper Ave.	5	ARMC	ARMC VFD Replacement.	19-068	4204	10100720
133	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Skid Mounted Booster Pump System.	19-067	4204	10100722
134	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Pneumatic Tube System.	19-064	4204	10100742
135	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Chiller Replacement.	19-061	4204	10100747
136	Colton-400 N. Pepper Ave.	5	ARMC	ARMC-Pre-vacuum Sterilizer.	19-060	4204	10100760
137	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Program Residual	Program	4204	NRFP
138	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Central Plant Replacement of Chiller #3	20-006	4204	10100852



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Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
383,442			-		380,441	380,441	380,441	100
101,550			-		51,172	51,172	51,172	101
2,100,000			-		1,977,073	1,977,073	1,977,073	102
1,061,000			-		1,053,578	1,053,578	1,053,578	103
155,320			-		155,184	155,184	155,184	104
264,750			-		264,750	264,750	264,750	105
1,250,000			-		562,704	562,704	562,704	106
7,287,767			-		6,781,612	6,781,612	6,781,612	107
325,900			-		175,123	175,123	175,123	108
3,035,998			-		1,830,135	1,830,135	1,830,135	109
2,803,815			-		1,840,720	1,840,720	1,840,720	110
162,178			-		91,174	91,174	91,174	111
216,675			-		196,399	196,399	196,399	112
1,488,147			-		219,344	219,344	219,344	113
374,238			-		296,492	296,492	296,492	114
461,550			-		381,328	381,328	381,328	115
878,706			-		812,532	812,532	812,532	116
319,003			-		316,620	316,620	316,620	117
617,611			-		529,368	529,368	529,368	118
361,138			-		359,296	359,296	359,296	119
317,688			-		273,345	273,345	273,345	120
174,216			-		174,216	174,216	174,216	121
357,100			-		41,618	41,618	41,618	122
244,215			-		234,195	234,195	234,195	123
195,300			-		193,060	193,060	193,060	124
337,093			-		337,093	337,093	337,093	125
26,100,000			-	19,000,000	7,067,718	26,067,718	26,067,718	126
361,650			-		361,650	361,650	361,650	127
301,960			-		277,621	277,621	277,621	128
490,300			-		490,300	490,300	490,300	129
314,200			-		313,700	313,700	313,700	130
306,864			-		306,472	306,472	306,472	131
278,047			-		278,047	278,047	278,047	132
1,439,680			-		1,439,680	1,439,680	1,439,680	133
375,070			-		343,486	343,486	343,486	134
1,145,696			-		1,060,576	1,060,576	1,060,576	135
332,500			-		249,174	249,174	249,174	136
921,715			-		921,715	921,715	921,715	137
1,616,673		1,616,673	1,616,673			-	1,616,673	138



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
139	Colton-400 N. Pepper Ave.	5	ARMC	Ligature Risk-CMS Requirement	20-007	4204	10100851
140	Colton-400 N. Pepper Ave.	5	ARMC	Automated Prescription Dispensing System	20-008	4204	10100850
141	Colton-400 N. Pepper Ave.	5	ARMC	Repairs On Lot #7 Asphalt	20-009	4204	10100849
142	Colton-400 N. Pepper Ave.	5	ARMC	Clinical Laboratory Electrical Power Supply Upgrade	20-010	4204	10100848
143	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Central Plant Replacement of Deaerator #1	20-011	4204	10100847
144	Colton-400 N. Pepper Ave.	5	ARMC	Lighting Fixture Replacement	20-012	4204	10100846
145	Colton-400 N. Pepper Ave.	5	ARMC	Data Room Cooling System Replacement	20-013	4204	10100845
146	Colton-400 N. Pepper Ave.	5	ARMC	Walk In Cooler for Nutrition Center	20-014	4204	10100844
147	Colton-400 N. Pepper Ave.	5	ARMC	Cooling Coil Replacement on Air Handling Units	20-015	4204	10100843
148	Colton-400 N. Pepper Ave.	5	ARMC	Purchase and Installation of Chemotherapy Hood	20-016	4204	10100842
149	Colton-400 N. Pepper Ave.	5	ARMC	Nuclear Medicine E-cam Replacement	20-017	4204	10100841
150	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Voip Conversion	19-199	4204	10100833
151	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Planning and Design	19-126	4204	10100777
152	Colton-400 N. Pepper Ave.	5	ARMC	ARMC In-Patient Dialysis Room	19-133	4204	10100837
153	Colton-400 N. Pepper Ave.	5	ARMC	ARMC 6th Floor - Flooring Remodel	19-134	4204	10100838
154	Colton-400 N. Pepper Ave.	5	ARMC	ARMC PA System Upgrade	19-136	4204	10100839
155	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Boiler Burners Replacement	19-135	4204	10100840
156	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Chain Link Fence Enclosure	19-171	4204	10100819
157	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Dialysis Water Tank Enhancement	19-172	4204	10100820
158	Colton-851 South Cooley Drive	5	RESD-PMD	ISD Acquisition & Improvements	19-116	3100	10100768
159	Countywide-Various	All	Fleet Management	Install/Replace Fuel Tanks Phase I Project funded by Fleet Management ISF Retained Earnings.	15-009	3100	10100055
160	Countywide-Various	All	Fleet Management	Fuel Tank Infrastructure Phase 2.	18-183	3100	10100606
161	Countywide-Various	All	General Fund	County Buildings Acquisition & Retrofit Phase 5.	18-999	3100	10100545
162	Countywide-Various	All	Information Services	800 MHz Replacement Project The total estimated cost of the 800 MHz Upgrade Project is \$158,215,198. A portion of the requirements for this project has been distributed to the following individual active projects: 38, 41, 49, 81, 200, 234, 242, 249, 272, 289, 290, 307, 318, 341, 370, 373, 430, and 619.	16-071	3100	10100009
163	Countywide-Various	All	RESD-PMD	County Buildings Acquisition & Retrofit Project The total estimated cost of the County Buildings Acquisition and Retrofit Project is \$210,532,067. See the large carryover project description for a breakdown of funding. Funding sources are: Discretionary General Funding, District Attorney, Probation AB109 and SB678, and Public Works. A portion of the requirements for this project has been distributed to the following individual active projects: 161, 174, 418, 419, 420, 425, 478, 479, 489, 524, 583, 618, 629, and 630.	12-102	3100	10100011
164	Countywide-Various	All	RESD-PMD	Countywide HVAC Control System Upgrade.	13-100	3100	10100035
165	Countywide-Various	All	RESD-PMD	Countywide Conference Room Upgrade.	14-087	3100	10100047
166	Countywide-Various	All	RESD-PMD	Facilities Management Water Treatment Upgrades.	16-999	3100	10100213
167	Countywide-Various	All	RESD-PMD	Fire Stations ADA Parking Lot Signage.	17-147	3100	10100235
168	Countywide-Various	All	RESD-PMD	Facility Security Assessments-Phase I.	17-167	3100	10100377
169	Countywide-Various	All	RESD-PMD	Fire Sprinkler Backflow Relocation.	17-160	3100	10100405
170	Countywide-Various	All	RESD-PMD	County Parking Lot Management Plan.	17-158	3100	10100421
171	Countywide-Various	All	RESD-PMD	Countywide Backflow Devore Cages.	17-161	3100	10100429
172	Countywide-Various	All	RESD-PMD	Security Policy and Procedures Development and Training.	17-167	3100	10100435
173	Countywide-Various	All	RESD-PMD	Countywide Air Sampling & Environment Testing.	MCIP	3100	10100668
174	Countywide-Various	All	RESD-PMD	Alternative Workspace Standards.	2X64	3100	10100669
175	Countywide-Various	All	RESD-PMD	Minor CIP	Program	3100	NRFP
176	Countywide-Various	All	RESD-PMD	Minor CIP Administration	Program	3100	NRFP
177	Countywide-Various	All	RESD-PMD	ADA Funding	Program	3100	NRFP



Exhibit A
2019-20 Capital Improvement Program Projects
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Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
1,000,000		1,000,000	1,000,000			-	1,000,000	139
691,633		691,633	691,633			-	691,633	140
59,220		59,220	59,220			-	59,220	141
2,038,498		2,038,498	2,038,498			-	2,038,498	142
1,010,483		1,010,483	1,010,483			-	1,010,483	143
1,938,912		1,938,912	1,938,912			-	1,938,912	144
363,485		363,485	363,485			-	363,485	145
76,380		76,380	76,380			-	76,380	146
638,058		638,058	638,058			-	638,058	147
422,752		422,752	422,752			-	422,752	148
1,114,486		1,114,486	1,114,486			-	1,114,486	149
171,000		-	-		171,000	171,000	171,000	150
400,000		-	-		356,910	356,910	356,910	151
1,027,267		-	-		1,026,178	1,026,178	1,026,178	152
1,065,680		-	-		1,024,933	1,024,933	1,024,933	153
237,679		-	-		237,483	237,483	237,483	154
799,240		-	-		678,118	678,118	678,118	155
93,000		-	-		93,000	93,000	93,000	156
71,035		-	-		71,035	71,035	71,035	157
43,806,905		-	-	7,318,199		7,318,199	7,318,199	158
1,189,000		-	-		602,156	602,156	602,156	159
500,000		-	-		407,088	407,088	407,088	160
See Index No. 163		-	-	6,972,083		6,972,083	6,972,083	161
158,215,198		-	-	55,561,070		55,561,070	55,561,070	162
210,532,067		-	-	21,402,418		21,402,418	21,402,418	163
2,675,000		-	-	553,961		553,961	553,961	164
340,000	100,000		100,000	101,804		101,804	201,804	165
113,000		-	-	105,315		105,315	105,315	166
100,000		-	-	45,282		45,282	45,282	167
2,400,000	2,000,000		2,000,000	-		-	2,000,000	168
245,000		-	-	19,860		19,860	19,860	169
235,000		-	-	206,332		206,332	206,332	170
50,000		-	-	3,799		3,799	3,799	171
300,000		-	-	60,147		60,147	60,147	172
50,000		-	-	3,163		3,163	3,163	173
See Index No. 163		-	-	65,218		65,218	65,218	174
2,394,487		-	-	2,394,487		2,394,487	2,394,487	175
158,353	157,426		157,426	927		927	158,353	176
1,000,001	204,574		204,574	795,427		795,427	1,000,001	177



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Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
178	Countywide-Various	All	RESD-PMD	HDJDAC Facility Sewer Reimbursement.	Program	3100	NRFP
179	Countywide-Various	All	RESD-PMD	Countywide Boiler Replacements.	Program	3100	NRFP
180	Countywide-Various	All	RESD-PMD	Capital Improvement Program Residual.	Program	3100	NRFP
181	Countywide-Various	All	RESD-PMD	Countywide Elevator Modernization.	Program	3100	NRFP
182	Countywide-Various	All	RESD-PMD	Energy Efficiency Program (Rebates).	Program	3100	NRFP
183	Countywide-Various	All	RESD-PMD	Countywide Exterior Renovation Program.	Program	3100	NRFP
184	Countywide-Various	All	RESD-PMD	Countywide Generator Replacements.	Program	3100	NRFP
185	Countywide-Various	All	RESD-PMD	HVAC Upgrades/Maintenance/Replacements.	Program	3100	NRFP
186	Countywide-Various	All	RESD-PMD	Countywide Interior Renovation Program.	Program	3100	NRFP
187	Countywide-Various	All	RESD-PMD	Countywide Pavement Program.	Program	3100	NRFP
188	Countywide-Various	All	RESD-PMD	Countywide Roof Repairs/Replacement Program.	Program	3100	NRFP
189	Countywide-Various	All	RESD-PMD	Fire/Life Safety Program.	Program	3100	NRFP
190	Countywide-Various	All	RESD-PMD	Countywide Site Infrastructure Program.	Program	3100	NRFP
191	Countywide-Various	All	RESD-PMD	ADA Management.	Program	3100	NRFP
192	Countywide-Various	All	RESD-PMD	Airports Program Budget.	Program	3100	NRFP
193	Countywide-Various	All	RESD-PMD	Court Buildings Capital Projects.	Program	3100	NRFP
194	Countywide-Various	All	RESD-PMD	Security Assessments/Improv Prog Budget.	Program	3100	NRFP
195	Countywide-Various	All	RESD-PMD	Airport Projects Oversight-Estimating	17-194	3100	10100279
196	Countywide-Various	All	RESD-PMD	PW Cameras/DVR For 3 SMWD Site	20-018	3100	10100874
197	Countywide-Various	All	Sheriff	Sheriff's Consolidated Operations Remodel Project funded \$15,108,620 from Discretionary General Funding and \$140,150 from the Sheriff budget.	15-238	3100	10100050
198	Crestline-23407 Crest Forest Dr.	2	County Fire	County Fire Station #25 Exterior and Interior Paint funded by County Fire Reserves.	18-055	3100	10100475
199	Crestline-23407 Crest Forest Dr.	2	County Fire	Station#25 Interior Painting - Crestline.	19-030	3100	10100688
200	Crestline-24107 Rockview Dr.	2	Information Services	Skyland Peak Tower.	16-071	3100	10100173
201	Crestline-24171 Lake Dr.	2	Regional Parks	Lake Gregory Dam Rehabilitation Project Phase II.	14-999	3100	10100041
202	Crestline-24171 Lake Dr.	3	RESD-PMD	Lake Gregory Regional Park N. Shore ADA Entry Improvements.	15-117	3100	10100106
203	Crestline-24171 Lake Drive	2	RESD-PMD	Crestline ADA Improvement	19-130	3100	10100781
204	Crestline-24538 Lake Drive	2	County Fire	CF Stn 29 Grading and Asphalt	19-155	3100	10100808
205	Daggett-39500 National Trails Hwy	1	Airports	Daggett Airport Apron Rehabilitation. Total project cost is \$5,050,000. Phase I of \$250,000 funded from Airport CIP funds.	17-173	3100	10100273
206	Devore- 18901 Institution Rd	5	Sheriff	Sheriff's Training Academy CMU Leak.	MCIP	3100	10100655
207	Devore- 92555 Glen Helen Pkwy.	5	RESD-PMD	Glen Helen Switch Gear Repair.	MCIP	3100	10100665
208	Devore-18000 Institution Rd.	5	County Fire	County Fire Devore Butler Building Construction funded by County Fire Reserves (FHR 107).	17-077	3100	10100288
209	Devore-18000 Institution Rd.	5	County Fire	County Fire Temporary Office Space for Division 11 Administration funded by County Fire Reserves (FHR 107).	17-079	3100	10100289
210	Devore-18000 Institution Rd.	5	County Fire	County Fire Devore Training Portable Buildings Installation funded by County Fire Reserves (FHR 107).	17-080	3100	10100290
211	Devore-18000 Institution Rd.	5	RESD-PMD	Glen Helen Training Center Parking Lot Paving.	16-079	3100	10100215
212	Devore-18000 Institution Rd.	5	RESD-PMD	Sheriff Academy West Parking Lot.	17-158	3100	10100420
213	Devore-18000 Institution Rd.	5	Sheriff	Training Center Lead Mitigation Phase II.	16-011	3100	10100176
214	Devore-18000 Institution Rd.	5	Sheriff	Glen Helen Regional Center (GHRC) Shower Remodel Phase II- M1 and M2 Units funded \$406,600 from Discretionary General Funding and \$125,000 from the Sheriff's budget.	16-013	3100	10100177
215	Devore-18000 Institution Rd.	5	Sheriff	GHRC M1/M2 Remodel Phase I.	17-091	3100	10100361
216	Devore-18000 Institution Rd.	5	Sheriff	GHRC Security Panel and Intercom System.	17-092	3100	10100362
217	Devore-18901 Institution Road	5	Sheriff	Sheriff's Training Center Range Restrooms.	17-095	3100	10100364
218	Devore-19777 Shelter Way	5	General Fund	Devore Animal Shelter Rep/Maint.	18-185	3100	10100603
219	Devore-19777 Shelter Way	5	RESD-PMD	Devore Animal Shelter Security and Maintenance Project.	16-135	3100	10100212
220	Devore-19777 Shelter Way	5	RESD-PMD	Devore Animal Shelter-Sewer Lift Station.	MCIP	3100	10100563



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Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
175,711			-	175,711		175,711	175,711	178
9,413			-	9,413		9,413	9,413	179
655,360			-	655,360		655,360	655,360	180
736,370			-	736,370		736,370	736,370	181
1,232,696			-	1,232,696		1,232,696	1,232,696	182
547,739			-	547,739		547,739	547,739	183
219,033			-	219,033		219,033	219,033	184
296,723	350,000		350,000	(53,277)		(53,277)	296,723	185
489,219			-	489,219		489,219	489,219	186
108,262	50,000		50,000	58,262		58,262	108,262	187
611,100			-	611,100		611,100	611,100	188
500,000			-	500,000		500,000	500,000	189
352,812			-	352,812		352,812	352,812	190
13,544			-	13,544		13,544	13,544	191
22,155			-		22,155	22,155	22,155	192
302,117	130,000		130,000		172,117	172,117	302,117	193
881,000			-		881,000	881,000	881,000	194
50,827			-		19,708	19,708	19,708	195
90,000		90,000	90,000			-	90,000	196
15,248,770			-	5,857,164		5,857,164	5,857,164	197
85,000			-		189	189	189	198
66,500			-		15,633	15,633	15,633	199
See Index No. 162			-	98,619		98,619	98,619	200
1,200,000			-	37,839		37,839	37,839	201
50,000			-	11,587		11,587	11,587	202
150,000			-	55,318		55,318	55,318	203
100,000			-		99,476	99,476	99,476	204
5,050,000			-		250,000	250,000	250,000	205
25,000			-	9,257		9,257	9,257	206
44,000			-	4,643		4,643	4,643	207
667,474			-		626,745	626,745	626,745	208
150,000			-		150,000	150,000	150,000	209
230,000			-		209,940	209,940	209,940	210
55,000			-	55,000		55,000	55,000	211
25,000			-	397		397	397	212
1,835,000			-	35,274		35,274	35,274	213
531,600			-	317,741		317,741	317,741	214
5,245,000			-	5,096,657		5,096,657	5,096,657	215
1,669,000			-	935,059		935,059	935,059	216
801,500			-		58,252	58,252	58,252	217
1,759,040			-	1,345,673		1,345,673	1,345,673	218
85,000			-	3,470		3,470	3,470	219
260,000			-	39,066		39,066	39,066	220



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Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
221	Devore-2555 Glen Helen Pkwy.	5	Regional Parks	Glen Helen Regional Park Security Cameras funded from the Regional Parks Improvement Program budget (Project No. REGP).	17-204	3100	10100370
222	Devore-To Be Determined	5	County Fire	Devore County Fire Station #2 Relocation/Replacement funded from a Bond Sale paid for by the CFD 20006-1 and tax proceeds from new development by Lennar.	17-268	3100	10100320
223	El Mirage-APN 0461-181-32, 0461-262-05 and 0461-244-11.	1	RESD-PMD	El Mirage Off Highway Vehicle Area Improvements funded from the El Mirage Trust Fund.	16-158	3100	10100146
224	Fawnskin-39188 Rim of the World Dr.	3	County Fire	County Fire Station #96 Flooring Replacement funded by fund balance.	18-048	3100	10100473
225	Fawnskin-39188 Rim of the World Dr.	3	County Fire	County Fire Station #96 Rollup Door and Entry Man Door Replacements funded by fund balance.	18-049	3100	10100474
226	Fawnskin-39188 Rim of the World Dr.	3	County Fire	County Fire Station #96 Shower Addition funded from fund balance.	18-046	3100	10100479
227	Fawnskin-39188 Rim of the World Dr.	3	County Fire	County Fire Station #96 Upstairs Remodel funded from County Fire Reserves.	18-047	3100	10100493
228	Fawnskin-39188 Rim of the World Dr.	3	County Fire	County Fire Station #96 Concrete and Asphalt Repairs funded from County Fire Reserves.	18-050	3100	10100494
229	Fawnskin-39188 Rim of the World Dr.	3	County Fire	CF Station 96 Kitchen Remodel	20-054	3100	10100870
230	Fawnskin-39188 Rim of the World Drive	2	County Fire	CF Stn. 96 Cat House	19-156	3100	10100793
231	Fawnskin-39189 Rim of the World	3	County Fire	CF Station 96 Bathroom Remodel	20-055	3100	10100871
232	Fontana- 17830 Arrow Blvd.	2	RESD-PMD	Probation Fontana Remove/Replace.	SITE	3100	10100656
233	Fontana- 17830 Arrow Hwy.	5	RESD-PMD	Probation Fontana Grass Area Lands.	SITE	3100	10100635
234	Fontana-16858 Jurupa Ave.	5	Information Services	Jurupa ISD Antenna Installation.	2V03	3100	10100536
235	Fontana-17780 Arrow Blvd.	5	RESD-PMD	Fontana Sheriff Roof Drains.	17-159	3100	10100407
236	Fontana-17780 Arrow Blvd.	3	RESD-PMD	FON010-Courthouse, Cooling Tower.	19-079	3100	10100709
237	Fontana-17830 Arrow Blvd.	5	Probation	Remodel for West Valley Day Reporting Center funded by Probation Department with AB109 fund balance.	14-116	3100	10100039
238	Fontana-17830 Arrow Blvd.	3	RESD-PMD	Probation Employee Parking Fencing	20-021	3100	10100855
239	Fontana-8565 Nuevo	5	Department of Aging and Adult Services	Remodel and deferred maintenance funded by CDBG funding.	17-221	3100	10100300
240	Fontana-9315 Citrus Ave.	5	Preschool Services	Fontana Head Start Playground Improvements funded by the Preschool Services Department budget.	16-186	3100	10100149
241	Fontana-9315 Citrus Ave.	2	Preschool Services	Extended Duration Facilities Project-Fontana Citrus funded by a United States Department of Health and Human Services Administration for Children and Families grant.	17-277	3100	10100570
242	Forest Falls	3	Information Services	Forest Falls 800 MHz Upgrades.	12-104	3100	10100092
243	Forest Falls-40847 Valley of the Falls	3	County Fire	County Fire Station #99 Apron/Parking Replacement funded from County Fire Reserves.	17-241	3100	10100304
244	Havasupai City-TBD	1	County Fire	Station#18 Crew Quarters - Lake Havasu.	19-035	3100	10100691
245	Havasupai City-To Be Determined	1	County Fire	Acquisition of Land for Mobile Home to Replace County Fire Station #18 funded from County Fire Reserves.	17-073	3100	10100541
246	Hesperia- 15900 Smoke Tree	1	RESD-PMD	HDGC-Seal Maintenance.	PAV	3100	10100639
247	Hesperia- 9478 Commerce	1	RESD-PMD	HDGC-Erosion Repair.	PAV	3100	10100625
248	Hesperia-15660 Eucalyptus St.	1	County Fire	CF Station 304 Parking Lot	20-052	3100	10100868
249	Hesperia-15900 Smoke Tree	1	Information Services	HDGC ISD Antenna Installation.	2V03	3100	10100538
250	Hesperia-15900 Smoke Tree St.	1	RESD-PMD	HDGC AC Compressor Replacement (8Q13)	19-120	3100	10100558
251	Hesperia-15900 Smoketree	1	RESD-PMD	High Desert Government Center Camera Replacement.	17-157	3100	10100446
252	Hesperia-15900 Smoketree St.	1	RESD-PMD	HDGC Women's Restroom Flooring.	MCIP	3100	10100766
253	Hesperia-9393 Santa Fe Ave.	1	Special Districts	Special Districts Water and Sanitation Building Acquisition funded from one time reserves in the Special District's budget.	16-159	3100	10100147
254	Hesperia-TBD	1	County Fire	CF Sta. 302 Land & Architecture	20-049	3100	10100865
255	Hesperia-TBD	1	County Fire	CF Sta. 301 Land & Architecture	20-050	3100	10100866
256	Hesperia-TBD	1	County Fire	CF Sta. 304 Land & Architecture	20-051	3100	10100867



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Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
136,000			-		82,536	82,536	82,536	221
6,062,684			-		5,886,672	5,886,672	5,886,672	222
50,000			-		42,533	42,533	42,533	223
50,000			-		49,563	49,563	49,563	224
86,830			-		86,393	86,393	86,393	225
45,000			-		44,750	44,750	44,750	226
332,500			-		312,178	312,178	312,178	227
163,590			-		163,215	163,215	163,215	228
60,000		60,000	60,000			-	60,000	229
325,000			-		325,000	325,000	325,000	230
100,000		100,000	100,000			-	100,000	231
14,500			-	2,251		2,251	2,251	232
75,000			-	29,696		29,696	29,696	233
See Index No. 162			-	1,654		1,654	1,654	234
125,000			-	122,935		122,935	122,935	235
125,000			-	29,938	94,669	124,607	124,607	236
5,595,000			-		1,368,553	1,368,553	1,368,553	237
212,000		212,000	212,000			-	212,000	238
120,000			-		2,665	2,665	2,665	239
75,000			-		2,791	2,791	2,791	240
641,169			-		561,045	561,045	561,045	241
See Index No. 162			-	219,847		219,847	219,847	242
75,000			-		74,694	74,694	74,694	243
8,651,211			-		8,651,211	8,651,211	8,651,211	244
66,500			-		64,350	64,350	64,350	245
125,000			-	125,000		125,000	125,000	246
195,000			-	147,784		147,784	147,784	247
100,000		100,000	100,000			-	100,000	248
See Index No. 162			-	23,000		23,000	23,000	249
75,000			-	16,955		16,955	16,955	250
24,300			-	11,489		11,489	11,489	251
20,000			-		8,033	8,033	8,033	252
600,000			-		587,262	587,262	587,262	253
450,000		450,000	450,000			-	450,000	254
950,000		950,000	950,000			-	950,000	255
850,000		850,000	850,000			-	850,000	256



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
257	High Desert-To Be Determined	1	Public Health	High Desert Animal Shelter.	10-109	3100	10100003
258	Highland-32330 Santa Ana Canyon Rd.	3	Public Works	Public Works Seven Oaks Dam Generator funded 7% by San Bernardino County Flood Control District, and 93% Orange and Riverside County.	17-044	3100	10100281
259	Hinkley-37284 Flower Road, Box 218	1	County Fire	County Fire Station #56 Generator Installation funded from County Fire Reserves.	18-023	3100	10100486
260	Joshua Tree- 6527 White Feather Rd	3	Sheriff	Morongo Basin Jail Vehicle Gate Replacement funded by Federal Asset Forfeiture funds.	18-210	3100	10100643
261	Joshua Tree-60805 29 Palms Highway	3	RES-D-PMD	DBH Morongo Crisis Center Repair Back Slope	19-176	3100	10100817
262	Joshua Tree-6527 White Feather Rd.	3	RES-D-PMD	JOS001, Courthouse, Sprinklers.	19-097	3100	10100740
263	Joshua Tree-6527 White Feather Rd.	1	Sheriff	Morongo Jail Camera and Intercom System.	17-094	3100	10100363
264	Lake Arrowhead-27470 N. Bay Rd.	2	County Fire	Station#94 Exterior Rehab & Painting.	19-029	3100	10100683
265	Lake Arrowhead-301 S. State Hwy 173	3	County Fire	County Fire Station #91 Office Remodel Security funded from County Fire Reserves.	17-244	3100	10100305
266	Lake Arrowhead-301 S. State Hwy 173	3	County Fire	County Fire Station #91 Apparatus Bay Exterior Rehab and Window Replacement funded from County Fire Reserves.	17-245	3100	10100306
267	Lake Arrowhead-301 S. State Hwy 173	3	County Fire	County Fire Station #91 Exterior Stair Replacement funded from County Fire Reserves.	17-246	3100	10100307
268	Lake Arrowhead-301 S. State Hwy 173	3	County Fire	County Fire Station #91 HVAC Relocation and Zoning funded from County Fire Reserves.	17-247	3100	10100308
269	Lake Arrowhead-301 S. State Hwy 173	3	County Fire	County Fire Station #91 Admin Public Access Concrete Phase II funded from County Fire Reserves.	17-248	3100	10100309
270	Lake Arrowhead-981 N. State Hwy 173	2	County Fire	Station#92 Concrete Repair and Replace.	19-028	3100	10100679
271	Lake Gregory-24171 Lake Drive	3	Regional Parks	Lake Gregory Regional Park ADA Improvement	17-184	3100	10100228
272	Loma Linda-APN 0284-401-34	5	Information Services	Loma Linda Antenna site.	12-104	3100	10100096
273	Lucerne Valley-33101 Old Woman Springs Rd.	2	RES-D-PMD	LucerneValley Interior Light Replacement.	ENGR	3100	10100619
274	Lucerne Valley-33101 Old Woman Springs Rd.	1	RES-D-PMD	Lucerne Valley - New Asphalt Parking.	PAV	3100	10100632
275	Lucerne Valley-33103 Old Woman Springs Rd.	3	RES-D-PMD	LUC001-Library, Parking Lot Rehabilitation.	19-085	3100	10100723
276	Lucerne Valley-33269 Hwy 247 East	1	County Fire	County Fire Station #8 Remodel to Add Two Bedrooms funded by County Fire Reserves.	16-032	3100	10100130
277	Mentone-10300 Crafton Ave.	3	County Fire	County Fire Station #9 Exterior Stucco Repair and Painting funded by County Fire Reserves.	17-054	3100	10100287
278	Mentone-1300 Crafton Ave.	3	County Fire	Stn #9 Sewer System Connection - Mentone.	19-071	3100	10100701
279	Mentone-1331 Opal Ave.	3	County Library	Mentone Library Floor Replacement.	18-194	3100	10100598
280	Montclair- 4138 Mission Blvd.	4	Sheriff	Montclair Sheriff's Modular Demolition.	MCIP	3100	10100653
281	Needles- 1111 Bailey Ave	1	Probation	Probation Needles Office Keycard System funded by the Probation Department General Fund Savings.	18-180	3100	10100646
282	Needles-100 Park Moabi Rd.	1	County Fire	CF Boat Lift	20-053	3100	10100869
283	Needles-100 Park Moabi Rd.	1	Regional Parks	Park Moabi Main Road Replacement.	17-026	3100	10100375
284	Needles-100 Safari Dr.	1	County Fire	Needles Fire Station.	12-137	3100	10100014
285	Needles-1111 Bailey Ave.	1	RES-D-PMD	Needles Library Roof.	17-159	3100	10100409
286	Needles-1111 Bailey Ave.	1	RES-D-PMD	NEE002-Courthouse/SHR Roof Replacement.	19-098	3100	10100741
287	Needles-1111 Bailey Ave.	1	RES-D-PMD	NEE002-Crthouse/Sheriff AC Replacement.	19-108	3100	10100764
288	Newberry Springs-39059 Kathy Lane	1	County Fire	Stn. 52 Water Tank Replacement.	19-069	3100	10100702
289	Newberry Springs-Rodman Mtn.	1	Information Services	Rodman Tower Extension.	17-999	3100	10100359
290	Ontario-200 N. Cherry Ave.	4	Information Services	Cherry Radio Tower Antennas.	17-999	3100	10100358



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
1,128,300			-	1,128,300		1,128,300	1,128,300	257
35,000			-		468	468	468	258
56,500			-		55,517	55,517	55,517	259
145,000			-		6,738	6,738	6,738	260
119,000			-	82,244		82,244	82,244	261
75,000			-	49,628	20,864	70,492	70,492	262
529,000			-	10,107		10,107	10,107	263
110,390			-		1,123	1,123	1,123	264
101,000			-		87,194	87,194	87,194	265
370,000			-		29,325	29,325	29,325	266
137,000			-		13,870	13,870	13,870	267
598,205			-		423,914	423,914	423,914	268
163,600			-		23,285	23,285	23,285	269
79,800			-		76,572	76,572	76,572	270
637,864			-		51,027	51,027	51,027	271
See Index No. 162			-	858,412		858,412	858,412	272
28,000			-	9		9	9	273
305,000	155,000		155,000	117,984		117,984	272,984	274
50,000			-	50,000		50,000	50,000	275
516,860			-		73,562	73,562	73,562	276
160,000			-		44,440	44,440	44,440	277
317,200			-		270,935	270,935	270,935	278
20,000			-	303		303	303	279
250,000			-	250,000		250,000	250,000	280
43,032			-		40,871	40,871	40,871	281
155,000		155,000	155,000			-	155,000	282
1,025,726			-	931,860		931,860	931,860	283
3,469,016			-	4,495		4,495	4,495	284
480,000			-	191,612		191,612	191,612	285
250,000			-	174,915	-	174,915	174,915	286
177,000			-	79,952		79,952	79,952	287
76,000			-		2,052	2,052	2,052	288
See Index No. 162			-	340,940		340,940	340,940	289
See Index No. 162			-	43,688		43,688	43,688	290



Exhibit A
2019-20 Capital Improvement Program Projects
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Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
291	Ontario-555 W. Maple St.	2	Preschool Services	Extended Duration Facilities Project - Ontario Maple funded by a United States Department of Health and Human Services, Administration for Children and Families grant.	17-266	3100	10100315
292	Ontario-555 W. Maple St.	2	Preschool Services	PSD Ontario Pour N Play Outdoor Improvement.	17-293	3100	10100542
293	Ontario-800 N. Archibald Ave	4	RES-D-PMD	RP Cucamonga-Guasti Fishing Platform Rep	19-143	3100	10100799
294	Ontario-800 N. Archibald Ave.	2	Regional Parks	Guasti Regional Park Security Cameras funded from the Regional Parks Improvement Program budget (Project No. REGP).	17-205	3100	10100371
295	Ontario-E. Archibald & S. Fourth	2	RES-D-PMD	RAN003-Haven, Clean Agent.	19-095	3100	10100738
296	Phelan-10130 Budkheat Rd.	1	RES-D-PMD	PHE001-Landfill, Wall Repair.	19-083	3100	10100719
297	Phelan-9800 Clovis Rd.	1	County Library	Phelan Library Monument Sign funded from Special Revenue Funds (SAP CLB).	18-080	3100	10100496
298	Phelan-9800 Clovis Rd.	1	RES-D-PMD	Phelan Library Ext. Wall Repair	20-091	3100	10100885
299	Rancho Cucamonga- 8303 Haven Ave.	2	Probation	Probation - RC Courthouse Keycard funded by the Probation Department General Fund savings.	18-177	3100	10100648
300	Rancho Cucamonga- 8303 Haven Ave.	2	RES-D-PMD	RAN005 WVDC Chiller Rotor Bearing & Tube.	HVAC	3100	10100641
301	Rancho Cucamonga- 8575 Haven Ave.	2	RES-D-PMD	Building Automation System Control.	HVAC	3100	10100636
302	Rancho Cucamonga- 9478 Etiwanda Ave.	2	Probation	Probation - RC Training Center funded by Assembly Bill (AB) 109 funding.	18-175	3100	10100650
303	Rancho Cucamonga- 9500 E. Etiwanda Ave.	2	RES-D-PMD	WVDC Mechanical Room Light Replacement.	ENGR	3100	10100622
304	Rancho Cucamonga- 9500 E. Etiwanda Ave.	3	RES-D-PMD	WVDC Mechanical System Upgrade.	HVAC	3100	10100634
305	Rancho Cucamonga-12158 Baseline Rd.	2	Public Works	PW Rancho Yard New Building Design.	19-050	3100	10100692
306	Rancho Cucamonga-7438 Etiwanda Ave	2	RES-D-PMD	WVDC Cooling Tower Gearbox Replacement.	HVAC	3100	10100554
307	Rancho Cucamonga-7878 Almond St.	2	Information Services	Almond St. ISD Antenna Installation.	2V03	3100	10100534
308	Rancho Cucamonga-800 N Archibald. Ave	2	General Fund	Cucamonga-Guasti Playground Resurface.	18-193	3100	10100599
309	Rancho Cucamonga-8303 Haven Ave.	2	District Attorney	DA Rancho Courthouse ADA Restroom.	19-074	3100	10100707
310	Rancho Cucamonga-8303 Haven Ave.	2	RES-D-PMD	RAN001-Courthouse, Leaks.	19-094	3100	10100736
311	Rancho Cucamonga-8303 Haven Ave.	2	RES-D-PMD	RAN001-Courthouse, Roof Drain.	19-096	3100	10100739
312	Rancho Cucamonga-8303 Haven Ave.	2	RES-D-PMD	RAN001-Courthouse Cooling Tower.	19-112	3100	10100744
313	Rancho Cucamonga-8303 Haven Ave.	2	RES-D-PMD	Rancho Courthouse Fountain Pump/Filtration	19-128	3100	10100779
314	Rancho Cucamonga-8303 Haven Ave.	2	RES-D-PMD	RC FLJ Replace Aged Sewage Control Panels	20-071	3100	10100881
315	Rancho Cucamonga-8303 Haven Ave.	2	RES-D-PMD	Investigation of RC FLJ Seismic Bushing	20-078	3100	10100891
316	Rancho Cucamonga-8303 N. Haven Ave.	2	District Attorney	Rancho Courthouse DA Remodel funded \$1,884,900 from Discretionary General Funding and \$200,000 from the District Attorney budget.	15-192	3100	10100111



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
610,738			-		440,218	440,218	440,218	291
111,935			-		496	496	496	292
50,000			-		49,568	49,568	49,568	293
134,000			-		82,954	82,954	82,954	294
45,000			-		41,514	41,514	41,514	295
45,000			-		45,000	45,000	45,000	296
40,000			-		486	486	486	297
38,000	38,000		38,000			-	38,000	298
36,456			-		22,774	22,774	22,774	299
60,000			-		48,478	48,478	48,478	300
150,000			-		150,000	150,000	150,000	301
88,000			-		84,964	84,964	84,964	302
35,000			-		12,393	12,393	12,393	303
500,000			-		74,053	74,053	74,053	304
460,000			-		449,180	449,180	449,180	305
45,000			-		4,671	4,671	4,671	306
See Index No. 162			-		1,922	1,922	1,922	307
88,800			-		5,414	5,414	5,414	308
700,000			-		699,541	699,541	699,541	309
35,000			-		34,124	34,124	34,124	310
15,000			-		15,000	15,000	15,000	311
240,000			-		40,488	198,988	239,476	312
15,000			-		3,810	3,810	3,810	313
180,000	180,000		180,000			-	180,000	314
55,000	55,000		55,000			-	55,000	315
2,084,900			-		200,000	42,227	242,227	316



