COUNTY OF SAN BERNARDINO

2014 / 2015
ADOPTED BUDGET

SAN BERNARDINO COUNTY

GOVERNMENT FINANCE OFFICERS ASSOCIATION

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July 1, 2013

Executive Director

County of San Bernardino

Message from the Chief Executive Officer 1
County Profile 14
County Budget Overview 19
County Budget Summary 32
Discretionary General Funding 54
Long Term Debt 97
County Long Term Debt 99
Flood Control District Long Term Debt 102
Special Districts Department Long Term Debt 104
Legal Debt Limit and Debt Per Capita 106
Summary of Related Laws, Policies and Procedures 107

Administration

Administration Summary 117
Board of Supervisors Summary 118
Board of Supervisors 119
Board Discretionary Fund 123
Clerk of the Board 125
County Administrative Office Summary 130
County Administrative Office 133
Litigation 136
County Counsel 138
Finance and Administration Summary 144
Finance and Administration 147
Capital Facilities Leases 150
Disaster Recovery Fund 152
Fleet Management 154
Human Resources Summary 161
Human Resources 165
The Center for Employee Health and Wellness 168
Unemployment Insurance 171
Commuter Services 173
Employee Benefits and Services 176
Information Services Summary 179
GIS and Multi-Media Services 182
Computer Operations 185
Telecommunication Services 189
Application Development 193
Purchasing Summary 196
Purchasing 200
Printing Services 203
Surplus Property and Storage Operations 206
Mail/Courier Services 209
Risk Management Summary 212
Operations 216
Insurance Programs 219
Local Agency Formation Commission 221
County Schools 223

Arrowhead Regional Medical Center
Arrowhead Regional Medical Center Summary 227
Arrowhead Regional Medical Center 228
Medical Center Lease Payments 240

Economic Development Agency
Economic Development Agency Summary 243
Economic Development Agency 244
Economic Development Summary 246
Economic Development 249
Community Development and Housing Summary 252
Community Development and Housing 255
Workforce Development 258

Fiscal
Fiscal Summary 267
Assessor/Recorder/County Clerk Summary 268
Assessor/Recorder/County Clerk 271
Recorder Special Revenue Funds - Consolidated 274
Auditor-Controller/Treasurer/Tax Collector Summary 278
Auditor-Controller/Treasurer/Tax Collector 282
Redemption Restitution Maintenance 286

Human Services
Human Services Summary 289
Human Services 290
Health Administration Summary 292
Health Administration 294
Master Settlement Agreement 298
Behavioral Health Summary 300
Behavioral Health 303
Mental Health Services Act 308
Special Revenue Funds - Consolidated 314
Public Health Summary 317
Public Health 322
California Children's Services 326
Indigent Ambulance 330
Special Revenue Funds - Consolidated 332
Human Services-Administrative Claim 335
Aging and Adult Services Summary 351
Aging and Adult Services 354
Public Guardian-Conservator 357
Child Support Services 360
Wraparound Reinvestment Fund 366
Human Services Subsistence Funds – Consolidated 370
Preschool Services 377
Veterans Affairs 384

Law and Justice
Law and Justice Summary 391
County Trial Courts Summary 392
Drug Court Programs 394
Grand Jury 396
Indigent Defense Program 398
Court Facilities/Judicial Benefits 401
Court Facilities Payments 403
Trial Court Funding – Maintenance of Effort (MOE) 405
Courthouse Seismic Surcharge 407
Alternate Dispute Resolution 409
Registration Fees 411

Law and Justice - Continued

District Attorney Summary 413
Criminal Prosecution 417
Special Revenue Funds - Consolidated 421
Law and Justice Group Administration Summary 425
Law and Justice Group Administration 428
Special Revenue Funds - Consolidated 430
Probation Summary 433
Administration, Corrections and Detentions 436
Juvenile Justice Grant Program 441
Special Revenue Funds - Consolidated 443
Public Defender 446
Sheriff/Coroner/Public Administrator Summary 452
Sheriff/Coroner/Public Administrator 457
Sheriff - Detentions 463
Sheriff - Law Enforcement Contracts 467
Special Revenue Funds - Consolidated 470

Operations and Community Services

Operations and Community Services Summary 475
Agriculture/Weights and Measures Summary 477
Agriculture/Weights and Measures 480
California Grazing 483
Airports Summary 485
Airports 489
Special Revenue Funds – Consolidated 492
CSA 60 – Apple Valley Airport 495
CSA 60 – Apply Valley Airport – Capital Improvement Fund 497
Architecture and Engineering 499
County Library 505
County Museum Summary 511
County Museum 514
Museum Store 517
Land Use Services Summary 520
Administration 524
Planning 527
Building and Safety 530
Code Enforcement 533
Fire Hazard Abatement 536
Land Development 539
Public Works Summary 542
Surveyor 547
Monument Preservation 550
Transportation Special Revenue Funds – Consolidated 552
Solid Waste Enterprise Funds – Consolidated 560
San Bernardino County Flood Control District - Consolidated 565
Flood Control Equipment 571
Real Estate Services Summary 573
Real Estate Services 577
Rents and Leases 580
Courts Property Management 582
Chino Agricultural Preserve 584
Facilities Management Division 586
Utilities 589
Regional Parks Summary 592

Operations and Community Services-Continued

Regional Parks 596
Special Revenue Funds - Consolidated 600
Active Outdoors 603
Registrar of Voters 606
Special Districts
Fish and Game Commission....612

Special Districts Department

Special Districts Department Summary....615
Special Districts Department 616
General Districts - Consolidated 620
CSA 70 HL Havasu Lake 626
Park Districts – Consolidated....628
Big Bear Valley Recreation and Park District - Consolidated 635
Bloomington Recreation and Park District 639
Road Districts - Consolidated 641
Sanitation Districts - Consolidated....651
Streetlight Districts - Consolidated....655
Water Districts - Consolidated 659
Capital Improvement Program....663
Reserves....674

Fire Protection District

San Bernardino County Fire Protection District Summary....677
San Bernardino County Fire Protection District (SBCFPD)....678
Fire Administration 682
Mountain Regional Service Zone....686
North Desert Regional Service Zone 689
South Desert Regional Service Zone 693
Valley Regional Service Zone....697
Community Facilities District 2002-2 700
Hazardous Materials 702
Homeland Security Grant Program....705
Household Hazardous Waste 707
Office of Emergency Services 710
Term Benefit and Capital Replacement Set-Asides 713

Other Agencies

Other Agencies Summary 715
In-Home Supportive Services Public Authority 716
Economic and Community Development Corp. 722
County Industrial Development Authority (CoIDA)....724
Inland Counties Emergency Medical Agency 726

Capital Improvement Program

Capital Improvement Program Summary....733
Capital Improvement Program....734

Appendices

Appendix A – Budget by Group/Agency....783
Appendix B – Change in Fund Balance 797
Appendix C – Budget Unit Listing....799
Appendix D – Budget Book Definitions 811
Appendix E – Budget Book Acronyms 819
Appendix F – Financial Schedules....824

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SAN BERNARDINO COUNTY

County Administrative Office

Gregory C. Devereaux
Chief Executive Officer

June 2014

I hereby submit the 2014-15 Adopted Budgets, guided by the Countywide Vision. The Countywide Vision calls for the creation of a "complete county" that capitalizes on its many assets to collaboratively establish a sustainable system of economic opportunity, education, well-being and amenities. The Countywide Vision and the Board adopted County Goals and Objectives provide County government with clearer direction as it makes budget decisions.

This document includes the 2014-15 Adopted Budgets for the County, Board Governed Special Districts and Other Agencies governed by the Board of Supervisors. In prior years these budgets have been presented in separate budget documents.

In this document you will see that County departments, Board Governed Special Districts and Other Agencies built their 2014-15 spending plans to achieve the County Goals and Objectives. For 2014-15 each department has re-examined performance measures to ensure they are attainable and relevant to the department's core mission, and that they tie directly to the 2014-15 County Goals and Objectives.

The 2014-15 Adopted Budget of $4.9 billion is balanced and is consistent with policy direction received from the Board of Supervisors. No reserves are being used to fund ongoing costs. There is limited use of one-time sources to fund operating costs. The 2014-15 Adopted Budgets address the following key issues:

- Funding of the first phase of the High Desert Detention Center staffing with ongoing sources
- Fully funding the annual earned leave liability with ongoing sources
- Revenue reductions in Law and Justice programs
- Funding key transportation projects in Public Works
- Shortfalls in the County Museum
- Asset replacement needs

THE BUDGET IN BRIEF

This budget book presents the County General Fund and County Restricted General Funds. It also presents Capital Project Funds, Special Revenue Funds, Enterprise Funds and Internal Service Funds for all entities presented in the 2014-15 Adopted Budget book including the County, Board Governed County Service Areas, San Bernardino County Fire Protection District, San Bernardino County Flood Control District, Big Bear Valley Recreation and Park District, and Bloomington Recreation and Park District. Other agencies presented in this budget book include County Industrial Development Authority, Economic and Community Development Corporation, In-Home Supportive Services Public Authority, and Inland Counties Emergency Medical Agency. The total requirements for these funds in 2014-15 are $4.9 billion, which includes amounts that are not planned to be spent, that are budgeted as contingencies or contributions to reserves. Excluding these amounts, total projected expenditures for 2014-15 are $4.4 billion.

BOARD OF SUPERVISORS
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Gregory C. Devereaux, Chief Executive Officer

General Fund requirements total $2.7 billion and are funded by countywide discretionary revenues (primarily property taxes), departmental revenues, and other funding sources of the General Fund. Of this $2.7 billion, only $521.1 million is truly discretionary.

	Requirements (In Millions)		
	2013-14 Final	2014-15 Adopted	Change
General Fund	$ 2,811.2	$ 2,670.6	$ (140.6)
Restricted General Funds	109.5	55.0	(54.5)
Capital Project Funds	226.9	218.0	(8.9)
Special Revenue Funds	1,073.3	1,070.7	(2.6)
Enterprise Funds	727.3	650.2	(77.1)
Internal Service Funds	213.9	225.1	11.2
Permanent Funds	1.6	1.6	0.0
	$ 5,163.7	$ 4,891.2	$ (272.5)

The $140.6 million decrease in General Fund requirements includes a reduction of $59.9 million due to decreased intergovernmental transfers required for Disproportionate Share Hospital (DSH), Delivery Reform Incentive Payments, and Medi-cal managed care programs in the Health Administration budget unit. This includes a reduction due to the return in 2013-14 of excess DSH funds received for 2011-12 and 2012-13. DSH is a federal matching program that assists the County in funding uninsured patients.

General Fund requirements are also decreasing as a result of decreased contributions to General Fund Reserves of $85.0 million. This is due to 2013-14 contributions of $120.6 million approved by the Board in the Third Quarter Budget Report. These contributions to Reserves were funded by substantial one-time monies received in 2012-13 related to the dissolution of Redevelopment Agencies and a rebate from the County's Workers Compensation program. In the County General Fund, budgeting for future projects, economic uncertainties, and unallocated resources will shift from appropriating these amounts in contingencies to contributing these amounts to reserves. This change in philosophy will appropriately characterize the multi-year nature of projects, economic impacts and needs to be addressed with limited General Fund resources. Changes to align the County's budget and finance policies to this shift in philosophy will be brought to the Board for approval in the upcoming fiscal year.

The $54.5 million decrease in Restricted General Funds is also caused primarily by the return to the State, in 2013-14, of overpayments made to the County in 2011-12 and 2012-13 of Disproportionate Share Hospital (DSH) payments described above.

The $8.9 million decrease in Capital Project Funds is primarily due to the completion of the High Desert Detention Center (formerly known as Adelanto Detention Center) in 2013-14.

The decrease of $77.1 million in Enterprise Funds is primarily due to a reduction in operating expenses at the Arrowhead Regional Medical Center ($34.0 million) due to less than anticipated patient volumes as a result of the Affordable Care Act and the conclusion of the Low Income Health Program (LIHP) and its associated costs. Additionally, requirements of the Arrowhead Regional Medical Center are decreasing by $39.1 million due to the one-time repayment in 2013-14 to the State of an overpayment

of 2011-12 and 2012-13 Disproportionate Share Hospital (DSH) revenues and the completion of various capital projects.

Internal Service Funds requirements are increasing $11.2 million primarily due to the addition of the Information Services Department's (ISD) new internal service fund in 2014-15. The Application Development Unit has been moved from the General Fund to an internal service fund as this unit provides services to County departments and recovers all costs via a billable hourly programming rate.

	Budgeted Staffing		
	2013-14 Final	2014-15 Adopted	Change
County General Fund	13,795	13,759	(36)
County - Other Funds	6,041	6,264	223
Special Districts and Other Agencies	1,246	1,283	37
	21,082	21,306	224

Budgeted staffing for 2014-15 is 21,306, an increase of 224 positions from the 2013-14 Final Budget. General Fund staffing is decreasing by 36 positions, primarily resulting from the transfer of staff from the Application Development unit of ISD to an Internal Service Fund. This decrease is offset by an increase in staffing in the Human Services' Transitional Assistance Department, due to changes in programs and the State's focus on Work Performance Rates.

Staffing in Other County Funds is increasing by 223 positions from 6,041 to 6,264, which includes the transfer of employees from the Application Development Unit of ISD to an internal service fund. Arrowhead Regional Medical Center (ARMC) is increasing staff to address existing operational needs related to regulatory requirements, quality improvement, and to maintain staffing ratios based on volume. Additionally, staffing is increasing in the Behavioral Health Mental Health Services Act fund for the expansion of regional clinical services, clinical assessment services, recovery based engagement support teams and administrative support. Increased staffing in Preschool Services will enable the department to serve an additional 250 children as a result of the restoration of federal sequestration funds.

Special Districts and Other Agencies is increasing by 37 positions primarily due to the addition of positions in the Fire Protection District to provide support to the Land Use Fuel Clearing Program, provide full time supervision to the Inmate Fire Crew Program that will be in full force by the end of 2015, and to reflect the expansion of the contract with the Fontana Fire Protection District.

HIGHLIGHTS OF 2014-15 ADOPTED BUDGET

Following are highlights of programmatic and budgetary proposals included in the Adopted Budget as they relate to the 2014-15 County Goals as adopted by the Board of Supervisors on February 25, 2014.

Implement the Countywide Vision

- The County Administrative Office will continue to support operation of the Countywide Vision Element Groups as they, in partnership with SANBAG, pursue activities to advance the adopted Regional Goals.

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

- Economic Development Department will continue to compete globally for investment and job growth by developing strong regional and national business relationships and providing resources, programs and incentives to maximize job creation.

- Economic Development Department will expand a domestic tourism strategy to brand San Bernardino County's desert and mountain regions to generate awareness and economic activity for the County's tourism assets.

- The Real Estate Services Department partnered with the City of Ontario to bring the public a new state-of-the-art Public Health Clinic, Lab, and Women Infants and Children's facility, slated to open in Ontario in fall 2014, creating new investment and office construction in the community.

- The Economic Development Agency (EDA) will continue to support businesses entering and operating in the County by ensuring that Workforce Investment Act (WIA) funding assists with business services and training for specific workforce skills. Through these efforts, EDA will work to keep existing businesses thriving and create an environment that is appealing to businesses looking to relocate.

- Through a partnership with the Transitional Assistance Department (TAD), the Workforce Development Department (WDD) will deploy $3.0 million dollars to place up to 750 CalWORKs youth in paid work experience.

- Workforce Development Department (WDD) has received a revenue agreement of $500,000 with the State Department of Corrections and Rehabilitation to provide Employment Services to the soon-to-be released prison population.

Improve County Government Operations

- The County Administrative Office will ensure employees know that they and their work are valued. One step towards that objective in 2014-15 will be the launch of the 'Employee Showcase' as a forum for County employees to present innovative ideas in support of the County Goals to senior managers and the Chief Executive Officer.

- Finance and Administration will continue to implement strategies to improve efficiency and effectiveness. The key component of reaching that objective will be presenting accurate and timely budget and financial information to the County Administrative Office and the Board of Supervisors.

- A team consisting of the Auditor-Controller/Treasurer/Tax Collector, County Administrative Office, Finance and Administration, Human Resources, and Information Services Department will evaluate proposals for the County's Enterprise Financial Management System and a vendor will be selected. Implementation will begin in 2014-15. The new financial system will streamline business processes and provide better management information.

- Auditor-Controller/Treasurer/Tax Collector budget includes a new Systems Accountant II position in Property Tax to assist with system processes and increased complex workload

relating to the dissolution of Redevelopment Agencies, and an Accountant II in Central Payroll to comply with reporting requirements associated with the Affordable Care Act.

- Facilities Management, in collaboration with the Information Services Department and Architecture and Engineering, integrated six different heating, ventilation and air conditioning (HVAC) building automation systems in 31 buildings into one networked system, utilizing the County's Wide Area Network and allowing remote control, diagnostic and system failure alerts to improve the efficiency and response times to County buildings for HVAC issues. In 2014-15, additional funding has been allocated in the Capital Improvement Program (CIP) to upgrade HVAC controls at six County buildings.

- Beginning in 2011-12, the Board allocated $44.5 million in one-time discretionary general funding to acquire space in San Bernardino and Victorville and to complete tenant improvements, seismic retrofits and modernization of certain existing buildings in San Bernardino. Funding of $3.7 million has been added from the annual CIP base budget allocation and $1.6 million is added in 2014-15, bringing the total funding for the estimated $89.5 million total project cost to $49.8 million. In addition to the amount budgeted in the CIP, the County has set aside $4.0 million in reserves for this project. In 2014-15, tenant improvements will be completed for the 303 W. 3rd Street and 268 Hospitality Lane buildings in San Bernardino, design will be completed for 222 Hospitality Lane, 316 Mtn. View Avenue and for the County Government Center campus street and parking lot improvements.

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

- Public Health Department budget includes a consultant to help facilitate a Local Public Health System Assessment that will assist the department through its strategic planning efforts, and also assist in the department's accreditation efforts, which are intended to ensure the department is focused on constant quality improvement and improved transparency and accountability to its stakeholders. In addition, the budget includes a reorganization of the Health Policy and Development Division, which is intended to ensure that all departmental efforts and initiatives are aligned and working towards achieving the Wellness Element of the Countywide Vision.

- The Information Services Department (ISD) Application Development division is being transitioned from the General Fund to an Internal Service Fund (ISF) beginning in 2014-15. As the division's computer programming labor services are rendered, customers will be billed, which will fund this department. This change will make the user department budgets more reflective of the true cost of operating and will allow Application Development to use retained earnings to fund future equipment purchases in a more timely and cost efficient manner. This transition requires a loan of $2.3 million from the Telecommunication Services fund (IAM ISD) for an estimated two months' operating expenses for the new ISF.

- The Land Use Services Department, in partnership with the Information Services Department, Department of Public Works, as well as other County departments, began implementation of Accela Automation, an enterprise land management system that facilitates interdepartmental communication and cooperative processing in a shared data environment. This solution will be key to the County's success in achieving its goal of operational efficiency and a business-

friendly approach for the review and processing of land use applications and permits. The 2014-15 budget includes an allocation of $2.2 million in Discretionary General Funding to the Reserve for the Permit System Upgrade, bringing the total funded amount for this project to $4.9 million.

Operate in a Fiscally Responsible and Business-like Manner

- Arrowhead Regional Medical Center (ARMC) budget includes the addition of 18 limited term clinical and support positions to reduce the use of overtime, temporary help, and nursing registry to provide improved response to volume fluctuations and operational needs as a result of the implementation of the Affordable Care Act.

- The Regional Parks Department has been working to reduce utility costs at its park locations, and in particular at Prado Regional Park. Prado receives water and sewer service from the Inland Empire Utilities Agency (IEUA), a municipal water district. The County entered into an agreement in 1976 with the Chino Basin Water District for water and sewer service, which was assumed by IEUA in 1998. Regional Parks is working as part of a County team to negotiate a new water and sewer agreement to reduce costs for the park.

- Investment of capital resources to reduce energy costs continues through the energy efficiency program partnership with Southern California Edison and Southern California Gas. In 2013-14, Architecture and Engineering completed six projects that reduced energy consumption, resulting in estimated ongoing utility savings of $120,000 per year and incentives from the utility companies of $180,000. In 2014-15, the department anticipates completion of four projects with annual savings of 1.4 million kilowatt hours, $190,000 annual savings, and over $600,000 in incentives.

- Special Districts Department's budget reflects an increase in reserves for water and sanitation districts of $2.6 million. The department implemented a policy to have all water and sanitation districts contribute an amount equal to 40% of their operating funds to capital replacement reserve funds. These funds will help ensure the long term sustainability of the district's infrastructure.

- After saving approximately $1.2 million on the property insurance premium, Risk Management will continue negotiating insurance renewals to reduce premium costs and obtain more favorable coverage terms for the County. Additionally, Risk Management will be providing Workers' Compensation coverage for Preschool Services contracted employees as of July 1, 2014 at significant premium savings for the department.

- The Purchasing budget includes the addition of one buyer position, which is funded by Fleet Management, in order to provide enhanced procurement services to Fleet Management.

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

- The 2014-15 Adopted Budget includes a one-time allocation of $308,537 of discretionary general funding from the County General Fund Reserves for the Land Use Services - Planning Division to continue to update the General Plan, to create more specific community plans to better reflect the unique character of all areas of the County, and to amend the development code and master plans. These revisions will ensure the most appropriate standards are being

applied in all areas of the County and will be accomplished over an estimated three-year period. The additional funding requirements necessary to complete this project are estimated at $6.6 million. $5.1 million of this amount resides in County General Fund Reserves, and $1.5 million is the amount allocated in the department's budget in 2013-14 that remained unspent at the end of that fiscal year.

- The Registrar of Voters budget fluctuates based on a 4-year election cycle, with the Presidential Election being the largest and most costly of the major elections. The department is transitioning from a 2 major election cycle in 2013-14 to a one major election cycle in 2014-15. The 2014-15 budget includes provisions for one minor and one major election as follows: July 8, 2014, for the City of Chino Special Election (minor); and the November 4, 2014 Gubernatorial General Election (major). The minor election is 100% reimbursable; however the major Gubernatorial General Election is only 27% reimbursable, which requires significant Net County Cost funding for the year.

- The County Museum budget reflects reductions in sources of approximately $518,000 primarily due to state and federal contracts ending with no replacement contracts currently approved, and by scaling back fee and program revenue projections to a conservative level. One vacant position is deleted as a result thereof, and this is the second consecutive fiscal year that the Museum has experienced a significant revenue downturn. Net County Cost of $2.7 million represents an increase of $570,958 in one-time bridge funding necessary to sustain Museum operations at the current level while a comprehensive study is conducted with respect to reorganizing and developing innovative solutions for the Museum's financial challenges. Included in Net County Cost is a $125,000 one-time amount for the transition of the Victor Valley Museum.

- Regional Parks will continue to expand amenities at the Calico Ghost Town campgrounds by using Off-Highway Vehicle funding to improve and add camping cabins, renovate restrooms, and to improve the Calico Bunkhouse. These improvements will result in additional revenues for the department and the concession operators, as well as encouraging new domestic and international tourism from "Families in Travel".

- Regional Parks, through ongoing communication and a broadening partnership with venue operators, will make improvements in order to enhance the visitor's experience. Live Nation will increase musical entertainment and festivals at the Glen Helen venue. Lake Gregory Recreation Co., the new operators and managers of Lake Gregory Regional Park, have made many improvements, including a huge, inflatable water feature "Splash Island" and updated catering services at both the San Moritz Lodge and the Cove Snack Bar.

- Community Development & Housing will implement the Bloomington community and neighborhood revitalization efforts by securing the remaining financial resources and commencing construction of the 106 unit, multi-generational housing community and the new 6,500 square foot Bloomington Branch Library on Valley Boulevard.

- Special Districts Department's budget includes $28.0 million of capital improvement projects in 2014-15, of which, $20.4 million is programmed in construction funds and $7.6 million in operating funds. Capital improvement projects programmed in the department's construction funds include the design and construction for the relocation of the Big Bear Alpine Zoo, additional improvements at Kessler Park in Bloomington Recreation and Park District, and road

paving and slurry seal projects. Additionally, the department has numerous sewer and water system improvement projects programmed.

- Special Districts Department's operating funds budget includes $7.6 million in capital improvement projects for Architecture and Engineering and Regional Parks such as the Lake Gregory Dam project, which is funded by a one-time contribution of $4.0 million in discretionary general funding, Glen Helen Waterline project, which is also funded by a one-time contribution as well as the Glen Helen Lift station and Mojave Narrows improvement projects.

- The Public Works - Transportation budget includes over $25.0 million in major infrastructure projects in 2014-15, funded in part with a one-time contribution of $5.7 million in discretionary general funding to complete construction of the following:

  - Glen Helen Parkway grade separation,
  - Contribution towards the Slover Avenue and San Bernardino Avenue widening projects,
  - Local match for the Glen Helen Parkway bridge replacement project,
  - Funding for bridge studies on the National Trails Highway, and
  - Construction of a sidewalk near the Joshua Tree National Park Visitor's Center.
  - Other major infrastructure projects include:
    - Contributions to the Cherry Avenue at Interstate 10 interchange improvements,
    - Contributions to the Yucca Loma Bridge/Yates Road widening project,
    - A signal on Central Avenue at Phillips Boulevard, and
    - Grant matching contributions for the National Trails Highway raised pavement markers and flashing lighted crosswalks on Pacific Street and Beech Avenue.

- The Public Works - Transportation budget will maintain the County roadway system pavement in good to very good condition by completing $18.0 million in pavement improvement projects, including surface treatments on 107.9 miles and rehabilitating and overlaying 12.4 miles of roads. Additionally, to improve the access to the Sheriff facility, a previous one-time contribution of $6.0 million in discretionary general funding will help fund improvements on Institution Road to reconstruct and improve the roadway surface.

- The Public Works - Solid Waste Management Division plans to complete capital improvement projects and continue routine landfill gas and groundwater operations, maintenance, and monitoring which includes: $1.7 million for the final closure construction of the South and West slopes of Unit 1 at Mid-Valley Sanitary Landfill (MVSL); $2.3 million for liner construction at MVSL, and $1.2 million for expansion activities at Apple Valley, Barstow, San Timoteo, and Landers Sanitary Landfills; $11.8 million in environmental mitigation and monitoring activities including construction of landfill gas extraction systems (LFGES) at Big Bear and Barstow Sanitary Landfills, monitoring and maintenance of the LFGES and groundwater monitoring systems at active and closed landfills and disposal sites within the County's waste disposal system, and construction of the Heaps Peak East Slope Stabilization project; and $3.1 million for the construction of new entrance roads and scale houses at the Heaps Peak Transfer Station and the San Timoteo Landfill.

- The Public Works – Flood Control District (District) budget includes $49.5 million in capital improvement projects in 2014-15. The District anticipates completion of the Mountain View Acres Storm Drain project and the Alabama Culvert project. The District also plans to start

construction on the Wilson Creek Channel project, Mojave River Levee Phase II project and the Cactus Basin #3 project.

Maintain Public Safety

- On February 6, 2014 the Sheriff/Coroner/Public Administrator opened Phase 1 of the High Desert Detention Center (HDDC – Formerly known as Adelanto Detention Center) Expansion Project. Phase 1 allows the department to increase capacity by 222 beds over the prior facility, bringing the system's total maximum inmate capacity to 6,653 beds. Staffing for Phase 1 of the project was funded with Public Safety Realignment Funding (AB 109) in 2013-14 and has transitioned into ongoing discretionary general funding as part of the 2014-15 Adopted Budget. The total project cost was $144.0 million for construction, plus $1.5 million for Sheriff transition planning costs, funded with a combination of a $100 million grant from the State of California under the Public Safety and Offender Rehabilitation Services Act of 2007 (AB 900) and $45.5 million by the County from discretionary general funding. The total expansion project is planned to be staffed in a phased approach which will result in a total of 2,098 beds at the HDDC.

- The Land Use Services - Code Enforcement division streamlined the Rehab/Demo program and successfully met its goal to reduce the amount of time to complete demolition projects by 10%. Additionally, the Land Use Services – Fire Hazard Abatement division achieved their 99% target of successful abatements for properties identified as having hazardous conditions. The 2014-15 Adopted Budget contains continued funding for the department to continue achieving these standards.

- An additional $6.3 million in ongoing discretionary general funding has been provided to the Probation Department to offset reductions in federal Title IV funds ($5.8 million) and fee generated revenue ($0.5 million). This funding will enable the Department to continue to supervise adult and juvenile probationers at an appropriate level to reduce recidivism.

- An additional $1.0 million in ongoing discretionary general funding has been provided to the Public Defender ($0.6 million) and District Attorney ($0.4 million) to compensate for the elimination of state reimbursements for costs regarding sexually violent predators.

- Overall, service levels of the County Fire Protection District have increased in Fire Prevention, Fire Suppression, and Emergency Services, with a net staffing increase of 24 positions. These increases are primarily due to the addition of 9 positions in Fire Hand crew to provide more support to the Land Use Fuel Clearing Program; the addition of 2 Engineers and 1 Captain to provide full time supervision to the Inmate Fire Crew Program that will be in full force with 5 crews, for a total of 75 inmates, by the end of 2015; the expansion of the Fontana contract by 9 positions in Station #72 and the addition of 4 Paid Call Firefighters in the Crest Forest Contract; the addition of 2 contract Emergency Services Specialists to provide support for the High Desert and Valley Emergency Operations Centers; and finally, replacing all Limited Term Fire Fighter/Paramedic Ambulance staff with career class Ambulance Operators to stabilize the workforce in the stations that provide ambulance services.

- Ongoing discretionary general funding of $20.0 million continues to be allocated for the 800 MHz Upgrade Project to address the aging public safety radio system. Information Services Department, Real Estate Services, and Architecture and Engineering are working on

acquiring/leasing new sites and modifying leases for existing sites to undertake tower construction and upgrades. Purchases of digital radios and equipment are underway with features and capabilities that have already improved law enforcement safety. The revised estimated cost of the project is $158.2 million, with $64.0 million funded to date and $20.0 million funded in the 2014-15 Adopted Budget. Expenditures include funding for infrastructure to support the upgrade at the High Desert Government Center Public Safety Operations Center, a consultant contract with Motorola to assist in the planning and implementation of the system upgrade, a contract with Aviat Networks for equipment and services, and purchase orders for annual maintenance and support. The upgrade project will be implemented in five phases over a seven-year period.

- In 2014-15, design will be completed and construction of a 20,000 square foot expansion of the Sheriff's Crime Lab will commence in October 2014 and be completed in September 2015. The $17.0 million project budget for the crime lab was funded from discretionary general funding in 2012-13 and 2013-14. Various other projects that improve Sheriff and detention facilities are planned for 2014-15.

- The Law & Justice Group Administration will coordinate efforts between all Law & Justice departments to reduce costs while maintaining a high level of service by identifying and securing new grant opportunities. This will be accomplished by holding regular meetings with representatives from the Law and Justice departments to discuss grant opportunities and evaluate requests to fund state-of-the-art equipment and programs.

- During 2013-14 the Sheriff/Coroner/Public Administrator's Detentions budget unit transferred 15 deputy positions to patrol in order to enhance service in unincorporated parts of the County. These positions remain in the patrol budget unit as part of the 2014-15 Adopted Budget.

Provide for the Health and Social Services Needs of County Residents

- Child Support Services anticipates the revenue received from state and federal sources will remain at the level initially adopted in 2013-14. In addition to the loss of one-time funds ($336,000) received in 2013-14, the Department faces increasing expenditures, such as a $444,000 increase in COWCAP charges, which includes increased audit and unemployment insurance costs, additional hours of systems development services, and the elimination of an adjustment that decreased COWCAP charges in the prior year. Faced with increased costs and flat funding levels, the Department has taken steps to reduce costs in several areas, such as deleting 4 positions.

- During 2013-14, Public Health's Community Vital Signs Initiative brought together 1,000 community stakeholders, representing healthcare, education and public safety, the business sector, the planning and transportation community, faith-based and community-based organizations, local jurisdictions, and policy makers to discuss, comment and prioritize 34 indicators affecting the health of our communities. In 2014-15, the Initiative will continue its role in advancing the Wellness Element of the Countywide Vision by reconvening stakeholders to develop a Community Health Improvement Plan. This Plan will map current resources and identify strategic action steps and policy recommendations that are reflective of the top priorities identified in 2013-14.

- State and federal funding increases due to the economic downturn are included in the Human Services - Administrative Claim, primarily in Transitional Assistance programs, and subsistence programs of CalWORKs, AFDC-Foster Care, Aid to Adoptive Children and Kinship Guardianship Assistance to assist residents in need. In addition to the 27,000 families recently enrolled due to healthcare reform (October 2013 through March 2014), Human Services anticipates: 3,000 additional CalWORKs cases (6% increase), the need for Welfare to Work (WtW) supportive services due to reengagement; 5,900 additional Medi-Cal cases (3% increase); and 13,000 additional Cal Fresh cases (11% increase) over the prior year.

- Real Estate Services negotiated new leases for various health and social service departments including larger offices for the Transitional Assistance Department (TAD) to accommodate the growing client list for services in Colton (46,000 square feet), Needles (10,000 square feet), Yucaipa (20,000 square feet) and Redlands (27,000 square feet); and a new state-of-the-art Public Health Clinic, Lab, and Women Infants and Children's facility that will open in the fall of 2014 in Ontario (57,930 square feet).

- ARMC will focus on the conversion of patients from self-pay to Medi-Cal to maximize the utilization of Federal and State programs to ensure receipt of all available resources under the Affordable Care Act in order to maintain clinical capacity to meet the health needs of County residents.

- ARMC budget includes the redesign of the three Family Health Care Clinics' staffing to follow the Population Care model and provide specialized levels of care that focus on the most acutely ill ambulatory patients.

- The Public Defender will utilize County programs to move clients to self-sufficiency by providing social service referrals to further client treatment and/or stabilization. In particular, a Social Service Practitioner will be on-site for parole hearings to meet with clients and make them aware of the various programs available to them through Human Services, Behavioral Health, and Public Health.

- Preschool Services will have $2.1 million in funding restored, that was reduced in 2013-14 due to Federal Sequestration. The restoration of funds will be used to reinstate the number of children served, rebuild staff to support the restored level of services, and reestablish vendor contracts.

- Department of Aging and Adult Services (DAAS) anticipates the reinstatement of Federal funds for the nutrition program that was previously reduced due to Federal Sequestration. DAAS programs are expected to remain at 2013-14 service levels, while the number of senior meals provided by the Department's Elderly Nutrition Program is expected to increase.

Pursue County Goals and Objectives by Working with Other Government Agencies

- ARMC will work collaboratively with the California Association of Public Hospitals, the State, and the Centers for Medicare & Medicaid Services in the development of the next Medicaid Waiver in order to maximize future revenues. There will be stringent clinical performance measures linked to the reimbursement of costs within the next Waiver.

CHALLENGES IN FISCAL YEAR 2014-15 AND BEYOND

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

State Budget

On June 20, 2014, Governor Brown signed the 2014-15 State Budget Act into law, which enacted a $156.3 billion spending plan. The State reports that the 2014 Budget Act advances a multiyear plan that is balanced, pays down budgetary debt from past years, saves for a rainy day, and shores up the teacher pension system. The Budget Act increases spending for education, the environment, public safety, the judiciary, public works, healthcare, social services and affordable housing. Additionally, the Budget Act includes provisions to pay down outstanding mandate repayments to counties, the early repayment of transportation loans and grant programs to support Community Corrections Partnerships, jail construction, recidivism reduction, and sustainable communities cap and trade infrastructure projects.

The 2014 Budget Act includes $100 million in state mandate repayments and $37 million to repay local governments for transportation borrowing, resulting in an anticipated $4.9 million service and loan repayment to the County. The Budget assumes total Medi-Cal enrollment is expected to rise from 7.9 million before implementation of the Affordable Care Act to 11.5 million in 2014-15. Under the Affordable Care Act, the State is redirecting 1991 Health Realignment funding for indigent care as healthcare coverage increases, this will result in a $3 million loss to the County under this redirection. The County anticipates receiving $41 million associated with mandated health and human services program restorations, operations and administration, largely due to increased workloads associated with the implementation of the Affordable Care Act. Additionally, gas tax revenue projections will reduce revenue to the County by $5.4 million.

Community Corrections Partnerships AB 109 Public Safety Realignment funding is estimated to be reduced 7.2% statewide in 2014-15. This includes a reduction to both the AB 109 base allocation and AB 109 growth amount that was received in 2013-14. Based on the State's 2014-15 allocation methodology, this will result in a reduction of $6.0 million in AB 109 funds available to the County in 2014-15. The County allocated additional one-time Discretionary General Funding to cover potential shortfalls in AB 109 funds in 2014-15 and it is anticipated that the full allocation will be restored in 2015-16.

Sales Tax Volatility

Historically it has been assumed that counties are more reliant on relatively stable property taxes for the provision of services, however, with the realignment of many state services, counties have become increasingly dependent on sales tax revenue. When combining 1991 and 2011 Realignment revenues, which are primarily funded with sales tax ($514.1 million), with County sales tax ($20.2 million) and Proposition 172 Half-Cent Sales taxes ($156.0 million), the portion of requirements funded primarily with sales tax represents 14.1% of the County budget. While sales taxes are not projected to decrease in 2014-15, 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

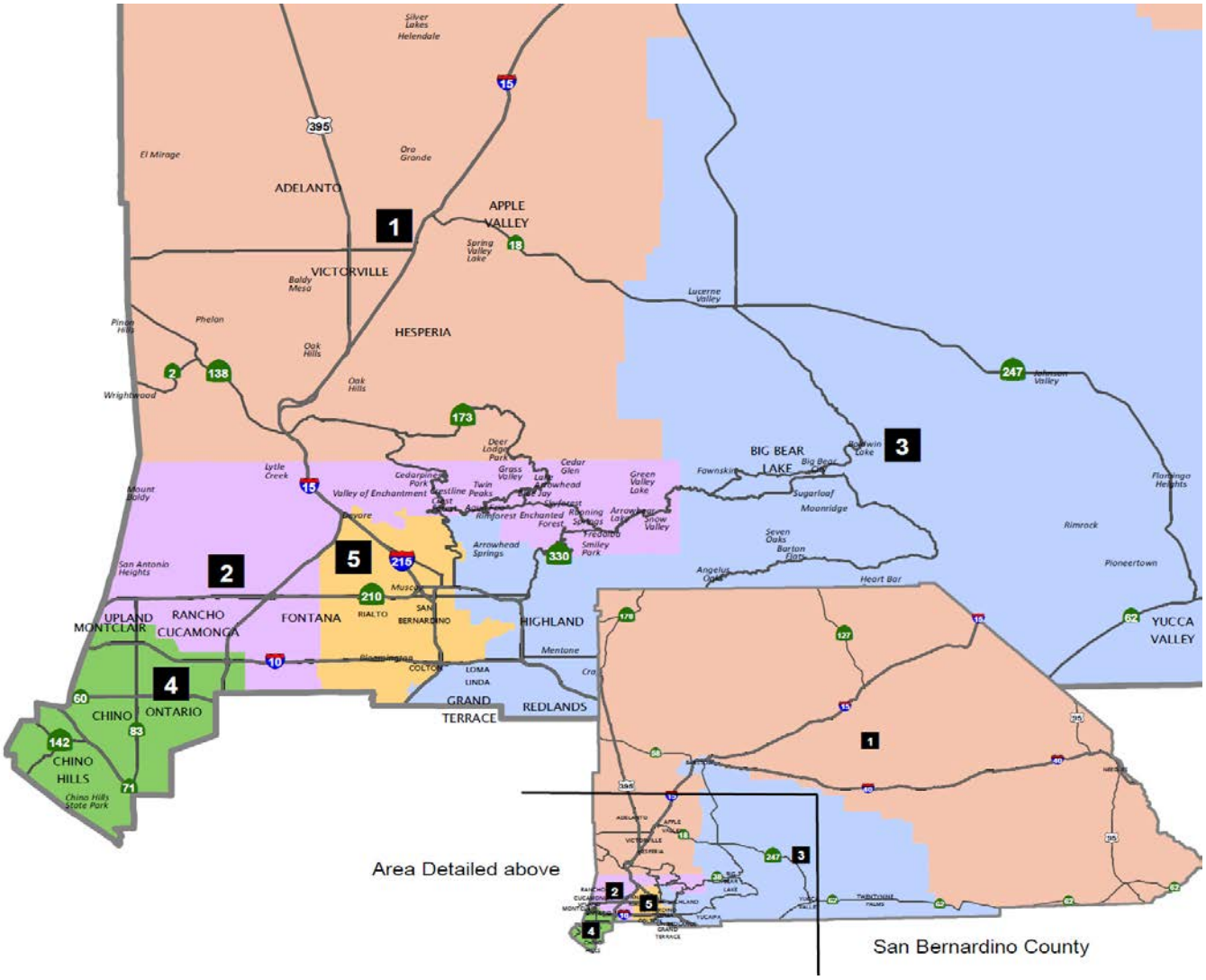
Due to the 2008-09 market losses, the County will still experience high retirement contribution rates over the next fiscal year to ensure retirement liabilities will be funded at a proper level. The County's Retirement Fund is required to earn 7.5% each fiscal year in order to adequately fund retirement liabilities. Additionally, Retirement Board earnings assumptions, mortality, and other actuarial experience changes have resulted in annual costs to the County that will continue into future fiscal years.

CONCLUSION

The County fiscal plan developed by the County Administrative Office outlines measures to address the anticipated cost increases for the next five years so that both the Board and staff can continue to focus on rebuilding the County. The 2014-15 Adopted Budget focuses on major policy issues and key projects that require additional funding. The County is committed to making the most of its funding to provide necessary public services in an effective and efficient manner and fulfilling its role in the achievement of the Countywide Vision.

GREGORY C. DEVEREAUX
Chief Executive Officer

San Bernardino County Supervisorial Districts



San Bernardino County Board of Supervisors

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

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

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

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

5
Josie Gonzales
Fifth District
(909) 387-4565

Find other elected representatives
www.sbcrov.com

COUNTY OF SAN BERNARDINO
COUNTYWIDE FACTS AND FIGURES

SIZE:
20,160 square miles (largest county in the contiguous United States by area)

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

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

INCORPORATED CITIES:
24

POPULATION BY CITY

INCORPORATED CITY	TOTAL 1/1/2014 ESTIMATED POPULATION
Adelanto	32,511
Apple Valley	70,755
Barstow	23,292
Big Bear Lake	5,121
Chino	81,747
Chino Hills	76,131
Colton	53,057
Fontana	202,177
Grand Terrace	12,285
Hesperia	91,506
Highland	54,033
Loma Linda	23,614
Montclair	37,374
Needles	4,908
Ontario	167,382
Rancho Cucamonga	172,299
Redlands	69,882
Rialto	101,429
San Bernardino	212,721
Twentynine Palms	26,576
Upland	75,147
Victorville	120,590
Yucaipa	52,654
Yucca Valley	21,053
Total Incorporated	**1,788,244**
Total Unincorporated	**297,425**
Total County of San Bernardino	**2,085,669**

Source: *State of California, Department of Finance, E-1: Population Estimate with Annual Percentage Change-January 1, 2013 and 2014.* Sacramento, California, April 2014.

REGIONAL PARKLAND: 9,200 acres

COUNTY LIBRARY: 32 Branches

MAJOR COUNTY EMPLOYERS (June 2013):

Employer	Employees
County of San Bernardino	19,000
Stater Bros. Market	18,221
U.S. Army, Fort Irwin & National Training Center	13,805
Loma Linda University	13,000
U.S. Marine Corp Air/Ground Combat Center	12,486

Source: County of San Bernardino Comprehensive Annual Financial Report for Fiscal Year 2013.

MAJOR COUNTY TAXPAYERS (Secured Taxpayers-2013-14 Property Tax Rolls*)

Name	Assessed Value	% of roll
Southern California Edison	$3,397,266,601	2.08%
Rare Earth Acquisitions	$878,294,652	0.54%
Prologis	$756,686,731	0.46%
Majestic Realty Co	$525,609,522	0.32%
Verizon California, Inc	$461,653,842	0.28%
Catellus	$439,675,395	0.27%
Target Corporation	$408,250,989	0.25%
California Steel Industries Inc.	$390,000,000	0.24%
Wal-Mart	$382,112,170	0.23%
Stater Bros. Markets	$325,079,342	0.20%

**Includes Secured and Unitary Roll*
Source: County of San Bernardino, Assessor and Auditor-Controller/Treasurer-Tax Collector, Controller Division Property Tax Section

EMPLOYMENT MIX (2013):

Services:	
Trade, Transportation, and Utilities	168,133
Information	5,006
Financial Activities	21,777
Professional and Business Services	74,631
Education and Health Services	95,751
Leisure and Hospitality	60,328
Other Services	17,510
Unclassified	1,393
Construction	26,704
Manufacturing	47,508
Natural Resources & Mining	3,214
Government	108,718

Source: California Employment Development Department, SBCO, Quarterly Census of Employment and Wages (QCEW) 2013 Annual Averages

UNEMPLOYMENT(June 2014): 8.4%

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

PEOPLE BELOW POVERTY LEVEL (2012 estimate):
17.6%

Source: U.S. Census Bureau, 2008-2012 SBCO, American Community Survey 5-Year Estimates, Past 12 months below poverty level-All people.

COUNTY OF SAN BERNARDINO
COUNTYWIDE FACTS AND FIGURES

MEDIAN HOME PRICE: EXISTING SINGLE FAMILY HOMES (June 2014): $202,420

Source: CA Association of Realtors, 2014.

ASSESSED VALUATIONS* (2013-14):
$173,696,243,552

**Includes Secured, Unitary, and Unsecured Valuations.*
Source: County of San Bernardino, Auditor-Controller/Treasurer/Tax Collector, Property Tax Section.

MEDIAN FAMILY INCOME (2012 estimate):
$60,169

Source: U.S. Census Bureau, 2008-2012 SBCO, American Community Survey 5-Year Estimates, Families, Median family income (dollars).

PER CAPITA PERSONAL INCOME (2012): $32,072

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

TAXABLE SALES (2012): $29,531,921 (in thousands)

Source: California State Board of Equalization, Taxable Sales in California, Calendar Year, By County.

UNIVERSITIES/COMMUNITY COLLEGES
(Ranked by # of students):
Four Year Universities (Fall 2013)
1. California State University San Bernardino (18,398)
2. University of Redlands (5,147)
3. Loma Linda University (4,693)

Community Colleges (Fall 2013)
1. Chaffey College (19,945)
2. San Bernardino Valley College (12,024)
3. Victor Valley Community College (11,437)
4. Crafton Hills College (5,680)
5. Barstow Community College (2,996)
6. Copper Mountain Community College (1,991)

Source: California Community Colleges Chancellor's Office, Datamart/queries, students/headcounts, enrollment status for Community Colleges and the National Center for Education Statistics, school search, college navigator for Universities

EDUCATIONAL ATTAINMENT (2012 estimate of county population age 25 years and over):

	Percent
Less than 9th grade	10.2%
9th to 12th grade, no diploma	11.8%
High school graduate (includes equivalency)	26.1%
Some college, no degree	25.4%
Associate's degree	8.1%
Bachelor's degree	12.1%
Graduate or professional degree	6.4%

Source: U.S. Census Bureau, 2008-2012 American Community Survey

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

**County-Owned*

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

TOP 6 HOSPITALS:
(Ranked by # of beds)
1. Loma Linda University Medical Center, Loma Linda (854 beds)
2. Kaiser Foundation Hospital, Fontana (529 beds)
3. Arrowhead Regional Medical Center, Colton (456 beds)
4. Community Hospital of San Bernardino, San Bernardino (347 beds)
5. Saint Bernardine Medical Center, San Bernardino (342 beds)
6. San Antonio Community Hospital, Upland (279 beds)

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

RACE/ETHNICITY (2020 Projection):

Hispanic	50.5%
White	32.4%
Black	8.8%
Asian	5.3%
American Indian	0.4%
Pacific Islander	0.3%
Multi-Race	2.3%

Source: State of California, Department of Finance, Demographic Research Unit, P-1 Population Projections by Race/Ethnicity, 2010–2060. Percentages are rounded.

MEDIAN AGE (2012): 31.7

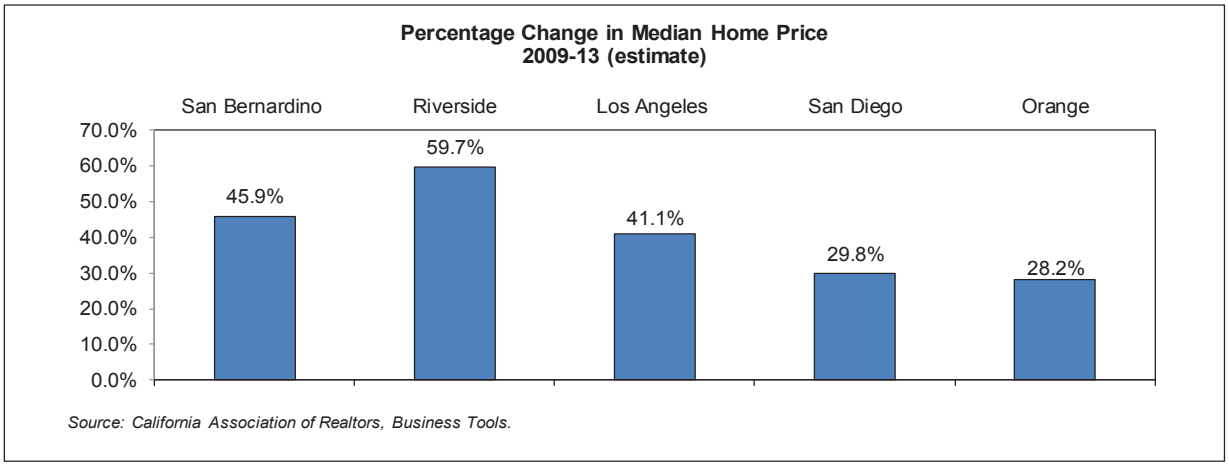
Source: U.S Census Bureau, San Bernardino County, California: 2008-12 American Community Survey 5 Year Estimates.

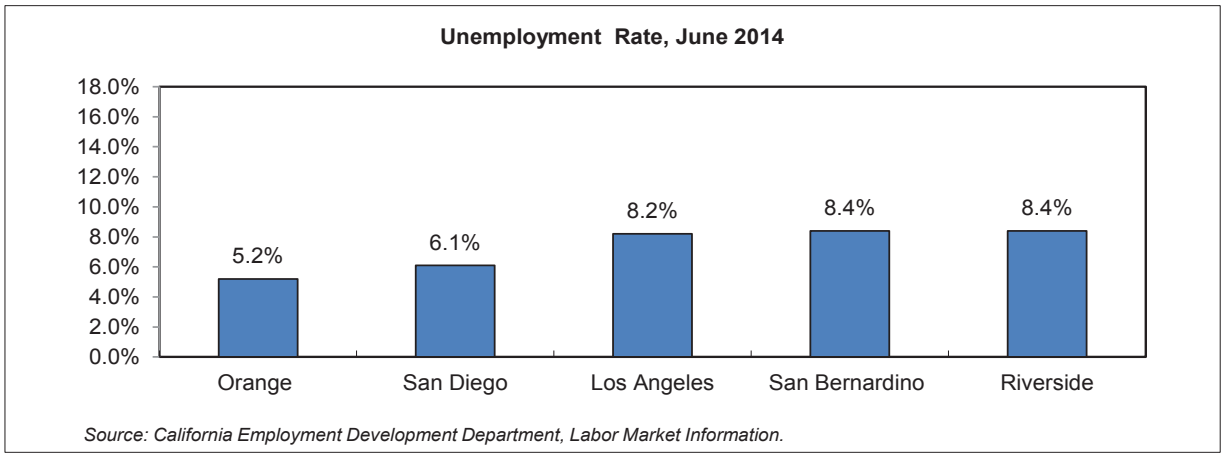
DEATH RATE (2013 estimate): 593.5 (per 100,000 population)

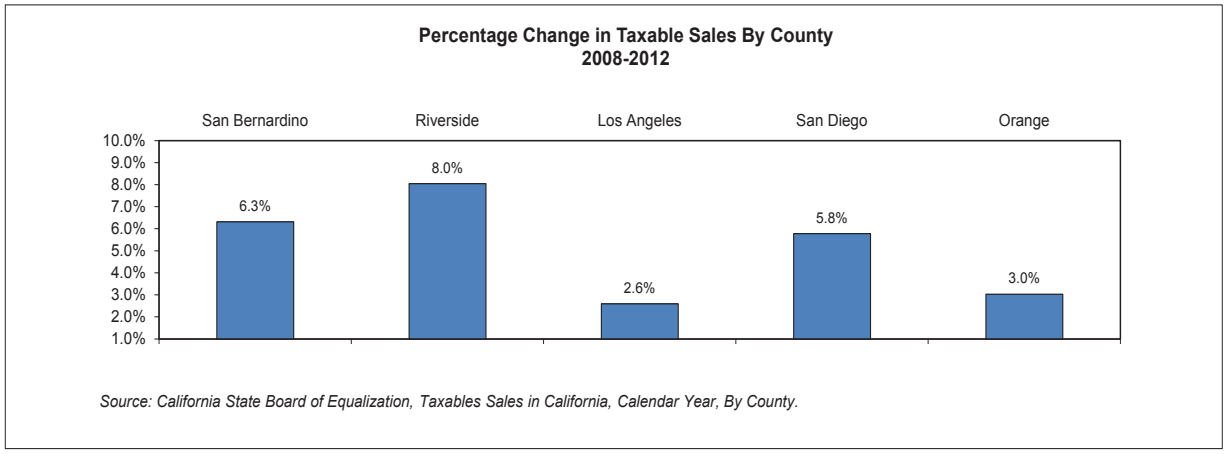
Source: California Public Health, Center for Health Statistics, County Health Status Profiles 2013.

COUNTY OF SAN BERNARDINO
COUNTYWIDE FACTS AND FIGURES

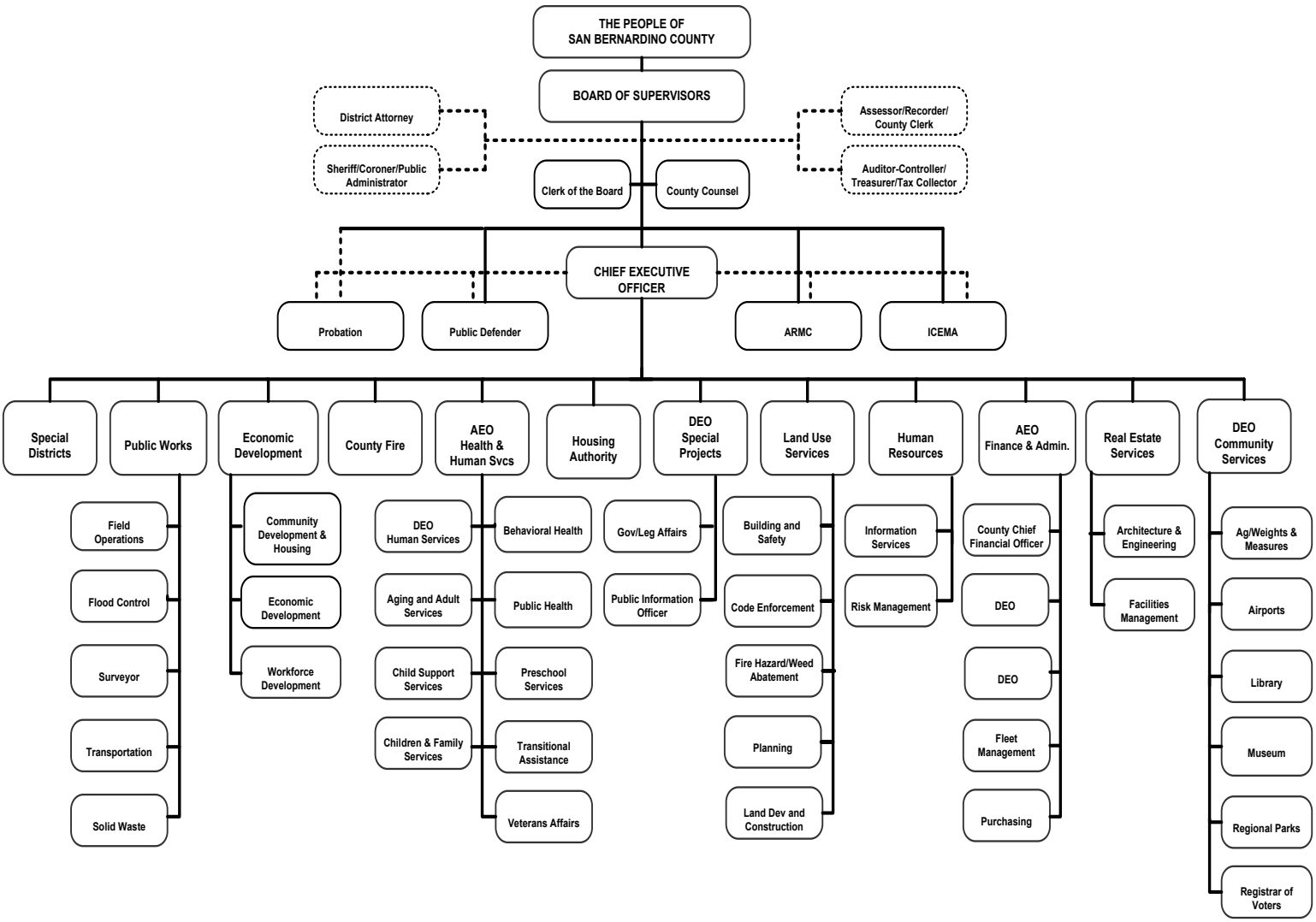
THE COUNTY OF SAN BERNARDINO COMPARISON TO OTHER COUNTIES







SAN BERNARDINO COUNTY ORGANIZATIONAL CHART



COUNTY OF SAN BERNARDINO

The County of San Bernardino's 2014-15 Adopted Budget covers the period from July 1, 2014 – June 30, 2015. Beginning in 2014-15, all County entities' budgets have been consolidated into one budget book. Historically, Other Agencies and Board Governed Special Districts, including those managed by the Special Districts Department, County Fire, and Flood Control, have not been included in the summary of the total County budget. The 2014-15 Adopted Budget represents a consolidation of all County entities which includes $4.9 billion in budgeted requirements and sources as well as 21,306 in budgeted staffing. The budget consists of several funds including the general fund, restricted funds, capital project funds, special revenue funds, internal service funds, enterprise funds and permanent funds. Each department is responsible for operating within their budget and has the authority to spend up to the approved budget.

When developing their individual budgets, each department considers the Countywide Vision and goals and objectives of the County of San Bernardino approved by the Board of Supervisors (Board):

Countywide Vision

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

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

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

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

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

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

The Countywide Vision report and related documents are available for review at www.sbcounty.gov/vision.

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.

2014-15 County Goals and Objectives

The Board has annually established goals for the County since 2010. These goals seek to improve County government by providing a unified focus for all departments, clarifying roles and responsibilities, ensuring alignment and proper allocation of fiscal and human resources, and fostering collaboration with other governmental agencies.

The Board approved the following 2014-15 County Goals and Objectives on February 25, 2014.

Implement the Countywide Vision

- *Continue the County role of convening conversations on community collaboration and collective action.*
- *Continue to support operation of the Countywide Vision Element Groups as they pursue activities to advance the adopted Regional Goals.*

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

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

Improve County Government Operations

- *Create clear lines of authority and clarify roles, responsibilities and governance of all County departments and programs.*
- *Develop an approach to evaluate the performance of department heads who report to the Board.*
- *Develop consistent messaging for the organization.*
- *Ensure that employees know that they and their work are valued.*
- *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

Operate in a Fiscally-Responsible and Business-Like Manner

- *Develop a long-term budget plan which brings the County into operational and programmatic balance.*
- *Live within our means, fully funding the maintenance of infrastructure and facilities, the provision of state-of-the-art basic operating systems, liabilities, and reserves; while forming capital to strategically invest in the future.*
- *Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.*
- *Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.*
- *Implement information management best-practices that would unify technology platforms and move toward a standardized enterprise approach.*
- *Promote public/private collaboration and projects that help to meet the needs of county residents.*

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

- *Fund an update to the General Plan, update the Development Code and Master Plans, and create more Community and Specific Plans in order to move away from a "one size fits all" approach and recognize the unique character and needs of all unincorporated areas of the County.*
- *Work with cities to ensure that County zoning and development standards in their spheres of influence are more compatible.*
- *Prioritize investments in services and amenities for County unincorporated communities.*

Maintain Public Safety

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

Provide for the Health and Social Services Needs of County Residents

- *Maximize the utilization of Federal and State programs and funding to address the needs of County residents.*
- *To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.*

Pursue County Goals and Objectives by Working with Other Governmental Agencies

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

Performance Measurements

One of the objectives established for 2013-14 was incorporation of the Board-adopted County Goals and Objectives into the County budget document and linking department performance measures to them as part of the quarterly budget review process. Three performance measurements for each department tied to the County goals and objectives were incorporated into the 2013-14 County budget.

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 2014-15 County Goals and Objectives. These measurements should be realistic, easily quantifiable, and reflect progress on long-term multi-year strategic initiatives or the accomplishment of shorter-term tactical goals, that directly correlate to the identified County objectives and reflect activities within the department's control. Performance measurement progress continues to be reported as part of each quarterly budget report.

The 2014-15 Adopted Budget book includes prior year accomplishments, departmental strategies to achieve County Goals and Objectives and departmental performance measures to demonstrate if departments are meeting the County Goals and Objectives. The following chart provides a sample of specific department performance measures for 2014-15:

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

DEPARTMENT	OBJECTIVE	PERFORMANCE MEASURE
IMPLEMENT THE COUNTYWIDE VISION		
Public Health	Continue the County role of convening conversations on community collaboration and collective action.	Complete the 2014-15 work plan for addressing community priorities of the Wellness Element Group of the Countywide Vision (2014-15 Target: 100%).
Community Development and Housing	Continue the County role of convening conversations on community collaboration and collective action.	Activities, events and programs completed by the Affordable Housing Collaborative (2014-15 Target: 6).
CREATE, MAINTAIN, AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		
Workforce Development	Focus EDA efforts on competing globally for investment, retraining and finding employment for those who have lost jobs or are under-employed, developing a more highly-educated and trained workforce, and creating an effective approach to tourism.	Customers receiving training services (2014-15 Target: 1,350).
Airports	Continue business retention and expansion programs while implementing office and industrial attraction strategies emphasizing provision of high-paying jobs.	Number of businesses operating on airport properties (commercial leases - 2014-15 Target: 88).
Clerk of the Board	Review and revise fees, processes and decision-making to ensure a business friendly environment.	Percentage of assessment appeal applications submitted electronically (2014-15 Target: 40%).
Land Use Services	Review and revise fees, processes and decision-making to ensure a business friendly environment.	Complete initial review of planning permit applications within 3 weeks of acceptance (2014-15 Target: 70%).
Purchasing	Review and revise fees, processes and decision-making to ensure a business friendly environment.	Average supplier satisfaction rating (2014-15 Target: 85%).
Regional Parks	Utilize County programs and resources to support the local economy and maximize job creation.	Number of seasonal part-time youth (under the age of 21) employed (2014-15 Target: 65).
IMPROVE COUNTY GOVERNMENT OPERATIONS		
Arrowhead Regional Medical Center (ARMC)	Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.	Patient satisfaction survey rating (2014-15 Target: 75%).
Fleet Management	Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.	Average uptime (readiness rate) for Motor Pool vehicles (all customers - 2014-15 Target: 97%).
Public Works	Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness	Percentage of flood control basins cleaned out to full capacity before onset of the rainy season (2014-15 Target: 99%).
OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		
Risk Management	Live within our means, fully funding the maintenance of infrastructure and facilities, the provision of state-of-the-art basic operating systems, liabilities, and reserves; while forming capital to strategically invest in the future.	Cost of risk as a percent of County budget (2014-15 Target: <2%).
Information Services Department	Implement information management best-practices that will unify technology platforms and move toward a standardized enterprise approach.	Complete current year's work plan for the 800 MHz system upgrade.
Auditor-Controller/Treasurer/Tax Collector	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	County investment pool rating (2014-15 Target: Fitch-AAA).
ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY		
Land Use Services	Fund an update to the General Plan, update the Development Code and Master Plans, and create more Community and Specific Plans in order to move away from a "one size fits all" approach and recognize the unique character and needs of all unincorporated areas of the County.	Complete 100% of 2014-15 work plan for General and Community Plan Updates.
MAINTAIN PUBLIC SAFETY		
Justice Group Administration	Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.	Number of youth and/or families served with Juvenile Accountability Block Grant funding (2014-15 Target: 200).
Probation	Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.	Percentage of adult supervision cases recidivating (2014-15 Target: 27%).
County Fire	Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.	Number of Inmate Fire Crews (2014-15 Target: 5).
PROVIDE FOR HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		
Child Support Services	Maximize the utilization of Federal and State programs and funding to address the needs of County residents.	Amount of child support collected for every dollar expensed (2014-15 Target: $4.35).
Public Defender	Maximize the utilization of Federal and State programs and funding to address the needs of County residents.	Number of Social Service Practitioner referrals for adult cases (2014-15 Target: 350).
Behavioral Health	To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.	Percentage of homeless behavioral health consumers who obtain housing or stable shelter after receiving services (2014-15 Target: 30%).
Children and Family Services	To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.	Rate of re-entry into foster care (2014-15 Target: 12%).
PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES		
Veterans Affairs	Work with Federal, State and regional governments and organizations to ensure San Bernardino County receives its fair share of resources and to help shape legislation and regulations which affect the County.	Percentage of College Fee Waiver letters mailed within ten days of application (2014-15 Target: 100%).
Sheriff/Coroner/Public Administrator	Develop a closer working relationship with cities, tribes and other governmental agencies.	Percentage of school building safety assessments completed (2014-15 Target: 20%).

BUDGET PLANNING CALENDAR

ONGOING

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

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

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

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

As part of each quarterly budget report, departments also report on the progress of Board approved performance measures, which tie specifically to Board adopted County goals and objectives. The update includes accomplishments to date, projections of accomplishments by the end of the fiscal year, and an explanation of progress for each measure.

OCTOBER THROUGH DECEMBER

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

JANUARY AND FEBRUARY

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.

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

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

MARCH AND APRIL

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

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

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

APRIL THROUGH JUNE

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

Fee Workshop – The Board of Supervisors receives a presentation on the County's proposed fee schedule and discusses and provides input for the development of the County's fee ordinance for the upcoming fiscal year.

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

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

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

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

JULY THROUGH SEPTEMBER

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

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

Calendar for the 2014-15 Budget

December 18, 2013	Capital Improvement Call Letter to Departments
January 14, 2014	Fee Instructions to Departments
January 27, 2014	Departments Submit Capital Improvement Requests
February 7, 2014	Departments Submit Fee Workbooks

March 14, 2014	Budget Prep System opened for Departmental Input
March 18, 2014	Budget Prep System Training
April 2, 2014	Budget Instructions to Departments
April 14, 2014	Departments Submit Budget Workbooks
April 15, 2014	2014-15 Fee Workshop
May 6, 2014	2014-15 Fees and Internal Service Rates Hearing
May 17, 2014	2014-15 Budget Workshop and Fiscal Overview
May 20, 2014	Fee Adoption
June 3, 2014	Recommended Budget Delivered to the Board of Supervisors
June 17, 2014	Budget Hearing and Adoption of 2014-15 Budget
October 2014	Adopted Budget Book Printed

General Fund Budget Process

The County Administrative Office has the responsibility of developing the County fiscal plan for all general fund departments. This plan begins with a Five-Year Fiscal Forecast which is detailed in the Discretionary General Funding and Restricted Funds section of this budget book. This forecast highlights what costs are planned to be incurred and the revenue projections in the upcoming fiscal year, as well as the next four fiscal years. The County uses this forecast to build their fiscal plan for the five years beginning 2014-15.

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

For some departments, budgets are also built utilizing revenues generated from fees. On April 15, May 6, and May 20, 2014 the Board of Supervisors discussed fee changes as well as the fee process and held a fee hearing. The fee hearing is designed to take public testimony related to fee changes for the 2014-15 fiscal year. The majority of approved fees become effective July 1, 2014.

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 2014-15 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 also approve the necessary fund balance adjustments to governmental 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.

2014-15 Adopted Budget Changes

The 2014-15 Adopted Budget, including all entities and funds discussed above, was formally adopted on June 17, 2014. At that time, the Board approved additional changes to the 2014-15 Recommended Budget, including $5.4 million in adjustments to requirements related to a variety of additional Capital Improvement Program (CIP) projects. This primarily included additional Sheriff's Detention related CIP projects using Public Safety Realignment Growth funds ($3.8 million).

Additionally, included in the County's 2014-15 Recommended Budget was a contribution to a new Asset Replacement General Fund Reserve totaling $5.6 million. Instead, that contribution was reduced by $3.7 million (to $1.9 million) to fund the following costs:

1. $2.2 million to fund the increased cost of a Permit System Upgrade, which was contributed to the Computer Systems: Permit Systems Upgrade Reserve.
2. $1.1 million to be used by the Special Districts Department to connect a water line and purchase water from the West Valley Water District to be used by the County's Glen Helen facilities.
3. $275,000 to the Regional Parks Department to fund the Lake Gregory management fee.
4. $100,000 to fund an additional CIP project for the design of a floor to improve security for staff detainees receiving medical treatment at Arrowhead Regional Medical Center. This amount is include in the $5.4 million in additional CIP projects referenced above.
5. $65,000 to fund the University of California – Riverside Cooperative Extension Program in 2014-15.

Amending the Adopted Budget

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

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

Transfer of Salaries and Benefits Appropriation:

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

Transfers of Fixed Asset Appropriation:

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

Transfers impacting Operating Transfers Out Appropriation:

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

BUDGET BOOK FORMAT

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

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

DEPARTMENT
Department Head

MISSION STATEMENT

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

Photo of the Department Head

ORGANIZATIONAL CHART

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

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

2013-14 ACCOMPLISHMENTS

Significant departmental accomplishments during the last fiscal year.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL:

Objective(s):

Department Strategy:

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target

The above table lists the County Goal and Objectives, department strategies and performance measures for the 2014-15 fiscal year, including any prior history or status updates if applicable.

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Name of General Fund Budget Unit	0	0	0			0
Name of General Fund Budget Unit	0	0	0			0
Total General Fund	0	0	0			0
Special Revenue Funds						
Name of Special Revenue Fund Budget Unit	0	0		0		0
Name of Special Revenue Fund Budget Unit	0	0		0		0
Total Special Revenue Funds	0	0		0		0
Internal Service Funds						
Name of ISF Budget Unit	0	0			0	0
Total Internal Service Funds	0	0			0	0
Enterprise Funds						
Name of EF Budget Unit	0	0			0	0
Total Enterprise Funds	0	0			0	0
Total - All Funds	0	0	0	0	0	0

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Total	0	0	0	0	0

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Total	0	0	0	0	0

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Total	0	0	0	0	0

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Total	0	0	0	0	0

5-YEAR NET BUDGET TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Total	0	0	0	0	0

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

Name of Budget Unit

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

Budget at a Glance

Requirements Less Reimbursements*	$3,563,661
Sources/Reimbursements	$674,042
Net County Cost	$2,889,619
Total Staff	18
Funded by Net County Cost	81%

*Includes Contingencies

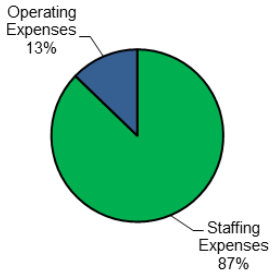
DESCRIPTION OF MAJOR SERVICES

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

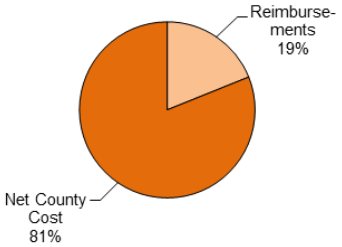
Budget at a Glance lists the budget unit's 2014-15 total requirements less reimbursements, total sources plus reimbursements, total budgeted staffing and percentage of net county cost or use of carry over funding, if any.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



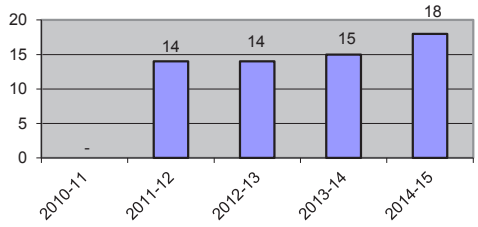
These graphs display a visual picture of the budget unit's breakdown of expenditure authority and sources for 2014-15.

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	14	14	15	15
Limited Term	0	0	0	3
Total	14	14	15	18
Staffing Expenses	$2,585,530	$2,648,478	$2,695,315	$3,107,226

5-YEAR STAFFING TREND



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

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

ANALYSIS OF 2014-15 ADOPTED BUDGET

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

GROUP: Administration
DEPARTMENT: Finance and Administration
FUND: General

BUDGET UNIT: AAA FAB
FUNCTION: General
ACTIVITY: Finance

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	2,095,407	1,840,406	2,462,736	2,695,315	3,107,226	**411,911**
Operating Expenses	0	222,862	165,254	479,745	545,218	456,435	**(88,783)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	2,318,269	2,005,660	2,942,481	3,240,533	3,563,661	**323,128**
Reimbursements	0	(369,985)	(364,311)	(373,277)	(378,947)	(674,042)	**(295,095)**
Total Appropriation	0	1,948,284	1,641,349	2,569,204	2,861,586	2,889,619	**28,033**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	1,948,284	1,641,349	2,569,204	2,861,586	2,889,619	**28,033**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	4,883	0	0	**0**
Total Revenue	0	0	0	4,883	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	4,883	0	0	**0**
Net County Cost	0	1,948,284	1,641,349	2,564,321	2,861,586	2,889,619	**28,033**
				Budgeted Staffing	15	18	**3**

DETAIL OF 2014-15 ADOPTED BUDGET

This section only applies to funds that have been consolidated for presentation purposes (i.e. Assessor/Recorder/County Clerk Recorder Special Revenue Funds, Human Services Subsistence funds, etc.) This section depicts the budget detail of each individual budget unit for 2014-15, including staffing, requirements, sources, net county cost, fund balance, and net budget, where applicable; and also includes a description of major programmatic changes in expenditures and revenues (sources).

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

This narrative section briefly describes any major budget unit program impacts, and highlights the 2014-15 budget, including significant changes in requirements and sources from the prior year final budget.

STAFFING CHANGES AND OPERATIONAL IMPACT

This narrative section briefly highlights budgeted staffing changes and operational impacts for 2014-15, including significant changes from the prior year budgeted staffing.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Finance and Administration	15	3	18	15	0	3	18
Total	15	3	18	15	0	3	18

Finance and Administration

	Classification
1	Assistant Executive Officer - Finance and Administration
1	County Chief Financial Officer
2	Deputy Executive Officer
1	Chief Administrative Analyst
2	Principal Administrative Analyst
6	Administrative Analyst III
1	Administrative Analyst I
1	Contract Indigent Defense Analyst
1	Contract Indigent Defense Clerk
1	Executive Secretary III
1	Public Service Employee
18	Total

The 2014-15 Position Summary above displays regular and limited term positions by division within the budget unit; including details regarding if the positions are filled, vacant, or new (as of the 2013-14 2nd Quarter Budget Report adopted on February 11, 2014). It also provides classification detail and position counts for 2014-15 budgeted staffing.

SUMMARY

	Fiscal Year 2012-13 Actual Amount	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Final Budget	Fiscal Year 2014-15 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements						
Staffing Expenses	1,627,005,428	1,768,173,106	1,817,762,603	1,839,470,445	21,707,842	1.19%
Operating Expenses	2,024,603,104	2,254,254,008	2,442,073,417	2,350,550,339	(91,523,078)	-3.75%
Capital Expenditures	131,966,548	308,723,058	358,614,420	324,348,910	(34,265,510)	-9.55%
Reimbursements	(273,608,709)	(287,062,459)	(311,397,112)	(310,159,873)	1,237,239	-0.40%
Contingencies	0	536,636,284	347,023,426	405,431,629	58,408,203	16.83%
Subtotal Appropriation	3,509,966,371	4,580,723,997	4,654,076,754	4,609,641,450	(44,435,304)	-0.95%
Operating Transfers Out	245,131,918	269,895,695	376,422,492	233,341,714	(143,080,778)	-38.01%
Contributions to Reserves	0	12,668,192	133,256,914	48,227,450	(85,029,464)	-63.81%
Total Requirements	3,755,098,289	4,863,287,884	5,163,756,160	4,891,210,614	(272,545,546)	-5.28%
Sources						
Taxes	712,687,296	693,080,716	697,641,447	733,643,627	36,002,180	5.16%
1991 Realignment*	160,873,855	207,203,363	248,255,663	209,149,972	(39,105,691)	-15.75%
2011 Realignment*	263,500,468	298,212,880	320,386,723	304,905,462	(15,481,261)	-4.83%
State, Federal, or Government Aid	1,432,347,558	1,549,159,198	1,619,178,697	1,573,072,710	(46,105,987)	-2.85%
Fee/Rate	780,214,494	836,569,290	919,354,976	893,328,166	(26,026,810)	-2.83%
Other Revenue	232,998,069	132,051,228	155,337,195	122,895,072	(32,442,123)	-20.88%
Operating Transfers In	246,305,728	247,827,306	266,229,189	213,179,591	(53,049,598)	-19.93%
Fund Balance/Use of Unrestricted Net Assets**	53,802,584	668,852,782	707,041,149	725,083,452	18,042,303	2.55%
General Fund Unassigned Fund Balance**	(127,631,763)	194,412,332	194,412,332	110,316,025	(84,096,307)	-43.26%
Use of Reserves	0	35,918,789	35,918,789	5,636,537	(30,282,252)	-84.31%
Total Sources	3,755,098,289	4,863,287,884	5,163,756,160	4,891,210,614	(272,545,546)	-5.28%
Budgeted Staffing***	20,523	20,726	21,082	21,306	224	1.06%

* In the Discretionary General Funding and Restricted Fund section of this budget book, Family Support Realignment ($13,989,650), which was implemented as a result of 2011 Realignment, is categorized as 2011 Realignment. In this Budget Summary, Family Support Realignment is categorized as 1991 Realignment due to accounting requirements of the State.

** For 2012-13, the two Fund Balance budget line items represent either the actual use of fund balance (if positive amounts) or the actual increase to fund balance (if negative amounts) throughout the fiscal year.

*** 2012-13 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

Beginning in 2014-15, all County entities' budgets have been consolidated into one budget book. Historically, Other Agencies and Board Governed Special Districts, including those managed by the Special Districts Department, County Fire, and Flood Control, have not been included in the summary of the total County budget. As a result of the consolidation of all Board governed entities, amounts from prior year budgets in this summary have been restated to reflect this change.

The schedule above represents the entire County Budget from actual expenditures and revenue for 2012-13 through the 2014-15 Adopted Budget. The 2014-15 Adopted Budget for the County includes $4.9 billion in budgeted requirements and sources as well as 21,306 in budgeted staffing. Further detail on the County's Adopted Requirements, Sources, and Budgeted Staffing for the upcoming fiscal year is provided on the following pages.

Overview of 2014-15 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 $4.9 billion 2014-15 Adopted Budget reflects the planned allocation of resources necessary to carry out this mission for the citizens of San Bernardino County in accordance with the Countywide Vision and Goals and Objectives established by the Board of Supervisors on February 25, 2014. The County's 21,306 budgeted positions are responsible for a wide variety of services to residents, from responding to calls for help in emergencies (Sheriff's and Fire Department) to giving businesses the tools they need to succeed (Economic Development Agency) to providing a home for children in need (Human Services – Subsistence). The following budget is adopted in order to continue to provide the County's many important services in a fiscally responsible manner.

Total Requirements of $4.9 billion consist primarily of Staffing and Operating Expenses, which represent 80.56% ($4.2 billion) of total requirements (excluding the effect of reimbursements). Staffing Expenses of $1.8 billion

consist of salaries of $1.2 billion and benefit costs of $679.3 million. Departments with significant budgeted staffing expenses include the Sheriff/Coroner/Public Administrator ($420.3 million, 3,647 positions), Human Services Administrative Claim ($335.8 million, 4,644 positions), and Arrowhead Regional Medical Center ($249.9 million, 3,691 positions). The largest benefit related cost for the County is employee pensions (retirement), which makes up 58% ($391.3 million) of all costs associated with employee benefits. The increase in staffing costs of $21.7 million is primarily due to increased salary costs of $7.8 million for additional staff for Human Services Departments (101 positions) and the Fire Protection District (24 positions), as well as additional retirement costs ($15.4 million) resulting from significant market losses to the County pension fund in 2008-09, which the County is required to pay back over several years.

Operating Expenses in the County include costs for services and supplies, internal service fund charges, travel, transfers to the other County departments, and other charges. These expenses represent the largest share of costs within the County at $2.4 billion, which is primarily a result of the County being charged by the State with the administration of Human Services programs. Many of these programs provide subsistence payments to help residents in need throughout the County.

The overall reduction in requirements of $272.5 million can be attributed primarily to reductions in Operating Transfers Out of $143.1 million, Operating Expenses of $91.5 million, and $85.0 million in County contributions to reserves. Between Operating Transfers Out and Operating Expenses, the largest overall reduction is related to a decrease in projected Disproportionate Share Hospital (DSH) Payments of $136.4 million. DSH is a federal matching program that assists the County in funding indigent patients. The program required substantial return of matching funds to the State in 2013-14 as a result of overpayments made to the County in 2011-12 and 2012-13.

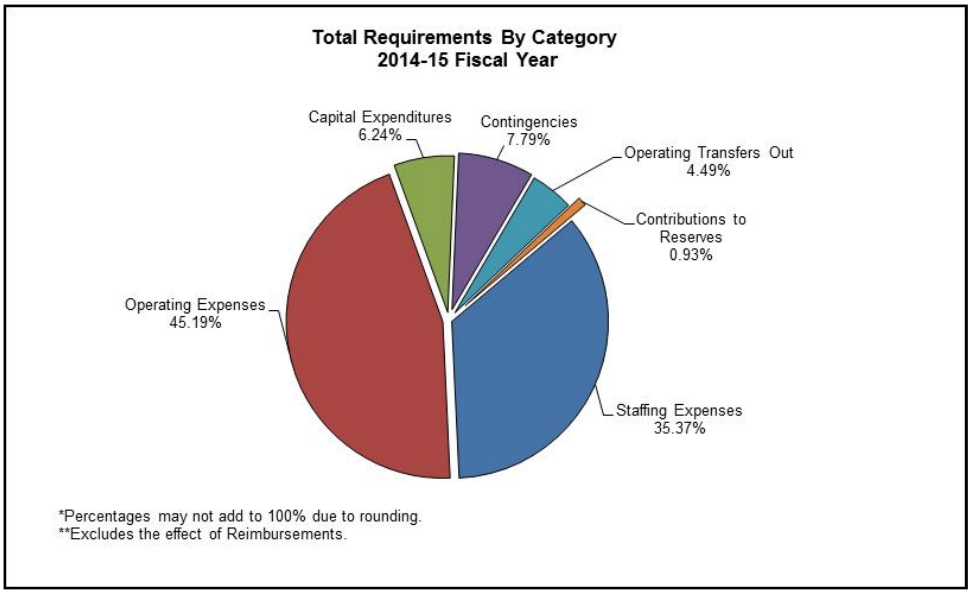
Contributions to County general and specific reserves decreased due to one-time contributions of $120.6 million approved by the Board in the 2013-14 Third Quarter Budget Report. These contributions to Reserves were funded by substantial one-time monies received by the County in 2012-13 related to the dissolution of Redevelopment agencies and a rebate from the County's Workers Compensation program. Similar to County Contingencies, Contributions to Reserves represent sources that are not planned to be spent during the fiscal year. Excluding these two categories of requirements, the total budget available for expenditure in 2014-15 is $4.4 billion. Further detail on General Fund Contingencies and County Reserves can be found in the Discretionary General Funding and Restricted Funds section of this Adopted Budget Book.

The three major funding sources of the County include revenue from other governmental entities (State, Federal or Government Aid), funding for direct services provided (Fee/Rate), and taxes. At $1.6 billion, State, Federal or Government Aid represents 32.20% of County sources. The Human Services operational group receives the largest amount of funds from other governments, with $416.2 million received from the State and $626.5 million received from the federal government. Fee/Rate revenue of $893.3 million represents 18.29% of County sources and includes funding from licenses, permits, fines, fees, rates, and other charges for direct services provided by the County. Much of this funding ($192.2 million) is received by internal service fund departments, such as the Information Services Department and Risk Management Department, that provide direct services to other County departments. Other notable departments that receive funding to provide specific services include the Sheriff's Department ($128.3 million), which provides law enforcement services for 14 incorporated County cities, and the County's Solid Waste Department ($69.6 million) that is responsible for the operation and management of the County solid waste disposal system.

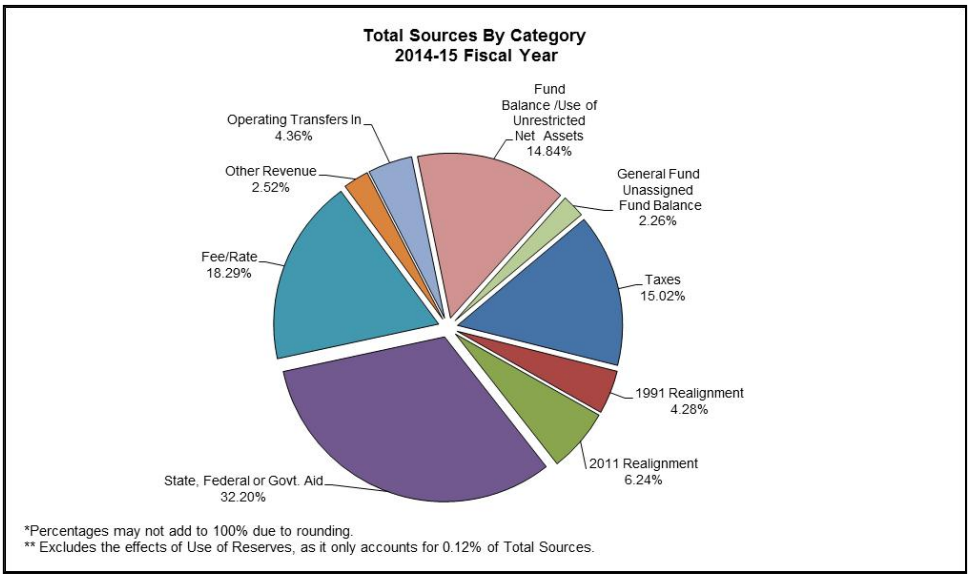
While historically it has been assumed that counties are reliant on relatively stable property taxes for the provision of services, with the realignment of many state services, counties have become increasingly dependent on sales tax revenue. When combining 1991 and 2011 Realignment revenues, which are primarily funded with sales tax ($514.1 million), with County sales tax ($20.2 million) and Proposition 172 Half Cent Sales taxes ($156.0 million), the portion of requirements funded primarily with sales tax represents 14.1% of the County budget. While sales taxes are not projected to decrease in 2014-15, they tend to be much more volatile and quicker to react to changes in the economy, resulting in a higher risk of funding losses in future years.

The County's aggressive approach to increasing County reserves in 2013-14 and 2014-15 reflects a fiscally conservative recognition of the resource shift from historically stable to risky tax sources. The reduction in General Fund Unassigned Fund Balance of $84.1 million is a result of the need to increase County reserves. Instead of being "unassigned", this fund balance has instead been committed to various County specific purpose reserves through the County Quarterly Budget reports and the 2014-15 Adopted Budget.

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



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

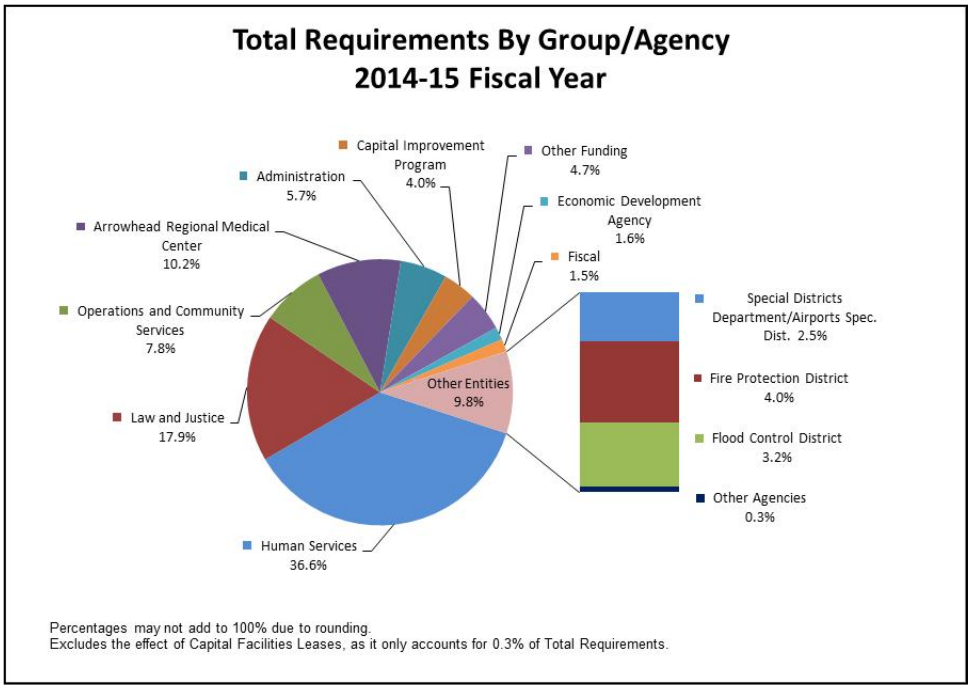


REQUIREMENTS SUMMARY

The 2014-15 Adopted Budget includes requirements of $4.9 billion, which is a net decrease of $272.5 million or 5.28% compared to the 2013-14 Final Budget.

	Fiscal Year 2012-13 Actual Amount	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Final Budget	Fiscal Year 2014-15 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
County:						
Administration	224,299,057	272,390,002	284,290,734	279,716,547	(4,574,187)	-1.61%
Capital Facilities Leases	12,930,934	13,013,014	13,013,014	13,016,519	3,505	0.03%
Economic Development Agency	47,957,766	79,326,558	81,225,755	76,133,849	(5,091,906)	-6.27%
Fiscal	57,316,128	73,853,766	75,313,302	74,122,924	(1,190,378)	-1.58%
Arrowhead Regional Medical Center	478,743,748	487,148,007	567,215,890	497,550,983	(69,664,907)	-12.28%
Human Services	1,417,511,885	1,697,142,892	1,798,963,735	1,784,748,231	(14,215,504)	-0.79%
Law and Justice	759,062,705	838,243,694	887,003,178	874,521,236	(12,481,942)	-1.41%
Operations and Community Services	332,174,552	384,274,300	397,137,111	380,579,092	(16,558,019)	-4.17%
Capital Improvement Program	116,853,709	178,101,898	197,528,972	194,509,142	(3,019,830)	-1.53%
Other Funding	95,837,310	368,408,299	371,044,529	229,118,412	(141,926,117)	-38.25%
Subtotal:	3,542,687,794	4,391,902,430	4,672,736,220	4,404,016,935	(268,719,285)	-5.75%
Special Districts/Other Agencies:						
Special Districts Department/Airports Spec. Dist.	34,740,395	123,713,542	134,149,029	120,766,295	(13,382,734)	-9.98%
Fire Protection District	116,791,157	179,582,897	186,990,275	196,654,229	9,663,954	5.17%
Flood Control District	52,302,498	155,241,829	156,391,851	156,991,933	600,082	0.38%
Other Agencies	8,576,445	12,847,186	13,488,785	12,781,222	(707,563)	-5.25%
Subtotal:	212,410,495	471,385,454	491,019,940	487,193,679	(3,826,261)	-0.78%
Total:	3,755,098,289	4,863,287,884	5,163,756,160	4,891,210,614	(272,545,546)	-5.28%
Budgeted Staffing*	20,523	20,726	21,082	21,306	224	1.06%

*2012-13 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.



Below are explanations of the major expenditures that are included in the $4.9 billion 2014-15 Adopted Budget and changes from the 2013-14 Final Budget.

County Operations

Administration has requirements of $279.7 million and contains County departments and functions that provide leadership and support to departments that provide direct public services to County residents. The leadership section of this operational group includes the Board of Supervisors ($7.2 million), which is the governing body of

County government, and the County Administrative Office ($4.5 million), which directs and coordinates departmental activities according to the law and strategic goals set by the Board of Supervisors. Various support functions include civil legal services provided by County Counsel ($8.8 million), employment and employee related services provided by Human Resources ($19.4 million), and information technology support provided by the Information Services Department ($72.4 million). The largest department in the Administration operational group is the Department of Risk Management, which has requirements of $102.8 million and administers the County self-insured workers' compensation, public liability, property conservation, safety and risk reduction programs as well as its insured programs.

Overall, the change in budget from the 2013-14 Final Budget for this operational group is $4.6 million, which represents a 1.61% reduction in requirements. This is the result of a decrease in the Information Services – Telecommunication Services budget unit of $4.7 million primarily due to the purchase of three years of SMARTnet wide area network maintenance and support for Information Services and other County departments in 2013-14. Another notable change that does not affect budgeted amounts is related to a shift of the Information Services Department's Application Development unit from the General Fund to an Internal Service Fund within Administration. It has been determined that this division should be budgeted as a new Internal Service Fund since the group primarily provides services to County departments and recovers all costs via a billable hourly programming rate.

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

Economic Development Agency has requirements of $76.1 million and provides services that seek to create, maintain, and grow the economic value of the County. Such services include small business assistance and technical support, permitting assistance, international trade services, and business site selection assistance. Notable departmental requirements include $50.8 million for Community Development and Housing services funded primarily by federal Community Development Block Grant funds and $21.8 million for the Department of Workforce Development, which is funded by federal Workforce Investment Act revenue to provide services to County residents including job search, skills assessments, vocational training, job readiness skills, and connection to employers.

The net reduction in requirements of $5.1 million is primarily related to the completion of a major Housing and Urban Development Program by the Department of Community Development and Housing in 2013-14.

Fiscal has requirements of $74.1 million and includes the Auditor-Controller/Treasurer/Tax Collector ($38.6 million) as well as the Assessor/Recorder/County Clerk ($35.6 million). These departments provide services to the public and other County departments related to the establishment and collection of County property taxes along with other fiscal services that ensure the proper reporting and usage of taxpayer funds. Specifically, the Auditor-Controller/Treasurer/Tax Collector processes, safeguards and provides information regarding County financial activities, manages the County treasury pool, collects and distributes property taxes and other obligations owed to County agencies and courts. The Assessor/Recorder/County Clerk performs mandated assessment of properties, recording of real estate and other documents, and County clerk functions.

Total requirements are decreasing $1.2 million or 1.58% compared to the 2013-14 Final Budget. This is primarily related to a variety of one-time costs and projects funded by the Auditor-Controller/Treasurer/Tax Collector in 2013-14.

Arrowhead Regional Medical Center (ARMC) has total requirements of $497.6 million and provides medical services to County residents. ARMC is an acute care facility that provides a full range of inpatient and outpatient services, has three off campus community health centers, and provides Department of Behavioral Health's inpatient activities and numerous specialty activities. For 2014-15, ARMC will continue to focus on the conversion of patients from self-pay to Medi-Cal to maximize the utilization of Federal and State programs to ensure receipt of all available resources under the Affordable Care Act.

ARMC is decreasing requirements a net $69.7 million, which represents a 12.28% decrease. This is primarily due to a decrease of $34.0 million in operating expenses, due to less than anticipated patient volumes as a result of the Affordable Care Act and the conclusion of the Low Income Health Program (LIHP) and its associated costs. Additionally, Operating transfers out are decreasing by $39.1 million due to a one-time repayment in 2013-14 to

the State of an overpayment of 2011-12 and 2012-13 Disproportionate Share Hospital (DSH) revenues and the completion of various capital projects.

Human Services is the largest operational group within the County with requirements totaling $1.8 billion. This group provides health and social service programs to County residents through a number of County departments. Health services are provided primarily through the Department of Behavioral Health ($375.7 million) and Public Health ($109.0 million). Social services are provided primarily through the Human Services Administrative Claim budget unit ($503.2 million), Human Service Subsistence Payments budget units ($522.6 million), the Preschool Services Department ($49.0 million), Child Support Services Department ($40.0 million), and the Aging and Adult Services Department ($8.9 million).

Human Services is decreasing budgeted requirements by $14.2 million primarily due to a decrease of $59.9 million in the Health Administration budget unit resulting from a reduction in Disproportionate Share Hospital (DSH) payments. DSH is a federal matching program that assists the County in funding indigent patients. This reduction is offset by health related budget increases in the Department of Behavioral Health, which is increasing requirements a net $35.5 million. Between its Mental Health Services Act Special Revenue Fund and General Fund budget units, the Department is adding 44 budgeted positions mainly to provide additional clinic services throughout the County. Additionally, operating costs for the Department are increasing to provide care for additional patients as a result of the Affordable Care Act. In the area of social services, the Human Services Administrative Claim budget unit is increasing requirements by $8.5 million due to an increase in staffing expenses associated with retirement costs and the addition of 32 budgeted positions for the Transitional Assistance Department. The Human Services – Subsistence funds are also increasing requirements by $5.4 million, which is due to a combination of caseload and grant cost increases.

Law and Justice has requirements of $874.5 million and provides public safety services to County residents. The Sheriff/Coroner/Public Administrator (total of $555.2 million) provides law enforcement services for the unincorporated areas of the County and certain services on a countywide basis ($204.6 million). Another primary function of the Department is to provide Detention facilities ($183.0 million) for all of the County pre-sentenced inmates as well as sentenced inmates that no longer go to State prison as a result of the realignment by the State of adult offenders (2011 Realignment). The Department also provides law enforcement services to 14 County cities through contractual agreements ($128.3 million). The Probation Department ($161.2 million) provides supervision of adult and juvenile probationers throughout the County as well as for recently realigned State parolees (2011 Realignment). The District Attorney's Office ($76.0 million) is responsible for prosecuting crimes committed within the County, and the Public Defender ($35.5 million) provides legal counsel for indigent defendants within the County.

Requirements are decreasing by $12.5 million in this operational group primarily due to the funding of several one-time projects in 2013-14 by the Probation Department using 2011 Realignment funds. Such projects included $5.1 million to acquire an office building for the West Valley Day Reporting Center and $1.8 million for the cost of converting the Library Administration building in San Bernardino to a day reporting center. Although the Sheriff did not have a substantial change in overall requirements, the Department's Detention budget unit was allocated $11.5 million in additional Discretionary General Funding in 2014-15 to fund the full year cost of staffing 222 new beds at the County's expanded High Desert Detention Center (formerly Adelanto Detention Center). The expanded facility was opened mid-year in 2013-14 using one-time 2011 Realignment growth funds, and therefore did not require a large increase in overall requirements for 2014-15. However, the allocation of Discretionary General funding will enable the Department to staff the additional 222 beds on an ongoing basis.

Operations and Community Services has requirements of $380.6 million and provides both internal support of County operations as well as external services to the public that promote the quality of life and well-being of County residents. Services that support the general operation of County government include custodial, grounds, and maintenance by Real Estate Services - Facilities Management Division ($14.2 million), the payment of County utilities ($20.4 million), and real estate services ($20.7 million). Departments that provide direct services to the community include Agriculture/Weights and Measures ($7.0 million), the County Library ($20.2 million), Land Use Services ($22.6 million), Registrar of Voters ($8.5 million), Regional Parks ($18.2 million), and the County Museum ($3.3 million). Notably, this group also includes the Department of Public Works – Transportation ($143.2 million) and Public Works – Solid Waste Management ($89.6 million). The Transportation Division is responsible for the operation, maintenance, and improvement of the County's road system that currently includes approximately 2,768 miles of roadway. Solid Waste Management is responsible for the operation and

management of the County solid waste disposal system, which consists of six regional landfills, nine transfer stations, and thirty-three closed landfills or disposal sites.

The net reduction in requirements is $16.6 million, which represents a decrease of 4.17% from the 2013-14 Final Budget. The most notable change for 2014-15 is associated with a reduction in Public Works – Transportation of $19.8 million due to decreases in operating expenses and contingencies because of fewer new major infrastructure projects and the end of State Proposition 1B funded pavement improvement projects in 2013-14.

Capital Improvement Program has requirements of $194.5 million and is used to account for funding resources designated for the acquisition or construction of major capital facilities. Further detail on major capital projects for 2014-15 are shown in the Capital Improvement Program section of this summary on page 52.

Other Funding of $229.1 million primarily represents the Countywide Discretionary Fund ($69.9 million), General Fund Contingencies ($54.4 million), and various restricted funds within the General Fund including Proposition 172 Half-Cent Sales tax ($24.3 million), 1991 Realignment ($18.4 million), and the Automated Systems Development Fund ($11.9 million). Other Funding also includes Contribution to Reserves of $48.2 million. Requirements within the Countywide Discretionary fund are used primarily to transfer Discretionary General Funding to various budget units outside the General Fund to fund various programs and projects, such as a multi-year 800 Mhz Radio Re-banding Project ($20.0 million), numerous capital improvement projects for County facilities ($12.0 million), and a subsidy to the Fire Protection District ($18.0 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 law and justice, mental health, social services and health programs within the County. Automated Systems Development is funding that is set aside for the purpose of developing, upgrading, and/or replacing the County Financial Accounting System. Further detail on all Restricted Funds can be found in the Discretionary General Funding and Restricted Funds section of this Adopted Budget Book.

The net change to Other Funding of $141.9 million primarily represents a reduction in Contribution to Reserves of $85.0 million. This is due to the contribution of $120.6 million to general purpose and specific County General Fund reserves approved by the Board in the 2013-14 Third Quarter Budget Report. Further detail on County Reserves can be found in the Discretionary General Funding and Restricted Funds section of this Adopted Budget Book. Additionally, 1991 Realignment requirements are decreasing $57.1 million primarily due to funds being transferred in 2013-14 to Arrowhead Regional Medical Center in order for the hospital to return matching Disproportionate Share Hospital (DSH) program funds to the State as a result of overpayments made to the County in 2011-12 and 2012-13.

Special Districts/Other Agencies Operations

Special Districts Department/Airports Special District has requirements of $120.8 million and is managed primarily by the Special Districts Department ($111.2 million) with $9.6 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, funding, and maintenance of general, parks and recreation, road, sanitation, street lighting, and water districts for 102 Districts, County Services Areas (CSA) and Improvement Zones within the County. On December 29, 1969 the Board of Supervisors established CSA 70 Countywide to provide a centralized mechanism for administration of personnel and operations which serve all of the Board governed CSAs. Staff within CSA 70 Countywide provide centralized and regional management services, administration, engineering, fiscal, human resources, lien administration, park maintenance, payroll, information services, road maintenance and inspection services. Along with $74.3 million in requirements that are budgeted for all departmental operations, the Special Districts Department maintains several budgets totaling $36.9 million for the primary purpose of maintaining an adequate level of funds set aside to protect the districts from unforeseen increases in expenditures or reductions in revenues, or other extraordinary events, which would harm the fiscal health of the districts.

The net reduction of $13.4 million is primarily due to the completion, cancellation or postponement of several capital improvement projects in 2013-14 by the Special Districts Departments. Completed projects include a fencing project for CSA 70 D-1 Lake Arrowhead, a skate park for CSA 56 Wrightwood, the Erwin Park Clubhouse renovation in Big Bear Recreation and Park District, Phase I completion of the meter/service line replacement project in CSA 70 Zone J Oak Hills, and partial completion of Kessler Park in Bloomington Recreation and Park District and the CSA 70 W-4 Pioneertown offsite pipeline supply project.

Fire Protection District has requirements of $196.7 million and provides fire protection and emergency services throughout the County. The District covers 18,353 square miles, operates 63 fire stations and 11 facilities within four Regional Services Zones, serves 64 unincorporated communities, and the cities of Grand Terrace and the Town of Yucca Valley. Additionally, County Fire provides fire protection services by contract to four cities and two independent fire protection districts. The District is an all-risk fire department providing management for fire suppression, emergency medical services, ambulance services, hazardous materials (HAZMAT) response, arson investigation, technical rescue including water borne, flooding and mudslide, winter rescue operations, and terrorism and weapons of mass destruction.

Requirements are increasing a net $9.7 million, which represents a 5.17% increase compared to the 2013-14 Final Budget. The most notable change within the District is an increase of 14 budgeted positions in the Valley Regional Service Zone, which is primarily due to the addition of 3 Firefighters, 3 Engineers, and 3 Captain positions for the Fontana Fire Protection District. These positions will be funded with contract revenue received from the Fontana Fire Protection District.

Flood Control District was created in 1939 under special State legislation and has requirements of $157.0 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. Major construction projects in 2014-15 include Basin Construction projects at Cactus Basin #3, Donnell Basin Phase I, and Amethyst Basin as well as Channel Construction at Elder Creek, Mountain View Acres, Kitchen Dean Wash, Rialto Channel at Riverside Avenue, and Rimforest Drainage Mitigation.

The net increase of $600,082 is primarily due to new equipment and vehicles being purchased in 2014-15 in order to replace outdated units.

Other Agencies has total requirements of $12.8 million and contains four Other Agency budget reporting entities in the County, including the In-Home Supportive Services Public Authority ($8.2 million), Inland Counties Emergency Medical Agency ($4.5 million), County Industrial Development Authority ($56,533), and Economic and Community Development Corporation ($93 dollars). The In-Home Supportive Services program was created in 1973 to serve elderly, blind, and/or disabled individuals who are not able to remain safely in their home without assistance. The Inland Counties Emergency Medical Agency (ICEMA) was developed under a Joint Powers Agreement with San Bernardino, Inyo and Mono Counties and is charged with the coordination, evaluation, and monitoring of emergency medical services within public and private pre-hospital providers, specialty hospitals, paramedic base hospitals, and the effectiveness of Emergency Medical Services (EMS) educational programs and medical disaster preparedness. The County Industrial Development Authority and Economic and Community Development Corporation were agencies created to provide various methods of financing on behalf of private enterprise in order to promote and enhance economic development and increase opportunities for useful employment.

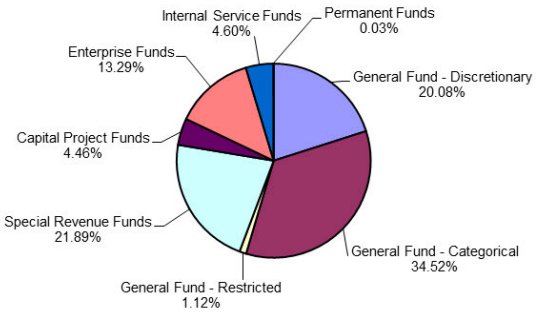
Net reductions in requirements of $707,563 can be attributed to a reduction of $913,909 in ICEMA primarily related to a reduction in the purchase of equipment and supplies for the Hospital Preparedness Program, reduced transfers for building lease expenses, and a reduction in computer software expenses.

TOTAL REQUIREMENTS BY FUND TYPE

	Fiscal Year 2012-13 Actual Amount	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Final Budget	Fiscal Year 2014-15 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
General Fund - Discretionary	831,072,480	1,086,707,458	1,097,803,792	981,935,839	(115,867,953)	-10.55%
General Fund - Categorical	1,446,182,497	1,612,949,153	1,713,400,806	1,688,667,831	(24,732,975)	-1.44%
General Fund - Restricted	78,634	72,467,568	109,512,069	54,954,325	(54,557,744)	-49.82%
Special Revenue Funds	566,486,415	1,044,252,786	1,073,334,398	1,070,711,752	(2,622,646)	-0.24%
Capital Project Funds	117,668,970	201,972,068	226,928,078	217,961,783	(8,966,295)	-3.95%
Enterprise Funds	626,956,603	640,616,519	727,311,393	650,226,781	(77,084,612)	-10.60%
Internal Service Funds	166,647,056	202,697,267	213,840,559	225,132,238	11,291,679	5.28%
Permanent Funds	5,634	1,625,065	1,625,065	1,620,065	(5,000)	-0.31%
Total	3,755,098,289	4,863,287,884	5,163,756,160	4,891,210,614	(272,545,546)	-5.28%
Budgeted Staffing*	20,523	20,726	21,082	21,306	224	1.06%

*2012-13 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

Total Requirements By Fund Type
2014-15 Fiscal Year



Percentages may not add to 100% due to rounding.

Description of Major County Funds

1. The **General Fund**, explained in more detail below, is a major fund of the County. Human Services programs, Law and Justice Activities (including detentions), Public Health services, and Behavioral Health services make up a majority of the expenditures in the General Fund.

2. The **Arrowhead Regional Medical Center** (ARMC), which is an enterprise fund, is a major fund of the County. The ARMC is a state-of-the-art 456-bed medical facility and includes a 24-hour Emergency Department, Level II Trauma Center, three Family Health Centers and the only Burn Center service San Bernardino, Riverside, Inyo and Mono counties.

Note: For budgetary purposes, a major fund constitutes more than 10 percent of the revenues or expenditures of the appropriated budget.

Governmental Fund Types

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

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

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

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

Proprietary Fund Types

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

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

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

	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Permanent Funds
ADMINSTRATION						
BOARD OF SUPERVISORS	7,190,670					
BOARD DISCRETIONARY FUNDING	4,206,259					
CLERK OF THE BOARD	2,258,163					
COUNTY ADMINISTRATIVE OFFICE	4,903,738	28,843				
COUNTY COUNSEL	8,817,154					
FINANCE AND ADMINISTRATION	2,889,619					
HUMAN RESOURCES	13,610,089	5,813,327				
FLEET MANAGEMENT					36,529,788	
INFORMATION SERVICES	2,264,212				70,170,935	
PURCHASING	2,117,341				12,606,282	
RISK MANAGEMENT					102,751,233	
LOCAL AGENCY FORMATION COMMISSION	288,274					
COUNTY SCHOOLS	3,270,620					
TOTAL ADMINISTRATION	**51,816,139**	**5,842,170**	**0**	**0**	**222,058,238**	**0**
CAPITAL FACILITIES LEASES						
CAPITAL FACILITIES LEASES	13,016,519					
TOTAL CAPITAL FACILITIES LEASES	**13,016,519**	**0**	**0**	**0**	**0**	**0**
ARROWHEAD REGIONAL MEDICAL CENTER						
ARROWHEAD REGIONAL MEDICAL CENTER				497,550,983		
TOTAL ARROWHEAD REGIONAL MEDICAL CENTER	**0**	**0**	**0**	**497,550,983**	**0**	**0**
ECONOMIC DEVELOPMENT AGENCY						
ECONOMIC DEVELOPMENT	3,468,279					
COMMUNITY DEVELOPMENT AND HOUSING		40,683,461	10,159,633			
WORKFORCE DEVELOPMENT		21,822,476				
TOTAL ECONOMIC DEVELOPMENT AGENCY	**3,468,279**	**62,505,937**	**10,159,633**	**0**	**0**	**0**
FISCAL						
ASSESSOR/RECORDER/COUNTYCLERK	22,890,787	12,673,383				
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	36,880,704	1,678,050				
TOTAL FISCAL	**59,771,491**	**14,351,433**	**0**	**0**	**0**	**0**
HUMAN SERVICES						
AGING AND ADULT SERVICES	9,740,887					
BEHAVIORAL HEALTH	172,139,912	203,547,034				
CHILD SUPPORT SERVICES	40,039,593					
HEALTH ADMINISTRATION	120,730,613	38,958,405				
HUMAN SERVICES	1,025,854,142	13,745,232				
PRESCHOOLSERVICES		49,009,940				
PUBLIC HEALTH	101,265,083	7,732,157				
VETERANS AFFAIRS	1,985,233					
TOTAL HUMAN RESOURCES	**1,471,755,463**	**312,992,768**	**0**	**0**	**0**	**0**
LAW AND JUSTICE						
COUNTY TRIAL COURTS	39,780,118	2,376,195				
DISTRICT ATTORNEY	65,839,206	10,176,991				
LAW AND JUSTICE GROUP ADMINISTRATION	90,208	4,311,034				
PROBATION	143,295,001	17,928,657				
PUBLIC DEFENDER	35,524,591					
SHERIFF/CORONER/PUBLIC ADMINSTRATOR	515,891,169	39,308,066				
TOTAL LAW AND JUSTICE	**800,420,293**	**74,100,943**	**0**	**0**	**0**	**0**
OPERATIONS AND COMMUNITY SERVICES						
AGRICULTURE/WEIGHTS AND MEASURES	6,888,815	145,635				
AIRPORTS	2,810,030	6,156,238				
ARCHITECTURE AND ENGINEERING	0					
COUNTY LIBRARY		20,215,880				
COUNTY MUSEUM	3,191,462			69,131		
LAND USE SERVICES	22,609,296					
PUBLIC WORKS	3,405,098	143,397,484		89,626,923		
REAL ESTATE SERVICES	39,086,547	16,264,466				
REGIONAL PARKS	11,319,706	6,838,018		63,586		
REGISTRAR OF VOTERS	8,482,909					
FISH AND GAME COMMISSION		7,868				
TOTAL OPERATIONS AND COMMUNITY SERVICES	**97,793,863**	**193,025,589**	**0**	**89,759,640**	**0**	**0**
CAPITAL IMPROVEMENT PROGRAM						
CAPITAL IMPROVEMENT PROGRAM			194,509,142			
TOTAL CAPITAL IMPROVEMENT PROGRAM	**0**	**0**	**194,509,142**	**0**	**0**	**0**
OTHER FUNDING						
ALL OTHER FUNDING (E.G. COUNTYWIDE DISCRETIONARY, PROP 172, REALIGNMENT)	227,515,948	1,602,464				
TOTAL OTHER FUNDING	**227,515,948**	**1,602,464**	**0**	**0**	**0**	**0**
SPECIAL DISTRICTS DEPARTMENT/ AIRPORTS SPECIAL DISTRICT						
SPECIAL DISTRICTS DEPARTMENT/ AIRPORTS SPECIAL DISTRICT		43,410,155	12,819,917	62,916,158		1,620,065
TOTAL SPECIAL DISTRICTS DEPARTMENT/ AIRPORTS SPECIAL DISTRICT	**0**	**43,410,155**	**12,819,917**	**62,916,158**	**0**	**1,620,065**
FIRE PROTECTION DISTRICT						
FIRE PROTECTION DISTRICT		196,181,138	473,091			
TOTAL FIRE PROTECTION DISTRICT	**0**	**196,181,138**	**473,091**	**0**	**0**	**0**
FLOOD CONTROL DISTRICT						
FLOOD CONTROL DISTRICT		153,917,933			3,074,000	
TOTAL FLOOD CONTROL DISTRICT	**0**	**153,917,933**	**0**	**0**	**3,074,000**	**0**
OTHER AGENCIES						
OTHER AGENCIES		12,781,222				
TOTAL OTHER AGENCIES	**0**	**12,781,222**	**0**	**0**	**0**	**0**
GRAND TOTAL	**2,725,557,995**	**1,070,711,752**	**217,961,783**	**650,226,781**	**225,132,238**	**1,620,065**

TOTAL REVENUE AND OTHER FUNDING SOURCES

	Fiscal Year 2012-13 Actual Amount	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Final Budget	Fiscal Year 2014-15 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Revenue						
Taxes	712,687,296	693,080,716	697,641,447	733,643,627	36,002,180	5.16%
1991 Realignment*	160,873,855	207,203,363	248,255,663	209,149,972	(39,105,691)	-15.75%
2011 Realignment*	263,500,468	298,212,880	320,386,723	304,905,462	(15,481,261)	-4.83%
State, Federal or Government Aid	1,432,347,558	1,549,159,198	1,619,178,697	1,573,072,710	(46,105,987)	-2.85%
Fee/Rate	780,214,494	836,569,290	919,354,976	893,328,166	(26,026,810)	-2.83%
Other Revenue	232,998,069	132,051,228	155,337,195	122,895,072	(32,442,123)	-20.88%
Total Revenue	3,582,621,740	3,716,276,675	3,960,154,701	3,836,995,009	(123,159,692)	-3.11%
Other Funding Sources						
Operating Transfers In	246,305,728	247,827,306	266,229,189	213,179,591	(53,049,598)	-19.93%
Fund Balance/Use of Unrestricted Net Assets**	53,802,584	668,852,782	707,041,149	725,083,452	18,042,303	2.55%
General Fund Unassigned Fund Balance**	(127,631,763)	194,412,332	194,412,332	110,316,025	(84,096,307)	-43.26%
Use of Reserves	0	35,918,789	35,918,789	5,636,537	(30,282,252)	-84.31%
Total Other Funding Sources	172,476,549	1,147,011,209	1,203,601,459	1,054,215,605	(149,385,854)	-12.41%
Total Revenue and Other Funding Sources	3,755,098,289	4,863,287,884	5,163,756,160	4,891,210,614	(272,545,546)	-5.28%

* In the Discretionary General Funding and Restricted Fund section of this budget book, Family Support Realignment ($13,989,650), which was implemented as a result of 2011 Realignment, is categorized as 2011 Realignment. In this Budget Summary, Family Support Realignment is categorized as 1991 Realignment due to reporting requirements of the State.

** For 2012-13, the two Fund Balance budget line items represent either the actual use of fund balance (if positive amounts) or the actual increase to fund balance (if negative amounts) throughout the fiscal year.

The revenue and other funding sources schedule above includes all County funds. This schedule includes operating transfers in, which are the mechanism for providing funding from one budget unit to another within the County. Additionally, this schedule summary provides the fund balance/use of unrestricted net assets for all non-general funds, the general fund's unassigned fund balance, as well as the use of County reserves. Descriptions of major sources of funding in the 2014-15 Adopted Budget and changes from the 2013-14 Final Budget are included below.

Revenue

Taxes of $733.6 million consist of approximately $479.3 million in Property Tax ($450.8 million) and Sales/Other Tax ($28.5 million) that is deposited directly into the Discretionary General Fund for allocation by the Board of Supervisors. Additionally, as a result of the consolidation of other Board Governed entities into the County budget summary, an additional $83.5 million in Property Tax is reported for the Fire Protection District ($35.9 million), Flood Control District ($40.6 million), and Board Governed Districts managed by the Special Districts Department and Airports ($7.0 million). Finally, Taxes also consist of Proposition 172 Half-Cent Sales Tax ($156.0 million) and Sales Tax – Measure I Road Operations funds ($7.0 million).

The net increase of $36.0 million is primarily related to a $23.3 million projected increase in Property taxes that are deposited into the Discretionary General Fund. This is the result of a projected 3.5% increase in the assessed valuation of properties within the County and a slight increase related to the dissolution of Redevelopment Agencies. Additionally, it is estimated that the Proposition 172 Half-Cent Sales Tax will increase by $8.2 million in the upcoming fiscal year. For more detail on Discretionary General Fund related taxes, refer to the Discretionary General Funding and Restricted Funds section of this 2014-15 Adopted Budget book.

1991 Realignment revenues of $209.1 million are decreasing over the prior year final budget by $39.1 million primarily due to funds being transferred in 2013-14 to Arrowhead Regional Medical Center in order for the hospital to return matching Disproportionate Share Hospital (DSH) program funds to the State as a result of overpayments made to the County in 2011-12 and 2012-13. Although technically not categorized as the receipt of taxes, 1991 Realignment is received from the State and is primarily derived from sales taxes to pay for mental health, social services and health programs within the County. Because sales tax tends to be much more volatile and quicker to react to changes in the economy, its usage results in a higher risk of funding decreases in future years. These decreases will likely coincide with an economic downturn where there is an increased need for programs funded with this revenue. For more detail on 1991 Realignment funding, refer to the Discretionary General Funding and Restricted Funds section of this 2014-15 Adopted Budget Book.

2011 Realignment revenues of $304.9 million are decreasing over the prior year final budget by $15.5 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 law and justice, mental health, and social services programs within the County. Because sales tax tends to be much more volatile and quicker to react to changes in the economy, its usage results in a higher risk of funding decreases in future years. These decreases will likely coincide with an economic downturn where there is an increased need for programs funded with this revenue. For more detail on 2011 Realignment funding, refer to the Discretionary General Funding and Restricted Funds section of this 2014-15 Adopted Budget Book.

State, Federal, and Other Government Aid represent the largest revenue source within the County totaling $1.6 billion. The Human Services operational group receives the largest amount of funds from other governments, with $416.2 million received from the State and $626.5 million from the federal government. There is an overall decrease of $46.1 million from the prior year final budget in this revenue category, which represents a decrease of 2.85%.

The overall decrease is comprised of both increases and decreases in various programs.

Primary increases in State, Federal or Government Aid include:

- **Human Services** operational group increased by a net $50.5 million primarily due to additional funding for the Department of Behavioral Health's Mental Health Services Act fund, which is projected to increase by approximately $24.4 million based on the 2012-13 personal income tax surcharge cash distribution being higher than anticipated. Much of this additional funding has been placed in contingencies for 2014-15. Additionally, the Department of Behavioral Health's General Fund budget unit is increasing by $16.0 million due primarily to increases in Medi-Cal reimbursements related to the Affordable Care Act implementation.

Significant decreases in State, Federal or Government Aid include:

- **Fire Protection District** is decreasing by a net $5.4 million primarily related to the completion of the 2011 and 2012 Homeland Security Grant Program (HSGP) projects in 2013-14. The District is still anticipating receiving various 2012, 2013, and 2014 HSGP funds, which are used by the District to help strengthen the County against risks associated with potential terrorist attacks.
- **Law and Justice** Operational Group is decreasing by a net $17.7 million primarily due to reductions in the Probation Department of $6.7 million and the Sheriff/Coroner/Public Administrator of $9.5 million. The Probation Department anticipated a $5.8 million decrease in Title IV – E foster care revenue received for juveniles on probation. Additionally, the revenue decrease for the Sheriff/Coroner/Public Administrator's is primarily due to a reduction in revenue from the Federal U.S. Marshall for federal inmates held in the County jails. The number of federal inmates has steadily declined since 2012-13 and the loss for 2014-15 represents a net reduction of 160 federal inmates. The loss of Title IV-E and U.S. Marshall revenue is offset by increased allocations of funding from the Discretionary General Fund, which enable the Departments to continue to provide much needed services to County residents.
- **Operations and Community Development** Operational Group is decreasing this source by a net $20.9 million primarily due to reductions in the Public Works - Transportation budget unit associated with decreased reimbursements from outside agencies due to the completion of projects, such as the Lenwood Road and Alabama Avenue emergency projects and the Cherry Avenue widening and Cherry Avenue at Interstate 10 interchange project.

Fee/Rate includes the following types of revenues: licenses, permits, fines, fees, rates, and other services. Total revenue of $893.3 million is anticipated to decrease from the 2013-14 final budget by $26.0 million. Much of this funding ($192.2 million) is received by internal service fund departments, such as the Information Services Department and Risk Management Department that provide direct services to other County Departments. Other notable departments that receive funding to provide specific services include the Sheriff's Department ($128.3 million), which provides law enforcement services for 14 incorporated County cities, and the County's Solid Waste Department ($69.6 million) that is responsible for the operation and management of the County solid waste disposal system.

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

- **Administration** Operational Group is increasing by a net $24.1 million due to an increase in the Risk Management – Insurance Fund. The Department is increasing sources in this category as a result of additional premium allocations to departments for the Workers' Compensation, General Liability, Law Enforcement Liability and Auto Liability Programs that will help them reach the 80% confidence level of funding that is required by Board Policy 05-01.
- **Law and Justice** Operational Group's Sheriff/Coroner/Public Administrator is increasing sources by $6.1 million due to additional charges to contract cities for the provision of law enforcement services. The increased funding for services is the result of additional workers compensation charges, increased retirement costs, and other increased operating expenses.

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

- **Human Services** Operational Group's Health Care Administration budget is decreasing sources by $59.1 million due to a reduction of intergovernmental transfers for Disproportionate Share Hospital (DSH), Delivery System Reform Incentive Payments (DSRIP), and Medi-Cal managed care programs. To receive intergovernmental transfers, this budget unit advances funds to the State, which in turn are used to draw matching health care funds for Arrowhead Regional Medical Center (ARMC) from the federal government. These matching funds are used by ARMC to provide for uncompensated costs of care. Once the matching funds are received by ARMC, the Medical Center deposits funds equal to the amount originally advanced to the State back into the Health Care Administration budget and ARMC retains the matching funds. It is anticipated that the uncompensated cost of care will be reduced as a result of the Affordable Care Act, resulting in the decrease in this revenue source.

Other Revenue of $122.9 million primarily includes interest earnings, rents and concessions, and tobacco settlement funds. This revenue source is anticipated to decrease by a net $32.4 million over the prior year final budget. Notably, the Flood Control District is reducing other revenue by a net $9.9 million related to a decrease in anticipated land sales for 2014-15. Additionally, the Information Services Department Internal Service fund budget units are decreasing other revenue by $4.7 million, which primarily represents the use of retained earnings required in 2013-14 to purchase three years of SMARTnet services for wide area network maintenance and support for the County. Finally, Public Works – Solid Waste Management is reducing other revenue by $4.2 million, which also primarily represents the use of retained earnings required in 2013-14. The department used retained earnings in 2013-14 for work on various groundwater and landfill gas systems and for non-routine work on the installation, operations, and maintenance of groundwater treatment systems throughout the disposal system.

Other Funding Sources

Operating Transfers In of $213.2 million is a funding source that provides a mechanism to transfer funding from one budget unit to another within the County. Two of the most notable groups with large Operating Transfers In include the Capital Improvement Program ($53.6 million) and the Countywide Discretionary Fund ($26.8 million). Operating Transfers In are the main funding source for the Capital Improvement Program as the program is funded primarily through monies received from other County Departments and the County General Fund for specific projects. The Countywide Discretionary Fund receives this funding primarily from the County's Master Settlement Agreement fund, which transfers revenues received from a settlement with the tobacco industry, which in turn is used by the General Fund to pay for a portion of debt service on the Arrowhead Regional Medical Center facility, increased health care costs within the Department of Public Health, and a realignment local match requirement.

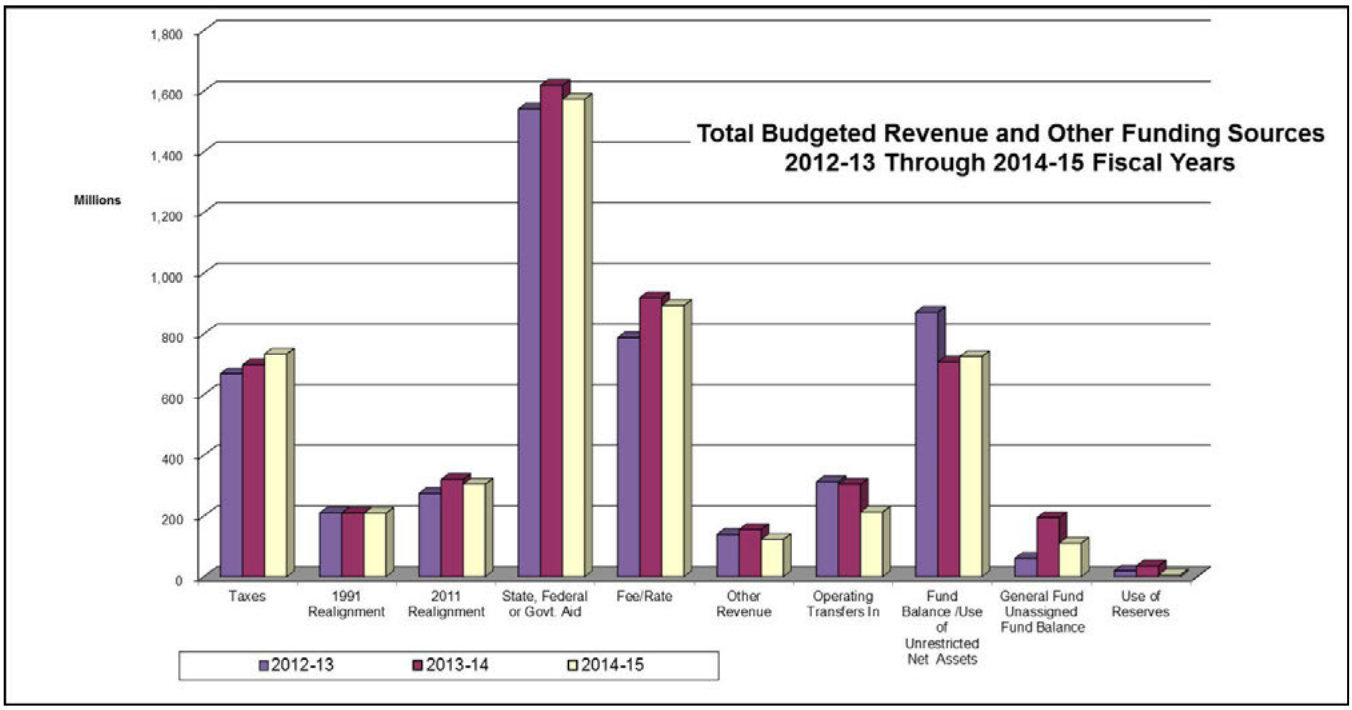
The net reduction in this funding source of $53.0 million is a result of a decrease in Operating Transfers In to the Capital Improvement Program budget of $40.2 million, which is primarily representative of a larger number of one-time projects funded by the Discretionary General Fund in 2013-14. Such 2013-14 projects included $4.5 million towards the relocation of the Sheriff's Aviation division to San Bernardino International Airport, $4.5 million towards the purchase of buildings in Victorville, and $15.7 million towards the expansion of the Sheriff's Crime Lab.

Fund Balance/Use of Unrestricted Net Assets of $725.1 million represents unspent funds carried over from 2013-14 that are available to be budgeted for all Restricted, Special Revenue and Capital Improvement funds in the County and the use of unrestricted net assets that are available in Internal Service and Enterprise funds. The net increase of $18.0 million represents an increase in this funding source that is available for appropriation. Although County governmental funds are required to budget all available fund balance, approximately $405.4 million of total countywide fund balance is budgeted in contingencies, which is not allocated for any specific use and will require further Board approval to be spent in 2014-15.

General Fund Unassigned Fund Balance of $110.3 million represents unspent General Fund balance carried over from 2013-14. Of this amount, $48.2 million is contributed to a variety of specific purpose reserves in the General Fund and $8.9 million is necessary to fund the County's mandatory 1.5% contingency, which per Board Policy 05-01 is in the General Fund to accommodate unanticipated operational changes, legislative impacts, or other economic events affecting County operations that could not have been reasonably anticipated. This amount is decreasing by $84.1 million from the prior year final budget as a result of additional amounts being set aside in General Fund Reserves. Instead of being "unassigned", this fund balance has instead been committed to various County specific purpose reserves through the County Quarterly Budget reports. Further detail on County reserves can be found in the Discretionary General Funding and Restricted Funds section of this Adopted Budget Book.

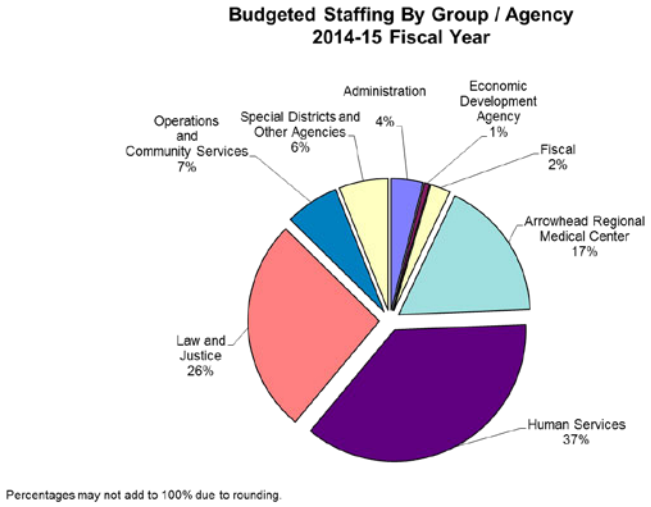
Use of Reserves of $5.6 million represents the use of Discretionary General Funding that had been set aside for the Glen Helen Grade Separation project ($5.3 million) and the County General Plan Update ($0.3 million). This represents a decrease of $30.3 million from the prior year final budget, as the County used the Excess Teeter Reserve ($13.0 million) and the Future Space Needs Reserve ($22.9 million) in 2013-14 to fund one-time capital projects and other one-time expenditures. Further detail on County reserves can be found in the Discretionary General Funding and Restricted Funds section of this Adopted Budget Book.

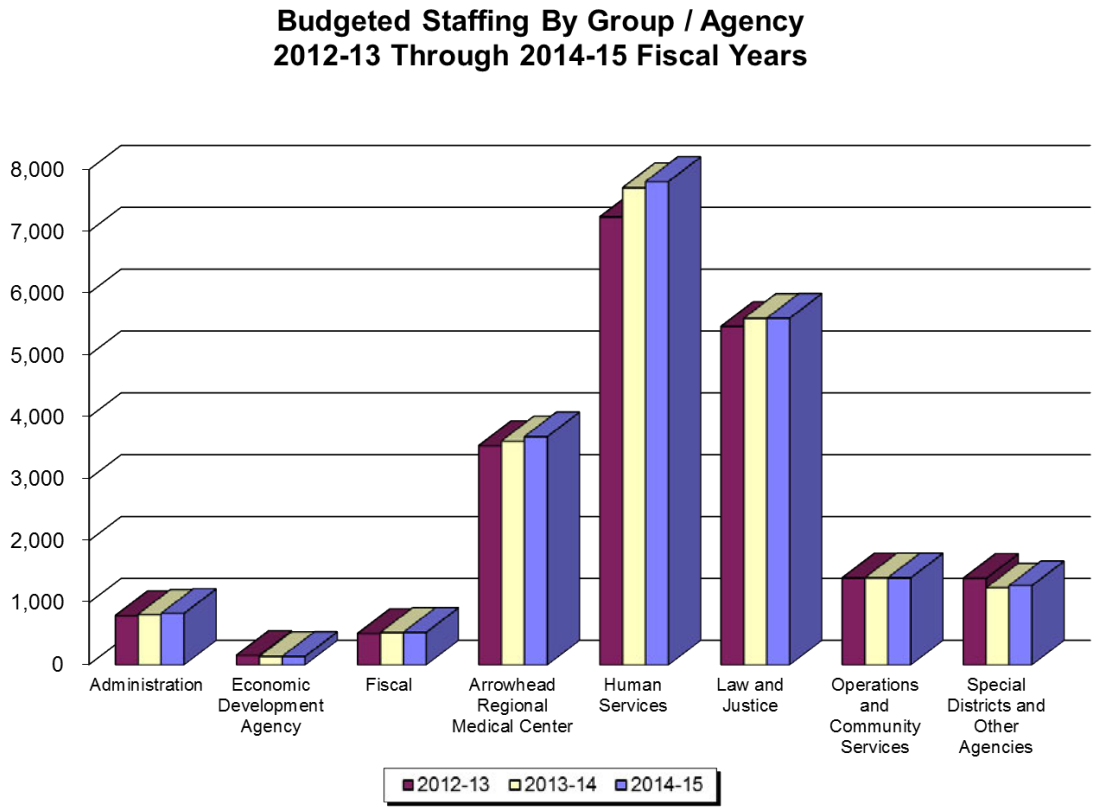
The bar graph below includes total budgeted revenue and other funding sources from the 2012-13 Final Budget to the 2014-15 Adopted Budget. 2012-13 amounts will not match previous information on prior pages because the bar graph below reports on budgeted revenue and amounts in the previous tables reflect actual revenue received.



BUDGETED STAFFING SUMMARY

Budgeted staffing is accounted for using headcount; each position, whether full time or part time, is counted as one. The pie chart below depicts the budgeted staffing by group/agency for the 2014-15 fiscal year. The following bar graph illustrates the budgeted staffing for the 2014-15 fiscal year as well as the prior two fiscal years.





	2013-14 Final Budget Staffing	Change from Final Budget: Caseload Driven/ Grant or Special Funded Programs	Change from Final Budget: All Other Programs	Change from Final Budget: Total Change	2014-15 Adopted Budget Staffing	Percentage Change
County - General Fund	13,795	49	(85)	(36)	13,759	(0.3%)
County - Other Funds	6,041	136	87	223	6,264	3.7%
Special Districts and Other Agencies	1,246	37	-	37	1,283	3.0%
Total	21,082	222	2	224	21,306	

Budgeted staffing for **caseload driven/grant, or special funded programs**, increased overall by a net 222 positions. Significant changes from the previous year's final budgeted staffing in caseload driven, grant or special funded programs include the following:

County - General Fund

- **Human Services Administrative Claim** had a net increase of 32 budgeted positions. The net increase is primarily the result of an additional 33 positions in the Transitional Assistance Department. The State elimination of the CalWORKs Young Child Exemption (which exempted individuals from having to receive training from Human Service employees), the engagement of currently sanctioned CalWORKs customers and the State's focus on Work Performance Rates requires increased Welfare to Work case management activities by the department.

- **Behavioral Health** increased by 18 budgeted positions. This is primarily due to the anticipated increase in demand for services as a result of the Affordable Care Act and the department's Choosing Healthy Options to Instill Change and Empowerment (CHOICE) program (7 positions). Additionally, the department added 7 new positions associated with increased demand for clinical services and 4 positions to support expanded services in collaboration with the Transitional Assistance Department for the Family Stabilization program.

- **Public Health – California Children's Services** increased budgeted staffing by a net 8 positions. This division of the Department of Public Health is a state program that provides case management, diagnosis and treatment services to individuals up to 21 years old with severe qualifying medical conditions and whose families are unable to pay for all or part of the care. The increased staffing is the result of a combination of caseload growth and the need to address lower than State standard staffing related to the previous economic downturn.

- **Probation – Administration, Correction, Detention** deleted a total of 5 vacant budgeted positions. Of the five, 3 Probation Officer II positions were eliminated due to less funding available from the State for the Department's House Arrest Program. Two Background Investigators were deleted because of decreased workload.

County - Other Funds

- **Arrowhead Regional Medical Center (ARMC)** increased a net 70 budgeted positions (111 additions offset by the deletion of 41 positions). The new positions were needed to address existing operational needs related to regulatory requirements, quality improvement, and to maintain staffing ratios based on volume. The deleted positions were eliminated based on an operational assessment of staffing requirements.

- **The Department of Behavioral Health – Mental Health Services Act** budget unit is increasing by a net 26 positions. This is primarily related to the need to add 29 new positions for the expansion of regional clinical services, clinical assessment services, recovery based engagement support teams, and administrative support.

- **Preschool Services** added a net 32 budgeted positions, which will enable the Department to serve an additional 250 children as a result of the restoration of federal sequestration funds.

Special Districts and Other Agencies

- **Fire Protection District** added a net 24 budgeted positions. This is primarily due to the addition of 9 positions in the Fire Hand Crew needed to provide more support to the Land Use Fuel Clearing Program, 3 positions to provide full time supervision to the Inmate Fire Crew Program that will be in full force by the end of 2015, and an additional 9 budgeted firefighter positions related to the expansion of the contract with the Fontana Fire Protection District.

- **Other Agencies - In-Home Supportive Services – Public Authority** added 7 budgeted positions as a result of the Authority assuming Provider Payroll, Enrollment and Orientations responsibilities from the Department of Aging and Adult Services. Additional contract positions are required in order to meet the increased workload.

Budgeted staffing for **all other programs** increased a net 2 budgeted positions. Significant changes from the previous year's final budgeted staffing in all other programs include the following:

Information Services Department Application Development unit was shifted to a new Internal Service Fund in 2014-15, resulting in the movement of 87 positions from the County General Fund to County - Other Funds. It has been determined that this division should instead be budgeted as an Internal Service Fund since the group primarily provides services to County departments and recovers all costs via a billable hourly programming rate. Therefore, all staff in this unit were moved to the Internal Service Fund.

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

BUDGETED STAFFING SUMMARY

Department	2012-13 Final Budget	2013-14 Final Budget	2014-15 Adopted Budget	Change Between 2013-14 & 2014-15
ADMINISTRATION				
GENERAL FUND				
BOARD OF SUPERVISORS	35	44	48	4
CLERK OF THE BOARD	13	15	14	(1)
COUNTY ADMINISTRATIVE OFFICE	17	17	17	-
COUNTY COUNSEL	89	85	86	1
FINANCE AND ADMINISTRATION	14	15	18	3
HUMAN RESOURCES	79	79	79	-
HUMAN RESOURCES - CENTER FOR EMPLOYEE HEALTH AND WELLNESS	11	12	12	-
INFORMATION SERVICES	94	100	13	(87)
PURCHASING	17	20	22	2
SUBTOTAL GENERAL FUND	369	387	309	(78)
OTHER FUNDS				
FLEET MANAGEMENT	84	87	86	(1)
HUMAN RESOURCES - COMMUTER SERVICES	3	3	3	-
HUMAN RESOURCES - EMPLOYEE BENEFITS AND SERVICES	28	30	31	1
INFORMATION SERVICES - APPLICATION DEVELOPMENT	-	-	87	87
INFORMATION SERVICES - COMPUTER OPERATIONS	122	117	120	3
INFORMATION SERVICES - TELECOMMUNICATIONS SERVICES	92	96	98	2
PURCHASING - PRINTING SERVICES	14	15	15	-
PURCHASING - SURPLUS PROPERTY AND STORAGE OPERATIONS	2	2	3	1
PURCHASING - MAIL/COURIER SERVICES	25	25	25	-
RISK MANAGEMENT - OPERATIONS	58	59	57	(2)
SUBTOTAL OTHER FUNDS	428	434	525	91
TOTAL ADMINISTRATION	**797**	**821**	**834**	**13**
ECONOMIC DEVELOPMENT AGENCY				
GENERAL FUND				
ECONOMIC DEVELOPMENT	15	13	10	(3)
OTHER FUNDS				
COMMUNITY DEVELOPMENT AND HOUSING	18	21	24	3
WORKFORCE DEVELOPMENT	122	104	105	1
SUBTOTAL OTHER FUNDS	140	125	129	4
TOTAL ECONOMIC DEVELOPMENT AGENCY	**155**	**138**	**139**	**1**
FISCAL				
GENERAL FUND				
ASSESSOR/RECORDER/COUNTY CLERK	216	222	223	1
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	280	295	296	1
SUBTOTAL GENERAL FUND	496	517	519	2
OTHER FUNDS				
ASSESSOR/RECORDER/COUNTY CLERK - SPECIAL REVENUE FUNDS	12	11	10	(1)
SUBTOTAL OTHER FUNDS	12	11	10	(1)
TOTAL FISCAL	**508**	**528**	**529**	**1**

BUDGETED STAFFING SUMMARY

Department	2012-13 Final Budget	2013-14 Final Budget	2014-15 Adopted Budget	Change Between 2013-14 & 2014-15
ARROWHEAD REGIONAL MEDICAL CENTER				
OTHER FUNDS				
ARROWHEAD REGIONAL MEDICAL CENTER	3,544	3,621	3,691	70
TOTAL ARROWHEAD REGIONAL MEDICAL CENTER	**3,544**	**3,621**	**3,691**	**70**
HUMAN SERVICES				
GENERAL FUND				
AGING AND ADULT SERVICES - AGING PROGRAMS	47	43	38	(5)
AGING AND ADULT SERVICES - PUBLIC GUARDIAN - CONSERVATOR	19	19	19	-
CHILD SUPPORT SERVICES	435	434	430	(4)
HEALTH ADMINISTRATION	2	2	1	(1)
BEHAVIORAL HEALTH	529	564	582	18
PUBLIC HEALTH	737	713	713	-
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	161	166	174	8
HUMAN SERVICES - ADMINISTRATIVE CLAIM	4,215	4,612	4,644	32
VETERANS AFFAIRS	18	22	22	-
SUBTOTAL GENERAL FUND	6,163	6,575	6,623	48
OTHER FUNDS				
HUMAN SERVICES - WRAPAROUND REINVESTMENT FUND	6	6	1	(5)
BEHAVIORAL HEALTH - MENTAL HEALTH SERVICE ACT	367	459	485	26
PRESCHOOL SERVICES	706	674	706	32
SUBTOTAL OTHER FUNDS	1,079	1,139	1,192	53
TOTAL HUMAN SERVICES	**7,242**	**7,714**	**7,815**	**101**
LAW AND JUSTICE				
GENERAL FUND				
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	477	488	489	1
LAW AND JUSTICE GROUP ADMINISTRATION	1	1	1	-
PROBATION - ADMINISTRATION, CORRECTIONS & DETENTION	1,194	1,188	1,183	(5)
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	38	39	39	-
PUBLIC DEFENDER	237	243	247	4
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	1,648	1,686	1,688	2
SHERIFF - DETENTIONS	1,301	1,385	1,383	(2)
SHERIFF - LAW ENFORCEMENT CONTRACTS	575	573	576	3
SUBTOTAL GENERAL FUND	5,471	5,603	5,606	3
OTHER FUNDS				
SHERIFF/CORONER/PUBLIC ADMINISTRATOR - PUBLIC GATHERINGS	-	-	-	-
SUBTOTAL OTHER FUNDS	-	-	-	-
TOTAL LAW AND JUSTICE	**5,471**	**5,603**	**5,606**	**3**

BUDGETED STAFFING SUMMARY

Department	2012-13 Final Budget	2013-14 Final Budget	2014-15 Adopted Budget	Change Between 2013-14 & 2014-15
OPERATIONS AND COMMUNITY SERVICES				
GENERAL FUND				
AGRICULTURE/WEIGHTS AND MEASURES	63	63	64	1
AIRPORTS	19	20	20	-
ARCHITECTURE AND ENGINEERING	19	21	22	1
COUNTY MUSEUM	30	22	21	(1)
LAND USE SERVICES - ADMINISTRATION	32	37	36	(1)
LAND USE SERVICES - LAND DEVELOPMENT	-	8	8	-
LAND USE SERVICES - PLANNING	20	26	31	5
LAND USE SERVICES - BUILDING AND SAFETY	21	21	22	1
LAND USE SERVICES - CODE ENFORCEMENT	27	28	30	2
LAND USE SERVICES - FIRE HAZARD ABATEMENT	15	15	17	2
PUBLIC WORKS - SURVEYOR	26	25	25	-
REAL ESTATE SERVICES (RES)	23	23	23	-
RES - FACILITIES MANAGEMENT DIVISION	106	110	102	(8)
RES - UTILITIES	2	2	2	-
REGIONAL PARKS	259	252	232	(20)
REGISTRAR OF VOTERS	24	27	37	10
SUBTOTAL GENERAL FUND	686	700	692	(8)
OTHER FUNDS				
COUNTY LIBRARY	279	279	291	12
COUNTY MUSEUM - MUSEUM STORE	1	1	2	1
PUBLIC WORKS - TRANSPORTATION - ROAD OPERATIONS	354	345	338	(7)
PUBLIC WORKS - SOLID WASTE MANAGEMENT - OPERATIONS	81	82	82	-
REGIONAL PARKS - ENTERPRISE FUNDS	5	4	4	-
REGIONAL PARKS - SPECIAL REVENUE FUNDS	-	-	-	-
SUBTOTAL OTHER FUNDS	720	711	717	6
TOTAL OPERATIONS AND COMMUNITY SERVICES	**1,406**	**1,411**	**1,409**	**(2)**
TOTAL COUNTY DEPARTMENTS - GENERAL FUND	**13,200**	**13,795**	**13,759**	**(36)**
TOTAL COUNTY DEPARTMENTS - OTHER FUNDS	**5,923**	**6,041**	**6,264**	**223**
COUNTY DEPARTMENTS GRAND TOTAL	**19,123**	**19,836**	**20,023**	**187**
SPECIAL DISTRICTS AND OTHER AGENCIES				
OTHER FUNDS				
SPECIAL DISTRICTS DEPARTMENT	203	185	187	2
FIRE PROTECTION DISTRICT	994	871	895	24
FLOOD CONTROL DISTRICT	158	150	155	5
OTHER AGENCIES	45	40	46	6
SUBTOTAL OTHER FUNDS	1,400	1,246	1,283	37
TOTAL SPECIAL DISTRICTS AND OTHER AGENCIES	**1,400**	**1,246**	**1,283**	**37**
TOTAL ALL COUNTY ENTITIES	**20,523**	**21,082**	**21,306**	**224**

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 2014-15.

CAPITAL PROJECTS FUNDS SUMMARY

	Fund CJP	Fund CJV	Sub-Total	ARMC Capital Fund CJE	Total
Requirements					
Services and Supplies		72,425	72,425		72,425
Contributions to Non-Owned Projects	1,000		1,000		1,000
Land	2,200,000		2,200,000		2,200,000
Improvements to Land	13,540,439		13,540,439	355,185	13,895,624
Structures and Improvements	186,029,665	2,402,583	188,432,248	4,225,655	192,657,903
Salaries and Benefits Transfers Out	21,989		21,989		21,989
Fixed Assets Transfers Out	266,493		266,493		266,493
Total Requirements	202,059,586	2,475,008	204,534,594	4,580,840	209,115,434

Projects Administered by Architecture and Engineering

The Architecture and Engineering Department manages major county projects which include construction and rehabilitation of facilities, and repair projects. The 2014-15 budgets for these projects are summarized in the schedule above. The schedule above does not include operating transfers out or reimbursements as part of total requirements. Instead, the schedule represents total budgeted project costs.

Architecture and Engineering projects include $204.5 million in projects managed through Capital Funds and $4.6 million in projects managed through Arrowhead Regional Medical Center Enterprise Funds, for a total budget of $209.1 million.

In the 2014-15 Adopted Budget, $52.6 million in new projects administered by Architecture and Engineering are funded primarily using County Discretionary General Funding. Major projects include the annual Discretionary General Funding allocation of $20.0 million for the 800 Megahertz (MHz) Upgrade Project and $1.4 million for the General Fund portion of parking and road improvements for the Fleet Management/County Fire/Public Works parking lots at Third and Lena Road in San Bernardino. In addition, the base budget for CIP of $12.0 million, also funded with Discretionary General Funding, includes $3.6 million of deferred maintenance at various County and Regional Park facilities; $2.4 million for heating, ventilation and air conditioning upgrades and maintenance; $1.9 million for interior renovations to improve County facilities; $1.6 million for the County Buildings Acquisition and Retrofit Project including paving, sidewalks, and new landscaping improvements at the County Government Center Campus; $0.7 million for site infrastructure such as water line repairs, sidewalk replacements and security enhancements; $0.6 million for pavement management and rehabilitation at various facilities; $0.6 million for boiler replacements at West Valley Detention Center; $0.3 million to repair and/or replace various roofs; and $0.3 million for Americans with Disabilities Act improvements to improve accessibility and fire/life safety projects as they occur during the year.