Exhibit A
2019-20 Capital Improvement Program Projects
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Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
317	Rancho Cucamonga-8303 N. Haven Ave.	2	District Attorney	Rancho Courthouse DA Design/Remodel Project funded by the department budget.	17-275	3100	10100576
318	Rancho Cucamonga-8303 N. Haven Ave.	2	Information Services	Rancho Cucamonga 800 MHz.	12-104	3100	10100093
319	Rancho Cucamonga-8303 N. Haven Ave.	2	RES-D-PMD	Rancho Courthouse Elevator Modernization funded by Discretionary General Funding (23.95%) and from the Judicial Council of California (JCC) (76.05%).	14-194	3100	10100051
320	Rancho Cucamonga-8303 N. Haven Ave.	2	RES-D-PMD	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	3100	10100166
321	Rancho Cucamonga-8303 N. Haven Ave.	2	RES-D-PMD	Rancho Courthouse Exterior Cleaning Project funded 76.05% by the JCC (\$268,456) and 23.95% for the County's share (\$84,544).	17-198	3100	10100167
322	Rancho Cucamonga-8303 N. Haven Ave.	2	RES-D-PMD	Rancho Courthouse Outside Patio Drain Repair funded 76.05% JCC (\$19,013) and 23.95% Discretionary General Funding (Net County Cost) (\$5,987).	17-176	3100	10100350
323	Rancho Cucamonga-8303 N. Haven Ave.	2	RES-D-PMD	Rancho Courthouse Restroom Remodel funded 76.05% by the JCC (\$45,630) and 23.95% Discretionary General Funding (Net County Cost) (\$14,370).	17-178	3100	10100351
324	Rancho Cucamonga-8303 N. Haven Ave.	2	RES-D-PMD	Rancho Courthouse Lobby Water Damage Restoration funded by Discretionary General Funding (Net County Cost) (23.95%-\$59,875) and the JCC (76.05%-\$190,125).	18-139	3100	10100506
325	Rancho Cucamonga-8303 N. Haven Ave.	2	RES-D-PMD	Rancho Courthouse Automatic Transfer Switch funded from Discretionary General Funding (Net County Cost) (23.95%-\$8,382) and by the JCC (76.05%-\$26,618).	18-138	3100	10100579
326	Rancho Cucamonga-8575 Haven	2	Preschool Services	VA Rancho Cucamonga Breakroom Remodel.	19-002	3100	10100699
327	Rancho Cucamonga-8575 Haven Ave.	2	Preschool Services	Rancho Office Remodel-Veterans Affairs.	18-164	3100	10100609
328	Rancho Cucamonga-8575 Haven Ave.	2	RES-D-PMD	RAN001-Courthouse, Grout at Entry.	19-092	3100	10100732
329	Rancho Cucamonga-8575 Haven Ave.	2	RES-D-PMD	RAN033-Courthouse Plumb Investigation.	19-093	3100	10100735
330	Rancho Cucamonga-8575 Haven Ave.	2	RES-D-PMD	Veterans Affairs VA Office Construction	20-019	3100	10100854
331	Rancho Cucamonga-8810 Hemlock	2	General Fund	John Rains House Museum Site Improvement.	N/A	3100	10100592
332	Rancho Cucamonga-9324 San Bernardino Rd.	2	Preschool Services	Rancho Cucamonga Modular Building funded by Federal Head Start funds.	18-136	3100	10100492
333	Rancho Cucamonga-9478 Etiwanda Ave	2	RES-D-PMD	PRB Cucamonga DOC Emergency Gen System	19-144	3100	10100033
334	Rancho Cucamonga-9478 Etiwanda Ave.	2	General Fund	West Valley Det Ctr Ice Banks.	18-143	3100	10100604
335	Rancho Cucamonga-9478 Etiwanda Ave.	2	Probation	Remodel West Valley Juvenile Detention and Assessment Center to Relocate Probation's Training Center funded by AB109.	15-200	3100	10100073
336	Rancho Cucamonga-9478 Etiwanda Ave.	2	Probation	West Valley Training Center Operations Center Electrical Assessment funded from AB 109 fund balance.	17-226	3100	10100343
337	Rancho Cucamonga-9478 Etiwanda Ave.	2	RES-D-PMD	RAN006-WVJDC Replace 38 AC Units.	19-109	3100	10100765
338	Rancho Cucamonga-9478 Etiwanda Ave.	2	RES-D-PMD	PRB Training Ctr. Security Cameras	19-146	3100	10100812
339	Rancho Cucamonga-9478 Etiwanda Ave.	2	RES-D-PMD	PRB Mold Contamination & Remediation	19-198	3100	10100825
340	Rancho Cucamonga-9500 Etiwanda Ave	2	RES-D-PMD	WVDC Roof Replmnt Bldg A,B,C,D	19-203	3100	10100835



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Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
1,320,000			-		1,195,128	1,195,128	1,195,128	317
See Index No. 162			-	456,319		456,319	456,319	318
1,190,000			-		266,153	266,153	266,153	319
440,000			-	83,723	347,519	431,242	431,242	320
353,000			-	68,805	210,146	278,951	278,951	321
82,000			-	4,760	6,829	11,589	11,589	322
60,000			-	264	839	1,103	1,103	323
250,000			-	59,434	183,424	242,858	242,858	324
35,000			-	8,383	7,662	16,045	16,045	325
37,600			-		36,022	36,022	36,022	326
19,000			-		845	845	845	327
75,000			-	12,653	62,347	75,000	75,000	328
150,000			-	35,925	112,688	148,613	148,613	329
25,000		25,000	25,000			-	25,000	330
425,000			-	81,824		81,824	81,824	331
290,000			-		228,118	228,118	228,118	332
45,000			-		45,000	45,000	45,000	333
6,660,000	3,540,000		3,540,000	2,871,008		2,871,008	6,411,008	334
6,227,000			-		714,975	714,975	714,975	335
15,000			-		2,770	2,770	2,770	336
250,000			-	245,452		245,452	245,452	337
62,500			-		62,500	62,500	62,500	338
120,623			-	21,329		21,329	21,329	339
440,000			-	440,000		440,000	440,000	340



Exhibit A
2019-20 Capital Improvement Program Projects
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Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
341	Rancho Cucamonga-9500 Etiwanda Ave.	2	Information Services	West Valley Detention Center (WVDC) 800 MHz.	12-104	3100	10100094
342	Rancho Cucamonga-9500 Etiwanda Ave.	2	RES-D-PMD	WVDC Elevator Modernization.	16-074	3100	10100205
343	Rancho Cucamonga-9500 Etiwanda Ave.	2	RES-D-PMD	WVDC Central Plant Isolation Valves.	17-155	3100	10100389
344	Rancho Cucamonga-9500 Etiwanda Ave.	2	RES-D-PMD	WVDC Deaerator Tank.	17-155	3100	10100393
345	Rancho Cucamonga-9500 Etiwanda Ave.	2	RES-D-PMD	WVDC Generator Controls Integration.	17-154	3100	10100398
346	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Shower Tile Replacement funded by AB109.	15-135	3100	10100083
347	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Lobby Door Replacement funded from the Sheriff's Department budget.	17-214	3100	10100345
348	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Recreation Yard Enclosure funded from County Reserves.	17-098	3100	10100365
349	Redlands-125 Horizon Avenue	3	RES-D-PMD	Valencia Grove	17-282	3100	10100574
350	Redlands-2022 Orange Tree Ln.	5	RES-D-PMD	Repair Roof and Replace (1) 8 Ton AC	20-083	3100	10100894
351	Redlands-2024 Orange Tree Lane	3	RES-D-PMD	Redlands Museum-Remove & Replace	19-124	3100	10100775
352	Redlands-2024 Orange Tree Lane	3	RES-D-PMD	Museum Technology Upgrade Redland	19-153	3100	10100785
353	Redlands-2024 Orange Tree Ln.	3	County Museum	Redlands Museum Hall of Geological Wonders Lighting Upgrade project funded from the Museum budget.	17-196	3100	10100326
354	Redlands-2024 Orange Tree Ln.	3	County Museum	Redlands Museum Site Lighting Upgrade funded from the department budget.	17-265	3100	10100327
355	Redlands-2024 Orange Tree Ln.	3	County Museum	Redlands Museum Camera System Upgrade.	17-190	3100	10100368
356	Redlands-2024 Orange Tree Ln.	3	County Museum	Museum Store Renovation Redland.	19-047	3100	10100706
357	Redlands-2024 Orange Tree Ln.	3	RES-D-PMD	Redlands Museum Sump Pump Generator.	17-154	3100	10100401
358	Redlands-2024 Orange Tree Ln.	3	RES-D-PMD	Redlands Museum Education Center Roof.	17-159	3100	10100410
359	Redlands-2024 Orange Tree Ln.	3	RES-D-PMD	Redlands Museum Sewer Line Repair.	17-163	3100	10100432
360	Redlands-2024 Orange Tree Ln.	3	RES-D-PMD	RED003-Museum, Beautification.	19-086	3100	10100724
361	Redlands-2024 Orange Tree Ln.	3	RES-D-PMD	RED003-Museum, Humid/Dehumidification.	19-091	3100	10100730
362	Redlands-2024 Orange Tree Ln.	3	RES-D-PMD	RED003-Museum, Sump Pump.	19-099	3100	10100743
363	Redlands-2024 Orange Tree Ln.	3	RES-D-PMD	RED003- Museum, 2nd Flr Handrail.	19-102	3100	10100746
364	Redlands-2024 Orange Tree Ln.	3	RES-D-PMD	Redlands Museum Backflow Relocation.	SAFE	3100	10400019
365	Redlands-2024 Orange Tree Ln.	3	RES-D-PMD	Redlands Museum ADA Compliant	17-182	3100	10100227
366	Redlands-222 W. Brookside Ave.	3	RES-D-PMD	Public Guardian Reroof.	17-159	3100	10100408
367	Redlands-26930 Barton Rd.	3	General Fund	Mission Asistencia Museum Roof/Electric.	N/A	3100	10100617
368	Redlands-26930 Barton Rd.	3	RES-D-PMD	Assistencia Mission Sink Hole Repair.	17-999	3100	10400011



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
See Index No. 162			-	687,737		687,737	687,737	341
500,000			-	148,835		148,835	148,835	342
92,000			-	31,473		31,473	31,473	343
144,000			-	81,047		81,047	81,047	344
50,000			-	50,000		50,000	50,000	345
600,000			-		91,033	91,033	91,033	346
65,000			-		5,664	5,664	5,664	347
1,200,000			-	315,186		315,186	315,186	348
213,560			-		19,000	19,000	19,000	349
165,000	165,000		165,000			-	165,000	350
29,000			-	27,485		27,485	27,485	351
159,000			-	158,211		158,211	158,211	352
20,000			-		505	505	505	353
35,000			-		2,970	2,970	2,970	354
50,000			-	20,472		20,472	20,472	355
60,000			-		1,667	1,667	1,667	356
20,000			-	20,000		20,000	20,000	357
45,000			-	9,051		9,051	9,051	358
60,000			-	60,000		60,000	60,000	359
384,000			-	381,232		381,232	381,232	360
300,000			-	299,745		299,745	299,745	361
15,000			-	14,343		14,343	14,343	362
332,000			-	332,000		332,000	332,000	363
250,000			-	148,174		148,174	148,174	364
1,099,046			-		446,575	446,575	446,575	365
146,300			-	34,293		34,293	34,293	366
400,000			-	47,911		47,911	47,911	367
269,000			-	64,468		64,468	64,468	368



Exhibit A
2019-20 Capital Improvement Program Projects
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Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
369	Redlands-821 W. Sun Ave.	3	Preschool Services	Extended Duration Facilities Project-Sun Avenue Redlands funded by a United States Department of Health and Human Services Administration for Children and Families grant.	17-281	3100	10100590
370	Redlands-Bruder Lane	3	Information Services	Sunset ISD Antenna Installation (8W07)	2V03	3100	10100566
371	Rialto- 1743 Miro Way	5	RES-D-PMD	EOS-Hot Water Heater.	MCIP	3100	10100621
372	Rialto-1743 Miro Way	5	CONFIRE	CONFIRE Administration Remodel funded by CONFIRE.	17-258	3100	10100313
373	Rialto-1743 Miro Way	5	Information Services	Rialto Radio Tower Antennas.	17-999	3100	10100360
374	Rialto-1743 Miro Way	5	Information Services	Miro Way Interior Rehabilitation Remodel.	19-005	3100	10100678
375	Rialto-1743 Miro Way	5	Information Services	Miro Way Enclosed Storage Garage.	19-004	3100	10100680
376	Rialto-1743 Miro Way	5	RES-D-PMD	RIA002-Sheriff's Dispatch, Gutters.	19-106	3100	10100754
377	Rialto-1770 Miro Way	5	RES-D-PMD	Valley Center UPS Replacement Project	MCIP	3100	10100546
378	Running Springs	2	Public Works	Running Springs Transportation Yard funded from gas tax.	18-204	3100	10100645
379	Running Springs-1896 Wilderness Rd.	2	Public Works	Running Springs Generator Installation.	19-052	3100	10100693
380	San Bernardino- 172 W. 3rd St.	5	RES-D-PMD	Old Hall of Records Irrigation Retrofit.	SITE	3100	10100659
381	San Bernardino- 200 S. Lena Rd.	5	RES-D-PMD	Redundant Generator - Crime Lab.	GENR	3100	10100626
382	San Bernardino- 200 S. Lena Rd.	5	RES-D-PMD	Redundant Generator - Facilities.	GENR	3100	10100638
383	San Bernardino- 210 N. Lena Rd.	5	Fleet Management	Fleet Management Security Kiosk funded by Fleet's Internal Service Fund.	18-202	3100	10100644
384	San Bernardino- 303 W. 3rd St	5	District Attorney	303 Bldg. DA Command Center funded from Federal Asset Forfeiture Funds.	18-207	3100	10100647
385	San Bernardino- 340 Mt. View	5	RES-D-PMD	Plaster Ceiling Separation.	MCIP	3100	10100657
386	San Bernardino- 385 N. Arrowhead	5	RES-D-PMD	CGC SW Stairwell Enclosed Fence.	MCIP	3100	10100620
387	San Bernardino- 385 N. Arrowhead	5	RES-D-PMD	CGC Security Glass at the Reception Area.	SECR	3100	10100661
388	San Bernardino- 385 N. Arrowhead	5	RES-D-PMD	CGC 3rd & 4th Floor Wall and Ceiling Conference RM.	4X39	3100	10100664
389	San Bernardino- 385 N. Arrowhead	5	RES-D-PMD	SAB031-Exterior CGC Security Improvements.	SECR	3100	10100767
390	San Bernardino- 740 E. Gilbert St.	5	Probation	RYEF Probation Restroom Partition funded by Proposition 172.	18-182	3100	10100651
391	San Bernardino- 777 E. Rialto	5	RES-D-PMD	AWM Dynamometer Dr. Approach & Bird Cont.	MCIP	3100	10100667
392	San Bernardino- 777 Rialto Ave.	5	Purchasing	Surplus Warehouse Wireless Network Installation funded by Surplus Property and Storage Operations' Unrestricted Net Assets (ISF).	18-214	3100	10100642
393	San Bernardino- 777 Rialto Ave.	5	RES-D-PMD	777 Rialto Ave - Paint & Refurbish.	INTR	3100	10100628
394	San Bernardino- 900 E. Gilbert	5	RES-D-PMD	Roof Replacement.	ROOF	3100	10100623
395	San Bernardino- 900 E. Gilbert	5	RES-D-PMD	CVJDC Grass Area Landscaping.	SITE	3100	10100631
396	San Bernardino- 900 E. Gilbert	5	RES-D-PMD	DBH TAYC Exterior Grounds Improvement.	SITE	3100	10100633
397	San Bernardino- 900 E. Gilbert	5	RES-D-PMD	Gilbert St. Hazardous Waste.	MCIP	3100	10100658
398	San Bernardino- 900 E. Gilbert	5	RES-D-PMD	Public Defender Modular Roof Replacement.	ROOF	3100	10100660
399	San Bernardino- 900 E. Gilbert	5	RES-D-PMD	ISD Cottage # 2 Renovation.	MCIP	3100	10100662
400	San Bernardino-104 W. 4th St.	5	Probation	Central Day Reporting Center Electrical Upgrade funded with AB109 fund balance.	16-123	3100	10100156
401	San Bernardino-104 W. 4th St.	5	Probation	104 Building Swipe Card System funded with AB109 fund balance.	18-057	3100	10100578



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
756,177			-		654,976	654,976	654,976	369
See Index No. 162			-	2,040		2,040	2,040	370
10,000			-	10,000		10,000	10,000	371
20,240			-		19,930	19,930	19,930	372
See Index No. 162			-	18,992		18,992	18,992	373
175,000			-		155,866	155,866	155,866	374
133,000			-		111,339	111,339	111,339	375
35,000			-	22,503		22,503	22,503	376
250,000			-	141,668		141,668	141,668	377
50,000			-		21,657	21,657	21,657	378
38,500			-		10,168	10,168	10,168	379
17,500			-	1,950		1,950	1,950	380
380,000			-	119,843		119,843	119,843	381
180,000			-	172,998		172,998	172,998	382
53,600			-		43,381	43,381	43,381	383
45,500			-		34,970	34,970	34,970	384
35,000			-	2,555		2,555	2,555	385
15,000			-	12,413		12,413	12,413	386
600,000			-	545,872		545,872	545,872	387
88,167			-	12,263		12,263	12,263	388
66,206			-		1,028	1,028	1,028	389
34,400			-		106	106	106	390
50,000			-	8,550		8,550	8,550	391
50,000			-		50,000	50,000	50,000	392
90,000			-	15,404		15,404	15,404	393
35,000			-	35,000		35,000	35,000	394
50,000			-	34,606		34,606	34,606	395
75,000			-	40,248		40,248	40,248	396
5,000			-	5,000		5,000	5,000	397
35,000			-	9,973		9,973	9,973	398
47,387			-	9,240		9,240	9,240	399
303,200			-		111,207	111,207	111,207	400
40,000			-		21,890	21,890	21,890	401



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
	San Bernardino-109 W. 4th St.	5	Probation	Acquisition of 109 Building funded by AB109 Fund Balance.	17-228	3100	10100334
403	San Bernardino-120 S. D St.	1	County Fire	CF Vehicle Svcs. Unit Heater Installation.	19-070	3100	10100677
404	San Bernardino-1203 W. 9th St.	5	County Fire	CF Station 222 Concrete Apron	20-043	3100	10100861
405	San Bernardino-1499 S. Tippecanoe Ave.	5	Probation	Remodel Warehouse Probation Adult Vocational Training Program funded from AB109 funding.	18-157	3100	10100502
406	San Bernardino-1499 S. Tippecanoe Ave.	5	RES-D-PMD	San Bernardino 1499 Tippecanoe Remodel for Lease.	15-230	3100	10100110
407	San Bernardino-150 W. 5th Ave.	5	RES-D-PMD	Repair Fire Hydrant 150 5th st. SB	20-084	3100	10100895
408	San Bernardino-150 W. 5th St.	5	Probation	Central Operation Office Modification funded with SB 678 fund balance.	16-122	3100	10100155
409	San Bernardino-150 W. 5th St.	5	Probation	150 Building Flag Pole Installation.	17-227	3100	10100333
410	San Bernardino-150 W. 5th St.	5	Probation	150 Building Swipe Card System funded with Youth Offender Block Grant (YOBG) fund balance.	18-059	3100	10100501
411	San Bernardino-157 5th St	5	RES-D-PMD	157 5th Street VFD Mag Starter.	HVAC	3100	10100652
412	San Bernardino-157 W. 5th St.	5	RES-D-PMD	157 Building Coil Replacement.	17-999	3100	10400010
413	San Bernardino-157 W. 5th Street	5	RES-D-PMD	EBSD Remodel	19-182	3100	10100827
414	San Bernardino-157/175th St.	5	RES-D-PMD	157/175 5th St. Turbo Core Compressor.	HVAC	3100	10100561
415	San Bernardino-157-175 5th St.	5	RES-D-PMD	SAB035- 157-175, Electric Pan Grounding.	19-105	3100	10100750
416	San Bernardino-157-175 5th St.	5	RES-D-PMD	Replace Boiler Bldg. 157	19-129	3100	10100780
417	San Bernardino-157-175 W. 5th St.	5	Probation	157 Bldg Administration Swipe Card Sys	15-196	3100	10100070
418	San Bernardino-157-175 W. 5th St.	5	Probation	157 Building Professional Standards Areas Remodel funded by AB109.	15-197	3100	10100071
419	San Bernardino-157-175 W. 5th St.	5	Probation	157 Building Third Floor Swing Space funded by AB109 Fund Balance.	17-229	3100	10100335
420	San Bernardino-157-175 W. 5th St.	5	RES-D-PMD	157/175 Bldg Seismic Retrofit & Improv	12-102	3100	10100019
421	San Bernardino-157-175 W. 5th St.	5	RES-D-PMD	157 Building Window Replacements funded by \$25,000 Risk Management and \$50,000 Discretionary General Funding.	15-234	3100	10100108
422	San Bernardino-157-175 W. 5th St.	5	RES-D-PMD	157 Building Human Resources Water Leak Repair.	16-999	3100	10100220
423	San Bernardino-157-175 W. 5th St.	5	RES-D-PMD	157 Building Variable Frequency Drive Repair.	17-999	3100	10400015
424	San Bernardino-157-175 W. 5th St. and 401 N. Arrowhead Ave.	5	RES-D-PMD	157 and 401 Buildings Heat Exchangers Refurbish.	17-155	3100	10100387
425	San Bernardino-172 W. 3rd St.	5	RES-D-PMD	172 Building Seismic Retrofit and Improvements.	12-102	3100	10100020
426	San Bernardino-172 W. 3rd St.	5	RES-D-PMD	172 Building 4th and 5th Floor Sewer Damage Repairs.	16-078	3100	10100209
427	San Bernardino-172 W. 3rd St. and 351 Mountain View Ave.	5	RES-D-PMD	Superblock Transformer and Wire Repair.	17-999	3100	10400014
428	San Bernardino-172 W. 3rd Street	5	RES-D-PMD	PH 172 Bldg. Exterior Signage	19-121	3100	10100772
429	San Bernardino-172 W. 3rd Street	5	RES-D-PMD	172 3rd St Ceiling Tiles Rep SAB020	19-181	3100	10100823
430	San Bernardino-174 S. Lena Road	5	Information Services	GSA ISD Antenna Installation.	2V03	3100	10100547
431	San Bernardino-175 S. Lena Rd.	5	Sheriff	Coroner Building Expansion Project.	15-100	3100	10100099
432	San Bernardino-1755 Maple St.	5	Preschool Services	Extended Duration Facilities Project-Whitney Young San Bernardino funded by a United States Department of Health and Human Services, Administration for Children and Families grant.	17-279	3100	10100572
433	San Bernardino-18000 Institution Road	2	Sheriff	GHRC Conduit Installation.	19-072	3100	10100705
434	San Bernardino-18958 Institution Rd.	5	RES-D-PMD	SHR EVOC Asphalt Replacement	19-152	3100	10100801



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Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
25,000			-		25,000	25,000	25,000	402
114,000			-		2,414	2,414	2,414	403
350,000		350,000	350,000			-	350,000	404
1,689,571			-		1,650,685	1,650,685	1,650,685	405
554,948			-	31,413		31,413	31,413	406
40,000	40,000		40,000			-	40,000	407
2,030,000			-		1,776,425	1,776,425	1,776,425	408
20,000			-		17,008	17,008	17,008	409
40,000			-		22,016	22,016	22,016	410
35,000			-	14,524		14,524	14,524	411
90,000			-	8,649		8,649	8,649	412
12,800			-		12,800	12,800	12,800	413
45,000			-	22,471		22,471	22,471	414
45,000			-	45,000		45,000	45,000	415
295,000			-	116,937		116,937	116,937	416
55,000			-		160	160	160	417
See Index No. 163			-		162,896	162,896	162,896	418
See Index No. 163			-		6,260	6,260	6,260	419
See Index No. 163	-	4,000,000	4,000,000		24,487,509	24,487,509	28,487,509	420
75,000			-	37,680	25,000	62,680	62,680	421
45,000			-	45,000		45,000	45,000	422
75,000			-	48,546		48,546	48,546	423
35,000			-	1,913		1,913	1,913	424
See Index No. 163			-	85,485		85,485	85,485	425
16,049			-	1,048		1,048	1,048	426
125,000			-	53,444		53,444	53,444	427
43,000			-	19,249		19,249	19,249	428
45,000			-	42,386		42,386	42,386	429
See Index No. 162			-	1,925		1,925	1,925	430
1,915,000			-	87,722		87,722	87,722	431
755,765			-		610,125	610,125	610,125	432
78,194			-		5,454	5,454	5,454	433
400,000			-		399,465	399,465	399,465	434



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Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
435	San Bernardino-1920 N. Del Rosa	3	County Fire	County Fire Station #226 Mold Removal and Floor Replacement funded from County Fire Operating Funds.	18-032	3100	10100491
436	San Bernardino-200 E. 3rd St.	5	County Fire	County Fire Station #221 Reroof funded from County Fire Reserves.	18-014	3100	10100483
437	San Bernardino-200 E. Third St.	5	County Fire	Station#221 Exterior Painting.	19-014	3100	10100681
438	San Bernardino-200 E. Third St.	5	County Fire	Station#221 Installation of Generator.	19-012	3100	10100685
439	San Bernardino-200 E. Third St.	5	County Fire	Station#221 Remodel of 4 Bathroom.	19-015	3100	10100731
440	San Bernardino-200 E. Third St.	5	County Fire	Station#221 Replace Concrete Asphalt.	19-013	3100	10100733
441	San Bernardino-200 E. Third St.	5	County Fire	Station#221 Interior Painting.	19-016	3100	10100751
442	San Bernardino-200 S. Lena Rd.	5	RES-D-FMD	Shop HVAC and Remodel funded from the department budget.	17-220	3100	10100297
443	San Bernardino-200 S. Lena Rd.	5	RES-D-PMD	Facilities Management Building Entry Access System funded from the department budget.	17-102	3100	10100294
444	San Bernardino-200 S. Lena Rd.	5	RES-D-PMD	RES-FMD and Crime Lab Engineering Study.	17-154	3100	10100397
445	San Bernardino-200 S. Lena Rd.	5	Sheriff	Sheriff's Scientific Investigations Division Remodel funded \$1,110,000 from Discretionary General Funding and \$100,000 from the Sheriff department budget.	15-164	3100	10100082
446	San Bernardino-202 Meridian Ave.	5	County Fire	Station#229 Replacement/Relocation.	19-027	3100	10100763
447	San Bernardino-202 N. Lena Rd.	5	RES-D-PMD	Fleet Mgmt. Fuel Tank Improv. Phase III	20-030	3100	10100857
448	San Bernardino-202 N. Meridian	5	County Fire	County Fire Station #229 Asphalt Replacement	18-019	3100	10100485
449	San Bernardino-210 N. Lena Rd.	5	Fleet Management	Design for new 10,000 sq. ft. Fleet Administration Building funded by ISD net position.	18-151	3100	10100451
450	San Bernardino-210 N. Lena Rd.	5	RES-D-PMD	Fleet Auto Shop Bay Door #12 Repair.	17-999	3100	10100589
451	San Bernardino-210 N. Lena Road	5	Fleet Management	FLT Service Ctr Car Wash Remodel.	19-041	3100	10100703
452	San Bernardino-222 W. Hospitality Ln.	5	RES-D-PMD	Hall of Records Sign Project funded by SBCTA.	12-133	3100	10100012
453	San Bernardino-222 W. Hospitality Ln.	5	RES-D-PMD	222 Building Improvements.	12-102	3100	10100018
454	San Bernardino-222 W. Hospitality Ln.	5	RES-D-PMD	SAB001-Hall of Records Air Handler Replacement.	19-111	3100	10100753
455	San Bernardino-222 W. Hospitality Ln.	5	Risk Management	Space Evaluation for Risk Management funded by Risk Management unrestricted net assets.	16-114	3100	10100141
456	San Bernardino-222 W. Hospitality Ln.	5	Risk Management	Risk Management Office Remodel funded by Insurance Internal Service Funds.	17-086	3100	10100292
457	San Bernardino-2382 N. Del Rosa Ave.	5	Preschool Services	Countywide PSD Improvement Proj-Del Rosa	17-278	3100	10100571
458	San Bernardino-2555 Glen Helen Parkway	5	RES-D-PMD	Glen Helen Entrance Landscape	19-197	3100	10100826
459	San Bernardino-2641 N. E St.	5	County Fire	County Fire Station #224 Reroof funded from County Fire Reserves.	18-016	3100	10100484
460	San Bernardino-2641 N. E St.	5	County Fire	Station#224 Installation of Generator.	19-021	3100	10100687
461	San Bernardino-2641 N. E St.	5	County Fire	Station#224 Replace Existing Asphalt.	19-022	3100	10100737
462	San Bernardino-268 W. Hospitality Ln.	5	RES-D-PMD	268 Building 3rd Floor Improvements including the restroom remodel funded from the Rents budget per the lease amendment obligation with Loma Linda University.	17-142	3100	10100299
463	San Bernardino-268 W. Hospitality Ln.	5	RES-D-PMD	268 Building Elevator Room HVAC.	17-155	3100	10100378
464	San Bernardino-268 W. Hospitality Ln.	5	RES-D-PMD	268 Bldg. ADA Entry Doors.	ADA	3100	10100615



Exhibit A
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Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
319,250			-		319,125	319,125	319,125	435
352,450			-		86,306	86,306	86,306	436
100,000			-		5,689	5,689	5,689	437
60,000			-		60,000	60,000	60,000	438
250,000			-		212,817	212,817	212,817	439
700,000			-		645,163	645,163	645,163	440
150,000			-		8,550	8,550	8,550	441
175,000			-		86,294	86,294	86,294	442
40,000			-		14,000	14,000	14,000	443
75,000			-	74,886		74,886	74,886	444
1,684,962			-	1,445,743		1,445,743	1,445,743	445
6,916,000			-		6,910,803	6,910,803	6,910,803	446
1,000,000		1,000,000	1,000,000			-	1,000,000	447
86,450			-		86,054	86,054	86,054	448
60,000			-		60,000	60,000	60,000	449
13,000			-	13,000		13,000	13,000	450
750,000			-		713,545	713,545	713,545	451
5,000			-		5,000	5,000	5,000	452
See Index No. 163			-	7,255,034		7,255,034	7,255,034	453
2,500,000			-	1,692,514		1,692,514	1,692,514	454
10,000			-		212	212	212	455
974,510			-		114,674	114,674	114,674	456
359,969			-		335,289	335,289	335,289	457
23,310			-		7,960	7,960	7,960	458
91,305			-		84,566	84,566	84,566	459
60,000			-		60,000	60,000	60,000	460
500,000			-		446,810	446,810	446,810	461
435,000			-		121	121	121	462
50,000			-	1,927		1,927	1,927	463
45,000			-	43,753		43,753	43,753	464



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
465	San Bernardino-268 W. Hospitality Ln.	5	RESD-PMD	SAB180-268 Hospitality FLS System.	19-114	3100	10100748
466	San Bernardino-268 W. Hospitality Ln.	5	RESD-PMD	268 Building Signage	19-184	3100	10100828
467	San Bernardino-268 W. Hospitality Ln.	5	RESD-PMD	268 Building Ext Sec Cameras	19-185	3100	10100829
468	San Bernardino-268 W. Hospitality Ln.	5	RESD-PMD	268 Building Window Security Laminate	19-189	3100	10100830
469	San Bernardino-282 W. 40th St.	5	County Fire	Station#227 Kitchen Remodel.	19-024	3100	10100689
470	San Bernardino-282 W. 40th St.	5	County Fire	Station#227 Remodel of Dorms.	19-023	3100	10100734
471	San Bernardino-2824 E. W St.	5	County Fire	RSTC Trailers Acquisition and Installation funded by department budget and fund balance.	18-054	3100	10100480
472	San Bernardino-303 W. 3rd St.	5	RESD-PMD	SAB156-303 Building, Boiler.	19-081	3100	10100716
473	San Bernardino-303 W. 3rd St.	5	RESD-PMD	SAB156-Civic Center Parking Structure Inverter.	19-082	3100	10100718
474	San Bernardino-303 W. 3rd St.	5	RESD-PMD	303 Building MDF/IDF HVAC Controls.	16-076	3100	10100208
475	San Bernardino-303 W. 3rd St.	5	RESD-PMD	303 Building Casework Remediation.	17-999	3100	10100323
476	San Bernardino-303 W. 3rd St.	5	RESD-PMD	Dry Suppression System	17-084	3100	10100291
477	San Bernardino-303 W. 3rd St.	5	RESD-PMD	303 Bldg. Parking Structure Expansion.	MCIP	3100	10100616
478	San Bernardino-316 Mtn. View	5	RESD-PMD	316 Building Improvements.	12-102	3100	10100023
479	San Bernardino-323 W. Court St.	5	RESD-PMD	323 Building Acquisition and Remodel.	16-095	3100	10100114
480	San Bernardino-3398 E. Highland Ave.	5	County Fire	County Fire Station #228 Mold Remediation funded from County Fire Reserves.	18-011	3100	10100477
481	San Bernardino-3398 E. Highland Ave.	3	County Fire	County Fire Station #228 Reroof funded from County Fire Operating Funds.	18-031	3100	10100490
482	San Bernardino-3398 E. Highland Ave.	3	County Fire	Station#228 Kitchen Remodel.	19-025	3100	10100690
483	San Bernardino-340 and 364 Mtn. View Ave.	5	RESD-PMD	340 & 364 Buildings Sidewalk Replacements.	15-124	3100	10100104
484	San Bernardino-351 N. Arrowhead Ave.	5	RESD-PMD	Historic Courthouse Mechanical Plant Chiller #2 and Auxiliary Equipment Pumps funded 95.64% JCC (\$513,587) and 4.36% Discretionary General Funding (Net County Cost) (\$23,413).	17-175	3100	10100349
485	San Bernardino-351 N. Arrowhead Ave.	5	RESD-PMD	Central Plant Transformer Replacement funded by Discretionary General Funding (Net County Cost) (66.6%-\$99,234) and the JCC (33.4%-\$49,766).	18-141	3100	10100508
486	San Bernardino-351 N. Arrowhead Ave.	5	RESD-PMD	SAB030- Cen Plant, Cleaver Brooks.	19-103	3100	10100749
487	San Bernardino-351 N. Mountain View Ave.	5	RESD-PMD	PH 351 Bldg. Exterior Signage	19-122	3100	10100770
488	San Bernardino-351 N. Mountain View Ave.	5	RESD-PMD	DPH Administration Breakroom Remodel	19-138	3100	10100795
489	San Bernardino-351 N. Mtn. View Ave.	5	RESD-PMD	351 Building Improvements.	12-102	3100	10100021
490	San Bernardino-351 N. Mtn. View Ave.	5	RESD-PMD	351 Building 2nd Floor HVAC Unit Replacement.	16-076	3100	10100189
491	San Bernardino-351 N. Mtn. View Ave.	5	RESD-PMD	351 Building Pump Controllers.	17-156	3100	10100427
492	San Bernardino-372-382 Crestview	5	Preschool Services	Waterman Gardens	17-280	3100	10100573
493	San Bernardino-385 N Arrowhead Ave.	5	RESD-PMD	CGC Public Elevator Upgrade	20-092	3100	10100879
494	San Bernardino-385 N. Arrowhead Ave.	5	RESD-PMD	CAO Conference Room Upgrade	14-087	3100	10100221
495	San Bernardino-385 N. Arrowhead Ave.	5	General Fund	CGC Central Plant Generator Installation.	N/A	3100	10100596



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
120,000			-	120,000		120,000	120,000	465
46,000			-		46,000	46,000	46,000	466
77,000			-		77,000	77,000	77,000	467
156,000			-		156,000	156,000	156,000	468
150,000			-		145,049	145,049	145,049	469
130,000			-		129,247	129,247	129,247	470
225,000			-		5,948	5,948	5,948	471
190,000			-	10,320		10,320	10,320	472
25,000			-	24,416		24,416	24,416	473
85,000			-	4,563		4,563	4,563	474
6,243			-	1,814		1,814	1,814	475
776,865			-		83,750	83,750	83,750	476
30,000			-	30,000		30,000	30,000	477
See Index No. 163			-	1,081,813		1,081,813	1,081,813	478
See Index No. 163			-	20,704,648		20,704,648	20,704,648	479
89,110			-		64,726	64,726	64,726	480
122,360			-		388	388	388	481
70,000			-		69,640	69,640	69,640	482
50,000			-	50,000		50,000	50,000	483
537,000			-		128,118	128,118	128,118	484
149,000			-	3,314		3,314	3,314	485
350,000			-	15,260	334,740	350,000	350,000	486
54,000			-	27,275		27,275	27,275	487
49,613			-		49,111	49,111	49,111	488
See Index No. 163			-	16,425		16,425	16,425	489
90,000			-	61,476		61,476	61,476	490
30,000			-	2,564		2,564	2,564	491
164,001			-		158,976	158,976	158,976	492
1,000,000	1,000,000		1,000,000			-	1,000,000	493
104,873			-	4,442		4,442	4,442	494
1,481,850			-	1,481,850		1,481,850	1,481,850	495



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
496	San Bernardino-385 N. Arrowhead Ave.	5	Information Services	Board Chambers Audio/Visual System Replacement funded by ISD's ISF retained earnings.	16-104	3100	10100171
497	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	County Government Center (CGC) 1st and 2nd Floor HVAC Modification.	15-119	3100	10100100
498	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	CGC Chambers Renovation.	15-233	3100	10100107
499	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	CGC Exterior Cleaning.	16-085	3100	10100184
500	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	CGC 5th Floor Patio Drain Piping Replacement.	16-077	3100	10100192
501	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	CGC Fountain Re-design.	16-078	3100	10100202
502	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	CGC Café and Conference Rooms Remodel.	16-078	3100	10100203
503	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	385 Building Public Health-EHS Remodel.	16-172	3100	10100216
504	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	CGC Drinking Fountain ADA Replacement.	17-147	3100	10100231
505	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	CGC Real Estate Services Office Remodel funded by the department budget.	17-272	3100	10100316
506	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	385 Building Roof Drain Repairs.	17-157	3100	10100381
507	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	CGC Electrical Rework.	17-156	3100	10100426
508	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	CGC Miscellaneous Deferred Maintenance Project.	17-153	3100	10100439
509	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	SAB-31-5/F, Patio Doors/Windows.	19-101	3100	10100726
510	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	SAB031-3rd Fl Breakroom Quiet Room.	19-088	3100	10100752
511	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	CCL-Reconfigure 3rd Flr. Conference	18-209	3100	10100773
512	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	CCL-Conf. Rm-Juvenile Dependency	18-211	3100	10100774
513	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	CGC Fountain Pump/Filtration	19-127	3100	10100778
514	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	CGC Entrance Door Replacement	19-131	3100	10100782
515	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	CGC Fire Line Repair	19-162	3100	10100783
516	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	CGC Building Plaques Repair	19-173	3100	10100818
517	San Bernardino-385 N. Arrowhead Ave.	5	RES-D-PMD	CGC Leak Repairs	19-213	3100	10100853
518	San Bernardino-385 N. Arrowhead Ave., First Floor	5	Land Use Services	Relocate the four to six mining division staff to approximately 1,650 square feet of County-owned space in close proximity to the County Government Center funded through fees collected for mining project activities.	17-052	3100	10100285
519	San Bernardino-401 N. Arrowhead Ave.	5	Probation	401 Building Swipe Card System funded with AB109 fund balance.	18-058	3100	10100500
520	San Bernardino-401 N. Arrowhead Ave.	5	RES-D-PMD	401 Building Exterior Seal and Paint.	16-085	3100	10100183
521	San Bernardino-401 N. Arrowhead Ave.	5	RES-D-PMD	401 Building Boiler Replacement.	068A	3100	10400009
522	San Bernardino-401 N. Arrowhead Ave.	5	RES-D-PMD	Replace Actuators/Dampers at 401 Arrowhead	20-077	3100	10100890



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
90,400			-		46,443	46,443	46,443	496
1,500,000			-	483,607		483,607	483,607	497
3,400,000			-	351,959		351,959	351,959	498
1,160,000			-	1,112,931		1,112,931	1,112,931	499
35,000			-	32,214		32,214	32,214	500
10,000			-	3,593		3,593	3,593	501
2,080,000			-	38,176		38,176	38,176	502
2,025,000			-	65,021		65,021	65,021	503
65,000			-	22,814		22,814	22,814	504
220,800			-		13,518	13,518	13,518	505
855,640			-	87,536		87,536	87,536	506
5,000			-	5,000		5,000	5,000	507
475,000			-	5,262		5,262	5,262	508
200,000			-	198,776		198,776	198,776	509
145,000			-	142,398		142,398	142,398	510
47,321			-	47,321		47,321	47,321	511
76,557			-	75,170		75,170	75,170	512
15,000			-	2,535		2,535	2,535	513
75,000			-	17,557		17,557	17,557	514
80,000			-	52,411		52,411	52,411	515
72,820			-	69,938		69,938	69,938	516
550,000			-	550,000		550,000	550,000	517
35,750			-		35,750	35,750	35,750	518
60,000			-		38,735	38,735	38,735	519
51,000			-	4,077		4,077	4,077	520
45,000			-	1,671		1,671	1,671	521
70,000	70,000		70,000			-	70,000	522



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
523	San Bernardino-401 N. Arrowhead Ave.	5	RES-D-PMD	PRB Repair Backflow at 401 Arrowhead	20-085	3100	10100896
524	San Bernardino-401 W. 4th St.	5	RES-D-PMD	Building Acquisition of 401 W. 4th St. for Sheriff Court Services.	17-999	3100	10100237
525	San Bernardino-4280 Hallmark Parkway	5	Preschool Services	Hallmark Whse. Copy Room Relocation.	19-056	3100	10100698
526	San Bernardino-4280 Hallmark Pkwy	5	Preschool Services	Hallmark Warehouse Grading and Drainage Repair funded by the Preschool Services Department budget.	17-139	3100	10100150
527	San Bernardino-450 Vanderbilt Way	5	County Fire	County Fire Station #231 Reroof funded from County Fire Reserves.	18-012	3100	10100478
528	San Bernardino-503 E. Central Ave.	5	Preschool Services	PSD Mill Complex Environmental Testing.	17-999	3100	10100322
529	San Bernardino-630 E. Rialto	5	RES-D-PMD	SAB007- CDC Fern Freight Elevator.	19-104	3100	10100756
530	San Bernardino-630 E. Rialto Ave.	5	RES-D-PMD	Central Detention Center (CDC) Sewer Main Repair/Replacement.	16-010	3100	10100195
531	San Bernardino-630 E. Rialto Ave.	5	RES-D-PMD	CDC AC #5 Upgrade.	17-155	3100	10100385
532	San Bernardino-630 E. Rialto Ave.	5	RES-D-PMD	CDC Generator.	17-154	3100	10100396
533	San Bernardino-630 E. Rialto Ave.	5	RES-D-PMD	CDC Generator Controls Integration.	17-154	3100	10100399
534	San Bernardino-630 E. Rialto Ave.	5	RES-D-PMD	CDC Freight Elevator.	17-151	3100	10100402
535	San Bernardino-630 E. Rialto Ave.	5	RES-D-PMD	CDC Steam Boiler Replacement.	BOIL	3100	10100654
536	San Bernardino-630 E. Rialto Ave.	5	RES-D-PMD	SHR CDC Camera System Replacement	19-151	3100	10100803
537	San Bernardino-630 E. Rialto Ave.	5	RES-D-PMD	CDC Escalator Step Repair	19-180	3100	10100824
538	San Bernardino-630 E. Rialto Ave.	5	Sheriff	CDC Visitation Area Flooring Replacement funded from the Sheriff's Department budget.	17-218	3100	10100346
539	San Bernardino-630 E. Rialto Ave.	5	RES-D-PMD	CDC Domestic Hot Water Boiler	20-072	3100	10100878
540	San Bernardino-655 E. 3rd Street.	5	RES-D-PMD	Sheriffs HQ Window Repairs	20-073	3100	10100886
541	San Bernardino-655 E. 3rd St.	5	Sheriff	Civil Liabilities Remodel.	16-016	3100	10100178
542	San Bernardino-655 E. 3rd St.	5	Sheriff	Sheriff's Central Station Remodel funded from the department budget.	17-207	3100	10100344
543	San Bernardino-655 E. 3rd Street	5	RES-D-PMD	Repairs to SHR HQ Bathroom/Sewer	19-178	3100	10100822
544	San Bernardino-670 E. Gilbert St.	3	Information Services	ISD Data Center UPS Upgrade funded by ISF Retained Earnings.	11-003	3100	10100004
545	San Bernardino-670 E. Gilbert St.	5	Information Services	ISD Repave Parking Lot Project funded from ISD Internal Service Funds.	15-093	3100	10100089
546	San Bernardino-670 E. Gilbert St.	5	Information Services	ISD Warehouse funded from ISF Retained earnings.	15-267	3100	10100090
547	San Bernardino-670 E. Gilbert St.	3	Information Services	ISD Window Shades funded by ISD retained earnings.	16-164	3100	10100172
548	San Bernardino-670 E. Gilbert St.	3	Information Services	ISD Warehouse Redesign funded from retained earnings.	17-259	3100	10100356
549	San Bernardino-670 E. Gilbert St.	3	Information Services	Data Center Fire Suppression Replacement.	19-003	3100	10100697
550	San Bernardino-670 E. Gilbert St.	5	Information Services	ISD Data Chillers.	HVAC	3100	10400016
551	San Bernardino-680 E. Gilbert Street	3	RES-D-PMD	ISD Loading Dock Leveler	19-132	3100	10100787
552	San Bernardino-700 E. Gilbert St.	5	Behavioral Health	Behavioral Hlth Crises Res Housing Proj	15-237	3100	10100067



Exhibit A
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Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
40,000	40,000		40,000			-	40,000	523
See Index No. 163			-	12,700		12,700	12,700	524
111,775			-		12,423	12,423	12,423	525
125,000			-		16,623	16,623	16,623	526
108,653			-		13,742	13,742	13,742	527
45,000			-	12,960		12,960	12,960	528
200,000			-	22,805		22,805	22,805	529
650,000			-	112,006		112,006	112,006	530
125,000			-	962		962	962	531
1,200,000			-	1,098,945		1,098,945	1,098,945	532
50,000			-	50,000		50,000	50,000	533
260,000			-	17,519		17,519	17,519	534
600,000			-	252,367		252,367	252,367	535
630,000			-		630,000	630,000	630,000	536
23,000			-	2,237		2,237	2,237	537
45,000			-		2,071	2,071	2,071	538
1,500,000	1,500,000		1,500,000			-	1,500,000	539
90,000	90,000		90,000			-	90,000	540
197,100			-	790		790	790	541
673,000			-		31,509	31,509	31,509	542
110,000			-	9,752		9,752	9,752	543
8,729,705			-		833,818	833,818	833,818	544
1,977,606			-		35,652	35,652	35,652	545
2,700,000			-		174,681	174,681	174,681	546
8,300			-		1,398	1,398	1,398	547
60,000			-		60,000	60,000	60,000	548
1,540,000			-		1,524,361	1,524,361	1,524,361	549
250,000			-	26,019		26,019	26,019	550
13,000			-		4,884	4,884	4,884	551
5,445,906			-		72,253	72,253	72,253	552



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
553	San Bernardino-700 S. Lena.	5	RES-D-PMD	Bird Waste Removal 777 Rialto	20-068	3100	10100883
554	San Bernardino-710 N. D St.	5	District Attorney	DA Sancatt Building Office Remodel funded from Vehicle Fees - Auto Theft Prosecution Fund Balance.	17-257	3100	10100312
555	San Bernardino-740 and 900 E. Gilbert St.	5	Probation	Probation Camera Installation Project funded by excess Prop 172 funds.	15-261	3100	10100081
556	San Bernardino-740 E Gilbert St.	5	RES-D-PMD	PRB Bldg. Improv. Transportation Unit	20-062	3100	10100872
557	San Bernardino-740 E. Gilbert St.	3	Probation	Gateway/Regional Youth Educational Facility (RYEF) Exterior Refurbishing funded by YOBG fund balance.	18-056	3100	10100499
558	San Bernardino-740 E. Gilbert St.	5	RES-D-PMD	RYEF Fire Alarm Panel Repair.	17-999	3100	10400013
559	San Bernardino-740 E. Gilbert St.	5	RES-D-PMD	RYEF Replace Aged Plumbing and Supply	20-069	3100	10100882
560	San Bernardino-740 E. Gilbert St.	5	RES-D-PMD	RYEF Chiller Replacement	20-076	3100	10100889
561	San Bernardino-777 E. Rialto	5	RES-D-PMD	777 E Rialto Front Door Ent. ADA.	ADA	3100	10100618
562	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Lighting Fixtures Replacement funded from the Purchasing Department budget.	16-139	3100	10100143
563	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Warehouse Retrofit funded from Surplus property and storage operations unrestricted net assets.	17-100	3100	10100293
564	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Printing Services Carpet Replacement funded from Printing Services' unrestricted net assets.	17-132	3100	10100295
565	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Emergency Back Up Generator funded from one-time rebate revenue.	17-134	3100	10100296
566	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Fan Installation funded from one-time unrestricted net assets.	17-250	3100	10100310
567	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Ceiling Tile Replacement funded from the department budget.	17-252	3100	10100311
568	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Printing Services Exhaust Ventilation System funded from Printing Services' unrestricted net assets.	18-150	3100	10100495
569	San Bernardino-777 E. Rialto Ave.	5	Registrar of Voters	ROV Storage Rack Mezzanine funded from the ROV department budget.	15-269	3100	10100066
570	San Bernardino-777 E. Rialto Ave.	5	Registrar of Voters	ROV-Storage Rack Mezzanine Engineering	18-999	3100	10100564
571	San Bernardino-777 E. Rialto Ave.	5	RES-D-PMD	777 Building Conference Room Refurbishment.	16-041	3100	10100193
572	San Bernardino-777 E. Rialto Ave.	5	RES-D-PMD	777 Building ADA Restroom Addition.	17-147	3100	10100233
573	San Bernardino-777 E. Rialto Ave.	5	RES-D-PMD	PUR Rialto Office Remodel	19-158	3100	10100806
574	San Bernardino-777 E. Rialto Ave.	5	RES-D-PMD	PUR Rialto Lobby Remodel	19-190	3100	10100834
575	San Bernardino-777 Rialto Ave.	5	RES-D-PMD	SAB006-Gen Services, Parking Lot Rehabilitation.	19-087	3100	10100725
576	San Bernardino-777 Rialto Ave.	5	RES-D-PMD	CSG Admin Office Remodel	19-154	3100	10100810
577	San Bernardino-780 E Gilbert St.	5	RES-D-PMD	STAY Ctr. Landscape Improvement	20-086	3100	10100897
578	San Bernardino-268 Hospitality Ln.	5	RES-D-PMD	268 Hospitality Lane Re-landscape	20-087	3100	10100898
579	San Bernardino-780 Gilbert St.	5	Behavioral Health	TAY Center Southeast Parking Lot Repair.	N/A	3100	10100597
580	San Bernardino-780 Gilbert St.	3	Behavioral Health	DBH STAY Renovation.	19-055	3100	10100704
581	San Bernardino-825 E. 3rd St.	5	Public Works	Public Works DOC Emergency Lighting funded from the Public Works budget.	16-999	3100	10100144
582	San Bernardino-825 E. 3rd St.	5	Public Works	Public Works 825 Building Generator funded by the four divisions of PW.	17-048	3100	10100284



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
35,000	35,000		35,000			-	35,000	553
360,000			-		174,106	174,106	174,106	554
2,477,939			-		2,220,636	2,220,636	2,220,636	555
1,714,388		1,714,388	1,714,388			-	1,714,388	556
452,250			-		1,585	1,585	1,585	557
10,000			-		2,473	2,473	2,473	558
480,000	480,000		480,000			-	480,000	559
370,000	370,000		370,000			-	370,000	560
70,000			-	50,617		50,617	50,617	561
25,000			-		25,000	25,000	25,000	562
230,000			-		206,444	206,444	206,444	563
50,160			-		50,160	50,160	50,160	564
50,000			-		47,216	47,216	47,216	565
52,500			-		12,296	12,296	12,296	566
40,400			-		1,160	1,160	1,160	567
175,000			-		18,836	18,836	18,836	568
150,838			-		10,222	10,222	10,222	569
10,222			-		8,097	8,097	8,097	570
222,250			-	22,478		22,478	22,478	571
250,000			-	244,463		244,463	244,463	572
15,000			-		4,103	4,103	4,103	573
171,000			-		171,000	171,000	171,000	574
1,501,000			-	1,497,245		1,497,245	1,497,245	575
180,000			-		178,879	178,879	178,879	576
40,000	40,000		40,000			-	40,000	577
40,000	40,000		40,000			-	40,000	578
20,600			-		20,600	20,600	20,600	579
297,715			-		108,877	108,877	108,877	580
20,000			-		20,000	20,000	20,000	581
469,000			-		422,232	422,232	422,232	582



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
583	San Bernardino-825 E. 3rd St.	5	RES-D-PMD	825 Building Improvements	12-102	3100	10100025
584	San Bernardino-825 E. Third St., B	5	Public Works	TOS Bldg. 7 Sign Shop Improvement.	19-054	3100	10100694
585	San Bernardino-825 E. Third St., B	5	Public Works	Pool Yard Trailer Mounted Generator.	19-049	3100	10100686
586	San Bernardino-825 E. Third Street	5	RES-D-PMD	PW Bldg Automation System Repairs	19-164	3100	10100804
587	San Bernardino-900 E. Gilbert St.	5	Probation	Central Valley Juvenile Detention and Assessment Center (CVJDAC) Swipe Card System funded by Prop 172 funds.	15-202	3100	10100075
588	San Bernardino-900 E. Gilbert St.	5	Probation	CVJDAC Emergency Evacuation Area funded by Prop 172 funds.	15-203	3100	10100076
589	San Bernardino-900 E. Gilbert St.	3	Probation	Central Juvenile Court Holding Modifications funded with Prop 172 fund balance.	16-126	3100	10100157
590	San Bernardino-900 E. Gilbert St.	3	Probation	Probation Tattoo Removal Program Space funded with AB109 fund balance.	16-171	3100	10100160
591	San Bernardino-900 E. Gilbert St.	3	Probation	CVJDAC Rekey Locks funded by YOBG fund balance.	17-101	3100	10100332
592	San Bernardino-900 E. Gilbert St.	3	Probation	Gateway Sally Port and Staff Parking Improvements funded with YOBG funding.	17-230	3100	10100336
593	San Bernardino-900 E. Gilbert St.	3	Probation	Youth Justice Center Camera Installation funded with YOBG funds.	17-231	3100	10100337
594	San Bernardino-900 E. Gilbert St.	3	Probation	Central Juvenile Delinquency Court Sally Port Hardening funded by YOBG funds.	17-232	3100	10100338
595	San Bernardino-900 E. Gilbert St.	3	Probation	CVJDAC Card Access Expansion funded from YOBG funds.	17-233	3100	10100339
596	San Bernardino-900 E. Gilbert St.	3	Probation	CVJDAC Control System Replacement Design funded with YOBG funds.	17-235	3100	10100341
597	San Bernardino-900 E. Gilbert St.	3	Probation	CVJDAC Camera/Video Room Redundant AC Unit funded with YOBG funds.	17-236	3100	10100342
598	San Bernardino-900 E. Gilbert St.	3	RES-D-PMD	Juvenile Delinquency Court Parking Lot ADA Changes.	17-147	3100	10100232
599	San Bernardino-900 E. Gilbert St.	3	RES-D-PMD	Juvenile Delinquency Court Siemens Panel.	17-155	3100	10100392
600	San Bernardino-900 E. Gilbert St.	5	RES-D-PMD	Youth Justice Center Roof Replacement.	17-159	3100	10100411
601	San Bernardino-900 E. Gilbert St.	3	RES-D-PMD	RYEF Electrolysis Study.	17-156	3100	10100428
602	San Bernardino-900 E. Gilbert St.	5	RES-D-PMD	Paint & Interior & Minor Improvements.	MCIP	3100	10100557
603	San Bernardino-900 E. Gilbert St.	5	RES-D-PMD	RYEF Chiller Line Replacement.	MCIP	3100	10400018
604	San Bernardino-900 E. Gilbert St.	5	RES-D-PMD	YJC Replace Aged Plumbing and Supply	20-070	3100	10100880
605	San Bernardino-900 E. Gilbert Street	5	RES-D-PMD	Phoenix Clinic Water Remediation	19-201	3100	10100832
606	San Bernardino-900 Gilbert St.	5	RES-D-PMD	SAB170-CJH Admin#5, Duct Cleaning.	19-090	3100	10100729
607	San Bernardino-900 Gilbert St.	5	RES-D-PMD	PRB-Bldg/Campus Bldg Signage	19-125	3100	10100776
608	San Bernardino-900 Gilbert St.	5	RES-D-PMD	PRB Gateway Communications Network	19-148	3100	10100807
609	San Bernardino-900 Gilbert St.	5	RES-D-PMD	PRB CVJDAC Communications	19-147	3100	10100809
610	San Bernardino-900 Gilbert St.	5	RES-D-PMD	Gilbert St. Campus Master Plan	20-088	3100	10100884
611	San Bernardino-900 Gilbert Street	5	RES-D-PMD	Teddy Bear Times	19-205	3100	10100836
612	San Bernardino-Gilbert Campus	5	RES-D-PMD	SAB055-Gilbert Campus, Way Finding Signage.	19-084	3100	10100721
613	San Bernardino-Gilbert St.	3	County Counsel/ Children and Family Services	Space planning for County Counsel and Children and Family Services funded from CIP Residual Funding (Project No. CJPR).	17-201	3100	10100369
614	San Bernardino-Gilbert St.	5	RES-D-PMD	Gilbert Street Roadway Improvements.	15-121	3100	10100101
615	San Bernardino-Gilbert St.	5	RES-D-PMD	Gilbert Street Electrical Vault Raise Ring and Pave.	17-158	3100	10100416
616	San Bernardino-Gilbert St.	3	RES-D-PMD	Gilbert Street Well Tank Booster Pump.	17-161	3100	10100430
617	San Bernardino-Gilbert St.-Paseo f	3	RES-D-PMD	Gilbert Street Road Replacement.	17-158	3100	10100414



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
See Index No. 163			-	3,200,000	29,736,306	32,936,306	32,936,306	583
100,000			-		3,681	3,681	3,681	584
50,000			-		50,000	50,000	50,000	585
35,000			-	35,000		35,000	35,000	586
164,000			-		14,284	14,284	14,284	587
509,410			-		407,108	407,108	407,108	588
580,000			-		439,199	439,199	439,199	589
1,792,200			-		1,726,825	1,726,825	1,726,825	590
223,265			-		218,460	218,460	218,460	591
50,000			-		49,072	49,072	49,072	592
250,000			-		212,545	212,545	212,545	593
150,000			-		104,289	104,289	104,289	594
75,000			-		12,406	12,406	12,406	595
50,000			-		48,254	48,254	48,254	596
25,000			-		10,063	10,063	10,063	597
105,780			-	4,316		4,316	4,316	598
32,400			-	31,904		31,904	31,904	599
275,000			-	25,973		25,973	25,973	600
20,000			-	20,000		20,000	20,000	601
187,000			-	187,000		187,000	187,000	602
110,000			-	33,432		33,432	33,432	603
390,000	390,000		390,000			-	390,000	604
203,000			-	74,897		74,897	74,897	605
100,000			-	100,000		100,000	100,000	606
45,000			-	45,000		45,000	45,000	607
59,148			-		58,886	58,886	58,886	608
105,631			-		105,369	105,369	105,369	609
120,000	120,000		120,000			-	120,000	610
50,000			-	50,000		50,000	50,000	611
275,000			-	273,832		273,832	273,832	612
25,548,285			-	1,576,292		1,576,292	1,576,292	613
100,000			-	29,524		29,524	29,524	614
50,000			-	49,076		49,076	49,076	615
90,000			-	90,000		90,000	90,000	616
250,250			-	81,758		81,758	81,758	617



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
618	San Bernardino-Hospitality Ln.	5	RES-D-PMD	Hospitality Campus Parking Expansion Phase II.	16-999	3100	10100113
619	San Bernardino-Little Mountain Dr.	5	Information Services	Little Mountain ISD Antenna Installation	2V03	3100	10100537
620	San Bernardino-Mill St.	5	Preschool Services	PSD Mill Center Roof Repair.	18-187	3100	10100608
621	San Bernardino-Santa Ana River/San Timoteo Creek	5	Regional Parks	Confluence Park and Rest Area.	13-226	3100	10100028
622	San Bernardino-Southeast corner of Rialto Ave. and Lena Rd.	5	County Fire	County Fire HazMat Warehouse. The total estimated project cost is \$27.6 million.	15-229	3100	10100442
623	San Bernardino-Southeast corner of Rialto Ave. and Lena Rd.	5	County Fire	County Fire Relocation/Consolidation (Administration Building) funded by \$17,600,193 in Discretionary General Funding and \$8,500,000 from County Fire Reserves.	17-249	3100	10100447
624	San Bernardino-Southeast corner of Rialto Ave. and Lena Rd.	All	Sheriff	Valley Dispatch Center.	16-014	3100	10100181
625	San Bernardino-TBD	5	County Fire	CF Station 226 Land Acquisition	20-039	3100	10100859
626	San Bernardino-TBD	5	County Fire	CF Station 227 Land Acquisition	20-040	3100	10100860
627	San Bernardino-TBD	5	RES-D-PMD	ISD Space Programming	17-258	3100	10100448
628	San Bernardino-Various	5	County Fire	Security gates and wire for various fire stations funded by County Fire Reserves.	18-013	3100	10100482
629	San Bernardino-Various	5	RES-D-PMD	Downtown Building Project Master Planning Budget.	12-102	3100	10100016
630	San Bernardino-Various	5	RES-D-PMD	County Government Center Campus Improvements.	12-102	3100	10100017
631	Trona-13215 Jones St.	1	RES-D-PMD	TRO001-Sheriff Roof Replacement.	19-089	3100	10100727
632	Trona-13215 Jones St.	1	RES-D-PMD	TRO01-Sheriff HVAC Replacement.	19-107	3100	10100745
633	Trona-82805 Mt. View	1	RES-D-PMD	Trona Library Interior Maintenance.	17-035	3100	10100425
634	Twentynine Palms- 6078 Adobe	3	RES-D-PMD	Twentynine Palms Library New Asphalt.	PAV	3100	10100630
635	Twentynine Palms-6078 Adobe	3	RES-D-PMD	29 Palms Library Interior Maintenance.	17-157	3100	10100424
636	Twentynine Palms-6078 Adobe	3	RES-D-PMD	29P001-Library Driveway.	19-113	3100	10100757
637	Twentynine Palms-78569 Twentynine Palms Hwy.	3	Airports	Twentynine Palms Airport Shadeport Construction funded by the Airports Department budget.	17-019	3100	10100271
638	Twin Peaks-26010 Hwy 189	2	Land Use Services	Twin Peaks Land Use Services Remodel funded from the department budget.	17-273	3100	10100569
639	Twin Peaks-26010 Hwy 189	2	RES-D-PMD	Twin Peaks County Building Controls Upgrades.	16-076	3100	10100191
640	Twin Peaks-26010 Hwy 189	2	RES-D-PMD	Twin Peaks Building Digital Controls.	17-155	3100	10100382
641	Twin Peaks-26010 Hwy 189	2	RES-D-PMD	Twin Peaks Courthouse Stn. Roof.	MCIP	3100	10100614
642	Twin Peaks-737 Grandview Rd.	2	County Fire	CF Stn. 26 Cat House	19-157	3100	10100800
643	Upland-1350 N. Benson Ave.	2	County Fire	Station#163 New Roof - Upland.	19-010	3100	10100728
644	Upland-1350 N. Benson Ave.	2	County Fire	CF Station 163 Bathroom Remodel	20-045	3100	10100862
645	Upland-2413 Euclid Ave.	4	County Fire	County Fire Station #12 Restroom Remodel funded from one-time reserves.	16-030	3100	10100132
646	Upland-2413 Euclid Ave.	2	County Fire	County Fire Station #12 Kitchen Remodel funded from County Fire Operating Funds.	18-030	3100	10100489
647	Victorville	1	Fleet Management	High Desert Service Center Land Acquisition.	18-188	3100	10100607
648	Victorville- 14555 Civic Drive	1	Sheriff	Victorville Sheriff - Duct Cleaning.	HVAC	3100	10100627
649	Victorville-12397 Sycamore St.	1	Public Works	Baldy Mesa Yard Generator Project. The funding source is the Transportation budget.	18-037	3100	10100470



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
See Index No. 163			-	69,239		69,239	69,239	618
See Index No. 162			-	1,920		1,920	1,920	619
99,411			-		99,411	99,411	99,411	620
107,573			-		8,573	8,573	8,573	621
32,196,500			-	2,000,000		2,000,000	2,000,000	622
31,345,000			-	17,600,193	8,500,000	26,100,193	26,100,193	623
98,435,000			-	4,420,574		4,420,574	4,420,574	624
700,000		700,000	700,000			-	700,000	625
700,000		700,000	700,000			-	700,000	626
324,128			-		352	352	352	627
436,732			-		3,259	3,259	3,259	628
See Index No. 163			-	31,341		31,341	31,341	629
See Index No. 163			-	1,803		1,803	1,803	630
550,000			-	450,785		450,785	450,785	631
300,000			-	199,794		199,794	199,794	632
985,000			-	16,806		16,806	16,806	633
280,000	200,000		200,000	77,368		77,368	277,368	634
-			-	124,752		124,752	124,752	635
50,000			-	47,557		47,557	47,557	636
75,000			-		72,756	72,756	72,756	637
50,000			-		50,000	50,000	50,000	638
110,029			-	12,262		12,262	12,262	639
75,000			-	75,000		75,000	75,000	640
200,000			-	93,469		93,469	93,469	641
250,000			-		250,000	250,000	250,000	642
133,000			-		19,546	19,546	19,546	643
350,000		350,000	350,000			-	350,000	644
188,000			-		1,339	1,339	1,339	645
157,781			-		157,781	157,781	157,781	646
1,500,000			-		1,492,073	1,492,073	1,492,073	647
250,000			-	201,392		201,392	201,392	648
45,000			-		6,229	6,229	6,229	649



Exhibit A
2019-20 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
650	Victorville-14455 Civic Dr.	1	District Attorney	Victorville DA Design/Remodel funded by the department budget.	17-274	3100	10100575
651	Victorville-14455 Civic Dr.	1	RES-D-PMD	Victorville Court Doors	20-074	3100	10100887
652	Victorville-14455 Civic Dr.	1	RES-D-PMD	Victorville Courthouse Ceiling Tile/Interior Paint	18-140	3100	10100507
653	Victorville-14455 Civic Drive	1	RES-D-PMD	VV Courthouse HVAC Replacement	19-161	3100	10100784
654	Victorville-15000 Tokay St.	1	Fleet Management	High Desert Fleet Service Center - Victorville funded by Fleet Management ISF Retained Earnings.	15-006	3100	10100053
655	Victorville-15371 Civic Dr.	1	RES-D-PMD	Victorville DA Annex Paving.	17-158	3100	10100417
656	Victorville-18000 Yates Rd.	4	General Fund	Mojave Narrows Playground Resurfacing.	18-191	3100	10100601
657	Victorville-18000 Yates Rd.	1	Regional Parks	Mojave Narrows Water Service Improvements.	14-075	3100	10100046
658	Victorville-18000 Yates Rd.	1	Regional Parks	Mojave Narrows Regional Park ADA Improvements funded by CDBG.	18-135	3100	10100504
659	Victorville-TBD	1	Probation	Probation Office Space-Victorville.	19-042	3100	10100758
660	Wrightwood-5980 Elm St.	1	County Fire	County Fire Station #14 Bathroom Addition funded from one-time reserves.	18-040	3100	10100472
661	Wrightwood-6011 Pine St.	1	County Library	Wrightwood Library Monument Sign funded from Special Revenue Funds.	18-082	3100	10100498
662	Wrightwood-6011 Pine St.	1	RES-D-PMD	Wrightwood Library Roofing.	17-033	3100	10100413
663	Wrightwood-6011 Pine St.	1	RES-D-PMD	WRI502-Library, Restroom Upgrade.	19-080	3100	10100713
664	Yermo-3660 Ghost Town	3	RES-D-PMD	YER045-Calico, Pizza Garden Repair.	19-100	3100	10100762
665	Yermo-3660 Ghost Town Road	1	RES-D-PMD	Calico Park Office HVAC Upgrade	19-123	3100	10100771
666	Yermo-36600 Ghost Town Rd.	1	Regional Parks	Calico Ghost Town Roof Repairs.	17-022	3100	10100373
667	Yermo-36600 Ghost Town Rd.	1	RES-D-PMD	Calico Ghost Town Park Office/Visitor Center Improvements.	16-026	3100	10100198
668	Yermo-36600 Ghost Town Rd.	1	RES-D-PMD	Calico Ghost Town Roof Repairs.	17-159	3100	10100412
669	Yermo-36600 Ghost Town Rd.	1	RES-D-PMD	Calico Campground "O" Water Line Replacement.	17-254	3100	10100441
670	Yermo-36600 Ghost Town Rd.	1	RES-D-PMD	Calico Campground Granite Layment.	REGP	3100	10100612
671	Yucaipa-33900 Oak Glen Rd.	2	General Fund	Yucaipa REGP Playground Resurfacing.	18-192	3100	10100600
672	Yucaipa-33900 Oak Glen Rd.	3	Regional Parks	Yucaipa Regional Park Security Cameras funded from the Regional Parks Improvement Program budget (Project No. REGP).	17-206	3100	10100372
673	Yucaipa-33900 Oak Glen Rd.	3	Regional Parks	Yucaipa Regional Park Special Event Entry.	17-235	3100	10100443
674	Yucaipa-33900 Oak Glen Rd.	3	RES-D-PMD	Yucaipa Regional Park ADA Improvements.	18-191	3100	10100226
675	Yucaipa-33900 Oak Glen Rd.	3	RES-D-PMD	Yucaipa REGP Electrical Upgrade.	REGP	3100	10100611
676	Yucaipa-33900 S. Oak Glen Rd.	3	RES-D-PMD	Yucaipa Reg Parks ADA Play Surface Repl	18-112	3100	10100503
677	Yucca Valley-56460 Paseo Las Ninas	3	RES-D-PMD	Yucca Valley Demo Old Animal Shelter.	17-036	3100	10100440
678	Yucca Valley-57201 Twentynine Palms Hwy	3	County Fire	Waste Water Treatment Project for Yucca Valley funded from one-time reserves.	16-033	3100	10100134
TOTAL PROJECTS ADMINISTERED BY RES-PMD							



Exhibit A
2019-20 Capital Improvement Program Projects
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Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
950,000			-		861,359	861,359	861,359	650
60,000	60,000		60,000			-	60,000	651
150,000			-	53,625	88,572	142,197	142,197	652
39,670			-	692		692	692	653
8,000,000			-		939,254	939,254	939,254	654
100,000			-	5,539		5,539	5,539	655
121,300			-	959		959	959	656
150,000			-	70,064		70,064	70,064	657
550,000			-		549,752	549,752	549,752	658
25,000			-		25,000	25,000	25,000	659
306,519			-		262,612	262,612	262,612	660
40,000			-		1,157	1,157	1,157	661
150,000			-	13,694		13,694	13,694	662
165,000			-	152,275		152,275	152,275	663
460,000			-	456,048		456,048	456,048	664
115,000			-	55,949		55,949	55,949	665
627,473			-	808		808	808	666
208,713			-	87		87	87	667
350,000			-	295,979		295,979	295,979	668
500,000			-	219,718		219,718	219,718	669
50,000			-		1,562	1,562	1,562	670
55,600			-	51,342		51,342	51,342	671
87,000			-		41,200	41,200	41,200	672
150,000			-	51		51	51	673
700,580			-		2,471	2,471	2,471	674
330,000			-		10,734	10,734	10,734	675
546,600			-		18,395	18,395	18,395	676
45,000			-	2,568		2,568	2,568	677
53,200			-		51,740	51,740	51,740	678
1,025,038,417	12,000,000	23,732,968	35,732,968	241,834,639	181,485,261	423,319,900	459,052,868	



Exhibit B
2019-20 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

Index No.	Location/ Address	Dist	Department	Project Name-Description	WBSE	Fund
1	Amboy	1	Transportation	National Trails Highway at Sombra Ditch Replacement - Bridge replacement. Federal Funded by Highway Bridge Program (88.53%) and General Fund match (11.47%)	N/A	2000
2	Amboy	1	Transportation	National Trails Highway at Beacon Ditch Replacement - Bridge replacement. Federal Funded by Highway Bridge Program (88.53%) and General Fund match (11.47%)	N/A	2000
3	Amboy	1	Transportation	National Trails Highway at Cerro Ditch Replacement - Bridge replacement. Federal Funded by Highway Bridge Program (88.53%) and General Fund match (11.47%)	N/A	2000
4	Amboy	1	Transportation	National Trails Highway at Cerulia Ditch Replacement - Bridge replacement. Federal Funded by Highway Bridge Program (88.53%) and General Fund match (11.47%)	N/A	2000
5	Amboy	1	Transportation	National Trails Highway at Gordo Ditch Replacement - Bridge replacement. Federal Funded by Highway Bridge Program (88.53%) and General Fund match (11.47%)	N/A	2000
6	Amboy	1	Transportation	National Trails Highway at Larissa Ditch Replacement - Bridge replacement. Federal Funded by Highway Bridge Program (88.53%) and General Fund match (11.47%)	N/A	2000
7	Amboy	1	Transportation	National Trails Highway at Leith Ditch Replacement - Bridge replacement. Federal Funding by Highway Bridge Program (88.53%) and General Fund match (11.47%)	N/A	2000
8	Amboy	1	Transportation	National Trails Highway at Terra Ditch Replacement - Bridge replacement. Federal Funded by Highway Bridge Program (88.53%) and General Fund match (11.47%)	N/A	2000
9	Apple Valley	1	Transportation	Spring Valley Lakes Area Roads = Overlay SB1 funding PCI.	N/A	2000
10	Apple Valley	1	Transportation	Rock Springs Road Bridge Replacement - over Mojave River, Apple Valley Area - Funded by Development Mitigation Transportation Fees, General Fund and Potential Federal Funds	N/A	2000
11	Arrowhead Farms	5	Transportation	40th Street and Other Roads - Pavement improvement and ADA ramps project - Funded by City of San Bernardino, General funding and SB1	N/A	2000
12	Baker	1	Transportation	Baker Boulevard Bridge Replacement and Widening over the Mojave River - Federal Funded by Highway Bridge Program (88.53%), San Bernardino County Transit Authority (11.42%) and Gas Tax (.10%)	N/A	2000
13	Big Bear	3	Transportation	Stanfield Cutoff Roadway Repair and Bridge Replacement - North of State Highway 18 to State Highway 38, Big Bear Area - Funded by General Fund and Gas Tax	N/A	2000
14	Big Bear	3	Transportation	Pine View Drive Storm Drains - Installation of storm drain on Pine Drive, Big Bear Area. Funded by other Department and Unspecified Source	N/A	2000
15	Bloomington	5	Transportation	Interstate 10 Cedar Interchange - Funded by the City of Rialto, City of Fontana, San Bernardino County Transportation Authority, Gas Tax, and General Fund	N/A	2000
16	Chino	4	Transportation	Philadelphia Street Mill and Overlay - Funded by City of Chino, General funding and SB1	N/A	2000
17	Chino	4	Transportation	Pipeline Avenue and Chino Avenue - Construct storm drains, mill and overlay, ADA ramps - Funded by Measure I, City of Chino and City of Montclair	N/A	2000/ 2142
18	Chino	4	Transportation	State Route 60 / Central Ave Interchange - Modify State Route 60 ramps at Central Avenue. (Construction not funded) - Funded by City of Chino, Development Transportation Mitigation Fees, and San Bernardino County Transportation Authority	N/A	2055/ 2091
19	City of Victorville	1	Transportation	Green Tree Boulevard Construction - New road from Yates to intersection of Green Tree Boulevard and Hesperia Road. City Lead, City received federal funding for preliminary engineering and design. Partial funding by City of Victorville, San Bernardino County Transportation Authority and General Fund (County Share)	N/A	2000
20	Del Rosa	3	Transportation	Sterling Ave - Mill and Overlay with ADA ramps - Funded by City of San Bernardino, Gas tax and SB1	N/A	2000
21	Devore	2	Transportation	Glen Helen Parkway Bridge Replacement @ Cajon Wash - Federal Funded by Highway Bridge Program (88.53%), Gas Tax (.03%), and General Fund (11.44%)	N/A	2000
22	Essex	1	Transportation	National Trails Highway at Adena Ditch Replacement - Bridge replacement Federal Funded by Highway Bridge Program (88.53%) and General Fund match (11.47%)	N/A	2000