Projects approved in prior years but not yet completed total an additional $156.5 million. The major multi-year carryover projects are the 800 MHz Replacement Project, the County Buildings Acquisition and Retrofit Project, the Sheriff's Crime Lab Expansion, and the Sheriff's Aviation Relocation from Rialto Airport to San Bernardino International Airport.

For a complete listing of capital improvement program highlights for the projects administered by Architecture and Engineering see the Capital Improvement Program Section of this budget book.

Projects Administered by Other County Departments

Transportation and Solid Waste projects are administered by the Department of Public Works. Requirements for these projects are accounted for in special revenue funds and budgeted in the respective departments 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 2014-15 (both new and carryover) for Transportation is $56.8 million, and for Solid Waste is $14.8 million. Transportation project types include major rehabilitation and overlay, surface chip and seal, and major infrastructure improvements. Solid Waste Management project types include closure construction, liner construction, and construction of landfill gas extraction systems.

There are also projects that are administered by other departments such as Airports and Fleet Management, which are budgeted in various special revenue funds and internal service funds, and included in the respective department's budget pages. For 2014-15, projects administered by other departments total $1.7 million.

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

Projects Administered by Flood Control and Special Districts Department

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

Flood Control, found in the Operations and Community Services section of this budget book has fourteen major improvement projects budgeted in 2014-15. Requirements for these projects (both new and carryover) total $49.5 million. Projects types include basin construction, channel construction, and levee construction.

Special Districts Department capital projects are found in the Special Districts Department section of this budget book, in the Capital Improvement Program pages. A total of seventy-seven projects are budgeted in 2014-15. Requirements for these projects (both new and carryover) total $20.4 million. Projects include $4.0 million for design and construction of Snowdrop Road in the Rancho Cucamonga area, and $5.8 million for the design and construction of a new site for the relocation of the Big Bear Alpine Zoo.

DISCRETIONARY GENERAL FUNDING AND RESTRICTED FUNDS

County General Fund operations of $2.7 billion are funded with four major types of sources: Countywide discretionary revenue ($716.6 million), Proposition 172 revenue ($156.0 million), 1991 and 2011 Realignment revenues ($493.5 million), and departmental revenue ($1.3 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 reimbursement for overhead/indirect costs incurred by the General Fund, property tax administration revenues, recording fees, other State and federal aid, and other revenue. Additionally, the General Fund's available fund balance, use of reserves, and operating transfers in are other funding sources that may be allocated to General Fund departments in the same manner as Countywide discretionary revenue.
- Proposition 172 revenue is a permanent extension of a half-cent Local Public Safety Sales Tax approved by California voters on November 2, 1993. Proceeds of this sales tax must be dedicated to public safety. Proposition 172 revenue is restricted and is used solely for funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments.
- 1991 Realignment revenue provides health and welfare funding. In 1991-92, the State approved the Health and Welfare Realignment Program that involved a shift of program responsibilities from the State to the County. This shift is funded through a corresponding shift of dedicated sales tax and vehicle license fee revenue. Realignment revenue is also restricted and used in funding mental health, social services and health programs within the County.
- 2011 Realignment revenue provides public safety, health, and welfare funding. In 2011-12, the State approved what has become known as AB 109 Public Safety Realignment. As part of this realignment, the State addressed prison over-crowding by shifting custodial responsibility of non-violent, non-sex, and non-sex-against-children ('Triple-Nons') offenders to local jails. In addition, the parole function of the State was delegated to county Probation departments. In conjunction with Public Safety Realignment, the State also shifted the 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 revenue (1.0625%), along with a portion of vehicle license fees for these realigned programs.
- Departmental revenue includes fees, service charges, and State and Federal support for programs such as welfare, health care, and mental health.

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

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

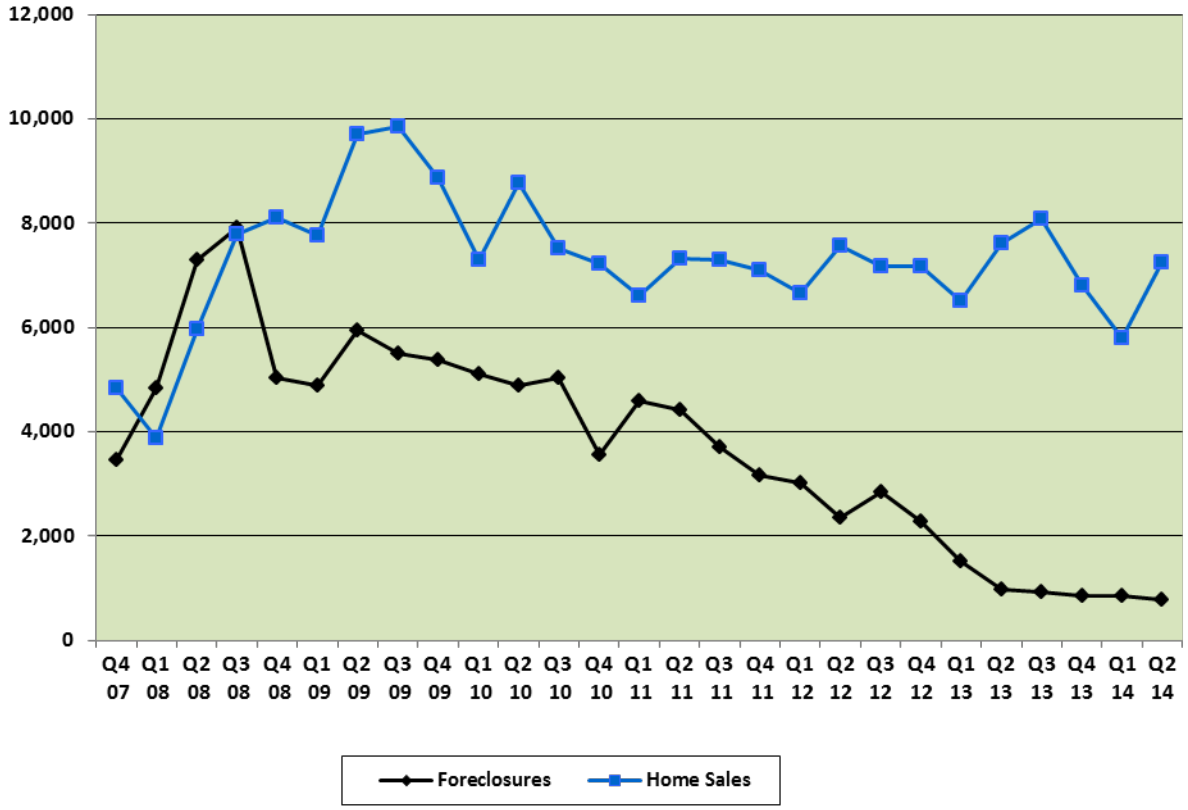
The following sections provide details of:

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

ECONOMIC INDICATORS

Property related revenue accounts for 62.9% of the County's discretionary revenue and other funding sources. These revenues have been severely impacted by the mortgage and financial crisis, which has had a significant effect on the housing market within the County. During this crisis, home values plummeted while foreclosures and notices of default skyrocketed. Assessed valuation was negatively affected both by homes selling at prices lower than their current assessed valuation, and by Proposition 8 reassessments, which lower valuations of properties (where no change in ownership has occurred) if the current assessed value of such property is greater than the fair market value of the property. However, as shown in the chart below, foreclosures, which at times outnumbered home sales, have declined rapidly in the last three calendar years. In addition, as shown in the chart on the next page, the median home price is rising.

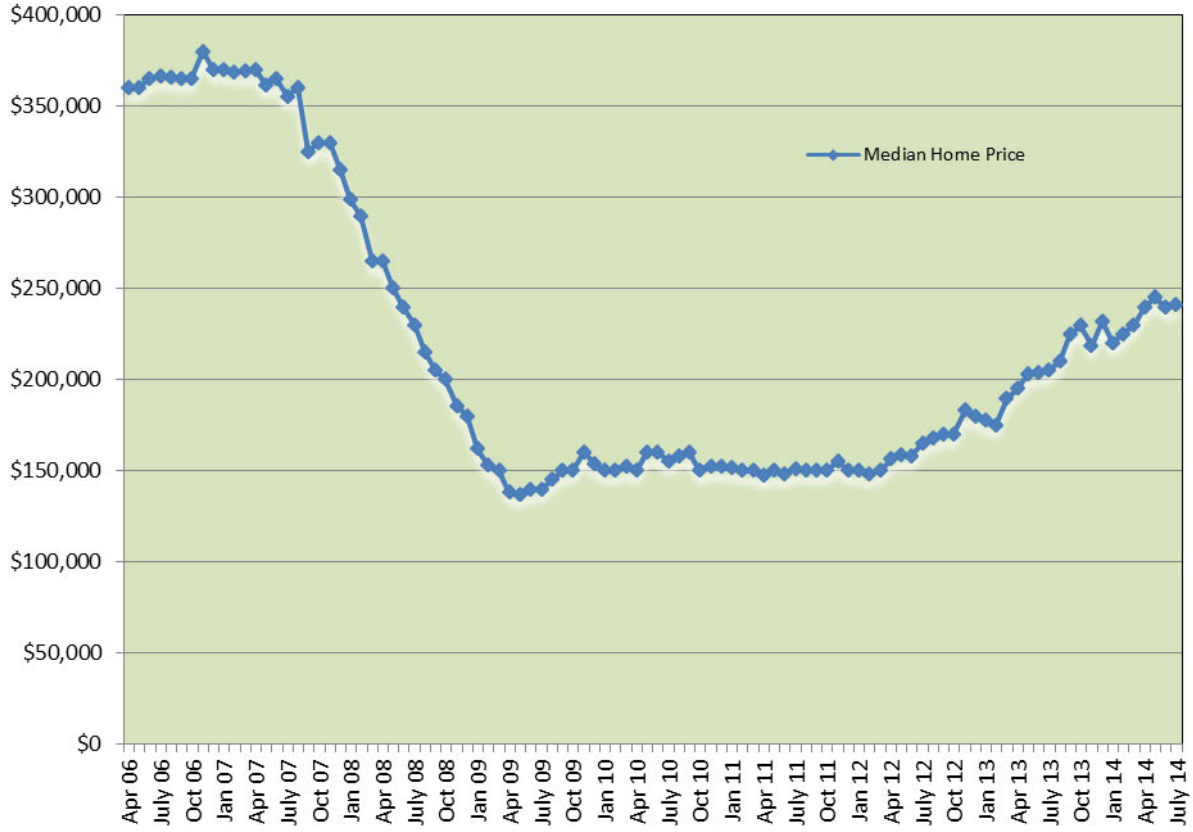
COUNTY OF SAN BERNARDINO
FORECLOSURES/HOME SALES BY QUARTER
QUARTER 4 2007 THROUGH QUARTER 2 2014



Source: County Assessor and Dataquick

2013 foreclosures were down 54.5% from 2012, and for the second quarter of 2014 are down by 18.5%. 2013 Notices of Default were down by 56.4% from the prior year, and for the second quarter of 2014 are down 29.0%. As foreclosures decline, the County is seeing a rise in the median home price. The chart below shows the fluctuation in the median price over the past eight years. Prior to the steady incline that began in November of 2012, the median price had been stable at approximately $150,000 for the 34 month period between September 2009 and June 2012. As of July 2014, the County's median home price for new and existing homes has risen to $240,750.

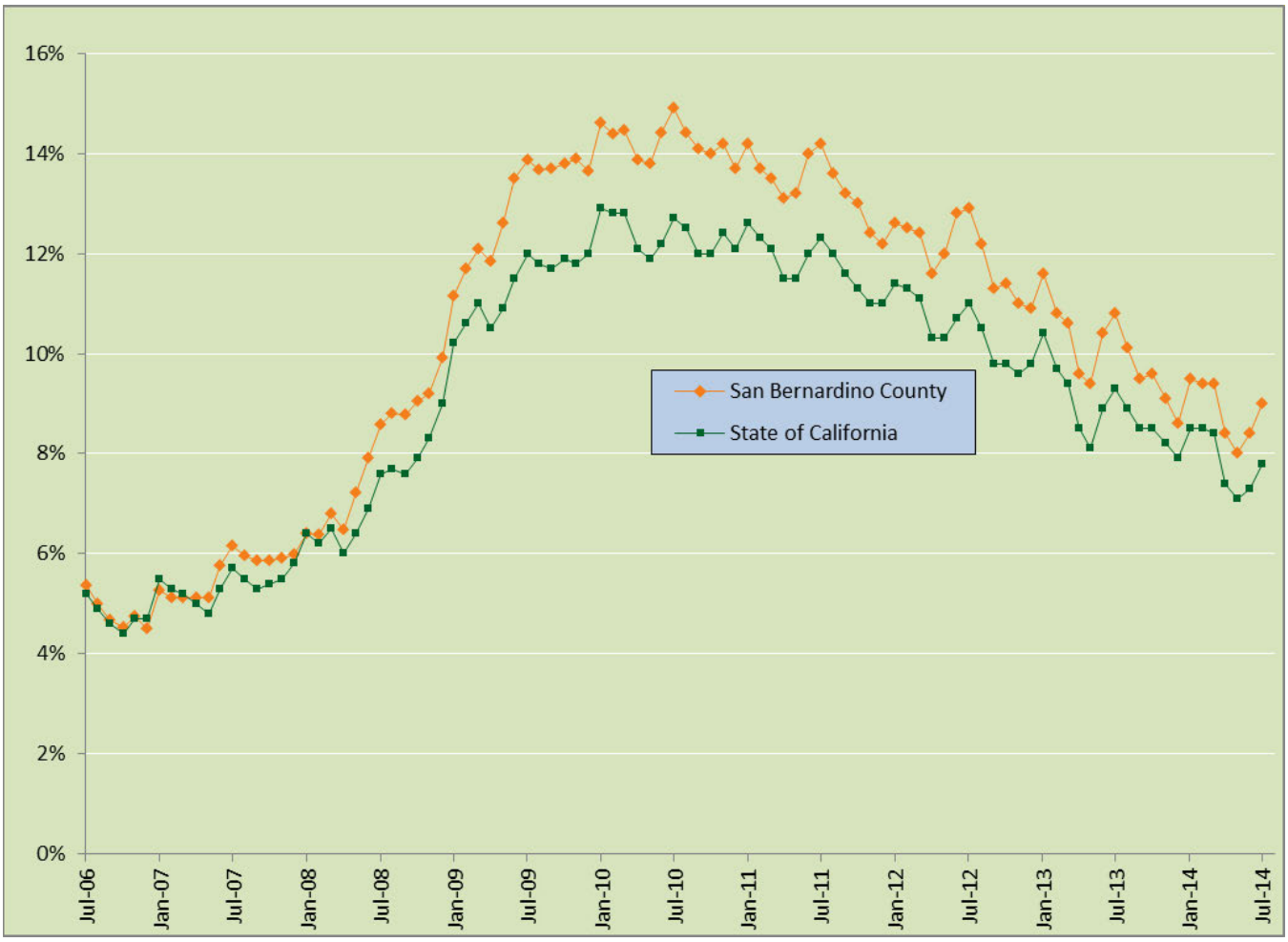
COUNTY OF SAN BERNARDINO
MEDIAN HOME PRICE BY MONTH
APRIL 2006 THROUGH JULY 2014



Source: Dataquick

In addition to the decline in property values, the loss of jobs in the County has led to high levels of unemployment, as shown in the chart below. Inland Empire Job losses from 2008 through 2010 totaled 148,500, in large part due to the downturn in the construction sector. County unemployment reached its peak at 14.9% in July 2010. However conditions are improving. 2012 saw job gains of 32,000 followed by a gain of 46,833 in 2013, and job growth for 2014 is forecasted at 40,100. Unemployment has declined from the 2010 peak, but remains high at 9.0% as of July 2014, which compares to unemployment rates for the State and the United States of America, which were 7.8% and 6.2%, respectively.

COUNTY OF SAN BERNARDINO
UNEMPLOYMENT RATES
STATE OF CALIFORNIA AND SAN BERNARDINO COUNTY
JULY 2006 THROUGH JULY 2014



Source: CA Employment Development Department

GENERAL FUND – FIVE YEAR FISCAL FORECAST, 2014-15 THROUGH 2018-19

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

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

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

Significant Issues Impacting the General Fund

Retirement Costs are anticipated to increase due to market losses incurred by the County's pension system. The County's five year forecast also anticipates a 25 basis point decrease in the Retirement Board's earnings assumption in 2015-16. Potential additional changes in Retirement Board earnings assumptions and mortality/experience studies could result in additional ongoing costs of $10.0 million.

Staffing for the High Desert Detention Center Expansion (previously called Adelanto Detention Center) will require $39.1 million in funding through 2018-19.

The Affordable Care Act will impact the Human Services departments and Arrowhead Regional Medical Center as they are primary providers of Medi-Cal services. The long-term impacts of the Affordable Care Act on the operations and finances of these departments remain difficult to forecast. Finance and Administration is working closely with departments to monitor the changes in the funding mix for safety net programs that provide services to County residents.

FIVE-YEAR FISCAL FORECAST
FISCAL YEARS 2014-15 THROUGH 2018-19
(dollars in millions)

	2014-15	2015-16	2016-17	2017-18	2018-19
Ongoing Revenue Changes:					
Property Tax	$25.5	$11.3	$11.5	$11.7	$11.8
Proposition 172 Sales Tax	9.3	5.2	5.3	5.5	5.7
AB109 Realignment Revenue	0.0	2.7	0.0	0.0	0.0
Other Revenue	(0.1)	1.4	1.5	1.6	1.4
Total Ongoing Revenue Change	**$34.7**	**$20.6**	**$18.3**	**$18.8**	**$18.9**
Ongoing Cost Changes:					
Retirement	(7.5)	(11.1)	(5.5)	(3.5)	(2.0)
Other MOU Costs	(0.9)	(3.2)	(3.2)	(3.4)	(4.0)
County Fire Subsidy Costs	(0.8)	0.0	0.0	0.0	0.0
Other Costs	(13.7)	(5.1)	(6.3)	2.6	(3.6)
Total Change in Costs	**(22.9)**	**(19.4)**	**(15.0)**	**(4.3)**	**(9.6)**
Yearly Operating Available	**$11.8**	**$1.2**	**$3.3**	**$14.5**	**$9.3**
Ongoing Costs Not Funded in Ongoing Budget Plan					
High Desert Detention Center Staffing	(14.6)	(13.3)	(11.2)	0.0	0.0
Sheriff Federal Prisoners - Revenue Decrease	(4.7)	0.0	0.0	0.0	0.0
Glen Helen Housing Program	0.0	(1.2)	0.0	0.0	0.0
Earned Leave Program	(1.0)	0.0	0.0	0.0	0.0
Transportation Operations Pavement Management Program	0.0	(3.4)	(5.0)	0.0	0.0
Total Ongoing Costs Not Funded in Ongoing Budget Plan	**($20.3)**	**($17.9)**	**($16.2)**	**$0.0**	**$0.0**
Annual Deficit/Surplus	**($8.5)**	**($16.7)**	**($12.9)**	**$14.5**	**$9.3**
New Ongoing Departmental Costs					
2014-15 Department Policy Items	(11.2)	0.0	0.0	0.0	0.0
2014-15 (Increased)/Decreased Department Costs	(1.3)	0.0	0.0	0.0	0.0
Total New Ongoing Departmental Costs	**(12.5)**	**0.0**	**0.0**	**0.0**	**0.0**
Revised Annual (Deficit)/Financing Available	**($21.0)**	**($16.7)**	**($12.9)**	**$14.5**	**$9.3**

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

The County's five-year fiscal forecast summarized in the table above relates to ongoing expenditures funded with ongoing discretionary revenue in the County's General Fund. The forecast reflects that ongoing revenues are beginning to increase due to projected increases in property tax and Proposition 172 sales tax revenue. Ongoing cost changes reflect the cost to maintain current service levels. After accounting for these changes, the Yearly Operating Available is positive for the next five fiscal years.

However, in recent years the County has identified other ongoing costs not previously included in the five year forecast that need to be addressed. These costs are identified in the table above as Ongoing Costs Not Funded in the Ongoing Budget Plan. Additionally, for 2014-15 ongoing departmental needs have been identified as New Ongoing Departmental Costs. After including these new cost components, the County's General Fund has a cumulative structural deficit of $50.6 million over the next three fiscal years. $21.0 million of that deficit occurs in the 2014-15 fiscal year. Solutions for the structural deficit through 2018-19 are detailed on the next page.

FIVE-YEAR FISCAL FORECAST SOLUTIONS
FISCAL YEARS 2014-15 TO 2018-19
(dollars in millions)

	2014-15	2015-16	2016-17	2017-18	2018-19
From Five Year Financial Forecast Above:					
Revised Annual (Deficit/Financing Available)	**$(21.0)**	**$(16.7)**	**$(12.9)**	**$14.5**	**$9.3**
Ongoing Mitigations:					
SBPEA:					
SBPEA Medical after MOU term	$ 0.5	$ 2.8	$ 3.0	$ 3.4	$ 4.0
Proposed SBPEA Reductions	8.7	0.0	0.0	0.0	0.0
Sheriff:					
Delay Phase 2 - High Desert Detention Center Staffing	3.1	9.7	0.0	(13.0)	0.0
Delay Phase 3 – High Desert Detention Center Staffing	0.0	3.6	11.2	0.0	(14.6)
Prison Rape Elimination Act	1.5	0.0	0.0	0.0	0.0
Work Release/Electronic Monitoring Backfill	1.5	0.0	0.0	0.0	0.0
Other					
Human Services – Reduce Reliance on General Fund	2.5	0.0	0.0	0.0	0.0
Reduce Fire Subsidy – Increased Community Safety and GEMT revenue	1.6	0.0	0.0	0.0	0.0
Eliminate Funding for Cooperative Extension Program	0.1	0.0	0.0	0.0	0.0
Museum – Funded with One-Time Sources	0.7	0.0	0.0	0.0.	0.0
Renegotiate Prado Park Water Agreement	0.8	0.0	0.0	0.0	0.0
Total Ongoing Mitigations	**$21.0**	**$16.1**	**$14.2**	**$(9.6)**	**$(10.6)**
Annual Ongoing Available/(Deficit)	**$0.0**	**$(0.6)**	**$1.3**	**$4.9**	**$(1.3)**
Cumulative Ongoing Available/(Deficit)	**$0.0**	**$(0.6)**	**$0.7**	**$5.6**	**$4.3**

Source: County of San Bernardino Administrative Office.
(1) The Five-Year Forecast solutions represent incremental mitigations for the referenced fiscal year.

As reflected in the table above, the solutions for the remaining structural deficit for fiscal years 2014-15 through 2018-19 include:

San Bernardino Public Employees Association ("SBPEA") Medical after Memorandum of Understanding ("MOU") term – Removal of annual increases in other MOU costs that occur from 2014-15 through 2018-19. This cost represents increased medical-related benefits for the County's largest union that will automatically take effect if not addressed in the current round of negotiations.

Proposed SBPEA Reductions – The County is seeking concessions from the eight bargaining units represented by SBPEA (the "SBPEA Units"), whose existing contract expires in Fiscal Year 2014-15, in an attempt to reduce salary and benefit costs. These concessions, if achieved, will generate $8.7 million in savings.

High Desert Detention Center Staffing Mitigations – Construction commenced in June 2011 and was completed in February 2014 on the Sheriff/Coroner/Public Administrator's High Desert Detention Center (formerly Adelanto Detention Center) Expansion Project, which added 1,392 jail beds to the existing 706 bed facility (for a total of 2,098 beds). The County currently estimates that the ongoing cost of staffing the expanded

High Desert Detention Center is $39.1 million. In 2013-14, the County developed a plan to use one-time AB 109 growth funds to staff 222 of the new beds at the facility (Phase 1). Ongoing sources of $11.5 million are needed in 2014-15 to fund the expanded operation in order to maintain structural balance in the County's General Fund. The delay of Phase 2 to Fiscal Year 2017-18 and the delay of Phase 3 to Fiscal Year 2018-19 reduce the structural deficits in the next three fiscal years.

Sheriff Prison Rape Elimination Act and Electronic Monitoring Backfill – The Sheriff's Department originally requested additional funding associated with reduced Work Released/Electronic Monitoring program revenue as well as to comply with a new mandate from the federal government related to the Prison Rape Elimination Act. However, the Sheriff has determined that the department can absorb the cost of these funding impacts (a total of $3.0 million) in 2014-15.

Human Services: Reduce Reliance on General Fund – Based on the most recent review of caseload growth by Human Services, the Department can reduce Discretionary General Funding by $2.5 million without needing to draw additional realignment funds.

Reduce Fire Subsidy: Increased Community Safety and GEMT Revenue - The reduction in the Fire Subsidy is possible due to fee increases in Community Safety which result in estimated revenue increases of $0.8 million and GEMT reimbursement of $0.8 million as explained below:

On November 19, 2013 (BAI No. 61) the Board authorized County Fire to participate in the federally funded Ground Emergency Transportation Services (GEMT) Supplemental Reimbursement Program that pays eligible governmental entities for unreimbursed costs for Medi-Cal fee for service transports.

Eliminate Funding for Cooperative Extension Program – Funding of $65,000 has been going to the Cooperative Extension Program which is a branch of the University of California for community-based education on gardening, nutrition, and youth development.

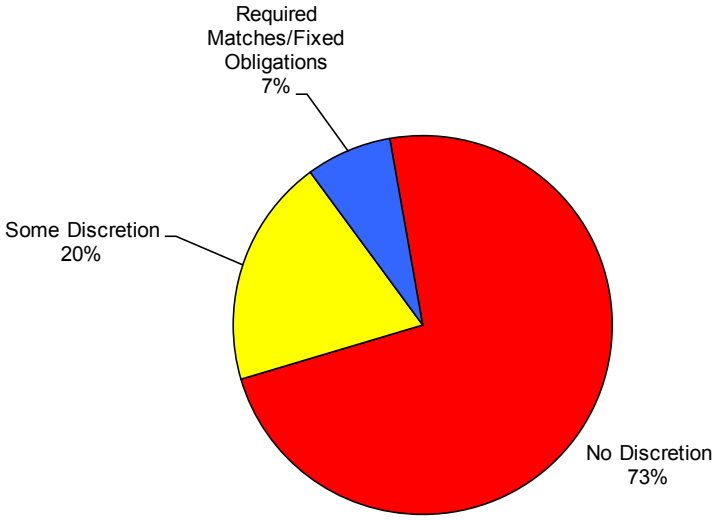
Museum: Funded with One-Time Sources – The County Museum originally requested ongoing funding as a result of decreased state and federal contract revenue and the reduction of fee and program revenue projections to a conservative level. A more comprehensive study will be conducted in 2014-15 with respect to reorganizing and developing innovative solutions for the Museum's financial challenges. For 2014-15, one-time bridge funding is included until a more sustainable solution can be developed.

Renegotiate Prado Park Water Agreement –The Regional Parks Department has been working to reduce utility costs at its park locations, and in particular at Prado Regional Park. Prado receives water and sewer service from the Inland Empire Utilities Agency (IEUA), a municipal water district that supplies water, collects/treats wastewater, and provides other utility related services to the communities it serves. The County entered into an agreement in 1976 with the Chino Basin Water District for water and sewer service, which was assumed by IEUA in 1998. Regional Parks is working as part of a County team to negotiate a new water and sewer agreement to reduce costs for the park.

COUNTYWIDE DISCRETIONARY REVENUE

The entire General Fund budget including operating transfers in is $2.7 billion, however, only $0.52 billion (or 19.5%) is truly discretionary as seen in this pie chart.

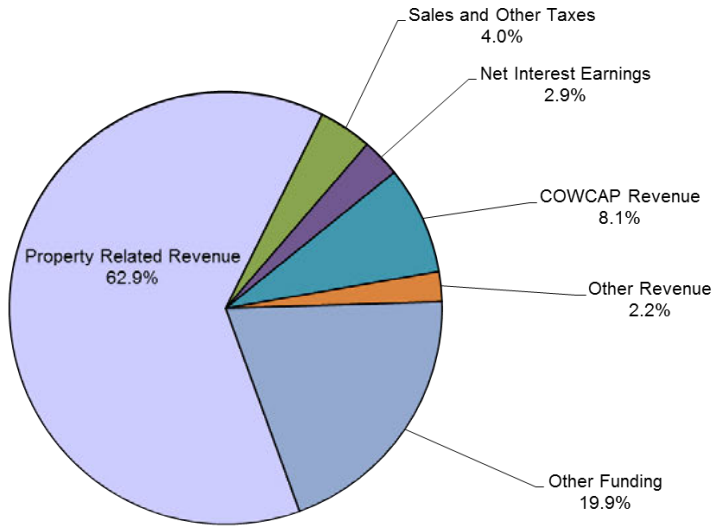
2014-15 Adopted Budget
General Fund Spending



SPENDING WHERE THERE IS NO DISCRETION. INCLUDES:	**1,954,021,510**
Welfare costs reimbursed by state and federal monies ($1,000.0 million)	
Other program costs funded by program revenues such as user fees ($954.0 million)	
REQUIRED HEALTH AND WELFARE MATCHES AND OTHER FIXED OBLIGATIONS:	**195,432,663**
SPENDING WHERE THERE IS DISCRETION INCLUDES:	**521,149,497**
Reserve Contributions ($43.8 million)	
Contingencies Contributions ($50.0 million)	
Law and justice program costs funded by local revenues ($323.4 million)	
All other program costs funded by local revenues ($104.0 million)	
TOTAL:	**$2,670,603,670**

Countywide discretionary revenue is $716,582,160 and is first obligated to pay for required health and welfare matches and other fixed obligations, which total $195,432,663. The remaining amount of $521,149,497 is available to fund departmental budgets' Net County Cost or other expenditures.

Shown below are the sources of Countywide discretionary revenue of $716,582,160 for the 2014-15 Adopted Budget.



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

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

Percentages may not add to 100% due to rounding.

COUNTYWIDE DISCRETIONARY REVENUE WHICH PAY FOR NET COUNTY COST

	2013-14 Adopted Budget	2013-14 Final Budget	2013-14 Actuals	2014-15 Adopted Budget
Countywide Discretionary Revenue				
Property Related Revenue:				
Current Secured, Unsecured, Unitary	205,120,805	205,772,418	241,056,881	221,098,140
VLF/Property Tax Swap	205,214,371	208,247,095	208,073,777	215,356,359
Supplemental Property Tax	2,750,000	2,750,000	5,469,428	3,000,000
Property Transfer Tax	6,000,000	6,000,000	7,342,678	7,500,000
Penalty on Current Taxes	2,470,000	2,470,000	2,283,123	2,160,000
Prior Property Taxes, Penalties and Interest	2,250,000	2,250,000	2,270,655	1,690,000
Total Property Related Revenue[1]	423,805,176	427,489,513	466,496,542	450,804,499
Sales and Other Taxes:				
Sales and Use Tax [1]	19,587,302	19,587,302	22,657,358	20,245,138
Franchise Fees	5,810,000	5,810,000	6,464,445	5,950,000
Hotel/Motel Tax	1,200,000	1,200,000	1,617,040	1,500,000
Other Taxes	790,000	790,000	630,421	790,000
Total Sales and Other Taxes	27,387,302	27,387,302	31,369,264	28,485,138
Net Interest Earnings	19,225,000	15,429,242	22,315,757	20,550,000
COWCAP Revenue	53,977,428	53,977,428	53,845,382	57,921,243
Property Tax Admin Revenue	10,189,140	8,300,000	9,079,937	8,467,236
Recording Fee Revenue	3,500,000	3,500,000	2,957,201	3,500,000
State and Federal Aid	4,819,131	4,819,131	5,644,945	3,671,482
Other Revenue	430,000	93,708	12,344,439	430,000
Total Countywide Discretionary Revenue	**543,333,177**	**540,996,324**	**604,053,467**	**573,829,598**
Other Funding Sources				
Available Fund Balance, beginning	188,559,768	188,559,768	188,559,768	106,109,766
Fund Balance for Board Discretionary Fund Allocations	5,852,564	5,852,564	1,646,305	4,206,259
Use of Reserves	35,918,789	35,918,789	35,918,789	5,636,537
Operating Transfers In (One-Time)	10,568,256	4,568,256	1,150,000	5,700,000
Operating Transfers In (Ongoing)	22,800,000	21,100,000	20,884,918	21,100,000
Total Other Funding Sources	**263,699,377**	**255,999,377**	**248,159,780**	**142,752,562**
Total Countywide Discretionary Revenue and Other Funding Sources	**807,032,554**	**796,995,701**	**852,213,247**	**716,582,160**
Locally Funded Appropriation				
Total Countywide Discretionary Revenue	543,333,177	540,996,324	604,053,467	573,829,598
Operating Transfers In (Ongoing)	22,800,000	21,100,000	20,884,918	21,100,000
Locally Funded Appropriation	566,133,177	562,096,324	624,938,385	594,929,598

2014-15 Discretionary General Funding of $716,582,160 includes Countywide discretionary revenue of $573.8 million and other funding sources of $142.8 million. Per the County Fund Balance and Reserve Policy, the General Purpose Reserve will be built up with one-time sources until the target of 20% of locally funded appropriation is reached. A contribution of $5,949,265 to the General Purpose Reserve (1% of locally funded appropriation) was approved by the Board of Supervisors as part of the 2013-14 Third Quarter Budget Report on May 6, 2014, and brings the funding level to $82,440,902, or 13.9% 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 $8,923,944 for 2014-15.

Countywide Discretionary Revenue

Property Related Revenue accounts for 62.9% of Countywide discretionary revenue and other funding sources. These revenues have been severely impacted as a result of the mortgage and financial crisis, which has had a significant effect on the housing market within the County. Assessed valuation has been negatively affected both by homes selling at prices lower than their current assessed valuation, and by Proposition 8 reassessments, which lower valuations of properties (where no change in ownership has occurred) if the current assessed value of such property is greater than the fair market value of the property. However, the median price of a home in the County has started to rise and the volume of home sales remains relatively stable. Rising home prices are also leading to value being added back to the assessment roll for valuations that had been reduced through Proposition 8 reassessments.

The 2014-15 Adopted Budget anticipates a 3.5% increase in the assessed valuation of properties within the County. The revenue from the assessed valuation is budgeted conservatively compared to the County Assessor's projection of 5.68%, to account for potential downward corrections to the assessment roll during the fiscal year. The anticipated increase in the assessed valuation compares to actual assessed valuation declines of 4.55% in 2010-11, 0.87% in 2011-12, and increases of 0.78% in 2012-13, and 2.96% in 2013-14.

Subsequent to the adoption of the 2014-15 Budget, the Assessor/Recorder/County Clerk published the County's assessment roll, which shows an increase in assessed valuation of 6.2% for 2014-15. The County will analyze the roll increase and future supplemental roll activity, and make necessary budget adjustments in the quarterly budget report process.

Elimination of Redevelopment Agencies

A portion of the General Fund's property tax revenue is pass-through of property tax increment belonging to Redevelopment Agencies. Redevelopment Agencies were dissolved as of February 1, 2012, pursuant to ABx1 26. Pursuant to ABx1 26, revenues that would have been directed to the dissolved Redevelopment Agencies will continue to be used to make pass-through payments to other public agencies (i.e., payments that such entities would have received under prior law). In addition, the State projects that the elimination of Redevelopment Agencies will provide additional property tax revenue for local public agencies, including the County. Beginning with 2014-15, the County has budgeted $2.5 million of additional property tax revenue related to the dissolution of Redevelopment Agencies pursuant to ABx1 26 and continues to budget for pass-through payments consistent with the legislation.

The Teeter Plan

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

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

As a participant in the Teeter Plan, the County General Fund receives its entire share of its Teeter Secured Levy, regardless of delinquencies. The County General Fund also receives all participating agencies share of the penalties and interest associated with the delinquent taxes advanced under the Teeter Plan once they are paid.

These interest and penalties, accounted for as interest earnings in Countywide discretionary revenue, are projected to increase slightly in 2014-15.

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

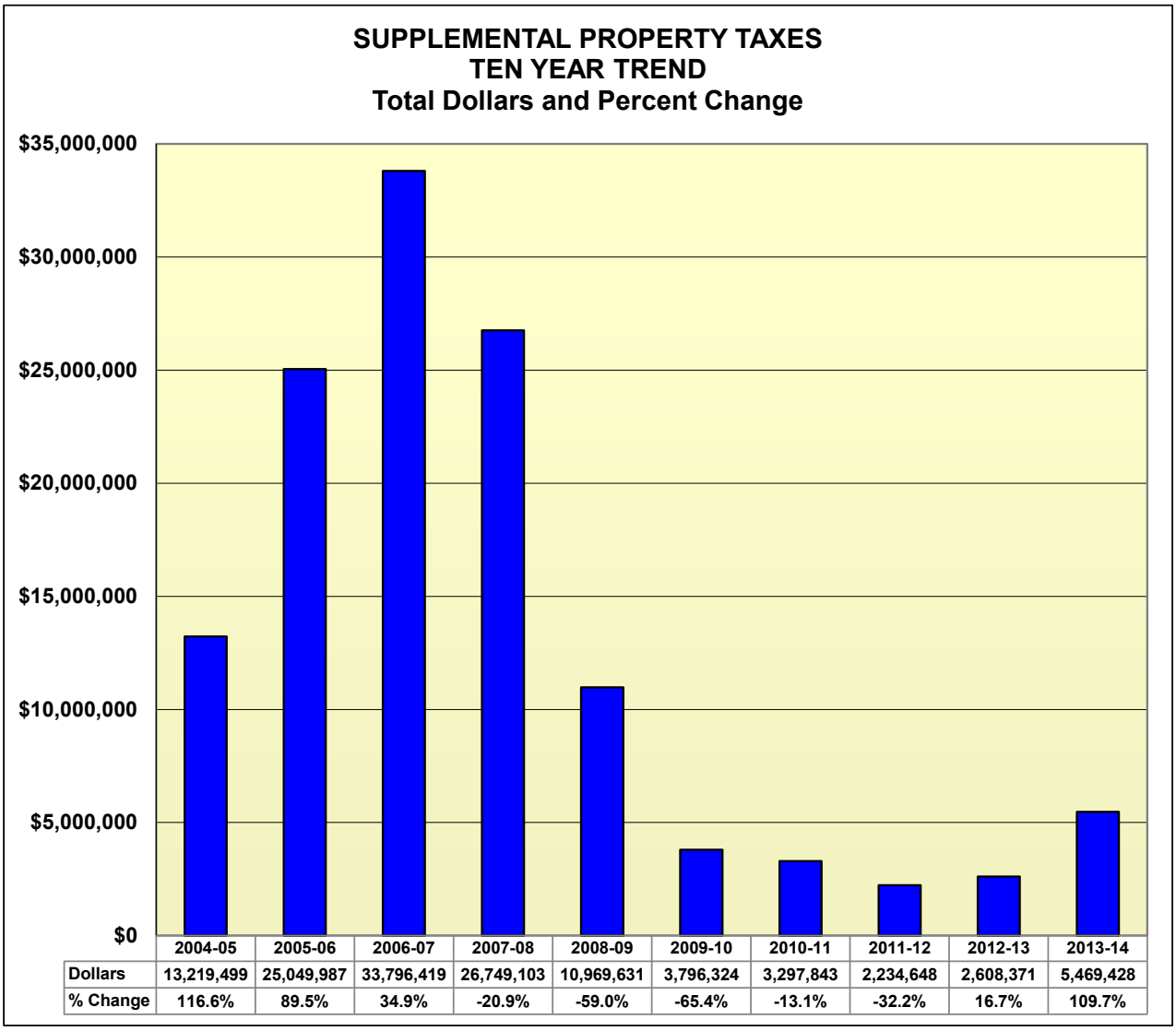
Current Secured, Unsecured, Unitary
Secured Property Tax Revenue makes up approximately $196.3 million of the $221.1 million in the 2014-15 "Current Secured, Unsecured, Unitary" budgeted revenue number, up from $182.0 million in the 2013-14 Adopted Budget. This reflects a projected increase in assessed valuation of 3.5%. Beginning with 2014-15, the County has budgeted $2.5 million of additional property tax revenue related to the dissolution of Redevelopment Agencies pursuant to ABx1 26 and continues to budget for pass-through payments consistent with the legislation (see 'Elimination of Redevelopment Agencies' on the previous page).

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

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

For 2004-05, the State established the base amount of the VLF/Property Tax Swap. The base is equal to the amount of VLF backfill that the counties and cities would have received in 2004-05, calculated using actual VLF receipt amounts for 2004-05. For years beginning in 2005-06, the VLF/Property Tax Swap amount is calculated using the prior year VLF/Property Tax Swap amount adjusted by the percent change in assessed valuation. This percent change includes both secured and unsecured assessed valuation, but excludes the change in unitary valuations. The 2014-15 budgeted amount reflects the projected increase in assessed valuation of 3.5% as compared to the 2013-14 actual revenues.

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 actual activity in the housing market by at least a year.

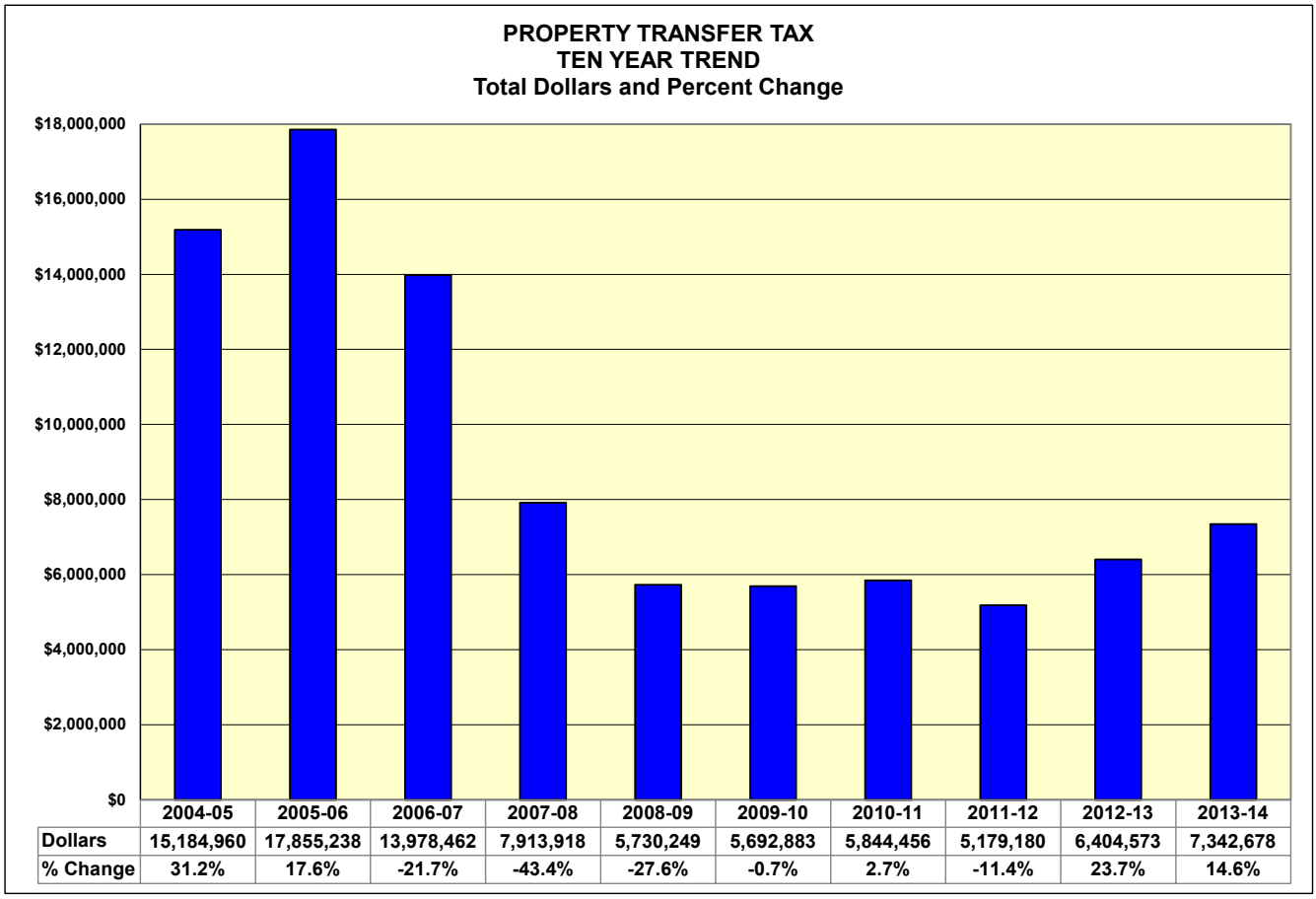


	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Dollars	13,219,499	25,049,987	33,796,419	26,749,103	10,969,631	3,796,324	3,297,843	2,234,648	2,608,371	5,469,428
% Change	116.6%	89.5%	34.9%	-20.9%	-59.0%	-65.4%	-13.1%	-32.2%	16.7%	109.7%

As shown in the chart above, supplemental property tax revenues have declined significantly since 2006-07 as a result of the collapse of the housing market. Supplemental revenue in 2012-13 showed the first year over year increase since 2006-07. In 2013-14, supplemental revenue more than doubled over the prior year as a result of an increase in housing prices.The County projects these revenues to be $3.0 million in 2014-15, consistent with 2013-14 ongoing revenue.

Property Transfer Tax

The Property Transfer Tax is collected when any lands, tenements, or other realty sold within the County is granted, assigned, transferred, or otherwise conveyed to or vested in the purchaser. The tax is imposed when the value of the property exceeds $100. The tax rate is $0.55 for each $500 of property value. For sales in the unincorporated areas of the County, the County receives 100% of the tax. For sales in cities, the County receives 50% of the tax. The County anticipates that property transfer tax will total $7.5 million in 2014-15, consistent with 2013-14 revenue. The following chart presents the most recent ten year trend of property transfer tax revenue.



	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Dollars	15,184,960	17,855,238	13,978,462	7,913,918	5,730,249	5,692,883	5,844,456	5,179,180	6,404,573	7,342,678
% Change	31.2%	17.6%	-21.7%	-43.4%	-27.6%	-0.7%	2.7%	-11.4%	23.7%	14.6%

Sales and Use Tax

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

Sales and Use Tax Allocation of 0.75%

When preparing the annual budget, the County projects future sales tax revenue based on data provided by a local economist and the County's sales tax consultant. For 2014-15, Sales and Use Tax revenue is anticipated to remain flat to 2013-14 revenue.

2014-15 ongoing sales tax revenue in the unincorporated area is projected to total $17.2 million (after adjusting for the Triple Flip). However, the County has budgeted only $14.5 million for 2014-15. The sales tax revenue

projection of $14.5 million excludes the portion of the County ongoing sales tax revenue remitted to the City of Redlands under the sales tax sharing agreement explained below:

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

Sales Tax Risk – Potential Annexations and Incorporations: Based on recent estimates, approximately 29.9% of the County's discretionary sales tax revenue is generated in the unincorporated portion of the spheres of influence of the 24 cities that are within the County's boundaries. A sphere of influence is a 'planning boundary' within which a city or district is expected to grow over time. Therefore, the areas within these spheres are likely to be annexed, and once annexed, the discretionary sales tax revenue generated in that area will go to the city instead of the County. The County would also lose sales tax revenue if a community in the unincorporated area of the County decided to create a new city (incorporate).

Sales Tax/Property Tax Swap of 0.25%

Effective with the fiscal year that began on July 1, 2004, the State changed the way sales tax revenue is distributed to counties and cities. Previously, counties and cities received 1.0% of the State's base sales tax rate. Pursuant to new provisions enacted by the legislature, this 1.0% share of sales tax was reduced by 0.25%, to 0.75%. The additional 0.25% in sales tax revenue was redirected to the State to be used to fund debt service on the California Economic Recovery Bonds, which were approved by voters as Proposition 57. In return, counties and cities receive additional property tax revenue (funded by reducing the schools' share of property tax revenue) in an amount equal to the 0.25% sales tax revenues forgone. The State general fund then makes up the loss of property tax revenue to the schools. This change is referred to as the 'Triple Flip'. The Triple Flip will continue until the California Economic Recovery Bonds are paid. Once the bonds are paid, and the Triple Flip is discontinued, the County's share of the base sales tax rate will return to 1.0%. The bonds are currently scheduled to mature on July 1, 2023.

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

For 2014-15, the County anticipates $5.7 million in Triple Flip revenue which includes an estimated $0.4 million in true-up from the prior year.

Both components of discretionary sales tax revenue (Sales and Use Tax Allocation of 0.75%, and Sales Tax/Property Tax Swap) are combined and reported together as Sales and Use Tax in the Countywide Discretionary Revenue Which Pay for Net County Cost chart found earlier in this section. This is a change from prior years. In prior years, Sales Tax/Property Tax Swap revenue was reported as a separate line under Property Related Revenue. For 2014-15, a combined total of $20.2 million is budgeted for Sales and Use Tax, $14.5 million for the 0.75% Allocation and $5.7 million of Sales Tax/Property Tax Swap revenue.

Not included in budgeted sales and use tax revenue is $3.5 million of one-time use tax revenue estimated to be generated from major construction projects in the unincorporated areas of the County. This revenue would normally be distributed to the County, and cities within the County, based on their percent share of Countywide sales tax revenue. However, due to the efforts of the Economic Development Department working with companies doing this construction, 100% of this revenue will be allocated to the County. Because this revenue is one-time in nature, it is budgeted as Operating Transfers In (one-time) instead of sales and use tax revenue.

Net Interest Earnings
Net interest earnings for 2014-15 are projected at $20.6 million. This is $1.3 million higher when compared to the 2013-14 Adopted Budget amount. The anticipated growth is due to an increase in Teeter penalties and interest and retirement prepay interest. For more information see the paragraphs titled 'The Teeter Plan' found earlier in this section.

COWCAP (Countywide Cost Allocation Plan) Revenue
The budgeted COWCAP Revenue amount reflects the recovered allowable costs included in the 2014-15 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 an increase in COWCAP revenue in an amount of $3.9 million in 2014-15. This increase is primarily due to amounts owed by the Probation Department for ongoing space use and utility costs associated with the new Central Valley Juvenile Detention and Assessment Center, and from Arrowhead Regional Medical Center (ARMC) primarily due to a one-time adjustment that reduced ARMC's COWCAP charges in the prior year.

Property Tax Administration Revenue
Property tax administration revenue consists of:

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

Litigation regarding the Property Tax Administration Fee (PTAF). Forty-three cities sued Los Angeles County over the portion of PTAF fees calculated on the State revenue exchanges known as the Triple Flip and Vehicle License Fee (VLF)/Property Tax Swap. All California counties have included the Triple Flip and VLF/Property Tax Swap in the base for the calculation of the cities' share of this fee. The Court ruled in favor of the cities. On an annual basis, this ruling resulted in the loss of $2.9 million of annual PTAF fees beginning in 2013-14. The 2014-15 Adopted Budget anticipates revenues to be down slightly from 2013-14 actuals.

Recording Fee Revenue
The Recorder's Division of the County's Assessor/Recorder/County Clerk's Office collects certain fees for the official recording of documents. Recording Fees are expected to increase as compared to 2013-14 actuals.

State and Federal Aid
State and federal aid consists of a payment from the welfare realignment trust fund, which replaced the State revenue stabilization program, SB90 reimbursements from the State, and excess Vehicle License Fee (VLF) revenue. It also includes revenues received from the federal government's Payment in Lieu of Taxes (PILT) program. The Emergency Economic Stabilization Act of 2008 (Public Law 110-343) was enacted on October 3, 2008 and authorized full funding for the PILT program from 2008 through 2012, which generated approximately $1.0 million in additional PILT revenue annually. Although scheduled to end in 2012, the full funding level for PILT was extended through federal fiscal year 2013 (October 1, 2012 to September 30, 2013). The Act has not been reauthorized for the 2014 Federal Fiscal Year. As a result, PILT revenues will decline by $1.1 million in 2014-15.

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

Other Funding Sources

Fund Balance

The 2013-14 year-end fund balance for the General Fund is $110.3 million. This reflects fund balance that is available for appropriation. Fund balance is a result of County cost savings and additional revenue. Additional revenue includes one-time revenue of $29.8 million received as a result of due diligence reviews and residual revenue for the dissolved Redevelopment Agencies, and one-time revenue of $1.8 million for a Court revenue audit.

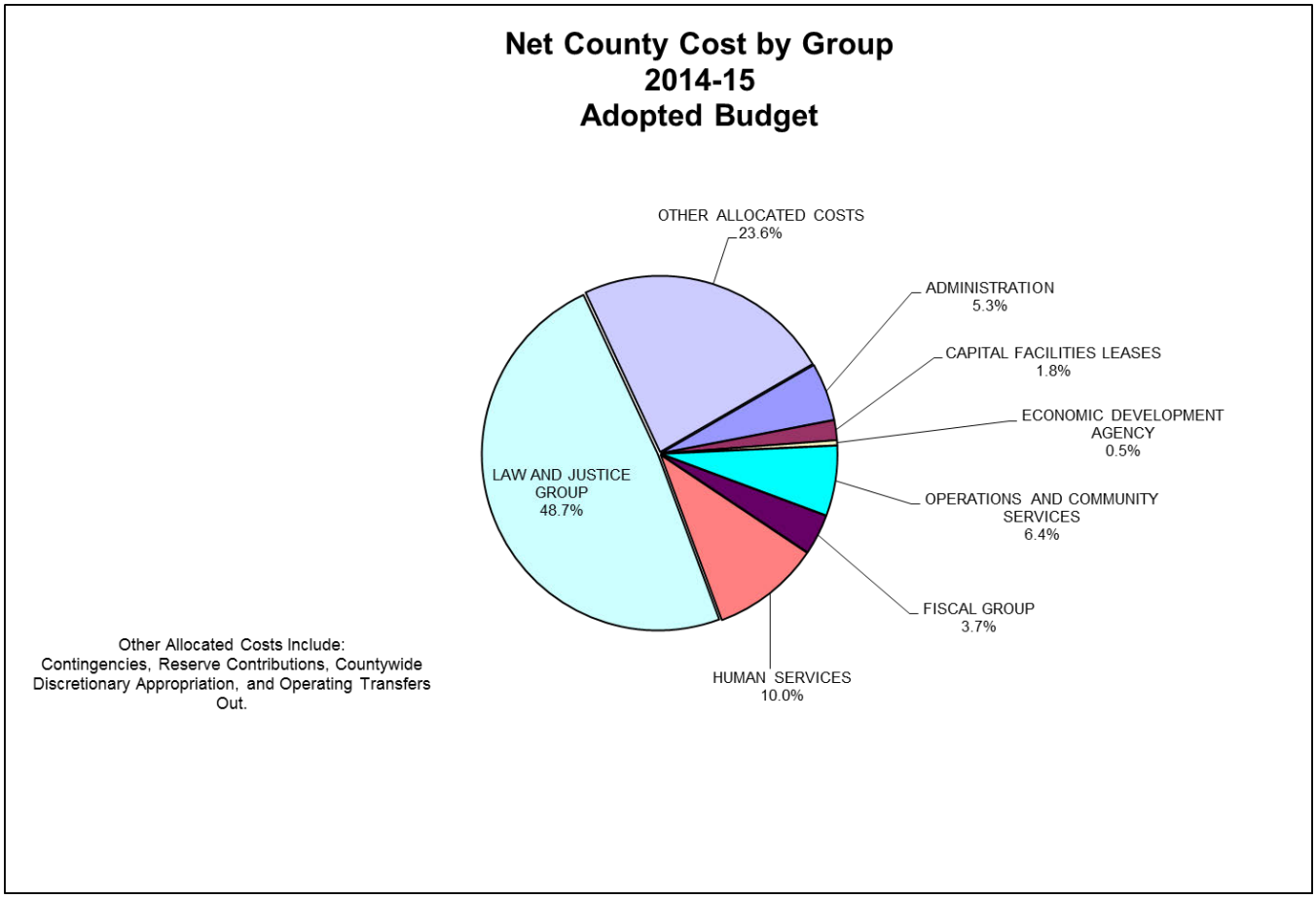
Use of Reserves

The 2014-15 Adopted Budget anticipates the use of $0.3 million of the reserve for Land Use Services General Plan/Development Code Amendments to fund a portion of this project, and the use of the $5.3 million Glen Helen Grade Separation Project reserve to fund various transportation projects, including $4.0 million to complete the Glen Helen Grade Separation project.

Operating Transfers In

Operating transfers in primarily include $17.0 million of ongoing tobacco settlement funds to provide $15.0 million of ongoing funding for debt service on the ARMC and $2.0 million of ongoing funding for Public Health. Ongoing operating transfers in also include $4.1 million of ongoing Courthouse and Criminal Justice Construction funds to fund debt service on the Foothill Law and Justice Center. One time operating transfers in include $2.2 million from tobacco settlement funds for a land purchase and $3.5 million of estimated one-time sales tax revenue discussed in the section titled ‘Sales and Use Tax’.

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



Percentages may not add to 100% due to rounding.

The schedule on the following page shows a comparison of the 2013-14 final Net County Cost and the 2014-15 adopted Net County Cost by department. This schedule also includes operating transfers, which are mechanisms to move funding between the various County budget units. Operating transfers are presented in the following chart to provide a complete picture of the department's requirements and sources.

Department Title	2013-14 Final Budget: Requirements	Sources	Net County Cost	2014-15 Adopted Budget: Requirements	Sources	Net County Cost
BOARD OF SUPERVISORS (ALL DISTRICTS)	7,142,316	-	**7,142,316**	7,190,670	-	**7,190,670**
CLERK OF THE BOARD	2,372,524	313,578	**2,058,946**	2,258,163	248,293	**2,009,870**
COUNTY ADMINISTRATIVE OFFICE	5,044,435	-	**5,044,435**	4,511,139	-	**4,511,139**
COUNTY ADMINISTRATIVE OFFICE - LITIGATION	589,763	-	**589,763**	392,599	-	**392,599**
COUNTY COUNSEL	8,783,536	5,683,270	**3,100,266**	8,817,154	5,713,350	**3,103,804**
FINANCE AND ADMINISTRATION	2,861,586	-	**2,861,586**	2,889,619	-	**2,889,619**
HUMAN RESOURCES	7,332,362	669,917	**6,662,445**	7,456,955	675,623	**6,781,332**
HUMAN RESOURCES - UNEMPLOYMENT INSURANCE	4,000,500	-	**4,000,500**	4,000,500	-	**4,000,500**
HUMAN RESOURCES - EMPLOYEE HEALTH AND WELLNESS	2,080,388	2,069,041	**11,347**	2,152,634	2,152,634	**-**
INFORMATION SERVICES - APPLICATION DEVELOPMENT	15,862,805	13,720,515	**2,142,290**	2,264,212	216,872	**2,047,340**
PURCHASING	2,254,214	557,076	**1,697,138**	2,117,341	590,504	**1,526,837**
LOCAL AGENCY FORMATION COMMISSION	288,274	-	**288,274**	288,274	-	**288,274**
COUNTY SCHOOLS	3,159,104	-	**3,159,104**	3,270,620	-	**3,270,620**
ADMINISTRATION SUBTOTAL:	**61,771,807**	**23,013,397**	**38,758,410**	**47,609,880**	**9,597,276**	**38,012,604**
CAPITAL FACILITIES LEASES	13,013,014	-	**13,013,014**	13,016,519	-	**13,016,519**
CAPITAL FACILITIES LEASES SUBTOTAL:	**13,013,014**	**-**	**13,013,014**	**13,016,519**	**-**	**13,016,519**
ECONOMIC DEVELOPMENT	3,145,740	155,000	**2,990,740**	3,468,279	155,000	**3,313,279**
ECONOMIC DEVELOPMENT AGENCY SUBTOTAL:	**3,145,740**	**155,000**	**2,990,740**	**3,468,279**	**155,000**	**3,313,279**
ASSESSOR/RECORDER/COUNTY CLERK	23,380,027	7,116,602	**16,263,425**	22,890,787	7,145,500	**15,745,287**
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	37,847,511	26,519,063	**11,328,448**	36,880,704	26,188,884	**10,691,820**
FISCAL SUBTOTAL:	**61,227,538**	**33,635,665**	**27,591,873**	**59,771,491**	**33,334,384**	**26,437,107**
HEALTH ADMINISTRATION	180,585,267	165,584,459	**15,000,808**	120,730,613	105,730,613	**15,000,000**
BEHAVIORAL HEALTH	147,092,939	145,100,728	**1,992,211**	172,139,912	170,147,701	**1,992,211**
PUBLIC HEALTH	79,833,370	75,570,548	**4,262,822**	79,432,808	75,220,029	**4,212,779**
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	21,124,770	16,335,156	**4,789,614**	21,359,774	16,673,628	**4,686,146**
PUBLIC HEALTH - INDIGENT AMBULANCE	472,501	-	**472,501**	472,501	-	**472,501**
AGING AND ADULT SERVICES	9,537,346	9,537,346	**-**	8,926,323	8,926,323	**-**
AGING AND ADULT SERVICES - PUBLIC GUARDIAN-CONSERVATOR	932,921	286,850	**646,071**	814,564	202,951	**611,613**
CHILD SUPPORT SERVICES	40,566,712	40,566,712	**-**	40,039,593	40,039,593	**-**
HUMAN SERVICES - ADMINISTRATIVE CLAIM	494,698,108	477,722,675	**16,975,433**	503,236,205	489,059,585	**14,176,620**
DOMESTIC VIOLENCE/CHILD ABUSE SERVICES	531,812	531,812	**-**	531,812	531,812	**-**
ENTITLEMENT PAYMENTS (CHILDCARE)	31,244,447	31,244,447	**-**	26,360,535	26,360,535	**-**
OUT-OF-HOME CHILD CARE	860,566	-	**860,566**	860,566	-	**860,566**
AID TO ADOPTIVE CHILDREN	56,834,041	54,884,521	**1,949,520**	59,208,232	57,158,712	**2,049,520**
AFDC - FOSTER CARE	123,050,568	105,735,312	**17,315,256**	124,188,480	106,773,073	**17,415,407**
REFUGEE CASH ASSISTANCE	100,918	100,918	**-**	91,197	81,197	**10,000**
CASH ASSISTANCE FOR IMMIGRANTS	1,924,374	1,924,374	**-**	2,121,954	2,121,954	**-**
CALWORKS - ALL OTHER FAMILIES	251,826,880	245,616,208	**6,210,672**	255,137,220	249,744,925	**5,392,295**
KINSHIP GUARDIANSHIP ASSISTANCE PROGRAM	8,185,732	7,268,722	**917,010**	8,741,496	7,700,659	**1,040,837**
SERIOUSLY EMOTIONALLY DISTURBED			**-**	-	-	**-**
CALWORKS - 2 PARENT FAMILIES	41,026,722	40,038,554	**988,168**	43,900,248	42,877,681	**1,022,567**
AID TO INDIGENTS (GENERAL RELIEF)	1,661,197	505,000	**1,156,197**	1,476,197	370,000	**1,106,197**
VETERANS AFFAIRS	2,195,841	718,427	**1,477,414**	1,985,233	550,853	**1,434,380**
HUMAN SERVICES SUBTOTAL:	**1,494,287,032**	**1,419,272,769**	**75,014,263**	**1,471,755,463**	**1,400,271,824**	**71,483,639**
COUNTY TRIAL COURTS - DRUG COURT PROGRAMS	381,101	381,101	**-**	46,971	46,971	**-**
COUNTY TRIAL COURTS - GRAND JURY	416,022	-	**416,022**	429,069	-	**429,069**
COUNTY TRIAL COURTS - INDIGENT DEFENSE PROGRAM	9,805,546	90,000	**9,715,546**	10,046,137	32,000	**10,014,137**
COUNTY TRIAL COURTS - COURT FACILITIES/JUDICIAL BENEFITS	1,216,657	-	**1,216,657**	1,211,889	-	**1,211,889**
COUNTY TRIAL COURTS - COURT FACILITIES PAYMENTS	2,536,349	-	**2,536,349**	2,536,349	-	**2,536,349**
COUNTY TRIAL COURTS - FUNDING OF MAINTENANCE OF EFFORT	25,882,314	14,554,263	**11,328,051**	25,509,703	14,182,000	**11,327,703**
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	65,614,944	33,700,436	**31,914,508**	65,839,206	34,878,602	**30,960,604**
LAW & JUSTICE GROUP ADMINISTRATION	110,577	110,162	**415**	90,208	90,208	**-**
PROBATION - ADMINISTRATION, CORRECTIONS AND DETENTION	152,017,578	84,548,548	**67,469,030**	143,295,001	70,214,776	**73,080,225**
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	129,914	-	**129,914**	-	-	**-**
PUBLIC DEFENDER	35,639,286	4,645,553	**30,993,733**	35,524,591	3,645,749	**31,878,842**
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	218,423,612	155,425,495	**62,998,117**	204,564,900	153,943,591	**50,621,309**
SHERIFF - DETENTIONS	170,090,239	57,391,893	**112,698,346**	182,977,278	46,069,703	**136,907,575**
SHERIFF - CONTRACTS	129,313,556	122,294,069	**7,019,487**	128,348,991	128,348,991	**-**
LAW AND JUSTICE SUBTOTAL:	**811,577,695**	**473,141,520**	**338,436,175**	**800,420,293**	**451,452,591**	**348,967,702**
AGRICULTURE/WEIGHTS AND MEASURES	6,906,365	5,437,850	**1,468,515**	6,888,815	5,533,750	**1,355,065**
AIRPORTS	2,996,893	2,996,893	**-**	2,810,030	2,810,030	**-**
ARCHITECTURE AND ENGINEERING	32,465	-	**32,465**	-	-	**-**
COUNTY MUSEUM	3,156,548	975,006	**2,181,542**	3,191,462	457,050	**2,734,412**
LAND USE SERVICES - ADMINISTRATION	1,182,772	-	**1,182,772**	467,142	-	**467,142**
LAND USE SERVICES - PLANNING	9,107,551	3,929,617	**5,177,934**	7,962,234	3,687,107	**4,275,127**
LAND USE SERVICES - LAND DEVELOPMENT	1,031,926	385,000	**646,926**	1,151,667	548,398	**603,269**
LAND USE SERVICES - BUILDING AND SAFETY	4,469,829	3,857,750	**612,079**	5,055,324	4,561,075	**494,249**
LAND USE SERVICES - CODE ENFORCEMENT	5,597,193	643,756	**4,953,437**	5,430,663	858,000	**4,572,663**
LAND USE SERVICES - FIRE HAZARD ABATEMENT	2,531,429	2,251,250	**280,179**	2,542,266	2,303,869	**238,397**
PUBLIC WORKS-SURVEYOR	3,674,273	3,092,168	**582,105**	3,405,098	2,840,652	**564,446**
REAL ESTATE SERVICES (RES)	1,174,498	1,166,965	**7,533**	1,164,639	1,164,639	**-**
RES - FACILITIES MANAGEMENT	14,419,316	13,624,813	**794,503**	14,249,231	13,636,172	**613,059**
RES - UTILITIES	19,631,304	277,495	**19,353,809**	20,372,124	283,329	**20,088,795**
RES - RENTS AND LEASES	2,409,082	2,409,082	**-**	1,008,033	1,008,033	**-**
RES - COURTS PROPERTY MANAGEMENT	2,285,336	2,285,336	**-**	2,292,520	2,292,520	**-**
REGIONAL PARKS	10,481,140	7,863,567	**2,617,573**	11,319,706	7,856,571	**3,463,135**
REGISTRAR OF VOTERS	9,430,680	2,498,240	**6,932,440**	8,482,909	1,869,240	**6,613,669**
OPERATIONS AND COMMUNITY SERVICES SUBTOTAL:	**100,518,600**	**53,694,788**	**46,823,812**	**97,793,863**	**51,710,435**	**46,083,428**
GENERAL FUND DEPARTMENT SUBTOTAL:	**2,545,541,426**	**2,002,913,139**	**542,628,287**	**2,493,835,788**	**1,946,521,510**	**547,314,278**
CONTINGENCIES	16,550,071	-	**16,550,071**	54,439,879	-	**54,439,879**
RESERVE CONTRIBUTIONS	133,256,914	-	**133,256,914**	48,227,450	-	**48,227,450**
BOARD DISCRETIONARY FUND	5,852,564	-	**5,852,564**	4,206,259	-	**4,206,259**
NON DEPARTMENTAL APPROPRIATION	11,295,758	11,295,758	**-**	7,500,000	7,500,000	**-**
OPERATING TRANSFERS OUT	98,707,865	-	**98,707,865**	62,394,294	-	**62,394,294**
TOTAL COUNTYWIDE ALLOCATED COSTS:	**265,663,172**	**11,295,758**	**254,367,414**	**176,767,882**	**7,500,000**	**169,267,882**
GRAND TOTAL:	**2,811,204,598**	**2,014,208,897**	**796,995,701**	**2,670,603,670**	**1,954,021,510**	**716,582,160**

NON-DEPARTMENTAL BUDGET UNIT

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

Appropriation

	2013-14 Adopted Budget	2013-14 Final Budget	2013-14 Actuals	2014-15 Adopted Budget
Services & Supplies	1,000,000	1,000,000	548,745	1,000,000
Other Charges	6,500,000	10,295,758	2,221,029	6,500,000
Total Expenditure Authority	7,500,000	11,295,758	2,769,774	7,500,000

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

In 2013-14, a mid-year increase of $3.8 million was appropriated to pay the one-time cost of the Property Tax Administration Fee (PTAF) litigation. This litigation was initiated by forty-three cities who sued Los Angeles County over the portion of PTAF fees calculated on the State revenue exchanges known as the Triple Flip and Vehicle License Fee (VLF)/Property Tax Swap. All California counties had included the Triple Flip and VLF/Property Tax Swap in the base for the calculation of the cities' share of this fee. The Court ruled in favor of the cities.

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

Operating Transfers Out

	2013-14 Adopted Budget	2013-14 Final Budget	2013-14 Actuals	2014-15 Adopted Budget
Operating Transfers Out				
One-Time				
Capital Improvement Fund - Relocate Sheriff's Aviation Division	4,500,000	4,500,000	4,500,000	-
Capital Improvement Fund - Expansion of Sheriff's Crime Lab	15,700,000	15,700,000	15,700,000	-
Capital Improvement Fund - Purchase of Building in Victorville	4,500,000	4,500,000	4,500,000	-
Capital Improvement Fund - Sheriff's Resident Post Improvements	150,000	150,000	150,000	-
Transfer to ICEMA - Loss of Court Fine Revenue	110,000	185,000	185,000	-
CDH Oversight Board	824,276	824,276	824,276	-
Transfer to Public Works - Transportation Projects	4,533,629	4,700,429	4,700,429	5,580,320
Capital Improvement Fund - High Desert Detention Center		4,811,750	4,811,750	-
Capital Improvement Fund - Land Purchase		2,200,000	2,200,000	-
Capital Improvement Fund - Sheriff's Control Center Upgrades		5,000,000	5,000,000	-
Capital Improvement Fund - Land Use Services Remodel		1,566,000	1,566,000	-
Capital Improvement Fund - Fleet Management/Public Works Pavement Rehab				1,398,564
Lucerne Valley CSA Park Improvements				70,000
Joshua Tree Sidewalks and Signage				75,000
Court Reorganization		200,000	200,000	-
Mojave Integrated Regional Water Management Plan			8,300	-
Preschool Services			41,458	-
Home Ownership Protection Program				200,000
ARMC Detainee Monitoring Facilities				100,000
Special Districts Drought/Water Supply				1,100,000
Ongoing				
Capital Improvement Fund - Annual Allocation	12,000,000	12,000,000	12,000,000	12,000,000
Aging and Adult Services	1,057,620	1,057,620	1,057,620	1,057,620
800 MHz Project	20,000,000	20,000,000	20,000,000	20,000,000
Special Districts - Water/Wastewater System for Regional Parks	1,000,000	1,000,000	741,961	1,000,000
General Fund Subsidy to County Fire Protection District				
Office of Emergency Services	1,257,695	1,257,695	1,257,695	1,601,228
North Desert Zone	6,125,129	6,125,129	6,125,129	6,772,984
South Desert Zone	3,746,648	3,746,648	3,746,648	3,228,163
Valley Zone	3,348,952	3,348,952	3,348,952	3,432,722
Mountain Zone	621,518	621,518	621,518	45,281
Equipment Purchases	3,500,000	3,500,000	3,500,000	2,719,564
Emergency Fuel	162,848	162,848	162,848	162,848
Court Settlement POB Payment				300,000
County Successor Agency to fund Sales Tax Sharing Agreement	250,000	250,000	132,449	250,000
Flood Control District Stormwater Permit	1,300,000	1,300,000	1,300,000	1,300,000
Total Operating Transfers Out	84,688,315	98,707,865	98,382,033	62,394,294

CONTINGENCIES

The County Contingencies includes the following elements:

Contingencies

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

Uncertainties Contingencies
Any unallocated funding available from current year sources (both ongoing and one-time) that has not been set-aside or contributed to reserves is budgeted in the contingencies for uncertainties.

Ongoing Set-Aside Contingencies

The County budget process differentiates between ongoing and one-time revenue sources. Ongoing set-asides represent ongoing sources of funding that have been targeted for future ongoing program needs. There are no ongoing set-aside contingencies in 2013-14 and 2014-15.

	2013-14 Adopted Budget	2013-14 Approved Contributions/ (Uses)	2014-15 Adopted Contributions / (Uses)	2014-15 Adopted Budget
Contingencies				
Mandatory Contingencies (1.5% of Locally Funded Appropriation)	8,491,998		431,946	8,923,944
Uncertainties Contingencies	180,870,374	(172,812,301)	37,457,862	45,515,935
Total Contingencies	**189,362,372**	**(172,812,301)**	**37,889,808**	**54,439,879**

2013-14 Changes to Uncertainties Contingencies

In 2013-14, quarterly budget reports and other mid-year adjustments resulted in a reduction to Uncertainties Contingencies of $172,812,301.

- $26,355,715 decrease due to $63,105,330 in revenue increases offset by $89,461,045 in appropriation increases. This reflects budget adjustments for the first quarter of 2013-14.
- $920,661 decrease due to $13,213,880 in revenue increases offset by $14,134,541 in appropriation increases. This reflects budget adjustments for the second quarter of 2013-14.
- $16,794,127 decrease allocated to departments to address the impacts of the Worker's Compensation rebate, which included increased rates to program participants and other impacts to the General Fund.
- $123,062,979 decrease due to $37,663,154 in revenue increases offset by $40,137,411 in appropriation increases and $120,588,722 in contributions to General Fund Reserves. This reflects budget adjustments for the third quarter of 2013-14.
- $5,678,819 decrease due to $4,733,569 in revenue decreases and $945,250 in appropriation increases. This reflects year-end budget adjustments for 2013-14.

2014-15 Mandatory Contingencies

The base allocation to the mandatory contingencies is $8,923,944, the amount required pursuant to Board policy, based on projected locally funded appropriation of $594.9 million.

2014-15 Uncertainties Contingencies

The amount in the uncertainties contingencies represents 2014-15 funding sources not appropriated for expenditure in the General Fund.

RESERVES

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

	6/30/13 Ending Balance	Approved 2013-14		6/30/14 Ending Balance	Adopted 2014-15		6/30/15 Estimated Balance
		Contributions	Uses		Contributions	Uses	
General Purpose Reserve	**70,830,305**	11,610,597		**82,440,902**			**82,440,902**
Specific Purpose Reserves							
Future Space Needs	22,878,705		(22,878,705)	-			-
Medical Center Debt Service	32,074,905			32,074,905			32,074,905
Retirement	8,500,000			8,500,000			8,500,000
Teeter	24,709,925		(13,040,084)	11,669,841			11,669,841
Insurance	3,000,000			3,000,000			3,000,000
Restitution	1,545,025			1,545,025			1,545,025
Earned Leave	3,596,277	7,006,860		10,603,137	7,945,799		18,548,936
Computer Systems:							
New Property Tax System	20,000,000			20,000,000			20,000,000
New Financial Accounting System	-	13,000,000		13,000,000			13,000,000
Permit Systems Upgrade	-	2,000,000		2,000,000	2,160,902		4,160,902
Capital Projects							
Rancho Court Remodel - District Attorney	-			-	1,570,000		1,570,000
Public Defender - Victorville/Rancho Court Remodel	-			-	600,000		600,000
Sheriff Building	-			-	5,000,000		5,000,000
Animal Shelter	-	10,000,000		10,000,000			10,000,000
County Buildings and Acquisition Retrofit Project	-	4,000,000		4,000,000			4,000,000
303 Building Upgrades	-	4,000,000		4,000,000			4,000,000
Lake Gregory Dam	-			-	5,000,000		5,000,000
Rim Forest Drainage	-	5,900,000		5,900,000			5,900,000
Transportation Projects							
Glen Helen Parkway Bridge Replacement/Widening Construction	-			-	1,844,651		1,844,651
Rock Springs Bridge Replacement /Widening Construction	-			-	2,107,000		2,107,000
National Trails Highway	-			-	5,000,000		5,000,000
Glen Helen Grade Separation	-	5,328,000		5,328,000		(5,328,000)	-
Jail Upgrades							
Glen Helen Rehabilitation Center 512 Bed Step Housing Program	-	22,500,000		22,500,000			22,500,000
Adelanto Detention Center	-	9,969,361		9,969,361			9,969,361
West Valley Detention Center ADA Improvements	-	7,000,000		7,000,000			7,000,000
Labor	-			-	15,100,000		15,100,000
Land Use Services General Plan/Development Code Amendments	-	5,400,000		5,400,000		(308,537)	5,091,463
Asset Replacement					1,899,098		1,899,098
Cal Fresh Waiver Discontinuance	-	5,000,000		5,000,000			5,000,000
Redevelopment Agency Overpayment	-	3,800,000		3,800,000			3,800,000
Worker's Compensation Rebate	-	16,742,096		16,742,096			16,742,096
Total Specific Purpose	**116,304,837**			**202,032,365**			**244,623,278**
Total Reserves	**187,135,142**			**284,473,267**			**327,064,180**

2013-14 Contributions

The Fund Balance and Reserve Policy calls for a General Purpose Reserve targeted at 20% of locally funded appropriation, up from the previous target of 10%. For 2013-14 the general purpose reserve is increased by $11.6 million which includes an early contribution for 2014-15. This brings the balance in the General Purpose

Reserve to 13.9% of locally funded appropriation. The Fund Balance and Reserve Policy calls for continued annual contributions of one-time sources to this reserve until the 20% target is achieved. The following were additional contributions made in 2013-14:

- $101.8 million in contributions from contingency set-asides as part of the Third Quarter Budget Report,
- $7.0 million for the earned leave reserve,
- $4.0 million for the 303 Building Renovations Capital Project,
- $5.0 million for the Cal Fresh Waiver Discontinuance, and
- $3.8 million for overpayment relating to the dissolution of the Redevelopment Agencies.

2013-14 Approved Uses

- $22.9 million use of the full amount of the Future Space Needs reserve, and
- $13.0 million use of the Teeter Reserve, which is the amount that this reserve was funded in excess of the legal requirement.

2014-15 Adopted Contributions and Uses

For 2014-15, the adopted budget includes:

- $48.2 million of new contributions to reserves including:
    - $1.9 million to the asset replacement reserve,
    - $2.1 million for the Permit Systems upgrade,
    - $15.1 million to a labor reserve,
    - $7.9 million to the earned leave reserve,
    - $5.0 million to the Lake Gregory Dam capital project,
    - $9.0 million for Transportion projects, and
    - $7.2 million for various capital improvement projects.
- The use of $0.3 million of the reserve for Land Use Services General Plan/Development Code Amendments
- The use of the $5.3 million reserve for the Glen Helen Grade Separation to fund the Glen Helen Grade Separation project and various other transportation projects.

The chart on the following page shows recent history of the County Reserve levels.

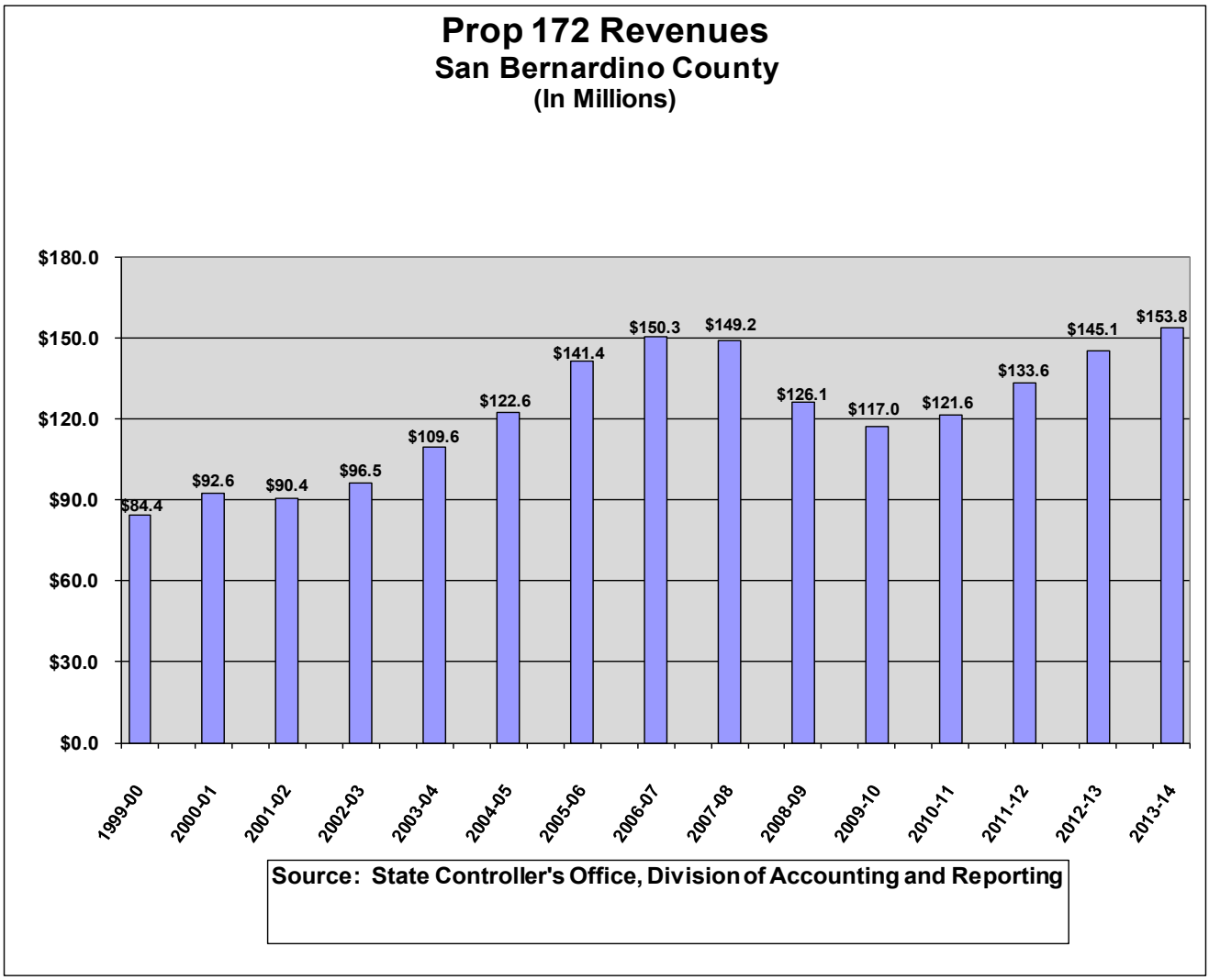
	Year End Actual Balances					Adopted
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
General Purpose	**$ 59.7**	**$ 59.7**	**$ 65.2**	**$ 70.8**	**$ 82.4**	**$ 82.4**
Specific Purpose						
Future Space Needs	55.5	22.9	22.9	22.9	-	-
Medical Center Debt Service	32.1	32.1	32.1	32.1	32.1	32.1
Retirement	46.5	8.5	8.5	8.5	8.5	8.5
Teeter	24.7	24.7	24.7	24.7	11.7	11.7
Insurance	3.0	3.0	3.0	3.0	3.0	3.0
Restitution	1.5	1.5	1.5	1.5	1.5	1.5
Earned Leave	-	-	3.6	3.6	10.6	18.5
Fire Facilities	2.0	3.0	4.0	-	-	-
Property Tax Admin Fee Litigation	-	-	14.2	-	-	-
Business Process Improvements	1.3	1.2	-	-	-	-
Justice Facilities	0.1	-	-	-	-	-
Computer Systems:						
Property Tax System	-	-	9.0	20.0	20.0	20.0
New Financial Accounting System	-	-	-	-	13.0	13.0
Permit Systems Upgrade	-	-	-	-	2.0	4.2
Capital Projects:	4.0	4.0				
Rancho Court Remodel - District Attorney	-	-	-	-	-	1.6
Public Defender - Victorville and Rancho Court Remodel	-	-	-	-	-	0.6
Sheriff Building	-	-	-	-	-	5.0
Animal Shelter	-	-	-	-	10.0	10.0
County Buildings and Acquisition Retrofit Project	-	-	-	-	4.0	4.0
303 Building Renovations	-	-	-	-	4.0	4.0
Lake Gregory Dam	-	-	-	-	-	5.0
Rim Forest Drainage	-	-	-	-	5.9	5.9
Transportation Projects:						
Glen Helen Pkwy Bridge Replacement/Widening	-	-	-	-	-	1.8
Rock Springs Bridge Replacement/Widening	-	-	-	-	-	2.1
National Trails Highway	-	-	-	-	-	5.0
Glen Helen Grade Separation	-	-	-	-	5.3	-
Jail Upgrades:						
Glen Helen Rehabilitation 512 Bed Step Housing	-	-	-	-	22.5	22.5
Adelanto Detention Center	-	-	-	-	10.0	10.0
West Valley Detention Center ADA Improvements	-	-	-	-	7.0	7.0
Asset Replacement	-	-	-	-	-	1.9
Labor	-	-	-	-	-	15.1
Workers Compensation Rebate	-	-	-	-	16.7	16.7
Land Use Services Code Amendments	-	-	-	-	5.4	5.1
Cal Fresh Waiver Discontinuance	-	-	-	-	5.0	5.0
Redevelopment Agency Overpayment	-	-	-	-	3.8	3.8
Subtotal - Specific Purpose	**170.7**	**100.9**	**123.5**	**116.3**	**202.0**	**244.6**
Total Reserves (1)	**$ 230.4**	**$ 160.7**	**$ 188.7**	**$ 187.1**	**$ 284.4**	**$ 327.0**

(1) Totals may not add 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 2014-15, the required 10% contingency target, and the amount above that target.

	Beginning Fund Balance	2014-15 Budgeted Revenue	2014-15 Budgeted Usage	Estimated Ending Fund Balance	10% Contingency	Amount Above Required Contingency
Sheriff/Coroner	13,978,729	109,257,000	(109,200,000)	14,035,729	10,925,700	3,110,029
District Attorney	3,736,467	27,315,000	(27,300,000)	3,751,467	2,731,500	1,019,967
Probation	6,521,991	19,528,000	(19,500,000)	6,549,991	1,952,800	4,597,191
Total	**24,237,187**	**156,100,000**	**(156,000,000)**	**24,337,187**	**15,610,000**	**8,727,187**

1991 REALIGNMENT

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

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

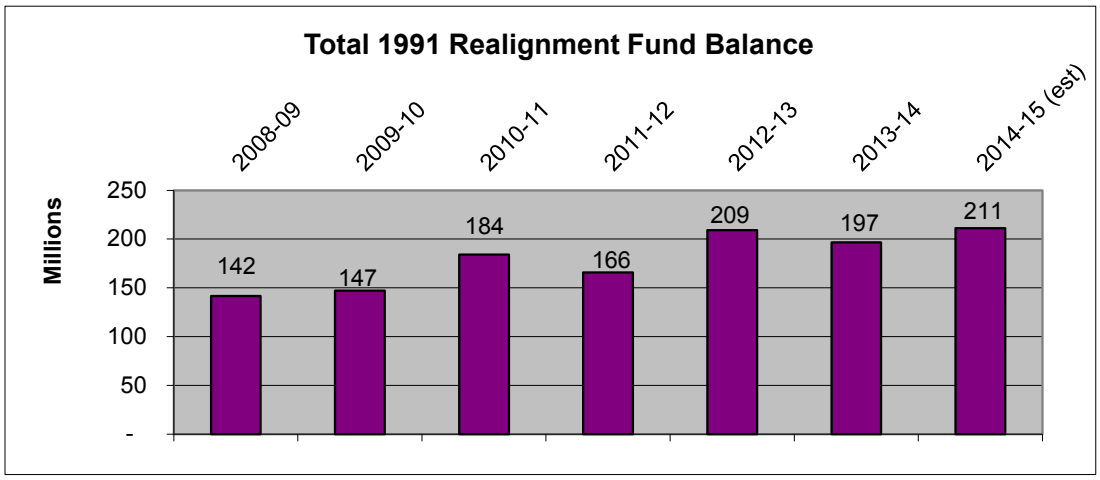
In addition to these program responsibility shifts, a number of programs had changes made to their cost sharing ratios. For example, prior to 1991 Realignment, Foster Care costs were funded by 95% State resources and 5% County resources. Now Foster Care is funded by 40% State resources and 60% County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

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

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

Budgetary Note: The methodology used to present budget information in the 1991 and 2011 Realignment budget sections has changed in this 2014-15 Adopted Budget Book. Growth and ongoing revenues are now reflected in the period the revenue is received and is consistent with other County budget reporting. A line has been added for each fund to reflect prior year growth revenue received so it is shown separately from regular revenues received in the fund. Previously, financial information presented in the 1991 and 2011 Realignment budget sections was consistent with state reporting requirements for the 1991 Realignment funds. The State’s reporting requirements are not consistent with the County’s implementation of GASB 34, as it relates to revenue accrual. This is a revenue timing issue only as a result of delays by the State in distributing sales tax growth revenue.

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



During 2009-10, revenue shortfalls in sales tax and vehicle license fee revenues, offset by even greater departmental savings, resulted in a slight increase in fund balance of $5 million for the period ending June 30, 2010.

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

Revenues for 2011-12 came in much stronger than anticipated. Statewide, sales tax and VLF increased; however, revenue levels still had not reached pre-recession peaks. At the same time the demands for County services continued to increase as economic recovery and job creation remained sluggish. As a result, departmental usage of realignment funds outpaced revenues by $18 million.

In 2012-13, sales tax and VLF revenues continued to come in strong. Even more encouraging was that both revenue sources saw growth funding paid in 2013-14. Program costs also increased slightly, but did not exceed revenues. In addition, the annual transfer of funds to ARMC was not needed and as a result the overall fund balance in 2012-13 spiked by $43 million.

For 2013-14, revenues were strong and $11 million in growth funding was received; however, demand for services and usage outpaced revenues. 1991 Realignment fund balances were drawn down by $12 million in 2013-14.

For 2014-15, some growth is expected in each of the funds, but has not been included in the budget at this time due to the uncertainty in the amount and the timing of the actual receipt of the funds in the subsequent budget cycle. Based on budgeted revenues and departmental usage, fund balance is projected to grow by $14 million in 2014-15.

BUDGET HISTORY FOR ALL 1991 REALIGNMENT BUDGET PAGES

	ACTUAL 2012-13	FINAL BUDGET 2013-14	ACTUAL 2013-14	ADOPTED BUDGET 2014-15
Beginning Fund Balance	165,673,368	209,101,861	209,101,861	196,565,174
Revenue	189,945,940	194,589,200	202,817,589	209,884,029
Prior Year Growth Revenue	14,356,408	-	11,197,266	-
Departmental Usage	160,873,855	239,407,173	226,551,541	195,160,322
Ending Fund Balance	209,101,861	164,283,888	196,565,174	211,288,881
Change in Fund Balance	43,428,493	(44,817,973)	(12,536,686)	14,723,707

For 2014-15, departmental usage of $195.2 million is less than the revenue projection of $209.9 million, resulting in a projected net increase of $14.7 million in total fund balance. This is primarily due to the revenue budget not reflecting the potential redirection of Health Realignment funds as a result of AB 85 legislation. This legislation requires a redirection of a portion of realignment revenues to offset state costs for CalWORKS since counties will receive more federal funding for health through Medi-Cal expansion. This redirection amount is uncertain at this time. Expenditure levels continue to be monitored closely, with specific measures being developed to align departmental usage to ongoing revenue and to maintain a sufficient fund balance amount for those years when a structurally balanced budget is not possible.

SUMMARY OF 1991 REALIGNMENT BUDGET UNITS FOR 2014-15

	Mental Health	Social Services	Health	Total
Beginning Fund Balance	47,364,635	81,189,104	68,011,436	196,565,174
Budgeted Revenue	56,470,492	100,745,583	52,667,953	209,884,029
Budgeted Departmental Usage	55,912,959	100,584,547	38,662,816	195,160,322
Budgeted 10% Transfers	-	-	-	-
Estimated Ending Fund Balance	47,922,168	81,350,140	82,016,573	211,288,881
Estimated Change in Fund Balance	557,533	161,036	14,005,137	14,723,707
Estimated Ending Fund Balance	47,922,168	81,350,140	82,016,573	211,288,881
10% Contingency Target	5,647,049	10,074,558	5,266,795	20,988,403
Available Ending Fund Balance	42,275,119	71,275,582	76,749,777	190,300,478

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

The 1991 Realignment legislation does allow for some flexibility in usage of funds at the County level. Upon action by the Board of Supervisors, a County can transfer 10% of a given year's revenue from one fund to another. San Bernardino County has used this provision over the years to help support either the health or social services programs. San Bernardino County has not done a 10% transfer in the prior four fiscal years and is not budgeting one for 2014-15. However, in the event that such transfer is needed, Board of Supervisors approval is required.

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

Mental Health

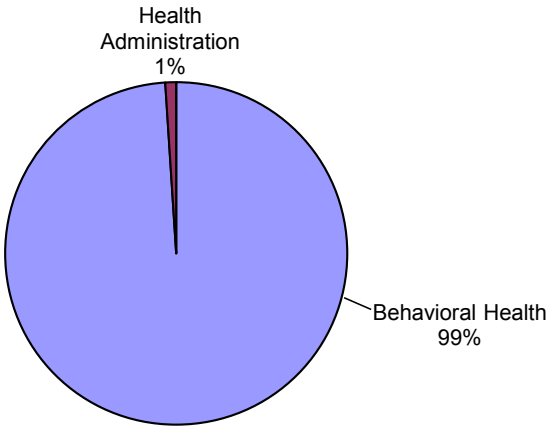
	ACTUAL 2012-13	FINAL BUDGET 2013-14	ACTUAL 2013-14	ADOPTED BUDGET 2014-15
Beginning Fund Balance	35,095,276	39,912,103	39,912,103	47,364,635
Revenue	55,911,027	46,683,964	56,884,377	56,470,492
Prior Year Growth Revenue	-	-	511,662	-
Departmental Usage	51,094,200	51,248,210	49,943,507	55,912,959
10% Transfers	-	-	-	-
Ending Fund Balance	39,912,103	35,347,857	47,364,635	47,922,168
Change in Fund Balance	4,816,828	(4,564,246)	7,452,532	557,533

For 2014-15, the Mental Health fund balance is projected to increase slightly. While sales tax is projected to increase statewide, the allocation provided to the 1991 Mental Health Realignment account is a fixed amount. A strong year in 2010-11 saw a substantial increase in fund balance that should allow the fund to weather the unpredictability of revenue sources over the next few years. Some growth is expected in 2014-15, but has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds in the subsequent budget cycle.

Breakdown of Departmental Usage of Mental Health 1991 Realignment

	ACTUAL 2012-13	FINAL BUDGET 2013-14	ACTUAL 2013-14	ADOPTED BUDGET 2014-15
Behavioral Health	50,771,657	50,664,878	49,785,925	55,342,753
Health Administration	322,543	583,332	157,582	570,206
Total Departmental Usage	51,094,200	51,248,210	49,943,507	55,912,959

2014-15 Adopted Budget



Social Services

	ACTUAL 2012-13	FINAL BUDGET 2013-14	ACTUAL 2013-14	ADOPTED BUDGET 2014-15
Beginning Fund Balance	54,109,512	62,273,692	62,273,692	81,189,104
Revenue	86,040,231	96,591,257	102,391,288	100,745,583
Prior Year Growth Revenue	14,356,408	-	7,550,210	-
Departmental Usage	92,232,459	99,085,635	91,026,086	100,584,547
10% Transfers	-	-	-	-
Ending Fund Balance	62,273,692	59,779,314	81,189,104	81,350,140
Change in Fund Balance	8,164,180	(2,494,378)	18,915,412	161,036

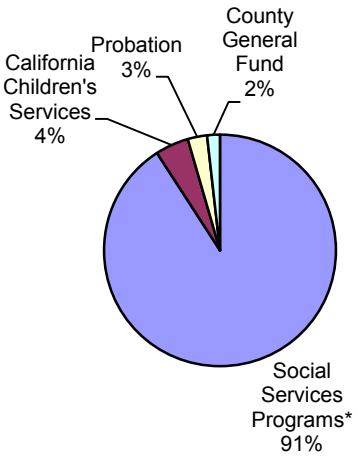
Social Services realignment revenue is composed primarily of sales tax. The split is currently 97% sales tax and 3% vehicle license fees. Some growth is expected in 2014-15, but has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds in the subsequent budget cycle. Social Services has priority claim on any sales tax growth received. For 2014-15, budgeted expense and ongoing revenue are expected to result in a slight increase in fund balance. Department usage will continue to be monitored closely to ensure that fund balance is maintained at adequate levels.

Breakdown of Departmental Usage of Social Services 1991 Realignment

	ACTUAL 2012-13	FINAL BUDGET 2013-14	ACTUAL 2013-14	ADOPTED BUDGET 2014-15
Social Services Programs*	84,910,970	89,912,162	86,602,991	91,398,771
California Children's Services	2,821,859	4,673,843	2,624,095	4,686,146
Probation	2,700,630	2,700,630	-	2,700,630
County General Fund	1,799,000	1,799,000	1,799,000	1,799,000
Total Departmental Usage	92,232,459	99,085,635	91,026,086	100,584,547

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

2014-15 Adopted Budget



Health

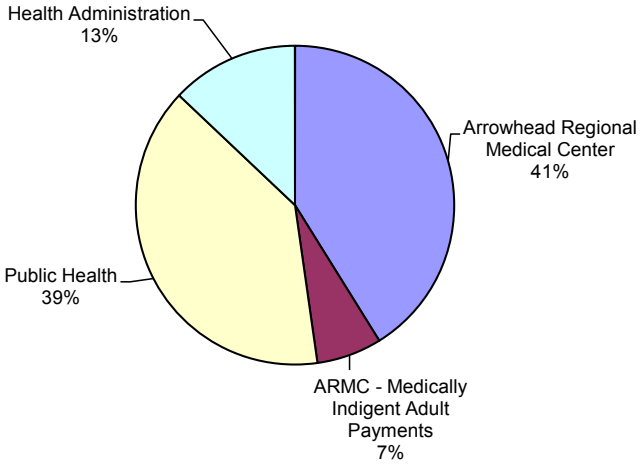
	ACTUAL 2012-13	FINAL BUDGET 2013-14	ACTUAL 2013-14	ADOPTED BUDGET 2014-15
Beginning Fund Balance	76,468,580	106,916,066	106,916,066	68,011,436
Revenue	47,994,682	51,313,979	43,541,924	52,667,953
Prior Year Growth Revenue	-	-	3,135,394	-
Departmental Usage	17,547,196	89,073,328	85,581,948	38,662,816
10% Transfers	-	-	-	-
Ending Fund Balance	106,916,066	69,156,717	68,011,436	82,016,573
Change in Fund Balance	30,447,486	(37,759,349)	(38,904,630)	14,005,137

The 2013-14 expenses include a $38.2 million use of fund balance due to Disproportionate Share Hospital returns for 2011-12 and 2012-13. For 2014-15, the Health fund is budgeted to have an increase in fund balance of $14 million. However, some of this increase may be used to cover the AB 85 redirection of realignment. Revenue is projected to increase slightly and departmental usage does not reflect using the potential AB 85 redirection.

Breakdown of Departmental Usage of Health 1991 Realignment

	ACTUAL 2012-13	FINAL BUDGET 2013-14	ACTUAL 2013-14	ADOPTED BUDGET 2014-15
Arrowhead Regional Medical Center	-	66,194,468	69,339,439	15,905,792
ARMC - Medically Indigent Adult Payments	-	2,550,000	2,550,000	2,550,000
Public Health	10,557,999	15,485,346	14,157,542	15,204,966
Health Administration	6,989,197	4,843,514	(465,033)	5,002,058
Total Departmental Usage	17,547,196	89,073,328	85,581,948	38,662,816

2014-15 Adopted Budget



2011 REALIGNMENT

In 2011, the state addressed prison overcrowding by shifting custodial responsibility of non-violent, non-sex, and non-sex-against-children ('Triple-Nons') offenders to local jails. In addition, the parole function of the state was delegated to county Probation departments; parole revocation hearings were shifted to the local jurisdictions and cases assigned to the District Attorney and Public Defender. The state also realigned Juvenile Re-Entry and Trial Court Security by placing 100% of the financial burden of those programs 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 Public Safety Realignment (AB 109), the State also shifted full financial burden of many social service and mental health programs to the County, including: Adult Protective Services, Foster Care, Child Welfare Services, Child Abuse Prevention and Intervention, Drug Court, Medi-Cal substance abuse treatment programs, and the Maintenance-of-Effort (MOE) for CalWORKs. The County was responsible for delivery of these programs before realignment, but with the shift, the State would no longer participate in the share of cost.

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

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

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

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

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

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

BUDGET HISTORY FOR ALL 2011 REALIGNMENT BUDGET UNITS

	ACTUAL 2012-13	FINAL BUDGET 2013-14	ACTUAL 2013-14	ADOPTED BUDGET 2014-15
Beginning Fund Balance	23,268,280	29,539,174	29,539,174	34,539,524
Revenue	269,771,362	292,843,695	290,001,756	312,425,327
Prior Year Growth Revenue	0	0	27,587,833	0
Departmental Usage	263,500,468	329,235,213	312,589,238	318,895,112
Ending Fund Balance	29,539,174	(6,852,344)	34,539,524	28,069,739
Change in Fund Balance	6,270,894	(36,391,518)	5,000,350	(6,469,785)

NOTE: Based on past practice, in 2013-14 the realignment fund revenue budget was not increased when the departmental usage budget was increased, resulting in a deficit budget within the realignment fund. Actual results reflect that there was sufficient revenue to pay for authorized departmental usage.

Revenues received in 2013-14 exceeded departmental usage, resulting in an increase in fund balance of $5.0 million. For 2014-15, departmental usage of $318.9 million is anticipated to exceed the revenue projection of $312.4 million, resulting in a decrease in fund balance of $6.5 million; however, growth revenues have not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds. Departmental usage will continue to be monitored closely to ensure that fund balance is maintained at adequate levels.

SUMMARY OF 2011 REALIGNMENT BUDGET UNITS FOR 2014-15

	Law Enforcement	CalWORKs MOE	Support Services	Family Support	Total
Beginning Fund Balance	26,295,636	0	8,243,888	0	34,539,524
Budgeted Revenue	97,874,281	56,467,777	144,093,619	13,989,650	312,425,327
Budgeted Departmental Usage	104,344,066	56,467,777	144,093,619	13,989,650	318,895,112
Estimated Ending Fund Balance	19,825,851	0	8,243,888	0	28,069,739
Estimated Change in Fund Balance	(6,469,785)	0	0	0	(6,469,785)

LAW ENFORCEMENT SERVICES

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

2011 Realignment required each county to develop an implementation plan approved by the Local Community Corrections Partnership and the Board of Supervisors. Since the plan included a significant number of additional positions, an appropriation savings occurred because this new staff required extensive background checks. As a result, a fund balance of $14.5 million existed in the Law Enforcement fund at the end of 2011-12. The fund balance grew by an additional $9.6 million in 2012-13 as departments were unable to fully implement AB 109 programs as quickly as anticipated. Growth funds of $14.9 million were received in 2013-14, and departmental usage was slightly less than revenues received, resulting in an increase of $2.2 million in fund balance. For 2014-15, departmental usage is expected to exceed budgeted revenues; however, growth revenue has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds.

Fund balance will be used for one time needs as appropriate. Detail of the fund balance for Law Enforcement Services is reflected in the following table.

LAW ENFORCEMENT SERVICES

	ACTUAL 2012-13	FINAL BUDGET 2013-14	ACTUAL 2013-14	ADOPTED BUDGET 2014-15
Beginning Fund Balance	14,532,866	24,122,966	24,122,966	26,295,636
Revenue	90,520,522	101,376,195	101,519,789	97,874,281
Prior Year Growth Revenue	0	0	14,935,209	0
Departmental Usage	80,930,422	119,070,980	114,282,328	104,344,066
Ending Fund Balance	24,122,966	6,428,181	26,295,636	19,825,851
Change in Fund Balance	9,590,100	(17,694,785)	2,172,670	(6,469,785)

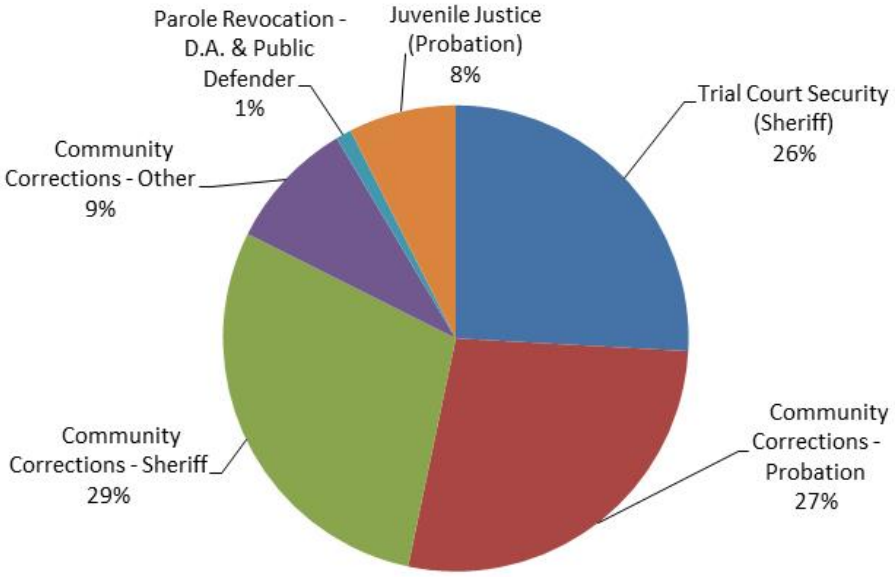
Beginning in 2015-16 a Local Innovation Account may be established by transferring 10% of growth from the sub-accounts in the Law Enforcement fund. Funds in the Local Innovation Account can be appropriated for use consistent with any of the sub-accounts.

Usage of 2011 Realignment funding for Law Enforcement Services is detailed in the table and chart on the next page.

BREAKDOWN OF LAW ENFORCEMENT DEPARTMENTAL USAGE

	ACTUAL 2012-13	FINAL BUDGET 2013-14	ACTUAL 2013-14	ADOPTED BUDGET 2014-15
Trial Court Security (Sheriff)	24,995,578	27,053,068	26,864,501	27,000,000
Community Corrections:				
Probation	16,957,885	38,115,816	33,089,832	28,603,628
Sheriff/Coroner/Public Administrator	25,128,163	35,691,235	35,704,940	30,372,021
District Attorney	1,429,049	2,843,626	2,843,626	2,870,581
Public Defender	1,010,583	2,169,593	2,169,610	2,031,824
Public Health	80,235	106,359	93,255	99,605
Aging and Adult Services	6,084	56,250	12,925	12,951
Behavioral Health	2,350,272	4,335,308	4,119,277	4,124,016
Workforce Development	141,315	159,003	192,506	182,000
Transitional Assistance	2,324	0	8,625	0
Human Resources	114,677	131,242	126,409	118,382
Parole Revocation:				
District Attorney	530,951	614,500	614,500	567,773
Public Defender	524,670	614,500	614,500	567,773
Juvenile Justice (Probation):				
Youthful Offender Block Grant	7,529,999	7,060,480	7,683,512	7,683,512
Juvenile Reentry	128,637	120,000	144,310	110,000
Total Departmental Usage	80,930,422	119,070,980	114,282,328	104,344,066

2014-15 Adopted Budget



CalWORKs MOE

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

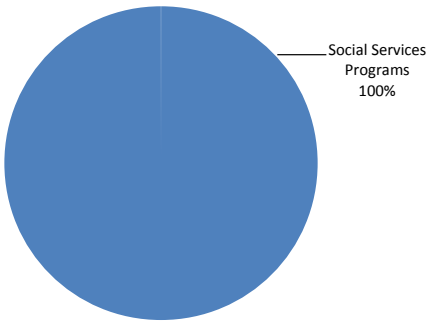
CalWORKs MOE

	ACTUAL 2012-13	FINAL BUDGET 2013-14	ACTUAL 2013-14	ADOPTED BUDGET 2014-15
Beginning Fund Balance	7,485,979	5,369,185	5,369,185	0
Revenue	45,280,810	48,154,774	52,316,452	56,467,777
Prior Year Growth Revenue	0	0	3,256,225	0
Departmental Usage	47,397,604	53,523,959	60,941,862	56,467,777
Ending Fund Balance	5,369,185	0	0	0
Change in Fund Balance	(2,116,794)	(5,369,185)	(5,369,185)	0

BREAKDOWN OF CalWORKs MOE DEPARTMENTAL USAGE

	ACTUAL 2012-13	FINAL BUDGET 2013-14	ACTUAL 2013-14	ADOPTED BUDGET 2014-15
Social Services Programs	47,397,604	53,523,959	60,941,862	56,467,777
Total Departmental Usage	47,397,604	53,523,959	60,941,862	56,467,777

2014-15 Adopted Budget



SUPPORT SERVICES

The Support Services fund has two sub-accounts: Behavioral Health and Protective Services. The 2011 Realignment legislation allows counties to allocate up to 10% between sub-accounts (Behavioral Health and Protective Services). The 10% is based on the amount deposited in the previous year in the sub-account with the lowest balance. The County is not budgeting a transfer between sub-accounts in 2014-15 and, in the event that such transfer is needed, Board of Supervisors approval is required. The Board of Supervisors also has the discretion to establish a Support Services Reserve Sub-account by up to five-percent (5%) from each sub-account's previous year's deposits. Additional historical detail of the Support Services fund is included in the tables below.

SUPPORT SERVICES

	ACTUAL 2012-13	FINAL BUDGET 2013-14	ACTUAL 2013-14	ADOPTED BUDGET 2014-15
Beginning Fund Balance	1,249,435	47,023	47,023	8,243,888
Revenue	133,970,030	143,312,726	129,170,689	144,093,619
Prior Year Growth Revenue	0	0	9,396,399	0
Departmental Usage	135,172,442	147,791,784	130,370,223	144,093,619
Ending Fund Balance	47,023	(4,432,035)	8,243,888	8,243,888
Change in Fund Balance	(1,202,412)	(4,479,058)	8,196,865	0

NOTE: Based on past practice, in 2013-14 the realignment fund revenue budget was not increased when the departmental usage budget was increased, resulting in a deficit budget within the realignment fund. Actual results reflect that there was sufficient revenue to pay for authorized departmental usage.

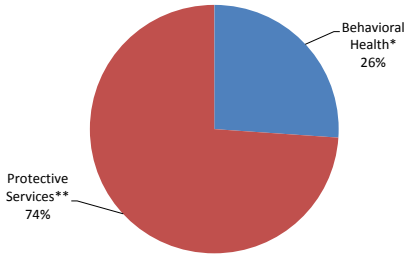
For 2013-14, revenues outpaced departmental usage, resulting in an increase in fund balance of $8.2 million. For 2014-15, departmental usage is expected to be in line with revenues, resulting in no change in the Support Services fund balance; however, growth is not included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds.

BREAKDOWN OF SUPPORT SERVICES DEPARTMENTAL USAGE

	ACTUAL 2012-13	FINAL BUDGET 2013-14	ACTUAL 2013-14	ADOPTED BUDGET 2014-15
Behavioral Health*	38,187,391	43,003,287	33,922,670	37,614,135
Protective Services**	96,985,051	104,788,497	96,447,553	106,479,484
Total Departmental Usage	135,172,442	147,791,784	130,370,223	144,093,619

*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.

2014-15 Adopted Budget



FAMILY SUPPORT

This new fund was established in 2013-14 per Welfare and Institutions Code 17600.10(a)(5). Funding for Family Support comes from counties' indigent health care savings that will be redirected from counties' 1991 Realignment Health Subaccounts and moved to the new Family Support subaccount at the state level. Funds will then be allocated to counties from the Family Support subaccount in lieu of state general fund for CalWORKs assistance payments. The distribution of funds is still being determined, but it will be based on counties' CalWORKs general fund expenditures. There is not expected to be any fund balance since once funds are received, they are immediately transferred to the fund used for assistance payments to CalWORKs clients. Below is historical detail on the Family Support fund.

FAMILY SUPPORT

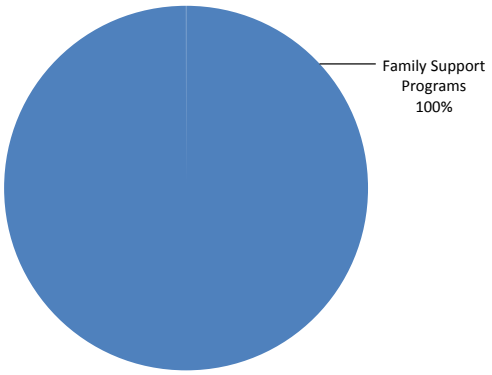
	ACTUAL 2012-13	FINAL BUDGET 2013-14	ACTUAL 2013-14	ADOPTED BUDGET 2014-15
Beginning Fund Balance	0	0	0	0
Revenue	0	0	6,994,825	13,989,650
Prior Year Growth Revenue	0	0	0	0
Departmental Usage	0	8,848,490	6,994,825	13,989,650
Ending Fund Balance	0	(8,848,490)	0	0
Change in Fund Balance	0	(8,848,490)	0	0

NOTE: Based on past practice, in 2013-14 the realignment fund revenue budget was not increased when the departmental usage budget was increased, resulting in a deficit budget within the realignment fund. Actual results reflect that there was sufficient revenue to pay for authorized departmental usage.

BREAKDOWN OF FAMILY SUPPORT USAGE

	ACTUAL 2012-13	FINAL BUDGET 2013-14	ACTUAL 2013-14	ADOPTED BUDGET 2014-15
Family Support Programs	0	8,848,490	6,994,825	13,989,650
Total Departmental Usage	0	8,848,490	6,994,825	13,989,650

2014-15 Adopted Budget



AUTOMATED SYSTEMS DEVELOPMENT

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

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

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

Below is a table detailing budgeted requirements for this unit in 2014-15.

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	78,635	52,637	421,365	368,728	**(52,637)**
Capital Expenditures	0	0	0	0	11,500,000	11,500,000	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	78,635	52,637	11,921,365	11,868,728	**(52,637)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	78,635	52,637	11,921,365	11,868,728	**(52,637)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	78,635	52,637	11,921,365	11,868,728	**(52,637)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	0	0	78,635	52,637	11,921,365	11,868,728	**(52,637)**
				Budgeted Staffing	0	0	**0**

COUNTY DEBT POLICY

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

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

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

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

CASH FUNDED PROJECTS

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

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

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

COUNTY BUDGETING POLICY AS IT RELATES TO LONG TERM DEBT

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

1. Retirement System Funding - Requires that the Board first consider setting aside any savings related to negative Unfunded Accrued Actuarial Liability to fund a reserve for reduction of any existing pension obligation bonds or as a hedge against future interest rate increases.

2. Use of Variable Rate Interest Savings - Requires that when amounts budgeted for variable rate interest expense on long-term debt exceeds actual variable rate interest expense for the year, that such savings will be used in the succeeding fiscal year to reduce the outstanding principal of long-term debt. This applies only to debt service paid from discretionary revenue sources of the General Fund. It is normal for budgeted amounts to exceed actual amounts because debt covenants require conservative budgeting of variable rate interest expense.

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

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

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

COUNTY LONG TERM DEBT

The following discussion relates to long-term debt backed by the full faith and credit of the County's General Fund[1]. Other long term debt of County entities, such as that of the County's Flood Control District and the County's Special Districts, are found later in this section of the budget book.

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

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

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

As of June 30, 2014, the County's long term obligations include debt issued to finance or partially finance the following projects:

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

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

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

Fiscal Year Ending June 30	Pension Obligation Bonds: 2008 Pension Obligation Bonds $160,900,000		Pension Obligation Bonds: 2004 Pension Obligation Bonds[1] $463,895,000		Pension Obligation Bonds: 1995 Pension Obligation Bonds $386,265,591		Certificates of Participation: 2002 Justice Center Refunding $68,100,000		Private Placement: 2012 WVDC Refunding [2] $51,585,000		Total Outstanding General Fund Debt	Fiscal Year Ending June 30
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest		
2015	920,000	9,418,290	20,020,000	14,127,066	12,401,627	37,653,373	5,950,000	607,750	7,200,000	888,159	109,186,265	2015
2016	1,035,000	9,359,445	23,355,000	12,918,239	12,035,880	40,619,120	6,205,000	310,250	7,375,000	699,099	113,912,032	2016
2017	1,060,000	9,296,385	27,025,000	11,491,751	11,673,496	43,711,504			7,565,000	505,305	112,328,440	2017
2018	1,130,000	9,230,466	31,015,000	9,825,205	11,361,080	46,888,920			7,755,000	306,581	117,512,252	2018
2019	19,990,000	8,594,754	16,235,000	8,453,186	11,054,980	50,205,020			7,940,000	102,994	122,575,933	2019
2020	15,860,000	7,515,669	25,000,000	7,179,750	10,753,631	53,666,369			-	-	119,975,419	2020
2021	20,880,000	6,409,795	25,000,000	5,584,250	10,507,053	57,227,947			-	-	125,609,045	2021
2022	26,200,000	4,992,687	25,000,000	3,988,750	9,790,585	58,119,415			-	-	128,091,437	2022
2023	31,875,000	3,244,630	25,000,000	2,393,250	-	-			-	-	62,512,880	2023
2024	37,960,000	1,142,596	25,000,000	797,750	-	-			-	-	64,900,346	2024
2025	-	-	-	-	-	-			-	-	-	2025
2026	-	-	-	-	-	-			-	-	-	2026
2027	-	-	-	-	-	-			-	-	-	2027
2028	-	-	-	-	-	-			-	-	-	2028
2029	-	-	-	-	-	-			-	-	-	2029
Totals	156,910,000	69,204,716	242,650,000	76,759,195	89,578,331	388,091,669	12,155,000	918,000	37,835,000	2,502,138	1,076,604,049	Totals

(1) Debt schedules for variable rate issues are based on the estimated average interest rate at the time of issuance and do not reflect amounts budgeted for the 2014-15 fiscal year.
(2) West Valley Detention Center

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

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

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

Fiscal Year Ending June 30	Certificates of Participation: Arrowhead Refunding County Medical Center Series 2009 $288,730,000		County Medical Center Series 1996 $65,070,000		County Medical Center Series 1995 $147,565,000		County Medical Center Series 1994 $213,605,000		Total Outstanding Enterprise Fund Debt	Fiscal Year Ending June 30
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest		
2015	11,405,000	12,765,688	420,000	3,152,550	3,955,000	1,008,963	4,445,000	5,886,088	43,038,288	2015
2016	11,905,000	12,203,638	445,000	3,129,844	4,225,000	743,113	4,695,000	5,634,738	42,981,331	2016
2017	12,445,000	11,605,400	465,000	3,105,956	4,505,000	459,388	4,965,000	5,369,088	42,919,831	2017
2018	13,090,000	10,972,838	490,000	3,081,500	4,815,000	156,488	5,235,000	5,088,588	42,929,413	2018
2019	24,405,000	10,035,463	515,000	3,056,375				4,944,625	42,956,463	2019
2020	25,685,000	8,774,650	545,000	3,029,875				4,944,625	42,979,150	2020
2021	15,015,000	7,711,050	570,000	3,002,000			12,180,000	4,518,325	42,996,375	2021
2022	16,330,000	6,860,250	600,000	2,972,750			12,570,000	3,746,350	43,079,350	2022
2023	17,165,000	5,985,113	630,000	2,942,000			13,290,000	3,035,200	43,047,313	2023
2024	32,355,000	4,718,766	665,000	2,909,625	-	-		2,669,725	43,318,116	2024
2025	34,065,000	3,016,753	695,000	2,875,625	-	-		2,669,725	43,322,103	2025
2026	22,935,000	1,541,794	735,000	2,839,875	-	-	13,060,000	2,343,225	43,454,894	2026
2027	17,900,000	469,875	7,120,000	2,643,500	-	-	13,725,000	1,673,600	43,531,975	2027
2028	-	-	24,030,000	1,864,750	-	-	13,675,000	1,005,694	40,575,444	2028
2029	-	-	25,280,000	632,000	-	-	14,335,000	340,456	40,587,456	2029
Totals	254,700,000	96,661,275	63,205,000	41,238,225	17,500,000	2,367,950	112,175,000	53,870,050	641,717,500	Totals

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

Effects of Existing Debt Levels on Current and Future Operations

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

Other County Long Term Debt

The County Library has a note payable to the California Infrastructure and Economic Development Bank for funds borrowed to finance the construction of a library in Apple Valley. This note is backed by the full faith and credit of the General Fund; however it is paid from and budgeted in the County Library budget, found in the Operations and Community Services section of this budget book. The outstanding principal amount of this note as of June 30, 2013, the last date for which audited information is available, was $1,444,111. Annual debt service on this obligation is approximately $109,000 per year through fiscal year 2030-31.

FLOOD CONTROL DISTRICT LONG TERM DEBT

The following discussion relates to the long term debt of the County's Flood Control District. As of June 30, 2014, the County's Flood Control District's (District) outstanding long term obligations include debt issued for the following purposes:

- To pay the District's obligation under a settlement agreement relating to an inverse condemnation action against the District.
- To refinance a loan from the United States Bureau of Reclamation for the construction of the San Sevaine Creek Water Project.

The District financed these obligations with Judgment Obligation Bonds and Refunding Bonds.

County of San Bernardino
Outstanding Flood Control District Judgment Obligation Bonds
Budgetary Basis

Fiscal Year Ending June 30	Judgment Obligation Bonds 2007 Series A $58,355,000 Principal	Interest	2008 Refunding Remarketing $37,295,000 Principal	Interest	Refunding Bonds 2007 Refunding Bonds $23,845,000 Principal	Interest	Total Outstanding District Debt	Fiscal Year Ending June 30
2015	2,330,000	2,054,669		1,808,808	1,715,000	744,325	8,652,801	2015
2016	2,435,000	1,955,644		1,810,879	1,815,000	650,000	8,666,523	2016
2017	2,530,000	1,858,244		1,806,736	1,910,000	559,250	8,664,230	2017
2018	2,630,000	1,757,044		1,808,808	2,010,000	463,750	8,669,601	2018
2019	2,735,000	1,651,844		1,808,808	2,115,000	363,250	8,673,901	2019
2020	2,820,000	1,528,769		1,810,879	2,230,000	257,500	8,647,148	2020
2021	2,985,000	1,401,869		1,806,736	2,920,000	146,000	9,259,605	2021
2022	3,115,000	1,271,275		1,808,808			6,195,083	2022
2023	3,255,000	1,131,100		1,808,808			6,194,908	2023
2024	3,405,000	984,625		1,810,879			6,200,504	2024
2025	3,520,000	831,400		1,806,736			6,158,136	2025
2026	3,715,000	673,000		1,808,808			6,196,808	2026
2027	3,900,000	487,250		1,808,808			6,196,058	2027
2028	4,095,000	292,250		1,810,879			6,198,129	2028
2029	1,750,000	87,500	1,915,000	1,806,736			5,559,236	2029
2030			3,815,000	1,715,930			5,530,930	2030
2031			3,935,000	1,530,903			5,465,903	2031
2032			4,135,000	1,341,590			5,476,590	2032
2033			4,355,000	1,138,202			5,493,202	2033
2034			4,490,000	928,290			5,418,290	2034
2035			4,675,000	710,525			5,385,525	2035
2036			4,885,000	484,342			5,369,342	2036
2037			5,090,000	246,582			5,336,582	2037
Totals	45,220,000	17,966,481	37,295,000	35,228,477	14,715,000	3,184,075	153,609,033	Totals

Debt Service Budget Information:
The Judgment Obligation Bonds and Refunding Bonds are budgeted in the District's budget as a portion of operating expenses.

The District's budget is found in the Operations and Community Services section of this budget book in the Public Works, Flood Control District budget.

Effects of Existing Debt Levels on Current and Future Operations

Debt service on the Judgment Obligation Bonds and Refunding Bonds referenced in the previous schedule will not negatively affect current or future operations of the District. In aggregate, current required debt service expenditures remain level for all fiscal years through 2020-21, and then drop by nearly 30% as a result of the scheduled maturity of the 2007 Refunding Bonds.

Other Flood Control Long Term Debt

The District owes $4.0 million to the United States Army Corps of Engineers for the construction of the San Timoteo Creek Project. The District has agreed to pay the loan with accrued interest upon completion of the project over a twenty year period. It is anticipated that the project will be completed in 2017.

SPECIAL DISTRICTS DEPARTMENT LONG TERM DEBT

The following discussion relates to long term debt of the County's Special Districts (Districts). The Districts' outstanding long term debt has primarily been issued to finance or refinance construction and improvements in County service areas. The Districts' finance such projects with general obligation bonds and notes. As of June 30, 2014, the Districts' long term obligations include debt issued to finance or partially finance:

- Sewer and water facilities/systems
- Road improvements

The Special Districts have financed projects using general obligation bonds, and for the 2006 note for CSA 70-Zone G (Wrightwood), a loan from a private financial institution, and for the CSA 70 – Zone J (Oak Hills), a loan from the California Infrastructure and Economic Development Bank.

County of San Bernardino Special Districts'
Outstanding General Obligation Bonds and Notes Payable
Budgetary Basis

	General Obligation Bonds		Notes Payable					
	CSA 70 - Zone W-1 (EES)		CSA 70 - Zone G		CSA 70 - Zone J			
Fiscal Year Ending	Landers Water 1979 Issue $1,540,000		Wrightwood 2006 Issue $724,000		Oak Hills 2003 Issue $2,269,521		Total Outstanding District Debt	Fiscal Year Ending
June 30	Principal	Interest	Principal	Interest	Principal	Interest		June 30
2015	70,000	20,250	86,324	13,076	60,214	49,525	299,389	2015
2016	75,000	16,750	91,898	7,502	62,075	47,635	300,860	2016
2017	80,000	13,000	47,064	1,536	63,993	45,688	251,281	2017
2018	85,000	9,000	-	-	65,970	43,680	203,650	2018
2019	95,000	4,750	-	-	68,008	41,610	209,368	2019
2020	-	-	-	-	70,110	39,477	109,587	2020
2021	-	-	-	-	72,276	37,277	109,553	2021
2022	-	-	-	-	74,510	35,009	109,519	2022
2023	-	-	-	-	76,812	32,671	109,483	2023
2024	-	-	-	-	79,186	30,261	109,447	2024
2025	-	-	-	-	81,632	27,776	109,408	2025
2026	-	-	-	-	84,155	25,214	109,369	2026
2027	-	-	-	-	86,755	22,574	109,329	2027
2028	-	-	-	-	89,436	19,852	109,288	2028
2029	-	-	-	-	92,199	17,046	109,245	2029
2030	-	-	-	-	95,048	14,153	109,201	2030
2031	-	-	-	-	97,985	11,170	109,155	2031
2032	-	-	-	-	101,013	8,095	109,108	2032
2033	-	-	-	-	104,135	4,926	109,061	2033
2034	-	-	-	-	107,352	1,659	109,011	2034
Totals	405,000	63,750	225,286	22,114	1,632,864	555,298	2,904,312	Totals

Debt Service Budget Information:
The CSA 70 Zone W-1 debt service is paid directly from the property taxes assessed for this purpose, and is, therefore, not included in the District's budget.

The CSA 70 Zone G debt service is budgeted in the Special Districts Department section of this budget book in the Road Districts Special Revenue Funds – Consolidated budget (Fund SLK).

The CSA 70 Zone J debt service is budgeted in the Special Districts Department section of this budget book in the Water Districts Enterprise Funds – Consolidated budget (Fund ECA).

Effects of Existing Debt Levels on Current and Future Operations

Debt service on the Districts' debt referenced in the previous schedule will not negatively affect current or future operations.

Other Special Districts Long Term Debt

There are various general obligation bonds for Special Districts that have matured but have not yet been redeemed by bondholders. These bearer coupon bonds will be paid from a reserve fund at such time the bonds are presented for redemption.

LEGAL DEBT LIMIT

The County's legal debt limit, which applies only to General Obligation Bonds, is 1.25% of Assessed Valuation. As of June 30, 2013, the last date for which audited information on outstanding debt is currently available, the County's Debt limit and legal debt margin were calculated as follows:

Fiscal Year	Assessed Valuation	Legal Debt Limit	Bonded Debt	Legal Debt Margin
2012-13	166,760,684	2,084,509	1,005	2,083,504

Amounts in thousands
Source: San Bernardino County Comprehensive Annual Financial Report for the year ended June 30, 2013

The County General Fund and the County Flood Control District have no outstanding General Obligation Bonds. The Debt referred to in the table above is the debt of the County's Special Districts Department.

DEBT PER CAPITA

	Governmental Activities					
Fiscal Year	Certificates of Participation	Revenue Bonds	Bonds and Notes	Capital Lease Obligation	Other Long Term Liabilities	Total Governmental Activities
2012-13	$23,047	401,404	565,143	743	4,000	$994,337

	Business Type Activities				
Fiscal Year	Certificates of Participation	General Obligation Bonds	Notes	Capital Lease Obligation	Total Business Type Activities
2012-13	$433,822	1,005	1,691	6,091	$442,609

	Total Outstanding Debt					
Fiscal Year	Certificates of Participation	Bonds	Notes	Capital Lease Obligation	Other Long Term Liabilities	Total Outstanding Debt
2012-13	$456,869	402,409	566,834	6,834	4,000	$1,436,946

	Debt Per Capita		
Fiscal Year	Total Outstanding Debt	Population	Debt Per Capita
2012-13	$1,436,946	2,076	$692

Amounts in thousands (except per capita)
Source: San Bernardino County Comprehensive Annual Financial Report for the year ended June 30, 2013

CALIFORNIA GOVERNMENT CODE

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

COUNTY CODE

Title 1. Division 2. Chapter 2:

Section 12.0201:
On November 2, 2010, the County Code was amended to establish the position of Chief Executive Officer.

Section 12.0203:
The Chief Executive Officer shall be appointed by and serve at the pleasure of the Board of Supervisors.

Section 12.0206:
Under the supervision of the Board of Supervisors, and subject to the approval and direction and control thereof, the Chief Executive Officer shall be responsible for the performance of such duties and ministerial functions as may be placed in his or her charge by the Board of Supervisors, and in connection therewith, shall report to the Board from time to time the status and enforcement of the Board's policies, rules, and regulations. The Chief Executive Officer shall, among others:

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

Section 12.0211:
Pursuant to Government Code § 29125, the Board of Supervisors designates the Chief Executive Officer as the County officer with the authority to approve, with respect to an adopted budget, any transfers and revisions of appropriations, objects, and sub-objects within a budget unit.

BASIS OF ACCOUNTING

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

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

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

BASIS OF BUDGETING

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

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

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

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

COUNTY POLICIES

When building the 2014-15 budget, the following County policies were considered:

BUDGETING POLICY

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

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

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

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

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

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

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

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

Use of One-Time Funding Sources

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

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

Revenue Forecasting

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

Property Tax Revenue Stabilization

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

received by the County General Fund. The average annualized rate of growth of actual revenues will be calculated using the most recent fifteen years' worth of data.

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

Prop 172 Revenue Stabilization

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

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

Encumbrances

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

Program Efficiency and Performance Measurement

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

Retirement System Funding

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

Risk Management Self-Insurance Funds

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

Grant Funding

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

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

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

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

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

CONTINGENCY POLICY

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

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

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

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

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

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

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

FUND BALANCE AND RESERVE POLICY

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

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

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

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

2. Restricted Fund Balance: Amounts are restricted by external parties, i.e., creditors, grantors, contributors, or laws/regulations of other governments or restricted by law through constitutional provisions or enabling legislation. Restrictions may be changed or lifted only with the consent of the resource provider.

3. Committed Fund Balance: Amounts that can only be used for a specific purpose pursuant to constraints imposed by formal action of the government's highest level of decision making authority. The formal action must occur prior to the end of the reporting period, however, the amount may be determined in the subsequent period. These are self-imposed limitations on available resources. These committed amounts cannot be used for any other purpose unless the government removes or changes the specified use by taking the same action it employed to previously commit those amounts. These committed amounts would be approved and adopted by formal action of the Board.

4. Assigned Fund Balance: Amounts constrained by the government's intent to be used for specific purposes that are neither restricted nor committed. The intent will be expressed by the body or official to which the governing body has delegated the authority, i.e. the County Administrative Office.

5. Unassigned Fund Balance: The General Fund, as the principal operating fund, often will have net resources in excess of what can properly be classified in one of the four categories already described. Therefore, in order to calculate unassigned fund balance, total fund balance less nonspendable, restricted, committed, or assigned equals unassigned fund balance. This amount is available for any purpose and will be placed in either the General Purpose Reserve, General Fund – Mandatory Contingencies or the General Fund - Uncertainties Contingencies until allocated for a specific purpose by the Board, by a four-fifths vote.

Unassigned Fund Balance – General Purpose Reserve

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

Unassigned Fund Balance – Mandatory Contingencies

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

Unassigned Fund Balance – Uncertainties Contingencies

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

Unassigned Fund Balance Spend Down

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

The County recognizes that unforeseen events may cause the use of unassigned fund balance which will result in it falling below the established minimum. However, if this occurs, or is expected to occur within the five year planning cycle, the budget balancing strategies will be invoked to determine corrective actions. When necessary,

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

Unassigned Fund Balance Replenish Procedures

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

DEBT POLICY

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

General

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

Types of Debt

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

Issuance

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

Management

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

CAPITAL BUDGET POLICY

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

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

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

INVESTMENT POLICY

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

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

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

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

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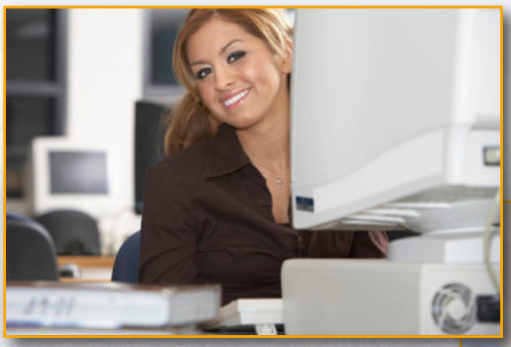
ADMINISTRATION



SAN BERNARDINO COUNTY

ADMINISTRATION SUMMARY

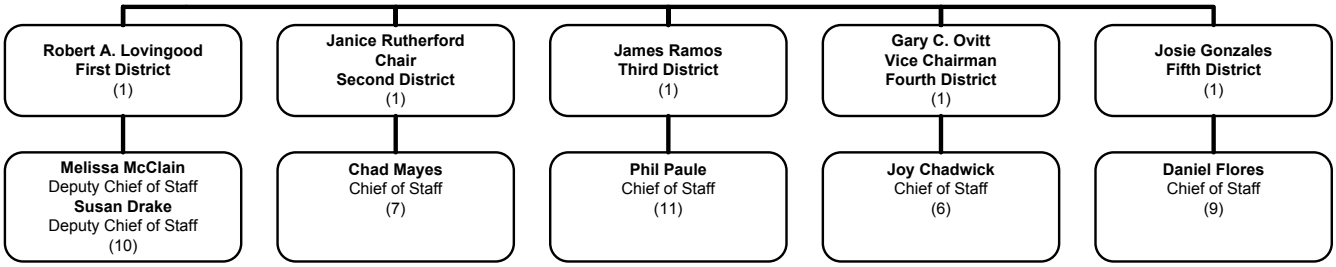
GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
BOARD OF SUPERVISORS	118				
BOARD OF SUPERVISORS	119	7,190,670	0	7,190,670	48
BOARD DISCRETIONARY FUND	123	4,206,259	0	4,206,259	0
CLERK OF THE BOARD	125	2,258,163	248,293	2,009,870	14
COUNTY ADMINISTRATIVE OFFICE	130				
COUNTY ADMINISTRATIVE OFFICE	133	4,511,139	0	4,511,139	17
LITIGATION	136	392,599	0	392,599	0
COUNTY COUNSEL	138	8,817,154	5,713,350	3,103,804	86
FINANCE AND ADMINISTRATION	144				
FINANCE AND ADMINISTRATION	147	2,889,619	0	2,889,619	18
HUMAN RESOURCES	161				
HUMAN RESOURCES	165	7,456,955	675,623	6,781,332	79
THE CENTER FOR EMPLOYEE HEALTH AND WELLNESS	168	2,152,634	2,152,634	0	12
UNEMPLOYMENT INSURANCE	171	4,000,500	0	4,000,500	0
INFORMATION SERVICES	179				
GIS AND MULTI-MEDIA SERVICES	182	2,264,212	216,872	2,047,340	13
PURCHASING	196				
PURCHASING	200	2,117,341	590,504	1,526,837	22
LOCAL AGENCY FORMATION COMMISSION	221	288,274	0	288,274	0
COUNTY SCHOOLS	223	3,270,620	0	3,270,620	0
TOTAL GENERAL FUND		51,816,139	9,597,276	42,218,863	309
CAPITAL FACILITIES LEASES	150	13,016,519	0	13,016,519	0

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Fund Balances	Staffing
FINANCE AND ADMINISTRATION:					
DISASTER RECOVERY FUND	152	28,843	6,556	22,287	0
HUMAN RESOURCES:					
COMMUTER SERVICES	173	1,572,591	722,450	850,141	3
EMPLOYEE BENEFITS AND SERVICES	176	4,240,736	3,350,235	890,501	31
TOTAL SPECIAL REVENUE FUNDS		5,842,170	4,079,241	1,762,929	34

INTERNAL SERVICES FUNDS	Page #	Requirements	Sources	Net Budget	Staffing
FLEET MANAGEMENT	154	36,529,788	33,841,500	(2,688,288)	86
INFORMATION SERVICES:					
COMPUTER OPERATIONS	185	26,714,144	21,973,042	(4,741,102)	120
TELECOMMUNICATION SERVICES	189	29,849,833	28,622,266	(1,227,567)	98
APPLICATION DEVELOPMENT	193	13,606,958	13,606,958	0	87
PURCHASING:					
PRINTING SERVICES	203	4,610,503	3,265,988	(1,344,515)	15
SURPLUS PROPERTY AND STORAGE OPERATIONS	206	598,004	555,876	(42,128)	3
MAIL/COURIER SERVICES	209	7,397,775	6,971,188	(426,587)	25
RISK MANAGEMENT:	212				
OPERATIONS	216	5,905,344	5,905,344	0	57
INSURANCE PROGRAMS	219	96,845,889	89,389,185	(7,456,704)	0
TOTAL INTERNAL SERVICE FUNDS		222,058,238	204,131,347	(17,926,891)	491

BOARD OF SUPERVISORS
Janice Rutherford, Chair

ORGANIZATIONAL CHART



SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Board of Supervisors	7,190,670		7,190,670			48
Board Discretionary Fund	4,206,259		4,206,259			0
Total General Fund	11,396,929		11,396,929			48
Total - All Funds	11,396,929		11,396,929			48

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Board of Supervisors	8,869,044	7,903,032	7,647,052	7,142,316	7,190,670
Board Discretionary Fund	1,382,855	2,938,843	10,261,366	5,852,564	4,206,259
Total	**10,251,899**	**10,841,875**	**17,908,418**	**12,994,880**	**11,396,929**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Board of Supervisors	0	0	0	0	0
Board Discretionary Fund	196,888	0	103,476	0	0
Total	**196,888**	**0**	**103,476**	**0**	**0**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Board of Supervisors	8,869,044	7,903,032	7,647,052	7,142,316	7,190,670
Board Discretionary Fund	1,185,967	2,938,843	10,157,890	5,852,564	4,206,259
Total	**10,055,011**	**10,841,875**	**17,804,942**	**12,994,880**	**11,396,929**

Board of Supervisors

DESCRIPTION OF MAJOR SERVICES

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

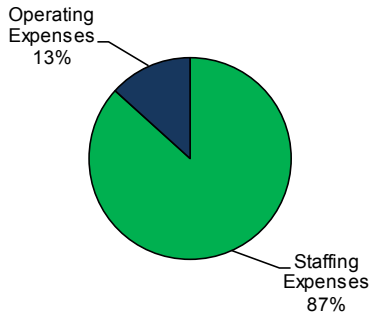
Budget at a Glance

Requirements Less Reimbursements*	$7,190,670
Sources/Reimbursements	$0
Net County Cost	$7,190,670
Total Staff	48
Funded by Net County Cost	100%

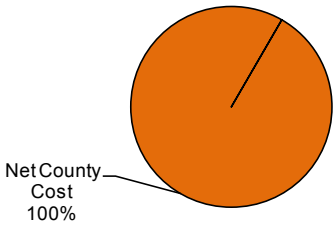
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

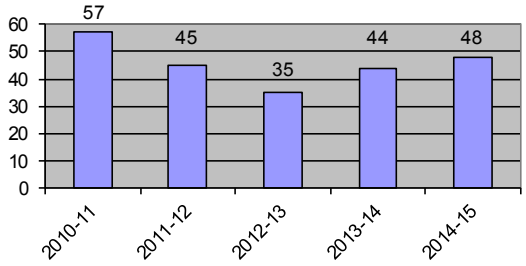


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	5	5	5	5
Limited Term	30	43	39	43
Total	35	48	44	48
Staffing Expenses	$6,106,864	$6,062,664	$6,158,390	$6,235,204

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Board of Supervisors
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	7,694,504	6,196,638	5,799,414	5,637,447	6,158,390	6,235,204	**76,814**
Operating Expenses	1,488,376	1,898,471	1,519,482	844,180	983,926	955,466	**(28,460)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	9,182,880	8,095,109	7,318,896	6,481,627	7,142,316	7,190,670	**48,354**
Reimbursements	(313,836)	(276,982)	(95,110)	0	0	0	**0**
Total Appropriation	8,869,044	7,818,127	7,223,786	6,481,627	7,142,316	7,190,670	**48,354**
Operating Transfers Out	0	0	13,504	0	0	0	**0**
Total Requirements	8,869,044	7,818,127	7,237,290	6,481,627	7,142,316	7,190,670	**48,354**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
Net County Cost	8,869,044	7,818,127	7,237,290	6,481,627	7,142,316	7,190,670	**48,354**
				Budgeted Staffing	44	48	**4**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $6.2 million make up the majority of the Board of Supervisor's (Board) expenditures within this budget unit. Operating expenses of $1.0 million includes COWCAP, phone services, office expenses, courier and printing charges, facilities management basic services, and travel related expenses.

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the Board include an increase in staffing expenses of $76,814, which is primarily caused by increased retirement costs. This increase is offset by a reduction in operating expenses of $28,460, primarily due to reductions in COWCAP ($10,065) charges and general office expense ($17,170).

For 2014-15 each district will receive an equal allocation of $1.39 million in Net County Cost, totaling $6.95 million across all five districts. In addition to this amount, each district will receive a share of augmentation funding based on the Board's augmentation plan which was adopted as part of the 2012-13 Budget Hearing and directed that $214,257 be allocated among each district budget based on the percentage of unincorporated population. The 2014-15 budget allocates the augmentation funding under the same methodology as in 2013-14 and is as follows:

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

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $6.2 million fund 48 budgeted positions of which 5 are regular positions and 43 are limited term positions.

There is a net increase of 4 budgeted positions in this budget unit. Supervisorial Districts make staffing adjustments to limited term positions through separate board agenda items; however, it is through the annual budget process that these positions are added into the budget. This increase represents the net change resulting from staff added by separate board agenda items throughout 2013-14 and the deletion of positions which have become vacant throughout the year. Limited term positions within this budget unit are deleted upon becoming vacant.

Staffing changes are as follows and include a total of 7 deletions and 11 additions, for a net increase of 4 budgeted positions, including 2 new positions which are anticipated to be filled by the start of the new budget year (affected district noted in parenthesis):

Deletions (7 total)

- 1 Executive Aide (First District)
- 1 Community Service Liaison (Third District)
- 1 Intern Staff Assistant (Third District)
- 1 Policy Advisor (Third District)
- 1 District Director (Fourth District)
- 1 Chief of Staff (Fourth District)
- 1 Intern Staff Assistant (Fifth District)

Additions (11 total)

- 1 Deputy Chief of Staff (First District)
- 1 Intern Staff Assistant (First District)
- 1 Community Services Liaison (First District)
- 1 Field Representative I (Third District)
- 1 Communications Advisor (Third District)
- 1 Chief of Staff (Fourth District)
- 1 Policy Advisor (Fourth District)
- 1 Community Services Liaison (Fifth District)
- 1 Homeless Policy Advisor (Fifth District)
- 1 Special Projects Coordinator (Fifth District)
- 1 Communications Advisor (Fifth District)

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
First District	1	10	11	11	0	0	11
Second District	1	7	8	8	0	0	8
Third District	1	11	12	11	0	1	12
Fourth District	1	6	7	7	0	0	7
Fifth District	1	9	10	9	0	1	10
Total	5	43	48	46	0	2	48

First District

	Classification
1	Elected Supervisor
2	Deputy Chief of Staff
1	Field Representative II
2	Field Representative I
1	Special Assistant
3	Community Service Liaison
1	Intern Staff Assistant
11	Total

Second District

	Classification
1	Elected Supervisor
1	Chief of Staff
1	Deputy Chief of Staff
2	Field Representative
1	Policy Advisor
1	Executive Aide
1	District Representative
8	Total

Third District

	Classification
1	Elected Supervisor
1	Chief of Staff
1	Deputy Chief of Staff
1	BOS Administrative Analyst
1	Executive Secretary
1	Communications Advisor
1	Communications Assistant
1	Executive Aide
1	Field Representative
3	Community Service Liaisons
12	Total

Fourth District

	Classification
1	Elected Supervisor
1	Chief of Staff
1	Deputy Chief of Staff
1	Policy Advisor
1	District Representative
1	Field Representative
1	Executive Secretary
7	Total

Fifth District

	Classification
1	Elected Supervisor
1	Chief of Staff
1	BOS Administrative Analyst
1	Special Projects Coordinator
1	Executive Secretary
1	Field Representative
1	Communications Advisor
1	Constituent Services Representative
1	Homeless Policy Advisor
1	Community Services Liaison
10	Total

Board Discretionary Fund

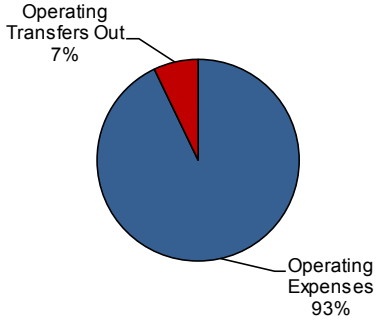
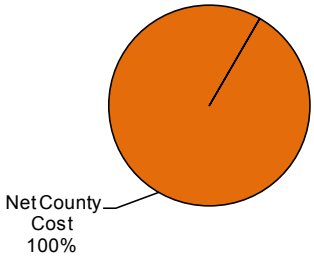
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$4,206,259
Sources/Reimbursements	$0
Net County Cost	$4,206,259
Total Staff	0
Funded by Net County Cost	100%
*Includes Contingencies	

Beginning in 1999-00, $1.0 million was allocated evenly between the five supervisorial districts as board discretionary funding for priority policy needs that may be identified during the fiscal year. In 2005-06, the annual allocation was increased to $2.0 million, and in 2006-07 it was increased to $2.5 million. During 2008-09, the annual allocation was increased to $3.75 million, which was maintained for 2009-10. The annual funding for 2010-11 was decreased to $2.25 million and was subsequently transferred into the Board of Supervisors (Board) operating budget as part of the County's First Quarter Budget Report, which was approved by the Board on November 2, 2010. In 2011-12, the Board began obligating the remaining balance of funds via the County quarterly budget reports. Once approved, allocations are to be expensed within twelve months and existing allocations not spent within a fiscal year are carried over to the subsequent fiscal year by district. There is currently no ongoing funding included in this budget unit. County Policy 05-10 (formerly 02-18) provides that these funds are to be exhausted by the end of Fiscal Year 2015-16, and any remaining unspent funds are to be returned to the County general fund.

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

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Board Discretionary Fund
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,160,675	2,289,173	4,128,360	1,766,730	5,502,564	3,906,259	**(1,596,305)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,160,675	2,289,173	4,128,360	1,766,730	5,502,564	3,906,259	**(1,596,305)**
Reimbursements	(1,036,042)	0	(17,795)	0	0	0	**0**
Total Appropriation	1,124,633	2,289,173	4,110,565	1,766,730	5,502,564	3,906,259	**(1,596,305)**
Operating Transfers Out	57,358	550,890	298,750	33,500	350,000	300,000	**(50,000)**
Total Requirements	1,181,991	2,840,063	4,409,315	1,800,230	5,852,564	4,206,259	**(1,646,305)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	45,000	153,925	0	0	**0**
Total Revenue	0	0	45,000	153,925	0	0	**0**
Operating Transfers In	196,889	0	58,989	0	0	0	**0**
Total Sources	196,889	0	103,989	153,925	0	0	**0**
Net County Cost	985,102	2,840,063	4,305,326	1,646,305	5,852,564	4,206,259	**(1,646,305)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $4.2 million represent funds carried over from prior fiscal years to support various community programs and projects that promote the health, safety, well-being, and quality of life for County residents. Operating expenses make up the majority of expenditures within this budget unit and includes allocations made directly to local agencies and non-profits as well as allocations to County departments to support various public works and community improvement projects.