Exhibit B
2019-20 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
1,929,400			-	33,172	256,028	289,200	289,200	1
1,589,000			-	30,281	233,719	264,000	264,000	2
1,589,000			-	30,281	233,719	264,000	264,000	3
1,589,000			-	30,281	233,719	264,000	264,000	4
1,589,000			-	30,281	233,719	264,000	264,000	5
1,589,000			-	30,281	233,719	264,000	264,000	6
1,589,000			-	30,281	233,719	264,000	264,000	7
1,589,000			-	30,281	233,719	264,000	264,000	8
13,000,000			-		12,850,000	12,850,000	12,850,000	9
18,072,789			-	239,138	1,890,275	2,129,413	2,129,413	10
2,838,750		2,316,600	2,316,600			-	2,316,600	11
13,359,375			-			-	-	12
26,605,024			-			-	-	13
4,880,031			-			-	-	14
80,016,000			-	226,885	1,736,681	1,963,566	1,963,566	15
1,365,529			-		1,100,000	1,100,000	1,100,000	16
4,939,000		4,487,000	4,487,000			-	4,487,000	17
20,591,000			-		9,201,322	9,201,322	9,201,322	18
46,027,615			-	716,901		716,901	716,901	19
1,500,000			-		733,500	733,500	733,500	20
35,460,948			-		284,488	284,488	284,488	21
1,845,400			-	16,059	1,410,803	1,426,862	1,426,862	22



Exhibit B
2019-20 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

Index No.	Location/ Address	Dist	Department	Project Name-Description	WBSE	Fund
23	Fontana	5	Transportation	Slover Avenue Drainage @ Alder / Locust - Gas Tax funding	N/A	2000
24	Fontana	5	Transportation	Alder Avenue Reconstruction - Reconstruction and overlay - Funded by City of Fontana and Measure I	N/A	2000/ 2142
25	Fontana	2	Transportation	Cherry Ave Grade Separation - On Cherry Ave over the Burlington Northern Santa Fe Railroad. - Funded by RDA and Regional Development Fees for Preliminary Engineering and Design, Construction Potentially Funding by San Bernardino County Transportation Authority	N/A	2000
26	Fontana	2	Transportation	Cherry Ave & Andel Drive Reconstruction- Funded by City of Fontana, General Fund and SB1	N/A	2000
27	Fontana	2	Transportation	San Bernardino Avenue Widening - Cherry to Fontana Avenue, Fontana Area. Funded by San Bernardino County Transportation Authority, Gas Tax and General Fund	N/A	2000
28	Fontana	2	Transportation	Arrow Route Traffic Signal Installation - Construction of new traffic signals - Funded by Gas Tax	N/A	2000
29	Fontana	2	Transportation	Arrow Route Railroad Crossing Modification on Arrow Route and Lime Street - Unspecified Funding Source	N/A	2000
30	Fontana	2	Transportation	Beech Ave Pavement Reconstruction - Funded by SB1 and Measure I	N/A	2000/ 2142
31	Helendale	1	Transportation	Shadow Mountain Road Paving, Bridge and River Crossing - Helendale Road to National Trails Highway - Funded by Development Transportation Mitigation Fees, Measure I - Victor Valley area, and Potentially San Bernardino County Transportation Authority and Unspecified Funding Source	N/A	2022
32	Hesperia	1	Transportation	Ranchero Road Widening and Rehabilitation - From 0.15 mile east of Mariposa Road to Seventh Avenue, Hesperia Area. Funded by City of Victor Valley, San Bernardino County Transportation Authority and Unspecified Source	N/A	2164
33	High Desert	1	Transportation	National Trails Highway Bridges Management Plan - From Daggett-Yermo Road to Mountain Springs Road, High Desert Area - Repair, rehabilitate, or reconstruct various bridges - Federal Funded, Potentially Funded by San Bernardino County Transportation Authority and General Fund	N/A	2000
34	Joshua Tree	3	Transportation	Sunburst Avenue Bicycle Infrastructure - Reconstruct Class I Bike Path - Funded by SB1	N/A	2000
35	Joshua Tree	3	Transportation	Park Boulevard Reconstruction - On Park Boulevard from Alta Loma Drive north to State Highway 62 in the Joshua Tree area. Funded by San Bernardino County Transportation Authority	N/A	2000/ 2149
36	Lake Arrowhead	2	Transportation	Hook Creek & Hospital Rd - Pavement reconstruction and overlay - Funded by General Fund and SB1	N/A	2000
37	Lake Arrowhead	2	Transportation	Arrowbear Drive Bridge Replacement @ Spillway - Funded by Major Local Highway Funded thru San Bernardino County Transit Authority	N/A	2000/ 2151
38	Ludlow	1	Transportation	National Trails Highway at Bristol Ditch Replacement - Bridge replacement. Federal Funded by Highway Bridge Program (88.53%) and General Fund match (11.47%)	N/A	2000
39	Mentone	3	Transportation	Crafton Avenue and Other Roads - Various pavement treatments - Funded by City of Redlands, General funding and Measure I	N/A	2000/ 2142
40	Needles	1	Transportation	Needles Highway Improvements and Paiute Wash Bridge Replacement - Funded by Federal Public Land Highway Discretionary Funds	N/A	2000
41	Needles	1	Transportation	Needles Highway (Segment 1A), 600ft north of Balboa Place - Rehabilitation - Funded by Federal Public Land Highway Discretionary Funds	N/A	2000
42	Needles	1	Transportation	Needles Highway (Segment 1B), 500ft South of Park Road - Rehabilitation - Funded by Federal Public Land Highway Discretionary Funds	N/A	2000



Exhibit B
2019-20 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
735,000			-		735,000	735,000	735,000	23
1,340,000			-		1,182,000	1,182,000	1,182,000	24
10,957,067			-			-	-	25
7,078,755			-			-	-	26
4,873,369			-		230,326	230,326	230,326	27
3,510,273			-		1,656,500	1,656,500	1,656,500	28
450,000			-			-	-	29
3,670,250		3,272,250	3,272,250			-	3,272,250	30
67,843,250			-		200,000	200,000	200,000	31
25,064,556			-		1,287,000	1,287,000	1,287,000	32
181,390,906			-	600,000	1,500,000	2,100,000	2,100,000	33
1,429,566			-		147,783	147,783	147,783	34
1,704,000			-		1,555,000	1,555,000	1,555,000	35
1,350,000			-		1,350,000	1,350,000	1,350,000	36
3,577,796			-			-	-	37
1,589,000	30,281	233,719	264,000			-	264,000	38
3,557,000			-		3,306,412	3,306,412	3,306,412	39
142,425,722			-			-	-	40
4,780,460			-			-	-	41
1,782,000			-		1,782,000	1,782,000	1,782,000	42



Exhibit B
2019-20 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

Index No.	Location/ Address	Dist	Department	Project Name-Description	WBSE	Fund
43	Redlands	3	Transportation	Interstate 10 / Alabama Ave Interchange - Agency lead - Funded by City of Redlands, San Bernardino County Transportation Authority and Regional Development Fee Program	N/A	2103
44	San Bernardino	5	Transportation	Institution Road Reconstruction and Improvements, .20M W of Verdemon Ranch Rd east .40M - Repavement. Funded by General Fund (transferred previously)	N/A	2000
45	San Bernardino	5	Transportation	Old Waterman Canyon Road Culver - Construct culvert (tunnel under the road) - Funding by Gas Tax	N/A	2000
46	San Bernardino Valley Area	2,3,4,5	Transportation	Traffic Signals Installations - Nine traffic signals at various locations - Unspecified Funding Source	N/A	2142
47	Wrightwood	1	Transportation	Lone Pine Canyon Road Culvert - Construct Arched Culverts at Sheep Creek, Wrightwood - Funding by Gas Tax and Proposition 42	N/A	2000
48	Yermo	1	Transportation	Yermo Road Bridge Replacement - Design bridge replacement. Federal Funded by Highway Bridge Program (88.53%) and Gas Tax for match (11.47%)	N/A	2000
TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION						



Exhibit B
2019-20 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
10,968,000			-		1,031,037	1,031,037	1,031,037	43
7,000,000			-	6,032,452		6,032,452	6,032,452	44
1,152,553			-			-	-	45
7,000,000			-			-	-	46
2,330,060			-		1,549,240	1,549,240	1,549,240	47
2,694,496			-			-	-	48
783,807,940	30,281	10,309,569	10,339,850	8,076,574	48,611,428	56,688,002	67,027,852	



Exhibit C
2019-20 Capital Improvement Program Projects
Administered by Public Works - Solid Waste Management

Index No.	Location/ Address	Dist	Department	Project Name-Description	WBSE	Fund
1	Apple Valley	1	Solid Waste	Land Purchase - Purchase of land from the Bureau of Land Management.	EAA	4250
2	Barstow	3	Solid Waste	Liner Construction Phase 1 Stage 2 Barstow Sanitary Landfill - Construction of 8.25 acres of liner to control fluid and gas migration into the ground.	N/A	4250
3	Colton	3	Solid Waste	Final Closure Construction Colton Sanitary Landfill - Construction of engineered soil cap and final cover.	N/A	4250
4	Heaps Peak	2	Solid Waste	Scalehouse, Entrance Road and Tipping Floor Construction Heaps Peak Transfer Station - Construction of a new, updated scalehouse facility and entrance road.	N/A	4250
5	Heaps Peak	2	Solid Waste	East Slope Stabilization Heaps Peak Sanitary Landfill - Construction to stabilize the east slope of landfill.	EAL	4250
6	Hinkley	1	Solid Waste	Groundwater Treatment System Hinkley Sanitary Landfill- Construction of full scale water groundwater treatment.	N/A	4250
7	Landers	3	Solid Waste	Landfill Gas Collection and Control System Landers Sanitary Landfill - Construction of landfill gas extraction system.	N/A	4250
8	Landers	3	Solid Waste	Liner Construction Phase 1B Landers Sanitary Landfill - Planning, design and Construction of 9 acres of liner to control fluid and gas migration into the ground.	N/A	4250
9	Landers	3	Solid Waste	Permit Expansion and Liner Construction Landers Sanitary Landfill- Planning, design and Construction of approximately 7.2 acres of liner to control fluid and gas migration into the ground.	N/A	4250
10	Landers	3	Solid Waste	Groundwater Treatment System Landers Sanitary Landfill- Construction of full scale water groundwater treatment.		4250
11	Mid-Valley	5	Solid Waste	Liner, Liquid Handling and Basin Construction Unit 4 Phase 1 Mid-Valley Sanitary Landfill - Construction of double-layer liner on approximately 11.25 floor and 32.5 slope acres.	N/A	4250
12	Mid-Valley	5	Solid Waste	Landfill Perimeter Gas Extraction System Mid Valley Sanitary Landfill - Construction of perimeter header landfill gas extraction system.	EAA	4250
13	Mid-Valley	5	Solid Waste	Additional Flare Stations Mid Valley Sanitary Landfill - Construction of additional flare stations.		4250
14	Redlands	3	Solid Waste	Liner Construction Unit 2 Phase 5 San Mateo Sanitary Landfill - Construction of 13.8 acres of slope liner and 7.8 acres of base liner to control fluid and gas migration into the ground.	N/A	4250
15	Rialto	5	Solid Waste	Liner, Liquid Handling and Basin Construction Unit 4 Phase 2 Mid-Valley Sanitary Landfill - Construction of double-layer liner on approximately 22 slope acres.	N/A	4250
16	Rialto	5	Solid Waste	Liner, Liquid Handling and Basin Construction Unit 4 Phase 3 Mid-Valley Sanitary Landfill - Construction of double-layer liner on approximately 38 slope acres.	N/A	4250
17	San Timoteo	3	Solid Waste	Entrance Road Construction San Timoteo Sanitary Landfill - Construction of entrance/access road.	EAA	4250
18	San Timoteo	3	Solid Waste	Liner Construction Unit 2 Phase 3-2 and 4-1 San Timoteo Sanitary Landfill - Construction of composite liner on approximately 8 floor and 15.5 slope acres to control fluid and gas migration into the ground.	N/A	4250
19	San Timoteo	3	Solid Waste	Additional Flare Stations San Timoteo Sanitary Landfill - Construction of additional flare stations.		4250
20	Victorville	1	Solid Waste	Liner Construction Phase 1B Stage 3 Victorville Sanitary Landfill - Construction of liner on approximately 9.5 floor and 5.7 slope acres.	N/A	4250
TOTAL PROJECTS ADMINISTERED BY PUBLIC WORKS-SOLID WASTE MANAGEMENT						



Exhibit C
2019-20 Capital Improvement Program Projects
Administered by Public Works - Solid Waste Management

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
22,500			-		22,500	22,500	22,500	1
4,773,750			-			-	-	2
10,832,000			-		2,972,000	2,972,000	2,972,000	3
3,262,437			-		1,510,498	1,510,498	1,510,498	4
2,000,000			-		2,000,000	2,000,000	2,000,000	5
890,320			-		106,250	106,250	106,250	6
1,616,473			-		1,464,000	1,464,000	1,464,000	7
4,445,000			-			-	-	8
5,799,210			-			-	-	9
305,000			-		305,000	305,000	305,000	10
34,535,263			-		19,350,000	19,350,000	19,350,000	11
1,500,000			-		300,000	300,000	300,000	12
2,500,000			-		2,500,000	2,500,000	2,500,000	13
16,100,000			-			-	-	14
12,300,000			-		150,000	150,000	150,000	15
21,950,000			-			-	-	16
2,410,000			-		2,410,000	2,410,000	2,410,000	17
16,100,000			-		15,950,000	15,950,000	15,950,000	18
1,200,000			-		1,200,000	1,200,000	1,200,000	19
15,141,019			-		6,000,000	6,000,000	6,000,000	20
157,682,972	-	-	-	-	56,240,248	56,240,248	56,240,248	



Exhibit D
2019-20 Capital Improvement Program Projects
Administered by San Bernardino County Fire Protection District (County Fire)

Index No.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	WBSE	Fund
1	Helendale - 27089 Helendale Road	1	County Fire	County Fire Station #4 - Bedroom Division	N/A	N/A	2442
2	Hesperia - 17288 Olive Street	1	County Fire	County Fire Station #302 - Butler Building	N/A	N/A	2442
3	Hesperia - 15900 Smoke Tree Street	1	County Fire	County Fire Community Safety - HDGC Building Supervisor's Office	N/A	N/A	2410
4	Twentynine Palms - 6560 Adobe Road	3	County Fire	County Fire Station #44 - Exterior Infrastructure	N/A	N/A	2454
5	Twentynine Palms - 6560 Adobe Road	3	County Fire	County Fire Station #44 - Gate/Fencing	N/A	N/A	2454
6	Joshua Tree - 6715 Park Boulevard	3	County Fire	County Fire Station #36 - Exterior Infrastructure	N/A	N/A	2454
7	Yucca Valley - 58612 Aberdeen	3	County Fire	County Fire Station #42 - Interior Improvement	N/A	N/A	2454
8	Upland - 475 North 2nd Street	4	County Fire	County Fire Station #161 - Exterior Infrastructure	N/A	N/A	2434
9	Devore - 18000 Institution	5	County Fire	County Fire Training Center at Glen Helen - Bathroom Remodel	N/A	N/A	2410
10	Devore - 18000 Institution	5	County Fire	County Fire Training Center at Glen Helen - Shower House	N/A	N/A	2410
11	San Bernardino - 210 South Lena Road	5	County Fire	County Fire Vehicle Services Shop - Facility Improvement	N/A	N/A	2410
TOTAL PROJECTS ADMINISTERED BY COUNTY FIRE							

Note: All projects within Exhibit D are funded by County Fire through use of Department Revenue, Reserves or Fund Balance.



Exhibit D
2019-20 Capital Improvement Program Projects
Administered by San Bernardino County Fire Protection District (County Fire)

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2019-20 Recommended Requirements	Index No.
	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
44,500		44,500	44,500			-	44,500	1
30,000		30,000	30,000			-	30,000	2
44,999		44,999	44,999			-	44,999	3
35,000			-		35,000	35,000	35,000	4
25,000			-		25,000	25,000	25,000	5
6,000		6,000	6,000			-	6,000	6
44,000			-		44,000	44,000	44,000	7
40,000		40,000	40,000			-	40,000	8
40,000		40,000	40,000			-	40,000	9
27,500		27,500	27,500			-	27,500	10
32,000		32,000	32,000			-	32,000	11
368,999	-	264,999	264,999	-	104,000	104,000	368,999	



Exhibit E
2019-20 through 2023-24
Five-Year Capital Improvement Program
By Project Type

Description	Year 1 (2019-20)	Proposed Year 2 (2020-21)
Minor Capital Improvement Program	1,085,000	2,000,000
10100883 Bird Waste Removal at 777 Rialto Ave - \$35,000		
10100882 Replace Aged Plumbing at 740 E. Gilbert St. - \$480,000		
10100881 Replace Sewage Control Panels at 8303 Haven Ave. - \$180,000		
10100880 Replace Aged Plumbing at 900 E. Gilbert St. - \$390,000		
ADA Improvements Program	204,574	400,000
Un-programmed - \$204,574		
Boiler Replacement Program:	1,500,000	300,000
10100878 Replace Boiler at 630 E. Rialto Ave. - \$1,500,000		
Countywide Elevator Modernization Program	1,000,000	500,000
10100879 Replace Public Elevator Equipment at the County Government Center \$1,000,000		
Administrative Projects Program:	277,426	100,000
10100884 Countywide Master Plan - \$120,000		
Un-programmed - \$157,426		
Exterior Renovation Program:	188,000	200,000
10100885 Phelan Library Exterior Wall Repair - \$38,000		
10100886 Sheriff's Headquarters Window Seal Repair - \$90,000		
10100887 Victorville Court Door Replacement - \$60,000		
Countywide Generators Replacement Program:	-	300,000
HVAC Upgrades/Maintenance/Replacement:	4,330,000	4,000,000
10100890 Replace Actuators/Dampeners at 401 N. Arrowhead Ave - \$70,000		
10100888 Chiller Replacement at 740 E. Gilbert St. - \$370,000		
10100604 Convert Existing Ice Bank System to Power Generator at WVDC - \$3,540,001		
Un-programmed - \$350,000		
Interior Renovation/Remodel Program:	55,000	200,000
10100891 Inspect Seismic Busings at 8303 Haven Ave. - \$55,000		
10100047 Countywide Conference Room Upgrades (Ongoing) - \$100,000	100,000	100,000
Pavement Management Program:	805,000	1,000,000
10100892 Big Bear Library Parking Lot - \$100,000		
10100893 Big Bear Sheriff's Complex Parking Lot - \$300,000		
10100630 29 Palms Parking Lot - \$200,000		
10100632 Lucerne Library Parking Lot - \$155,000		
Un-programmed - \$50,000		
Roofing Repairs/Replacement Program:	165,000	500,000
10100894 Roof Repair and Replace Aged A/C Unit at 2022 Orange Tree Ln. - \$165,000		
Fire/Life Safety Program:	80,000	200,000
10100895 Repair Fire Hydrant at 150 W. 5th. St - \$40,000		
10100896 Repair Backflow Device at 401 N. Arrowhead Ave. - \$40,000		
Site Infrastructure Program:	80,000	200,000
10100897 Landscape Improvements at 780 E. Gilbert St. - \$40,000		
10100898 Landscape Improvements at 268 Hospitality Ln. - \$40,000		
Courts Project Program	130,000	-
Countywide Security Upgrades Project (10100377):	2,000,000	2,000,000
TOTAL BUDGET	12,000,000	12,000,000



Exhibit E
2019-20 through 2023-24
Five-Year Capital Improvement Program
By Project Type

Proposed Year 3 (2021-22)	Proposed Year 4 (2022-23)	Proposed Year 5 (2023-24)	Total One-Time Capital Cost
2,000,000	2,000,000	2,000,000	9,085,000
500,000	500,000	500,000	2,104,574
250,000	250,000	250,000	2,550,000
550,000	550,000	550,000	3,150,000
100,000	100,000	100,000	677,426
400,000	400,000	400,000	1,588,000
300,000	300,000	300,000	1,200,000
3,350,000	3,400,000	3,400,000	18,480,000
400,000	400,000	400,000	1,455,000
100,000	100,000	100,000	500,000
850,000	650,000	650,000	3,955,000
300,000	400,000	400,000	1,765,000
300,000	150,000	150,000	880,000
600,000	800,000	800,000	2,480,000
-	-	-	130,000
2,000,000	2,000,000	2,000,000	10,000,000
12,000,000	12,000,000	12,000,000	60,000,000





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COUNTY OF SAN BERNARDINO**General Fund**

Aging and Adult Services - Aging Programs	529	1036
Aging and Adult Services - Public Guardian-Conservator	536	1000
Agriculture/Weights and Measures	611	1000
Airports	631	1000
Assessor/Recorder/County Clerk	311	1000
Auditor-Controller/Treasurer/Tax Collector	340	1000
Behavioral Health	920	1000
Behavioral Health - Substance Use Disorder and Recovery Services	101	1000
Board of Supervisors	100	1000
Board of Supervisors - Discretionary	102	1000
Child Support Services	452	1000
Clerk of the Board	160	1000
Community Development and Housing - Office of Homeless Services	621	1000
Community Services Administration	115	1000
County Administrative Office	110	1000
County Administrative Office - Litigation	134	1000
County Administrative Office - Earned Leave	110	1044
County Counsel	171	1000
County Museum	651	1000
County Schools	119	1000
County Trial Courts - Court Facilities Payments	127	1000
County Trial Courts - Court Facilities/Judicial Benefits	122	1000
County Trial Courts - Drug Court Programs	123	1000
County Trial Courts - Grand Jury	124	1000
County Trial Courts - Indigent Defense Program	125	1000
County Trial Courts - Trial Court Funding - MOE	126	1000
Countywide Discretionary	116	1000
District Attorney - Criminal Prosecution	450	1000
Economic Development	601	1000
Finance and Administration	112	1000
Finance and Administration - Capital Facilities Leases	133	1000
General Fund- Contingency for Uncertainties	128	1000
General Fund- Mandatory Contingencies	129	1000
Health Administration	114	1000
Human Resources	720	1000
Human Resources - Center for Employee Health and Wellness	736	1000
Human Resources - Unemployment Insurance	728	1000
Human Services - Administrative Claim	501	1000
Human Services - AFDC - Foster Care	505	1002
Human Services - Aid to Adoptive Children	503	1002
Human Services - Aid to Indigents (General Relief)	504	1000
Human Services - CalWORKs - 2 Parent Families	514	1002
Human Services - CalWORKs - All Other Families	511	1002
Human Services - Cash Assistance for Immigrants	507	1002
Human Services - Domestic Violence / Child Abuse Services	508	1000



General Fund		
Human Services - Entitlement Payments (Child Care)	509	1000
Human Services - Kinship Guardianship Assistance Program	512	1002
Human Services - Out-of-Home Child Care	513	1000
Human Services - Refugee Cash Assistance	506	1002
Information Services - GIS and Multi-Media Services	120	1000
Land Use Services - Administration	691	1000
Land Use Services - Building and Safety	692	1000
Land Use Services - Code Enforcement	693	1000
Land Use Services - Fire Hazard Abatement	694	1000
Land Use Services - Land Development	696	1000
Land Use Services - Planning	695	1000
Law and Justice Group Administration	113	1000
Local Agency Formation Commission	118	1000
Office of Emergency Services - Administration	108	1000
Probation - Administration, Corrections and Detention	481	1000
Probation - Juvenile Justice Grant Program	482	1000
Public Defender	491	1000
Public Health	930	1000
Public Health - California Children's Services	933	1000
Public Health - Indigent Ambulance	929	1000
Public Works - Surveyor	666	1000
Purchasing	761	1000
Real Estate Services - Leasing and Acquisition	782	1000
Real Estate Services - Courts Property Management	776	1000
Real Estate Services - Facilities Management Division	730	1000
Real Estate Services - Administration & Finance	783	1000
Real Estate Services - Project Management Division	770	1000
Real Estate Services - Rents and Leases	781	1000
Real Estate Services - Utilities	777	1000
Regional Parks	652	1000
Registrar of Voters	680	1000
Sheriff/Coroner/Public Administrator	443	1000
Sheriff/Coroner/Public Administrator - Detentions	442	1000
Sheriff/Coroner/Public Administrator - Law Enforcement Contracts	441	1000
Veterans Affairs	540	1000
Restricted General Funds		
1991 Realignment - Behavioral Health	116	1010
1991 Realignment - Health Services	116	1014
1991 Realignment - Social Services	116	1012
2011 Realignment - CalWORKs Maintenance of Effort (MOE)	116	1016
2011 Realignment - Support Services	116	1028
Automated Systems Development	116	1042
Family Support Realignment	116	1018
Local Innovation Subaccount	116	1026
Public Safety Administration (Prop 172)	116	1038



Special Revenue Funds

Agriculture/Weights and Measures - California Grazing	611	2666
Airports - Capital Improvement Program	631	2180
Airports - Capital Improvement Program	631	2182
Airports - Chino Airport Commercial Hangars	631	2184
Assessor/Recorder/County Clerk - Electronic Recording	311	2344
Assessor/Recorder/County Clerk - Recorder Records	311	2346
Assessor/Recorder/County Clerk - Social Security Number Truncation	311	2348
Assessor/Recorder/County Clerk - Systems Development	311	2340
Assessor/Recorder/County Clerk - Vital Records	311	2342
Assessor/Recorder/County Clerk - SSCA Program	311	2756
Auditor-Controller/Treasurer/Tax Collector - Redemption Restitution Maintenance	340	2720
Behavioral Health - Block Grant Carryover Program	920	2712
Behavioral Health - Court Alcohol and Drug Program	920	2714
Behavioral Health - Driving Under the Influence Programs	920	2706
Behavioral Health - Mental Health Services Act	920	2200
Community Development and Housing Agency	621	2470
Community Development and Housing Agency	621	2472
Community Development and Housing Agency	621	2474
Community Development and Housing Agency	621	2476
Community Development and Housing Agency	621	2478
Community Development and Housing Agency	621	2480
Community Development and Housing Agency	621	2482
Community Development and Housing Agency	621	2484
Community Development and Housing Agency	621	2486
Community Development and Housing Agency	621	2488
Community Development and Housing Agency	621	2490
Community Development and Housing Agency	621	2492
Community Development and Housing Agency	621	2494
Community Development and Housing Agency	621	2496
Community Development and Housing Agency	621	2498
Community Development and Housing Agency - Homeless Emergency Aid Program	621	2500
County Library	640	2600
County Library - Bloomington Library Reserve	640	2602
County Trial Courts - Alternate Dispute Resolution	110	2724
County Trial Courts - Courthouse Seismic Surcharge	110	2320
County Trial Courts - Registration Fees	125	2694
Criminal Justice Temp Construction	110	2280
Courthouse Temp Construction	110	2300
District Attorney - Auto Insurance Fraud Interdiction	450	2754
District Attorney - Auto Insurance Fraud Prosecution	450	2670
District Attorney - Federal Asset Forfeitures	450	2680
District Attorney - Real Estate Fraud Prosecution	450	2668
District Attorney - Consumer/Environmental Protection Unit	450	2676
District Attorney - State Asset Forfeitures	450	2674
District Attorney - Vehicle Fees - Auto Theft	450	2678
District Attorney - Workers' Compensation Insurance Fraud Prosecution	450	2672



Special Revenue Funds

Domestic Violence and Child Abuse Services	501	2718
Domestic Violence and Child Abuse Services	501	2744
Domestic Violence and Child Abuse Services	508	2744
Domestic Violence and Child Abuse Services- Marriage License Fee	508	2718
Economic Development - Cedar Glen RDA Housing	621	2624
Economic Development - Housing Successor	621	2622
Finance and Administration - Disaster Recovery Fund	110	2726
Flood Control - Local Area Drainage Plans	199	2548
Flood Control - Local Area Drainage Plans	199	2550
Flood Control - Local Area Drainage Plans	199	2552
Flood Control - Local Area Drainage Plans	199	2556
Flood Control - Local Area Drainage Plans	199	2546
Flood Control - Zone 1	191	2518
Flood Control - Zone 1	191	2544
Flood Control - Zone 2	192	2522
Flood Control - Zone 3	193	2526
Flood Control - Zone 3	193	2528
Flood Control - Zone 4	194	2532
Flood Control - Zone 5	195	2536
Flood Control - Zone 6	196	2540
Flood Control Administration	197	2510
Flood Control Administration	197	2514
Health Administration - Master Settlement Agreement	116	2700
Human Resources - Commuter Services	720	2708
Human Resources - Employee Benefits and Rewards	720	2710
Human Services - Birth Certificate Fee Program	501	2716
Human Services - Wraparound Reinvestment Fund	505	2738
Law and Justice Group - 2012 Justice Assistance Grant	113	2368
Law and Justice Group - Southwest Border Prosecution Initiative	113	2370
Preschool Services	591	2220
Preschool Services	591	2221
Probation - Asset Forfeiture 15%	481	2682
Probation - Criminal Recidivism (SB 678)	481	2742
Probation - Juvenile Justice Crime Prevention Act	482	2736
Probation - Juvenile Re-Entry Program (AB 1628)	481	2740
Probation - State Seized Assets	481	2684
Public Health - Bio-Terrorism Preparedness	930	2696
Public Health - Vector Control Assessments	930	2746
Public Health - Vital Statistics State Fees	930	2704
Public Works - Surveyor - Survey Monument Preservation	666	2660
Public Works - Transportation - Developer Fees	665	2002
Public Works - Transportation - Facilities Development Plans	665	2020
Public Works - Transportation - Facilities Development Plans	665	2022
Public Works - Transportation - Facilities Development Plans	665	2024
Public Works - Transportation - Facilities Development Plans	665	2026



Special Revenue Funds

Public Works - Transportation - Facilities Development Plans	665	2028
Public Works - Transportation - Facilities Development Plans	665	2030
Public Works - Transportation - Facilities Development Plans	665	2032
Public Works - Transportation - Facilities Development Plans	665	2034
Public Works - Transportation - Facilities Development Plans	665	2036
Public Works - Transportation - Facilities Development Plans	665	2038
Public Works - Transportation - Facilities Development Plans	665	2040
Public Works - Transportation - Measure I Program	665	2138
Public Works - Transportation - Measure I Program	665	2139
Public Works - Transportation - Measure I Program	665	2140
Public Works - Transportation - Measure I Program	665	2141
Public Works - Transportation - Measure I Program	665	2142
Public Works - Transportation - Measure I Program	665	2143
Public Works - Transportation - Measure I Program	665	2148
Public Works - Transportation - Measure I Program	665	2149
Public Works - Transportation - Measure I Program	665	2150
Public Works - Transportation - Measure I Program	665	2151
Public Works - Transportation - Measure I Program	665	2152
Public Works - Transportation - Measure I Program	665	2158
Public Works - Transportation - Measure I Program	665	2164
Public Works - Transportation - Regional Development Mitigation Plan	665	2042
Public Works - Transportation - Regional Development Mitigation Plan	665	2043
Public Works - Transportation - Regional Development Mitigation Plan	665	2048
Public Works - Transportation - Regional Development Mitigation Plan	665	2049
Public Works - Transportation - Regional Development Mitigation Plan	665	2050
Public Works - Transportation - Regional Development Mitigation Plan	665	2054
Public Works - Transportation - Regional Development Mitigation Plan	665	2055
Public Works - Transportation - Regional Development Mitigation Plan	665	2056
Public Works - Transportation - Regional Development Mitigation Plan	665	2060
Public Works - Transportation - Regional Development Mitigation Plan	665	2061
Public Works - Transportation - Regional Development Mitigation Plan	665	2062
Public Works - Transportation - Regional Development Mitigation Plan	665	2066
Public Works - Transportation - Regional Development Mitigation Plan	665	2067
Public Works - Transportation - Regional Development Mitigation Plan	665	2068
Public Works - Transportation - Regional Development Mitigation Plan	665	2072
Public Works - Transportation - Regional Development Mitigation Plan	665	2073
Public Works - Transportation - Regional Development Mitigation Plan	665	2074
Public Works - Transportation - Regional Development Mitigation Plan	665	2078
Public Works - Transportation - Regional Development Mitigation Plan	665	2079
Public Works - Transportation - Regional Development Mitigation Plan	665	2080
Public Works - Transportation - Regional Development Mitigation Plan	665	2084
Public Works - Transportation - Regional Development Mitigation Plan	665	2085
Public Works - Transportation - Regional Development Mitigation Plan	665	2086
Public Works - Transportation - Regional Development Mitigation Plan	665	2090
Public Works - Transportation - Regional Development Mitigation Plan	665	2091
Public Works - Transportation - Regional Development Mitigation Plan	665	2092



Special Revenue Funds

Public Works - Transportation - Regional Development Mitigation Plan	665	2096
Public Works - Transportation - Regional Development Mitigation Plan	665	2097
Public Works - Transportation - Regional Development Mitigation Plan	665	2098
Public Works - Transportation - Regional Development Mitigation Plan	665	2102
Public Works - Transportation - Regional Development Mitigation Plan	665	2103
Public Works - Transportation - Regional Development Mitigation Plan	665	2104
Public Works - Transportation - Regional Development Mitigation Plan	665	2108
Public Works - Transportation - Regional Development Mitigation Plan	665	2109
Public Works - Transportation - Regional Development Mitigation Plan	665	2110
Public Works - Transportation - Regional Development Mitigation Plan	665	2114
Public Works - Transportation - Regional Development Mitigation Plan	665	2115
Public Works - Transportation - Regional Development Mitigation Plan	665	2116
Public Works - Transportation - Regional Development Mitigation Plan	665	2120
Public Works - Transportation - Regional Development Mitigation Plan	665	2121
Public Works - Transportation - Regional Development Mitigation Plan	665	2122
Public Works - Transportation - Regional Development Mitigation Plan	665	2126
Public Works - Transportation - Regional Development Mitigation Plan	665	2127
Public Works - Transportation - Regional Development Mitigation Plan	665	2128
Public Works - Transportation - Regional Development Mitigation Plan	665	2132
Public Works - Transportation - Regional Development Mitigation Plan	665	2133
Public Works - Transportation - Road Operations	665	2000
Public Works - Transportation - Road Operations	665	2004
Public Works - Transportation - Road Operations	665	2006
Public Works - Transportation - Road Operations	665	2008
Real Estate Services - Chino Agricultural Preserve	780	2734
Regional Parks - Amphitheater Improvements at Glen Helen	652	2732
Regional Parks - Calico Ghost Town Marketing Services	652	2752
Regional Parks - County Trails System	652	2702
Regional Parks - Fish and Game Commission	110	2662
Regional Parks - Off-Highway Vehicle License Fee	652	2664
Regional Parks - Park Maintenance/Development	652	2750
Regional Parks - Glen Helen Amphitheater	110	2730
Sheriff/Coroner/Public Administrator - Auto Theft Task Force	443	2385
Sheriff/Coroner/Public Administrator - CAL-ID Program	443	2392
Sheriff/Coroner/Public Administrator - Contract Training	443	2380
Sheriff/Coroner/Public Administrator - Court Services Tech	443	2398
Sheriff/Coroner/Public Administrator - Federal Seized Assets (DOJ)	443	2384
Sheriff/Coroner/Public Administrator - Federal Seized Assets (Treasury)	443	2386
Sheriff/Coroner/Public Administrator - IRNET Federal	443	2382
Sheriff/Coroner/Public Administrator - IRNET State	443	2390
Sheriff/Coroner/Public Administrator - Local Detention Facility Revenue	443	2400
Sheriff/Coroner/Public Administrator - Search and Rescue	443	2388
Sheriff/Coroner/Public Administrator - State Seized Assets	443	2387
Sheriff/Coroner/Public Administrator - Court Services Auto	443	2396
United States Complete County Census	110	2661
Workforce Development	571	2260



Capital Improvement Funds

Arrowhead Regional Medical Center - Capital Improvements	770	4204
Community Development and Housing	621	3122
Community Development and Housing	621	3124
Community Development and Housing	621	3126
Community Development and Housing	621	3128
Economic Development - Housing Successor	621	3120
Real Estate Services - Project Management Division - Capital Improvements and Maintenance	770	3100
Real Estate Services - Project Management Division - Capital Improvements and Maintenance	770	3102
Real Estate Services - Project Management Division - Courthouse Capital Improvement Program	770	3104
Real Estate Services - Project Management Division - Public Works	770	3108

Enterprise Funds

Arrowhead Regional Medical Center - Medical Center Lease Payments	133	4202
Airports - Apple Valley Airport - Capital Improvement (CSA 60)	400	4550
Airports - Apple Valley Airport - Operations (CSA 60)	400	4552
County Museum - Museum Store	651	4290
Regional Parks - Active Outdoors	652	4310
Regional Parks - Snack Bar - Glen Helen	652	4312
Regional Parks - Snack Bar - Mojave	652	4314
Regional Parks - Snack Bar - Prado	652	4316
Regional Parks - Snack Bar - Cucamonga Guasti	652	4318
Regional Parks - Snack Bar - Lake Gregory	652	4320
Regional Parks - Snack Bar - Yucaipa	652	4322
Public Works - Solid Waste Management - Operations	670	4250
Public Works - Solid Waste Management - Site Closure and Maintenance	670	4252
Public Works - Solid Waste Management - Site Enhancement, Expansion, and Acquisition	670	4254
Public Works - Solid Waste Management - Environmental Fund	670	4256
Public Works - Solid Waste Management - Closure and Post Closure Maintenance	670	4258
Public Works - Solid Waste Management - Environmental Mitigation Fund	670	4260
Public Works - Solid Waste Management - Earned Leave	670	4262
Arrowhead Regional Medical Center - Capital Improvements	770	4204
Arrowhead Regional Medical Center (ARMC)	911	4200
Arrowhead Regional Medical Center (ARMC)	915	4200
Arrowhead Regional Medical Center (ARMC)	916	4200
Arrowhead Regional Medical Center (ARMC)	917	4200
Arrowhead Regional Medical Center (ARMC)	918	4200
Arrowhead Regional Medical Center (ARMC)	919	4200



Internal Service Funds

Fleet Management - Garage	791	4064
Information Services - Business Solutions Development	120	4042
Information Services - Computer Operations	120	4048
Information Services - Telecommunication Services	120	4020
Public Works - Flood Control Equipment	197	4140
Purchasing - Mail/Courier Services	761	4008
Purchasing - Printing Services	761	4000
Purchasing - Surplus Property and Storage Operations	761	4004
Risk Management - Insurance Programs	731	4080
Risk Management - Insurance Programs	731	4082
Risk Management - Insurance Programs	731	4086
Risk Management - Insurance Programs	731	4088
Risk Management - Insurance Programs	731	4089
Risk Management - Insurance Programs	731	4090
Risk Management - Insurance Programs	731	4091
Risk Management - Insurance Programs	731	4092
Risk Management - Insurance Programs	731	4094
Risk Management - Insurance Programs	731	4096
Risk Management - Insurance Programs	731	4098
Risk Management - Insurance Programs	731	4100
Risk Management - Insurance Programs	731	4102
Risk Management - Insurance Programs	731	4104
Risk Management - Insurance Programs	731	4106
Risk Management - Insurance Programs	731	4107
Risk Management - Insurance Programs	731	4108
Risk Management - Insurance Programs	731	4110
Risk Management - Insurance Programs	731	4111
Risk Management - Insurance Programs	731	4112
Risk Management - Insurance Programs	731	4113
Risk Management - Insurance Programs	731	4114
Risk Management - Insurance Programs	731	4116
Risk Management - Insurance Programs	731	4118
Risk Management - Insurance Programs	731	4122
Risk Management - Insurance Programs	731	4124
Risk Management - Operations	731	4120