BUDGET CHANGES AND OPERATIONAL IMPACT

These funds are utilized by Supervisorial Districts to support community programs and projects. In accordance with County Policy 05-10, these funds are allocated at the sole discretion of the Supervisor within his or her own Supervisorial District. On February 7, 2012, the Board adopted an amendment to County Policy 02-18 (now County Policy 05-10) which revised the policy related to the administration of these funds. In addition to new procedures regarding the administration of these funds, the amended policy also provides that these funds are to be exhausted by the end of Fiscal Year 2015-16, and any remaining unspent funds are to be returned to the County general fund.

The budget includes a reduction of $1.6 million in requirements and represents payments made to support community programs and projects during the 2013-14 fiscal year. As of the Third Quarter Budget Report on May 6, 2014, funds remaining to be obligated by the Districts total approximately $3.2 million. There is currently no ongoing funding included in this budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

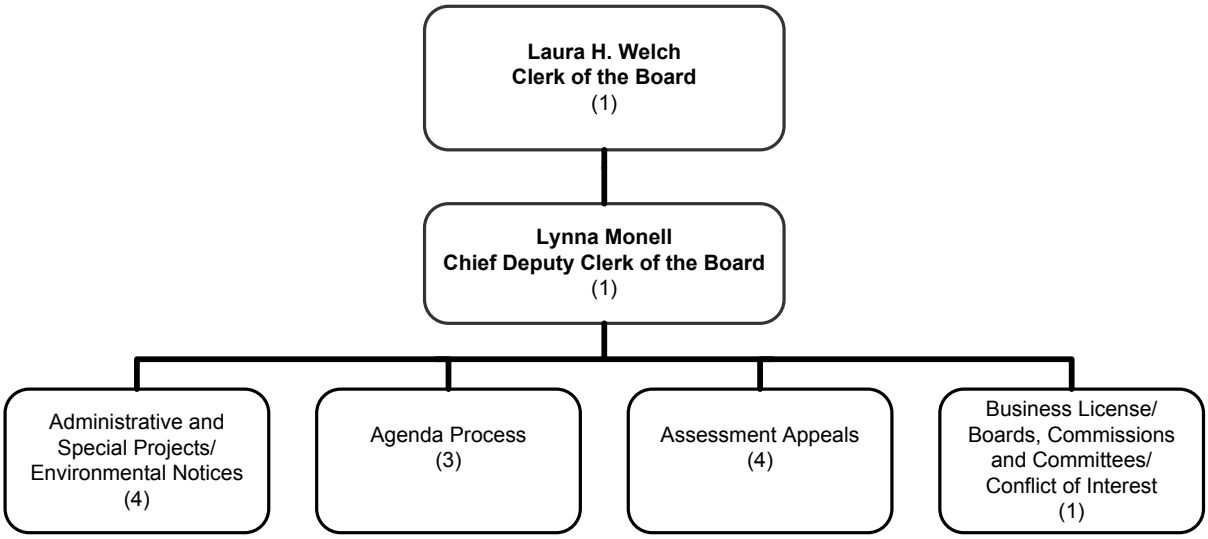
There is no staffing associated with this budget unit.

CLERK OF THE BOARD
Laura H. Welch

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Reached disposition or two-year waiver filed for all 7,158 2011-12 Assessment Appeal applications, which met the November 30, 2013, statutory deadline.
- Obtained electronic filing certification for paperless filing from the Fair Political Practices Commission for the Form 700 filing system.
- Implemented enhancements to the video-streaming services providing the ability to stream live to mobile devices, a service not previously offered to County employees and the public.
- Provided Clerk of the Board staffing at the beginning of each Board of Supervisor's meeting to assist the public with questions and speaker slips, ensuring proper communication with the meeting attendees.
- Provided personalized Municipal Advisory Council (MAC) handbooks for District Offices to assist members in understanding their roles and responsibilities.
- Transitioned the videoconferencing program from the Victorville Transitional Assistance Department location to the High Desert Government Center.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

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

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

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of electronic submission of Assessment Appeal applications.	34%	40%	32.15%	40%
Turnaround time for processing of new business licenses.	47 days	20 days	19 days	18 days
Turnaround time for processing of renewal business licenses.	31 days	20 days	10.58 days	10 days

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Clerk of the Board	2,258,163	248,293	2,009,870			14
Total General Fund	2,258,163	248,293	2,009,870			14

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Clerk of the Board	2,013,815	1,840,615	1,871,377	2,372,524	2,258,163
Total	**2,013,815**	**1,840,615**	**1,871,377**	**2,372,524**	**2,258,163**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Clerk of the Board	335,155	396,566	371,138	313,578	248,293
Total	**335,155**	**396,566**	**371,138**	**313,578**	**248,293**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Clerk of the Board	1,678,660	1,444,049	1,500,239	2,058,946	2,009,870
Total	**1,678,660**	**1,444,049**	**1,500,239**	**2,058,946**	**2,009,870**

Clerk of the Board

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

Requirements Less Reimbursements*	$2,258,163
Sources/Reimbursements	$248,293
Net County Cost	$2,009,870
Total Staff	14
Funded by Net County Cost	89%

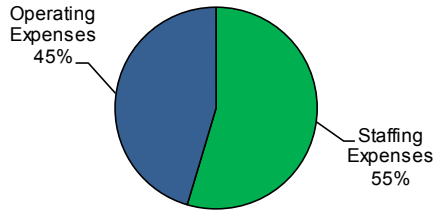
*Includes Contingencies

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

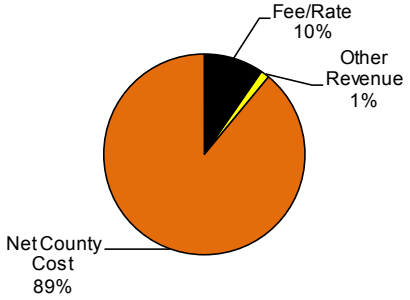
In accordance with state law, appeals of assessed property valuation are heard and determined by the County's Assessment Appeals Boards (AABs). The COB provides staff support to the AABs, facilitating the filing, hearing and disposition of thousands of appeals annually. The County requires that businesses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

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

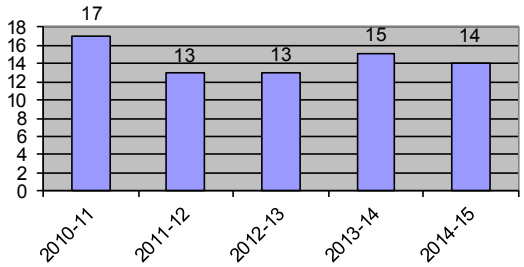


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	13	12	12	12
Limited Term	0	3	3	2
Total	13	15	15	14
Staffing Expenses	$1,086,413	$1,268,452	$1,297,317	$1,233,297

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	1,270,932	1,095,469	994,418	1,202,434	1,297,317	1,233,297	**(64,020)**
Operating Expenses	730,064	745,127	750,228	1,019,625	1,075,207	1,024,866	**(50,341)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,000,996	1,840,596	1,744,646	2,222,058	2,372,524	2,258,163	**(114,361)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,000,996	1,840,596	1,744,646	2,222,058	2,372,524	2,258,163	**(114,361)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,000,996	1,840,596	1,744,646	2,222,058	2,372,524	2,258,163	**(114,361)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	294,306	352,329	285,397	229,638	279,453	216,868	**(62,585)**
Other Revenue	40,848	44,218	35,934	35,563	34,125	31,425	**(2,700)**
Total Revenue	335,154	396,547	321,331	265,201	313,578	248,293	**(65,285)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	335,154	396,547	321,331	265,201	313,578	248,293	**(65,285)**
Net County Cost	1,665,842	1,444,049	1,423,315	1,956,857	2,058,946	2,009,870	**(49,076)**
				Budgeted Staffing	15	14	**(1)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $1.2 million fund 14 positions which support functions of the Board of Supervisors and Assessment Appeals processing. Operating expenses of $1.0 million 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 $114,361 which includes a reduction of $64,020 in staffing expenses due to the elimination of 1 limited term position and salary and MOU adjustments. Operating expenses are decreasing by $50,341 primarily due to a reduction in COWCAP and Information Services Department charges. There are no anticipated capital expenditures for 2014-15. Sources are decreasing by $65,285 primarily due to an anticipated reduction in the number of Assessment Appeals applications and fewer environmental notice filings, which will result in a decrease in fee revenue collected for these services.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.2 million fund 14 budgeted positions of which 12 are regular positions and 2 are limited term positions. Staffing changes include the deletion of 1 vacant Contract Assessment Appeals Processor position due to the reduction in the number of Assessment Appeals applications that the COB received in 2013-14. Operations will not be affected by the reduction as work duties will be assumed by the remaining program staff.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration/Special Projects/ Environmental Notices	6	0	6	6	0	0	6
Agenda Process	3	0	3	3	0	0	3
Assessment Appeals	2	2	4	3	1	0	4
Business License/Board Commissions and Committees/Conflict of Interest	1	0	1	1	0	0	1
Total	12	2	14	13	1	0	14

Administration/Special Projects/ Environmental Notices

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

Agenda Process

	Classification
2	Senior Board Services Specialist
1	Board Services Specialist
3	Total

Assessment Appeals

	Classification
1	Board Services Technician
1	Board Services Specialist
2	Assessment Appeals Processor
4	Total

Business License/Boards Commissions and Committees/Conflict of Interest

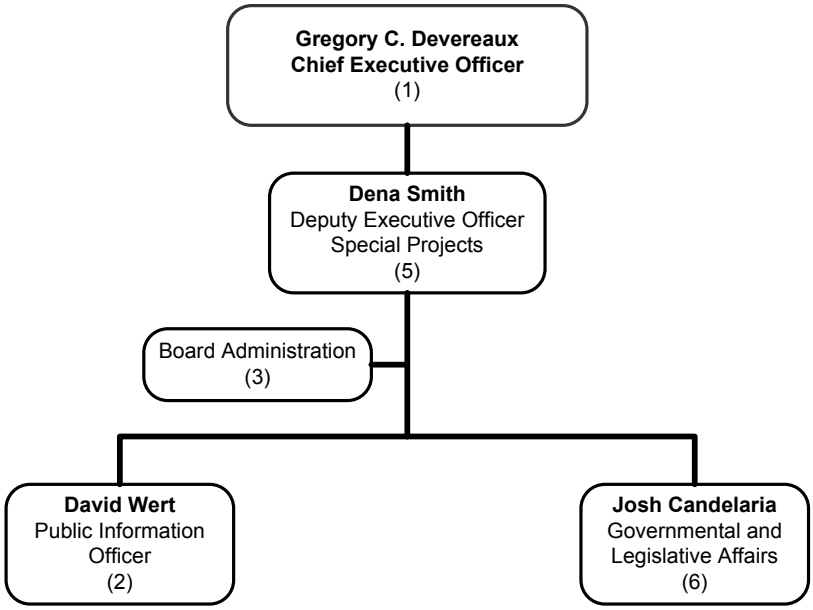
	Classification
1	Board Services Specialist
1	Total

COUNTY ADMINISTRATIVE OFFICE
Gregory C. Devereaux

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Coordinated Vision Project activities including Element group meetings and SANBAG Council of Government presentations.
- Launched VisionWire, a 'blog' format communications platform for sharing information about the Countywide Vision.
- Conducted a survey of County employees to assess familiarity with the Countywide Vision and the County Job and Paradigm. The survey had a participation rate of more than 60% and more than 6,000 employees exercised an option to describe how the work they do contributes to the Vision, Job and Paradigm.
- Implemented a system for development, review and reporting of department performance measures, tied to the Board-adopted County Goals & Objectives, as part of the annual and quarterly budget review process.
- Established Policy Review and Oversight Committees to oversee updates to the County Policy Manual. The Policy Manual has been reorganized and the online manual has been updated to improve search and print functions.
- Coordinated preparation of the fifth annual San Bernardino County Community Indicators Report.
- Participated in the statewide working group for AB 109.
- Initiated a project to establish a County logo and establish standards for its use.
- Launched updated CAO website as a resource for staff and the public.

- Oversaw development of a tracking tool to assist departments with contract monitoring. Most departments use Excel spreadsheets to track contract timelines and costs and this system includes a 'dashboard' that allows departments to continuously monitor contract status. It also provides an e-mail alert when a contract falls below established dollar and/or time limits.
- Sponsored legislation (SB 328) that allows the Board of Supervisors to approve use of construction manager at-risk construction contracts for buildings owned or leased by the County.
- Developed a procedures manual for the preparation of Board Agenda Items and conducted training for more than 600 County staff.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL:	**IMPLEMENT THE COUNTYWIDE VISION**
Objective(s):	• ***Continue the County role of convening conversations on community collaboration and collective action.*** • ***Continue to support operation of the Countywide Vision Element Groups as they pursue activities to advance the adopted Regional Goals.***

Department Strategy:	• *Continue to oversee the Countywide Vision Project in partnership with SANBAG and facilitate activities of the Countywide Vision Element groups in support of the Regional Implementation Goals.* • *Continue to assess employee understanding of the Vision, Job and Paradigm and how our work supports them.*

COUNTY GOAL:	**IMPROVE COUNTY GOVERNMENT OPERATIONS**
Objective(s):	• ***Ensure that employees know that they and their work are valued.***

Department Strategy:	• *Launch 'Employee Showcase' as a forum for County employees to present innovative ideas in support of the County Goals to senior managers and the Chief Executive Officer.*

COUNTY GOAL:	**OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**
Objective(s):	• ***Live within our means, funding the maintenance of infrastructure and facilities; the provision of state-of-the-art basic operating systems, liabilities, and reserves; while forming capital to strategically invest in the future.*** • ***Invest County resources in ways which create more ongoing revenue to invest in maintaining and improving services.***

Department Strategy:	• *Present a proposal for establishment of development impact fees as a mechanism for funding infrastructure facilities in County unincorporated areas.* • *Provide County departments with technical assistance in the pursuit of public or private grant funds that can help reduce General Fund obligations*

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
County Administrative Office	4,511,139		4,511,139			17
Litigation	392,599		392,599			0
Total General Fund	4,903,738		4,903,738			17

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Administrative Office	5,796,162	3,406,336	4,091,958	5,044,435	4,511,139
Litigation	270,081	392,708	589,938	589,763	392,599
Total	**6,066,243**	**3,799,044**	**4,681,896**	**5,634,198**	**4,903,738**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Administrative Office	0	0	0	0	0
Litigation	48,510	0	0	0	0
Total	**48,510**	**0**	**0**	**0**	**0**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Administrative Office	5,796,162	3,406,336	4,091,958	5,044,435	4,511,139
Litigation	221,571	392,708	589,938	589,763	392,599
Total	**6,017,733**	**3,799,044**	**4,681,896**	**5,634,198**	**4,903,738**

County Administrative Office

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

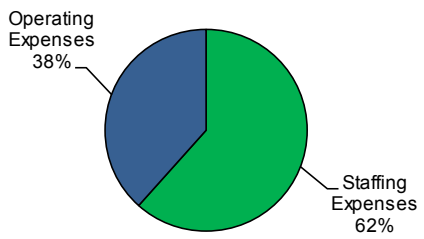
Requirements Less Reimbursements*	$5,055,836
Sources/Reimbursements	$544,697
Net County Cost	$4,511,139
Total Staff	17
Funded by Net County Cost	89%

*Includes Contingencies

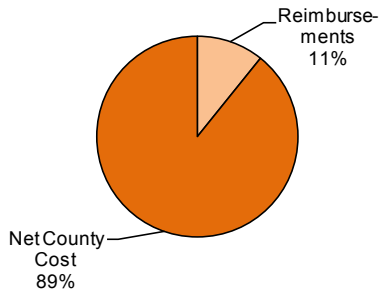
The CAO is also responsible for public information and legislative activities, and coordination of County activities with other local government entities, including cities and other counties.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

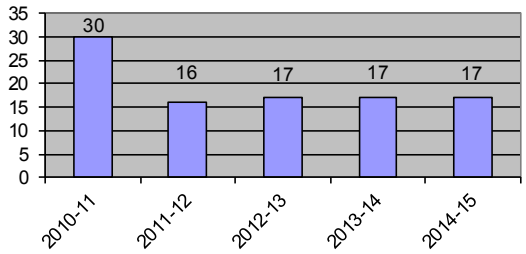


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	15	16	16	16
Limited Term	2	1	1	1
Total	17	17	17	17
Staffing Expenses	$2,971,901	$3,048,082	$3,063,714	$3,115,060

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: County Administrative Office
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	5,547,597	2,465,488	2,774,729	2,880,499	3,063,714	3,115,060	**51,346**
Operating Expenses	1,121,556	1,279,342	1,499,448	1,989,142	2,475,778	1,940,776	**(535,002)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	6,669,153	3,744,830	4,274,177	4,869,641	5,539,492	5,055,836	**(483,656)**
Reimbursements	(873,013)	(441,218)	(469,501)	(467,713)	(495,057)	(544,697)	**(49,640)**
Total Appropriation	5,796,140	3,303,612	3,804,676	4,401,928	5,044,435	4,511,139	**(533,296)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	5,796,140	3,303,612	3,804,676	4,401,928	5,044,435	4,511,139	**(533,296)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	44,335	0	0	0	**0**
Total Revenue	0	0	44,335	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	44,335	0	0	0	**0**
Net County Cost	5,796,140	3,303,612	3,760,341	4,401,928	5,044,435	4,511,139	**(533,296)**
				Budgeted Staffing	17	17	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $3.1 million represent the majority of expenditures in this department and fund 17 budgeted positions. Operating expenses of $1.9 million include the Fair Political Practices Commission contract and the federal and state lobbyist contracts. Reimbursements of $544,697 fund a portion of staffing expenses ($236,697) and operating expenses ($308,000) and are received from other departments for services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $533,296 due primarily to the elimination of one-time funding included in the 2013-14 budget for the Direct Giving Campaign, and the Grants Development and Non-Profit Capacity Building Initiatives.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

2014-15 POSITION SUMMARY

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

County Administrative Office

	Classification
1	Chief Executive Officer
1	Total

Board Administration

	Classification
1	Executive Secretary III
2	Executive Secretary II
3	Total

Special Projects

	Classification
1	Deputy Executive Officer
2	Principal Management Analyst
1	Administrative Aide
1	Executive Secretary III
5	Total

Public Information Office

	Classification
1	Public Information Officer
1	Deputy Public Information Officer
2	Total

Governmental & Legislative Affairs

	Classification
1	Director of Gov't/Legislative Affairs
1	Dep. Dir. of Gov't/Legislative Affairs
2	Legislative Analyst II
1	Executive Secretary III
1	Contract Special Projects Coordinator
6	Total

Litigation

DESCRIPTION OF MAJOR SERVICES

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

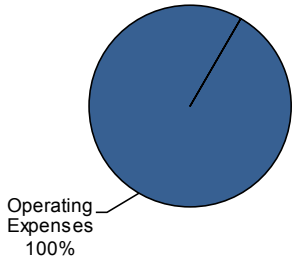
Budget at a Glance

Requirements Less Reimbursements*	$392,599
Sources/Reimbursements	$0
Net County Cost	$392,599
Total Staff	0
Funded by Net County Cost	100%

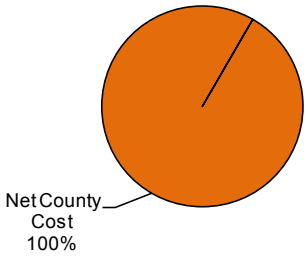
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: County Administrative Office
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	270,070	376,222	395,986	436,481	589,763	392,599	**(197,164)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	270,070	376,222	395,986	436,481	589,763	392,599	**(197,164)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	270,070	376,222	395,986	436,481	589,763	392,599	**(197,164)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	270,070	376,222	395,986	436,481	589,763	392,599	**(197,164)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	48,510	1,200	800	0	0	0	**0**
Total Revenue	48,510	1,200	800	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	48,510	1,200	800	0	0	0	**0**
Net County Cost	221,560	375,022	395,186	436,481	589,763	392,599	**(197,164)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $392,599 represent costs for outside legal counsel and other litigation related expenses.

BUDGET CHANGES AND OPERATIONAL IMPACT

The $197,164 decrease in requirements represents an anticipated reduction in the need for outside legal counsel during 2014-15.

STAFFING CHANGES AND OPERATIONAL IMPACT

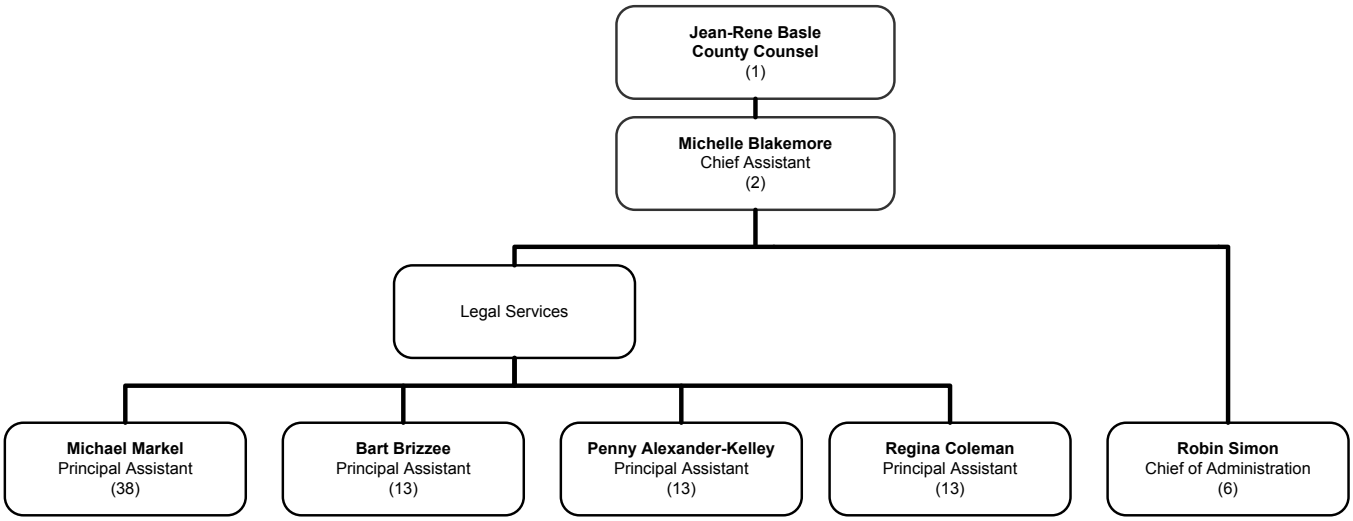
There is no staffing associated with this budget unit.

COUNTY COUNSEL
Jean-Rene Basle

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Prepared Ordinances on a variety of issues including:
  - Commercial Solar Energy Generation Facilities
  - Adult Business Regulatory Permits
  - Campaign Finance Reform
- Successfully resolved a number of civil cases through law and motion, jury trial and appellate decisions, including 3 favorable decisions from the Ninth Circuit Court of Appeals.
- Prepared draft for Charter Modernization.
- Opened 863 juvenile dependency cases and 221 appeals.
- Opened 72 new Public Guardian cases.
- Assisted the Clerk of the Board in revising the Assessment Appeals Board rules.
- Advised Homeowner Protection Program Joint Powers Authority.
- Received a Recognition Award from the County Counsel's Association for work related to:
  - Obtaining positive results for counties in the Privacy and Security Agreement negotiations with the State
  - Representing counties on a panel at the Information Sharing and Interoperability Symposium to discuss privacy and security issues with State and Federal representatives

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

Objective(s):

- ***Ensure that employees know that they and their work are valued.***
- ***Develop consistent messaging for the organization.***
- ***Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.***

Department Strategy:

- *Draft policies and ordinances pursuant to Board of Supervisors direction within requested timelines.*
- *Conduct an annual customer service survey which will allow clients to provide feedback on the service they receive from County Counsel.*
- *Increase training to County departments to reduce potential exposure.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of policies and ordinances drafted within Board directed or requested timelines.	100%	100%	100%	100%
Percentage of clients who ranked service from County Counsel as satisfactory or above.	98%	98%	98%	99%
Total number of training hours provided to County staff.	N/A	N/A	N/A	50

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
County Counsel	8,817,154	5,713,350	3,103,804			86
Total General Fund	8,817,154	5,713,350	3,103,804			86

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Counsel	9,111,036	8,476,960	8,732,006	8,783,536	8,817,154
Total	**9,111,036**	**8,476,960**	**8,732,006**	**8,783,536**	**8,817,154**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Counsel	5,850,483	6,154,250	5,644,400	5,683,270	5,713,350
Total	**5,850,483**	**6,154,250**	**5,644,400**	**5,683,270**	**5,713,350**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Counsel	3,260,553	2,322,710	3,087,606	3,100,266	3,103,804
Total	**3,260,553**	**2,322,710**	**3,087,606**	**3,100,266**	**3,103,804**

County Counsel

DESCRIPTION OF MAJOR SERVICES

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

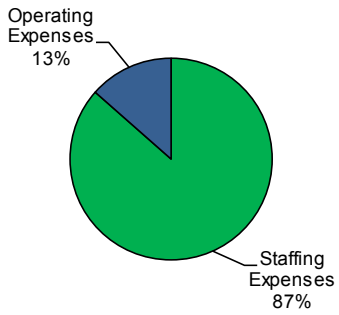
Budget at a Glance

Requirements Less Reimbursements*	$15,057,475
Sources/Reimbursements	$11,953,671
Net County Cost	$3,103,804
Total Staff	86
Funded by Net County Cost	21%

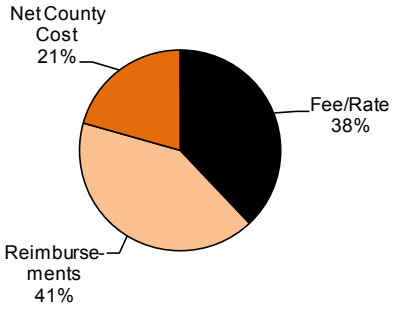
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

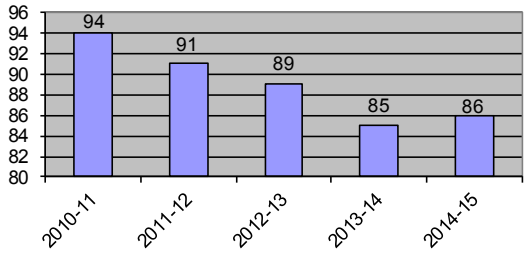


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	81	80	80	81
Limited Term	8	5	5	5
Total	89	85	85	86
Staffing Expenses	$12,866,928	$12,768,865	$12,839,163	$13,026,234

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

DEPARTMENT: Administration
DEPARTMENT: County Counsel
FUND: General

BUDGET UNIT: AAA CCL
FUNCTION: General
ACTIVITY: Counsel

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	13,356,526	12,219,215	12,129,008	12,090,815	12,839,163	13,026,234	**187,071**
Operating Expenses	847,720	1,656,726	1,227,256	1,878,836	1,911,523	2,031,241	**119,718**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	14,204,246	13,875,941	13,356,264	13,969,652	14,750,686	15,057,475	**306,789**
Reimbursements	(5,095,035)	(5,409,375)	(5,900,009)	(6,191,577)	(5,967,150)	(6,240,321)	**(273,171)**
Total Appropriation	9,109,211	8,466,566	7,456,255	7,778,075	8,783,536	8,817,154	**33,618**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	9,109,211	8,466,566	7,456,255	7,778,075	8,783,536	8,817,154	**33,618**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	5,849,925	6,145,211	5,567,865	5,510,257	5,682,520	5,712,600	**30,080**
Other Revenue	606	9,653	122,492	1,595	750	750	**0**
Total Revenue	5,850,531	6,154,864	5,690,357	5,511,852	5,683,270	5,713,350	**30,080**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	5,850,531	6,154,864	5,690,357	5,511,852	5,683,270	5,713,350	**30,080**
Net County Cost	3,258,680	2,311,702	1,765,898	2,266,223	3,100,266	3,103,804	**3,538**
				Budgeted Staffing	85	86	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses represent a large majority of the department's requirements. Other significant expenses include expert witnesses, professional services, publications, travel/training, computer charges, and facility costs. These expenses are primarily offset through reimbursements and revenue received from clients for providing services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $33,618 due to retirement cost increases and additional charges for Risk Management and Information Services departments' services, as well as increases in legal advertising and professional services. The increase in reimbursements offsets the majority of the additional staffing and operating expenses.

Sources are increasing by $30,080 due to increased revenue for legal services.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $13.0 million fund 86 budgeted positions of which 81 are regular positions and 5 are limited term positions. Budgeted staffing changes reflect the following:

- Addition of an Office Assistant III to help with workload issues in the Human Services Appeals unit.
- Addition of an extra help County Counsel Paralegal to assist the department with document management.
- Deletion of a vacant, extra help position (Principal Assistant County Counsel).

In addition, the budget includes the following 2 reclassifications to more accurately reflect the duties and responsibilities of the positions:

- Executive Secretary III to County Counsel Executive Assistant.
- Fiscal Assistant to Accounting Technician.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration/Fiscal	8	1	9	8	1	0	9
Legal Services	73	4	77	69	6	2	77
Total	81	5	86	77	7	2	86

Administration/Fiscal

	Classification
1	County Counsel
1	Chief Assistant County Counsel
1	Chief of County Counsel Administration
1	County Counsel Executive Assistant
1	Extra Help Executive Secretary II
1	Executive Secretary I
2	Accounting Technician
1	Office Assistant III
9	Total

Legal Services

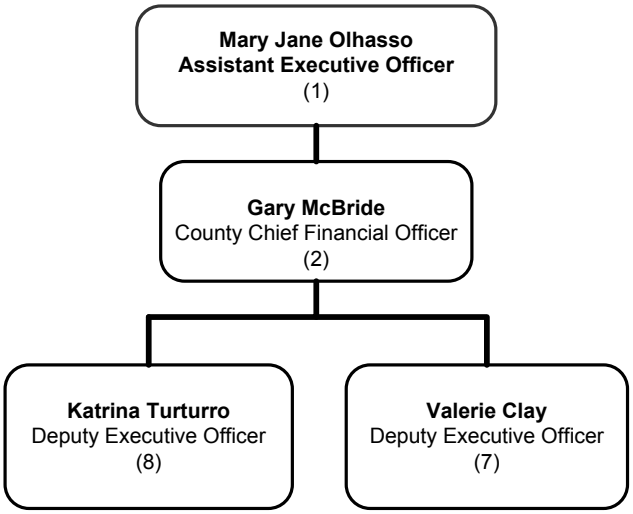
	Classification
4	Principal Assistant County Counsel
1	Extra Help Principal Assistant Co Counsel
37	Deputy County Counsel
2	Extra Help Deputy County Counsel
1	Research Attorney II
8	County Counsel Paralegal
1	Extra Help County Counsel Paralegal
2	Lead Secretary
15	Executive Secretary II
1	Office Assistant IV
5	Office Assistant III
77	Total

FINANCE AND ADMINISTRATION
Mary Jane Olhasso

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the eighth consecutive year.
- Created a comprehensive Countywide fee analysis and reporting system.
- Consolidated the Quarterly Report to the Board of Supervisors to include County Fire, Special Districts, Flood Control and Other Agencies.
- Developed a Countywide asset replacement inventory and monitoring system.
- Consolidated the Recommended Budget Book to include County Fire, Special Districts, Flood Control and Other Agencies.
- Increased General Purpose Reserve target of locally funded requirements from 12.7% to 13.5%.
- Developed a multi-year plan to address the projected shortfalls in the County's budget.
- Developed a budget for the coming fiscal year that brings the County into fiscal balance and addresses the most pressing Countywide needs.
- Developed a long-term budget plan which brings the County into operational and programmatic balance.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy:

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

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Received Distinguished Budget Presentation Award from the Government Finance Officers Association.	Yes	Yes	Yes	Yes
Number of days recommended budget documents were provided in advance of the Board meeting.	N/A	14	14	14
Number of days fee ordinance documents were provided in advance of the Board meeting.	N/A	14	14	14

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Finance and Administration	2,889,619	0	2,889,619			18
Capital Facilities Leases	13,016,519	0	13,016,519			0
Total General Fund	15,906,138	0	15,906,138			18
Special Revenue Fund						
Disaster Recovery Fund	28,843	6,556		22,287		0
Total Special Revenue Fund	28,843	6,556		22,287		0
Total - All Funds	15,934,981	6,556	15,906,138	22,287	0	18

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Finance and Administration	0	1,972,535	2,640,486	2,861,586	2,889,619
Capital Facilities Leases	54,640,359	16,108,391	13,052,882	13,013,014	13,016,519
Disaster Recovery Fund	173,135	209,310	18,868	24,315	28,843
Total	**54,813,494**	**18,290,236**	**15,712,236**	**15,898,915**	**15,934,981**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Finance and Administration	0	0	0	0	0
Capital Facilities Leases	38,000,000	1,107,389	0	0	0
Disaster Recovery Fund	20,547	30,000	15,000	10,000	6,556
Total	**38,020,547**	**1,137,389**	**15,000**	**10,000**	**6,556**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Finance and Administration	0	1,972,535	2,640,486	2,861,586	2,889,619
Capital Facilities Leases	16,640,359	15,001,002	13,052,882	13,013,014	13,016,519
Total	**16,640,359**	**16,973,537**	**15,693,368**	**15,874,600**	**15,906,138**

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Disaster Recovery Fund	152,588	179,310	3,868	14,315	22,287
Total	**152,588**	**179,310**	**3,868**	**14,315**	**22,287**

Finance and Administration

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

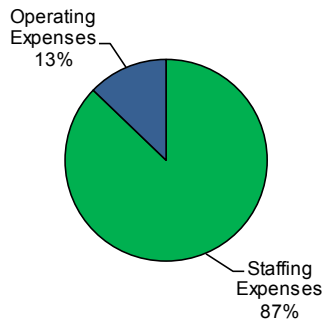
Requirements Less Reimbursements*	$3,563,661
Sources/Reimbursements	$674,042
Net County Cost	$2,889,619
Total Staff	18
Funded by Net County Cost	81%

*Includes Contingencies

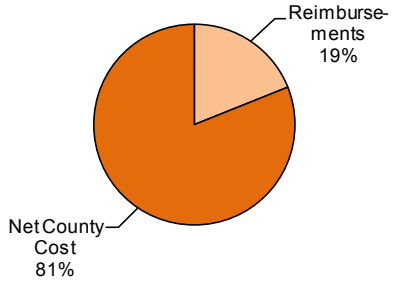
Finance and Administration is responsible for the preparation and administration of the County budget, including development of the five-year forecast and annual strategic plan; the administration and monitoring of the County general fund long-term debt portfolio, which includes both issuance and post-issuance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

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

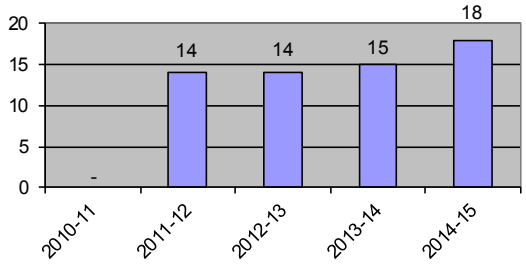


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	14	14	15	15
Limited Term	0	0	0	3
Total	14	14	15	18
Staffing Expenses	$2,585,530	$2,648,478	$2,695,315	$3,107,226

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Finance and Administration
FUND: General

BUDGET UNIT: AAA FAB
FUNCTION: General
ACTIVITY: Finance

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	2,095,407	1,840,406	2,462,736	2,695,315	3,107,226	**411,911**
Operating Expenses	0	222,862	165,254	479,745	545,218	456,435	**(88,783)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	2,318,269	2,005,660	2,942,481	3,240,533	3,563,661	**323,128**
Reimbursements	0	(369,985)	(364,311)	(373,277)	(378,947)	(674,042)	**(295,095)**
Total Appropriation	0	1,948,284	1,641,349	2,569,204	2,861,586	2,889,619	**28,033**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	1,948,284	1,641,349	2,569,204	2,861,586	2,889,619	**28,033**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	4,883	0	0	**0**
Total Revenue	0	0	0	4,883	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	4,883	0	0	**0**
Net County Cost	0	1,948,284	1,641,349	2,564,321	2,861,586	2,889,619	**28,033**
				Budgeted Staffing	15	18	**3**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $3.1 million fund 18 budgeted positions. The majority of reimbursements are from Health Administration, County Fire, and Indigent Defense for administrative oversight.

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses are increasing, partially offset by an increase in reimbursements, to fund 2 contract positions for Indigent Defense administration and for increased reimbursement for Finance and Administration staff time dedicated to Health Care Administration. Requirements are increasing $28,033 primarily due to increased retirement costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $3.1 million fund 18 budgeted positions of which 15 are regular positions and 3 are limited term positions. The budget includes an increase of 3 positions. An Administrative Analyst III position is being added to the budget that previously resided in Health Administration. Two contract positions, an Indigent Defense Analyst and Indigent Defense Clerk, are being added to administer Indigent Defense Conflict Panel contracts and non-contract court appointed defense services as a result of the County assuming this responsibility from the Courts. These 2 positions are fully reimbursed by the Indigent Defense budget unit. Additionally, the budget includes a reclassification of a vacant Administrative Analyst III to a new Chief Administrative Analyst classification. This position will provide analysis and oversight of the County's Law and Justice Departments' programs and budget.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Finance and Administration	15	3	18	15	0	3	18
Total	15	3	18	15	0	3	18

Finance and Administration

	Classification
1	Assistant Executive Officer - Finance and Administration
1	County Chief Financial Officer
2	Deputy Executive Officer
1	Chief Administrative Analyst
2	Principal Administrative Analyst
6	Administrative Analyst III
1	Administrative Analyst I
1	Contract Indigent Defense Analyst
1	Contract Indigent Defense Clerk
1	Executive Secretary III
1	Public Service Employee
18	Total

Capital Facilities Leases

DESCRIPTION OF MAJOR SERVICES

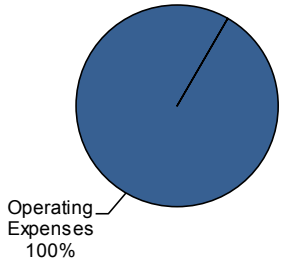
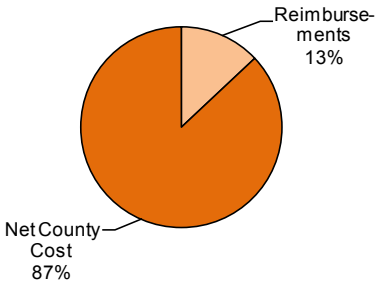
This budget unit funds the cost of long-term capital lease payments for the major County facilities financed by the general fund.

Budget at a Glance

Requirements Less Reimbursements*	$14,960,588
Sources/Reimbursements	$1,944,069
Net County Cost	$13,016,519
Total Staff	0
Funded by Net County Cost	87%

*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	54,214,260	17,993,260	14,876,470	14,665,377	14,954,748	14,960,588	**5,840**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	54,214,260	17,993,260	14,876,470	14,665,377	14,954,748	14,960,588	**5,840**
Reimbursements	(2,037,795)	(1,943,662)	(1,945,536)	(1,941,734)	(1,941,734)	(1,944,069)	**(2,335)**
Total Appropriation	52,176,465	16,049,598	12,930,934	12,723,643	13,013,014	13,016,519	**3,505**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	52,176,465	16,049,598	12,930,934	12,723,643	13,013,014	13,016,519	**3,505**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	38,004,413	1,107,389	10,700	146	0	0	**0**
Total Revenue	38,004,413	1,107,389	10,700	146	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	38,004,413	1,107,389	10,700	146	0	0	**0**
Net County Cost	14,172,052	14,942,209	12,920,234	12,723,497	13,013,014	13,016,519	**3,505**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

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

Lease Payments:		
Justice Center/Chino Airport Improvements		$6,557,750
West Valley Detention Center		8,088,159
	Subtotal	14,645,909
Other Expenditures:		
Debt Administration (including Trustee Fees, Audit and Arbitrage)		238,970
COWCAP		75,709
	Subtotal	14,960,588
Reimbursements		(1,944,069)
	Total	$13,016,519

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses reflect a minor increase in Countywide Cost Allocation Plan (COWCAP) charges.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Disaster Recovery Fund

DESCRIPTION OF MAJOR SERVICES

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

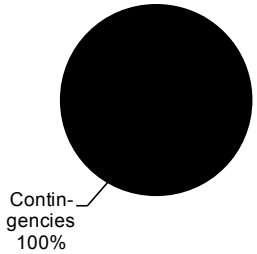
Budget at a Glance

Requirements Less Reimbursements*	$28,843
Sources/Reimbursements	$6,556
Fund Balance	$22,287
Contribution to Fund Balance	$6,556
Total Staff	0

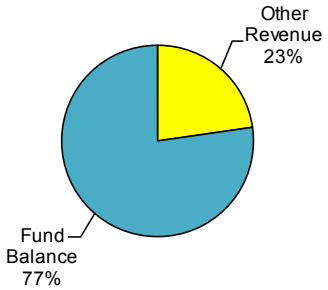
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 ADOPTED BUDGET

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final 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**
Contingencies	0	0	0	0	24,315	28,843	**4,528**
Total Exp Authority	0	0	0	0	24,315	28,843	**4,528**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	24,315	28,843	**4,528**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	24,315	28,843	**4,528**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	19,161	20,548	10,446	7,973	10,000	6,556	**(3,444)**
Total Revenue	19,161	20,548	10,446	7,973	10,000	6,556	**(3,444)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	19,161	20,548	10,446	7,973	10,000	6,556	**(3,444)**
				Fund Balance	14,315	22,287	**7,972**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Other revenue of $6,556 represents anticipated interest earnings on the cash balance in the fund, which includes amounts due to other agencies.

BUDGET CHANGES AND OPERATIONAL IMPACT

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

STAFFING CHANGES AND OPERATIONAL IMPACT

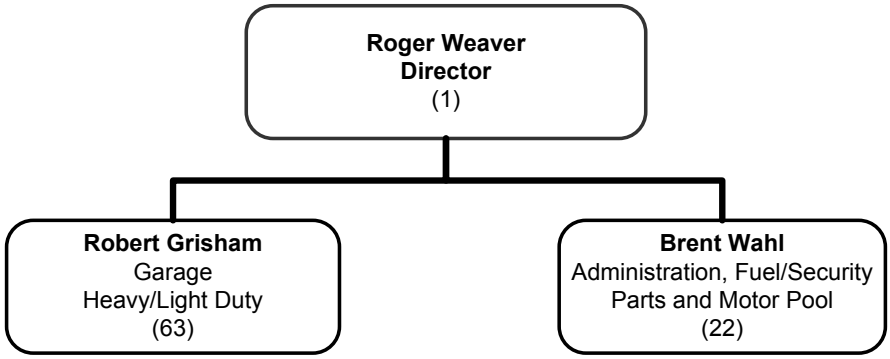
There is no staffing associated with this budget unit.

FLEET MANAGEMENT
Roger Weaver

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Consolidated Garage and Motor Pool into one operating fund. This consolidation will provide greater flexibility in eliminating department silos and centralizing administrative functions.
- Collaborated with Workforce Development Department and the Career Institute to develop a training program for youth, ages 18-21, for automotive technician careers.
- Drafted Standard Practices for Disaster Fuel Supply, establishing a five day fuel supply plan for the County, and Emergency Generator Operations.
- Standardized revenue contract with outside public agencies for fueling services.
- Upgraded existing Fleet Management Information System (FMIS) to a web-based version providing for more flexible department and customer use. Obtained a $240,000 discount by accepting a flexible implementation schedule during the upgrade process.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy:
- *Preserve operations efficiency by maintaining the current level of down-time for vehicles being serviced and repaired.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Average number of days to complete repairs and services on light duty vehicles at Fleet facilities. (Excludes accidents).	N/A	N/A	N/A	1.40
Average uptime (readiness rate) for Motor Pool vehicles (all customers).	N/A	N/A	N/A	97%
Number of Motor Pool vehicles maintained.	N/A	N/A	N/A	1,809

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

Objective(s):
- ***Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.***
- ***Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.***
- ***Implement information management best-practices that will unify technology platforms and move toward a standardized enterprise approach.***

Department Strategy:
- *Conserve County resources by monitoring automotive parts inventory management functions.*
- *Identify and eliminate excess/underutilized County managed fuel tanks.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Value of parts inventory.	$1,250,000	$937,500	$1,037,500	$900,000
Percentage of excess/underutilized fuel tanks taken out of service.	N/A	80%	66%	100%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Internal Service Funds						
Fleet Management	36,529,788	33,841,500			(2,688,288)	86
Total Internal Service Funds	36,529,788	33,841,500			(2,688,288)	86

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Fleet Management	23,769,091	26,621,083	32,101,132	34,398,745	36,529,788
Total	**23,769,091**	**26,621,083**	**32,101,132**	**34,398,745**	**36,529,788**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Fleet Management	23,540,033	26,712,665	29,022,731	33,978,034	33,841,500
Total	**23,540,033**	**26,712,665**	**29,022,731**	**33,978,034**	**33,841,500**

5-YEAR NET BUDGET TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Fleet Management	(229,058)	91,582	(3,078,401)	(420,711)	(2,688,288)
Total	**(229,058)**	**91,582**	**(3,078,401)**	**(420,711)**	**(2,688,288)**

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

Fleet Management

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$48,367,439
Sources/Reimbursements	$45,679,151
Net Budget**	($2,688,288)
Estimated Unrestricted Net Assets	$11,542,500
Use of Unrestricted Net Assets	$2,612,488
Total Staff	86

*Includes Contingencies

Fleet Management's Garage Division provides fuel, maintenance, repair, fabrication, generator, and emergency field services for the majority of the County's fleet of vehicles and heavy equipment.

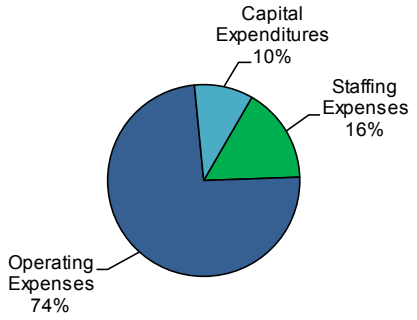
Fleet Management's Motor Pool Division has ownership and/or maintenance responsibility for approximately 1,820 automobiles, vans, pickup trucks and various specialty vehicles/equipment assigned to County departments. The Motor Pool coordinates collection and distribution of vehicle replacement funds, fuel, maintenance, insurance, overhead and other operational costs of fleet vehicles.

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

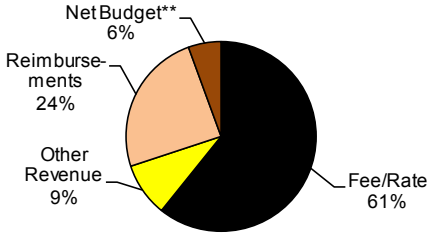
Also included in this budget unit is the department's Earned Leave Fund. This Fund was established to set aside an amount for paid time off earned by employees but not yet taken. The department's Earned Leave Fund is projected to have a cash balance of approximately $211,000 by the end of 2014-15.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



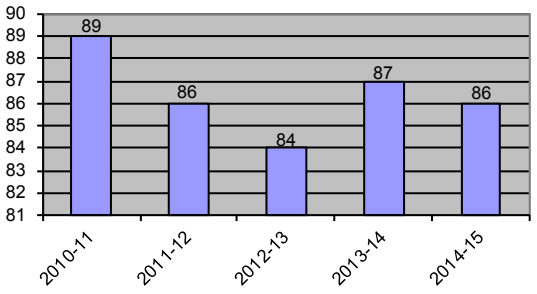
**Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Postitions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	84	87	87	86
Limited Term	0	0	0	0
Total	84	87	87	86
Staffing Expenses	$7,272,009	$7,561,850	$7,561,850	$7,774,334

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Fleet Management
FUND: Fleet Management

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	6,543,250	6,496,998	6,692,924	7,539,366	7,561,850	7,774,334	**212,484**
Operating Expenses	22,839,881	25,041,948	28,432,799	31,938,578	32,603,240	35,681,505	**3,078,265**
Capital Expenditures	2,402,530	3,420,591	5,876,289	4,570,533	5,151,000	4,760,000	**(391,000)**
Contingencies	0	0	0	0	71,300	75,800	**4,500**
Total Exp Authority	31,785,661	34,959,537	41,002,012	44,048,477	45,387,390	48,291,639	**2,904,249**
Reimbursements	(8,525,117)	(9,373,177)	(10,829,975)	(11,508,108)	(11,308,201)	(11,837,651)	**(529,450)**
Total Appropriation	23,260,544	25,586,360	30,172,037	32,540,369	34,079,189	36,453,988	**2,374,799**
Operating Transfers Out	408,106	729,169	639,207	71,300	319,556	75,800	**(243,756)**
Total Requirements	23,668,650	26,315,529	30,811,244	32,611,670	34,398,745	36,529,788	**2,131,043**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	49,770	0	0	0	0	**0**
Fee/Rate	20,955,670	21,717,560	23,786,148	28,661,548	29,056,000	29,344,700	**288,700**
Other Revenue	2,539,689	4,084,111	5,437,861	4,828,625	4,850,734	4,421,000	**(429,734)**
Total Revenue	23,495,359	25,851,441	29,224,009	33,490,173	33,906,734	33,765,700	**(141,034)**
Operating Transfers In	1,378	386,565	0	71,300	71,300	75,800	**4,500**
Total Sources	23,496,737	26,238,006	29,224,009	33,561,473	33,978,034	33,841,500	**(136,534)**
Net Budget*	(171,913)	(77,523)	(1,587,235)	949,804	(420,711)	(2,688,288)	**(2,267,577)**
				Budgeted Staffing	87	86	**(1)**

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $35.7 million are budgeted for 2014-15. The more significant of these expenses include costs for fuel purchases ($9.7 million), automotive parts and sublet services ($5.9 million), transfers to the Architecture and Engineering Department for several capital improvement projects ($2.7 million), County Fire-Vehicle Services Division staff due to consolidation of fleet operations ($2.7 million), auto liability insurance ($1.2 million), various County support charges ($1.0 million), and Global Positioning System (GPS) services ($465,100). Also included is $10.8 million of intra-fund transfers between the Garage and Motor Pool divisions for vehicle usage costs and administrative overhead.

Capital expenditures of $4.8 million include purchases for the following new vehicles and equipment: trucks/sport utility vehicles ($1.7 million), vans ($1.4 million), sedans ($1.2 million), and various other fixed assets ($443,400).

Sources of $33.8 million include, but are not limited to, the following: $19.6 million from other County departments and outside agencies for fuel supplied and vehicle maintenance/repair services, $13.2 million from other County departments for vehicle lease and usage charges, and $700,000 from sale of fixed assets at auction.

The negative net budget of $2.7 million is primarily the result of an above average number of capital projects planned for 2014-15. These projects include repaving at the Lena Road complex ($1.5 million), fuel tank infrastructure improvements ($809,000), Barstow Service Center expansion ($250,000), and other smaller projects totaling $200,000. Although these projects are funded in 2014-15 from a portion of the department's unrestricted net assets, the project costs will eventually be recovered through the rate structure over the lifetime of the assets.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $2.1 million which includes additional appropriation for transfers to the Capital Improvement Fund for various capital improvement projects ($2.7 million), purchase of automotive parts and sublet repair services ($930,000), and auto liability insurance ($106,125). These increases are partially offset by decreases in budgeted vehicles ($471,000), purchases of fuel ($396,600), and COWCAP charges ($130,682).

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $7.8 million fund 86 budgeted regular positions. Budgeted staffing contains the addition of a Motor Fleet Maintenance Superintendent. This new position is needed to support the redistribution of workload associated with additional oversight of the County Fire-Vehicle Services Division, pending structural changes within the department, and new projects. The cost of this position is included in the Department's 2014-15 rate structure. Budgeted staffing also includes the deletion of 2 vacant positions (1 Fuel and Security Supervisor and 1 Storekeeper). The duties and responsibilities of these 2 deleted positions will be distributed to existing staff.

In addition, this budget includes the reclassification of a Motor Fleet Mechanic I to Motor Fleet Mechanic II to more accurately reflect the duties and responsibilities of the position.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	12	0	12	9	2	1	12
Heavy Duty	24	0	24	19	5	0	24
Light Duty	39	0	39	33	6	0	39
Motor Pool	1	0	1	1	0	0	1
Parts	6	0	6	5	1	0	6
Fuel/Security	4	0	4	4	0	0	4
Total	86	0	86	71	14	1	86

Administration

	Classification
1	Director of Fleet Management
1	Executive Secretary II
1	Motor Fleet Maint Superintendent
2	Staff Analyst II
1	Accounting Technician
1	Fiscal Specialist
1	Payroll Specialist
1	Office Assistant III
2	Fiscal Assistant
1	Motor Pool Assistant
12	Total

Heavy Duty

	Classification
1	Motor Fleet Maint Superintendent
1	Motor Fleet Shop Supervisor
2	Motor Fleet Mechanic II
18	Motor Fleet Mechanic I
2	Mechanics Assistant
24	Total

Light Duty

	Classification
1	Motor Fleet Maint Superintendent
3	Motor Fleet Shop Supervisor
7	Motor Fleet Mechanic II
12	Motor Fleet Mechanic I
1	Garage Service Writer
6	Mechanics Assistant
4	Equipment Svcs Specialist I
4	Motor Pool Assistant
1	Custodian I
39	Total

Motor Pool

	Classification
1	Fleet Specialist
1	Total

Parts

	Classification
1	Equipment Parts Supervisor
3	Equipment Parts Specialist I
2	Stores Specialist
6	Total

Fuel/Security

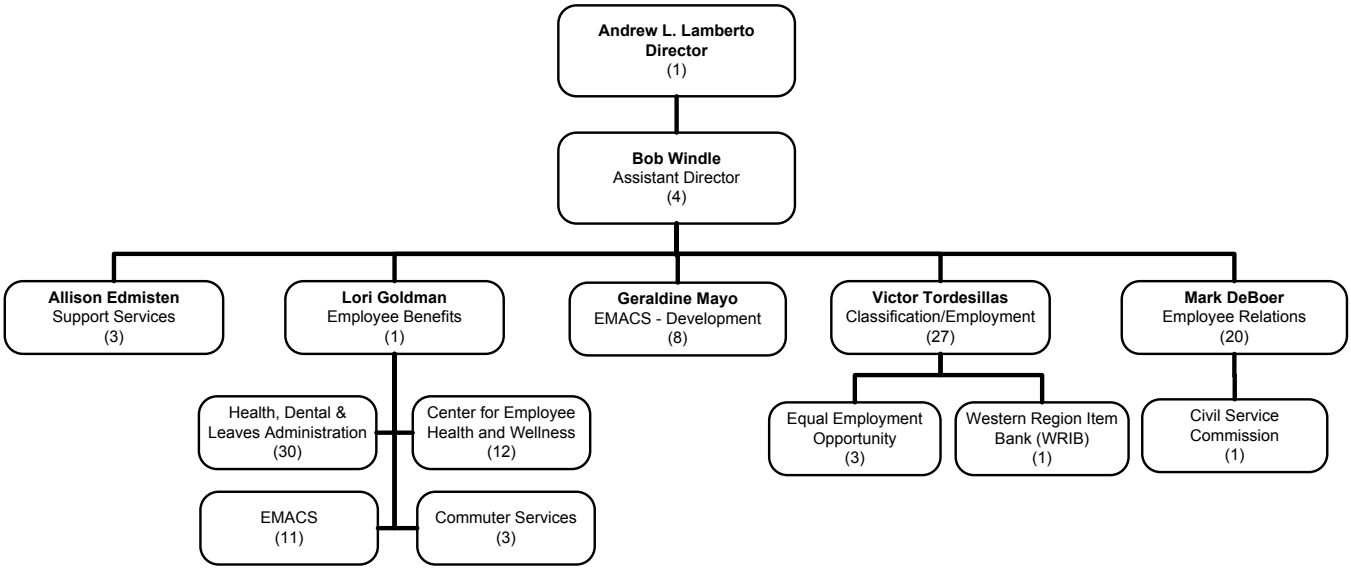
	Classification
2	Equipment Svcs Specialist II
2	Equipment Svcs Specialist I
4	Total

HUMAN RESOURCES
Andrew Lamberto

DEPARTMENT MISSION STATEMENT

The Human Resources Department is committed to providing effective customer service to all departments, employees, and constituents of the County of San Bernardino, through the timely delivery of innovative, quality human resources systems, programs, and services.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Countywide Master Student Internship Agreements – continued efforts to secure master internship agreements to allow departments to offer unpaid interns hands-on work experience in their field of study while fulfilling an academic training requirement.
- 457(b) Deferred Compensation Plan Roth Option – introduced the Roth after-tax option for its 457(b) Deferred Compensation Plan. This option, offered alongside the County's traditional 457(b) pre-tax plan, allows employees greater flexibility in determining when plan contributions will be subject to federal income tax.
- Retirement Savings Awareness Campaign – In July 2013, HR launched an intensive educational/promotional campaign to educate employees about the benefits of saving for retirement. The theme of, "The Wonderful Wizard of Retirement Savings" was used as it has relatable and recognizable appeal to the County's multigenerational employee base. The campaign generated an estimated annual increase of $637,000 in employee deferrals for their future retirement. The success of the campaign garnered the County a coveted First Place win for the 2014 Pension & Investment "Eddy" award.
- The Equal Employment Commission hosted its 3rd annual EOC Diversity Forum, "Navigating a Diverse Workforce," in October of 2013. In keeping with the County's Vision, the Forum emphasized the value of diversity, the County's commitment to EEO, and each department's integral role in outreach, recruitment, and succession planning.
- Conducted an audit of EMACS County payroll and benefit processes. A committee meets weekly to analyze, discuss, and interpret the economic provisions in the 13 MOU's and 3 compensation plans to ensure accurate implementation and programming of compensation and benefit provisions.

- Health Net One Way Risk Sharing Agreement – In December 2011, the County and Health Net entered into a one-way risk sharing financial arrangement. Under this arrangement, if the total amount of premiums Health Net received during Plan Year 2011-12 for the Elect Open Access Plan for active employees exceeded the County's incurred health care costs plus retention, then the excess revenue, up to $1.5 million, would be returned to the County to be used for further benefit considerations to County employees. This agreement posed no risk to the County. In June, 2012, Health Net conducted a reconciliation of all health care and administration expenses paid by the Groups and determined that a surplus of $1.5 million was due to the County.
- Health Plan Contract Performance Guarantees – the County's health plans are held accountable for meeting reasonable service targets by including performance guarantees in all health plan contracts. These guarantees typically establish a certain percentage of premium at risk should the health plan fail to annually meet certain metrics. As a result of having these performance guarantees in place, in January 2014 the County received $218,289 from Blue Shield of California.
- Partnered with the Department of Public Health, which provided support to the Healthy San Bernardino Coalition's Downtown San Bernardino Farmshare Market. This collaborative effort with the City of San Bernardino provided increased opportunities for County employees to purchase locally grown produce. County employees accounted for 22% of participation in this program during the Fall 2013 campaign.
- Interagency "Biggest Loser" Competition – In collaboration with Los Angeles County, Riverside County, and our County's health insurance providers, Human Resources co-sponsored the first ever interagency "Biggest Loser" competition. This program is intended to help reduce obesity rates and prevalence of associated chronic diseases among County employees. Improving the health of the County's workforce will help reduce the health plans' utilization and ultimately the health premium costs for the County and its employees.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy:

- *To ensure compliance and avoid Affordable Care Act penalties, follow the current action plan to ensure all aspects of administration and reporting are addressed.*
- *On an annual basis, audit specified components of the EMACS system in order to ensure compliance with Federal, State and MOU requirements and overall accuracy of the payroll and recordkeeping function. For 2014-15 this activity will include review of overtime/Fair Labor Standards Act (FLSA) provisions.*
- *In accordance with the Countywide Vision, implement a strategy to increase department awareness and support for outreach, educational and training activities focused on ensuring a County workforce that reflects the diversity of our community. This strategy will include the establishment of approximately 4 departmental committees/year that will work in collaboration with HR to plan and implement department-specific strategies for diversity including recruitment, mentoring and outreach activities.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Meet the legislative requirement of the ACA by offering coverage to >95% of full time employees.	98%	99%	99.3%	99%
Complete the current year EMACS audit.	N/A	N/A	N/A	100%
Number of diversity outreach, training, and education activities per participating department.	N/A	N/A	N/A	4

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Human Resources	7,456,955	675,623	6,781,332			79
The Center for Employee Health and Wellness	2,152,634	2,152,634	0			12
Unemployment Insurance	4,000,500	0	4,000,500			0
Total General Fund	13,610,089	2,828,257	10,781,832			91
Special Revenue Funds						
Commuter Services	1,572,591	722,450		850,141		3
Employee Benefits and Services	4,240,736	3,350,235		890,501		31
Total Special Revenue Funds	5,813,327	4,072,685		1,740,642		34
Total - All Funds	19,423,416	6,900,942	10,781,832	1,740,642	0	125

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Human Resources	5,005,730	4,509,105	5,852,852	7,332,362	7,456,955
The Center for Employee Health and Wellness	437,707	1,034,048	1,979,584	2,080,388	2,152,634
Unemployment Insurance	4,010,028	4,503,268	4,000,500	4,000,500	4,000,500
Commuter Services	1,304,147	1,411,216	1,488,392	1,516,036	1,572,591
Employee Benefits and Services	3,902,200	3,722,134	3,596,366	3,543,453	4,240,736
Total	**14,659,812**	**15,179,771**	**16,917,694**	**18,472,739**	**19,423,416**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Human Resources	278,392	293,300	538,084	669,917	675,623
The Center for Employee Health and Wellness	953,156	1,034,048	1,979,584	2,069,041	2,152,634
Unemployment Insurance	0	0	0	0	0
Commuter Services	677,725	593,031	669,466	693,050	722,450
Employee Benefits and Services	2,704,050	2,799,954	3,040,635	2,953,135	3,350,235
Total	**4,613,323**	**4,720,333**	**6,227,769**	**6,385,143**	**6,900,942**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Human Resources	4,727,338	4,215,805	5,314,768	6,662,445	6,781,332
The Center for Employee Health and Wellness	(515,449)	0	0	11,347	0
Unemployment Insurance	4,010,028	4,503,268	4,000,500	4,000,500	4,000,500
Total	**8,221,917**	**8,719,073**	**9,315,268**	**10,674,292**	**10,781,832**

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Commuter Services	626,422	818,185	818,926	822,986	850,141
Employee Benefits and Services	1,198,150	922,180	555,731	590,318	890,501
Total	**1,824,572**	**1,740,365**	**1,374,657**	**1,413,304**	**1,740,642**

Human Resources

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

Requirements Less Reimbursements*	$11,828,162
Sources/Reimbursements	$5,046,830
Net County Cost	$6,781,332
Total Staff	79
Funded by Net County Cost	57%

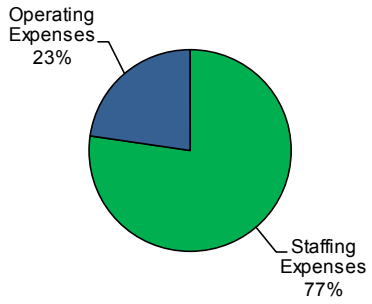
*Includes Contingencies

The Human Resources Department administers the County's human resources programs. This includes the responsibility for recruitment, employment testing, and certification of eligible candidates; establishment and maintenance of classification and compensation systems and practices; employee relations; employee benefits; systems and program administration for the Employee Management and Compensation System (EMACS); and the Equal Employment Opportunity Office. Human Resources also shares responsibility, through a partnership with Human Services, for Countywide organizational and employee development.

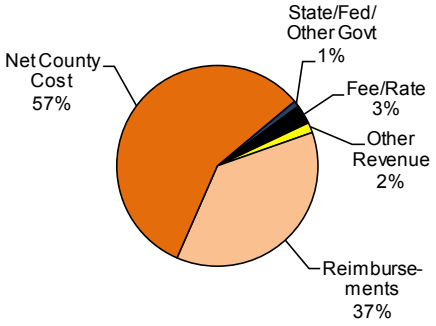
In addition, the department is responsible for the management of the Western Region Item Bank (WRIB), a cooperative, computer-based test question bank used by 120 public agencies to develop employment tests. Each WRIB participating agency pays an annual fee.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

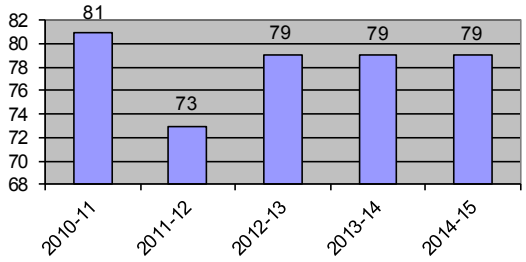


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	79	79	79	79
Limited Term	0	0	0	0
Total	79	79	79	79
Staffing Expenses	$8,449,991	$8,773,282	$8,985,037	$9,145,333

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: General

BUDGET UNIT: AAA HRD
FUNCTION: General
ACTIVITY: Personnel

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	7,965,434	7,519,526	8,157,472	8,764,815	8,985,037	9,145,333	**160,296**
Operating Expenses	682,278	1,079,047	1,355,455	2,388,339	2,543,854	2,682,829	**138,975**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	8,647,712	8,598,573	9,512,927	11,153,154	11,528,891	11,828,162	**299,271**
Reimbursements	(3,641,984)	(4,149,170)	(4,026,135)	(4,197,186)	(4,196,529)	(4,371,207)	**(174,678)**
Total Appropriation	5,005,728	4,449,403	5,486,792	6,955,968	7,332,362	7,456,955	**124,593**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	5,005,728	4,449,403	5,486,792	6,955,968	7,332,362	7,456,955	**124,593**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	114,677	126,409	131,242	118,382	**(12,860)**
Fee/Rate	250,470	236,010	304,024	225,513	369,675	363,241	**(6,434)**
Other Revenue	27,922	57,218	185,123	123,015	169,000	194,000	**25,000**
Total Revenue	278,392	293,228	603,824	474,937	669,917	675,623	**5,706**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	278,392	293,228	603,824	474,937	669,917	675,623	**5,706**
Net County Cost	4,727,336	4,156,175	4,882,968	6,481,031	6,662,445	6,781,332	**118,887**
				Budgeted Staffing	79	79	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses make up the majority of the department's expenditures within this budget unit. These expenses are necessary to provide human resources services to the County's approximately 20,000 employees. Sources primarily represent revenue from WRIB memberships and reimbursements from other departments for administrative services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $124,593 primarily as a result of increased staffing costs. These costs are rising due to retirement cost increases and multiple upcoming retirements for long term employees which has resulted in an increase in termination benefits. These increases are offset by an increase in reimbursements for staffing costs charged to departments for services provided. In addition, operating expenses are increasing due to the ISD development costs for the new software application for WRIB.

The Net County Cost for the department is primarily increasing as a result of a one-time allocation of $150,000 for the development of the new software application mentioned above for WRIB.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $9.1 million fund 79 budgeted regular positions. The budget includes the reclassification of a Personnel Technician to an Office Specialist for the WRIB section of the Employment Division.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	8	0	8	8	0	0	8
Classification/Employment	27	0	27	26	1	0	27
Equal Employment Opportunity	3	0	3	3	0	0	3
Western Region Item Bank	1	0	1	1	0	0	1
Employee Relations	20	0	20	19	1	0	20
Civil Service Commission	1	0	1	1	0	0	1
EMACS	19	0	19	18	1	0	19
Total	79	0	79	76	3	0	79

Administration

	Classification
1	Director of Human Resources
1	Asst Director of Human Resources
1	Human Resources Analyst II
1	Administrative Analyst III
1	Accountant II
1	Labor Relations Financial Analyst
1	Fiscal Specialist
1	Executive Secretary II
8	Total

Classification/Employment

	Classification
1	Human Resources Division Chief
1	Executive Secretary I
2	Human Resources Analyst II
1	Testing & Certification Supervisor
12	Human Resources Analyst I
2	Personnel Technician
1	Office Assistant IV
7	Office Assistant III
27	Total

Equal Employment Opportunity

	Classification
1	Human Resources Analyst II
1	Human Resources Analyst I
1	Personnel Technician
3	Total

Western Region Item Bank

	Classification
1	Office Specialist
1	Total

Employee Relations

	Classification
1	Human Resources Division Chief
1	Executive Secretary I
15	Human Resources Officer II
3	Human Resources Officer I
20	Total

Civil Service Commission

	Classification
1	Secretary, Civil Service Commission
1	Total

EMACS

	Classification
1	EMACS Manager
1	EMACS-HR Supervisor
1	Human Resources Analyst II
1	Systems Procedures Analyst II
4	Systems Procedures Analyst I
1	Staff Analyst I
9	Office Specialist
1	Office Assistant III
19	Total

The Center for Employee Health and Wellness

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

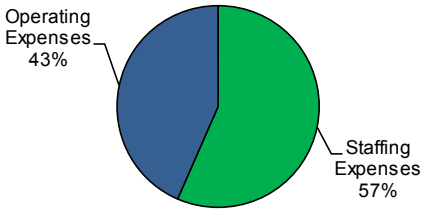
Requirements Less Reimbursements*	$2,152,634
Sources/Reimbursements	$2,152,634
Net County Cost	$0
Total Staff	12
Funded by Net County Cost	0%

*Includes Contingencies

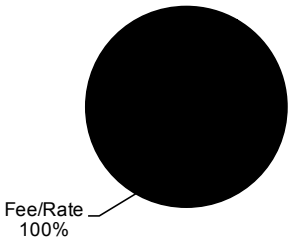
The Center for Employee Health and Wellness (CEHW) is part of the Employee Benefits and Services Division. The CEHW is responsible for employee and applicant pre-placement and in-service medical examinations, medical records, representing the County in hearings before the Civil Service Commission regarding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

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

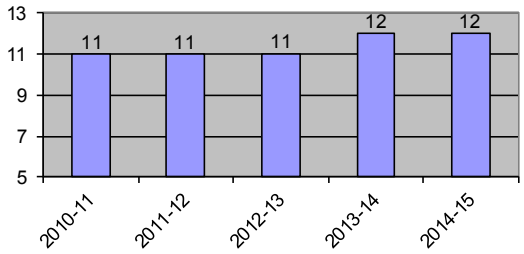


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	9	9	9	9
Limited Term	2	2	3	3
Total	11	11	12	12
Staffing Expenses	$1,222,246	$1,242,007	$1,268,354	$1,217,662

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: General

BUDGET UNIT: AAA OCH
FUNCTION: General
ACTIVITY: Personnel

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	1,142,098	1,115,968	1,174,789	1,185,077	1,268,354	1,217,662	**(50,692)**
Operating Expenses	665,121	617,536	565,561	567,618	812,034	934,972	**122,938**
Capital Expenditures	0	0	6,075	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	1,807,219	1,733,504	1,746,425	1,752,695	2,080,388	2,152,634	**72,246**
Reimbursements	(1,369,513)	(780,189)	0	0	0	0	**0**
Total Appropriation	437,706	953,315	1,746,425	1,752,695	2,080,388	2,152,634	**72,246**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	437,706	953,315	1,746,425	1,752,695	2,080,388	2,152,634	**72,246**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	953,156	1,046,222	1,803,606	1,763,542	2,069,041	2,152,634	**83,593**
Other Revenue	0	0	32	0	0	0	**0**
Total Revenue	953,156	1,046,222	1,803,638	1,763,542	2,069,041	2,152,634	**83,593**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	953,156	1,046,222	1,803,638	1,763,542	2,069,041	2,152,634	**83,593**
Net County Cost	(515,450)	(92,907)	(57,213)	(10,847)	11,347	0	**(11,347)**
				Budgeted Staffing	12	12	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses make up the majority of the department's expenditures in this budget unit for 2014-15. These expenses are necessary in order to provide employee and applicant pre-placement and in-service medical examinations to the County's approximately 20,000 employees, as well as employees of various external agencies. Revenue is collected for various pre-placement and in-service medical examinations, through fees charged in accordance with the County's fee ordinance.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $72,246 and revenue is increasing by $83,593 primarily as a result of increased fees for services provided. The CEHW is completely fee based and departments will be billed based on a fee for service.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.2 million fund 12 budgeted positions of which 9 are regular positions and 3 are limited term positions. There have been no staffing changes in this budget unit.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
CEHW	9	3	12	12	0	0	12
Total	9	3	12	12	0	0	12

CEHW

	Classification
1	Chief of Clinical Operations
1	Sprvsg Occupational Health Physician
2	Nurse Practitioner II
1	Con Occupational Physician Assistant
1	Licensed Vocational Nurse II
1	Registered Nurse II-Clinic
1	Office Assistant IV
4	Clinic Assistant
12	Total

Unemployment Insurance

DESCRIPTION OF MAJOR SERVICES

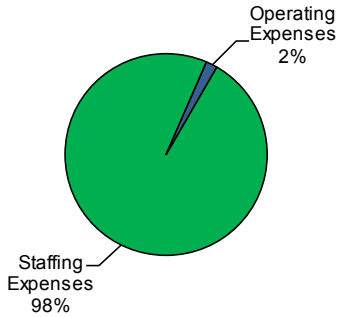
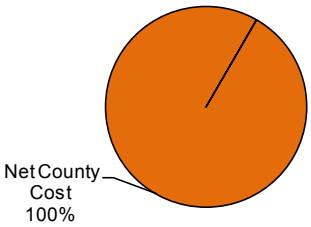
This is a mandated program based upon a 1978 amendment to the California Unemployment Insurance Code extending unemployment insurance benefits to all public employees. Management's objective for the program is cost containment. Unemployment insurance claims filed by former County employees are monitored, reviewed for eligibility, and challenged when appropriate to prevent abuse of the program.

Budget at a Glance

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

*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

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

BUDGET UNIT: AAA UNI
FUNCTION: General
ACTIVITY: Personnel

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	3,968,036	4,453,787	2,733,810	2,606,973	3,935,785	3,928,714	**(7,071)**
Operating Expenses	41,991	49,477	46,253	42,403	64,715	71,786	**7,071**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	4,010,027	4,503,264	2,780,063	2,649,376	4,000,500	4,000,500	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	4,010,027	4,503,264	2,780,063	2,649,376	4,000,500	4,000,500	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,010,027	4,503,264	2,780,063	2,649,376	4,000,500	4,000,500	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
Net County Cost	4,010,027	4,503,264	2,780,063	2,649,376	4,000,500	4,000,500	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $3.9 million represent the amount budgeted for unemployment claims to be paid during 2014-15. Operating expenses of $71,786 represent the quarterly payment for administration of the unemployment insurance claims, as well as transfers for internal staffing expenses for administration of the program.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are minimal changes to this budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

Commuter Services

DESCRIPTION OF MAJOR SERVICES

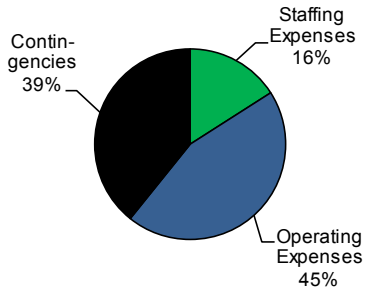
Budget at a Glance	
Requirements Less Reimbursements*	$1,572,591
Sources/Reimbursements	$722,450
Fund Balance	$850,141
Use of Fund Balance	$233,370
Total Staff	3

*Includes Contingencies

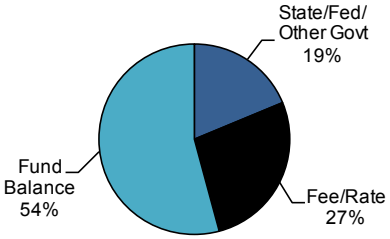
The Commuter Services budget unit was established to account for funds received under AB 2766 to fund mobile source air pollution reduction programs. AB 2766 authorizes air pollution control districts to levy fees on motor vehicles to be used to reduce air pollution. Under this program, the Department of Motor Vehicles collects fees and remits amounts to the appropriate Air Quality Management District (AQMD) for vehicles registered within the district. This budget unit receives AB 2766 funding from both the South Coast Air Quality Management District (SCAQMD) and the Mojave Desert Air Quality Management District (MDAQMD).

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

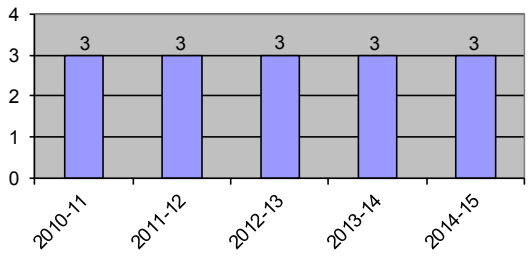


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	3	3	3	3
Limited Term	0	0	0	0
Total	3	3	3	3
Staffing Expenses	$243,841	$250,224	$250,224	$250,613

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: Commuter Services

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	245,771	181,024	206,185	246,455	250,224	250,613	**389**
Operating Expenses	240,190	474,017	487,889	397,331	694,037	705,207	**11,170**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	571,775	616,771	**44,996**
Total Exp Authority	485,961	655,041	694,074	643,786	1,516,036	1,572,591	**56,555**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	485,961	655,041	694,074	643,786	1,516,036	1,572,591	**56,555**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	485,961	655,041	694,074	643,786	1,516,036	1,572,591	**56,555**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	288,632	275,958	306,639	371,537	289,300	293,700	**4,400**
Fee/Rate	263,806	374,672	386,066	297,028	400,000	425,000	**25,000**
Other Revenue	125,286	5,151	5,429	2,378	3,750	3,750	**0**
Total Revenue	677,724	655,781	698,134	670,943	693,050	722,450	**29,400**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	677,724	655,781	698,134	670,943	693,050	722,450	**29,400**
				Fund Balance	822,986	850,141	**27,155**
				Budgeted Staffing	3	3	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are rising slightly as a result of escalating rideshare costs due to anticipated increased participation. These costs are offset by employee payroll deductions which accounts for the increase in sources for this budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $250,613 fund 3 budgeted regular positions. There have been no staffing changes in this budget unit.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Commuter Services	3	0	3	3	0	0	3
Total	3	0	3	3	0	0	3

Commuter Services

	Classification
1	Human Resources Analyst I
1	Office Specialist
1	Office Assistant III
3	Total

Employee Benefits and Services

DESCRIPTION OF MAJOR SERVICES

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

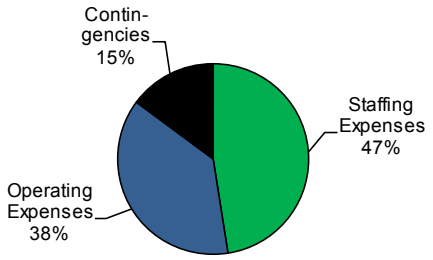
Budget at a Glance

Requirements Less Reimbursements*	$5,493,449
Sources/Reimbursements	$4,602,948
Fund Balance	$890,501
Use of Fund Balance	$74,604
Total Staff	31

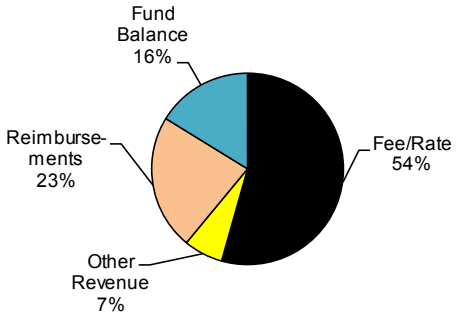
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

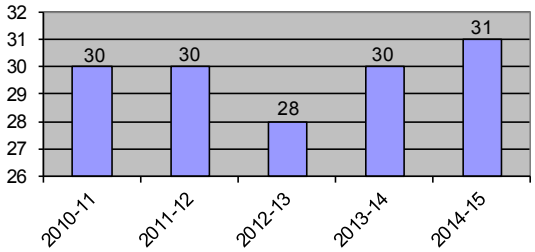


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	28	28	28	29
Limited Term	0	0	2	2
Total	28	28	30	31
Staffing Expenses	$2,457,810	$2,478,382	$2,518,382	$2,609,955

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	2,490,428	2,419,254	2,375,534	2,505,545	2,518,382	2,609,955	**91,573**
Operating Expenses	1,714,059	1,743,437	1,516,799	1,556,527	1,653,602	2,067,597	**413,995**
Capital Expenditures	29,299	0	0	0	0	0	**0**
Contingencies	0	0	0	0	641,354	815,897	**174,543**
Total Exp Authority	4,233,786	4,162,691	3,892,333	4,062,072	4,813,338	5,493,449	**680,111**
Reimbursements	(1,251,795)	(1,192,760)	(1,262,986)	(1,269,285)	(1,269,885)	(1,252,713)	**17,172**
Total Appropriation	2,981,991	2,969,931	2,629,347	2,792,787	3,543,453	4,240,736	**697,283**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,981,991	2,969,931	2,629,347	2,792,787	3,543,453	4,240,736	**697,283**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	13,654	14,419	15,145	17,597	0	0	**0**
Fee/Rate	2,679,292	2,587,225	2,581,807	3,065,639	2,950,135	2,987,135	**37,000**
Other Revenue	11,104	1,024	66,983	(8,266)	3,000	363,100	**360,100**
Total Revenue	2,704,050	2,602,668	2,663,935	3,074,970	2,953,135	3,350,235	**397,100**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	2,704,050	2,602,668	2,663,935	3,074,970	2,953,135	3,350,235	**397,100**
				Fund Balance	590,318	890,501	**300,183**
				Budgeted Staffing	30	31	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $697,283 as a result of an additional position, and increased costs for computer replacement, desktop support, and data processing. This increase in expenses is offset with additional revenue collected for Family Medical Leave (FML) administration fees and the use of a portion of fund balance. During 2014-15 the administrative charges that are collected from employees participating in benefit plans and programs will be reviewed as these charges are meant to offset increases in operating costs. Contingencies have increased due to an increase in available fund balance for future one-time costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.6 million fund 31 budgeted positions of which 29 are regular positions and 2 are limited term positions. The department is adding a Fiscal Specialist position to assist with the accounts receivable and accounts payable for health and dental premiums.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Employee Benefits and Services	29	2	31	30	0	1	31
Total	29	2	31	30	0	1	31

Employee Benefits and Services

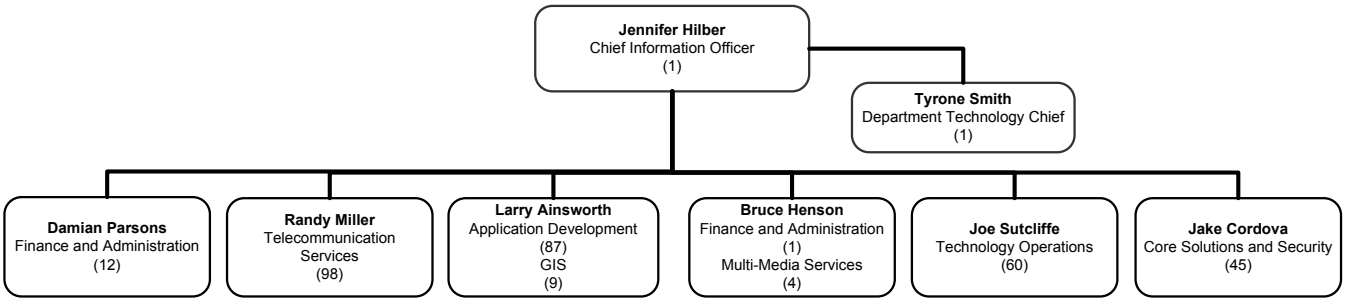
	Classification
1	Human Resources Division Chief
2	Human Resources Analyst II
5	Human Resources Analyst I
3	Staff Analyst II
1	Accounting Technician
1	Fiscal Specialist
2	Supervising Office Specialist
11	Office Specialist
1	Executive Secretary I
2	Office Assistant III
2	Public Service Employee
31	Total

INFORMATION SERVICES DEPARTMENT
Jennifer Hilber

DEPARTMENT MISSION STATEMENT

The Information Services Department provides contemporary, innovative, secure and accessible technology in computer, media and communication services in the most cost effective manner, enabling departments and agencies to accomplish the mission of San Bernardino County.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Deployed a new enterprise Help Desk solution to facilitate problem resolutions and new service requests.
- Improved performance by 50% by completing an upgrade of the County's mainframe (enterprise server) and successfully tested its disaster recovery capabilities.
- Continuous implementation of server virtualization technologies as well as integrating enterprise level network storage solutions that reduces costs and waste, while improving productivity.
- Implemented an enterprise mobile device management solution that allows the management of County data on County-owned and personal mobile devices.
- Consolidated disparate systems that support telecommunication and radio services to provide service request tracking, billing capabilities, work order processing, equipment programming and inventory and asset tracking.
- Obtained Board approval to upgrade the County's public safety radio and microwave network systems to digital capable over the next seven years.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

Objective(s): • ***Implement information management best-practices that will unify technology platforms and move toward a standardized enterprise approach.***

Department Strategy:

- *Unify the County's enterprise telecommunication services by improving telecommunication functionality and supportability. For 2014-15 convert 14% (2,899) of all County telephones to Voice Over Internet Protocol (VOIP) technology. The total project will take approximately seven years to complete.*
- *To provide a high availability data center infrastructure to house critical equipment that supports the County's mission.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Complete the current year's task for migration to VOIP technology.	100%	100%	75%	100%
Maintain a 99% scheduled uptime availability.	N/A	N/A	100%	100%

COUNTY GOAL: **MAINTAIN PUBLIC SAFETY**

Objective(s): • ***Implement information management best-practices that will unify technology platforms and move toward a standardized enterprise approach.***

Department Strategy:

- *To improve public safety by upgrading the County's 800 MHz Public Safety radio system to digitally capable over the next seven years. The workplan for 2014-15 is to upgrade the County's microwave network and prepare subscriber radio fleets to operate digitally.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Complete the current year's task for the 800 MHz system upgrade.	N/A	N/A	N/A	100%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
GIS & Multi-Media Services	2,264,212	216,872	2,047,340			13
Total General Fund	2,264,212	216,872	2,047,340			13
Internal Service Funds						
Application Development	13,606,958	13,606,958			0	87
Computer Operations	26,714,144	21,973,042			(4,741,102)	120
Telecommunication Services	29,849,833	28,622,266			(1,227,567)	98
Total Internal Service Funds	70,170,935	64,202,266			(5,968,669)	305
Total - All Funds	72,435,147	64,419,138	2,047,340	0	(5,968,669)	318

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
GIS & Multi-Media Services*	14,885,831	15,177,361	15,330,964	15,862,805	2,264,212
Application Development	0	0	0	0	13,606,958
Computer Operations	22,238,931	25,124,719	26,613,632	25,715,711	26,714,144
Telecommunication Services	23,004,788	26,175,241	32,342,199	34,539,530	29,849,833
Total	**60,129,550**	**66,477,321**	**74,286,795**	**76,118,046**	**72,435,147**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
GIS & Multi-Media Services*	7,582,885	8,043,518	7,938,173	13,720,515	216,872
Application Development	0	0	0	0	13,606,958
Computer Operations	21,363,918	19,729,981	22,189,460	24,408,080	21,973,042
Telecommunication Services	26,516,865	21,444,923	28,834,645	31,633,450	28,622,266
Total	**55,463,668**	**49,218,422**	**58,962,278**	**69,762,045**	**64,419,138**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
GIS & Multi-Media Services*	7,302,946	7,133,843	7,392,791	2,142,290	2,047,340
Total	**7,302,946**	**7,133,843**	**7,392,791**	**2,142,290**	**2,047,340**

5-YEAR NET BUDGET TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Application Development		0	0	0	0
Computer Operations	(875,013)	(5,394,738)	(4,424,172)	(1,307,631)	(4,741,102)
Telecommunication Services	3,512,077	(4,730,318)	(3,507,554)	(2,906,080)	(1,227,567)
Total	**2,637,064**	**(10,125,056)**	**(7,931,726)**	**(4,213,711)**	**(5,968,669)**

*In prior years the name of the General Fund budget unit was Application Development. This budget unit has been renamed to reflect the creation of an Internal Service Fund to account for Application Development costs beginning in 2014-15.

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

GIS and Multi-Media Services

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$2,264,212
Sources/Reimbursements	$216,872
Net County Cost	$2,047,340
Total Staff	13
Funded by Net County Cost	90%
*Includes Contingencies	

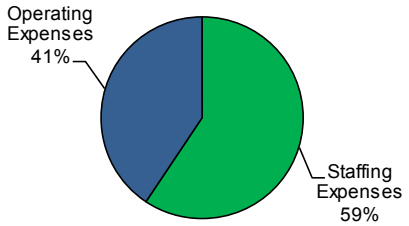
ISD's Geographical Information System team (GIS) provides products and services to all GIS stakeholders including County Departments and other regional government entities. The County frequently uses GIS aerial imagery to readily respond with accurate information to daily requests and emergency situations as needed. The County's populated areas and landscapes change from year to year resulting in necessary updates to GIS data. This data is collected by aerial photography taken by flyovers of the County.

ISD's Multi Media Services (MMA) provides support to the Clerk of the Board for Board of Supervisor meetings that typically occur on a bi-weekly basis. The division also supports other types of meetings including, but not limited to, Assessment Appeal Hearings, Planning Commission, Board Committee Meetings and other general meetings.

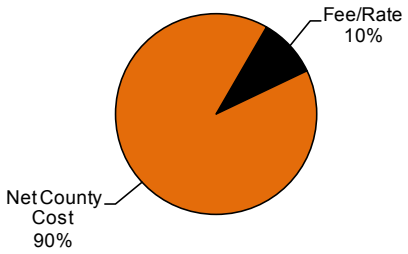
This budget unit formerly included the Application Development Division, which provides maintenance, support and enhancement services for County computer systems. This division is budgeted in a new internal service fund in 2014-15 as the services provided by this group primarily support County departments and recover all costs via a billable hourly programming rate.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

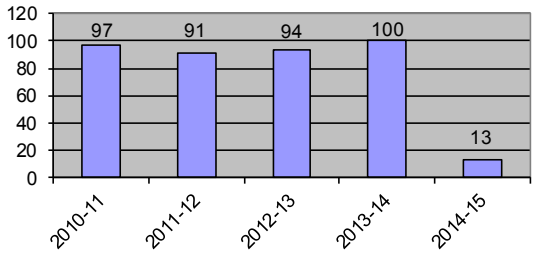


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	94	100	100	13
Limited Term	0	0	0	0
Total	94	100	100	13
Staffing Expenses	$11,760,046	$12,568,734	$12,665,602	$1,344,044

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	10,808,719	10,761,155	11,342,860	11,854,023	12,665,602	1,344,044	**(11,321,558)**
Operating Expenses	2,146,621	2,391,989	3,347,472	3,015,090	3,435,459	920,168	**(2,515,291)**
Capital Expenditures	6,856	17,679	16,141	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	12,962,196	13,170,823	14,706,473	14,869,113	16,101,061	2,264,212	**(13,836,849)**
Reimbursements	(108,758)	(98,395)	(24,960)	(24,998)	(238,256)	0	**238,256**
Total Appropriation	12,853,438	13,072,428	14,681,513	14,844,115	15,862,805	2,264,212	**(13,598,593)**
Operating Transfers Out	2,032,392	2,032,392	0	0	0	0	**0**
Total Requirements	14,885,830	15,104,820	14,681,513	14,844,115	15,862,805	2,264,212	**(13,598,593)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	7,568,019	7,977,209	7,059,395	12,873,763	13,720,515	216,872	**(13,503,643)**
Other Revenue	0	0	125,528	0	0	0	**0**
Total Revenue	7,568,019	7,977,209	7,184,923	12,873,763	13,720,515	216,872	**(13,503,643)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	7,568,019	7,977,209	7,184,923	12,873,763	13,720,515	216,872	**(13,503,643)**
Net County Cost	7,317,811	7,127,611	7,496,590	1,970,352	2,142,290	2,047,340	**(94,950)**
				Budgeted Staffing	100	13	**(87)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses account for the majority of requirements in this budget. Computer software and hardware expenditures are also critical for the support of all GIS and MMA work. Internal overhead expenditures support all administrative functions provided to these service units.

GIS revenue consists of fee-based revenue for maps and aerial imagery. These services are provided both for other County departments as well as outside customers. MMA does not receive any outside revenue as this service unit is fully supported by Net County Cost.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are decreasing by $13.5 million as a result of the Application Development division being accounted for in an internal service fund. In prior years, the Application Development division resided in the general fund with GIS and MMA. This results in the transfer of 87 positions to the new internal service fund and a decrease of $11.3 million in staffing expenses in this budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.3 million fund 13 budgeted regular positions. The decrease of 87 positions is a result of the Application Development division being accounted for in an internal service fund beginning in 2014-15.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Geographic Information Services	9	0	9	7	2	0	9
Multi Media Services	4	0	4	4	0	0	4
Total	13	0	13	11	2	0	13

Geographic Information Services

	Classification
1	Office Assistant II
1	Geographic Info Systems Tech
2	Geographic Info Systems Tech II
1	GIMS Manager
1	Geographic Info Systems Tech III
1	Programmer III
1	Programmer Analyst III
1	Systems Development Team Leader
9	Total

Multi Media Services

	Classification
3	Multimedia Coordinator
1	Multimedia Supervisor
4	Total

Computer Operations

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

Requirements Less Reimbursements*	$34,991,767
Sources/Reimbursements	$30,250,665
Net Budget	($4,741,102)
Estimated Unrestricted Net Assets	$4,754,434
Use of Unrestricted Net Assets	$4,741,102
Total Staff	120

*Includes Contingencies

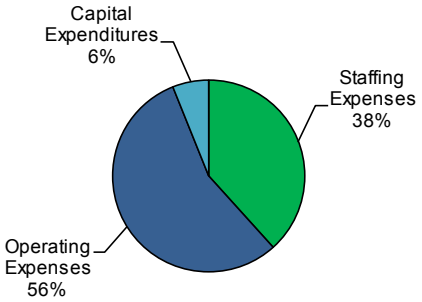
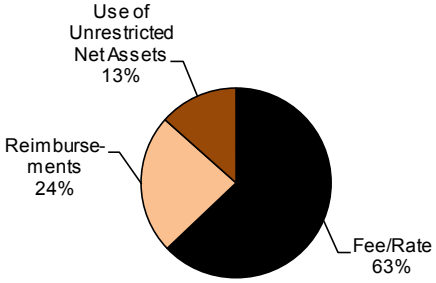
The Computer Operations division provides enterprise data center services and a portion of the County's communications services to County departments on a 24/7 basis. The Division is comprised of three sections: Finance and Administration, Technology Operations and Core Solutions and Security. This budget unit is an internal service fund, which allows for net assets available at fiscal year-end to be carried over to the next fiscal year to be used as working capital or for replacement of fixed assets.

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

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

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

2014-15 ADOPTED BUDGET

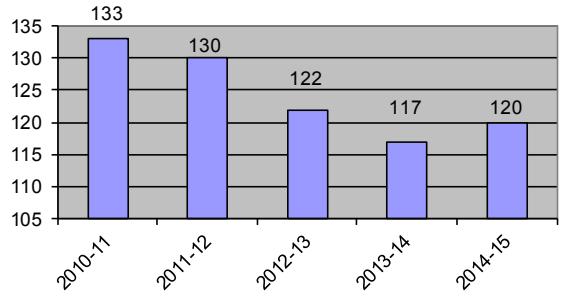
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Postitions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	122	116	117	120
Limited Term	0	0	0	0
Total	122	116	117	120
Staffing Expenses	$13,144,566	$12,622,716	$13,131,887	$13,386,443

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Computer Operations

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

Staffing Expenses	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	12,505,093	12,902,333	12,575,414	13,131,887	13,131,887	13,386,443	**254,556**
Operating Expenses	12,950,863	16,935,909	15,754,173	15,093,589	19,926,578	19,481,324	**(445,254)**
Capital Expenditures	2,611,459	2,881,538	1,992,759	2,280,292	2,685,987	2,124,000	**(561,987)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	28,067,415	32,719,780	30,322,346	30,505,768	35,744,452	34,991,767	**(752,685)**
Reimbursements	(7,884,019)	(9,355,319)	(9,906,552)	(7,885,881)	(10,028,741)	(8,277,623)	**1,751,118**
Total Appropriation	20,183,396	23,364,461	20,415,794	22,619,887	25,715,711	26,714,144	**998,433**
Operating Transfers Out	506,471	1,017,913	584,079	(214,539)	0	0	**0**
Total Requirements	20,689,867	24,382,374	20,999,873	22,405,348	25,715,711	26,714,144	**998,433**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	21,363,918	20,701,019	19,077,053	21,401,742	22,256,172	21,973,042	**(283,130)**
Other Revenue	0	0	82,711	30,753	1,651,908	0	**(1,651,908)**
Total Revenue	21,363,918	20,701,019	19,159,764	21,432,495	23,908,080	21,973,042	**(1,935,038)**
Operating Transfers In	0	0	133,300	0	500,000	0	**(500,000)**
Total Sources	21,363,918	20,701,019	19,293,064	21,432,495	24,408,080	21,973,042	**(2,435,038)**
Net Budget*	674,051	(3,681,355)	(1,706,809)	(972,853)	(1,307,631)	(4,741,102)	**(3,433,471)**
				Budgeted Staffing	117	120	**3**

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $13.4 million is a main component of the expenditures in this budget unit. These expenses are necessary in order to provide support for the County's mainframe and servers, and technical services that support County departments' communications services.

Operating expenses of $19.5 million include but are not limited to, computer software costs, application development support and maintenance charges, and equipment maintenance.

Capital expenditures of $2.1 million include equipment and software purchases. Equipment purchases of $2.0 million represent $1.0 million for regular equipment replacement, $600,000 for the additional CPU memory

required as a result of moving the FileNet system for document management to the enterprise server, and $400,000 for emergency purchases.

Reimbursements of $8.3 million represent internal administrative allocations, intra-fund revenues, and reimbursements from Risk Management to fund 2 positions.

Sources of $22.0 million are comprised of central computer revenues and other information technology services revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.0 million primarily due to a decrease in reimbursements of $1.8 million as the result of a reduction in COWCAP charges allocated to all ISD budget units, the elimination of storage growth reimbursement from County departments, and the internal administrative services and supplies cost allocation.

Sources are decreasing by $2.4 million due to the elimination of $1.7 million in budgeted revenue attributable to prior years that funded Capital Improvement Projects to repair and maintain the data center infrastructure and elevator refurbishment. Other reductions include decreased revenues for desktop support and hourly support services due to a lower demand for services. SharePoint and Virtual desktop service offerings and associated revenues are now being provided as part of Infrastructure services and revenues have been shifted accordingly.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $13.4 million fund 120 budgeted regular positions and are increasing by $254,556 as a result of the transfer in of 2 positions from Risk Management to Computer Operations as part of the overall effort to consolidate information technology services and the internal transfer of 2 positions from the Telecommunication Services due to a shift in workload. In addition, retirement costs have increased. These increases are being offset by the deletion of 1 Automated Systems Technician position due to the decreased demand for service for this classification.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Enterprise Processing	21	0	21	20	0	1	21
Central Imaging	11	0	11	11	0	0	11
Finance and Administration	15	0	15	15	0	0	15
EMACS Support	1	0	1	1	0	0	1
Enterprise Printing	7	0	7	7	0	0	7
Server Management	20	0	20	18	0	2	20
Core Solutions and Security	45	0	45	44	0	1	45
Total	120	0	120	116	0	4	120

Enterprise Processing

	Classification
1	Automated Systems Analyst
1	Computer Facilities Specialist
3	Computer Operations Specialist
1	Computer Operations Supervisor
5	Computer Operator III
1	Office Asst II
1	Office Asst III
2	Production Control Supervisor
5	Systems Support Analyst III
1	Systems Support Division Chief
21	Total

Central Imaging

	Classification
1	Microfilm Technician III
3	Office Assistant II
1	Office Assistant IV
1	Photographic Laboratory Technician
2	Programmer Analyst III
1	Systems Devleopment Team Leader
2	Systems Support Analyst III
11	Total

Finance and Administration

	Classification
1	Accounting Technician
1	Administrative Supervisor
1	Chief Information Officer
1	Department Technology Chief
1	Executive Secretary
2	Fiscal Assistant
1	Fiscal Specialist
1	Info Services Finance Officer
1	Officer Assistant II
1	Secretary I
2	Staff Analyst II
1	Supervising Accountant
1	Systems Development Division Chief
15	Total

EMACS Support

	Classification
1	Systems Support Analyst III
1	Total

Enterprise Printing

	Classification
1	Computer Operations Specialist
1	Computer Operator II
3	Computer Operator III
1	Office Assistant II
1	Office Assistant III
7	Total

Server Management

	Classification
2	Computer Operations Specialist
1	IT Technical Assistant II
15	Systems Support Analyst III
2	Systems Support Supervisor
20	Total

Core Solutions and Security

	Classification
3	Applications Specialist
9	Automated Systems Analyst I
2	Automated Systems Analyst II
3	Automated Systems Technician
2	Business Application Manager
1	Business Systems Analyst II
1	Business Systems Analyst III
1	Fiscal Specialist
5	Help Desk Technician II
1	Information Services Division Chief
1	Information Services Security Officer
1	Office Assistant III
1	Product Management Supervisor
2	Product Specialist
1	Supervising Auto Systems Analyst II
3	Systems Support Analyst II
5	Systems Support Analyst III
1	Systems Support Supervisor
1	Technology Helpdesk Supervisor
1	Teleprocessing Specialist
45	Total

Telecommunication Services

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$36,524,809
Sources/Reimbursements	$35,297,242
Net Budget	($1,227,567)
Estimated Unrestricted Net Assets	$14,715,719
Use of Unrestricted Net Assets	$1,227,567
Total Staff	98

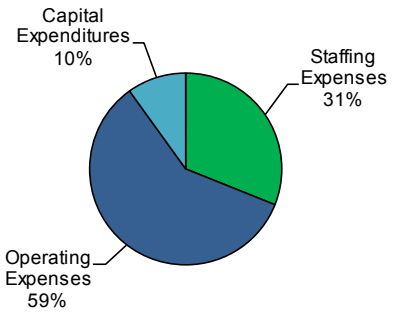
*Includes Contingencies

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

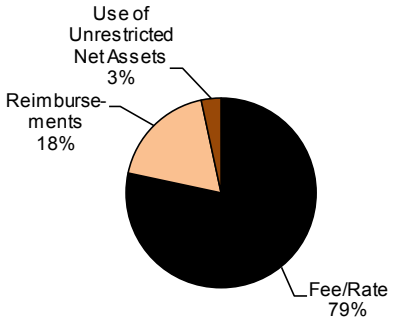
The County's Regional Public Safety Radio System is in the process of being upgraded. Ongoing discretionary general funding of $20.0 million continues to be allocated for the 800 MHz Upgrade Project to address the aging public safety radio system. The revised estimated cost of the project is $158.2 million. $64.0 million has been funded to date and an additional $20.0 million is funded in 2014-15. Approximately $5.0 million has been expended, including infrastructure to support the upgrade at the High Desert Government Center Public Safety Operations Center and a consultant contract with Motorola to assist in the planning and implementation of the system upgrade.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

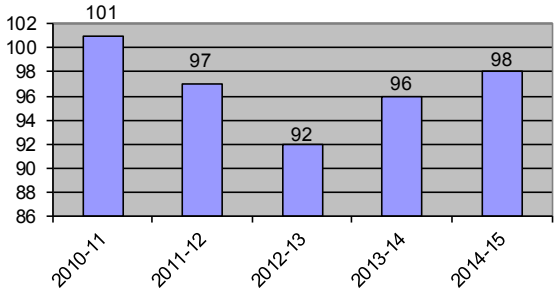


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Postitions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	92	95	96	98
Limited Term	0	0	0	0
Total	92	95	96	98
Staffing Expenses	$10,120,543	$10,666,748	$10,793,588	$11,349,808

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Telecommunication Services

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	9,029,473	9,359,269	9,566,422	9,783,573	10,793,588	11,349,808	**556,220**
Operating Expenses	16,156,961	17,628,456	18,582,267	21,593,329	24,046,562	21,550,001	**(2,496,561)**
Capital Expenditures	1,490,297	3,458,037	3,778,000	2,716,351	6,113,500	3,625,000	**(2,488,500)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	26,676,731	30,445,762	31,926,689	34,093,253	40,953,650	36,524,809	**(4,428,841)**
Reimbursements	(4,887,323)	(5,417,235)	(5,813,558)	(5,877,488)	(6,414,120)	(6,674,976)	**(260,856)**
Total Appropriation	21,789,408	25,028,527	26,113,131	28,215,765	34,539,530	29,849,833	**(4,689,697)**
Operating Transfers Out	45,327	1,028,498	205,948	0	0	0	**0**
Total Requirements	21,834,735	26,057,025	26,319,079	28,215,765	34,539,530	29,849,833	**(4,689,697)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	(1)	196,774	0	0	0	0	**0**
Fee/Rate	24,433,912	22,978,092	25,699,407	25,919,917	28,540,708	28,622,266	**81,558**
Other Revenue	62,627	(17,628)	351,500	94,531	3,092,742	0	**(3,092,742)**
Total Revenue	24,496,538	23,157,238	26,050,907	26,014,448	31,633,450	28,622,266	**(3,011,184)**
Operating Transfers In	2,032,392	2,032,392	0	0	0	0	**0**
Total Sources	26,528,930	25,189,630	26,050,907	26,014,448	31,633,450	28,622,266	**(3,011,184)**
Net Budget*	4,694,195	(867,395)	(268,172)	(2,201,317)	(2,906,080)	(1,227,567)	**1,678,513**
				Budgeted Staffing	96	98	**2**

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $11.3 million fund positions that are responsible for the maintenance and administration of the County's phone network, radio system, paging system, the Wide Area Network and the Countywide microwave system. Operating expenses of $21.6 million fund telephone, and radio systems, WAN, and other communications related costs.

Capital expenditures of $3.6 million fund the following:

- $600,000 for radio system upgrades and enhancements,
- $400,000 for Voice Over Internet Protocol (VOIP) hardware,
- $200,000 for Pinnacle software modules,
- $100,000 for microwave test equipment,
- $300,000 for additional disaster recovery site equipment, and
- $2.0 million for hardware replacement and upgrades

Sources of $28.6 million include the revenue from the many services the department provides. Two primary services are the telephone and radio systems, which support a multitude of internal and external customers. This revenue funds mission critical services to public safety in pursuit of the County's overall goals and objectives. In 2014-15, revenue will be used to fund infrastructure enhancements and upgrades to the telephone system, and maintenance and support of the existing radio system as well as software to administer these respective systems to ensure efficient operations.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $4.7 million due to the purchase of three years of SMARTnet wide area network maintenance and support for ISD and other County departments in 2013-14 and due to the transfer of the radio system coverage project to the Capital Improvement Program budget. Purchasing three years of SMARTnet services allowed the County to receive a significant discount from the vendor.

Sources are decreasing by $3.0 million primarily as a result of a reduction in the use of revenue attributable to prior years that was budgeted in 2013-14 to purchase three years of SMARTnet services wide area network maintenance and support for ISD and other County departments. Other decreases in sources include a reduction in radio service related revenues due to corrections in billable units for County departments. These decreases are offset by increases for telephone services and data and cabling revenues due to increases in service demand.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $11.3 million fund 98 budgeted regular positions. In 2014-15 the department added 4 positions as a result of workload requirements: 1 Communications Technician III, 1 Business Systems Analyst III, 1 IT Technical Assistant II, and 1 Office Assistant III. The Business Systems Analyst III will manage the new operational support systems for telephone and radio services and the Communication Technician III will function as a lead on large projects for County departments.

These additions are offset by 2 positions transferred out of the Telecommunication Services division to other ISD funds as the result of new assignments: 1 Office Assistant II and 1 Product Specialist.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Data and Cabling	15	0	15	13	1	1	15
Management Services	6	0	6	5	0	1	6
Transport Operations	8	0	8	7	1	0	8
Radio Access	18	0	18	16	0	2	18
Radio Subscriber Maintenance	4	0	4	4	0	0	4
Time and Materials	4	0	4	3	1	0	4
Telephone Operations	29	0	29	27	2	0	29
Wide Area Network	8	0	8	7	1	0	8
Warehouse Operations	6	0	6	6	0	0	6
Total	98	0	98	88	6	4	98

Data and Cabling

	Classification
1	Supv Communication Technician
3	Communication Technician III
2	Communication Technician II
4	Communication Technican I
5	Communication Installer
15	Total

Management Services

	Classification
1	Network Services Division Chief
2	Deputy Chief of Network Services
1	Staff Analyst II
1	IT Technical Assistant II
1	Business Systems Analyst III
6	Total

Transport Operations

	Classification
1	Network Services Supervisor
2	Network Analyst
1	Supv Communication Technician
2	Communication Technician III
2	Communication Technician II
8	Total

Radio Access

	Classification
2	Special Projects Leader
6	800 Megahertz Analyst
1	Network Analyst
1	Telecommunications Engineer II
1	Communication Technician III
1	Communication Technician II
1	Communication Technician I
1	Communication Installer
1	Supvg Comm Technician
1	IT Technical Assistant II
2	Office Assistant III
18	Total

Radio Subscriber Maintenance

	Classification
1	Network Services Supervisor
1	800 Megahertz Analyst
1	Communication Technician III
1	Communication Technician II
4	Total

Time and Materials

	Classification
3	Communication Technican I
1	Communication Installer
4	Total

Telephone Operations

	Classification
1	Network Services Supervisor
2	Special Projects Leader
3	Network Analyst
2	Supv Communication Technician
2	Telecommunications Engineer
4	Communication Technician III
2	Communicaiton Technician II
6	Telephone Service Specialist
1	System Support Analyst III
1	Supervising Office Assistant
4	Office Assitant II
1	Communication Technician I
29	Total

Wide Area Network

	Classification
1	Network Services Supervisor
6	System Support Analyst III
1	Business Systems Analyst II
8	Total

Warehouse Operations

	Classification
1	Equipment Parts Specialist I
2	Equipment Parts Specialist II
1	Equipment Parts Supervisor
2	Storekeeper
6	Total

Application Development

DESCRIPTION OF MAJOR SERVICES

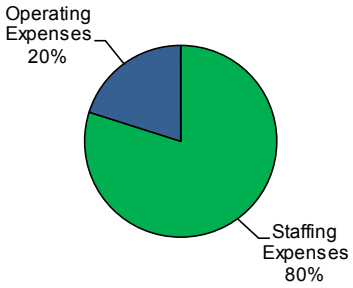
Budget at a Glance	
Requirements Less Reimbursements*	$13,962,204
Sources/Reimbursements	$13,962,204
Net Budget	$0
Estimated Unrestricted Net Assets	$0
Use of Unrestricted Net Assets	$0
Total Staff	87
*Includes Contingencies	

The Application Development division provides support for County departments as they develop, enhance and maintain business applications on a variety of hardware and software platforms. These applications include the County's enterprise accounting, payroll, budget, personnel, document imaging, public web sites, and many other business line systems. ISD consults with departments to identify cost effective ways of conducting business and often provides business process reviews, cost analysis, and overall recommendations in the acquisition and integration of new systems.

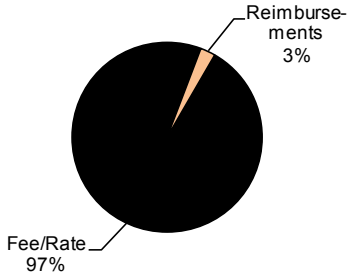
This budget unit (previously AAA ISD ADD) was traditionally funded by Net County Cost. In 2013-14 the Net County Cost allocation was replaced with revenue from charges for Application Development maintenance and support. This division is budgeted in a new internal service fund in 2014-15 as this group primarily provides services to County departments and recovers all costs via a billable hourly programming rate.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

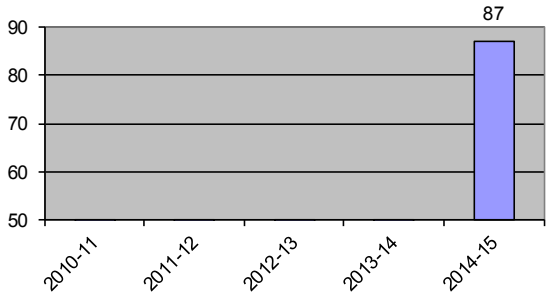


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Postitions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	0	0	0	86
Limited Term	0	0	0	1
Total	0	0	0	87
Staffing Expenses	$0	$0	$0	$11,157,918

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Application Development

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	11,157,918	**11,157,918**
Operating Expenses	0	0	0	0	0	2,804,286	**2,804,286**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	0	13,962,204	**13,962,204**
Reimbursements	0	0	0	0	0	(355,246)	**(355,246)**
Total Appropriation	0	0	0	0	0	13,606,958	**13,606,958**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	0	13,606,958	**13,606,958**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	13,606,958	**13,606,958**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	13,606,958	**13,606,958**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	13,606,958	**13,606,958**
Net Budget*	0	0	0	0	0	0	**0**
				Budgeted Staffing	0	87	**87**

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $11.2 million account for the majority of requirements in this budget unit. The staff supports business systems and applications. Computer software and hardware expenditures are essential for the provision of application development services. Internal overhead expenditures are necessary for the support of all administrative functions provided to these divisions.

Application Development revenue is received for maintenance and enhancement of computer applications and systems for County departments and external customers.

BUDGET CHANGES AND OPERATIONAL IMPACT

The Application Development division was previously part of ISD's general fund budget unit (AAA ISD ADD). In 2014-15, Application Development will be moved to an internal service fund (ISF) (IPD ISD ADD). Beginning in 2013-14, the Net County Cost that funded the application development services was allocated to the budgets of locally funded County departments who were then billed by ISD for application development services rendered. As a result, this division is being transitioned to an internal service fund. The department is requesting approval to loan the new internal service fund an amount not to exceed $2.3 million from the retained earnings of the ISD Telecommunication Services fund (IAM ISD) to cover operating expenses. This amount represents two months of operating expenses and is to be repaid in full including interest in three years, by June 30, 2017, through any budgetary savings or revenues realized that exceed budget.

Staffing expenses for the ISF are increasing by $11.2 million primarily as a result of the application development services being accounted for in this new fund as mentioned above and for salary step advancements and retirement increases for existing staff. These increases are offset by a decrease of $162,304 due to a reduction in MOU costs as well as indemnification costs. The 87 positions from the Application Development general fund (AAA ISD ADD) have been transferred to the new internal service fund (IPD ISD ADD).

Operating expenses are increasing by $2.8 million as a result of expenses moving to the new internal service fund. Of this increase, $64,980 is due to an increase in central services costs, mainly in computer operations costs, as well as an increase in travel for technical training. These increases are offset by reductions in services and supplies, as well as a decrease in transfers for internal overhead cost allocations.

Reimbursements reflect an increase of $355,246 as a result of the new fund. Of this increase, $116,990 is due to internal cost allocations for division overhead expenses. The reimbursement from Behavioral Health to fund 2 programmer positions remains unchanged.

Sources reflect an increase of $13.6 million as a result of the new fund. This includes an increase of $103,315 due to an increase in the hourly labor rate.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $11.2 million fund 87 budgeted positions of which 86 are regular positions and 1 is a limited term position for EMACS support. There are no new positions for 2014-15.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Application Development	86	1	87	77	10	0	87
Total	86	1	87	77	10	0	87

Application Development

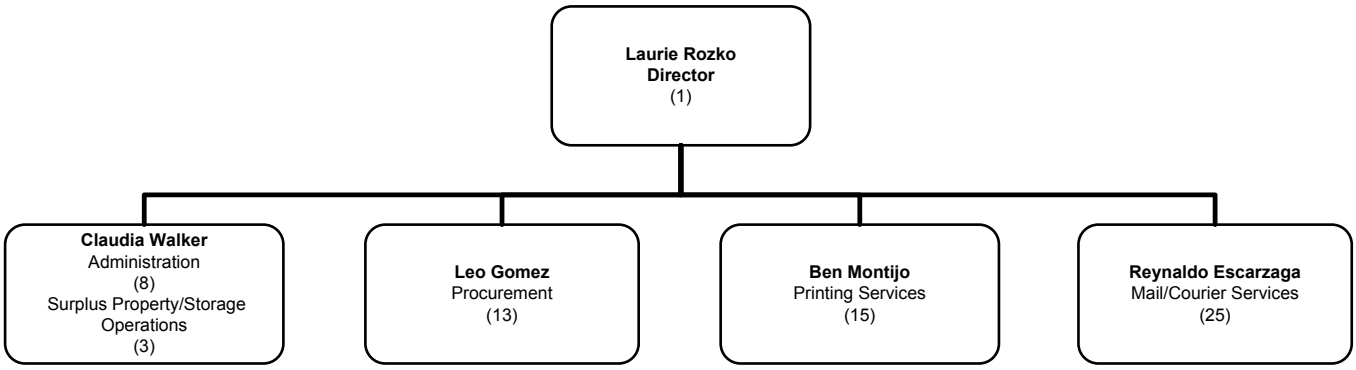
	Classification
4	Business Systems Analyst
1	Office Assistant II
1	Programmer II
19	Programmer III
49	Programmer Analyst III
1	Secretary I
7	Systems Development Team Leader
1	Systems Development Division Chief
3	IT Technical Assistant II
1	Contract Systems Development Team Leader
87	Total

PURCHASING DEPARTMENT
Laurie Rozko

DEPARTMENT MISSION STATEMENT

The Purchasing Department supports the local economy by ensuring a business friendly environment, while creating operational efficiencies and cost savings in the acquisition of goods and services. We offer exceptional customer service, employ innovative processes and technology, and apply industry best practices.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Reduced purchase order cycle time from requisition to issuance by more than 55% since inception of the electronic procurement (ePro) network.
- Completed the first annual internal controls assessment of ePro, focused on separation of duties for ordering, approving, receiving, and payment.
- Implemented a major upgrade to the electronic procurement system, improving system controls and security, business intelligence, and procurement functionality for bids and purchase orders.
- Received the 18th Annual Award for Excellence in Procurement from the National Procurement Institute, with improved scores in staff professional development.
- Identified new Countywide contracts for fire sprinkler repair and inspection, generators, and emergency kits, to aggregate volume and reduce cost.
- Hosted a successful vendor show with representation by more than 180 local, regional, and national firms, and attended by hundreds of County staff and representatives from other local public agencies.
- Achieved an 88% vendor satisfaction rate for customer service, training, and bidding practices, with more than 800 vendors surveyed.
- Developed a buyer support model that dedicates buyer time with large, complex departments – initially the Medical Center and Sheriff's Department.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

Objective(s):
- ***Review and revise fees, processes and decision-making to ensure a business friendly environment.***
- ***Utilize County programs and resources to support the local economy and maximize job creation.***

Department Strategy:
- *Maintain a high level vendor satisfaction with service and responsiveness, access to information, training opportunities, supplier events, and bidding opportunities.*
- *Host regular vendor shows to connect suppliers with County departments and other public agencies and special districts in the region.*
- *Participate in vendor activities that correlate to business success and economic development.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Average supplier satisfaction on 100% scale	87%	80%	88%	85%
Number of vendor scheduled vendor meetings and events	373	600	636	400

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

Objective(s):
- ***Implement information management best-practices that will unify technology platforms and move toward a standardized enterprise approach.***

Department Strategy:
- *Invest County resources in ways that create more ongoing revenue to reinvest in maintaining and improving services.*
- *Provide online travel portal to reduce travel and booking arrangement costs.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of departments with access to the portal	N/A	N/A	N/A	75%
Percentage of applicable annual county travel spend managed through online travel portal	N/A	N/A	N/A	20%

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy:
- *Create operational efficiencies and cost savings through countywide purchases and programs.*
- *Improve cycle time from the receipt of requisition to issuance of purchase order or contract.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of new bids that aggregate countywide demand to achieve better pricing	3	5	3	5
Average purchasing cycle time for Open market Purchase Orders up to $100,000.	N/A	N/A	12.2	12.5

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Purchasing	2,117,341	590,504	1,526,837			22
Total General Fund	2,117,341	590,504	1,526,837			22
Internal Service Funds						
Printing Services	4,610,503	3,265,988			(1,344,515)	15
Surplus Property and Storage Operations	598,004	555,876			(42,128)	3
Mail/Courier Services	7,397,775	6,971,188			(426,587)	25
Total Internal Service Funds	12,606,282	10,793,052			(1,813,230)	43
Total - All Funds	14,723,623	11,383,556	1,526,837	0	(1,813,230)	65

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Purchasing	1,301,517	1,308,823	2,091,145	2,254,214	2,117,341
Printing Services	4,220,738	3,837,528	3,804,878	3,925,471	4,610,503
Surplus Property and Storage Operations	403,885	363,796	373,942	372,081	598,004
Mail/Courier Services	6,321,743	6,646,394	6,921,187	6,951,787	7,397,775
Total	**12,247,883**	**12,156,541**	**13,191,152**	**13,503,553**	**14,723,623**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Purchasing	413,692	500,198	928,168	557,076	590,504
Printing Services	4,451,662	3,756,976	3,720,329	4,022,640	3,265,988
Surplus Property and Storage Operations	360,819	271,856	269,266	376,500	555,876
Mail/Courier Services	6,302,495	6,495,026	6,772,587	6,709,583	6,971,188
Total	**11,528,668**	**11,024,056**	**11,690,350**	**11,665,799**	**11,383,556**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Purchasing	887,825	808,625	1,162,977	1,697,138	1,526,837
Total	**887,825**	**808,625**	**1,162,977**	**1,697,138**	**1,526,837**

5-YEAR NET BUDGET TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Printing Services	230,924	(80,552)	(84,549)	97,169	(1,344,515)
Surplus Property and Storage Operations	(43,066)	(91,940)	(104,676)	4,419	(42,128)
Mail/Courier Services	(19,248)	(151,368)	(148,600)	(242,204)	(426,587)
Total	**168,610**	**(323,860)**	**(337,825)**	**(140,616)**	**(1,813,230)**

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

Purchasing

DESCRIPTION OF MAJOR SERVICES

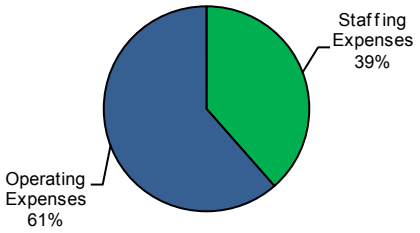
Budget at a Glance	
Requirements Less Reimbursements*	$5,419,480
Sources/Reimbursements	$3,892,643
Net County Cost	$1,526,837
Total Staff	22
Funded by Net County Cost	28%
*Includes Contingencies	

The Purchasing Department emphasizes customer service by supporting departments in the procurement of goods and services and also by managing vendor relationships. Buyers facilitate the procurement process for equipment, services, and supplies, administer contracts and the CAL-Card program, and promote cost-saving initiatives throughout the County. In addition, the department provides in-house printing, mail, surplus property disposition, and storage services which are accounted for in the department's three internal service funds.

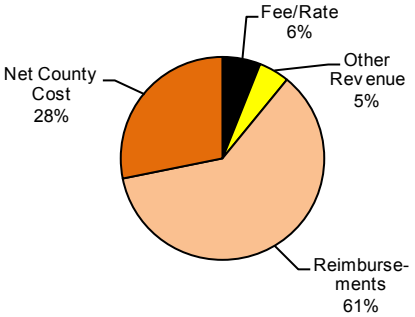
The Purchasing Department; values integrity, and strives to source quality products with reasonable prices and efficient delivery; offers progressive services and information management through the efficient use of technology and an enterprise procurement system; gives all willing vendors the opportunity to provide their products and services in a fair, open, and competitive environment; and treats each department, employee, and vendor with respect and understanding. By meeting these objectives, the department fulfills its purchasing obligations and the legal requirements of San Bernardino County.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

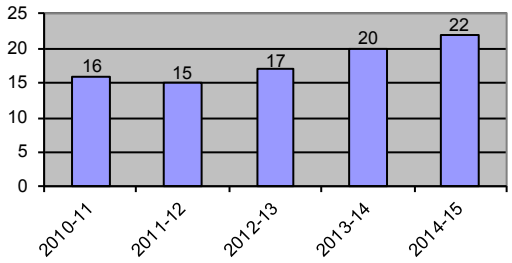


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	17	20	20	22
Limited Term	0	0	0	0
Total	17	20	20	22
Staffing Expenses	$1,538,611	$1,855,425	$1,904,037	$2,087,844

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: General Fund

BUDGET UNIT: AAA PUR
FUNCTION: General
ACTIVITY: Finance

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	1,497,695	1,415,613	1,536,384	1,770,986	1,904,037	2,087,844	**183,807**
Operating Expenses	2,635,556	2,768,865	3,342,386	2,998,479	3,162,524	3,331,636	**169,112**
Capital Expenditures	216,937	162,829	56,775	110,000	110,000	0	**(110,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	4,350,188	4,347,307	4,935,545	4,879,465	5,176,561	5,419,480	**242,919**
Reimbursements	(3,048,672)	(3,074,099)	(2,896,068)	(2,906,352)	(2,922,347)	(3,302,139)	**(379,792)**
Total Appropriation	1,301,516	1,273,208	2,039,477	1,973,113	2,254,214	2,117,341	**(136,873)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,301,516	1,273,208	2,039,477	1,973,113	2,254,214	2,117,341	**(136,873)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	255	0	0	0	0	0	**0**
Fee/Rate	293,606	305,248	339,995	358,301	292,492	327,504	**35,012**
Other Revenue	119,827	181,799	664,862	(68,635)	264,584	263,000	**(1,584)**
Total Revenue	413,688	487,047	1,004,857	289,666	557,076	590,504	**33,428**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	413,688	487,047	1,004,857	289,666	557,076	590,504	**33,428**
Net County Cost	887,828	786,161	1,034,620	1,683,447	1,697,138	1,526,837	**(170,301)**
				Budgeted Staffing	20	22	**2**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses make up the majority of the department's expenditures within this budget unit. These expenses include $2.7 million for County office supplies, which are reimbursed by user departments, and $362,224 in ongoing expenses for ePro.

Sources of $590,504 includes $327,504 from the service charge for administering the County office supply program and consolidated billing, as well as $263,000 from various rebate agreements associated with Countywide procurement programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $136,873 and include increases in staffing and operating expenses, reductions in capital expenditures, and increases in reimbursements associated with the office supply program. The increase in reimbursements totaling $379,792 includes reimbursement for increased Countywide office supply expenses, reimbursement for a dedicated Buyer II for Fleet Management, and reimbursements from internal service funds for administrative services and overhead. Sources are increasing by $33,428 related to increased Countywide office supply usage and a projected increase in the rebate earned from the CAL-Card program.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.1 million fund 22 budgeted regular positions. The budget includes the addition of the following 2 new positions:

- 1 Buyer II position to be assigned to and funded by Fleet Management to enhance service delivery related to Fleet procurement processes.
- 1 Supervising Office Assistant to supervise support staff within the department, as well as oversee the consolidated billing process.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Director	1	0	1	1	0	0	1
Administration	8	0	8	7	0	1	8
Procurement	13	0	13	12	0	1	13
Total	22	0	22	20	0	2	22

Director

	Classification
1	Director of Purchasing
1	Total

Administration

	Classification
1	Executive Secretary II
1	Administrative Supervisor I
1	Systems Procedures Analyst II
1	Staff Analyst II
1	Accounting Technician
1	Fiscal Assistant
1	Office Assistant
1	Supervising Office Assistant
8	Total

Procurement

	Classification
1	Supervising Buyer
3	Buyer III
7	Buyer II
1	Staff Analyst I
1	Office Specialist
13	Total

Printing Services

DESCRIPTION OF MAJOR SERVICES

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

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

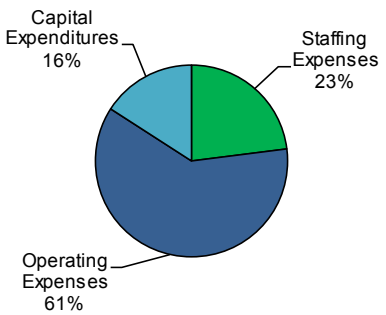
Budget at a Glance

Requirements Less Reimbursements*	$4,610,503
Sources/Reimbursements	$3,265,988
Net Budget	($1,344,515)
Estimated Unrestricted Net Assets	$2,537,170
Use of Unrestricted Net Assets	$1,344,515
Total Staff	15

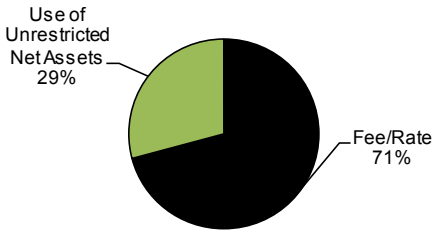
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

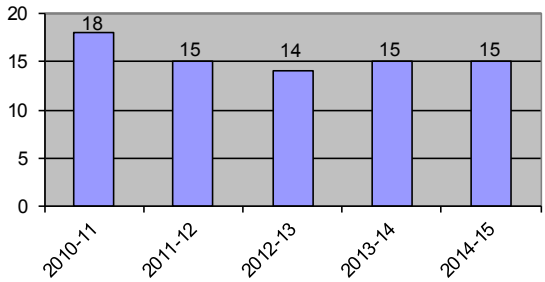


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Postitions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	14	15	15	15
Limited Term	0	0	0	0
Total	14	15	15	15
Staffing Expenses	$964,520	$1,070,525	$1,075,535	$1,060,187

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Printing Services

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	1,070,388	983,869	960,732	1,019,064	1,075,535	1,060,187	**(15,348)**
Operating Expenses	3,081,818	2,677,276	2,771,795	2,739,449	2,754,936	2,818,016	**63,080**
Capital Expenditures	67,632	19,997	52,501	94,994	95,000	732,300	**637,300**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	4,219,838	3,681,142	3,785,028	3,853,506	3,925,471	4,610,503	**685,032**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	4,219,838	3,681,142	3,785,028	3,853,506	3,925,471	4,610,503	**685,032**
Operating Transfers Out	0	27,000	0	0	0	0	**0**
Total Requirements	4,219,838	3,708,142	3,785,028	3,853,506	3,925,471	4,610,503	**685,032**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	4,451,608	4,187,887	4,232,557	4,295,771	3,966,640	3,261,768	**(704,872)**
Other Revenue	0	0	10,419	7,958	0	4,220	**4,220**
Total Revenue	4,451,608	4,187,887	4,242,976	4,303,729	3,966,640	3,265,988	**(700,652)**
Operating Transfers In	0	0	(628,347)	0	56,000	0	**(56,000)**
Total Sources	4,451,608	4,187,887	3,614,629	4,303,729	4,022,640	3,265,988	**(756,652)**
Net Budget*	231,770	479,745	(170,399)	450,223	97,169	(1,344,515)	**(1,441,684)**
				Budgeted Staffing	15	15	**0**

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $2.8 million fund the costs of materials, outside printing services, production copiers and equipment maintenance. Capital expenditures of $732,300 fund the purchase of capital assets including a printing press, a hand lift, and envelope feeder.

Expenses are charged to County departments and outside agencies through the rates that the department develops annually. After conducting a rate study, the department adjusted rates for each service that the department provides. These increases and decreases will result in a net decrease in revenue but will align revenues with expenses within each service cost center and also allow the department to continue to draw down excess retained earnings in order to comply with Federal OMB 2 CFR 225 working capital guidelines.

Sources of $3.3 million represents projected revenue from rates charged for black and white copies, color copies, graphic design services and outside printing services.

This fund is showing a negative net budget of $1.3 million primarily due to one-time capital expenditures which are funded by retained earnings.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $685,032 primarily due to an increase in capital expenditures of $637,300. Staffing expenses are decreasing slightly due to staff attrition, which has resulted in lower hourly staff costs. These costs are offset by increases in services and supplies, as well as transfers out for increased administrative support from the Purchasing General Fund budget unit.

Sources are decreasing by $756,652 as result of new rates that reduce revenue from black and white copies and graphic design to draw down excess retained earnings in order to comply with Federal OMB 2 CFR 225 working capital guidelines.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.1 million fund 15 budgeted regular positions. There are no staffing changes for the Printing Services Division. The current staffing levels are able to manage the workload with careful planning for staff absences.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Printing Services Manager	1	0	1	1	0	0	1
Graphic Arts	4	0	4	4	0	0	4
Quick Copy and Print Shop	10	0	10	10	0	0	10
Total	15	0	15	15	0	0	15

Printing Services Manager

	Classification
1	Printing Services Manager
1	Total

Graphic Arts

	Classification
3	Graphic Designer I
1	Graphic Designer II
4	Total

Quick Copy and Print Shop

	Classification
8	Reproduction Equipment Operator I
2	Reproduction Equipment Operator II
10	Total

Surplus Property and Storage Operations

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

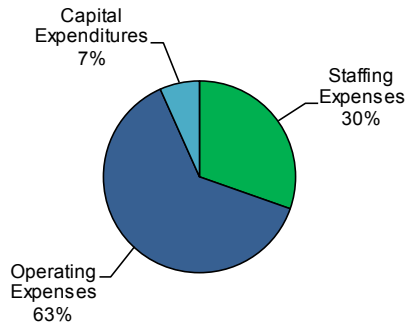
Requirements Less Reimbursements*	$598,004
Sources/Reimbursements	$555,876
Net Budget	($42,128)
Estimated Unrestricted Net Assets	$220,605
Use of Unrestricted Net Assets	$42,128
Total Staff	3

*Includes Contingencies

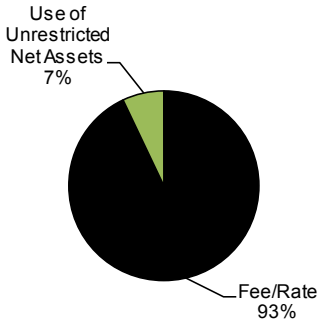
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through a 0.75% rate assessed on purchases of furniture and equipment frequently received at Surplus Property and by user rates for Storage Operations. Unrestricted net assets available at the end of a fiscal year are carried over for working capital or equipment replacement. Any excess or shortage is incorporated into the rate structure for the following fiscal year.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

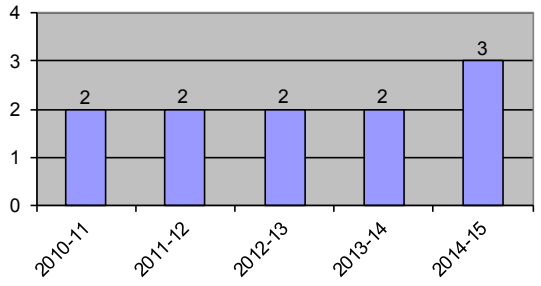


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Postitions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	2	2	2	3
Limited Term	0	0	0	0
Total	2	2	2	3
Staffing Expenses	$112,617	$126,348	$131,327	$181,760

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Surplus Property and Storage Operations

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	102,719	107,184	111,814	127,702	131,327	181,760	**50,433**
Operating Expenses	301,165	244,293	242,209	230,052	240,754	376,244	**135,490**
Capital Expenditures	0	0	0	0	0	40,000	**40,000**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	403,884	351,477	354,023	357,754	372,081	598,004	**225,923**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	403,884	351,477	354,023	357,754	372,081	598,004	**225,923**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	403,884	351,477	354,023	357,754	372,081	598,004	**225,923**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	360,903	332,147	352,031	483,032	375,000	555,630	**180,630**
Other Revenue	0	0	15,120	396	1,500	246	**(1,254)**
Total Revenue	360,903	332,147	367,151	483,429	376,500	555,876	**179,376**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	360,903	332,147	367,151	483,429	376,500	555,876	**179,376**
Net Budget*	(42,981)	(19,330)	13,128	125,675	4,419	(42,128)	**(46,547)**
				Budgeted Staffing	2	3	**1**

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $598,004 consists primarily of operating expenses which include COWCAP, insurance charges, facilities charges, professional services, and transfers out to fund administrative support provided by staff in the Purchasing Department's general fund budget unit.

Sources of $555,876 include auction revenue; revenue from the storage and surplus handling rates; proceeds from recycling with outside vendors and revenue from Human Services for the participation of Community Based Organizations in the Surplus Property Program.

This budget unit is showing a negative net budget of $42,128 which is primarily due to one-time capital expenditures which are funded by assets carried over from the prior year.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $225,923 which includes increases in staffing expenses due to the addition of a new Storekeeper position, increased operating expenses including funding for enhanced auction services, and increased capital expenditures to allow for the replacement of a forklift which has exceeded its useful life.

Sources are increasing by $179,376 due to an increase in the handling rate from 0.5% to 0.75%, which is assessed on purchase orders for commodities which are most frequently received at the Surplus Division for processing. This increase will allow the department to fund an additional position to address increased workload as well as enhance disposition activities at the surplus warehouse.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $181,760 fund 3 budgeted regular positions. This includes the addition of 1 Storekeeper position due to a 50% increase in the volume of surplus property since 2009-10 and the increased workload to

recycle and reuse a larger percentage of surplus items in adherence to the Green County San Bernardino initiative.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Surplus Property and Storage	3	0	3	2	0	1	3
Total	3	0	3	2	0	1	3

Surplus Property and Storage

	Classification
1	Stores Supervisor I
2	Storekeeper
3	Total

Mail/Courier Services

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

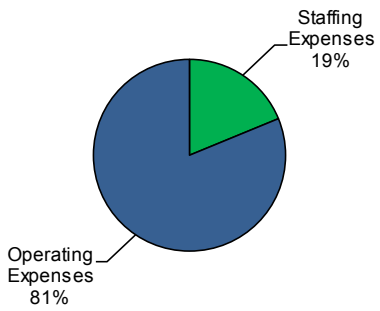
Requirements Less Reimbursements*	$7,397,775
Sources/Reimbursements	$6,971,188
Net Budget	($426,587)
Estimated Unrestricted Net Assets	$1,178,391
Use of Unrestricted Net Assets	$426,587
Total Staff	25

*Includes Contingencies

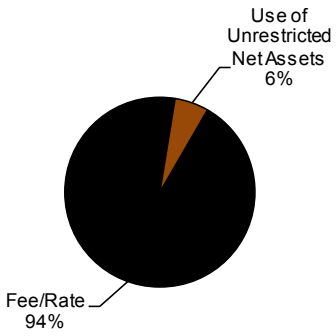
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted net assets available at the end of a fiscal year are carried over for working capital or equipment replacement.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

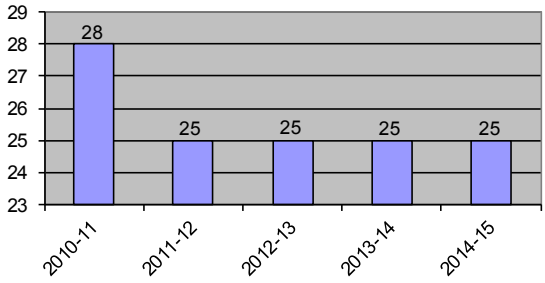


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Postitions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	25	25	25	25
Limited Term	0	0	0	0
Total	25	25	25	25
Staffing Expenses	$1,354,044	$1,375,611	$1,380,248	$1,388,986

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	1,317,875	1,223,699	1,233,422	1,249,648	1,380,248	1,388,986	**8,738**
Operating Expenses	4,951,421	5,132,730	5,286,485	5,069,392	5,571,539	6,008,789	**437,250**
Capital Expenditures	10,727	0	63,586	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	6,280,023	6,356,429	6,583,493	6,319,039	6,951,787	7,397,775	**445,988**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,280,023	6,356,429	6,583,493	6,319,039	6,951,787	7,397,775	**445,988**
Operating Transfers Out	40,000	0	0	0	0	0	**0**
Total Requirements	6,320,023	6,356,429	6,583,493	6,319,039	6,951,787	7,397,775	**445,988**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	176	0	0	**0**
Fee/Rate	6,279,024	6,323,760	6,340,040	6,194,706	6,705,583	6,971,188	**265,605**
Other Revenue	0	0	19,448	2,285	4,000	0	**(4,000)**
Total Revenue	6,279,024	6,323,760	6,359,488	6,197,166	6,709,583	6,971,188	**261,605**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	6,279,024	6,323,760	6,359,488	6,197,166	6,709,583	6,971,188	**261,605**
Net Budget*	(40,999)	(32,669)	(224,005)	(121,873)	(242,204)	(426,587)	**(184,383)**
				Budgeted Staffing	25	25	**0**

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses represent the majority of this budget unit's expenditures totaling approximately $6.0 million. This includes direct postage expense ($5.0 million), equipment leases and maintenance, postal software upgrades, application development for the web-based billing project not completed in the prior year, and other related services and supplies.

Sources of $7.0 million represent payments from departments for mail handling, mail delivery and direct postage costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Increases in requirements include increases in postage costs totaling $481,586 from the USPS, and is offset by slight decreases in professional services, resulting in a net increase of $445,988.

The Board of Supervisors approved increasing the rate charged to County departments for courier services in 2014-15 by 2.5% to comply with Federal OMB 2 CFR working capital guidelines and to cover increasing fuel costs. Sources are increasing by $261,605 due to the increasing postage costs from the USPS that are reimbursed by departments.

This budget unit is showing expenditures exceeding projected revenue by $426,587 in 2014-15. The department will closely monitor the expense and revenue within this budget unit during the year to ensure that working capital is managed at the appropriate level while also providing the necessary cash flow to deliver services. The department will continue to review various rate strategies within mail to ensure this budget unit is adequately funded and return to the Board to recommend a mid-year rate adjustment if necessary.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.4 million fund 25 budgeted regular positions. There are no staffing changes. The current staffing levels are able to manage the workload with careful planning for staff absences.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Mail Services Manager	1	0	1	1	0	0	1
Mail/Courier	20	0	20	20	0	0	20
Automated Mail	4	0	4	4	0	0	4
Total	25	0	25	25	0	0	25

Mail Services Manager

	Classification
1	Mail Services Manager
1	Total

Mail/Courier

	Classification
1	Mail Services Supervisor
2	Mail Processor III
17	Mail Processor II
20	Total

Automated Mail

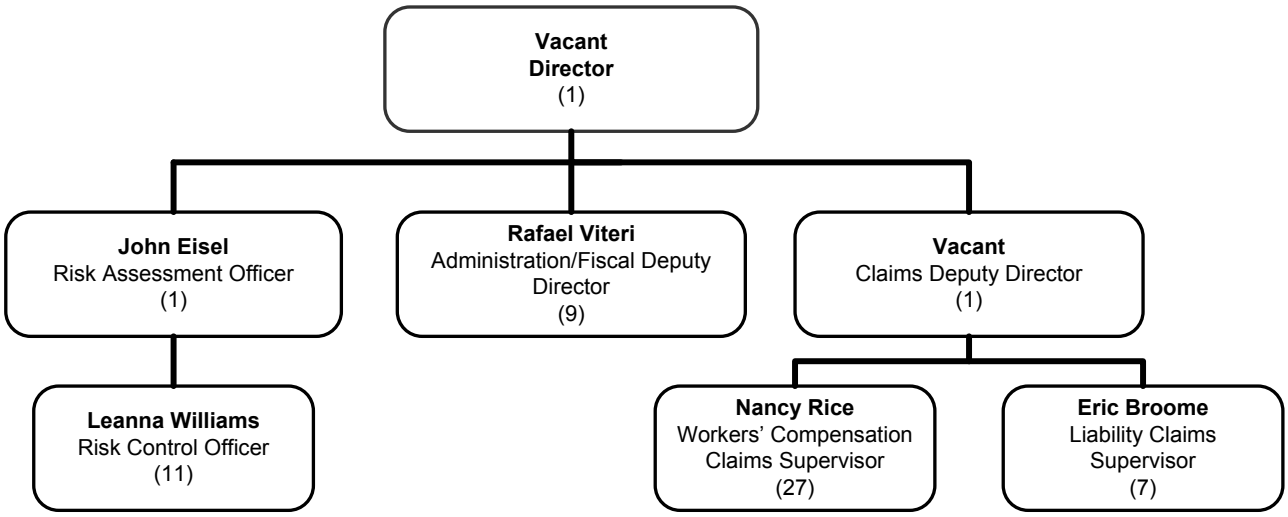
	Classification
1	Mail Services Supervisor
1	Mail Processor III
2	Mail Processor II
4	Total

RISK MANAGEMENT

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



2013-14 ACCOMPLISHMENTS

- In an effort to continue to look for best insurance options and hold down premium increases, Risk Management contacted CSAC-EIA (California State Association of Counties – Excess Insurance Authority) for possible membership consideration and was approved by the Executive Committee in January 2014. Risk Management successfully negotiated the renewal of the property coverage through CSAC-EIA for substantially broader coverage, lower sub-limits, fewer exclusions, and less coverage restrictions for a premium of approximately $4 million with net savings of $1.1 million over the current policy.
- Conducted a training seminar with Human Services, Department of Children and Family Services (CFS), on Civil Liability in Child Welfare Cases. The discussions at this seminar resulted in CFS, Risk Management, and County Counsel agreeing to review and modify contracts and hold harmless agreements between the County and Foster Family Agencies that do business with the County.
- Negotiated Medical Malpractice coverage for the policy period of October 2013 through July 2014 with BETA Risk Management Authority for an annual premium decrease for 2013-14 of approximately 9.24% or $134,444 over the 2012-13 premiums.
- Completed the State of California performance audit of the County Workers' Compensation Program, which resulted in no payment of administrative penalties.
- Provided experienced Workers' Comp claims adjusters to County departments to assist with department specific training at no cost to the departments.
- Provided the ability for departments to submit County-involved incidents electronically. It is a simple, user-friendly process. Over 50% of County departments will be trained by July 2014.

- Conducted quarterly meetings with ARMC to review their higher exposure claims. Worked closely with ARMC and implemented new procedures for the handling of medical malpractice claims. This has resulted in Risk Management handling medical malpractice claims more proactively than in the past.
- Utilized community resources to assist with the state-mandated Workers' Comp claims adjuster training necessary to maintain the high level of skill needed to provide prompt and professional service to injured County employees, while mitigating exposure to penalties, interest and unnecessary costs and expenses. This is a savings of approximately $400 per required annual training class per adjuster.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

Objective(s): ***• Live within our means, fully funding the maintenance of infrastructure and facilities, the provision of state-of-the-art basic operating systems, liabilities, and reserves; while forming capital to strategically invest in the future.***

Department Strategy: *• Minimize the total cost of risk, through the optimization of insurance vs. risk retention.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Cost of risk as a percent of County budget.	1.75%	<2%	1.83%	<2%

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: *• Provide formal training courses and informal consultation targeting safety, loss control, and risk transfer needs as identified by departments.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of people who are trained.	2,168	2,710	3,837	6,307

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: • *Ensure injured employees receive timely explanation of benefits by decreasing the time it takes to mail the acceptance letter or delay notice (initial correspondence).*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of days from date of receipt of claim form to mailing of initial correspondence.	N/A	N/A	N/A	14

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: • *Reduce the number of catastrophic/high exposure cases resulting in lawsuits by resolving these claims pre-litigation.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of catastrophic cases referred for pre-litigation handling.	N/A	N/A	N/A	5%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Internal Service Funds						
Operations	5,905,344	5,905,344			0	57
Insurance Funds	96,845,889	89,389,185			(7,456,704)	0
Total Internal Service Funds	102,751,233	95,294,529			(7,456,704)	57

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Operations	5,869,647	5,847,272	6,382,955	6,362,438	5,905,344
Insurance Programs	67,582,150	73,666,148	93,526,031	99,316,796	96,845,889
Total	**73,451,797**	**79,513,420**	**99,908,986**	**105,679,234**	**102,751,233**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Operations	6,351,588	5,794,537	6,357,955	6,362,438	5,905,344
Insurance Programs	62,912,172	67,269,962	68,436,912	70,988,422	89,389,185
Total	**69,263,760**	**73,064,499**	**74,794,867**	**77,350,860**	**95,294,529**

5-YEAR NET BUDGET TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Operations	481,941	(52,735)	(25,000)	0	0
Insurance Programs	(4,669,978)	(6,396,186)	(25,089,119)	(28,328,374)	(7,456,704)
Total	**(4,188,037)**	**(6,448,921)**	**(25,114,119)**	**(28,328,374)**	**(7,456,704)**

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

Operations

DESCRIPTION OF MAJOR SERVICES

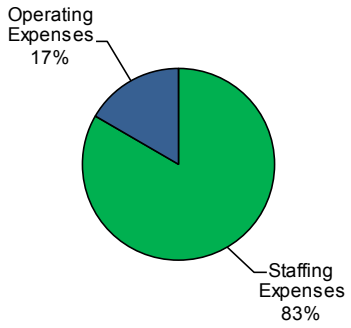
Budget at a Glance	
Requirements Less Reimbursements*	$6,554,426
Sources/Reimbursements	$6,554,426
Net Budget	$0
Estimated Unrestricted Net Assets	$204,964
Use of Unrestricted Net Assets	$0
Total Staff	57
*Includes Contingencies	

Risk Management administers the County's self-insured workers' compensation, public liability, property conservation, safety and risk reduction programs and its insured programs. All programs are paid from self-insurance funds and financed by charging general fund and non-general fund departments, as well as Board-Governed Special Districts and County Service Areas. Each is billed for its specific coverage for the cost to pay losses under the self-insured programs and the cost of insurance for the insured programs.

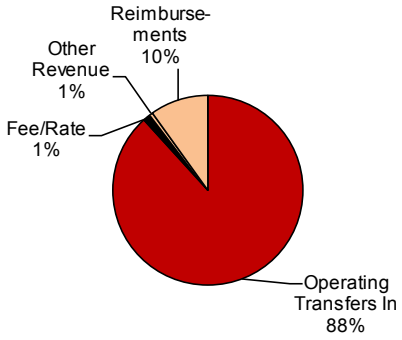
The Risk Management budget unit is an internal service fund (ISF). All operational costs are financed through Board-approved rates. As an ISF, any unrestricted net assets available at the end of a fiscal year are carried over to the next fiscal year to provide working capital, finance the replacement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

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

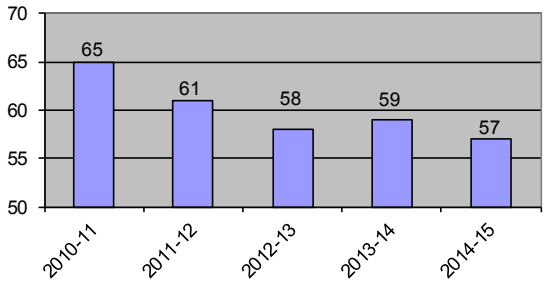


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Postitions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	58	58	59	57
Limited Term	0	0	0	0
Total	58	58	59	57
Staffing Expenses	$5,386,825	$5,529,416	$5,529,416	$5,464,773

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	5,243,193	5,118,796	5,078,130	5,228,966	5,529,416	5,464,773	**(64,643)**
Operating Expenses	1,160,681	1,323,224	1,547,328	1,347,222	1,461,645	1,089,653	**(371,992)**
Capital Expenditures	35,822	52,735	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	6,439,696	6,494,755	6,625,458	6,576,188	6,991,061	6,554,426	**(436,635)**
Reimbursements	(570,052)	(634,025)	(621,566)	(628,623)	(628,623)	(649,082)	**(20,459)**
Total Appropriation	5,869,644	5,860,730	6,003,892	5,947,565	6,362,438	5,905,344	**(457,094)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	5,869,644	5,860,730	6,003,892	5,947,565	6,362,438	5,905,344	**(457,094)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	125,214	106,155	106,961	93,387	110,000	90,000	**(20,000)**
Other Revenue	(12,133)	(197,608)	(477,354)	(626,690)	25,000	30,000	**5,000**
Total Revenue	113,081	(91,453)	(370,393)	(533,303)	135,000	120,000	**(15,000)**
Operating Transfers In	6,238,507	5,920,689	6,183,948	6,227,438	6,227,438	5,785,344	**(442,094)**
Total Sources	6,351,588	5,829,236	5,813,555	5,694,135	6,362,438	5,905,344	**(457,094)**
Net Budget*	481,944	(31,494)	(190,337)	(253,430)	0	0	**0**
				Budgeted Staffing	59	57	**(2)**

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $5.5 million comprise the majority of expenditures in this budget unit for 2014-15. These expenses fund 57 budgeted positions and are necessary to administer the County's insurance programs.

Sources of $5.9 million are primarily operating transfers in from the insurance funds to cover the cost of department staff and operating expenses.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $457,094 due to a decrease in COWCAP expense.

Sources are decreasing by the same amount, primarily due to lower operating transfers in from the insurance funds. This also includes lower projected administrative fee revenue from the Emergency Medical Services Program and an expected increase in interest revenue.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $5.5 million fund 57 budgeted regular positions. The department staffing will be reduced due to the transfer of 2 Application Specialists to ISD as part of the overall effort to consolidate information technology services.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	11	0	11	10	1	0	11
Liability Claims	7	0	7	7	0	0	7
Risk Control	12	0	12	11	1	0	12
Worker's Compensation Claims	27	0	27	27	0	0	27
Total	57	0	57	55	2	0	57

Administration

	Classification
1	Accountant II
1	Accounting Technician
2	Deputy Director of Risk Mgmt
1	Director of Risk Management
1	Executive Secretary II
2	Fiscal Assistant
1	Office Assistant II
1	Staff Analyst I
1	Staff Analyst II
11	Total

Liability Claims

	Classification
1	Liability Claims Representative I
1	Liability Claims Representative III
3	Liability Claims Representative
1	Office Assistant III
1	Supvg Liability Claims Rep
7	Total

Risk Control

	Classification
5	Dept. Risk Control Specialist
1	Office Assistant III
1	Risk Control Officer
1	Risk Assessment Officer
3	Risk Control Specialist
1	Staff Analyst II
12	Total

Worker's Compensation Claims

	Classification
7	Claims Assistant
1	Fiscal Assistant
1	Medical Only Claims Adjuster
2	Office Assistant II
1	Office Assistant III
1	Supv Workers Comp Adjuster
13	Workers Comp Adjuster II
1	Workers Comp Adjuster III
27	Total

Insurance Programs

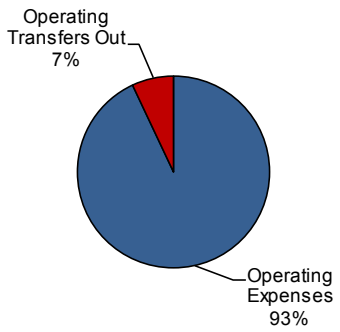
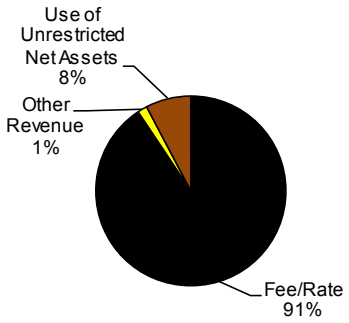
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$96,845,889
Sources/Reimbursements	$89,389,185
Net Budget	($7,456,704)
Estimated Unrestricted Net Assets	$10,747,053
Use of Unrestricted Net Assets	$7,456,704
Total Staff	0

*Includes Contingencies

Risk Management administers the County's self-insured workers' compensation, public liability, property conservation, safety and risk reduction programs and its insured programs. All programs are paid from self-insurance funds and financed by charging general fund and non-general fund departments, as well as Board-Governed Special Districts and County Service Areas. Each is billed for its specific coverage for the cost to pay losses under the self-insured programs and the cost of insurance for the insured programs.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Risk Management
FUND: Insurance Programs

BUDGET UNIT: VARIOUS
FUNCTION: General
ACTIVITY: Insurance Programs

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	60,568,396	67,173,901	62,512,745	68,403,173	92,088,831	90,060,545	**(2,028,286)**
Capital Expenditures	0	9,110	7,457	0	527	0	**(527)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	60,568,396	67,183,011	62,520,202	68,403,173	92,089,358	90,060,545	**(2,028,813)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	60,568,396	67,183,011	62,520,202	68,403,173	92,089,358	90,060,545	**(2,028,813)**
Operating Transfers Out	6,558,844	6,235,825	7,059,078	6,262,212	7,227,438	6,785,344	**(442,094)**
Total Requirements	67,127,240	73,418,836	69,579,280	74,665,385	99,316,796	96,845,889	**(2,470,907)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	58,486,072	67,268,843	68,078,017	84,186,876	63,796,500	87,805,500	**24,009,000**
Other Revenue	3,415,163	2,334,747	3,075,228	3,786,298	7,191,922	1,583,685	**(5,608,237)**
Total Revenue	61,901,235	69,603,590	71,153,245	87,973,174	70,988,422	89,389,185	**18,400,763**
Operating Transfers In	0	0	(60,720,621)	0	0	0	**0**
Total Sources	61,901,235	69,603,590	10,432,624	87,973,174	70,988,422	89,389,185	**18,400,763**
Net Budget*	(5,226,005)	(3,815,246)	(59,146,656)	13,307,789	(28,328,374)	(7,456,704)	**20,871,670**
				Budgeted Staffing	0	0	**0**

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $90.1 million include judgment and settlement costs, medical treatment and expenses, temporary disability and loss earnings, property insurance, and legal defense services.

Operating transfers out of $6.8 million include $5.8 million in funding to the Operations budget unit and $1.0 million in anticipated reimbursements to departments for claims costs.

Sources of $89.4 million include $87.8 million in insurance premiums collected from user departments.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $2.5 million as a result of lower operating expenses due to an anticipated decrease in settlements as well as decreased operating transfers out representing lower program administration expenses.

Sources are increasing by $18.4 million primarily due to additional premium allocations to the Workers' Compensation, General Liability, Law Enforcement Liability, and Auto Liability Programs that will help them reach the 80% confidence level of funding. It also includes a slight increase in anticipated interest revenue and insurance recoveries.

The use of $7.5 million in unrestricted net assets is to pay additional catastrophic claims expected to be resolved in 2014-15.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

LOCAL AGENCY FORMATION COMMISSION
Kathleen Rollings-McDonald

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Local Agency Formation Commission	288,274	0	288,274			0
Total General Fund	288,274	0	288,274			0
Total - All Funds	288,274	0	288,274	0	0	0

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Local Agency Formation Commission	344,637	311,213	301,000	288,274	288,274
Total	**344,637**	**311,213**	**301,000**	**288,274**	**288,274**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Local Agency Formation Commission	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Local Agency Formation Commission	344,637	311,213	301,000	288,274	288,274
Total	**344,637**	**311,213**	**301,000**	**288,274**	**288,274**

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

Requirements Less Reimbursements*	$288,274
Sources/Reimbursements	$0
Net County Cost	$288,274
Total Staff	0
Funded by Net County Cost	100%

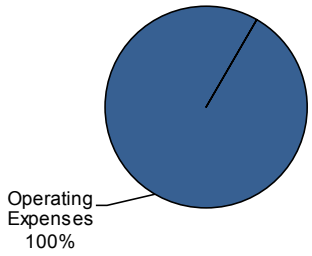
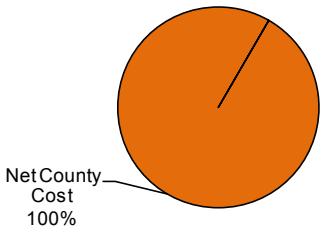
*Includes Contingencies

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:

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.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	344,637	311,213	301,000	288,274	288,274	288,274	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	344,637	311,213	301,000	288,274	288,274	288,274	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	344,637	311,213	301,000	288,274	288,274	288,274	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	344,637	311,213	301,000	288,274	288,274	288,274	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
Net County Cost	344,637	311,213	301,000	288,274	288,274	288,274	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenditures represent the County's mandated contribution of one-third of LAFCO's net operating costs, which include salaries and benefits, services and supplies, and travel related expenses offset by revenue from fees and other revenues.

BUDGET CHANGES AND OPERATIONAL IMPACT

The County's mandated contribution for 2014-15 is $288,274, which is the same contribution as the prior year.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

COUNTY SCHOOLS
Gary Thomas

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
County Schools	3,270,620	0	3,270,620			0
Total General Fund	3,270,620	0	3,270,620			0
Total - All Funds	3,270,620	0	3,270,620	0	0	0

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Schools	2,897,138	3,176,324	3,085,995	3,159,104	3,270,620
Total	**2,897,138**	**3,176,324**	**3,085,995**	**3,159,104**	**3,270,620**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Schools	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Schools	2,897,138	3,176,324	3,085,995	3,159,104	3,270,620
Total	**2,897,138**	**3,176,324**	**3,085,995**	**3,159,104**	**3,270,620**

County Schools

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$3,270,620
Sources/Reimbursements	$0
Net County Cost	$3,270,620
Total Staff	0
Funded by Net County Cost	100%

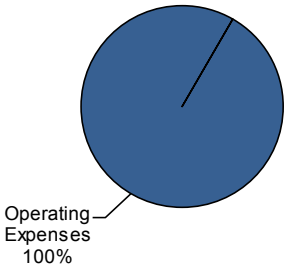
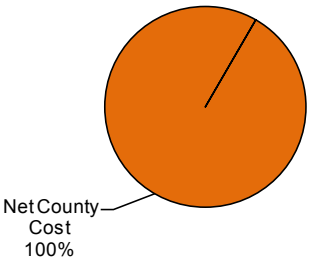
*Includes Contingencies

This budget unit represents the County's total legal and contractual obligations to contribute to the costs of the Superintendent of Schools and District Financial Services, known collectively as the San Bernardino County Superintendent of Schools. San Bernardino County Superintendent of Schools is one of the last three dependent County offices of education in the State.

The Superintendent of Schools is the elected chief school administrative office of the County and is mandated by State law to provide various services for 33 school districts and two regional occupational programs. The Superintendent of Schools also provides ancillary services to five community college districts within the County. Through State and other funding sources, the Superintendent provides services to more than 425,000 K-12 students and approximately 40,000 community college students in accordance with the Education Code. These services also include direct instruction to alternative education, special education, juvenile hall and preschool students.

District Financial Services was established to independently perform all audits and approval functions required of the Auditor-Controller/Treasurer/Tax Collector and the Superintendent of Schools. District Financial Services is jointly responsible to those elected officials. These services include warrant production; control, examination and audit of the payrolls; and other expenditures from the funds of the school districts and entities in the County.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: County Schools
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,897,138	3,086,460	2,814,938	3,090,950	3,159,104	3,270,620	**111,516**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,897,138	3,086,460	2,814,938	3,090,950	3,159,104	3,270,620	**111,516**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,897,138	3,086,460	2,814,938	3,090,950	3,159,104	3,270,620	**111,516**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,897,138	3,086,460	2,814,938	3,090,950	3,159,104	3,270,620	**111,516**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
Net County Cost	2,897,138	3,086,460	2,814,938	3,090,950	3,159,104	3,270,620	**111,516**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Major expenditures include payments to the Superintendent of Schools for housing costs of $520,183, data processing of $755,146, communications of $450,278, COWCAP charges of $189,385, utilities of $270,897 and a reimbursement for staffing of $927,776. These payments are mandated responsibilities of the County by Title I of the California Education Code.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $111,516 primarily due to anticipated increases in mandated payments based on contractual escalation provisions.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

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ARROWHEAD REGIONAL MEDICAL CENTER

SAN BERNARDINO COUNTY

ARROWHEAD REGIONAL MEDICAL CENTER
SUMMARY

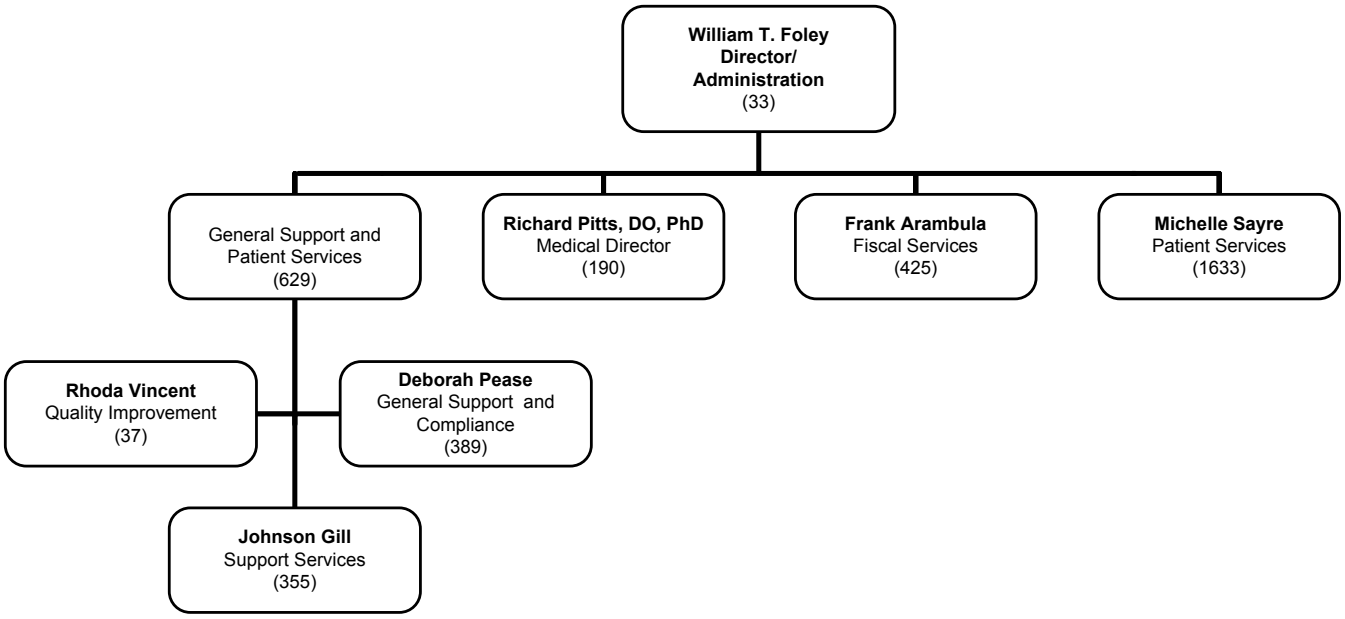
ENTERPRISE FUNDS	Page #	Requirements	Sources	Net Budget	Staffing
ARROWHEAD REGIONAL MEDICAL CENTER	228				
ARROWHEAD REGIONAL MEDICAL CENTER	232	450,920,892	442,423,843	(8,497,049)	3,691
MEDICAL CENTER LEASE PAYMENTS	240	42,049,251	42,049,251	0	0
TOTAL ENTERPRISE FUNDS		492,970,143	484,473,094	(8,497,049)	3,691

ARROWHEAD REGIONAL MEDICAL CENTER
William T. Foley

DEPARTMENT MISSION STATEMENT

The San Bernardino County Arrowhead Regional Medical Center is a safety net hospital with the primary mission of providing quality healthcare—a basic necessity of humankind—to the residents of San Bernardino County. We continuously strive to improve the health of the communities we serve and become the provider of choice for the healthcare delivery and education.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Transitioned 39,173 San Bernardino County residents from ArrowCare, Arrowhead Regional Medical Center's (ARMC) health plan for the uninsured, to the Medi-Cal program, exceeding the goal of transitioning 20,000 residents.
- Implemented 68 Delivery System Reform Incentive Program (DSRIP) milestones to improve population health management for ARMC patients, resulting in achieving 95% of the associated funding for Demonstration Year 8, a total of $39.6 million.
- Reduced the use of high-cost outside agency (nurse registry) staff by $1.0 million, a 20% reduction from the prior year.
- Received the "Get with the Guidelines" Stroke Program Silver Plus Quality Achievement Award from the American Heart Association In February 2014.
- Implemented Computerized Practitioner Order Entry in the Medical-Surgical Units (August 2013) and in the Behavioral Health Units (March 2014).
- Partnered with the Public Health and Behavioral Health departments in the development of the Community Vital Signs project. This project collected and compiled data from County respondents regarding various health indicators.

- Co-sponsored the 2013 Live Well, Age Well Summit, in November 2013. The Summit brought together leaders and stakeholders from various businesses and services to formulate the structure for sustainable health improvement in our communities.
- Hired 345 new employees into various positions for the delivery of care.
- Supported clinical training programs to provide skilled healthcare professionals for the County. A total of 178 physician residents participated in ARMC's Graduate Medical Education (GME) Residency Program. Fifty-four physician residents graduated in June 2013 and 54 incoming residents joined the GME program throughout the year. Nearly 2,000 nursing and allied health professional students were trained at ARMC.
- Implemented six LEAN projects designed to improve processes and outcomes for hospital acquired pressure ulcers, Emergency Department blood culture labeling, sepsis, stroke education, urine contamination rates, and medication administration.
- Completed regulatory accreditation surveys conducted by Healthcare Facilities Accreditation Program (HFAP), Centers for Medicare & Medicaid Services (CMS), College of American Pathologists (CAP), California Department of Public Health (CDPH), and received accreditation.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy:

- *Utilize specific methodologies as defined in ARMC's Quality Assessment and Performance Improvement Plan (such as LEAN Kaizens), focusing on key patient related processes to increase patient satisfaction and improve operational efficiencies and effectiveness.*
- *Improve patient satisfaction through the use of selected tools and techniques involving hospital employees and medical staff, including hourly rounding on patients, discharge phone calls, and specialty training.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of clinical or operational processes reviewed.	2	N/A	6	8
ARMC patient satisfaction percentile (overall rating)	69%	72%	69%	75%

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): ***• Maximize the utilization of Federal and State programs and funding to address the needs of County residents.***

Department Strategy:

- *Achieve Delivery System Reform Incentive Program (DSRIP) goals through clinical improvement of specific patient outcomes. DSRIP is a five year program with Federal funding proportionally tied to target attainment. DSRIP milestones change annually and become increasingly difficult and more complex.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of DSRIP milestones achieved.	97%	N/A	97.4%	90%

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

Objective(s): ***• Live within our means, fully funding the maintenance of infrastructure and facilities, the provision of state-of-the-art basic operating systems, liabilities, and reserves; while forming capital to strategically invest in the future.***

Department Strategy:

- *Reduce the use of high-cost outside agency (nurse registry) staff, while maintaining required staffing standards through a daily review process.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Nursing registry dollars spent.	$5.0M	N/A	$3.5M	$3.0M

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Enterprise Funds						
Arrowhead Regional Medical Center	450,920,892	442,423,843			(8,497,049)	3,691
Medical Center Lease Payment	42,049,251	42,049,251			0	0
Total Enterprise Funds	492,970,143	484,473,094			(8,497,049)	3,691
Total - All Funds	492,970,143	484,473,094	0	0	(8,497,049)	3,691

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Arrowhead Regional Medical Center	396,466,556	424,928,026	449,050,180	519,904,559	450,920,892
Medical Center Lease Payments	43,790,480	41,825,808	42,090,345	43,150,014	42,049,251
Total	**440,257,036**	**466,753,834**	**491,140,525**	**563,054,573**	**492,970,143**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Arrowhead Regional Medical Center	402,444,177	419,710,182	441,129,372	511,552,377	442,423,843
Medical Center Lease Payments	42,988,659	41,825,808	42,090,345	43,150,014	42,049,251
Total	**445,432,836**	**461,535,990**	**483,219,717**	**554,702,391**	**484,473,094**

5-YEAR NET BUDGET TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Arrowhead Regional Medical Center	5,977,621	(5,217,844)	(7,920,808)	(8,352,182)	(8,497,049)
Medical Center Lease Payments	(801,821)	0	0	0	0
Total	**5,175,800**	**(5,217,844)**	**(7,920,808)**	**(8,352,182)**	**(8,497,049)**

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

Arrowhead Regional Medical Center

DESCRIPTION OF MAJOR SERVICES

Arrowhead Regional Medical Center (ARMC) is a state-of-the-art acute care facility embracing advanced technology in all patient and support areas. ARMC offers the latest in patient care by providing a full range of inpatient and outpatient services, community health centers (three offsite and one onsite), Behavioral Health inpatient services, and numerous specialty services. Freeway access, shuttle service and close proximity to an Omnitrans bus hub make ARMC convenient to County residents.

Budget at a Glance

Requirements Less Reimbursements*	$450,920,892
Sources/Reimbursements	$442,423,843
Net Budget	($8,497,049)
Estimated Unrestricted Net Assets	$11,432,556
Use of Unrestricted Net Assets	$8,497,049
Total Staff	3,691

*Includes Contingencies

ARMC and Behavioral Health facilities are comprised of a total of 456 inpatient beds (90 in the Behavioral Health unit and 366 in ARMC), most of which are private. The Emergency Department is a Level II Trauma Center and consists of 15 observation rooms, 8 treatment rooms, 3 law enforcement holding rooms, 8 trauma rooms and a 9 bay Rapid Medical Emergent Treatment area to expedite treatment and improve throughput. The helicopter landing area can accommodate both standard Medi-Vac helicopters and military helicopters. The outpatient care center consists of 109 examination rooms and 8 procedure rooms.

The campus houses six buildings which also serve to outline the definitive services/medical center functions: Acute Hospital, Behavioral Health Center, Outpatient Care Center, Diagnostic and Treatment Centers, Central Plant, and the Medical Office Building.

Inpatient Care: Inpatient services provide curative, preventative, restorative and supportive care for general and specialty units, within the General Acute Care and Behavioral Health Hospital. Care is coordinated among multiple care providers responsible for patient care twenty-four hours a day. Nursing functions as a primary interface with patients, families and others, and is often the interpreter for the hospital experience and treatment plan. A primary focus is Education, and ARMC offers Residency Programs for the training of physicians in Family Medicine, Emergency Medicine, Surgery, Neurosurgery, Women's Health, and Internal Medicine.

Outpatient Services: Outpatient Care is an integral part of our multifaceted healthcare delivery system offering a wide range of emergency, primary, preventive, chronic, follow-up and specialty care in an ambulatory care setting. Visits have exceeded 250,000 annually, exclusive of the Emergency Room volume. Mobile services have been expanded to one Mobile Clinic and two Breathmobile® units for a total of three mobile units. This allows clinical services to be delivered in outlying areas.

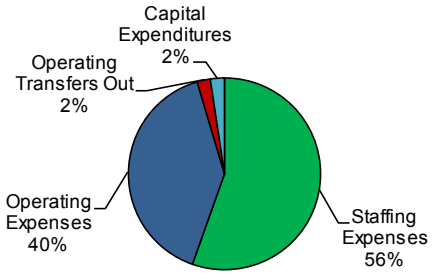
ARMC has worked diligently with the California Association of Public Hospitals to maximize funding for Medi-Cal and uninsured patients under Disproportionate Share and Safety Net Care Pool sources. These sources are provided primarily through the California section 1115 Waiver. The Waiver, implemented in November 2010, has been the funding source for substantial transformation and expansion of the Medi-Cal program at ARMC.

Under the Waiver, ARMC recently completed the two year requirement for the operation of the Low Income Health Plan (LIHP), which began January 1, 2012, and ended December 31, 2013. The County of San Bernardino created a collaborative of community stakeholders and County departments, including Behavioral Health, Human Services, and Public Health, that implemented the County's LIHP, ArrowCare.

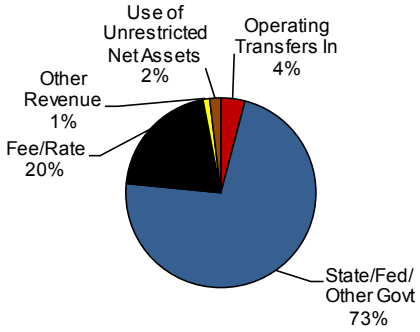
An additional funding source provided under the waiver, the Delivery System Reform Incentive Plan (DSRIP), has been an innovative approach to transforming existing delivery systems. The DSRIP has provided Infrastructure Development, Innovation Redesign, Population-Focused Improvement and Urgent Improvement in Quality and Safety. DSRIP funding is strictly tied to results and meeting transformation milestones. ARMC's DSRIP implemented 68 milestones to improve health management for ARMC patients, resulting in achieving 95% of the associated funding for Demonstration Year 8.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

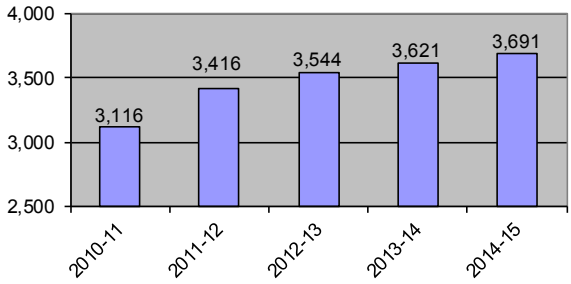


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Postitions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	2,659	2,664	2,659	2,710
Limited Term	885	944	962	981
Total	3,544	3,608	3,621	3,691
Staffing Expenses	$234,823,505	$244,234,021	$249,592,447	$249,854,047

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	201,506,225	213,355,057	231,529,363	247,431,909	249,592,447	249,854,047	**261,600**
Operating Expenses	168,352,555	192,521,910	189,924,979	212,957,284	214,312,122	180,362,076	**(33,950,046)**
Capital Expenditures	2,627,788	10,585,537	5,363,315	5,320,736	6,918,566	10,692,236	**3,773,670**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	372,486,568	416,462,504	426,817,657	465,709,929	470,823,135	440,908,359	**(29,914,776)**
Reimbursements	(12,500)	(139,322)	(179,912)	0	0	0	**0**
Total Appropriation	372,474,068	416,323,182	426,637,745	465,709,929	470,823,135	440,908,359	**(29,914,776)**
Operating Transfers Out	9,808,735	8,230,697	9,618,819	10,821,308	49,081,424	10,012,533	**(39,068,891)**
Total Requirements	382,282,803	424,553,879	436,256,564	476,531,237	519,904,559	450,920,892	**(68,983,667)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	297,112,802	291,865,158	317,139,276	290,522,623	348,171,588	326,772,943	**(21,398,645)**
Fee/Rate	89,696,625	97,178,302	91,177,192	130,957,219	88,464,564	92,065,054	**3,600,490**
Other Revenue	14,660,124	2,151,835	30,112,490	265,723	6,171,757	5,130,054	**(1,041,703)**
Total Revenue	401,469,551	391,195,295	438,428,958	421,745,565	442,807,909	423,968,051	**(18,839,858)**
Operating Transfers In	974,630	38,312,185	23,561	33,739,228	68,744,468	18,455,792	**(50,288,676)**
Total Sources	402,444,181	429,507,480	438,452,519	455,484,793	511,552,377	442,423,843	**(69,128,534)**
Net Budget*	20,161,378	4,953,601	2,195,955	(21,046,444)	(8,352,182)	(8,497,049)	**(144,867)**
				Budgeted Staffing	3,621	3,691	**70**

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

NOTE: The 2013-14 Actual Net Budget of ($21,046,044) reflects the use of unrestricted net assets due to a $3.3 million one-time SBPEA incentive payment made to members within the department and a reduction of $22.3 million in Realignment funding for regular operations (reflected as Operating Transfers In). The Realignment funds available to fund hospital operations are being retained in the Health Realignment fund for future needs due to the uncertainty of health care reform.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $249.9 million fund 3,691 budgeted positions. Operating expenses of $180.4 million are comprised primarily of medical supplies, physician fees, purchased medical services, external provider care services, insurance, utilities, and rent expense. Capital expenditures of $10.7 million fund needed clinical and non-clinical equipment purchases.

Operating transfers out of $10.0 million primarily represents costs budgeted for debt service in the amount of $8.0 million. The remaining $2.0 million represents costs for construction projects, which are being managed by the Architecture and Engineering department.

Total revenue of $424.0 million includes $326.8 million in state and federal funding primarily from Medicare and Medi-Cal; $92.1 million in current services from private pay patients and insurance; and $5.1 million in other revenue from cafeteria sales, interest, miscellaneous grants, and services provided to other County departments and hospitals through the residency program.

Operating transfers in of $18.5 million represents the portion of Health Realignment allocated to ARMC. The expansion of Medi-Cal that took place in January 2014 has decreased the amount of uninsured patients thus impacting the amount of Realignment the County receives for healthcare costs incurred on uninsured patients.

BUDGET CHANGES AND OPERATIONAL IMPACT

During 2013-14, ARMC responded to the biggest payer change in its history due to the Affordable Care Act (ACA), effective January 1, 2014. Due to the uncertainty of the impact of the ACA, requirements and sources are budgeted conservatively in the 2014-15 budget.

Requirements are decreasing by $69.0 million. This is primarily due to a decrease of $34.0 million in operating expenses, due to less than anticipated patient volumes as a result of the Affordable Care Act and the conclusion of the Low Income Health Program (LIHP) and its associated costs. Capital expenditures are increasing by $3.8 million due to equipment replacement needs. Operating transfers out are decreasing by $39.1 million due to a one-time repayment in 2013-14 of an overpayment of 2011-12 and 2012-13 Disproportionate Share (DSH) revenues and the completion of various capital projects.

Sources are decreasing by $69.1 million primarily due to a decrease in state, federal, and other revenues of $22.4 million as a result of the Affordable Care Act and the loss of a portion of LIHP patients to other providers. This is offset by a $3.6 million increase in fee for service revenues. Realignment revenues (received as operating transfers in) are decreasing by $50.3 million as a result of one-time funding in 2013-14 to repay the state for a 2011-12 and 2012-13 DSH revenue overpayment, as well as a reduction in anticipated revenues as a result of AB 85 legislation. This legislation requires a redirection of a portion of realignment revenues to offset state costs for CalWORKS since counties will receive more federal funding for health services through Medi-Cal expansion.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $249.9 million fund 3,691 budgeted positions of which 2,710 are regular positions and 981 are limited term positions. The 2014-15 budget includes a net increase of 70 positions (addition of 111, deletion of 41). This includes a net increase of 52 regular positions and 18 limited term positions to address existing operational needs related to regulatory requirements, quality improvement, and to maintain staffing ratios based on volume. Twenty one Registered Nurse IIs and 14 Registered Nurse II-Per Diems have been added to reduce overtime and nurse registry usage. Fifteen limited term Custodians were added to ensure proper coverage to address cleanliness in the hospital.

A total of 111 positions are added to the budget (65 regular, 46 limited term) as follows:

Additions

Accounting Technician (1 regular)
Administrative Supervisor I (1 regular)
Assistant Manager-Laboratory (1 regular)
Assistant Manager-Medical Imaging (1 regular)
Assistant Manager-Nutrition Services (1 regular)
Clinic Assistant (8 regular)
Clinic Operations Supervisor (3 regular)
Clinical Therapist I (2 regular)
Contract Social Svc Practitioner (1 limited term)
Custodian (15 limited term)
Health Education Specialist II (2 regular)
Health Info Mgmt Assistant I (3 limited term)
Hospital Unit Assistant (1 regular, 2 limited term)
Lead Physical Therapist (1 regular)
Lead Speech Therapist (1 regular)
Licensed Vocational Nurse II (4 regular)
LVN II-Per Diem (3 limited term)
Mental Health RN II (7 regular)
Nursing Attendant (3 regular)
Office Assistant II (1 regular, 1 limited term)
Office Assistant III (1 regular, 2 limited term)
Psychiatric Tech I (3 regular, 5 limited term)
Registered Nurse II (21 regular)
Registered Nurse II-Per Diem (14 limited term)
Social Service Practitioner (1 regular)
Staff Analyst II (1 regular)

A total of 41 vacant positions have been deleted (13 regular, 28 limited term) based an operational assessment of staffing requirements.

Deletions:

Clinic Assistant (1 regular, 1 limited term)
Cont. Home Health Social Worker (2 limited term)
Cont. Home Health Reg. Therapist (1 limited term)
Contract Social Service Practitioner (1 limited term)
Contract Ancillary Receivables Mgr (1 limited term)
Contract Arrowcare Medical Dir (1 limited term)
Contract Respiratory Care Pract (2 limited term)
Education Services Supervisor (1 regular)
Float Pool RN-Per Diem (1 limited term)
Health Info Management Assistant I (1 regular)
Hospital Unit Assistant (2 regular)
Laboratory Technologist II (1 regular*)
Licensed Vocational Nurse II (1 regular)
LVN II-Per Diem (2 limited term)

Office Assistant II (1 regular, 1 limited term)
Office Specialist (1 limited term)
Public Service Employee (7 limited term)
Registered Nurse II (3 regular)
Registered Nurse II-Per Diem (6 limited term)
Security Technician I (1 regular)
Student Nurse (1 limited term)
Ultrasound Technologist II (1 regular*)

** These are technical corrections as position count was overstated in the 2013-14 budget due to job share.*

Reclassifications are included in the budget to better align position classifications with assigned work duties. The majority of reclassifications are related to the Family Health Care Clinics moving toward the Population Health Management model, which focuses on the most acutely ill ambulatory patients to improve their care. Registered Nurse II-Clinic positions and Clinic Assistants are being reclassified to RN Care Managers and Care Assistants, respectively, to follow the Population Health Management model.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	33	0	33	30	3	0	33
General Support and Patient Services	471	158	629	499	74	56	629
Medical Director	11	179	190	190	0	0	190
Fiscal Services	390	35	425	371	45	9	425
Patient Services	1,136	497	1,633	1,328	279	26	1,633
Quality Improvement	32	5	37	35	2	0	37
Support Services	318	37	355	312	28	15	355
General Support and Compliance	319	70	389	338	46	5	389
Total	2,710	981	3,691	3,103	477	111	3,691

Administration

	Classification
1	Administrative Analyst III
1	ARMC Chief Operating Officer
1	ARMC Medical Director
1	Director Arrowhead Reg Med Ctr
1	Executive Assistant
1	Executive Secretary II
1	Executive Secretary III -Class
7	Fiscal Specialist
1	General Services Aide
4	Office Assistant II
1	Office Assistant III
1	Office Specialist
1	Personnel Technician
7	Secretary I
1	Secretary II
1	Staff Analyst I
1	Staff Analyst II
1	Supervising Fiscal Specialist
33	Total

Patient Services

	Classification
8	ARMC House Supervisor-Per Diem
16	Assistant Nurse Manager
2	AsstHospAdmin-NursingSvcs
4	Burn Care Technician
3	Certified Trauma Registrar
1	Chief Nursing Officer
12	Clinic Assistant
1	Clinical Nurse Specialist
4	Cont Surgical Tech
1	Education Services Supervisor
30	Emergency Room Technician
2	Fiscal Assistant
5	Float Pool Regstrd Nurse-PDiem
1	Health Education Specialist II
1	Hospital Employee Health Nurse
1	Hospital Services Worker
81	Hospital Unit Assistant
3	House Supervisor
3	Lic Vocational Nurse-Per Diem
74	Licensed Vocational Nurse II
1	Multimedia Coordinator
10	Nurse Educator
13	Nurse Manager
3	Nurse Supervisor
132	Nursing Attendant
4	Nursing Program Coordinator
4	Office Assistant II
4	Office Assistant III
353	Registered Nurse II - Per Diem
678	Registered Nurse II-ARMC
1	RegisteredCardioPulmonaryNurse
1	Respiratory Care Practitioner2
4	Secretary I
1	Secretary II
31	Sterile Processing Technician
4	SterileProcessingTechnician1
2	SterileProcessingTechnician2
1	Stores Specialist
90	Student Nurse
1	Supvg Sterile ProcessingTech
14	Surgical Technician
23	Telemetry Technician
4	Ultrasound Technologist II
1	Utilization Review Technician
1633	Total

Support Services

	Classification
2	Air Conditioning Mechanic
2	Ambulatory Clinic Manager
1	ARMC Bldg Maint and Secty Mgr
1	ARMC Facilities Project Coord
1	ARMC Safety Technician
1	Assistant Manager-Environ Svs
1	Assistant Manager-Facilities
1	Assoc Hosp Adm Professional Sv
1	Asst Hosp Admin-Ambulatory Svc
5	Bio-Medical Electronic Tech I
1	Bio-Medical Electronic Tech II
5	Building Plant Operator
3	Cont ARMC Security Technician
154	Custodian I
3	Custodian II
3	Electrician
7	General Maintenance Mechanic
4	General Maintenance Worker
2	General Services Aide
5	Hospital Plant Operator
1	Hospital Services Worker
6	Linen Room Attendant
1	Maintenance Supervisor
1	Medical Center Hskpg/Linen Man
33	Office Assistant II
2	Office Assistant III
3	Painter I
3	Plumber
1	Registered Nurse II - Clinic
4	Secretary I
1	Secretary II
71	Security Technician I
10	Security Technician II
1	Staff Analyst II
1	Stores Specialist
1	Supervising Office Specialist
4	Supervising Security Technician
1	Supvg Bio Med Elect Tech
7	Supvg Custodian
355	Total

Medical Director

	Classification
1	Administrative Supervisor I
1	Cont Resident PGY III
13	Cont Resident PGY IV
3	Cont Resident PGY V
143	Cont Resident PGY VI
19	Cont Resident PGY VII
6	Education Specialist
1	Office Assistant II
1	Secretary I
1	Staff Analyst I
1	Statistical Analyst
190	Total

General Support and Patient Services

	Classification
1	ARMC Patient Navigator
1	AsstHospAdm-BehavioralHealth
1	Ast Dir of Respiratory Care Sv
51	Care Assistant
51	Clinic Assistant
3	Clinic Operations Supervisor
3	Clinic Supervisor-ARMC
11	Clinical Therapist I
1	Clinical Therapist II
1	Clinical Therapist Pre-License
1	Cont Occupational Therapist II
35	Cont Resp Care Prac II
1	Director of Respiratory Care Svs
13	RN Care Manager
1	General Services Worker II
3	Health Education Specialist II
1	Health Services Assistant I
1	Hospital Risk Coordinator
1	Hospital Services Worker
29	Hospital Unit Assistant
2	House Supervisor
18	Lic Vocational Nurse-Per Diem
58	Licensed Vocational Nurse II
1	Licensed Vocational Nurse III
1	Mental Health Clinic Supervisor
54	Mental Health Nurse II
4	Mental Health Nurse Mgr-ARMC
2	Neurodiagnostic Technolgst II
1	Neurodiagnostic Technologist
1	Nurse Educator
48	Nursing Attendant
2	Occupational Therapist II
3	Occupational Therapy Assistant
18	Office Assistant II
10	Office Assistant III
1	Office Specialist
1	Oral Surgery Technician
4	Orthopedic Technician
1	Patient Navigation Prgm Coord.
49	Psychiatric Technician I
1	Pulmonary Function Specialist
16	Registered Nurse II - Clinic
71	Registered Nurse II - Per Diem
1	Registered Nurse II-ARMC
27	Respiratory Care Practitioner2
6	Respiratory Therapist
1	RespiratoryCarePractitioner2
2	RespiratoryCarePractitioner3
3	Secretary I
1	SterileProcessingTechnician1
1	Supervising Office Assistant
8	Supvg Respiratory Care Practit
2	Util Rvw/Perform Imp Nurse
629	Total

Fiscal Services

	Classification
5	Accountant III
5	Accounting Technician
2	Administrative Supervisor I
2	Administrative Supervisor II
8	Applications Specialist
1	ARMC Chief Financial Officer
1	ARMC Medical Srvcs Prgrm Coord
1	ARMC Social Services Manager
1	Ast Hosp Administrator Fiscal
10	Automated Systems Analyst I
1	Automated Systems Analyst II
9	Automated Systems Technician
2	Business Applications Manager
1	Business Systems Analyst I
4	Business Systems Analyst II
3	Business Systems Analyst III
1	Case Management Coordinator
2	Case Management Supervisor
1	Chargemaster Analyst
1	Chief Medical Informtn Officer
9	Collections Officer
1	Cont Interim Medical Rec Sup
6	Cont Medi-Cal Specialist
5	Cont Social Srv Practitioner
1	Cont. Asst. Hosp. Admin-Fiscal
1	Cont. Asst. Hosp. Adm-Pnt Fisc
1	ContManagerPreMediCalQualDept
1	ContSpvsrPreMediCalQualDept
2	Departmental IS Administrator
26	Fiscal Assistant
6	Fiscal Specialist
1	General Services Aide
53	Health Info Mgmt Assistant I
7	Health Info Mgmt Assistant II
2	Health Info Mgmt Assistant III
1	Licensed Vocational Nurse II
1	Material Manager
12	Medical Records Coder I
7	Medical Records Coder II
1	Medical Records Manager
2	Medical Records Supervisor
28	Office Assistant II
79	Office Assistant III
5	Office Assistant IV
18	Office Specialist
2	Patient Accounts Supervisor
1	Programmer Analyst I
1	Programmer Analyst II
3	Public Service Employee
21	Registered Nurse Case Manager
1	Registered Nurse II - Per Diem
4	Registered Nurse II-ARMC
11	RN Case Manager-Per Diem
3	Secretary I
10	Social Service Practitioner
1	Staff Analyst I
6	Staff Analyst II
4	Storekeeper
1	Stores Specialist
3	Supervising Office Assistant
2	Supervising Office Specialist
1	Supvg Auto Systems Analyst I
3	Supvg Health Info Mgmt Assist
1	Supvg Utilization Review Techn
1	Systems Support Analyst II
8	Utilization Review Technician
425	Total

	Classification
1	Assoc Hosp Adm Professional Se
1	AsstHospAdmin-NursingSvcs
1	Ast Hosp Administrator Fiscal
1	Biostatistician
1	Cont Mktg&Bus Dev Coord -ARMC
1	Librarian II
1	Library Assistant I
1	Lic Vocational Nurse-Per Diem
4	Licensed Vocational Nurse II
1	Media Specialist
2	Medical Staff Coordinator
1	Nurse Epidemiologist
2	Office Assistant II
3	Office Specialist
1	Photographer
1	Quality Improvemnt Coordinator
2	Registered Nurse II - Per Diem
2	Registered Nurse II-ARMC
1	Secretary II
1	Spvg Medical Staff Coordinator
1	Staff Analyst II
2	Tumor Registrar
5	Util Rvw/Perform Imp Nurse
37	Total

	Classification
1	Administrative Supervisor I
1	ARMC Ethics & Compliance Coord
1	ARMC Executive Chef
1	ARMC Laboratory Manager
1	Assistant Manager-Laboratory
1	Assistant Manager-Medical Imaging
1	Assistant Manager-Nutrition Svs
1	Assoc Hosp Adm Professional Se
1	Autopsy Assistant
4	Clinic Assistant
1	Compliance Specialist
1	Cont First Five Public Ed Cord
4	Cont Occupational Therapist II
12	Cont Physical Therapist II
19	Cont Radiological Tech
4	Cont Rehab Therapist - Speech
6	Cont Spec Procedures Rad Tech
3	Cont Ultrasound Tech
6	Cook I
10	Cook II
3	Cook III
3	Cytotechnogist
4	Dietary Services Supervisor
3	Dietetic Technician
10	Dietitian
1	First Five Contract Dentist
1	First Five Project Director
2	Fiscal Assistant
31	Food Service Worker I
13	Food Service Worker II
3	General Services Aide
2	Histology Technician
1	Hospital Customer Advocate
19	Laboratory Assistant
31	Laboratory Technologist II
7	Laboratory Technologist III
3	Laboratory Technologist Intern
1	Lead Occupational Therapist
1	Lead Physical Therapist
1	Lead Speech Therapist
2	Nuclear Medicine Technologist
5	Occupational Therapist II
2	Occupational Therapy Assistant
34	Office Assistant II

	Classification
3	Office Assistant III
2	Office Assistant IV
3	Office Specialist
27	Phlebotomist
3	Physical Therapist Assistant
11	Physical Therapist II
1	Privacy & Compliance Specialst
1	Radiographic Clinical Instruct
15	Radiologic Technologist II
3	Radiologic Technologist III
1	Radiologic Technologist School
1	Radiology Manager
1	Radiology Supervisor
1	Registered Nurse II - Per Diem
5	Registered Nurse II-ARMC
4	Rehabilitation Services Aide
1	Rehabilitation Services Manag
4	Secretary I
1	Secretary II
13	Special Proc Rad Technolog 2
3	Special Proc Rad Technolog 3
2	Speech Therapist
1	Staff Analyst I
1	Staff Analyst II
1	Stores Specialist
1	Supervising Office Assistant
1	Supervising Phlebotomist
1	Supv Rehabilitation Therapist
1	Supvg Dietitian
6	Supvg Laboratory Technologist
5	Ultrasound Technologist II
1	Ultrasound Technologist III
1	Util Rvw/Perform Imp Nurse
1	Volunteer Services Coordinator
389	Total

Medical Center Lease Payments

DESCRIPTION OF MAJOR SERVICES

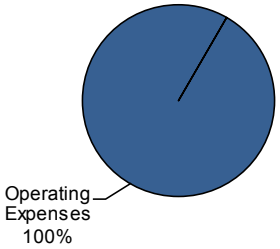
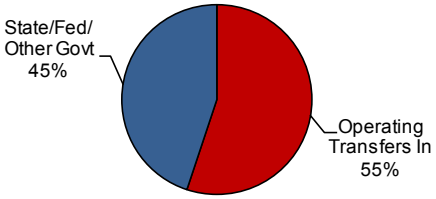
Budget at a Glance

Requirements Less Reimbursements*	$42,049,251
Sources/Reimbursements	$42,049,251
Net Budget	$0
Estimated Unrestricted Net Assets	$0
Use of Unrestricted Net Assets	$0
Total Staff	0

*Includes Contingencies

This budget unit funds the cost of long-term lease payments to the Inland Empire Public Facilities Corporation for the Arrowhead Regional Medical Center (ARMC) facility. Funding sources include state revenues from the Construction Renovation/Reimbursement Program (SB 1732). This program provides supplemental reimbursement for construction, renovation, or replacement of medical facilities or fixed equipment. Other funding sources are operating transfers from ARMC consisting of Medicare and fee for service revenues, and operating transfers from the general fund backed by Health Realignment revenues and tobacco settlement proceeds.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	42,988,658	41,526,830	41,657,396	42,279,632	43,150,014	42,049,251	**(1,100,763)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	42,988,658	41,526,830	41,657,396	42,279,632	43,150,014	42,049,251	**(1,100,763)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	42,988,658	41,526,830	41,657,396	42,279,632	43,150,014	42,049,251	**(1,100,763)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	42,988,658	41,526,830	41,657,396	42,279,632	43,150,014	42,049,251	**(1,100,763)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	19,500,334	18,820,181	18,901,369	21,247,254	19,063,823	18,877,576	**(186,247)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	769,768	2,887	0	0	**0**
Total Revenue	19,500,334	18,820,181	19,671,137	21,250,141	19,063,823	18,877,576	**(186,247)**
Operating Transfers In	23,488,324	22,706,649	21,986,259	21,029,491	24,086,191	23,171,675	**(914,516)**
Total Sources	42,988,658	41,526,830	41,657,396	42,279,632	43,150,014	42,049,251	**(1,100,763)**
Net Budget*	0	0	0	0	0	0	**0**
				Budgeted Staffing	0	0	**0**

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

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

State, federal, or government aid revenue of $18.9 million is from the state's Construction Renovation/Reimbursement Program (SB 1732). The amount reimbursed by the state depends on the allowable portion of the lease payments multiplied by a rate that is calculated by the state every year. The rate fluctuates based on actual Medi-Cal inpatient days paid to ARMC.

Operating transfers in of $23.2 million are funded by $10.7 million of Tobacco Master Settlement Agreement monies, $4.5 million of Health Realignment funds, and $8.0 million in revenues anticipated to be generated by ARMC.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $1.1 million primarily due to reduced costs associated with a payment of rebate to the federal government in 2013-14 which will not recur in 2014-15, resulting in a reduction of sources needed to meet requirements.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

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ECONOMIC DEVELOPMENT AGENCY

SAN BERNARDINO COUNTY

ECONOMIC DEVELOPMENT AGENCY
SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
ECONOMIC DEVELOPMENT AGENCY	244				
ECONOMIC DEVELOPMENT SUMMARY	246				
ECONOMIC DEVELOPMENT	249	3,468,279	155,000	3,313,279	10
TOTAL GENERAL FUND		3,468,279	155,000	3,313,279	10

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Fund Balance	Staffing
ECONOMIC DEVELOPMENT					
COMMUNITY DEVELOPMENT AND HOUSING	252	40,683,461	17,670,090	23,013,371	24
WORKFORCE DEVELOPMENT	258	21,822,476	22,058,961	(236,485)	105
TOTAL SPECIAL REVENUE		62,505,937	39,729,051	22,776,886	129

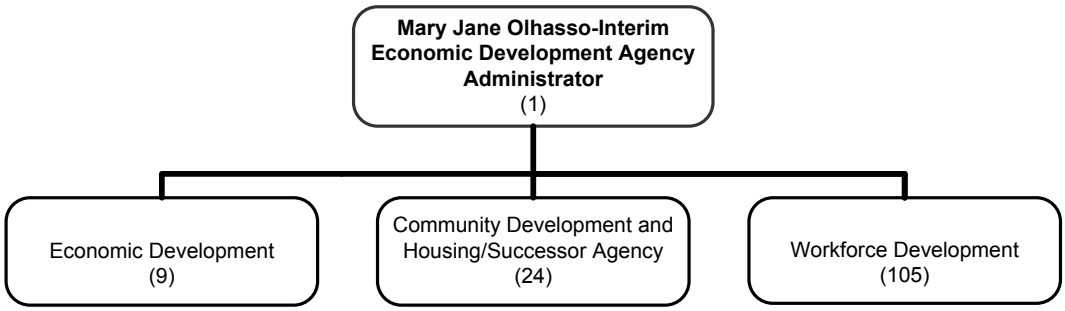
CAPITAL PROJECTS FUNDS	Page #	Requirements	Sources	Fund Balance	Staffing
ECONOMIC DEVELOPMENT					
COMMUNITY DEVELOPMENT AND HOUSING	255	10,159,633	19,000	10,140,633	0
TOTAL SPECIAL REVENUE		10,159,633	19,000	10,140,633	0

ECONOMIC DEVELOPMENT AGENCY
Mary Jane Olhasso

AGENCY MISSION STATEMENT

Economic Development Agency creates, maintains, and grows the economic value of San Bernardino County.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- The State designated San Bernardino and Riverside counties as an Innovation Hub. Inland SoCal Link iHub is a joint venture between the two counties and the Port of Los Angeles. The iHub goal is to maximize economic development opportunities within the transportation corridor that links the Port with the Inland Southern California region by establishing an advanced manufacturing infrastructure to maximize the state's exports. Marketing materials are being developed for business attraction and investment.
- Supported the San Bernardino County Superintendent of Schools' Alliance for Education's efforts to expand relevant education programs in schools in support of the cradle-to-career goal of the Countywide Vision.
- Executed a Disposition and Development Loan Agreement with The Related Companies for Phase 1 of the Bloomington Affordable Housing Development to commit over $16 million, resulting in 106 affordable units, a new Bloomington Branch Library and much needed sewer and water improvements.
- Leveraged $5.3 million of federal housing funds with $35.0 million of other affordable housing resources to finance the development or acquisition/rehabilitation of 266 senior and family housing units in the cities of Loma Linda, Rialto and Highland.
- Redevelopment Dissolution/County Successor Agency – The agency initiated an appeal on the lawsuit to retain $9.0 million of County General Fund for the Cedar Glen Community to complete the needed water system improvements.
- Secured sponsors for State of the County event and more than 1,100 business and community leaders attended.

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Economic Development	3,468,279	155,000	3,313,279			10
Total General Fund	3,468,279	155,000	3,313,279			10
Special Revenue Funds						
Community Development and Housing	40,683,461	17,670,090		23,013,371		24
Workforce Development	21,822,476	22,058,961		(236,485)		105
Total Special Revenue Funds	62,505,937	39,729,051		22,776,886		129
Capital Projects Funds						
Capital Projects Funds	10,159,633	19,000		10,140,633		0
Total Internal Service Funds	10,159,633	19,000		10,140,633		0
Other Agencies						
Economic and Community Development Corp*	93	0		93		0
County Industrial Development Authority*	56,533	120		56,413		0
Total Other Agencies	56,626	120		56,506		0
Total - All Funds	76,190,475	39,903,171	3,313,279	32,974,025		139

*NOTE: Budgets for the Economic and Community Development Corp and the County Industrial Development Authority are found in the Other Agencies section of this budget book.

The Agency provides overall administrative support and policy implementation to three departments, as well as the Successor Agency to the County of San Bernardino Redevelopment Agency. This includes the facilitation of communication between the County Administrative Office, as well as the Board of Supervisors. In addition, the Agency oversees the information technology function, public relations and marketing support.

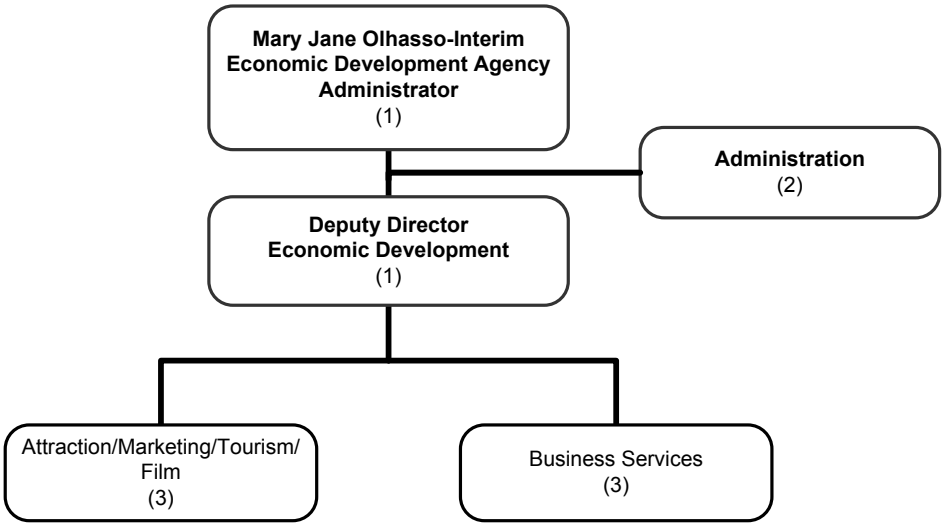
Through the combination of four entities with common goals and objectives, the Agency provides leadership and direction to all 24 cities and private economic development organizations within the County.

ECONOMIC DEVELOPMENT
Mary Jane Olhasso

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



2013-14 ACCOMPLISHMENTS

- Generated more than $9.6 million in local sales and use tax over the last 3 fiscal years. There are currently more than 30 renewable energy or sales tax related projects in the pipeline.
- Partnered with a tourism consultant on a domestic tourism strategy for the mountain and desert areas, and included input from community stakeholders (Marketing Zone Advisory Committee representatives). For the first two quarters, 24 technical tours were completed and 1 familiarization tour was completed, hosting travel writers and tour operators.
- Facilitated the renewal of existing leases successfully and provided services to assist in expanding or relocating 361 businesses resulting in an estimated 5,520 jobs. Of these businesses, the Economic Development Agency (EDA) directly supported or provided other value-added services to 18 companies, resulting in 1,371 jobs.
- Provided Countywide economic development assistance to 75 new businesses located in San Bernardino County, which resulted in an estimated 2,589 jobs. Of these businesses, the department directly supported or provided other value-added services to 19 companies, generating an estimated 756 direct new jobs.
- Engaged local organizations for feedback on issues related to South Coast Air Quality Management District's overall economic impact on the region.
- Worked with other regions, cities, and businesses to preserve Enterprise Zones.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

Objective(s):

- ***Focus EDA efforts on competing globally for investment, retraining and finding employment for those who have lost jobs or are under-employed, developing a more highly-educated and trained workforce, and creating an effective approach to tourism.***
- ***Continue business retention and expansion programs while implementing office and industrial attraction strategies emphasizing provision of high-paying jobs.***
- ***Utilize County programs and resources to support the local economy and maximize job creation.***

Department Strategy:

- *The Department invests in marketing services to generate private investment and foster job creation as well as develop strong regional and national business relationships.*
- *The Department's attraction efforts increase awareness of Countywide programs and opportunities in order to meet the needs of clients.*
- *The Department supports the brokerage community and County entities by providing research, demographic and site information and coordinating site tours.*
- *The Department engages in a strategic tourism marketing program that incorporates branding and advertising to increase awareness of the County as a tourism destination.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of jobs resulting from County Economic Development attraction and expansion efforts.	N/A	N/A	N/A	1,500
Number of business contacts reached through County Economic Development efforts.	N/A	N/A	N/A	900
Number of assists, such as research, demographic and site information and site tours, by County Economic Development staff.	N/A	N/A	N/A	1,500
Percentage change in target market awareness of County tourism and destinations:				
Mountain Region	N/A	N/A	N/A	3%
Desert Region	N/A	N/A	N/A	5%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Economic Development	3,468,279	155,000	3,313,279			10
Total General Fund	3,468,279	155,000	3,313,279			10

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Economic Development	3,065,030	2,774,965	3,113,901	3,145,740	3,468,279
Total	**3,065,030**	**2,774,965**	**3,113,901**	**3,145,740**	**3,468,279**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Economic Development	201,441	149,787	200,000	155,000	155,000
Total	**201,441**	**149,787**	**200,000**	**155,000**	**155,000**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Economic Development	2,863,589	2,625,178	2,913,901	2,990,740	3,313,279
Total	**2,863,589**	**2,625,178**	**2,913,901**	**2,990,740**	**3,313,279**

Economic Development

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$3,869,255
Sources/Reimbursements	$555,976
Net County Cost	$3,313,279
Total Staff	10
Funded by Net County Cost	86%
*Includes Contingencies	

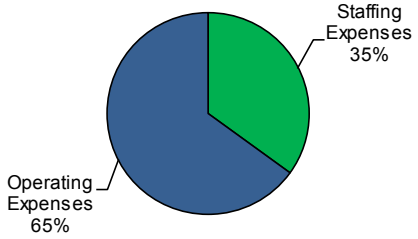
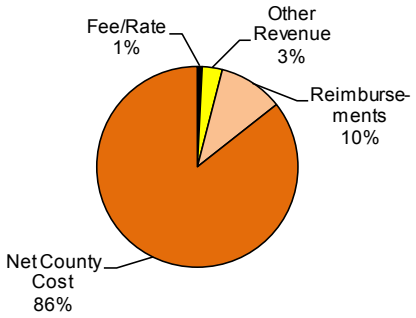
Economic Development's major goals are to foster job creation, increase private investment and enhance County revenues through the implementation of a Countywide economic development strategy. The strategy focuses on maximizing the standard of living of the County's residents, providing economic opportunities for the County's businesses, fostering a competitive environment and positioning the County as a highly competitive region for business opportunities. The strategy will emphasize industry sectors with high-growth potential and offering skilled high paying jobs.

The department spearheads initiatives having local, national and international impact by forming internal and external strategic partnerships with key public and private sector organizations including, but not limited to, the State of California, San Bernardino County cities, the County of Riverside, as well as non-profit development corporations, developers, brokers, site selectors, corporate real estate executives and tenant representatives. Outreach to private sector stakeholders is conducted via a comprehensive media/marketing campaign.

The department also creates and develops necessary support structures to foster a positive, creative and expanding business climate by offering a wide array of economic development programs and services including the following:

- Site Selection Assistance
- Market Analysis and Demographics
- Permitting Assistance
- Incentive Programs
- Small Business Assistance and Technical Support
- Technical assistance and marketing support to County cities and economic development stakeholders.

2014-15 ADOPTED BUDGET

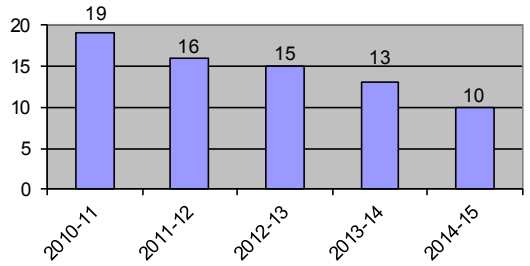
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	13	13	13	10
Limited Term	2	0	0	0
Total	15	13	13	10
Staffing Expenses	$1,650,731	$1,721,891	$1,737,797	$1,354,111

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development
FUND: General

BUDGET UNIT: AAA EDF
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	1,931,327	1,566,706	1,597,262	1,582,904	1,737,797	1,354,111	**(383,686)**
Operating Expenses	2,187,151	2,035,867	1,709,465	1,822,709	2,118,692	2,515,144	**396,452**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	4,118,478	3,602,573	3,306,727	3,405,613	3,856,489	3,869,255	**12,766**
Reimbursements	(1,100,675)	(904,657)	(917,374)	(873,311)	(710,749)	(400,976)	**309,773**
Total Appropriation	3,017,803	2,697,916	2,389,353	2,532,302	3,145,740	3,468,279	**322,539**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,017,803	2,697,916	2,389,353	2,532,302	3,145,740	3,468,279	**322,539**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	31,176	33,788	37,663	35,686	30,000	30,000	**0**
Other Revenue	158,865	116,000	165,307	150,000	125,000	125,000	**0**
Total Revenue	190,041	149,788	202,970	185,687	155,000	155,000	**0**
Operating Transfers In	11,400	0	0	0	0	0	**0**
Total Sources	201,441	149,788	202,970	185,687	155,000	155,000	**0**
Net County Cost	2,816,362	2,548,128	2,186,383	2,346,615	2,990,740	3,313,279	**322,539**
				Budgeted Staffing	13	10	**(3)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $2.5 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 $400,976 represent the cost allocation to other EDA departments of Economic Development staff.

Sources of $155,000 represent registration fees and sponsorships for the State of the County event planned for the spring of 2015.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements of $3.5 million are increasing by $322,539 as a result of a one-time allocation of Net County Cost for the development of an enhanced tourism program that targets both international and domestic markets.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.4 million fund 10 budgeted regular positions. In order to consolidate the Agency's Finance and Administrative unit, 1 Staff Analyst II position and 1 Automated Systems Analyst I position were transferred to Community Development and Housing. Additionally, reorganization within the Agency resulted in the deletion of 1 filled Assistant Administrator position. At the direction of Human Resources, as part of their review of the re-organization, 1 Executive Secretary III position was reclassified to an Executive Secretary II.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Economic Development Agency	3	0	3	3	0	0	3
Economic Development	7	0	7	7	0	0	7
Total	10	0	10	10	0	0	10

Economic Development Agency

	Classification
1	Administrator
1	Executive Secretary II
1	Payroll Specialist
3	Total

Economic Development

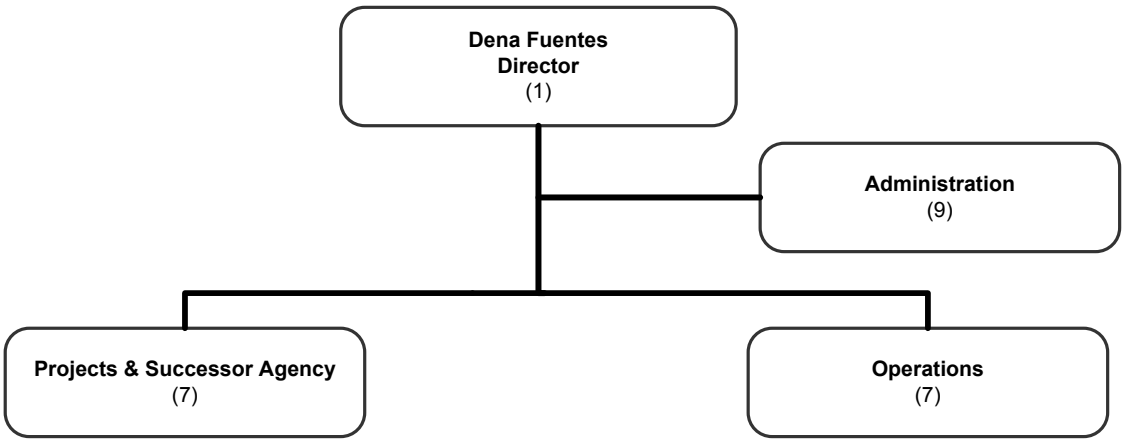
	Classification
1	Deputy Director
1	Economic Development Manager
3	Economic Dev. Coordinator III
1	ECD Technician
1	Staff Analyst II
7	Total

COMMUNITY DEVELOPMENT AND HOUSING
Dena Fuentes

DEPARTMENT MISSION STATEMENT

Community Development and Housing Department achieves economic and community revitalization through stakeholder collaboration and leveraging of federal, state and local resources.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Utilized Federal Community Development Block Grant (CDBG) program funds, in coordination with 12 cooperating cities, to accomplish the following: total of 12 public facilities constructed or improved; allocated funding to 20 infrastructure improvement projects; completed 7,710 code enforcement inspections; demolished 5 substandard properties; Graffiti Abatement programs restored 9,284 properties.
- Provided Fair Housing and Tenant Landlord counseling to 440 individuals and utilized the Emergency Shelter Grant (ESG) funds to assist 196 households. ESG program goals were modified to work in concert with the Department of Behavioral Health Shelter+Care program to assist families in finding long-term housing.
- Over 7,400 residents received social services from twenty two service providers.
- Completed site assembly of an additional 5 acres for a future Affordable Housing site in the unincorporated community of Bloomington.
- Executed agreements to invest $950,000 of HOME Investment Partnership Act Grant (HOME) funds to rehabilitate Mountain Breeze Villas Apartments in the City of Highland and create 160 affordable housing units.
- Met expenditure requirements for the Neighborhood Stabilization Programs by investing $1.9 million in Bloomington Affordable Housing Development and $2.7 million in Fontana Sienna affordable development, which will result in 166 affordable units.
- Coordinated and reviewed all financial actions of the 26 Oversight Boards for the County regarding the Redevelopment Dissolution Act.
- Received California Department of Financing approval allowing the transfers of $23.0 million of unobligated tax allocation bonds to the County for future projects in Cedar Glen and San Sevaine communities.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***Maximize the utilization of Federal and State programs and funding to address the needs of County residents.***

Department Strategy: • *Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low- and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative of residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Audit exceptions per Federal audit conducted.	N/A	N/A	0	0
Meet Federal requirement that the unspent CDBG grant allocation is not more than 150% of current year allocation on April 30th.	N/A	N/A	Yes	Yes
Percentage of Housing Grant Funds Commitment Deadlines met.	N/A	N/A	100%	100%
Percentage of Federal Housing Grant funds spent by County.	N/A	N/A	100%	100%

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

Objective(s): • ***Utilize County programs and resources to support the local economy and maximize job creation.***

Department Strategy: • *Continue to work with cities, housing counseling agencies, government entities and lenders to promote foreclosure prevention events and encourage homeowner participation in events and programs to maintain levels of homeownership.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Activities (such as direct mail, email campaigns and events) informing constituents of foreclosure prevention events and programs.	43	30	72	50
Unique page views on the County and JPA websites, which provide foreclosure prevention information to homeowners within the County.	2,924	3,000	12,294	6,000

COUNTY GOAL: **IMPLEMENT THE COUNTYWIDE VISION**

Objective(s): ***• Continue the County role of convening conversations on community collaboration and collective action.***

Department Strategy: *• Create an Affordable Housing Collaborative to create relationships and share ideas on leveraging affordable housing and other County resources to effectuate community and neighborhood revitalization.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Active organizations in the Affordable Housing Collaborative.	33	100	124	124
Activities, events and programs completed by the Affordable Housing Collaborative.	N/A	N/A	3	6

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Funds						
Community Development and Housing	40,683,461	17,670,090		23,013,371		24
Total Special Revenue Funds	40,683,461	17,670,090		23,013,371		24
Captial Projects Funds						
Community Development and Housing	10,159,633	19,000		10,140,633		0
Total Capital Projects Funds	10,159,633	19,000		10,140,633		0
Total - All Funds	50,843,094	17,689,090	0	33,154,004	0	24

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Community Development and Housing	42,021,486	52,046,540	82,924,629	54,384,029	50,843,094
Total	**42,021,486**	**52,046,540**	**82,924,629**	**54,384,029**	**50,843,094**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Community Development and Housing	24,926,121	32,902,601	36,815,627	19,631,195	17,689,090
Total	**24,926,121**	**32,902,601**	**36,815,627**	**19,631,195**	**17,689,090**

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Community Development and Housing	17,095,365	19,143,939	46,109,002	34,752,834	33,154,004
Total	**17,095,365**	**19,143,939**	**46,109,002**	**34,752,834**	**33,154,004**

Community Development and Housing

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$54,366,093
Sources/Reimbursements	$21,212,089
Fund Balance	$33,154,004
Use of Fund Balance	$32,782,940
Total Staff	24

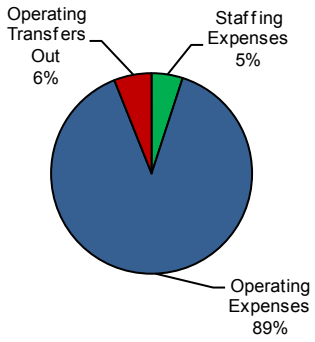
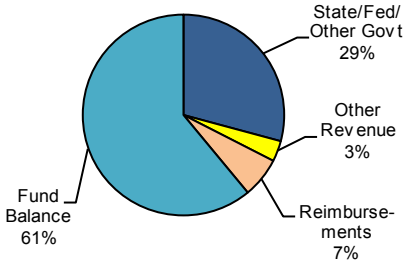
*Includes Contingencies

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

As part of its efforts to reduce foreclosures and stabilize neighborhoods within the County, in 2012, CDH implemented a Homeownership Protection program (Program) to inform homeowners of state and local foreclosure prevention resources. Through a dedicated website, email distribution and social media advertising, the Program provides information on local foreclosure prevention events, financial coaching, home repair workshops, and homebuyer resources for residents.

Additionally, CDH is responsible to complete the County's remaining redevelopment activities under the auspices of the County of San Bernardino's Successor Agency, Oversight Board, and Housing Successor. This includes ensuring the enforceable financial obligations are retired, selling the Successor Agency's assets, and completing all remaining capital projects. CDH also manages the Countywide Redevelopment Dissolution process for all 26 successor agencies operating in the County.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

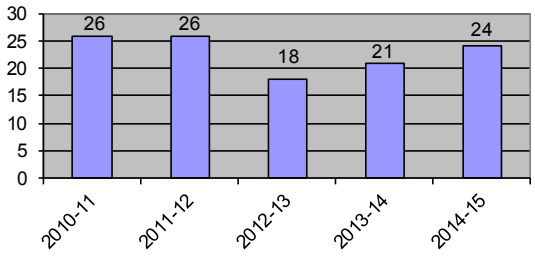
ECONOMIC DEVELOPMENT

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	15	20	21	20
Limited Term	3	0	0	4
Total	18	20	21	24
Staffing Expenses	$1,940,490	$2,302,676	$2,302,676	$2,698,685

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	2,442,861	1,872,920	1,796,203	2,132,778	2,302,676	2,698,685	**396,009**
Operating Expenses	18,202,562	29,004,275	25,151,669	14,791,082	42,356,191	48,036,344	**5,680,153**
Capital Expenditures	0	2,285,449	362,157	1,389,791	4,410,000	0	**(4,410,000)**
Contingencies	0	0	0	0	6,859,189	371,064	**(6,488,125)**
Total Exp Authority	20,645,423	33,162,644	27,310,029	18,313,651	55,928,056	51,106,093	**(4,821,963)**
Reimbursements	(1,567,356)	(1,913,666)	(5,683,921)	(3,019,955)	(3,886,792)	(3,522,999)	**363,793**
Total Appropriation	19,078,067	31,248,978	21,626,108	15,293,696	52,041,264	47,583,094	**(4,458,170)**
Operating Transfers Out	3,269,326	3,823,296	3,997,373	1,327,983	2,342,765	3,260,000	**917,235**
Total Requirements	22,347,393	35,072,274	25,623,481	16,621,679	54,384,029	50,843,094	**(3,540,935)**
Sources							
Taxes	570	1,153,330	0	23,410	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	19,275,623	29,251,744	18,371,307	11,947,976	16,898,042	15,874,560	**(1,023,482)**
Fee/Rate	14,563	13,603	2,048	32,482	0	0	**0**
Other Revenue	5,072,942	3,046,400	16,327,544	1,820,052	1,908,877	1,614,530	**(294,347)**
Total Revenue	24,363,698	33,465,077	34,700,899	13,823,920	18,806,919	17,489,090	**(1,317,829)**
Operating Transfers In	907	320,852	650,425	824,276	824,276	200,000	**(624,276)**
Total Sources	24,364,605	33,785,929	35,351,324	14,648,196	19,631,195	17,689,090	**(1,942,105)**
				Fund Balance	34,752,834	33,154,004	**(1,598,830)**
				Budgeted Staffing	21	24	**3**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $50.8 million primarily relate to infrastructure construction projects and community development programs funded by the department, including construction of low, moderate or middle income residential units.

Sources of $17.7 million primarily represent federal funding for CDBG, HOME, and ESG programs as allocated by formula to the County and participating cities as well as General Fund allocation for Homeowner Foreclosure Prevention activities, loan repayments and interest on fund balance.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $3.5 million due to the completion of a major Housing and Urban Development program (NSP 3) in 2013-14.

Sources are decreasing by $1.9 million primarily as a result of the completion of the NSP 3 program, which reduced federal funding by $3.9 million. This was partially offset by a $2.9 million increase in other funding, related to anticipated CDBG and Housing development program activities. This reflects the department's strategy to appropriate all funds (including prior year funding) available for development of affordable housing projects. Other revenue decreased by $294,347 due to anticipated decrease in loan repayments.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.7 million fund 24 budgeted positions of which 20 are regular positions and 4 are limited term positions.

The budget includes the addition of 1 Housing Project Manager II and 1 limited-term Contract Housing Project Manager II position due to workload requirements. Additionally, 1 filled Staff Analyst II and 1 filled Automated Systems Analyst I positions were transferred from Economic Development to Community Development and Housing in an effort to consolidate the agency's Finance and Administration unit. The department also deleted 1 limited term vacant Real Estate Specialist position.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	10	0	10	7	1	2	10
Projects & Successor Agency	5	2	7	5	0	2	7
Operations	5	2	7	7	0	0	7
Total	20	4	24	19	1	4	24

Administration

	Classification
1	Director
1	Executive Secretary II
1	Administrative Supervisor I
3	Staff Analyst II
1	Fiscal Specialist
1	Automated Systems Analyst I
1	Public Service Employee
1	Secretary I
10	Total

Projects & Successor Agency

	Classification
1	Deputy Director
1	Supervising ECD Analyst
3	ECD Analyst II
1	Housing Project Manager I
1	Contract Housing Project Manager II
7	Total

Operations

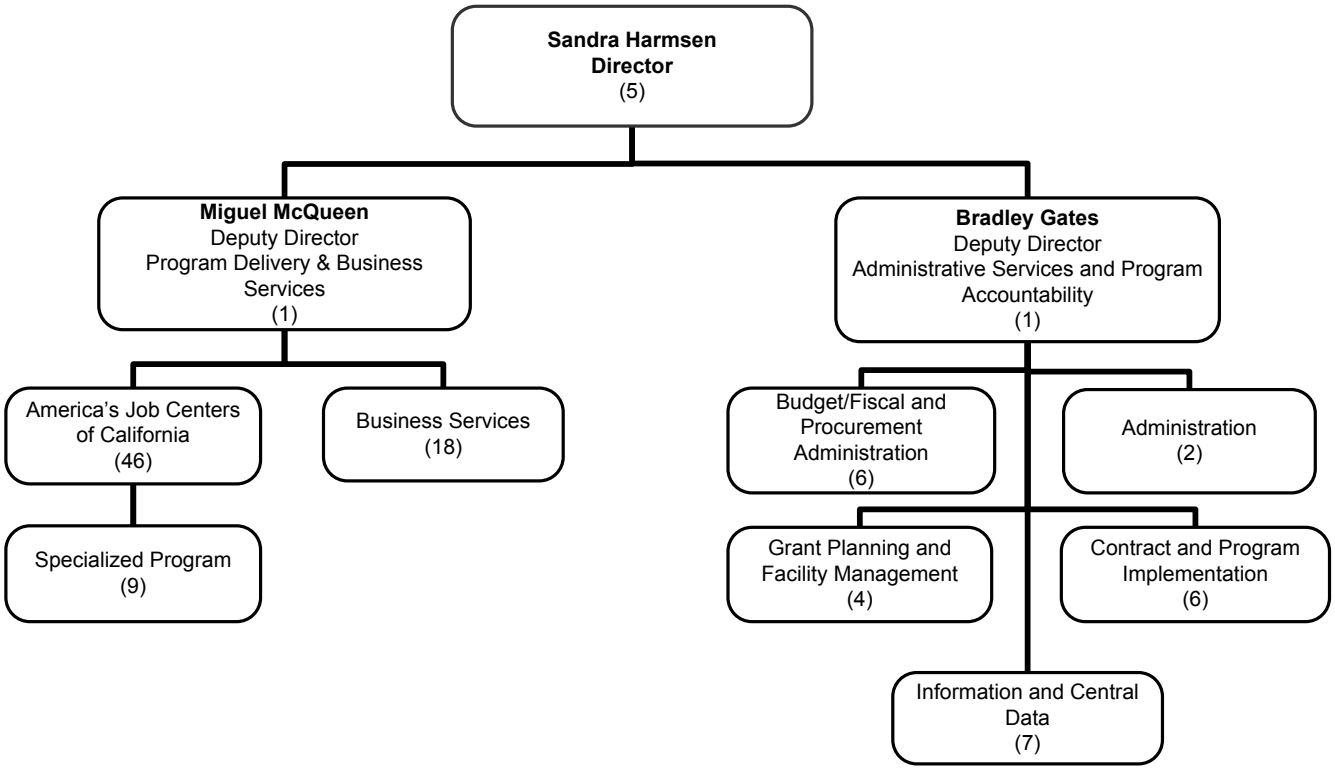
	Classification
1	Deputy Director
2	ECD Analyst II
1	CDH Housing Project Manager
2	Contract Housing Analyst
1	ECD Technician
7	Total

DEPARTMENT OF WORKFORCE DEVELOPMENT
Sandra Harmsen, Director

DEPARTMENT MISSION STATEMENT

The Department of Workforce Development serves residents and businesses in the County of San Bernardino by developing a skilled workforce that meets the ever-changing demands of the business community.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Met or exceeded all Federal and State performance measures under the Workforce Investment Act.
- Served over 48,000 jobseekers at the County's three America's Job Centers of California (AJCC).
- Provided over 12,000 intensive employment services to customers, including career counseling, skills and aptitude assessment and supportive services.
- Enrolled 1,611 customers into vocational or On-the-Job training programs.
- Visited over 8,000 businesses to provide resources and employer services.
- Conducted assessment surveys with over 2,200 businesses in order to address business concerns and identify companies at risk of closure or reductions in workforce.
- Assisted 760 local businesses through workshops and consulting services for marketing, cost cutting, process improvement and human resources.
- Provided Rapid Response services to assist 1,650 individuals affected by layoffs with re-employment services.
- Served 549 at-risk youth with job readiness training, work experience and education services.

- Established a partnership with the San Bernardino County Housing Authority to provide job placement services to residents of affordable housing communities.
- Partnered with the County Sheriff's department to provide employment services to individuals transitioning out of the corrections system.
- Collaborated with County Probation to assist parolees with job readiness and job placement assistance at the Day Reporting Centers.
- Instituted program with the Transitional Assistance Department to provide paid Youth Employment Opportunities for up to 750 youth.
- Served 149 youth in the At-Like program, a collaboration with Riverside and Imperial Counties serving disconnected youth with educational and occupational training opportunities.
- Received $213,300 in additional funds from the California Workforce Investment Board to train 40 youth in Advanced Manufacturing.
- Recognized by the California Workforce Investment Board as a High-Performing local Workforce Investment Board, one of only 16 recognized Boards State-wide.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

Objective(s):
- ***Focus EDA efforts on competing globally for investment, retraining and finding employment for those who have lost jobs or are under-employed, developing a more highly-educated and trained workforce, and creating an effective approach to tourism.***
- ***Utilize County programs and resources to support the local economy and maximize job creation.***

Department Strategy:
- *Operate the County's three America's Job Centers of California. Service levels (Resource Room, Intensive Services, Training) provided are determined by each participating customer.*
- *Provide Intensive Employment Services to customers in the America's Job Centers. Intensive Services include Career Counseling, Job Placement, Assessments, etc.*
- *Train customers to gain employment in the in-demand occupations in San Bernardino County.*
- *Provide employer-based On-the-Job Training opportunities for unemployed and long-term unemployed customers.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
America's Job Center of California visits.	75,101	60,000	48,130	40,500
Customers who choose to enroll in intensive services.	N/A	N/A	N/A	5,000
Customers receiving training services.	1,731	2,000	1,611	1,350
Customers receiving employer-based On-the-Job training services.	219	240	259	200
Meet Federal and State mandated performance measures for customers enrolled in intensive services, as reported by the State in the current year:				
• Entered employment	Yes	N/A	Yes	Yes
• Average Wage	Yes	N/A	Yes	Yes
• Job Retention	Yes	N/A	Yes	Yes

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

Objective(s):
- ***Continue business retention and expansion programs while implementing office and industrial attraction strategies emphasizing provision of high-paying jobs.***
- ***Utilize County programs and resources to support the local economy and maximize job creation.***

Department Strategy:
- *Retain County businesses through proactive outreach to identify and resolve business concerns.*
- *Provide the business community with resources that help them grow.*
- *Assist employers by providing customized recruiting services to fill their vacant positions.*
- *Identify at-risk businesses and provide resources to avert potential layoffs.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Business visits.	6,151	6,000	8,039	7,600
Business Assessment Surveys performed (1st time visits).	2,396	2,200	2,217	2,250
Businesses served through workshop and consulting services.	479	600	760	300
Businesses served through layoff aversion consulting services.	N/A	N/A	28	20
Jobs retained through layoff aversion consulting services.	N/A	N/A	499	500

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

Objective(s):
- ***Focus EDA efforts on competing globally for investment, retraining and finding employment for those who have lost jobs or are under-employed, developing a more highly-educated and trained workforce, and creating an effective approach to tourism.***

Department Strategy:
- *Work with Youth Providers to serve at-risk youth to prepare them to enter the workforce.*
- *Assist at-risk youth in obtaining a GED, High School Diploma, Training Certificate or Associates Degree.*
- *Provide work experience opportunities for at-risk youth.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
At-risk youth enrolled.	625	476	549	540
At-risk youth placed in employment.	412	361	174	360
At-risk youth attaining GED, High School Diploma, Training Certificate or Associates Degree.	460	285	283	280

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Fund						
Workforce Development	21,822,476	22,058,961		(236,485)		105
Total Special Revenue Fund	21,822,476	22,058,961		(236,485)		105
Total - All Funds	21,822,476	22,058,961	0	(236,485)	0	105

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Workforce Development	23,471,089	21,028,929	24,342,129	23,695,986	21,822,476
Total	**23,471,089**	**21,028,929**	**24,342,129**	**23,695,986**	**21,822,476**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Workforce Development	23,692,723	20,585,504	24,066,248	23,275,444	22,058,961
Total	**23,692,723**	**20,585,504**	**24,066,248**	**23,275,444**	**22,058,961**

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Workforce Development	(221,634)	443,425	275,881	420,542	(236,485)
Total	**(221,634)**	**443,425**	**275,881**	**420,542**	**(236,485)**

Workforce Development

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$25,230,777
Sources/Reimbursements	$25,467,262
Fund Balance	-$236,485
Contribution to Fund Balance	$1,261,288
Total Staff	105

*Includes Contingencies

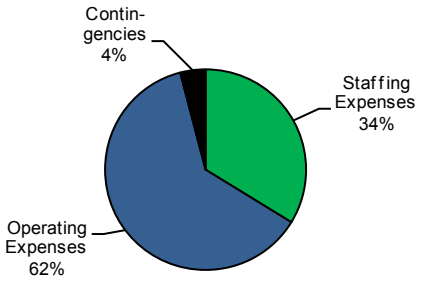
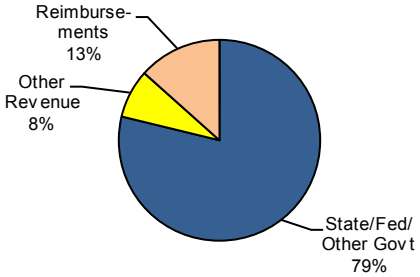
The Department of Workforce Development (WDD) provides services to job seekers, incumbent workers, youth and businesses on behalf of the Workforce Investment Board (WIB). The WIB is composed of private business representatives, labor organizations, and public sector partners who have been appointed by the Board of Supervisors.

WDD is funded primarily by the Federal Workforce Investment Act (WIA). WIA requires that job seeking customers be provided with access to employment services through the America's Job Centers of California (AJCC) system. WDD operates AJCC's in each of the County's three major population centers; the West End, East Valley, and High Desert. Services provided to all customers include, job search, resource referrals, job readiness workshops, and access to computers and internet, printers, copiers, telephone and fax machines. Customers may also choose to receive more intensive services including, career counseling, skill and aptitude assessments, job placement, resume and interview technique building, and occupational training.

WDD also operates a Business Services Unit which serves the local business community to support the retention of jobs and to maintain employment opportunities for customers who utilize AJCC services. The department assists businesses through customized recruitments, job referrals, incumbent worker and On-the-Job training programs, business workshops and business consulting. Through serving the business community, WDD seeks to promote a thriving job market that provides the employment opportunities County residents need for self-sufficiency.

The WIA Youth Program provides at-risk youth, aged 14-21, with opportunities that redirect youth from a path of dependency to a path of self-reliance. Through contracted youth service providers, customers receive paid work experience, occupational training and leadership development, supportive services, counseling and mentoring, and remedial education services that lead to attainment of a GED or High School diploma. Through these efforts, WDD is working to support the vision of developing a skilled workforce that attracts employers who provide the jobs that create Countywide prosperity.

2014-15 ADOPTED BUDGET

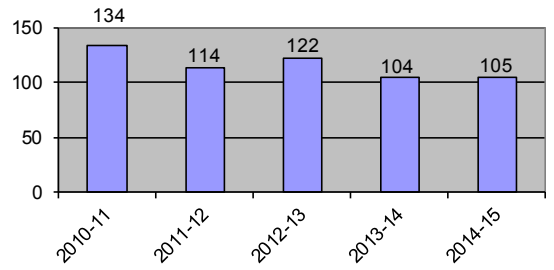
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	100	96	96	95
Limited Term	22	8	8	10
Total	122	104	104	105
Staffing Expenses	$8,736,457	$8,193,690	$8,193,690	$8,519,990

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Economic Development
DEPARTMENT: Workforce Development
FUND: Workforce Investment Fund (WIA)

BUDGET UNIT: SAC JOB
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	8,818,615	7,352,095	7,959,401	6,872,047	8,193,690	8,519,990	**326,300**
Operating Expenses	26,303,948	15,310,596	12,240,152	11,159,658	16,502,665	15,685,984	**(816,681)**
Capital Expenditures	45,000	14,485	0	0	0	0	**0**
Contingencies	2,305,114	0	0	0	1,920,878	1,024,803	**(896,075)**
Total Exp Authority	37,472,677	22,677,176	20,199,553	18,031,705	26,617,233	25,230,777	**(1,386,456)**
Reimbursements	(10,207,088)	(2,203,014)	(254,623)	(817,940)	(2,921,247)	(3,408,301)	**(487,054)**
Total Appropriation	27,265,589	20,474,162	19,944,930	17,213,765	23,695,986	21,822,476	**(1,873,510)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	27,265,589	20,474,162	19,944,930	17,213,765	23,695,986	21,822,476	**(1,873,510)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	27,017,198	19,953,256	19,304,004	15,023,397	22,098,080	20,070,316	**(2,027,764)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	470,025	460,456	811,383	1,251,124	1,177,364	1,806,645	**629,281**
Total Revenue	27,487,223	20,413,712	20,115,387	16,274,521	23,275,444	21,876,961	**(1,398,483)**
Operating Transfers In	0	0	0	0	0	182,000	**182,000**
Total Sources	27,487,223	20,413,712	20,115,387	16,274,521	23,275,444	22,058,961	**(1,216,483)**
				Fund Balance	420,542	(236,485)	**(657,027)**
				Budgeted Staffing	104	105	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $15.7 million include costs associated with the department's three America's Job Centers of California such as: rent; computers/hardware/software and office supplies; staff travel and training costs; professional services; insurance; and County vehicle usage. Operating expenses also include $11.6 million in direct services to job seekers and business customers.

Reimbursements of $3.4 million represent payments from other departments for program services provided through various Memorandums of Understanding (MOU).

Sources of $22.1 million represents funding the department receives from various state and federal grants, primarily from the Federal Workforce Investment Act of 1998 (WIA).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $1.9 million due to reduction of $2.0 million in state, federal, or government aid revenue which reflects the loss of year 2 funding for one of the programs. The department also entered into a revenue agreement with the California Department of Corrections and Rehabilitation (CDCR) to hire 4 contract Workforce Development Specialists to provide employment services to the soon-to-be released prison population.

Sources are decreasing by $1.2 million primarily as a result of an MOU with the Transitional Assistance Department (TAD) to provide paid work experience for CalWORKs youth, which shifts amounts previously budgeted as revenues to departmental reimbursements.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $8.5 million fund 105 budgeted positions of which 95 are regular positions and 10 are limited term positions.

For 2014-15, the department deleted 2 regular vacant Staff Analyst I positions, 1 vacant Contract Fiscal Assistant position and 1 Contract WIB Aide position that was replaced with the addition of 1 regular WIB Aide position. WDD also reclassified the following positions: a Deputy Director position was reclassified to an Administrative Supervisor I, an Office Assistant II position was reclassified to a Workforce Development Technician, and a Fiscal Assistant position was reclassified to an Accounting Technician. The department has added 4 Contract Workforce Development Specialist positions that are tied to a revenue agreement with CDCR.

The deleted positions were vacant due to normal attrition and workloads have been redistributed to maintain high levels of service. The reclassified positions will allow the department to better align current workload demands with required skills. The addition of the 4 Workforce Development Specialists will allow the department to fulfill the terms of the revenue agreement with CDCR. The department anticipates maintaining current levels of service for its primary mandated tasks of providing employment services to job seekers and businesses.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Executive Office	4	1	5	4	0	1	5
Administrative Services	26	0	26	21	5	0	26
Program Delivery and Business Services	65	9	74	52	18	4	74
Total	95	10	105	77	23	5	105

Executive Office

	Classification
1	Director of Workforce Development
1	Workforce Investment Aide
1	Executive Secretary II
1	Office Assistant III
1	Extra Help
5	Total

Administrative Services

	Classification
1	Deputy Director
1	Administrative Supervisor II
1	Administrative Supervisor I
1	Secretary I
6	Staff Analyst II
2	Staff Analyst I
1	Accountant II
1	Program Specialist I
1	Workforce Development Specialist
5	Workforce Development Technician
1	Automated Systems Technician
2	Accounting Technician
1	Fiscal Specialist
1	Fiscal Assistant
1	Office Assistant III
26	Total

Program Delivery and Business Services

	Classification
1	Deputy Director
1	Administrative Supervisor I
3	Workforce Development Manager
5	Workforce Development Supervisor I
45	Workforce Development Specialist
6	Workforce Development Technician
4	Office Assistant II
9	Contract Workforce Development Specialist
74	Total

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FISCAL

SAN BERNARDINO COUNTY

FISCAL SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
ASSESSOR/RECORDER/COUNTY CLERK	268	22,890,787	7,145,500	15,745,287	223
AUDITOR-CONTROLLER/TREASURER/ TAX COLLECTOR	278	36,880,704	26,188,884	10,691,820	296
TOTAL GENERAL FUND		59,771,491	33,334,384	26,437,107	519

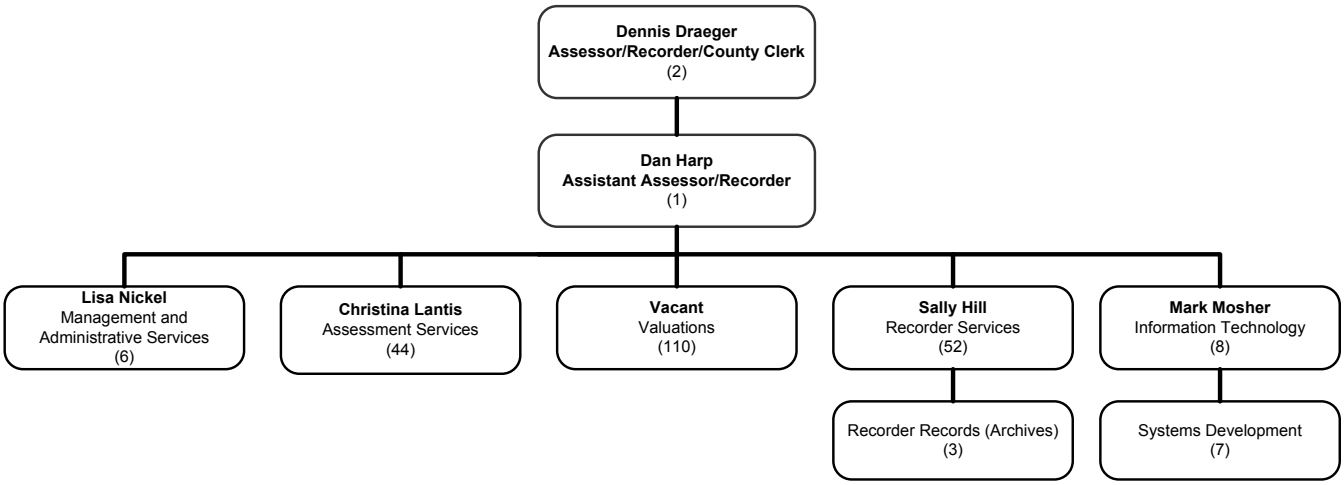
SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Fund Balance	Staffing
ASSESSOR/RECORDER/COUNTY CLERK: SPECIAL REVENUE FUNDS - CONSOLIDATED	274	12,673,383	3,779,200	8,894,183	10
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR: REDEMPTION RESTITUTION MAINTENANCE	286	1,678,050	288,500	1,389,550	0
TOTAL SPECIAL REVENUE FUNDS		14,351,433	4,067,700	10,283,733	10

ASSESSOR/RECORDER/COUNTY CLERK
Dennis Draeger

DEPARTMENT MISSION STATEMENT

The Office of the Assessor/Recorder/County Clerk performs mandated assessment, recording and County Clerk functions for public benefit in a manner that is fair, informative, and with uniform treatment. It is necessary as a means of revenue generation in order to fund essential public services and efficiently operate County and state government.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Reviewed 133,903 parcels under Proposition 8 resulting in the addition of $5.3 billion to the assessment roll.
- Reduced printing and mailing costs by making a fillable version of the Business Property Statement available on department website, allowing taxpayers to submit electronically, avoiding the need for a costly mail out of these forms.
- Expanded public service hours in the Twin Peaks and Big Bear District offices by restoring a clerical position lost in budget cuts. Resumed full customer service hours of Monday - Friday, 8:00 AM to 5:00 PM.
- Completed a project to sign MOUs with all title companies and other document processing agencies in San Bernardino County to fully utilize the California E-Recording Transaction Network Authority (CeRTNA) system, allowing efficiency in recording documents for the public and cost savings for the department.
- Partnered with California State University, San Bernardino to receive its collection of historical editions of the Sun Newspaper dated between 1894 – 1999 into the County archive, assuming maintenance and preservation and making them more widely available to the public.
- Reduced storage costs by implementing a project of scanning historical Preliminary Change of Ownership Reports (PCOR) and various exclusion claim forms, allowing staff the ability to view older documents electronically and eliminating the need to store the hard copies.

- Completed a mapping project to ensure that all recorded Offers of Dedication are properly reflected in Assessor maps and in the Assessor Property Information System (PIMS), to indicate appropriate usage and boundaries of the parcel.
- Improved access to historical recorded documents by downloading them into the Assessor PIMS, allowing staff the ability to view documents efficiently without having to switch between Assessor and Recorder systems.
- Remodel of the Big Bear District Office enhancing the utility of the office and increasing the number of work stations to better accommodate the public and staff.
- Acknowledged in a February 2014 report issued by the State Board of Equalization Taxpayers' Rights Advocate for formatting all forms to allow online completion and adding the most recent annual report, historical roll data, and information about the Fire Prevention Fee to the department's website.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

Objective(s): ***• Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.***

Department Strategy:
- *Establish a value for appraisable events by the close of the roll year to optimize tax revenues.*
- *Process annual 571L Business Property Statements by the close of the roll year to optimize tax revenues.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of completed appraisable events received to date in current roll year.	97.8%	99%	96.7%	99%
Percentage of completed Business Property Statements filed by the annual deadline.	99.7%	99%	99.7%	99%

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy:
- *Process changes of ownership to ensure values are enrolled by the close of the roll year.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of change in ownership documents completed in current roll year.	99.9%	95.5%	99.78%	95.5%

FISCAL

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Assessor/Recorder/County Clerk	22,890,787	7,145,500	15,745,287			223
Total General Fund	22,890,787	7,145,500	15,745,287			223
Special Revenue Funds						
Recorder Special Revenue Funds - Consolidated	12,673,383	3,779,200		8,894,183		10
Total Special Revenue Funds	12,673,383	3,779,200		8,894,183		10
Total - All Funds	35,564,170	10,924,700	15,745,287	8,894,183	0	233

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Assessor/Recorder/County Clerk	17,909,126	20,855,827	22,017,323	23,380,027	22,890,787
Systems Development	10,290,230	8,700,017	4,198,649	5,666,347	5,338,581
Vital Records	863,395	914,821	855,916	983,775	1,124,776
Electronic Recording	933,322	1,079,392	1,140,596	1,477,550	1,508,036
Recorder Records	1,488,363	1,545,280	1,286,217	1,470,371	1,358,311
Social Security Number Truncation	1,564,602	2,031,420	2,443,968	3,053,415	3,343,679
Total	**33,049,038**	**35,126,757**	**31,942,669**	**36,031,485**	**35,564,170**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Assessor/Recorder/County Clerk	3,470,815	6,177,368	6,716,500	7,116,602	7,145,500
Systems Development	2,337,984	2,399,000	2,196,041	2,825,000	2,375,000
Vital Records	131,813	132,000	125,684	130,000	145,000
Electronic Recording	446,468	448,430	422,304	502,952	408,000
Recorder Records	451,670	445,454	418,907	504,160	408,000
Social Security Number Truncation	490,121	479,052	451,983	527,980	443,200
Total	**7,328,871**	**10,081,304**	**10,331,419**	**11,606,694**	**10,924,700**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Assessor/Recorder/County Clerk	14,438,311	14,678,459	15,300,823	16,263,425	15,745,287
Total	**14,438,311**	**14,678,459**	**15,300,823**	**16,263,425**	**15,745,287**

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Systems Development	7,952,246	6,301,017	2,002,608	2,841,347	2,963,581
Vital Records	731,582	782,821	730,232	853,775	979,776
Electronic Recording	486,854	630,962	718,292	974,598	1,100,036
Recorder Records	1,036,693	1,099,826	867,310	966,211	950,311
Social Security Number Truncation	1,074,481	1,552,368	1,991,985	2,525,435	2,900,479
Total	**11,281,856**	**10,366,994**	**6,310,427**	**8,161,366**	**8,894,183**

Assessor/Recorder/County Clerk

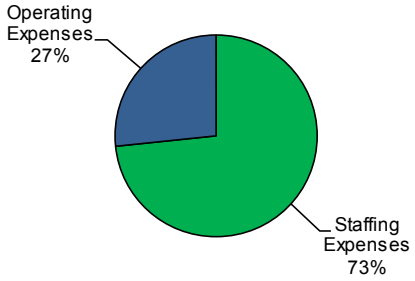
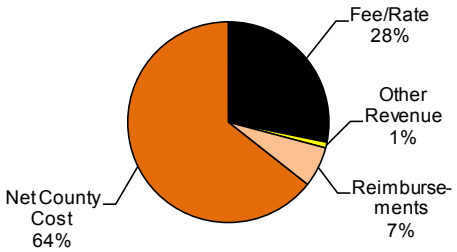
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$24,480,514
Sources/Reimbursements	$8,735,227
Net County Cost	$15,745,287
Total Staff	223
Funded by Net County Cost	64%
*Includes Contingencies	

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 754,126 parcels of real property, 30,795 business property accounts and 32,714 other assessments including boats, aircraft, and manufactured homes. The Assessor's Office also administers property tax exemptions including homeowners, veteran, disabled veteran, church, religious, and welfare exemptions, as well as exclusions including parent-to-child and senior/disabled persons transfer of base year value.

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.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

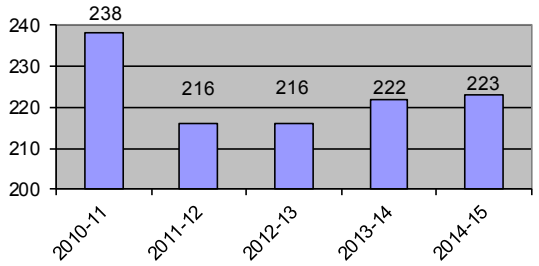
FISCAL

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	216	221	222	223
Limited Term	0	0	0	0
Total	216	221	222	223
Staffing Expenses	$17,191,081	$18,017,420	$18,539,924	$17,931,694

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Fiscal
DEPARTMENT: Assessor/Recorder/County Clerk
FUND: General

BUDGET UNIT: AAA ASR
FUNCTION: General
ACTIVITY: Finance

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	14,672,925	16,065,032	16,374,853	17,191,240	18,539,924	17,931,694	**(608,230)**
Operating Expenses	3,207,612	6,258,025	5,626,983	5,580,041	5,957,290	6,517,820	**560,530**
Capital Expenditures	67,807	42,493	42,332	10,823	10,823	0	**(10,823)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	17,948,344	22,365,550	22,044,168	22,782,104	24,508,037	24,449,514	**(58,523)**
Reimbursements	(39,553)	(1,574,366)	(294,570)	(306,260)	(1,203,619)	(1,589,727)	**(386,108)**
Total Appropriation	17,908,791	20,791,184	21,749,598	22,475,844	23,304,418	22,859,787	**(444,631)**
Operating Transfers Out	0	45,000	39,952	28,869	75,609	31,000	**(44,609)**
Total Requirements	17,908,791	20,836,184	21,789,550	22,504,713	23,380,027	22,890,787	**(489,240)**
Sources							
Taxes	24,875	17,667	21,462	18,662	10,000	18,500	**8,500**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	3,220,307	5,946,068	7,293,110	6,760,539	6,912,102	6,901,500	**(10,602)**
Other Revenue	225,669	214,607	273,254	211,243	194,500	225,500	**31,000**
Total Revenue	3,470,851	6,178,342	7,587,826	6,990,444	7,116,602	7,145,500	**28,898**
Operating Transfers In	0	0	0	1,169	0	0	**0**
Total Sources	3,470,851	6,178,342	7,587,826	6,991,613	7,116,602	7,145,500	**28,898**
Net County Cost	14,437,940	14,657,842	14,201,724	15,513,100	16,263,425	15,745,287	**(518,138)**
				Budgeted Staffing	222	223	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $17.9 million represent the majority of this budget unit and fund 223 budgeted regular positions. Operating expenses of $6.5 million consist primarily of printing and taxpayer notice mailing costs, COWCAP, and systems development charges for the Property Information Management System (PIMS). Reimbursements of $1.6 million are primarily from the Recorder special revenue funds for administrative and IT costs. Sources of $7.1 million include fees for recording and County Clerk services, Real Estate Fraud, special assessments, transfers of ownership, and data sales.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $489,240 primarily due to a reduction in salary costs due to MOU adjustments and an increase in reimbursements for IT costs, partially offset by increases in retirement costs and COWCAP. Sources are increasing by $28,898 due to anticipated increases in vital records, County Clerk services and Real Estate Fraud fees, partially offset by a decrease in recorded document fees.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $17.9 million fund 223 budgeted regular positions. An Appraiser I is being deleted and an Appraiser II is being added to allow greater flexibility in accomplishing the workload as real estate activity increases due to an improving economy. A Legal Document Classifier II is being deleted and a Lead Legal Document Classifier is being added to provide adequate oversight of lower level staff and enhance the efficient operation of the office. A Business Applications Manager position is being moved from a Recorder special revenue fund budget and added to this budget to recognize its new responsibility for oversight of both Recorder and Assessor IT operations.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Management and Administrative Services	8	0	8	8	0	0	8
Assessment Services	44	0	44	40	4	0	44
Valuations	110	0	110	103	6	1	110
Recorder Services	53	0	53	47	5	1	53
Information Technology	8	0	8	5	2	1	8
Total	223	0	223	203	17	3	223

Management and Administrative Services

	Classification
1	Assessor/Recorder
1	Assistant Assessor/Recorder
1	Executive Secretary III
1	Administrative Supervisor II
1	Staff Analyst II
1	Staff Analyst I
1	Payroll Specialist
1	Fiscal Assistant
8	Total

Assessment Services

	Classification
1	Chief of Assessment Services
1	Supervising Office Specialist
2	Supervising Office Assistant
1	Office Specialist
12	Office Assistant III
3	Office Assistant II
1	Supv Title Trans Technician II
1	Supv Title Transfer Technician I
3	Title Transfer Technician II
14	Title Transfer Technician I
1	Cadastral Services Supervisor
1	Cadastral Drafting Technician III
2	Cadastral Drafting Technician II
1	Cadastral Drafting Technician I
44	Total

Valuations

	Classification
1	Chief Appraiser
3	Principal Appraiser
8	Supervising District Appraiser
12	Appraiser III
13	Appraiser II
30	Appraiser I
13	Appraisal Technician
2	Supervising Auditor Appraiser
2	Auditor-Appraiser III
9	Auditor-Appraiser II
16	Office Assistant III
1	Office Assistant II
110	Total

Recorder Services

	Classification
1	County Clerk
1	Chief Deputy Recorder
1	Staff Analyst I
2	Legal Document Coordinator
4	Legal Document Supervisor
4	Lead Legal Document Classifier
20	Legal Document Classifier II
15	Legal Document Classifier I
1	Accountant II
2	Fiscal Assistant
1	Office Assistant III
1	Office Assistant II
53	Total

Information Technology

	Classification
1	Business Applications Manager
1	Business Systems Analyst III
1	Business Systems Analyst II
2	Automated Systems Analyst I
2	Automated Systems Technician
1	Office Assistant III
8	Total

Recorder Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

Requirements Less Reimbursements*	$12,673,383
Sources/Reimbursements	$3,779,200
Fund Balance	$8,894,183
Use of Fund Balance	$2,963,219
Total Staff	10

*Includes Contingencies

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.

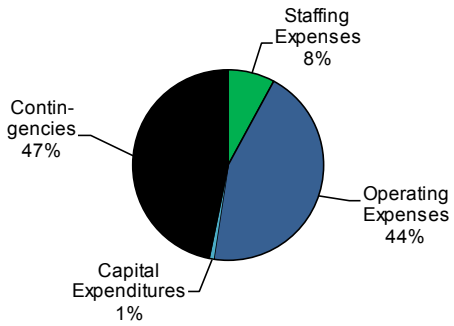
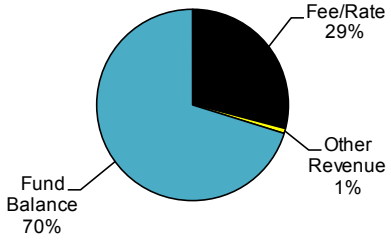
Vital Records was established to support vital records operation and retention, including the improvement and automation of vital records systems. Sources include fees collected for certified copies of vital statistics records pursuant to Health and Safety Code Section 103625(f) and 103625(g)(2). There is no staffing associated with this budget unit.

Electronic Recording was established by Government Code Section 27279.1 to authorize the County of San Bernardino to accept electronic transmission of recordable documents and the Recorder has been recording electronic documents since 2004. Government Code Section 27397 authorized all California counties to accept electronic transmission of recordable documents subject to regulation set forth by the Attorney General. In 2007, the Board approved a joint powers agreement (JPA) for the California e-Recording Transaction Network Authority (CeRTNA). This budget unit was established to support participation in the JPA. Sources include fees collected pursuant to Government Code Section 27397 regarding electronic recording delivery systems such as official records evidencing ownership and encumbrances of real and personal property, and other miscellaneous records. There is no staffing associated with this budget unit.

Recorder Records was established to defray the cost of storing, restoring, and imaging the County Recorder's documents. The primary service provided by this budget unit is the maintenance, repair and imaging digitization of the County Recorder's documents. Sources include fees collected pursuant to Government Code Section 27361 on legal documents.

Social Security Number Truncation was established to defray the cost of implementing Government Code Section 27301 which requires local governments to truncate the first five digits of social security numbers (SSN) that appear in records that may be disclosed to the public. The law requires the Recorder to implement the SSN truncation program for all records back to 1980. The primary service provided by this budget unit is the review of all recorded documents, flagging of high-value personal information, truncation of the first five digits of the SSN, and the creation of a separate index and images for public view. Phase 1 began with all the documents recorded since January 2009. Phase 2 will require a professional services contract for the documents from 1980 through 2008. The index and images of the original recorded documents will be maintained in their entirety. Sources include fees collected pursuant to Government Code Section 27301. There is no staffing associated with this budget unit.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

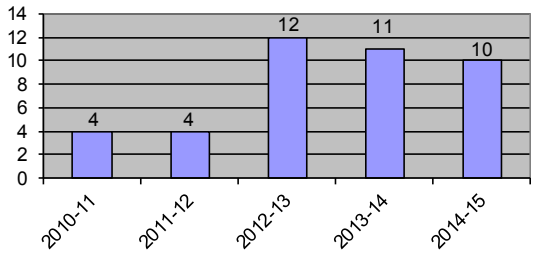
FISCAL

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	12	11	11	10
Limited Term	0	0	0	0
Total	12	11	11	10
Staffing Expenses	$1,240,720	$1,128,911	$1,128,911	$1,003,693

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Fiscal
DEPARTMENT: Assessor/Recorder/County Clerk
FUND: Recorder Special Revenue Funds - Consolidated

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	258,535	275,068	1,001,309	1,077,801	1,128,911	1,003,693	**(125,218)**
Operating Expenses	3,908,584	3,820,113	1,778,299	1,787,636	5,510,572	5,638,726	**128,154**
Capital Expenditures	24,460	12,173	57,022	134,879	280,000	100,000	**(180,000)**
Contingencies	0	0	0	0	5,791,975	5,930,964	**138,989**
Total Exp Authority	4,191,579	4,107,354	2,836,630	3,000,316	12,711,458	12,673,383	**(38,075)**
Reimbursements	(6,564)	(118,732)	0	(53,218)	(60,000)	0	**60,000**
Total Appropriation	4,185,015	3,988,622	2,836,630	2,947,098	12,651,458	12,673,383	**21,925**
Operating Transfers Out	600,919	4,000,000	0	0	0	0	**0**
Total Requirements	4,785,934	7,988,622	2,836,630	2,947,098	12,651,458	12,673,383	**21,925**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	3,753,003	3,804,794	4,517,817	3,589,381	4,400,000	3,690,000	**(710,000)**
Other Revenue	105,125	92,356	103,089	90,296	90,092	89,200	**(892)**
Total Revenue	3,858,128	3,897,150	4,620,906	3,679,677	4,490,092	3,779,200	**(710,892)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	3,858,128	3,897,150	4,620,906	3,679,677	4,490,092	3,779,200	**(710,892)**
				Fund Balance	8,161,366	8,894,183	**732,817**
				Budgeted Staffing	11	10	**(1)**

FISCAL

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Systems Development (Fund SDW)	5,338,581	2,375,000	2,963,581	7
Vital Records (Fund SDX)	1,124,776	145,000	979,776	0
Electronic Recording (Fund SIW)	1,508,036	408,000	1,100,036	0
Recorder Records (Fund SIX)	1,358,311	408,000	950,311	3
Social Security Number Truncation (Fund SST)	3,343,679	443,200	2,900,479	0
Total Special Revenue Funds	12,673,383	3,779,200	8,894,183	10

Systems Development includes $5.3 million in requirements to fund 7 positions, costs for document indexing/imaging, computer hardware, software and associated maintenance, and includes $1.5 million in budgeted contingencies. Sources of $2.4 million are primarily from Recorder modernization fees.

Vital Records includes $1.1 million in requirements to fund computer software, printing and other professional services, and includes $914,236 in budgeted contingencies. Sources of $145,000 are from vital and health statistic fees.

Electronic Recording includes $1.5 million in requirements for computer hardware and CeRTNA related expenses, and includes $950,404 in budgeted contingencies. Sources of $408,000 are from electronic recording fees and anticipated interest earnings.

Recorder Records includes $1.4 million in requirements for staffing expenses to fund 3 positions, costs associated with preservation efforts, and includes $502,187 in budgeted contingencies. Sources of $408,000 are from records fees and anticipated interest earnings.

Social Security Number Truncation includes $3.3 million in requirements to fund the cost of truncating records as required by law, and includes $2.0 million in budgeted contingencies. Sources of $443,200 are from redaction fees and anticipated interest earnings.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $21,925 primarily due to increases in Information Technology costs. This increase is offset by decreases in equipment, professional services, and a decrease in staffing expense due to the transfer of a position to the Assessor/Recorder/County Clerk (ARC) general fund budget unit. Sources are decreasing by $710,892 primarily due to a reduction in fee revenue from recorded documents.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.0 million fund 10 budgeted regular positions. A Business Applications Manager position is being moved to the ARC general fund budget to recognize its new responsibility for oversight of both Recorder and Assessor IT operations.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Systems Development	7	0	7	7	0	0	7
Recorder Records	3	0	3	3	0	0	3
Total	10	0	10	10	0	0	10

Systems Development

	Classification
2	Programmer Analyst III
1	Automated Systems Analyst II
3	Automated Systems Analyst I
1	Automated Systems Technician
7	Total

Recorder Records

	Classification
1	Archives Program Administrator
1	Archives Technician
1	Storekeeper
3	Total

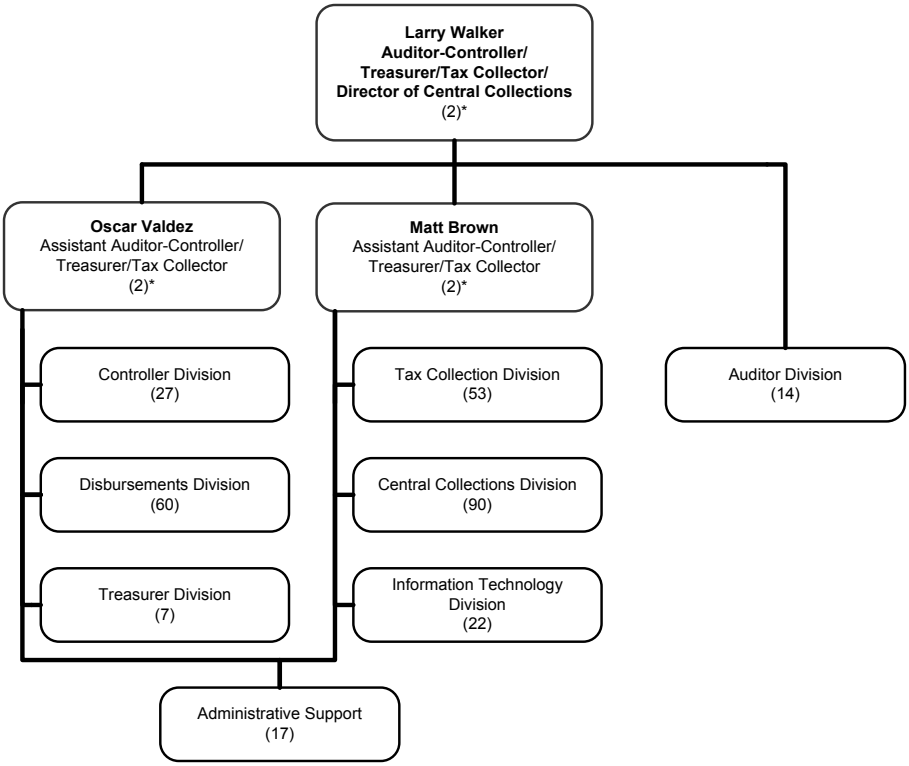
FISCAL

AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR
Larry Walker

DEPARTMENT MISSION STATEMENT

The Office of the Auditor-Controller/Treasurer/Tax Collector processes, safeguards, and provides information regarding County financial activities, manages the County treasury pool, collects and distributes property taxes and other obligations owed to County agencies and courts with integrity, independent judgment, and courteous, outstanding service that is accessible to citizens, businesses, and other public agencies. We are accurate, fair, timely and innovative in the use of technology to enhance services throughout the County.

ORGANIZATIONAL CHART



*Includes one secretary position

2013-14 ACCOMPLISHMENTS

- Internal Audits issued 31 compliance and operational audit reports from July 1, 2013 thru June 30, 2014, making recommendations for improvement of internal controls over cash, trust funds, fixed assets, cost claims, and the management of federal grants.
- Worked diligently to evaluate and analyze a total of eleven (11) new Governmental Accounting Standards Board (GASB) Statements, including the new pension accounting standards, for their effects on the County's financial statements to either implement or develop the plans for future implementations, as required by GASB.

- Worked closely with the Information Services Department to prepare for the implementation of the Financial Accounting System (FAS) 2.2 upgrade, which required ATC to develop and test the largest numbers of testing scripts in recent years.
- Tax Collector partnered with the Land Use Services Department to develop a procedure to increase Transient Occupancy Tax (bed tax) collections within the County. Since this collaboration, the Tax Collector has received information on 131 rentals not previously registered in the Transient Occupancy Tax (TOT) program. The total TOT collected in 2012-13 was $1.5 million; total TOT collected in 2013-14 was $1.7 million, with $98,519 directly resulting from this partnership.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

Objective(s): ***• Live within our means, fully funding the maintenance of infrastructure and facilities, the provision of state-of-the-art basic operating systems, liabilities, and reserves; while forming capital to strategically invest in the future.***

Department Strategy: *• Maintain the financial accounting system in accordance with Generally Accepted Accounting Standards and the Government Finance Officers Association (GFOA) to achieve the highest standards in government accounting and financial reporting.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting.	Yes	Yes	Yes	Yes

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

Objective(s): ***• Develop a closer working relationship with cities, tribes and other governmental agencies.***

Department Strategy: *• Complete the final property tax apportionment by the third week following the end of the fiscal year.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of apportionments completed by the third week of the following fiscal year.	100%	100%	100%	100%

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

Objective(s): • ***Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.***

Department Strategy:
- *Maintain the highest possible credit rating for the County investment pool.*
- *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.*
- *Increase marketing, advertising and outreach to improve awareness of the annual Tax Sale and collect defaulted secured property taxes.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
County investment pool rating	Fitch - AAA	Fitch - AAA	Fitch - AAA	Fitch - AAA
Percentage of annual tax charge collected	97.2%	N/A	98.2%	96%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Auditor-Controller/Treasurer/Tax Collector	36,880,704	26,188,884	10,691,820			296
Total General Fund	36,880,704	26,188,884	10,691,820			296
Special Revenue Fund						
Redemption Restitution Maintenance	1,678,050	288,500		1,389,550		0
Total Special Revenue Fund	1,678,050	288,500		1,389,550		0
Total - All Funds	38,558,754	26,477,384	10,691,820	1,389,550	0	296

FISCAL

5-YEAR REQUIREMENTS TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Auditor-Controller/Treasurer/Tax Collector	34,607,550	32,441,654	36,599,126	37,847,511	36,880,704
Redemption Restitution Maintenance	182,140	973,709	1,059,419	1,434,306	1,678,050
Total	**34,789,690**	**33,415,363**	**37,658,545**	**39,281,817**	**38,558,754**

5-YEAR SOURCES TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Auditor-Controller/Treasurer/Tax Collector	24,126,528	23,124,508	27,026,066	26,519,063	26,188,884
Redemption Restitution Maintenance	1,790	791,562	85,800	223,800	288,500
Total	**24,128,318**	**23,916,070**	**27,111,866**	**26,742,863**	**26,477,384**

5-YEAR NET COUNTY COST TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Auditor-Controller/Treasurer/Tax Collector	10,481,022	9,317,146	9,573,060	11,328,448	10,691,820
Total	**10,481,022**	**9,317,146**	**9,573,060**	**11,328,448**	**10,691,820**

5-YEAR FUND BALANCE TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Redemption Restitution Maintenance	180,350	182,147	973,619	1,210,506	1,389,550
Total	**180,350**	**182,147**	**973,619**	**1,210,506**	**1,389,550**

Auditor-Controller/Treasurer/Tax Collector

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$37,476,564
Sources/Reimbursements	$26,784,744
Net County Cost	$10,691,820
Total Staff	296
Funded by Net County Cost	29%
*Includes Contingencies	

The Office of the Auditor-Controller/Treasurer/Tax Collector (ATC) is responsible for providing the County and its constituents with a variety of accounting, collections, and investment services.

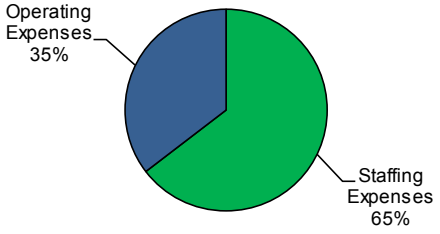
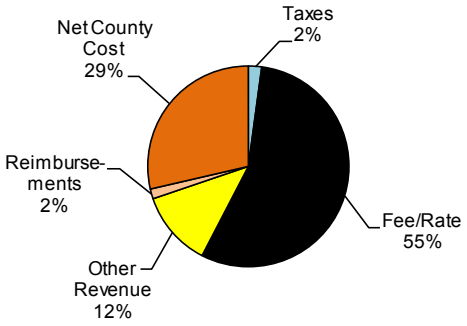
The Controller Division records the collections and performs the accounting, reporting, and claims of all County financial activities to ensure sound financial management. It is also responsible for developing and implementing accounting systems and standards and administering the Countywide Cost Allocation Plan. The Disbursements Division is responsible for vendor payments, payroll services, the compilation of property tax rates, revenue disbursements to taxing agencies and managing and calculating pass-through agreement payments on behalf of Countywide successor agencies relating to the dissolution of Redevelopment Agencies.

The Treasurer Division performs the County's treasury function including the investment of all County and School District funds within the County investment pool and associated banking services. The Treasurer currently manages assets of $3.8 - $4.9 billion. The Tax Collector Division collects property taxes for all County taxing entities which amounted to slightly over $2.2 billion in property taxes and other fees in 2013-14.

The Central Collections Division provides collection services for the County and Superior Court, collecting nearly $50 million for the year ending June 30, 2014, including collection of court-ordered payments and Arrowhead Regional Medical Center's delinquent accounts receivable.

The Auditor Division performs operational and financial audits of departments, agencies and special districts, evaluates internal controls for operational improvement, and operates the Fraud, Waste and Abuse Hotline.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

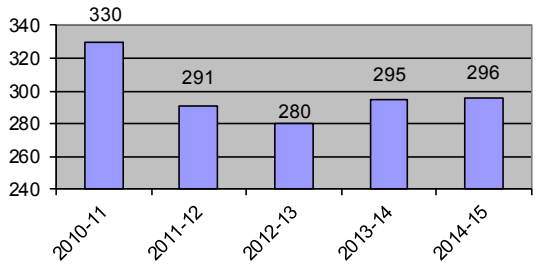
FISCAL

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	277	278	278	280
Limited Term	3	15	17	16
Total	280	293	295	296
Staffing Expenses	$23,797,675	$24,151,265	$24,535,297	$24,187,211

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Fiscal
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector
FUND: General

BUDGET UNIT: AAA ATX
FUNCTION: General
ACTIVITY: Finance

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	24,350,111	22,181,622	22,511,394	22,924,596	24,535,297	24,187,211	**(348,086)**
Operating Expenses	11,778,908	11,296,625	10,365,494	11,882,362	13,228,514	13,269,353	**40,839**
Capital Expenditures	92,306	55,963	88,481	123,796	355,000	20,000	**(335,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	36,221,325	33,534,210	32,965,369	34,930,754	38,118,811	37,476,564	**(642,247)**
Reimbursements	(1,614,279)	(1,258,293)	(275,419)	(323,835)	(271,300)	(595,860)	**(324,560)**
Total Appropriation	34,607,046	32,275,917	32,689,950	34,606,919	37,847,511	36,880,704	**(966,807)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	34,607,046	32,275,917	32,689,950	34,606,919	37,847,511	36,880,704	**(966,807)**
Sources							
Taxes	307,060	0	386,920	289,460	895,000	800,000	**(95,000)**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	90,018	136,502	153,632	75,605	33,081	122,204	**89,123**
Fee/Rate	18,347,152	18,108,328	19,472,244	19,538,898	20,608,499	20,718,034	**109,535**
Other Revenue	5,382,219	4,880,121	4,887,853	4,869,125	4,982,483	4,548,646	**(433,837)**
Total Revenue	24,126,449	23,124,951	24,900,649	24,773,088	26,519,063	26,188,884	**(330,179)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	24,126,449	23,124,951	24,900,649	24,773,088	26,519,063	26,188,884	**(330,179)**
Net County Cost	10,480,597	9,150,966	7,789,301	9,833,831	11,328,448	10,691,820	**(636,628)**
				Budgeted Staffing	295	296	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $24.2 million represent the majority of expenditures in this budget unit and fund 296 budgeted positions. These expenses are necessary to provide accounting, auditing, collections, and investment services to County departments and constituents. Sources primarily represent fee/rate and cost-reimbursement revenue generated by services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $966,807, primarily due to a reduction in staffing expenses and capital expenditures, and an increase in reimbursements. Sources are expected to decrease by $330,179, primarily due to an increase in current services revenue which is offset by a decrease in other revenue. While building the 2014-15 budget, there was a shortfall of $131,000 due to a loss of single audit revenue ($81,000) as a result of the County's improvement from a high risk to low risk auditee which resulted in less program audits and an

increase in legal counsel expenses ($50,000) related to property tax payers in bankruptcy. The Auditor-Controller/Treasurer/Tax Collector received additional Net County Cost of $131,000 to offset this shortfall.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $24.2 million fund 296 budgeted positions of which 280 are regular positions and 16 are limited term positions. The budget includes a net increase of 1 position, consisting of the addition of a Systems Accountant II in Property Tax to assist with system processes relating to Redevelopment Agencies (RDA), the addition of an Accountant II in Central Payroll to comply with reporting requirements associated with the Affordable Health Care Act, and the deletion of a vacant recurrent Accountant III in Accounts Payable to offset additional costs. The two new positions are both funded by additional revenue; the Systems Accountant II by RDA revenue and the Accountant II by self-governed districts participating in County payroll.

The budget also includes 3 reclassifications: an Accounting Technician to a Supervising Fiscal Specialist and an Office Assistant II to an Office Assistant III, to reflect the actual duties performed; and the Chief, Central Collections Division to an Auditor-Controller Division Chief, to maintain consistency within the department.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Management	6	0	6	6	0	0	6
Administrative Support	7	10	17	9	8	0	17
Information Technology Division	22	0	22	21	1	0	22
Auditor Division	14	0	14	14	0	0	14
Controller Division	27	0	27	25	2	0	27
Disbursements Division	55	5	60	52	6	2	60
Treasurer Division	7	0	7	7	0	0	7
Tax Collector Division	52	1	53	52	1	0	53
Central Collections Division	90	0	90	77	13	0	90
Total	280	16	296	263	31	2	296

Management

	Classification
1	Elected Auditor-Controller/Treasurer/ Tax Collector
2	Assistant Auditor-Controller/Treasurer/ Tax Collector
3	Executive Secretary III
6	Total

Administrative Support

	Classification
1	Administrative Supervisor I
1	Special Projects Administrator
1	ATC Building Coordinator
1	Internal Auditor III
1	Payroll Specialist
1	Fiscal Specialist
1	Office Assistant III
10	Public Service Employee
17	Total

Information Technology Division

	Classification
1	Departmental IS Administrator
1	Secretary I
2	Business Applications Manager
2	Business Systems Analyst III
2	Department Systems Engineer
3	Programmer Analyst III
1	Programmer Analyst I
1	Programmer III
3	Automated Systems Analyst II
3	Automated Systems Analyst I
3	Automated Systems Technician
22	Total

Auditor Division

	Classification
1	Auditor-Controller Division Chief
1	Secretary II
1	Auditor-Controller Manager
2	Supervising Internal Auditor III
1	Internal Auditor IV
5	Internal Auditor III
2	Accountant III
1	Accounting Technician
14	Total

Controller Division

	Classification
1	Auditor-Controller Division Chief
1	Secretary I
2	Auditor-Controller Manager
2	Supervising Accountant III
2	Systems Accountant III
5	Systems Accountant II
8	Accountant III
4	Accountant II
2	Accounting Technician
27	Total

Disbursements Division

	Classification
1	Auditor-Controller Division Chief
1	Secretary I
3	Auditor-Controller Manager
2	Supervising Accountant III
1	Supervising Accountant II
2	Systems Accountant II
7	Accountant III
2	Accountant II
1	Supervising Accounting Technician
3	Accounting Technician
3	Sup ATC Payroll Technician
5	ATC Payroll Technician
5	Fiscal Specialist
8	Fiscal Assistant
11	Office Assistant III
1	Office Assistant II
4	Public Service Employee
60	Total

Treasurer Division

	Classification
1	Cash Manager/Investment Officer
1	Assistant Cash Manager/Investment Officer
2	Investment Analyst
1	Treasurer Office Manager
1	Accounting Technician
1	Fiscal Assistant
7	Total

Tax Collector Division

	Classification
1	Auditor-Controller Division Chief
1	Secretary
1	Tax Collection Manager
1	Tax Collector Accounting Manager
1	Tax Sale Manager
1	Supervising Accounting Technician
7	Collections Officer
4	Accounting Technician
1	Supervising Fiscal Specialist
3	Supervising Office Assistant
3	Fiscal Specialist
9	Fiscal Assistant
9	Office Assistant III
11	Office Assistant II
53	Total

Central Collections Division

	Classification
1	Director of Central Collections
1	Auditor-Controller Division Chief
1	Secretary I
1	Auditor-Controller Manager
1	Chief Collections Supervisor
2	Supervising Accountant II
1	Accountant III
1	Internal Auditor III
6	Supervising Collections Officer
1	Supervising Fiscal Specialist
54	Collections Officer
2	Accounting Technician
1	Fiscal Specialist
5	Fiscal Assistant
2	Office Assistant III
10	Office Assistant II
90	Total

Redemption Restitution Maintenance

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$1,678,050
Sources/Reimbursements	$288,500
Fund Balance	$1,389,550
Contribution to Fund Balance	$23,500
Total Staff	0

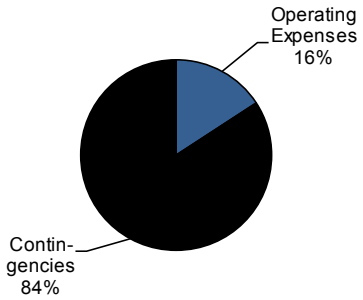
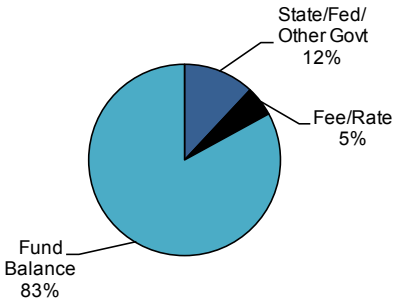
*Includes Contingencies

The Redemption Restitution Maintenance budget unit consists of revenue received from tax sales and revenue received from the State of California for the Victim Restitution Rebate.

Redemption Maintenance accounts for revenue received from tax sales to defray the costs of maintaining the redemption and tax defaulted files, and the costs of administering and processing the claims for excess tax sale proceeds. Revenue includes unclaimed excess tax sale proceeds collected pursuant to Revenue and Taxation Code 4674.

Restitution Maintenance accounts for rebate revenue received from the State of California for collecting and submitting Victim Restitution funds timely to the State, per Government Code 13963(f). Additionally, the rebate revenue received shall be used for furthering collection efforts.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

FISCAL

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Fiscal
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector
FUND: Redemption Restitution Maintenance

BUDGET UNIT: SDQ TTX
FUNCTION: General
ACTIVITY: Finance

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	265,000	**265,000**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	1,434,306	1,413,050	**(21,256)**
Total Exp Authority	0	0	0	0	1,434,306	1,678,050	**243,744**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	1,434,306	1,678,050	**243,744**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	1,434,306	1,678,050	**243,744**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	790,562	233,744	175,355	220,000	200,000	**(20,000)**
Fee/Rate	0	0	0	0	0	85,000	**85,000**
Other Revenue	1,797	910	3,143	3,690	3,800	3,500	**(300)**
Total Revenue	1,797	791,472	236,887	179,045	223,800	288,500	**64,700**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	1,797	791,472	236,887	179,045	223,800	288,500	**64,700**
				Fund Balance	1,210,506	1,389,550	**179,044**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $265,000 represent a transfer to the Auditor-Controller/Treasurer/Tax Collector's general fund budget unit for staffing and operating expenses for work related to the processing of excess tax sale proceeds. Contingencies of $1.4 million are available to fund future operations. Sources of $288,500 represent revenue from the State of California, unclaimed excess tax sale proceeds trust funds and anticipated interest earnings.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $243,744 due to transfers for staffing related to the processing of excess tax sale proceeds. Sources are increasing by $64,700 primarily due to an increase in current services revenue from unclaimed excess tax sale proceeds, partially offset by a decrease in Victim Restitution Rebate revenue and lower anticipated interest earnings.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

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HUMAN SERVICES

SAN BERNARDINO COUNTY

HUMAN SERVICES SUMMARY

	Page #	Requirements	Sources	Net County Cost	Staffing
GENERAL FUND					
HUMAN SERVICES	290				
HEALTH ADMINISTRATION	292				
HEALTH ADMINISTRATION	294	120,730,613	105,730,613	15,000,000	1
BEHAVIORAL HEALTH	300				
BEHAVIORAL HEALTH	303	172,139,912	170,147,701	1,992,211	582
PUBLIC HEALTH	317				
PUBLIC HEALTH	322	79,432,808	75,220,029	4,212,779	713
CALIFORNIA CHILDREN'S SERVICES	326	21,359,774	16,673,628	4,686,146	174
INDIGENT AMBULANCE	330	472,501	0	472,501	0
HUMAN SERVICES ADMINISTRATIVE CLAIM	335	503,236,205	489,059,585	14,176,620	4,644
AGING AND ADULT SERVICES	351				
AGING AND ADULT SERVICES	354	8,926,323	8,926,323	0	38
PUBLIC GUARDIAN-CONSERVATOR	357	814,564	202,951	611,613	19
CHILD SUPPORT SERVICES	360	40,039,593	40,039,593	0	430
HUMAN SERVICES - SUBSISTENCE PAYMENTS:					
SUBSISTENCE FUNDS - CONSOLIDATED	370	522,617,937	493,720,548	28,897,389	0
VETERANS AFFAIRS	384	1,985,233	550,853	1,434,380	22
TOTAL GENERAL FUND		1,471,755,463	1,400,271,824	71,483,639	6,623

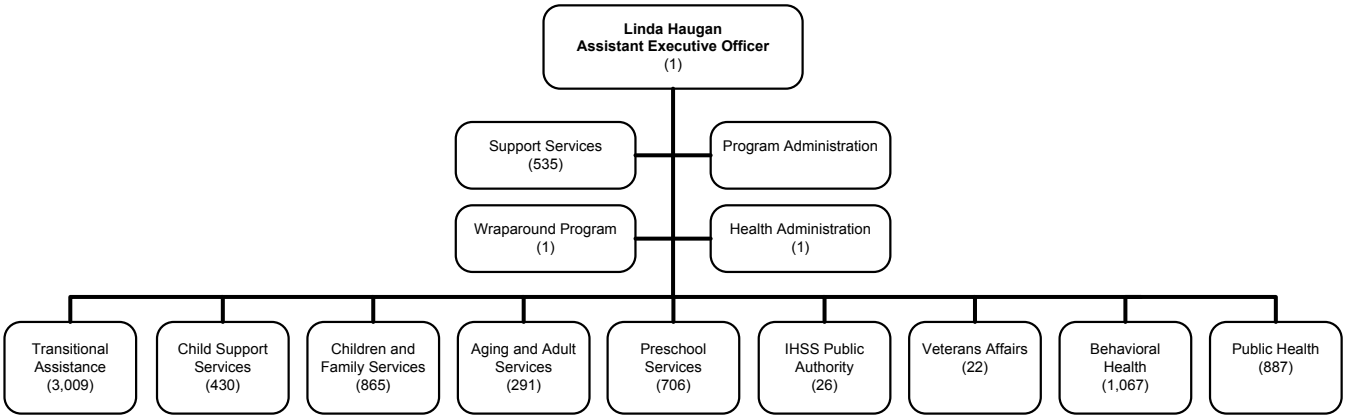
	Page #	Requirements	Sources	Fund Balance	Staffing
SPECIAL REVENUE FUNDS					
HEALTH ADMINISTRATION:					
MASTER SETTLEMENT AGREEMENT	298	38,958,405	17,508,893	21,449,512	0
BEHAVIORAL HEALTH:					
MENTAL HEALTH SERVICES ACT	308	182,630,635	122,010,783	60,619,852	485
SPECIAL REVENUE FUNDS - CONSOLIDATED	314	20,916,399	11,429,122	9,487,277	0
PUBLIC HEALTH:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	332	7,732,157	4,000,984	3,731,173	0
HUMAN SERVICES ADMINISTRATION:					
WRAPAROUND REINVESTMENT FUND	366	13,745,232	6,035,000	7,710,232	1
PRESCHOOL SERVICES	377	49,009,940	49,087,131	(77,191)	706
TOTAL SPECIAL REVENUE FUNDS		312,992,768	210,071,913	102,920,855	1,192

HUMAN SERVICES
Linda Haugan

DEPARTMENT MISSION STATEMENT

Human Services works to build a healthy community by strengthening individuals and families, enhancing quality of life, and valuing people.

ORGANIZATIONAL CHART



SUMMARY OF HEALTH BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Health Administration	120,730,613	105,730,613	15,000,000			1
Behavioral Health (BH)	172,139,912	170,147,701	1,992,211			582
Public Health (PH)	79,432,808	75,220,029	4,212,779			713
PH - California Children's Services	21,359,774	16,673,628	4,686,146			174
PH - Indigent Ambulance	472,501	0	472,501			0
Total General Fund	394,135,608	367,771,971	26,363,637			1,470
Special Revenue Funds						
Master Settlement Agreement	38,958,405	17,508,893		21,449,512		0
BH - Mental Health Services Act	182,630,635	122,010,783		60,619,852		485
BH Special Revenue Funds - Consolidated	20,916,399	11,429,122		9,487,277		0
PH Special Revenue Funds - Consolidated	7,732,157	4,000,984		3,731,173		0
Total Special Revenue Funds	250,237,596	154,949,782		95,287,814		485
Total - All Funds	644,373,204	522,721,753	26,363,637	95,287,814	0	1,955

Health is comprised of five general fund budget units: Health Administration, Behavioral Health, Public Health, California Children's Services and Indigent Ambulance. In addition, ten special revenue funds have been established to act as financing budgets for the Health Administration, Behavioral Health and Public Health general fund budget units. Each special revenue fund collects and disburses funds based on the specific purpose and activities established including, but not limited to, alcohol and drug prevention services, tobacco cessation services and preparedness and response.

SUMMARY OF HUMAN SERVICES BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Human Services Administrative Claim	503,236,205	489,059,585	14,176,620			4,644
Aging and Adult Services - Aging Programs	8,926,323	8,926,323	0			38
Public Guardian-Conservator	814,564	202,951	611,613			19
Child Support Services	40,039,593	40,039,593	0			430
Human Services Subsistence - Consolidated	522,617,937	493,720,548	28,897,389			0
Veterans Affairs	1,985,233	550,853	1,434,380			22
Total General Fund	1,077,619,855	1,032,499,853	45,120,002			5,153
Special Revenue Funds						
Wraparound Reinvestment Fund	13,745,232	6,035,000		7,710,232		1
Preschool Services	49,009,940	49,087,131		(77,191)		706
Total Special Revenue Funds	62,755,172	55,122,131		7,633,041		707
Other Agencies						
IHSS Public Authority*	8,248,850	6,816,432	.	1,432,418		26
Total Other Agencies	8,248,850	6,816,432		1,432,418		26
Total - All Funds	1,148,623,877	1,094,438,416	45,120,002	9,065,459	0	5,886

*NOTE: IHSS Public Authority is reported in the 'Other Agencies' section of this budget document.

Human Services is composed of eight County Departments: Transitional Assistance (TAD), Children and Family Services (CFS), Aging and Adult Services (DAAS), Preschool Services, Child Support Services, Veterans Affairs, Behavioral Health (BH) and Public Health (PH). Two other agencies work in conjunction with the core Human Services departments and they are: Children's Network and the Office of Homeless Services. Additionally, several support divisions under Human Services Management Services, including the Performance, Education and Resource Center provide administrative and training support to the Human Services Departments.

Transitional Assistance, Children and Family Services, Aging and Adult Services, and all Human Services support divisions are included in the Human Services Administrative Claim process. The purpose of the claim process is to provide the County with the means for determining the costs applicable to each of the numerous welfare programs. This cost determination is necessary to satisfy federal and state reporting and funding requirements and to determine appropriate federal and state financial reimbursement to the County for each of the welfare programs.

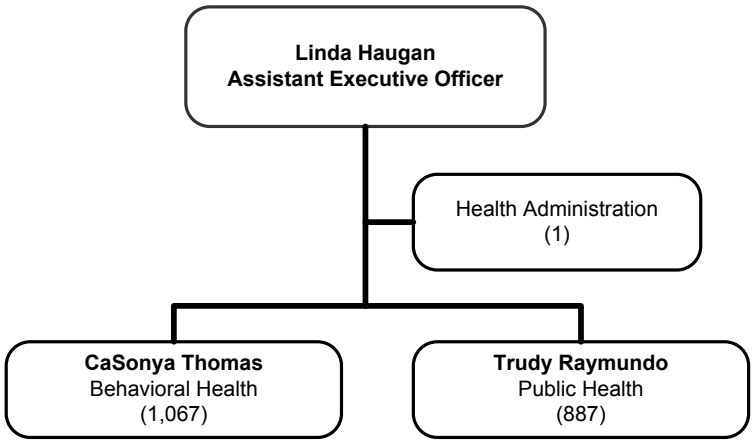
Subsistence Payments and Aid to Indigents (general relief) are either direct payments to welfare recipients or payments to organizations that provide service to the welfare recipients. The Human Services Assistant Executive Officer is responsible for all of the above budget units.

HEALTH ADMINISTRATION

DEPARTMENT MISSION STATEMENT

Health Administration develops and coordinates budgets, policies, and procedures for the County's health care departments in accordance with the strategic goals adopted by the Board of Supervisors, the County Charter, and the general laws.

ORGANIZATIONAL CHART



HUMAN SERVICES

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Health Administration	120,730,613	105,730,613	15,000,000			1
Total General Fund	120,730,613	105,730,613	15,000,000			1
Special Revenue Fund						
Master Settlement Agreement	38,958,405	17,508,893		21,449,512		0
Total Special Revenue Fund	38,958,405	17,508,893		21,449,512		0
Total - All Funds	159,689,018	123,239,506	15,000,000	21,449,512	0	1

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Health Administration	52,070,117	43,427,735	102,560,645	180,585,267	120,730,613
Master Settlement Agreement	22,852,028	23,877,171	27,207,376	38,858,857	38,958,405
Total	**74,922,145**	**67,304,906**	**129,768,021**	**219,444,124**	**159,689,018**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Health Administration	37,070,117	28,424,005	87,560,645	165,584,459	105,730,613
Master Settlement Agreement	17,812,891	18,025,144	17,075,000	18,404,020	17,508,893
Total	**54,883,008**	**46,449,149**	**104,635,645**	**183,988,479**	**123,239,506**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Health Administration	15,000,000	15,003,730	15,000,000	15,000,808	15,000,000
Total	**15,000,000**	**15,003,730**	**15,000,000**	**15,000,808**	**15,000,000**

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Master Settlement Agreement	5,039,137	5,852,027	10,132,376	20,454,837	21,449,512
Total	**5,039,137**	**5,852,027**	**10,132,376**	**20,454,837**	**21,449,512**

Health Administration

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$120,730,613
Sources/Reimbursements	$105,730,613
Net County Cost	$15,000,000
Total Staff	1
Funded by Net County Cost	12%
*Includes Contingencies	

The role of the Health Administration budget unit is to seek and support opportunities to foster collaboration among the Department of Public Health (PH), Department of Behavioral Health (BH), and the Arrowhead Regional Medical Center (ARMC). Health Administration provides regular fiscal and policy analysis relating to the operations of these departments. Additionally, Health Administration manages the $120.7 million Health Administration budget unit, which includes funding and related transactions for the County's contribution for ARMC debt service payments, health related maintenance of effort costs, and transfers required to obtain federal health care funding.

Intergovernmental Transfers

This budget unit includes Intergovernmental Transfers (IGT) to the state for Disproportionate Share Hospital (DSH) Supplemental Payments, Medi-Cal managed care, and Delivery System Reform Incentive Payments (DSRIP). These IGT's are used to send the non-federal share of DSH, Medi-Cal managed care, and DSRIP payments to the state in order to receive matching contributions. The initial investment is returned to this budget unit.

DSH supplemental payments are provided by the state to qualifying hospitals that serve Medi-Cal patients and uninsured individuals to provide for uncompensated costs of care. Medi-Cal managed care payments provide for maximum reimbursement under the allowable rate range. DSRIP funding is strictly tied to results and meeting transformation milestones. These payments are reflected as a matching contribution to the state, with a return of the initial investment to this budget unit.

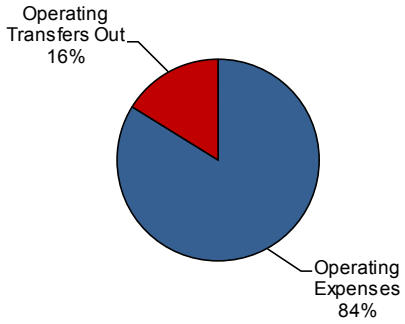
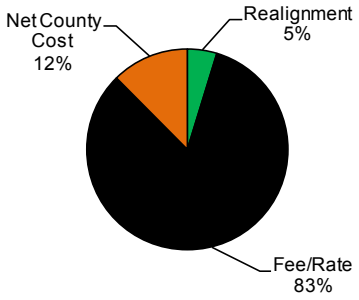
Realignment and General Fund Support

General fund support and realignment funds are used to pay a portion of the ARMC debt service lease payments, the Realignment AB 8 match, and administrative costs related to this budget unit. To qualify for receipt of Health Realignment funding from the state, the County must contribute a 'match' of local funds. The County's match is $4.3 million, which is based on a formula established through AB 8 in 1979. This amount has remained constant throughout the years.

Realignment funds support administrative costs in this budget unit as follows:

- Mental Health at 9.95%;
- Social Services at 2.76%;
- Health at 87.29% (which also covers a portion of the ARMC debt service payments).