SPECIAL DISTRICTS DEPARTMENT**Capital Improvement Funds**

CSA 70 R-2 Twin Peaks	225	3636
CSA 29 Lucerne Valley	245	3520
CSA 70 R-15 Road Improvements	280	3650
CSA 70 TV-4 Wonder Valley	332	3700
CSA 70 North Etiwanda Preserve	547	3730
CSA 20 Joshua Tree	200	3510
CSA 69 Lake Arrowhead	445	3590
CSA 20 Joshua Tree	200	3512
CSA 70 Lake Gregory	105	3604
CSA 18 Road Paving	190	3500
CSA70 Countywide - Snowdrop Road	105	3600
CSA 40 Elephant Mountain	300	3530
CSA 59 Deer Lodge Park	395	3560
CSA 70 D-1 Lake Arrowhead Dam	130	3620
CSA 70 Lytle Creek	306	3634
CSA 70 Zone P13 El Rancho Verde	204	3602
CSA 68 Valley of the Moon	440	3580

Enterprise Funds

CSA 70 Bloomington	333	4608
CSA 70 Bloomington	333	4609
CSA 79 Green Valley Lake	485	4844
CSA 70 J Oak Hills	165	4684
CSA 70 S-3 Lytle Creek	305	4730
CSA 64 Spring Valley Lake	420	4592
CSA 70 J Oak Hills	165	4686
CSA 70 W-4 Pioneertown	360	4828
CSA 70 J Oak Hills	165	4688
CSA 70 J Oak Hills	165	4690
CSA 70 CG Cedar Glen	563	4618
CSA 64 Spring Valley Lake	420	4596
CSA 70 Zone F Morongo Valley	135	4638
CSA 70 GH Glen Helen	306	4656
CSA 53 B Fawnskin Capital Replacement Reserve	365	4530
CSA 53B Fawnskin CIP	365	4532
CSA 53 B Fawnskin Capital Expansion Reserve	365	4534
CSA 42 Oro Grande	310	4500
CSA 70 BL Bloomington	333	4610
CSA 42 Oro Grande	310	4502
CSA 42 Oro Grande Capital Expansion Reserve	310	4504
CSA 42 Oro Grande	310	4506
CSA 42 Oro Grande Capital Replacement Reserve	310	4508
CSA 42 Oro Grande Capital Replacement Reserve	310	4510
CSA 42 Oro Grande Capital Expansion Reserve	310	4512



Enterprise Funds

CSA 53 B Fawnskin	365	4536
CSA 64 Spring Valley Lake	420	4570
CSA 64 Spring Valley Lake	420	4572
CSA 64 Spring Valley Lake Capital Replacement Reserve	420	4574
CSA 64 Spring Valley Lake Capital Expansion Reserve	420	4576
CSA 64 Spring Valley Lake Capital Expansion Reserve	420	4578
CSA 70 F Morongo Valley Capital Expansion Reserve	135	4632
CSA 70 F Morongo Valley	135	4634
CSA 70 J Oak Hills	165	4674
CSA 64 Spring Valley Lake	420	4580
CSA 64 Spring Valley Lake	420	4858
CSA 64 Spring Valley Lake	420	4586
CSA 64 Spring Valley Lake	420	4588
CSA 70 S-3 Lytle Creek Capital Replacement Reserve	305	4724
CSA 70 S-3 Lytle Creek	305	4726
CSA 70 S-7 Lenwood	315	4764
CSA 70 S-7 Lenwood Capital Expansion Reserve	315	4766
CSA 70 W-1 Goat Mountain	345	4784
CSA 70 W-3 Hacienda Capital Expansion Reserve	350	4804
CSA 70 W-3 Hacienda	350	4806
CSA 70 SP-7 Lenwood Capital Replacement Reserve	315	4768
CSA 64 Spring Valley Lake	420	4582
CSA 70 W-4 Pioneertown	360	4826
CSA 70 W-1 Goat Mountain	345	4786
CSA 70 SP-2 High Country	490	4744
CSA 82 Searles Valley	495	4868
CSA 70 J Oak Hills Capital Expansion Reserve	165	4678
CSA 70 S-3 Lytle Creek Capital Expansion Reserve	305	4728
CSA 70 J Oak Hills Capital Replacement Reserve	165	4680
CSA 79 Green Valley Lake	485	4850
CSA 70 W-1 Goat Mountain	345	4792
CSA 79 Green Valley Lake Capital Replacement Reserve	485	4848
CSA 70 W-3 Hacienda Capital Replacement Reserve	350	4810
CSA 70 SP-2 High Country Capital Replacement Reserve	490	4746
CSA 70 W-4 Pioneertown Capital Replacement Reserve	360	4824
CSA 70 SP-2 High Country Capital Expansion Reserve	490	4748
CSA 82 Searles Valley	495	4866
CSA 70 J Oak Hills Rate Stabilization Fund	165	4682
CSA 82 Searles Valley Capital Expansion Reserve	495	4870
CSA 82 Searles Valley Capital Replacement Reserve	495	4864
CSA 70 F Morongo Valley Capital Replacement Reserve	135	4636
CSA 64 Spring Valley Lake Capital Replacement Reserve	420	4590
CSA 70 HL Havasu Lake	487	4672
CSA 70 W-3 Hacienda	350	4808
CSA 79 Green Valley Lake Capital Expansion Reserve	485	4846



Enterprise Funds		
CSA 42 Oro Grande	310	4514
CSA 70 GH Glen Helen	306	4652
CSA 70 GH Glen Helen Capital Replacement Reserve	306	4654
CSA 70 CG Cedar Glen	563	4612
CSA 70 CG Cedar Glen Capital Expansion Reserve	563	4614
CSA 70 CG Cedar Glen Capital Replacement Reserve	563	4616

Permanent Fund		
CSA 70 North Etiwanda Trust Reserve	547	3920

Special Revenue Funds		
CSA70 P10-Mentone	208	1498
CSA70 R-40 Upper N. Bay Lk Arrowhead	553	1708
CSA70 R-41 Quail Summit	557	1714
CSA70 R-42 Windy Pass	559	1720
CSA70 R-47 Rocky Point	567	1744
CSA 70 GH Glen Helen	306	1452
CSA70 P16-Eagle Crest	565	1522
CSA70-EV-1 East Valley	103	1426
CSA18 Cedar Pines	190	1306
CSA20-Joshua Tree	200	1312
CSA29 Lucerne Valley	245	1318
CSA 30 Red Mountain	250	1324
CSA40 Elephant Mtn	300	1330
CSA42-Oro Grande	310	1336
CSA 54 Crest Forest	370	1342
CSA56-Wrightwood	380	1348
CSA 70 CSA Loan Fund	105	1380
CSA59 Deer Lodge Park	395	1354
CSA63-Oak Glen/Yucaipa	415	1360
CSA70 R-23 Mile High Park	531	1642
CSA70 R-29 Yucca Mesa	532	1660
CSA70 R-30 Verdemont	533	1666
CSA70 R-31 Lytle Creek	534	1672
CSA70 R-39 Highland Estates-Phelan	527	1702
CSA70 R-34 Big Bear Rd.	538	1684
CSA70 R-33 Big Bear City	537	1678
CSA79 R-1 Green Valley Lk	485	1798
CSA70 R-35 Cedar Glen	539	1690
CSA70 R-36 Pan Springs	541	1696
CSA70 P14 Mentone	497	1516
CSA68 Valley of the Moon	440	1366
CSA69 Lk Arrowhead	445	1372
CSA 70 General Reserve	105	1382
CSA70 Countywide	105	1378
CSA 70 Termination Benefits Reserve	105	1384



Special Revenue Funds

CSA70-D1 Lk Arrowhead	130	1408
CSA70-DB1 Bloomington	131	1414
CSA70-TV-2 Morongo Valley	330	1774
CSA70-TV-5 Mesa	331	1786
CSA70-TV-4 Wonder Valley	332	1780
CSA70 G Wrightwood	155	1438
CSA70 PRD G1	155	1440
CSA70 P12-Montclair	132	1504
CSA70 M Wonder Valley	180	1462
CSA70 W Hinkley	335	1792
CSA70 P13 El Rancho Verde	204	1510
CSA70 R-2 Twin Peaks	225	1552
CSA 70 SL-4 Bloomington	202	1762
CSA70 R-3 Erwin Lk.	230	1558
CSA70 R-4 Cedar Glen	235	1564
CSA 70 SL-5 Muscoy	210	1768
CSA70 P 8-Fontana	214	1492
CSA 70 P-17 Bloomington	216	1528
CSA70 R-45 Erwin Lake	564	1732
CSA70 R-5 Sugarloaf	240	1570
CSA 70 P-18 Randall Crossing Fontana	217	1534
CSA 70 P-19 Gregory Crossing Bloom	218	1540
CSA70 R-7 Lk Arrowhead	465	1576
CSA 70 P-20 Mulberry Heights	219	1546
CSA70 R-8 Riverside Terrace	255	1582
CSA70 R-19 Copper Mtn	470	1618
CSA70 R-9 Rim Forest	260	1588
CSA70 R-21 Mountain View	480	1630
CSA70 R-20 Flamingo Heights	410	1624
CSA70 R-12 Baldwin Lk	270	1594
CSA70 R-22 Twin Peaks	543	1636
CSA70 R-25 Lucerne Valley	544	1648
CSA70 R-26 Yucca Mesa	542	1654
CSA70 R-13 Lk Arrowhead N	275	1600
CSA70 R-15 Landers	280	1606
CSA120 North Etiwanda	547	1810
CSA70 R-16 Running Springs	285	1612
CSA82 Searles Valley	495	1804
CSA SL-1 Countywide	575	1300
CSA 70 EV-1 Citrus Plaza	103	1432
CSA 70 SL-2 Chino	577	1750
CSA 70 SL-3 Mentone	578	1756
CSA70 P 6 El Mirage	212	1486
CSA70 M Wonder Valley	205	1464



Special Revenue Funds		
CSA70 R-44 Saw Pit Canyon	562	1726
CSA70 R-46 S. Fairway Dr.	566	1738
CSA 70 General Reserve	105	1386
CFD 2006-1 Lytle Creek-Db	306	1450
EL Mirage Streetlight	212	1480
CSA70-DB2 Big Bear	570	1420
AD 2018-1 Snowdrop Road	486	1812
CSA 70 R-48 Erwin Lake West	568	1733

CSA70 R-44 Saw Pit Canyon	562	1726
CSA70 R-46 S. Fairway Dr.	566	1738
CSA 70 General Reserve	105	1386
CFD 2006-1 Lytle Creek-Db	306	1450
EL Mirage Streetlight	212	1480
CSA70-DB2 Big Bear	570	1420
AD 2018-1 Snowdrop Road	486	1812
CSA 70 R-48 Erwin Lake West	568	1733

BLOOMINGTON RECREATION AND PARK

Special Revenue Funds		
Bloomington Park	625	2584

Bloomington Park	625	2584
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Capital Improvement Funds		
Bloomington Park	625	3166

Bloomington Park	625	3166
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BIG BEAR RECREATION AND PARK

Special Revenue Funds		
Big Bear Valley Park & Rec	620	2580
Big Bear Park & Rec Moonridge	620	2582

Big Bear Valley Park & Rec	620	2580
Big Bear Park & Rec Moonridge	620	2582

Capital Improvement Funds		
Big Bear Alpine Zoo	620	3164
Big Bear Park	620	3161

Big Bear Alpine Zoo	620	3164
Big Bear Park	620	3161



FIRE PROTECTION DISTRICT**Special Revenue Funds**

Administration	106	2410
Cal OES Grant Programs	107	2419
Community Facilities District 2002-2	107	2421
Hazardous Materials	108	2428
Hazmat - General	107	2420
Hazmat (CUPA Admin Penalties) - General	107	2423
Hazmat (CUPA Statewide Penalties) - General	107	2422
Hazmat (Statewide Tank Penalties) - General	107	2424
Household Hazardous Waste	201	2415
Mountain Regional Service Zone	600	2448
Mountain Regional Service Zone - General	600	2450
North Desert Regional Service Zone	590	2442
North Desert Regional Service Zone	610	2454
North Desert Regional Service Zone	590	2465
North Desert Regional Service Zone - General	590	2444
Office of Emergency Services	108	2426
SBCFPD - General	106	2412
South Desert Regional Service Zone	580	2434
South Desert Regional Service Zone	610	2462
South Desert Regional Service Zone	610	2463
South Desert Regional Service Zone - General	610	2456
Termination Benefits Set-Asides	106	2414
Valley Regional Service Zone	580	2460
Valley Regional Service Zone	580	2461
Valley Regional Service Zone	106	2416
Valley Regional Service Zone	580	2464
Valley Regional Service Zone - General	580	2436

Capital Improvement Funds

SBC Fire Protection District	106	3146
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OTHER AGENCIES**Special Revenue Funds**

Inland Counties Emergency Medical Agency	111	2686
In Home Supportive Services Public Authority	498	2240
Economic Development Corporation	499	2728
County Industrial Development Authority	510	2748

Enterprise Funds

Housing Authority of the County of San Bernardino	HACSB
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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 85: Assembly Bill 85 was signed into law on June 27, 2013 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 California 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.

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 885: Assembly Bill 885 was passed to promulgate consistent, statewide standards for the regulation of onsite water treatment systems.

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.

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. 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 extended 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/incure obligations for a specified purpose and period of time.

Available Reserves: Available amounts that are not budgeted, but are set-aside for future use. Applies to governmental funds.

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 that 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 qualifying 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 Improvement Project: 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.



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 allocates both the Information Services Department and Real Estate Services – Facilities Management Division's 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.
- Real Estate Services – Facilities Management Division 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 costs for support 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 that are based on specified uses, e.g., general fund, special revenue funds, internal service funds, and enterprise funds. The combinations of the various funds are consolidated at the department level.

Depreciation: The recording of expiration of 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.

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.

Fees: Include the following types of revenues: licenses, permits, fines, forfeitures, penalties and other services. Departments receive fee revenue from providing services to the public and outside agencies.

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), is different 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 (e.g., 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, the special revenue fund type was clarified and affects the activities required to be reported in that fund type.

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, such as human services programs. General Fund – Restricted Funds consist of Prop 172, 1991 and 2011 Realignment, and Automated Systems Development.

Geographic Information System: 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, debt service funds, and permanent funds.

Grants: A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital.

Headcount: Actual number of positions 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: 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 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.

Net Position: An indicator of financial position. A portion of net position is available to meet current obligations (see Unrestricted Net Position).

Operating Expenses: A category of expenditures within a budget unit for all standard costs of daily operations, including such items as office supplies, training, contractual services, and travel.

Operating Transfers In/Out: A method of providing financing from one budget unit to another for the implementation of a project or program.

Performance Measure: An ongoing, quantitative indicator of resources consumed, workload, productivity, efficiency, and effectiveness. Performance measures should relate to objectives and allow for measurement of the same thing over time.

Position: A specific employment, whether occupied or vacant, involving duties requiring the services of one person. A position whether full or part-time is reflected as 1 in budgeted staffing amounts.



Proposition 30: 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 70: Proposition 70, the Wildlife, Coastal, and Park Land Conservation Act of 1988, authorized a \$776 million general obligation bond to provide funds for the "acquisition, development, rehabilitation, protection, or restoration of park, wildlife, coastal, and natural lands in California including lands supporting unique or endangered plants or animals."

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.

Rates: Includes revenue for the following types of services: risk management, information technology services, garage and fleet management, and real estate services. Departments receive rate revenue for providing direct services to other County departments.

Recommended Budget: A recommended budget is the working document of the fiscal year under discussion.

Recurrent: Recurrent appointments are those made for an indefinite period of time to provide for seasonal or on-call staffing needs. All recurrent positions are in the Unclassified Service and employees do not gain regular status. Recurrent status positions are authorized by the Director of Human Resources.



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 for 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 three 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) that 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.

SB 1: Senate Bill 1 was passed in April 2017 to enhance funding for road projects.

SB 2: Senate Bill 2 requires the collection and remittance of a fee on certain real estate documents recorded. This fee supports a new state mandated program to provide permanent funding for the development of affordable housing.

SB 82: Senate Bill 82, the Investment in Mental Health Wellness Act of 2013, was passed to increase capacity for client assistance and services in crisis intervention, crisis stabilization, crisis residential treatment, rehabilitative mental health services, and mobile crisis support teams.

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 190: Senate Bill 190 is legislation that repealed the County's authority to assess and collect fees from youth involved in the juvenile delinquency system.

SB 443: On January 1, 2017, California Senate Bill 443 went into effect, which significantly curtailed the ability of local agencies to participate in asset forfeitures adopted by federal agencies under Health & Safety Code sections 11470.1, 11471.2, 11488.4, 11488.5 and 11495.

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 that 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 921: Senate Bill 921, passed on September 24, 1996, 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.

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 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 Position: That portion of net position that is neither restricted nor invested in capital assets (net of related debt). Unrestricted Net Position represents resources that can be used to meet current obligations. Applies to Enterprise funds and Internal Service Funds.

Work Breakdown Structure Element (WBSE): A cost object for purposes of classifying costs for projects that are capital in nature.



AABs: Assessment Appeals Boards	CG-CAHPS: Clinical Group Consumer Assessment of Health Care Providers and Systems
AB: Assembly Bill	CHFFA: California Health Facilities Financing Authority
ACA: Affordable Care Act	CIP: Capital Improvement Program
ACGME: Accreditation Council for Graduate Medical Association	CIU: Criminal Intelligence Unit
ADA: Americans with Disabilities Act	C-IV: California Statewide Automated Welfare System Consortium IV
ADS: Alcohol and Drug Services	CLASS: Classroom Assessment and Scoring System
AFDC: Aid to Families with Dependent Children	COB: Clerk of the Board
AHAR: Annual Homeless Assessment Report	COC: Continuum of Care
AOA: American Osteopathic Association	CoIDA: San Bernardino County Industrial Development Authority
APS: Adult Protective Services	COLA: Cost of Living Adjustment
AQMD: Air Quality Management District	CONFIRE: Consolidated Fire Agencies
ARC: Approved Relative Caregiver	County Fire: San Bernardino County Fire Protection District
ARC: Assessor-Recorder-Clerk	County OES: County Fire Office of Emergency Services
ARMC: Arrowhead Regional Medical Center	COWCAP: Countywide Cost Allocation Plan
ATC: Auditor-Controller/Treasurer/Tax Collector	CPR: Cardiopulmonary Resuscitation
AWM: Agriculture/Weights and Measures	CRT: Crisis Residential Treatment
BBARWA: Big Bear Area Regional Wastewater Agency	CSA: County Service Area
BCCs: Boards, Commissions and Committees	CSAC: California State Association of Counties
BG: Board Governed	CSC: Customer Service Center
BH: Behavioral Health	CSU: Crisis Stabilization Units
BLM: Bureau of Land Management	CUPA: Certified Unified Program Agency
BMI: Body Mass Index	CVS: Community Vital Signs
BOS: Board of Supervisors	DA: District Attorney
Cal OES: California Office of Emergency Services	DAAS: Department of Aging and Adult Services
Cal/OSHA: California Division of Occupational Safety and Health	DBH: Department of Behavioral Health
Caltrans: California Department of Transportation	DCSS: Department of Child Support Services
CalWORKs: California Work Opportunities and Responsibilities to Kids	DHCS: State Department of Health Care Services
CAO: County Administrative Office	DMC: Drug Medi-Cal
CCP: Community Corrections Partnership	DPW: Department of Public Works
CCS: California Children's Services	DRPA: Dispute Resolutions Programs Act of 1986
CDA: California Department of Aging	DUI: Driving Under the Influence
CDBG: Community Development Block Grant	eBook: Electronic Book
CDE: Community Development Entity	ECD: Economic and Community Development
CDFA: California Department of Food and Agriculture	EDA: Economic Development Agency
CDH: Community Development and Housing	EDATE: Election, Deadline, Assignment and Task Engine
CEHW: Center for Employee Health and Wellness	EDD: California Employment Development Department
CEO: Chief Executive Officer	EDoCS: Election Document Change System
CEQA: California Environmental Quality Act	EDU: Equivalent Dwelling Units
CeRTNA: California e-Recording Transaction Network Authority	EFMS: Enterprise Financial Management System
CF: CalFresh	EFT: Electronic Funds Transfer
CFD: Community Facilities District	EHR: Electronic Health Records
CFS: Children and Family Services	EHS-CCP: Early Head Start - Child Care Partnership
	EHS: Environmental Health Services
	EIA: Excess Insurance Authority



EMACS: Employee Management and Compensation System
e-mail: Electronic mail
EMPG: Emergency Management Performance Grant
EMS: Emergency Medical Services
ePCR: Electronic Patient Care Record
ePro: Electronic Procurement
EPSDT: Early and Periodic Screening, Diagnosis and Treatment
e-reader: Electronic reader
ESG: Emergency Solutions Grant
FAA: Federal Aviation Administration
FCSP: Family Caregiver Support Program
FEMA: Federal Emergency Management Agency
FLSA: Fair Labor Standards Act
FMD: Facilities Management Division
FPD: Fire Protection District
FPRRS: Foster and Relative Caregiver Recruitment, Retention, and Support
FQHC: Federally Qualified Health Centers
F/T: Full Time
FTE: Full Time Equivalent
GAAP: Generally Accepted Accounting Principles
GASB: Governmental Accounting Standards Board
GED: General Equivalency Diploma
GEMT: Ground Emergency Medical Transport
GFOA: Government Finance Officers Association
GIS: Geographic Information System
GPP: Global Payment Program
HazMat: Hazardous Materials
HCAHPS: Hospital Consumer Assessment of Health Care Providers and Systems
HCR: Health Care Reform
HHW: Household Hazardous Waste
HICAP: Health Insurance Counseling and Advocacy Program
HIV: Human Immunodeficiency Virus
HMIS: Homeless Management Information System
HMRT: Hazardous Materials Response Team
HOME: HOME Investment Partnership Act Grant
HR: Human Resources
HS: Human Services
HSGP: Homeland Security Grant Program
HUD: Housing and Urban Development
ICEMA: Inland Counties Emergency Medical Agency
IGT: Intergovernmental Transfers
IHSS: In-Home Supportive Services
IRNET: Inland Regional Narcotics Enforcement Team

ISD: Information Services Department
ISF: Internal Service Fund
IT: Information Technology
IVDA: Inland Valley Development Agency
JCC: Judicial Council of California
JPA: Joint Powers Agreement
JPA: Joint Powers Authority
Kin-Gap: Kinship Guardianship Assistance Program
LAFCO: Local Agency Formation Commission
LET: Let's End Truancy
LIFT: Low-Income First-Time Mothers
MDAQMD: Mojave Desert Air Quality Management District
MHSA: Mental Health Services Act
MHz: Megahertz
MOE: Maintenance of Effort
MOU: Memorandum of Understanding
MSA: Master Settlement Agreement
MSSP: Multipurpose Senior Services Program
N/A: Not Applicable
NACo: National Association of Counties
NEMESIS: National Emergency Medical Services Information Systems
NICU: Neonatal Intensive Care Unit
NPDES: National Pollutant Discharge Elimination System
NSP: Neighborhood Stabilization Program
OA: Operational Area
OB-GYN: Obstetrics Gynecology
OES: Office of Emergency Services
OHS: Office of Homeless Services
OHV: Off-Highway Vehicle
OM&M: Operations Maintenance and Monitoring
OMB: Office of Management and Budget
OMB: Ombudsman
ORG: Organization
OSHA: Occupational Safety and Health Administration
OTLICP: Optional Targeted Low Income Children's Program
PA: Public Authority
PC: Penal Code
PCF: Paid Call Firefighter
PCI: Pavement Condition Index
PEI: Prevention and Early Intervention
PERC: Performance, Education and Resource Center
PH: Public Health
PHAB: Public Health Accreditation Board
PIO: Public Information Office
PJAC: Procedural Justice Informed Alternatives to Contempt
PM: Paramedic Service Zone
PMD: Real Estate Services - Project Management Division



POS: Point of Sale	SSN: Social Security Number
PRIME: Public Hospital Redesign and Incentives in Medi-Cal	SUD: Substance Abuse Disorder
Prop: Proposition	SWMD: Solid Waste Management Division
PSD: Preschool Services Department	TAD: Transitional Assistance Department
PSE: Public Service Employee	TBD: To Be Determined
P/T: Part Time	TDM: Team Decision Making
RDA: Redevelopment Agency	TENS: Telephonic Emergency Notification System
RFH: Resource Family Homes	TREP: Transportation Reimbursement Escort Program
RFP: Request for Proposal	UAS: Unmanned Aerial Systems
RGP: Rescue Group Partners	UASI: Urban Area Security Initiative
RIAC: Range Improvement Advisory Committee	UCCE: Unified Contract Center Enterprise
ROV: Registrar of Voters	UHF: Ultra High Frequency
SANBAG: San Bernardino Associated Governments	USDVA: United States Department of Veterans Affairs
SAPT: Substance Abuse Prevention and Treatment	VA: Veterans Affairs
SART: Santa Ana River Trail	VHF: Very High Frequency
SART: Screening, Assessment, Referral, and Treatment	VITA: Volunteer Income Tax Assistance
SB: Senate Bill	VOIP: Voice Over Internet Protocol
SBCFPD: San Bernardino County Fire Protection District	VVWRA: Victor Valley Waste Reclamation Authority
SBCTA: San Bernardino County Transportation Authority	WAN: Wide Area Network
SCAQMD: South Coast Air Quality Management District	WDB: Workforce Development Board
SCBA: Self-Contained Breathing Apparatus	WDD: Department of Workforce Development
SCSEP: Senior Community Service Employment Program	WIC: Welfare and Institutions Code
SIA: Senior Information and Assistance	WIC: Women, Infant, and Children
SIR: Self Insured Retention	WIOA: Workforce Innovation and Opportunity Act
SMARA: Surface Mining and Reclamation Act	WPC: Whole Person Care
SSI/SSP: Supplemental Security Income/State Supplementary Payment	WRIB: Western Region Item Bank
SSI: Social Security Income	WTW: Welfare to Work



ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Board of Supervisors

First District

11 Positions

1 BOS Administrative Analyst	1 Chief of Staff	1 Communications Advisor I
2 Community Service Liaison	1 Deputy Chief of Staff	1 District Director
1 Elective Board of Supervisors	1 Executive Secretary	1 Field Representative II
1 Special Assistant		

Second District

9 Positions

1 Chief of Staff	1 Deputy Chief of Staff	1 District Representative
1 Elective Board of Supervisors	1 Field Representative	2 Field Representative I
1 Special Assistant	1 Supervisors Executive Aide I	

Third District

12 Positions

1 Chief of Staff	1 Communications Advisor I	1 Constituent Services Rep
1 Deputy Chief of Staff	1 Elective Board of Supervisors	1 Executive Aide II
4 Field Representative I	1 Policy Advisor I	1 Policy Advisor II

Fourth District

12 Positions

1 Chief of Staff	1 Community Service Liaison	1 District Director
1 Elective Board of Supervisors	1 Executive Aide III	3 Field Representative I
1 Policy Advisor I	1 Policy Director	2 Special Assistant

Fifth District

12 Positions

1 BOS Administrative Analyst	1 Chief of Staff	1 Communication Advisor I
3 Community Service Liaison	1 Elective Board of Supervisors	2 Executive Secretary I
1 Field Representative I	1 Field Representative II	1 Special Assistant

Clerk of the Board

Administrative and Special Projects/Environmental Notices/Business License

6 Positions

1 Board Services Supervisor	1 Chief Deputy Clerk of the Board of Supervisors	1 Clerk of the Board of Supervisors
1 Executive Secretary III -Class	1 Office Assistant III	1 Staff Analyst II

Agenda Process

3 Positions

2 Board Services Specialist	1 Sr. Board Services Specialist
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Assessment Appeals

3 Positions

1 Board Services Specialist	1 Board Services Technician	1 Sr. Board Services Specialist
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Board Commissions and Committees/Conflict of Interest

1 Positions

1 Board Services Specialist



ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

County Administrative Office

Board Administration

3 Positions

- | | | |
|--------------------------|---------------------------|--|
| 2 Executive Secretary II | 1 Executive Secretary III | |
|--------------------------|---------------------------|--|

County Administrative Office

1 Positions

- | | | |
|---------------------------|--|--|
| 1 Chief Executive Officer | | |
|---------------------------|--|--|

Development & Support Services

2 Positions

- | | | |
|--|----------------------------|--|
| 1 Assistant Executive Officer- Finance & Admin | 1 Deputy Executive Officer | |
|--|----------------------------|--|

Governmental & Legislative Affairs

5 Positions

- | | | |
|-------------------------------------|--|--------------------------------------|
| 1 Cont Special Projects Coordinator | 1 Deputy Director of Gov&Legis Affairs | 1 Director of Gov Legislation Affair |
| 1 Gov Relations Analyst II | 1 Legislative Analyst II | |

Labor Relations

5 Positions

- | | | |
|----------------------------------|---------------------------|----------------------------------|
| 1 County Labor Relations Chief | 2 Labor Relations Analyst | 1 Senior Labor Relations Analyst |
| 1 Senior Labor Relations Officer | | |

Public Information Office

2 Positions

- | | | |
|-------------------------------------|------------------------------|--|
| 1 Deputy Public Information Officer | 1 Public Information Officer | |
|-------------------------------------|------------------------------|--|

Special Projects

6 Positions

- | | | |
|---------------------------|------------------------------|----------------------------------|
| 1 Administrative Aide | 1 Administrative Analyst III | 1 County Chief Operating Officer |
| 1 Executive Secretary III | 1 Principal Admin Analyst | 1 Principal Management Analyst |

Strategic Initiative

4 Positions

- | | | |
|-----------------|-----------------------------------|-------------------------------|
| 2 Accountant II | 1 Process Improvement Coordinator | 1 Strategic Initiatives Chief |
|-----------------|-----------------------------------|-------------------------------|

County Counsel

Administration/Fiscal

12 Positions

- | | | |
|---------------------------------|--------------------------------|----------------------------------|
| 1 Accounting Technician | 1 Admin Aide to County Counsel | 1 Chief Assistant County Counsel |
| 1 Chief of County Counsel Admin | 1 Cont County Counsel | 1 Executive Secretary I |
| 1 Fiscal Specialist | 3 Office Assistant III | 1 Payroll Specialist |
| 1 Staff Analyst II | | |

Legal Services

95 Positions

- | | | |
|---------------------------------|-----------------------------|--------------------------------------|
| 3 County Counsel Lead Secretary | 8 County Counsel Paralegal | 1 County Counsel Research Attorney I |
| 3 County Counsel Sr. Paralegal | 46 Deputy County Counsel IV | 18 Executive Secretary II |
| 4 Office Assistant III | 1 Office Assistant IV | 5 Principal Assistant County Counsel |
| 6 Supvsg Deputy County Counsel | | |



ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Finance and Administration

Finance and Administration

20 Positions

1 Administrative Analyst II	8 Administrative Analyst III	1 Cont EFMS Implementation Data Analyst
1 Cont Indigent Defense Analyst	1 County Chief Financial Officer	3 Deputy Executive Officer
1 Executive Secretary III	1 Finance & Admin Projects Coordinator	3 Principal Admin Analyst

Fleet Management

Administration

2 Positions

1 Director of Fleet Management	1 Executive Secretary II
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Business Office/Motor Pool

12 Positions

1 Accounting Technician	1 Administrative Supervisor I	2 Fiscal Assistant
1 Fiscal Specialist	1 Motor Fleet Maint Superintendent	1 Motor Fleet Shop Supervisor
1 Motor Pool Assistant	1 Motor Pool Specialist	1 Office Assistant III
1 Payroll Specialist	1 Staff Analyst II	

Main Garage

52 Positions

2 Custodian I	3 Equipment Parts Specialist I	1 Equipment Parts Specialist II
1 Equipment Parts Supervisor	5 Equipment Services Specialist I	1 Garage Service Writer
5 Mechanics Assistant	1 Motor Fleet Maint Superintendent	18 Motor Fleet Mechanic I
4 Motor Fleet Mechanic II	2 Motor Fleet Shop Supervisor	2 Motor Pool Assistant
3 Public Service Employee	1 Storekeeper	3 Stores Specialist

Service Centers

33 Positions

3 Equipment Svcs Specialist I	2 Equipment Svcs Specialist II	2 Mechanics Assistant
1 Motor Fleet Maint Superintendent	13 Motor Fleet Mechanic I	5 Motor Fleet Mechanic II
3 Motor Fleet Shop Supervisor	1 Motor Pool Assistant	2 Public Service Employee
1 Regulatory Environmental Spec		

Human Resources

Administration

3 Positions

1 Assistant Director of Human Resources	1 Director of Human Resources	1 Executive Secretary II
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Administrative Services

4 Positions

1 Accountant II	2 Fiscal Specialist	1 Human Resources Admin Manager
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Civil Service Commission

1 Positions

1 Secretary, Civil Services Commissions

Compensation & Classification

5 Positions

4 Human Resources Analyst I	1 Human Resources Analyst II
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ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Human Resources – Continued

EMACS Development

7 Positions

1 Human Resources Analyst II	4 Systems Procedures Analyst I	2 Systems Procedures Analyst II
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EMACS HR

11 Positions

1 EMACS-HR Supervisor	1 Office Assistant III	9 Office Specialist
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EMACS Projects

1 Positions

1 EMACS Manager

Employee Relations

26 Positions

4 Human Resources Analyst I	1 Human Resources Division Chief	18 Human Resources Officer II
3 Supervising Human Res Officer		

Equal Employment Opportunity

4 Positions

2 Human Resources Analyst I	1 Human Resources Analyst II	1 Personnel Technician
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Recruitment & Selection

33 Positions

1 Applications Specialist	1 Executive Secretary I	12 Human Resources Analyst I
2 Human Resources Analyst II	1 Human Resources Division Chief	1 Media Specialist I
6 Office Assistant III	3 Office Assistant IV	5 Personnel Technician
1 Testing & Certification Supervisor		

Western Region Item Bank

1 Positions

1 Office Specialist

Human Resources - Center for Employee Health and Wellness

Center for Employee Health and Wellness

13 Positions

4 Care Assistant	1 Chief of Clinical Operations	1 Licensed Vocational Nurse II
2 Nurse Practitioner II	1 Office Assistant IV	1 Physician Assistant
1 Public Service Employee	1 Registered Nurse II - Clinic	1 Supvsg Occ Health Physician

Human Resources - Commuter Services

Commuter Services

4 Positions

1 Human Resources Analyst I	2 Office Specialist	1 Personnel Technician
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ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Human Resources - Employee Benefits and Services

Employee Benefits & Services

30 Positions

1 Accounting Technician	1 Executive Secretary I	6 Human Resources Analyst I
3 Human Resources Analyst II	1 Human Resources Division Chief	2 Office Assistant III
11 Office Specialist	2 Personnel Technician	1 Public Service Employee
2 Supervising Office Specialist		

Information Services Department - Business Solutions Development

Business Solutions Development

95 Positions

2 Business Applications Manager	1 Business Solutions Division Chief	1 Business Systems Analyst I
2 Business Systems Analyst II	10 Business Systems Analyst III	2 Deputy Chief Business Solutions & Dev
1 IT Technical Assistant I	4 IT Technical Assistant II	2 Office Assistant II
5 Programmer Analyst I	3 Programmer Analyst II	47 Programmer Analyst III
4 Programmer I	2 Programmer II	4 Programmer III
5 Systems Development Team Leader		

Information Services Department - Computer Operations

Administration

5 Positions

1 Assistant Chief Information Officer	1 Chief Info Security Officer	1 Chief Information Officer
1 Executive Secretary II	1 Info Services Division Chief	

Enterprise Infrastructure

54 Positions

5 Applications Specialist	9 Automated Systems Analyst I	3 Automated Systems Analyst II
3 Automated Systems Technician	1 Business Systems Analyst III	1 Deputy Chief of Network Services
7 Help Desk Technician II	1 Info Services Division Chief	2 IT Technical Assistant II
1 Product Management Supervisor	1 Supvsg Auto Systems Analyst II	3 Systems Support Analyst II
12 Systems Support Analyst III	3 Systems Support Supervisor	1 Technology Helpdesk Supervisor
1 Teleprocessing Specialist		

Enterprise Solutions Services

36 Positions

1 Business Systems Analyst III	2 IT Technical Assistant II	3 Systems Support Analyst II
26 Systems Support Analyst III	1 Systems Support Division Chief	3 Systems Support Supervisor

Facilities & Data Center Operations

36 Positions

6 Computer Operations Specialist	1 Computer Operations Supervisor	4 Computer Operator II
9 Computer Operator III	1 Microfilm Technician III	4 Office Assistant II
2 Office Assistant III	1 Office Assistant IV	1 Photographic Laboratory Tech
2 Production Control Supervisor	1 Supervising Office Assistant	2 Systems Support Analyst II
1 Systems Support Analyst III	1 Systems Support Division Chief	



ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Information Services Department - Computer Operations – Continued

Finance and Administrative Services

21 Positions

2 Accounting Technician	1 Administrative Supervisor I	2 Fiscal Assistant
3 Fiscal Specialist	1 Info Services Chief Finance Officer	1 Info Services Finance Officer
1 IT Technical Assistant II	1 Office Assistant II	1 Office Assistant III
1 Payroll Specialist	5 Staff Analyst II	1 Supvsg Accountant II
1 Systems Accountant II		

Information Services Department - GIS & Multimedia Services

Geographic Information System

7 Positions

1 Geographic Info Sys Tech III	1 Geographic Info Systems Tech I	1 Geographic Info Systems Tech II
1 Programmer Analyst I	2 Programmer Analyst III	1 Systems Development Team Leader

Multimedia Services

6 Positions

1 Info Services Division Chief	4 Multimedia Production Spec II	1 Multimedia Production Supervsr
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Information Services Department - Telecommunication Services

Public Safety Communications

37 Positions

7 800 Megahertz Analyst	1 Business Systems Analyst II	6 Communications Tech I
3 Communications Tech II	5 Communications Tech III	1 Deputy Chief of Network Services
1 Electronic Drafting Technician	2 Network Analyst	1 Network Services Division Chief
2 Network Services Supervisor	2 Office Assistant III	2 Special Projects Leader
1 Supvsg Comm Technician	2 Systems Support Analyst III	1 Telecommunications Engineer II

Telecommunication Services

58 Positions

1 Business Systems Analyst III	5 Communications Installer	5 Communications Tech I
4 Communications Tech II	7 Communications Tech III	1 Deputy Chief of Network Services
2 Equipment Parts Specialist I	2 Equipment Parts Specialist II	1 Equipment Parts Supervisor
1 Network Services Division Chief	2 Network Services Supervisor	4 Office Assistant II
1 Office Assistant III	1 Secretary I	2 Special Projects Leader
1 Storekeeper	1 Supervising Office Assistant	3 Supvsg Comm Technician
2 Systems Support Analyst II	3 Systems Support Analyst III	3 Telecommunications Engineer II
6 Telephone Service Specialist		

Security & Network Services

12 Positions

1 Business Systems Analyst II	1 Network Services Division Chief	1 Network Services Supervisor
1 Systems Support Analyst II	8 Systems Support Analyst III	



ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Purchasing Department

Administration

5 Positions

1 Accounting Technician	1 Fiscal Assistant	1 Office Assistant II
1 Purchasing Admin & Ops Manager	1 Staff Analyst II	

Compliance

3 Positions

2 Buyer III	1 Procurement Compliance Officer	
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Executive

2 Positions

1 Director of Purchasing	1 Executive Secretary II	
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Information Technology

2 Positions

2 Business Systems Analyst II		
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Procurement

19 Positions

1 Buyer I	8 Buyer II	5 Buyer III
1 Buying Assistant	1 Purchasing Manager	1 SAP Functional Analyst I
1 Staff Analyst II	1 Supervising Buyer	

Purchasing Department - Mail/Courier Services

Mail/Courier Services

21 Positions

16 Mail Processor II	2 Mail Processor III	1 Mail Services Manager
2 Mail Services Supervisor		

Purchasing Department - Printing Services

Graphic Design

4 Positions

3 Graphic Designer I	1 Graphics Technician	
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Printing Services

12 Positions

1 Multimedia Supervisor	1 Printing Services Manager	1 Printing Services Supervisor
1 Reproduction Equipment Operator	8 Reproduction Equipment Operator I	

Purchasing Department - Surplus Property and Storage Operations

Surplus Property and Storage

6 Positions

1 Automated Systems Technician	1 PSD Program Manager	1 Storekeeper
2 Stores Specialist	1 Stores Supervisor II	



ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Risk Management

Admin/Fiscal

12 Positions

1 Accountant II	1 Accounting Technician	1 Business Systems Analyst II
2 Deputy Director of Risk Management	1 Director of Risk Management	1 Executive Secretary II
2 Fiscal Assistant	1 Payroll Specialist	1 Staff Analyst I
1 Staff Analyst II		

Liability

8 Positions

5 Liability Claims Representative	1 Liability Claims Representative III	1 Office Assistant III
1 Supvsg Liability Claims Rep		

Risk Control

12 Positions

9 Deputy Risk Control Spec	1 Office Assistant III	1 Risk Control Officer
1 Staff Analyst II		

Workers' Compensation

34 Positions

7 Claims Assistant	2 Medical Only Claims Adjuster	4 Office Assistant II
1 Office Assistant III	1 Staff Analyst II	2 Supvsg Workers Comp Adjuster
15 Workers Comp Adjuster II	2 Workers Comp Adjuster III	



ARROWHEAD REGIONAL MEDICAL CENTER

CLASSIFICATION LISTING AND POSITION COUNT

Arrowhead Regional Medical Center

Administration

25 Positions

1 Administrative Analyst III	1 ARMC Chief Operating Officer	1 ARMC Medical Director
2 Assoc Hosp Adm Professional Svcs	1 Chief Medical Officer	1 Cont Director of ARMC
1 Executive Assistant	1 Executive Secretary II	1 Executive Secretary III -Class
1 General Services Aide	1 Healthcare Program Admin	1 Office Assistant II
1 Office Assistant III	8 Secretary I	1 Secretary II
2 Staff Analyst II		

Fiscal and Ancillary Services

372 Positions

4 Accountant III	5 Accounting Technician	4 Administrative Supervisor I
2 Administrative Supervisor II	1 Applications Specialist	1 ARMC Chief Financial Officer
1 ARMC Medical Svcs Prog Coord	1 Associate Chief Financial Officer	5 Buying Assistant
3 Clinic Assistant	8 Collections Officer I	1 Cont Manager Pre-MediCal Qual Dept
6 Cont Medi-Cal Specialist	1 Cont Medi-Cal Specialist Spvsr	1 Cont Revenue Cycle Director
23 Fiscal Assistant	12 Fiscal Specialist	1 General Services Aide
1 Health Info Coding Manager	1 Health Info Management Asst Director	1 Health Info Management Director
18 Health Info Mgmt Assistant I	31 Health Info Mgmt Assistant II	2 Health Info Mgmt Assistant III
1 Material Manager	15 Medical Records Coder I	9 Medical Records Coder II
2 Medical Records Supervisor	9 Office Assistant II	126 Office Assistant III
5 Office Assistant IV	18 Office Specialist	1 Patient Accounts Supervisor
7 Public Service Employee	2 Registered Nurse II - Clinic	3 Secretary I
3 Staff Analyst I	8 Staff Analyst II	4 Storekeeper
1 Stores Specialist	1 Supervising Buying Assistant	1 Supervising Fiscal Specialist
6 Supervising Office Assistant	4 Supervising Office Specialist	1 Supvsg Collections Officer
3 Supvsg Health Info Management Asst	1 Supvsg Utilization Review Techn	7 Utilization Review Technician



ARROWHEAD REGIONAL MEDICAL CENTER

CLASSIFICATION LISTING AND POSITION COUNT

Arrowhead Regional Medical Center

General Support and Compliance

798 Positions

3 Air Conditioning Mechanic	1 ARMC Building Maint and Security Mgr	1 ARMC Executive Chef
1 ARMC Facilities Project Manager	1 ARMC Laboratory Manager	1 ARMC Safety Technician
1 Assistant Director of Respiratory Care Svcs	6 Automated Systems Technician	1 Autopsy Assistant
5 Bio-Medical Electronic Tech I	2 Bio-Medical Electronic Tech II	6 Building Plant Operator
10 Clinic Assistant	2 Cont Occupational Therapist II	8 Cont Physical Therapist II
1 Cont Physical Therapy Asst	14 Cont Radiological Tech	2 Cont Rehab Therapist - Speech
21 Cont Resp Care Prac II	1 Cont Special Procedures Rad Tech	3 Cont Ultrasound Tech
6 Cook I	10 Cook II	4 Cook III
131 Custodian I	3 Custodian II	2 Cytotechnologist
5 Dietary Services Supervisor	3 Dietetic Technician	9 Dietitian
1 Director of Respiratory Care Svcs	3 Electrician	2 Fiscal Assistant
32 Food Service Worker I	13 Food Service Worker II	8 General Maintenance Mechanic
4 General Maintenance Worker	3 General Services Aide	2 Histology Technician
1 Hospital Environment Svcs Supv	5 Hospital Plant Operator	1 Hospital Security Supv II
1 Hospital Unit Assistant	19 Laboratory Assistant	30 Laboratory Technologist II
7 Laboratory Technologist III	3 Laboratory Technologist Intern	2 Lead Dietitian
3 Licensed Vocational Nurse II	8 Linen Room Attendant	2 Maintenance Supervisor
1 Medical Center Hskpg/Linen Mgr	2 Medical Lab Tech	1 Neurodiagnostic Technolgst II
1 Neurodiagnostic Technologist	2 Nuclear Medicine Technologist	7 Occupational Therapist II
2 Occupational Therapy Assistant	7 Office Assistant II	13 Office Assistant III
3 Office Specialist	3 Painter I	4 Per Diem - Dietitian
3 Per Diem - Security Technician	8 Per Diem-Laboratory Tech	5 Per Diem-Radiologic Technolgst
7 PerDiem-Spcl Proc Radiologic Tech	24 Phlebotomist	6 Physical Therapist Assistant
10 Physical Therapist II	3 Plumber	3 Public Service Employee
2 Pulmonary Function Specialist	1 Radiographic Clinical Instructor	14 Radiologic Technologist II
4 Radiologic Technologist III	1 Radiologic Technologist School	1 Radiology Manager
1 Radiology Supervisor	3 Rehabilitation Services Aide	1 Rehabilitation Services Manager
32 Respiratory Care Practioner II	4 Respiratory Care Practioner III	8 Respiratory Care Practioner- Per Diem
6 Respiratory Therapist	8 Secretary I	85 Security Technician I
10 Security Technician II	20 Special Proc Rad Technolog II	3 Special Proc Rad Technolog III
10 Specialty Care RN Critical Care	3 Specialty Care RN- Per Diem	3 Speech Therapist
1 Staff Analyst II	3 Stores Specialist	1 Supervising Office Specialist
1 Supervising Phlebotomist	3 Supervising Security Tech	1 Supvsg Bio Med Elect Tech
7 Supvsg Custodian	1 Supvsg Dietitian	6 Supvsg Laboratory Technologist
2 Supvsg Rehabilitation Therapist	7 Supvsg Respiratory Care Practit	14 Ultrasound Technologist II
1 Ultrasound Technologist III	1 Unit Manager	



ARROWHEAD REGIONAL MEDICAL CENTER

CLASSIFICATION LISTING AND POSITION COUNT

Arrowhead Regional Medical Center

Medical Director

294 Positions

1 ARMC Social Services Manager	1 Case Management Coordinator	3 Case Management Supervisor
1 Clinical Director - Care Management	1 Cont Care Coordinator	1 Cont Research Program Coord
10 Cont Resident PGY IV	3 Cont Resident PGY V	146 Cont Resident PGY VI
23 Cont Resident PGY VII	4 Cont Social Svcs Practitioner	6 Education Specialist
2 Healthcare Program Admin	1 Hospital Customer Advocate	1 Institutional Review Board Coord
1 Licensed Vocational Nurse II	2 Medical Staff Coordinator	2 Office Assistant II
3 Office Assistant III	2 Office Assistant IV	5 Office Specialist
28 Registered Nurse Case Manager	10 RN Case Manager-Per Diem	1 Secretary I
1 Social Service Practitioner V	23 Social Service Practitioner IV	1 Staff Analyst I
3 Staff Analyst II	1 Statistical Analyst	1 Supvsg Medical Staff Coordinator
1 Supvsg Social Service Practitioner	5 Utilization Review Technician	

Patient Services

2,271 Positions

11 ARMC House Supervisor-Per Diem	44 Assistant Unit Manager I	1 Assistant Unit Manager II
1 Associate Chief Nursing Officer	20 Asst Unit Manager I- Specialty Care	35 Asst Unit Manager I- Specialty Critical Care
5 Asst Unit Manager II- Specialty Critical Care	3 Burn Care Technician	4 Certified Trauma Registrar
1 Chief Nursing Officer	8 Clinic Assistant	6 Clinical Director II
3 Clinical Nurse Specialist	17 Clinical Therapist I	2 Clinical Therapist I-Psychologist
1 Clinical Therapist II	10 Dialysis Technician	28 Emergency Room Technician
4 Float Pool RN- Per Diem	3 Healthcare Program Admin	106 Hospital Unit Assistant
6 House Supervisor	75 Licensed Vocational Nurse II	13 Licensed Vocational Nurse- Per Diem
1 MentalHealth Clinic Supervisor	6 Nurse Educator	3 Nurse Supervisor
208 Nursing Attendant	1 Nursing Program Coordinator	3 Occupational Therapist II
5 Occupational Therapy Assistant	12 Office Assistant II	5 Office Assistant III
1 Office Specialist	168 Per Diem - Nursing Attendant	6 Per Diem - Surgical Technician
10 Per Diem-Sterile Processg Tech	26 Psychiatric Technician I	162 Registered Nurse II - Per Diem
340 Registered Nurse II-ARMC	3 Secretary I	5 Social Worker II
80 Specialty Care RN	363 Specialty Care RN Critical Care	50 Specialty Care RN ER/Trauma-PD
184 Specialty Care RN- Per Diem	3 Staff Analyst II	1 Sterile Processing Manager
31 Sterile Processing Technician I	6 Sterile Processing Technician II	9 Storekeeper
1 Stores Specialist	1 Stores Supervisor I	92 Student Nurse
1 Supervising Office Assistant	2 Supvsg Sterile Processing Tech	22 Surgical Technician
21 Telemetry Technician	25 Unit Manager	3 Util Rvw/Perform Imp Nurse
4 Utilization Review Technician		



ARROWHEAD REGIONAL MEDICAL CENTER

CLASSIFICATION LISTING AND POSITION COUNT

Arrowhead Regional Medical Center

Primary and Specialty Clinics

341 Positions

1 ARMC Patient Navigator	1 Assoc Hosp Adm Professional Svcs	2 Cancer Registry Specialist
72 Care Assistant	63 Clinic Assistant	5 Clinic Operations Supervisor
3 Clinic Unit Manager - ARMC	2 Clinical Director I	1 Clinical Therapist I
4 Community Health Worker	1 Cont Administrative Asst	2 Cont Alcohol & Drug Counselor
3 Cont Assoc Clinical Social Worker	1 Cont Business Systems Analyst II	4 Cont Clinic Support Staff
1 Cont Clinical Therapist II	1 Cont Data Analyst	2 Cont Office Assistant
12 Cont Patient Navigator	1 Cont Program Manager	7 Cont RN Care Manager
4 Cont Social Worker II	3 Cont Utilization Review Tech	5 Health Education Specialist II
1 Healthcare Program Admin	1 Hospital Services Worker	31 Licensed Vocational Nurse II
5 Licensed Vocational Nurse III	6 Licensed Vocational Nurse- Per Diem	1 Mobile Medical Clinic Operator
2 Nurse Educator	1 Nursing Program Coordinator	20 Office Assistant III
1 Oral Surgery Technician	4 Orthopedic Technician	1 Patient Navigation Prog Coord
1 Quality Management Specialist	25 Registered Nurse II - Clinic	10 Registered Nurse II - Per Diem
3 Respiratory Care Practitioner II	17 RN Care Manager	2 Secretary I
1 Secretary II	2 Specialty Care RN	1 Specialty Care RN- Per Diem
3 Staff Analyst II	1 Supvsg Respiratory Care Practit	

Quality and Performance Improvement

47 Positions

1 Assoc Hosp Adm Professional Svcs	1 Biostatistician	1 Compliance Specialist
1 Education Services Supervisor	4 Healthcare Program Admin	1 Hospital Employee Health Nurse
4 Licensed Vocational Nurse II	1 Licensed Vocational Nurse- Per Diem	1 Multimedia Coordinator
6 Nurse Educator	2 Nursing Program Coordinator	2 Office Assistant III
1 Office Assistant IV	5 Office Specialist	1 Privacy & Compliance Specialist
1 Process Improvement Coordinator	1 Process Improvement Specialist	8 Quality Management Nurse
2 Registered Nurse II-ARMC	1 Secretary I	1 Secretary II
1 Staff Aide		



ARROWHEAD REGIONAL MEDICAL CENTER

CLASSIFICATION LISTING AND POSITION COUNT

Arrowhead Regional Medical Center

Strategic Planning

139 Positions

1 Administrative Supervisor II	19 Applications Specialist	17 Automated Systems Analyst I
1 Automated Systems Analyst II	12 Automated Systems Technician	1 Business Applications Manager
5 Business Systems Analyst I	7 Business Systems Analyst II	5 Business Systems Analyst III
1 Buying Assistant	1 Care Assistant	1 Chief Medical Informations Officer
2 Departmental IS Administrator	8 Fiscal Specialist	1 Health Info System Manager
2 Healthcare Program Admin	1 Marketing Specialist	1 Media Specialist II
7 Office Assistant II	15 Office Assistant III	1 Office Specialist
1 Personnel Technician	1 Photographer	1 Programmer Analyst I
3 Programmer Analyst II	1 Programmer Analyst III	1 Public Service Employee
6 Registered Nurse II-ARMC	2 Secretary I	2 Secretary II
1 Staff Analyst I	2 Staff Analyst II	1 Supervising Fiscal Specialist
1 Supervising Office Assistant	4 Supvsg Auto Systems Analyst I	2 Systems Support Analyst II
1 Volunteer Services Coordinator		



COMMUNITY DEVELOPMENT AND HOUSING AGENCY

CLASSIFICATION LISTING AND POSITION COUNT

Community Development and Housing

Agency Administration

2 Positions

1 Deputy Executive Officer

1 Executive Secretary II

CDBG

5 Positions

3 ECD Analyst II

1 ECD Technician

1 Supvsg ECD Analyst

CDH Administration

4 Positions

1 CDH Housing Project Manager I

1 Cont Housing Project Manager

1 Director Community Development&Housing

1 Office Assistant II

Development & Housing

4 Positions

2 CDH Housing Project Manager II

1 Cont Housing Analyst

1 Cont Housing Project Manager

Finance

6 Positions

1 ECD Technician

1 Fiscal Specialist

1 Housing Agency Finance Officer

3 Staff Analyst II

Home Admin, Homeless & Asset Management

7 Positions

1 Administrative Manager

1 CDH Housing Project Manager II

1 Deputy Director Community Dev Housing

1 ECD Analyst II

2 ECD Technician

1 Secretary I

Office of Homeless Services

Administration

3 Positions

1 Administrative Supervisor I

1 Chief of Homeless Services

1 Secretary I

Homeless Management Information System

4 Positions

1 Automated Systems Analyst II

1 Automated Systems Technician

1 Office Specialist

1 Public Service Employee

Homeless Services/Continuum of Care

3 Positions

2 Program Specialist I

1 Staff Analyst II



ECONOMIC DEVELOPEMENT AGENCY

CLASSIFICATION LISTING AND POSITION COUNT

Economic Development

Attractions/Expansion

3 Positions

- | | |
|--------------------------------|---------------------------|
| 1 Economic Dev Coordinator III | 2 Public Service Employee |
|--------------------------------|---------------------------|

Business Services

1 Positions

- | | |
|--------------------------------|--|
| 1 Sr. Economic Dev Coordinator | |
|--------------------------------|--|

Economic Development Manager

1 Positions

- | | |
|--------------------------------|--|
| 1 Economic Development Manager | |
|--------------------------------|--|

Executive Office

2 Positions

- | | |
|----------------------------|--------------------------|
| 1 Deputy Executive Officer | 1 Executive Secretary II |
|----------------------------|--------------------------|

Marketing/Tourism/Films

3 Positions

- | | |
|--------------------------------|---------------------------|
| 2 Economic Dev Coordinator III | 1 Public Service Employee |
|--------------------------------|---------------------------|

Research Analytics/Administration

2 Positions

- | | |
|------------------|--------------------|
| 1 ECD Technician | 1 Staff Analyst II |
|------------------|--------------------|

Workforce Development

Director

2 Positions

- | | |
|---------------------------------------|----------------------------------|
| 1 Asst Director Workforce Development | 1 Director Workforce Development |
|---------------------------------------|----------------------------------|

Administration

12 Positions

- | | | |
|---|-------------------------------|--------------------------------|
| 1 Administrative Manager | 1 Administrative Supervisor I | 1 Automated Systems Technician |
| 1 Deputy Director Workforce Development | 1 Office Assistant III | 1 Program Specialist I |
| 1 Program Specialist II | 1 Secretary I | 1 Secretary II |
| 1 Staff Analyst I | 2 Staff Analyst II | |

Business Services

18 Positions

- | | | |
|--------------------------------------|------------------------------------|------------------------------------|
| 1 Administrative Supervisor I | 6 Business Services Specialist | 8 Workforce Development Specialist |
| 2 Workforce Development Supervisor I | 1 Workforce Development Technician | |

Finance

10 Positions

- | | | |
|-------------------------------|-------------------------|--------------------------|
| 1 Accountant II | 1 Accounting Technician | 1 Administrative Manager |
| 1 Administrative Supervisor I | 1 Fiscal Assistant | 1 Fiscal Specialist |
| 1 Staff Analyst I | 3 Staff Analyst II | |

Payroll

1 Positions

- | | |
|----------------------|--|
| 1 Payroll Specialist | |
|----------------------|--|



ECONOMIC DEVELOPEMENT AGENCY

CLASSIFICATION LISTING AND POSITION COUNT

Workforce Development – Continued

Program

76 Positions

1 Administrative Supervisor II	4 Cont MH Nurse Practitioner Clinical Instructor	11 Cont WDD Specialist
1 Deputy Director Workforce Development	3 Office Assistant II	4 Staff Analyst II
3 Workforce Development Manager	35 Workforce Development Specialist	3 Workforce Development Supervisor I
11 Workforce Development Technician		

Workforce Development Board Support

2 Positions

1 Cont Project Executive	1 Executive Secretary II
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FISCAL CLASSIFICATION LISTING AND POSITION COUNT

Assessor/Recorder/County Clerk

Administrative Services

9 Positions

1 Administrative Supervisor I	1 ARC Admin & Financial Manager	2 ARC Project Administrator
1 Executive Secretary III -Unclass	1 Media Specialist I	1 Office Assistant III
1 Payroll Specialist	1 Staff Analyst II	

Assessment Services

38 Positions

1 Cadastral Drafting Tech I	2 Cadastral Drafting Tech II	1 Cadastral Drafting Tech III
1 Cadastral Services Supervisor	1 Chief Assesment Services	9 Office Assistant III
1 Office Specialist	2 Supvsg Title Transfer Tech I	2 Supvsg Title Transfer Tech II
13 Title Transfer Technician I	5 Title Transfer Technician II	

Information Technology - Assessor

9 Positions

1 Automated Systems Analyst I	2 Automated Systems Analyst II	1 Business Applications Manager
1 Business Systems Analyst I	1 Business Systems Analyst II	1 Business Systems Analyst III
1 Departmental IS Administrator	1 Office Assistant III	

Information Technology - Recorder

8 Positions

3 Automated Systems Analyst I	2 Automated Systems Analyst II	1 Automated Systems Technician
2 Programmer Analyst III		

Management

4 Positions

1 Assistant Assessor	1 Assistant Recorder	1 County Clerk
1 Elected Assessor-Recorder		

Recorder Services

59 Positions

1 Accountant II	1 Accounting Technician	1 Chief Deputy Recorder
1 Deputy Recorder	3 Fiscal Assistant	5 Lead Legal Document Classifier
37 Legal Document Classifier II	4 Legal Document Supervisor	1 Office Assistant II
2 Public Service Employee	2 Records Technician Supervisor II	1 Staff Analyst I

Valuations

124 Positions

15 Appraisal Technician	46 Appraiser II	13 Appraiser III
12 Auditor-Appraiser II	1 Auditor-Appraiser III	2 Chief Appraiser
1 Cont Property Tax Appeal Consultant	17 Office Assistant III	3 Principal Appraiser
4 Public Service Employee	3 Supervising Auditor Appraiser	7 Supervisng District Appraiser

Assessor/Recorder/County Clerk - Recorder Special Revenue Funds Consolidated

Recorder Records (Archives)

3 Positions

1 Archives Program Administrator	2 Archives Technician
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FISCAL CLASSIFICATION LISTING AND POSITION COUNT

Auditor/Controller/Treasurer/Tax Collector

Administrative Support

21 Positions

1 Accountant II	1 Administrative Supervisor II	1 ATC Maintenance Coordinator
2 ATC Project Administrator	1 Fiscal Specialist	1 Office Assistant III
1 Payroll Specialist	12 Public Service Employee	1 Systems Accountant III

Auditor Division

16 Positions

1 Accountant II	1 Accountant III	1 Accounting Technician
1 Auditor-Controller Division Chief	1 Auditor-Controller Manager	2 Internal Auditor II
5 Internal Auditor III	1 Internal Auditor IV	1 Secretary II
2 Supvsg Internal Auditor III		

Central Collections Division

78 Positions

1 Accountant II	2 Accountant III	3 Accounting Technician
1 Auditor-Controller Division Chief	1 Auditor-Controller Manager	1 Chief Collections Supervisor
36 Collections Officer I	4 Collections Officer II	2 Fiscal Assistant
3 Fiscal Specialist	7 Office Assistant II	8 Office Assistant III
1 Office Assistant IV	1 Secretary II	1 Supervising Fiscal Specialist
1 Supvsg Accountant II	5 Supvsg Collections Officer	

Controller Division

28 Positions

4 Accountant II	7 Accountant III	2 Accounting Technician
1 Auditor-Controller Division Chief	2 Auditor-Controller Manager	2 Fiscal Specialist
1 Secretary II	2 Supervising Accountant III	1 Supvsg Accountant II
5 Systems Accountant II	1 Systems Accountant III	

Disbursements Division

48 Positions

1 Accountant II	4 Accountant III	1 Accounting Technician
5 ATC Payroll Technician	1 Auditor-Controller Division Chief	2 Auditor-Controller Manager
1 Fiscal Assistant	9 Fiscal Specialist	2 Office Assistant II
10 Office Assistant III	4 Public Service Employee	1 Secretary I
1 Supervising Accountant III	1 Supervising Fiscal Specialist	1 Supvsg Accountant II
3 Supvsg ATC Payroll Technician	1 Systems Accountant II	

Information Technology Division

23 Positions

3 Automated Systems Analyst I	3 Automated Systems Analyst II	3 Automated Systems Technician
2 Business Applications Manager	2 Business Systems Analyst III	2 Department Systems Engineer
1 Departmental IS Administrator	6 Programmer Analyst III	1 Secretary I

Executive Management

6 Positions

2 Asst Auditor-Controller/Treasure/Tax Collector	1 ATC Executive Assistant	1 Elected Auditor-Controller/Treasure/Tax Collector
2 Executive Secretary III -Unclass		



FISCAL CLASSIFICATION LISTING AND POSITION COUNT

Auditor/Controller/Treasurer/Tax Collector – Continued

Property Tax Division

20 Positions

2 Accountant II	4 Accountant III	2 Accounting Technician
1 Auditor-Controller Division Chief	2 Auditor-Controller Manager	1 Cont Systems Accountant II
1 Fiscal Assistant	2 Fiscal Specialist	1 Office Assistant IV
1 Public Service Employee	1 Supervising Accountant III	1 Supvsg Accountant II
1 Systems Accountant II		

SAP Center of Excellence

14 Positions

1 Cont Secretary II	1 SAP Chief	5 SAP Functional Analyst II
2 SAP Functionl Analyst I	2 SAP Team Leader	1 SAP Technical Analyst I
2 SAP Technical Analyst II		

Tax Collector Division

57 Positions

1 Accountant II	6 Accounting Technician	1 Auditor-Controller Division Chief
5 Collections Officer I	1 Collections Officer II	2 Fiscal Assistant
10 Fiscal Specialist	2 Office Assistant II	20 Office Assistant III
1 Secretary II	2 Supervising Office Assistant	2 Supvsg Accounting Technician
1 Supvsg Collections Officer	1 Tax Collection Billing Manager	1 Tax Payer Services Manager
1 Tax Sales Services Manager		

Treasurer Division

8 Positions

1 Accounting Technician	1 Assistant Investment Officer	1 Banking&Settlmt Compliance Mgr
1 Chief Deputy Treasurer	1 Fiscal Assistant	2 Investment Analyst
1 Investment Officer		



HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Behavioral Health

Director

9 Positions

1 Assistant Director of Behavior Health	1 Cont Wellness Coordinator	1 Deputy Director BH Prog Svcs
1 Director of Behavioral Health	1 Executive Secretary II	1 Office Assistant III
1 Office Specialist	1 Secretary II	1 Staff Analyst II

24 Hour and Emergency Services

33 Positions

1 Alcohol & Drug Counselor	1 Behavior Health Sr. Prog Manager	5 Clinical Therapist I
2 Clinical Therapist I-Psychologist	1 Clinical Therapist II	1 Deputy Director BH Prog Svcs
1 Fiscal Assistant	2 General Services Worker II	1 Mental Health Nurse II
1 Mental Health Program Mgr II	4 Mental Health Specialist	2 MentalHealth Clinic Supervisor
2 Office Assistant II	1 Office Assistant III	1 Office Assistant IV
1 Office Specialist	1 Peer & Family Advocate III	1 Psychiatric Aide
1 Psychiatric Technician I	1 Secretary I	1 Social Worker II
1 Staff Analyst II		

Administrative Services

69 Positions

1 Accountant II	5 Accountant III	3 Accounting Technician
1 Administrative Manager	1 Administrative Supervisor I	1 Administrative Supervisor II
2 Automated Systems Analyst I	6 Automated Systems Technician	2 Business Applications Manager
1 Cont Automated System Analyst II	1 Deputy Director BH Admin Svcs	3 Fiscal Assistant
6 Fiscal Specialist	1 Mental Health Auditor	2 Office Assistant II
6 Office Assistant III	10 Office Specialist	2 Payroll Specialist
1 Secretary II	1 Staff Analyst II	5 Storekeeper
1 Supervising Fiscal Specialist	1 Supervising Office Assistant	1 Supervising Office Specialist
3 Supvsg Auto Systems Analyst I	2 Supvsg Auto Systems Analyst II	

Children, Transitional Age Youth and MHSA

20 Positions

1 Behavior Health Sr. Prog Manager	3 Clinical Therapist I	2 Clinical Therapist I-Psychologist
1 Clinical Therapist II	1 Cont Automated System Analyst II	1 Cont Clinical Therapist I
1 Cont Office Assistant III	1 Deputy Director BH Prog Svcs	1 Employment Services Specialist
1 Mental Health Program Mgr II	1 MentalHealth Clinic Supervisor	3 Office Assistant III
1 Office Assistant IV	1 Secretary I	1 Social Worker II



HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Behavioral Health – Continued

42 Clinical Therapist I
1 Deputy Director BH Prog Svcs
2 Licensed Vocational Nurse II
4 Mental Health Program Mgr II
26 Office Assistant II
8 Psychiatric Technician I
1 Secretary II
4 Supervising Office Specialist

Community Behavioral Health & Recovery

196 Positions

3 Clinical Therapist I-Psychologist
3 Employment Services Specialist
10 Mental Health Nurse II
14 Mental Health Specialist
24 Office Assistant III
1 Public Service Employee
11 Social Worker II
12 Clinical Therapist II
3 General Services Worker II
1 Mental Health Program Mgr I
12 MentalHealth Clinic Supervisor
7 Office Assistant IV
4 Secretary I
3 Supervising Office Assistant

Criminal Justice & Substance Use Disorder & Recovery Services

128 Positions

9 Alcohol & Drug Counselor
23 Clinical Therapist I
4 General Services Worker II
1 Mental Health Nurse II
12 Mental Health Specialist
4 Office Assistant II
2 Peer & Family Advocate III
4 Secretary I
2 Staff Analyst II
1 Behavior Health Sr. Prog Manager
9 Clinical Therapist II
1 Licensed Vocational Nurse II
2 Mental Health Program Mgr I
8 MentalHealth Clinic Supervisor
14 Office Assistant III
2 Psychiatric Technician I
1 Secretary II
3 Supervising Office Assistant
2 Clinic Assistant
1 Cont Psychiatrist II
1 Mental Health Education Consul
1 Mental Health Program Mgr II
1 Occupational Therapist II
1 Office Specialist
1 Public Service Employee
18 Social Worker II

Medical Services

99 Positions

1 Behavioral Health Med Director
7 Cont Child Psychiatrist
4 Cont Psychiatrist I
1 Licensed Vocational Nurse II
2 Nurse Practitioner II
1 Office Specialist
22 Psychiatrist II
1 Secretary II
9 Child Psychiatrist
2 Cont Clinic Assistant
8 Cont Psychiatrist II
5 Mental Health Nurse II
4 Nurse Supervisor
1 Program Specialist II
8 Psychiatrist III
5 Clinic Assistant
7 Cont Licensed Physician
1 Cont RN Case/Care Manager
1 Nurse Manager
1 Office Assistant III
6 Psychiatrist I
2 Psychiatrist IV

Office of Compliance

21 Positions

1 Behavioral Health Med Rec Supv
1 Chief Compliance Officer -BH
2 Health Info Mgmt Assistant II
1 Mental Health Program Mgr I
3 Social Worker II
1 BH Ethics & Compliance Coord
2 Clinical Therapist I
1 Medical Emergency Planning Spec
2 Office Specialist
2 Case Review Specialist
2 Health Info Mgmt Assistant I
1 Medical Records Coder II
2 Public Service Employee

Office of Cultural Compliance & Ethnic Services

1 Positions

1 Public Relations/Community Outreach Coord



HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Behavioral Health – Continued

Program Support Services

56 Positions

1 Administrative Supervisor II	9 Clinical Therapist I	4 Clinical Therapist II
1 Cont Business System Analyst II	1 Deputy Director Behavior Health Qual Mgmt	10 Mental Health Nurse II
1 Mental Health Program Mgr I	1 Mental Health Program Mgr II	1 MentalHealth Clinic Supervisor
1 Nurse Supervisor	18 Office Assistant III	1 Office Assistant IV
1 Research & Planning Psychologist	2 Secretary I	1 Secretary II
1 Staff Analyst II	2 Supervising Office Assistant	

Behavioral Health - Substance Use Disorder & Recovery Services

Administrative Services

8 Positions

2 Accountant II	1 Administrative Supervisor I	1 Cont Accountant III
1 Fiscal Specialist	1 Mental Health Auditor	2 Staff Analyst II

Criminal Justice & Substance Use Disorder & Recovery Services

102 Positions

40 Alcohol & Drug Counselor	1 Clinic Assistant	4 Clinical Therapist I
1 Clinical Therapist II	1 Cont Accounting Technician	1 Cont Clinical Therapist II
2 Cont Mental Health Specialist	1 Cont Nurse Practitioner II	1 Cont Program Specialist I
4 Cont Social Worker II	1 Cont Supv Office Assistant	1 General Services Worker II
1 Mental Health Program Mgr I	1 Mental Health Program Mgr II	5 Mental Health Specialist
1 MentalHealth Clinic Supervisor	2 Occupational Therapy Assistant	1 Office Assistant II
5 Office Assistant III	1 Peer & Family Advocate II	1 Program Specialist I
1 Program Specialist II	1 Secretary I	1 Secretary II
20 Social Worker II	1 Staff Analyst II	2 Supervising Social Worker

Medical Services

3 Positions

3 Addiction Med Physician II

Office of Compliance

1 Positions

1 Program Specialist I

Program Support Services

1 Positions

1 Staff Analyst II

Behavioral Health - Mental Health Services Act

Director

1 Positions

1 Cont Project Manager



HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Behavioral Health - Mental Health Services Act – Continued

24 Hour and Emergency Services

169 Positions

4 Alcohol & Drug Counselor	38 Clinical Therapist I	1 Clinical Therapist I-Psychologist
15 Clinical Therapist II	1 Cont Project Manager	3 General Services Worker II
1 Mental Health Education Consul	4 Mental Health Program Mgr I	2 Mental Health Program Mgr II
20 Mental Health Specialist	7 MentalHealth Clinic Supervisor	1 Office Assistant II
13 Office Assistant III	1 Office Assistant IV	1 Peer & Family Advocate II
3 Peer & Family Advocate II	1 Program Specialist II	2 Secretary I
1 Secretary II	44 Social Worker II	2 Staff Analyst II
3 Staff Training Instructor	1 Supervising Office Assistant	

Administrative Services

72 Positions

4 Accountant III	1 Accounting Technician	3 Administrative Supervisor I
1 Administrative Supervisor II	5 Automated Systems Analyst I	6 Automated Systems Analyst II
7 Automated Systems Technician	3 Business Systems Analyst I	3 Business Systems Analyst II
4 Business Systems Analyst III	3 Cont Automated Systems Tech	1 Cont Project Manager
1 Fiscal Assistant	4 Fiscal Specialist	1 IT Technical Assistant II
2 Mental Health Auditor	3 Office Assistant III	1 Office Specialist
2 Payroll Specialist	2 Secretary I	2 Staff Analyst I
11 Staff Analyst II	1 Supervising Accountant III	1 Supervising Fiscal Specialist

Children, Transitional Age Youth and MHSA

113 Positions

1 Administrative Manager	3 Alcohol & Drug Counselor	28 Clinical Therapist I
4 Clinical Therapist I-Psychologist	6 Clinical Therapist II	2 Clinical Therapist II-Psychologist
1 Cont Clinical Therapist I	1 Cont Social Worker II	1 Employment Services Specialist
2 General Services Worker II	2 Licensed Vocational Nurse II	2 Mental Health Nurse II
2 Mental Health Program Mgr I	1 Mental Health Program Mgr II	5 Mental Health Specialist
6 MentalHealth Clinic Supervisor	1 Nurse Manager	4 Office Assistant II
8 Office Assistant III	1 Peer & Family Advocate II	6 Peer & Family Advocate III
8 Program Specialist I	6 Program Specialist II	2 Secretary I
5 Social Worker II	1 Staff Aide	4 Staff Analyst II

Community Behavioral Health & Recovery

129 Positions

1 Alcohol & Drug Counselor	1 Behavior Health Sr. Prog Manager	27 Clinical Therapist I
1 Clinical Therapist I-Psychologist	5 Clinical Therapist II	3 General Services Worker II
1 Licensed Vocational Nurse II	2 Mental Health Education Consul	7 Mental Health Nurse II
2 Mental Health Program Mgr I	15 Mental Health Specialist	3 MentalHealth Clinic Supervisor
4 Office Assistant II	14 Office Assistant III	2 Office Assistant IV
3 Peer & Family Advocate I	9 Peer & Family Advocate II	2 Peer & Family Advocate III
2 Program Specialist I	3 Psychiatric Technician I	19 Social Worker II
1 Staff Analyst II	2 Supervising Office Assistant	



HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Behavioral Health - Mental Health Services Act – Continued

Criminal Justice & Substance Use Disorder & Recovery Services

47 Positions

3 Alcohol & Drug Counselor	8 Clinical Therapist I	2 Clinical Therapist I-Psychologist
3 Clinical Therapist II	1 Clinical Therapist II-Psychologist	3 General Services Worker II
1 Mental Health Nurse II	1 Mental Health Program Mgr I	3 Mental Health Specialist
1 MentalHealth Clinic Supervisor	1 Occupational Therapist II	1 Office Assistant II
4 Office Assistant III	1 Peer & Family Advocate I	1 Peer & Family Advocate II
2 Peer & Family Advocate III	2 Program Specialist I	8 Social Worker II
1 Staff Analyst II		