2014-15 ADOPTED BUDGET

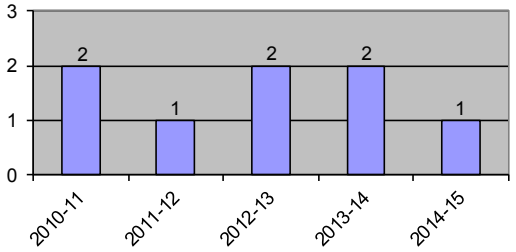
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	2	2	2	1
Limited Term	0	0	0	0
Total	2	2	2	1
Staffing Expenses	$276,027	$307,548	$324,356	$160,272

5-YEAR STAFFING TREND



HUMAN SERVICES

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Health Administration
FUND: General

BUDGET UNIT: AAA HCC
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	230,227	176,247	320,215	323,696	324,356	160,272	**(164,084)**
Operating Expenses	32,029,606	23,988,795	67,065,145	152,789,251	160,944,232	101,081,987	**(59,862,245)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	32,259,833	24,165,042	67,385,360	153,112,947	161,268,588	101,242,259	**(60,026,329)**
Reimbursements	0	(39,979)	0	0	0	0	**0**
Total Appropriation	32,259,833	24,125,063	67,385,360	153,112,947	161,268,588	101,242,259	**(60,026,329)**
Operating Transfers Out	19,805,002	19,023,328	18,302,938	17,346,170	19,316,679	19,488,354	**171,675**
Total Requirements	52,064,835	43,148,391	85,688,298	170,459,118	180,585,267	120,730,613	**(59,854,654)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	5,825,299	4,873,403	7,826,732	3,376,654	5,584,459	5,730,613	**146,154**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	31,244,819	23,277,623	62,861,566	152,082,554	160,000,000	100,000,000	**(60,000,000)**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	37,070,118	28,151,026	70,688,298	155,459,209	165,584,459	105,730,613	**(59,853,846)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	37,070,118	28,151,026	70,688,298	155,459,209	165,584,459	105,730,613	**(59,853,846)**
Net County Cost	14,994,717	14,997,365	15,000,000	14,999,909	15,000,808	15,000,000	**(808)**
				Budgeted Staffing	2	1	**(1)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Major expenditures in this budget unit include intergovernmental transfers for Disproportionate Share Hospital (DSH), Delivery System Reform Incentive Payments (DSRIP), and Medi-Cal managed care programs to cover the required local match, and a portion of debt service lease payments for ARMC. The major revenue source is the matching funds received from the state.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $59.9 million due to decreased intergovernmental transfers required for DSH, DSRIP, and Medi-Cal managed care programs. Sources are decreasing by $59.9 million due to a reduction in matching funds for these programs directly related to requirements.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $160,272 fund 1 budgeted regular position. One Administrative Analyst III position was moved to the Finance and Administration budget unit in 2014-15. Overall requirements related to staffing will remain consistent as costs for support from Finance and Administration staff will be funded through operating transfers out.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Health Administration	1	0	1	1	0	0	1
Total	1	0	1	1	0	0	1

Health Administration

	Classification
1	Administrative Analyst III
1	Total

Master Settlement Agreement

DESCRIPTION OF MAJOR SERVICES

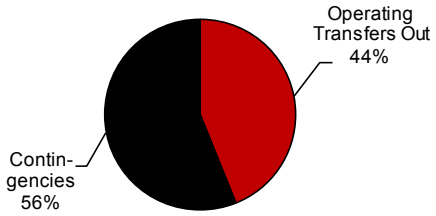
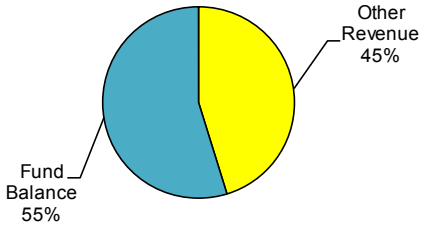
Budget at a Glance	
Requirements Less Reimbursements*	$38,958,405
Sources/Reimbursements	$17,508,893
Fund Balance	$21,449,512
Contribution to Fund Balance	$508,893
Total Staff	0

*Includes Contingencies

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.

A majority of the County's total proceeds are used each year to fund a portion of the Arrowhead Regional Medical Center (ARMC) debt.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

HUMAN SERVICES

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Health Administration
FUND: Master Settlement Agreement

BUDGET UNIT: RSM MSA
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final 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**
Contingencies	0	0	0	0	21,858,857	21,958,405	**99,548**
Total Exp Authority	0	0	0	0	21,858,857	21,958,405	**99,548**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	21,858,857	21,958,405	**99,548**
Operating Transfers Out	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	**0**
Total Requirements	17,000,000	17,000,000	17,000,000	17,000,000	38,858,857	38,958,405	**99,548**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	17,812,890	18,134,168	27,322,460	17,994,676	18,404,020	17,508,893	**(895,127)**
Total Revenue	17,812,890	18,134,168	27,322,460	17,994,676	18,404,020	17,508,893	**(895,127)**
Operating Transfers In	0	3,146,181	0	0	0	0	**0**
Total Sources	17,812,890	21,280,349	27,322,460	17,994,676	18,404,020	17,508,893	**(895,127)**
				Fund Balance	20,454,837	21,449,512	**994,675**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating transfers out of $17.0 million reflect a transfer to the general fund, which is then used to fund the Net County Cost within the Health Administration budget unit and to offset increased health care costs within the Department of Public Health. Health Administration uses that Net County Cost to fund the $4.3 million realignment local match requirement for 1991 Health Realignment and $10.7 million of the debt service (lease payment) for ARMC.

Other revenue of $17.5 million reflects the County's anticipated settlement revenue from the major tobacco companies.

BUDGET CHANGES AND OPERATIONAL IMPACT

Sources from the Master Settlement Agreement have been budgeted conservatively to reflect a decrease of $895,127. Revenues have remained stable over the past four years with the exception of approximately $9.8 million of extraordinary revenue received in 2012-13 for a Non-Participating Manufacturers (NPM) Adjustment settlement payment.

STAFFING CHANGES AND OPERATIONAL IMPACT

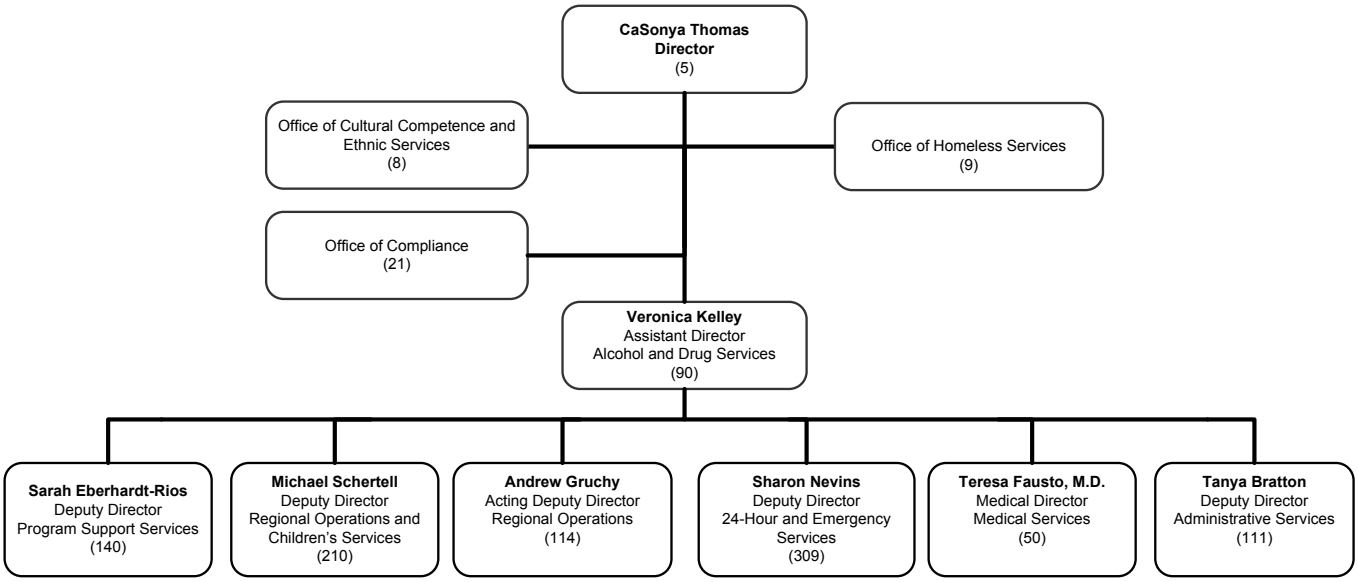
There is no staffing associated with this budget unit.

BEHAVIORAL HEALTH
CaSonya Thomas

DEPARTMENT MISSION STATEMENT

The County of San Bernardino Behavioral Health Programs strive to be recognized as a progressive system of seamless, accessible, and effective services that promote prevention, intervention, recovery and resiliency for individuals, families and communities.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Relocated the Needles Behavioral Health Counseling Center and the Barstow Behavioral Health Counseling Center to improve access to care and enhance the Department of Behavioral Health (DBH) network of care, while meeting the County's objective of utilizing County programs to address the needs of County residents.
- Established a collaborative relationship with the County Sheriff's Department, Colorado River Station to initiate DBH disaster response activities and coordinate HAM radio communications and radio training from their Emergency Operations Center. Select clinics can now use an interoperable HAM radio system to communicate with the Sheriff's offices during a disaster, ensuring continuity of service to the community during a disaster.
- Secured 20 apartments exclusively for older adult mental health clients at the refurbished Vintage Kendall Senior Apartment Complex in San Bernardino by partnering with the property developer and utilizing Mental Health Services Act Funding, achieving the County's objective of utilizing County programs to move participants to self-sufficiency.
- Achieved closer integration and coordination between mental health and physical healthcare services through collaboration between the DBH Integrated Healthcare Team, Arrowhead Regional Medical Center and the Department of Public Health. Successfully improved client access to healthcare services and improved overall quality of care for consumers, achieving the County's objective of utilizing County programs to address the needs of the County residents.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***Maximize the utilization of Federal and State programs and funding to address the needs of County residents.***

Department Strategy:
- *Increase specialty behavioral health care for the county's Medi-Cal population who experience significant mental, emotional or substance use disorders.*
- *Increase early access to prevention and intervention services that have been demonstrated to reduce the future need for intensive behavioral health treatment.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of Medi-Cal clients served by County behavioral health services.	30,742	N/A	31,500	32,118
Number of County residents receiving evidence supported early intervention or prevention services.	N/A	N/A	45,000	60,000

Note: The medical literature demonstrates the benefit of early and preventative interventions for persons who experience, or are at risk of, serious mental or emotional problems or substance use disorders.

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy:
- *Implement homeless assistance programs in collaboration with other county agencies, non-profit and faith based organizations.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
The percentage of homeless behavioral health consumers who obtain housing or stable shelter after receiving services.	20%	N/A	25%	30%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Behavioral Health	172,139,912	170,147,701	1,992,211			582
Total General Fund	172,139,912	170,147,701	1,992,211			582
Special Revenue Fund						
Mental Health Services Act	182,630,635	122,010,783		60,619,852		485
Special Revenue Fund-Consolidated	20,916,399	11,429,122		9,487,277		0
Total Special Revenue Fund	203,547,034	133,439,905		70,107,129		485
Total - All Funds	375,686,946	303,587,606	1,992,211	70,107,129	0	1,067

5-YEAR REQUIREMENTS TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Behavioral Health	116,439,381	116,023,908	135,802,713	147,092,939	172,139,912
Mental Health Services Act	145,987,696	139,885,288	161,089,972	170,856,690	182,630,635
Block Grant Carryover Program	14,757,697	18,789,279	20,975,510	19,852,532	18,117,606
Court Alcohol & Drug Program	1,418,406	1,408,636	1,371,284	1,752,975	2,155,237
Driving Under the Influence Program	542,316	616,004	694,355	630,951	643,556
Total	**279,145,496**	**276,723,115**	**319,933,834**	**340,186,087**	**375,686,946**

5-YEAR SOURCES TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Behavioral Health	114,447,170	114,031,697	133,810,502	145,100,728	170,147,701
Mental Health Services Act	93,448,103	68,277,594	97,966,341	92,002,391	122,010,783
Block Grant Carryover Program	11,097,502	11,173,848	11,792,819	10,946,230	10,801,188
Court Alcohol & Drug Program	483,069	444,899	391,000	401,010	419,713
Driving Under the Influence Program	240,969	249,206	284,000	224,000	208,221
Total	**219,716,813**	**194,177,244**	**244,244,662**	**248,674,359**	**303,587,606**

5-YEAR NET COUNTY COST TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Behavioral Health	1,992,211	1,992,211	1,992,211	1,992,211	1,992,211
Total	**1,992,211**	**1,992,211**	**1,992,211**	**1,992,211**	**1,992,211**

5-YEAR FUND BALANCE TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Mental Health Services Act	52,539,593	71,607,694	63,123,631	78,854,299	60,619,852
Block Grant Carryover Program	3,660,195	7,615,431	9,182,691	8,906,302	7,316,418
Court Alcohol & Drug Program	935,337	963,737	980,284	1,351,965	1,735,524
Driving Under the Influence Program	301,347	366,798	410,355	406,951	435,335
Total	**57,436,472**	**80,553,660**	**73,696,961**	**89,519,517**	**70,107,129**

Behavioral Health

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

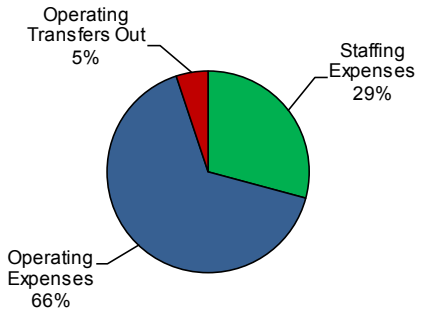
Requirements Less Reimbursements*	$203,838,744
Sources/Reimbursements	$201,846,533
Net County Cost	$1,992,211
Total Staff	582
Funded by Net County Cost	1%

*Includes Contingencies

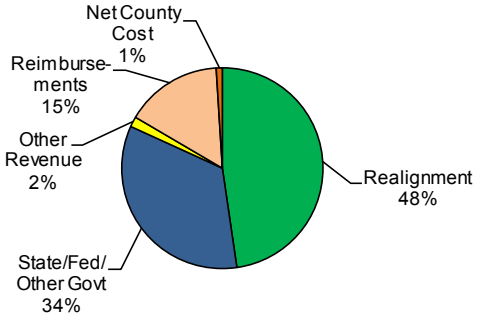
The Department of Behavioral Health is responsible for providing mental health services to County residents who are either unable to afford treatment or do not live in proximity to private services. Treatment is provided to all age groups, with primary emphasis placed on treating children, families and chronically mentally ill adults (in that priority). Services are delivered throughout the County via a network of department-operated clinics, community based contract providers (residential and psychiatric skilled nursing facilities and acute hospitals), public schools, and other community-based settings. Services include: information and referrals, community outreach, client self-help and support groups, a variety of children's programs, mentally ill homeless program, employment services, case management, crisis and transitional residential assistance, augmented board and care placements, conservatorship services, supportive housing services and client transportation assistance. The department has an Alcohol and Drug Services (ADS) organizational unit which provides comprehensive substance abuse prevention and treatment programs to County residents. The department also operates as a training setting by administering various internship programs and offering continuing education for licensed department and contractor staff.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

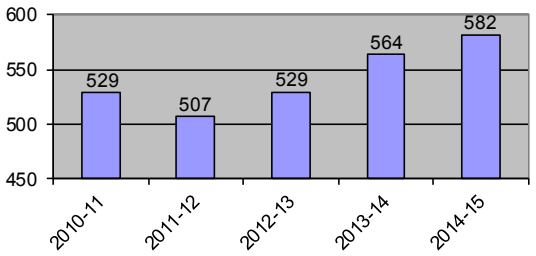


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	527	545	560	578
Limited Term	2	4	4	4
Total	529	549	564	582
Staffing Expenses	$51,221,516	$54,784,046	$55,738,345	$59,305,913

5-YEAR STAFFING TREND



HUMAN SERVICES

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: General

BUDGET UNIT: AAA MLH
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	41,230,975	42,297,483	44,648,594	48,638,655	55,738,345	59,305,913	**3,567,568**
Operating Expenses	96,826,824	95,606,826	105,994,341	120,106,905	123,561,267	133,480,908	**9,919,641**
Capital Expenditures	0	52,650	74,514	213,547	839,923	678,879	**(161,044)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	138,057,799	137,956,959	150,717,449	168,959,107	180,139,535	193,465,700	**13,326,165**
Reimbursements	(23,850,322)	(24,177,009)	(24,325,743)	(29,835,164)	(34,889,349)	(31,698,832)	**3,190,517**
Total Appropriation	114,207,477	113,779,950	126,391,706	139,123,943	145,250,186	161,766,868	**16,516,682**
Operating Transfers Out	1,842,753	1,842,753	1,842,753	1,842,753	1,842,753	10,373,044	**8,530,291**
Total Requirements	116,050,230	115,622,703	128,234,459	140,966,696	147,092,939	172,139,912	**25,046,973**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	42,142,958	52,999,648	82,744,721	83,664,296	88,188,955	97,080,904	**8,891,949**
State, Fed or Gov't Aid	69,411,012	57,998,084	40,073,886	52,824,492	53,463,330	69,484,680	**16,021,350**
Fee/Rate	289,235	217,637	241,892	235,004	247,300	259,300	**12,000**
Other Revenue	2,375,213	2,414,902	3,181,749	2,269,355	3,201,143	3,322,817	**121,674**
Total Revenue	114,218,418	113,630,271	126,242,248	138,993,147	145,100,728	170,147,701	**25,046,973**
Operating Transfers In	0	222	0	0	0	0	**0**
Total Sources	114,218,418	113,630,493	126,242,248	138,993,147	145,100,728	170,147,701	**25,046,973**
Net County Cost	1,831,812	1,992,210	1,992,211	1,973,549	1,992,211	1,992,211	**0**
				Budgeted Staffing	564	582	**18**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $59.3 million fund 582 positions. Operating expenses of $133.5 million are comprised primarily of contracted and specialized services, and make up the majority of the department's expenditures within this budget unit. Together these expenses support the clinics and programs that provide mental health and substance abuse services to county residents. Realignment revenues of $97.1 million are provided by Sales Tax, Vehicle License Fees, and the AB 109 Public Safety Realignment program. Federal and State revenues of $69.5 million are derived from Medi-Cal, Affordable Care Act Medi-Cal, Drug Medi-Cal, and the Substance Abuse Prevention and Treatment Block Grant. Other revenue of $3.3 million is made up of Social Security Administration payments and reimbursements from other agencies such as Desert Mountain Selpa and First Five.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $25.0 million with staffing expense increasing $3.6 million. These increases reflect projected step advancements, increased employee benefits such as employee group insurance, increased retirement and earned leave related costs, and a net increase of 18 positions.

Operating expenses are increasing by $9.9 million mostly due to an increase of $4.6 million in professional services attributed to anticipated increases in indigent consumers in the amount of $4.0 million and another $600,000 due to Medi-Cal Expansion consumers as a result of the Affordable Care Act of 2010. Managed Care costs are increasing by $1.6 million, indigent hospital costs are increasing by $1.5 million, and state hospital costs are increasing by $700,000. An overall increase of $1.5 million in expenditures for information technology, rents & leases, and general liability insurance makes up the balance of the total operating expense increase.

Reimbursements are decreasing by $3.2 million due to a one-time increase in reimbursements in 2013-14 of $6.2 million, offset by a $3.0 million increase in reimbursements in 2014-15 for mental health and substance abuse services provided to CalWORKs clients. The $6.2 million one-time reimbursement in 2013-14 was from the Mental Health Services Act (MHSA) special revenue fund for support services provided to MHSA programs in prior fiscal years. These costs were initially paid with Medi-Cal revenue.

Sources are increasing by $25.0 million. An increase in 1991 Realignment revenue of $5.0 million is due primarily to funding increases in professional contracted services for acute hospital inpatient and outpatient services.

2011 Realignment is increasing by $8.5 million that was budgeted in the MHSA special revenue fund in the prior year. This is balanced with an increase to operating transfers out reflecting the transfer to the MHSA special revenue fund. Offsetting that increase is a decrease in 2011 Realignment revenue of $4.5 million due to a correction in the department's interpretation of how the State collects and allocates revenue to Counties that support the department's Specialty Mental Health Services (SMHS). Programs include Early and Periodic Screening, Diagnosis and Treatment program, Managed Care services, and Alcohol and Drug Services. The department was able to more accurately estimate the 2014-15 2011 Realignment when the State clarified the methodology.

State and Federal Aid revenue is increasing by $16.0 million due to a one-time decrease in Medi-Cal revenue in 2013-14 of $6.2 million to settle costs initially paid with Medi-Cal revenue in prior years that should have been paid with MHSA revenue, and increases in 2014-15 Medi-Cal reimbursement related to the Affordable Care Act implementation.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $59.3 million fund 582 budgeted positions of which 578 are regular positions and 4 are limited term positions. Staffing is increasing primarily due to anticipated increases in demand for services as a result of the Affordable Care Act and the Choosing Healthy Options to Instill Change and Empowerment (CHOICE) program. Positions were added for the CalWORKs program which is expanding in 2014-15 and for the increased demand for clinical services in the coming year. Finally, there are positions added to support expanded services in collaboration with the Transitional Assistance Department for the Family Stabilization program, established by Assembly Bill 74 in 2013.

Overall the department added 20 positions and deleted 2 positions. The budget includes the following 11 new positions:

Quality Management
1 Mental Health Nurse II

Mental Health CalWORKs
1 Clinical Therapist I
1 Social Worker II
1 Mental Health Specialist

Business Services
1 Office Assistant III

CHOICE Program
1 General Services Worker II

Mesa Clinic
1 Office Assistant II

Alcohol and Drug Services
1 Mental Health Auditor
3 Social Workers II

Additional changes below include 4 transfers in from the MHSA Fund, the addition of 5 positions in various programs, the deletion of 2 Psychiatrists, and a reclassification of an Occupational Therapist II to a Social Worker II in the CalWORKs program result in a net increase of 7 positions. The position transfers and deletions are:

CHOICE Program
1 Office Assistant II

Children's Services
1 Office Assistant III

Mesa Clinic
2 Office Assistants II

Medical Services
1 Contr Adult Psychiatrists -Brd Cert

Family Stabilization
4 Mental Health Specialists

Deleted Positions
1 Psychiatrist
1 Contr Adult Psychiatrist

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
24-Hour and Emergency Services	95	0	95	74	19	2	95
Administrative Services	51	1	52	48	2	2	52
Office of Compliance	14	0	14	14	0	0	14
Director	5	0	5	5	0	0	5
Program Support Services	42	1	43	34	8	1	43
Regional Operations	81	0	81	78	3	0	81
Alcohol & Drug Services	89	0	89	69	10	10	89
Regional Operations & Children's Svc	152	2	154	133	17	4	154
Medical Services	49	0	49	47	1	1	49
Total	578	4	582	502	60	20	582

24-Hour and Emergency Services

	Classification
4	Alcohol & Drug Counselor
22	Clinical Therapist I
9	Clinical Therapist II
1	Deputy Director BH Prog Services
2	Employment Services Specialist
1	Fiscal Assistant
4	General Services Worker II
3	Mental Health Clinic Supervisor
1	Mental Health Program Mgr I
2	Mental Health Program Mgr II
13	Mental Health Specialist
1	Mental Health Clinic Supervisor
1	Occupational Therapist II
4	Office Assistant II
10	Office Assistant III
2	Psychiatric Aide
2	Psychiatric Technician I
2	Secretary I
9	Social Worker II
1	Staff Analyst II
1	Supervising Office Assistant
95	Total

Administrative Services

	Classification
3	Accountant II
3	Accountant III
1	Accounting Technician
1	Administrative Manager
1	Administrative Supervisor I
1	Administrative Supervisor II
2	Automated Systems Analyst I
6	Automated Systems Technician
1	Business Applications Manager
1	Contr Automated Systems Analyst II
1	Deputy Director BH Admin Services
2	Fiscal Assistant
7	Fiscal Specialist
2	Mental Health Auditor
2	Office Assistant II
6	Office Assistant III
2	Payroll Specialist
1	Secretary II
1	Staff Analyst II
5	Storekeeper
1	Supervising Office Assistant
1	Supervising Office Specialist
1	Supvg Auto Systems Analyst I
52	Total

Office of Compliance

	Classification
1	Administrative Supervisor II
1	BH Ethics & Compliance Coordinator
1	Chief Compliance Officer -BH
2	Clinical Therapist I
1	Medical Emer. Planning Spclst
1	Mental Health Nurse II
1	Mental Health Program Mgr I
2	Office Assistant II
2	Office Specialist
2	Social Worker II
14	Total

Director

	Classification
1	Director of Behavioral Health
1	Executive Secretary II
1	Office Assistant III
1	Office Assistant IV
1	Secretary II
5	Total

Program Support Services

	Classification
1	Administrative Supervisor II
8	Clinical Therapist I
3	Clinical Therapist II
1	Contr Business Systems Analyst II
1	Dep Dir Behavior Hlth Qual Mgt
1	Mental Health Clinic Supervisor
5	Mental Health Nurse II
1	Mental Health Program Mgr II
1	Nurse Supervisor
13	Office Assistant III
1	Office Assistant IV
1	Public Service Employee
1	Research & Planning Psychologist
2	Secretary I
1	Secretary II
1	Staff Analyst II
1	Supervising Office Assistant
43	Total

Regional Operations

	Classification
19	Clinical Therapist I
2	Clinical Therapist II
1	Deputy Director BH Prog Services
2	General Services Worker II
4	Mental Health Clinic Supervisor
3	Mental Health Nurse II
1	Mental Health Program Mgr II
10	Mental Health Specialist
2	Mental Health Clinic Supervisor
15	Office Assistant II
7	Office Assistant III
2	Office Assistant IV
2	Office Specialist
4	Psychiatric Technician I
1	Secretary I
4	Social Worker II
1	Supervising Office Assistant
1	Supervising Office Specialist
81	Total

Alcohol & Drug Services

	Classification
18	Alcohol and Drug Counselor
6	Clinical Therapist I
2	Contract Mental Health Staff Physician
1	Contract Adult Psychiatrist Board Cert
1	Mental Health Clinic Supervisor
1	Mental Health Program Mgr I
2	Mental Health Program Mgr II
10	Mental Health Specialist
1	Occupational Therapist II
2	Occupational Therapy Assistant
4	Office Assistant II
7	Office Assistant III
2	Office Specialist
1	Program Specialist
3	Secretary I
1	Secretary II
22	Social Worker II
1	Staff Analyst II
1	Supervising Office Assistant
1	Supervising Office Specialist
1	Supervising Social Worker
1	Asst Dir of Behavioral Health
89	Total

Regional Operations & Children's Svc

	Classification
4	Alcohol & Drug Counselor
43	Clinical Therapist I
10	Clinical Therapist II
1	Cont Office Assistant III
1	Contract Clinical Therapist I
1	Deputy Director BH Prog Services
2	General Services Worker II
4	Mental Health Clinic Supervisor
3	Mental Health Nurse II
1	Mental Health Program Mgr I
4	Mental Health Program Mgr II
4	Mental Health Specialist
6	Mental Health Clinic Supervisor
1	Occupational Therapist II
15	Office Assistant II
20	Office Assistant III
4	Office Assistant IV
7	Office Specialist
3	Psychiatric Technician I
4	Secretary I
12	Social Worker II
2	Supervising Office Assistant
2	Supervising Office Specialist
154	Total

Medical Services

	Classification
1	Behavioral Health Med Director
3	Cont Adult Psychiatrist
4	Cont Child Psychiatrist
3	Cont F/T Adult Psychiatrist
3	Cont F/T Child Psychiatrist
1	Cont F/T LeadChildPsychiatrist
1	Cont P/T Adult Psychiatrist
5	ContFTAdultPsychiatristBrdCrt
1	ContPTAdultPsychiatristBrdCrt
1	Office Assistant III
25	Psychiatrist
1	Secretary II
49	Total

Mental Health Services Act

DESCRIPTION OF MAJOR SERVICES

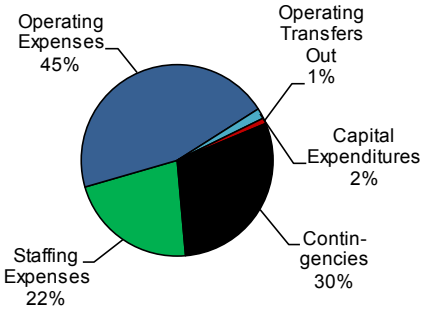
Budget at a Glance	
Requirements Less Reimbursements*	$183,199,028
Sources/Reimbursements	$122,579,176
Fund Balance	$60,619,852
Use of Fund Balance	$5,843,733
Total Staff	485

*Includes Contingencies

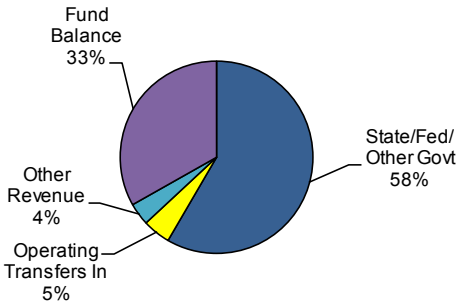
On November 2, 2004, voters passed Proposition 63, which established a state personal income tax surcharge of one percent on the portion of taxpayers' annual taxable income that exceeds $1 million. The proposition was enacted into law as the Mental Health Services Act (MHSA) effective January 1, 2005. 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."

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

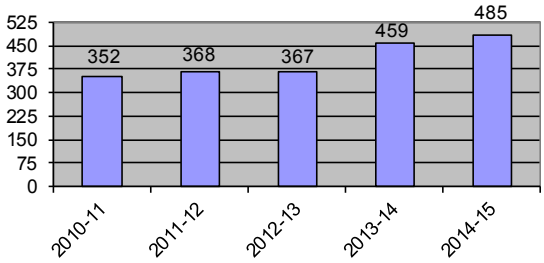


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	338	376	431	454
Limited Term	29	28	28	31
Total	367	404	459	485
Staffing Expenses	$29,994,232	$33,652,193	$36,446,241	$40,130,558

5-YEAR STAFFING TREND



HUMAN SERVICES

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: Mental Health Services Act

BUDGET UNIT: RCT MLH
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	23,084,325	23,810,545	26,155,522	28,693,789	36,446,241	40,130,558	**3,684,317**
Operating Expenses	44,454,671	54,054,758	54,889,223	84,169,768	85,909,473	83,296,519	**(2,612,954)**
Capital Expenditures	891,945	4,995	165,726	1,672,047	2,562,875	3,195,832	**632,957**
Contingencies	0	0	0	0	46,420,004	54,776,119	**8,356,115**
Total Exp Authority	68,430,941	77,870,299	81,210,471	114,535,604	171,338,593	181,399,028	**10,060,435**
Reimbursements	(249,003)	(1,092,500)	(501,377)	(498,499)	(488,571)	(568,393)	**(79,822)**
Total Appropriation	68,181,938	76,777,799	80,709,094	114,037,105	170,850,022	180,830,635	**9,980,613**
Operating Transfers Out	0	0	57,472	6,668	6,668	1,800,000	**1,793,332**
Total Requirements	68,181,938	76,777,799	80,766,566	114,043,773	170,856,690	182,630,635	**11,773,945**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	1,570,578	5,827,284	9,814,518	0	**(9,814,518)**
State, Fed or Gov't Aid	91,916,293	67,633,938	90,510,717	85,061,754	78,127,935	106,635,809	**28,507,874**
Fee/Rate	(234)	0	0	100	0	0	**0**
Other Revenue	426,879	637,594	1,463,325	4,847,877	4,059,938	6,844,683	**2,784,745**
Total Revenue	92,342,938	68,271,531	93,544,620	95,737,015	92,002,391	113,480,492	**21,478,101**
Operating Transfers In	0	0	1,026,596	0	0	8,530,291	**8,530,291**
Total Sources	92,342,938	68,271,531	94,571,216	95,737,015	92,002,391	122,010,783	**30,008,392**
				Fund Balance	78,854,299	60,619,852	**(18,234,447)**
				Budgeted Staffing	459	485	**26**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $40.1 million fund 485 budgeted positions. Operating expenses of $83.3 million are comprised primarily of professionally contracted services and supplies ($66.1 million) and interdepartmental transfers out ($14.2 million). The services and supplies account for administrative and program expenditures to execute the approved MHSA plans of which $56.4 million are for contracted services with non-governmental organizations. The interdepartmental transfers will distribute $14.2 million for program collaborations with Human Services, Probation, Public Defender, Children's Network, Preschool Services, Sheriff/Coroner/Public Administrator and Superintendent of Schools as well as expenditures incurred for leases paid by Real Estate Services and office supplies purchased through the Purchasing Department.

Capital expenditures of $3.2 million are for various fixed assets, equipment and capitalized software purchases necessary for various capital improvement projects, such as: the relocation of the Pathways Clubhouse house; relocation of Older Adult Services and Community Crisis Services that serve the High Desert; and vehicles for the Community Crisis Response Teams in the High Desert and East Valley. Additional projects include the continuation of the Technology Component core projects that will allow Behavioral Health to move towards achieving an Integrated Information System Infrastructure.

Reimbursements of $568,393 include reimbursement from Human Services for costs related to homeless services, reimbursements from the Behavioral Health general fund budget unit for administrative support, and salary reimbursements from Behavioral Health's general fund budget unit for Alcohol and Drug Services.

Departmental sources include state aid of $106.6 million which consists of $85.7 million for the Mental Health Services Act, $19.6 million from Medi-Cal Federal Financial Participation, and $1.3 million from the Substance Abuse and Mental Health Services Administration (SAMSHA), Project for Assistance in Transition from Homelessness (PATH), and Housing and Urban Development Housing Management Information System grants. Other revenue of $6.8 million includes Children and Family Service reimbursement for Screening, Assessment, Referral and Treatment services (SART), Institute of Mental Disease reimbursements, rent reimbursement and earned interest.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $11.8 million. Staffing expenses are increasing by $3.7 million primarily as a result of the addition of a net 26 positions to support expanded program services in regional clinics and clinical assessment services. Operating expenses are decreasing by $2.6 million primarily due to a one-time increase in expenses in 2013-14 of $6.2 million for support services provided to MHSA programs in prior fiscal years that were initially paid in the general fund with Medi-Cal revenue. This is offset by increases to professional and contracted service providers for mental health and prevention services in the amount of $1.1 million. This increase primarily reflects expansion of projects specific to the Prevention and Early Intervention Expansion plan that was approved by the Board of Supervisors on December 18, 2012. The balance of the change in operating expenses is made up of an increase of $1.4 million in general services and supplies, $100,000 for new vehicles, and an increase of $1.0 million for capitalized software.

Capital Expenditures are projected to increase by $632,957. The increase is the result of capital expenditures for multi-year MHSA technology projects and SABER (San Bernardino Accessible Billing and Electronic Records), as well as the purchase of several vehicles for crisis services to transport clients in the High Desert and East Valley. The vehicles will also be used by staff to provide on-site services and outreach activities.

Contingencies are increasing by $8.4 million due to salary savings and underutilization of service provider contracts. Reimbursements will increase by $79,822 primarily due to increased support from the department's Alcohol and Drug Services program for their share of software licensing usage.

Operating transfers out are increasing $1.8 million to fund expenditures incurred by other County departments such as Children's Network, Children and Family Services, Probation, and the Public Defender pursuant to a Memorandum of Understanding (MOU) with these departments. These departments assist in facilitating outreach and support services delivered on behalf of Behavioral Health. Operating transfers out also include the funding to support the development and planning to acquire a new building for Older Adult and Crisis Services that will serve the High Desert.

Sources are increasing by $30.0 million. This includes a $9.8 million reduction in Realignment revenue. Starting in FY 2014-15, Behavioral Health will no longer transfer Realignment funds to its MHSA operation as revenue. Instead these transactions will be recorded as operating transfers in. The overall reduction in Realignment funding is attributed to a change in budget methodology.

MHSA funding, which is included in State and Federal Aid, is projected to increase by $24.4 million. This increase is based on the state's FY 2012-13 personal income tax surcharge cash distribution being higher than anticipated. Medi-Cal revenue is also projected to increase by $4.1 million with the expansion of Screening, Assessment, Referral, and Treatment (SART) services with the Prevention and Early Intervention component, as well as projected revenues from the Affordable Care Act.

Other revenue is expected to increase by $2.8 million, due to increased revenue received from First 5 for the SART and Early Identification and Intervention Services programs.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $40.1 million fund 485 budgeted positions of which 454 are regular positions and 31 are limited term positions. Staffing expenses have increased to support programs proposed through the Mental Health Services Act Community Program Planning Process for 2014-15. Thirty-three new positions are added for the expansion of regional clinical services, clinical assessment services, recovery based engagement support teams and administrative support. Along with other staffing changes, the net increase to the department is 26 positions and increased staffing expenses of $3.7 million.

As part of the expansion of MHSA services for program expansion of regional clinical services, clinical assessment services, recovery based engagement support teams and administrative support, Behavioral Health is including the following new positions to support the 24 Hour Services Adult and Older Adult Division. These positions will support the recovery based engagement support teams, Cultural Competency and Ethnic Services

that provide outreach and engagement activities, and Medical Services to assist in evaluation and program oversight.

2 Alcohol & Drug Counselors
2 Licensed Vocational Nurses II
4 Peer and Family Advocates III
1 Staff Analyst II
1 Public Service Employee
2 Clinical Therapists I
1 Mental Health Clinic Supervisor
2 Mental Health Education Consultants

Offsetting the above increases is the deletion of three contract Community Liaisons from the Cultural Competency and Ethnic Services Division.

Behavioral Health Program Support Services Division added the following new positions to support mandated quality management, evaluation and program oversight.

1 Business Systems Analyst II
2 Program Specialists I
1 Secretary I

Regional Operations and Children's Services Division added the following new positions to support a new program at the County Behavioral Health Clinics that improve assessment and referral services to meet the Mental Health Plan requirements for adult clients served at County clinics and hospitals, as well as support the Full Service Partnership program that serve clients at risk of homelessness. One extra-help Clinical Therapist I and 1 Office Assistant II are temporarily added for expansion services while recruitment is taking place.

1 Clinical Therapist I
2 General Service Workers II
1 Mental Health Clinic Supervisor
1 Program Specialist II
1 Clinical Therapist II
1 Mental Health Nurse II
2 Peer and Family Advocates II
2 Supervising Office Assistants

As part of the integration of the program services, 4 Mental Health Specialists previously funded by the Mental Health Services Act for recovery based engagement support teams will be transferred to the Alcohol and Drug Service division to support expanded service in collaboration with the Transitional Assistance Department for the Family Stabilization program that will provide intensive case management services. One General Service Worker position is dual filled due to the vital service needs of the position while an employee is on extended leave.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
24-Hour and Emergency Services	213	1	214	153	48	13	214
Administrative Services	55	4	59	46	13	0	59
Office of Compliance	7	0	7	6	1	0	7
Office of Cultural Competence & Ethnic Services	8	0	8	6	0	2	8
Office of Homeless Services	8	1	9	6	2	1	9
Program Support Services	73	24	97	74	19	4	97
Assistant Director and Alcohol and Drug Services	1	0	1	1	0	0	1
Regional Operations and Children's Services	55	1	56	42	12	2	56
Regional Operations	33	0	33	7	16	10	33
Medical Services	1	0	1	0	0	1	1
Total	454	31	485	341	111	33	485

24-Hour and Emergency Services

	Classification
1	Administrative Manager
4	Alcohol & Drug Counselor
51	Clinical Therapist I
13	Clinical Therapist II
5	General Services Worker II
2	Licensed Vocational Nurse II
4	Mental Health Clinic Supervisor
1	Mental Health Education Consultant
3	Mental Health Nurse II
4	Mental Health Program Mgr I
2	Mental Health Program Mgr II
32	Mental Health Specialist
10	Mental Health Clinic Supervisor
1	Occupational Therapist II
13	Office Assistant II
16	Office Assistant III
1	Office Specialist
1	Peer & Family Advocate II
8	Peer & Family Advocate III
2	Program Specialist I
5	Psychiatric Technician I
1	Public Service Employee
2	Secretary I
1	Secretary II
28	Social Worker II
2	Staff Analyst II
1	Supervising Office Assistant
214	Total

Administrative Services

	Classification
2	Accountant III
1	Accounting Technician
3	Administrative Supervisor I
1	Administrative Supervisor II
3	Automated Systems Analyst I
3	Automated Systems Analyst II
4	Automated Systems Technician
2	Business Systems Analyst I
3	Business Systems Analyst II
3	Business Systems Analyst III
3	Contr Automated Systems Tech
1	Contr Project Manager
1	Fiscal Assistant
4	Fiscal Specialist
2	Mental Health Auditor
2	Office Assistant III
2	Payroll Specialist
2	Peer & Family Advocate I
2	Secretary I
13	Staff Analyst II
1	Supervising Accountant II
1	Supervising Fiscal Specialist
59	Total

Office of Compliance

	Classification
2	Office Assistant III
1	Office Assistant IV
1	Peer & Family Advocate III
3	Staff Analyst II
7	Total

Office of Cultural Competence & Ethnic Services

	Classification
1	Cultural Competency Officer
3	Mental Health Education Consultant
1	Secretary I
2	Social Worker II
1	Staff Analyst I
8	Total

Office of Homeless Services

	Classification
1	Automated Systems Analyst I
1	Automated Systems Technician
1	Mental Health Program Mgr I
1	Office Assistant II
3	Program Specialist I
1	Secretary I
1	Staff Analyst II
9	Total

Program Support Services

	Classification
3	Administrative Manager
1	Administrative Supervisor I
1	Automated Systems Analyst I
3	Business Systems Analyst I
1	Business Systems Analyst II
1	Clinical Therapist I
18	Graduate Student Intern
1	Media Specialist I
2	Mental Health Education Consul
3	Mental Health Intern Prgm Supv
2	Mental Health Nurse II
2	Mental Health Program Mgr I
5	Mental Health Specialist
2	Office Assistant II
7	Office Assistant III
1	Office Assistant IV
10	Peer & Family Advocate II
4	Peer & Family Advocate I
2	Peer & Family Advocate III
5	Program Specialist I
4	Program Specialist II
2	Secretary I
1	Social Worker II
1	Staff Aide
4	Staff Analyst II
1	Statistical Analyst
6	Student Intern
3	Training&DevelopmentSpecialist
1	Volunteer Services Coordinator
97	Total

Assistant Director and Alcohol and Drug Services

	Classification
1	Program Specialist I
1	Total

Regional Operations and Children's Services

	Classification
2	Alcohol & Drug Counselor
19	Clinical Therapist I
2	Clinical Therapist II
2	Employment Services Specialist
2	General Services Worker II
1	Mental Health Nurse II
1	Mental Health Program Mgr I
1	Mental Health Program Mgr II
1	Mental Health Specialist
1	MentalHealth Clinic Supervisor
4	Office Assistant III
1	Peer & Family Advocate II
1	Peer & Family Advocate I
1	Peer & Family Advocate III
3	Program Specialist I
1	Program Specialist II
1	Psychiatrist
1	Secretary I
5	Social Worker II
1	Staff Aide
1	Staff Analyst I
4	Staff Analyst II
56	Total

Regional Operations

	Classification
10	Clinical Therapist I
1	Clinical Therapist II
2	General Services Worker II
3	Licensed Vocational Nurse II
2	Mental Health Nurse II
3	Mental Health Specialist
1	MentalHealth Clinic Supervisor
7	Office Assistant III
2	Peer & Family Advocate II
2	Supervising Office Assistant
33	Total

Medical Services

	Classification
1	Staff Analyst II
1	Total

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

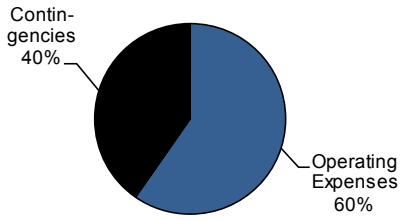
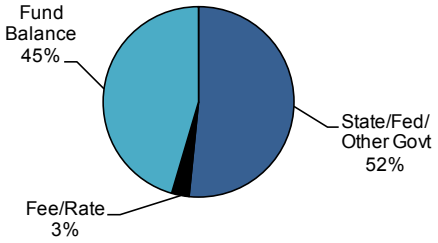
Budget at a Glance	
Requirements Less Reimbursements*	$20,916,399
Sources/Reimbursements	$11,429,122
Fund Balance	$9,487,277
Use of Fund Balance	$1,055,396
Total Staff	0
*Includes Contingencies	

Block Grant Carryover Program are funds utilized by Alcohol and Drug Services (ADS) to maintain money 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 ADS general fund budget unit based on the needs of the program.

Court Alcohol and Drug Program funding is provided by three sources: the Statham funds, which are fines collected from individuals convicted of Driving Under the Influence (DUI) offenses; Senate Bill 921, which requires persons convicted of an offense involving a controlled substance to pay a drug program fee in an amount not to exceed $100 for each separate offense; and by Senate Bill 920 that requires persons convicted of specific alcohol related offenses to pay an additional alcohol abuse education and prevention penalty assessment in an amount not to exceed $50. Funds are distributed to the ADS programs.

Driving Under the Influence Program as per Title 9, Division 4, Chapter 3, 9878 (m) of the State regulations and Health and Safety Code 11837.8 (a), the Department of Behavioral Health charges fees to privately owned and operated vendors for monitoring Penal Code (PC) 1000 and DUI programs. Supervision of these programs resides with the County as indicated by Vehicle Code Section 1660.7, which states that the supervision and regulation of the first offender program resides with the County. Fees collected from privately owned and operated DUI programs within the County are deposited into this fund. Funds are then transferred to the ADS unit, as needed, to meet the costs of staff assigned to this function. These funds can only be used for the cost of monitoring PC 1000 and DUI programs.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

HUMAN SERVICES

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: Consolidated Special Revenue

BUDGET UNIT: Various
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	9,963,206	11,311,423	11,420,002	10,307,147	11,647,792	12,484,518	**836,726**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	10,588,666	8,431,881	**(2,156,785)**
Total Exp Authority	9,963,206	11,311,423	11,420,002	10,307,147	22,236,458	20,916,399	**(1,320,059)**
Reimbursements	0	0	0	(11,054)	0	0	**0**
Total Appropriation	9,963,206	11,311,423	11,420,002	10,296,093	22,236,458	20,916,399	**(1,320,059)**
Operating Transfers Out	196,283	0	0	0	0	0	**0**
Total Requirements	10,159,489	11,311,423	11,420,002	10,296,093	22,236,458	20,916,399	**(1,320,059)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	1,256,776	2,197,147	64,957	0	0	**0**
State, Fed or Gov't Aid	11,023,062	10,806,439	8,854,928	8,348,706	10,898,930	10,773,188	**(125,742)**
Fee/Rate	730,173	688,408	657,009	653,947	618,609	621,828	**3,219**
Other Revenue	89,225	56,135	137,806	50,541	53,701	34,106	**(19,595)**
Total Revenue	11,842,460	12,807,758	11,846,890	9,118,151	11,571,240	11,429,122	**(142,118)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	11,842,460	12,807,758	11,846,890	9,118,151	11,571,240	11,429,122	**(142,118)**
				Fund Balance	10,665,218	9,487,277	**(1,177,941)**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Block Grant Carryover Program (Fund SDH)	18,117,606	10,801,188	7,316,418	0
Court Alcohol & Drug Program (Fund SDI)	2,155,237	419,713	1,735,524	0
Driving Under the Influence Program (Fund SDC)	643,556	208,221	435,335	0
Total Special Revenue Funds	20,916,399	11,429,122	9,487,277	0

Block Grant Carryover Program has requirements of $18.1 million, which includes contingencies of $5.9 million. Operating expenses of $12.1 million primarily consists of transfers to the Department of Behavioral Health's general fund budget unit for salaries and benefits as well as services and supplies costs related to alcohol abuse prevention, education, and treatment in schools and the community. Sources of $10.8 million are primarily from federal aid received through State Department of Health Care Services.

Court Alcohol and Drug Program has requirements of $2.2 million, including contingencies of $2.1 million. Operating expenses of $65,357 are used to fund Alcohol and Drug Programs as needed. Sources of $419,713 include fines collected from DUI offenders and interest revenue.

Driving Under the Influence Program has requirements of $643,556, which includes contingencies of $408,525. Operating expenses of $235,031 fund the Alcohol and Drug Services general fund budget unit to cover salaries and benefits and other miscellaneous expenditures, and to monitor the DUI/Deferred for Entry of Judgment programs. Sources of $208,221 include DUI fees paid by program providers and interest revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Consolidated Special Revenue Funds have requirements totaling $20.9 million and include decreased contingencies of $2.1 million (previously received Block Grant Funds). The decrease in requirements also reflects increased operating costs of $836,726, associated with the expansion of Alcohol and Drug programs such as new assessment centers, sobering centers and CalWORKS. Costs of expansion include staffing, contractor services and overall operating expenses.

The $125,742 reduction in State and Federal Aid represents a reduced Federal block grant award for the 2 year period ended October 2015. While funds were underspent in the previous year, this year's expanded activities will fully utilize the awarded funds.

Costs are incurred in Behavioral Health's budget unit and funds are transferred as needed from these Special Revenue funds to meet the costs of staff assigned to ADS programs.

STAFFING CHANGES AND OPERATIONAL IMPACT

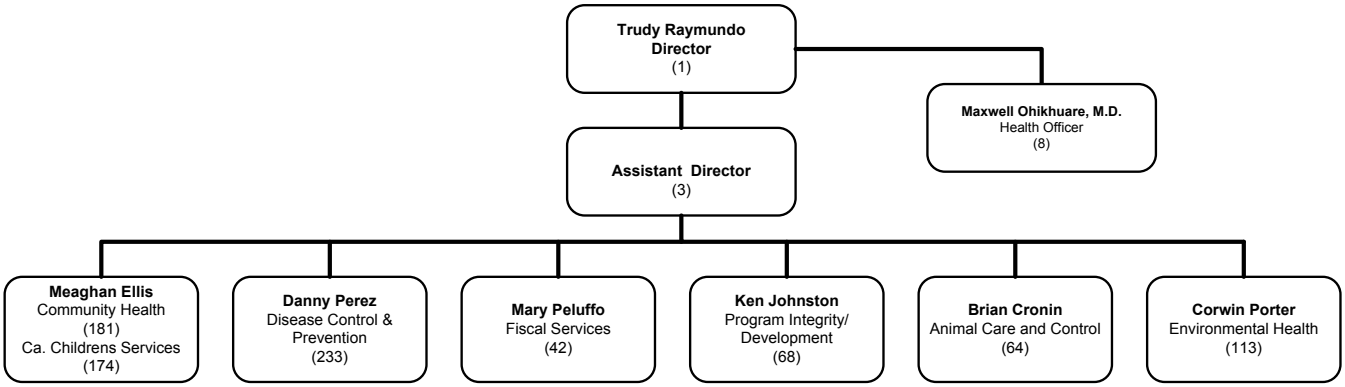
There is no budgeted staffing in these consolidated special revenue funds.

PUBLIC HEALTH
Trudy Raymundo

DEPARTMENT MISSION STATEMENT

The Department of Public Health provides community and preventive health services that promote and improve the health, safety and quality of life of San Bernardino County residents and visitors.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- The first Countywide multi-sectorial community health assessment was completed in November 2013. This was the result of two years of organization and work by the Community Vital Signs initiative, a community-driven effort to establish a framework to improve health and wellness in the County. Over 1,000 stakeholders from a multitude of sectors were engaged during the summer of 2013 to respond to key quality of life indicators. Six priority areas were identified with education, economy, and access to health care emerging as the top three.
- EHS developed an electronic plan submittal process for new construction of food facilities to provide greater flexibility and improve responsiveness to businesses. In addition, Environmental Health Services (EHS) received an award from the National Association of Counties (NACo) for its Online Food Worker Program.
- The Preparedness and Response Program transitioned Public Health's community-based annual Flu clinics into "Mass Vaccination Clinics" to achieve 2 goals:
  - Exercise for Pandemic Influenza and familiarize the community about where they should go in the event of a Public Health Emergency and
  - Save over $60,000 in Net County Cost and use available State grant funds. As a result of these efforts, 24 Clinics were held throughout the County with over 1,300 vaccinations provided free of cost.
- The Ryan White Program worked diligently with all funded HIV Service Providers, with the HIV Planning Council, and the community to plan, prepare for, and implement the successful transition of over 2,000 patients receiving Ryan White funded HIV care to the Low Income Health Plans in San Bernardino and Riverside Counties. These transitioned clients are now receiving care as part of the new Medicaid Expansion population (under the Affordable Care Act).
- Community clinical operations credentialed seven of its providers with Inland Empire Health Plan to ensure continuity of care for patients upon implementation of Federal Healthcare Reform and Medicaid Expansion.
- EHS created a "Human Elements" booklet to educate all facets of our County on the significance of the role EHS plays in the community in protecting public health from disease and injury.

- The Animal Care and Control (ACC) Division partnered with 275 non-profit, private sector animal rescue organizations in 2012-13 to receive homeless animals from ACC shelters. This number increased significantly to 321 rescue group partners in FY 2013-14.
- EHS teamed up with the Sheriff's Departments' Aerial Surveillance Division to combat the threat of West Nile Virus transmission by identifying mosquito breeding swimming pools throughout the County. During the summer of 2013, the Sheriff's Department referred 256 green pools to Environmental Health for abatement, which reduced the mosquito population by millions.
- The Animal Care Joint Powers Authority (JPA) completed construction of the new $3.9 million animal shelter facility located within the Town of Yucca Valley. The County and Town will jointly own the new shelter facility and the County, through the Department of Public Health, will contract with the Town to manage and operate the new facility.
- The Healthy Communities Program added Grand Terrace and Barstow to the "healthy city" network.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPLEMENT THE COUNTYWIDE VISION**

Objective(s): ***• Continue the County role of convening conversations on community collaboration and collective action.***

Department 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 Health Improvement Plan (CHIP).*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of community meetings conducted	N/A	N/A	N/A	5
Complete the 2014-15 work plan for addressing community priorities of the Wellness Element Group of the Countywide Vision: - Develop CHIP Work Plan - Regional Maps identifying health resources (minimum of 5 regional maps) - Convening regional commmunity meetings (number of attendees = 250) - Establish data metrics for evaluation of CHIP performance and to inform future decision making.	N/A	N/A	N/A	100%

HUMAN SERVICES

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

Objective(s):
- ***Utilize County programs and resources to support the local economy and maximize job creation.***
- ***Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors.***

Department Strategy:
- *Increase Health Education Liaison Program (HELP) consultations to businesses (restaurants) to promote food safety which leads to more successful businesses*
- *Increase the potential number of health professionals in the County through a public health intern and extern program that provides participants with information and experience in a broad range of public health professions.*
- *Implement relevant, high quality Public Health Leadership training to achieve an essential element of Public Health Accreditation and ensure stable departmental leadership into the future.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of HELP consultations	N/A	N/A	150	165
Number of post secondary student internships and/or ROP instructor externships	N/A	N/A	N/A	10
Attendance at department leadership training events	N/A	175	123	150

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

Objective(s):
- ***Promote public/private collaboration and projects that help to meet the needs of county residents.***

Department Strategy:
- *Increase number of public/private collaborations with non-profit animal rescue group partners (corporations).*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of Rescue Group Partners (RGPs)	N/A	N/A	273	286

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s):
- ***Maximize the utilization of Federal and State programs and funding to address the needs of County residents.***

Department Strategy:
- *Identify opportunities to transition clients to medical care payment sources that relieve dependence on decreasing and volatile categorical or local funds, thereby ensuring greater sustainability and stability in the deparment's ability to provide for the health care needs of county residents.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Medical care clients currently receiving HIV related care through federal Ryan White funding, transitioned to other payment sources.	N/A	N/A	N/A	243

COUNTY GOAL:	**IMPROVE COUNTY GOVERNMENT OPERATIONS**
Objective(s):	***• Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.***

Department Strategy: *• Achieve and Maintain National Accreditation, through the Public Health Accreditation Board (PHAB), to ensure that the department continues to focus on quality and performance improvement, transparency and accountability to all stakeholders and funders, and maintains the capacity to deliver the three core public health functions and ten essential services.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Complete all pre-accreditation activities: - Complete the development of a Countywide Health Improvement Plan - Complete a department Strategic Plan - Completion of PHAB orientation for all executive and key leadership staff - Submit a Statement of Intent to apply to PHAB - Complete initial collection of documentation required by the PHAB Standards and Measures and complete gap analysis - Develop department marketing strategy to inform, educate and motivate department staff regarding the importance of accreditation	N/A	N/A	N/A	100%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Public Health	79,432,808	75,220,029	4,212,779			713
California Children's Services	21,359,774	16,673,628	4,686,146			174
Indigent Ambulancce	472,501	0	472,501			0
Total General Fund	101,265,083	91,893,657	9,371,426			887
Special Revenue Funds						
Special Revenue Funds - Consolidated	7,732,157	4,000,984		3,731,173		0
Total Special Revenue Funds	7,732,157	4,000,984		3,731,173		0
Total - All Funds	108,997,240	95,894,641	9,371,426	3,731,173	0	887

5-YEAR REQUIREMENTS TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Public Health	63,168,103	63,651,180	73,731,861	79,833,370	79,432,808
California Children's Services	15,433,361	15,876,479	19,624,434	21,124,770	21,359,774
Indigent Ambulance	472,501	472,501	472,501	472,501	472,501
Bio-Terrorism Preparedness	2,693,613	2,820,063	3,529,484	2,789,284	1,955,113
H1N1 Preparedness	1,426,622	277,799	0	0	0
Tobacco Use Reduction Now	417,499	405,662	368,227	210,631	207,764
Vital Statistics State Fees	748,908	810,131	903,521	979,313	957,414
Vector Control Assessments	3,663,669	3,650,836	3,853,544	4,220,097	4,611,866
Total	**88,024,276**	**87,964,651**	**102,483,572**	**109,629,966**	**108,997,240**

5-YEAR SOURCES TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Public Health	59,431,460	60,077,328	69,906,009	75,570,548	75,220,029
California Children's Services	11,472,950	12,879,123	15,019,432	16,335,156	16,673,628
Indigent Ambulance	0	0	0	0	0
Bio-Terrorism Preparedness	2,550,022	2,289,763	2,638,317	2,531,768	1,953,502
H1N1 Preparedness	12,935	134,630	0	0	0
Tobacco Use Reduction Now	417,148	336,371	310,406	194,836	180,402
Vital Statistics State Fees	145,619	134,094	142,340	133,685	132,970
Vector Control Assessments	1,716,523	1,677,215	1,649,319	1,693,537	1,734,110
Total	**75,746,657**	**77,528,524**	**89,665,823**	**96,459,530**	**95,894,641**

5-YEAR NET COUNTY COST TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Public Health	3,736,643	3,573,852	3,825,852	4,262,822	4,212,779
California Children's Services	3,960,411	2,997,356	4,605,002	4,789,614	4,686,146
Indigent Ambulance	472,501	472,501	472,501	472,501	472,501
Total	**8,169,555**	**7,043,709**	**8,903,355**	**9,524,937**	**9,371,426**

5-YEAR FUND BALANCE TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Bio-Terrorism Preparedness	143,591	530,300	891,167	257,516	1,611
H1N1 Preparedness	1,413,687	143,169	0	0	0
Tobacco Use Reduction Now	351	69,291	57,821	15,795	27,362
Vital Statistics State Fees	603,289	676,037	761,181	845,628	824,444
Vector Control Assessments	1,947,146	1,973,621	2,204,225	2,526,560	2,877,756
Total	**4,108,064**	**3,392,418**	**3,914,394**	**3,645,499**	**3,731,173**

Public Health

DESCRIPTION OF MAJOR SERVICES

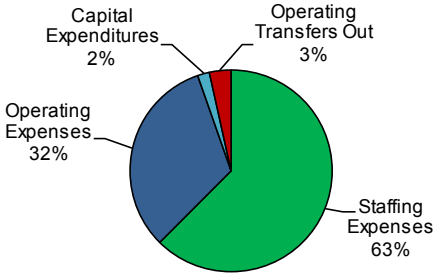
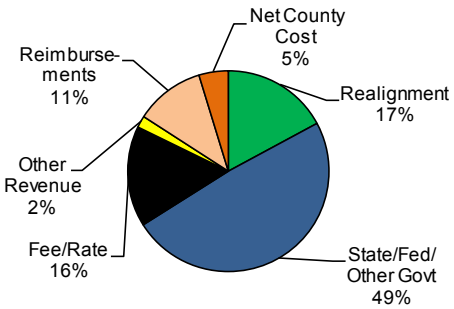
Budget at a Glance	
Requirements Less Reimbursements*	$89,411,077
Sources/Reimbursements	$85,198,298
Net County Cost	$4,212,779
Total Staff	713
Funded by Net County Cost	5%
*Includes Contingencies	

The Department of Public Health provides a wide range of services to prevent diseases and improve the health, safety and quality of life for residents and visitors of San Bernardino County. Many services are mandated by California Health and Safety Code.

Key delivery areas include Community Health, Disease Control and Prevention, Environmental Health, Health Policy and Promotion, and Animal Care and Control. Community Health provides health care services that promote and improve the health of County residents and visitors, and assures the quality and accessibility of health care services to the public by providing clinical services through a network of Federally Qualified Health Centers and Public Health Clinics. Disease Control and Prevention provides for surveillance and prevention of communicable diseases, including tuberculosis, HIV and other transmitted diseases, and provision of immunizations to prevent disease. Environmental Health prevents, eliminates, or reduces hazards adversely affecting health, safety and quality of life through integrated, regulatory programs such as Food Protection, Vector Control, and other Land Use/Water Protection programs. Health Policy and Promotion partners with cities, organizations and communities to provide technical assistance and promote healthy lifestyles through a broad range of policy development, systems change, built environment planning, and health education. Animal Care and Control protects the public from rabies through dog vaccinations, stray animal abatement, wildlife rabies surveillance, and public education.

In addition, as a complement to the Wellness component of the County Visioning process, the Department will continue its current Community Vital Signs Initiative. This initiative is intended to be a community health improvement framework jointly developed by San Bernardino County residents, organizations and government. It builds upon the Countywide Vision by setting evidence-based goals and priorities for action that encompass policy, education, environment, and systems change in addition to quality, affordable and accessible health care and prevention services. It provides the basis for aligning and leveraging resources and efforts by diverse agencies, organizations and institutions to empower the community to make healthy choices, thereby improving the overall health and well-being of the County's residents.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

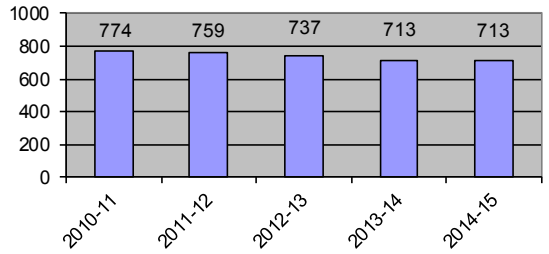
HUMAN SERVICES

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	721	694	696	685
Limited Term	16	13	17	28
Total	737	707	713	713
Staffing Expenses	$57,587,570	$56,423,231	$57,412,079	$55,849,344

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health
FUND: General

BUDGET UNIT: AAA PHL
FUNCTION: Health and Sanitation
ACTIVITY: Health

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	47,808,678	49,360,670	50,290,287	51,399,550	57,412,079	55,849,344	**(1,562,735)**
Operating Expenses	26,784,393	24,837,448	24,715,779	26,870,635	32,134,275	28,769,244	**(3,365,031)**
Capital Expenditures	514,936	99,796	190,916	223,783	1,518,867	1,698,361	**179,494**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	75,108,007	74,297,914	75,196,982	78,493,968	91,065,221	86,316,949	**(4,748,272)**
Reimbursements	(12,107,264)	(10,690,494)	(9,030,219)	(9,392,706)	(11,231,851)	(9,978,269)	**1,253,582**
Total Appropriation	63,000,743	63,607,420	66,166,763	69,101,262	79,833,370	76,338,680	**(3,494,690)**
Operating Transfers Out	139,241	(8,644)	29,700	0	0	3,094,128	**3,094,128**
Total Requirements	63,139,984	63,598,776	66,196,463	69,101,262	79,833,370	79,432,808	**(400,562)**
Sources							
Taxes	565	588	638	585	5,000	0	**(5,000)**
Realignment	9,970,809	11,058,864	10,638,234	14,250,797	15,485,346	15,304,571	**(180,775)**
State, Fed or Gov't Aid	33,989,349	34,181,781	33,267,521	34,309,986	44,085,987	43,749,766	**(336,221)**
Fee/Rate	13,873,892	13,676,547	15,659,730	14,939,918	14,442,808	14,482,349	**39,541**
Other Revenue	1,094,505	1,158,535	2,704,925	1,225,085	1,391,407	1,559,143	**167,736**
Total Revenue	58,929,120	60,076,315	62,271,048	64,726,371	75,410,548	75,095,829	**(314,719)**
Operating Transfers In	474,719	1,419	110,093	136,913	160,000	124,200	**(35,800)**
Total Sources	59,403,839	60,077,734	62,381,141	64,863,284	75,570,548	75,220,029	**(350,519)**
Net County Cost	3,736,145	3,521,042	3,815,322	4,237,978	4,262,822	4,212,779	**(50,043)**
				Budgeted Staffing	713	713	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $55.8 million fund 713 positions. These positions staff 8 medical clinics, 17 Women, Infants and Children (WIC) clinics, and 2 animal shelters, as well as multiple outlying County-owned sites performing environmental health inspections, home visits and animal control staff canvassing. Operating expenses of $28.8 million include services and supplies, travel, and reimbursements to other County departments.

State and Federal Aid and Realignment comprise 79% of the total sources for this budget unit with the remaining 21% consisting of fees, other revenue and operating transfers in.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $400,562 as a result of the following: Staffing expenses are decreasing by $1.6 million primarily due to the deletion of regular positions and the addition of limited term positions. Operating expenses are decreasing by $3.4 million primarily due to the Capital Development – Building Capacity grant being shifted to the operating transfers out category. Capital expenditures are increasing by $179,494 for the purchase of Electronic Health Record software. Reimbursements are decreasing by $1.2 million primarily due to reduced Bio-Terrorism Special Revenue fund cost reimbursements. Operating transfers out in the amount of $3.1 million has been budgeted in 2014-15 for payments to Architecture and Engineering for the expansion of the Hesperia Health Center.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $55.8 million fund 713 budgeted positions of which 685 are regular positions and 28 are limited term positions. The 2014-15 budget includes the deletion of 18 vacant positions, the addition of 18 new positions and reclassification of 2 positions. Deletions are: 1 Office Specialist, 1 PH Program Coordinator, 1 Staff Analyst II, 1 Vector Control Technician, 1 Animal License Checker, 1 Health Education Specialist II, 1 Registered Nurse II, 1 PH Microbiologist II, 4 PH Physicians I, 2 Health Services Assistants I, 2 Nutritionists, 1 Office Assistant III, and 1 Contract Physician Assistant. The new positions are: 1 Fiscal Assistant, 1 Accountant III, 1 Public Health Manager, 1 PH Physician II, 1 Administrative Supervisor I, 1 Supervising Health Services Assistant, 1 Contract Physician Assistant, and 11 Public Service Employees. The reclassifications are: Staff Analyst II to Accountant III and Environmental Technician II to Environmental Technician I. The department expects the staffing changes to increase efficiencies in operations.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Director	1	0	1	1	0	0	1
Health Officer	7	1	8	6	1	1	8
Assistant Director	3	0	3	2	1	0	3
Community Health	179	2	181	154	26	1	181
Disease Control & Prevention	228	5	233	220	11	2	233
Fiscal Services	42	0	42	39	1	2	42
Program Integrity / Development	68	0	68	63	4	1	68
Animal Care and Control	64	0	64	63	1	0	64
Environmental Health	93	20	113	90	12	11	113
Total	685	28	713	638	57	18	713

Director

	Classification
1	Public Health Director
1	Total

Health Officer

	Classification
1	Health Officer
1	Executive Secretary II
1	Public Health Medical Director
4	Public Health Physician II
1	Contract Public Health Physician
8	Total

Assistant Director

	Classification
1	Assistant Director of Public Health
1	Executive Secretary II
1	Secretary I
3	Total

Community Health

	Classification
1	Chief Comm Health and Nursing Svcs
1	Deputy Chief of Community Hlth Svcs
2	Public Health Program Manager
2	Public Health Program Coordinator
1	Administrative Supervisor I
1	Public Health Nurse Manager
5	Clinic Supervisor - PH
1	Clinical Therapist I
2	Contract Physician Assistant
28	Health Services Assistant I
16	Licensed Vocational Nurse II
2	Medical Records Coder I
8	Nurse Practitioner II
39	Public Health Nurse II
1	Radiologic Technologist I
19	Registered Nurse II - PH
4	Supervising Public Health Nurse
1	Supervising Office Specialist
4	Supervising Office Assistant
2	Secretary I
6	Office Assistant III
34	Office Assistant II
1	Fiscal Assistant
181	Total

Disease Control & Prevention

	Classification
1	Division Chief, Disease Control
1	PH Program Manager Laboratory
3	Public Health Program Manager
5	Public Health Program Coordinator
1	Administrative Supervisor I
1	Clinic Supervisor - PH
9	Communicable Disease Investigator
1	Contract IEHIVPC Liaison
2	Fiscal Assistant
2	Fiscal Specialist
100	Health Services Assistant I
5	Health Services Assistant II
4	Laboratory Assistant
1	Licensed Vocational Nurse II
4	Medical Emer. Planning Specialist
24	Nutritionist
15	Office Assistant II
3	Office Assistant III
1	Office Specialist
2	Program Specialist I
3	Public Health Epidemiologist
1	Public Health Laboratory Tech
5	Microbiologist II
3	Microbiologist III
3	Registered Nurse II - PH
3	Secretary I
2	Staff Analyst II
1	Storekeeper
14	Supervising Health Svcs Assistant
1	Supervising Office Assistant
1	Supervising Office Specialist
1	Supervising Public Hlth Microbiologist
6	Supervising Public Hlth Nutritionist
4	Public Service Employee
233	Total

Fiscal Services

	Classification
1	Public Health Chief Financial Officer
1	Public Health Program Manager
1	Administrative Manager
1	Administrative Supervisor I
1	Supervising Accountant III
1	Supervising Accountant II
1	Systems Accountant II
4	Staff Analyst II
1	Staff Analyst I
4	Accountant III
4	Accountant II
1	Accounting Technician
2	Payroll Specialist
3	Fiscal Specialist
2	Fiscal Assistant
4	Office Assistant II
5	Office Assistant III
1	Office Assistant IV
2	Secretary II
2	Storekeeper
42	Total

Program Integrity/Development

	Classification
1	Div Chief, Prgm Integrity & Development
1	Public Health Program Manager
1	Business Application Manager
1	Business Systems Analyst III
2	Business Systems Analyst II
1	Business Systems Analyst I
11	Automated Systems Analyst I
1	Automated Systems Analyst II
2	Supervising Auto Systems Analyst II
2	Public Health Program Coordinator
1	Supervising Hlth Education Specialist
1	Supervising Prog. Specialist
4	Health Education Assistant
19	Health Education Specialist I
8	Health Education Specialist II
3	Health Services Assistant I
1	Office Assistant II
2	Office Assistant III
1	Program Specialist I
2	Staff Analyst II
3	Statistical Analyst
68	Total

Animal Care and Control

	Classification
1	Chief of Animal Care & Control
1	PH Program Manager Animal Care
3	Supervising Animal Control Officer II
4	Supervising Animal Control Officer I
28	Animal Control Officer
2	Animal Health Investigator
6	Animal License Checker
1	Fiscal Assistant
4	General Services Worker II
8	Office Assistant II
3	Office Assistant III
2	Office Assistant IV
1	Registered Veterinary Technician
64	Total

Environmental Health

	Classification
1	Chief Environmental Health Services
2	PH Program Mngr Environmental Hlth
1	Administrative Supervisor I
8	Supervising Env. Hlth Specialist
10	Environmental Health Spec III
40	Environmental Health Spec II
1	Environmental Technician II
5	Environmental Technician I
1	Vector Control Technician II
7	Vector Control Technician I
1	Supervising Office Assistant I
1	Supervising Office Specialist
1	Fiscal Specialist
2	Fiscal Assistant
10	Office Assistant III
2	Secretary I
20	Public Service Employee
113	Total

California Children's Services

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$21,359,774
Sources/Reimbursements	$16,673,628
Net County Cost	$4,686,146
Total Staff	174
Funded by Net County Cost	22%
*Includes Contingencies	

California Children's Services (CCS) is a state program that provides case management, diagnosis and treatment services to individuals up to 21 years of age with severe qualifying medical conditions and whose families are unable to pay for all or part of the care. State law requires the County to maintain a mandated minimum funding level. In addition to realignment dollars and the County's mandated contribution, funding also comes from Medi-Cal, private insurance and patient co-payments.

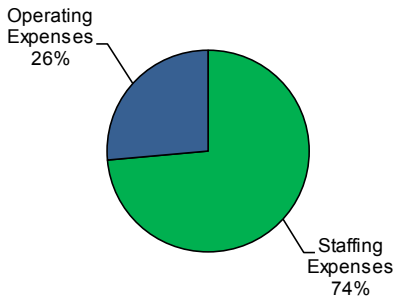
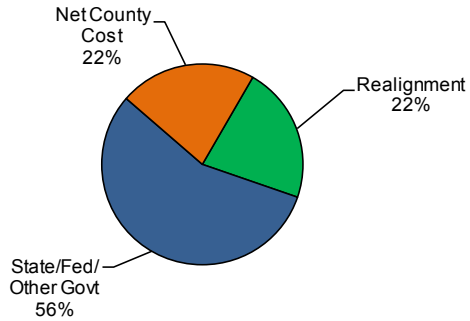
The revenue breakdown among federal, state, realignment and County general fund support depends on the type of services provided under this program. This program provides two types of services.

1. Administrative Component – Case Management activities that include determining program eligibility, evaluating needs for specific services, determining the appropriate providers, and authorizing/paying for medically necessary care. Reimbursement for administrative and operational costs for county CCS programs is shared between the state and county programs as per Health and Safety Code Section 123955 (a). Administrative funding was previously based on staffing standards and caseload mix of CCS clients; however, since 2008-09 the state has changed the funding methodology. All counties must provide the state with a projected budget based on filling all positions as determined by the staffing standards. The state determines what percentage each county's projected budget is of the total amount budgeted by all counties. The percentage is applied to the total allocation available from the state for the fiscal year which may change the actual reimbursement rate normally expected on the caseload numbers below.

   Caseload percentages are as follows:
   - Medi-Cal caseload percentage is 79.94%. Federal and state funds reimburse CCS for 100% of the costs.
   - Healthy Families/TLICP (Targeted Low Income Children's Program) accounts for 12.62% of the caseload. This federal and state program pays 82.5% of the costs. The remaining 17.5% local share is equally funded by Social Services Realignment (8.75%) and general fund support (8.75%) and is billed to CCS on a quarterly basis.
   - CCS or Non-Medi-Cal caseload accounts for approximately 7.44%. Federal and state funds pay for 50% of the costs associated with treating this clientele. The remaining 50% is split equally between Social Services Realignment (25%) and general fund support (25%).

2. Medical Therapy Component – Provides physical therapy, occupational therapy and medical therapy conference services. Licensed physical therapists and certified occupational therapists provide evaluation, treatment, consultation services and case management. The state reimburses the County 50% of the costs incurred by this program up to the allocated amount prescribed by the state. The remaining 50% is equally funded by Social Services Realignment and County general fund support. Additionally, this program is allowed to bill Medi-Cal for therapy provided to Medi-Cal eligible clients. This revenue is split 75% state and 25% county. Approximately 48% of the caseload in the medical therapy component is Medi-Cal eligible. The state also reimburses approximately $80,000 at 100% for personnel costs while attending individualized educational programs per California AB3632.

2014-15 ADOPTED BUDGET

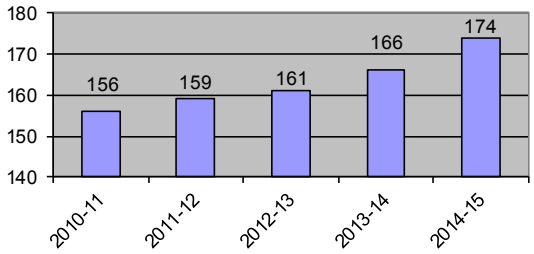
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	161	166	166	174
Limited Term	0	0	0	0
Total	161	166	166	174
Staffing Expenses	$14,338,020	$15,101,851	$15,217,622	$15,715,808

5-YEAR STAFFING TREND



HUMAN SERVICES

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health - California Children's Services
FUND: General

BUDGET UNIT: AAA CCS
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	11,418,424	12,260,623	13,030,035	13,805,909	15,217,622	15,715,808	**498,186**
Operating Expenses	4,018,979	3,630,654	3,938,544	4,151,263	5,899,105	5,643,966	**(255,139)**
Capital Expenditures	0	6,912	163,524	0	8,043	0	**(8,043)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	15,437,403	15,898,189	17,132,103	17,957,172	21,124,770	21,359,774	**235,004**
Reimbursements	(4,042)	(21,712)	(1,871)	0	0	0	**0**
Total Appropriation	15,433,361	15,876,477	17,130,232	17,957,172	21,124,770	21,359,774	**235,004**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	15,433,361	15,876,477	17,130,232	17,957,172	21,124,770	21,359,774	**235,004**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	3,342,732	2,997,355	2,821,859	2,624,095	4,673,843	4,686,146	**12,303**
State, Fed or Gov't Aid	8,659,332	9,871,730	11,110,592	12,545,014	11,645,313	11,973,482	**328,169**
Fee/Rate	12,320	9,675	13,472	14,779	14,000	14,000	**0**
Other Revenue	76,245	362	182,114	149,189	2,000	0	**(2,000)**
Total Revenue	12,090,629	12,879,122	14,128,037	15,333,077	16,335,156	16,673,628	**338,472**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	12,090,629	12,879,122	14,128,037	15,333,077	16,335,156	16,673,628	**338,472**
Net County Cost	3,342,732	2,997,355	3,002,195	2,624,095	4,789,614	4,686,146	**(103,468)**
				Budgeted Staffing	166	174	**8**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $15.7 million fund 174 budgeted positions and make up the majority of the expenditures within this budget unit. Operating expenses include payments to the state and other providers for treatment costs and medical supplies.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $235,004 which includes an increase of $498,186 in staffing expenses to accommodate an additional 8 positions and a net decrease of operating expenses of $255,139. Operating expense changes are made up of reductions in professional services, equipment purchases, capital expenditure requirements for improvements, travel and overhead transfers from Public Health, offset with increased lease expense at the new Ontario facility and increased Information Services costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $15.7 million fund 174 budgeted regular positions. The budget includes the addition of 2 Public Health Nurses II, 1 Supervising Public Health Nurse, 1 Social Services Practitioner, 1 Office Assistant II, 2 Office Specialists and the addition of a job share position for a Pediatric Rehabilitation Therapist. A combination of caseload growth and a need to address lower than State standard staffing related to the previous economic downturn accounts for the additional resources.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
California Children's Services	174	0	174	153	13	8	174
Total	174	0	174	153	13	8	174

California Children's Services

	Classification
1	CCS Phys Consultant I
1	CCS Phys Consultant II
1	Fiscal Assistant
3	Medical Therapy Specialist
2	Occupational Therapy Assistant
18	Office Assistant II
13	Office Assistant III
31	Office Specialist
41	Pediatric Rehab Therapist
1	PH Program Manager
4	Physical Therapist Assistant
1	PH Program Coordinator
28	Public Health Nurse II
6	Rehab Services Aide
1	Secretary I
1	Social Service Practitioner
4	Social Worker II
1	Supervising Office Assistant
3	Supervising Office Specialist
8	Supervising Pediatric Rehab Therapist I
1	Supervising Pediatric Rehab Therapist II
3	Supervising Public Health Nurse
1	Supervising Social Worker
174	Total

Indigent Ambulance

DESCRIPTION OF MAJOR SERVICES

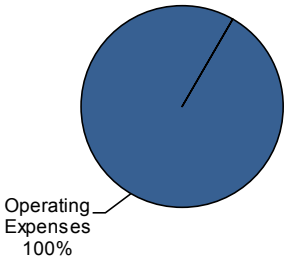
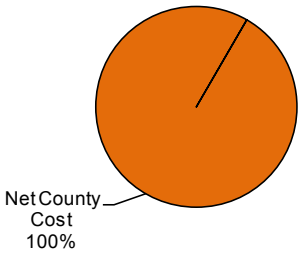
This budget unit provides funding for ambulance contractors who transport indigents to the Arrowhead Regional Medical Center or the closest hospital under certain life-threatening situations. Up to the extent of available appropriation, the fund also pays for the Sheriff/Coroner/Public Administrator's cost of transportation of inmates for medical treatment. The requirements in this budget unit are maintained at a constant level.

Budget at a Glance

Requirements Less Reimbursements*	$472,501
Sources/Reimbursements	$0
Net County Cost	$472,501
Total Staff	0
Funded by Net County Cost	100%

*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

HUMAN SERVICES

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health - Indigent Ambulance
FUND: General

BUDGET UNIT: AAA EMC
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	472,501	472,501	472,501	472,501	472,501	472,501	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	472,501	472,501	472,501	472,501	472,501	472,501	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	472,501	472,501	472,501	472,501	472,501	472,501	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	472,501	472,501	472,501	472,501	472,501	472,501	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
Net County Cost	472,501	472,501	472,501	472,501	472,501	472,501	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

All expenditures are for transportation of indigent patients for medical treatment.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no changes to this budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$7,732,157
Sources/Reimbursements	$4,000,984
Fund Balance	$3,731,173
Use of Fund Balance	$2,983
Total Staff	0
*Includes Contingencies	

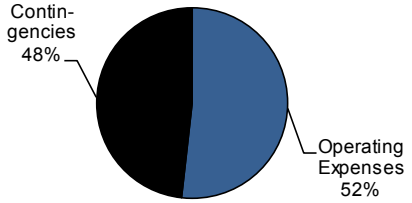
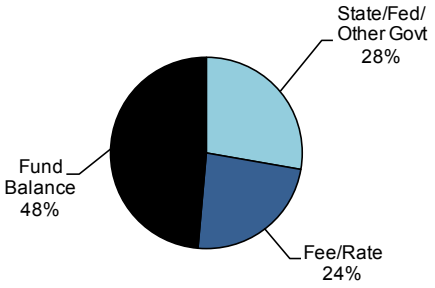
Bio-Terrorism Preparedness is supported by federal and state funding from the Centers for Disease Control, Pandemic Influenza and Cities Readiness Initiative. Funds support the Department's preparedness for and response to emergencies caused by bioterrorism, infectious disease, natural disasters and other public health threats such as Pandemic Influenza through the development and exercising of comprehensive public health emergency preparedness and response plans.

Tobacco Use Reduction Now (TURN) program was established in 1989 after California voters approved Prop 99, the Tobacco Tax and Health Protection Act of 1988. Twenty percent of these revenues were earmarked for health education programs in the community and in schools, to prevent and reduce tobacco use. The program provides tobacco control and educational services to the residents of the County. The primary goals of the TURN program are to reduce exposure to secondhand smoke, reduce youth access to tobacco products, counteract the influence of tobacco advertising, promote tobacco cessation and collaborate with various community based organizations through the Coalition for a Tobacco Free San Bernardino County.

Vital Statistics State Fees holds fees set by the state which are collected from the sale of birth and death certificates. Per Health and Safety Code 103625, all applicants for birth and death certificates shall pay an additional $3, to be collected by the County, which 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 and data collection and analysis.

Vector Control Assessments funding is received via the property tax roll and is dedicated for vector control services. The assessments are levied against parcels within the unincorporated parts of the County and the amount assessed depends upon the level of improvement on a given parcel. Services provided by the Vector Control Program include responding to citizen compliant/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.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

HUMAN SERVICES

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health
FUND: Consolidated Special Revenue

BUDGET UNIT: Various
FUNCTION: Health & Sanitation
ACTIVITY: Health

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	5,558,287	4,055,350	4,283,291	4,220,178	4,909,393	4,003,967	**(905,426)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	3,289,932	3,728,190	**438,258**
Total Exp Authority	5,558,287	4,055,350	4,283,291	4,220,178	8,199,325	7,732,157	**(467,168)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	5,558,287	4,055,350	4,283,291	4,220,178	8,199,325	7,732,157	**(467,168)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	5,558,287	4,055,350	4,283,291	4,220,178	8,199,325	7,732,157	**(467,168)**
Sources							
Taxes	1,696,190	28,615	31,605	36,707	28,944	39,636	**10,692**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	2,956,507	2,753,994	2,184,890	271,443	2,724,604	2,131,096	**(593,508)**
Fee/Rate	139,080	1,771,410	1,778,514	3,984,125	1,783,451	1,815,311	**31,860**
Other Revenue	43,383	23,308	19,385	13,576	16,827	14,941	**(1,886)**
Total Revenue	4,835,160	4,577,327	4,014,394	4,305,851	4,553,826	4,000,984	**(552,842)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	4,835,160	4,577,327	4,014,394	4,305,851	4,553,826	4,000,984	**(552,842)**
				Fund Balance	3,645,499	3,731,173	**85,674**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Bio-Terrorism Preparedness (Fund RPL)	1,955,113	1,953,502	1,611	0
Tobacco Use Reduction Now (Fund RSP)	207,764	180,402	27,362	0
Vital Statistics State Fees (Fund SCI)	957,414	132,970	824,444	0
Vector Control Assessments (Fund SNR)	4,611,866	1,734,110	2,877,756	0
Total Special Revenue Funds	7,732,157	4,000,984	3,731,173	0

Bio-terrorism Preparedness: Requirements of $2.0 million include $1.9 million in transfers to the department's general fund budget unit for the costs of the department's Preparedness and Response Program and $50,000 in contingencies for future allocation. Sources of 2.0 million are primarily from federal aid.

Tobacco Use Reduction Now: Requirements of $207,764 include $195,460 in transfers to the department's general fund budget unit for the costs of the Tobacco Use Reduction Now activities and $12,304 in contingencies for future allocation. Sources of $180,402 are primarily from state aid.

Vital Statistics State Fees: Requirements of $957,414 include $200,008 in transfers to the department's general fund budget unit for the costs of improvement/modernization of the vital records systems and operations and $757,406 in contingencies for future allocation. Sources of $132,970 are primarily vital statistic fees set by the state.

Vector Control Assessment: Requirements of $4.6 million include $1.6 million in transfers to the department's general fund budget unit for the operation of the Vector Control program and $3.0 million in contingencies for future allocation. Sources of $1.7 million are primarily funding received via property tax assessments.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by a net $467,168 resulting primarily from the following:

- $905,426 decrease from the use of current and roll-over Bio-Terrorism funds
- $438,258 increase in contingencies

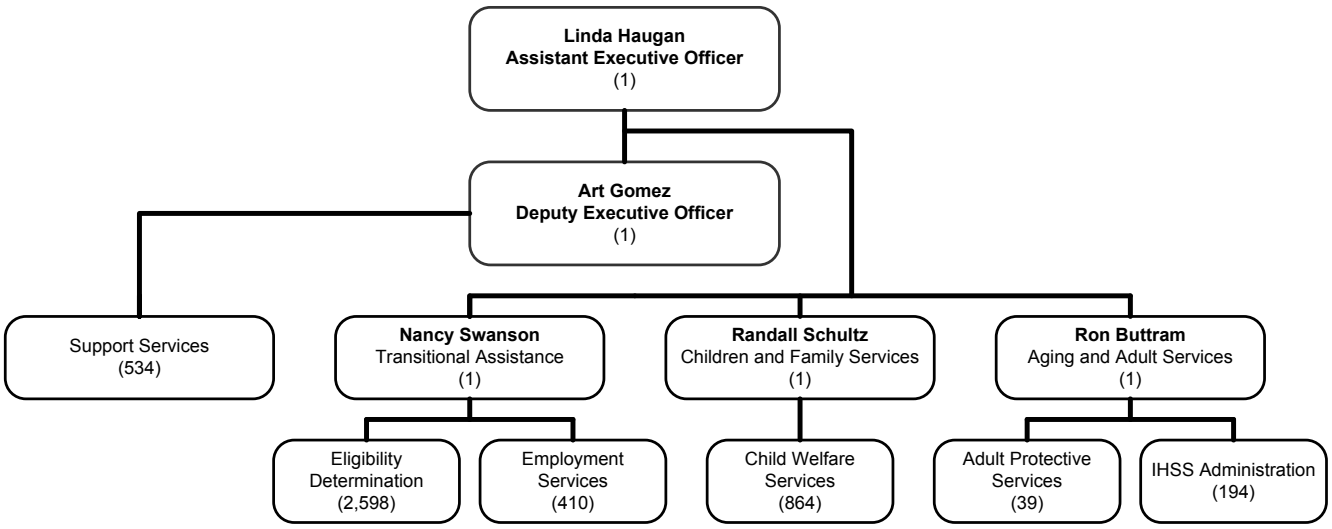
Sources are decreasing by $552,842 due to decreases in state and federal funding.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no budgeted staffing in these consolidated special revenue funds.

HUMAN SERVICES ADMINISTRATIVE CLAIM
Linda Haugan

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

Transitional Assistance Department (TAD)

- Processed over $22 million in federal and state tax refunds and served 11,362 taxpayers in communities throughout San Bernardino County through the Volunteer Income Tax Assistance (VITA) program. These refunds stimulate economic activity in addition to fighting poverty and leading to increased self- sufficiency.
- Expanded the capacity of the Customer Service Center (CSC), processing 1.2 million phone requests related to CalWORKs, CalFresh and Medi-Cal cases in 2013, an average of 101,858 calls per month. CSC expansion has also provided crucial support to the state-wide Health Care Reform implementation.
- Received CalFresh award for Program Access Index (PAI) growth for the 2nd consecutive year. San Bernardino County ranks 3rd of 58 counties for CalFresh PAI. These efforts provide additional nutrition resources to County residents and bring additional federal dollars into the local economy.
- Received CalFresh Recognition of Excellence award for contributing to California's low CalFresh error rate of 3.98% for the 3rd consecutive year. San Bernardino County's error rate was only 1.07%.

Children and Family Services (CFS)

- Received and assessed 29,102 child abuse and neglect referrals encompassing over 58,000 children.
- Reunited 1,196 children with their families.
- Finalized 399 adoptions.
- Provided support to approximately 300 youth who remain in foster care past their 18th birthday.
- Achieved permanency for 224 children through guardianship.
- Established 14 Family Visitation and Support Centers and provided 4,223 supervised visits for children and their families.
- Sent 1,057 children to attend summer camp.
- Hosted and engaged 352 foster and kinship youth at the Annual CFS Sports Fair.
- Recognized and celebrated the role of 626 children, foster parents and resource parents at the Annual Foster Parent Picnic.
- Received two NACO awards for the Preschool Referral Project and the Permanency Readiness Program.

Department of Aging and Adult Services (DAAS)

- Received and processed 14,143 requests for IHSS services.
- The Central Intake Unit assisted over 93,000 IHSS care provider requests regarding their paychecks.
- Received 2013 National Association of Counties (NACo) Achievement Award for establishing a program (Death Match Report) that eliminates In-Home Supportive Service providers wage overpayment due to the late reporting of a recipient's death.
- Established a department mentoring program to educate and expose DAAS staff to other programs within the department that are outside their current assignments.
- Assisted over 21,000 County residents by providing In-Home Supportive Services to them so they could remain safely in their own home.
- Established a Facebook page creating a portal for seniors and others to interface with DAAS.
- Increased referrals by 15% as a result of releasing the "It's Not Your Fault" campaign to increase awareness of senior and adult dependent abuse, and marking the beginning of Older Americans month.

More DAAS accomplishments can be found in the corresponding section included in the Aging and Adult Services budget section.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

Transitional Assistance Department (TAD)

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***Maximize the utilization of Federal and State programs and funding to address the needs of County residents.***

Department Strategy: • *Provide timely responses to calls from County Residents for Health Care Reform (HCR) from Customer Service Center (CSC)*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of calls transferred from Covered California Service Center to TAD in 30 seconds or less.	N/A	N/A	N/A	80%

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy:
- *Increase the Work Participation Rate (WPR) of recipients of CalWORKs benefits*
- *Increase the number of Welfare to Work (WtW) CalWORKs participants who are engaged in a mandated federal WtW acitvity.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of participants engaged in a Federal WtW activity	47.2%	50%	41%	50%

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***Maximize the utilization of Federal and State programs and funding to address the needs of County residents.***

Department Strategy: • *Maintain Calfresh (Cf) error rate below the federal tolerance level of 6% to avoid fiscal sanction.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of annual error rate for Cf benefits	1.4%	3%	1.07%	3%

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***Maximize the utilization of Federal and State programs and funding to address the needs of County residents.***

Department Strategy: • *Provide Volunteer Income Tax Assistance (VITA) preparation services for eligible County families and individuals thereby stimulating economic activity*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of eligible County taxpayers served	7,720	7,952	11,362	10,515

Children and Family Services (CFS)

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy: • *Increase 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.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of families involved with a Parent Partner	N/A	N/A	300	330

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): ***• To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy: *• Utilize Team Decision Making meetings (TDM), which are collaborative processes involving the family and their community support systems who know and care about the child(ren). TDMs are designed to make the best informed decisions concerning a child(ren)'s safety and living environment.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of children impacted	N/A	N/A	2,075	2,180

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): ***• Maximize the utilization of Federal and State programs and funding to address the needs of County residents.***

Department Strategy: *• Utilize Foster Family Home (FFH) recruitment/retention strategies to increase the availability of licensed Foster Family Homes in San Bernardino County. FFHs provide family-like living arrangements for our children in foster care as an alternative to Out-of-County placements and other higher levels of care at increased costs.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Increase of newly licensed foster family homes	N/A	N/A	70	80

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): ***• To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy: *• Maintain the rate of re-entry of children into foster care at or below the statewide average. Foster care is intended to provide temporary, safe living arrangements for children who cannot live safely in their home. Our goal is to reduce the number of children returning to foster care upon reunifying with their parents.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Rate of re-entry into foster care	N/A	N/A	12%	12%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Human Services Administrative Claim	503,236,205	489,059,585	14,176,620			4,644
Total General Fund	503,236,205	489,059,585	14,176,620			4,644

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Human Services Administrative Claim	396,105,044	406,607,443	443,441,035	494,698,108	503,236,205
Total	**396,105,044**	**406,607,443**	**443,441,035**	**494,698,108**	**503,236,205**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Human Services Administrative Claim	381,706,938	393,227,704	428,864,171	477,722,675	489,059,585
Total	**381,706,938**	**393,227,704**	**428,864,171**	**477,722,675**	**489,059,585**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Human Services Administrative Claim	14,398,106	13,379,739	14,576,864	16,975,433	14,176,620
Total	**14,398,106**	**13,379,739**	**14,576,864**	**16,975,433**	**14,176,620**

Administrative Claim

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

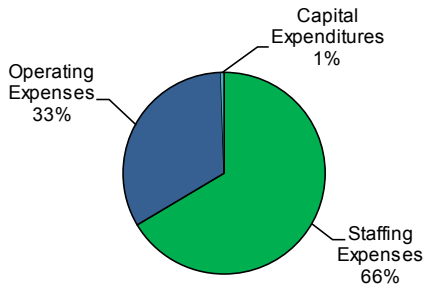
Requirements Less Reimbursements*	$505,265,577
Sources/Reimbursements	$491,088,957
Net County Cost	$14,176,620
Total Staff	4,644
Funded by Net County Cost	3%

*Includes Contingencies

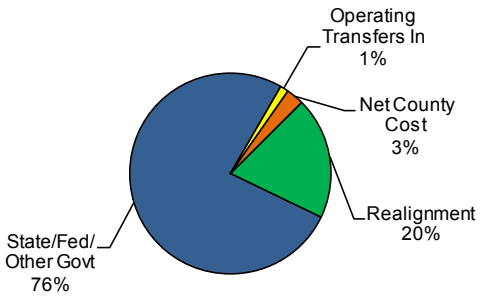
This budget unit represents the administrative claim made by the County for social services programs under applicable mandatory federal and state regulations. Transitional Assistance Department (TAD), Children and Family Services (CFS), Adult Services programs of the Department of Aging and Adult Services (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.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

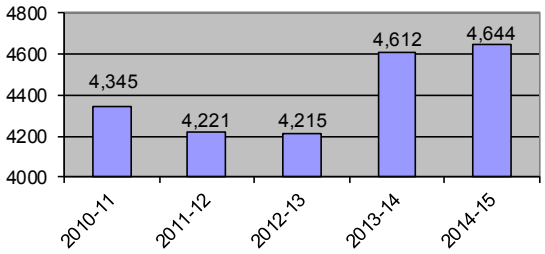


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	4,185	4,400	4,602	4,633
Limited Term	30	8	10	11
Total	4,215	4,408	4,612	4,644
Staffing Expenses	$298,596,959	$313,157,634	$326,930,131	$335,773,166

5-YEAR STAFFING TREND



HUMAN SERVICES

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Administrative Claim
FUND: General

BUDGET UNIT: AAA DPA
FUNCTION: Public Assistance
ACTIVITY: Administration

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	254,846,538	271,843,443	288,252,315	316,484,173	326,930,131	335,773,166	**8,843,035**
Operating Expenses	140,128,801	135,477,082	141,603,476	154,473,527	166,554,969	166,766,011	**211,042**
Capital Expenditures	4,912,826	3,340,741	2,297,362	1,468,740	3,321,216	2,726,400	**(594,816)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	399,888,165	410,661,266	432,153,153	472,426,440	496,806,316	505,265,577	**8,459,261**
Reimbursements	(3,794,945)	(4,111,345)	(3,090,852)	(2,844,080)	(2,342,009)	(2,029,372)	**312,637**
Total Appropriation	396,093,220	406,549,921	429,062,301	469,582,360	494,464,307	503,236,205	**8,771,898**
Operating Transfers Out	0	0	0	221,641	233,801	0	**(233,801)**
Total Requirements	396,093,220	406,549,921	429,062,301	469,804,001	494,698,108	503,236,205	**8,538,097**
Sources							
Taxes	0	0	20	0	0	0	**0**
Realignment	45,901,973	91,537,022	87,674,828	94,447,214	92,141,867	98,865,124	**6,723,257**
State, Fed or Gov't Aid	334,195,700	299,981,728	315,372,779	356,872,932	377,123,502	382,932,325	**5,808,823**
Fee/Rate	566,073	472,249	493,751	547,878	507,487	541,550	**34,063**
Other Revenue	1,022,664	1,178,496	5,856,170	783,293	1,719,969	1,524,490	**(195,479)**
Total Revenue	381,686,410	393,169,495	409,397,548	452,651,317	471,492,825	483,863,489	**12,370,664**
Operating Transfers In	20,528	0	5,087,889	185,877	6,229,850	5,196,096	**(1,033,754)**
Total Sources	381,706,938	393,169,495	414,485,437	452,837,194	477,722,675	489,059,585	**11,336,910**
Net County Cost	14,386,282	13,380,426	14,576,864	16,966,807	16,975,433	14,176,620	**(2,798,813)**
				Budgeted Staffing	4,612	4,644	**32**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Major requirements include the following:

- Staffing expenses of $335.8 million fund 4,644 positions.
- Operating expenses of $166.8 million represent expenses for County services, computer hardware and software, office supplies, insurance, mail services, professional services, communications, training, security, travel, goods and services for clients, facility leases, transfers out and miscellaneous operating costs.
- Capital expenditures of $2.7 million include expenses for fixed asset equipment, capitalized software and vehicles.
- Reimbursements of $2.0 million include payments from other County departments to HS for administrative support services as requested.

Major sources include the following:

- Realignment revenue of $98.9 million is used to match available federal funding and replace state funding for programs that have been realigned.
- Federal and state funding of $382.9 million represents total available funding for the administration of mandated Human Services programs.
- Operating transfers in of $5.2 million represents funds provided from the Wraparound Reinvestment Fund which are utilized as a match to access additional Federal funding for Children's Services programs. This funding will enable Children and Family Services to enhance service levels despite increasing costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

The 2014-15 budget is based on the latest information available from the developing budget situation at the state level. The latest social services allocation projections include funding and mandated program changes as addressed in the 2014-15 State Budget. Caseload growth, mandated program changes, implementation of the Affordable Care Act and Realignment changes require additional funding for many HS programs. TAD funding is anticipated to increase $5.6 million. The increase is comprised of CalWORKs ($2.6 million) and Cal Fresh ($3.0 million). Remaining revenue increases are primarily CFS and DAAS increases which are a combination of

realignment and corresponding federal and state funding. All other funding for programs administered by HS is expected to remain unchanged from what was included in the 2013-14 final budget.

While this budget anticipates increased allocations across many social services programs, the ongoing availability of additional statewide revenue and realignment revenue is still uncertain. A slower than anticipated economic recovery or a slow-down of tax receipts could cause budget issues for both the state and counties which could present future challenges to the funding of social services programs. Until such time as the stability of state and realignment resources is known, it is necessary to plan for the maximum possible available funding in order to effectively take advantage of potential funding increases, yet be 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.

HS strategy is to maintain staffing near current levels. These staffing levels are believed to provide the most flexibility and opportunity to provide services mandated by the state, while remaining within available allocations and funding sources. Plans for significant expenditures, whether for staff, services, supplies, equipment, or services to clients, will be monitored closely and necessary adjustments will be made as future changes to the state budget are known. Any significant differences between this budget and actual allocations received from the state will be addressed through the County's quarterly budget adjustment process.

Overall, allocations within this budget unit are expected to increase 1.5% from the previous year. This allocation increase, combined with additional funds from the Wraparound Reinvestment Fund and Realignment funds, result in a requirements increase of $8.5 million from the 2013-14 final budget as follows:

- Staffing expenses will increase $8.8 million over the 2013-14 final budget. Increases fund additional positions and rising benefit, retirement and salary costs. Mandated program changes contribute to net staffing increases of 32 positions in various HS departments and divisions.

	TAD	CFS	DAAS	Support	Total
2013-14 Budget	2,976	864	243	529	4,612
2014-15 Budget	3,009	865	234	536	4,644
Difference between 2013-14 Budget 2014-15 Budget	33	1	(9)	7	32

- Operating expenses are increasing $211,042. Changes are related to increases in insurance, mailing and postage, client services costs, IHSS MOE requirements and decreases in computer hardware and software, furniture, County services costs and data processing costs.
- Capital expenditures are decreasing by $594,816 due to reductions in equipment and vehicle purchases.
- Reimbursements are decreasing by $312,637 which reflects a decrease in the demand for HS administrative support and a decrease in the overhead rate charged by HS Administrative Support Divisions as allowed by the state.

Sources increased by $11.3 million from the 2013-14 budget as follows:

- Realignment increased $6.7 million and is possible due to increased realignment collections. This increase is required to fund increased program expenditures for CFS programs ($2.7 million), IHSS MOE ($1.5 million) and reclassification of Adult Protective Services revenue ($2.5 million) as "realignment". Federal and state funding available for HS programs increased a net $5.8 million primarily due to increased funding for CalWORKs, Cal Fresh, Child Welfare Services and IHSS.
- A mix of miscellaneous revenue sources decreased $195,479.
- Operating transfers in decreased $1.0 million. Use of available realignment growth funding for CFS programs has reduced the necessary transfer from the Wraparound Reinvestment fund.

NET COUNTY COST

Most HS programs are state and/or federal mandates. The County share of funding is either mandated as a percentage of total program costs or as a fixed maintenance of effort. County share is comprised of a combination of Net County Cost and revenue from realignment funds. Realignment funds were created by two distinct and separate state realignment processes to offset the costs that were shifted to the County from the state for realigned programs. Their use is limited to designated social services programs.

Changes to HS County share needs are as follows:

History of Social Services Realignment and Net County Cost
HS Administrative Budget and Subsistence Budgets
(In Millions)

	ACTUALS					2013-14 Final Budget	2014-15 Adopted Budget	Increase/ (decrease)
	2009-10	2010-11	2011-12	2012-13	2013-14			
Administrative Budget (DPA)								
1991 Realignment	12.6	13.1	17.0	12.9	16.0	13.0	15.4	**2.4**
2011 Realignment	-	-	36.3	36.1	39.8	40.3	43.4	**3.1**
Net County Cost	15.6	14.4	13.4	14.6	17.0	17.0	14.2	**(2.8)**
IHSS Providers (DPA)								
1991 Realignment	25.1	32.0	37.4	37.8	37.8	37.8	39.1	**1.3**
Net County Cost	3.9	-	-	-	-	-	-	**-**
IHSS Public Authority (DPA)								
1991 Realignment	0.7	0.8	0.9	0.9	0.9	1.0	1.0	**-**
Domestic Violence (DVC)*								
2011 Realignment	-	-	0.5	0.5	0.5	0.5	0.5	**-**
Aid to Adoptive Children (ATC)*								
1991 Realignment	4.1	4.8	5.1	5.6	6.2	6.6	6.6	**-**
2011 Realignment	-	-	21.3	22.9	24.4	25.1	26.0	**0.9**
Net County Cost	1.9	1.6	2.0	2.0	2.0	2.0	2.1	**0.1**
Foster Care (BHI)*								
1991 Realignment	20.3	28.2	32.7	27.5	25.6	31.3	29.2	**(2.1)**
2011 Realignment	-	-	28.4	27.8	26.0	35.1	33.7	**(1.4)**
Net County Cost	12.7	12.7	13.0	15.2	18.4	17.3	17.4	**0.1**
CalWORKs Cash Aid - All Other Families (FGR)*								
CalWORKs MOE Realignment	-	-	42.9	47.4	60.9	53.5	56.5	**3.0**
Family Support Realignment	-	-	-	-	7.0	8.9	14.0	**5.1**
Net County Cost	4.7	5.6	6.3	5.8	5.1	6.2	5.4	**(0.8)**
Kinship Guardianship Assistance Program (KIN)*								
2011 Realignment	-	-	-	4.1	2.6	3.7	2.8	**(0.9)**
Net County Cost	1.6	1.2	0.8	0.8	1.0	0.9	1.0	**0.1**
Seriously Emotionally Disturbed (SED)*								
1991 Realignment	2.0	3.8	-	-	-	-	-	**-**
Net County Cost	1.5	1.0	-	-	-	-	-	**-**
All other subsistence budgets*								
Net County Cost	2.6	2.9	2.9	2.8	2.9	3.0	3.0	**-**
Total 1991 Realignment	**64.8**	**82.7**	**93.1**	**84.7**	**86.5**	**89.7**	**91.3**	**1.6**
Total 2011 Realignment	**-**	**-**	**86.5**	**91.4**	**93.3**	**104.7**	**106.4**	**1.7**
CalWORKs MOE Realignment	**-**	**-**	**42.9**	**47.4**	**60.9**	**53.5**	**56.5**	**3.0**
Family Support Realignment	**-**	**-**	**-**	**-**	**7.0**	**8.9**	**14.0**	**5.1**
Grand Total Realignment	**64.8**	**82.7**	**222.5**	**223.5**	**247.7**	**256.8**	**268.2**	**11.4**
Total Net County Cost	**44.5**	**39.4**	**38.4**	**41.2**	**46.4**	**46.4**	**43.1**	**(3.3)**
Total Net County Share	**109.3**	**122.1**	**260.9**	**264.7**	**294.1**	**303.2**	**311.3**	**8.1**

* See Human Services Subsistence Budgets - Consolidated later in this section.

In aggregate, the HS Administrative Claim (DPA) budget unit includes a $2.8 million net decrease to Net County Cost. This decrease is a result of anticipated salary and benefit reductions. Net County Cost figures are estimates and are dependent upon final allocations from the state after the state budget has been adopted. HS will closely manage changes arising from the state budget. Significant changes will be addressed through the County's quarterly budget update process, as needed.

HS programs that are not state or federally mandated do not generate revenue from these sources and are funded with Net County Cost through HS. While these programs provide services that benefit HS in general, their functions do not qualify for state or federal reimbursement. These programs and their general fund impact are detailed below:

	2013-14 Budget	2014-15 Budget	Inc/(Dec)
HS Support of Office of Homeless Assistance	350,000	350,000	-
HS Support of Children's Fund	206,000	-	(206,000)
One-Time Transfer to OOA- Family Caregiver Program	386,467	-	(386,467)
PERC Training Expense	350,000	335,000	(15,000)
Total HS General Fund Support	1,292,467	685,000	(607,467)

FUNDING AND STAFFING BY PROGRAM
2014-15

Transitional Assistance Department	Requirements	Revenue	1991 Realignment	2011 Realignment	Net County Cost	Staffing
CalWorks - Eligibility	47,304,835	47,304,835	-	-	-	480
Food Stamps	104,655,860	94,665,921	-	-	9,989,939	901
CalWorks - Welfare to Work	64,648,452	64,648,452	-	-	-	410
Medi-Cal	74,934,948	74,934,948	-	-	-	964
Foster Care Administration	4,949,414	2,474,707	742,412	1,732,295	-	50
Child Care Administration	5,143,869	5,143,869	-	-	-	52
CalWorks - Mental Health	8,614,120	8,614,120	-	-	-	88
Cal-Learn	3,489,553	3,489,553	-	-	-	35
General Relief Administration	701,290	-	-	-	701,290	7
Other Programs	2,123,097	2,086,034	-	-	37,063	22
Total	**316,565,438**	**303,362,439**	**742,412**	**1,732,295**	**10,728,292**	**3,009**
Department of Children's and Family Services						
Child Welfare Services	104,063,024	57,227,608	12,536,947	32,425,074	1,873,395	768
Promoting Safe and Stable Families	2,022,669	2,022,669	-	-	-	15
Foster Training and Recruitment	200,836	104,255	-	96,581	-	1
Licensing	717,048	717,048	-	-	-	5
Support and Therapeutic Options Program	611,681	-	-	611,681	-	5
Adoptions	5,562,942	2,350,528	-	3,212,414	-	41
ILP	1,490,450	685,607	-	804,843	-	11
Other Programs	2,535,703	623,336	-	1,912,367	-	19
Total	**117,204,353**	**63,731,051**	**12,536,947**	**39,062,960**	**1,873,395**	**865**
Aging and Adult Services						
In-Home Supportive Services	20,859,279	20,859,279	-	-	-	195
Adult Protective Services	5,058,681	2,241,691	-	2,593,093	223,897	39
IHSS Provider Payments	42,197,417	-	42,197,417	-	-	-
IHSS Provider Benefits	-	-	-	-	-	-
IHSS PA	-	-	-	-	-	-
Other Programs	-	-	-	-	-	-
Total	**68,115,377**	**23,100,970**	**42,197,417**	**2,593,093**	**223,897**	**234**
Support						
						536
Non Claimable Costs						
PERC Training Expense	335,000	-	-	-	335,000	
Other	1,016,036	-	-	-	1,016,036	
Total	**1,351,036**	**-**	**-**	**-**	**1,351,036**	
Grand Total Administrative Budget	**503,236,205**	**390,194,460**	**55,476,776**	**43,388,348**	**14,176,620**	**4,644**

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $335.8 million fund 4,644 budgeted positions of which 4,633 are regular positions and 11 are limited term positions.

TRANSITIONAL ASSISTANCE DEPARTMENT (TAD)

TAD program funding is expected to increase over the previous year. State elimination of the CalWORKs Young Child Exemption, the engagement of currently sanctioned CalWORKs customers and state focus on Work Performance Rates requires increased Welfare to Work case management activities. As a result, TAD has identified the need to make the following staffing changes:

Additions:

- 30 Employment Services Specialist
- 3 Supervising Employment Services Specialist I

Reclassifications:

- 5 Staff Analyst I to Staff Analyst II

CHILDREN AND FAMILY SERVICES (CFS)

CFS program funding is increasing over the previous year. The workload necessitates a need to add 1 support position.

Transferred In:

- 1 Office Assistant III

DEPARTMENT OF AGING AND ADULTS SERVICES (DAAS)

DAAS allocations are expected to remain relatively flat from the previous year. As a result, the Department is recommending position changes which do not impact filled positions but rather attend to necessary administrative adjustments. Staffing changes are as follows:

Deletions

- 6 Office Assistant II

Transferred Out:

1 Office Assistant III
2 Staff Analyst II

Reclassifications

- 1 Public Health Nurse II to Registered Nurse II
- 1 Supervising Social Service Practitioner to Supervising Social Worker

HS ADMINISTRATION AND SUPPORT SERVICES

HS Administration has identified the need to enhance its agency-wide disaster preparedness planning and emergency services management capabilities, as well as augment staffing at the HS Auditing division in order to keep pace with increased audit and financial reporting requirements. Staffing changes are as follows:

- Administrative Support Division (ASD) – To accommodate the need for a more robust emergency planning and response enterprise within Human Services there will be an addition of:
    - 1 HS Emergency Services Manager
    - 2 Staff Analyst II – transferred from DAAS
    - 1 Fiscal Assistant – Transferred from HS Auditing
- Auditing Division –
    - Addition of 2 HS Auditing Managers and 2 HS Internal Auditors IV
    - Reclassification of 8 Accountants III to HS Internal Auditors III and 1 Accountant II to HS Internal Auditor II
    - Deletion of 1 Supervising Fiscal Specialist and a transfer of 1 fiscal assistant to ASD to realign unit organization.
- Information and Technology Support Division –
    - Reclassification of 1 Business Systems Analyst II to a Business Systems Analyst III. Reclassification of 1 Business Systems Analyst III to a Programmer Analyst III. Reclassification of 2 Programmers I to Programmers II in order to align position classifications with assigned work duties.
- Performance and Education Resource Center – the addition of 1 Public Service Employee
- Program Integrity Division (PID)- No staffing changes for this Fiscal Year.
- Program Development Division – No staffing changes for this Fiscal Year.
- Personnel Division – No staffing changes for this Fiscal Year.

The following chart provides an overview of the funding sources and local share requirements for the programs that are budgeted in the HSS Administrative Claim budget:

REVENUE SOURCE AND NET COUNTY COST BREAKDOWN

	Revenue					Local Share			
Transitional Assistance Department	**Federal**	**% Federal**	**State & Other**	**% State & Other**	**Total Federal/State/ Other**	**Realignment**	**% Realignment**	**Net County Cost (NCC)**	**% NCC**
Food Stamps	58,943,467	55%	35,722,454	33%	94,665,921	-		9,989,939	11%
Single Allocation									
CalWorks - Eligibility	47,304,835	100%	-	0%	47,304,835	-		-	-
CalWorks - Mental Health	-	-	8,614,120	100%	8,614,120	-		-	-
CalWorks - Cal-Learn	3,210,389	92%	279,164	8%	3,489,553	-		-	-
CalWorks - Welfare to Work	64,648,452	100%	-	-	64,648,452	-		-	-
CalWorks - Child Care Admin - Stage 1	5,143,869	100%	-	-	5,143,869	-		-	-
Total Single Allocation	120,307,545		8,893,284		129,200,829	-		-	
Medi-Cal	37,467,474	50%	37,467,474	50%	74,934,948	-		-	-
Foster Care Administration	2,474,707	50%	-	0%	2,474,707	2,474,707	50%	-	
General Relief Administration	-	-	-	-	-	-		701,290	100%
Other	1,832,829	86%	253,205	12%	2,086,034	-		37,062	2%
Total	221,026,022		82,336,417		303,362,439	2,474,707		10,728,291	

This is the fixed County MOE for the CalWorks Single Allocation which is split between Eligibility and Food Stamps. $9,989,939

Remainder of Single Allocation for Stage 1 Childcare is $27,264,832 (provider payments) and is accounted for in ETP (Entitlement Payments/Child Care) budget.

Department of Children's Services									
Child Welfare Services - Basic	57,227,608	50%	-	0%	57,227,608	44,962,021	48%	1,873,395	2%
Child Welfare Services - Augmentation									
CWS Total	57,227,608		-		57,227,608	44,962,021		1,873,395	
Promoting Safe and Stable Families	2,022,669	100%	-	0%	2,022,669	-		-	-
Foster Training and Recruitment	104,255	52%	-	0%	104,255	96,581	48%	-	-
Licensing	266,780	37%	450,268	63%	717,048	-		-	-
Support and Therapeutic Options Program	-	0%	-	0%	-	611,681	100%	-	-
Adoptions	2,350,528	42%	-	0%	2,350,528	3,212,414	58%	-	-
ILP	685,607	46%	-	0%	685,607	804,843	54%	-	-
Other Programs	623,336	25%	-	0%	623,336	1,912,367	75%	-	-
Total	63,280,783		450,268		63,731,051	51,599,907		1,873,395	

Augmentation Funds shall be used for Emergency Response, Family Maintenance, and Permanent Placement and shall not supplant existing CWS (Child Welfare Services) funds. These funds will be available by exhausting the total CWS Basic allocation

Aging and Adult Services									
In-Home Supportive Services	10,429,640	50%	10,429,640	50%	20,859,279	-		-	0%
Adult Protective Services	2,241,691	44%	-	0%	2,241,691	2,593,093	52%	223,897	4%
IHSS Provider Payments Local Match	-	0%	-	0%	-	42,197,417	100%	-	0%
Total	12,671,331		10,429,640		23,100,970	44,790,510		223,897	

This is the fixed County MOE for Adult Protective Services Administration. $223,897
IHSS Provider Payments - State pays providers and the county is only billed for its local share of costs.

Non Claimable Costs									
PERC Training Expense	-	-	-	-	-	-		335,000	100%
Other	-	-	-		-	-		1,016,036	100%
Total	-		-		-	-		1,351,036	

Total Administrative Budget	296,978,136	59%	93,216,325	18%	390,194,460	98,865,124	20%	14,176,620	3%

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Transitional Assistance Department	3,009	0	3,009	2,721	255	33	3,009
Children and Family Services	857	8	865	801	64	0	865
Department of Aging and Adult Services	234	0	234	200	34	0	234
HS Administration and Support Services	533	3	536	465	65	6	536
Total	4,633	11	4,644	4,187	418	39	4,644

Transitional Assistance Department

Administration

	Classification
1	Director
1	Assistant Director
1	Executive Secretary II
1	C-IV Project Coordinator
1	TAD District Manager
1	Program Specialist I
2	Office Assistant III
1	Program Specialist II
1	Staff Analyst II
10	

Region 1

	Classification
1	Deputy Director
2	Secretary I
6	Childcare Provider
286	Eligibility Worker I/II
31	Eligibility Worker III
45	Eligibility Worker Trainee
32	Eligibility Worker Supervisor I
6	Interpreter/Translator
38	Office Assistant II
2	Office Assistant III
5	Supervising Office Assistant
6	TAD District Manager
460	

Region 2

	Classification
1	Deputy Director
1	Secretary I
7	Childcare Provider
317	Eligibility Worker I/II
34	Eligibility Worker III
45	Eligibility Worker Trainee
35	Eligibility Worker Supervisor I
7	Interpreter/Translator
39	Office Assistant II
3	Office Assistant III
4	Supervising Office Assistant
6	TAD District Manager
499	

Region 3

	Classification
1	Deputy Director
1	Secretary I
7	Childcare Provider
353	Eligibility Worker I/II
40	Eligibility Worker III
45	Eligibility Worker Trainee
42	Eligibility Worker Supervisor I
6	Interpreter/Translator
39	Office Assistant II
3	Office Assistant III
5	Supervising Office Assistant
8	TAD District Manager
1	TAD Regional Manager
551	

Region 4

	Classification
1	Deputy Director
1	Secretary I
8	Childcare Provider
293	Eligibility Worker I/II
38	Eligibility Worker III
45	Eligibility Worker Trainee
33	Eligibility Worker Supervisor I
4	Interpreter/Translator
38	Office Assistant II
2	Office Assistant III
5	Supervising Office Assistant
6	TAD District Manager
474	

Region 5

	Classification
1	Deputy Director
1	Secretary I
6	Childcare Provider
296	Eligibility Worker I/II
38	Eligibility Worker III
38	Eligibility Worker Supervisor I
7	Interpreter/Translator
40	Office Assistant II
2	Office Assistant III
5	Supervising Office Assistant
6	TAD District Manager
440	

Region 6

	Classification
1	Deputy Director
1	Secretary I
1	Contract TAD Staff Assistant
7	Employment Services Manager
281	Employment Services Specialist
24	Employment Services Trn
5	Employment Services Technician
46	Office Assistant II
5	Supervising Office Assistant
38	Supervising Emp. Services Specialist
1	TAD Regional Manager
410	

Contact Center

	Classification
1	Deputy Director
1	Secretary I
127	Eligibility Worker I/II
13	Eligibility Worker III
14	Eligibility Worker Supervisor I
5	Staff Analyst II
4	TAD District Manager
165	

Department of Aging and Adult Services

Region 1

	Classification
2	Deputy Director
2	Secretary I
2	District Manager
4	Supvsg Social Services Practitioner
5	Supervising Social Worker
2	Supervising Office Assistant
12	Office Assistant II
12	Office Assistant III
1	Office Assistant IV
2	Public Health Nurse II
2	Registered Nurse II
16	Social Service Practitioner
62	Social Worker II
124	

Region 2

	Classification
1	Deputy Director
1	Secretary I
1	District Manager
3	Supervising Social Services Practitioner
3	Supervising Social Worker
2	Supervising Office Assistant
10	Office Assistant II
10	Office Assistant III
1	Supervising Public Health Nurse
2	Registered Nurse II
16	Social Service Practitioner
43	Social Worker II
93	

Admin and Support Services

	Classification
1	Director
1	Executive Secretary II
1	District Manager
1	Supvsg Social Services Practitioner
7	Social Worker II
2	Office Assistant III
1	Office Specialist
1	Supervising Office Assistant
2	Staff Analyst II
17	

Children and Family Services

Administrative and Financial Services

	Classification
1	Director
1	Assistant Director
1	Program Specialist II
1	Executive Secretary III
1	Secretary I
1	Administrative Supervisor II
1	Administrative Supervisor I
1	CFS Project Coordinator
3	Staff Analyst
4	Office Assistant III
9	Fiscal Assistant
24	

North Desert Region

	Classification
1	Deputy Director
1	Secretary I
2	Child Welfare Services Manager
13	Supv. Social Services Practitioner
1	Supervising Office Specialist
3	Supervising Office Assistant
78	Social Services Practitioner
25	Social Worker II
9	Social Services Aide
26	Office Assistant III
2	Office Assistant II
161	

Western Region

	Classification
1	Deputy Director
1	Secretary I
2	Child Welfare Services Manager
15	Supv. Social Services Practitioner
1	Supervising Office Specialist
3	Supervising Office Assistant
91	Social Services Practitioner
17	Social Worker II
5	Social Services Aide
25	Office Assistant III
4	Office Assistant II
1	Eligibility Worker II
166	

Central Region

	Classification
1	Deputy Director
1	Secretary I
2	Child Welfare Services Manager
11	Supv. Social Services Practitioner
1	Supervising Office Specialist
2	Supervising Office Assistant
76	Social Services Practitioner
15	Social Worker II
4	Social Services Aide
21	Office Assistant III
3	Office Assistant II
137	

Eastern Region

	Classification
1	Deputy Director
1	Secretary I
2	Child Welfare Services Manager
14	Supv. Social Services Practitioner
1	Supervising Office Specialist
3	Supervising Office Assistant
80	Social Services Practitioner
13	Social Worker II
5	Social Services Aide
24	Office Assistant III
3	Office Assistant II
7	Peer and Family Assistant
154	

Placement Resources

	Classification
1	Deputy Director
1	Secretary I
3	Child Welfare Services Manager
11	Supv. Social Services Practitioner
1	Supervising Office Specialist
2	Supervising Office Assistant
1	Supervising Fiscal Specialist
28	Social Services Practitioner
15	Social Worker II
22	Office Assistant III
3	Office Assistant II
1	Staff Analyst II
11	Peer and Family Assistant
6	Fiscal Specialist
1	Program Specialist I
12	Educational Liaison
119	

System Resources

	Classification
1	Deputy Director
1	Secretary I
3	Child Welfare Services Manager
11	Supv. Social Services Practitioner
1	Supervising Office Specialist
3	Supervising Office Assistant
12	Social Services Practitioner
4	Social Worker II
5	Social Worker Trainee
1	Social Services Aide
26	Office Assistant III
2	Staff Analyst II
32	Intake Specialist
1	Eligibility Worker II
1	Childcare Provider
104	

HS Administration and Support Services

Human Services Administration

	Classification
1	Assistant Executive Officer
1	Executive Secretary III
1	Administrative Analyst III
1	Staff Analyst II
1	Contract C-IV Manager
1	Cont Business Applications Manager
1	Contract Project Lead
1	Contract C-IV Accountant I
1	Contract C-IV Tech/Site Prep Coord.
5	Contract Business Analyst
1	Contract IT Technical Assistant II
15	

Administrative Support Division

	Classification
2	Deputy Executive Officer
1	Executive Secretary II
3	Office Assistant III
2	Administrative Analyst III
4	Administrative Supervisor II
1	Supervising Fiscal Specialist
1	Supervising Office Assistant
2	Stores Supervisor II
1	Systems Accountant II
24	Staff Analyst II
1	Staff Analyst I
1	Accountant II
2	Accounting Technician
2	Fiscal Specialist
4	Fiscal Assistant
4	Office Assistant II
4	Stores Specialist
10	Storekeeper
1	HS Emergency Services Manager
1	Secretary I
1	Public Service Employee
72	

Information, Technology and Support Division

	Classification
1	Department IS Administrator
1	Secretary I
3	Department Systems Engineer
4	Business Applications Manager
2	Supv. Automated Systems Analyst II
7	Business Systems Analyst III
4	Business Systems Analyst II
2	Business Systems Analyst I
7	Programmer Analyst III
2	Programmer II
6	Programmer III
5	Automated Systems Analyst II
15	Automated Systems Analyst I
27	Automated Systems Technician
6	Applications Specialist
2	Stores Specialist
1	Fiscal Specialist
2	IT Technical Assistant
1	Staff Analyst I
1	Office Assistant III
99	

Legislation, Research, Quality Supportive Services Division

	Classification
1	Legislative Program Manager
1	Administrative Supervisor I
1	Program Specialist II
3	Statistical Analyst
1	Statistical Analyst Trainee
1	Eligibility Worker Supervisor I
7	Eligibility Worker III
1	Office Assistant III
16	

Perfomance and Education Resource Center

	Classification
1	Chief Learning Officer
1	Secretary I
1	Human Services Comm Officer
1	T&D Manager
3	T&D Supervisor
7	T&D Specialist
1	Supv. Office Assistant
11	Staff Training Instructor
1	Staff Analyst I
1	Media Specialist I
1	Fiscal Assistant
2	Office Assistant III
5	Office Assistant II
1	Public Service Employee
37	

Program Integrity Division

	Classification
1	HSS Program Integrity Chief
1	Secretary I
4	Case Review Specialist
1	Supervising Case Review Specialist
20	Appeals Specialist
8	Fiscal Assistant
23	Fraud Investigator
76	HSS Quality Review Specialist
7	HSS Quality Review Supervisor I
2	HSS Quality Review Supervisor III
3	Office Assistant II
3	Office Assistant III
1	Supervising Office Assistant
1	Supervising Office Specialist
2	Supervising Appeals Specialist I
1	Supervising Appeals Specialist II
3	Supervising Fraud Investigator I
1	Supervising Fraud Investigator II
158	

Auditing

	Classification
1	HSS Auditing Manager
2	HS Admin Manager
2	HS Internal Auditor IV
8	HS Internal Auditor III
1	HS Internal Auditor III
1	Secretary I
1	Supervising Accountant III
2	Supervising Accountant II
11	Fiscal Assistant
1	Staff Analyst I
1	Staff Analyst Trainee
2	Systems Accountant II
4	Accounting Technician
2	Office Assistant II
5	Fiscal Specialist
2	Supervising Fiscal Specialist
46	

Program Development Division

	Classification
1	Deputy Director
1	Secretary I
3	Supervising Program Specialist
1	Supervising Social Service Practitioner
1	Supervising Office Assistant
11	Program Specialist II
27	Program Specialist I
1	Fiscal Assistant
9	Office Assistant III
1	Office Assistant II
2	Program Manager
2	Social Services Practioner
60	

Personnel Division

	Classification
1	HS Admin Manager
1	Secretary I
1	Supervising Fiscal Specialist
1	Volunteer Services Coordinator
1	Personnel Technician
13	Payroll Specialist
1	Fiscal Specialist
4	Office Assistant II
23	

Children's Network (CNET)

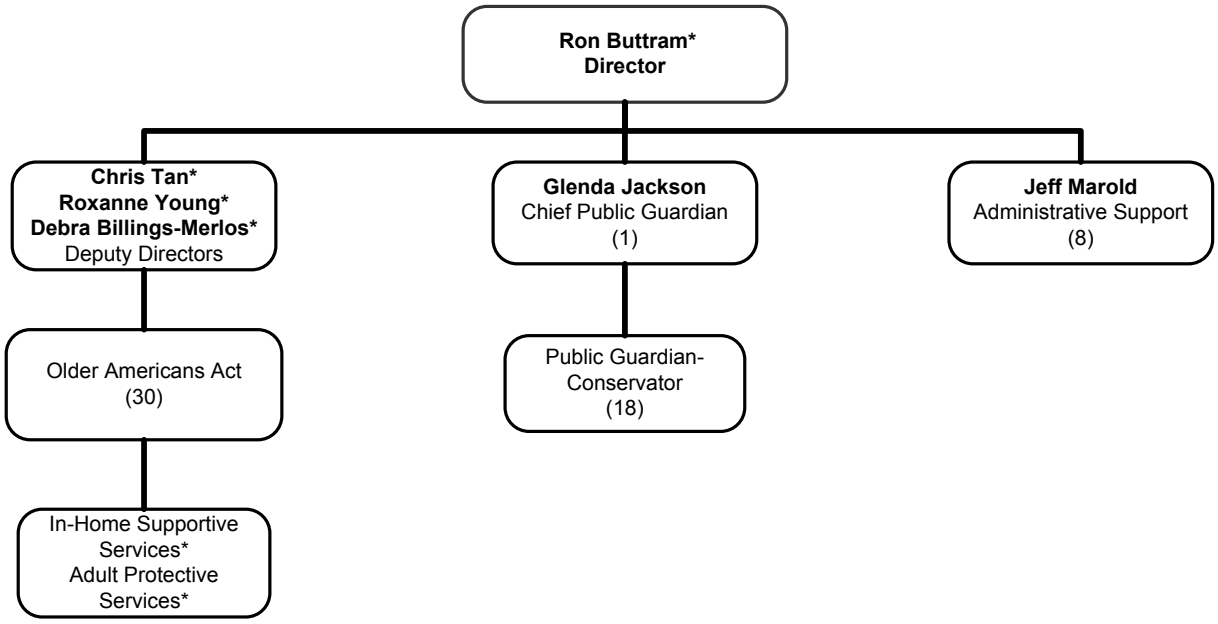
	Classification
1	CNET Comm. & Event Coordinator
1	Contract Children's Network Analyst
1	Associate CNET Officer
1	Cont Child Abuse Prev. Coordinator
1	CNET Officer
2	Office Assistant III
1	Secretary II
1	Social Worker II
1	Contract Case Coordinator
10	

AGING AND ADULT SERVICES
Ron Buttram

DEPARTMENT MISSION STATEMENT

The Department of Aging and Adult Services (DAAS) provides services to seniors, at-risk individuals, and adults with disabilities to improve or maintain choice, independence, and quality of life so they may age in place in the least restrictive environment.

ORGANIZATIONAL CHART



*Staffing is reimbursed by the Human Services Administrative Claim budget unit

2013-14 ACCOMPLISHMENTS

- Established a mentoring program to educate and expose DAAS staff to other programs within the department other than their current assignment.
- Received 2013 National Association of Counties (NACo) Achievement Award for establishing a program that eliminates In-Home Supportive Service (IHSS) providers wage overpayment due to the late reporting of a recipient's death.
- Provided a total of 690,391 congregate meals served in senior centers throughout the County and home-delivered meals to homebound seniors.
- Established a Facebook page creating a portal for seniors and others to interface with DAAS.
- Contacted 13,726 individuals providing information on services available to seniors.
- Provided outreach and education presentations to 129,199 seniors.
- Distributed 2,250 Farmer's Market coupons to seniors totaling $45,000 worth of fresh fruits and vegetables.
- Distributed bus passes to 1,400 seniors totaling over 50,000 one-way bus rides.
- Assisted with 2,600 Home Energy Assistance Program (HEAP) applications for $650,000 in utility credits for seniors.

- Established a quarterly Family Support Group in Public Guardian.
- Investigated and resolved 1,450 complaints in long-term facilities through the Ombudsman Program.
- The Central Intake Unit assisted over 93,000 IHSS care provider requests regarding their paychecks.
- Implemented innovative "We Can! Steps to Healthier Aging, Eat Better & Move More" six week program combining a curriculum focused on healthy eating and physical activity in partnership with the Department of Public Health's Nutrition program at 12 community centers throughout the County.
- Assisted over 21,000 County residents by providing In-Home Supportive Services to them so they could remain safely in their own home.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: *• Ensure Public Guardian provides timely and accurate financial support to conservatees.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of conservatees' bills paid within 10 days of receipt.	82.9%	87%	94.5%	87%

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): ***• Maximize the utilization of Federal and State programs and funding to address the needs of County residents.***

Department Strategy:
- *Enhance senior safety and independence by connecting customers with community resources.*
- *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.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of customers contacted by Senior Information and Assistance staff.	13,726	12,635	17,869	13,267
Percentage of emergency APS referrals responded to within 24 hours.	99.4%	100%	100%	100%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Aging and Adult Services	8,926,323	8,926,323	0			38
Public Guardian-Conservator	814,564	202,951	611,613			19
Total General Fund	9,740,887	9,129,274	611,613			57
Total - All Funds	9,740,887	9,129,274	611,613	0	0	57

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Aging and Adult Services	10,746,636	9,239,446	10,269,763	9,537,346	8,926,323
Public Guardian-Conservator	540,738	644,683	950,961	932,921	814,564
Total	**11,287,374**	**9,884,129**	**11,220,724**	**10,470,267**	**9,740,887**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Aging and Adult Services	9,562,605	9,239,446	10,269,763	9,537,346	8,926,323
Public Guardian-Conservator	353,153	232,984	325,663	286,850	202,951
Total	**9,915,758**	**9,472,430**	**10,595,426**	**9,824,196**	**9,129,274**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Aging and Adult Services	1,184,031	0	0	0	0
Public Guardian-Conservator	187,585	411,699	625,298	646,071	611,613
Total	**1,371,616**	**411,699**	**625,298**	**646,071**	**611,613**

Aging and Adult Services

DESCRIPTION OF MAJOR SERVICES

The Department of Aging and Adult Services (DAAS), under the direction of the California Department of Aging (CDA), serves as the federally designated Area Agency on Aging (AAA) for the County of San Bernardino and is responsible for administering programs under the Older Americans Act (OAA).

Budget at a Glance

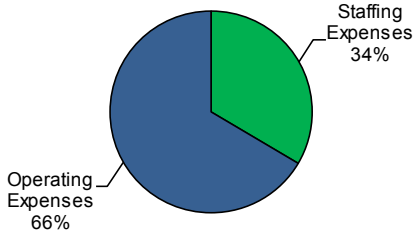
Requirements Less Reimbursements*	$9,304,666
Sources/Reimbursements	$9,304,666
Net County Cost	$0
Total Staff	38
Funded by Net County Cost	0%

*Includes Contingencies

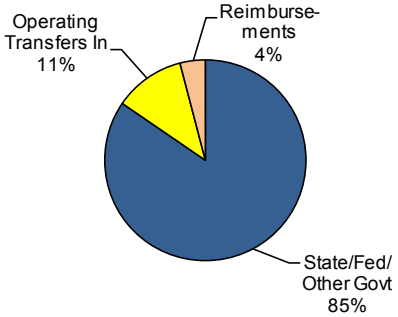
The Department works to ensure options are easily accessible to all older individuals and to have a visible resource where seniors can go or call for information. Programs offered by the Department include Senior Information and Assistance (SIA), Elderly Nutrition Program, Senior Community Service Employment Program (SCSEP), Senior Supportive Services, Health Insurance Counseling and Advocacy Program (HICAP), Family Caregiver Support Program (FCSP), Multipurpose Senior Services Program (MSSP), and Long-Term Care Ombudsman (OMB).

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

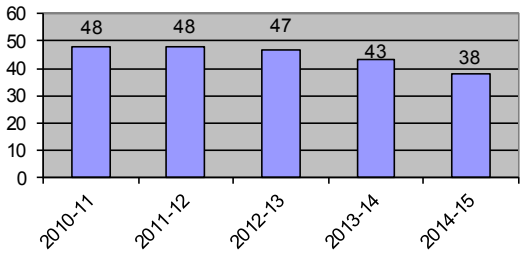


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	40	40	37	33
Limited Term	7	6	6	5
Total	47	46	43	38
Staffing Expenses	$3,712,253	$3,719,670	$3,551,044	$3,117,858

5-YEAR STAFFING TREND



HUMAN SERVICES

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Aging & Adult Services
FUND: General

BUDGET UNIT: AAF OOA
FUNCTION: Public Assistance
ACTIVITY: Administration

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	3,517,741	3,428,338	3,401,839	3,280,439	3,551,044	3,117,858	**(433,186)**
Operating Expenses	7,497,366	6,297,267	6,344,441	5,806,596	6,782,009	6,186,808	**(595,201)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	11,015,107	9,725,605	9,746,280	9,087,035	10,333,053	9,304,666	**(1,028,387)**
Reimbursements	(456,944)	(561,178)	(429,147)	(494,474)	(795,707)	(378,343)	**417,364**
Total Appropriation	10,558,163	9,164,427	9,317,133	8,592,561	9,537,346	8,926,323	**(611,023)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	10,558,163	9,164,427	9,317,133	8,592,561	9,537,346	8,926,323	**(611,023)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	9,511,716	7,972,198	8,276,356	7,321,847	8,167,559	7,868,703	**(298,856)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	4,899,237	144,606	136,427	10,862	0	0	**0**
Total Revenue	14,410,953	8,116,804	8,412,783	7,332,709	8,167,559	7,868,703	**(298,856)**
Operating Transfers In	0	1,057,620	1,057,620	1,207,627	1,369,787	1,057,620	**(312,167)**
Total Sources	14,410,953	9,174,424	9,470,403	8,540,336	9,537,346	8,926,323	**(611,023)**
Net County Cost	(3,852,790)	(9,997)	(153,270)	52,225	0	0	**0**
				Budgeted Staffing	43	38	**(5)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $3.1 million fund 33 regular and 5 limited term positions. Operating expenses of $6.2 million includes $4.8 million in contracted services for the Senior Nutrition, Supportive Services, Family Caregiver, and Multipurpose Senior Services programs.

Total state, federal, or government aid revenue of $7.9 million fund programs such as the Senior Nutrition Services (Title IIIC), Multipurpose Senior Services Program (MSSP), Health Insurance Counseling and Advocacy Program, Senior Supportive Services (Title IIIB), and Family Caregiver.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $611,023 due to reductions in salaries and benefits (as a result of a departmental reorganization), services and supplies, contracted vendor payments, and reimbursements received from other departments.

Sources are decreasing by $611,023 primarily as a result of the elimination of a one-time operating transfer from Human Services in 2013-14 and one-time revenue received late in 2013-14 from State and Federal sources.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $3.1 million fund 38 budgeted positions of which 33 are regular positions and 5 are limited term positions. In 2014-15 budgeted positions will decrease from 43 to 38 due to the transfer of one Supervising Social Service Practitioner position to another program, and the deletion of 4 vacant positions (1 Staff Analyst II, 2 Social Service Aides and 1 Contract Ombudsman Lead Coordinator). A new Supervising Accounting Technician position was approved for reclassification in lieu of a vacant Staff Analyst II position. Operations will not be affected by the reductions as work duties have already be assumed by other Department staff.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	8	0	8	8	0	0	8
Multipurpose Senior Services Program	9	0	9	9	0	0	9
Ombudsman	1	3	4	4	0	0	4
Senior Community Service Employment	0	2	2	2	0	0	2
Senior Information and Assistance	15	0	15	15	0	0	15
Total	33	5	38	38	0	0	38

Administration

	Classification
3	Accounting Technician
1	Administrative Supervisor II
3	Staff Analyst II
1	Supervising Accounting Technician
8	Total

Multipurpose Senior Services Program

	Classification
1	Fiscal Assistant
2	Public Health Nurse
6	Social Worker II
9	Total

Ombudsman

	Classification
1	Cont Ombudsman Pgm Ofc Mgr
2	Cont Ombudsman Field Coordinator
1	DAAS Program Supervisor
4	Total

Senior Community Service Employment

	Classification
2	Contract SCEP Prg Aide
2	Total

Senior Information and Assistance

	Classification
2	DAAS Program Supervisor
6	Social Service Aide
7	Sr Information & Referral Rep
15	Total

Public Guardian - Conservator

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

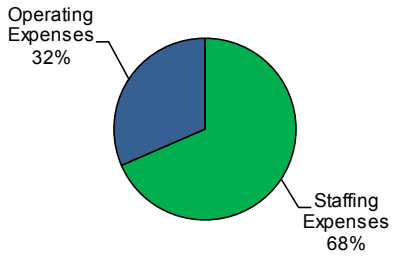
Requirements Less Reimbursements*	$2,236,756
Sources/Reimbursements	$1,625,143
Net County Cost	$611,613
Total Staff	19
Funded by Net County Cost	27%

*Includes Contingencies

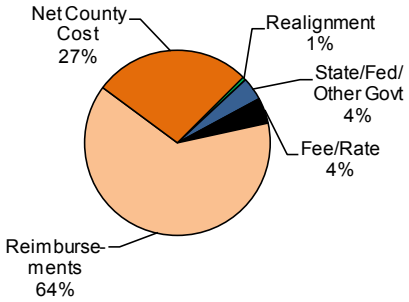
By court appointment, the Public Guardian-Conservator acts as conservator for any individuals found to be gravely disabled or to lack capacity to manage their finances and provide their own care. A conservator has the responsibility for the conservatee's care, custody and control. The conservator determines where the conservatee lives and ensures his/her daily needs are met. Conservatees must be placed in the least restrictive placement, which may include, but is not limited to the following: medical, psychiatric, nursing, or other licensed facility or state hospital, County hospital, or United States government hospital.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

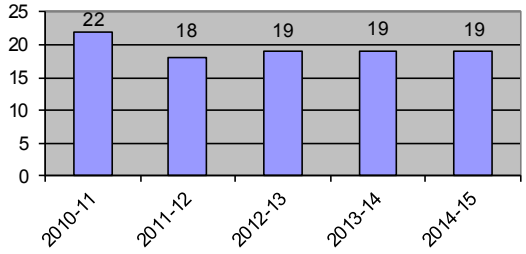


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	19	19	19	19
Limited Term	0	0	0	0
Total	19	19	19	19
Staffing Expenses	$1,497,516	$1,551,183	$1,580,621	$1,531,634

5-YEAR STAFFING TREND



HUMAN SERVICES

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: DAAS - Public Guardian
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	1,382,729	1,291,130	1,410,648	1,520,273	1,580,621	1,531,634	**(48,987)**
Operating Expenses	532,682	751,034	640,965	567,954	727,108	705,122	**(21,986)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	1,915,411	2,042,164	2,051,613	2,088,227	2,307,729	2,236,756	**(70,973)**
Reimbursements	(1,374,673)	(1,397,484)	(1,358,597)	(1,229,252)	(1,374,808)	(1,422,192)	**(47,384)**
Total Appropriation	540,738	644,680	693,016	858,975	932,921	814,564	**(118,357)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	540,738	644,680	693,016	858,975	932,921	814,564	**(118,357)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	6,084	0	56,250	12,951	**(43,299)**
State, Fed or Gov't Aid	242,767	97,054	140,588	155,718	120,600	90,000	**(30,600)**
Fee/Rate	109,742	135,416	96,316	112,216	110,000	100,000	**(10,000)**
Other Revenue	643	514	179	(1,572)	0	0	**0**
Total Revenue	353,152	232,984	243,167	266,362	286,850	202,951	**(83,899)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	353,152	232,984	243,167	266,362	286,850	202,951	**(83,899)**
Net County Cost	187,586	411,696	449,849	592,613	646,071	611,613	**(34,458)**
				Budgeted Staffing	19	19	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Major expenditures and revenue represent the following:

- Staffing expenses of $1.5 million will fund 19 budgeted positions.
- Reimbursements of $1.4 million represent funding received primarily from the Department of Behavioral Health for conservatee case costs and from the Sheriff/Coroner/Public Administrator for reimbursement of warehouse operation costs.
- Realignment of $12,951 represents AB109 Criminal Justice program revenue.
- State/federal/other government aid revenue of $90,000 represents reimbursement for Medi-Cal Administrative Activities (MAA).
- Fee/Rate revenue of $100,000 represents court-ordered fees paid to the Department from the estates of conservatees.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $118,357 primarily due to an MOU salary adjustment and reduced transfers for shared administrative costs with DAAS and other Human Services divisions. Additionally, requirements for 2013-14 included costs for one-time incentives.

Sources are decreasing by $83,899 as a result of reduced revenues received for the AB 109 Criminal Justice prisoner release program and fee revenue received from conservatees.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.5 million fund 19 budgeted regular positions. There are no staffing changes.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Public Guardian - Conservator	19	0	19	19	0	0	19
Total	19	0	19	19	0	0	19

Public Guardian - Conservator

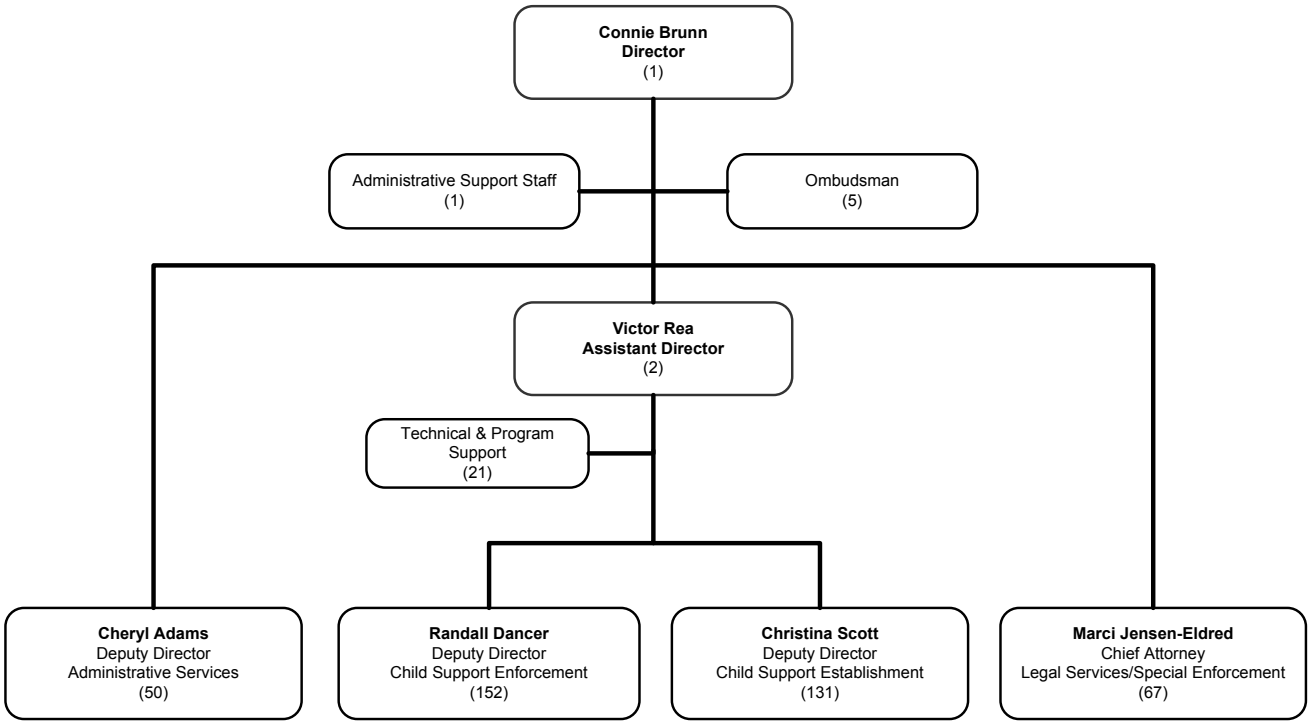
	Classification
1	Chief Public Guardian
6	Deputy Public Guardian
2	Estate Property Specialist
1	Fiscal Assistant
1	Fiscal Specialist
3	Office Assistant III
1	Social Service Aide
1	Social Service Practitioner
1	Staff Analyst II
1	Supervising Office Assistant
1	Supv. Deputy Public Guardian I
19	Total

CHILD SUPPORT SERVICES
Connie Brunn

DEPARTMENT MISSION STATEMENT

The County of San Bernardino Department of Child Support Services determines paternity, establishes and enforces child support orders, and secures payments to assist families in meeting the financial and medical needs of their children. The Department provides timely and effective service in a professional manner.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Collected $169.4 million in child support payments in Federal Fiscal Year 2013.
- Ranked second in the State in program cost effectiveness, distributing $4.35 for each dollar in funding provided to the Department.
- Received the Distributed Collections Award for achieving the greatest percentage increase in distributed collections over the three recent federal fiscal years.
- Continued efforts to ensure availability of services to all County residents by assisting customers with their child support-related issues at Transitional Assistance Department (TAD) offices located throughout the County.
- Participated in several Workforce Development Department Rapid Response sessions, providing information about the child support program and case-specific assistance to individuals who were impacted by employer downsizing.
- Conducted two webinars to provide information to employers on their role in the child support program.

- Attended numerous outreach events, including targeted outreach to military personnel, to provide resources and available services to County residents needing assistance with child support-related issues.
- Continued to work with the Probation Department and the AB 109 program, making presentations at Day Reporting Centers throughout the County to provide child support program information and case specific remedies to probationers.
- Participated in Re-Entry Support Team monthly meetings for the cities of Fontana and Rialto, providing case-specific assistance to recently-released parolees with child support cases.
- Conducted 17 outreach sessions at hospitals and birthing facilities, providing instruction on the preparation and submission of paternity declarations, resulting in submission and accuracy rates significantly higher than the statewide average.
- Developed and implemented a Program Information Kit which provides information to custodial parents about the child support process to assist in the management of their case.
- Implemented electronic recording of real property liens for child support judgments resulting in increased department efficiencies.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): ***• To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy:
- *Work in collaboration with parents to obtain accurate and appropriate child support orders for families in San Bernardino County.*
- *Increase the collection of current child support which will result in more money being received by San Bernardino county families.*
- *Educate parents about the child support program and the importance of paying consistently and the need for reliable child support on a monthly basis.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of current child support collected compared to the total current child support due	61%	64%	64%	66%

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): ***• To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy:
- *Continue to utilize a dedicated team for the collection of child support arrears/past due child support with a focus on increased collections.*
- *Work with the San Bernardino Courts on non-DCSS cases to prevent the accumulation of child support arrears by involving Child Support Services early in the process.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of child support cases with a collection of arrears compared to the total child support cases with arrears owed.	65%	66%	69%	69%

COUNTY GOAL:	**PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**
Objective(s):	• ***Maximize the utilization of Federal and State programs and funding to address the needs of County residents.***

Department Strategy:	• *Implement efficiencies in department business processes in order to increase collections and improve cost effectiveness.* • *Continue to implement efficient processes regarding the Automated Statewide Child Support System to identify changes that will improve collections and cost effectiveness.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Amount of child support collected for every dollar expensed.	$4.34	$4.34	$4.35	$4.35

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Child Support Services	40,039,593	40,039,593	0			430
Total General Fund	40,039,593	40,039,593	0			430
Total - All Funds	40,039,593	40,039,593	0	0	0	430

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Child Support Services	39,696,127	38,934,431	39,685,993	40,566,712	40,039,593
Total	**39,696,127**	**38,934,431**	**39,685,993**	**40,566,712**	**40,039,593**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Child Support Services	39,696,127	38,934,431	39,685,993	40,566,712	40,039,593
Total	**39,696,127**	**38,934,431**	**39,685,993**	**40,566,712**	**40,039,593**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Child Support Services	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**

Child Support Services

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$40,039,593
Sources/Reimbursements	$40,039,593
Net County Cost	$0
Total Staff	430
Funded by Net County Cost	0%
*Includes Contingencies	

The Department of Child Support Services (DCSS) promotes family self-sufficiency by helping parents meet their mutual obligation to provide financial and medical support for their children. These services are offered throughout San Bernardino County with offices located in the high desert, the west end, and the greater San Bernardino area.