Office of Compliance

6 Positions

2 Case Review Specialist	1 Health Info Mgmt Assistant III	2 Office Assistant III
1 Staff Analyst II		

Office of Cultural Competency & Ethnic Services

20 Positions

1 Cultural Competency Officer	1 Media Specialist II	4 Mental Health Education Consul
3 Mental Health Specialist	1 Office Assistant III	1 Peer & Family Advocate I
2 Peer & Family Advocate II	2 Peer & Family Advocate III	1 Program Specialist I
1 Program Specialist II	1 Secretary I	1 Social Worker II
1 Staff Analyst I		

Program Support Services

66 Positions

1 Administrative Manager	1 Automated Systems Analyst I	1 Biostatistician
2 Business Systems Analyst I	2 Business Systems Analyst II	2 Business Systems Analyst III
1 Chief of Behavioral Informatics	1 Clinical Therapist I	1 Clinical Therapist II
1 Cont Project Manager	19 Graduate Student Intern	1 Mental Health Education Consul
3 Mental Health Intern Prog Supv	2 Mental Health Nurse II	1 Office Assistant II
6 Office Assistant III	1 Office Assistant IV	1 Program Specialist I
1 Secretary I	1 Staff Aide	1 Staff Analyst I
6 Staff Analyst II	6 Student Intern	3 Training & Development Specialist
1 Volunteer Services Coordinator		

Public Health

Director

67 Positions

1 Cont SRTS Project Coordinator	1 Data Manager	1 Executive Secretary II
7 Health Education Assistant	16 Health Education Specialist I	13 Health Education Specialist II
2 Health Services Assistant I	1 Office Assistant II	2 Office Assistant III
2 Office Specialist	1 PH Program Manager	1 Public Health Director
3 Public Health Epidemiologist	3 Public Health Program Coordinator	2 Public Health Project Coordinator
1 Public Service Employee	1 Secretary I	1 Senior Statistical Analyst
1 Staff Analyst II	6 Statistical Analyst	1 Supvsg Health Ed Specialist



HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Public Health – Continued

Assistant Director

16 Positions

1 Asst Director of Public Health	1 Media Specialist I	1 Media Specialist II
5 Medical Emergency Planning Spec	2 Office Assistant III	1 Public Health Program Coordinator
1 Public Health Project Coordinator	1 Public Service Employee	1 Registered Nurse II - Clinic
1 Stores Specialist	1 Supvsg Med Emergency Planning Spec	

Animal Care and Control

69 Positions

28 Animal Control Officer	2 Animal Health Investigator	9 Animal License Checker I
2 Animal Rescue Coordinator	1 Chief of Animal Care & Control	1 Fiscal Assistant
4 General Services Worker II	8 Office Assistant II	3 Office Assistant III
2 Office Assistant IV	1 PH Program Manager Animal Care	1 Registered Veterinary Tech
3 Supvsg Animal Control Ofcr II	4 Supvsg Animal Control Officer I	

Clinical Health and Prevention Services

132 Positions

1 Administrative Supervisor I	23 Care Assistant	3 Clinic Operations Supervisor
1 Clinical Director I	3 Clinical Therapist I	1 Clinical Therapist II
2 Cont Physician Assistant	1 Cont Public Health Physician	1 Deputy Chief of Comm Health Svcs
1 Fiscal Assistant	1 Fiscal Specialist	1 Health Info System Manager
1 Health Services Assistant I	1 Laboratory Assistant	12 Licensed Vocational Nurse II
2 Medical Records Coder I	1 Nurse Educator	1 Nurse Informatics Coordinator
6 Nurse Practitioner II	28 Office Assistant II	5 Office Assistant III
1 PH Physician Specialty Svcs	2 PH Program Manager	1 Psychiatrist III
3 Public Health Dental Assistant	1 Public Health Dental Hygienist	1 Public Health Dentist
1 Public Health Division Chief	1 Public Health Medical Director	1 Public Health Physician II
2 Public Health Program Coordinator	1 Radiologic Technologist I	12 Registered Nurse II - Clinic
3 Secretary I	1 Secretary II	1 Staff Analyst II
3 Supervising Office Assistant	1 Supervising Office Specialist	

Community and Family Health

243 Positions

2 Administrative Supervisor I	1 Clinic Supervisor-PH	1 Cont PH Program Mgr Lab
2 Fiscal Assistant	3 Fiscal Specialist	80 Health Services Assistant I
8 Health Services Assistant II	3 Laboratory Assistant	25 Nutritionist
10 Office Assistant II	2 Office Assistant III	1 PH Program Manager Laboratory
2 PH Program Manager	1 Public Health Division Chief	2 Public Health Microbiologist I
4 Public Health Microbiologist II	2 Public Health Microbiologist III	48 Public Health Nurse II
3 Public Health Nurse II-Per Diem	1 Public Health Nurse Manager	4 Public Health Program Coordinator
6 Registered Nurse II - Clinic	3 Secretary I	5 Social Service Practitioner IV
1 Social Worker II	2 Supervising Office Assistant	5 Supvg Public Health Nurse
6 Supvg Public Health Nutritionist	9 Supvsg Health Services Asst	1 Supvsg Public Health Microbiologist



HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Public Health – Continued

1 Chief Environmental Health Services
11 Environmental Health Spec III
3 Fiscal Assistant
6 Office Assistant III
15 Public Service Employee
1 Supervising Office Specialist
10 Vector Control Technician I

Environmental Health

132 Positions

1 Cont Vector Control Tech I
8 Environmental Technician I
1 Fiscal Specialist
2 PH Program Mngr Enviro Health
1 Secretary I
1 Supervising Vector Control Technician
1 Vector Control Technician II

55 Environmental Health Spec II
1 Environmental Technician II
4 Office Assistant II
2 Public Health Program Coordinator
1 Supervising Office Assistant
7 Supvsg Environmental Health Specialist

Fiscal and Administrative Services

86 Positions

5 Accountant II
1 Administrative Manager
3 Automated Systems Analyst II
1 Business Systems Analyst I
3 Fiscal Assistant
7 Office Assistant III
2 Payroll Specialist
14 Public Service Employee
2 Storekeeper
1 Supvsg Accountant II
1 Systems Accountant II

6 Accountant III
1 Administrative Supervisor II
1 Automated Systems Technician
4 Business Systems Analyst II
4 Fiscal Specialist
1 Office Assistant IV
1 Public Health Chief Financial Officer
1 Secretary I
1 Stores Specialist
1 Supvsg Auto Systems Analyst II

1 Accounting Technician
11 Automated Systems Analyst I
1 Business Applications Manager
1 Department Systems Engineer
4 Office Assistant II
1 Office Specialist
1 Public Health Program Coordinator
1 Staff Analyst II
3 Supervising Accountant III
1 Systems Accountant I

Health Officer

39 Positions

1 Clinic Supervisor-PH
1 Executive Secretary II
1 Health Services Assistant II
1 Office Specialist
1 Public Health Medical Director
2 RN Clinic- Per Diem

11 Communicable Disease Investigator I
1 Health Officer
5 Office Assistant II
1 PH Program Manager
1 Public Health Program Coordinator
1 Supervising Office Assistant

2 Communicable Disease Investigator II
4 Health Services Assistant I
1 Office Assistant III
1 Public Health Epidemiologist
4 Registered Nurse II - Clinic

Quality and Compliance

15 Positions

1 Health Info Management Coordinator
1 Public Health Program Coordinator
1 Supervising Program Specialist

7 Program Specialist I
1 Quality & Compliance Officer

3 Program Specialist II
1 Staff Analyst II



HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Public Health - California Children's Services

California Children's Services

196 Positions

1 Accountant III	1 CCS Physician Consultant I	1 CCS Physician Consultant II
1 Fiscal Assistant	2 Fiscal Specialist	3 Medical Therapy Specialist
2 Occupational Therapy Assistant	18 Office Assistant II	20 Office Assistant III
32 Office Specialist	41 Pediatric Rehab Therapist	1 PH Program Manager
4 Physical Therapist Assistant	35 Public Health Nurse II	1 Public Health Program Coordinator
1 Public Service Employee	6 Rehabilitation Services Aide	1 Secretary I
6 Social Service Practitionr IV	2 Supervising Office Assistant	3 Supervising Office Specialist
3 Supvsg Public Health Nurse	9 Supvsg Ped Rehab Therapist I	1 Supvsg Pedtrc Rehab Therapist II
1 Supvsg Social Service Practitioner		



HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Human Services Administrative Claims

HS Administration and Support Services

600 Positions

1 Accountant III	7 Accounting Technician	4 Administrative Analyst III
1 Administrative Manager	2 Administrative Supervisor I	3 Administrative Supervisor II
21 Appeals Specialist	6 Applications Specialist	1 Associate Childrens Network Officer
1 Asst Executive Officer- Human Services	16 Automated Systems Analyst I	6 Automated Systems Analyst II
26 Automated Systems Technician	4 Business Applications Manager	2 Business Systems Analyst I
6 Business Systems Analyst II	6 Business Systems Analyst III	4 Case Review Specialist
1 Chief Learning Officer	1 Childrens Network Comm&Events Coordinator	1 Childrens Network Officer
2 Cont Business Analyst	1 Cont Business Analyst Supv	1 Cont CalACES Executive Director
1 Cont Case Coordinator	1 Cont HVI Accountant II	1 Cont HVI Behavioral Specialist
1 Cont HVI Hlth Education Spec	32 Cont HVI HomeChild/FamSuppWkr	1 Cont HVI Office Assistant II
7 Cont HVI Program Generalist	1 Cont HVI Program Manager	2 Cont HVI Site Supv II
1 Cont HVI Special Education Spec	1 Cont HVI Staff Analyst II	2 Cont HVI Teacher III
1 Cont Staff Analyst II	1 Cont. C-IV Tech/Site Prep Coord	3 Department Systems Engineer
1 Departmental IS Administrator	1 Deputy Director of Program Development	1 Deputy Director of Transitional Assistance
2 Deputy Executive Officer	1 Executive Secretary II	1 Executive Secretary III -Unclass
1 Father Engagement Coordinator	15 Fiscal Assistant	22 Fiscal Specialist
23 Fraud Investigator	1 HS Administrative Manager	1 HS Communications Officer
1 HS Emergency Services Supervisor	1 HSS Prog Integrity Division Chief	83 HSS Quality Review Specialist
8 HSS Quality Review Supervisor I	2 HSS Quality Review Supervisor III	1 Human Services Auditing Chief
2 Human Services Auditing Manager	1 Internal Review Accountant II	8 Internal Review Accountant III
2 Internal Review Accountant IV	1 IT Technical Assistant I	2 IT Technical Assistant II
2 Media Specialist I	1 Media Specialist II	16 Office Assistant II
25 Office Assistant III	13 Payroll Specialist	2 PDD Program Manager
2 Personnel Technician	28 Program Specialist I	11 Program Specialist II
7 Programmer Analyst III	1 Programmer II	7 Programmer III
1 Public Service Employee	1 SAWS Project Coordinator	7 Secretary I
1 Secretary II	2 Social Service Practitionr IV	1 Social Worker II
6 Staff Analyst I	24 Staff Analyst II	11 Staff Training Instructor
6 Statistical Analyst	10 Storekeeper	6 Stores Specialist
2 Stores Supervisor II	1 Supervising Accountant III	6 Supervising Fiscal Specialist
3 Supervising Office Assistant	5 Supervising Program Specialist	3 Supvg Fraud Investigator I
1 Supvg Fraud Investigator II	2 Supvsg Accountant II	2 Supvsg Appeals Specialist I
1 Supvsg Appeals Specialist II	2 Supvsg Auto Systems Analyst II	1 Supvsg Case Review Specialist
5 Systems Accountant II	1 Training & Development Manager	8 Training & Development Specialist
3 Training & Development Supervisor	1 Volunteer Services Coordinator	



HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Human Services Administrative Claims – Continued

Children and Family Services

1,186 Positions

1 Administrative Manager	1 Administrative Supervisor II	1 Asst Director of Children & Family Services
1 CFS Project Coordinator	19 Child Welfare Services Manager	1 Childcare Provider
7 Director of Children & Family Services	1 Director of Children & Family Services	12 Educational Liaison
2 Eligibility Worker II	1 Executive Secretary III -Class	9 Fiscal Assistant
14 Fiscal Specialist	22 Office Assistant II	178 Office Assistant III
14 Office Specialist	20 Peer & Family Assistant II	4 Peer & Family Assistant II- Unclass
1 Program Specialist I	8 Secretary I	55 Social Service Aide
77 Social Service Practitioner V	461 Social Service Practitioner IV	140 Social Worker II
8 Staff Analyst II	2 Supervising Fiscal Specialist	20 Supervising Office Assistant
7 Supervising Office Specialist	99 Supvsg Social Service Practitioner	

Department of Aging and Adult Services

265 Positions

1 Assts Director of Aging & Adult Svcs	4 DAAS District Manager	3 Deputy Director DAAS
1 Director of Aging and Adult Services	1 Executive Secretary II	19 Office Assistant II
32 Office Assistant III	1 Office Specialist	1 Public Health Nurse II
3 Registered Nurse II - Clinic	3 Secretary I	36 Social Service Practitioner IV
130 Social Worker II	2 Staff Analyst II	5 Supervising Office Assistant
14 Supervising Social Worker	1 Supvsg Public Health Nurse	8 Supvsg Social Service Practitioner

Transitional Assistance Department

2,526 Positions

1 Asst Director of Transitional Assistance	34 Childcare Provider	7 Deputy Director of Transitional Assistance
1 Director of Transitional Assistance	1,473 Eligibility Worker II	202 Eligibility Worker III
186 Eligibility Worker Supv I	8 Employment Services Manager	236 Employment Services Specialist
2 Employment Services Technician	1 Executive Secretary II	20 Interpreter/Translator
223 Office Assistant II	14 Office Assistant III	1 Program Specialist I
1 Program Specialist II	8 Secretary I	4 Staff Analyst II
27 Supervising Office Assistant	38 Supvsg Employment Svcs Specialist I	35 TAD District Manager
4 TAD Regional Manager		

HS - Aging and Adult Services

Administration

10 Positions

3 Accounting Technician	1 Administrative Supervisor II	1 Fiscal Assistant
1 Fiscal Specialist	4 Staff Analyst II	

MSSP

8 Positions

2 Public Health Nurse II	6 Social Worker II
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Ombudsman

6 Positions

1 Cont Ombudsman Program Ofcr Mgr	4 Cont Ombudsman Field Coord	1 DAAS Program Supervisor
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HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

HS - Aging and Adult Services – Continued

SCSEP

2 Positions

- | | |
|-----------------------------------|--------------------------------|
| 1 Cont SCS Employ Prog Admin Aide | 1 Cont. SCS Empl Prog Adm Aide |
|-----------------------------------|--------------------------------|

SIA

17 Positions

- | | | |
|---------------------------|-----------------------|-----------------------------------|
| 2 DAAS Program Supervisor | 8 Social Service Aide | 7 Sr. Information & Referral Area |
|---------------------------|-----------------------|-----------------------------------|

HS - Aging and Adult Services- Public Guardian-Conservator

Public Guardian

50 Positions

- | | | |
|----------------------------------|-------------------------------|---------------------------------|
| 9 Clinical Therapist I | 1 Clinical Therapist II | 1 Deputy Director DAAS |
| 10 Deputy Public Guardian | 2 Estate Property Specialist | 2 Fiscal Assistant |
| 1 Fiscal Specialist | 1 Mental Health Program Mgr I | 3 Mental Health Specialist |
| 2 MentalHealth Clinic Supervisor | 1 Occupational Therapist II | 2 Office Assistant II |
| 5 Office Assistant III | 1 Peer & Family Advocate III | 1 Program Specialist I |
| 1 Secretary I | 1 Social Service Aide | 1 Social Service Practitionr IV |
| 1 Social Worker II | 1 Staff Analyst II | 1 Supervising Office Assistant |
| 2 Supvsg Deputy Public Guardian | | |

HS - Child Support Services

Director

1 Positions

- 1 Director of Child Support

Assistant Director

25 Positions

- | | | |
|----------------------------------|---|---------------------------|
| 1 Asst Director of Child Support | 1 Child Support Asst Operations Manager | 4 Child Support Officer I |
| 4 Child Support Officer II | 3 Child Support Operations Manager | 1 Marketing Specialist |
| 1 Media Specialist I | 1 Office Assistant III | 4 Program Specialist I |
| 1 Secretary II | 3 Staff Training Instructor | 1 Statistical Analyst |

Administrative Support Staff

1 Positions

- 1 Executive Secretary II

Child Support Enforcement

151 Positions

- | | | |
|------------------------------------|------------------------------------|---------------------------------|
| 5 Child Support Assistant | 107 Child Support Officer I | 15 Child Support Officer II |
| 3 Child Support Operations Manager | 1 Deputy Director of Child Support | 4 Office Assistant II |
| 1 Office Assistant III | 1 Secretary I | 14 Supvsg Child Support Officer |

Child Support Establishment

166 Positions

- | | | |
|------------------------------------|------------------------------------|-----------------------------|
| 11 Child Support Assistant | 112 Child Support Officer I | 16 Child Support Officer II |
| 3 Child Support Operations Manager | 1 Deputy Director of Child Support | 4 Office Assistant II |
| 1 Office Assistant III | 1 Secretary I | 1 Secretary II |
| 16 Supvsg Child Support Officer | | |



HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

HS - Child Support Services – Continued

Legal Services/Special Enforcement

56 Positions

4 Child Support Assistant	1 Child Support Attorney III	13 Child Support Attorney IV
1 Child Support Chief Attorney	21 Child Support Officer I	7 Child Support Officer II
1 Child Support Operations Manager	2 Office Assistant III	1 Secretary II
2 Supervising Child Support Attorney	3 Supvsg Child Support Officer	

Technical/Administrative Services

111 Positions

1 Accountant II	1 Accountant III	3 Accounting Technician
1 Administrative Manager	1 Administrative Supervisor II	3 Automated Systems Analyst I
2 Automated Systems Analyst II	4 Automated Systems Technician	1 Business Applications Manager
2 Business Systems Analyst III	1 Child Support Accounting Supervisor	37 Child Support Assistant
1 Child Support Asst Operations Manager	9 Child Support Officer I	5 Child Support Officer II
1 Child Support Operations Manager	1 Department Systems Engineer	1 Deputy Director of Child Support
3 Fiscal Assistant	1 Fiscal Specialist	18 Office Assistant II
1 Office Specialist	1 Payroll Specialist	5 Staff Analyst II
2 Storekeeper	1 Supvsg Auto Systems Analyst II	4 Supvsg Child Support Officer

HS - Preschool Services

Administration

58 Positions

1 Accountant II	1 Accountant III	6 Accounting Technician
1 Administrative Manager	3 Administrative Supervisor I	1 Administrative Supervisor II
1 Automated Systems Analyst I	1 Automated Systems Technician	8 Cont PSD General Maint Worker 12 mos
1 Deputy Director of Preschool Services	2 Fiscal Assistant	1 Fiscal Specialist
2 General Maintenance Mechanic	1 General Maintenance Worker	1 Maintenance Supervisor
10 Office Assistant II	3 Office Assistant III	3 Staff Analyst I
6 Staff Analyst II	2 Storekeeper	1 Stores Specialist
1 Supervising Fiscal Specialist	1 Supervising Office Assistant	

Executive Unit

4 Positions

1 Asst Director of Preschool Services	1 Director of Preschool Services	1 Executive Secretary II
1 Secretary II		



HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

HS - Preschool Services – Continued

Operations

726 Positions

6	Cont Preschool Site Supvrs I 12 mos	8	Cont Preschool Site Supvrs I 9 mo	17	Cont Preschool Site Supvrs II 12 mo
3	Cont Preschool Site Supvrs II 9 mo	27	Cont Preschool Teacher 12 mos	52	Cont Preschool Teacher Aide II 12 mos
118	Cont Preschool Teacher Aide II 9 mos	80	Cont Preschool Teacher II 12 mo	165	Cont Preschool Teacher II 9 mo
21	Cont PSD Center Clerk 12 mos	18	Cont PSD Center Clerk 9 mos	19	Cont PSD Custodian 12 mos
17	Cont PSD Custodian 9 months	14	Cont PSD Food Services Worker 9 mos	15	Cont PSD Food Svc Worker 12mos
3	Cont PSD Health Ed Specialist	1	Cont PSD Prog Quality Spec 12 mos	1	Cont PSD Prog Quality Spec 9 mos
68	Cont PSD Program General 12 mos	3	Cont PSD Registered Nurse	32	Cont PSD Teacher III 12 mo
2	Deputy Director of Preschool Services	8	Graduate Student Intern	1	Nutritionist
3	Office Assistant III	3	Program Specialist I	3	PSD Behavioral Specialist
1	PSD Disabilities Services Mgr	6	PSD Program Manager	8	PSD Program Supervisor
1	Secretary I	2	Special Education Specialist		

Quality Assurance

9 Positions

1	Program Specialist II	2	PSD Quality Assurance Tech I	5	PSD Quality Assurance Tech II
1	Supervising Program Specialist				

Veterans Affairs

Veterans Affairs

25 Positions

1	Administrative Supervisor II	1	Director of Veterans Affairs	1	Executive Secretary II
7	Office Assistant III	3	Supvsg Veterans Service Officer	12	Veterans Service Officer II



LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

District Attorney

Bureau of Administration

8 Positions

- 1 Administrative Supervisor I
- 1 Fiscal Specialist

- 1 Chief District Attorney Administration
- 2 Payroll Specialist

- 1 Fiscal Assistant
- 2 Staff Analyst II

Bureau of Information Technology

16 Positions

- 4 Automated Systems Analyst I
- 2 Business Systems Analyst I
- 1 Departmental IS Administrator
- 1 Supvsg Auto Systems Analyst II

- 2 Automated Systems Analyst II
- 1 Business Systems Analyst II
- 2 Programmer Analyst II

- 1 Automated Systems Technician
- 1 Department Systems Engineer
- 1 Programmer III

Bureau of Investigation

92 Positions

- 51 DA Senior Investigator
- 1 District Attorney Chief Investigator
- 5 Investigative Technician III

- 8 DA Supervising Investigator
- 1 Executive Secretary II
- 10 Office Assistant IV

- 2 District Attorney Assist Chief
- 14 Investigative Technician II

Bureau of Victim Services

75 Positions

- 8 Office Assistant III
- 27 Victim Advocate I
- 1 Victim Services Chief

- 1 Secretary II
- 24 Victim Advocate II
- 5 Victim Witness Claims Tech I

- 6 Supervising Victim Advocate
- 1 Victim Services Asst Chief
- 2 Victim Witness Claims Tech II

Criminal Prosecution – Central

117 Positions

- 1 Chief Deputy District Attorney
- 3 Office Assistant II
- 1 Paralegal
- 3 Secretary II
- 6 Supvsg Deputy District Attorney

- 57 Deputy District Attorney IV
- 26 Office Assistant III
- 3 Public Service Employee
- 1 Supervising Office Assistant

- 10 Law Clerk II
- 1 Office Assistant IV
- 4 Secretary I
- 1 Supervising Office Specialist

Criminal Prosecution – Desert

82 Positions

- 1 Chief Deputy District Attorney
- 1 Office Assistant IV
- 1 Secretary II
- 4 Supvsg Deputy District Attorney

- 44 Deputy District Attorney IV
- 2 Public Service Employee
- 2 Supervising Office Assistant

- 21 Office Assistant III
- 5 Secretary I
- 1 Supervising Office Specialist

Criminal Prosecution – West End

112 Positions

- 1 Chief Deputy District Attorney
- 33 Office Assistant III
- 7 Secretary I
- 1 Supervising Office Specialist

- 60 Deputy District Attorney IV
- 1 Office Assistant IV
- 2 Secretary II
- 4 Supvsg Deputy District Attorney

- 1 Office Assistant II
- 1 Public Service Employee
- 1 Supervising Office Assistant



LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

District Attorney

Management

8 Positions

2 Assistant District Attorney	1 Chief Assistant District Attorney	1 DA Public Affairs Officer
1 Elective District Attorney	1 Executive Secretary II	1 Executive Secretary III -Unclass
1 Special Asst to District Attorney		

Special Units

65 Positions

2 Accountant III	1 Chief Deputy District Attorney	34 Deputy District Attorney IV
6 Legal Research Attorney IV	1 Office Assistant II	6 Office Assistant III
4 Paralegal	8 Secretary I	1 Secretary II
1 Supervising Office Specialist	1 Supvsg Deputy District Attorney	

Law and Justice Group Administration

Administration

2 Positions

1 Administrative Analyst III	1 Cont Law and Justice Data Analyst
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Probation

Administrative Services

3 Positions

1 Deputy Chief Probation Officer	1 Probation Division Director II	1 Secretary I
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Automated Services

27 Positions

3 Applications Specialist	3 Automated Systems Analyst I	1 Automated Systems Analyst II
10 Automated Systems Technician	2 Business Systems Analyst I	1 Business Systems Analyst II
1 Communications Installer	1 Departmental IS Administrator	2 IT Technical Assistant I
1 IT Technical Assistant II	1 Public Service Employee	1 Supvsg Auto Systems Analyst II

Central Adult Services

96 Positions

10 Office Assistant III	2 Probation Division Director I	2 Probation Division Director II
60 Probation Officer II	10 Probation Officer III	1 Secretary I
2 Secretary II	9 Supvsg Probation Officer	

Central Juvenile Hall

192 Positions

2 Office Assistant III	164 Probation Corrections Officer	13 Probation Corrections Sup I
8 Probation Corrections Sup II	1 Probation Division Director I	1 Probation Division Director II
1 Secretary I	1 Storekeeper	1 Stores Specialist

Central Services

82 Positions

12 Office Assistant III	1 Office Specialist	1 Peer & Family Assistant II
3 Probation Corrections Officer	1 Probation Corrections Sup II	2 Probation Division Director I
1 Probation Division Director II	40 Probation Officer II	11 Probation Officer III
10 Supvsg Probation Officer		



LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Probation – Continued

Centralized Staffing Rovers

43 Positions

41 Probation Corrections Officer

2 Probation Corrections Sup I

Chief Probation Officer

3 Positions

1 Assistant Chief Probation Officer

1 Chief Probation Officer

1 Executive Secretary III -Unclass

Clerical Support Services

72 Positions

1 Mail Processor II

54 Office Assistant III

8 Office Assistant IV

1 Probation Office Ops Manager

2 Public Service Employee

6 Supervising Office Assistant

Clinical Services

8 Positions

5 Clinical Therapist I

1 Clinical Therapist I-Psychologist

1 Clinical Therapist II

1 MentalHealth Clinic Supervisor

Community Corrections Adult Services

2 Positions

1 Deputy Chief Probation Officer

1 Secretary II

Community Corrections Juvenile Services

2 Positions

1 Deputy Chief Probation Officer

1 Secretary II

Criminal Intel Unit

5 Positions

1 Crime Analyst

1 Office Assistant III

1 Probation Officer II

2 Probation Officer III

Day Reporting Centers

63 Positions

2 Domestic Violence Prog Coord

12 Office Assistant III

1 Probation Division Director I

1 Probation Division Director II

31 Probation Officer II

7 Probation Officer III

2 Secretary I

7 Supvsg Probation Officer

Desert Juvenile Hall

145 Positions

2 Office Assistant III

119 Probation Corrections Officer

12 Probation Corrections Sup I

7 Probation Corrections Sup II

1 Probation Division Director I

1 Probation Division Director II

1 Secretary I

1 Storekeeper

1 Stores Specialist

Desert Services

119 Positions

9 Office Assistant III

1 Peer & Family Assistant II

1 Probation Corrections Officer

2 Probation Division Director I

1 Probation Division Director II

79 Probation Officer II

14 Probation Officer III

1 Secretary I

11 Supvsg Probation Officer

Detention Corrections

2 Positions

1 Deputy Chief Probation Officer

1 Secretary II



LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Probation – Continued

DJJ/SB81 Gateway

46 Positions

2 Clinical Therapist I	2 Office Assistant III	31 Probation Corrections Officer
5 Probation Corrections Sup I	2 Probation Corrections Sup II	1 Probation Division Director I
2 Probation Officer II	1 Secretary I	

DJJ/YOBG/SB81

37 Positions

1 Office Assistant III	1 Probation Corrections Sup I	30 Probation Officer II
3 Probation Officer III	2 Supvsg Probation Officer	

External Affairs

15 Positions

1 Media Specialist I	2 Media Specialist II	2 Office Assistant III
2 Probation Corrections Officer	1 Probation Corrections Sup II	1 Probation Division Director II
2 Probation Officer III	2 Public Service Employee	2 Supvsg Probation Officer

Fiscal Services

42 Positions

5 Accounting Technician	1 Administrative Manager	1 Administrative Supervisor I
1 Administrative Supervisor II	16 Fiscal Specialist	2 Office Assistant III
1 Office Specialist	6 Payroll Specialist	1 Personnel Technician
5 Staff Analyst II	2 Supervising Fiscal Specialist	1 Supvsg Accounting Technician

Food Services

42 Positions

2 Office Assistant III	10 Probation Cook I	4 Probation Cook II
1 Probation Food & Beverage Ops Mgr	3 Probation Food Service Supv	21 Probation Food Service Worker
1 Storekeeper		

Maintenance Operations

10 Positions

4 Custodian I	5 General Maintenance Mechanic	1 Maintenance Supervisor
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Medical Services

45 Positions

3 Correctional Nurse - Per Diem	20 Correctional Nurse II	3 Health Services Assistant I
9 Licensed Vocational Nurse II- Corrections	2 Office Assistant III	1 Probation Health Svcs Manager
1 Quality Management Specialist	1 Secretary I	2 Supvsg Correctional Nurse I
3 Supvsg Correctional Nurse II		

Policy/Inspections/Compliance/PREA

5 Positions

1 Office Assistant III	2 Probation Corrections Sup II	1 Probation Officer II
1 Supvsg Probation Officer		

Pretrial Services

29 Positions

3 Office Assistant III	1 Probation Division Director I	1 Probation Division Director II
17 Probation Officer II	2 Probation Officer III	3 Probation Transportation Officer
2 Supvsg Probation Officer		



LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Probation – Continued

Probation Apprehension Team

9 Positions

1 Office Assistant III	5 Probation Officer II	2 Probation Officer III
1 Supvsg Probation Officer		

Professional Standards

24 Positions

11 Background Investigator	2 Office Assistant III	1 Office Specialist
1 Probation Division Director II	7 Probation Officer III	1 Secretary I
1 Supvsg Probation Officer		

Research

8 Positions

2 Crime Analyst	2 Program Specialist I	3 Statistical Analyst
1 Supvsg Probation Officer		

Specialized Services

2 Positions

1 Deputy Chief Probation Officer	1 Secretary II
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Tattoo Removal Program

5 Positions

2 Correctional Nurse II	1 Licensed Vocational Nurse II- Corrections	1 Office Assistant III
1 Probation Officer II		

Training

30 Positions

4 Office Assistant III	6 Probation Corrections Officer	1 Probation Corrections Sup I
1 Probation Division Director I	1 Probation Division Director II	3 Probation Officer II
6 Probation Officer III	3 Public Service Employee	1 Secretary I
1 Stores Specialist	1 Supervising Office Assistant	2 Supvsg Probation Officer

Transportation

28 Positions

2 Office Assistant III	24 Probation Transportation Officer	2 Probation Transportation Spv
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West Valley Services

91 Positions

10 Office Assistant III	1 Probation Division Director II	65 Probation Officer II
8 Probation Officer III	7 Supvsg Probation Officer	

Probation- Juvenile Justice Grant Program

Juvenile Justice Grant Program

49 Positions

3 Office Assistant III	11 Probation Corrections Officer	1 Probation Division Director II
30 Probation Officer II	1 Probation Officer III	3 Supvsg Probation Officer



LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Public Defender

Administration

25 Positions

1 Accounting Technician	1 Assistant Public Defender	2 Automated Systems Analyst I
1 Automated Systems Analyst II	2 Automated Systems Technician	1 Chief of Public Defender's Adm
1 Executive Secretary II	1 Fiscal Specialist	1 Office Assistant II
1 Payroll Specialist	1 Public Defender	10 Public Service Employee
1 Secretary II	1 Staff Analyst II	

Central Division

55 Positions

1 Chief Deputy Public Defender	25 Deputy Public Defender IV	2 Investigative Technician II
2 Law Clerk II	1 Office Assistant II	9 Office Assistant III
9 Public Defender Investigator	1 Secretary II	1 Supervising Office Assistant
3 Supvsg Deputy Public Defender	1 Supvsg Public Defender Investigator	

Desert Division

55 Positions

1 Chief Deputy Public Defender	26 Deputy Public Defender IV	2 Investigative Technician II
2 Law Clerk II	1 Office Assistant II	9 Office Assistant III
8 Public Defender Investigator	1 Secretary II	1 Supervising Office Assistant
3 Supvsg Deputy Public Defender	1 Supvsg Public Defender Investigator	

Human Services Division

62 Positions

1 Chief Deputy Public Defender	27 Deputy Public Defender IV	1 Investigative Technician II
2 Law Clerk II	1 Office Assistant II	8 Office Assistant III
2 Paralegal	3 Public Defender Investigator	1 Secretary II
12 Social Service Practitionr IV	3 Supvsg Deputy Public Defender	1 Supvsg Social Service Practitioner

West Valley Division

73 Positions

1 Chief Deputy Public Defender	40 Deputy Public Defender IV	2 Investigative Technician II
2 Law Clerk II	1 Office Assistant II	9 Office Assistant III
11 Public Defender Investigator	1 Secretary II	1 Supervising Office Assistant
4 Supvsg Deputy Public Defender	1 Supvsg Public Defender Investigator	

Sheriff- Operations

Assistant Sheriff - Operations

24 Positions

1 Assistant Sheriff	1 Office Assistant II	2 Office Assistant III
3 Office Specialist	2 Safety Unit Extra Help	1 Secretary I
1 Secretary II	2 Sheriffs Lieutenant	11 Sheriffs Sergeant



LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Sheriff- Operations – Continued

Assistant Sheriff - Support

21 Positions

1 Assistant Sheriff	1 Automated Systems Technician	1 Crime Prevention Program Coordinator
4 Deputy Sheriff	1 Graphic Designer I	1 Multimedia Coordinator
1 Multimedia Supervisor	1 Office Assistant II	1 Secretary I
1 Sheriffs Community Relations Officer	1 Sheriffs Detective Corporal	1 Sheriffs Lieutenant
2 Sheriffs Public Info Officer	2 Sheriffs Sergeant	1 Student Intern
1 Supvsg Deputy Public Administra		

Desert Patrol

292 Positions

157 Deputy Sheriff	1 Deputy Sheriff III Resident	10 Deputy Sheriff Resident
3 Motor Pool Services Assistant	5 Office Assistant II	1 Office Assistant III
18 Office Specialist	4 Safety Unit Extra Help	4 Secretary I
4 Sheriffs Captain	15 Sheriffs Custody Specialist	1 Sheriffs CustodyAssistant
1 Sheriffs Deputy Chief	20 Sheriffs Detective Corporal	4 Sheriffs Lieutenant
25 Sheriffs Sergeant	11 Sheriffs Service Specialist	8 Sheriffs Station Officer

Personnel Services

294 Positions

1 Communications Installer	1 Cont Lead Motorcycle Instructor	12 Cont Motorcycle Instructor
1 Cont Range Safety Officer	1 Cont Sheriff Training Program	1 Cont Sheriff's Armorer
1 Criminalist I	1 Departmental IS Administrator	14 Deputy Sheriff
1 Executive Secretary III -Class	1 Fiscal Assistant	1 Fiscal Specialist
3 Motor Pool Services Assistant	5 Office Assistant II	7 Office Assistant III
6 Payroll Specialist	3 Personnel Technician	5 Public Service Employee
14 Safety Unit Extra Help	2 Secretary I	22 Sheriff Training Specialist I
1 Sheriff's Public Info Offcr I	3 Sheriffs Captain	2 Sheriffs Deputy Chief
24 Sheriffs Detective Corporal	1 Sheriffs Facilities Coordinator	4 Sheriffs Lieutenant
1 Sheriffs Maintenance Mechanic	1 Sheriffs Research Analyst	7 Sheriffs Sergeant
1 Sheriffs Service Specialist	140 Sheriffs Trainee	3 Sheriffs Training Specialist II
2 Sheriffs Training Supervisor	1 Supervising Fiscal Specialist	

Sheriff

2 Positions

1 Director of County Safety&Security	1 Sheriff/Coroner/Public Admin
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LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Sheriff- Operations – Continued

2 Automated Systems Analyst I
 3 Fiscal Specialist
 5 Office Assistant III
 1 Public Service Employee
 1 Secretary II
 6 Sheriffs Aviation Mechanic
 1 Sheriffs Deputy Chief
 2 Sheriffs Pilot
 2 Specialized Enforcement Specialist
 1 Systems Support Analyst III

Special Operations

235 Positions

7 Crime Analyst
 1 Lead Sheriff's Aviation Mechanic
 7 Office Specialist
 14 Safety Unit Extra Help
 1 Sheriff Training Specialist I
 1 Sheriffs Aviation Mechanic Supervisor
 92 Sheriffs Detective Corporal
 26 Sheriffs Sergeant
 1 Supervising Crime Analyst

38 Deputy Sheriff
 2 Office Assistant II
 2 Polygraph Examiner
 4 Secretary I
 1 Sheriff's Emergency Svcs Coord
 4 Sheriffs Captain
 7 Sheriffs Lieutenant
 2 Sheriffs Service Specialist
 1 Supervising Polygraph Examiner

Support Services/Court Services

710 Positions

1 Accountant II
 18 Automated Systems Analyst I
 1 Business Systems Analyst III
 6 Cont Forensic Pathologist
 30 Criminalist II
 3 Deputy Public Administrator
 1 Fiscal Specialist
 1 Indigent Burial Specialist
 9 Office Assistant II
 9 Office Specialist
 19 Public Service Employee
 18 Sheriff's Comm Dispatcher III
 66 Sheriffs Comm Dispatcher I
 2 Sheriffs Communications Mgr
 2 Sheriffs Lead Crime Scene Specialist
 1 Sheriffs Records Manager
 10 Sheriffs Service Specialist
 10 Sherrifs Crime Scene Specialist III
 2 Supervising Office Assistant
 2 Supvsg Fingerprint Examiner
 8 Systems Support Analyst III