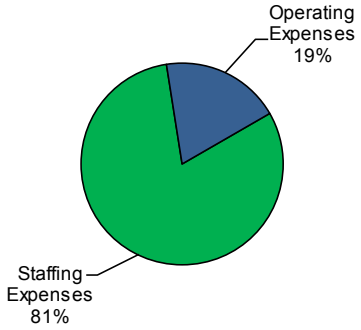
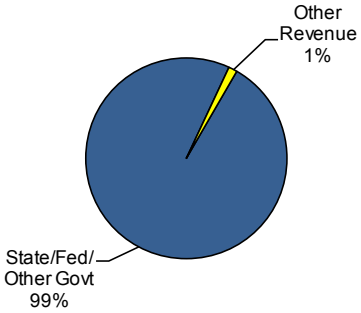
DCSS is dedicated to administering the program in a manner that puts the needs of the children first and foremost. The belief that working collaboratively with parents in understanding and meeting their obligations is a fundamental element in the success of the program.

The services provided by DCSS include the following:

- Locating parents to establish court orders for paternity, child and medical support.
- Enforcing court orders for child, family, spousal and medical support.
- Securing child support payments.
- Maintaining records of payments made and balances due.
- Modifying court orders when appropriate.

Additionally, DCSS offers services to assist customers with concerns that may arise in the progress of their case. The Ombudsman program administers the Complaint Resolution process, in which customers have the opportunity to raise concerns with the processing of their case, pursue resolution, and obtain information about the child support program and their rights and responsibilities.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

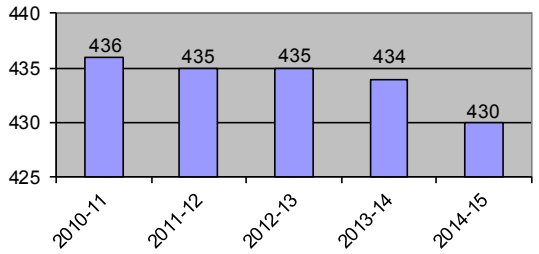
HUMAN SERVICES

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	434	434	434	430
Limited Term	1	0	0	0
Total	435	434	434	430
Staffing Expenses	$32,073,284	$32,833,296	$32,838,846	$32,304,309

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Child Support Services
FUND: General

BUDGET UNIT: AAA DCS
FUNCTION: Public Protection
ACTIVITY: Judicial

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	30,602,092	30,878,412	31,210,827	32,817,028	32,838,846	32,304,309	**(534,537)**
Operating Expenses	8,908,877	7,951,067	7,587,812	7,561,288	7,569,865	7,645,284	**75,419**
Capital Expenditures	310,853	232,668	100,033	190,578	190,662	90,000	**(100,662)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	39,821,822	39,062,147	38,898,672	40,568,894	40,599,373	40,039,593	**(559,780)**
Reimbursements	(125,694)	(128,181)	(130,098)	(69,972)	(32,661)	0	**32,661**
Total Appropriation	39,696,128	38,933,966	38,768,574	40,498,922	40,566,712	40,039,593	**(527,119)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	39,696,128	38,933,966	38,768,574	40,498,922	40,566,712	40,039,593	**(527,119)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	39,268,735	38,864,818	38,726,391	39,557,980	39,557,980	39,487,792	**(70,188)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	427,392	67,376	41,963	961,702	1,008,732	551,801	**(456,931)**
Total Revenue	39,696,127	38,932,194	38,768,354	40,519,682	40,566,712	40,039,593	**(527,119)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	39,696,127	38,932,194	38,768,354	40,519,682	40,566,712	40,039,593	**(527,119)**
Net County Cost	1	1,772	220	(20,760)	0	0	**0**
				Budgeted Staffing	434	430	**(4)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Major requirements and sources include the following:

- Staffing expenses of $32.3 million fund 430 budgeted positions.
- Operating expenses of $7.6 million include COWCAP, professional services contracts, telephone services, mail services, leases, and other operating costs.

Sources of $40.0 million primarily represent the federal and state allocation to fund child support operations. DCSS has no Net County Cost.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $527,119, primarily due to the deletion of 4 positions and the one-time employee incentive payment in 2013-14.

In 2013-14, the department received a one-time adjustment in other revenue. No adjustment is anticipated for 2014-15; therefore, sources are expected to decrease by approximately $527,119. In 2014-15, federal and state funding allocations are anticipated to remain at the level adopted in 2013-14.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $32.3 million fund 430 budgeted regular positions. The budget includes a reduction of 4 positions: 1 Attorney, 1 Program Specialist, and 2 Child Support Officers. The deletion of these positions is necessitated by the anticipated increases in expenditures, primarily in COWCAP and retirement costs. This staffing reduction will require redistribution of workload among existing staff.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Director and Ombudsman	7	0	7	7	0	0	7
Asst Director,Technical & Prog Support	23	0	23	21	2	0	23
Administrative Services	50	0	50	48	2	0	50
Child Support Enforcement	152	0	152	145	7	0	152
Child Support Establishment	131	0	131	123	8	0	131
Legal Services and Special Enforcement	67	0	67	64	3	0	67
Total	430	0	430	408	22	0	430

Director and Ombudsman

	Classification
1	Director of Child Support
1	Executive Secretary II
4	Child Support Officer II
1	Supervising Child Support Officer
7	Total

Asst Director, Technical & Prog. Support

	Classification
1	Assistant Director of Child Support
1	Automated Systems Analyst I
3	Automated Systems Technician
1	Business Applications Manager
1	Business Systems Analyst II
1	Business Systems Analyst III
1	Department Systems Engineer
1	IT Technical Assistant
1	Secretary II
1	Statistical Analyst
1	Supervising Auto Systems Analyst II
1	Program Specialist II
1	Media Specialist
1	Training & Development Supervisor
3	Staff Training Instructor
4	Program Specialist I
23	Total

Administrative Services

	Classification
1	Deputy Director, Child Support
1	Accountant II
1	Accountant III
3	Accounting Technician
1	Administrative Supervisor II
1	Child Support Accounting Supervisor
1	Child Support Assistant
21	Child Support Officer I / Child Support Trainee
4	Child Support Officer II
3	Supervising Child Support Officer
1	Child Support Operations Manager
4	Fiscal Assistant
2	Payroll Specialist
3	Staff Analyst II
2	Storekeeper
1	Secretary I
50	Total

Child Support Enforcement

	Classification
1	Deputy Director, Child Support
16	Child Support Assistant
3	Child Support Assistant Ops Mgr
4	Child Support Operations Manager
85	Child Support Officer I / Trainee
16	Child Support Officer II
9	Office Assistant II
3	Office Assistant III
14	Supervising Child Support Officer
1	Secretary I
152	Total

Child Support Establishment

	Classification
1	Deputy Director, Child Support
19	Child Support Assistant
70	Child Support Officer I / Trainee
10	Child Support Officer II
3	Child Support Operations Manager
17	Office Assistant II
9	Supervising Child Support Officer
2	Supervising Office Assisant
131	Total

Legal Services & Special Enforcement

	Classification
1	Child Support Chief Attorney
9	Child Support Assistant
14	Child Support Attorney III
27	Child Support Officer I
5	Child Support Officer II
2	Child Support Operations Manager
2	Office Assistant III
1	Secretary I
2	Supervising Child Support Attorney
4	Supervising Child Support Officer
67	Total

Wraparound Reinvestment Fund

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$15,745,232
Sources/Reimbursements	$8,035,000
Fund Balance	$7,710,232
Use of Fund Balance	$4,431,638
Total Staff	1
*Includes Contingencies	

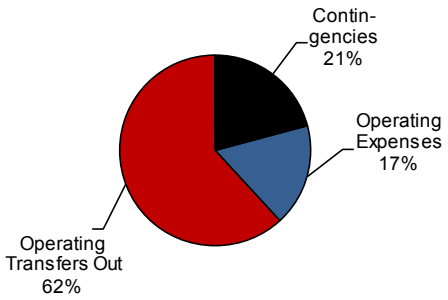
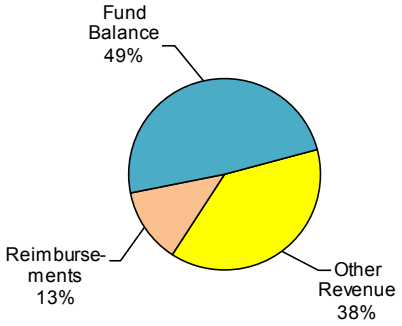
The Wraparound Services Program was created through Senate Bill (SB) 163, Chapter 795, Statutes of 1997, and is an intensive, community-based and family-centered process designed to allow children with serious behavior and/or emotional difficulties to remain in their community at the lowest level of 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.

Contracts have been established with four agencies to provide wide 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.

2014-15 ADOPTED BUDGET

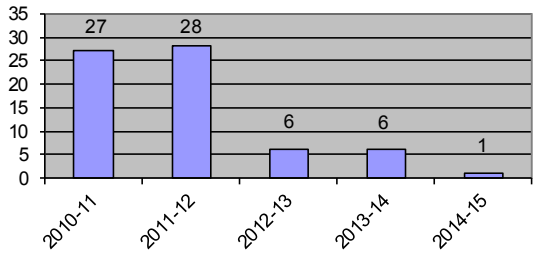
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	1	1	1	1
Limited Term	5	5	5	0
Total	6	6	6	1
Staffing Expenses	$263,436	$302,370	$302,370	$48,171

5-YEAR STAFFING TREND



SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Funds						
Wraparound Reinvestment Fund	13,745,232	6,035,000		7,710,232		1
Total Special Revenue Funds	13,745,232	6,035,000		7,710,232		1

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Wraparound Reinvestment Fund	10,385,375	15,099,820	20,787,746	15,549,078	13,745,232
Total	**10,385,375**	**15,099,820**	**20,787,746**	**15,549,078**	**13,745,232**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Wraparound Reinvestment Fund	6,550,990	6,291,697	8,744,911	7,935,000	6,035,000
Total	**6,550,990**	**6,291,697**	**8,744,911**	**7,935,000**	**6,035,000**

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Wraparound Reinvestment Fund	3,834,385	8,808,123	12,042,835	7,614,078	7,710,232
Total	**3,834,385**	**8,808,123**	**12,042,835**	**7,614,078**	**7,710,232**

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Human Services
FUND: Wraparound Reinvestment Fund

BUDGET UNIT: SIN BHI
FUNCTION: Public Assistance
ACTIVITY: Aid Program

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	650,051	1,203,198	189,625	108,906	302,370	48,171	**(254,199)**
Operating Expenses	2,250,552	3,257,484	1,915,383	3,200,344	3,374,405	2,722,371	**(652,034)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	3,776,701	3,278,594	**(498,107)**
Total Exp Authority	2,900,603	4,460,682	2,105,008	3,309,250	7,453,476	6,049,136	**(1,404,340)**
Reimbursements	(1,331,186)	(1,378,400)	(1,682,492)	(1,094,695)	(2,160,000)	(2,000,000)	**160,000**
Total Appropriation	1,569,417	3,082,282	422,516	2,214,555	5,293,476	4,049,136	**(1,244,340)**
Operating Transfers Out	0	0	10,087,889	5,000,000	10,255,602	9,696,096	**(559,506)**
Total Requirements	1,569,417	3,082,282	10,510,405	7,214,555	15,549,078	13,745,232	**(1,803,846)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	6,550,990	6,309,157	6,071,418	7,310,709	7,935,000	6,035,000	**(1,900,000)**
Total Revenue	6,550,990	6,309,157	6,071,418	7,310,709	7,935,000	6,035,000	**(1,900,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	6,550,990	6,309,157	6,071,418	7,310,709	7,935,000	6,035,000	**(1,900,000)**
				Fund Balance	7,614,078	7,710,232	**96,154**
				Budgeted Staffing	6	1	**(5)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $13.7 million are made up of the following:

- $48,171 in staffing expenses which funds 1 position.
- $2.7 million in operating expenses which is made up of services and supplies, travel and public assistance expenses to provide support services to children in need.
- $3.3 million to contingencies to be set aside for future use.
- $9.7 million in operating transfers out;
  - $5.2 million to the Human Services Administrative Claim budget unit to provide matching funds which will allow access to additional federal funding in support of the Child Welfare Services Program which is administered by Children and Family Services.
  - $4.5 million to the Foster Care budget unit to offset the use of Realignment which is used for the mandated match required to draw the federal and state funding.

Reimbursements and sources totaling $8.0 million are anticipated from unexpended funds that will be recovered from contractors as each annual contract settlement is concluded.

BUDGET CHANGES AND OPERATIONAL IMPACT

A decrease of $1.8 million in requirements includes the following:

- Staffing expenses are decreasing by $254,199 due to a reduction of 5 positions.
- Operating expenses are decreasing by $652,034 due to an overall reduction in expenditures.
- Reimbursements are decreasing by $160,000 because of lower retentions of wraparound services payments from wraparound care providers.
- Contingencies are decreasing by $498,107 based on fund balance available to be used to cover future Wraparound Services program payments.
- Operating transfers out are decreasing by $559,506 because of reduced need for matching funds for Child Welfare Services Programs.

Sources are decreasing by $1.9 million due to a more realistic expectation of revenues when comparing the actual revenue from multiple prior years.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $48,171 fund 1 budgeted position. Recent staff reductions have not resulted in the reduction of services to children because those services are now being provided by staff in the Human Services Administrative Claim budget.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Family to Family Program	1	0	1	1	0	0	1
Total	1	0	1	1	0	0	1

Family to Family Program

	Classification
1	Peer and Family Assistant I
1	Total

Human Services Subsistence Budgets - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$523,397,339
Sources/Reimbursements	$494,499,950
Net County Cost	$28,897,389
Total Staff	0
Funded by Net County Cost	6%
*Includes Contingencies	

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.

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 (1) realignment and (2) revenue generated from a surcharge placed on certified copies of birth certificates. Revenues from the surcharges are deposited into special revenue funds and used to fund the payments to contractors. These three revenue sources provide 100% of the funding for this program.

Entitlement Payments (Childcare) provides for the Stage 1 Childcare Program administered by the Transitional Assistance Department (TAD). This program is one of the major programs of federal welfare reform and the resulting State CalWORKs program and is intended to fund childcare for CalWORKs recipients who are seeking employment or have obtained employment. Childcare provider payments are 100% federally and state funded through reimbursements by the state.

Out-of-Home Child Care provides assistance grants for room, board and care for children pending determination of eligibility for state or federal aid, 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 program provides financial assistance to adoptive parents who would otherwise not be able to provide for a child's special needs. The children are either personally disadvantaged, physically handicapped or adolescents. This program enables hard-to-place children to be adopted and taken out of the higher cost Foster Care program. This budget unit is approximately 42% federally funded. The remaining 58% is funded with realignment and Discretionary General Funding (Net County Cost).

AFDC-Foster Care provides aid payments for children living in foster homes and group care facilities. The Foster Care caseload consists of cases from both Children and Family Services (CFS) (approximately 90%) and Probation (approximately 10%). The cost of Probation related foster care cases is approximately 2 times greater than CFS cases due to the higher levels of care required for these juveniles. There are two funding eligibility criteria in the Foster Care Program, federal (federal, state and County participation) and non-federal (state and County only). Foster Care placements are generally eligible for federal financial participation if the parents meet the previous Aid to Families with Dependent Children (AFDC) Program criteria.

- For 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 mandated and 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 is a Federally funded program.

Cash Assistance for Immigrants program, under AB 2779, provides cash assistance to aged, blind and disabled legal immigrants who meet the Supplemental Security Income/State Supplementary Payment (SSI/SSP) immigration status requirements in effect on August 21, 1998, and all other current SSI/SSP eligibility requirements, yet are no longer eligible for SSI/SSP solely due to their immigration status. This program is 100% state funded.

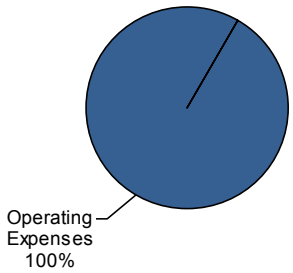
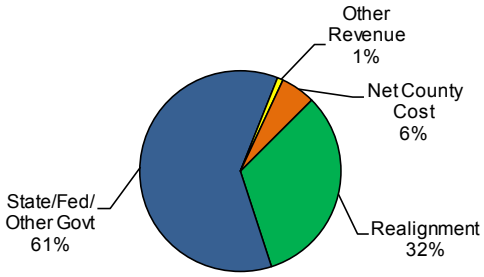
CalWORKs – All Other Families provides CalWORKs assistance payments to families eligible for aid and includes all cases that have not been identified as two-parent or zero-parent families. The federal and state governments reimburse 97.5% of the costs for this program. Approximately 47.2% of state funding is realignment. The mandated 2.5% County share is funded by Discretionary General Funding (Net County Cost).

Kinship Guardianship Assistance Program (Kin-Gap) provides a subsidy to children who leave the juvenile court dependency system to live with a relative legal guardian. It offers relative caregivers of dependent children an option for providing a permanent home to these children. To be eligible for the program, the child must have lived with the relative at least 12 consecutive months, the relative guardianship must be established pursuant to Welfare and Institutions Code 366.26, and the juvenile court dependency for the child must be dismissed. Movement to the Kin-Gap program is not automatic. The court, with a recommendation from the social worker, has discretion regarding whether termination of dependency is in the child's best interest. This program is approximately 40% federally funded. The remaining 60% is funded with realignment and Discretionary General Funding (Net County Cost).

CalWORKs – 2 Parent Families provides payments to resident families who are eligible for aid in accordance with state law. This budget includes all cases identified as having two parents in the home or in which the parents are excluded from, or ineligible for, CalWORKs. The federal and state governments reimburse 97.5% of the costs for this program. The mandated County share of 2.5% is funded by Discretionary General Funding (Net County Cost).

There is no staffing associated with these budget units. Services for the above programs are provided by staff budgeted in the Human Services (HS) Administrative Claim budget unit.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Aid to Indigents	1,476,197	370,000	1,106,197			0
Domestic Violence/Child Abuse Services	531,812	531,812	0			0
Entitlement Payments (Child Care)	26,360,535	26,360,535	0			0
Out-of-Home Child Care	860,566	0	860,566			0
Aid to Adoptive Children	59,208,232	57,158,712	2,049,520			0
AFDC - Foster Care	124,188,480	106,773,073	17,415,407			0
Refugee Cash Assistance	91,197	81,197	10,000			0
Cash Assistance for Immigrants	2,121,954	2,121,954	0			0
CalWORKs - All Other Families	255,137,220	249,744,925	5,392,295			0
Kinship Guardianship Assistance Program	8,741,496	7,700,659	1,040,837			0
CalWORKs - 2 Parent Families	43,900,248	42,877,681	1,022,567			0
Total General Fund	522,617,937	493,720,548	28,897,389	0	0	0

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Aid to Indigents	1,624,440	1,735,192	1,782,116	1,661,197	1,476,197
Domestic Violence/Child Abuse Services	443,526	531,812	531,812	531,812	531,812
Entitlement Payments (Child Care)	33,372,813	21,131,292	28,468,013	31,244,447	26,360,535
Out-of-Home Child Care	660,561	660,566	810,566	860,566	860,566
Aid to Adoptive Children	46,780,825	48,832,702	52,913,715	56,834,041	59,208,232
AFDC - Foster Care	95,010,332	102,446,301	116,663,120	123,050,568	124,188,480
Refugee Cash Assistance	46,993	67,738	77,075	100,918	91,197
Cash Assistance for Immigrants	1,087,121	1,347,984	1,734,203	1,924,374	2,121,954
CalWORKs - All Other Families	267,451,501	240,302,975	249,805,920	251,826,880	255,137,220
Kinship Guardianship Assistance Program	5,818,578	6,011,744	6,852,298	8,185,732	8,741,496
Seriously Emotionally Disturbed Children	4,798,304	0	0	0	0
CalWORKs - 2 Parent Families	42,389,097	38,517,409	40,896,298	41,026,722	43,900,248
Total	**499,484,091**	**461,585,715**	**500,535,136**	**517,247,257**	**522,617,937**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Aid to Indigents	426,644	546,639	495,375	505,000	370,000
Domestic Violence/Child Abuse Services	443,526	531,812	531,812	531,812	531,812
Entitlement Payments (Child Care)	33,372,453	21,125,835	28,468,013	31,244,447	26,360,535
Out-of-Home Child Care	3,147	0	0	0	0
Aid to Adoptive Children	45,180,381	46,846,932	50,964,195	54,884,521	57,158,712
AFDC - Foster Care	82,341,130	89,416,852	102,714,103	105,735,312	106,773,073
Refugee Cash Assistance	45,313	67,738	77,075	100,918	81,197
Cash Assistance for Immigrants	1,087,666	1,347,984	1,734,203	1,924,374	2,121,954
CalWORKs - All Other Families	261,883,554	233,981,273	243,560,772	245,616,208	249,744,925
Kinship Guardianship Assistance Program	4,621,077	5,188,829	5,518,309	7,268,722	7,700,659
Seriously Emotionally Disturbed Children	3,774,992	0	0	0	0
CalWORKs - 2 Parent Families	41,306,819	37,535,866	39,873,890	40,038,554	42,877,681
Total	**474,486,702**	**436,589,760**	**473,937,747**	**487,849,868**	**493,720,548**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Aid to Indigents	1,197,796	1,188,553	1,286,741	1,156,197	1,106,197
Domestic Violence/Child Abuse Services	0	0	0	0	0
Entitlement Payments (Child Care)	360	5,457	0	0	0
Out-of-Home Child Care	657,414	660,566	810,566	860,566	860,566
Aid to Adoptive Children	1,600,444	1,985,770	1,949,520	1,949,520	2,049,520
AFDC - Foster Care	12,669,202	13,029,449	13,949,017	17,315,256	17,415,407
Refugee Cash Assistance	1,680	0	0	0	10,000
Cash Assistance for Immigrants	(545)	0	0	0	0
CalWORKs - All Other Families	5,567,947	6,321,702	6,245,148	6,210,672	5,392,295
Kinship Guardianship Assistance Program	1,197,501	822,915	1,333,989	917,010	1,040,837
Seriously Emotionally Disturbed Children	1,023,312	0	0	0	0
CalWORKs - 2 Parent Families	1,082,278	981,543	1,022,408	988,168	1,022,567
Total	**24,997,389**	**24,995,955**	**26,597,389**	**29,397,389**	**28,897,389**

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Human Services Subsistence
FUND: General

BUDGET UNIT: Various
FUNCTION: Public Assistance
ACTIVITY: Aid Programs

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	500,221,044	462,275,843	470,192,568	485,787,744	518,026,659	523,397,339	**5,370,680**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	500,221,044	462,275,843	470,192,568	485,787,744	518,026,659	523,397,339	**5,370,680**
Reimbursements	(825,444)	(712,333)	(755,768)	(777,926)	(779,402)	(779,402)	**0**
Total Appropriation	499,395,600	461,563,510	469,436,800	485,009,818	517,247,257	522,617,937	**5,370,680**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	499,395,600	461,563,510	469,436,800	485,009,818	517,247,257	522,617,937	**5,370,680**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	36,843,043	130,852,212	135,832,835	153,302,411	164,773,628	169,312,209	**4,538,581**
State, Fed or Gov't Aid	435,168,514	305,028,947	301,519,375	295,228,472	316,801,100	317,988,199	**1,187,099**
Fee/Rate	1,869,596	0	0	1,773,291	770,140	1,550,140	**780,000**
Other Revenue	550,477	684,962	487,201	308,254	505,000	370,000	**(135,000)**
Total Revenue	474,431,630	436,566,121	437,839,411	450,612,429	482,849,868	489,220,548	**6,370,680**
Operating Transfers In	(33,419)	0	5,000,000	5,000,000	5,000,000	4,500,000	**(500,000)**
Total Sources	474,398,211	436,566,121	442,839,411	455,612,429	487,849,868	493,720,548	**5,870,680**
Net County Cost	24,997,389	24,997,389	26,597,389	29,397,389	29,397,389	28,897,389	**(500,000)**
				Budgeted Staffing	0	0	**0**

Consolidated Human Services Subsistence Funds are increasing requirements by $5.4 million due to a combination of caseload and grant payment increases in HS Subsistence budget units. Sources are increasing by $5.9 million which includes an increase of $4.5 million in realignment funds and an increase of $1.2 million in federal and state revenue. The effect of caseload growth and placement/grant cost increases in these programs as related to required matching funds and the resulting changes to realignment needs is outlined in a table included in the HS Administrative Claim budget unit. Net County Cost is being reduced by $500,000 due to a combination of caseload increases/decreases and a restoration of Child Support collections revenue that has been restored by the state, which offsets the need for additional Net County Cost.

Realignment Breakdown and History 2011-2015 (In Millions)

	2011-12 Actual		2012-13 Actual		2013-14 Actual		2013-14 Final Budget		2014-15 Adopted Budget		Change from Final	
	R 1	R 2	R 1	R 2	R 1	R 2	R 1	R 2	R 1	R 2	R 1	R 2
Domestic Violence	-	0.5	-	0.5	-	0.5	-	0.5	-	0.5	-	-
Aid to Adoptive Children	5.1	21.3	5.6	22.9	6.2	24.4	6.6	25.1	6.6	26.0	-	0.9
AFDC - Foster Care	32.7	28.4	27.5	27.8	25.6	26.0	31.3	35.1	29.2	33.7	(2.1)	(1.4)
Kinship Guardianship	-	-	-	4.1	-	2.6	-	3.7	-	2.8	-	(0.9)
CalWORKs Cash Aid	-	42.9	-	47.4	-	67.9	-	62.4	-	70.5	-	8.1
Total	37.8	93.1	33.1	102.7	31.8	121.4	37.9	126.8	35.8	133.5	(2.1)	6.7
Grand Total		130.9		135.8		153.3		164.7		169.3		4.6

R1 = Social Services Realignment (1991)
R2 = 2011 Realignment

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Net County Cost	Staffing
Subsistence Budgets				
Aid to Indigents (Fund AAA ATI)	1,476,197	370,000	1,106,197	0
Domestic Violence/Child Abuse Services (Fund AAA DVC)	531,812	531,812	0	0
Entitlement Payments (Child Care) (Fund AAA ETP)	26,360,535	26,360,535	0	0
Out-of-Home Child Care (Fund AAA OCC)	860,566	0	860,566	0
Aid to Adoptive Children (AAB ATC)	59,208,232	57,158,712	2,049,520	0
AFDC - Foster Care (Fund AAB BHI)	124,188,480	106,773,073	17,415,407	0
Refugee Cash Assistance (AAB CAP)	91,197	81,197	10,000	0
Cash Assistance for Immigrants (AAB CAS)	2,121,954	2,121,954	0	0
CalWORKs - All Other Families (AAB FGR)	255,137,220	249,744,925	5,392,295	0
Kinship Guardianship Assistance Program (AAB KIN)	8,741,496	7,700,659	1,040,837	0
CalWORKs - 2 Parent Families (Fund AAB UPP)	43,900,248	42,877,681	1,022,567	0
Total Subsistence Funds	522,617,937	493,720,548	28,897,389	0

BUDGET CHANGES AND OPERATIONAL IMPACT

Aid to Indigents (General Relief) includes operating expenses of $1.5 million which provides cash aid for food, shelter and transportation as well as SSI advocacy legal fees to indigents who do not meet categorical eligibility requirements for state and federally funded programs. Due to anticipated caseload decreases, total requirements will decrease by $185,000. This caseload decrease, combined with a $135,000 reduction in sources due to declining SSI referrals, results in a $50,000 decrease in Net County Cost to $1.1 million.

Domestic Violence/Child Abuse Services includes operating expenses of $1.3 million which funds contracts with agencies to ensure temporary shelter, food, transportation, emergency services and treatment/counseling for adults and children who are victims of domestic violence and child abuse. Reimbursements of $779,402 are from a surcharge placed on certified copies of birth certificates, marriage licenses and court fines imposed in domestic violence cases. Sources of $531,812 represent realignment funding that is dedicated to the child abuse prevention program. There is no change to this budget unit from the prior year.

Entitlement Payments (Child Care) includes operating expenses of $26.4 million which provides payments to childcare providers for CalWORKs Stage 1 childcare. The requirements and sources for 2014-15 will be decreased by $4.9 million. The proposed 2014-15 Governor's budget reduced funding for this program requiring this decrease in available funding for County Welfare to Work participants.

Out-of-Home Child Care includes operating expenses of $860,566 which provides assistance grants for room, board and care for children.

Aid to Adoptive Children includes operating expenses of $59.2 million which provides assistance to adoptive parents who would otherwise not be able to provide for a child's special needs. Total requirements are projected to increase $2.4 million (4.3%) over the 2013-14 budget due to continued caseload growth and associated costs resulting from the success of legislation (AB390) which encourages and promotes the adoption of eligible children. Continued increase in the average monthly grant payment is partially due to historical increases based on the child's needs and legislation (AB106) which granted a California Necessities Index (CNI) increase. Federal and realignment revenue is projected to increase $2.3 million. An additional $100,000 of Net County Cost is required for this program to meet mandated matches.

AFDC-Foster Care includes operating expenses of $124.2 million, a $1.1 million increase, consisting of $122.2 million in aid payments and other expenses for children living in foster homes and group-care facilities and $2.0 million in transfers to the Wraparound Reinvestment Fund. The transfer to the Wraparound Reinvestment Fund represents the 5% - 10% of monthly Wraparound Foster Care payments to contractors that are contractually retained by the County to be re-invested in Child Welfare Services programs. Costs for 2013-14 are much lower than the 2013-14 final budget and, when combined with the projected 2014-15 caseload growth and other cost escalating factors, contribute to the seemingly small increase in operating expenses year over year. Factors contributing to cost increases are:

- Overall projected caseload growth of 9% (federal cases by 11.5% and non-federal by 1.5%).
- A United States District Court order that requires utilization of a new method for determining foster home payment rates. These court-ordered rate increases were implemented in 2013-14. Although it is known that costs will increase, the financial impact has not yet been fully determined.
- Passage of state AB 12, which now allows wards and child welfare dependents to remain in extended foster care (EFC) through age 21. The financial impact of this change has not yet been fully determined.

Federal revenue will increase $4.3 million and realignment will decrease $3.6 million. $4.5 million in revenue will be transferred from the Wraparound Reinvestment Fund. Child Support collection revenue has been restored by the state and is projected to be $800,000. An additional $100,151 of Net County Cost is required for this program to meet mandated matches.

Refugee Cash Assistance includes operating expenses of $91,197 which provides payments to refugees who cannot meet the requirements for the Refugee Demonstration Project and CalWORKs programs. Requirements and sources are projected to decrease $9,721 due to overall changes to caseload and grant payment costs. This is a federally funded program.

Cash Assistance for Immigrants is 100% state funded and includes operating expenses of $2.1 million which provides payments to legal immigrants who meet the SSI/SSP immigration status requirements. Requirements and sources are projected to increase $197,580 due to a 9% increase in caseload and a 1.5% increase in the average grant amount.

CalWORKs – All Other Families includes operating expenses of $255.1 million which provides assistance payments to families eligible for aid and includes all cases that have not been identified as two-parent or zero-parent families. This is a $3.3 million increase from the prior year and is a result of a state mandated 5% grant increase. Federal and state revenue of $178.6 million and realignment revenue of $70.5 million comprise 97.5% of the funding for this program. Child Support collections revenue has been restored by the state and is projected to be $700,000 and contributes to the Net County Cost decrease of $818,377.

Kinship Guardianship Assistance Program (Kin-GAP) includes operating expenses of $8.7 million which provides subsidies to relative caregivers of children who leave the juvenile court dependency system to live with a relative legal guardian. Requirements are projected to increase $500,000 due to an increase in caseload and placement costs. Sources are projected to increase $400,000 due to additional federal, state and realignment funding. An additional $123,827 of Net County Cost is required for this program to meet mandated matches.

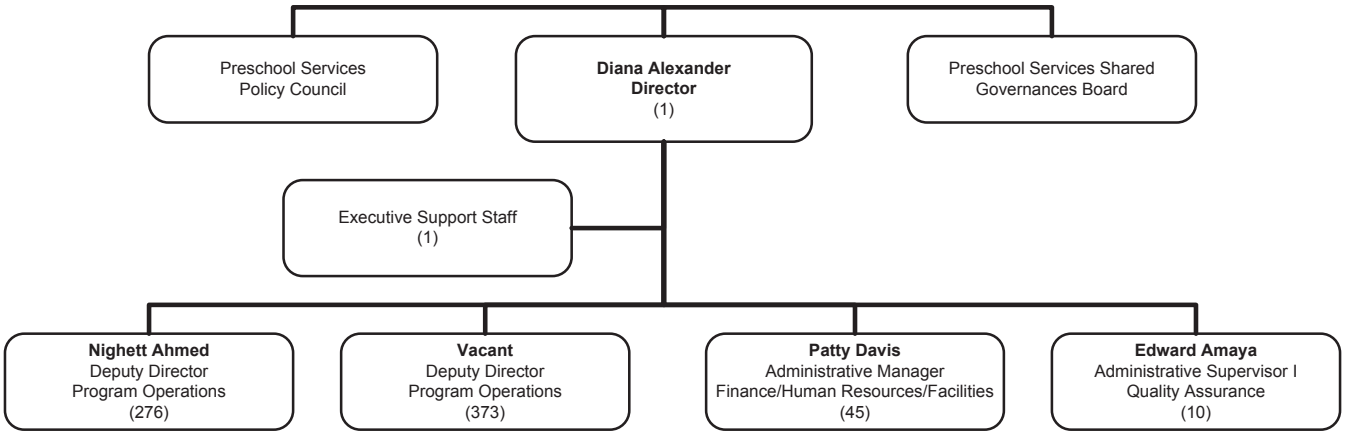
CalWORKs – 2 Parent Families includes operating expenses of $43.9 million which provides assistance payments to all cases identified as having two parents in the home or in which the parents are excluded from or ineligible for CalWORKs. A state mandated 5% grant increase and a 4% caseload increase requires a $2.9 million increase in requirements. Federal and state revenue of $42.9 million comprises 97.5% of the funding for this program, a $2.8 million increase from the 2013-14 final budget. An additional $34,399 of Net County Cost is required for this program to meet mandated matches.

PRESCHOOL SERVICES
Diana Alexander

DEPARTMENT MISSION STATEMENT

Preschool Services improves the well-being of children, empowers families and strengthens communities.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Received the following two National Association of Counties Achievement Awards:
  - Preschool Referral Project with Foster care
  - Nicholson Park Family Learning and Community Resource Center
- Increased school readiness for children as measured by the Desired Results Developmental Profile (DRDP).
- Exceeded the required 50% level of professional teaching staff possessing a Bachelor's Degree or higher.
- Partnered with the Countywide 2-1-1 referral system.
- Provided support services to 15% more homeless families at local shelters.
- Partnered with St. Mary's Hospital for the third year to move Head Start and Early Head Start children recognized as "obese" into the less severe "overweight" category; and children classified as "overweight" to a "healthy weight" category. Through this partnership, Preschool Services (PSD) has been able to reduce obesity in children by 12%.
- Increased support for family self-sufficiency programs by 248% over the prior year. These programs include financial literacy workshops and educational advancement programs and workshops.
- Opened the Baker Family Learning Center through collaboration with the County Library. The unique blend of services provided by the Library and PSD allows both children and parents in the community to learn together as they access resources, programs, classes and computers.
- Served 137 children through First 5 San Bernardino, Pre-K Academy program. This collaboration has allowed PSD to provide summer preschool services to children, who might not have received preparation for entering the K-12 school system.
- Collaborated with the Department of Behavioral Health to provide Prevention and Early Intervention to approximately 200 children and 100 parents. In addition, 100 classroom teachers were trained to provide assistance in recognizing potential mental health issues, and utilizing school centered intervention with mental health professionals when appropriate.

- Engaged approximately 40 parents/caregivers to the Pathways to Success Parent Apprenticeship program. This program combined vocational training programs, on-site mentoring, and financial assistance in conjunction with related educational courses.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): ***• To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy:
- *Promote School Readiness*
- *Increase Mathematical skills in children attending a minimum of 199 days, to prepare for School Readiness*
- *Increase Language and Literacy skills in children attending a minimum of 199 days, to prepare for School Readiness*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of children who will show growth in Mathematical development skills utilizing the Desired Results Developmental Profile (DRDP)	N/A	N/A	N/A	75%
Percentage of children who will show growth in Language and Literacy utilizing the Desired Results Developmental Profile (DRDP)	N/A	N/A	N/A	80%

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): ***• To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy:
- *Identify obese and/or overweight children in an effort to promote a healthy lifestyle.*
- *Promote nutrition education programs for parents at each school site.*
- *Ensure that children receive both nutrition curriculum and physical activity daily within the classroom schedule.*
- *Decrease the number of children who are intitially identified as obese or overweight from the higher level of Body Mass Index (BMI) classification to the next lower level by children's heights and weights.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of enrolled children identified as obese or overweight whose BMI is reduced.	N/A	10%	45%	10%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Fund						
Preschool Services	49,009,940	49,087,131		(77,191)		706
Total Special Revenue Fund	49,009,940	49,087,131		(77,191)		706
Total - All Funds	49,009,940	49,087,131	0	(77,191)	0	706

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Preschool Services	51,227,178	47,756,351	49,452,457	48,976,295	49,009,940
Total	**51,227,178**	**47,756,351**	**49,452,457**	**48,976,295**	**49,009,940**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Preschool Services	51,109,877	47,739,997	49,383,695	48,926,227	49,087,131
Total	**51,109,877**	**47,739,997**	**49,383,695**	**48,926,227**	**49,087,131**

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Preschool Services	117,301	16,354	68,762	50,068	(77,191)
Total	**117,301**	**16,354**	**68,762**	**50,068**	**(77,191)**

Preschool Services

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$49,830,940
Sources/Reimbursements	$49,908,131
Fund Balance	-$77,191
Contribution to Fund Balance	$77,191
Total Staff	706

*Includes Contingencies

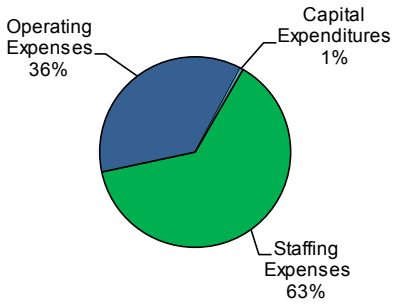
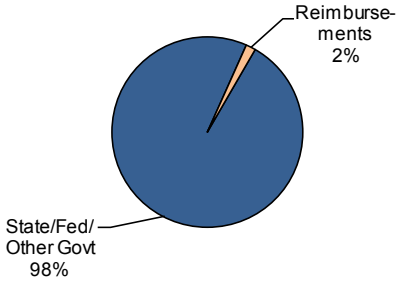
The Preschool Services Department (PSD) administers the Federal Head Start and Early Head Start programs, California Department of Education State Preschool program, as well as the Child and Adult Care Food Program in 42 locations throughout the County of San Bernardino. The programs are fully funded from Federal and State sources with no Net County Cost.

PSD serves about 6,000 low income and disadvantaged families with children from birth to 5 years of age and pregnant women. PSD's priority population includes children in foster care, those who are homeless and children with special needs and/or disabilities. PSD offers comprehensive child development and family support services to all enrolled children and families which include: physical health, nutrition and mental health to strengthen the child's capacity to participate successfully in school.

In order to continue to support the accomplishment of program objectives, PSD is sub-divided into the following units:

- Executive Unit – Provides leadership and guidance to all units of the department.
- Administration – Provides oversight for fiscal, budget, reporting/auditing preparation, contracts, grant writing, human resources, transportation, maintenance and facilities support to the department. In addition, this unit provides oversight for organizational development, training and technical assistance.
- Operations – Responsible for eligibility and recruitment of children, overall operations of center and home-base comprehensive child development programs, nutrition, health, mental health, disability and family and community related services.
- Quality Assurance – Provides ongoing monitoring, quality compliance, special projects, and coordinates volunteer activities.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

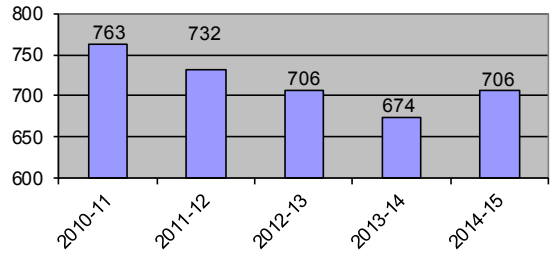
HUMAN SERVICES

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	65	69	65	68
Limited Term	641	631	609	638
Total	706	700	674	706
Staffing Expenses	$29,434,697	$32,197,503	$28,193,259	$31,548,078

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Preschool Services
FUND: Preschool Services

BUDGET UNIT: RSC HPS
FUNCTION: Public Assistance
ACTIVITY: Other

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	31,940,554	28,965,970	28,399,414	28,179,918	28,193,259	31,548,078	**3,354,819**
Operating Expenses	19,616,424	18,824,347	18,562,930	18,367,419	18,592,160	18,037,862	**(554,298)**
Capital Expenditures	360,038	286,185	238,899	43,291	116,000	245,000	**129,000**
Contingencies	0	0	0	0	50,068	0	**(50,068)**
Total Exp Authority	51,917,016	48,076,502	47,201,243	46,590,628	46,951,487	49,830,940	**2,879,453**
Reimbursements	(762,131)	(583,846)	(645,180)	(628,021)	(708,192)	(821,000)	**(112,808)**
Total Appropriation	51,154,885	47,492,656	46,556,063	45,962,607	46,243,295	49,009,940	**2,766,645**
Operating Transfers Out	14,287	1,070	174,712	121,738	2,733,000	0	**(2,733,000)**
Total Requirements	51,169,172	47,493,726	46,730,775	46,084,345	48,976,295	49,009,940	**33,645**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	50,507,076	47,000,879	46,390,348	45,563,156	48,808,203	48,978,231	**170,028**
Fee/Rate	155	135	74,999	61,902	80,000	75,000	**(5,000)**
Other Revenue	423,755	598,452	295,976	15,673	38,024	33,900	**(4,124)**
Total Revenue	50,930,986	47,599,466	46,761,323	45,640,731	48,926,227	49,087,131	**160,904**
Operating Transfers In	0	122,015	0	41,458	0	0	**0**
Total Sources	50,930,986	47,721,481	46,761,323	45,682,189	48,926,227	49,087,131	**160,904**
				Fund Balance	50,068	(77,191)	**(127,259)**
				Budgeted Staffing	674	706	**32**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $31.5 million fund 706 budgeted positions to administer preschool services programs. Operating expenses of $18.0 million include contracts for temporary help, transportation, food, and subcontractors. Additionally, there are transfers to other County departments for services such as data processing, facilities management, lease payments, Human Services, Information Technology Systems Support, and Human Resources. Capital expenditures of $245,000 will fund the purchase and installation of two new playgrounds and eight vehicles. Reimbursements are from the Department of Behavioral Health for the operation of the Prevention and Early Intervention (PEI) and the Low-Income First Time Mothers (LIFT) programs. These programs provide children with identified social-emotional developmental challenges, as well as at risk low income first time pregnant mothers, with support services and parent/teacher training.

Sources of $49.1 million are primarily from the federal and state government.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $33,645. Staffing expenses are increasing by $3.4 million primarily due to an increase of 32 positions, general retirement, and salary adjustments. The net reduction to operating costs of $554,298 is primarily the result of reductions in COWCAP, inventoriable equipment, program supplies, and general maintenance; offset by increases in general liability and other miscellaneous expenses. Capital expenditures are increasing by $129,000 to purchase playground equipment for school site relocations and replacement vehicles. Reimbursements are increasing $112,808 due to additional funds received from the Department of Behavioral Health for the operation of the Prevention and Early Intervention program. The increases are offset by a reduction of $2.7 million in operating transfers out for capital projects (i.e. warehouse and other projects) not carried over into FY 2014-15.

The net increase in sources of $160,904 is primarily due to Sequestration restoration of $2.5 million offset by reductions in one-time revenue for a warehouse purchase of $1.5 million, and the elimination of the First Five Pre-K program of $800,000.

The department's beginning fund balance of ($77,191) is the result of prior year encumbrances outstanding at June 30, 2014 that have since been cancelled in 2014-15.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $31.5 million fund 706 positions of which 68 are regular positions and 638 are limited term positions. The budget includes a net increase of 32 positions allowing the department to serve an additional 250 children as the result of the restoration of sequestration funds.

The budget includes the addition of a Maintenance Supervisor (1), Contract PSD Program Generalist 9 months (7), Contract PSD Teacher II 9 months (13), Contract PSD Teacher III 12 months (2), Contract PSD Teacher Aide II 9 months (6), Contract PSD Site Supervisor II 12 months (3), PSD Program Manager (2), and Graduate Student Intern (3). The department's increases in staff are based primarily on the restoration of federal sequestration funds and the Prevention and Early Intervention Program.

The budget also includes the deletion of a Fiscal Assistant (1), Contract PSD Program Manager (2) and Contract Site Supervisor 9 months (2).

The department also deleted contract Teacher Aide I 9 months (12) and Teacher Aide I 12 months (3) offset by the addition of Teacher Aide II 9 months (12) and Teacher Aide II 12 months (3). This adjustment was necessary due to a higher educational standard required by the federal Head Start program that aligned with the higher contract classification requirements.

PSD reclassified positions in the Quality Assurance unit to align duties with the needs of the department. 2 PSD Eligibility Worker II's were reclassified to PSD Quality Assurance Specialist II's, 3 PSD Eligibility Worker I's were reclassified to PSD Quality Assurance Specialist I, and 1 PSD Eligibility Worker I was reclassified to PSD Quality Assurance Specialist II. Also, a Contract Generalist 12 month was deleted, offset by the addition of a PSD Quality Assurance Specialist II position. Furthermore, 2 PSD Area Coordinators were reclassified to PSD Program Supervisors.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Executive Unit	2	0	2	2	0	0	2
Operations	21	628	649	554	44	51	649
Finance/Human Resources	35	10	45	40	4	1	45
Quality Assurance	10	0	10	8	1	1	10
Total	68	638	706	604	49	53	706

Executive Unit

	Classification
1	Director
1	Executive Secretary II
2	Total

Operations

	Classification
2	Deputy Director
5	Program Manager
8	Program Supervisor
15	Contract Preschool Site Supervisor II 12 months
6	Contract Preschool Site Supervisor II 9 months
8	Contract Preschool Site Supervisor 1 9 months
2	Contract Preschool Site Supervisor I 12 months
32	Contract Teacher III 12 months
1	Contract Teacher III 9 months
59	Contract Preschool Teacher II 12 months
180	Contract Preschool Teacher II 9 months
28	Contract Preschool Teacher Aide II 12 months
102	Contract Preschool Teacher Aide II 9 months
12	Contract Center Clerk 12 months
23	Contract Center Clerk 9 months
11	Contract Food Service Worker 12 months
15	Contract Food Service Worker 9 months
16	Contract Program Generalist 12 months
69	Contract Program Generalist 9 months
12	Contract Custodian 12 months
21	Contract Custodian 9 months
1	Disability Services Manager
1	Nutritionist
1	Cont Behavioral Specialist
1	Speech Therapist
1	Special Education Specialist
1	Program Specialist I
1	Contract Behavioral Specialist
2	Contract Health Education Specialist
3	Contract Registered Nurse
1	Contract Program Quality Specialist 12 months
1	Contract Program Quality Specialist 9 months
8	Graduate Student Interns
649	Total

Finance/Human Resources

	Classification
1	Administrative Manager
1	Administrative Supervisor II
1	Administrative Supervisor I
1	Supervising Accountant II
1	Supervising Fiscal Specialist
2	Accountant III
4	Staff Analyst II
1	Staff Analyst I
5	Account Technician
2	Fiscal Assistant
1	Fiscal Specialist
4	Office Assistant II
3	Office Assistant III
1	Automated Systems Technician
2	Contract Center Clerk 12 months
7	Contract General Maintenance Worker 12
1	Contract Storekeeper 9 months
2	General Maintenance Mechanic
1	General Maintenance Worker
1	Maintenance Supervisor
1	Supervising Office Assistant
1	Stores Specialist
1	Storekeeper
45	Total

Quality Assurance

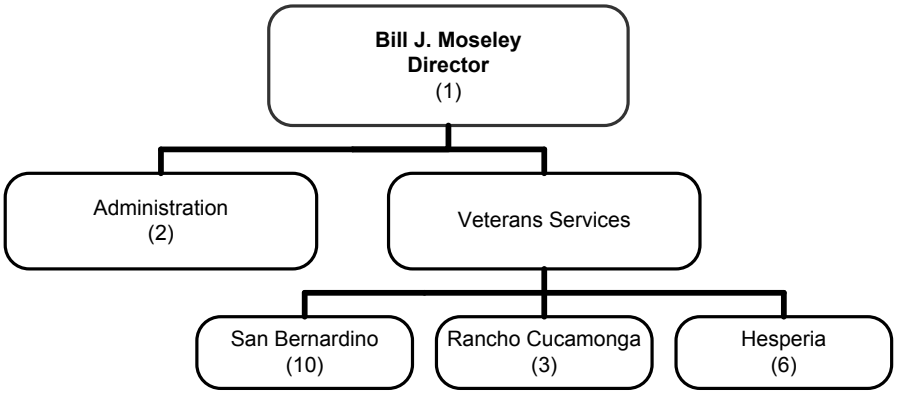
	Classification
1	Administrative Supervisor I
1	Supervising Program Specialist
1	Program Specialist II
3	Quality Assurance Specialist I
4	Quality Assurance Specialist II
10	Total

VETERANS AFFAIRS
Bill J. Moseley

DEPARTMENT MISSION STATEMENT

To honor the commitment and sacrifice of our veterans, military and their families, and to promote awareness of their contributions and unique challenges, the department identifies and obtains benefits and services through advocacy, outreach and education, thereby contributing to the quality of life and well-being of our communities.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Obtained grants on client claims to United States Department of Veterans Affairs totaling $2.7 million in monthly awards, $53.5 million in retroactive awards, and $688,499 in lump sum awards
- Obtained $25,000 in Mental Health Services Act (MHSA) funding to support Equine Assisted Therapy program for disabled veterans and their families to assist with rehabilitation from Post-Traumatic Stress Disorder and Traumatic Brain Injuries.
- Migrated to the CalVet statewide case management system, improving state reporting functions and ensuring continued state funding.
- Participated in United States Department of Veterans Affairs Stakeholder Enterprise Portal electronic work queue, and electronic claims submission in order to improve quality of claim development and processing.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

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

Department Strategy:
- *Maintain federal accreditation and maximize staff knowledge of federal benefits and services by ensuring Veteran Service Representatives (VSRs) meet federal mandate for completion of 15 hours of continuing education per year.*
- *Maintain efficiency and maximize benefits by processing state college fee waiver applications for spouses and dependent children of qualified disabled veterans.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of VSR staff receiving 15 hours of continued education.	100%	100%	100%	100%
Percentage of College Fee Waiver letters mailed within ten days of application.	100%	100%	100%	100%

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.***

Department Strategy:
- *Ensure efficient case management and resolution of claims.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of pending Veterans Affairs caseload with claim reviews less than 90 days past due.	N/A	75%	73%	80%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Veterans Affairs	1,985,233	550,853	1,434,380			22
Total General Fund	1,985,233	550,853	1,434,380			22

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Veterans Affairs	1,599,098	1,763,741	1,860,653	2,195,841	1,985,233
Total	**1,599,098**	**1,763,741**	**1,860,653**	**2,195,841**	**1,985,233**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Veterans Affairs	439,934	496,437	458,777	718,427	550,853
Total	**439,934**	**496,437**	**458,777**	**718,427**	**550,853**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Veterans Affairs	1,159,164	1,267,304	1,401,876	1,477,414	1,434,380
Total	**1,159,164**	**1,267,304**	**1,401,876**	**1,477,414**	**1,434,380**

Veterans Affairs

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$1,985,233
Sources/Reimbursements	$550,853
Net County Cost	$1,434,380
Total Staff	22
Funded by Net County Cost	72%
*Includes Contingencies	

According to the Secretary of the U.S. Department of Veterans Affairs (VA), approximately one out of every three people in the United States is a potential VA beneficiary. The Department of Veterans Affairs provides claims assistance, information and referral, advocacy, and outreach to County residents. These benefits include medical care, life insurance, home loans, pension benefits, disability compensation, education and vocational rehabilitation. County VA employees are often the initial contact with the VA system for veterans and recently discharged military personnel in our community.

Services to the veteran's community are concentrated in the following areas:

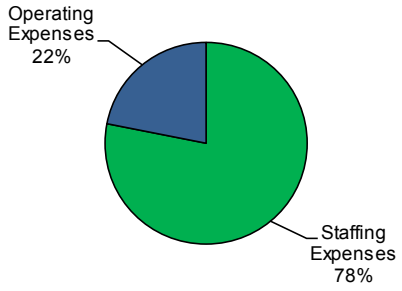
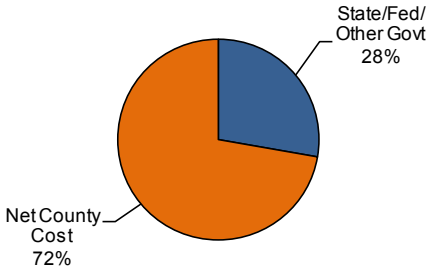
Claims Assistance
Provide benefits counseling, claim preparation, and development of material evidence. Monitor adjudication and resolve issues or questions in favor of the veteran. Provide assistance with administrative and appellate review of claims.

Information and Referral
Make referrals to other County departments, homeless providers, emergency service providers, and state and federal agencies.

Advocacy
Provide individual advocacy, advocacy at the policy and legislative levels, and provide state and federal elected officials with technical assistance regarding veterans' legislation.

Outreach
Conduct outreach to retirement homes, mortuaries, schools, military separation programs, and service organizations such as the American Legion, Disabled American Veterans, Veterans of Foreign Wars, Elks, Rotary, etc., for the purpose of informing the community of veterans' benefits and services.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

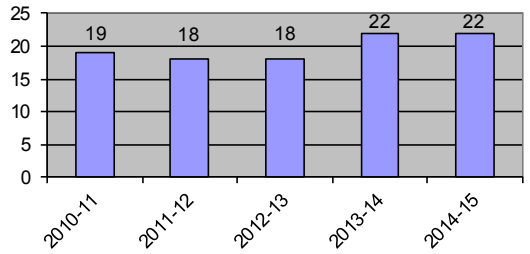
HUMAN SERVICES

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	18	18	18	18
Limited Term	0	0	4	4
Total	18	18	22	22
Staffing Expenses	$1,491,964	$1,523,035	$1,695,960	$1,550,756

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Veterans Affairs
FUND: General

BUDGET UNIT: AAA VAF
FUNCTION: Public Assistance
ACTIVITY: Veteran's Services

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	1,325,095	1,395,429	1,467,500	1,516,696	1,695,960	1,550,756	**(145,204)**
Operating Expenses	274,004	358,753	353,508	420,597	499,881	434,477	**(65,404)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	1,599,099	1,754,182	1,821,008	1,937,293	2,195,841	1,985,233	**(210,608)**
Reimbursements	0	0	(20,000)	0	0	0	**0**
Total Appropriation	1,599,099	1,754,182	1,801,008	1,937,293	2,195,841	1,985,233	**(210,608)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,599,099	1,754,182	1,801,008	1,937,293	2,195,841	1,985,233	**(210,608)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	439,834	493,264	457,816	613,006	718,427	550,853	**(167,574)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	100	3,173	245	0	0	0	**0**
Total Revenue	439,934	496,437	458,061	613,006	718,427	550,853	**(167,574)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	439,934	496,437	458,061	613,006	718,427	550,853	**(167,574)**
Net County Cost	1,159,165	1,257,745	1,342,947	1,324,287	1,477,414	1,434,380	**(43,034)**
				Budgeted Staffing	22	22	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $1.6 million fund 22 positions and is the main expenditure of the Veterans Affairs budget. Operating expenses of $434,477 consist primarily of general office, COWCAP, Facilities Management costs, and other costs such as presort, printing and equipment rents and leases.

Sources of $550,853 consist of the State Veterans Subvention Fund (which includes one-time funds), Medi-Cal Cost Avoidance Program, the Veterans Service Office Fund (state license plate sale program), and state reimbursement for contract services performed at the Barstow Veterans Home.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $210,608 primarily due to one-time costs incurred in 2013-14 for salaries and benefits, and operational costs. One-time funds in 2013-14 were from State Subvention that allowed the department to expand the veteran outreach program, upgrade the VA's automated case management system and provide non-traditional therapy (Equine Assisted Therapy) for disabled veterans. Additionally, requirements for 2013-14 include costs for an employee incentive payment.

Sources are decreasing by $167,574 due to the utilization of one-time funding but are slightly offset by an increase in State revenue.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.6 million fund 22 budgeted positions, of which 18 are regular positions and 4 are limited term positions. The number of regular positions remains unchanged from 2013-14; however, the 4 temporary Public Service Employee positions are only funded through January 2015.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	3	0	3	3	0	0	3
Veterans Services	15	4	19	19	0	0	19
Total	18	4	22	22	0	0	22

Administration

	Classification
1	Director
1	Executive Secretary III
1	Staff Analyst I
3	Total

Veterans Services

	Classification
2	Supervising Veterans Service Representative
4	Veterans Service Representative II
5	Veterans Service Representative I
4	Office Assistant III
4	Public Service Employees
19	Total

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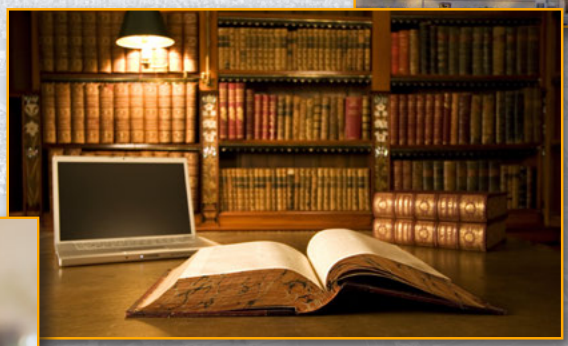
LAW AND JUSTICE



SAN BERNARDINO COUNTY

LAW AND JUSTICE SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
COUNTY TRIAL COURTS	392				
DRUG COURT PROGRAMS	394	46,971	46,971	0	0
GRAND JURY	396	429,069	0	429,069	0
INDIGENT DEFENSE PROGRAM	398	10,046,137	32,000	10,014,137	0
COURT FACILITIES/JUDICIAL BENEFITS	401	1,211,889	0	1,211,889	0
COURT FACILITIES PAYMENTS	403	2,536,349	0	2,536,349	0
TRIAL COURT FUNDING - MAINTENANCE OF EFFORT	405	25,509,703	14,182,000	11,327,703	0
DISTRICT ATTORNEY	413				
CRIMINAL PROSECUTION	417	65,839,206	34,878,602	30,960,604	489
LAW AND JUSTICE GROUP ADMINISTRATION	425				
LAW AND JUSTICE GROUP ADMINISTRATION	428	90,208	90,208	0	1
PROBATION	433				
ADMINISTRATION, CORRECTIONS AND DETENTION	436	143,295,001	70,214,776	73,080,225	1,183
JUVENILE JUSTICE GRANT PROGRAM	441	0	0	0	39
PUBLIC DEFENDER	446	35,524,591	3,645,749	31,878,842	247
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	452				
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	457	204,564,900	153,943,591	50,621,309	1,688
SHERIFF - DETENTIONS	463	182,977,278	46,069,703	136,907,575	1,383
SHERIFF - LAW ENFORCEMENT CONTRACTS	467	128,348,991	128,348,991	0	576
TOTAL GENERAL FUND		800,420,293	451,452,591	348,967,702	5,606

SPECIAL REVENUE FUND	Page #	Requirements	Sources	Fund Balance	Staffing
COUNTY TRIAL COURTS:					
COURTHOUSE SEISMIC SURCHARGE	407	1,655,859	1,655,820	39	0
ALTERNATE DISPUTE RESOLUTION	409	553,844	456,600	97,244	0
REGISTRATION FEES	411	166,492	2,935	163,557	0
DISTRICT ATTORNEY:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	421	10,176,991	5,721,012	4,455,979	0
LAW AND JUSTICE GROUP ADMINISTRATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	430	4,311,034	909,953	3,401,081	0
PROBATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	443	17,928,657	7,718,879	10,209,778	0
SHERIFF/CORONER/PUBLIC ADMINISTRATOR:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	470	39,308,066	16,335,089	22,972,977	0
TOTAL SPECIAL REVENUE FUNDS		74,100,943	32,800,288	41,300,655	0

COUNTY TRIAL COURTS

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Drug Court Programs	46,971	46,971	0			0
Grand Jury	429,069	0	429,069			0
Indigent Defense Program	10,046,137	32,000	10,014,137			0
Court Facilities/Judicial Benefits	1,211,889	0	1,211,889			0
Court Facilities Payments	2,536,349	0	2,536,349			0
Trial Court Funding - Maintenance of Effort	25,509,703	14,182,000	11,327,703			0
Total General Fund	39,780,118	14,260,971	25,519,147			0
Special Revenue Funds						
Courthouse Seismic Charge	1,655,859	1,655,820		39		0
Alternate Dispute Resolution	553,844	456,600		97,244		0
Registration Fees	166,492	2,935		163,557		0
Total Special Revenue Funds	2,376,195	2,115,355		260,840		0
Total - All Funds	42,156,313	16,376,326	25,519,147	260,840	0	0

5-YEAR REQUIREMENTS TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Drug Court Programs	429,918	356,185	390,103	381,101	46,971
Grand Jury	576,723	412,540	420,278	416,022	429,069
Indigent Defense Program	8,973,413	10,334,045	9,802,555	9,805,546	10,046,137
Court Facilities/Judicial Benefits	1,429,195	1,288,342	1,230,902	1,216,657	1,211,889
Court Facilities Payments	2,505,233	2,505,233	2,512,233	2,536,349	2,536,349
Trial Court Funding - Maintenance of Effort	27,310,490	26,524,100	26,397,865	25,882,314	25,509,703
Courthouse Seismic Surcharge	2,633,249	2,801,147	2,801,078	2,100,044	1,655,859
Alternate Dispute Resolution	860,295	811,036	671,007	679,980	553,844
Indigent Defense - Registration Fees	147,831	159,140	163,661	165,751	166,492
Total	**44,866,347**	**45,191,768**	**44,389,682**	**43,183,764**	**42,156,313**

5-YEAR SOURCES TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Drug Court Programs	424,918	356,185	390,103	381,101	46,971
Grand Jury	0	0	0	0	0
Indigent Defense Program	171,300	130,300	90,000	90,000	32,000
Court Facilities/Judicial Benefits	0	0	0	0	0
Court Facilities Payments	0	0	0	0	0
Trial Court Funding - Maintenance of Effort	18,607,000	16,901,830	16,269,848	14,554,263	14,182,000
Courthouse Seismic Surcharge	2,633,000	2,801,000	2,801,000	2,100,000	1,655,820
Alternate Dispute Resolution	716,000	551,100	500,900	500,600	456,600
Indigent Defense - Registration Fees	13,500	12,000	8,400	5,800	2,935
Total	**22,565,718**	**20,752,415**	**20,060,251**	**17,631,764**	**16,376,326**

5-YEAR NET COUNTY COST TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Drug Court Programs	5,000	0	0	0	0
Grand Jury	576,723	412,540	420,278	416,022	429,069
Indigent Defense Program	8,802,113	10,203,745	9,712,555	9,715,546	10,014,137
Court Facilities/Judicial Benefits	1,429,195	1,288,342	1,230,902	1,216,657	1,211,889
Court Facilities Payments	2,505,233	2,505,233	2,512,233	2,536,349	2,536,349
Trial Court Funding - Maintenance of Effort	8,703,490	9,622,270	10,128,017	11,328,051	11,327,703
Total	**22,021,754**	**24,032,130**	**24,003,985**	**25,212,625**	**25,519,147**

5-YEAR FUND BALANCE TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Courthouse Seismic Surcharge	249	147	78	44	39
Alternate Dispute Resolution	144,295	259,936	170,107	179,380	97,244
Indigent Defense - Registration Fees	134,331	147,140	155,261	159,951	163,557
Total	**278,875**	**407,223**	**325,446**	**339,375**	**260,840**

Drug Court Programs

DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for administrative support and treatment costs for Drug Court Programs. Funding for these programs is provided by grant revenues and reimbursements from certain County departments. This unit funds one Treatment Coordinator and one Account Clerk II budgeted within the Superior Court.

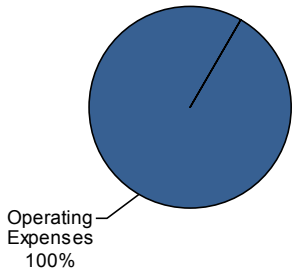
Budget at a Glance

Requirements Less Reimbursements*	$228,139
Sources/Reimbursements	$228,139
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

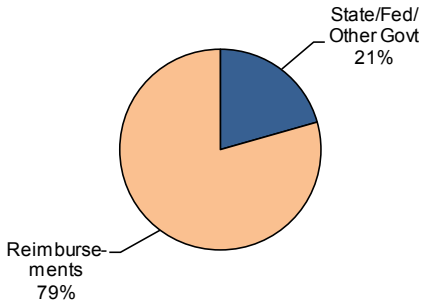
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Drug Court Programs
FUND: General

BUDGET UNIT: AAA FLP
FUNCTION: Public Protection
ACTIVITY: Judicial

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	719,123	628,585	309,613	280,661	583,503	228,139	**(355,364)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	719,123	628,585	309,613	280,661	583,503	228,139	**(355,364)**
Reimbursements	(290,552)	(300,384)	(156,545)	(201,901)	(202,402)	(181,168)	**21,234**
Total Appropriation	428,571	328,201	153,068	78,760	381,101	46,971	**(334,130)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	428,571	328,201	153,068	78,760	381,101	46,971	**(334,130)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	385,046	320,817	137,675	78,621	381,101	46,971	**(334,130)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	385,046	320,817	137,675	78,621	381,101	46,971	**(334,130)**
Operating Transfers In	38,315	3,000	0	0	0	0	**0**
Total Sources	423,361	323,817	137,675	78,621	381,101	46,971	**(334,130)**
Net County Cost	5,210	4,384	15,393	139	0	0	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $228,139 include professional and specialized services, medical expenses, vehicle charges, general office expenses, and travel related to the operation of drug court programs, as well as a transfer of $163,783 to the Superior Court to fund 2 budgeted positions. Reimbursements of $181,168 represent payments from the County Department of Behavioral Health, to help pay for program activities. State and federal aid of $46,971 reflects grant revenues anticipated for Drug Court activities.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are decreasing by $334,130 due to reductions in state and federal grant funding.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Grand Jury

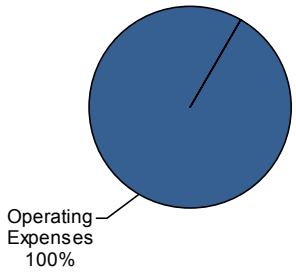
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$429,069
Sources/Reimbursements	$0
Net County Cost	$429,069
Total Staff	0
Funded by Net County Cost	100%
*Includes Contingencies	

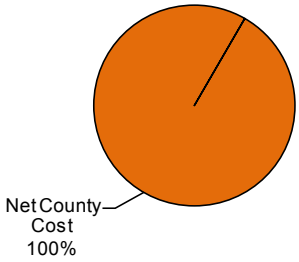
The San Bernardino County Grand Jury is appointed annually by the Superior Court. Its responsibilities include investigating local government, examining instances of public office crime and corruption, and returning indictments in certain criminal cases brought before it by the District Attorney's Office. 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.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Grand Jury
FUND: General

BUDGET UNIT: AAA GJY
FUNCTION: Public Protection
ACTIVITY: Judicial

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	576,067	398,548	346,932	321,069	416,022	429,069	**13,047**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	576,067	398,548	346,932	321,069	416,022	429,069	**13,047**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	576,067	398,548	346,932	321,069	416,022	429,069	**13,047**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	576,067	398,548	346,932	321,069	416,022	429,069	**13,047**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	1,430	0	0	0	**0**
Total Revenue	0	0	1,430	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	1,430	0	0	0	**0**
Net County Cost	576,067	398,548	345,502	321,069	416,022	429,069	**13,047**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Major expenditures include transfers for staffing expenses of $117,253 to the Superior Court to fund a Grand Jury Assistant position and juror stipend/expenses in the amount of $191,236.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $13,047 primarily due to increased costs allocated from the Countywide Cost Allocation Plan (COWCAP).

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

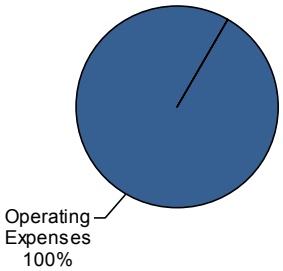
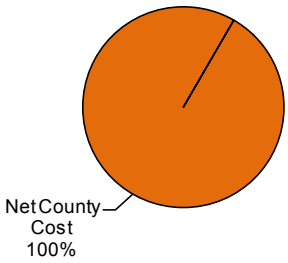
Indigent Defense Program

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$10,046,137
Sources/Reimbursements	$32,000
Net County Cost	$10,014,137
Total Staff	0
Funded by Net County Cost	100%
*Includes Contingencies	

The Indigent Defense Program provides for representation services appointed by the Superior Court for indigent defendants in criminal and juvenile delinquency proceedings that the Public Defender is unable to represent, and for conservatorship, guardianship, probate, family law other than Family Code § 3150 minor's counsel, and misdemeanor appeals. A portion of this budget is also set aside for capital case defense costs for the Public Defender Capital Defense Unit. The program administers contracts, monitors caseloads and expenditures, processes accounts payable and performs trust fund accountings, and reports to the County Finance Office. The program administers and coordinates court-appointed representation services of attorneys, experts and investigators for an average of 3,000 misdemeanor and 3,800 felony cases per year, including capital and life-without-parole cases, and an average of 600 conservatorship, guardianship, probate, mental health, misdemeanor appeal and other cases per year. In coordination with the Superior Court, this program also administers the County's Dispute Resolution Programs Act alternate dispute resolution program and its associated special revenue fund. This unit funds one analyst and one fiscal/accounting position in the Finance and Administration budget.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Indigent Defense Program
FUND: General

BUDGET UNIT: AAA IDC
FUNCTION: Public Protection
ACTIVITY: Judicial

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	8,969,038	9,686,812	8,660,660	9,315,420	9,805,546	10,046,137	**240,591**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	8,969,038	9,686,812	8,660,660	9,315,420	9,805,546	10,046,137	**240,591**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	8,969,038	9,686,812	8,660,660	9,315,420	9,805,546	10,046,137	**240,591**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	8,969,038	9,686,812	8,660,660	9,315,420	9,805,546	10,046,137	**240,591**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	137,272	106,790	81,686	55,873	90,000	32,000	**(58,000)**
Other Revenue	33,155	12,825	56,189	0	0	0	**0**
Total Revenue	170,427	119,615	137,875	55,873	90,000	32,000	**(58,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	170,427	119,615	137,875	55,873	90,000	32,000	**(58,000)**
Net County Cost	8,798,611	9,567,197	8,522,785	9,259,547	9,715,546	10,014,137	**298,591**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $10.0 million includes $9.6 million for contracted and *ad hoc* (non-contracted) court-appointed legal representation services for indigent defendants in criminal and juvenile delinquency cases, and for other cases requiring court-appointed representation services including conservatorship, guardianship, probate, mental health, and misdemeanor appeals. Another $430,000 is included for investigator and expert services for the Public Defender's Capital Defense Unit as well as a transfer to Finance and Administration to fund two limited-term contract employee positions for program administration services.

Fee/rate revenue of $32,000 reflects the receipt of client payments for appointed juvenile delinquency representation services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $240,591 primarily due to a new contract for court appointed attorney services and resulting increased costs for adult indigent defense representation services, and a new contract for delinquency representation services effective July 1, 2014.

In addition, other professional and special services for court-appointed experts and investigators for non-capital cases is decreased by $75,000 in anticipation of ongoing reduced needs for these services as a result of the Superior Court's January 2010 implementation of its designated Penal Code § 987.2 Judge program, and the Superior Court's adoption of its *Penal Code § 987.2 Procedures and Rules*.

Special department expense for court-appointed Penal Code § 987.9 confidential services of experts and investigators for capital cases is decreased by $25,000 in anticipation of decreased need for these services during 2014-15.

Agency Administration of $100,000, paid to the Superior Court in prior years is eliminated for 2014-15 due to the termination of these services. Instead a transfer to Finance and Administration of $200,000 funds two positions

for Indigent Defense program administration in 2014-15. Transfers also include funding for the Public Defender's Capital Defense Unit's capital case defense costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no budgeted staffing associated with this budget unit. In prior years staff supporting the program have been employees of the Court. However, the Court informed the County in 2014 that it will no longer administer the program. As a result, two positions have been added in Finance and Administration to support this program and costs associated with these positions are funded in this budget unit.

Court Facilities/Judicial Benefits

DESCRIPTION OF MAJOR SERVICES

This budget unit annually appropriates an amount that the County provides in supplemental benefits for Superior Court judges appointed before January 1, 2008. These benefits include automobile, security and education allowances. This budget unit also continues to appropriate funds for property insurance costs not covered by an agreement with the Administrative Office of the Courts, as well as security services at the Fontana Court.

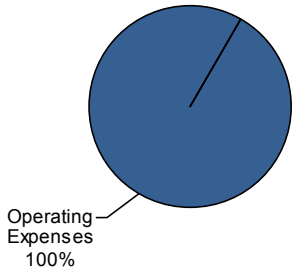
Budget at a Glance

Requirements Less Reimbursements*	$1,211,889
Sources/Reimbursements	$0
Net County Cost	$1,211,889
Total Staff	0
Funded by Net County Cost	100%

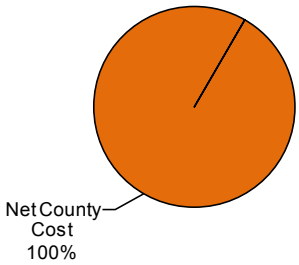
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts - Court Facilities/Judicial Benefits
FUND: General

BUDGET UNIT: AAA CTN
FUNCTION: Public Protection
ACTIVITY: Judicial

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,427,190	1,249,380	1,204,218	1,125,448	1,216,657	1,211,889	**(4,768)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	1,427,190	1,249,380	1,204,218	1,125,448	1,216,657	1,211,889	**(4,768)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	1,427,190	1,249,380	1,204,218	1,125,448	1,216,657	1,211,889	**(4,768)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,427,190	1,249,380	1,204,218	1,125,448	1,216,657	1,211,889	**(4,768)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
Net County Cost	1,427,190	1,249,380	1,204,218	1,125,448	1,216,657	1,211,889	**(4,768)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $1.2 million include payment of judicial benefits for 49 judges (approximately $21,634 per judge) who were appointed prior to January 1, 2008. According to the County's agreement with the Superior Court, new judges authorized and appointed after this date do not receive these benefits. Operating expenses also include $151,825 for property insurance costs and transfers to the Sheriff/Coroner/Public Administrator for security services at the Fontana Court.

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating expenses are decreasing by $4,768 due to a reduction in property insurance costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

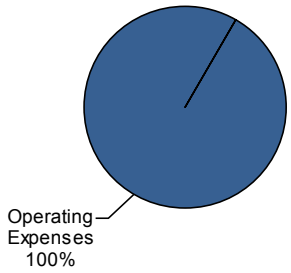
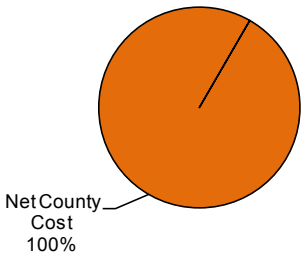
Court Facilities Payments

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$2,536,349
Sources/Reimbursements	$0
Net County Cost	$2,536,349
Total Staff	0
Funded by Net County Cost	100%
*Includes Contingencies	

The Trial Court Facilities Act of 2002, SB 1732, requires the transfer of responsibility for funding and operation of trial court facilities from the counties to the State of California. The County must pay the state the amount that the County historically expended for the operation and maintenance of each court facility. This budget unit was established in 2006-07 to budget and track these payments for the County's facilities. With the new courthouse, there were two facilities added in 2013-14. Four more locations are anticipated to be added during 2014-15, which will be the final obligation under this agreement.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts - Courts Facilities Payments
FUND: General

BUDGET UNIT: AAA CFP
FUNCTION: Public Protection
ACTIVITY: Judicial

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,504,112	2,504,112	2,504,112	2,523,246	2,536,349	2,536,349	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,504,112	2,504,112	2,504,112	2,523,246	2,536,349	2,536,349	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,504,112	2,504,112	2,504,112	2,523,246	2,536,349	2,536,349	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,504,112	2,504,112	2,504,112	2,523,246	2,536,349	2,536,349	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	0	0	0	**0**
Net County Cost	2,504,112	2,504,112	2,504,112	2,523,246	2,536,349	2,536,349	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $2.5 million represents payments to the state for operational and maintenance costs of the court facilities. The facilities are detailed below:

Facility Name		Payment Amount
Current Facilities:		
Barstow Courthouse		165,492
Big Bear Courthouse		25,584
Chino Courthouse		125,192
Fontana Courthouse		158,412
Fontana Jury Assembly		21,477
Joshua Tree Courthouse		67,664
Needles Clerk's Office and Courthouse		32,536
Rancho Cucamonga		834,964
Rancho Cucamonga Juvenile		28,700
San Bernardino Courthouse and Annex		812,480
San Bernardino Juvenile		7,752
Victorville Courthouse		224,980
Juvenile Traffic		19,078
Twin Peaks		12,038
	2014-15 Budgeted	2,536,349
Future Facilities:		
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

BUDGET CHANGES AND OPERATIONAL IMPACT

There have been no changes for the 2014-15 budget. However, it is anticipated that the County Facilities Payments (CFP's) will be added for four court facilities during 2014-15. The Trial Court Facilities Act of 2002, SB 1732 (Escutia), (the Act), provided for the transfer of funding and operation of court facilities from counties to the Administrative Office of the Courts (AOC). Funds historically spent by counties (the CFP) to maintain court facilities are to be transferred to the State and the State uses that funding for the ongoing management, operation and maintenance of court facilities going forward. Because the State was constructing a new courthouse in downtown San Bernardino that would replace various existing court facilities, the payment of the CFP's to the AOC for these four court facilities is to be delayed until the new courthouse is completed. Budget adjustments will be submitted in 2014-15 to account for the new CFP's.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Trial Court Funding – Maintenance of Effort (MOE)

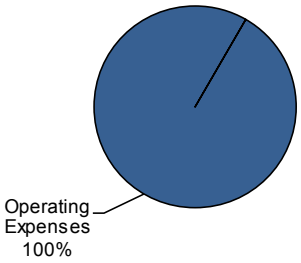
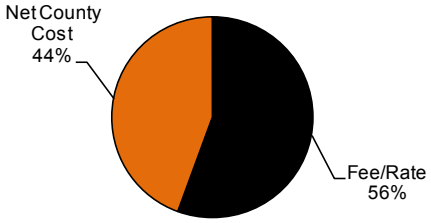
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$25,509,703
Sources/Reimbursements	$14,182,000
Net County Cost	$11,327,703
Total Staff	0
Funded by Net County Cost	44%
*Includes Contingencies	

On January 1, 1998, AB 233, the Lockyer – Isenberg Trial Court Funding Act of 1997 went into effect in the State of California. This bill fundamentally changed how the trial courts are funded by transferring primary responsibility for funding the courts to the state, including sole responsibility for funding future growth in court operations costs. In addition, it requires counties to make a capped maintenance of effort (MOE) payment to the state each year for operations of the courts. In return, the state allowed counties to retain many fines and forfeitures to help fund their MOE payments with the provision that collections that exceeded the amount of revenue MOE be shared equally between the state and the County.

The County's historical MOE contribution of $28.4 million was made up of two components. The expenditure component of $20.2 million represented the adjusted 1994-95 County expenses for court operations and the revenue component of $8.2 million was based on the fine and forfeiture revenue sent to the state in 1994-95. In 2006-07 the revenue component changed to $3.3 million due to legislation. Therefore, the County's current MOE contribution is $23.6 million.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts - Trial Court Funding MOE
FUND: General

BUDGET UNIT: AAA TRC
FUNCTION: Public Protection
ACTIVITY: Judicial

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	27,309,502	26,434,100	25,988,739	25,882,314	25,882,314	25,509,703	**(372,611)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	27,309,502	26,434,100	25,988,739	25,882,314	25,882,314	25,509,703	**(372,611)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	27,309,502	26,434,100	25,988,739	25,882,314	25,882,314	25,509,703	**(372,611)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	27,309,502	26,434,100	25,988,739	25,882,314	25,882,314	25,509,703	**(372,611)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	18,624,671	16,812,828	15,409,976	15,261,482	14,554,263	14,182,000	**(372,263)**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	18,624,671	16,812,828	15,409,976	15,261,482	14,554,263	14,182,000	**(372,263)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	18,624,671	16,812,828	15,409,976	15,261,482	14,554,263	14,182,000	**(372,263)**
Net County Cost	8,684,831	9,621,272	10,578,763	10,620,832	11,328,051	11,327,703	**(348)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $25.5 million includes the County's capped MOE payment of $23.6 million to the state for court operations, as well as $2.0 million, which represents the estimated amount of the fines/forfeitures that exceed the sources component of the MOE base figure, and is shared equally with the state.

Sources of $14.2 million include traffic and criminal fines, penalty assessments, vital statistics fees, civil filing fees, traffic school and recording fees.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are expected to decrease slightly from 2013-14 which reflects a projected decrease in fine/forfeiture collections in 2014-15 which will reduce the MOE payable to 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.

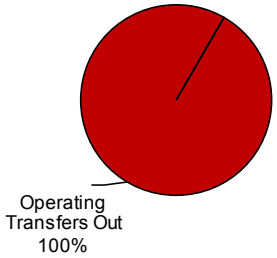
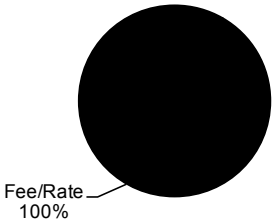
Budget at a Glance

Requirements Less Reimbursements*	$1,655,859
Sources/Reimbursements	$1,655,820
Fund Balance	$39
Use of Fund Balance	$39
Total Staff	0

*Includes Contingencies

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.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts
FUND: Courthouse Seismic Surcharge

BUDGET UNIT: RSE CAO
FUNCTION: General
ACTIVITY: Plant Acquisition

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final 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**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	0	0	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	0	0	**0**
Operating Transfers Out	2,633,136	2,216,152	2,142,910	1,818,629	2,100,044	1,655,859	**(444,185)**
Total Requirements	2,633,136	2,216,152	2,142,910	1,818,629	2,100,044	1,655,859	**(444,185)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	2,632,333	2,215,790	2,142,617	1,818,464	2,100,000	1,655,820	**(444,180)**
Other Revenue	700	293	258	160	0	0	**0**
Total Revenue	2,633,033	2,216,083	2,142,875	1,818,624	2,100,000	1,655,820	**(444,180)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	2,633,033	2,216,083	2,142,875	1,818,624	2,100,000	1,655,820	**(444,180)**
				Fund Balance	44	39	**(5)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating transfers out of $1.7 million reflect the amount of projected revenue and fund balance to be transferred to the bond trustee. Principal and interest payments on the bonds total $1.3 million for the fiscal year.

Sources of $1.7 million represent the civil filing fee surcharge revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are decreasing by $444,180 based on 2013-14 estimated collections.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Alternate Dispute Resolution

DESCRIPTION OF MAJOR SERVICES

The Dispute Resolution Programs Act of 1986 authorizes the local establishment and funding of dispute resolution programs as an alternative to more formal court proceedings. The County presently receives $8 per civil filing, which funds contract alternate dispute resolution services for small claims and landlord-tenant actions, and certain civil and family law matters.

Budget at a Glance

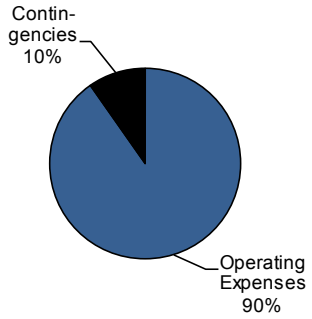
Requirements Less Reimbursements*	$553,844
Sources/Reimbursements	$456,600
Fund Balance	$97,244
Use of Fund Balance	$43,400
Total Staff	0

*Includes Contingencies

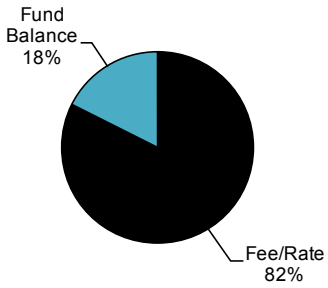
The special revenue fund was established January 1, 2005, to account for this program.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts
FUND: Alternate Dispute Resolution

BUDGET UNIT: SEF CAO
FUNCTION: Public Protection
ACTIVITY: Judicial

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	600,000	596,500	488,096	500,000	500,000	500,000	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	179,980	53,844	**(126,136)**
Total Exp Authority	600,000	596,500	488,096	500,000	679,980	553,844	**(126,136)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	600,000	596,500	488,096	500,000	679,980	553,844	**(126,136)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	600,000	596,500	488,096	500,000	679,980	553,844	**(126,136)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	125	78	13	18	0	0	**0**
Fee/Rate	713,129	505,566	496,562	417,331	500,000	456,000	**(44,000)**
Other Revenue	2,298	1,027	792	516	600	600	**0**
Total Revenue	715,552	506,671	497,367	417,865	500,600	456,600	**(44,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	715,552	506,671	497,367	417,865	500,600	456,600	**(44,000)**
				Fund Balance	179,380	97,244	**(82,136)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $500,000 represent costs related to contracts for mediation services.

Contingencies of $53,844 are being set aside for future allocation as approved by the Board of Supervisors.

Fee/rate revenue of $456,000 is anticipated from the collection of civil filing fees.

Other revenue of $600 represents anticipated interest earnings.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $126,136 due to a reduction in contingencies caused by use of fund balance in 2013-14 to fund operations. The contract services funded by this special revenue fund were opened to competitive procurement during 2012-13, resulting in a new contract paid at a rate of $500,000 per year.

Sources are decreasing by $44,000 as revenues from the $8 civil filing fee are projected to be $456,000, which is less than the $500,000 needed under the existing contract and, as a result, requires the use of fund balance. Some fund balance is reserved as a contingency in the event the $8 civil filing fee revenues continue to be below the existing contract expenditures of $500,000 per year. The contract services are anticipated to be opened for competitive procurement during 2014-15 for a new contract to be effective July 1, 2015, with the new contract payment rates to be within anticipated revenues.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Registration Fees

DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for the "registration fee" that is collected from indigent defendants under Penal Code § 987.5 at the time appointed defense counsel is assigned. Effective July 1, 2010, the fee was increased from $25 to a maximum of $50 in accordance with California Senate Bill 676. The revenues from this fee are distributed at the discretion of the Board of Supervisors pursuant to Penal Code § 987.5 (e).

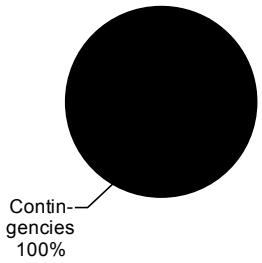
Budget at a Glance

Requirements Less Reimbursements*	$166,492
Sources/Reimbursements	$2,935
Fund Balance	$163,557
Contribution to Fund Balance	$2,935
Total Staff	0

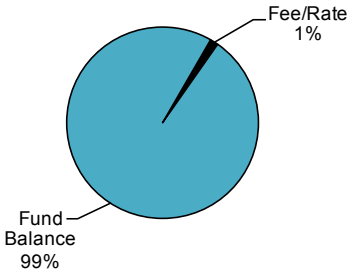
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts
FUND: Registration Fees

BUDGET UNIT: RMX IDC
FUNCTION: Public Protection
ACTIVITY: Judicial

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final 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**
Contingencies	0	0	0	0	165,751	166,492	**741**
Total Exp Authority	0	0	0	0	165,751	166,492	**741**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	165,751	166,492	**741**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	165,751	166,492	**741**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	11,422	7,370	4,022	2,798	5,000	2,400	**(2,600)**
Other Revenue	1,283	623	2,047	807	800	535	**(265)**
Total Revenue	12,705	7,993	6,069	3,605	5,800	2,935	**(2,865)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	12,705	7,993	6,069	3,605	5,800	2,935	**(2,865)**
				Fund Balance	159,951	163,557	**3,606**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Contingencies of $166,492 are being set aside for future allocation by the Board of Supervisors.

Fee/rate revenue of $2,400 represents projected collections from the indigent defense registration fee.

Other revenue of $535 represents projected interest earnings.

BUDGET CHANGES AND OPERATIONAL IMPACT

Revenues from the indigent defense registration fee dropped following implementation of Assembly Bill 3000 ("Court Surcharge Guidelines"), effective September 2002, that prioritized distribution of criminal case installment payments of fines and penalties.

STAFFING CHANGES AND OPERATIONAL IMPACT

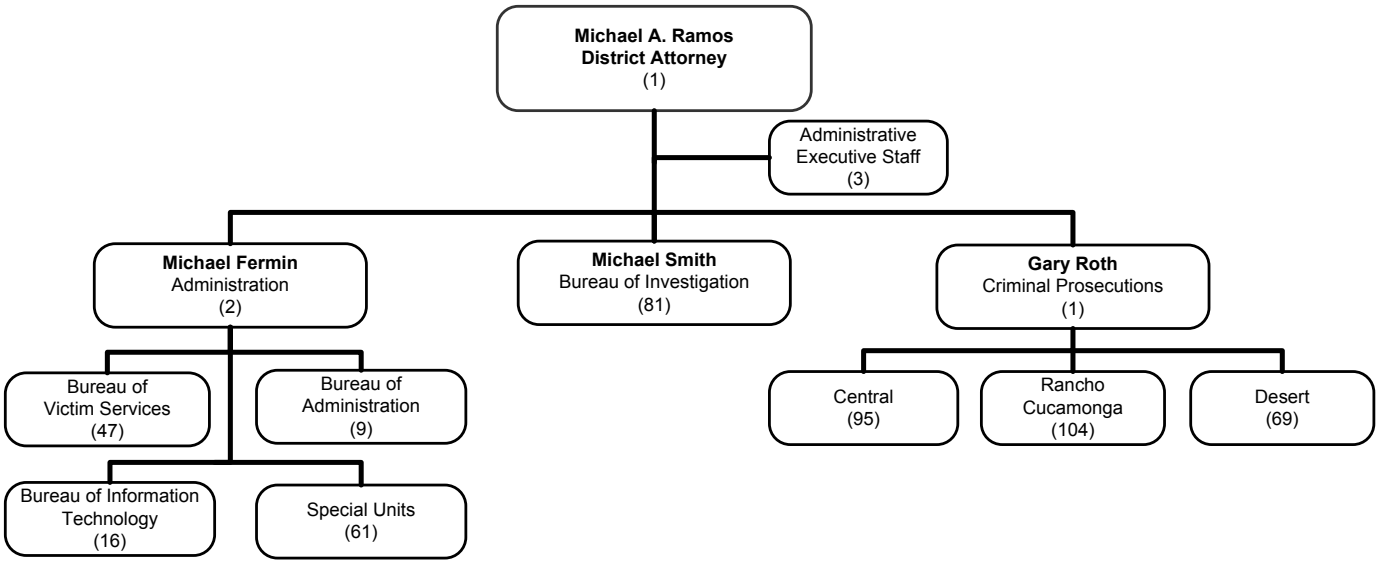
There is no staffing associated with this budget unit.

DISTRICT ATTORNEY
Michael A. Ramos

DEPARTMENT MISSION STATEMENT

The San Bernardino County District Attorney's Office represents the interests of the people in the criminal justice system, as mandated by California State law. The District Attorney's Office serves the residents of San Bernardino County by: seeking the truth; protecting the innocent; holding the guilty accountable; preserving the dignity of victims and their families; and ensuring that justice is done while always maintaining the highest ethical standards.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Created the Crimes Against Peace Officers Prosecution Unit (CAPO).
- Bureau of Victim Services processed 3,690 claims for a total of $3.2 million.
- Implemented "One Call Marsy's Law Notification System" to better serve crime victims.
- Implemented an online training program to give attorney staff access to past recorded trainings.
- Implemented Phase 2 of the Human Trafficking Investigative Task Force, which is a joint investigative task force with the Sheriff/Coroner/Public Administrator.
- Efforts by the Human Trafficking Investigative Task Force resulted in 68 arrests.
- Commenced the first annual County Wide Victim's Week Memorial Ceremony.
- Gang Reduction Intervention Partnership graduated 2,250 students.
- Child Abduction Investigative Unit located and recovered 60 abducted children.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **MAINTAIN PUBLIC SAFETY**

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

Department Strategy:
- *Minimize impact of crime upon the lives of victims and provide assistance as they participate in the criminal justice system.*
- *Minimize impact of crime upon the lives of child victims by providing assistance at the Children's Assessment Center.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of victims provided victim services by the Department.	5,224	5,033	4,810	5,250
Number of victims served at the Children's Assessment Center.	1,275	1,274	1,446	1,625

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy:
- *Respect the victims' Marsy's Law right to a speedy and prompt final conclusion of the case.*
- *Hold the guilty accountable and protect the innocent.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of arrest reports reviewed within 90 days after initiation into the Department's case management system.	N/A	N/A	N/A	85%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Criminal Prosecution	65,839,206	34,878,602	30,960,604			489
Total General Fund	65,839,206	34,878,602	30,960,604			489
Special Revenue Funds						
Special Revenue Funds - Consolidated	10,176,991	5,721,012		4,455,979		0
Total Special Revenue Funds	10,176,991	5,721,012		4,455,979		0
Total - All Funds	76,016,197	40,599,614	30,960,604	4,455,979	0	489

5-YEAR REQUIREMENTS TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Criminal Prosecution	61,251,118	60,855,936	63,053,045	65,614,944	65,839,206
Real Estate Fraud Prosecution	1,085,923	1,629,878	1,567,585	2,130,045	1,442,093
Auto Insurance Fraud Prosecution	749,707	746,136	719,710	874,784	1,019,532
Workers' Comp Insurance Fraud Prosecution	2,564,599	2,613,846	2,551,674	2,619,456	2,795,481
Specialized Prosecutions	4,524,175	3,463,435	3,071,711	3,305,772	2,071,921
Vehicle Fees - Auto Theft	838,676	823,000	807,532	827,958	874,224
State Asset Forfeitures	202,012	188,012	187,177	253,048	211,001
Federal Asset Forfeitures	826,524	942,215	739,959	1,147,264	1,762,739
Total	**72,042,734**	**71,262,458**	**72,698,393**	**76,773,271**	**76,016,197**

5-YEAR SOURCES TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Criminal Prosecution	25,065,548	28,317,745	30,334,790	33,700,436	34,878,602
Real Estate Fraud Prosecution	784,400	1,620,467	720,000	1,263,000	950,000
Auto Insurance Fraud Prosecution	638,343	637,495	637,495	637,495	637,495
Workers' Comp Insurance Fraud Prosecution	2,175,000	2,173,413	2,173,413	2,366,103	2,245,179
Specialized Prosecutions	690,300	614,200	909,000	857,600	604,292
Vehicle Fees - Auto Theft	811,000	816,101	790,000	795,000	795,419
State Asset Forfeitures	224,000	187,924	160,000	170,000	135,000
Federal Asset Forfeitures	556,180	402,800	252,500	352,100	353,627
Total	**30,944,771**	**34,770,145**	**35,977,198**	**40,141,734**	**40,599,614**

5-YEAR NET COUNTY COST TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Criminal Prosecution	36,185,570	32,538,191	32,718,255	31,914,508	30,960,604
Total	**36,185,570**	**32,538,191**	**32,718,255**	**31,914,508**	**30,960,604**

5-YEAR FUND BALANCE TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Real Estate Fraud Prosecution	301,523	9,411	847,585	867,045	492,093
Auto Insurance Fraud Prosecution	111,364	108,641	82,215	237,289	382,037
Workers' Comp Insurance Fraud Prosecution	389,599	440,433	378,261	253,353	550,302
Specialized Prosecutions	3,833,875	2,849,235	2,162,711	2,448,172	1,467,629
Vehicle Fees - Auto Theft	27,676	6,899	17,532	32,958	78,805
State Asset Forfeitures	(21,988)	88	27,177	83,048	76,001
Federal Asset Forfeitures	270,344	539,415	487,459	795,164	1,409,112
Total	**4,912,393**	**3,954,122**	**4,002,940**	**4,717,029**	**4,455,979**

Criminal Prosecution

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$74,693,649
Sources/Reimbursements	$43,733,045
Net County Cost	$30,960,604
Total Staff	489
Funded by Net County Cost	41%
*Includes Contingencies	

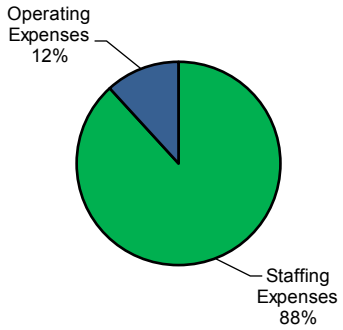
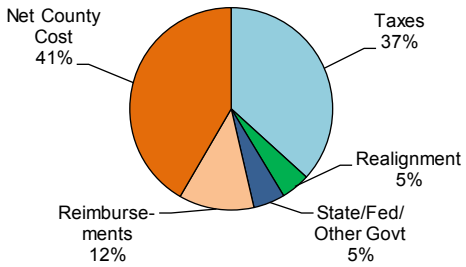
The District Attorney is the public prosecutor and has the mandated responsibility to prosecute crimes committed within the County of San Bernardino, including all city jurisdictions, pursuant to Government Code 26500. Additionally, the District Attorney's Office: provides legal assistance for criminal investigations conducted by law enforcement agencies throughout the County; is the legal advisor to the Grand Jury and is authorized to submit evidence and seek indictments from that body; initiates civil commitment petitions to keep Mentally Disordered Offenders and Sexually Violent Predators in locked facilities; employs civil proceedings in asset forfeiture matters to seek the proceeds of criminal activity; and utilizes civil proceedings to seek sanctions and injunctive relief against businesses that pollute or create dangerous conditions for employees and citizens.

The District Attorney also has a duty to investigate crimes. District Attorney Investigators work to prepare cases for trial and initiate special criminal investigations. The Office also administers several state grants and other state revenues that fund prosecutors and investigators who handle Real Estate Fraud, Auto Insurance Fraud, Workers' Compensation Fraud, and other special areas of prosecution.

The District Attorney has an ethical and legal responsibility to the victims of crime. The Office seeks restitution for victims and provides emotional and financial support for victims and their families.

Finally, as the public prosecutor who handles all cases in the name of the People, the District Attorney has a responsibility to keep the citizens of this County informed through regular interaction with the media and the public.

2014-15 ADOPTED BUDGET

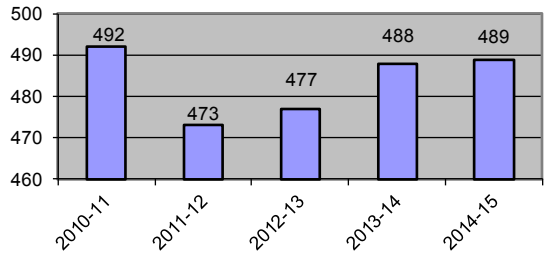
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	472	484	484	484
Limited Term	5	4	4	5
Total	477	488	488	489
Staffing Expenses	$63,857,937	$65,100,013	$66,156,594	$65,825,830

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: District Attorney
FUND: General

BUDGET UNIT: AAA DAT
FUNCTION: Public Protection
ACTIVITY: Judicial

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	64,052,068	61,514,896	62,613,082	63,065,056	66,156,594	65,825,830	**(330,764)**
Operating Expenses	6,126,962	7,436,066	7,429,839	7,988,767	8,169,150	8,792,819	**623,669**
Capital Expenditures	66,359	16,880	0	38,805	213,000	0	**(213,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	70,245,389	68,967,842	70,042,921	71,092,628	74,538,744	74,618,649	**79,905**
Reimbursements	(9,132,312)	(8,198,605)	(8,515,366)	(7,980,105)	(9,068,300)	(8,854,443)	**213,857**
Total Appropriation	61,113,077	60,769,237	61,527,555	63,112,523	65,470,444	65,764,206	**293,762**
Operating Transfers Out	134,945	72,394	158,819	74,510	144,500	75,000	**(69,500)**
Total Requirements	61,248,022	60,841,631	61,686,374	63,187,033	65,614,944	65,839,206	**224,262**
Sources							
Taxes	20,562,500	22,242,500	25,790,117	26,532,500	25,672,500	27,300,000	**1,627,500**
Realignment	0	0	1,960,000	3,458,126	3,458,126	3,438,354	**(19,772)**
State, Fed or Gov't Aid	4,006,287	5,644,012	4,295,930	3,769,570	4,111,190	3,735,075	**(376,115)**
Fee/Rate	181	0	0	0	0	0	**0**
Other Revenue	496,340	428,834	532,238	427,252	420,523	405,173	**(15,350)**
Total Revenue	25,065,308	28,315,346	32,578,285	34,187,448	33,662,339	34,878,602	**1,216,263**
Operating Transfers In	(1,071)	0	0	38,096	38,097	0	**(38,097)**
Total Sources	25,064,237	28,315,346	32,578,285	34,225,544	33,700,436	34,878,602	**1,178,166**
Net County Cost	36,183,785	32,526,285	29,108,089	28,961,489	31,914,508	30,960,604	**(953,904)**
				Budgeted Staffing	488	489	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

The majority of expenditures for the District Attorney's Office are for staffing ($65.8 million) and operating expenses ($8.8 million), primarily to fulfill the department's core responsibility of prosecuting crimes. These expenditures are funded mostly through $31.0 million of Discretionary General Funding (Net County Cost) and $27.3 million of Prop 172 revenues, required by law to be used for public safety activities. Other significant funding sources include reimbursements of $8.9 million primarily from the department's special revenue funds, $3.4 million of AB 109 realignment revenue, and $3.7 million from various state/federal agencies.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by a net amount of $224,262 primarily due to additional costs for computer equipment replacement, insurance, facility-related charges, COWCAP, software maintenance, and training/travel for newly hired staff.

Sources are increasing by $1.2 million primarily due to an increase in Prop 172 funds of $1.6 million, partially offset by a decrease in state/federal aid of $376,115 because the department can no longer claim reimbursement for costs related to the prosecution of sexually violent predators.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $65.8 million fund 489 budgeted positions of which 484 are regular positions and 5 are limited term positions. The budgeted staffing reflects the addition of a contract Deputy District Attorney to assist with the continued prosecution of a criminal case related to the Department's Public Integrity Unit. This contract was approved by the Board of Supervisors on February 11, 2014 and is scheduled to terminate on June 30, 2015.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Management	7	0	7	7	0	0	7
Bureau of Administration	9	0	9	9	0	0	9
Bureau of Victim Services	47	0	47	43	4	0	47
Bureau of Information Technology	16	0	16	12	4	0	16
Special Units	60	1	61	59	2	0	61
Bureau of Investigation	77	4	81	77	4	0	81
Criminal Prosecution - Central	95	0	95	91	3	1	95
Criminal Prosecution - Rancho Cucamonga	104	0	104	101	3	0	104
Criminal Prosecution - Desert	69	0	69	65	4	0	69
Total	484	5	489	464	24	1	489

Management

	Classification
1	Elected District Attorney
1	Executive Secretary III
2	Asst. District Attorney
1	Executive Secretary II
1	Special Asst. Deputy District Attorney
1	Public Affairs Officer
7	Total

Bureau of Administration

	Classification
1	Chief of District Attorney Administration
1	Secretary II
1	Administrative Supervisor I
2	Staff Analyst II
2	Payroll Specialist
1	Fiscal Specialist
1	Fiscal Assistant
9	Total

Bureau of Victim Services

	Classification
1	Victim Services Chief
5	Supervising Victim Advocate
16	Victim Advocate II
7	Victim Advocate I
9	Office Assistant III
2	Paralegal
2	Victim/Witness Claims Tech II
5	Victim/Witness Claims Tech I
47	Total

Bureau of Information Technology

	Classification
1	Departmental Info Svcs Administrator
1	Programmer III
1	Departmental Systems Engineer
1	Supv Automated Systems Analyst II
5	Automated Systems Analyst I
2	Automated Systems Analyst II
3	Business Systems Analyst I
1	Programmer Analyst III
1	Automated Systems Technician
16	Total

Special Units

	Classification
1	Chief Deputy District Attorney
2	Supervising Deputy District Attorney
32	Deputy District Attorney
1	Grand Jury Advisor
5	Legal Research Attorney
3	Secretary II
5	Secretary I
3	Paralegal
1	Supervising Office Specialist
1	Accountant III
6	Office Assistant III
1	Office Assistant II
61	Total

Bureau of Investigation

	Classification
1	District Attorney Chief Investigator
1	Executive Secretary I
2	District Attorney Asst Chief Investigator
7	Supv District Attorney Investigator
44	Senior Investigator
14	Investigative Technician II
3	Investigative Technician II
9	Office Assistant IV
81	Total

Criminal Prosecution - Central

	Classification
1	Chief Deputy District Attorney
5	Supervising Deputy District Attorney
54	Deputy District Attorney
2	Secretary II
4	Secretary I
1	Supervising Office Specialist
1	Office Assistant IV
23	Office Assistant III
3	Office Assistant II
1	Supervising Office Assistant
95	Total

Criminal Prosecution - Rancho Cucamonga

	Classification
2	Chief Deputy District Attorney
4	Supervising Deputy District Attorney
58	Deputy District Attorney
3	Secretary II
5	Secretary I
1	Supervising Office Specialist
1	Office Assistant IV
29	Office Assistant III
1	Supervising Office Assistant
104	Total

Criminal Prosecution - Desert

	Classification
1	Chief Deputy District Attorney
4	Supervising Deputy District Attorney
38	Deputy District Attorney
1	Secretary II
3	Secretary I
1	Supervising Office Specialist
19	Office Assistant III
2	Supervising Office Assistant
69	Total

Special Revenue Funds- Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$10,176,991
Sources/Reimbursements	$5,721,012
Fund Balance	$4,455,979
Use of Fund Balance	$1,601,560
Total Staff	0
*Includes Contingencies	

Real Estate Fraud Prosecution accounts for activity related to the investigation and prosecution of real estate fraud crimes in the County. On January 23, 1996, the Board of Supervisors (Board) adopted Resolution 96-14 to allow the county to collect, pursuant to Government code 27388, a $2 fee upon recording documents. On December 9, 2008, the Board adopted Resolution 2008-311 authorizing an increase of this fee from $2.00 to $3.00. This fee is used to fund costs of the District Attorney's Real Estate Fraud Prosecution Unit. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff assigned to prosecute real estate fraud.

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 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 1871.83 of the California Insurance code, distributes funds to the District Attorney's Office for this purpose. These assessed funds represent a percentage of the total premiums collected by workers' compensation claims relating to the willful failure to secure the payment of workers' compensation. Of all money collected by the state, 56% is retained by the state for fraud investigation and 44% is distributed statewide to District Attorney Offices through a grant program. The funds received by San Bernardino County are administered through this budget unit. The insurance grant revenue is transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff assigned to prosecute workers' compensation insurance fraud.

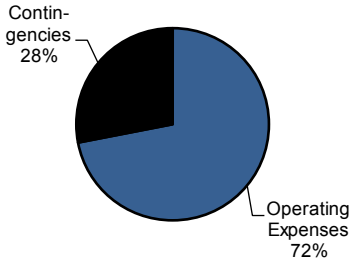
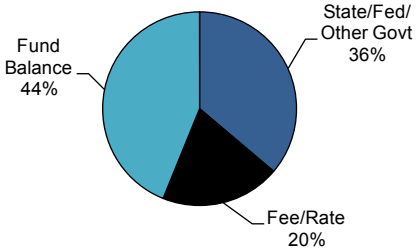
Specialized Prosecutions was established in 1990-91 with funding from various fines and forfeitures for the District Attorney's Office to prosecute crimes such as hazardous waste dumping, consumer fraud and violations of Cal/OSHA laws. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff associated with these specialized prosecutions.

Vehicle Fees – Auto Theft accounts for the receipt of assessments on vehicles registered in San Bernardino County. In May of 1995, the Board adopted a resolution, pursuant to Vehicle Code 9250.14, to impose a $1.00 fee on each San Bernardino County new and renewal vehicle registration. The revenue from this fee is used to enhance the capacity of local law enforcement and prosecutors to deter, investigate and prosecute vehicle theft crimes. This budget unit receives the District Attorney's share of the registration assessment on vehicles registered in San Bernardino County. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to offset the costs of prosecuting and investigating automobile theft crimes.

State Asset Forfeitures represent receipt of the District Attorney's share of state asset forfeiture funds. The goal of asset forfeiture is to remove the profits from those who benefit from illegal activities. While seizures and arrests present a temporary setback for criminals, asset forfeiture is effective in permanently removing the proceeds from the criminals while diminishing their ability to continue the illegal enterprise. The law permits law enforcement agencies to use the proceeds of forfeitures to offset public safety expenses. Thus, law enforcement is able to convert criminal profits into supplemental funding to inhibit illegal activities. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to help offset the cost of processing asset forfeiture cases.

Federal Asset Forfeitures account for the share of federal asset forfeitures processed by the District Attorney's Office. In 1982, Congress enacted the comprehensive Crime Control act that gave federal prosecutors new forfeiture provisions to combat crime. Also created by this legislation was the Department of Justice Assets Forfeiture Fund. Proceeds from the sale of forfeited assets such as real property, vehicles, businesses, financial instruments, vessels, aircraft and jewelry are deposited into this fund and are subsequently used to further law enforcement initiatives. Under the Equitable Sharing program, proceeds from the sale of these seized assets are often shared with participating state and local law enforcement agencies. The County's share of these funds are ultimately transferred to the District Attorney's Criminal Prosecution budget unit to assist with operating costs of the Department's Asset Forfeitures Unit and other eligible public safety expenses pursuant to established guidelines set forth by the U.S. Department of Justice.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: District Attorney
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Judicial

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	6,836,889	6,399,296	6,731,791	6,168,581	7,476,527	7,322,572	**(153,955)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	3,681,800	2,854,419	**(827,381)**
Total Exp Authority	6,836,889	6,399,296	6,731,791	6,168,581	11,158,327	10,176,991	**(981,336)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,836,889	6,399,296	6,731,791	6,168,581	11,158,327	10,176,991	**(981,336)**
Operating Transfers Out	(1,071)	0	0	0	0	0	**0**
Total Requirements	6,835,818	6,399,296	6,731,791	6,168,581	11,158,327	10,176,991	**(981,336)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	3,623,978	3,616,819	3,650,341	3,716,057	3,798,598	3,676,741	**(121,857)**
Fee/Rate	2,212,049	2,027,195	3,778,175	2,182,897	2,633,000	2,030,796	**(602,204)**
Other Revenue	41,522	23,495	17,361	8,577	9,700	13,475	**3,775**
Total Revenue	5,877,549	5,667,509	7,445,877	5,907,531	6,441,298	5,721,012	**(720,286)**
Operating Transfers In	0	780,606	0	0	0	0	**0**
Total Sources	5,877,549	6,448,115	7,445,877	5,907,531	6,441,298	5,721,012	**(720,286)**
				Fund Balance	4,717,029	4,455,979	**(261,050)**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing *
Special Revenue Funds				
Real Estate Fraud Prosecution (Fund REB)	1,442,093	950,000	492,093	7
Auto Insurance Fraud Prosecution (Fund RIP)	1,019,532	637,495	382,037	5
Workers' Comp Insurance Fraud (Fund ROB)	2,795,481	2,245,179	550,302	13
Specialized Prosecutions (Fund SBI)	2,071,921	604,292	1,467,629	9
Vehicle Fees - Auto Theft (Fund SDM)	874,224	795,419	78,805	3
State Asset Forfeitures (Fund SBH)	211,001	135,000	76,001	0
Federal Asset Forfeitures (Fund SDN)	1,762,739	353,627	1,409,112	0
Total Special Revenue Funds	10,176,991	5,721,012	4,455,979	37

*Staffing costs for positions funded by these Special Revenue Funds are budgeted in the District Attorney's General Fund budget unit.

Real Estate Fraud Prosecution: Requirements of $1.4 million include transfers to the Department's Criminal Prosecution budget unit for the cost of staff assigned to real estate fraud prosecution ($1.3 million) and $163,957 set aside in contingencies for future allocation. Sources of $950,000 represent the amount anticipated from the $3.00 fee collected on recording documents for real estate fraud prosecution.

Auto Insurance Fraud Prosecution: Requirements of $1.0 million include transfers to the Department's Criminal Prosecution budget unit for the cost of staff assigned to auto insurance fraud prosecution ($637,495) and an amount set aside in contingencies for future allocation ($382,037). Sources of $637,495 represent projected grant funds from the California Department of Insurance.

Workers' Compensation Insurance Fraud Prosecution: Requirements of $2.8 million include transfers to the Department's Criminal Prosecution budget unit for the cost of staff assigned to workers' compensation insurance fraud prosecution ($2.2 million) and $551,192 set aside in contingencies for future allocation. Sources of $2.2 million reflect projected grant funds from the California Department of Insurance.

Specialized Prosecutions: Requirements of $2.1 million include transfers to the Department's Criminal Prosecution budget unit for staffing and other costs related to specialized prosecutions ($1.8 million) and $250,998 set aside in contingencies for future allocation. Sources of $604,292 reflect the Department's estimate of case settlements anticipated for 2014-15 ($595,796) and interest earnings ($8,496).

Vehicle Fees – Auto Theft Prosecution: Requirements of $874,224 primarily include transfers to the Department's Criminal Prosecution budget unit for costs associated with prosecuting and investigating automobile theft crimes ($768,959) and $105,229 set aside in contingencies for future allocation. Sources of $795,419 represent new and renewal registration assessment on vehicles registered in San Bernardino County.

State Asset Forfeitures: Requirements of $211,001 primarily include transfers to the Department's Criminal Prosecution budget unit to help offset the costs of processing asset forfeiture cases ($204,000) and $6,770 set aside in contingencies for future allocation. Sources of $135,000 reflect the anticipated proceeds from asset forfeitures.

Federal Asset Forfeitures: Requirements of $1.8 million include transfers to the Department's Criminal Prosecution budget unit to assist with operating expenses of the Asset Forfeiture Unit ($368,264) and an amount set aside in contingencies for future allocation ($1.4 million). Sources of $353,627 represent proceeds from federal asset forfeiture funds ($350,000) and interest earnings ($3,627).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $981,336, primarily in contingencies, due to reductions in total sources ($720,286) and fund balance ($261,050) for 2014-15. The reduction in sources is primarily because of projected decreases in fees collected on recording documents, grant funds from the California Department of Insurance, and amounts received through case settlements.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these consolidated special revenue budget units.

LAW AND JUSTICE GROUP ADMINISTRATION
Cyndi Fuzie

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.

2013-14 ACCOMPLISHMENTS

- Secured 2013 Justice Assistance Grant funding of approximately $610,760 on behalf of the County and 17 cities.
- Secured Juvenile Accountability Block Grant funding of $105,162 for the fiscal year for continuance of the Public Defender's Early Intervention program.
- Purchased equipment for law and justice agencies including the Sheriff/Coroner/Public Administrator, Probation Department, District Attorney, Public Defender and Superior Court.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **MAINTAIN PUBLIC SAFETY**

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

Department Strategy:
- *Cooperatively develop new programs with local law enforcement agencies to secure Justice Assistance Grant funding.*
- *Participate with Law and Justice Agencies to facilitate additional grant funding.*
- *Identify new grant opportunities.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of new Justice Assistance Grant projects initiated.	N/A	N/A	N/A	10
Number of youth and/or families served with Juvenile Accountability Block Grant funding.	200	200	202	200
Amount of additional funding secured.	N/A	$600,000	$788,057	$700,000

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Law & Justice Administration	90,208	90,208		0		1
Total General Fund	90,208	90,208		0		1
Special Revenue Funds						
L&J Special Revenue Consolidated	4,311,034	909,953		3,401,081		0
Total Special Revenue Funds	4,311,034	909,953		3,401,081		0
Total - All Funds	4,401,242	1,000,161	0	3,401,081	0	1

5-YEAR REQUIREMENTS TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Law and Justice Group Administration	308,183	200,164	144,767	110,577	90,208
2009 Recovery Act Justice Assistance Grant	461,699	468,507	202,441	0	0
2009 Justice Assistance Grant	91,482	76,573	29,207	0	0
2010 Justice Assistance Grant	1,035,415	118,874	73,858	41,962	0
2011 Justice Assistance Grant	0	834,114	81,514	52,946	0
2012 Justice Assistance Grant	0	0	657,791	0	0
Consolidated Justice Assistance Grants	0	0	0	742,623	725,580
Southwest Border Prosecution Initiative	9,033,780	5,005,236	4,795,209	4,660,840	3,585,454
Total	**10,930,559**	**6,703,468**	**5,984,787**	**5,608,948**	**4,401,242**

5-YEAR SOURCES TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Law and Justice Group Administration	154,159	200,164	144,767	110,162	90,208
2009 Recovery Act Justice Assistance Grant	5,350	2,500	0	0	0
2009 Justice Assistance Grant	0	0	0	0	0
2010 Justice Assistance Grant	1,035,415	0	0	0	0
2011 Justice Assistance Grant	0	834,114	0	0	0
2012 Justice Assistance Grant	0	0	657,791	0	0
Consolidated Justice Assistance Grants	0	0	0	682,687	659,953
Southwest Border Prosecution Initiative	1,688,000	543,000	350,000	275,000	250,000
Total	**2,882,924**	**1,579,778**	**1,152,558**	**1,067,849**	**1,000,161**

5-YEAR NET COUNTY COST TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Law and Justice Group Administration	154,024	0	0	415	0
Total	**154,024**	**0**	**0**	**415**	**0**

5-YEAR FUND BALANCE TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
2009 Recovery Act Justice Assistance Grant	456,349	466,007	202,441	0	0
2009 Justice Assistance Grant	91,482	76,573	29,207	0	0
2010 Justice Assistance Grant	0	118,874	73,858	41,962	0
2011 Justice Assistance Grant	0	0	81,514	52,946	0
2012 Justice Assistance Grant	0	0	0	0	0
Consolidated Justice Assistance Grants	0	0	0	59,936	65,627
Southwest Border Prosecution Initiative	7,345,780	4,462,236	4,445,209	4,385,840	3,335,454
Total	**7,893,611**	**5,123,690**	**4,832,229**	**4,540,684**	**3,401,081**

Law and Justice Group Administration

DESCRIPTION OF MAJOR SERVICES

Under general direction of the Law and Justice Group Chairman, the law and justice departments collaborate on grant applications, projects and operational enhancements, with the assistance and coordination by the Administrative Analyst for the Law and Justice Group.

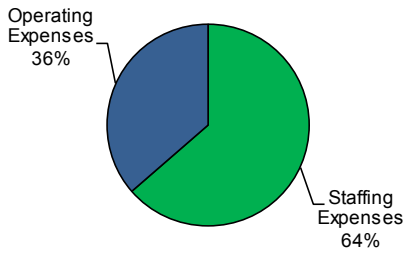
Budget at a Glance

Requirements Less Reimbursements*	$274,392
Sources/Reimbursements	$274,392
Net County Cost	$0
Total Staff	1
Funded by Net County Cost	0%

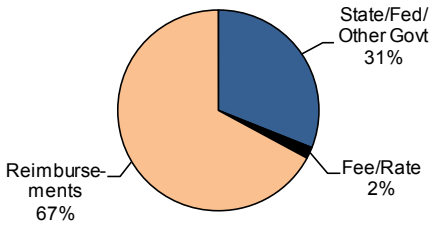
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

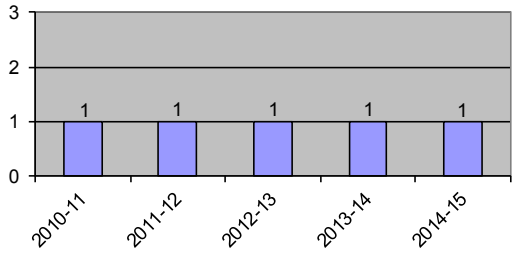


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	1	1	1	1
Limited Term	0	0	0	0
Total	1	1	1	1
Staffing Expenses	$162,040	$182,765	$195,232	$174,543

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Law and Justice Group Administration
FUND: General

BUDGET UNIT: AAA LNJ
FUNCTION: Public Protection
ACTIVITY: Judicial

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	160,014	152,242	162,040	195,176	195,232	174,543	**(20,689)**
Operating Expenses	176,854	208,045	107,305	112,702	112,896	99,849	**(13,047)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	336,868	360,287	269,345	307,878	308,128	274,392	**(33,736)**
Reimbursements	(29,345)	(181,299)	(163,633)	(197,769)	(197,551)	(184,184)	**13,367**
Total Appropriation	307,523	178,988	105,712	110,109	110,577	90,208	**(20,369)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	307,523	178,988	105,712	110,109	110,577	90,208	**(20,369)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	147,818	180,736	97,270	104,976	105,162	85,208	**(19,954)**
Fee/Rate	5,000	5,000	5,000	5,000	5,000	5,000	**0**
Other Revenue	0	0	0	190	0	0	**0**
Total Revenue	152,818	185,736	102,270	110,166	110,162	90,208	**(19,954)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	152,818	185,736	102,270	110,166	110,162	90,208	**(19,954)**
Net County Cost	154,705	(6,748)	3,442	(57)	415	0	**(415)**
				Budgeted Staffing	1	1	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $174,543 fund 1 Administrative Analyst III for the Law and Justice Group.

Operating expenses of $99,849 include administration of the Juvenile Accountability Block Grant ($85,208), COWCAP charges ($7,960); single-audit costs ($3,000), and administrative expenses ($3,681).

Reimbursements of $184,184 include transfers from the Southwest Border Prosecution Initiative Fund ($153,646) and from the Justice Assistance Grant ($30,538) to fund staffing and operating expenses.

Sources of $90,208 include the Superior Court's contribution toward the Law and Justice Group in accordance with an MOU between the County of San Bernardino and Superior Court ($5,000), and the Juvenile Accountability Block Grant ($85,208).

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Law & Justice Administration	1	0	1	1	0	0	1
Total	1	0	1	1	0	0	1

Administration

	Classification
1	Administrative Analyst III
1	Total

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

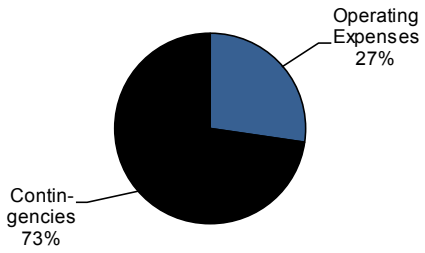
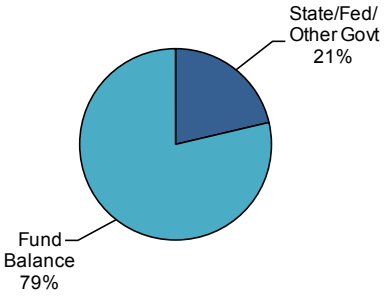
Budget at a Glance	
Requirements Less Reimbursements*	$4,311,034
Sources/Reimbursements	$909,953
Fund Balance	$3,401,081
Use of Fund Balance	$255,390
Total Staff	0

*Includes Contingencies

Justice Assistance Grant funding is used to support a broad range of law enforcement activities to improve the overall criminal justice system. The County of San Bernardino serves as the lead agency and passes allocations through to the various local jurisdictions. Grant funds have been used for: the purchase of tasers, radios, a microscope, and computers for the Sheriff/Coroner/Public Administrator; purchase of hardware and software for the District Attorney; computer equipment purchases, and upgrades to the Public Defender's audio visual equipment; and GPS tracking and polygraph services for the Probation Department.

Southwest Border Prosecution Initiative is a reimbursement program under which jurisdictions in the four Southwestern U.S. Border States (Arizona, California, Texas, and New Mexico) are eligible to be reimbursed for a portion of prosecution and detention costs in federal cases. These funds are used for law and justice activities that support and enhance prosecutorial and detention services.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Law and Justice Group Administration
FUND: Various

BUDGET UNIT: LNJ
FUNCTION: Judicial
ACTIVITY: Public Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	3,474,646	1,655,122	1,244,205	1,867,382	2,299,258	1,165,343	**(1,133,915)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	3,126,996	3,145,691	**18,695**
Total Exp Authority	3,474,646	1,655,122	1,244,205	1,867,382	5,426,254	4,311,034	**(1,115,220)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	3,474,646	1,655,122	1,244,205	1,867,382	5,426,254	4,311,034	**(1,115,220)**
Operating Transfers Out	2,085,270	3,000	0	71,927	72,117	0	**(72,117)**
Total Requirements	5,559,916	1,658,122	1,244,205	1,939,309	5,498,371	4,311,034	**(1,187,337)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	2,436,749	1,341,164	932,634	713,840	885,760	909,953	**24,193**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	72,599	25,499	19,835	13,939	0	0	**0**
Total Revenue	2,509,348	1,366,663	952,469	727,779	885,760	909,953	**24,193**
Operating Transfers In	219,241	0	0	71,927	71,927	0	**(71,927)**
Total Sources	2,728,589	1,366,663	952,469	799,706	957,687	909,953	**(47,734)**
				Fund Balance	4,540,684	3,401,081	**(1,139,603)**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Southwest Border Prosecution Initiative	3,585,454	250,000	3,335,454	0
JAG Consolidated	725,580	659,953	65,627	0
Total Special Revenue Funds	4,311,034	909,953	3,401,081	0

Operating expenses of $1.2 million include costs of Board-approved projects not completed in the previous fiscal year. The more significant of these projects are as follows:

- Sheriff/Coroner/Public Administrator's Desert Dispatch ($22,621)
- Purchase of software for the Sheriff's Presynct Project ($45,817)
- District Attorney GRIP Program ($27,000)
- ISD Corporation contract for Law & Justice Group Server ($35,000)
- Public Defender's Imaging Project ($236,878)
- Contribution to the Law and Justice Group for administrative expenses ($184,184)
- Probation's Video Courtroom ($42,888)
- District Attorney Mock Trial Program ($8,500)

Contingencies of $3.1 million represent the amount available for future projects as identified by the Law and Justice Group and approved by the Board of Supervisors.

Sources of $909,953 include the 2014 Justice Assistance Grant and projected reimbursement claims from the federal government.

BUDGET CHANGES AND OPERATIONAL IMPACT

Consolidated Special Revenue Funds are decreasing requirements by $1.2 million and decreasing sources by $47,734. Additionally, departmental fund balance has decreased by $1.1 million primarily as a result of the one-time nature of grant funding.

STAFFING CHANGES AND OPERATIONAL IMPACT

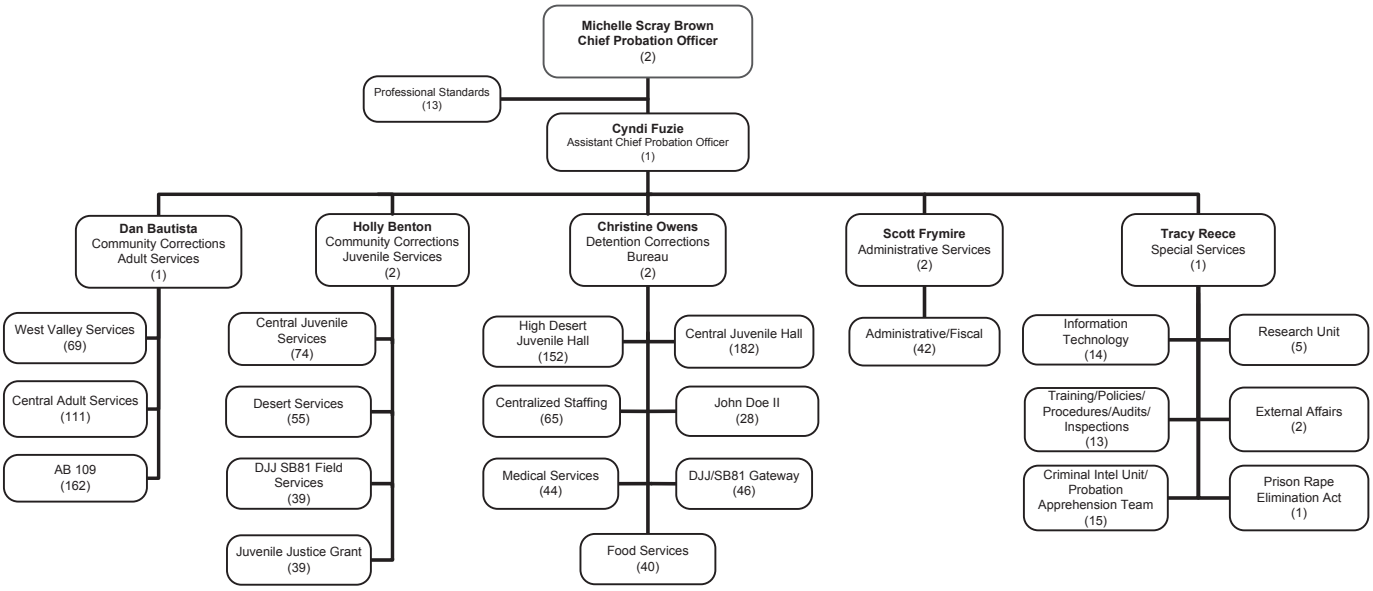
There is no staffing associated with this budget unit.

PROBATION
Michelle Scray Brown

DEPARTMENT MISSION STATEMENT

The Probation Department is dedicated to protecting the community through assessment, treatment and control of adult and juvenile offenders by providing a range of effective services based on legal requirements and recognized professional standards.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- San Bernardino Day Reporting Center became fully operational in July 2013.
- San Bernardino and Victorville Day Reporting Centers became State certified as Outpatient Mental Health Services Clinics in September 2013.
- Probation to Work program was re-established in November 2013. This program provides job readiness skills and opportunities for offenders seeking employment.
- K-9 Field Services Unit established in November 2013. This unit consists of four canines/handlers for drug detection work.
- Probation Apprehension Team made 250th arrest in December 2013. This team exclusively seeks to serve arrest warrants on offenders who have absconded from supervision.
- Special Services Bureau became operational in March 2014.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **MAINTAIN PUBLIC SAFETY**

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

Department Strategy:
- *Supervise adult and juvenile probationers at an appropriate level to reduce recidivism.*
- *Assess each new adult and juvenile offender to determine expected risk of recidivating and their criminogenic risk factors to ensure appropriate supervision level.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percent of adult supervision cases recidivating.	4.6%	3.5%	4.9%	27.0%
Percent of juvenile supervision cases recidivating.	6.8%	6.0%	6.5%	27.0%
Percentage of new adult supervision cases assessed within 60 days.	94.7%	94.0%	95.2%	95.5%
Percentage of new juvenile supervision cases assessed within 60 days.	96.4%	97.2%	95.2%	97.5%

Upon first observation, it may appear that the adult and juvenile recidivism rates for 2014-15 are increasing significantly. However, the increase merely reflects the way that recidivism is now defined and does not represent growth in the number of individuals recidivating. The new definition for adult recidivism, as adopted by the Chief Probation Officers of California (CPOC), now includes all misdemeanor convictions. These convictions were not part of the prior formula for determining recidivism. For juvenile recidivism, the percentages in prior years included non-ward probationers (Welfare and Institutions Code 654 and 654.2). These non-wards will continue to be supervised by Probation and receive services but will no longer be counted in the base for recidivism. In addition, new methodology adopted by CPOC for both the adult and juvenile measurement compares the number of convictions versus the amount of closed caseloads in a given review period rather than the entire group of probationers, which also revises the percentages.

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Administration, Corrections and Detention	143,295,001	70,214,776	73,080,225			1,183
Juvenile Justice Grant Program	0	0	0			39
Total General Fund	143,295,001	70,214,776	73,080,225			1,222
Special Revenue Funds						
Special Revenue Funds - Consolidated	17,928,657	7,718,879		10,209,778		0
Total Special Revenue Funds	17,928,657	7,718,879		10,209,778		0
Total - All Funds	161,223,658	77,933,655	73,080,225	10,209,778	0	1,222

5-YEAR REQUIREMENTS TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Administration, Corrections and Detention	107,089,367	117,370,337	135,711,292	152,017,578	143,295,001
Court-Ordered Placements *	1,053,834	424,717	1,529,775	0	0
Juvenile Justice Grant Program	0	0	0	129,914	0
Juvenile Justice Crime Prevention Act	6,656,996	8,548,431	10,364,803	10,044,011	10,746,762
SB 678 - Criminal Recidivism	0	2,266,012	4,089,464	6,696,561	6,661,162
AB 1628 - Juvenile Reentry Program	0	200,000	103,372	321,642	455,951
Asset Forfeiture 15%	12,318	9,881	9,908	9,948	9,976
State Seized Assets	54,592	54,356	54,406	54,677	54,806
Total	**114,867,107**	**128,873,734**	**151,863,020**	**169,274,331**	**161,223,658**

5-YEAR SOURCES TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Administration, Corrections and Detention	45,763,911	55,837,449	71,433,960	84,548,548	70,214,776
Court-Ordered Placements *	0	0	0	0	0
Juvenile Justice Grant Program	0	0	0	0	0
Juvenile Justice Crime Prevention Act	6,383,859	5,875,000	5,962,836	5,861,917	5,861,917
SB 678 - Criminal Recidivism	0	2,266,012	1,822,330	3,497,558	1,746,777
AB 1628 - Juvenile Reentry Program	0	200,000	0	120,000	110,000
Asset Forfeiture 15%	141	80	50	36	32
State Seized Assets	653	380	160	200	153
Total	**52,148,564**	**64,178,921**	**79,219,336**	**94,028,259**	**77,933,655**

5-YEAR NET COUNTY COST TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Administration, Corrections and Detention	61,325,456	61,532,888	64,277,332	67,469,030	73,080,225
Court-Ordered Placements *	1,053,834	424,717	1,529,775	0	0
Juvenile Justice Grant Program	0	0	0	129,914	0
Total	**62,379,290**	**61,957,605**	**65,807,107**	**67,598,944**	**73,080,225**

5-YEAR FUND BALANCE TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Juvenile Justice Crime Prevention Act	273,137	2,673,431	4,401,967	4,182,094	4,884,845
SB 678 - Criminal Recidivism	0	0	2,267,134	3,199,003	4,914,385
AB 1628 - Juvenile Reentry Program	0	0	103,372	201,642	345,951
Asset Forfeiture 15%	12,177	9,801	9,858	9,912	9,944
State Seized Assets	53,939	53,976	54,246	54,477	54,653
Total	**339,253**	**2,737,208**	**6,836,577**	**7,647,128**	**10,209,778**

* Effective 2013-14, the budget unit for Court-Ordered Placements was consolidated with Administration, Corrections and Detention.

Administration, Corrections and Detention

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$146,849,272
Sources/Reimbursements	$73,769,047
Net County Cost	$73,080,225
Total Staff	1,183
Funded by Net County Cost	50%
*Includes Contingencies	

Probation executive management is responsible for the overall leadership to provide Department policies and procedures that focus on maintaining public safety while operating in a fiscally responsible and business-like manner. These efforts are driven by the principles of operating with management integrity, relying on recognized professional practices, and developing innovative programs to meet the changing needs of the population.

Each of the following bureaus focus on providing for the health and social service needs of County residents, whether managing field operations in the community or caring for minors in detention, by addressing each individual's criminogenic risk factors and providing services that meet those specific needs:

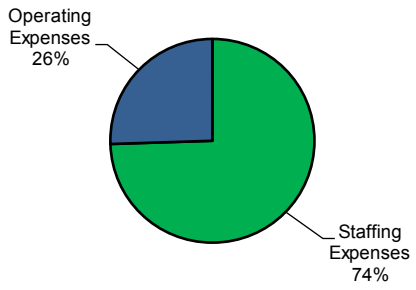
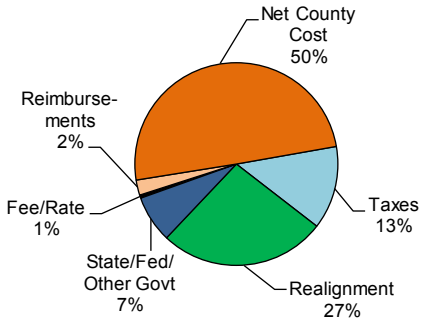
- Community Corrections Bureau (CCB) is responsible for adult and juvenile supervision, investigation reports for the courts, and case management services. CCB utilizes appropriate evidence-based treatment and supervision services as identified through validated assessment tools. With the development of AB109, the Department has created Day Reporting Centers (DRC) in each region to provide services to the entire adult offender population by offering services from a wide variety of governmental agencies such as the Behavioral Health, Workforce Development, Transitional Assistance, and other related agencies much like the Juvenile Division currently operates. All efforts are aimed at minimizing recidivism and moving offenders into a role of self-sufficient, producing citizens.

- Detention Corrections Bureau (DCB) is responsible for the County's Juvenile Detention and Assessment Centers (JDAC) and Department operated residential treatment options in secured environments for legally detained and court ordered minors. DCB works with all law enforcement agencies in the County when a minor is considered for detention, and works with multiple County agencies inside the facilities, as well as local community groups such as faith based organizations to address the needs of the juveniles.

- Administrative Services Bureau (ASB) is responsible for the organizational and administrative support functions that include budgets, grants, payroll/personnel, purchasing, accounts payable, courier/file management, reception and analytical units. Each of these units work with other County agencies, from fiscal management to contract development, to ensure that the Department is operating in a fiscally responsible and business-like manner while staying focused on the primary objective to maintain public safety.

- Special Services Bureau (SSB), created in March 2014, is responsible for unique operations that cover requirements beyond community corrections and detention services and are all encompassing throughout the Department. The units include: Training, Research, Automated Systems, External Affairs, Prison Rape Elimination Act (PREA), Policies and Procedures, Audits and Inspections, Probation Apprehension Team (PAT), and the Criminal Intelligence Unit (CIU). Prior to the development of this new Bureau, these units were spread across multiple Bureaus. Unifying these efforts provides consistent services across all Bureaus and for Department operations across the County.

2014-15 ADOPTED BUDGET

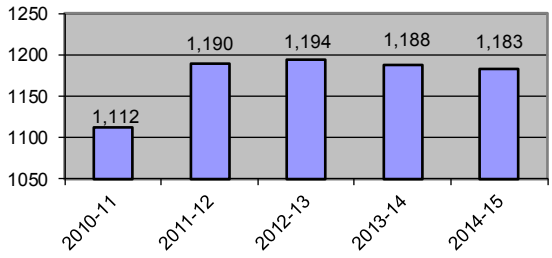
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	1,184	1,184	1,179	1,175
Limited Term	10	9	9	8
Total	1,194	1,193	1,188	1,183
Staffing Expenses	$108,199,590	$106,189,710	$109,723,637	$108,610,000

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Probation-Administration, Corrections and Detention
FUND: General Fund

BUDGET UNIT: AAA PRB
FUNCTION: Public Protection
ACTIVITY: Detention and Corrections

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	92,466,715	92,030,807	99,610,804	104,597,041	109,723,637	108,610,000	**(1,113,637)**
Operating Expenses	16,437,811	24,080,295	27,367,318	27,946,655	37,567,732	37,196,572	**(371,160)**
Capital Expenditures	313,207	2,148,395	141,073	822,128	881,734	540,000	**(341,734)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	109,217,733	118,259,497	127,119,195	133,365,824	148,173,103	146,346,572	**(1,826,531)**
Reimbursements	(2,431,302)	(1,960,347)	(3,703,984)	(3,728,382)	(4,235,235)	(3,554,271)	**680,964**
Total Appropriation	106,786,431	116,299,150	123,415,211	129,637,442	143,937,868	142,792,301	**(1,145,567)**
Operating Transfers Out	293,200	796,000	923,970	8,079,523	8,079,710	502,700	**(7,577,010)**
Total Requirements	107,079,631	117,095,150	124,339,181	137,716,965	152,017,578	143,295,001	**(8,722,577)**
Sources							
Taxes	14,687,500	15,887,500	16,950,000	19,107,088	19,481,367	19,500,000	**18,633**
Realignment	2,700,630	2,700,630	24,837,053	41,035,700	47,876,926	38,987,770	**(8,889,156)**
State, Fed or Gov't Aid	26,837,964	35,691,248	18,484,743	9,990,869	15,934,618	10,985,906	**(4,948,712)**
Fee/Rate	1,516,110	1,501,502	1,152,760	913,485	1,240,100	740,100	**(500,000)**
Other Revenue	11,933	34,907	1,557,686	0	1,000	1,000	**0**
Total Revenue	45,754,137	55,815,787	62,982,242	71,047,142	84,534,011	70,214,776	**(14,319,235)**
Operating Transfers In	(54,191)	21,000	0	14,537	14,537	0	**(14,537)**
Total Sources	45,699,946	55,836,787	62,982,242	71,061,679	84,548,548	70,214,776	**(14,333,772)**
Net County Cost	61,379,685	61,258,363	61,356,939	66,655,286	67,469,030	73,080,225	**5,611,195**
				Budgeted Staffing	1,188	1,183	**(5)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

The large majority of expenditures for 2014-15 consist of staffing and facility costs related to the supervision and treatment of adult offenders and legally detained juveniles. These costs include operation of the day reporting centers and the juvenile detention and assessment centers. The Department's sources of revenue are as follows: AB109 realignment funds ($28.6 million), Prop 172 revenues ($19.5 million), Youthful Offender Block Grant (Realignment) ($7.7 million), state support for Juvenile Probation Funding ($5.3 million), reimbursements from other departments/budget units ($3.6 million), federal Title IV monies ($3.1 million), other realignment funding ($2.7 million), various other state/federal funds ($2.6 million), and fees received for providing services ($740,100). The department is also receiving $73.1 million of Net County Cost for 2014-15.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $8.7 million primarily due to a large reduction in operating transfers out. During 2013-14, the department transferred one-time monies to the Capital Improvement Fund for the following projects: $5.1 million to acquire an office building for the West Valley Day Reporting Center; $1.8 million for the cost of converting the Library Administration building in San Bernardino to a day reporting center; and $0.4 million to replace the outdated security cameras at the High Desert Juvenile Detention and Assessment Center. AB 109 realignment revenue carried over from prior years was used in 2013-14 to fund these transfers.

Sources are decreasing by $14.3 million primarily due to $8.9 million of one-time uses of AB 109 realignment revenue in 2013-14 for various capital projects. The 2014-15 budget also includes a $4.9 million net reduction in state/federal aid, mostly because of reduced Title IV allocations, and a $500,000 decrease in revenue generated from fees. However, the department has received additional Net County Cost to offset these reductions.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $108.6 million fund 1,183 budgeted positions of which 1,175 are regular positions and 8 are limited term positions. The Department's budgeted staffing reflects a decrease of 5 vacant positions (3 Probation Officer II's due to reduced funding for the House Arrest Program; 2 Background Investigators because workload

demands no longer justify retaining these positions). These reductions are expected to have a negligible effect on department operations.

The budget also includes the following reclassifications to better reflect the duties and responsibilities of these positions:

- Office Assistant III to Office Specialist
- Licensed Vocational Nurse II to Quality Management Specialist.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administrative Services	55	5	60	48	12	0	60
Special Services	51	0	51	46	5	0	51
Community Corrections - Adult Services	343	0	343	313	30	0	343
Community Corrections - Juvenile Svcs	170	0	170	164	6	0	170
Detention Corrections Bureau	556	3	559	485	74	0	559
Total	1,175	8	1,183	1,056	127	0	1,183

Administrative Services

	Classification
3	Accounting Technician
1	Administrative Manager
1	Administrative Supervisor I
1	Assistant Chief Probation Officer
4	Background Investigator
1	Chief Probation Officer
1	Deputy Chief-Probation Administrator
1	Executive Secretary III -Class
4	Fiscal Assistant
6	Fiscal Specialist
3	General Maintenance Mechanic
1	Mail Processor II
1	Office Assistant II
10	Office Assistant III
1	Office Assistant IV
1	Office Specialist
5	Payroll Specialist
1	Probation Division Director II
4	Probation Officer III
1	Secretary I
2	Staff Analyst II
1	Storekeeper
2	Supervising Fiscal Specialist
1	Supervising Office Assistant
2	Supvg Accounting Technician
1	Supvg Probation Officer
60	Total

Special Services

	Classification
1	Administrative Supervisor I
1	Applications Specialist
2	Automated Systems Analyst I
7	Automated Systems Technician
1	Business Applications Manager
1	Business Systems Analyst II
2	Crime Analyst
1	Deputy Chief Probation Officer
1	IT Technical Assistant I
4	Office Assistant III
3	Probation Corrections Officer
1	Probation Corrections Supv I
2	Probation Corrections Supv II
2	Probation Division Director I
1	Probation Division Director II
10	Probation Officer II
5	Probation Officer III
1	Secretary I
1	Senior Crime Analyst
1	Supvg Auto Systems Analyst II
3	Supvg Probation Officer
51	Total

Community Corrections-Adult Services

	Classification
1	Accountant III
1	Accounting Technician
2	Applications Specialist
1	Automated Systems Technician
1	Deputy Chief Probation Officer
2	Domestic Violence Program Coordinator
2	Fiscal Specialist
2	Media Specialist II
6	Office Assistant II
48	Office Assistant III
1	Office Assistant IV
1	Payroll Specialist
1	Probation Corrections Supv I
2	Probation Corrections Supv II
2	Probation Division Director I
4	Probation Division Director II
191	Probation Officer II
39	Probation Officer III
4	Secretary I
2	Statistical Analyst
2	Supervising Office Assistant
28	Supvg Probation Officer
343	Total

Community Corrections-Juvenile Svcs

	Classification
1	Deputy Chief Probation Officer
5	Office Assistant II
26	Office Assistant III
2	Office Assistant IV
1	Office Specialist
3	Probation Corrections Officer
2	Probation Division Director I
2	Probation Division Director II
103	Probation Officer II
10	Probation Officer III
1	Secretary I
1	Supervising Office Assistant
13	Supvg Probation Officer
170	Total

Detention Corrections Bureau

	Classification
1	Applications Specialist
3	Clinic Assistant
8	Clinical Therapist I
1	Clinical Therapist II
3	Correctional Nurse - Per Diem
20	Correctional Nurse II
4	Custodian I
1	Deputy Chief Probation Officer
9	License Vocational Nurse II-Corrections
1	Mental Health Clinic Supervisor
10	Office Assistant II
23	Office Assistant III
2	Office Assistant IV
1	Probation Quality Management Specialist
10	Probation Cook I
4	Probation Cook II
341	Probation Corrections Officer
34	Probation Corrections Supv I
17	Probation Corrections Supv II
2	Probation Division Director I
3	Probation Division Director II
1	Probation Food Service Manager
3	Probation Food Service Supvsr
18	Probation Food Service Worker
1	Probation Health Svcs Manager
11	Probation Officer II
7	Probation Officer III
5	Secretary I
1	Statistical Analyst
3	Storekeeper
1	Stores Specialist
2	Supervising Office Assistant
2	Supvg Correctional Nurse I
3	Supvg Correctional Nurse II
1	Supvg Custodian
2	Supvg Probation Officer
559	

Juvenile Justice Grant Program

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$6,164,764
Sources/Reimbursements	$6,164,764
Net County Cost	$0
Total Staff	39
Funded by Net County Cost	0%
*Includes Contingencies	

The Juvenile Justice Crime Prevention Act allocates state resources annually to fund programs that address juvenile crime prevention and focus on public safety. The Juvenile Justice Coordinating Council, mandated to oversee local programming, consists of a variety of County and community leaders that develop and recommend the comprehensive Multi-Agency Juvenile Justice Plan. This plan identifies and addresses the public safety gaps in services for juvenile offenders and their families throughout San Bernardino County.

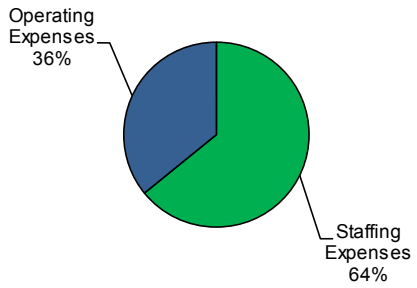
Current programs include Day Reporting Centers, School Probation Officers and a variety of other programs designed to effectively meet the diverse needs of youth.

This budget unit was established to receive funds from the Juvenile Justice Grant Program Special Revenue Fund to pay for program expenses and staffing costs when incurred, and avoid cash flow issues.