1 Accountant III
 7 Automated Systems Technician
 1 Communications Tech I
 1 Crime Laboratory Director
 3 Criminalist III
 156 Deputy Sheriff
 1 Forensic Specialist II (DC)
 1 Laboratory Aid
 24 Office Assistant III
 1 Programmer Analyst II
 3 Safety Unit Extra Help
 4 Sheriffs Captain
 99 Sheriffs Comm Dispatcher II
 5 Sheriffs Custody Specialist
 10 Sheriffs Lieutenant
 8 Sheriffs Records Supervisor
 18 Sheriffs Supv Comm Dispatcher
 3 Student Intern
 5 Supvsg Dpty Coroner Investgr I
 4 Systems Development Team Leader

1 Accounting Technician
 8 Autopsy Assistant
 1 Cont Chief Forensic Pathologist
 1 Crime Scene Specialist II
 20 Deputy Coroner Investigator
 14 Fingerprint Examiner II
 2 Help Desk Technician II
 8 Latent Fingerprint Examiner
 7 Office Assistant IV
 2 Programmer Analyst III
 7 Secretary I
 10 Sheriffs Civil Technician
 1 Sheriffs Communication Admin
 5 Sheriffs Detective Corporal
 29 Sheriffs Records Clerk
 11 Sheriffs Sergeant
 1 Sheriffs Supvsg Crime Scene Specialist
 3 Supervising Criminalist
 1 Supvsg Dpty Coroner Investgr II
 4 Systems Support Analyst II



LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Sheriff- Operations – Continued

Undersheriff 64 Positions

2 Accountant II	5 Accountant III	2 Accounting Technician
2 Administrative Supervisor II	1 Automated Systems Technician	1 Communications Installer
1 Communications Tech I	2 Executive Secretary I	1 Executive Secretary III -Unclass
2 Facilities Project Manager	3 Fiscal Assistant	6 Fiscal Specialist
1 Mechanics Assistant	2 Motor Pool Services Assistant	4 Office Assistant II
1 Office Assistant III	1 Office Specialist	2 Public Service Employee
1 Secretary I	1 Sheriff Deputy Director Admin Svcs	1 Sheriffs Administrative Mgr
1 Sheriffs Captain	1 Sheriffs Financial Manager	1 Sheriffs Fleet Supervisor
2 Sheriffs Lieutenant	2 Sheriffs Maintenance Mechanic	2 Sheriffs Special Assistant
5 Staff Analyst I	3 Staff Analyst II	2 Student Intern
1 Supervising Accountant III	1 Supervising Fiscal Specialist	1 Undersheriff

Valley/Mountain Patrol 233 Positions

140 Deputy Sheriff	1 Deputy Sheriff Resident	1 Motor Pool Services Assistant
6 Office Assistant II	15 Office Specialist	4 Secretary I
4 Sheriffs Captain	3 Sheriffs Custody Specialist	1 Sheriffs Deputy Chief
14 Sheriffs Detective Corporal	5 Sheriffs Lieutenant	25 Sheriffs Sergeant
10 Sheriffs Service Specialist	4 Sheriffs Station Officer	

Sheriff- Detentions

Detentions – Facilities 1,059 Positions

1 Accounting Technician	2 Automated Systems Analyst I	1 Communications Tech I
7 Correctional Nurse II	545 Deputy Sheriff	6 Detention Review Officer I
1 Detention Review Officer II	15 Fiscal Assistant	1 Fiscal Specialist
1 Motor Pool Services Assistant	2 Office Assistant III	1 Safety Unit Extra Help
4 Secretary I	3 Sheriff Training Specialist I	4 Sheriffs Captain
287 Sheriffs Custody Specialist	100 Sheriffs Custody Assistant	1 Sheriffs Deputy Chief
7 Sheriffs Detective Corporal	1 Sheriffs Facilities Coordinator	9 Sheriffs Lieutenant
1 Sheriffs Nurse Supervisor I	1 Sheriffs Nurse Supervisor II	50 Sheriffs Sergeant
3 Sheriffs Training Specialist II	2 Stores Specialist	1 Supervising Fiscal Specialist
2 Supvsg Sheriff's Custody Specialist		



LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Sheriff- Detentions – Continued

Detentions – Support

405 Positions

6 Alcohol & Drug Counselor	1 Applications Specialist	1 Automated Systems Technician
1 Business Systems Analyst II	1 Cont Bakery Occupation Instructor	1 Cont Bakery Occupational Instructor
2 Cont Culinary Instructor	1 Cont Dentist	1 Cont Inmate Applications Admin
1 Cont Sheriff Chaplain H Rng	1 Cont Sheriff Chaplain H Rng W/RTM	1 Cont Sheriff Chaplain L Rng
1 Cont Sheriff Chaplain L Rng W/RTM	4 Cont Sheriff Dentist	1 Cont Sheriff Psychiatrist
1 Cont Sheriff Psychologist	1 Cont Sheriff's Registered Dietitian	20 Correctional Nurse - Per Diem
63 Correctional Nurse II	2 Correctional Nurse III	2 Dental Assistant- Corrections
30 Deputy Sheriff	2 Electrician	3 Fiscal Assistant
1 Fiscal Specialist	24 Health Services Assistant I	1 Inmate Programs Coordinator
1 Inmate Services Manager	46 Licensed Vocational Nurse II- Corrections	10 Licensed Vocational Nurse- Per Diem
5 Maintenance Supervisor	2 Office Assistant II	1 Office Assistant III
1 Office Specialist	2 Painter I	1 Radiologic Technologist II
2 Secretary I	58 Sheriffs Cook II	10 Sheriffs Custody Specialist
7 Sheriffs CustodyAssistant	1 Sheriffs Deputy Chief	1 Sheriffs Detective Corporal
2 Sheriffs Facilities Coordinator	2 Sheriffs Food Service Manager	8 Sheriffs Food Service Sup
1 Sheriffs Food Svcs Director	1 Sheriffs Health Services Mgr	3 Sheriffs Lieutenant
1 Sheriffs Maintenance Manager	31 Sheriffs Maintenance Mechanic	3 Sheriffs Medical Stores Specialist
4 Sheriffs Nurse Supervisor I	7 Sheriffs Nurse Supervisor II	1 Sheriffs Research Analyst
3 Sheriffs Sergeant	5 Sheriffs Training Specialist II	1 Social Service Aide
5 Social Worker II	1 Staff Analyst II	2 Stores Specialist
1 Supervising Office Specialist	1 Supvsg Accountant II	

Undersheriff

3 Positions

2 Accountant II	1 Supervising Accountant III
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Sheriff- Law Enforcement Contracts

Desert Patrol

270 Positions

160 Deputy Sheriff	28 Office Specialist	4 Secretary I
3 Sheriffs Captain	20 Sheriffs Detective Corporal	3 Sheriffs Lieutenant
26 Sheriffs Sergeant	25 Sheriffs Service Specialist	1 Supervising Office Specialist

Valley/Mountain Patrol

344 Positions

1 Crime Analyst	199 Deputy Sheriff	2 Motor Pool Services Assistant
1 Office Assistant III	34 Office Specialist	5 Secretary I
4 Sheriffs Captain	26 Sheriffs Detective Corporal	5 Sheriffs Lieutenant
35 Sheriffs Sergeant	32 Sheriffs Service Specialist	



OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Community Services Group

Community Services Administration

4 Positions

1 Comm Svcs Finance&Ops Chief	1 Community Services Analyst	1 Community Svcs Communications Officer
1 Deputy Executive Officer		

Agriculture/Weights & Measures

Administration

4 Positions

1 Agricultural Comissioner	1 Assistant Agricultural Comm/Sealer	1 Cont Spec Proj Coord/Trainer
1 Executive Secretary II		

Consumer Protection

27 Positions

20 Agricultural Standards Officer IV	3 Agricultural/Standards Tech	1 Deputy Agricultural Comm/Seale
1 Sr. Agricultural /Standards Officer	2 Supvsg Agricultur/Standards Of	

Environmental Protection

7 Positions

3 Agricultural Standards Officer IV	1 Deputy Agricultural Comm/Seale	1 Sr. Agricultural /Standards Officer
2 Supvsg Agricultur/Standards Of		

Office Support

6 Positions

1 Fiscal Specialist	4 Office Assistant III	1 Staff Analyst II
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Pest Prevention

26 Positions

15 Agricultural Field Aide I	1 Agricultural Field Aide II	6 Agricultural Standards Officer IV
1 Cont Canine Assistant	1 Deputy Agricultural Comm/Seale	1 Sr. Agricultural /Standards Officer
1 Supvsg Agricultur/Standards Of		

Airports

Administration

6 Positions

1 Assistant Director of Airports	1 Director of Airports	1 Fiscal Assistant
1 Fiscal Specialist	1 Planner I	1 Staff Analyst II

Apple Valley Airport

6 Positions

1 Airport Maintenance Supervisor	2 Airport Maintenance Worker I	1 Airport Maintenance Worker II
1 Airport Manager	1 Secretary I	

Barstow-Daggett Airport

3 Positions

1 Airport Maintenance Supervisor	2 Airport Maintenance Worker I
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Chino Airport

8 Positions

1 Airport Maintenance Supervisor	4 Airport Maintenance Worker I	1 Airport Maintenance Worker II
1 Airport Manager	1 Secretary I	



OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

County Library

Branch Administration 1

17 Positions

1 County Librarian	1 Graphic Designer I	5 Librarian I
5 Library Assistant	1 Library Assistant II	1 Library Events Coordinator
1 Office Assistant I	1 Payroll Specialist	1 Public Service Employee

Branch Administration 2

10 Positions

1 Automated Systems Analyst I	5 Automated Systems Technician	1 Fiscal Specialist
1 Library Maintenance Coordinator	1 Library Regional Manager	1 Staff Analyst II

Library Region 1

65 Positions

3 Librarian I	1 Librarian II	49 Library Assistant
3 Library Associate	1 Library Regional Manager	5 Public Service Employee
3 Student Intern		

Library Region 2

73 Positions

5 Librarian I	1 Librarian II	54 Library Assistant
2 Library Associate	1 Library Regional Manager	5 Public Service Employee
5 Student Intern		

Library Region 3

72 Positions

4 Librarian I	1 Librarian II	56 Library Assistant
2 Library Associate	1 Library Regional Manager	4 Public Service Employee
4 Student Intern		

Library Region 4

78 Positions

4 Librarian I	2 Librarian II	63 Library Assistant
3 Library Associate	1 Library Regional Manager	5 Public Service Employee

Library Region 5

12 Positions

12 Library Assistant

County Museum

Administration

4 Positions

1 Director County Museum	1 Fiscal Assistant	1 Marketing Specialist
1 Staff Analyst II		

Curator/Exhibits

6 Positions

5 Museum Curator	1 Museum Exhibit Fabricator
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Education

2 Positions

1 Museum Curator	1 Museum Educator
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OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

County Museum – Continued

Support Staff

2 Positions

1 General Maintenance Worker

1 General Services Worker II

Victor Valley & Historic Sites

4 Positions

2 Cont Historic Site Manager

1 Public Service Employee

1 Secretary I

County Museum - Museum Store

Museum Store

4 Positions

2 General Services Worker II

1 Museum Registrar

1 Public Service Employee

Land Use Services - Administration

Administration

16 Positions

2 Accountant III

1 Accounting Technician

1 Administrative Manager

2 Administrative Supervisor I

1 Asst Director of Land Use Svcs

1 Director of Land Use Services

1 Executive Secretary II

3 Fiscal Specialist

1 Land Use Services Coordinator

1 Office Assistant II

1 Payroll Specialist

1 Systems Accountant II

Land Use Services - Planning

Planning

39 Positions

1 Cont General Plan Coordinator

1 Engineering Geologist

1 Environmental Compliance Manager

7 Land Use Technician

1 Land Use Technician Supervisor

4 Office Assistant III

1 Office Assistant IV

4 Planner I

2 Planner II

6 Planner III

1 Planning Director

1 Planning Manager

5 Public Service Employee

1 Secretary I

1 Senior Land Use Technician

2 Supervising Planner

Land Use Services - Building and Safety

Building and Safety

41 Positions

1 Supervising Building & Safety Engineer

1 Building and Safety Engineer

10 Building Inspector II

1 Building Inspector III

1 Building Official

3 Engineering Technician IV

2 Engineering Technician V

4 Land Use Technician

1 Land Use Technician Supervisor

2 Office Assistant III

2 Public Service Employee

6 Public Works Engineer II

1 Public Works Engineer III

1 Public Works Engineer IV

2 Regional Building Inspection Supv

1 Secretary I

2 Senior Land Use Technician



OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Land Use Services - Code Enforcement

Code Enforcement

60 Positions

1 Code Enforcement Chief	18 Code Enforcement Officer II	9 Code Enforcement Officer III
5 Code Enforcement Supervisor	3 Cont Code Enforcemnt Officer I	1 Cont Code Enforcemnt Officer II
7 Fire Hazard Abatement Officer	3 Land Use Technician	1 Land Use Technician Supervisor
8 Office Assistant III	1 Program Manager- Code Enforcement	2 Public Service Employee
1 Secretary I		

Public Works - Surveyor

Administrative Services

2 Positions

1 Accounting Technician	1 Fiscal Assistant
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Field Selection

12 Positions

4 Engineering Technician III	2 Engineering Technician IV	1 Engineering Technician V
1 Supvsg Land Surveyor	4 Survey Party Chief	

Office Section

10 Positions

1 Engineering Technician III	4 Engineering Technician IV	1 Engineering Technician V
1 Land Surveyor	1 Secretary I	1 Supvsg Land Surveyor
1 Survey Division Chief		

Surveyor Administration

1 Positions

1 County Surveyor

Public Works - Transportation Special Revenue Funds - Consolidated

Administration

6 Positions

1 Director of Public Works	1 Executive Secretary II	1 Office Assistant III
2 Payroll Specialist	1 Public Works Communications Officer	

Administrative Services

15 Positions

2 Accountant II	1 Accountant III	1 Accounting Technician
1 Administrative Manager	1 Buying Assistant	2 Fiscal Assistant
1 Public Service Employee	1 Public Works Chief Financial Officer	1 Supervising Accountant III
1 Supvsg Accountant II	1 Supvsg Accounting Technician	1 Systems Accountant I
1 Systems Accountant II		

Budget/Revenue Claiming

5 Positions

2 Accountant III	1 Budget Officer	1 Fiscal Assistant
1 Staff Analyst II		



OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Public Works - Transportation Special Revenue Funds – Continued

Computer Services

10 Positions

1 Automated Systems Analyst II	1 Automated Systems Technician	1 Business Applications Manager
1 Business Systems Analyst II	1 Business Systems Analyst III	1 Department Systems Engineer
1 Office Assistant III	2 Public Service Employee	1 Reproduction Equip Specialist

Contracts/Inspection

20 Positions

4 Engineering Technician III	4 Engineering Technician IV	4 Engineering Technician V
1 Office Assistant II	1 Public Works Engineer II	4 Public Works Engineer III
1 Public Works Engineer IV	1 Secretary I	

Design

31 Positions

4 Engineering Technician III	6 Engineering Technician IV	6 Engineering Technician V
1 Office Assistant III	2 Public Service Employee	6 Public Works Engineer II
3 Public Works Engineer III	1 Public Works Engineer IV	1 Secretary I
1 Supvsg Land Surveyor		

Environmental Management

1 Positions

1 Cont PSG Trans Planner

Operations

191 Positions

35 Equipment Operator I	67 Equipment Operator II	26 Equipment Operator III
4 Maintenance and Const Spv I	12 Maintenance and Const Spv II	13 Maintenance and Const Worker I
17 Maintenance and Const Worker II	2 Office Assistant III	2 Public Service Employee
2 Public Works Operations Supt	10 Public Works Operations Supv	1 Secretary II

Permits

10 Positions

1 Engineering Technician III	5 Engineering Technician IV	1 Engineering Technician V
1 Office Assistant III	1 Public Works Engineer II	1 Public Works Engineer III

Planning

23 Positions

1 Chief Public Works Engineer	2 Engineering Technician III	3 Engineering Technician IV
1 Engineering Technician V	1 Geographic Info Sys Tech III	2 Public Service Employee
4 Public Works Engineer II	3 Public Works Engineer III	1 Public Works Engineer IV
1 Secretary I	1 Supvsg Transportation Analyst	3 Transportation Analyst II

Traffic

26 Positions

5 Engineering Technician II	4 Engineering Technician III	7 Engineering Technician IV
1 Engineering Technician V	1 Incident Reconstruction Spec	1 Office Assistant II
1 Office Assistant IV	2 Public Works Engineer II	2 Public Works Engineer III
1 Public Works Engineer IV	1 Secretary I	



OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Public Works - Transportation Special Revenue Funds – Continued

Traffic Operations Services

21 Positions

1 Equipment Operator II	1 Equipment Operator III	2 Maintenance and Const Spv II
2 Maintenance and Const Worker I	14 Maintenance and Const Worker II	1 Public Works Operations Supv

Public Works - Solid Waste Enterprise Funds - Consolidated

Administration

5 Positions

1 Chief Public Works Engineer	2 Office Assistant III	1 Secretary II
1 Solid Waste Analyst		

Administrative Services

12 Positions

2 Accountant II	1 Accountant III	1 Administrative Supervisor II
1 Budget Officer	5 Fiscal Assistant	1 Staff Analyst II
1 Supvsg Accounting Technician		

Engineering

22 Positions

3 Engineering Technician III	5 Engineering Technician IV	2 Engineering Technician V
2 Landfill Operations Inspector	5 Public Works Engineer II	3 Public Works Engineer III
1 Public Works Engineer IV	1 Staff Analyst I	

Information Technology Services

3 Positions

1 Automated Systems Analyst I	1 Automated Systems Analyst II	1 Automated Systems Technician
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Operations and Scales

42 Positions

6 Landfill Operations Inspector	1 Office Specialist	1 Public Works Operations Supt
1 Public Works Operations Supv	4 Scale Operations Supervisor I	1 Scale Operations Supervisor II
28 Scale Operator		

Solid Waste Programs

8 Positions

1 Cont Recycling Specialist	1 Office Assistant II	3 Recycling Specialist
1 Solid Waste Program Administrator	1 Staff Analyst I	1 Staff Analyst II

Flood Control District

Administration

4 Positions

2 Office Assistant III	1 Personnel Technician	1 Secretary I
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Administrative Services

4 Positions

1 Accountant II	1 Accountant III	1 Accounting Technician
1 Secretary II		

Budget/Revenue Claiming

3 Positions

1 Budget Officer	1 Principal Budget Officer	1 Staff Analyst II
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OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Flood Control District – Continued

Environmental Management/NPDES

31 Positions

1 Cultural Resources Specialist	5 Ecological Resource Specialist	3 Engineering Technician IV
1 Engineering Technician V	1 Fiscal Assistant	1 Office Assistant III
2 Planner II	5 Planner III	2 Public Service Employee
3 Public Works Engineer II	2 Public Works Engineer III	1 Public Works Engineer IV
1 Secretary I	1 Staff Analyst II	2 Supervising Planner

Flood Design

22 Positions

4 Engineering Technician III	4 Engineering Technician IV	4 Engineering Technician V
1 Land Surveyor	4 Public Works Engineer II	2 Public Works Engineer III
1 Public Works Engineer IV	1 Secretary I	1 Supvsg Land Surveyor

Flood Planning

13 Positions

1 Chief Public Works Engineer	2 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

Information Technology

4 Positions

1 Automated Systems Analyst I	1 Automated Systems Technician	2 Business Systems Analyst II
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Operations

73 Positions

1 Chief Public Works Engineer	8 Equipment Operator I	12 Equipment Operator II
9 Equipment Operator III	1 Equipment Parts Specialist I	4 Maintenance and Const Spv I
5 Maintenance and Const Spv II	10 Maintenance and Const Worker I	9 Maintenance and Const Worker II
2 Office Assistant II	2 Office Assistant III	1 Pesticide Applicator
2 Public Service Employee	1 Public Works Arborist	1 Public Works Engineer II
1 Public Works Equip Superintend	1 Public Works Operations Supt	2 Public Works Operations Supv
1 Staff Analyst II		

Permits

14 Positions

1 Engineering Technician III	6 Engineering Technician IV	2 Engineering Technician V
1 Public Service Employee	2 Public Works Engineer III	1 Public Works Engineer IV
1 Secretary I		

Seven Oaks Dam

2 Positions

2 Equipment Operator III

Water Resources

11 Positions

1 Engineering Technician III	2 Engineering Technician IV	3 Engineering Technician V
1 Office Assistant III	2 Public Works Engineer II	2 Public Works Engineer III



OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Real Estate Services - Administration and Finance

Administration

8 Positions

2 Applications Specialist	1 Asset Management Analyst	1 Asst Director of Real Estate Svcs
1 Business Systems Analyst I	1 Cont Director of Real Estate	1 Executive Secretary II
1 Office Assistant III		

Finance

14 Positions

1 Accountant III	1 Accounting Technician	1 Administrative Manager
1 Administrative Supervisor I	5 Fiscal Specialist	1 Office Assistant II
1 Payroll Specialist	3 Staff Analyst II	

Real Estate Services - Leasing and Acquisition

Administration

4 Positions

1 Deputy Director RES Leasing & Acquisition	2 Public Service Employee	1 Secretary II
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Leasing and Acquisition

16 Positions

2 Real Estate Services Manager	1 Real Property Agent I	7 Real Property Agent II
6 Real Property Agent III		

Real Estate Services - Facilities Management

Administration

6 Positions

1 Deputy Director of Facilities Management	3 Parts Specialist	1 Safety & Code Compliance Tech
1 Secretary II		

Custodial

35 Positions

1 Custodial Services Chief	26 Custodian I	4 Custodian II
1 General Services Worker II	3 Supvsg Custodian	

Grounds

5 Positions

1 Facilities Mgmt Operations Supervisor	4 Sprinkler System Worker
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Maintenance

71 Positions

12 Air Conditioning Mechanic	9 Building Plant Operator	1 Building Services Superintendent
5 Electrician	2 Facilities Management Dispatcher	1 Facilities Project Manager
23 General Maintenance Mechanic	4 General Maintenance Worker	2 General Services Worker II
1 Locksmith	5 Maintenance Supervisor	1 Office Assistant III
4 Plumber	1 Supvsg Building Plant Operator	



OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Real Estate Services - Project Management

Administration

6 Positions

2 Capital Improvement Supvsg Project Manager	1 Deputy Director of Project Management	1 Office Assistant III
1 Secretary II	1 Staff Analyst II	

Project Inspection

3 Positions

3 Building Construction Inspector

Project Management

13 Positions

1 A/E Project Development Analyst	3 Capital Improvement Project Manager I	5 Capital Improvement Project Manager II
4 Capital Improvement Project Manager III		

Real Estate Services - Utilities

Utilities

2 Positions

1 Fiscal Specialist	1 Staff Analyst II
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Regional Parks

Administration

11 Positions

1 Administrative Supervisor I	1 Director of Regional Parks	1 Executive Secretary II
1 Fiscal Assistant	1 Fiscal Specialist	1 Office Assistant III
1 Park Planner I	1 Recreation Coordinator	1 Regional Parks Operations Chief
1 Staff Aide	1 Staff Analyst II	

Park Operations

194 Positions

3 Assistant Park Superintendent	1 Fiscal Assistant	34 General Services Worker II
14 Park Ranger II	2 Park Ranger III	3 Park Superintendent
6 Pool Manager	131 Public Service Employee	

Registrar of Voters

Administration Division

23 Positions

1 Chief Deputy Registrar of Voters	1 Education Specialist	1 Elections Analyst
1 Elections Specialist	4 Elections Technician	1 Executive Secretary II
1 Fiscal Specialist	1 Media Specialist I	1 Office Assistant IV
7 Office Specialist	1 Personnel Technician	1 Registrar of Voters
1 Staff Aide	1 Staff Analyst II	



OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Registrar of Voters

Information Technology Division

13 Positions

2 Applications Specialist	1 Automated Systems Analyst I	1 Automated Systems Technician
1 Business Systems Analyst III	2 Elections Services Assistant	1 Elections Technician
1 Geographic Info Systems Tech I	1 Geographic Info Systems Tech II	1 Office Specialist
2 Programmer Analyst II		

Operations Division

22 Positions

1 Chief Deputy Registrar of Voters	9 Elections Services Assistant	1 Elections Specialist
3 Elections Technician	2 Office Assistant III	3 Office Assistant IV
3 Office Specialist		



SPECIAL DISTRICTS CLASSIFICATION LISTING AND POSITION COUNT

Special Districts – Parks Districts Special Revenue Funds – Consolidated

Park Operations

14 Positions

1 P&R Maint Worker II	1 Park Maintenance Worker I	1 Park Maintenance Worker III
8 Public Service Employee	1 Recreation Assistant	1 Recreation Coordinator
1 Recreation Superintendent		

Special Districts - Big Bear Valley Recreation and Park District Rec

Big Bear Valley Recreation and Park Operations

67 Positions

4 Animal Keeper I	1 Assistant Regional Manager	1 Gift Shop Manager
2 Lead Animal Keeper	1 Office Assistant III	4 P&R Maint Worker I
2 P&R Maint Worker II	46 Public Service Employee	2 Recreation Program Coordinator
2 Recreation Superintendent	1 Registered Veterinary Tech	1 Zoo Curator

Special Districts - Bloomington Recreation and Park District

Bloomington Recreation and Park Operations

2 Positions

1 Park Maintenance Worker I	1 Public Service Employee
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Special Districts - Roads Districts Special Revenue Funds – Consolidated

Road Operations

1 Positions

1 Equipment Operator II

Special Districts – General Districts Special Revenue Funds – Consolidated

Administration/General Operations

35 Positions

1 Assessment Technician	1 Automated Systems Analyst I	1 Automated Systems Technician
1 Budget Officer	1 Building Const Engineer III	1 Communications Engineering Tech
2 Construction Inspector	1 Director of Special Districts	2 District Planner
1 District Services Coordinator	1 Div Manager, Fiscal & Admin Services	1 Division Manager, Engineering
1 Division Manager, Operations	1 Engineering Technician III	1 Executive Assistant
1 Fiscal Assistant	3 Fiscal Specialist	1 Maintenance Assistant, SPD
1 MIS Supervisor	1 Office Assistant II	1 Payroll Specialist
1 Programmer Analyst III	6 Public Service Employee	1 Special District Project Manager
2 Staff Analyst II		

Road Operations

3 Positions

1 Assistant Regional Manager	2 District Coordinator
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SPECIAL DISTRICTS

CLASSIFICATION LISTING AND POSITION COUNT

Special Districts

Water/Sanitation Operations

57 Positions

1 Administrative Secretary II	1 Administrative Supervisor I	1 Chief Plant Operator
1 Division Manager, WAS	1 Electrical Specialist	1 Electrical Technician
1 Fiscal Specialist	1 Maintenance Assistant, SPD	14 Maintenance Worker I
8 Maintenance Worker II	5 Maintenance Worker III	1 Office Assistant II
7 Public Service Employee	1 Regulatory Compliance Specialist	1 Sampling Technician
1 Staff Analyst II	1 Storekeeper	1 Treatment Plant Operator II
1 Treatment Plant Operator III	1 Treatment Plant Operator IV	5 Utility Services Associate
2 Water & Sanitation Supervisor		



FIRE PROTECTIONS DISTRICT CLASSIFICATION LISTING AND POSITION COUNT

Fire Protection District – Fire Administration

Administration

4 Positions

1 County Fire Chief	2 Deputy Fire Chief	1 Fire Agency Division Chief
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Administrative Support/PIO

11 Positions

1 CFD Public Info Officer	1 Executive Assistant	1 Media Specialist
2 Office Assistant III	1 Office Specialist	3 Payroll Specialist
2 Public Service Employee		

Budget and Fiscal Services

37 Positions

1 Accountant II	2 Accounting Technician	2 Administrative Supervisor I
2 Budget Officer	4 CFD Accounts Representative	1 Chief Financial Officer
5 Collection Officer	3 Collections Officer II	2 Finance Officer
4 Fiscal Assistant	3 Fiscal Specialist	1 Office Assistant II
2 Public Service Employee	1 Senior Collections Officer	3 Staff Analyst II
1 Supervising Fiscal Specialist		

Human Resources

5 Positions

1 Administrative Supervisor I	2 Human Resources Assistant	1 Payroll Specialist
1 Personnel Services Supervisor		

Management Information Systems

12 Positions

1 Auto Systems Analyst II	2 Automated Systems Analyst I	3 Automated Systems Technician
1 Business System Analyst III	1 Communications Technician	1 Information System Analyst II
1 Information System Analyst III	1 Information Technology Manager	1 Special Projects Leader

Office of the Fire Marshal: Fire Prevention

45 Positions

1 Administrative Secretary II	1 Deputy Fire Marshal	1 Fire Prev Officer/Arson
17 Fire Prevention Officer	3 Fire Prevention Spec/Arson	5 Fire Prevention Specialist
3 Fire Prevention Supervisor	1 Fire Prevention Supv/Arson	4 Front Counter Technician
4 Office Assistant II	4 Office Assistant III	1 Senior Plans Examiner

Special Operations: Training/Safety/EMS

85 Positions

1 Assistant Fire Chief	4 Captain I	1 Cont Wildland Program Coord
1 County Fire Dept Battalion Chief	5 EMS Flight Nurse	3 EMS Flight Paramedic
3 EMS Nurse Educator	1 EMS Training Officer	1 EMS Training Supervisor
3 Engineer	4 Fire Suppression Aide II	4 Fire Suppression Aide III
30 Firefighter Trainee	1 Office Assistant II	1 Office Assistant III
21 Public Service Employee	1 Staff Analyst II	



FIRE PROTECTIONS DISTRICT CLASSIFICATION LISTING AND POSITION COUNT

Fire Protection District – Fire Administration - Continued

Support Services and Warehouse

17 Positions

5 Fire Equipment Technician II	1 Fire Equipment Specialist	1 Fire Equipment Technician 1
2 Fiscal Assistant	1 Maintenance Specialist	3 Office Assistant I
2 SCBA Technician	1 Service Center Supervisor	1 Staff Analyst II

Vehicle Services/Parts

28 Positions

1 Equipment Parts Chaser	20 Fire Agency Mechanic	3 Lead Mechanic
2 Vehicle Parts Specialist	1 Vehicle Services Manager	1 Vehicle Services Supervisor

Fire Protection District - Mountain Regional Service Zone

Mountain Regional Service Zone

90 Positions

1 Administrative Captain	9 Ambulance Operator - EMT	9 Ambulance Operator - Paramedic
1 Assistant Fire Chief	1 Captain	18 Captain I
3 County Fire Dept Battalion Chief	19 Engineer	3 Firefighter
18 Firefighter Paramedic	4 Firefighter Trainee	1 Office Assistant II
1 Office Assistant III	1 Public Service Employee	1 Staff Analyst II

Fire Protection District - North Desert Regional Service Zone

North Desert Regional Service Zone

187 Positions

27 Ambulance Operator - EMT	27 Ambulance Operator - Paramedic	2 Assistant Fire Chief
33 Captain I	6 County Fire Dept Battalion Chief	33 Engineer
6 Firefighter	42 Firefighter Paramedic	5 Firefighter Trainee
2 Office Assistant III	2 Public Service Employee	2 Staff Analyst II

Fire Protection District - South Desert Regional Service Zone

South Desert Regional Service Zone

80 Positions

9 Ambulance Operator - EMT	9 Ambulance Operator - Paramedic	1 Assistant Fire Chief
18 Captain I	3 County Fire Dept Battalion Chief	15 Engineer
2 Firefighter	18 Firefighter Paramedic	3 Firefighter Trainee
1 Office Assistant III	1 Staff Analyst II	

Fire Protection District - Valley Regional Service Zone

Office of Emergency Services

1 Positions

1 County Fire Dept Emergency Officer



FIRE PROTECTIONS DISTRICT

CLASSIFICATION LISTING AND POSITION COUNT

Fire Protection District - Valley Regional Service Zone

Valley Regional Service Zone

339 Positions

2 Assistant Fire Chief	93 Captain I	12 County Fire Dept Battalion Chief
93 Engineer	24 Firefighter	108 Firefighter Paramedic
1 Office Assistant II	4 Office Assistant III	2 Staff Analyst II

Fire Protection District - Hazardous Materials

Hazardous Materials

48 Positions

1 Administrative Secretary II	1 Administrative Supervisor I	2 CFD Administrative Sec I
1 CFD Environmental Tech II	1 Deputy Fire Marshal	1 Fire Marshall
1 Front Counter Technician	18 HM Specialist II	3 HM Specialist II/HM Resp Team
3 HM Specialist III	3 HM Specialist IV	1 HM Specialist IV/HMRT
2 HM Specialist/HM Resp Team	2 Office Assistant II	3 Office Assistant III
1 Office Specialist	1 Public Service Employee	1 Staff Analyst II
2 Supvg HM Specialist		

Fire Protection District - Household Hazardous Waste

Household Hazardous Waste

23 Positions

2 CDF Environmental Spec III	5 CFD Environmental Tech II	2 CFD Environmental Tech III
7 Environmental Tech I	1 HH Waste Event Coordinator	1 HM Specialist III
2 Household Haz Mat	1 Office Assistant II	1 Office Assistant III
1 Supvg HM Specialist		

Fire Protection District - Office of Emergency Services

Budget and Fiscal Services

3 Positions

1 Fire Equipment Technician 1	2 Staff Analyst II
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Office of Emergency Services

17 Positions

1 Administrative Secretary II	1 Administrative Supervisor I	1 Asst Emergency Svcs Manager
1 Computerized Mapping Analyst	7 County Fire Dept Emer Svcs Officer	2 County Fire Dept Sup Emer Svcs Ofcr
1 Emergency Services Manager	3 Office Assistant III	



OTHER AGENCIES

CLASSIFICATION LISTING AND POSITION COUNT

In-Home Supportive Services Public Authority

Administrative Services Unit

6 Positions

- | | | |
|----------------------------------|---------------------------------|----------------------------------|
| 1 Cont IHSS PA Off Assistant III | 2 Cont IHSS PA Office Asst II | 1 Cont IHSS PA Office Specialist |
| 1 Cont IHSS PA Secretary I | 1 Cont IHSS PA Staff Analyst II | |

Enrollment and Development Unit

10 Positions

- | | | |
|----------------------------------|-------------------------------|-------------------------------|
| 1 Cont IHSS PA Off Assistant III | 6 Cont IHSS PA Office Asst II | 2 Cont IHSS PA Office Asst IV |
| 1 IHSS PA Sup Office Spec | | |

Executive Director and Admin Sup

2 Positions

- | | |
|------------------------------|-----------------------------------|
| 1 Cont IHSS PA Admin Supv II | 1 Cont Executive Director IHSS PA |
|------------------------------|-----------------------------------|

Provider Support Unit

9 Positions

- | | | |
|----------------------------------|-----------------------------------|-------------------------------|
| 1 Cont IHSS PA Off Assistant III | 5 Cont IHSS PA Office Asst II | 1 Cont IHSS PA Office Asst IV |
| 1 Cont IHSS PA Office Specialist | 1 Cont IHSS PA Supvsg Office Asst | |

Registry Services Unit

10 Positions

- | | | |
|----------------------------------|---------------------------------|-------------------------------------|
| 4 Cont IHSS PA Off Assistant III | 5 Cont IHSS PA Social Worker II | 1 Cont IHSS PA Supvsg Social Worker |
|----------------------------------|---------------------------------|-------------------------------------|

Inland Counties Emergency Medical Agency

Administration

11 Positions

- | | | |
|--------------------------------|-------------------------------------|-------------------------------|
| 1 Cont Emer Medical Svcs Admin | 2 Emergency Medical Svcs Specialist | 1 EMS Assistant Administrator |
| 1 EMS Investigator | 1 Executive Secretary II | 1 Fiscal Specialist |
| 2 Office Assistant III | 1 Staff Analyst I | 1 Staff Analyst II |

Medical Disaster Preparedness Program

2 Positions

- | | |
|-------------------------------------|--|
| 1 Emergency Medical Svcs Specialist | 1 Sr Emergency Medical Svcs Specialist |
|-------------------------------------|--|

Performance Based Contracts

5 Positions

- | | | |
|---------------------------------|------------------------|-------------------------------------|
| 1 Cont EMS Technical Consultant | 1 Office Assistant III | 1 Public Health Program Coordinator |
| 1 Public Service Employee | 1 Statistical Analyst | |

Pre-Hospital and Trauma Programs

2 Positions

- | | |
|------------------------|---------------------------------|
| 1 Cont EMS Coordinator | 1 Cont EMS Specialty Care Coord |
|------------------------|---------------------------------|

OTHER AGENCIES

CLASSIFICATION LISTING AND POSITION COUNT

Housing Authority of the County of San Bernardino

Administration

116 Positions

1 Accountant I	2 Accountant II	2 Accounting Supervisor
2 Accounting Technician I	2 Accounting Technician II	1 Administrative Assistant
18 Administrative Services Specialist	3 Affordable Housing Specialist	1 Application & Database Admin
1 Asset Management Analyst	1 Assist Director of Housing Services	1 Career Readiness Coordinator I
1 Career Readiness Coordinator II	2 Community Manager	1 Compliance and Admissions Specialist
1 Deputy Executive Director	1 Director of Career Development Initiatives	1 Director of Human Resources
1 Director of Operations	1 Director of Policy & Public Relations	1 Executive Assistant
1 Executive Director	1 Finance Manager	1 FSS Services Coordinator I
1 FSS Services Coordinator II	1 Help Desk Technician I	1 Homeownership Specialist
1 Housing Services Manager	24 Housing Services Specialist	5 Housing Services Supervisor
1 Human Resources Generalist	1 Information Systems Support Analyst	1 IT Manager
1 Lead Admin Services Specialist	3 Lead Housing Services Specialist	1 Leasing Consultant
2 Management Analyst	1 Procurement & Contracts Supervisor	2 Procurement Officer
1 Program Integrity Compliance Inspector	1 Programs Analyst	1 Project Manager
1 Property Compliance Manager	4 Property Manager	1 Real Estate Develop. Mngr
1 Rehab Project Coordinator	9 Resident Manager On Site	1 Sr Regional Comm Manager
1 Sr. Management Analyst	1 Sr. Rehab Project Coordinator	

Maintenance

28 Positions

4 Maintenance Supervisor	18 Maintenance Technician	6 Porter
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CURT HAGMAN
CHAIRMAN

Fourth District Supervisor

JOSIE GONZALES
VICE CHAIR

Fifth District Supervisor

ROBERT A. LOVINGOOD
First District Supervisor

JANICE RUTHERFORD
Second District Supervisor

DAWN ROWE
Third District Supervisor



BOARD OF SUPERVISORS

Gary McBride

Chief Executive Officer

COUNTY ADMINISTRATIVE OFFICE

385 North Arrowhead Avenue, 5th Floor
San Bernardino, California 92415