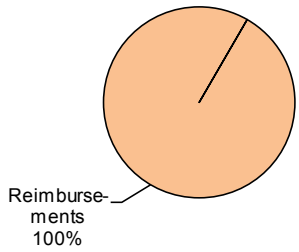
The Juvenile Justice Grant revenue is funded under the State Public Safety Realignment program.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

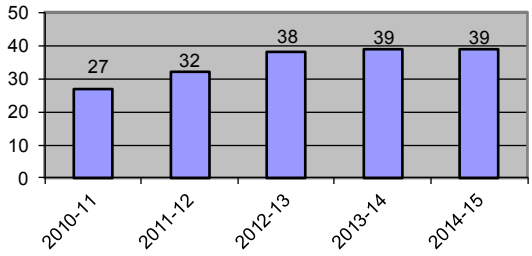


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	38	38	39	39
Limited Term	0	0	0	0
Total	38	38	39	39
Staffing Expenses	$3,338,159	$3,740,475	$3,970,352	$3,953,392

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP:	Law and Justice	BUDGET UNIT:	AAA PRG
DEPARTMENT:	Probation - Juvenile Justice Grant Program	FUNCTION:	Public Protection
FUND:	General	ACTIVITY:	Detention and Corrections

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	2,446,446	2,331,320	2,899,433	3,683,081	3,970,352	3,953,392	**(16,960)**
Operating Expenses	1,535,869	2,015,070	2,421,111	2,301,047	2,589,575	2,211,372	**(378,203)**
Capital Expenditures	0	0	198,793	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,982,315	4,346,390	5,519,337	5,984,128	6,559,927	6,164,764	**(395,163)**
Reimbursements	(3,982,315)	(4,346,390)	(5,519,192)	(5,854,222)	(6,430,013)	(6,164,764)	**265,249**
Total Appropriation	0	0	145	129,906	129,914	0	**(129,914)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	145	129,906	129,914	0	**(129,914)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	121	0	0	0	**0**
Total Revenue	0	0	121	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	121	0	0	0	**0**
Net County Cost	0	0	24	129,906	129,914	0	**(129,914)**
				Budgeted Staffing	39	39	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing and operating expenses totaling $6.2 million represent the cost of programs for at-risk juveniles that include day reporting centers, counseling and tutoring services, school probation officers, and the District Attorney's Let's End Truancy (LET) Program. This budget unit is funded by $6.2 million in reimbursements from the department's Juvenile Justice Crime Prevention Act – Special Revenue Fund.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $129,914 primarily as the result of less funding available for costs of the House Arrest Program.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $4.0 million fund 39 budgeted regular positions. There are no changes in the budgeted staffing for 2014-15.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Juvenile Justice Grant	39	0	39	37	2	0	39
Total	39	0	39	37	2	0	39

Juvenile Justice Grant

	Classification
3	Office Assistant III
9	Probation Corrections Officers
23	Probation Officer II
3	Supervising Probation Officers
1	Probation Division Director II
39	Total

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$17,928,657
Sources/Reimbursements	$7,718,879
Fund Balance	$10,209,778
Use of Fund Balance	$415,927
Total Staff	0
*Includes Contingencies	

Juvenile Justice Crime Prevention Act (JJCPA) accounts for the annual allocation of resources from the state to fund programs that address juvenile crime prevention and focus on public safety. The Juvenile Justice Coordinating Council, mandated to oversee local programming, consists of a variety of county and community leaders that develop and recommend the Comprehensive Multi-Agency Juvenile Justice Plan. This plan identifies and addresses the public safety gaps in services for juvenile offenders and their families throughout San Bernardino County. Staffing is budgeted in the Juvenile Justice Program Grant general fund budget unit and reimbursed by this budget unit.

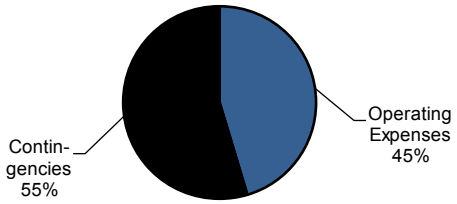
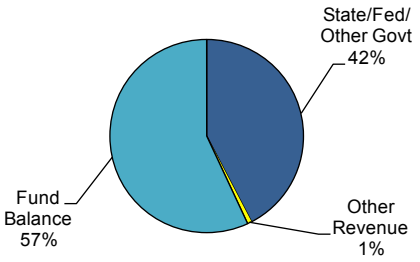
SB 678 – Criminal Recidivism allocates state funding resources to oversee programs for the purposes of reducing parolee recidivism. The funding is intended to improve evidence-based probation supervision practices and will enhance public safety outcomes among adult felons who are on probation. Improving felony probation performance, measured by a reduction in felony probationers who are sent to prison because they were revoked on probation or convicted of another crime while on probation, will reduce the number of new admissions to state prison. The staff is budgeted in the Probation general fund budget unit and reimbursed by this budget unit.

AB 1628 – Juvenile Reentry Program allocates state funding resources to gradually assume responsibility for supervision of juveniles released from the state's Division of Juvenile Justice (DJJ). This shift of parole supervision to the counties gives local officials more responsibility for the rehabilitation of youth in their communities. This legislation authorizes counties to establish a Juvenile Reentry Fund that would accept state money to address the costs of local supervision and rehabilitative programs.

Asset Forfeiture 15% accounts for State of California Health and Safety Code Section 11489 collections which mandates that fifteen percent of distributed seizure funds are used for the sole purpose of funding programs designed to combat drug abuse and divert gang activity. Expenditures for this fund include drug and gang unit expenses not reimbursed through other sources.

State Seized Assets accounts for Probation's proportionate share of asset forfeitures seized in conjunction with other agencies. Expenditures for this budget unit include safety equipment and training expenses not reimbursed through other sources.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Probation
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Detention and Corrections

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	3,985,311	4,346,389	7,066,422	7,662,551	8,303,767	8,134,806	**(168,961)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	8,823,072	9,793,851	**970,779**
Total Exp Authority	3,985,311	4,346,389	7,066,422	7,662,551	17,126,839	17,928,657	**801,818**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	3,985,311	4,346,389	7,066,422	7,662,551	17,126,839	17,928,657	**801,818**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,985,311	4,346,389	7,066,422	7,662,551	17,126,839	17,928,657	**801,818**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	6,361,365	8,422,181	7,848,633	10,198,388	9,452,475	7,588,694	**(1,863,781)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	21,902	23,577	28,339	26,813	27,236	20,185	**(7,051)**
Total Revenue	6,383,267	8,445,758	7,876,972	10,225,201	9,479,711	7,608,879	**(1,870,832)**
Operating Transfers In	0	0	0	0	0	110,000	**110,000**
Total Sources	6,383,267	8,445,758	7,876,972	10,225,201	9,479,711	7,718,879	**(1,760,832)**
				Fund Balance	7,647,128	10,209,778	**2,562,650**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing *
Special Revenue Funds				
Juvenile Justice Crime Prevention Act (Fund SIG)	10,746,762	5,861,917	4,884,845	39
SB 678 - Criminal Recidivism (Fund SJB)	6,661,162	1,746,777	4,914,385	17
AB 1628 - Juvenile Reentry Program (Fund SIU)	455,951	110,000	345,951	0
Asset Forfeiture 15% (Fund SYM)	9,976	32	9,944	0
State Seized Assets (Fund SYN)	54,806	153	54,653	0
Total Special Revenue Funds	17,928,657	7,718,879	10,209,778	56

* Staffing costs for these Special Revenue funds are located within Probation's General Fund budget units (JJCPA staff is in Juvenile Justice Grant Program budget unit and SB 678 staff is in Probation-Administration, Corrections and Detention budget unit). However, the funding for these programs is located within these special revenue funds.

Juvenile Justice Crime Prevention Act: Requirements of $10.7 million include transfers totaling $6.2 million primarily for the Juvenile Justice Grant Program, the Department's House Arrest Program, and the District Attorney's LET program. Also included is $4.5 million in contingencies available for future allocation. Sources of $5.9 million primarily represent the projected state allocation of JJCPA funding.

SB 678 – Criminal Recidivism: Requirements of $6.7 million include transfers of $1.9 million to the Department's general fund budget unit for reimbursement of salary/benefit costs and other operating expenses. In addition, $4.8 million is set aside in contingencies for future allocation. Sources of $1.7 million represent the projected state allocation of SB 678 funding.

AB 1628 – Juvenile Reentry Program: Requirements of $455,951 represent contingencies available for supervision of juveniles and rehabilitative programs. Sources of $110,000 represent this program's anticipated state allocation for 2014-15.

Asset Forfeiture 15%: Requirements of $9,976 represent costs related to drug abuse and gang diversion programs.

State Seized Assets: Requirements of $54,806 include an array of costs such as training, seminars, safety equipment, travel, and incentives for graduates of the youth Gang Resistance Education and Training (G.R.E.A.T.) program.

BUDGET CHANGES AND OPERATIONAL IMPACT

Total sources are decreasing by $1.8 million to reflect a reduction of state funding for the SB 678 Criminal Recidivism program. Under current law, this program is scheduled to sunset in January 2015. Because of the large fund balance available, this reduction is not expected to have any immediate impact on operations.

STAFFING CHANGES AND OPERATIONAL IMPACT

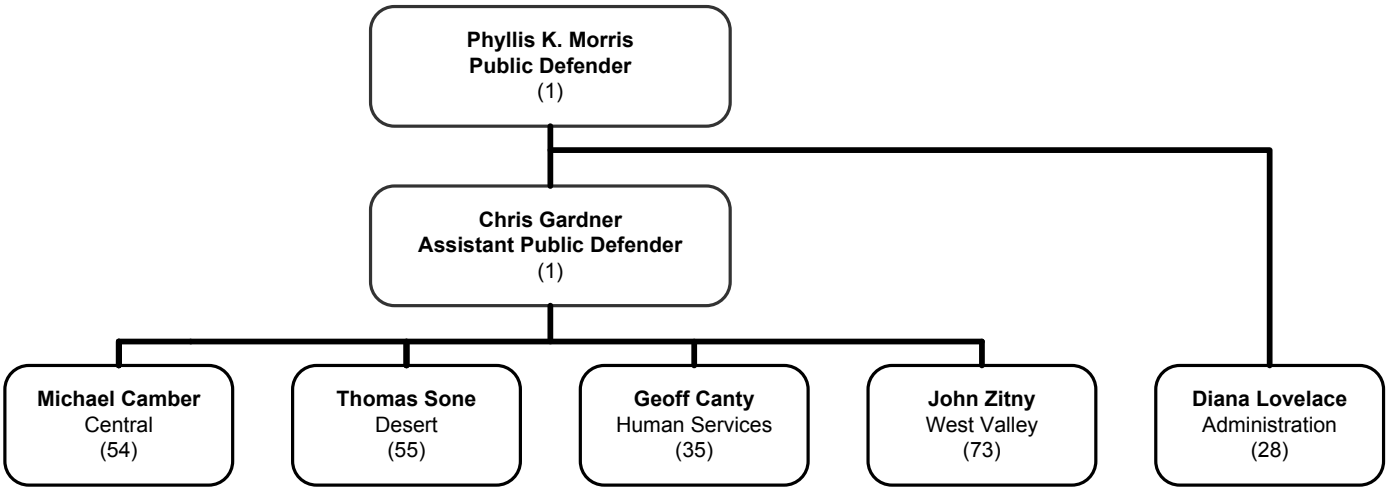
There is no staffing included in these consolidated special revenue funds.

PUBLIC DEFENDER
Phyllis K. Morris

DEPARTMENT MISSION STATEMENT

Promoting justice and protecting constitutional rights through effective representation.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Resolved over 85% of cases eligible for resentencing under the Three Strikes Reform Act of 2012.
- Awarded CSAC Challenge Award for Making Attendance a Priority, a program that seeks to improve and support school attendance for high risk students.
- Expanded the Community Plea program to include citizens of the High Desert and West Valley regions.
- Established a Re-Entry Assistance Program in the Probation Department's Day Reporting Centers.
- Implemented new attorney fee schedule for defense representation in adult court.
- Maintained part-time offices in Needles and Barstow to mitigate travel concerns for clients living in remote desert regions of the County.
- Extended Law Day presentations to include civic and community organizations.
- Actively participated in the County Vital Signs community meetings.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy:
- *Protecting constitutional rights and promoting justice through effective representation.*
- *Challenging unreasonable search and seizures, unreasonable pre and post accusation delays and case filings not supported by sufficient evidence.*
- *Resolving cases in a timely manner.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of felony cases that go to trial.	N/A	N/A	1.5%	2.0%
Percentage of misdemeanor cases that go to trial.	N/A	N/A	0.4%	0.5%
Percentage of felony cases with a motion filed.	N/A	N/A	0.7%	1.0%
Percentage of misdemeanor cases with a motion filed.	N/A	N/A	0.3%	0.5%
Percentage of felony cases resolved within 270 days of appointment.	N/A	N/A	80.0%	82.0%
Percentage of misdemeanor cases resolved within 180 days of appointment.	N/A	N/A	80.0%	85.0%

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): ***• To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy:
- *Providing relief from the consequences of criminal conviction.*
- *Providing social service referrals to further client treatment and/or stabilization.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of Expungement (PC 1203.4) or Certificates of Rehabilitation requests granted.	N/A	75%	79%	80%
Number of Social Service Practitioner referrals for adult cases.	N/A	N/A	N/A	350

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Public Defender	35,524,591	3,645,749	31,878,842			247
Total General Fund	35,524,591	3,645,749	31,878,842			247

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Public Defender	32,707,647	32,710,032	34,286,690	35,639,286	35,524,591
Total	**32,707,647**	**32,710,032**	**34,286,690**	**35,639,286**	**35,524,591**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Public Defender	1,682,697	2,730,474	3,616,194	4,645,553	3,645,749
Total	**1,682,697**	**2,730,474**	**3,616,194**	**4,645,553**	**3,645,749**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Public Defender	31,024,950	29,979,558	30,670,496	30,993,733	31,878,842
Total	**31,024,950**	**29,979,558**	**30,670,496**	**30,993,733**	**31,878,842**

Public Defender

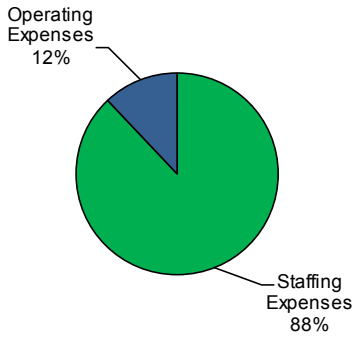
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$36,282,837
Sources/Reimbursements	$4,403,995
Net County Cost	$31,878,842
Total Staff	247
Funded by Net County Cost	88%
*Includes Contingencies	

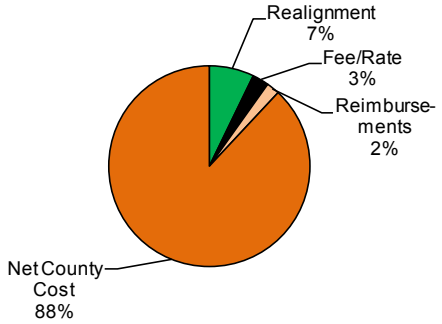
The Public Defender promotes justice and protects constitutional rights by providing mandated representation to indigent adult clients in felony, misdemeanor, and mental health civil commitment cases, as well as to clients facing probation, parole or post-community supervision release violations. The Public Defender also represents the County's children facing juvenile delinquency proceedings. Using a holistic approach, the Public Defender seeks to increase client opportunities for achieving self-sufficiency. The role the department plays in the criminal justice system reflects the check and balances found in American democracy.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

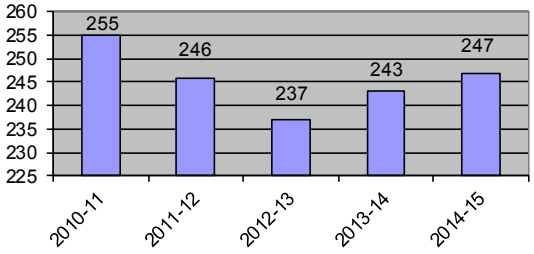


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	217	226	226	229
Limited Term	20	17	17	18
Total	237	243	243	247
Staffing Expenses	$30,330,173	$31,919,206	$32,272,451	$31,881,963

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Public Defender
FUND: General

BUDGET UNIT: AAA PBD
FUNCTION: Public Protection
ACTIVITY: Judicial

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	29,660,914	28,656,046	29,184,304	30,253,485	32,272,451	31,881,963	**(390,488)**
Operating Expenses	3,431,613	4,160,083	4,274,830	4,063,431	4,146,158	4,360,874	**214,716**
Capital Expenditures	56,022	37,095	31,641	(2,419)	47,000	40,000	**(7,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	33,148,549	32,853,224	33,490,775	34,314,497	36,465,609	36,282,837	**(182,772)**
Reimbursements	(448,001)	(346,816)	(419,736)	(448,963)	(826,323)	(758,246)	**68,077**
Total Appropriation	32,700,548	32,506,408	33,071,039	33,865,534	35,639,286	35,524,591	**(114,695)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	32,700,548	32,506,408	33,071,039	33,865,534	35,639,286	35,524,591	**(114,695)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	664,689	1,535,253	2,443,580	2,784,093	2,599,597	**(184,496)**
State, Fed or Gov't Aid	654,510	817,938	864,273	344,420	732,460	84,652	**(647,808)**
Fee/Rate	1,028,025	1,248,819	1,073,299	997,037	1,129,000	961,500	**(167,500)**
Other Revenue	2,487	0	655	3,550	0	0	**0**
Total Revenue	1,685,022	2,731,446	3,473,480	3,788,587	4,645,553	3,645,749	**(999,804)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	1,685,022	2,731,446	3,473,480	3,788,587	4,645,553	3,645,749	**(999,804)**
Net County Cost	31,015,526	29,774,962	29,597,559	30,076,947	30,993,733	31,878,842	**885,109**
				Budgeted Staffing	243	247	**4**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Public Defender expenditures for staffing, operating costs and the purchase of fixed assets are necessary to achieve the department's mission of promoting justice and protecting constitutional rights. These expenditures are funded primarily through Net County Cost of $31.9 million. Sources include $2.6 million of Realignment funds, legal services fees of $961,500 and SB 90 reimbursements from the State.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $114,695 primarily due to lower staffing expenses as a result of turnover and new staff being paid at lower step levels. Sources are decreasing by $999,804 million primarily due to the elimination of reimbursement from the state for the defense of sexually-violent predators. However, the anticipated loss of $600,000 in revenues has been replaced with an equivalent increase in Net County Cost from the General Fund.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $31.9 million fund 247 budgeted positions of which 229 are regular positions and 18 are limited term positions. The department added the following 4 new positions: 1 Social Service Practitioner, 1 Investigative Technician II, and 2 Public Service Employees. The Social Service Practitioner will provide social service support and intervention to clients in the adult criminal divisions. The Investigative Technician II position will provide relief to the Desert Division Investigator unit by performing research, investigative support functions and trial preparation support. One Public Service Employee position will be dedicated to an imaging project and the second position will support the Information Technology unit.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	12	18	30	22	6	2	30
Central Division	54	0	54	48	6	0	54
Desert Division	55	0	55	51	3	1	55
Human Services Division	35	0	35	32	2	1	35
West Valley Division	73	0	73	72	1	0	73
Total	229	18	247	225	18	4	247

Administration

	Classification
1	Public Defender
1	Assistant Public Defender
1	Chief of Administration
1	Automated Systems Analyst II
1	Automated Systems Analyst I
1	Automated Systems Technician
1	Accounting Technician
1	Executive Secretary II
1	Office Assistant III
1	Office Assistant II
1	Payroll Specialist
1	Staff Analyst II
18	Public Service Employee
30	Total

Central Division

	Classification
1	Chief Deputy Public Defender
2	Supervising Deputy Public Defender
29	Deputy Public Defender
1	Supervising Investigator
8	Investigator
1	Investigative Technician II
1	Supervising Office Assistant
1	Secretary II
10	Office Assistant III
54	Total

Desert Division

	Classification
1	Chief Deputy Public Defender
3	Supervising Deputy Public Defender
26	Deputy Public Defender
1	Supervising Investigator
8	Investigator
2	Investigative Technician II
1	Supervising Office Assistant
1	Secretary II
11	Office Assistant III
1	Office Assistant II
55	Total

Human Services Division

	Classification
1	Chief Deputy Public Defender
2	Supervising Deputy Public Defender
19	Deputy Public Defender
1	Investigator
1	Secretary II
1	Supv. Social Service Practioner
6	Social Service Practioner
4	Office Assistant III
35	Total

West Valley Division

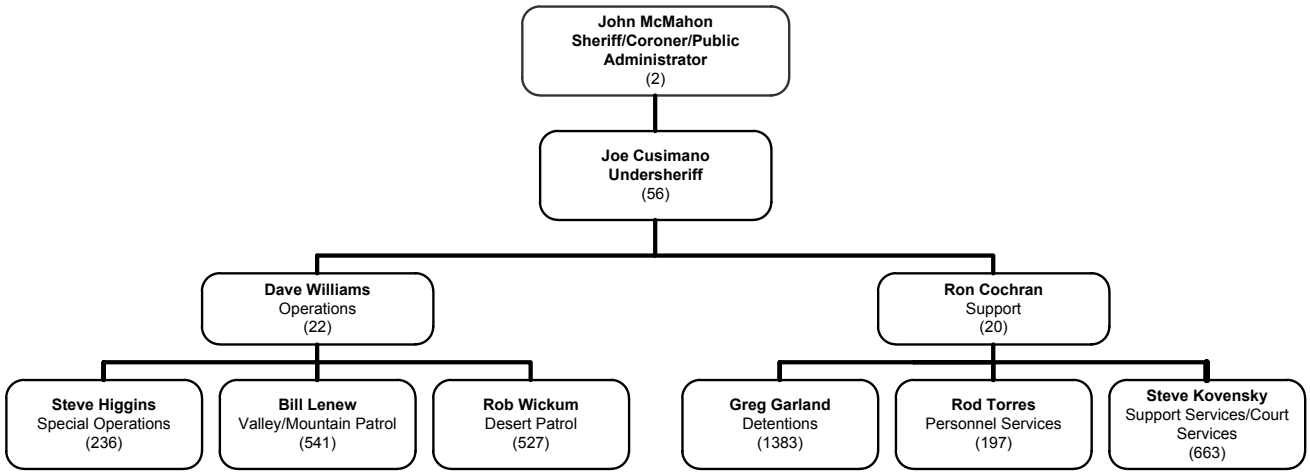
	Classification
1	Chief Deputy Public Defender
5	Supervising Deputy Public Defender
37	Deputy Public Defender
1	Supervising Investigator
12	Investigator
1	Investigative Technician II
1	Supervising Office Assistant
1	Secretary II
14	Office Assistant III
73	Total

SHERIFF/CORONER/PUBLIC ADMINISTRATOR
John McMahon

DEPARTMENT MISSION STATEMENT

The Sheriff/Coroner/Public Administrator provides professional public safety services to residents and visitors of San Bernardino so they can be safe and secure in their homes and businesses.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Opened Phase I of the High Desert Detention Center (formerly known as Adelanto Detention Center) expansion project, which was funded primarily by the State of California's AB 900 grant. This resulted in a net addition of 222 beds to the facility capacity, as well as provided additional in-house medical services and inmate booking. Both of these enhanced services reduced the need to transport prisoners to the West Valley Detention Center in Rancho Cucamonga, thus reducing the amount of time spent booking inmates, which, in turn, allowed deputies to more quickly return to patrol duties.
- Implemented the Homeless Outreach and Proactive Enforcement (H.O.P.E) Program, which is a collaborative, inter-agency approach to successfully dealing with the County's homeless population. The Sheriff's Department was able to utilize Proposition 30 revenue to fund this team, which is comprised of one detective and two deputies. The H.O.P.E Team made 506 contacts, resulting in 264 referrals for housing assistance.
- After a comprehensive staffing and overtime analysis, the department was able to identify and transfer 15 Deputy Sheriff positions from the Correction's Bureau to several County Patrol stations in both the valley and desert regions. These deputy positions were added without the need for additional Net County Cost and will improve response times, as well as enhance overall public safety in these unincorporated areas.
- In partnership with the District Attorney's Office, the Sheriff's Department implemented a Countywide Human Trafficking Detail, whose focus is on intervention and diversion of victims who are sexually exploited for profit. In a six month period, the detail has made over 70 arrests and has assisted numerous victims with escaping from this life-threatening cycle of physical and emotional abuse.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

Objective(s): • ***Develop a closer working relationship with cities, tribes and other governmental agencies.***

Department Strategy: • *Work with school districts to map the infrastructure of school buildings to enhance the Department's ability to respond to emergencies at these locations.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of school buildings assessed within the Department's jurisdiction (Out of 100 school buildings)	N/A	20%	24%	20%

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy: • *Utilize Sheriff's H.O.P.E. (Homeless Outreach and Proactive Enforcement) Team to connect homeless individuals with resources to provide housing assistance.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of contacts with homeless individuals, which results in an estimated 30% annual referral rate for housing assistance.	N/A	N/A	N/A	1,000

COUNTY GOAL: **MAINTAIN PUBLIC SAFETY**

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

Department Strategy: *• Establish programs that reduce the amount of time County's pre-sentenced inmates spend in jail, thereby increasing County bed space for higher risk sentenced inmates.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Total number of participants in the Restoration of Competency program per year, which reduces the number of days of incarceration per participant by an average of 305 days.	N/A	N/A	155	150

COUNTY GOAL: **MAINTAIN PUBLIC SAFETY**

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

Department Strategy: *• Increase the number of gang contacts accomplished through an emphasis on in-field contacts and documentation.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Total number of documented gang contacts per year.	N/A	N/A	N/A	2,255

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Sheriff/Coroner/Public Administrator	204,564,900	153,943,591	50,621,309			1,688
Sheriff - Detentions	182,977,278	46,069,703	136,907,575			1,383
Sheriff - Law Enforcement Contracts	128,348,991	128,348,991	0			576
Total General Fund	515,891,169	328,362,285	187,528,884			3,647
Special Revenue Funds						
Special Revenue Funds - Consolidated	39,308,066	16,335,089		22,972,977		0
Total Special Revenue Funds	39,308,066	16,335,089		22,972,977		0
Total - All Funds	555,199,235	344,697,374	187,528,884	22,972,977	0	3,647

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Sheriff/Coroner/Public Administrator	413,430,908	443,264,167	205,771,848	218,423,612	204,564,900
Sheriff - Detentions	0	0	149,699,675	170,090,239	182,977,278
Sheriff - Law Enforcement Contracts	0	0	120,240,007	129,313,556	128,348,991
IRNET Federal	2,787,967	3,168,416	3,780,283	3,415,896	3,849,186
IRNET State	165,855	160,830	193,945	250,025	374,723
Federal Seized Assets (DOJ)	9,905,768	12,813,321	8,631,593	12,438,654	12,513,261
Federal Seized Assets (Treasury)	36,786	47,148	47,258	340,629	356,637
State Seized Assets	4,178,260	4,547,778	3,983,112	4,114,963	3,958,146
Auto Theft Task Force	815,279	1,097,941	1,039,623	971,492	984,231
CAL-ID Program	3,333,449	3,777,756	5,148,322	5,367,445	5,927,548
Court Services Auto	1,715,077	2,248,002	2,165,754	2,867,527	2,530,016
Court Services Tech	1,496,146	1,815,776	2,107,422	2,347,260	2,398,538
Local Detention Facility Revenue	4,137,554	6,025,556	2,721,863	2,836,879	2,763,982
Contract Training*	4,341,764	5,485,775	5,364,819	3,328,054	3,228,941
Search and Rescue*	167,149	553,874	98,855	92,283	92,581
Aviation*	1,350,172	1,812,657	500,000	325,254	330,276
Public Gatherings**	1,157,616	1,257,551	1,450,000	0	0
Capital Projects Fund**	3,486,706	1,201,892	842,695	0	0
Total	**452,506,456**	**489,278,440**	**513,787,074**	**556,523,768**	**555,199,235**

**Funds which are to be discontinued once remaining fund balance is expended.*
***Funds which have been or plan to be discontinued in 2014-15 and are included here for historical reference.*

5-YEAR SOURCES TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Sheriff/Coroner/Public Administrator	260,875,623	270,566,652	139,799,629	155,425,495	153,943,591
Sheriff - Detentions	0	0	48,720,153	57,391,893	46,069,703
Sheriff - Law Enforcement Contracts	0	0	119,201,662	122,294,069	128,348,991
IRNET Federal	1,213,048	770,000	770,000	820,000	1,010,500
IRNET State	6,114	19,000	74,000	74,000	60,600
Federal Seized Assets (DOJ)	3,703,316	3,670,000	1,727,244	3,760,000	4,059,500
Federal Seized Assets (Treasury)	400	10,400	10,400	5,300	5,300
State Seized Assets	915,025	1,025,000	1,025,000	1,215,000	1,216,500
Auto Theft Task Force	815,520	1,016,000	885,330	851,200	850,500
CAL-ID Program	2,988,724	3,433,031	4,813,970	4,923,555	5,303,748
Court Services Auto	794,930	893,000	675,000	808,000	808,000
Court Services Tech	425,097	395,000	395,000	408,000	407,000
Local Detention Facility Revenue	2,043,412	2,888,236	2,715,000	2,766,057	2,763,057
Contract Training*	2,573,637	3,239,890	2,302,720	0	0
Search and Rescue*	83,503	410,283	98,855	0	0
Aviation*	234,988	540,282	500,000	0	0
Public Gatherings**	1,057,635	1,048,998	1,450,000	(3,461)	(148,556)
Capital Projects Fund**	87,425	40,000	94,306	(1,038)	(1,060)
Total	**277,818,397**	**289,965,772**	**325,258,269**	**350,738,070**	**344,697,374**

5-YEAR NET COUNTY COST TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Sheriff/Coroner/Public Administrator	152,555,285	172,697,515	65,972,219	62,998,117	50,621,309
Sheriff - Detentions	0	0	100,979,522	112,698,346	136,907,575
Sheriff - Law Enforcement Contracts	0	0	1,038,345	7,019,487	0
Total	**152,555,285**	**172,697,515**	**167,990,086**	**182,715,950**	**187,528,884**

5-YEAR FUND BALANCE TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
IRNET Federal	1,574,919	2,398,416	3,010,283	2,595,896	2,838,686
IRNET State	159,741	141,830	119,945	176,025	314,123
Federal Seized Assets (DOJ)	6,202,452	9,143,321	6,904,349	8,678,654	8,453,761
Federal Seized Assets (Treasury)	36,386	36,748	36,858	335,329	351,337
State Seized Assets	3,263,235	3,522,778	2,958,112	2,899,963	2,741,646
Auto Theft Task Force	(241)	81,941	154,283	120,292	133,731
CAL-ID Program	344,725	344,725	334,352	443,890	623,800
Court Services Auto	920,147	1,355,002	1,490,754	2,059,527	1,722,016
Court Services Tech	1,071,049	1,420,776	1,712,422	1,939,260	1,991,538
Local Detention Facility Revenue	2,094,142	3,137,320	6,863	70,822	925
Contract Training*	1,768,127	2,245,885	3,062,099	3,328,054	3,228,941
Search and Rescue*	83,646	143,591	0	92,283	92,581
Aviation*	1,115,184	1,272,375	0	325,254	330,276
Public Gatherings**	99,981	208,553	0	3,461	148,556
Capital Projects Fund**	3,399,281	1,161,892	748,389	1,038	1,060
Total	**22,132,774**	**26,615,153**	**20,538,709**	**23,069,748**	**22,972,977**

**Funds which are to be discontinued once remaining fund balance is expended.*
***Funds which were discontinued in 2014-15 and are included here for historical reference.*

Sheriff/Coroner/Public Administrator

DESCRIPTION OF MAJOR SERVICES

The Sheriff/Coroner/Public Administrator acts as the chief law enforcement officer, coroner/public administrator, and director of safety and security for the County by providing a full range of services throughout the County unincorporated areas.

Budget at a Glance

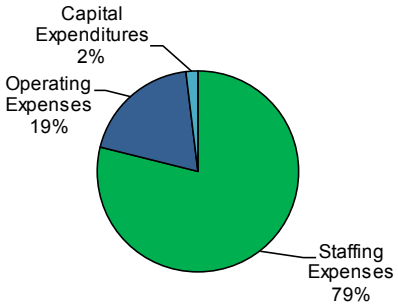
Requirements Less Reimbursements*	$242,062,658
Sources/Reimbursements	$191,441,349
Net County Cost	$50,621,309
Total Staff	1,688
Funded by Net County Cost	21%

*Includes Contingencies

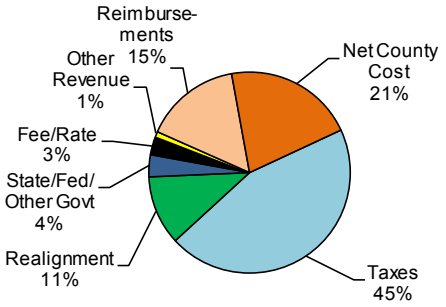
The department's general law enforcement mission is carried out through the operation of 10 County stations and a centralized headquarters, using basic crime and narcotics investigations, a crime laboratory and identification bureau, central records, two dispatch communication centers and an aviation division for general patrol and search/rescue operations. The Coroner's Division is tasked with investigating the cause and manner of death, while the Public Administrator's function is to manage estates of persons who are deceased with whom no executor has been appointed.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

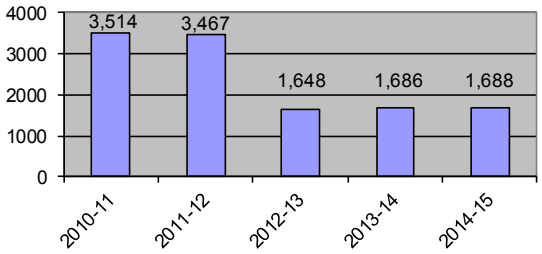


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	1,549	1,558	1,574	1,574
Limited Term	99	112	112	114
Total	1,648	1,670	1,686	1,688
Staffing Expenses	$177,430,733	$183,447,361	$194,899,832	$190,614,437

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff/Coroner/Public Administrator
FUND: General

BUDGET UNIT: AAA SHR
FUNCTION: Public Protection
ACTIVITY: Police Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	349,847,551	366,991,106	174,452,559	193,639,615	194,899,832	190,614,437	**(4,285,395)**
Operating Expenses	65,141,978	87,839,374	67,533,222	56,532,800	57,201,170	46,387,076	**(10,814,094)**
Capital Expenditures	8,068,482	2,812,330	5,365,923	4,428,949	4,570,796	4,622,000	**51,204**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	423,058,011	457,642,810	247,351,705	254,601,364	256,671,798	241,623,513	**(15,048,285)**
Reimbursements	(9,649,530)	(15,066,541)	(45,614,298)	(35,883,601)	(38,452,937)	(37,497,758)	**955,179**
Total Appropriation	413,408,481	442,576,269	201,737,407	218,717,763	218,218,861	204,125,755	**(14,093,106)**
Operating Transfers Out	6,254	681,145	308,080	195,974	204,751	439,145	**234,394**
Total Requirements	413,414,736	443,257,414	202,045,487	218,913,737	218,423,612	204,564,900	**(13,858,712)**
Sources							
Taxes	82,250,000	88,970,000	101,728,950	106,130,000	102,690,000	109,200,000	**6,510,000**
Realignment	0	31,697,053	26,402,887	28,648,974	28,483,832	27,000,000	**(1,483,832)**
State, Fed or Gov't Aid	37,741,619	28,373,499	7,655,232	9,373,995	14,180,017	8,571,436	**(5,608,581)**
Fee/Rate	133,915,470	113,201,168	3,773,029	5,754,358	7,201,206	7,266,167	**64,961**
Other Revenue	5,937,520	7,179,891	3,602,763	1,676,945	1,446,000	1,672,211	**226,211**
Total Revenue	259,844,609	269,421,610	143,162,860	151,584,272	154,001,055	153,709,814	**(291,241)**
Operating Transfers In	1,029,365	1,147,694	619,333	1,020,776	1,424,440	233,777	**(1,190,663)**
Total Sources	260,873,974	270,569,305	143,782,193	152,605,048	155,425,495	153,943,591	**(1,481,904)**
Net County Cost	152,540,761	172,688,109	58,263,294	66,308,689	62,998,117	50,621,309	**(12,376,808)**
				Budgeted Staffing	1,686	1,688	**2**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $204.6 million include the cost of providing patrol operations for the County's unincorporated areas. Also included are costs related to the following administrative and support divisions: Automotive, Bureau of Administration, County Building and Security, Civil Liabilities, Criminal Intelligence, Employee Resources, Internal Affairs, Public Affairs, Technical Services, Training (Basic Academy, Emergency Vehicle Operations Center, Range), Specialized Investigations, Aviation, Arson/Bomb, Coroner, Court Services, Communications, and the Inland Regional Narcotics Enforcement Team (IRNET). Also included in this budget unit are the Training/Academy, Public Gathering, Aviation Services and Search and Rescue operating funds, previously accounted for as special revenue funds.

Operations are funded by a variety of sources, the more significant of which are listed below:

- $109.2 million in Proposition 172 half cent sales tax revenue
- $ 50.6 million in allocation of Net County Cost
- $ 37.5 million in reimbursements (primarily from the department's Law Enforcement Contracts)
- $ 27.0 million from the state for providing court security services (2011 Realignment Funds)
- $ 1.7 million from the state for the Cal MMET program
- $ 7.3 million in fees/charges for providing an array of law enforcement related services
- $ 2.5 million in various state and federal grants
- $ 850,000 in Proposition 30 funding for enhanced law enforcement
- $ 600,000 in Proposition 69 funding related to the collection of DNA information on inmates
- $ 500,000 from the state under the Citizen's Option for Public Safety (COPS) Program
- $ 500,000 from proceeds from sale of fixed assets

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $13.9 million due to a reduction of $7.5 million in COWCAP and Central computing expenses, primarily due to allocating said expenses and the corresponding Net County Cost to the department's other operating units. Staffing expenses are decreasing by $4.3 million primarily due to the net change resulting from increases in retirement costs offset by savings associated with one-time 2013-14 Sheriff's Trainee expenses to staff Phase 1 of the High Desert Detention Center Expansion, reductions in worker's compensation costs and anticipated MOU savings. The remaining $2.1 million reduction in Requirements includes a reduction in travel and transfers out.

Sources are relatively flat compared to the prior year, with a net decrease of $1.5 million. Revenues related to Proposition 172, the half cent sales tax for law enforcement is expected to increase by $6.5 million in 2014-15 and is primarily offset by decreases in State realignment ($1.5 million) and Federal and State funding ($5.6 million).

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $190.6 million fund 1,688 budgeted positions of which 1,574 are regular positions and 114 are limited term positions. The department is increasing budgeted staffing by a net of 2 positions which includes the following position actions:

Additions:

- 2 Automated Systems Analyst Is (Recurrent positions)
- 1 Office Specialist
- 1 Fiscal Assistant
- 1 Office Assistant II
- 1 Accountant III
- 2 Sheriff's Detective/Corporals
- 1 Automated Systems Technician
- 2 Deputy Sheriffs

Deletions:

- 1 Automated Systems Technician
- 1 Deputy Sheriff 12 Hour Shift
- 1 Sheriff's Service Specialist
- 1 Office Specialist
- 1 Criminalist II
- 1 Sheriff's Detective/Corporal
- 2 Sheriff's Communications Dispatcher Is
- 1 Sheriff's Communications Dispatcher II

The department also has various reclassifications included in the 2014-15 budget, as follows:

- 1 Fiscal Assistant to a Sheriff's Service Specialist
- 2 Office Assistant IIs to Office Assistant IIIs
- 1 Office Assistant III to an Office Specialist
- 1 Sheriff's Records Clerk to an Office Assistant II

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Sheriff	2	0	2	1	1	0	2
Undersheriff	53	3	56	48	7	1	56
Assistant Sheriff - Operations	19	3	22	18	3	1	22
Assistant Sheriff - Support	19	1	20	16	2	2	20
Special Operations	221	15	236	222	14	0	236
Valley/Mountain Patrol	210	5	215	203	11	1	215
Desert Patrol	265	12	277	260	17	0	277
Personnel Services	152	45	197	131	66	0	197
Support Services/Court Services	633	30	663	585	72	6	663
Total	1,574	114	1,688	1,484	193	11	1,688

Sheriff

	Classification
1	Director of County Safety&Security
1	Sheriff/Coroner/Public Admin
2	Total

Undersheriff

	Classification
3	Accountant II
5	Accountant III
2	Accounting Technician
1	Administrative Supervisor II
1	Communications Installer
2	Communications Tech I
2	Executive Secretary I
1	Executive Secretary III-Unclassified
5	Fiscal Assistant
1	Maintenance Supervisor
1	Mechanics Assistant
1	Motor Pool Services Assistant
2	Office Assistant II
1	Office Assistant III
1	Office Assistant IV
1	Office Specialist
1	Public Service Employee
2	Safety Unit Extra Help
1	Secretary I
1	Sheriff Deputy Director Admin Svcs
1	Sheriff's Administrative Manager
1	Sheriff's Captain
1	Sheriff's CustodySpecialist
1	Sheriff's Financial Manager
1	Sheriffs Fleet Supervisor
1	Sheriff's Lieutenant
2	Sheriffs Maintenance Mechanic
1	Sheriffs Special Assistant
5	Staff Analyst I
3	Staff Analyst II
1	Supervising Accountant II
1	Supervising Accountant III
1	Supervising Fiscal Specialist
1	Undersheriff
56	Total

Assistant Sheriff - Operations

	Classification
1	Assistant Sheriff
3	Office Assistant II
2	Office Assistant III
1	Office Specialist
3	Safety Unit Extra Help
1	Secretary I
1	Secretary II
1	Sheriffs Civil Investigator
2	Sheriffs Lieutenant
7	Sheriffs Sergeant
22	Total

Assistant Sheriff - Support

	Classification
1	Assistant Sheriff
1	Crime Prevention Program Coordinator
4	Deputy Sheriff
1	Digital Media Development Supervisor
1	Multimedia Coordinator
1	Office Assistant II
1	Office Assistant III
1	Safety Unit Extra Help
1	Secretary I
1	Sheriff's Community Relations Officer
1	Sheriff's Detective/Corporal
2	Sheriffs Lieutenant
2	Sheriff's Public Info Offcr II
2	Sheriffs Sergeant
20	Total

Special Operations

	Classification
2	Automated Systems Analyst I
7	Crime Analyst
38	Deputy Sheriff
1	Fiscal Assistant
1	Fiscal Specialist
1	Lead Sheriff's Aviation Mechanic
3	Office Assistant II
5	Office Assistant III
7	Office Assistant IV
1	Office Specialist
2	Polygraph Examiner
13	Safety Unit Extra Help
5	Secretary I
6	Sheriffs Aviation Mechanic
1	Sheriffs Aviation Mechanic Supervisor
4	Sheriff's Captain
1	Sheriffs Deputy Chief
93	Sheriff's Detective/Corporal
1	Sheriff's Emergency Svcs Coordinator
7	Sheriff's Lieutenant
1	Sheriff's Pilot
26	Sheriff's Sergeant
2	Sheriff's Service Specialist
1	Sheriff's Spcl. Program Coordn
1	Sheriff's Training Specialist I
2	Specialized Enforcement Spclst
1	Student Intern
1	Supervising Crime Analyst
1	Supervising Polygraph Examiner
1	Systems Support Analyst III
236	Total

Valley/Mountain Patrol

	Classification
1	Deputy Sheriff
114	Deputy Sheriff 12 Hour Shift
1	Deputy Sheriff 12 Hr Shift-80
5	Deputy Sheriff 12 Hr Shift-84
1	Deputy Sheriff Resident
3	Motor Pool Services Assistant
6	Office Assistant II
14	Office Specialist
1	Safety Unit Extra Help
4	Secretary I
4	Sheriff's Captain
3	Sheriff's Custody Specialist 12 hr
1	Sheriffs Deputy Chief
15	Sheriff's Detective/Corporal
4	Sheriffs Lieutenant
24	Sheriff's Sergeant
10	Sheriff's Service Specialist
4	Sheriff's Station Officer
215	Total

Desert Patrol

	Classification
1	Crime Scene Specialist I
4	Deputy Sheriff
123	Deputy Sheriff 12 Hour Shift
12	Deputy Sheriff 12 Hr Shift-80
9	Deputy Sheriff 12 Hr Shift-84
1	Deputy Sheriff III Resident
10	Deputy Sheriff Resident
2	Motor Pool Services Assistant
5	Office Assistant II
18	Office Specialist
4	Safety Unit Extra Help
4	Secretary I
4	Sheriff's Captain
1	Sheriff's Custody Specialist
1	Sheriff's Custody Assistant
14	Sheriff's Custody Specialist 12 hr
1	Sheriffs Deputy Chief
19	Sheriff's Detective/Corporal
4	Sheriffs Lieutenant
23	Sheriff's Sergeant
1	Sheriff's Sergeant 12 Hr - 80
8	Sheriff's Service Specialist
8	Sheriff's Station Officer
277	Total

Personnel Services

	Classification
1	Communications Installer
11	Contract Motorcycle Instructor
1	Contract Motorcycle Program Direct
1	Contract Range Safety Officer
1	Contract Sheriff Training Program
1	Contract Sheriff's Armorer
1	Criminalist I
1	Departmental IS Administrator
59	Deputy Sheriff
1	Deputy Sheriff 12 Hour Shift
1	Deputy Sheriff 12 Hr Shift - 84
1	Executive Secretary III - Classified
1	Fiscal Assistant
1	Fiscal Specialist
1	Motor Pool Services Assistant
6	Office Assistant II
6	Office Assistant III
2	Office Specialist
6	Payroll Specialist
2	Personnel Technician
4	Public Service Employee
8	Safety Unit Extra Help
2	Secretary I
3	Sheriffs Captain
2	Sheriff's Comm Dispatcher I
3	Sheriffs Deputy Chief
24	Sheriff's Detective/Corporal
1	Sheriff's Facilities Coordinator
5	Sheriff's Lieutenant
1	Sheriff's Maintenance Mechanic
1	Sheriff's Public Info Offcr I
1	Sheriff's Research Analyst
7	Sheriff's Sergeant
1	Sheriff's Service Specialist
23	Sheriffs Training Specialist I
2	Sheriffs Training Specialst II
2	Sheriff's Training Supervisor
1	Sheriff's Motor/Fabric Mechanic
1	Supervising Fiscal Specialist
197	Total

Support Services/Court Services

	Classification
1	Accountant II
1	Accountant III
1	Accounting Technician
20	Automated Systems Analyst I
9	Automated Systems Technician
8	Autopsy Assistant
1	Business Systems Analyst III
1	Contract Chief Forensic Pathologist
1	Contract Deputy Medical Examiner
4	Contract Forensic Pathologist
1	Crime Laboratory Director
10	Crime Scene Specialist I
2	Crime Scene Specialist II
13	Criminalist I
18	Criminalist II
3	Criminalist III
20	Deputy Coroner Investigator
1	Deputy Director-Sheriff Coroner
3	Deputy Public Administrator
155	Deputy Sheriff
7	Fingerprint Examiner I
15	Fingerprint Examiner II
1	Fiscal Assistant
1	Fiscal Specialist
1	Forensic Specialist I (DC)
1	Forensic Specialist II (DC)
2	Help Desk Technician II
1	Indigent Burial Specialist
1	Laboratory Aid
26	Office Assistant II
16	Office Assistant III
1	Office Assistant IV
8	Office Specialist
1	Programmer Analyst II
2	Programmer Analyst III
2	Public Service Employee
5	Safety Unit Extra Help
5	Secretary I
2	Secretary II
4	Sheriff's Captain
10	Sheriff's Civil Technician
49	Sheriff's Communications Dispatcher I
92	Sheriff's Communications Dispatcher II
12	Sheriff's Communications Dispatcher III
2	Sheriff's Communications Mgr
3	Sheriff's Custody Specialist
4	Sheriff's Detective/Corporal
9	Sheriff's Lieutenant
30	Sheriff's Records Clerk
1	Sheriff's Records Manager
11	Sheriff's Sergeant
9	Sheriff's Service Specialist
1	Sheriffs Special Assistant
17	Sheriffs Supervising Comm Dispatcher
2	Student Intern
3	Supervising Criminalist
10	Supervising Office Assistant
1	Supvg Deputy Public Administrator
5	Supervising Dpty Coroner Investgr I
1	Supervising Dpty Coroner Investgr II
2	Supervising Fingerprint Examiner
4	Systems Development Team Ldr
3	Systems Support Analyst II
7	Systems Support Analyst III
663	

Sheriff - Detentions

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$185,878,802
Sources/Reimbursements	$48,971,227
Net County Cost	$136,907,575
Total Staff	1,383
Funded by Net County Cost	74%

*Includes Contingencies

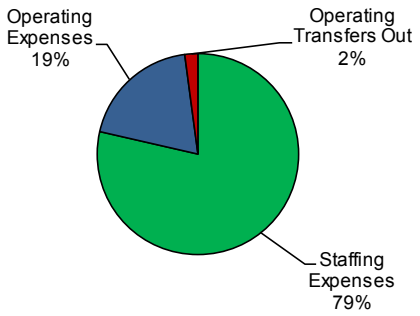
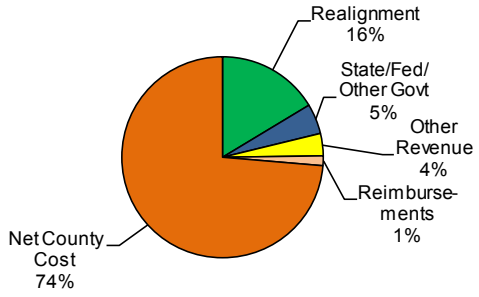
Penal Code Section 4000 designates the Sheriff to manage the County's detention facilities for the following uses: detention of persons committed in order to secure their attendance as witnesses in criminal cases; detention of persons charged with crime and committed for trial; confinement of persons 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.

The San Bernardino County Sheriff operates four Type II detention facilities with a total maximum inmate capacity of 6,653. West Valley Detention Center, Central Detention Center, and High Desert Detention Center (formerly known as Adelanto Detention Center) house pre-trial inmates and the Glen Helen Rehabilitation Center houses persons sentenced to serve time in a County facility.

On April 4, 2011, the Governor of California signed Assembly Bill 109, the Public Safety Realignment Act, which created a significant change to the California correctional system. This law, which became effective on October 1, 2011, transferred responsibility for housing/supervising inmate and parolee populations classified as low-level offenders from the California Department of Corrections and Rehabilitation (CDCR) to counties. AB 109 allows newly sentenced low-level offenders to serve their sentence in a county jail facility rather than the state prison system.

Phase 1 of the High Desert Detention Center (formerly known as Adelanto Detention Center) opened on February 6, 2014. This completed portion of the expansion project allows the department to increase capacity by 222 beds.

2014-15 ADOPTED BUDGET

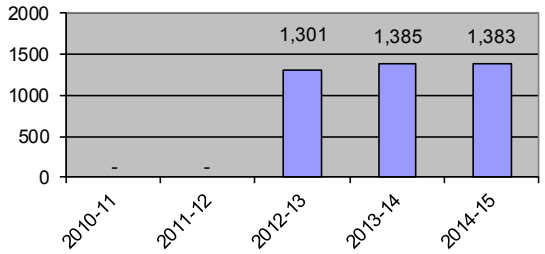
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	1,250	1,281	1,334	1,332
Limited Term	51	51	51	51
Total	1,301	1,332	1,385	1,383
Staffing Expenses	$132,901,561	$138,642,430	$145,540,114	$145,943,060

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff/Coroner/Public Administrator
FUND: General

BUDGET UNIT: AAA-SHD
FUNCTION: Public Protection
ACTIVITY: Detentions

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	128,245,794	130,323,236	145,540,114	145,943,060	**402,946**
Operating Expenses	0	0	18,149,278	26,261,417	27,204,058	35,837,668	**8,633,610**
Capital Expenditures	0	0	0	89,531	200,000	200,000	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	146,395,072	156,674,184	172,944,172	181,980,728	**9,036,556**
Reimbursements	0	0	(2,726,299)	(2,868,614)	(2,968,933)	(2,901,524)	**67,409**
Total Appropriation	0	0	143,668,773	153,805,570	169,975,239	179,079,204	**9,103,965**
Operating Transfers Out	0	0	2,004,860	102,213	115,000	3,898,074	**3,783,074**
Total Requirements	0	0	145,673,633	153,907,783	170,090,239	182,977,278	**12,887,039**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	25,128,163	34,274,176	34,260,471	30,372,021	**(3,888,450)**
State, Fed or Gov't Aid	0	0	12,685,330	8,653,494	13,744,410	9,007,585	**(4,736,825)**
Fee/Rate	0	0	61,245	0	0	0	**0**
Other Revenue	0	0	6,970,068	6,838,496	9,387,012	6,689,581	**(2,697,431)**
Total Revenue	0	0	44,844,806	49,766,166	57,391,893	46,069,187	**(11,322,706)**
Operating Transfers In	0	0	0	0	0	516	**516**
Total Sources	0	0	44,844,806	49,766,166	57,391,893	46,069,703	**(11,322,190)**
Net County Cost	0	0	100,828,827	104,141,617	112,698,346	136,907,575	**24,209,229**
				Budgeted Staffing	1,385	1,383	**(2)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $183.0 million represent the cost to staff and operate the County's four detention facilities. This includes costs of the food services division that serves approximately 21,000 meals each day, the health services division that is responsible for providing healthcare to over 6,000 inmates, and the transportation detail that transports over 286,000 inmates annually, primarily for court appearances. The most significant sources of financing for this budget unit are as follows:

- $136.9 million of Net County Cost
- $ 30.4 million in Realignment funding (AB 109 Public Safety Realignment)
- $ 6.1 million from the U.S. Marshal for housing federal inmates
- $ 3.6 million received from the Inmate Welfare Fund
- $ 2.8 million reimbursement from the Local Detention Facility Revenue Fund
- $ 1.2 million from charging inmates for electronic monitoring

- $ 1.0 million from charging inmates participating in the work release program
- $875,360 from the U.S. Department of Justice, State Criminal Alien Assistance Program (SCAAP)

The 2014-15 budget also includes ongoing expenses funded with Net County Cost for Phase 1 of the High Desert Detention Center (HDDC), which formally opened on February 6, 2014. Phase 1 added an additional 222 beds to bring the system's total current operational capacity to 6,235 beds.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $12.9 million primarily due to the transfer of expenditures and Net County Cost of $7.3 million to this budget unit from the Sheriff/Coroner/Public Administrator budget unit for proper recording of County information services and the Countywide Cost Allocation Plan (COWCAP) expenditures. The remaining increase of $5.6 million primarily consists of an increase of $3.8 million in Operating Transfers Out for various detention related capital improvement projects, and increased insurance costs which rose by $1.1 million over the prior year.

Sources are decreasing by $11.3 million primarily associated with reduced revenues across multiple programs within the department. This includes a decrease of $3.9 million in AB 109 revenue resulting from a reduction in the County's AB 109 base allocation and the elimination of one-time AB 109 revenue which was used to fund the 2013-14 costs associated with Phase 1 of the HDDC. An additional revenue reduction of $4.8 million is due to continued reductions in the usage of County jails by the US Marshals, which has resulted in a decrease in associated revenue. Finally, the department has seen reduced revenue of $2.7 million due to reduced participation in the electronic monitoring and work release programs, as well as a reduction in the amount of reimbursement available from the Inmate Welfare Fund.

While reductions in sources are substantial, Net County Cost has increased by $24.2 million within this budget unit. This has provided ongoing funding for Phase 1 of the HDDC and also allowed the department to reduce reliance on revenues which are highly volatile from year to year.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $145.9 million fund 1,383 budgeted positions of which 1,332 are regular positions and 51 are limited term positions. The budget includes the deletion of 1 vacant Licensed Vocational Nurse I – Corrections and 1 vacant Correctional Nurse II to fund anticipated increases in the physician services contract.

The department also has various reclassifications included in the 2014-15 budget, as follows:

- 1 Sheriff's Custody Specialist to a Sheriff's Training Specialist I
- 5 Sheriff's Training Specialist Is to Sheriff's Training Specialist IIs
- 1 Supervising Sheriff's Custody Specialist to a Sheriff's Training Specialist I

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Detentions	1,332	51	1,383	1,194	189	0	1,383
Total	1,332	51	1,383	1,194	189	0	1,383

Detentions

	Classification
1	Accounting Technician
6	Alcohol & Drug Counselor
2	Automated Systems Analyst I
1	Communications Technician I
2	Cont Bakery Occupational Instructor
2	Contract Culinary Instructor
1	Contract Dentist
1	Cont Print Shop Supervisor
1	Contract Radiologic Tech II
1	Contract Sheriff Chaplain H Rng
4	Contract Sheriff Dentist
1	Cont Sheriff Inst Landscape Sp
1	Contract Sheriff Psychiatrist
1	Contract Sheriff Psychologist
1	Contract Sheriff's Regst Dietitian
20	Correctional Nurse - Per Diem
49	Correctional Nurse II
2	Correctional Nurse III
1	Contract Sheriff Chaplain L Rng
1	Contract Shrf Chap H Rng W/RTM
1	Contract Shrf Chap L Rng W/RTM
2	Dental Assistant-Corrections
108	Deputy Sheriff
2	Deputy Sheriff 12 Hour Shift
5	Deputy Sheriff 12 Hr Shift-80
432	Deputy Sheriff 12 Hr Shift-84
6	Detention Review Officer I
1	Detention Review Officer II
2	Electrician
18	Fiscal Assistant
1	Fiscal Specialist
19	Health Services Assistant I
1	Inmate Programs Coordinator
10	Lic Vocational Nurse-Per Diem
45	Lic Vocational Nurse II-Corrections
5	Maintenance Supervisor
1	Motor Pool Services Assistant
2	Office Assistant II
3	Office Assistant III
1	Office Specialist
2	Painter I
1	Safety Unit Extra Help
6	Secretary I
5	Sheriff's Captain
60	Sheriff's Cook II
108	Sheriff's Custody Assistant
136	Sheriff's Custody Specialist
154	Sheriff's CustodySpecial 12 hr
1	Sheriff's Deputy Chief
4	Sheriff's Det/Corprl 12 Hr-84
4	Sheriff's Detective/Corporal
3	Sheriff's Facilities Coordinator
1	Sheriff's Food Service Manager
9	Sheriff's Food Service Supervisor
1	Sheriff's Food Svcs Director
1	Sheriff's Health Services Mgr
8	Sheriff's Lieutenant
4	Sheriff's Lieutenant 12hrShift
1	Sheriff's Maintenance Manager
31	Sheriffs Maintenance Mechanic
3	Sheriff's Medical Stores Specialist
4	Sheriff's Nurse Supervisor I
5	Sheriff's Nurse Supervisor II
1	Sheriff's Research Analyst
9	Sheriff's Sergeant
2	Sheriff's Sergeant 12 Hour Shft
29	Sheriff's Sergeant 12 Hr - 84
3	Sheriff's Training Specialist I
7	Sheriff's Training Specialst II
1	Social Service Aide
6	Social Worker II
4	Stores Specialist
1	Supervising Accountant II
1	Supervising Fiscal Specialist
1	Supervising Office Specialist
2	Supvsg Sheriff's Custdy Spclst
1,383	Total

Sheriff – Law Enforcement Contracts

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

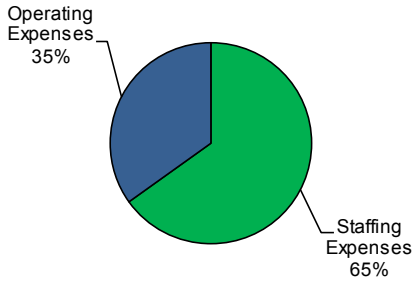
Requirements Less Reimbursements*	$128,699,111
Sources/Reimbursements	$128,699,111
Net County Cost	$0
Total Staff	576
Funded by Net County Cost	0%

*Includes Contingencies

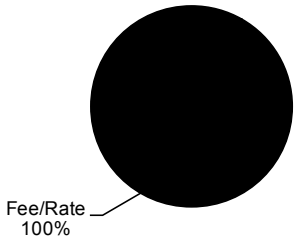
The San Bernardino County Sheriff provides contract law enforcement services to 14 cities/towns (Adelanto, Apple Valley, Big Bear, Chino Hills, Grand Terrace, Hesperia, Highland, Loma Linda, Needles, Rancho Cucamonga, Twentynine Palms, Victorville, Yucaipa and Yucca Valley) within San Bernardino County and the San Manuel Band of Mission Indians. The Commanders for these stations also act as the city's Chief of Police, affording the cities an economical way of providing quality law enforcement services to its citizens while maintaining seamless cooperation between cities and County stations, resulting in a more effective and efficient broad-based law enforcement environment.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

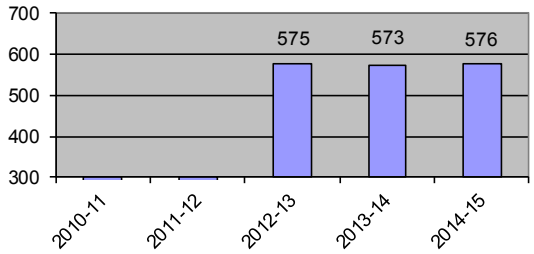


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	575	575	573	576
Limited Term	0	0	0	0
Total	575	575	573	576
Staffing Expenses	$79,032,641	$80,534,391	$82,068,992	$83,787,384

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff/Coroner/Public Administrator
FUND: General

BUDGET UNIT: AAA SHC
FUNCTION: Public Protection
ACTIVITY: Police Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	76,359,497	80,346,313	82,068,992	83,787,384	**1,718,392**
Operating Expenses	0	0	40,358,387	46,021,575	47,942,928	44,911,727	**(3,031,201)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	116,717,884	126,367,888	130,011,920	128,699,111	**(1,312,809)**
Reimbursements	0	0	(264)	(698,948)	(698,364)	(350,120)	**348,244**
Total Appropriation	0	0	116,717,620	125,668,940	129,313,556	128,348,991	**(964,565)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	116,717,620	125,668,940	129,313,556	128,348,991	**(964,565)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	114,847,941	118,651,898	122,294,069	128,348,991	**6,054,922**
Other Revenue	0	0	350	472	0	0	**0**
Total Revenue	0	0	114,848,291	118,652,370	122,294,069	128,348,991	**6,054,922**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	114,848,291	118,652,370	122,294,069	128,348,991	**6,054,922**
Net County Cost	0	0	1,869,329	7,016,570	7,019,487	0	**(7,019,487)**
				Budgeted Staffing	573	576	**3**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $128.3 million primarily include $83.8 million for 576 budgeted law enforcement and professional staff, assigned to stand-alone stations and serving as city police departments. Operating expenses within this budget unit total $44.9 million and include the following, all of which are funded through law enforcement contracts with various cities/towns and the San Manuel Band of Mission Indians:

- $ 18.5 million for service hours provided from County stations for smaller city operations
- $ 5.9 million for dispatch services
- $ 5.2 million for COWCAP (Countywide Cost Allocation Plan) charges
- $ 3.4 million for insurance charges
- $ 3.0 million for fuel and auto repair/parts
- $ 2.6 million for vehicle/equipment replacement charges
- $ 863,625 for 800 MHz radio communication charges
- $ 884,566 for computer connectivity charges
- $ 4.5 million for miscellaneous and other administrative support charges

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $1.0 million primarily due to a one-time expense in 2013-14 of $5.3 million associated with a rebate of workers compensation premiums due to contract cities as detailed in the County's 2013-14 Third Quarter Budget Report (May 6, 2014, Item 77).

The reduction associated with the 2013-14 workers compensation rebate of $5.3 million is offset by changes in the following areas:

- Increases in staffing expenses of $1.7 million primarily associated with increased retirement costs;
- Increases in services and supplies of approximately $1.0 million due to increased insurance costs;
- Increases in central services costs of $479,996 due to increased central computing costs;
- Increases in transfers of $803,140 due to increased reimbursements to the Sheriff's patrol budget for recovery of vehicle costs and recovery of costs associated with dual operation stations; and

- A decrease in reimbursements of $348,244 for year 2 reductions to the Yucaipa charge-back program representing year 2 of a 3 year phase out agreement which transitions Yucaipa's law enforcement contract model from the dual operation model to the stand alone model in a way that is mutually beneficial to the City and County. Deputies assigned to patrol the surrounding unincorporated area will do so from the Yucaipa police facility at no cost to the County. This agreement will not impact the level of service provided to the unincorporated areas in the Mentone area.

Sources are increasing by $6.1 million, due to contract revenue being increased to fund cost increases over the prior period's law enforcement contracts, which include increased workers' compensation, increased retirement costs, and increased operating expenses. This budget unit will also see the removal of one-time Discretionary General Funding (Net County Cost) associated with the workers' compensation rebate.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $83.8 million fund 576 budgeted regular positions. The budget includes the addition of 3 positions due to changes within the Rancho Cucamonga law enforcement contract, which includes the following changes:

Additions:

- 1 Sheriff's Service Specialist
- 2 Office Specialists (Job Share)

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Valley/Mountain Patrol	326	0	326	320	3	3	326
Desert Patrol	250	0	250	250	0	0	250
Total	576	0	576	570	3	3	576

Valley/Mountain Patrol

	Classification
1	Crime Analyst
56	Deputy Sheriff
100	Deputy Sheriff 12 Hour Shift
29	Deputy Sheriff 12 Hr Shift-80
4	Motor Pool Services Assistant
36	Office Specialist
5	Secretary I
4	Sheriff's Captain
25	Sheriff's Detective/Corporal
5	Sheriff's Lieutenant
23	Sheriff's Sergeant
5	Sheriff's Sergeant 12 Hour Shft
3	Sheriff's Sergeant 12 Hr - 80
29	Sheriff's Service Specialist
1	Supervising Office Specialist
326	Total

Desert Patrol

	Classification
27	Deputy Sheriff
103	Deputy Sheriff 12 Hour Shift
14	Deputy Sheriff 12 Hr Shift-80
27	Office Specialist
3	Secretary I
3	Sheriff's Captain
19	Sheriff's Detective/Corporal
3	Sheriff's Lieutenant
13	Sheriff's Sergeant
8	Sheriff's Sergeant 12 Hour Shft
3	Sheriff's Sergeant 12 Hr - 80
26	Sheriff's Service Specialist
1	Supervising Office Specialist
250	Total

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$39,373,066
Sources/Reimbursements	$16,400,089
Fund Balance	$22,972,977
Use of Fund Balance	$17,237,788
Total Staff	0

*Includes Contingencies

The Inland Regional Narcotics Enforcement Team (IRNET) is a joint project among city, county, state and federal agencies in the Inland Empire aimed at combating major narcotics and money laundering operations. **IRNET Federal** accounts for IRNET share of federal asset forfeitures. **IRNET State** accounts for IRNET share of state asset forfeitures, and was established to comply with federal guidelines requiring state forfeiture funds to be kept separate from federal forfeiture funds.

Federal Seized Assets (DOJ) accounts for asset forfeitures from federal cases filed with the U.S. Department of Justice (DOJ) through its asset forfeiture program and **Federal Seized Assets (Treasury)** accounts for asset forfeitures from cases filed with the U.S. Department of Treasury. Receipts from this program are required to be maintained in separate funds and must not replace existing funds that would be made available to the Sheriff/Coroner/Public Administrator in the absence of forfeiture funds.

State Seized Assets accounts for asset forfeiture proceeds from cases filed and adjudicated under state asset seizure statutes. The California Health and Safety Code requires these funds be maintained in a special fund and that 15% of all forfeitures received after January 1994 are set aside for drug education and gang intervention programs. The proceeds are used to offset a portion of the labor costs for staff assigned to the IRNET Team and High Density Drug Trafficking Area (HIDTA) task forces. The 15% allocated to drug education programs is used to fund the Sheriff/Coroner/Public Administrator's Drug Use is Life Abuse (DUILA) program, Crime-Free Multi-Housing, Law Enforcement Internship and Operation Clean Sweep Programs. Funds are also used for maintenance of seized properties. Services for the drug education program are provided by staff budgeted in the Sheriff/Coroner/Public Administrator's general fund budget unit, and reimbursed by this budget unit.

San Bernardino County **Auto Theft Task Force** (SANCATT), established by the Board of Supervisors in 1995, deters, investigates and prosecutes vehicle theft organizations and provides statistical and financial reports to the State Controller, State Legislature and California Highway Patrol as required by AB183. In January 2010, AB183 was extended to January 1, 2018 by AB286 (Chapter 230; 2009). This budget unit accounts for vehicle registration assessments, per Vehicle Code 9250.14, allocated to the Task Force. Revenue from these fees offsets operating expenses for qualified expenditures by participating agencies. Staffing costs for those positions assigned to SANCATT are reimbursed to the Sheriff/Coroner/Public Administrator's general fund budget unit.

CAL-ID Program funding is used for the operating expenses of the Local Automated Fingerprint Identification System (AFIS), and reimburses general fund expenditures for salaries and benefits. The budget unit is funded from joint trust contributions by all local contracting municipal agencies. Staffing costs for those positions assigned to the CAL-ID program are reimbursed to the Sheriff/Coroner/Public Administrator's general fund budget unit.

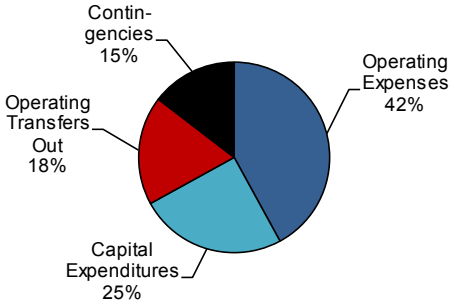
Court Services Auto accounts for processing fines collected under AB1109 and are used for purchases and maintenance of automotive equipment necessary to operate court services.

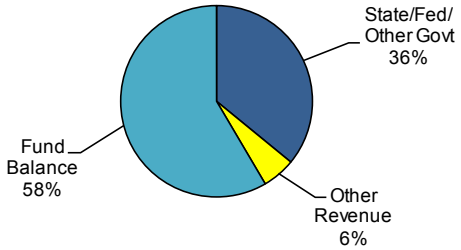
Court Services Tech accounts for processing fees collected under AB709 used for automated equipment and furnishings necessary to operate court services.

In accordance with State legislation (AB1805) effective July 1, 2007, **Local Detention Facility Revenue** accounts for an allocation of funds from the State replacing booking fees previously charged by the County to cities and local entities, as permitted by Government Code Section 29550. Funds are required to be used for the purpose of operating, renovating, remodeling, or constructing local detention facilities.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS



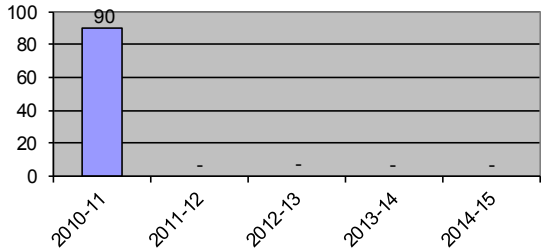


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	0	0	0	0
Limited Term	0	0	0	0
Total	0	0	0	0
Staffing Expenses	$1,259,637	$0	$0	$0

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff/Coroner/Public Administrator
FUND: Consolidated Special Revenue

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Police Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	917,453	654,613	719,829	(17,613)	0	0	**0**
Operating Expenses	10,205,450	22,062,918	13,382,093	11,084,260	16,048,374	16,555,367	**506,993**
Capital Expenditures	1,278,021	2,205,763	2,355,600	3,810,640	7,609,454	9,816,594	**2,207,140**
Contingencies	0	0	0	0	6,067,336	5,735,189	**(332,147)**
Total Exp Authority	12,400,924	24,923,294	16,457,522	14,877,287	29,725,164	32,107,150	**2,381,986**
Reimbursements	(122,406)	(143,076)	(115,146)	(470,173)	(60,000)	(65,000)	**(5,000)**
Total Appropriation	12,278,518	24,780,218	16,342,376	14,407,114	29,665,164	32,042,150	**2,376,986**
Operating Transfers Out	200,000	276,857	2,315,425	867,016	9,031,197	7,265,916	**(1,765,281)**
Total Requirements	12,478,518	25,057,075	18,657,801	15,274,130	38,696,361	39,308,066	**611,705**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	10,875,054	12,117,454	15,672,072	12,497,788	13,281,612	14,121,805	**840,193**
Fee/Rate	3,461,229	4,072,032	3,185,873	(166,879)	5,000	5,000	**0**
Other Revenue	2,580,229	2,612,538	2,324,121	2,372,900	2,340,001	2,208,284	**(131,717)**
Total Revenue	16,916,512	18,802,024	21,182,066	14,703,809	15,626,613	16,335,089	**708,476**
Operating Transfers In	27,000	0	0	0	0	0	**0**
Total Sources	16,943,512	18,802,024	21,182,066	14,703,809	15,626,613	16,335,089	**708,476**
				Fund Balance	23,069,748	22,972,977	**(96,771)**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
IRNET Federal (Fund SCF)	3,849,186	1,010,500	2,838,686	0
IRNET State (Fund SCX)	374,723	60,600	314,123	0
Federal Seized Assets - DOJ (Fund SCK)	12,513,261	4,059,500	8,453,761	0
Federal Seized Assets - Treasury (Fund SCO)	356,637	5,300	351,337	0
State Seized Assets (Fund SCT)	3,958,146	1,216,500	2,741,646	0
Auto Theft Task Force (Fund SCL)	984,231	850,500	133,731	0
CAL-ID Program (Fund SDA)	5,927,548	5,303,748	623,800	0
Court Services Auto (Fund SQR)	2,530,016	808,000	1,722,016	0
Court Services Tech (Fund SQT)	2,398,538	407,000	1,991,538	0
Local Detention Facility Revenue (Fund SRL)	2,763,982	2,763,057	925	0
Contract Training (Fund SCB*)	3,228,941	0	3,228,941	0
Search and Rescue (Fund SCW*)	92,581	0	92,581	0
Aviation (Fund SCE)*	330,276	0	330,276	0
Public Gatherings (Fund SCC)*	0	(148,556)	148,556	0
Capital Projects Fund (Fund SQA)*	0	(1,060)	1,060	0
Total Special Revenue Funds	39,308,066	16,335,089	22,972,977	0

** Funds to be discontinued in 2014-15.*

IRNET Federal: Requirements of $3.8 million reflect the following: $2.0 million in operating expenses (including transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit to support the cost of overtime and 1 position), $1.6 million in contingencies for future allocation, and $200,000 in one-time additional equipment purchases. Sources of $1.0 million include anticipated asset forfeiture funds ($1.0 million) and projected interest earnings ($10,500).

IRNET State: Requirements of $374,723 are budgeted for operating expenses ($60,600) and contingencies ($314,123). Sources of $60,600 include anticipated asset forfeiture funds ($60,000) and projected interest earnings ($600).

Federal Seized Assets (DOJ): Requirements of $12.5 million primarily reflect the following: $1.4 million for the replacement of helicopter engines, $1.7 million to replace and maintain law enforcement related computer hardware and software, $3.2 million for vehicle replacement, $3.0 million for equipment purchases, and $962,454 for law enforcement related software applications. Sources of $4.1 million primarily represent anticipated revenue from DOJ cases to be settled during 2014-15.

Federal Seized Assets (Treasury): Requirements of $356,637 primarily include $200,000 of computer related equipment. Sources of $5,300 represent projected asset seizures and interest earnings.

State Seized Assets: Requirements of $4.0 million primarily include the following: $3.2 million for departmental Capital Improvement Program projects, $124,550 for various capital expenditures, and $522,523 for the cost of drug education programs (including transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit to support 2 positions), vehicle maintenance, fuel, repairs, and other general expenses. Sources of $1.2 million primarily represent anticipated state asset seizures.

Auto Theft Task Force: Requirements of $984,231 provide for salary reimbursements to participating agencies, including transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit to support 4 positions, other task force operating costs, and funds set-aside in contingencies for future allocations. Sources of $850,500 primarily represent vehicle registration fees.

CAL-ID Program: Requirements of $5.9 million primarily include $3.9 million in transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit for staffing costs of 40 personnel assigned to this program. Also included is $1.4 million for the following operating expenses: monitoring and maintenance costs for equipment, fuel, computer hardware and software items, replacement of fingerprinting stations, and upgrades to serviceable stations and $623,800 in contingencies for future allocation. Sources of $5.3 million are from the CAL-ID Program trust fund and directly offset all claimable costs.

Court Services Auto: Requirements of $2.5 million includes $58,000 in operating expenses, $1.3 million to replace vehicles, and $1.2 million set aside in contingencies. Sources of $808,000 primarily reflect anticipated court fines.

Court Services Tech: Requirements of $2.4 million includes $390,000 in operating expenses, $275,000 for purchase of computer equipment and software upgrades, and $1.7 million in contingencies. Sources of $407,000 primarily represent estimated court fines.

Local Detention Facility Revenue: Requirements of $2.8 million includes $2.8 million in transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit for expenditures related to the operation, renovation, remodeling, or construction of local detention facilities. Sources of $2.8 million represent the booking fee allocation anticipated from the state.

Ongoing revenue and expenses associated with the **Contract Training, Search and Rescue, Aviation, Public Gathering, and Capital Projects Fund** budget units were transferred into the department's general fund budget unit in 2013-14. Requirements included in the budget represent fund balance which will be expended in order to close out these Special Revenue Funds in 2014-15. The Contract Training budget unit includes requirements of $3.2 million which will fund future Capital Improvement Projects at the departments training facilities. Requirements totaling $92,581 in the Search and Rescue budget unit will fund vehicle purchases for the departments search and rescue operations. Requirements in Aviation of $330,276 will be used to help fund one-time Aviation related projects. The remaining fund balance in the Public Gathering and Capital Projects Fund will be transferred to the department's general fund budget unit in 2014-15.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $611,705, resulting primarily from the following changes:

- $549,074 increase in Federal Seized Assets (DOJ) funds that are set-aside for future projects.
- $2.2 million increase in capital expenditures for the purchase of computer equipment.
- $332,147 decrease in contingencies to fund new one time expenditures.
- $1.8 million decrease in operating transfers out, which is due to the completion of 2013-14 capital projects.

Sources are increasing by $708,476 primarily due to the $460,000 federal seized asset cases to be settled in 2014-15 and $380,193 from CAL-ID trust fund. This is slightly offset by a reduction in Other Revenue, which represents the transfer out of remaining fund balance for the Public Gathering and Capital Projects funds.

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OPERATIONS AND COMMUNITY SERVICES

SAN BERNARDINO COUNTY

OPERATIONS AND COMMUNITY SERVICES
SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
AGRICULTURE/WEIGHTS AND MEASURES	477				
AGRICULTURE/WEIGHTS AND MEASURES	480	6,888,815	5,533,750	1,355,065	64
AIRPORTS	485				
AIRPORTS	489	2,810,030	2,810,030	0	20
ARCHITECTURE AND ENGINEERING	499	0	0	0	22
COUNTY MUSEUM	511				
COUNTY MUSEUM	514	3,191,462	457,050	2,734,412	21
LAND USE SERVICES	520				
ADMINISTRATION	524	467,142	0	467,142	36
PLANNING	527	7,962,234	3,687,107	4,275,127	31
BUILDING AND SAFETY	530	5,055,324	4,561,075	494,249	22
CODE ENFORCEMENT	533	5,430,663	858,000	4,572,663	30
FIRE HAZARD ABATEMENT	536	2,542,266	2,303,869	238,397	17
LAND DEVELOPMENT	539	1,151,667	548,398	603,269	8
PUBLIC WORKS	542				
SURVEYOR	547	3,405,098	2,840,652	564,446	25
REAL ESTATE SERVICES	573				
REAL ESTATE SERVICES	577	1,164,639	1,164,639	0	23
RENTS AND LEASES	580	1,008,033	1,008,033	0	0
COURTS PROPERTY MANAGEMENT	582	2,292,520	2,292,520	0	0
FACILITIES MANAGEMENT DIVISION	586	14,249,231	13,636,172	613,059	102
UTILITIES	589	20,372,124	283,329	20,088,795	2
REGIONAL PARKS	592				
REGIONAL PARKS	596	11,319,706	7,856,571	3,463,135	232
REGISTRAR OF VOTERS	606	8,482,909	1,869,240	6,613,669	37
TOTAL GENERAL FUND		97,793,863	51,710,435	46,083,428	692

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Fund Balance	Staffing
AGRICULTURE/WEIGHTS AND MEASURES:					
CALIFORNIA GRAZING	483	145,635	2,500	143,135	0
AIRPORTS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	492	6,156,238	3,036,030	3,120,208	0
COUNTY LIBRARY	505	20,215,880	13,975,283	6,240,597	291
PUBLIC WORKS DEPARTMENT:					
SURVEYOR					
MONUMENT PRESERVATION	550	175,401	62,000	113,401	0
TRANSPORTATION					
SPECIAL REVENUE FUNDS - CONSOLIDATED	552	143,222,083	76,050,425	67,171,658	338
FLOOD CONTROL DISTRICT					
SPECIAL REVENUE FUNDS - CONSOLIDATED	565	153,917,933	68,238,367	85,679,566	155
REAL ESTATE SERVICES:					
CHINO AGRICULTURAL PRESERVE	584	16,264,466	587,617	15,676,849	0
REGIONAL PARKS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	600	6,838,018	3,044,440	3,793,578	0
SPECIAL DISTRICTS:					
FISH AND GAME COMMISSION	612	7,868	4,700	3,168	0
TOTAL SPECIAL REVENUE FUNDS		346,943,522	165,001,362	181,942,160	629

ENTERPRISE FUNDS	Page #	Requirements	Sources	Net Budget	Staffing
AIRPORTS:					
CSA 60 APPLE VALLEY AIRPORT	495	6,450,318	2,172,644	(4,277,674)	0
CSA 60 APPLE VALLEY AIRPORT-CIP	497	3,108,798	275,000	(2,833,798)	0
COUNTY MUSEUM:					
MUSEUM STORE	517	69,131	55,000	(14,131)	2
PUBLIC WORKS DEPARTMENT:					
SOLID WASTE MANAGEMENT ENTERPRISE FUNDS - CONSOLIDATED	560	89,626,923	81,233,776	(8,393,147)	82
REGIONAL PARKS:					
ACTIVE OUTDOORS	603	63,586	62,500	(1,086)	4
TOTAL ENTERPRISE FUNDS		99,318,756	83,798,920	(15,519,836)	88

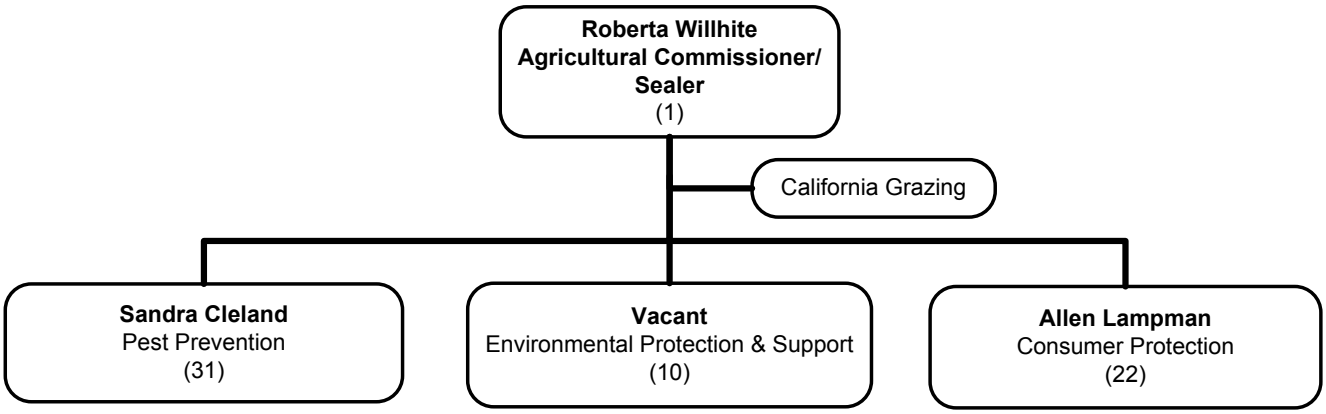
INTERNAL SERVICE FUND	Page #	Requirements	Sources	Net Budget	Staffing
SAN BERNARDINO COUNTY FLOOD CONTROL DISTRICT:					
FLOOD CONTROL EQUIPMENT	571	3,074,000	2,030,000	(1,044,000)	0
TOTAL INTERNAL SERVICES FUND		3,074,000	2,030,000	(1,044,000)	0

AGRICULTURE/WEIGHTS AND MEASURES
Roberta 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



2013-14 ACCOMPLISHMENTS

- Performed 2,450 site visits to shipping terminals, inspected over 11,500 plant shipments, rejected 61 shipments for various violations and intercepted 18 foreign pest species.
- Visited 4,015 businesses requiring a Weights and Measures inspection, inspected 30,100 devices and issued 1,240 Notices of Violation.
- Checked the price accuracy on 24,650 items in an effort to achieve an overall price overage error rate of less than 2%. The measured error rate achieved was 1.8%.
- Serviced an average of 13,825 traps per month in an effort to detect unwanted foreign pests.
- Lobbied the California Department of Food and Agriculture and Cooperative Ag Support Services for the Asian Citrus Psyllid treatment coordinator position to assist citrus growers.
- Developed commercial citrus treatment zones for the Asian Citrus Psyllid.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy:
- *Perform device inspections on a monthly basis, shifting resources as necessary, to enable the inspection of a minimum of 75% of the devices (i.e. scales, gas pumps) annually.*
- *Service insect traps on a monthly basis, shifting resources as necessary to enable completion of the contracted servicing levels.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of registered devices inspected.	N/A	N/A	N/A	75%
Average number of monthly trap servicings.	N/A	N/A	N/A	10,823

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

Objective(s): ***• Utilize County programs and resources to support the local economy and maximize job creation.***

Department Strategy:
- *Perform training sessions on the safe and legal use of pesticides, targeting individuals seeking employment with a structural pest control company.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of attendees at training sessions offered on the safe and legal use of pesticides (annual count).	N/A	N/A	N/A	180

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Agriculture/Weights and Measures	6,888,815	5,533,750	1,355,065			64
Total General Fund	6,888,815	5,533,750	1,355,065			64
Special Revenue Fund						
California Grazing	145,635	2,500		143,135		0
Total Special Revenue Fund	145,635	2,500		143,135		0
Total - All Funds	7,034,450	5,536,250	1,355,065	143,135	0	64

5-YEAR REQUIREMENTS TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Agriculture/Weights and Measures	5,980,537	6,363,146	6,967,436	6,906,365	6,888,815
California Grazing	147,036	151,337	144,536	143,417	145,635
Total	**6,127,573**	**6,514,483**	**7,111,972**	**7,049,782**	**7,034,450**

5-YEAR SOURCES TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Agriculture/Weights and Measures	5,385,445	5,311,670	5,672,365	5,437,850	5,533,750
California Grazing	4,117	4,300	4,000	3,000	2,500
Total	**5,389,562**	**5,315,970**	**5,676,365**	**5,440,850**	**5,536,250**

5-YEAR NET COUNTY COST TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Agriculture/Weights and Measures	595,092	1,051,476	1,295,071	1,468,515	1,355,065
Total	**595,092**	**1,051,476**	**1,295,071**	**1,468,515**	**1,355,065**

5-YEAR FUND BALANCE TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
California Grazing	142,919	147,037	140,536	140,417	143,135
Total	**142,919**	**147,037**	**140,536**	**140,417**	**143,135**

Agriculture/Weights and Measures

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

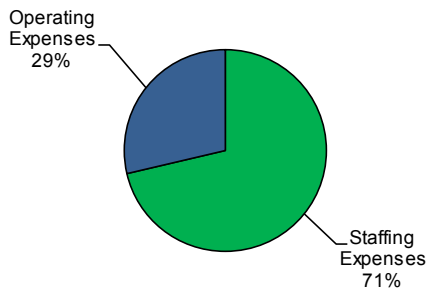
Requirements Less Reimbursements*	$6,888,815
Sources/Reimbursements	$5,533,750
Net County Cost	$1,355,065
Total Staff	64
Funded by Net County Cost	20%

*Includes Contingencies

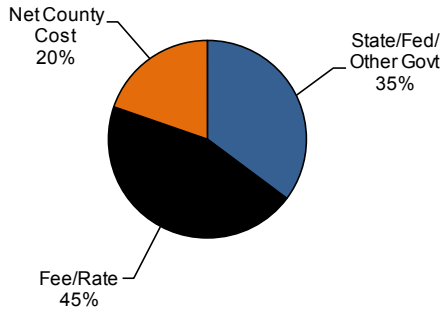
The Department of Agriculture/Weights and Measures protects the environment, public health, worker safety and the welfare of the public by helping residents and businesses comply with state and local agricultural and consumer protection laws. The department enforces plant quarantines, detects and eradicates 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 two canine inspection teams that are utilized with great success to detect plant materials from within unmarked agricultural parcels found at industrial shipping terminals. The department works closely with the California Department of Food and Agriculture (CDFA) and has several revenue contract agreements with CDFA that provide funding for related state mandated programs.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

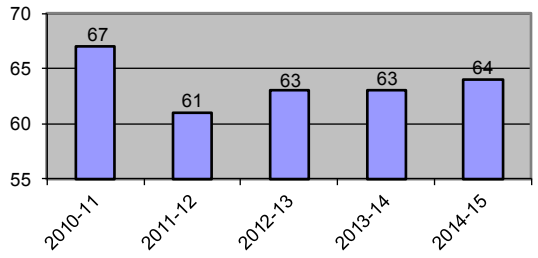


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	61	61	61	63
Limited Term	2	2	2	1
Total	63	63	63	64
Staffing Expenses	$4,790,971	$4,898,956	$5,008,241	$4,902,159

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Agriculture/Weights & Measures
FUND: General

BUDGET UNIT: AAA AWM
FUNCTION: Public Protection
ACTIVITY: Protective Inspection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	4,377,781	4,630,485	4,427,088	4,768,868	5,008,241	4,902,159	**(106,082)**
Operating Expenses	1,602,738	1,679,644	2,061,544	1,868,823	1,890,216	1,970,706	**80,490**
Capital Expenditures	0	0	8,870	(6,788)	0	15,950	**15,950**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	5,980,519	6,310,129	6,497,502	6,630,903	6,898,457	6,888,815	**(9,642)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	5,980,519	6,310,129	6,497,502	6,630,903	6,898,457	6,888,815	**(9,642)**
Operating Transfers Out	0	0	48,000	7,907	7,908	0	**(7,908)**
Total Requirements	5,980,519	6,310,129	6,545,502	6,638,810	6,906,365	6,888,815	**(17,550)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	3,141,599	2,413,131	3,104,929	2,405,236	2,397,350	2,425,550	**28,200**
Fee/Rate	2,236,684	2,831,351	3,068,429	3,063,184	3,039,000	3,107,000	**68,000**
Other Revenue	7,163	31,849	(257)	(2,436)	1,500	1,200	**(300)**
Total Revenue	5,385,446	5,276,331	6,173,101	5,465,984	5,437,850	5,533,750	**95,900**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	5,385,446	5,276,331	6,173,101	5,465,984	5,437,850	5,533,750	**95,900**
Net County Cost	595,073	1,033,798	372,401	1,172,826	1,468,515	1,355,065	**(113,450)**
				Budgeted Staffing	63	64	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses make up the majority of expenditures within this budget unit. These expenses are necessary in order to provide mandated inspection services in the field for agriculture and weights and measures. Herbicide purchases, vehicle and equipment maintenance charges comprise the majority of the department's operating expenses. Sources of $5.5 million are derived primarily from license and permit fees, reimbursement via State Contracts, County's portion of Unclaimed Gas Tax, and reimbursement for weed control services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $17,550 primarily due to staffing expenses being reduced based on new employees budgeted at lower step levels. Requirements also include a new lease purchase (2 months funding) for a vehicle equipped with computerized spray equipment. Keeping the department fleet and equipment updated will enhance operations and improve efficiency by reducing down time from equipment needing repairs.

Sources are increasing by $95,900 primarily due to an increase in Fee/Rate revenue.

Funding of $65,000 for the Cooperative Extension Program was eliminated and Net County Cost was reduced by a corresponding amount as part of the Recommended Budget; however, the funding was restored by the Board at the budget hearing on June 17, 2014.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $4.9 million fund 64 budgeted positions of which 63 are regular positions and 1 is a limited term position. There is a net increase in budgeted staffing of 1 position. This budget includes adding 1 Public Service Employee position, restoring 2 regular positions that were eliminated five years ago due to the Retirement Incentive Program (RIP), and deleting 2 Contract Canine Assistant positions. The restoration of 1 Supervising Agricultural/Standards Officer and 1 Office Assistant III position will enable the department to work more efficiently and meet existing workload requirements in the Consumer Protection Division. The deletion of 2

Contract Canine Assistant positions and replacement with the newly added Public Service Employee position will provide temporary support while the department searches for a suitable replacement contract employee.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Consumer Protection	22	0	22	19	1	2	22
Environmental Protection & Support	11	0	11	11	0	0	11
Pest Prevention	30	1	31	30	0	1	31
Total	63	1	64	60	1	3	64

Consumer Protection

	Classification
1	Deputy. Ag. Commissioner/Sealer
2	Supervising Ag/Standards Officer
17	Agricultural/Standards Officer
2	Office Assistant III
22	Total

Pest Prevention

	Classification
1	Deputy Ag. Commissioner/Sealer
2	Supervising Ag/Standards Officer
6	Agricultural Standards/Officer
1	Agricultural Pest Exclusion Officer
3	Agricultural/Standards Technician
1	Agricultural Field Aide II
15	Agricultural Field Aide I
1	Office Assistant III
1	Public Service Employee
31	Total

Environmental Protection & Support

	Classification
1	Agricultural Commissioner/Sealer
1	Asst. Ag Commissioner/Sealer
1	Supervising Ag/Standards Officer
5	Agricultural Standards/Officer
1	Office Assistant III
1	Executive Secretary
1	Fiscal Assistant
11	Total

California Grazing

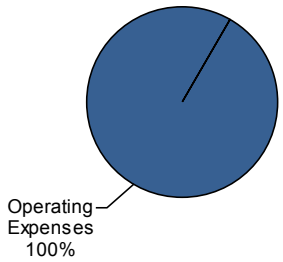
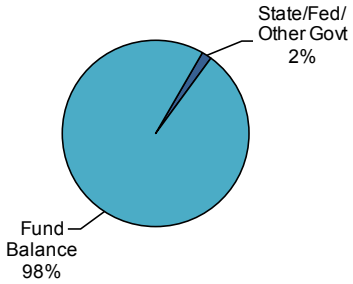
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$145,635
Sources/Reimbursements	$2,500
Fund Balance	$143,135
Use of Fund Balance	$143,135
Total Staff	0

*Includes Contingencies

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 theses funds.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Agriculture/Weights and Measures
FUND: California Grazing

BUDGET UNIT: SCD ARE
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	10,804	2,995	0	143,417	145,635	**2,218**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	10,804	2,995	0	143,417	145,635	**2,218**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	10,804	2,995	0	143,417	145,635	**2,218**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	10,804	2,995	0	143,417	145,635	**2,218**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	4,118	4,303	2,876	2,718	3,000	2,500	**(500)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	4,118	4,303	2,876	2,718	3,000	2,500	**(500)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	4,118	4,303	2,876	2,718	3,000	2,500	**(500)**
				Fund Balance	140,417	143,135	**2,718**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $145,635 provide for a variety of grazing/range improvement projects on federal lands, and these improvement projects are approved by the Board of Supervisors through recommendations from the RIAC. Sources are derived from the federal government as a pass through based on a portion of fees paid by the ranchers directly to the federal government for grazing rights.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no major budget changes from prior year.

STAFFING CHANGES AND OPERATIONAL IMPACT

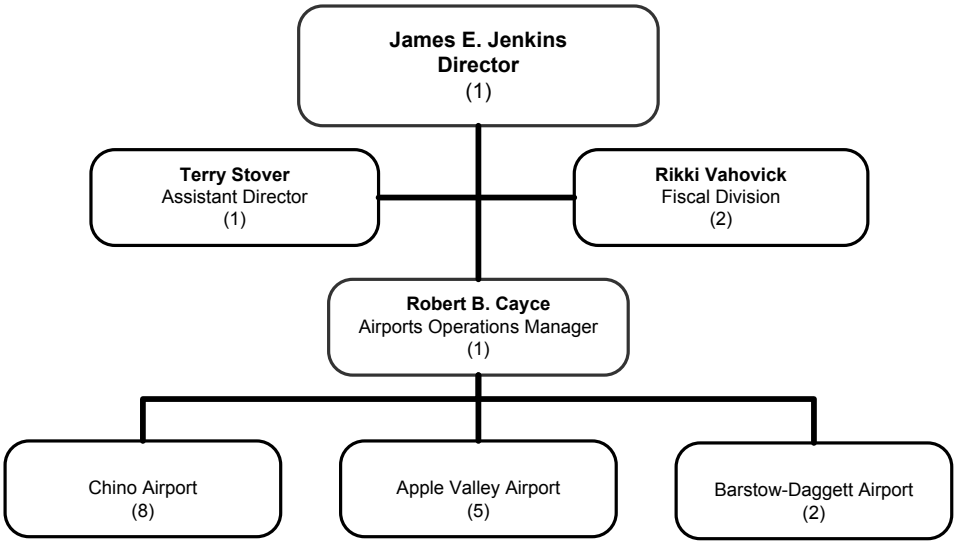
There is no staffing associated with this budget unit.

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



2013-14 ACCOMPLISHMENTS

- Apple Valley Airport - Completed construction and dedication of fuel storage facility - $3.1 million capital investment; project completed $200,000 under construction budget.
- Chino Airport - Negotiated sub-tenancy agreement with aircraft manufacturing company Soaring America, a subsidiary entity to the Mooney Aircraft Company, to locate new research and development division to San Bernardino County, which brings hi-tech jobs to the region.
- Twentynine Palms Airport - Erected new aircraft storage facility for use by airport tenants.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

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

Department Strategy:

- *Improve and maintain Airport infrastructure, such as runways and drainage systems by maximizing utilization of Federal Aviation Administration and Cal Trans Aeronautics funding.*
- *Continue to develop and maintain focus on structured and preventative maintenance programs to address infrastructure deficiencies.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of pavement rehabilitation completed (minimum 10% annually).	2%	15%	20%	15%

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

Objective(s): ***• Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.***

Department Strategy:

- *Leverage ground use at Chino Airport to produce new revenue streams to subsidize ongoing airport operational costs.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
New ground use revenue generated.	N/A	N/A	N/A	$60,000

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

Objective(s): ***• Continue business retention and expansion programs while implementing office and industrial attraction strategies emphasizing provision of high-paying jobs.***

Department Strategy:

- *Maximize structured outreach activities to private sector business entities thus informing prospective businesses of real estate opportunities at various County airports.*
- *Continue to closely monitor existing airport businesses to ensure continued success; assist by providing clearinghouse guidance to available related resources.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of businesses operating on airport properties (commercial leases).	75	85	84	88

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Airports	2,810,030	2,810,030				20
Total General Fund	2,810,030	2,810,030				20
Special Revenue Fund						
Airports Special Revenue Fund-Consolidated	6,156,238	3,036,030		3,120,208		0
Total Special Revenue Funds	6,156,238	3,036,030		3,120,208		0
Enterprise Funds						
CSA 60 - Apple Valley Airport - Operations	6,450,318	2,172,644			(4,277,674)	0
CSA 60 - Apple Valley Airport - Cap Improv	3,108,798	275,000			(2,833,798)	0
Total Enterprise Funds	9,559,116	2,447,644			(7,111,472)	0
Total - All Funds	18,525,384	8,293,704	0	3,120,208	(7,111,472)	20

5-YEAR REQUIREMENTS TREND	2010-11	2011-12	2012-13	2013-14	2014-15
Airports	3,088,478	2,886,349	2,879,545	2,996,893	2,810,030
Chino Airport Commercial Hangars	1,863,863	1,569,987	1,258,469	1,339,915	1,147,804
Chino Airport Incentive Fund	142,142	172,415	106,633	71,260	26,933
Airports Capital Improvement Program	8,063,335	4,886,535	3,935,486	5,461,792	4,981,501
CSA 60 - Apple Valley Airport - Operations	3,347,296	5,566,790	6,144,933	5,572,889	6,450,318
CSA 60 - Apple Valley Airport - Cap. Improv	6,564,764	5,360,429	4,922,355	4,117,693	3,108,798
Total	**23,069,878**	**20,442,505**	**19,247,421**	**19,560,442**	**18,525,384**

5-YEAR SOURCES TREND	2010-11	2011-12	2012-13	2013-14	2014-15
Airports	3,088,478	2,886,349	2,879,545	2,996,893	2,810,030
Chino Airport Commercial Hangars	837,630	914,248	1,249,101	1,162,131	1,137,030
Chino Airport Incentive Fund	58,662	0	105,026	43,929	0
Airports Capital Improvement Program	4,806,196	925,375	2,200,771	2,280,103	1,899,000
CSA 60 - Apple Valley Airport - Operations	2,652,261	3,716,654	3,117,287	2,234,189	2,172,644
CSA 60 - Apple Valley Airport - Cap. Improv	46,038	(905,155)	619,918	64,000	275,000
Total	**11,489,265**	**7,537,471**	**10,171,648**	**8,781,245**	**8,293,704**

5-YEAR NET COUNTY COST TREND	2010-11	2011-12	2012-13	2013-14	2014-15
Airports	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**

5-YEAR FUND BALANCE TREND	2010-11	2011-12	2012-13	2013-14	2014-15
Chino Airport Commercial Hangars	1,026,233	655,739	9,368	177,784	10,774
Chino Airport Incentive Fund	83,480	172,415	1,607	27,331	26,933
Airports Capital Improvement Program	3,257,139	3,961,160	1,734,715	3,181,689	3,082,501
Total	**4,366,852**	**4,789,314**	**1,745,690**	**3,386,804**	**3,120,208**

5-YEAR NET BUDGET TREND	2010-11	2011-12	2012-13	2013-14	2014-15
CSA 60 - Apple Valley Airport - Operations	(695,035)	(1,850,136)	(3,027,646)	(3,338,700)	(4,277,674)
CSA 60 - Apple Valley Airport - Cap. Improv	(6,518,726)	(6,265,584)	(4,302,437)	(4,053,693)	(2,833,798)
Total	**(7,213,761)**	**(8,115,720)**	**(7,330,083)**	**(7,392,393)**	**(7,111,472)**

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

Airports

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$3,807,116
Sources/Reimbursements	$3,807,116
Net County Cost	$0
Total Staff	20
Funded by Net County Cost	0%
*Includes Contingencies	

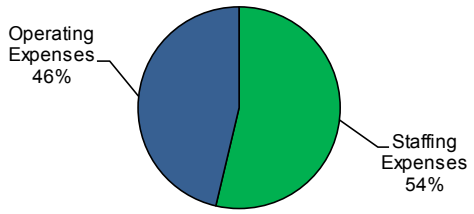
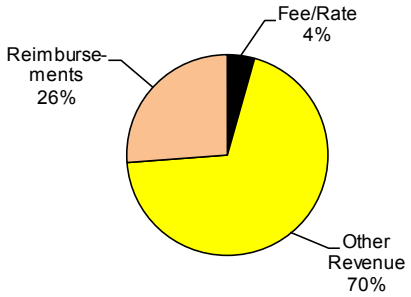
The Department of Airports provides for the management, development, maintenance and operation of six airports. The department assures that County airports are maintained and operated in compliance with state and federal regulations. The department works cooperatively with other airports located within the County regarding state and federal aviation programs, issues and requirements. The department participates and provides input to aviation industry support organizations, as necessary, to develop local, national and state aviation policy.

The County's six airports include:

1. Apple Valley Airport, a County Service Area (CSA-60) with a significant sport aviation base;
2. Baker Airport, located adjacent to the Town of Baker and supports 1-40 between Barstow and Las Vegas;
3. Barstow-Daggett Airport, which features significant military activity and the Fort Irwin Helicopter Maintenance Base, both of which support the Fort Irwin National Training Center;
4. Chino Airport, a Federal Aviation Administration (FAA) designated reliever to John Wayne Airport and one of the largest general aviation airports in the country with approximately 650 based aircraft;
5. Needles Airport, a critical transportation link along the Colorado River; and
6. Twentynine Palms Airport, a center for soaring activity serving the surrounding community, including the United Sates 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.

2014-15 ADOPTED BUDGET

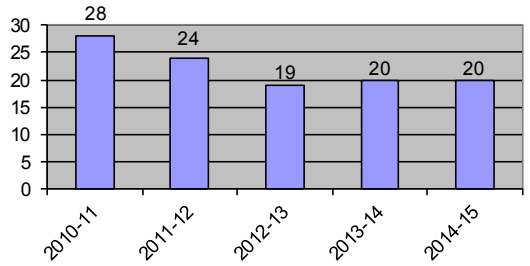
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	19	20	20	20
Limited Term	0	0	0	0
Total	19	20	20	20
Staffing Expenses	$1,814,396	$1,925,294	$1,925,294	$2,038,764

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: General

BUDGET UNIT: AAA APT
FUNCTION: Public Ways and Facilities
ACTIVITY: Transportation Terminals

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	2,233,507	2,091,771	1,632,659	1,855,067	1,925,294	2,038,764	**113,470**
Operating Expenses	1,325,493	2,004,137	1,867,509	1,855,126	1,895,778	1,758,352	**(137,426)**
Capital Expenditures	0	0	0	7,895	21,050	10,000	**(11,050)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,559,000	4,095,908	3,500,168	3,718,088	3,842,122	3,807,116	**(35,006)**
Reimbursements	(859,932)	(1,227,613)	(886,813)	(936,848)	(1,039,925)	(997,086)	**42,839**
Total Appropriation	2,699,068	2,868,295	2,613,355	2,781,240	2,802,197	2,810,030	**7,833**
Operating Transfers Out	335,210	19,000	424,000	194,696	194,696	0	**(194,696)**
Total Requirements	3,034,278	2,887,295	3,037,355	2,975,936	2,996,893	2,810,030	**(186,863)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	80,000	58,519	45,616	40,000	0	0	**0**
Fee/Rate	160,214	176,850	156,865	189,008	217,563	165,878	**(51,685)**
Other Revenue	2,849,265	2,649,144	2,821,029	2,744,516	2,730,330	2,595,996	**(134,334)**
Total Revenue	3,089,479	2,884,513	3,023,510	2,973,524	2,947,893	2,761,874	**(186,019)**
Operating Transfers In	0	0	25,000	23,502	49,000	48,156	**(844)**
Total Sources	3,089,479	2,884,513	3,048,510	2,997,026	2,996,893	2,810,030	**(186,863)**
Net County Cost	(55,201)	2,782	(11,155)	(21,090)	0	0	**0**
				Budgeted Staffing	20	20	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $2.0 million fund 20 budgeted regular positions that provide support for 6 County-operated airports. Operating expenses of $1.8 million include Countywide Services (COWCAP), property insurance, utilities, other professional services and general maintenance. Reimbursements of $997,086 are from Airport's special revenue and enterprise funds and are primarily for staffing costs and services/supplies expenses that are incurred by the Airport's general fund budget unit for personnel that are assigned to support the Apple Valley Airport and Chino Airport Commercial Hangar complex. Sources of $2.8 million primarily represent Rents and Concession receipts at the various airports.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $186,863 which includes an increase of $113,470 in staffing expenses due to anticipated retirements (leave cash outs), step increases, and an increase to general member retirement costs and a decrease in operating expenses primarily attributed to a reduction of utility charges at Chino Airport. Capital expenditures are decreasing slightly from the prior year, and consist of purchasing a mower in 2014-15 to maintain the grounds at Chino Airport. Operating transfers out are eliminated as this budget unit will not be transferring funds to the Capital Improvement Program budget in 2014-15. Sources are decreasing by $186,863 to reflect anticipated rents and concessions collection levels.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.0 million fund 20 budgeted regular positions. A minor restructuring of the department's fiscal function has resulted in the reclassification of 1 position: Fiscal Assistant to Fiscal Specialist. Reclassifying this position will align the position classification with the new scope of job duties.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	5	0	5	5	0	0	5
Apple Valley Airport	5	0	5	5	0	0	5
Barstow-Daggett Airport	2	0	2	2	0	0	2
Chino Airport	8	0	8	7	1	0	8
Total	20	0	20	19	1	0	20

Administration

	Classification
1	Airports Director
1	Airports Assistant Director
1	Airports Operations Manager
1	Fiscal Specialist
1	Staff Analyst II
5	Total

Apple Valley Airport

	Classification
1	Airport Maintenance Supervisor
2	Airport Maintenance Worker I
1	Airport Maintenance Worker II
1	Secretary I
5	Total

Barstow-Daggett Airport

	Classification
2	Airport Maintenance Worker I
2	Total

Chino Airport

	Classification
1	Airport Maintenance Supervisor
5	Airport Maintenance Worker I
1	Fiscal Assistant
1	Secretary I
8	Total

Airports Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

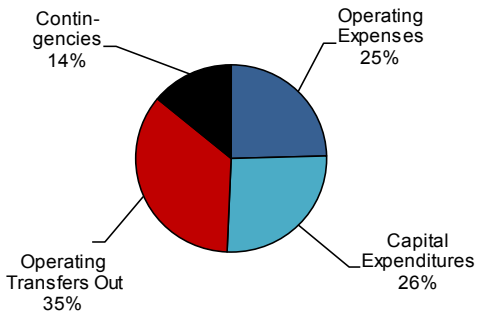
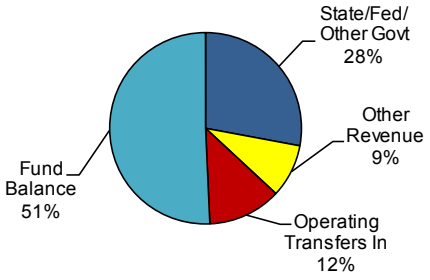
Budget at a Glance	
Requirements Less Reimbursements*	$6,156,238
Sources/Reimbursements	$3,036,030
Fund Balance	$3,120,208
Use of Fund Balance	$2,256,763
Total Staff	0
*Includes Contingencies	

Chino Airport Commercial Hangars complex is managed, maintained, and operated by the Department of Airports. The Commercial Hangars at Chino Airport were constructed in 1987 with proceeds from a 30-year bond issue. In addition to maintenance expenses, requirements are budgeted annually for insurance costs and bond repayment. Requirements for this budget unit are funded from rental revenues and available fund balance. There is no staffing associated with this budget unit. However, this budget unit reimburses the Airport's general fund budget unit for the cost of staffing incurred to support the Commercial Hangar complex.

The Chino Airport Incentive Fund was established mid-year in 2007-08 to provide separate accountability for all costs and revenues related to the objective of attracting and retaining businesses at Chino Airport. There is no staffing associated with this budget unit

Airports Capital Improvement Program is a Capital Improvement Program (CIP) that is managed by the Department of Airports and includes projects for Baker Airport, Barstow-Daggett Airport, Chino Airport, Needles Airport, and Twentynine Palms Airport. Projects funded in this budget unit include utility, storm water, and fire suppression plans, Airport Master Plans, Airport Layout Plans, construction and rehabilitation for numerous runways, taxiways, water systems, airport facilities, annual pavement maintenance, infrastructure and rehabilitation of reverted buildings. The capital projects for Apple Valley Airport (County Service Area 60) are budgeted in a separate budget unit. All Capital Improvement Projects for all six airports that are administered by the Department, or by Architecture and Engineering on behalf of the Department, are reported in the Capital Improvement Program section of this budget book. There is no staffing associated with this budget unit

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: Consolidated Special Revenue

BUDGET UNIT: Various
FUNCTION: General
ACTIVITY: Plant Acquisition

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,700,659	1,416,177	1,094,597	1,214,034	1,387,826	1,512,895	**125,069**
Capital Expenditures	3,536,343	2,925,116	539,298	914,532	2,009,566	1,607,209	**(402,357)**
Contingencies	0	0	0	0	696,497	863,445	**166,948**
Total Exp Authority	5,237,002	4,341,293	1,633,895	2,128,566	4,093,889	3,983,549	**(110,340)**
Reimbursements	0	0	(200,000)	0	0	0	**0**
Total Appropriation	5,237,002	4,341,293	1,433,895	2,128,566	4,093,889	3,983,549	**(110,340)**
Operating Transfers Out	234,000	442,100	1,057,764	583,255	2,779,078	2,172,689	**(606,389)**
Total Requirements	5,471,002	4,783,393	2,491,659	2,711,821	6,872,967	6,156,238	**(716,729)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	4,201,216	909,730	1,975,371	0	1,057,500	1,719,000	**661,500**
Fee/Rate	4,536	0	184	7,428	0	3,856	**3,856**
Other Revenue	937,734	587,260	926,599	1,677,979	1,243,183	552,964	**(690,219)**
Total Revenue	5,143,486	1,496,990	2,902,154	1,685,407	2,300,683	2,275,820	**(24,863)**
Operating Transfers In	596,210	221,100	1,111,129	758,816	1,185,480	760,210	**(425,270)**
Total Sources	5,739,696	1,718,090	4,013,283	2,444,223	3,486,163	3,036,030	**(450,133)**
				Fund Balance	3,386,804	3,120,208	**(266,596)**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Chino Airport Commercial Hangars (Fund RCI)	1,147,804	1,137,030	10,774	0
Chino Airport Incentive Fund (Fund RCO)	26,933	0	26,933	0
Airports Capital Improvement Program (Fund RAA,RCD)	4,981,501	1,899,000	3,082,501	0
Total Special Revenue Funds	6,156,238	3,036,030	3,120,208	0

Chino Airport Commercial Hangars has approximately $1.1 million in requirements for operating expenses, which includes transfers of $856,394 for the bond payment and $138,264 in services and supplies for operations. Sources of approximately $1.1 million are generated from rents and concessions receipts from commercial tenants in the amount of $547,964 and an operating transfer in from the Airports Capital Improvement Program budget unit in the amount of $585,210 to fund current services. The Chino Airport Commercial Hangars, if fully occupied at the current market lease rate, will not generate adequate revenues to fully fund the operations, maintenance, and bond obligation expenses through the bond payment period.

Chino Airport Incentive Fund has $26,933 in requirements for operating expenses for services and supplies, which is primarily for the completion of the Chino Airport Master plan, and is supported by the current fund balance of $26,933.

Airports Capital Improvement Program has $5.0 million in requirements which includes $1.6 million in capital expenditures, primarily for: the ground water assessment associated with the groundwater plume at Chino Airport for $200,000; the Chino Airport pavement and maintenance projects for $390,746; and an on-call engineering contract for various projects for $200,000. Operating transfers out of $2.2 million primarily consists of transfers to Architecture and Engineering (A&E) for management of various CIP's, including: $1.1 million for

the Chino Runway Safety and Fire Suppression project and $240,000 for the Kimball Avenue Storm Water Conveyance project, both at the Chino airport; and $585,210 to the Chino Airport Commercial Hangars to fund current services. Sources of $1.9 million are primarily from Federal grants for various CIP's including the Chino Fire Suppression Removal project.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by a net $716,729 primarily to reflect a decrease of $606,389 in operating transfers out due to fewer A&E managed projects in 2014-15. Sources are decreasing by a net $450,133 primarily attributed to the elimination of an operating transfer in from the Airport general fund budget to the Airport Capital Improvement Program budget due to financial constraints in the Airport general fund budget.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

CSA 60 – Apple Valley Airport – Operations

DESCRIPTION OF MAJOR SERVICES

County Service Area 60 (CSA 60) funds the operation, capital projects and maintenance of Apple Valley Airport, which is administered and staffed by the County of San Bernardino Department of Airports. Apple Valley Airport, which was built in 1970, is a public use airport providing general aviation services to the High Desert region. CSA 60 is primarily funded by local property tax and revenue generated from airport leasing activities.

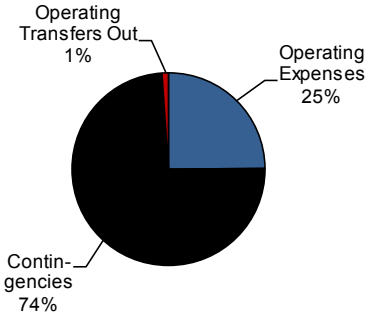
Budget at a Glance

Requirements Less Reimbursements*	$6,450,318
Sources/Reimbursements	$2,172,644
Net Budget**	($4,277,674)
Estimated Unrestricted Net Assets	$6,359,944
Use of Unrestricted Net Assets	$0
Total Staff	0

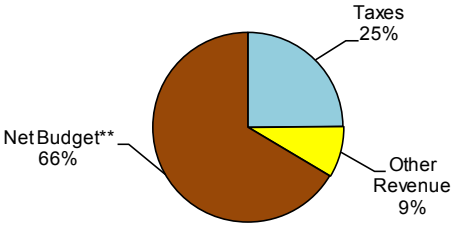
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: CSA 60 - Apple Valley Airport

BUDGET UNIT: EBJ 400
FUNCTION: Public Ways and Facilities
ACTIVITY: Transportation

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,365,828	1,431,095	1,465,115	1,394,940	2,029,536	1,599,978	**(429,558)**
Capital Expenditures	0	167,687	0	5,184	0	22,000	**22,000**
Contingencies	0	0	0	0	3,473,353	4,758,340	**1,284,987**
Total Exp Authority	1,365,828	1,598,782	1,465,115	1,400,124	5,502,889	6,380,318	**877,429**
Reimbursements	0	0	(182)	0	0	0	**0**
Total Appropriation	1,365,828	1,598,782	1,464,933	1,400,124	5,502,889	6,380,318	**877,429**
Operating Transfers Out	0	0	563,000	0	70,000	70,000	**0**
Total Requirements	1,365,828	1,598,782	2,027,933	1,400,124	5,572,889	6,450,318	**877,429**
Sources							
Taxes	1,792,854	1,888,385	1,921,496	2,033,265	1,667,539	1,600,000	**(67,539)**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	42,315	31,951	27,566	29,892	0	0	**0**
Fee/Rate	(6,255)	(13,158)	(12,738)	3,764	3,600	12,594	**8,994**
Other Revenue	823,345	650,292	638,094	722,234	563,050	560,050	**(3,000)**
Total Revenue	2,652,259	2,557,470	2,574,418	2,789,155	2,234,189	2,172,644	**(61,545)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	2,652,259	2,557,470	2,574,418	2,789,155	2,234,189	2,172,644	**(61,545)**
Net Budget**	1,286,431	958,688	546,485	1,389,031	(3,338,700)	(4,277,674)	**(938,974)**
				Budgeted Staffing	0	0	**0**

**Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $1.6 million include $859,117 in transfers to reimburse the Airport's general fund budget for staffing costs, services and supplies costs for personnel assigned to support the Apple Valley Airport, and general airport operating expenses including utilities. Contingencies of $4.8 million are set aside for future capital projects and major unanticipated expenses. Sources of $2.2 million primarily consist of $1.6 million from property tax revenue receipts and $530,050 for leasing related activity revenues.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $877,429 primarily due to a $1.3 million increase in contingencies set aside for future capital projects and major unanticipated expenses. This increase is offset by a decrease in operating expenses based on a reduction of depreciation expense of $460,006.

Sources are decreasing by $61,545 primarily due to a reduction of revenue at a realistic level for 2014-15.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit. However, this budget unit reimburses the Airport's 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 and when available, Federal Aviation Administration and Cal Trans Aeronautics grants.

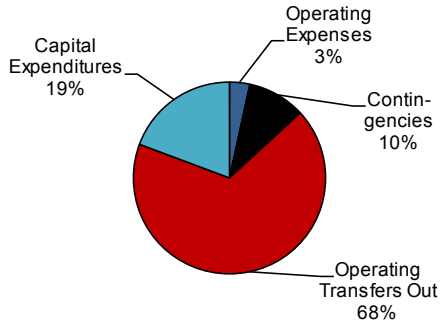
Budget at a Glance

Requirements Less Reimbursements*	$3,108,798
Sources/Reimbursements	$275,000
Net Budget**	($2,833,798)
Estimated Unrestricted Net Assets	$2,833,798
Use of Unrestricted Net Assets	$2,530,837
Total Staff	0

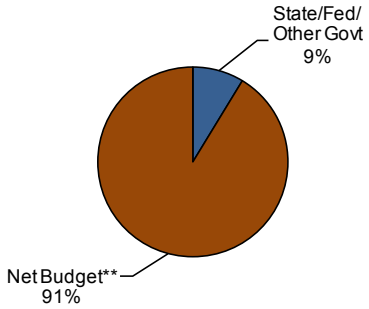
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



**Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: CSA - Apple Valley Airport Capital Improvement Program

BUDGET UNIT: RAI 400
FUNCTION: Public Ways and Facilities
ACTIVITY: Transportation

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	20,834	761,633	351,499	83,608	90,000	105,837	**15,837**
Capital Expenditures	2,711	17,627	216,857	54,535	310,000	600,000	**290,000**
Contingencies	0	0	0	0	1,702,880	302,961	**(1,399,919)**
Total Exp Authority	23,545	779,260	568,356	138,143	2,102,880	1,008,798	**(1,094,082)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	23,545	779,260	568,356	138,143	2,102,880	1,008,798	**(1,094,082)**
Operating Transfers Out	0	185,772	1,672,518	1,139,066	2,014,813	2,100,000	**85,187**
Total Requirements	23,545	965,032	2,240,874	1,277,209	4,117,693	3,108,798	**(1,008,895)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	54,000	270,000	**216,000**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	56,935	25,955	19,928	8,324	10,000	5,000	**(5,000)**
Total Revenue	56,935	25,955	19,928	8,324	64,000	275,000	**211,000**
Operating Transfers In	0	0	500,000	0	0	0	**0**
Total Sources	56,935	25,955	519,928	8,324	64,000	275,000	**211,000**
Net Budget*	33,390	(939,077)	(1,720,946)	(1,268,885)	(4,053,693)	(2,833,798)	**1,219,895**
				Budgeted Staffing	0	0	**0**

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $3.1 million consist primarily of operating transfers out of $2.1 million to Architecture and Engineering (A&E) for the management of capital improvement projects, including $1.2 million for the airport perimeter road project, $650,000 for a taxiway and parking lot reconstruction projects and $250,000 for a hangar facility door upgrade project at Apple Valley Airport. Capital expenditures of $600,000 represent three projects including $300,000 for runway pavement project, $200,000 for fog sealing and striping, $50,000 land use planning study and $50,000 on call engineering services agreement at Apple Valley Airport. Contingencies of $302,961 are set aside for future projects and/or unanticipated expenses. Sources of $275,000 consist primarily of funding from the Federal Aviation Administration (FAA) for a runway rehabilitation project.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $1.0 million primarily due to a decrease in direct construction related services and supplies expenses, and a decrease in contingencies due to use of funding for planned projects.

Sources are increasing by $211,000 primarily due to FAA grant funding for a runway rehabilitation project.

STAFFING CHANGES AND OPERATIONAL IMPACT

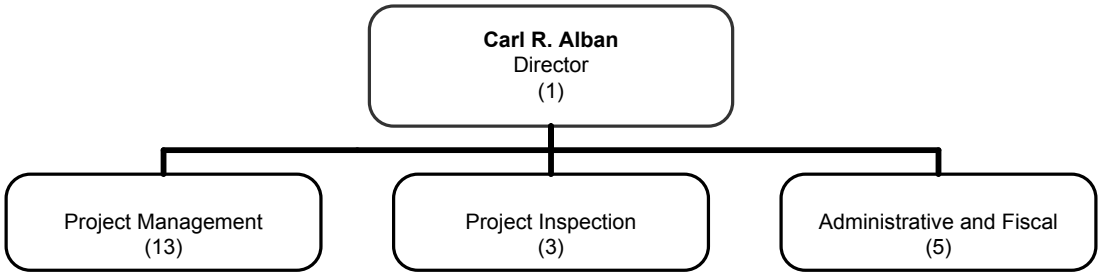
There is no staffing associated with this budget unit.

ARCHITECTURE AND ENGINEERING
Carl R. Alban

DEPARTMENT MISSION STATEMENT

The Architecture and Engineering Department is committed to the timely and cost effective design and construction of projects included in the County's annual Capital Improvement Program, providing quality improvements to ensure accessible and safe environments for County departments and the public they serve.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Completed 130 projects of varying size and locations to maximize job creation, with a total value of $180 million. These projects are funded by Discretionary General Funding, bond funds, or County departments, and have generated approximately $80 million in construction payroll and another $20 million in consultant and management fees.
- Completed 6 projects with an estimated annual savings of 815,000 kilowatt hours (kWh) and 20,000 therms, resulting in an estimated ongoing utility savings of $120,000 per year. The incentives received from the utility companies of approximately $180,000 will be utilized in continuing on-going energy efficiency projects
- Completed approximately 50 projects that have replaced or repaired mechanical systems, roofing, pavement and utility infrastructure, thereby extending their useful life and significantly reducing the number of maintenance and service calls.
- Completed 7 projects specifically related to improving public safety services, including the expansion of the High Desert Detention Center, security improvements at the Glen Helen Rehabilitation Center and the Coroner's facility; the remodel of the former Victorville station to house multiple divisions; the construction of new fire stations at Angelus Oaks and Spring Valley Lake; and the construction of the Probation Central Day Reporting Center.
- Constructed a new location for the Children's Assessment Center, expanding their ability to better serve the public. A&E also continued its efforts to improve facility accessibility with the completion of parking lot projects at the Barstow Courthouse, Barstow Library, Arrowhead Regional Medical Center, the County Government Center, and the installation of automatic doors at the Veterans Affairs Office in Rancho Cucamonga.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

Objective(s): • ***Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.***

Department Strategy: • *Continue to implement and build upon strategies developed under the County's energy efficiency partnership with SCE.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Reduction in electricity usage (kilowatt hours - kWh).	400,000	830,000	794,695	830,000
Reduction in ongoing electricity costs.	$100,000	$115,000	$109,667	$115,000
Incentives received from energy savings measures.	$85,000	$175,000	$176,762	$175,000

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: • *Complete capital projects on schedule.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of projects completed within one year of budget approval.	N/A	90%	79.5%	90%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Architecture and Engineering	0	0	0			22
Total General Fund	0	0	0			22

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Architecture and Engineering	(65,000)	(100,000)	0	32,465	0
Total	**(65,000)**	**(100,000)**	**0**	**32,465**	**0**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Architecture and Engineering	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Architecture and Engineering	(65,000)	(100,000)	0	32,465	0
Total	**(65,000)**	**(100,000)**	**0**	**32,465**	**0**

Architecture and Engineering

DESCRIPTION OF MAJOR SERVICES

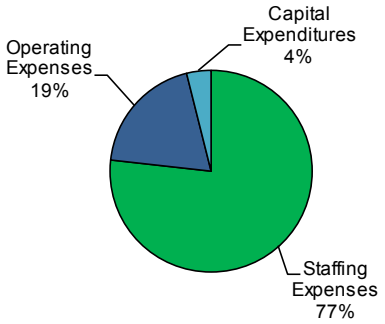
Budget at a Glance	
Requirements Less Reimbursements*	$3,254,680
Sources/Reimbursements	$3,254,680
Net County Cost	$0
Total Staff	22
Funded by Net County Cost	0%
*Includes Contingencies	

The Architecture and Engineering Department (A&E) is responsible for planning and implementing the design and construction of projects for Arrowhead Regional Medical Center, Airports, Regional Parks, Community Development and Housing and other County departments. These projects are approved as part of the annual Capital Improvement Program (CIP), or added during the year as organizational needs and priorities change. A&E collaborates with County departments and County Finance and Administration to develop the scope, schedule and budget for these projects. Following approval of the project elements, A&E administers the projects from conceptual design through construction to completion and close-out.

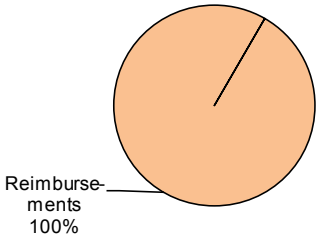
As a competitive public service organization, A&E takes pride in its ability to respond quickly to changing organizational needs and priorities, while continuing to complete quality projects in a timely and cost effective manner for the benefit of County departments and the public they serve

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

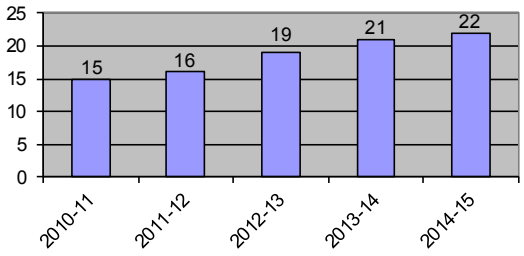


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	19	19	21	22
Limited Term	0	0	0	0
Total	19	19	21	22
Staffing Expenses	$2,077,256	$2,157,546	$2,190,011	$2,498,911

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Architecture & Engineering
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	1,787,709	1,848,263	2,003,957	2,106,223	2,190,011	2,498,911	**308,900**
Operating Expenses	353,986	324,355	378,562	243,895	445,037	628,769	**183,732**
Capital Expenditures	98,819	99,389	53,000	38,574	55,000	127,000	**72,000**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,240,514	2,272,007	2,435,519	2,388,692	2,690,048	3,254,680	**564,632**
Reimbursements	(2,313,595)	(2,452,433)	(2,470,129)	(2,357,756)	(2,657,583)	(3,254,680)	**(597,097)**
Total Appropriation	(73,081)	(180,426)	(34,610)	30,936	32,465	0	**(32,465)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	(73,081)	(180,426)	(34,610)	30,936	32,465	0	**(32,465)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	1,185	0	0	0	**0**
Other Revenue	0	0	56,103	0	0	0	**0**
Total Revenue	0	0	57,288	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	57,288	0	0	0	**0**
Net County Cost	(73,081)	(180,426)	(91,898)	30,936	32,465	0	**(32,465)**
				Budgeted Staffing	21	22	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $2.5 million make up a majority of A&E's expenditures within this budget unit. Operating expenses of $628,769 fund services and supplies, central services, travel and transfers to Information Services Department for support and Real Estate Services Department for overhead. Capital expenditures of $127,000 are for continued improvements to A&E's automated Project Tracking System and the purchase of one vehicle. Reimbursements of $3.3 million are for project management and inspection services provided by A&E staff on capital projects.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $32,465. Staffing expenses are increasing by $308,900 due to Worker's Compensation Insurance cost increase and the addition of 2 Project Manager II positions in 2013-14 that did not require a budget adjustment at the time and the addition of 1 Supervising Project Manager position in 2014-15. Additionally, operating expenses are increasing by $183,732 primarily due to an increase in Information Services Department (ISD) charges for electronic equipment maintenance and ISD direct labor. Capital expenditures of $127,000 include an increase of $72,000 ($45,000 for software development costs and $27,000 for the purchase of one vehicle). Reimbursements of $3.3 million include an increase of $597,097. The total departmental expenditure authority is fully reimbursed from services provided to the Capital Improvement Program.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.5 million fund 22 budgeted regular positions. For 2014-15, a Supervising Project Manager position is added due to the increase in Project Managers supervised and workload requirements, and a Project Development Analyst position is reclassified to a Project Manager I position to be more consistent with the work being performed, increasing the number of budgeted staffing from 21 to 22 regular positions. Three positions in the Administrative and Fiscal section of Real Estate Services are budgeted in this department.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administrative and Fiscal-Real Estate Services	3	0	3	3	0	0	3
A&E Administration	3	0	3	3	0	0	3
Project Management	13	0	13	8	4	1	13
Project Inspection	3	0	3	3	0	0	3
Total	22	0	22	17	4	1	22

Administrative and Fiscal Real Estate Services

	Classification
1	Director
1	Office Assistant III
1	Secretary II
3	Total

A&E Administration

	Classification
1	Accountant III
1	Accounting Technician
1	Fiscal Specialist
3	Total

Project Management

	Classification
2	Supervising Project Manager
3	A/E Project Manager III
5	A/E Project Manager II
3	A/E Project Manager I
13	Total

Project Inspection

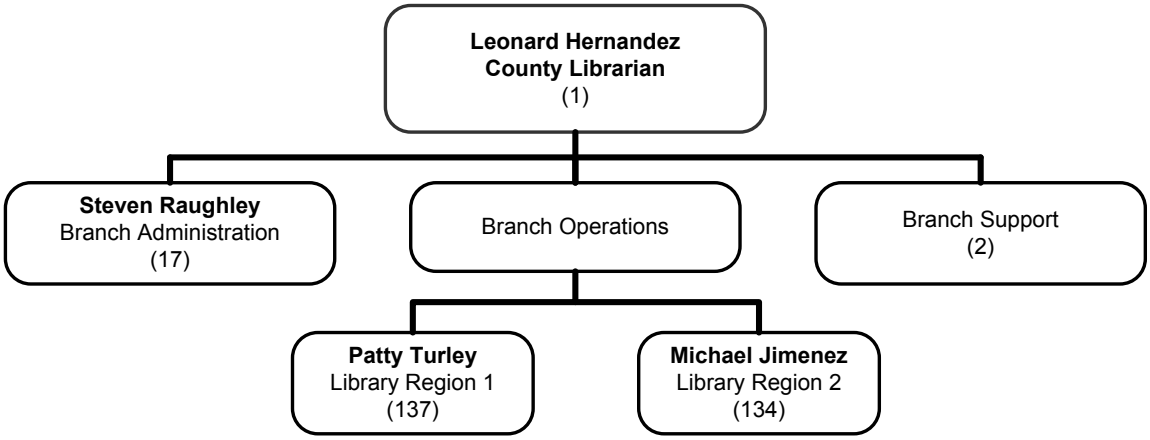
	Classification
3	Building Construction Inspector
3	Total

COUNTY LIBRARY
Leonard X. Hernandez

DEPARTMENT MISSION STATEMENT

The San Bernardino County Library System (SBCL) is a dynamic network of 32 branches that serves a diverse population over a vast geographic area. SBCL strives to provide equal access to information, technology, programs, and services for all the people who call San Bernardino County home.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Implemented the Federal E-Rate program, which allowed for library branches to offer faster internet access and the addition of Wi-Fi.
- Refreshed both public and staff computers at the Trona, Adelanto, Apple Valley, Fontana, Wrightwood, Joshua Tree, Chino, Grand Terrace, Needles, and Twentynine Palms library branches.
- Added over $1.0 million in new library materials and digital eContent.
- Remodeled the Apple Valley Library which included the addition of a computer lab, repainting and recarpeting, and a more efficient layout.
- Partnered with First 5 for the first combined Reading Railroad program, which drew over 3,500 participants at the Hesperia and Fontana Lewis Library locations.
- Served 408 adults through the Adult Learning Program.
- Reviewed and revised staffing schedules at various branch locations to ensure better coverage during peak demand periods.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy:

- *Maintain a replacement cycle for computer hardware between 4 - 6 years to ensure that public access computers are available for use and fully functional with reliable hardware and software*
- *Continue to replace outdated materials and purchase new materials to give library customers access to the latest information and new personal enrichment resources*
- *Offer programs for multiple age groups to promote the Countywide Vision of cradle-to-career education, fostering personal and professional development and enrichment*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Average age of public use computers (years)	N/A	N/A	N/A	5
Number of attendees at branch Library programs	N/A	N/A	30,000	35,000

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department 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.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of Digital Materials checked out.	N/A	25,000	54,273	47,000

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Fund						
County Library	20,215,880	13,975,283		6,240,597		291
Total Special Revenue Fund	20,215,880	13,975,283		6,240,597		291
Total - All Fund	20,215,880	13,975,283	0	6,240,597	0	291

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Library	15,981,597	13,938,172	14,977,128	18,867,212	20,215,880
Total	**15,981,597**	**13,938,172**	**14,977,128**	**18,867,212**	**20,215,880**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Library	15,828,469	13,388,182	13,863,670	14,200,732	13,975,283
Total	**15,828,469**	**13,388,182**	**13,863,670**	**14,200,732**	**13,975,283**

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Library	153,128	549,990	1,113,458	4,666,480	6,240,597
Total	**153,128**	**549,990**	**1,113,458**	**4,666,480**	**6,240,597**

County Library

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

Requirements Less Reimbursements*	$20,318,624
Sources/Reimbursements	$14,078,027
Fund Balance	$6,240,597
Use of Fund Balance	$2,714,900
Total Staff	291

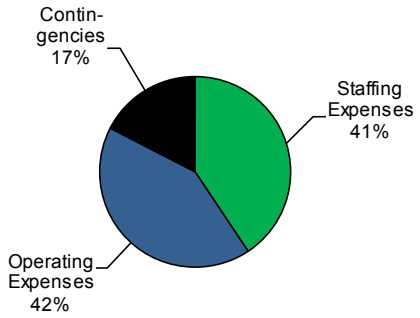
*Includes Contingencies

The San Bernardino County Library (Library) provides public library services through a network of thirty two branches in the unincorporated areas and seventeen cities within the County. The Library provides access to information through its materials collection and offers more than 1,000 Internet accessible public computers. These public computers also provide access to a number of online databases and other electronic resources. Electronic access to the County 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. The system allows for patrons at any of the 32 library branches to directly request materials held at other branches and have those items delivered to their local branch for pick up. In addition, the Library's OverDrive system allows online access for library patrons to thousands of eBooks, Audiobooks, music, and video through their personal device or web browser.

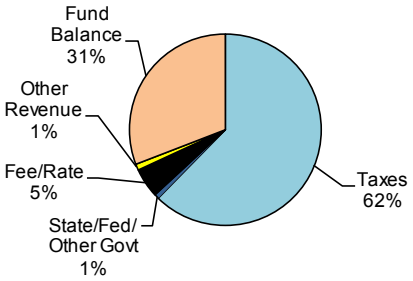
The Library is continuing to complete a major improvement to its computer communications infrastructure for the coming year. This will be accomplished by greatly increasing available bandwidth at 29 branch locations. This will not only allow faster Internet access, it will also allow the Library to add wireless service to most branches currently without wireless connectivity. The annual costs for the upgrade will actually be less than the Library is currently paying for those services – primarily due to significant federal and state discounts.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

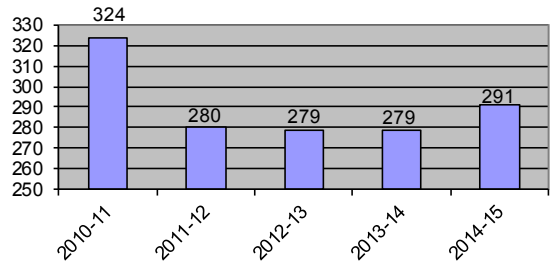


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	279	279	279	279
Limited Term	0	0	0	12
Total	279	279	279	291
Staffing Expenses	$7,752,142	$8,185,916	$7,671,416	$8,226,153

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: County Library
FUND: County Library

BUDGET UNIT: SAP CLB
FUNCTION: Education
ACTIVITY: Library

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	9,897,502	7,407,588	6,847,673	7,101,062	7,671,416	8,226,153	**554,737**
Operating Expenses	5,700,577	5,658,055	6,071,809	7,619,788	7,658,905	8,484,983	**826,078**
Capital Expenditures	48,093	16,256	0	24,268	30,000	20,000	**(10,000)**
Contingencies	0	0	0	0	3,468,600	3,525,697	**57,097**
Total Exp Authority	15,646,172	13,081,899	12,919,482	14,745,118	18,828,921	20,256,833	**1,427,912**
Reimbursements	(266,999)	(45,924)	(73,177)	(105,384)	(61,000)	(102,744)	**(41,744)**
Total Appropriation	15,379,173	13,035,975	12,846,305	14,639,734	18,767,921	20,154,089	**1,386,168**
Operating Transfers Out	61,791	144,870	40,825	82,991	99,291	61,791	**(37,500)**
Total Requirements	15,440,964	13,180,845	12,887,130	14,722,725	18,867,212	20,215,880	**1,348,668**
Sources							
Taxes	12,248,522	12,008,997	13,155,918	13,883,392	12,472,667	12,597,396	**124,729**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	1,290,484	456,883	253,000	248,004	255,119	161,603	**(93,516)**
Fee/Rate	1,074,742	979,092	1,026,706	1,046,064	1,048,800	1,008,800	**(40,000)**
Other Revenue	453,898	301,477	1,749,615	1,010,963	336,246	207,484	**(128,762)**
Total Revenue	15,067,646	13,746,449	16,185,239	16,188,423	14,112,832	13,975,283	**(137,549)**
Operating Transfers In	761,850	0	168,397	87,863	87,900	0	**(87,900)**
Total Sources	15,829,496	13,746,449	16,353,636	16,276,286	14,200,732	13,975,283	**(225,449)**
				Fund Balance	4,666,480	6,240,597	**1,574,117**
				Budgeted Staffing	279	291	**12**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $8.2 million are the largest portion of the department's expenditures, which encompasses staffing for 32 library branches and support staff at Library Administration. Operating expenses of $8.5 million include general operating expenses for branch locations, computer and telecommunication charges for internet access at branch locations, utilities, COWCAP charges, and custodial/maintenance charges. Sources of $14.0 million primarily represent property tax allocations and library fines and fees collected from patrons. Of the $6.2 million in Fund Balance, $1.9 million is comprised of RDA funds being held pending a final disposition.

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the department include an increase in operating expenses due to planned improvements to various County Library branches and replacement of outdated Radio Frequency Identification equipment for patron self-service checkout. Anticipated improvements include carpet and paint refreshes and floor plan reconfigurations at the Needles, Phelan, and Yucca Valley Branch libraries. Major revenue changes also include an increase in property tax allocations, and a decrease in state aid due to the State Library's decision to only provide one-time funding for literary services.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $8.2 million fund 291 budgeted positions, of which 279 are regular positions and 12 are student intern positions. The Library is adding 12 paid student intern positions to cultivate future library staff and create job opportunities for young people, leading to greater career opportunities. The Library is reclassifying an Automated Systems Analyst I position to a Librarian II, due to a position now being needed in the area of material development and program administration. The budget also includes reclassifying a Library Services Manager position to an Administrative Manager position, due to the position performing higher level duties and expanded management responsibilities.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Library Administration	20	0	20	18	2	0	20
Library Region 1	131	6	137	113	18	6	137
Library Region 2	128	6	134	108	20	6	134
Total	279	12	291	239	40	12	291

Library Administration

	Classification
1	County Librarian
1	Administrative Manager
1	Library Regional Manager
2	Librarian II
1	Librarian I
5	Automated Systems Technician
1	Fiscal Specialist
1	Payroll Specialist
1	Graphic Designer
3	Library Assistant
1	Library Assistant II
1	Office Assistant I
1	Office Assistant II
20	Total

Library Region 1

	Classification
1	Library Regional Manager
2	Librarian II
9	Librarian I
72	Library Assistant
47	Library Page
6	Student Intern
137	Total

Library Region 2

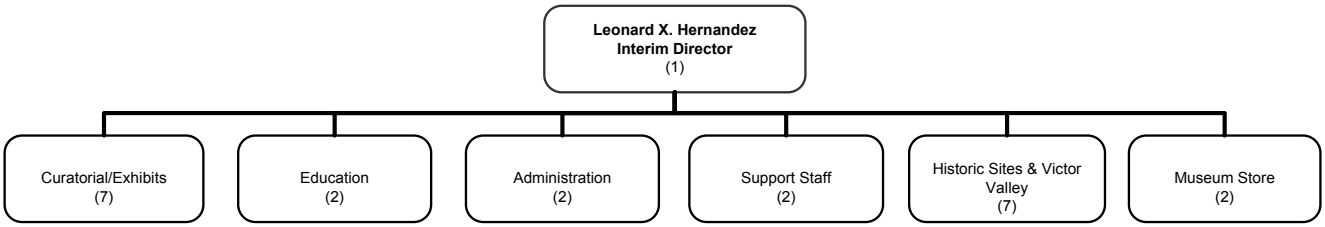
	Classification
1	Library Regional Manager
3	Librarian II
10	Librarian I
61	Library Assistant
53	Library Page
6	Student Intern
134	Total

COUNTY MUSEUM
Leonard X. Hernandez

DEPARTMENT MISSION STATEMENT

The San Bernardino County Museum maintains and develops unique cultural and natural science collections related to the region and the greater Southwest. Through responsible collection, preservation, exhibition, and education, the County Museum inspires the public to a deeper understanding of their cultural and natural history.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Completed a Capital Improvement Project to remove the carpeting from the Mammal Hall in order to comply with the Museum's Pest Management policy. Replaced with epoxy based flooring, which will greatly reduce the ability for pests to damage the artifacts and exhibits.
- Repainted the patron areas of the Museum to refresh the look of these areas.
- Sandblasted, primed and repainted the Geodesic Dome to ensure protection of the metal structure. In addition, the decaying walkway around the dome was removed and replaced with a more durable material.
- Partnered with Veteran Affairs to create an exhibit called Aquaponics. This partnership will add a new element of education to share with visitors and patrons regarding the life cycle of fish within its ecosystem and how the waste is recycled into the vegetable garden.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy: • *Museum Outreach - Great ShakeOut earthquake drills to educate people in homes, schools, and organizations to improve preparedness and practice how to be safe.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of entities participating in annual ShakeOut event at County Museum.	30	33	31	32

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: • *Open new exhibits and offer educational programming to promote repeat attendance and boost admission sales and interest in the Museum.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of general attendees visiting the Redlands Museum.	N/A	N/A	45,000	50,000

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

Objective(s): • ***Live within our means, fully funding the maintenance of infrastructure and facilities, the provision of state-of-the-art basic operating systems, liabilities, and reserves; while forming capital to strategically invest in the future.***

Department Strategy:
- *Partner with the Museum Association to develop special events and programs that benefit the community and promote greater interest in the Museum.*
- *Develop partnerships with key regional corporations to secure funding and programmatic sponsorships.*
- *Secure funding from California Seismic Safety Commission for construction of Hall of Geological Wonders earthquake exhibition.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Secure programmatic and special event funding support from Museum Association.	$0	$50,000	$0	$30,000

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
County Museum	3,191,462	457,050	2,734,412			21
Total General Fund	3,191,462	457,050	2,734,412			21
Enterprise Fund						
Museum Store	69,131	55,000			(14,131)	2
Total Enterprise Fund	69,131	55,000			(14,131)	2
Total - All Funds	3,260,593	512,050	2,734,412	0	(14,131)	23

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Museum	3,117,899	3,450,743	3,608,929	3,156,548	3,191,462
Museum Store	71,214	68,355	79,407	67,174	69,131
Total	**3,189,113**	**3,519,098**	**3,688,336**	**3,223,722**	**3,260,593**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Museum	1,615,981	1,590,195	1,740,766	975,006	457,050
Museum Store	70,366	67,000	60,000	55,000	55,000
Total	**1,686,347**	**1,657,195**	**1,800,766**	**1,030,006**	**512,050**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Museum	1,501,918	1,860,548	1,868,163	2,181,542	2,734,412
Total	**1,501,918**	**1,860,548**	**1,868,163**	**2,181,542**	**2,734,412**

5-YEAR NET BUDGET TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Museum Store	(848)	(1,355)	(19,407)	(12,174)	(14,131)
Total	**(848)**	**(1,355)**	**(19,407)**	**(12,174)**	**(14,131)**

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

County Museum

DESCRIPTION OF MAJOR SERVICES

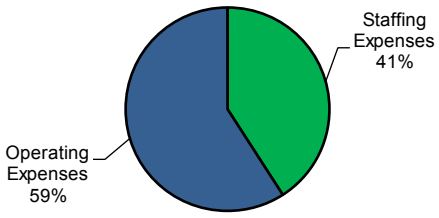
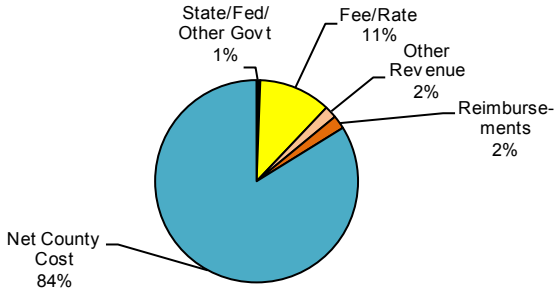
Budget at a Glance	
Requirements Less Reimbursements*	$3,261,462
Sources/Reimbursements	$527,050
Net County Cost	$2,734,412
Total Staff	21
Funded by Net County Cost	84%
*Includes Contingencies	

The County Museum ranks among the top accredited regional museums in California and provides enhanced "Quality of Life" for County and regional residents. It contains an encyclopedic collection of cultural and natural heritage in public trust from the greater Southwest region. The Museum is comprised of the following divisions: Education, Exhibitions, Anthropology, History/Archives and Geological Sciences. All divisions enhance public learning through educational services for families, general public, school groups, educators, and scholars at the main Museum facility, historic sites and Victor Valley Museum. The County Museum specifically enriches "Quality of Life" to County residents through cultural and natural science educational programs and activities for the public at its facility in Redlands, as well as the following seven regional sites: Agua Mansa Cemetery in Colton, Casa de Rancho Cucamonga (John Rains House) in Rancho Cucamonga, Daggett Stone Hotel in Barstow, Asistencia Outpost of the Mission San Gabriel in Redlands, Yorba-Slaughter Families Adobe in Chino, Yucaipa Adobe in Yucaipa and the Victor Valley Museum in Apple Valley. These programs and activities involve the preservation of cultural and natural heritage collections, display of permanent and special exhibitions, and care and preservation of historical sites depicting the history and culture of San Bernardino County and the greater southwest region. The County Museum has been accredited by the American Association of Museums since February 23, 1973. In 2002, the Museum received its reaccreditation that will continue through 2017.

In 2014-15, the County Museum will be working with a consultant to review the operations, collections, and readiness for accreditation. This process will enhance the Museum's ability to leverage its institutional value while identifying sustainable ways to advance in achieving the County Vision. Museum staff will also be working as a team to continue presenting educational programs, highlight the Museum's collections, and refine the services it offers to be as competitive as possible in the area of grants and funding opportunities. Part of this process will include reviewing the Hall of Geological Wonders to determine a phased approached of opening aspects of the exhibits and thereby enhancing the Museum experience and attendance.

For 2014-15, an increase of $552,870 in Net County Cost is necessary to sustain Museum operation at a minimal level with bridge funding while the consultant review is conducted. Included in Net County Cost is $125,000 as a one-time amount for the transition of the Victor Valley Museum.

2014-15 ADOPTED BUDGET

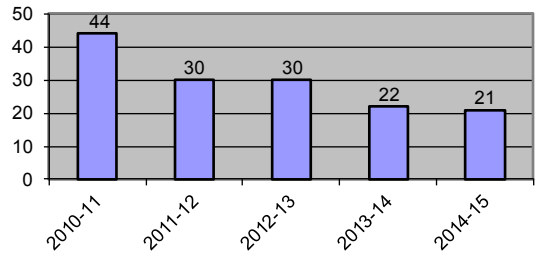
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	22	16	16	15
Limited Term	8	6	6	6
Total	30	22	22	21
Staffing Expenses	$1,997,567	$1,401,302	$1,532,877	$1,333,483

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: County Museum
FUND: General

BUDGET UNIT: AAA CCM
FUNCTION: Recreation
ACTIVITY: Culture

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	2,312,848	1,829,324	1,682,722	1,470,764	1,532,877	1,333,483	**(199,394)**
Operating Expenses	955,311	1,688,820	1,535,055	1,598,512	1,689,671	1,927,979	**238,308**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,268,159	3,518,144	3,217,777	3,069,276	3,222,548	3,261,462	**38,914**
Reimbursements	(150,261)	(69,675)	(136,000)	(66,000)	(66,000)	(70,000)	**(4,000)**
Total Appropriation	3,117,898	3,448,469	3,081,777	3,003,276	3,156,548	3,191,462	**34,914**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,117,898	3,448,469	3,081,777	3,003,276	3,156,548	3,191,462	**34,914**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	822,589	86,137	27,604	0	4,250	19,250	**15,000**
Fee/Rate	413,179	744,603	804,497	484,603	830,696	374,000	**(456,696)**
Other Revenue	380,188	759,078	(151,424)	101,287	140,060	63,800	**(76,260)**
Total Revenue	1,615,956	1,589,818	680,677	585,890	975,006	457,050	**(517,956)**
Operating Transfers In	0	0	138,000	0	0	0	**0**
Total Sources	1,615,956	1,589,818	818,677	585,890	975,006	457,050	**(517,956)**
Net County Cost	1,501,942	1,858,651	2,263,100	2,417,386	2,181,542	2,734,412	**552,870**
				Budgeted Staffing	22	21	**(1)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $1.3 million fund 15 regular budgeted positions and 6 limited term budgeted positions that provide program services and oversight for the main Museum facility in Redlands, Victor Valley Museum and six historic sites throughout the County. Operating expenses of $1.9 million primarily includes services and supplies expenses of $377,347 for educational programming, exhibits, insurance, advertising, security services, general operating expenses; transition costs of $125,000 for the Victor Valley Museum; COWCAP charges of $784,979; central services charges of $474,536 for Facilities Management and Information Services Department charges; and transfers of $131,917 primarily related to the Museum's off-site storage. Reimbursements of $70,000 are from the Apple Valley Airport operating budget for phase I and II of a new interpretive exhibit. Sources of $457,050 are primarily derived from admission fees, education service revenue, facility rental fees, and Archeological Information Center fees.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $34,914 due to a decrease in staffing expenses of $199,394 primarily due to the deletion of 1 position, which will have a minimal impact on daily operations. Operating expenses are increasing by $238,308 primarily due to increased COWCAP and internal County charges. Sources are decreasing by $517,956 primarily due to state and federal contracts ending with no replacement contracts currently approved, and by scaling back fee and program revenue projections to a conservative level. Net County Cost of $2.7 million has been increased by $552,870 to sustain Museum operations at a minimal level while a more comprehensive study is conducted with respect to reorganizing and developing innovative solutions for the Museum's financial challenges. Of this amount, $125,000 is a one-time increase for the transition of the Victor Valley Museum.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.3 million fund 21 budgeted positions, of which 15 are regular positions and 6 are limited term positions. Staffing changes are comprised of the deletion of 1 Museum Excavation Technician (vacant) position.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	3	0	3	2	1	0	3
Curatorial/Exhibits	7	0	7	6	1	0	7
Education	2	0	2	2	0	0	2
Support Staff	2	0	2	2	0	0	2
Historic Sites & Victor Valley	1	6	7	7	0	0	7
Total	15	6	21	19	2	0	21

Administration

	Classification
1	Director
1	Accounting Technician
1	Fiscal Assistant
3	Total

Curatorial/Exhibits

	Classification
1	Senior Curator
4	Museum Curator
1	Associate Curator
1	Museum Preparator
7	Total

Education

	Classification
1	Museum Educator
1	General Service Worker II
2	Total

Support Staff

	Classification
1	General Maintenance Worker
1	Media Specialist
2	Total

Historic Sites & Victor Valley

	Classification
6	Contract Site Managers
1	Secretary I
7	Total

Museum Store

DESCRIPTION OF MAJOR SERVICES

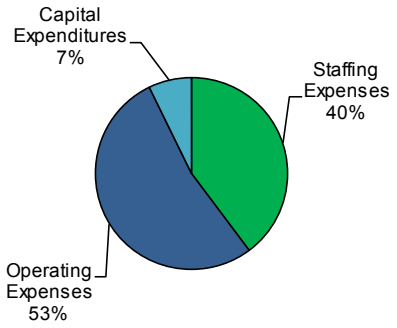
Budget at a Glance	
Requirements Less Reimbursements*	$69,131
Sources/Reimbursements	$55,000
Net Budget	($14,131)
Estimated Unrestricted Net Assets	$86,350
Use of Unrestricted Net Assets	$14,131
Total Staff	2
*Includes Contingencies	

The Museum Store operates as an enterprise fund under the management of the San Bernardino County Museum. The store is considered a critical part of the K-12 visitor experience and provides many museum related items for sale including books and publications, educational toys, thematic novelty items related to exhibitions, jewelry, minerals, and souvenirs. The Museum Store provides important information to patrons regarding current exhibitions in the Museum, and enhances lifelong learning for families and adult audiences.

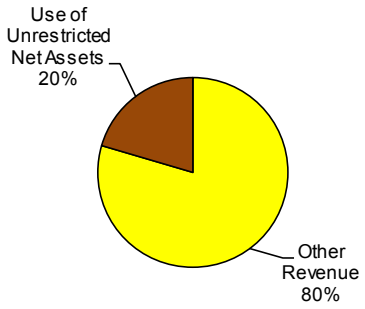
The Museum store continues to develop its operations and product offerings to ensure sales correspond with new exhibits, services, and new programs. Alternative store products will continue to be introduced and evaluated to maintain a positive cash balance.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

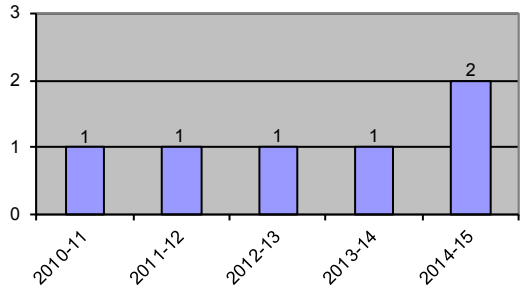


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Postitions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	1	1	1	2
Limited Term	0	0	0	0
Total	1	1	1	2
Staffing Expenses	$35,821	$35,900	$35,900	$27,492

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Museum Store
FUND: Enterprise

BUDGET UNIT: EMM CCR
FUNCTION: Community & Cultural
ACTIVITY: Cultural

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	35,923	33,537	12,247	3,144	35,900	27,492	**(8,408)**
Operating Expenses	21,788	127	39,836	23,962	31,274	36,639	**5,365**
Capital Expenditures	0	0	0	0	0	5,000	**5,000**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	57,711	33,664	52,083	27,106	67,174	69,131	**1,957**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	57,711	33,664	52,083	27,106	67,174	69,131	**1,957**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	57,711	33,664	52,083	27,106	67,174	69,131	**1,957**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	70,366	66,566	43,523	83,767	55,000	55,000	**0**
Total Revenue	70,366	66,566	43,523	83,767	55,000	55,000	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	70,366	66,566	43,523	83,767	55,000	55,000	**0**
Net Budget*	12,655	32,902	(8,560)	56,661	(12,174)	(14,131)	**(1,957)**
				Budgeted Staffing	1	2	**1**

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $27,492 fund two part-time regular positions that operate the Museum Store. Operating expenses of $36,639 are specific to purchases for resale (inventory), and include $5,000 for point-of-sale system (POS) software purchases. Equipment costs of $5,000 are included to purchase hardware in connection with the outdated POS. Sources of $55,000 are generated from novelty items/souvenirs product sales, books and publications.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1,957 due to an increase in operating expenses and capital expenditures for a new point-of-sale system, offset by decreased staffing costs as the result of funding two part-time positions instead of one full-time position.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $27,492 fund 2 budgeted part-time regular positions. The Museum has converted the 1 full-time General Services Worker II position into 2 part-time positions. This will allow for greater coverage at the Museum Store to ensure that it is open during the peak hours each day the Museum is open.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Museum Store	2	0	2	0	1	1	2
Total	2	0	2	0	1	1	2

Museum Store

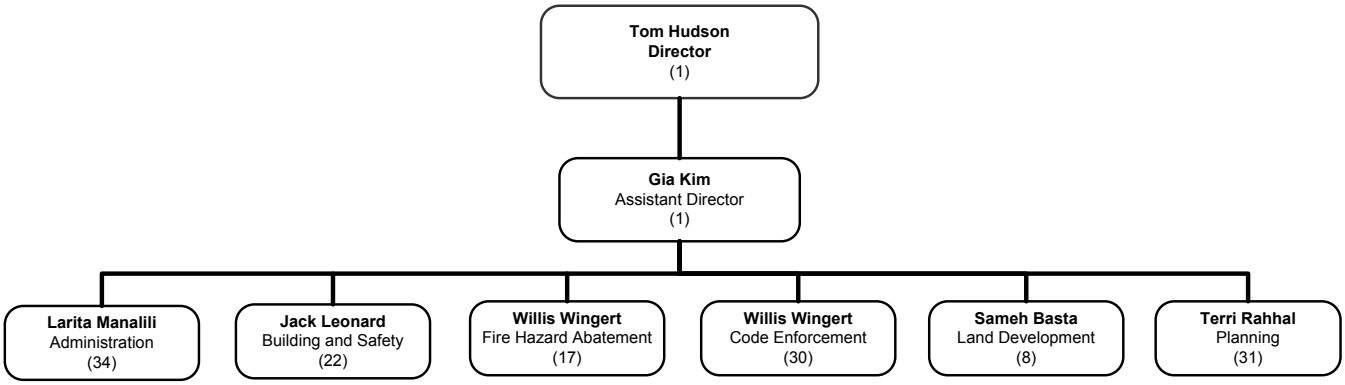
	Classification
2	General Services Worker II
2	Total

LAND USE SERVICES
Tom Hudson

DEPARTMENT MISSION STATEMENT

The Land Use Services Department is dedicated to ensuring a balance in the areas of housing, business, and recreational needs for the diverse cultures and communities of San Bernardino County. This is accomplished through comprehensive regional planning and enforcement of building standards, land uses, and environmental impacts.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Created a Leadership Response Team and a comprehensive, easy-to-use Customer Survey Program
- Provided the ability to Skype with customers from office to office through remote communication at the front counter
- Used County Fire Crews to abate fire hazards. This new partnership kept an additional crew available to fight fires throughout the peak fire season
- Planning created a Minor Revision Application and Fee to reduce the cost and procedure for minor revisions proposed by applicants
- Planning worked through Legislative Analysts to review and comment on proposed California Environmental Quality Act reforms
- Completed over 20,000 Building and Safety inspection calls. Over 95% of inspection calls were performed on scheduled days
- Created a “One Stop Shop” for permitting system, integrating Land Use Services, Fire, Land Development and Environmental Health Services
- Consolidated the grading plan review process to minimize the review time
- Transferred building violation work to Code Enforcement
- Implemented a self-certification program for smoke detectors and carbon monoxide alarms, thereby alleviating unnecessary second-day calls and applicant inconveniences
- Reduced the average processing time for complex conditional use permit project applications by 26%
    - Use of a new tracking system to analyze staff time utilization and to assist in future decisions
    - Closer coordination between intake technicians at the Planning front counter and the project planners
    - Emphasis on explaining the need for special studies (biological, geologic, etc.) before the application packet is submitted
    - Use of contract planners to process applications when there is an unexpected increase in application submittals and for specialized reviews

    - New Standard Operating Procedures including scheduling projects for Development Review Committee meetings and Planning Commission hearings
- Enhanced cost recovery practices for Fire Hazard Abatement
- Expanded the Short Term Rental Program by 21%
- Streamlined review process with Special Districts
- Awarded grants through the Resource Development Team
    - SCAG Compass Blueprint Sustainability Program Grant $90,000
    - CEC Renewable Energy Element Grant $700,000
- Improved website to include FAQ's for the most common questions received from the public in order to enhance our customer service and operate more efficiently
- Developed website to allow public to search for the zoning of their home
- Enhanced Demolition and Board-up program
- Enhanced prosecution of entrenched problem cases in Code Enforcement
- Created and adopted new Solar Ordinance
- Reorganized Mining Team and permit system
- Established an electronic plan submittal (ePlans) for planning projects
- Met with thirteen cities (Rialto, Ontario, Big Bear Lake, Chino, Redlands, San Bernardino, Rancho Cucamonga, Fontana, 29 Palms, Grand Terrace, Yucca Valley, Colton and Barstow) as of April 8, 2014 to keep communication open on land use and development matters and coordinating planning efforts. At least three additional city visits will be scheduled in April 2014
- Building and Safety Inspectors and Plans Examiners obtained training on the 2013 CA Codes
- Code Enforcement abated 22 dangerous buildings
- Code Enforcement streamlined the Rehab/Demo program and successfully met the 10% reduction time to complete demolition projects
- Fire Hazard Abatement changed its policies to meet the Constitutional principle of equal treatment under the law with the goal of increasing timely compliance to Notices to Abate
- Fire Hazard Abatement achieved the 99% target of successful abatements for properties identified as having hazardous conditions
- Planning worked with Economic Development, California Department of Health, and the City of Rialto in a public/private collaboration with the developer on the Bloomington Housing Project, an affordable housing community that utilized federal funds to provide safe and healthy affordable housing, a community library and community space where services will be provided

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

Objective(s): • ***Review and revise fees, processes and decision-making to ensure a business friendly environment.***

Department Strategy: • *Set standards for timely permitting processes in keeping with industry norms*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Complete initial commercial plan reviews within 4 weeks (BNS)	N/A	N/A	N/A	80%
Complete initial residential plan reviews within 3 weeks (BNS)	N/A	N/A	N/A	80%
Complete initial small miscellaneous plan reviews within 2 weeks (BNS)	N/A	N/A	N/A	80%
Complete building inspections within one business day (BNS)	N/A	N/A	N/A	80%
Review drainage studies, grading plans and WQMPs within 4 weeks (LND)	N/A	N/A	N/A	80%
Review ministerial Building & Safety permits within 2 weeks (LND)	N/A	N/A	N/A	75%
Decrease average number of days to achieve Code compliance (CEN)	N/A	N/A	N/A	25%
Abate fire hazards within 60 days of second inspection (FHA)	N/A	N/A	N/A	100%
Complete initial review of planning permit applications within 3 weeks of acceptance (PLN)	N/A	N/A	N/A	70%

COUNTY GOAL: **ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY**

Objective(s):
- ***Work with cities to ensure that County zoning and development standards in their spheres of influence are more compatible.***
- ***Fund an update to the General Plan, update the Development Code and Master Plans, and create more Community and Specific Plans in order to move away from a "one size fits all" approach and recognize the unique character and needs of all unincorporated areas of the County.***

Department Strategy: • *Create systematic, timely and efficient strategic planning processes consistent with Countywide Vision*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Respond to concerns from cities/towns within 4 weeks (PLN)	N/A	N/A	N/A	100%
Complete 100% of 2014-15 work plan for General and Community Plan updates (PLN) as follows: • Develop a framework of priorities, values and processes to guide the General Plan Update • Complete comprehensive inventories of best practices for all elements of the General Plan • Complete evaluation of alternatives and tools for the General Plan Update • Complete 50% of Community Plan Updates	N/A	N/A	N/A	100%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Administration	467,142	0	467,142			36
Planning	7,962,234	3,687,107	4,275,127			31
Building and Safety	5,055,324	4,561,075	494,249			22
Code Enforcement	5,430,663	858,000	4,572,663			30
Fire Hazard Abatement	2,542,266	2,303,869	238,397			17
Land Development	1,151,667	548,398	603,269			8
Total General Fund	22,609,296	11,958,449	10,650,847			144
Total - All Funds	22,609,296	11,958,449	10,650,847	0	0	144

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Administration	310,000	238,319	720,757	1,182,772	467,142
Planning	4,573,733	4,922,906	8,476,076	9,107,551	7,962,234
Building and Safety	3,230,783	3,481,434	3,965,842	4,469,829	5,055,324
Code Enforcement	3,817,881	4,631,393	4,629,622	5,597,193	5,430,663
Fire Hazard Abatement	1,797,208	2,040,062	1,895,018	2,531,429	2,542,266
Land Development	0	0	0	1,031,926	1,151,667
Total	**13,729,605**	**15,314,114**	**19,687,315**	**23,920,700**	**22,609,296**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Administration	0	0	0	0	0
Planning	2,133,427	1,834,449	2,500,618	3,929,617	3,687,107
Building and Safety	3,061,417	4,656,377	3,405,184	3,857,750	4,561,075
Code Enforcement	701,773	458,747	408,955	643,756	858,000
Fire Hazard Abatement	2,024,251	1,894,881	1,626,270	2,251,250	2,303,869
Land Development	0	0	0	385,000	548,398
Total	**7,920,868**	**8,844,454**	**7,941,027**	**11,067,373**	**11,958,449**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Administration	310,000	238,319	720,757	1,182,772	467,142
Planning	2,440,306	3,088,457	5,975,458	5,177,934	4,275,127
Building and Safety	169,366	(1,174,943)	560,658	612,079	494,249
Code Enforcement	3,116,108	4,172,646	4,220,667	4,953,437	4,572,663
Fire Hazard Abatement	(227,043)	145,181	268,748	280,179	238,397
Land Development	0	0	0	646,926	603,269
Total	**5,808,737**	**6,469,660**	**11,746,288**	**12,853,327**	**10,650,847**

Administration

DESCRIPTION OF MAJOR SERVICES

The Administration Division provides centralized fiscal services, personnel, and customer service support to all divisions and offices throughout Land Use Services.

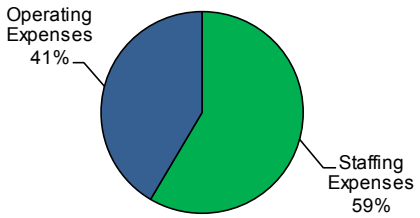
Budget at a Glance

Requirements Less Reimbursements*	$4,733,365
Sources/Reimbursements	$4,266,223
Net County Cost	$467,142
Total Staff	36
Funded by Net County Cost	10%

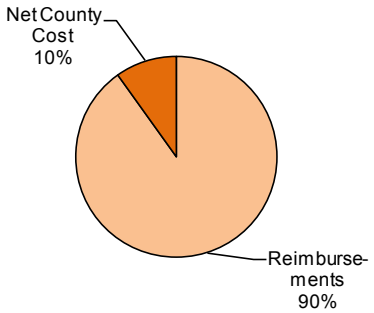
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

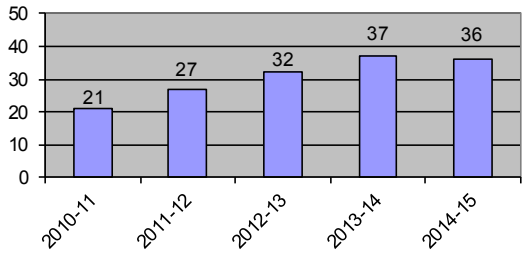


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	29	35	36	31
Limited Term	3	1	1	5
Total	32	36	37	36
Staffing Expenses	$2,676,215	$2,963,608	$2,954,322	$2,769,147

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Administration
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	1,461,337	1,954,371	2,363,182	2,592,364	2,954,322	2,769,147	**(185,175)**
Operating Expenses	1,960,480	1,994,056	1,510,832	1,920,197	2,071,964	1,964,218	**(107,746)**
Capital Expenditures	0	14,976	0	634,950	700,000	0	**(700,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,421,817	3,963,403	3,874,014	5,147,511	5,726,286	4,733,365	**(992,921)**
Reimbursements	(3,111,817)	(3,725,084)	(3,852,761)	(4,040,418)	(4,543,514)	(4,266,223)	**277,291**
Total Appropriation	310,000	238,319	21,253	1,107,093	1,182,772	467,142	**(715,630)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	310,000	238,319	21,253	1,107,093	1,182,772	467,142	**(715,630)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	67	0	0	0	**0**
Total Revenue	0	0	67	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	67	0	0	0	**0**
Net County Cost	310,000	238,319	21,186	1,107,093	1,182,772	467,142	**(715,630)**
				Budgeted Staffing	37	36	**(1)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $2.8 million fund 36 budgeted positions. Operating expenses of $2.0 million include $725,176 for COWCAP charges, $605,753 in Central Services, $150,786 in license renewal charges for the department's permitting system and Enterprise Agreement, and $20,000 in charges payable to the Information Services Department for application development and direct labor charges. Reimbursements of $4.3 million are comprised of transfers from the other Land Use Services divisions for administrative support.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $715,630, primarily due to no capital expenditures included in the 2014-15 budget. The department intends to request additional appropriation in a future quarterly report for capital expenditures relating to the department's planned permitting system upgrade.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.8 million fund 36 budgeted positions of which 31 are regular positions and 5 are limited term positions. There is a net reduction of 1 position. Changes in staffing include the addition of 1 Office Assistant II, 1 Fiscal Specialist, 2 Public Service Employees, and the transfer in of 1 Fiscal Specialist from Fire Hazard Abatement, offset by the deletion of 2 vacant Office Assistant III positions, the transfer of 1 Staff Analyst II position to the Planning division, and the transfer of 3 Secretary I positions to the Building and Safety, Code Enforcement, and Planning divisions. The department also converted 2 regular Office Assistant III positions to 2 Contract Office Assistant III positions. These changes will enable the department to streamline and enhance program support and reduce the allocable costs from the Administration division to the various divisions of Land Use Services.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	31	5	36	28	3	5	36
Total	31	5	36	28	3	5	36

Administration

	Classification
1	Director of Land Use Services
1	Asst Director of Land Use Services
1	Administrative Manager
1	Administrative Supervisor I
1	Executive Secretary II
1	Staff Analyst II
1	Staff Analyst I
2	Land Use Technician Supervisor
10	Land Use Technician
4	Fiscal Specialist
1	Payroll Specialist
6	Office Assistant III
2	Contract Office Assistant III
1	Office Assistant II
3	Public Service Employee
36	Total

Planning

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

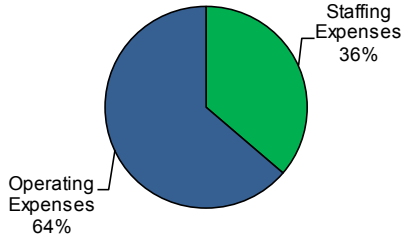
Requirements Less Reimbursements*	$7,985,293
Sources/Reimbursements	$3,710,166
Net County Cost	$4,275,127
Total Staff	31
Funded by Net County Cost	54%

*Includes Contingencies

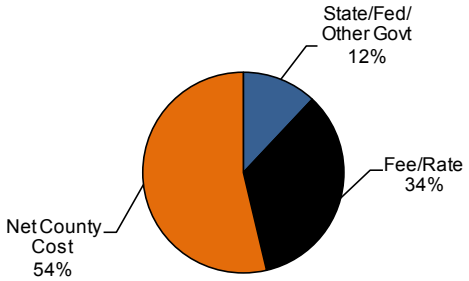
The Planning Division oversees land use, housing, and community design. Planning facilitates the review, processing, and approval of applications for land use and land divisions within the County unincorporated areas; oversees General Plan implementation, updates and annual reports as required by law; maintains, updates, and interprets the Development Code; serves as the County lead for California Environmental Quality Act (CEQA) compliance, oversees the preparation of environmental reports for private and capital improvement projects; reviews and processes mining and reclamation plans in compliance with Surface Mining and Reclamation Act (SMARA); and conducts annual mine inspections to ensure adequate reclamation financial assurances for mining operations.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

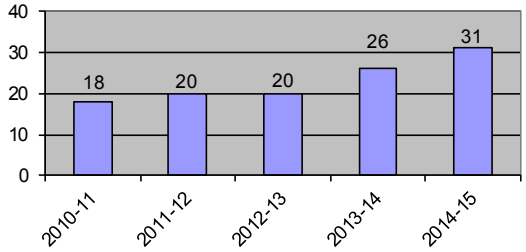


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	19	21	21	23
Limited Term	1	4	5	8
Total	20	25	26	31
Staffing Expenses	$1,754,245	$2,642,624	$2,285,619	$2,897,477

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Planning
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	2,100,652	1,686,490	1,452,249	1,732,320	2,285,619	2,897,477	**611,858**
Operating Expenses	2,756,716	3,174,754	4,860,695	3,179,318	7,139,326	5,087,816	**(2,051,510)**
Capital Expenditures	0	0	0	0	25,000	0	**(25,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	4,857,368	4,861,244	6,312,944	4,911,638	9,449,945	7,985,293	**(1,464,652)**
Reimbursements	(283,634)	(94,208)	(515,831)	(320,172)	(342,394)	(23,059)	**319,335**
Total Appropriation	4,573,734	4,767,036	5,797,113	4,591,466	9,107,551	7,962,234	**(1,145,317)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,573,734	4,767,036	5,797,113	4,591,466	9,107,551	7,962,234	**(1,145,317)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment		0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	112,040	700,000	955,000	**255,000**
Fee/Rate	2,045,932	1,896,415	2,550,431	2,473,615	3,228,617	2,730,606	**(498,011)**
Other Revenue	87,495	1,375	7,977	10,109	1,000	1,501	**501**
Total Revenue	2,133,427	1,897,790	2,558,408	2,595,764	3,929,617	3,687,107	**(242,510)**
Operating Transfers In	0	0	64,161	0	0	0	**0**
Total Sources	2,133,427	1,897,790	2,622,569	2,595,764	3,929,617	3,687,107	**(242,510)**
Net County Cost	2,440,307	2,869,246	3,174,544	1,995,701	5,177,934	4,275,127	**(902,807)**
				Budgeted Staffing	26	31	**5**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $2.9 million fund 31 budgeted positions. Operating expenses of $5.1 million include $308,537 related to the General Plan Update, and $418,108 in litigation expenses for the Cadiz project. Other major operating expenses include consultants, project expenses reimbursable by applicants, and transfers to Land Use Services – Administration for administrative support.

Sources of $3.7 million include $1.2 million from applicants for project expenses, $1.5 million in fees for current services, and $955,000 in state grant funding for the renewable energy element portion of the General Plan Update.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $1.1 million primarily due to reduction in one-time funding for the multi-year General Plan Update project. The department intends to request additional appropriation as it is needed, from the amount set aside in General Fund Reserves for this project. Other budget changes include a decrease in one-time projects funded by district discretionary funds, and an increase in staffing expenses to fully staff the department to adequately handle work volume.

Sources are decreasing by $242,510, primarily due to a decrease of reimbursement for litigation expenses, and revenues related to decreases in one-time projects.

Net County Cost is decreasing by $902,807 primarily due to a reduction in funding for the General Plan Update. Net County Cost of $4.3 million includes $600,000 in new ongoing allocation to fund indirect expenses related to Planning work on general fund projects that was not previously being charged.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.9 million fund 31 budgeted positions of which 23 are regular positions and 8 are limited term positions. Staffing is increasing by 5 positions to ensure compliance with State and Federal laws and to mitigate County liability through the efficient processing of mining applications and Financial Assurance documents. These additions include: 1 Contract General Plan Update Manager, 1 Contract General Plan Project Manager, 1 Extra Help Engineering Technician IV, and the transfer of 1 Secretary I position and 1 Staff Analyst II position from the Land Use Services - Administration division.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Planning	23	8	31	15	11	5	31
Total	23	8	31	15	11	5	31

Planning

	Classification
1	Planning Director
1	Planning Director Extra Help
1	Planning Manager
1	Contract General Plan Update Manager
1	Contract General Plan Project Manager
1	Contract Community Plan Update Coordinator
2	Engineering Geologist
4	Supervising Planner
11	Planner III
1	Planner I
1	Staff Analyst II
1	Engineering Technician IV Extra Help
1	Land Use Technician
1	Secretary I
3	Public Service Employee
31	Total

Building and Safety

DESCRIPTION OF MAJOR SERVICES

Building and Safety administers construction and occupancy standards to safeguard life, health, and property in the unincorporated areas of the County. The division applies state law and County ordinances and inspects the construction, alteration, relocation, demolition, repair, occupancy, and use of buildings and structures to ensure compliance.

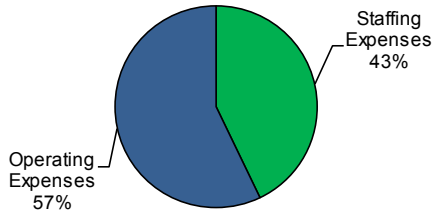
Budget at a Glance

Requirements Less Reimbursements*	$5,094,768
Sources/Reimbursements	$4,600,519
Net County Cost	$494,249
Total Staff	22
Funded by Net County Cost	10%

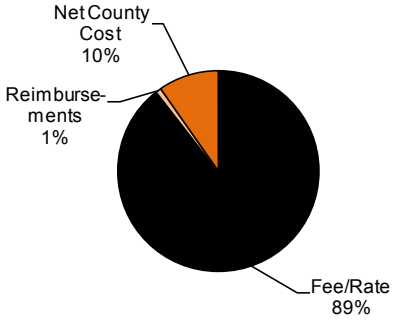
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

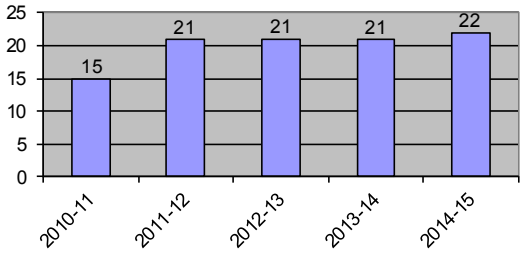


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	14	15	15	19
Limited Term	7	6	6	3
Total	21	21	21	22
Staffing Expenses	$1,864,776	$1,940,797	$1,780,669	$2,184,006

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Building and Safety
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	1,587,713	1,598,622	1,697,028	1,444,114	1,780,669	2,184,006	**403,337**
Operating Expenses	1,712,560	1,743,784	1,950,030	2,607,926	2,689,160	2,910,762	**221,602**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,300,273	3,342,406	3,647,058	4,052,040	4,469,829	5,094,768	**624,939**
Reimbursements	(69,492)	0	0	0	0	(39,444)	**(39,444)**
Total Appropriation	3,230,781	3,342,406	3,647,058	4,052,040	4,469,829	5,055,324	**585,495**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,230,781	3,342,406	3,647,058	4,052,040	4,469,829	5,055,324	**585,495**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	2,903,488	4,729,011	3,917,268	5,517,750	3,849,000	4,554,000	**705,000**
Other Revenue	21,688	12,354	7,207	2,739	8,750	7,075	**(1,675)**
Total Revenue	2,925,176	4,741,365	3,924,475	5,520,488	3,857,750	4,561,075	**703,325**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	2,925,176	4,741,365	3,924,475	5,520,488	3,857,750	4,561,075	**703,325**
Net County Cost	305,605	(1,398,959)	(277,417)	(1,468,448)	612,079	494,249	**(117,830)**
				Budgeted Staffing	21	22	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $2.2 million fund 22 budgeted positions. Operating expenses of $2.9 million is comprised primarily of transfers to Land Use Services – Administration for administrative support, vehicle services charges, COWCAP, and consultants. Sources of $4.6 million are primarily from fees charged for permit and plan reviews.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $585,495, primarily due to changes in budgeted staffing, consultant costs as a result of the vacancy of the Building Official position, contract building inspectors, and transfers to the Land Development division for work performed on plan reviews.

Sources are increasing by $703,325, primarily due to an increase in permit and plan review fees.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.2 million fund 22 budgeted positions, of which 19 are regular positions and 3 are limited term positions. Changes in budgeted staffing include the addition of 2 Building Inspector II positions, the addition of 1 Regional Building Inspector Supervisor, the transfer of 1 Secretary I position from the Land Use Services – Administration division, the deletion of 1 Extra Help Building Inspector II position, and the deletion of 2 Extra Help Building Inspector III positions. The addition of the 2 Building Inspector II positions will assist in meeting the increase in inspection demands. Deleting 1 Extra Help Building Inspector II position and the 2 Extra Help Building Inspector III positions was a result of declining activity for the Moly Corp project.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Building and Safety	19	3	22	14	4	4	22
Total	19	3	22	14	4	4	22

Building and Safety

	Classification
1	Building Official
2	Regional Building Inspector Supervisor
3	Building Inspector III
12	Building Inspector II
1	Contract Engineering Geologist
1	Contract Building Inspector
1	Building and Safety Engineer
1	Secretary I
22	Total

Code Enforcement

DESCRIPTION OF MAJOR SERVICES

Code Enforcement administers programs designed to protect the public's safety, welfare, and property through enforcement of County ordinances and state laws related to housing and property.

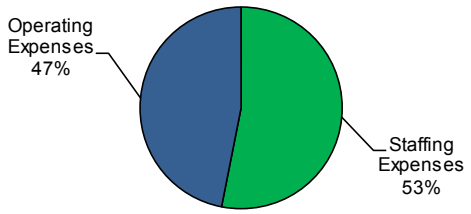
Budget at a Glance

Requirements Less Reimbursements*	$5,786,679
Sources/Reimbursements	$1,214,016
Net County Cost	$4,572,663
Total Staff	30
Funded by Net County Cost	79%

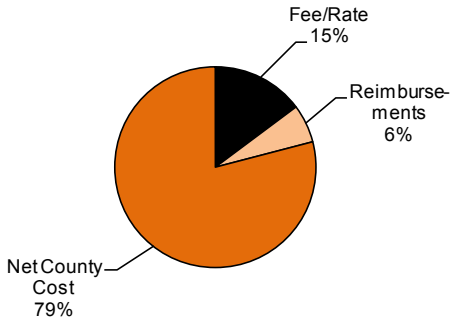
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

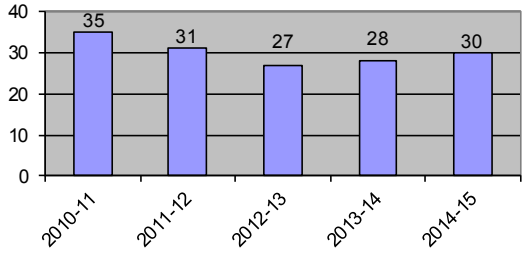


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	27	28	28	30
Limited Term	0	0	0	0
Total	27	28	28	30
Staffing Expenses	$2,884,565	$3,008,159	$3,126,134	$3,072,495

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Code Enforcement
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	2,929,381	2,878,333	2,741,668	2,969,924	3,126,134	3,072,495	**(53,639)**
Operating Expenses	1,534,051	2,064,049	1,853,483	2,573,586	3,126,402	2,714,184	**(412,218)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	4,463,432	4,942,382	4,595,151	5,543,510	6,252,536	5,786,679	**(465,857)**
Reimbursements	(676,998)	(403,423)	(428,149)	(346,422)	(655,343)	(356,016)	**299,327**
Total Appropriation	3,786,434	4,538,959	4,167,002	5,197,088	5,597,193	5,430,663	**(166,530)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,786,434	4,538,959	4,167,002	5,197,088	5,597,193	5,430,663	**(166,530)**
Sources							
Taxes	25,356	2,608	3	32,840	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	668,949	466,158	478,394	599,493	643,756	855,000	**211,244**
Other Revenue	7,469	834	602	4,492	0	3,000	**3,000**
Total Revenue	701,774	469,600	478,999	636,825	643,756	858,000	**214,244**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	701,774	469,600	478,999	636,825	643,756	858,000	**214,244**
Net County Cost	3,084,660	4,069,359	3,688,003	4,560,263	4,953,437	4,572,663	**(380,774)**
				Budgeted Staffing	28	30	**2**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $3.1 million fund 30 regular positions. Operating expenses include $300,000 for the demolition of derelict properties. Other major expenditures include graffiti abatement contracts, vehicle service charges, litigation, and transfers to Land Use Services – Administration for administrative support.

Sources of $858,000 are comprised primarily of revenues from administrative citations and home rental permits.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $166,530 primarily due to the decrease in funding for County Counsel litigation costs.

Sources are increasing by $214,244, primarily due to administrative citation collections, and further increase in revenue for the rental permit program that began growing in 2013-14.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $3.1 million fund 30 budgeted regular positions. Changes in staffing include the transfer in of 1 Secretary I position from the Administrative unit and addition of 1 Code Enforcement Officer II position to assist with the annual rental and Building Enforcement program, which will result in additional revenues.

In 2013-14, staff efforts were shifted to the Short Term Rental Program to focus on rental properties that are not currently enrolled in the Short Term Rental Program. Continued staff focus on this program will result in additional revenue and will ensure that Code Enforcement is diligent in pursuing property owners to comply with County Code.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Code Enforcement	30	0	30	26	2	2	30
Total	30	0	30	26	2	2	30

Code Enforcement

	Classification
1	Code Enforcement Chief
1	Program Manager
3	Code Enforcement Supervisor
7	Code Enforcement Officer III
13	Code Enforcement Officer II
3	Land Use Technician
1	Secretary I
1	Office Assistant III
30	Total

Fire Hazard Abatement

DESCRIPTION OF MAJOR SERVICES

Fire Hazard Abatement enforces the Fire and Hazardous Trees Ordinance in the unincorporated portions of the County and provides contract services to specified cities and fire districts within the County.

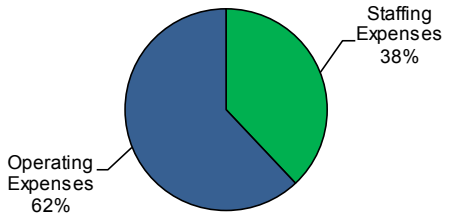
Budget at a Glance

Requirements Less Reimbursements*	$2,542,266
Sources/Reimbursements	$2,303,869
Net County Cost	$238,397
Total Staff	17
Funded by Net County Cost	10%

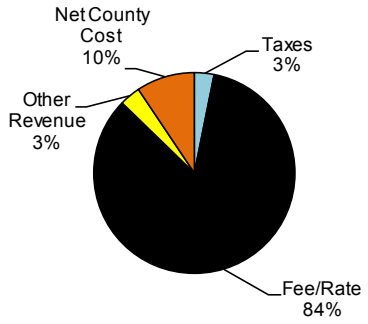
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

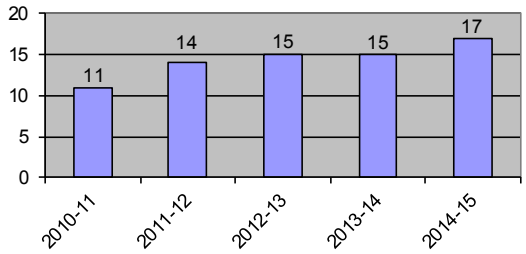


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	10	10	10	12
Limited Term	5	5	5	5
Total	15	15	15	17
Staffing Expenses	$840,507	$936,419	$962,178	$965,608

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Fire Hazard Abatement
FUND: General

BUDGET UNIT: AAA WAB
FUNCTION: Public Protection
ACTIVITY: Protective Inspection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	742,463	752,641	805,363	795,217	962,178	965,608	**3,430**
Operating Expenses	1,081,553	1,190,646	1,042,780	1,292,679	1,614,251	1,576,658	**(37,593)**
Capital Expenditures	0	15,605	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	1,824,016	1,958,892	1,848,143	2,087,896	2,576,429	2,542,266	**(34,163)**
Reimbursements	(26,808)	0	(2,385)	(624)	(45,000)	0	**45,000**
Total Appropriation	1,797,208	1,958,892	1,845,758	2,087,272	2,531,429	2,542,266	**10,837**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,797,208	1,958,892	1,845,758	2,087,272	2,531,429	2,542,266	**10,837**
Sources							
Taxes	47,160	54,346	53,290	69,756	45,000	80,000	**35,000**
Realignment		0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	1,800,975	1,650,089	1,683,888	1,803,319	1,961,569	2,138,869	**177,300**
Other Revenue	176,117	204,092	157,175	74,566	244,681	85,000	**(159,681)**
Total Revenue	2,024,252	1,908,527	1,894,353	1,947,640	2,251,250	2,303,869	**52,619**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	2,024,252	1,908,527	1,894,353	1,947,640	2,251,250	2,303,869	**52,619**
Net County Cost	(227,044)	50,365	(48,595)	139,632	280,179	238,397	**(41,782)**
				Budgeted Staffing	15	17	**2**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $1.6 million include $887,111 for contract weed abatement services, $324,857 in transfers to Land Use Service – Administration for administrative support, and $80,000 for vehicle service charges. These expenses are necessary to identify and mitigate all fire hazard risks throughout the County.

Sources of $2.3 million are comprised primarily of contracts with cities and fire protection districts ($278,569), administrative citations ($150,000), and charges to property owners for abatement services ($1.1 million).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $10,837, primarily due to the increase in retirement benefits and a reduction in reimbursements.

Sources are increasing by $52,619, primarily due to an increase in processing of liens releases on properties.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $965,608 fund 17 budgeted positions, of which 12 are regular positions and 5 are limited term positions. Changes to staffing include the transfer in of 3 Office Assistant III positions from the Administration Unit and the transfer out of 1 Fiscal Specialist to the Administration Unit, resulting in an increase of 2 positions.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Fire Hazard Abatement	12	5	17	11	3	3	17
Total	12	5	17	11	3	3	17

Fire Hazard Abatement

	Classification
1	Code Enforcement Supervisor
1	Code Enforcement Officer III
2	Code Enforcement Officer II
5	Fire Hazard Abatement Officer
3	Office Assistant III
5	Public Service Employee
17	Total

Land Development

DESCRIPTION OF MAJOR SERVICES

The Land Development Division is responsible for review of local area drainage, grading plans, tentative, and final maps, conditioning of new developments and reviewing and processing improvement plans for roads and drainage facilities associated with land development projects in accordance with the San Bernardino County Development Code and General Plan within the County area.

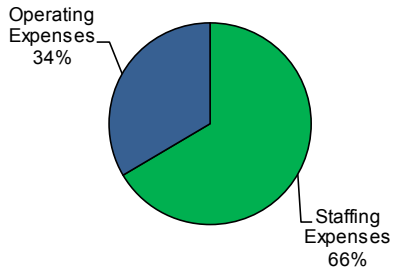
Budget at a Glance

Requirements Less Reimbursements*	$1,402,879
Sources/Reimbursements	$799,610
Net County Cost	$603,269
Total Staff	8
Funded by Net County Cost	43%

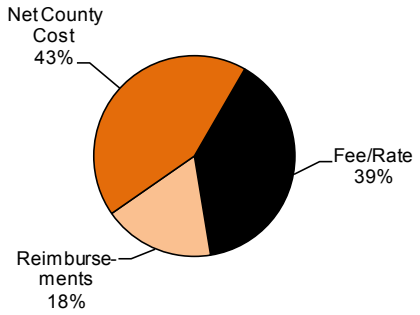
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

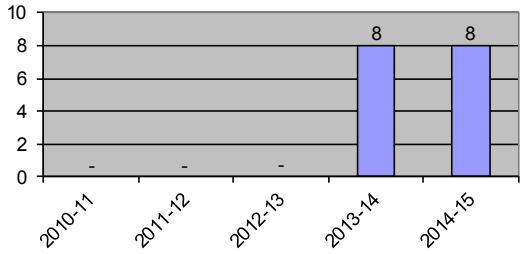


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	0	9	8	8
Limited Term	0	0	0	0
Total	0	9	8	8
Staffing Expenses	$0	$1,049,448	$1,061,090	$932,808

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Land Development
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	926,966	1,061,090	932,808	**(128,282)**
Operating Expenses	0	0	0	242,936	255,657	470,071	**214,414**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	1,169,902	1,316,747	1,402,879	**86,132**
Reimbursements	0	0	0	(116,444)	(284,821)	(251,212)	**33,609**
Total Appropriation	0	0	0	1,053,458	1,031,926	1,151,667	**119,741**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	1,053,458	1,031,926	1,151,667	**119,741**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	452,648	385,000	548,398	**163,398**
Other Revenue	0	0	0	(118)	0	0	**0**
Total Revenue	0	0	0	452,530	385,000	548,398	**163,398**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	0	0	0	452,530	385,000	548,398	**163,398**
Net County Cost	0	0	0	600,928	646,926	603,269	**(43,657)**
				Budgeted Staffing	8	8	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $932,808 fund 8 budgeted regular positions.

Operating expenses totaling $470,071 are primarily comprised of Computer Software and Hardware expense of $7,800, Other Professional and Specialized Services of $78,262, County Counsel expense of $30,000, and transfers of $282,866 to Land Use Services – Administration for administrative support.

Reimbursements of $251,212 are comprised primarily of transfers from the Building and Safety Division for work performed and from Administration for projects supported.

Sources of $548,398 are primarily comprised of fees for current services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $119,741 primarily due to an increase in transfers to Land Use Services – Administration for administrative support and increased contract labor utilization to assist with the increase in plan review volume. Sources are increasing by $163,398 as a result of anticipated increases in plan review revenues.

The Land Development Division was a new addition to the Land Use Services Department in 2013-14, moving to Land Use Services from the Department of Public Works, to provide improved customer service to the development community and to streamline operations. Drainage plan reviews are also now being performed by the Land Development Division for the Building and Safety Division.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $932,808 fund 8 budgeted regular positions. The Land Development Division began performing grading reviews for Building and Safety, improving customer service as well as helping to streamline services.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Land Development	8	0	8	7	1	0	8
Total	8	0	8	7	1	0	8

Land Development

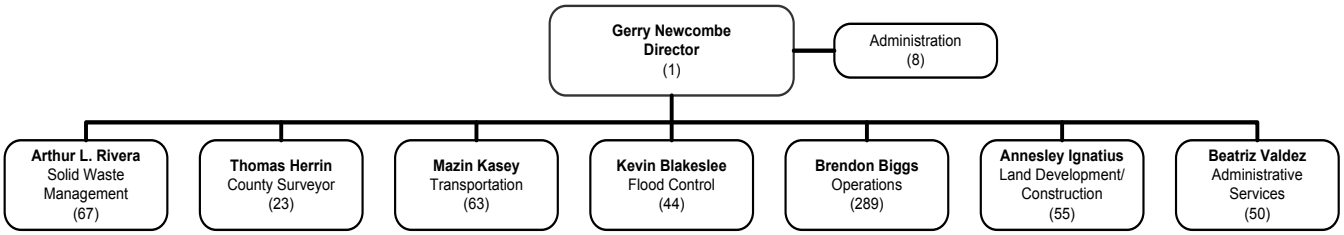
	Classification
1	Public Works Engineer IV
1	Public Works Engineer III
2	Public Works Engineer II
1	Engineering Technician V
3	Engineering Technician IV
8	Total

PUBLIC WORKS
Gerry Newcombe

DEPARTMENT MISSION STATEMENT

The Public Works Department provides a broad range of services and infrastructure to help ensure safe and desirable communities for the people of San Bernardino County. Areas of responsibility include roads, traffic, flood control, storm water quality, water conservation, solid waste services, and County surveyor functions.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Surveyor – Launched a new website of Interactive Maps, which provides easy access for the public to view geographic data about where County transportation, flood control and solid waste facilities and projects are located throughout the County in April, 2013. The website has continued to grow and evolve throughout 2013, with the addition of snow removal routes in November. The website address to view these maps is http://sbcountydpw.maps.arcgis.com/home/index.html. The Division continued to expand services for Geographic Information Systems support, with projects performed for Public Works and other County departments. In addition, geographically referenced versions of the DPW 'Wall Maps' were made available, which offer additional online research capabilities for the land surveying community.
- Transportation – Utilized various federal, state and local funding sources in the completion of $34.3 million in capital improvement projects, including over $18.3 million in pavement improvement projects, which included 12.3 miles of road repaving projects (6.1 miles of which were on Sheep Creek Road and Phelan Road), 18.6 miles of overlay projects, and 111.5 miles of roadway surface sealing protection projects. The completed projects include the construction of a half a mile of new paved roadway on Hatchery Drive; a bridge repair project to reopen Hinkley Road at the Mojave River; a roadway stabilization project to secure the eroding road and provide pedestrian access on Maple Lane near Big Bear High School; over 3.25 miles of new median construction on Valley Boulevard and Cedar Avenue to improve traffic safety (primarily funded with Federal Highway Safety Improvement grant funds); 3 sidewalk projects on Almond Avenue, Ridge Crest Road and Grandview Road; a widening project on Slover Avenue; a widening and new signal installation on Ranchero Road at Escondido Avenue; a new signal on Valley Boulevard at Banana Avenue; 3 drainage projects; 2 traffic delineator projects; a retaining wall; and an intersection realignment. The Division also started construction of a $29.0 million new railroad grade separation on Glen Helen Parkway south of Cajon Boulevard near the junction of Interstate 215 and 15 in the Devore area, partially funded with Discretionary General Funding of $3.4 million in 2013-14 and $4.0 million in 2014-15 as one-time contributions towards the local share of cost.

- Solid Waste – Accomplished County objective of living within our means, fully funding the maintenance of infrastructure and facilities, and the provision of state-of-the-art basic operating systems through the completion of the following capital improvement projects:

  1) $2.1 million - Landfill Gas Collection and Control System at the Big Bear Sanitary Landfill
  2) $3.6 million - Phase I Borrow Area Liner Project at the Barstow Sanitary Landfill
  3) $130,000 - Unattended Lane Project at the Mid-Valley Sanitary Landfill
  4) $145,000 - Major improvements to landfill gas extraction wells at Colton Sanitary Landfill

  Furthermore, for the unincorporated areas of the County, the Division implemented the outreach and monitoring requirements for mandatory commercial recycling as required by state law and the expanded requirements for construction waste management plans, also required by the state. The Division participated in seven community outreach events. Through the solid waste franchise program, the Division assisted with two community cleanup events by providing collection bins and disposal services. The Division achieved a 64.5% diversion rate for municipal waste, which is up from the 62.1% diversion rate for the prior year, exceeding the State mandated 50% diversion rate. The Division continues its outreach efforts to unincorporated areas with franchised solid waste services to provide education and increase the understanding of the value curbside trash collection services have in their communities. These outreach efforts have resulted in a 4.7% drop in exemption applications to mandatory trash service from 2012-13.
- Flood Control District – Utilized various federal, state and local funding sources for construction of flood control facilities. The District applied for and received a grant from the California Department of Water Resources, Stormwater Flood Management Program in the amount of $5.2 million for the construction of Amethyst Basin located in the City of Victorville. Also, the District started construction of the Alabama at City Creek project in the Highland/Redlands area, which is funded by Federal and State agencies, three local cities, and the Inland Valley Development Agency, and started construction on the Mountain View Acres Storm Drain in the Victorville area, which is anticipated to be completed in 2014-15. In addition, the District completed the following projects: construction of Lytle Cajon Channel Invert Repair for $3.7 million in the Colton/San Bernardino area; and construction of Sheep Creek Grouted Rock Bank Protection for $4.7 million in the Wrightwood area. The District also constructed interim recharge basins as a pre-construction earth removal project for the Amethyst Basin project in the Victorville area and removed approximately 40,000 cubic yards of material in San Timoteo basins 13 to 15 at minimal cost to the County due to the contractors providing removal services in exchange for retention of all excavated materials.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: *• Increase efficiency in use of labor, equipment and materials in delivery of roadway preservation projects*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Cost per standard mile of chip seal road preservation treatment (staff)	N/A	N/A	N/A	$45,000
Cost per standard mile of slurry seal road preservation treatment (contractors)	N/A	N/A	N/A	$50,000

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: *• Maximize utilization and efficiency of flood control facilities for flood protection and water conservation*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of flood control basins cleaned out to full capacity before rainy season	N/A	99%	99%	99%

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

Objective(s): ***• Live within our means, fully funding the maintenance of infrastructure and facilities, the provision of state-of-the-art basic operating systems, liabilities and reserves; while forming capital to strategically invest in the future.***

Department Strategy: *• Increase efficient use of financial resources by ensuring department construction projects are completed on time and within budget*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Contingency dollars spent as a percentage of contract cost	N/A	N/A	N/A	2%
Percentage of construction projects completed on time	N/A	N/A	N/A	85%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Surveyor	3,405,098	2,840,652	564,446			25
Total General Fund	3,405,098	2,840,652	564,446			25
Special Revenue Funds						
Transportation - Consolidated	143,222,083	76,050,425		67,171,658		338
Survey Monument Preservation	175,401	62,000		113,401		0
Total Special Revenue Funds	143,397,484	76,112,425		67,285,059		338
Enterprise Funds						
Solid Waste Consolidated	89,626,923	81,233,776			(8,393,147)	82
Total Enterprise Funds	89,626,923	81,233,776			(8,393,147)	82
Flood Control District						
Flood Control Consolidated	153,917,933	68,238,367		85,679,566		155
Flood Control Equipment	3,074,000	2,030,000			(1,044,000)	0
Total Other Agencies	156,991,933	70,268,367		85,679,566	(1,044,000)	155
Total - All Funds	393,421,438	230,455,220	564,446	152,964,625	(9,437,147)	600

Below is a reconciliation of staffing per budget unit and the organizational chart for Public Works:

	Surveyor	Transportation - Road Operations	Solid Waste Management - Operations	Flood Control District	Total
Gerry Newcombe	0	5	0	4	9
Arthur L. Rivera	0	0	67	0	67
Thomas Herrin	23	0	0	0	23
Mazin Kasey	0	63	0	0	63
Kevin Blakeslee	0	0	0	44	44
Brendon Biggs	0	217	0	72	289
Annesley Ignatius	0	28	0	27	55
Beatriz Valdez	2	25	15	8	50
Total Budgeted Staffing	**25**	**338**	**82**	**155**	**600**

5-YEAR REQUIREMENTS TREND	2010-11	2011-12	2012-13	2013-14	2014-15
Surveyor	3,552,346	3,543,358	3,485,492	3,674,273	3,405,098
Survey Monument Preservation	179,844	196,827	64,581	110,641	175,401
Transportation Consolidated	148,234,077	146,560,399	136,326,748	163,064,052	143,222,083
Solid Waste Enterprise Funds Consolidated	214,663,539	210,819,066	233,204,829	90,260,716	89,626,923
Flood Control Consolidated	129,491,826	125,626,420	126,541,241	154,133,851	153,917,933
Flood Control Equipment	5,094,468	7,916,830	6,726,093	2,258,000	3,074,000
Total	**501,216,100**	**494,662,900**	**506,348,984**	**413,501,533**	**393,421,438**

5-YEAR SOURCES TREND	2010-11	2011-12	2012-13	2013-14	2014-15
Surveyor	3,304,229	3,303,955	3,205,589	3,092,168	2,840,652
Survey Monument Preservation	56,124	59,670	58,510	62,000	62,000
Transportation Consolidated	76,538,362	87,830,847	71,877,120	105,913,793	76,050,425
Solid Waste Enterprise Funds Consolidated	73,738,120	66,017,889	95,284,250	88,909,584	81,233,776
Flood Control Consolidated	76,194,625	70,303,083	74,247,720	71,793,546	68,238,367
Flood Control Equipment	3,052,541	3,063,700	3,075,000	3,127,000	2,030,000
Total	**232,884,001**	**230,579,144**	**247,748,189**	**272,898,091**	**230,455,220**

5-YEAR NET COUNTY COST TREND	2010-11	2011-12	2012-13	2013-14	2014-15
Surveyor	248,117	239,403	279,903	582,105	564,446
Total	**248,117**	**239,403**	**279,903**	**582,105**	**564,446**

5-YEAR FUND BALANCE TREND	2010-11	2011-12	2012-13	2013-14	2014-15
Survey Monument Preservation	123,720	137,157	6,071	48,641	113,401
Transportation Consolidated	71,695,715	58,729,552	64,449,628	57,150,259	67,171,658
Flood Control Consolidated	53,297,201	55,323,337	52,293,521	82,340,305	85,679,566
Total	**125,116,636**	**114,190,046**	**116,749,220**	**139,539,205**	**152,964,625**

5-YEAR NET BUDGET TREND	2010-11	2011-12	2012-13	2013-14	2014-15
Solid Waste Enterprise Funds Consolidated	(140,925,419)	(144,801,177)	(137,920,579)	(1,351,132)	(8,393,147)
Flood Control Equipment	(2,041,927)	(4,853,130)	(3,651,093)	869,000	(1,044,000)
Total	**(142,967,346)**	**(149,654,307)**	**(141,571,672)**	**(482,132)**	**(9,437,147)**

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

Surveyor

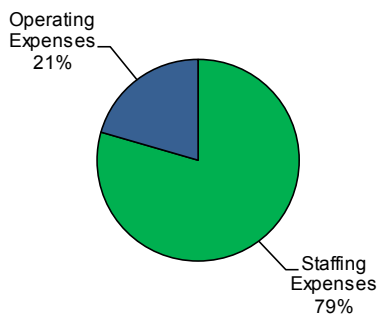
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$3,436,598
Sources/Reimbursements	$2,872,152
Net County Cost	$564,446
Total Staff	25
Funded by Net County Cost	16%
*Includes Contingencies	

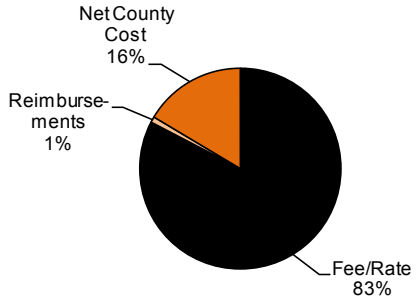
The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions and maps, perform design and construction surveys for various County departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used in the preparation of maps and plans for project development within the County. The County Surveyor ensures these maps and plans conform to conditions of approval, local ordinances, standards for development, and state laws. Field crews perform boundary and construction surveys for other County departments and are responsible for perpetuation of controlling survey monuments. The County Surveyor also maintains the integrity of the Countywide Geographic Information Services (GIS) Parcel Basemap.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

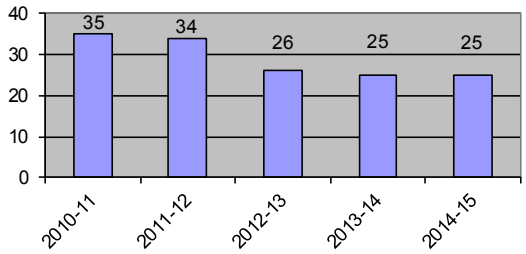


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	26	25	25	25
Limited Term	0	0	0	0
Total	26	25	25	25
Staffing Expenses	$2,805,830	$2,695,223	$2,762,842	$2,731,753

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works- Surveyor
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	3,053,515	3,123,951	2,790,927	2,753,960	2,762,842	2,731,753	**(31,089)**
Operating Expenses	567,041	493,051	541,864	770,760	830,855	704,845	**(126,010)**
Capital Expenditures	0	0	59,710	129,483	150,000	0	**(150,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,620,556	3,617,002	3,392,501	3,654,203	3,743,697	3,436,598	**(307,099)**
Reimbursements	(68,212)	(80,744)	(69,395)	(29,271)	(69,424)	(31,500)	**37,924**
Total Appropriation	3,552,344	3,536,258	3,323,106	3,624,932	3,674,273	3,405,098	**(269,175)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,552,344	3,536,258	3,323,106	3,624,932	3,674,273	3,405,098	**(269,175)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	3,271,455	3,268,897	3,150,330	3,100,786	3,080,143	2,840,627	**(239,516)**
Other Revenue	33,456	22,494	9,473	371	12,025	25	**(12,000)**
Total Revenue	3,304,911	3,291,391	3,159,803	3,101,157	3,092,168	2,840,652	**(251,516)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	3,304,911	3,291,391	3,159,803	3,101,157	3,092,168	2,840,652	**(251,516)**
Net County Cost	247,433	244,867	163,303	523,775	582,105	564,446	**(17,659)**
				Budgeted Staffing	25	25	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $2.7 million make up the majority of the Surveyor's expenditures funding 25 regular positions. Operating expenses include services and supplies, software upgrades, and increases to Geographic Management Services, COWCAP and liability insurance. No capital expenditures are planned in 2014-15 in order to reduce operating costs and allow for the purchase of software upgrades. These costs are necessary in order to provide the public with protection in matters as they relate to sound surveying practices and to meet state mandated time frames. Sources of $2.8 million include fees charged to customers for field surveys, review of subdivision maps, and the preparation of legal descriptions and maps.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $269,175. Major changes for the Surveyor include a decrease in operating expenses of $126,010 and eliminating capital expenditures in 2014-15 in order to accommodate anticipated revenue reductions. Computer hardware, equipment, special departmental, microfilming, and vehicle charges are decreased to help offset revenue decreases.

Sources are decreasing by $251,516 due to a reduction in work performed for the Transportation Division as a result of Proposition 1B funding ending in 2013-14.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.7 million fund 25 budgeted regular positions. The 2014-15 budget includes the reclassification of an Engineering Technician II to an Engineering Technician III.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Surveyor Administration	1	0	1	1	0	0	1
Field Section	12	0	12	12	0	0	12
Office Section	10	0	10	10	0	0	10
Administrative Services	2	0	2	2	0	0	2
Total	25	0	25	25	0	0	25

Surveyor Administration

	Classification
1	County Surveyor
1	Total

Field Section

	Classification
1	Supervising Land Surveyor
5	Survey Party Chief
1	Engineering Technician V
1	Engineering Technician IV
4	Engineering Technician III
12	Total

Office Section

	Classification
1	Survey Division Chief
1	Supervising Land Surveyor
2	Land Surveyor
1	Engineering Technician V
3	Engineering Technician IV
1	Engineering Technician III
1	Secretary I
10	Total

Administrative Services

	Classification
1	Accounting Technician
1	Fiscal Assistant
2	Total

Monument Preservation

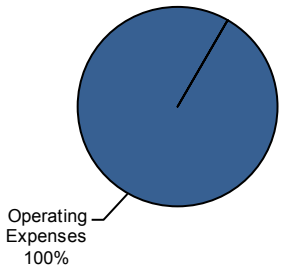
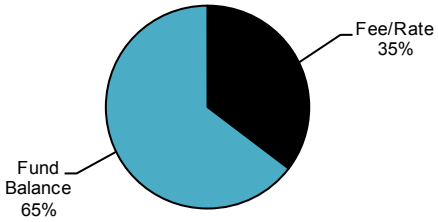
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$175,401
Sources/Reimbursements	$62,000
Fund Balance	$113,401
Use of Fund Balance	$113,401
Total Staff	0

*Includes Contingencies

The Survey Monument Preservation budget unit was established to account for expenses incurred related to the retracement or re-monument surveys of major historical land division lines, upon which later surveys are based. These include, but are not limited to, surveys of government section lines, rancho section lines, acreage subdivision lot lines, and subdivision boundary lines. The services related to this budget unit are funded by a $10 fee charged to the public for filing or recording specific types of grant deeds conveying real property.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works- Surveyor
FUND: Survey Monument Preservation

BUDGET UNIT: SBS SVR
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	42,685	145,131	17,550	0	55,000	175,401	**120,401**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	55,641	0	**(55,641)**
Total Exp Authority	42,685	145,131	17,550	0	110,641	175,401	**64,760**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	42,685	145,131	17,550	0	110,641	175,401	**64,760**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	42,685	145,131	17,550	0	110,641	175,401	**64,760**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	56,123	59,670	60,120	64,760	62,000	62,000	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	56,123	59,670	60,120	64,760	62,000	62,000	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	56,123	59,670	60,120	64,760	62,000	62,000	**0**
				Fund Balance	48,641	113,401	**64,760**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $175,401 are for services specifically related to retracement or re-monument surveys. Fee/rate revenue of $62,000 is from fees charged to the public for filing or recording specific types of grant deeds conveying real property.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $64,760 primarily due to an anticipated increase in services related to retracement or re-monument surveys.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

DPW-Transportation Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

Requirements Less Reimbursements*	$170,575,186
Sources/Reimbursements	$103,403,528
Fund Balance	$67,171,658
Use of Fund Balance	$36,648,103
Total Staff	338

*Includes Contingencies

Road Operations is responsible for the operation, maintenance, and improvement of the County's road system that currently includes approximately 2,554 miles of roadways. Additional activities include administration, planning, design, construction, environmental management, and traffic operations.

The Division's routine maintenance activities include patching and crack filling on approximately 7,500 lane-miles of asphalt pavement, grading of 420 miles of unpaved roads, shoulder maintenance, snowplowing of over 500 miles of mountain roads, traffic signal maintenance at 83 intersections, roadside weed abatement in urban areas, traffic sign and pavement striping maintenance throughout the system, storm repairs and cleanup, maintenance of 380 bridges and thousands of concrete box and metal pipe culverts, as well as maintenance of drainage facilities such as inlets, ditches, dikes, and gutters. Maintenance functions are provided through 13 yard districts with regional facilities located to best serve the 20,000 square-mile area of the County.

Road activities are funded primarily from highway-users sources. Funding sources consist of state fuel taxes (Highway Users' Tax or Gas Tax), local transportation funds generated by sales tax revenues (Measure I), and development fees. The Department has eight established Local Area Transportation Facilities Development Plans and one Regional Development Mitigation Plan containing 16 subareas in the Valley and Victor Valley areas of the County to collect funds for the purpose of mitigating the traffic impacts of new development. Construction of major improvements (such as new roads, bridges, or adding of lanes) is limited to a few projects per year based on available funding.

The County's goal, for the maintained roads Pavement Condition Index (PCI), is good or better rating. Currently the average rating is in the very good range with some roads below a PCI rating of "Fair". In prior years, the Division utilized Gas Tax to fund the local share of major infrastructure projects such as major arterials and grade separations instead of utilizing those funds to maintain or improve the County Maintained Road System (Road System). Over the last three years, the General Fund provided a total of $13.4 million to the Division to support the Pavement Management Program. With the focus of the Transportation Division being shifted to emphasize the maintenance of the Road System ahead of capital projects to ensure that the pavement condition of the Road System does not deteriorate, the Division allocated its main funding sources to support maintenance and pavement preservation projects. Thus for 2014-15, a General Fund contribution for maintenance activities is not necessary. Routine maintenance and pavement preservation projects will still be funded at $23.0 million and $18.0 million respectively and other Departmental functions such as traffic safety and support will still be maintained at the same level. This fundamental shift will also have an impact on the ability to complete non-pavement preservation projects as Gas Tax is no longer available to pay for the local share of these projects. These projects will now be reflected as unfunded and will be completed at the discretion of the Board of Supervisors.

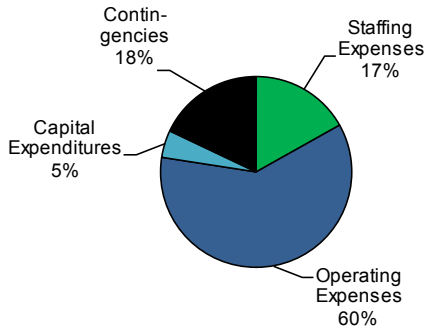
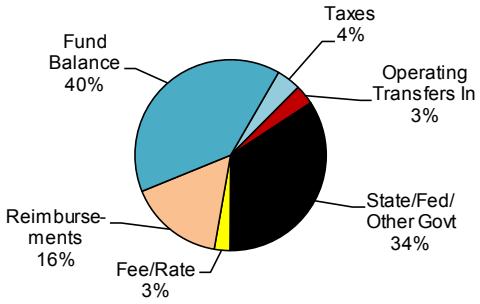
Therefore, in 2014-15, the County General Fund is contributing $1.1 million for the Slover Avenue and San Bernardino Avenue widening projects, $183,520 for the local match for the Glen Helen Parkway bridge replacement project, $300,000 for bridge studies on National Trails Highway, $75,000 for a sidewalk near the Joshua Tree National Park Visitor's Center, and due to the slow growth in developer fees, the General Fund will also follow-up the 2013-14 contribution with another one-time funding contribution, this time of $4.0 million, to help with the required development contribution of the Glen Helen Parkway grade separation project. Furthermore due to the end of Proposition 1B funding in 2013-14, which contributed over $31.7 million to pavement improvement projects since 2008, it is expected that in the upcoming years, the Division will not be able to sustain an $18.0 million allocation to the Pavement Management Program and will require additional discretionary general funding to maintain the pavement condition of the Road System.

Measure I is a Countywide one-half cent transaction use tax that was passed by the voters of San Bernardino County in November 1989 (1989 Measure), and extended by voters in 2004 (2004 Measure), to provide funding for transportation improvements until 2040. Local pass through Measure I primarily funds roadway resurfacing, rehabilitation, and other pavement improvement projects, but may also be used as the local funding match for grant or other County participation projects, such as bridge, safety or widening projects, as well as traffic signal projects throughout the County. The County is divided into six sub-areas, and the Measure I funds received must be spent within the sub-area in which they were collected. The sub-areas are as follows: North Desert, Morongo Basin, San Bernardino Mountains, Colorado River, Victor Valley, and San Bernardino Valley.

Facilities Development Plans were established by County ordinance to collect development traffic impact fees for new construction of roads within the boundaries of the established fee areas. Fee ordinances are approved in the areas of Helendale/Oro Grande, High Desert (Phelan and Pinon Hills), Lucerne Valley, Oak Hills, Snowdrop Road, South and East Apple Valley, and Summit Valley. Interim fee plans were developed for the Big Bear and Joshua Tree areas, but are currently on hold and being reviewed by the Division.

Regional Development Mitigation Plan was adopted by the Board of Supervisors in 2006 as a condition of the voter approved Measure I Ordinance to generate development fair-share contributions for regional transportation needs resulting from the impacts of new development in the urban areas of the County. Projects include freeway interchanges, regional arterials, arterials, and railroad grade separation projects. The County of San Bernardino's development contribution target shares were calculated for each of the unincorporated city spheres of influence in the San Bernardino Valley and Victor Valley as part of San Bernardino Associated Government's (SANBAG) Development Mitigation Nexus Study. Development impact fees are collected at the time of issuance of a building permit for all residential, commercial, and industrial development. When sufficient fees are collected to cover the development contribution fair-share amount of projects, applications are submitted to SANBAG for the regional Measure I and/or federal and state funds necessary to construct the regional arterial roads, freeway interchanges, and railroad grade separation projects listed in the Regional Development Mitigation Plan. An update to the Regional Development Mitigation Plan (Plan) was adopted July 22, 2014, replacing the Plan that had been adopted June 26, 2012.

2014-15 ADOPTED BUDGET

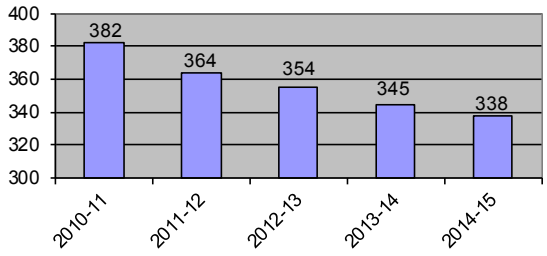
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	306	297	296	287
Limited Term	48	46	49	51
Total	354	343	345	338
Staffing Expenses	$30,171,344	$29,184,331	$29,871,951	$28,695,644

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Transportation
FUND: Transportation Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Ways and Facilities
ACTIVITY: Public Ways

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	28,064,072	27,438,880	28,153,395	29,000,383	29,871,951	28,695,644	**(1,176,307)**
Operating Expenses	77,281,457	70,884,542	74,313,532	72,274,471	113,474,153	103,183,370	**(10,290,783)**
Capital Expenditures	6,556,695	6,854,687	4,246,050	4,655,084	6,788,176	7,868,000	**1,079,824**
Contingencies	0	0	0	0	41,057,937	30,523,555	**(10,534,382)**
Total Exp Authority	111,902,224	105,178,109	106,712,977	105,929,938	191,192,217	170,270,569	**(20,921,648)**
Reimbursements	(16,986,373)	(18,621,122)	(15,297,971)	(17,659,771)	(29,184,889)	(27,353,103)	**1,831,786**
Total Appropriation	94,915,851	86,556,987	91,415,006	88,270,167	162,007,328	142,917,466	**(19,089,862)**
Operating Transfers Out	214,098	5,119,090	5,158,358	629,116	1,056,724	304,617	**(752,107)**
Total Requirements	95,129,949	91,676,077	96,573,364	88,899,283	163,064,052	143,222,083	**(19,841,969)**
Sources							
Taxes	4,658,635	6,195,459	6,880,906	6,293,699	6,580,789	7,003,123	**422,334**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	56,212,604	60,477,497	50,740,447	75,539,535	79,616,819	58,392,191	**(21,224,628)**
Fee/Rate	5,038,763	5,274,361	8,973,013	9,348,611	13,994,881	4,487,102	**(9,507,779)**
Other Revenue	882,898	2,069,182	5,993,955	953,632	508,784	512,689	**3,905**
Total Revenue	66,792,900	74,016,499	72,588,321	92,135,477	100,701,273	70,395,105	**(30,306,168)**
Operating Transfers In	9,637,047	16,234,378	11,797,291	5,100,429	5,212,520	5,655,320	**442,800**
Total Sources	76,429,947	90,250,877	84,385,612	97,235,906	105,913,793	76,050,425	**(29,863,368)**
				Fund Balance	57,150,259	67,171,658	**10,021,399**
				Budgeted Staffing	345	338	**(7)**

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Road Operations	98,964,140	65,841,517	33,122,623	338
Measure I	30,776,717	7,072,287	23,704,430	0
Facilities Development Plans	3,034,705	58,384	2,976,321	0
Regional Development Mitigation Plan	10,446,521	3,078,237	7,368,284	0
Total Special Revenue Funds	143,222,083	76,050,425	67,171,658	338

Road Operations has requirements of $99.0 million consisting of the following: $28.7 million for staffing expenses to fund 338 positions; $78.1 million for operating expenses such as road maintenance, equipment/materials purchases, vehicle maintenance, County internal service and administrative expenses, insurance, professional services for road construction projects, and transfers for labor/equipment usage within all Department of Public Works divisions; $7.9 million for capital expenditures which includes $2.1 million to purchase land and right-of-way for planned road construction projects, $5.3 million to replace equipment needed for daily road operations and maintenance and $503,000 primarily for signal controller equipment; $27.3 million in reimbursements which includes $11.0 million from other Department of Public Works divisions for labor and equipment usage and $16.3 million in project related labor and services and supplies reimbursements primarily into Road Operations from Measure I and the Regional Development Mitigation Plan funds; and $11.3 million in contingencies of which $7.8 million is for future construction projects and a new accounting system and $3.5 million is for future equipment replacement.

Sources of $65.8 million consist of $56.3 million in state, federal and other government aid which includes $41.9 million in Gas Tax and $14.4 million in state, federal, and other government aid for construction projects, with some of the major contributions being as follows:

- $7.4 million from SANBAG, State Proposition 1B and railroad contributions for shares of the Glen Helen Grade separation project
- $3.4 million from Highway Bridge Program for various bridge repair and replacement projects
- $751,700 from Highway Safety Improvement Program for National Trails Highway raised pavement markings project
- $700,000 from Public Lands Highway funds for the design of Needles Highway realignment and widening project
- $357,100 from Safe Routes to School funds for pedestrian access improvements and flashing lighted crosswalks on Pacific Street

Also included in sources are: fee/rate revenue of $3.5 million which includes $1.2 million from permit/inspection fees and other miscellaneous reimbursement for services from outside agencies, $1.3 million in City participation for shared pavement condition improvement projects; $669,000 from Regional Parks for design services for the Santa Ana River Trail project; and $410,550 in other sources consisting primarily of interest earnings and mitigation fees for development impacts to the County Maintained Road System; and $5.7 million in operating transfers in consisting of General Fund contributions for capital projects.

Measure I has requirements of $30.8 million consisting of $19.3 million in operating expenses for road construction projects, which includes road overlays, rehabilitations, and drainage improvements; $11.5 million in contingencies set aside for future road constructions projects; and $77,473 in reimbursements from Regional Development Mitigation to partially fund a portion of costs associated with the Ranchero Road project. Sources of $7.1 million include $7.0 million in Measure I sales tax and $69,164 in estimated interest earnings.

Facilities Development Plans has requirements of $3.0 million, which includes $1.7 million in operating expenses primarily for the design of Shadow Mountain Road in the Helendale/Oro Grande area and Rock Springs Road Widening and Bridge over the Mojave River in the Southeast Apple Valley area. Additionally, $1.3 million has been allocated to contingencies for future construction projects. Sources of $58,384 consist of anticipated development fees and estimated interest earnings.

Regional Development Mitigation Plan has requirements of $10.4 million which includes $4.0 million in operating expenses for the Road Operations fund and Measure I for the Slover Avenue and San Bernardino Avenue widening projects, Glen Helen Grade separation project, Ranchero Road widening and signal project, and the Cherry Avenue at Interstate 10 and Cedar Avenue at Interstate 10 interchange improvement projects (SANBAG's public local share of $2.1 million and development fees available of $1.9 million); and $6.4 million allocated to contingencies for future road construction projects. Sources of $3.1 million include $2.1 million from SANBAG's public local share for various road projects and $1.0 million in development fees with a small amount of interest earned for cash on hand.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $19.8 million primarily due to decreases in operating expenses and contingencies because of fewer new major infrastructure projects and the end of Proposition 1B funding in 2013-14. Major infrastructure projects that are completed, or nearing completion and no longer have budget requirements, are the Slover Avenue and Cherry Avenue widening projects, the roadway stabilization on Maple Lane and the new signal and widening on Ranchero Road.

Sources are decreasing by $29.9 million primarily because of fewer project reimbursements from outside agencies, such as less federal reimbursement due to the completion of the Lenwood Road and Alabama Avenue emergency projects, less reimbursement from other agencies for projects that are completed, or nearing completion, like the project listed above, and due to a projected decline in gas tax revenues.

The fund balance increased by $10.0 million primarily due to a delay of construction projects, additional development mitigation fees received, and receipt of gas tax revenues that were not anticipated to be received until 2014-15.

PROGRAMMATIC INFORMATION

With the focus of the Transportation Division being the maintenance of the County's Maintained Road System, public safety, and infrastructure improvements, a variety of road related projects have been identified for 2014-15.

Project Type	Major Projects	Funding Sources
Major Rehabilitation and Overlay	H Street, Division Drive, Beech Avenue, Jurupa Avenue, Cactus Avenue, Sterling Avenue, Pacific Street, Vista Road, Helendale Road, Shadow Mtn Road, Del Rosa Drive, Luna Road	Measure I and Gas Tax
Surface and Chip Seal	Various roads and locations in: Apple Valley, Big River, Fontana, Bloomington, Calico, Daggett, Lenwood, Colton, Crestline, Del Rosa, Goffs, Lake Arrowhead, Montclair, Morongo Basin, Joshua Tree, Muscoy, Phelan, Wrightwood, Victorville, San Antonio Heights and Trona	Measure I and Gas Tax
Major Infrastructure Improvements	Glen Helen Parkway grade separation, Yates Road reconstruction, Interstate 10 at Cherry Avenue interchange improvement, Institution Road paving, and the Slover Avenue and San Bernardino Avenue widening projects	Measure I, Gas Tax, Federal and State grants, General Fund Discretionary one-time funds, Developer Fees, and other local agencies

Project Type	Major Projects	Funding Sources
Public Safety	National Trails Hwy raised pavement markers, Pacific Street and Beech Avenue flashing lighted crosswalks, Central Avenue at Phillips Boulevard new signal, Parker Dam, Two Hundred Sixty-Third Street guardrail installations, and a sidewalk near the Joshua Tree Visitor Center	Measure I, Gas Tax, Federal and State grants, and General Fund Discretionary one-time funds
Bridge Repair and Replacement	Yermo Bridge, Garnet Street Bridge and several bridge repairs/replacements on National Trails Highway	Federal grants, Gas Tax, Federal Toll Credits

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $28.7 million fund 338 budgeted positions of which 287 are regular positions and 51 are limited term positions. The budget reflects a net decrease of 7 positions. Changes include the addition of the following new positions:

- 1 Public Works Planning Division Chief in order to replace the deletion of a vacant Public Works Engineer IV as noted below as the duties of this position have shifted to a more managerial level with less engineering. This addition will not have a budgetary impact since it is a replacement of an equivalently budgeted position.
- 1 Payroll Specialist to replace positions lost in previous years due to funding issues. The new position will help ensure sufficient internal controls exist for payroll transactions upon which billing activities are based.
- 1 Contract Public Works Accountant to backfill an existing Accountant III in order to analyze current processes and assist in the consolidation of multiple cost accounting systems.
- 1 Contract Business Systems Analyst III to support various IT improvements taking place, such as a new County-wide permitting system upgrade and the consolidation of multiple cost accounting systems.

The Transportation Division is also deleting 7 positions, of which 6 are vacant (1 Public Works Engineer IV being replaced by a Public Works Planning Division Chief as noted above; 3 Public Works Engineer II's; 1 Supervising Land Surveyor; 1 Engineering Technician IV) and one position is being deleted (Transportation Analyst II, retired) without an impact to departmental operations. The Division is also transferring 4 positions (1 Chief Public Works Engineer; 3 Public Works Engineer III) to the Flood Control District in order to assist with the workload that is anticipated in the Flood Permits Division, Environmental Management Division, and National Pollutant Discharge Elimination System program over the next few years.

In addition, the budget includes the following reclassifications:

- Administrative Supervisor II to Public Works Accounting Manager
- Engineering Technician II to Engineering Technician III

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	5	0	5	5	0	0	5
Design	24	0	24	23	1	0	24
Planning	15	0	15	13	1	1	15
Traffic	24	0	24	23	1	0	24
Operations	143	42	185	163	22	0	185
Contracts/Inspections	23	4	27	25	2	0	27
Traffic Operations Services	24	1	25	23	2	0	25
Administrative Services	13	1	14	11	1	2	14
Permits	7	0	7	6	1	0	7
Information Technology Services	4	2	6	5	0	1	6
Budget/Revenue Claiming	5	0	5	5	0	0	5
Environmental Management	0	1	1	1	0	0	1
Total	287	51	338	303	31	4	338

Administration

	Classification
1	Director of Public Works
1	Executive Secretary II
1	Secretary II
1	Staff Analyst II
1	Office Assistant III
5	Total

Design

	Classification
1	Public Works Engineer IV
2	Public Works Engineer III
4	Public Works Engineer II
5	Engineering Technician V
5	Engineering Technician IV
4	Engineering Technician III
1	Engineering Technician II
1	Secretary I
1	Office Assistant III
24	Total

Planning

	Classification
1	Chief Public Works Engineer
1	Public Works Planning Division Chief
2	Public Works Engineer III
1	Public Works Engineer II
1	Engineering Technician V
2	Engineering Technician IV
1	Engineering Technician III
1	Supervising Transportation Analyst
3	Transportation Analyst
1	Geographic Info Sys Tech III
1	Secretary I
15	Total

Traffic

	Classification
1	Public Works Engineer IV
2	Public Works Engineer III
2	Public Works Engineer II
1	Incident Reconstruction Specialist
1	Engineering Technician V
6	Engineering Technician IV
5	Engineering Technician III
3	Engineering Technician II
1	Secretary I
1	Office Assistant IV
1	Office Assistant II
24	Total

Operations

	Classification
1	Chief Public Works Engineer
2	Public Works Operations Supt
10	Public Works Operations Supv
12	Maintenance & Const Supv II
3	Maintenance & Const Supv I
16	Maintenance & Const Worker II
12	Maintenance & Const Worker I
23	Equipment Operator III
69	Equipment Operator II
33	Equipment Operator I
1	Equipment Parts Specialist I
1	Secretary II
1	Office Assistant III
1	Public Service Employee
185	Total

Contracts/Inspections

	Classification
1	Public Works Engineer IV
3	Public Works Engineer III
3	Public Works Engineer II
4	Contract Project Senior Inspector
4	Engineering Technician V
5	Engineering Technician IV
5	Engineering Technician III
1	Secretary I
1	Office Assistant II
27	Total

Traffic Operations Services

	Classification
1	Public Works Operations Supv
2	Maintenance & Const Supv II
1	Maintenance & Const Supv I
14	Maintenance & Const Worker II
3	Maintenance & Const Worker I
1	Equipment Operator III
1	Equipment Operator II
2	Equipment Operator I
25	Total

Administrative Services

	Classification
1	Public Works Chief Financial Officer
1	Public Works Accounting Manager
1	Supervising Accountant II
1	Accountant III
1	Accountant II
1	Accountant I
1	Supervising Accounting Technician
1	Accounting Technician
1	Reproduction Equipment Operator
2	Payroll Specialist
2	Fiscal Assistant
1	Contract Public Works Accountant
14	Total

Permits

	Classification
1	Public Works Engineer III
1	Public Works Engineer II
4	Engineering Technician IV
1	Office Assistant III
7	Total

Information Technology Services

	Classification
1	Business Applications Manager
1	Business Systems Analyst II
1	Automated Systems Analyst II
1	Automated Systems Technician
1	Contract Business Systems Analyst III
1	Public Service Employee
6	Total

Budget/Revenue Claiming

	Classification
1	Budget Officer
3	Staff Analyst II
1	Fiscal Assistant
5	Total

Environmental Management

	Classification
1	Contract PSG Transportation Planner
1	Total

Solid Waste Management Enterprise Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$89,707,923
Sources/Reimbursements	$81,314,776
Net Budget	($8,393,147)
Estimated Unrestricted Net Assets	($80,513,062)
Use of Unrestricted Net Assets	$8,393,147
Total Staff	82
*Includes Contingencies	

Operations Fund is responsible for the operation and management of the County's solid waste disposal system, which consists of six regional landfills, nine transfer stations, and thirty-three closed landfills or disposal sites. The Solid Waste Management Division also administers the County's solid waste franchise program which authorizes and regulates trash collection by private haulers in the County unincorporated area, and state mandated waste diversion and recycling programs. This is the only fund that has staffing associated with it.

Note: While the Solid Waste Management Division has approximately $109 million in short-term assets such as cash that is used to support the operations of the system, the Division is estimating its Unrestricted Net Assets to be in deficit by $80.5 million at June 30, 2014 due to the inclusion of approximately $192.8 million of long term landfill liabilities for pollution remediation obligations, future closure construction, and post-closure maintenance. These liabilities do not come due within the current year budget and represent future costs that will be funded with future revenue. For 2014-15, the Division will be using approximately $8.4 million of its short term assets to balance the budget.

Site Closure and Maintenance Fund provides for the closure of landfills and for post-closure maintenance (e.g. fencing, storm damage, soil erosion, but excluding landfill gas and groundwater monitoring) required by Titles 14 and 27 of the California Code of Regulations. This budget unit accounts for the requirements and sources related to the planning, design, permitting, construction, and maintenance activities required for closure and post-closure maintenance of County landfills.

Site Enhancement, Expansion and Acquisition Fund provides for the construction of landfills and transfer stations, purchase of land, construction of ancillary facilities, and site enhancements, all of which are directly related to the increase of waste capacity. This budget unit accounts for the requirements and sources related to the planning, permitting, design, and construction activities required for the expansion and/or enhancement of County landfill and transfer station operations.

Environmental Fund provides environmental mitigation and monitoring activities (e.g., landfill gas systems operation, maintenance and monitoring, groundwater monitoring and remediation) at disposal sites and active and closed landfill sites for the health and safety of the public. This budget unit accounts for the requirements and sources related to these environmental mitigation/monitoring activities, and habitat mitigation.

Environmental Mitigation Fund (EMF) was established to provide separate accountability of that portion of the tipping fee designated as a resource for addressing solid waste facilities impacts on local communities. On July 10, 2001, the Board of Supervisors (Board) approved an Environmental Mitigation Fund Use Policy. In accordance with this policy, projects or programs must reduce, avoid, or otherwise mitigate impacts arising from the operations and management of a County owned landfill or transfer station to be eligible for use of EMF monies. Current programs funded through EMF monies are the Household Hazardous Waste Program in unincorporated County communities, ongoing since 1993; and the Host Cities Program. Sources collected in this fund are also used to make contractual payments to the seven host cities with a County landfill or transfer station within its boundary or sphere of influence. On March 30, 2004, the Board approved an amended EMF Use Policy that revised the eligibility criteria to include the County's portion of costs associated with debris cleanup in the aftermath of a locally declared disaster. Also, as of 2008-09 and forward, all uncovered load fees are transferred into this fund and used to finance the fund's activities.

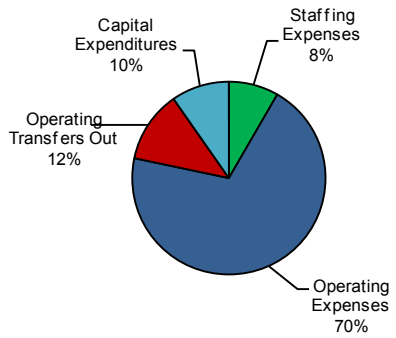
Closure and Post-Closure Maintenance Fund provides for the funding of landfill closure construction for those facilities that fall within the regulatory requirements of landfill facilities that were still actively receiving waste as of 1989. Deposits are made to this budget unit from the Solid Waste Operations budget unit, as needed, to provide proper funding, based upon the amount of waste deposited into the landfills each year. No expenditures are booked to this budget unit, only operating transfers out to the Site Closure and Maintenance budget unit and

operating transfers in for financial assurance deposits, when required. Operating transfers out to the Site Closure and Maintenance budget unit can only be done when Solid Waste Management Division receives written approval from CalRecycle for the release of funds.

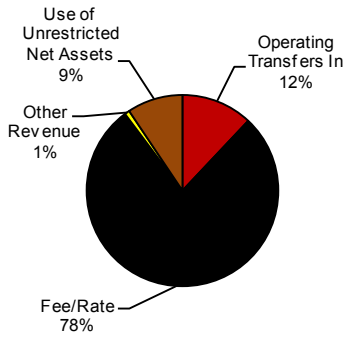
Solid Waste Management Earned Leave Fund provides for the funding of employee compensated absences which are the accumulated vacation, holiday benefits, sick pay, and compensatory time recorded as an expense and non-current liability as benefits are earned. In the event of retirement or termination, an employee is paid 100% of accumulated vacation, holiday and compensatory time. This fund was newly created in 2011-12.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

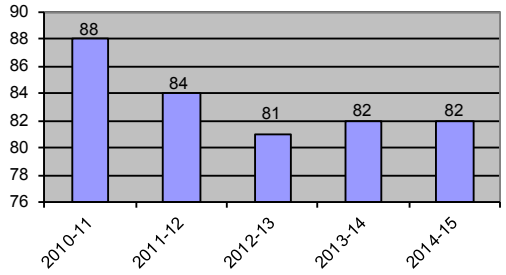


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Postitions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	81	81	82	82
Limited Term	0	0	0	0
Total	81	81	82	82
Staffing Expenses	$6,687,666	$7,153,210	$7,238,412	$7,480,503

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Solid Waste Management
FUND: Solid Waste Enterprise Funds Consolidated

BUDGET UNIT: Various
FUNCTION: Health and Sanitation
ACTIVITY: Sanitation

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	6,973,106	6,779,486	6,486,789	6,989,496	7,238,412	7,480,503	**242,091**
Operating Expenses	54,488,633	49,429,697	85,597,992	50,256,405	56,935,468	62,772,402	**5,836,934**
Capital Expenditures	1,565,790	6,957,075	1,079,216	4,678,879	8,135,536	8,697,964	**562,428**
Contingencies	0	0	0	0	50,000	0	**(50,000)**
Total Exp Authority	63,027,529	63,166,258	93,163,997	61,924,780	72,359,416	78,950,869	**6,591,453**
Reimbursements	0	(1,822)	(43,474)	(69,931)	(48,700)	(81,000)	**(32,300)**
Total Appropriation	63,027,529	63,164,436	93,120,523	61,854,849	72,310,716	78,869,869	**6,559,153**
Operating Transfers Out	15,200,656	6,993,468	34,002,942	10,467,120	17,950,000	10,757,054	**(7,192,946)**
Total Requirements	78,228,185	70,157,904	127,123,465	72,321,969	90,260,716	89,626,923	**(633,793)**
Sources							
Taxes	171,276	187,231	220,863	247,413	230,000	239,000	**9,000**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	32,530	928,264	1,750,845	671,436	70,000	(157,125)	**(227,125)**
Fee/Rate	57,011,260	55,248,472	57,782,418	59,544,160	65,688,387	69,636,747	**3,948,360**
Other Revenue	1,666,896	1,270,846	2,419,018	8,280,920	4,971,197	758,100	**(4,213,097)**
Total Revenue	58,881,962	57,634,813	62,173,144	68,743,929	70,959,584	70,476,722	**(482,862)**
Operating Transfers In	15,200,656	6,794,391	32,003,142	10,550,000	17,950,000	10,757,054	**(7,192,946)**
Total Sources	74,082,618	64,429,204	94,176,286	79,293,929	88,909,584	81,233,776	**(7,675,808)**
Net Budget*	(4,145,567)	(5,728,700)	(32,947,179)	6,971,960	(1,351,132)	(8,393,147)	**(7,042,015)**
				Budgeted Staffing	82	82	**0**

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Net Budget	Staffing
Enterprise Funds				
Operations Fund (Fund EAA)	61,033,728	60,122,498	(911,230)	82
Site Closure and Maintenance Fund (Fund EAB)	3,391,000	618,580	(2,772,420)	0
Site Enhancement, Expansion & Acquisition Fund (Fund EAC)	6,845,390	3,469,532	(3,375,858)	0
Environmental Fund (Fund EAL)	11,791,805	9,760,084	(2,031,721)	0
Environmental Mitigation Fund (Fund EWD)	6,565,000	7,212,482	647,482	0
Closure and Post-Closure Maintenance Fund (fund EAN)	0	0	0	0
Earned Leave Fund (Fund IDA)	0	50,600	50,600	0
Total Enterprise Funds	89,626,923	81,233,776	(8,393,147)	82

Operations Fund has requirements of $61.0 million for operation of the County's solid waste disposal system, which primarily includes: $7.5 million of staffing expenses that fund 82 budgeted positions; operating expenses of $43.1 million which primarily consists of services and supplies of $38.8 million, including the landfill operations contracts and other professional services needed to maintain the County's disposal sites, transfers of $410,416, central services of $323,002, and other charges of $3.5 million which includes $2.1 million for payments to the Board of Equalization based on a per ton of landfill waste and $1.3 million set aside for potential legal settlements; $3.1 million for capital expenditures; reimbursements of $81,000 from other departments; and $7.5 million in operating transfers out to the Environmental Fund for operations, maintenance and monitoring of landfill environmental control systems. Sources of $60.1 million includes funds generated from landfill gate fees, special land use assessments, solid waste franchise fees, royalty agreements, land leases, interest earned on fund balance, and a small state grant for beverage container recycling education and outreach program.

Sources received in this budget unit also fund the activities of other solid waste budget units and is reflected as operating transfers out.

Site Closure and Maintenance Fund includes requirements of $3.4 million for partial final closure of the Mid-Valley Landfill Unit 1's south and west slopes. Sources of $618,580 include allocated special assessments, landfill gate fees that support closure activities, and interest earnings.

Site Enhancement, Expansion and Acquisition Fund includes requirements of $6.8 million of which $2.4 million is for the Mid-Valley Unit 3 Liner project, $400,000 for Barstow Perimeter Fencing, $700,000 for San Timoteo lateral expansion project, and $3.3 million in operating transfers out to the Environmental Fund for capital projects and annual maintenance/monitoring of existing landfill gas, air, and groundwater systems. Sources of $3.5 million are from allocated landfill gate fees that support expansion activities and interest earnings.

Environmental Fund includes requirements of $11.8 million for the following list of projects related to the construction, operation, maintenance, and monitoring (OM&M) of environmental control systems to protect groundwater, air, soil and habitat mitigation per Title 5 and Title 27 regulations:

- $4.0 million - Countywide - Landfill Gas Extraction System OM&M
- $2.4 million - Countywide - Water Quality Response Program OM&M
- $847,000 - Barstow Landfill – Landfill Gas Extraction System
- $400,000 - Big Bear Landfill - Landfill Gas Extraction System
- $154,057 - Heaps Peak Disposal Site - Leachate Treatment System OM&M
- $1.5 million - Heaps Peak Disposal Site - East Slope Stabilization/Southern Rubber Boa Habitat Mitigation
- $250,000 – Lenwood-Hinkley – Bioenhancement Pilot Study
- $1.0 million - Mid-Valley Landfill – Perchorlate – Groundwater Monitoring and Reporting
- $434,000 - Mid-Valley Landfill – Water Replacement Order Implementation Agreement and Standby Water Rights
- $132,037 – Mid-Valley Landfill – Corrective Action Plan - Groundwater Routine OM&M
- $5,464 - Milliken Landfill - Easement Agreements – Edison
- $541,000 - Yucaipa Disposal Site - Groundwater Treatment System
- $125,203 – Tools, Equipment, Utilities, General Equipment Maintenance

Sources of $9.8 million consist primarily of operating transfers in from the Operations Fund of $7.4 million and allocated landfill gate fees of $2.4 million.

Environmental Mitigation Fund includes requirements of $6.6 million for that portion of the tipping fee designated as a resource for addressing solid waste facilities impacts on local communities as payments to seven host cities with a landfill or transfer station in their sphere of influence or within incorporated city limits. Sources of $7.2 million are from allocated special assessments and landfill gate fees.

Closure and Post-Closure Maintenance Fund is not expected to have any required Financial Assurance activity for the period 2014-15.

Solid Waste Management - Earned Leave Fund has sources of $50,600, of which $600 represents interest earned and $50,000 that represents an operating transfer in from the Operations Fund for approximately one-twentieth of the unfunded liability of employees' earned leave balances.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $633,793. Significant changes include a net increase in operating expenses of $5.8 million, primarily due to an increase of $2.3 million for Contractor related costs of operating the County Landfills, including additional import tonnage required by contract, and $2.2 million increase in professional services for new capital improvement projects; and various repairs and maintenance at County disposal sites,

utilities, and computer software and hardware purchases, and a net increase in capital improvements of $562,428. These increases were offset by a decrease in operating transfers in of $7.2 million since the Environmental Mitigation Fund has sufficient operating cash.

Sources are decreasing by $7.7 million, primarily due to a decrease in operating transfers in of $7.2 million; and a net decrease of $482,862 in total revenue from an increase of $3.9 million in gate fees, primarily due to increased import tonnage, offset by a net decrease of $4.4 million in residual equity transfers in, interest earnings, FEMA revenue, and litigation settlement revenue.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $7.5 million fund 82 budgeted regular positions. The reclassification of one Staff Analyst I to a Staff Analyst II is included in the budget due to higher level budget and fee analysis work now required of departments.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	6	0	6	6	0	0	6
Special Projects	5	0	5	5	0	0	5
Operations and Scales	37	0	37	34	3	0	37
Engineering	19	0	19	18	1	0	19
Administrative Services	12	0	12	11	1	0	12
Information Technology Services	3	0	3	2	1	0	3
Total	82	0	82	76	6	0	82

Administration

	Classification
1	Chief Public Works Engineer
1	Solid Waste Analyst
1	Staff Aide
1	Secretary II
2	Office Assistant III
6	Total

Special Projects

	Classification
1	Solid Waste Program Administrator
1	Staff Analyst II
1	Recycling Specialist
1	Secretary I
1	Office Assistant II
5	Total

Operations and Scales

	Classification
1	Public Works Operations Supt.
1	Public Works Operations Supvr.
1	Maintenance & Const. Supervisor I
4	Landfill Operations Inspector
1	Engineering Technician III
1	Scale Operations Supervisor II
2	Scale Operations Supervisor I
25	Scale Operator
1	Fiscal Assistant
37	Total

Engineering

	Classification
1	Public Works Engineer IV
3	Public Works Engineer III
4	Public Works Engineer II
1	Engineering Tech V
4	Engineering Tech IV
3	Engineering Tech III
1	Engineering Tech II
1	Staff Analyst I
1	Secretary I
19	Total

Administrative Services

	Classification
1	Administrative Supervisor II
1	Accountant III
2	Accountant II
2	Staff Analyst II
1	Supervising Accounting Tech.
5	Fiscal Assistant
12	Total

Information Technology Services

	Classification
1	Automated Systems Analyst II
1	Automated Systems Analyst I
1	Automated Systems Technician
3	Total

San Bernardino County Flood Control District - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$167,841,533
Sources/Reimbursements	$82,161,967
Fund Balance	$85,679,566
Use of Fund Balance	$38,247,050
Total Staff	155

*Includes Contingencies

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.

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 funding is primarily derived from property taxes, federal and state aid on specific projects, subdivision and permit fees, rents and royalties, and revenue from local water agencies for water spreading services.

The District's principal functions are as follows:

Flood Protection on Major Streams: In cooperation with the federal government, the District conducts programs for channel and levee construction, floodwater retention, and debris basin maintenance. Programs or projects are often done in cooperation with the incorporated cities, the U.S. Army Corps of Engineers, and the U.S. Bureau of Reclamation.

Water Conservation: The District operates and maintains water conservation basins and spreading grounds. Water from the local mountains and Northern California is spread and percolated into the groundwater basins underlying the County. The District has numerous joint use agreements with water districts allowing use of District facilities for groundwater recharge.

Storm Drain Construction: The District is active in comprehensive storm drain master planning/construction and cooperates with incorporated cities and other agencies in storm drain projects.

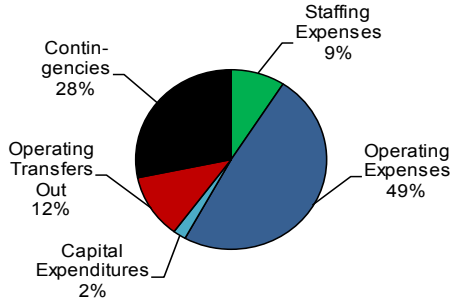
Facility Maintenance: The District has a proactive maintenance program for its facilities. Regular inspections of the storm drains, channels, and basins are made as required by various state and federal agencies.

National Pollutant Discharge Elimination System (NPDES): The District is the lead permittee in the San Bernardino Valley area-wide NPDES permit with 16 cities as co-permittees. The NPDES program, through the State Water Quality Management Board, regulates storm water quality through very detailed and complex permits, which affect everyone within the Santa Ana River Watershed and now in the high desert area of the Victor Valley under Phase II of the permit.

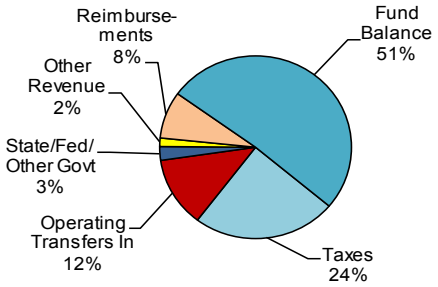
Flood Operations: During the flood season, the District maintains telemetry systems for monitoring rainfall and runoff and dispatches storm patrols as dictated by the projected severity of a storm. The District has access to a weather satellite data delivery system to provide state-of-the-art weather information. The system provides advance warning of major storm activity.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

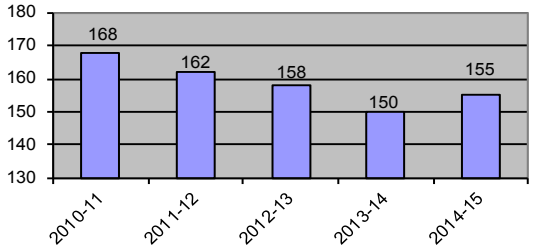


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	147	145	147	152
Limited Term	11	1	3	3
Total	158	146	150	155
Staffing Expenses	$15,004,356	$14,307,908	$14,433,951	$15,310,224

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Flood Control
FUND: Consolidated

BUDGET UNIT: Various
FUNCTION: Flood Control
ACTIVITY: Flood Control

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	13,728,949	13,474,972	13,393,032	13,479,022	14,433,951	15,310,224	**876,273**
Operating Expenses	58,925,210	52,695,794	41,241,614	47,704,012	72,740,711	82,063,809	**9,323,098**
Capital Expenditures	254,417	256,334	163,184	1,481,205	3,194,700	3,659,000	**464,300**
Contingencies	0	0	0	0	63,810,050	47,432,516	**(16,377,534)**
Total Exp Authority	72,908,576	66,427,100	54,797,830	62,664,238	154,179,412	148,465,549	**(5,713,863)**
Reimbursements	(13,942,667)	(13,628,850)	(13,588,422)	(13,392,910)	(13,195,874)	(13,923,600)	**(727,726)**
Total Appropriation	58,965,909	52,798,250	41,209,408	49,271,328	140,983,538	134,541,949	**(6,441,589)**
Operating Transfers Out	10,129,411	12,708,146	8,911,024	6,231,215	13,150,313	19,375,984	**6,225,671**
Total Requirements	69,095,320	65,506,396	50,120,432	55,502,544	154,133,851	153,917,933	**(215,918)**
Sources							
Taxes	36,431,260	36,414,505	38,785,707	40,793,120	40,215,500	40,608,100	**392,600**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	16,798,468	5,323,306	3,975,617	5,025,892	4,428,199	4,078,555	**(349,644)**
Fee/Rate	139,734	860,319	1,407,106	586,280	474,043	367,600	**(106,443)**
Other Revenue	5,016,500	1,358,472	23,583,086	2,660,378	12,225,491	2,533,128	**(9,692,363)**
Total Revenue	58,385,962	43,956,602	67,751,516	49,065,670	57,343,233	47,587,383	**(9,755,850)**
Operating Transfers In	10,781,588	18,588,629	10,211,024	7,539,515	14,450,313	20,650,984	**6,200,671**
Total Sources	69,167,550	62,545,231	77,962,540	56,605,185	71,793,546	68,238,367	**(3,555,179)**
				Fund Balance	82,340,305	85,679,566	**3,339,261**
				Budgeted Staffing	150	155	**5**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $15.3 million fund 155 budgeted positions to oversee administration, operations and maintenance of the District's facilities. Operating expenses of $82.1 million primarily include: $44.0 million in service contracts for construction projects; $12.4 million for bond payments and debt service; and $18.0 million in transfers, of which $13.3 million is for internal payroll distribution, and $3.1 million to pay the Transportation Division for work performed on District projects and to reimburse for administrative costs. Capital expenditures of $3.7 million are primarily needed to purchase land and right of way for mitigation and/or construction purposes. Reimbursements of $13.9 million are primarily related to internal labor distribution charges.

The District's primary revenue source is property taxes budgeted at $40.6 million. Other major revenue sources include governmental aid of $4.1 million to partially fund Seven Oaks Dam maintenance and the NPDES program, operating transfers in of $20.7 million ($1.3 million from the County general fund for the NPDES program and $19.4 million for internal administrative transfers between funds), and other revenue of $2.5 million primarily from anticipated land sales.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $215,918 due to a decrease in contingencies of $16.4 million primarily to fund planned construction projects, an increase in operating expenses of $9.3 million (which includes the planned construction projects), and an increase in operating transfers out of $6.2 million due to additional transfers between the District's zones.

Sources are decreasing by $3.6 million primarily due to a decrease in other revenue of $9.7 million which reflects an anticipated decrease in land sales for 2014-15 partially offset by an increase in operating transfers in of $6.2 million as a result of additional transfers between the District's zones.

Additionally, the fund balance has increased by $3.3 million primarily as a result of delayed planned construction projects in 2013-14.

PROGRAMMATIC INFORMATION

Flood Control facility maintenance funding has increased to $13.2 million Countywide primarily due to environmental mitigation requirements. The NPDES program is budgeted at $6.2 million and is funded by the County ($1.3 million), the sixteen participating cities ($2.0 million) and the District ($2.9 million). Contingencies are budgeted at $47.4 million for projects in design and environmental phase, not yet ready for construction. Furthermore, the table below reflects District projects planned for 2014-15:

Project Type	Major Projects	Funding Sources
Maintenance	Maintenance of Channels, Creeks and Basins Countywide	Property Taxes
Basin Construction	Cactus Basin #3; Donnell Basin Phase I; Amethyst Basin; Bandicoot Basin	Property Taxes; CA Department of Water Resources
Channel Construction	Elder Creek; Mountain View Acres; Kitchen Dean Wash; Sand/Warm Creek Confluence; Rialto Channel at Riverside Avenue; Rimforest Drainage Mitigation; Wilson Creek; Desert Knolls Wash	Property Taxes; Discretionary General Funding
Levee Construction	Mojave River I-15 Levee	Property Taxes

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $15.3 million fund 155 budgeted positions of which 152 are regular positions and 3 are limited term positions. The budget reflects a net increase of 5 positions. Changes include the addition of the following new positions:

- 1 Office Assistant II to provide clerical assistance and customer service support for the District.
- 1 Office Assistant III for the Flood Permits Division due to workload increases in that division.
- 1 Automated Systems Technician to provide technical support to over 500 computers at multiple sites.
- 1 Contract Flood Arborist to ensure compliance with Federal Emergency Management Agency and U.S. Army Corps of Engineers levee certification requirements.

The District is deleting 3 vacant positions (2 Supervising Planners and 1 Public Works Engineer IV) and transferring in 4 positions (1 Chief Public Works Engineer, 3 Public Works Engineers III) from the Transportation Department in order to assist with the workload that is anticipated in the Flood Permits Division, Environmental Management Division, and NPDES over the next few years.

In addition, the budget includes the reclassification of a filled Staff Analyst I to Staff Analyst II.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	4	0	4	3	0	1	4
Water Resources	10	0	10	10	0	0	10
Environmental Management/NPDES	26	1	27	24	1	2	27
Flood Design	20	0	20	20	0	0	20
Seven Oaks Dam	2	0	2	2	0	0	2
Administrative Services	5	0	5	4	1	0	5
Flood Planning	12	0	12	11	1	0	12
Permits	11	0	11	8	1	2	11
Operations	59	2	61	53	6	2	61
Budget Revenue Claiming	2	0	2	2	0	0	2
Information Technology	1	0	1	0	0	1	1
Total	152	3	155	137	10	8	155

Administration

	Classification
1	Personnel Technician
1	Office Assistant II
1	Secretary I
1	Office Assistant III
4	Total

Water Resources

	Classification
2	Public Works Engineer II
2	Public Works Engineer III
1	Secretary I
1	Engineering Technician III
2	Engineering Technician IV
2	Engineering Technician V
10	Total

Environmental Management/NPDES

	Classification
1	Stormwater Program Manager
5	Planner III
1	Planner II
1	Staff Analyst II
1	Secretary I
1	Office Assistant III
2	Engineering Technician V
4	Engineering Technician IV
4	Ecological Resource Specialist
2	Public Works Engineer III
1	Office Assistant II
1	Public Service Employee
2	Public Works Engineer II
1	Chief Public Works Engineer
27	Total

Flood Design

	Classification
1	Supervising Land Surveyor
2	Public Works Engineer III
3	Public Works Engineer II
4	Engineering Technician V
4	Engineering Technician IV
4	Engineering Technician III
1	Secretary I
1	Public Works Engineer IV
20	Total

Seven Oaks Dam

	Classification
2	Equipment Operator III
2	Total

Administrative Services

	Classification
1	Accountant III
1	Accountant II
1	Accounting Technician
1	Fiscal Assistant
1	Secretary II
5	Total

Flood Planning

	Classification
1	Public Works Engineer IV
2	Public Works Engineer III
2	Public Works Engineer II
1	Engineering Technician V
2	Engineering Technician IV
1	Engineering Technician III
1	Secretary I
2	Chief Public Works Engineer
12	Total

Permits

	Classification
1	Public Works Engineer IV
2	Engineering Technician V
6	Engineering Technician IV
1	Secretary I
1	Public Works Engineer III
11	Total

Operations

	Classification
1	Public Works Engineer II
1	Public Works Operations Supt
2	Public Works Operations Supv
9	Equipment Operator III
7	Equipment Operator II
6	Equipment Operator I
5	Maint & Const Spvsr II
3	Maint & Const Spvsr I
8	Maint & Const Worker II
10	Maint & Const Worker I
2	Office Assistant III
1	Office Assistant II
1	Pesticide Applicator
1	Contract Flood Arborist
2	Equipment Operator I Trainee
1	Equipment Operator II Trainee
1	Public Service Employee
61	Total

Budget/Revenue Claiming

	Classification
1	Budget Officer
1	Staff Analyst II
2	Total

Information Technology

	Classification
1	Automated Systems Technician
1	Total

CAPITAL IMPROVEMENT PROJECTS IN 2014-15 ADOPTED OPERATING BUDGET

The following Capital Improvement projects are included in the 2014-15 adopted budget:

# Proj.	Location/ Address	Flood Control Zone	Project Name-Description	Fund	Total Project Budget	New Projects	Carryover Balances		2014-15 Adopted Requirements
1	Highland	Zone 3	Sand/Warm Creek Confluence	RFF	3,700,000	-	3,700,000		3,700,000
2	San Bernardino	Zone 5	Alabama at City Creek	RFF	1,800,000	-	500,000		500,000
3	Rialto	Zone 5	Cactus Basin #3	RFF	9,200,000	-	9,200,000		9,200,000
4	Victorville	Zone 1	Mountain View Acres	RFQ	7,500,000	-	2,100,546		2,100,546
5	Highland	Zone 3	Elder Creek	RFL	4,000,000	-	4,000,000		4,000,000
6	Twentynine Palms	Zone 3	Donnell Basin Phase I	RFV	3,100,000	-	3,000,000		3,000,000
7	Barstow	Zone 3	Kitchen Dean Wash	RFQ	2,750,000	-	2,750,000		2,750,000
8	Victorville	Zone 1	Mojave River I-15 Levee	RFQ	1,600,000	-	1,600,000		1,600,000
9	Rimforest	Zone 2	Rimforest Drainage Mitigation	RFT	5,900,000	-	320,000	*	320,000
10	Victorville	Zone 1	Amethyst Basin	RFQ	9,000,000	9,000,000	-		9,000,000
11	Hesperia	Zone 1	Bandicoot Basin	RFQ	18,000,000	1,000,000	-		1,000,000
12	Yucaipa	Zone 3	Wilson Creek	RFL	800,000	800,000	-		800,000
13	Apple Valley	Zone 1	Desert Knolls Wash	RFQ	7,500,000	7,500,000	-		7,500,000
14	Rialto	Zone 5	Rialto Channel at Riverside Ave.	RFF	5,600,000	4,000,000	-		4,000,000
TOTAL 2014-15 CIP BUDGET FOR FLOOD CONTROL DISTRICT					**80,450,000**	**22,300,000**	**27,170,546**		**49,470,546**

** Funded with County Discretionary General Funding*

Expenses associated with these Major Improvements consist primarily of right of way acquisition expenses, consultants for design or geotechnical services, labor, and construction costs.

Flood Control Equipment

DESCRIPTION OF MAJOR SERVICES

The Flood Control District Equipment budget unit is an internal service fund established to fund the purchase and maintenance of all District vehicles and heavy equipment. This fund is funded by equipment user fee charges to the various Flood Control District zones and to other divisions within the Department of Public Works.

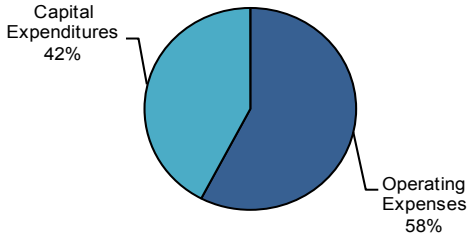
Budget at a Glance

Requirements Less Reimbursements*	$3,074,000
Sources/Reimbursements	$2,030,000
Net Budget	($1,044,000)
Estimated Unrestricted Net Assets	$6,466,793
Use of Unrestricted Net Assets	$1,044,000
Total Staff	0

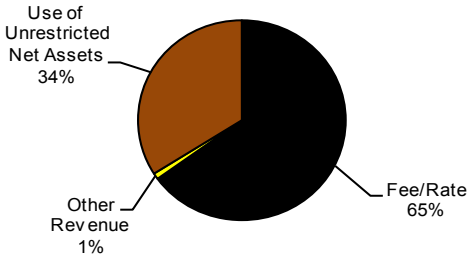
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works-Flood Control District
FUND: Equipment

BUDGET UNIT: ICA 097
FUNCTION: Flood Control
ACTIVITY: Equipment Management

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,152,484	1,735,648	1,588,387	1,579,616	1,601,920	1,773,000	**171,080**
Capital Expenditures	0	628,932	622,759	557,613	656,080	1,301,000	**644,920**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,152,484	2,364,580	2,211,146	2,137,229	2,258,000	3,074,000	**816,000**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,152,484	2,364,580	2,211,146	2,137,229	2,258,000	3,074,000	**816,000**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,152,484	2,364,580	2,211,146	2,137,229	2,258,000	3,074,000	**816,000**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	100,000	0	0	0	0	**0**
Fee/Rate	3,005,025	2,818,949	2,478,788	1,855,141	2,850,000	2,000,000	**(850,000)**
Other Revenue	46,967	143,025	34,973	31,894	80,000	30,000	**(50,000)**
Total Revenue	3,051,992	3,061,974	2,513,761	1,887,035	2,930,000	2,030,000	**(900,000)**
Operating Transfers In	0	0	0	0	197,000	0	**(197,000)**
Total Sources	3,051,992	3,061,974	2,513,761	1,887,035	3,127,000	2,030,000	**(1,097,000)**
Net Budget*	899,508	697,394	302,615	(250,194)	869,000	(1,044,000)	**(1,913,000)**
				Budgeted Staffing	0	0	**0**

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $1.8 million make up a large portion of the expenditures for this budget unit and consist of motor pool charges, equipment repairs, and maintenance charges from the Fleet Management Department. Additionally, capital expenditures of $1.3 million include the following purchases:

- $5,000 for a Paint Sprayer (graffiti removal)
- $16,000 for 2 Light Tower Trailers
- $30,000 for a John Deere Mower (replacement)
- $450,000 for a D7R Dozer (replacement)
- $350,000 for a 4900 Multi-body (replacement)
- $135,000 for 3 4x4 Extended Cab Trucks (replacements)
- $85,000 for a Service/Welder (replacement)
- $195,000 for 3 4x4 Flatbed Trucks (replacements)
- $35,000 for a 15 Passenger Ford (replacement)

Fee/Rate revenue of $2.0 million includes the District's heavy equipment fleet rates and is the main revenue source.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $816,000 primarily due to the amount of new equipment and vehicles being purchased to replace outdated units. Sources are decreasing by $1.1 million due to the decrease in rental usage revenues, a decrease in equipment sales, and the elimination of residual equity transfers.

STAFFING CHANGES AND OPERATIONAL IMPACT

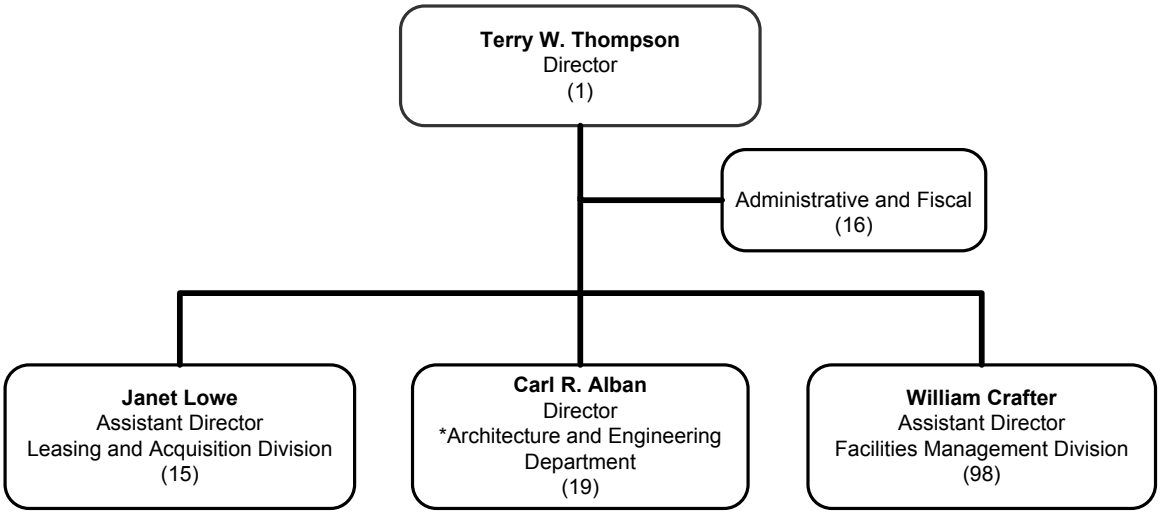
There is no staffing associated with this budget unit.

REAL ESTATE SERVICES
Terry W. Thompson

DEPARTMENT MISSION STATEMENT

The Real Estate Services Department is committed to providing a broad spectrum of timely, professional and quality real estate related services including leasing, appraisal, acquisitions, surplus property sales, inventory of owned and leased buildings and land, maintenance, grounds and custodial service, and design and construction of projects included in the annual Capital Improvement Program.

ORGANIZATIONAL CHART



*The Architecture and Engineering Department budget is shown under its own budget section.

2013-14 ACCOMPLISHMENTS

- Leasing and Acquisition Division (LAD), effectively marketed County-owned property that is not necessary for the specific needs of the County and selling more than 160 acres of underutilized agricultural land in Chino to Watson Land Development, who is processing entitlements for two industrial complexes that have the potential to generate more than 1,000 jobs.
- LAD collaborated with Human Services (HS) to analyze and review the useful life, energy costs, modernization and expansion needs for office space for various HS departments; executed leases for the Transitional Assistance Department (TAD) to strategically locate Call Centers throughout the County, to reduce traffic and parking requirements and institute easier methods to record registrations for medical care under the Affordable Care Act; and negotiated new leases for larger TAD facilities, to accommodate the growing client list for services in Colton (46,000 square feet), Needles (10,000 square feet), Yucaipa (20,000 square feet) and Redlands (27,000 square feet). Each of these new sites were constructed to Leadership in Energy and Environmental Design (LEED) Certified Silver, resulting in sustainable site development, water savings, energy efficiency, and indoor environmental quality.
- LAD negotiated a twenty-five year, 66,640 square foot lease for the Sheriff's Department at San Bernardino International Airport for a new aviation facility.
- Facilities Management Division (FMD), in collaboration with Information Services Department and Architecture and Engineering, integrated six different heating, ventilation and air conditioning building automation systems in 31 buildings into one networked system utilizing the County's Wide Area Network, allowing remote control, diagnostic and system failure alerts during and after normal business hours.

- FMD increased the number of preventative maintenance tasks from 7,549 in 2012-13 to 8,298 in 2013-14 to ensure the scheduled life of the systems and equipment in our buildings, and to ensure equipment efficiencies to reduce energy consumption and cost.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: *• Renew leases or relocate County departments prior to the lease termination date.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of lease renewal processes initiated not later than 6 months prior to the termination date.	N/A	100%	100%	100%
Percentage of lease relocation processes initiated not later than 18 months prior to the termination date.	NA	100%	100%	100%

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

Objective(s): ***• Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.***

Department Strategy: *• Participate in Southern California Edison's (SCE) HVAC Optimization Program - a three-year planned HVAC maintenance program with financial incentives.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of HVAC units enrolled in the HVAC Optimization Program (563 total units).	N/A	149	169	350
Percentage of enrolled HVAC units repaired and serviced to minimum performance level (baseline) within six months of enrollment.	N/A	100%	55%	90%

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy: *• Increase number of preventative maintenance tasks for County equipment and building systems.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of preventative maintenance tasks completed.	7,283	8,298	8,803	8,713

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Real Estate Services Department	1,164,639	1,164,639	0			23
Rent and Leases	1,008,033	1,008,033	0			0
Courts Property Management	2,292,520	2,292,520	0			0
Architecture and Engineering	0	0	0			22
Facilities Management Division	14,249,231	13,636,172	613,059			102
Utilities	20,372,124	283,329	20,088,795			2
Total General Fund	39,086,547	18,384,693	20,701,854			149
Special Revenue Fund						
Chino Agricultural Preserve	16,264,466	587,617		15,676,849		0
Total Special Revenue Fund	16,264,466	587,617		15,676,849		0
Total - All Funds	55,351,013	18,972,310	20,701,854	15,676,849	0	149

5-YEAR REQUIREMENTS TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Real Estate Services Department	1,355,175	1,226,884	1,225,745	1,174,498	1,164,639
Rent and Leases	474,198	1,857,058	1,482,408	2,409,082	1,008,033
Courts Property Management	2,151,623	2,381,364	2,420,010	2,285,336	2,292,520
Chino Agricultural Preserve	9,639,822	10,037,703	9,471,919	9,670,810	16,264,466
Architecture and Engineering	(65,000)	(100,000)	0	32,465	0
Facilities Management Division	14,679,893	11,789,944	13,268,224	14,419,316	14,249,231
Utilities	18,915,207	17,276,736	19,618,084	19,631,304	20,372,124
Total	**47,150,918**	**44,469,689**	**47,486,390**	**49,622,811**	**55,351,013**

5-YEAR SOURCES TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Real Estate Services Department	1,505,595	1,226,884	1,225,745	1,166,965	1,164,639
Rent and Leases	480,854	1,857,058	1,482,408	2,409,082	1,008,033
Courts Property Management	2,167,395	2,381,364	2,420,010	2,285,336	2,292,520
Chino Agricultural Preserve	767,596	675,431	674,156	547,236	587,617
Architecture and Engineering	0	0	0	0	0
Facilities Management Division	14,641,479	12,226,748	13,268,224	13,624,813	13,636,172
Utilities	2,849,818	1,485,093	385,292	277,495	283,329
Total	**22,412,737**	**19,852,578**	**19,455,835**	**20,310,927**	**18,972,310**

5-YEAR NET COUNTY COST TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Real Estate Services Department	(150,420)	0	0	7,533	0
Rent and Leases	(6,656)	0	0	0	0
Courts Property Management	(15,772)	0	0	0	0
Architecture and Engineering	(65,000)	(100,000)	0	32,465	0
Facilities Management Division	38,414	(436,804)	0	794,503	613,059
Utilities	16,065,389	15,791,643	19,232,792	19,353,809	20,088,795
Total	**15,865,955**	**15,254,839**	**19,232,792**	**20,188,310**	**20,701,854**

5-YEAR FUND BALANCE TREND					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**2014-15**
Chino Agricultural Preserve	8,872,226	9,362,272	8,797,763	9,123,574	15,676,849
Total	**8,872,226**	**9,362,272**	**8,797,763**	**9,123,574**	**15,676,849**

Real Estate Services Department

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$3,087,334
Sources/Reimbursements	$3,087,334
Net County Cost	$0
Total Staff	23
Funded by Net County Cost	0%
*Includes Contingencies	

The Real Estate Services Department (RESD) consists of the Leasing and Acquisition Division, Administrative and Fiscal section, Facilities Management Division, and the Architecture and Engineering Department (shown elsewhere in the County budget).

The Leasing and Acquisition Division negotiates and administers revenue and expenditure leases on behalf of County departments. Revenue leases allow for the use of County-owned facilities, generally at County parks and airports, and generate revenue to offset expenses incurred to provide such facilities to residents and users. Expenditure leases provide space in leased facilities throughout the County for departments and their employees to support the delivery of services in locations convenient to the residents served. In addition, the division is responsible for the property management of court facilities within the County and the County-owned land and dairy facilities in the Chino Agricultural Preserve.

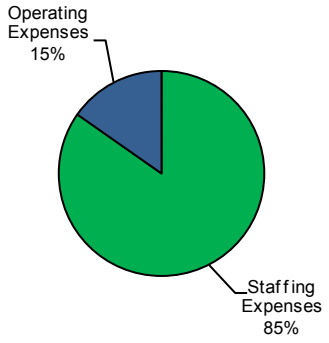
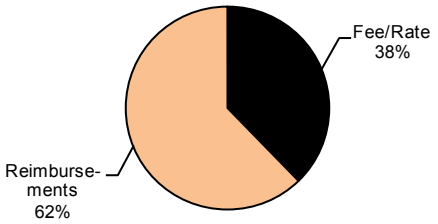
The Leasing and Acquisition Division also provides appraisal, acquisition, and relocation assistance for County departments and, upon request, to other agencies including San Bernardino Associated Governments (SANBAG), the State of California, and various cities. Staff establishes values and acquires the necessary rights-of-way needed to complete public safety projects, including the construction and maintenance of transportation corridors and floodways. This Division also acquires land and facilities for various functions and disposes of property determined to be surplus to the County's needs.

The activities of the Leasing and Acquisition Division are conducted in accordance with, and in support of, the County goals to operate in a fiscally responsible and business-like manner, to maintain public safety, to provide for the health and social service needs of County residents, and to pursue County goals and objectives by working with other governmental agencies.

The Administrative and Fiscal section is responsible for maintaining an inventory of all County land and buildings, including leased facilities, and provides all support functions including budgeting, personnel administration and automation services.

The Facilities Management Division serves the public by providing quality custodial, grounds and maintenance services that enable County departments and staff to effectively meet the expectations of their customers.

2014-15 ADOPTED BUDGET

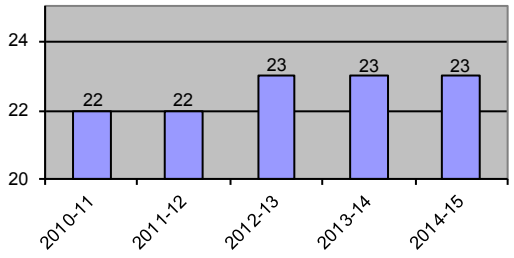
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	23	23	23	23
Limited Term	0	0	0	0
Total	23	23	23	23
Staffing Expenses	$2,493,985	$2,580,399	$2,587,932	$2,616,459

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	2,070,831	2,376,998	2,456,624	2,527,520	2,587,932	2,616,459	**28,527**
Operating Expenses	229,159	380,674	311,174	313,709	404,537	470,875	**66,338**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,299,990	2,757,672	2,767,798	2,841,229	2,992,469	3,087,334	**94,865**
Reimbursements	(959,396)	(1,639,941)	(1,612,260)	(1,639,570)	(1,817,971)	(1,922,695)	**(104,724)**
Total Appropriation	1,340,594	1,117,731	1,155,538	1,201,659	1,174,498	1,164,639	**(9,859)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,340,594	1,117,731	1,155,538	1,201,659	1,174,498	1,164,639	**(9,859)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	1,478,374	1,226,221	1,244,450	1,214,215	1,166,965	1,164,639	**(2,326)**
Other Revenue	26,655	50	41,826	0	0	0	**0**
Total Revenue	1,505,029	1,226,271	1,286,276	1,214,215	1,166,965	1,164,639	**(2,326)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	1,505,029	1,226,271	1,286,276	1,214,215	1,166,965	1,164,639	**(2,326)**
Net County Cost	(164,435)	(108,540)	(130,738)	(12,556)	7,533	0	**(7,533)**
				Budgeted Staffing	23	23	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $2.6 million make up the majority of Real Estate Services Department's expenditures within this budget unit. Operating expenses of $470,875 fund services and supplies, central services, travel and transfers. Reimbursements of $1.9 million are for transfers from Architecture and Engineering Department (A&E) and the Facilities Management Division (FMD) for department overhead for shared administrative and fiscal staff, and from the Rents budget (RNT) for administration of expenditure leases (based on 3% of annual lease cost in excess of $36,000). Sources of $1.2 million are based on billable labor hours for leases with annual lease cost less than $36,000, and for acquisition and appraisal services billed at an hourly rate.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $9,859. Staffing expenses are increasing by $28,527 due primarily to increased retirement costs and employee group insurance costs. Operating expenses are increasing by $66,338 related to the expense of upgrading the Countywide Integrated Workplace Management System (IWMS). Reimbursements are increasing by $104,724 due to an increase in department overhead allocated to A&E and FMD, as well as an increase in administrative fees transferred from the Rents budget. Sources are decreasing by $2,326 due to a reduction of billable labor hours charged to departments associated with appraisal and acquisition activities.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.6 million fund 23 budgeted regular positions. In 2014-15, the department is deleting one Real Property Agent II due to a decrease in workload in appraisals and acquisitions and adding a Business System Analyst I to manage the upgrading of the IWMS previously known as Computer Aided Facilities Management (CAFM).

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administrative and Fiscal	8	0	8	7	0	1	8
Leasing and Aquisition	15	0	15	15	0	0	15
Total	23	0	23	22	0	1	23

Administrative and Fiscal

	Classification
1	Director
1	Administrative Supervisor II
1	Asset Management Analyst
1	Business Systems Analyst I
2	Staff Analyst II
1	Fiscal Specialist
1	Payroll Specialist
8	Total

Leasing and Acquisition

	Classification
1	Assistant Director
2	Real Estate Services Manager
2	Real Property Agent III
8	Real Property Agent II
1	Executive Secretary II
1	Secretary II
15	Total

Rents and Leases

DESCRIPTION OF MAJOR SERVICES

This budget unit pays rental payments for leased space utilized by County departments. These expense lease payments are reimbursed from various user departments. This budget unit also collects rental income for leases of County-owned property.

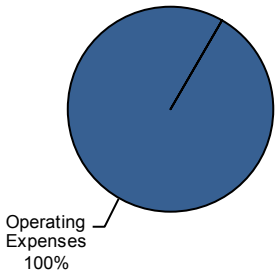
Budget at a Glance

Requirements Less Reimbursements*	$48,449,786
Sources/Reimbursements	$48,449,786
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

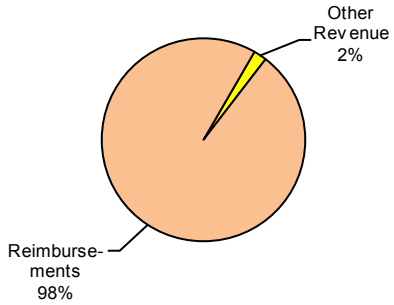
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services - Rents and Leases
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	40,089,418	41,694,408	42,928,640	44,441,205	45,288,399	48,356,479	**3,068,080**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	40,089,418	41,694,408	42,928,640	44,441,205	45,288,399	48,356,479	**3,068,080**
Reimbursements	(39,618,474)	(41,172,713)	(42,022,549)	(43,406,267)	(44,201,817)	(47,441,753)	**(3,239,936)**
Total Appropriation	470,944	521,695	906,091	1,034,938	1,086,582	914,726	**(171,856)**
Operating Transfers Out	3,250	1,315,730	627,822	1,150,000	1,322,500	93,307	**(1,229,193)**
Total Requirements	474,194	1,837,425	1,533,913	2,184,938	2,409,082	1,008,033	**(1,401,049)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	75	252	0	0	**0**
Other Revenue	480,864	1,910,190	1,807,514	2,332,451	2,409,082	1,008,033	**(1,401,049)**
Total Revenue	480,864	1,910,190	1,807,589	2,332,703	2,409,082	1,008,033	**(1,401,049)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	480,864	1,910,190	1,807,589	2,332,703	2,409,082	1,008,033	**(1,401,049)**
Net County Cost	(6,670)	(72,765)	(273,676)	(147,765)	0	0	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

The major expenditures for this budget unit are primarily rent and lease payments of $46.0 million paid to landlords. In addition, expenditures include transfers of $762,916 to Facilities Management for operating expenses for non-billable vacant space in County buildings, $1.4 million to Real Estate Services for property lease management, and $166,396 to the Sheriff/Coroner/Public Administrator for the 303 Building security costs. Reimbursements of $47.4 million represent payments from County departments for lease payments and administrative fees, and $97,286 from the Public Health Department in-lieu of rent for the Haven office building in Rancho Cucamonga. Sources of $1.0 million represent lease payments from tenants for lease of County-owned property.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by a net $1.4 million. Operating expenses are increasing by $3.1 million due to an increase in expenditure leases and rental payments paid to landlords. Reimbursements increased by $3.2 million for lease costs and administrative fees paid to Real Estate Services Department by various County departments. Operating transfers out to the general fund decreased by $1.2 million due to reduced lease revenue. Total sources decreased by $1.4 million primarily due to termination of leases with the Superior Court of California and various tenants previously occupying space at the 268 Hospitality building.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Courts Property Management

DESCRIPTION OF MAJOR SERVICES

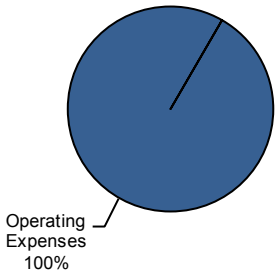
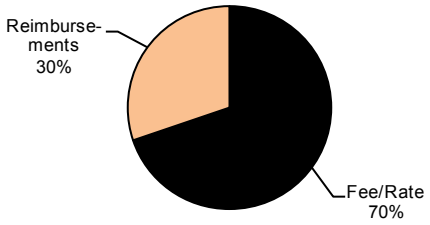
Budget at a Glance

Requirements Less Reimbursements*	$3,285,011
Sources/Reimbursements	$3,285,011
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

*Includes Contingencies

The Trial Court Facilities Act of 2002, SB 1732, required the transfer of responsibility for funding and operation of trial court facilities from all counties to the State of California on behalf of the Judicial Council of California, Administrative Office of the Courts (AOC). In addition, as each transfer occurred, the County and AOC entered into an agreement that defined whether the County or the AOC manages the operations and maintenance of the building. This budget unit is used to manage and account for reimbursements from the AOC for maintenance, utilities, insurance, overhead expenditures and work order request for space occupied by the local court in County-managed facilities. This budget unit is also used to manage and account for payments to the AOC for cost associated with the space occupied by County departments in AOC-managed facilities.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services - Courts Property Management
FUND: General

BUDGET UNIT: AAA CRT
FUNCTION: Public Protection
ACTIVITY: Judicial

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,894,813	3,552,861	3,526,603	3,155,526	3,283,999	3,285,011	**1,012**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,894,813	3,552,861	3,526,603	3,155,526	3,283,999	3,285,011	**1,012**
Reimbursements	(743,199)	(1,178,626)	(1,106,595)	(1,050,484)	(998,663)	(992,491)	**6,172**
Total Appropriation	2,151,614	2,374,235	2,420,008	2,105,042	2,285,336	2,292,520	**7,184**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,151,614	2,374,235	2,420,008	2,105,042	2,285,336	2,292,520	**7,184**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	2,167,395	2,374,236	2,420,008	2,102,852	2,285,336	2,292,520	**7,184**
Other Revenue	0	0	0	37,716	0	0	**0**
Total Revenue	2,167,395	2,374,236	2,420,008	2,140,568	2,285,336	2,292,520	**7,184**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	2,167,395	2,374,236	2,420,008	2,140,568	2,285,336	2,292,520	**7,184**
Net County Cost	(15,781)	(1)	0	(35,526)	0	0	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $3.3 million include payments of $992,491 to the AOC for operations, maintenance and utility costs for space occupied by County departments in AOC-managed court facilities; $341,649 to Risk Management for property insurance; and transfers of $1.9 million to Facilities Management Division (FMD), Utilities (UTL) and Real Estate Services for reimbursement of the AOC's share of operations, maintenance, utility and administrative cost in County-managed court facilities. Reimbursements of $992,491 from FMD and UTL budget units are for AOC-managed court facilities and sources of $2.3 million represent the AOC's share of operations, maintenance, utility, administrative and insurance cost for County-managed court facilities.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources of $2.3 million are increasing by $7,184 due to an increase in utility costs for County-managed court facilities.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Chino Agricultural Preserve

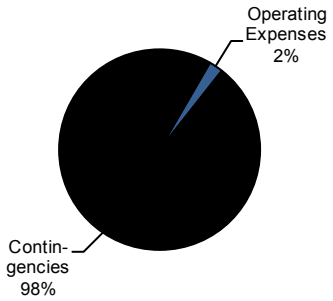
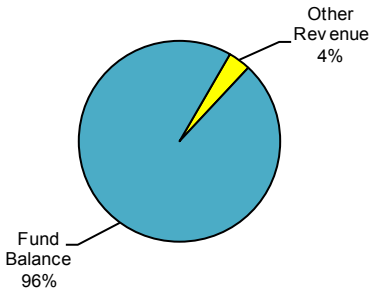
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$16,264,466
Sources/Reimbursements	$587,617
Fund Balance	$15,676,849
Contribution to Fund Balance	$215,987
Total Staff	0

*Includes Contingencies

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.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services Department
FUND: Chino Agricultural Preserve

BUDGET UNIT: SIF INQ
FUNCTION: Public Ways and Facilities
ACTIVITY: Public Ways

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	296,529	208,743	275,922	325,732	330,946	371,630	**40,684**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	9,339,864	15,892,836	**6,552,972**
Total Exp Authority	296,529	208,743	275,922	325,732	9,670,810	16,264,466	**6,593,656**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	296,529	208,743	275,922	325,732	9,670,810	16,264,466	**6,593,656**
Operating Transfers Out	0	1,035,906	0	0	0	0	**0**
Total Requirements	296,529	1,244,649	275,922	325,732	9,670,810	16,264,466	**6,593,656**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	786,574	662,889	601,734	6,879,007	547,236	587,617	**40,381**
Total Revenue	786,574	662,889	601,734	6,879,007	547,236	587,617	**40,381**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	786,574	662,889	601,734	6,879,007	547,236	587,617	**40,381**
				Fund Balance	9,123,574	15,676,849	**6,553,275**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $371,630 represent the costs to maintain County dairies, such as utility costs associated with vacant properties, property management charges, County Counsel fees, professional services, and maintenance charges. Sources of $587,617 include revenue anticipated from the leasing of dairy properties and interest revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements of $16.3 million include an increase of $6.6 million in contingencies, due to the sale of dairy property in Chino in 2013-14. Sources of $587,617 include an increase of $40,381 primarily due to an increase in anticipated interest revenue.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Facilities Management Division

DESCRIPTION OF MAJOR SERVICES

The Facilities Management Division (FMD) provides routine maintenance, grounds and custodial services to ensure County facilities are well maintained, including 24 hours per day – 7 days per week emergency building maintenance. Services also include repairing building structures, equipment, and fixtures.

Budget at a Glance

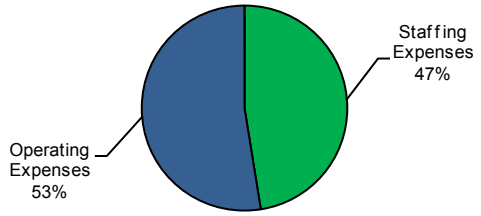
Requirements Less Reimbursements*	$17,408,669
Sources/Reimbursements	$16,795,610
Net County Cost	$613,059
Total Staff	102
Funded by Net County Cost	4%

*Includes Contingencies

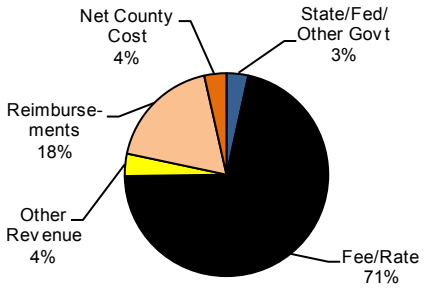
FMD's focus is on asset protection. Using data and support systems, it maintains the County's valuable facilities and equipment, preserves a high level of functionality, supports sustainability projects, and promotes responsible and efficient use of resources.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

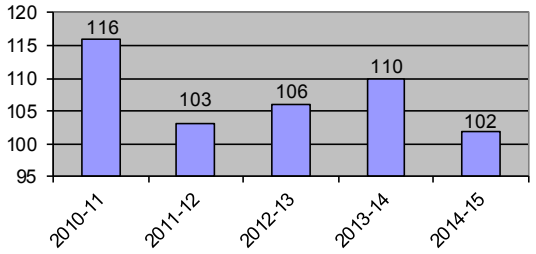


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	106	109	110	102
Limited Term	0	0	0	0
Total	106	109	110	102
Staffing Expenses	$7,991,530	$8,276,778	$8,473,366	$8,262,605

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services- Facilities Management Division
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	7,833,413	7,483,123	7,743,227	8,422,233	8,473,366	8,262,605	**(210,761)**
Operating Expenses	9,993,926	7,068,796	8,061,333	9,119,159	9,124,001	9,146,064	**22,063**
Capital Expenditures	20,562	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	17,847,901	14,551,919	15,804,560	17,541,392	17,597,367	17,408,669	**(188,698)**
Reimbursements	(3,170,178)	(2,766,254)	(2,994,605)	(3,195,967)	(3,178,051)	(3,159,438)	**18,613**
Total Appropriation	14,677,723	11,785,665	12,809,955	14,345,425	14,419,316	14,249,231	**(170,085)**
Operating Transfers Out	0	0	4,095	0	0	0	**0**
Total Requirements	14,677,723	11,785,665	12,814,050	14,345,425	14,419,316	14,249,231	**(170,085)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	22,564	621,004	1,203,715	915,695	915,695	600,000	**(315,695)**
Fee/Rate	14,599,529	11,637,129	11,161,422	11,562,527	11,697,760	12,419,930	**722,170**
Other Revenue	6,517	8,421	1,918,135	1,079,940	1,011,358	616,242	**(395,116)**
Total Revenue	14,628,610	12,266,554	14,283,272	13,558,162	13,624,813	13,636,172	**11,359**
Operating Transfers In	10,471	(10,471)	0	0	0	0	**0**
Total Sources	14,639,081	12,256,083	14,283,272	13,558,162	13,624,813	13,636,172	**11,359**
Net County Cost	38,642	(470,418)	(1,469,222)	787,263	794,503	613,059	**(181,444)**
				Budgeted Staffing	110	102	**(8)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $8.3 million constitute nearly half of FMD's expenditure authority. Operating expenses of $9.1 million constitute the other half and fund contracts for grounds, maintenance and custodial services; materials for repairs and maintenance of County facilities and equipment; and vehicles, tools, supplies, systems development charges, overhead and administrative costs. Reimbursements of $3.2 million and sources of $13.6 million are from County departments, the Administrative Office of the Courts (AOC), and local courts who are billed for services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $170,085 primarily due to a reduction in staffing expenses ($210,761) due to the local courts terminating County custodial services by moving out of County-owned facilities and into the new San Bernardino Justice Center.

Sources are increasing by a net $11,359 primarily due to an increase of $722,170 in basic service charges to County departments for grounds, custodial and maintenance services, offset by decreases in revenue of $315,695 from the Courts for the reduction of custodial services and an anticipated decrease of $395,116 for requisition work requested by County departments.

FMD will receive $613,059 in Net County Cost for Information Services Department (ISD) charges for additional phases of development of the financial reporting system, and to cover basic services for vacant or tenant-occupied County offices.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $8.3 million fund 102 regular positions including the addition of 3 full-time positions (2 Custodian IIs to assist in supervision and 1 Safety and Code Compliance Technician to monitor and track fire, life, and safety issues). These additions are offset by the deletion of 8 Custodian Is, 1 Supervising Custodian, 1 Fiscal Specialist and 1 Supervising Grounds Caretaker primarily due to the local courts terminating County

custodial services by moving out of County-owned facilities and into the new San Bernardino Justice Center. Four positions in the Administrative and Fiscal section of Real Estate Services are budgeted in this department.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Facilities Administration	5	0	5	4	0	1	5
Administrative and Fiscal-Real Estate Services	4	0	4	4	0	0	4
Maintenance	57	0	57	55	2	0	57
Custodial	32	0	32	30	0	2	32
Grounds	4	0	4	3	1	0	4
Total	102	0	102	96	3	3	102

Facilities Administration

	Classification
1	Assistant Director
1	Safety and Code Compliance Tech
1	Secretary II
2	Parts Specialist
5	Total

Custodial

	Classification
1	Custodial Services Chief
3	Supervising Custodian
3	Custodian II
24	Custodian I
1	General Services Worker II
32	Total

Grounds

	Classification
1	Grounds Services Superintendent
2	Sprinkler System Worker
1	Grounds Caretaker II
4	Total

Maintenance

	Classification
1	Building Services Superintendent
5	Maintenance Supervisors
8	Air Conditioning Mechanics
8	Boiler Plant Operators
1	Facilities Mgmt Project Scheduler
5	Electricians
3	Plumbers
18	General Maintenance Mechanics
1	Locksmith
2	Facilities Mgmt Dispatchers
3	General Maintenance Workers
2	General Services Worker II
57	Total

Administrative and Fiscal Real Estate Services

	Classification
2	Staff Analyst II
1	Fiscal Specialist
1	Office Assistant II
4	Total

Utilities

DESCRIPTION OF MAJOR SERVICES

The County's utilities budget unit funds the cost of electricity, natural and propane gas, water, sewerage, refuse disposal and other related costs for County-owned and leased facilities.

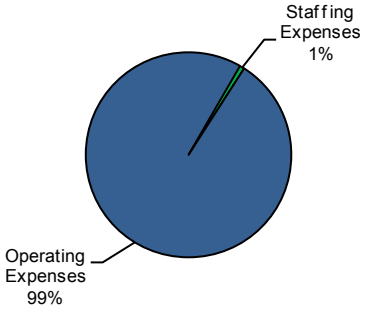
Budget at a Glance

Requirements Less Reimbursements*	$21,667,317
Sources/Reimbursements	$1,578,522
Net County Cost	$20,088,795
Total Staff	2
Funded by Net County Cost	93%

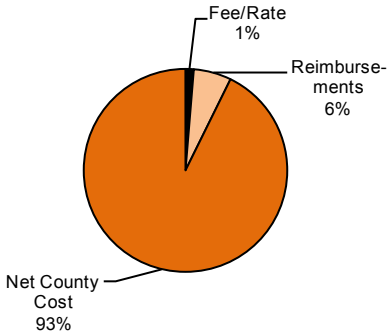
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

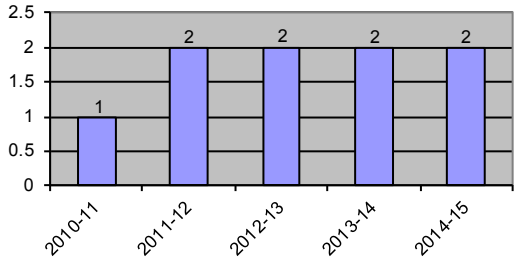


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	2	2	2	2
Limited Term	0	0	0	0
Total	2	2	2	2
Staffing Expenses	$165,278	$162,891	$169,171	$162,990

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services - Utilities
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	95,928	116,285	152,064	164,163	169,171	162,990	**(6,181)**
Operating Expenses	17,379,188	17,120,450	17,624,452	19,698,984	20,690,403	21,417,804	**727,401**
Capital Expenditures	0	0	0	126,600	128,113	86,523	**(41,590)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	17,475,116	17,236,735	17,776,516	19,989,747	20,987,687	21,667,317	**679,630**
Reimbursements	(953,696)	(1,233,232)	(1,411,052)	(1,118,760)	(1,356,383)	(1,295,193)	**61,190**
Total Appropriation	16,521,420	16,003,503	16,365,464	18,870,987	19,631,304	20,372,124	**740,820**
Operating Transfers Out	2,393,788	1,210,658	125,543	0	0	0	**0**
Total Requirements	18,915,208	17,214,161	16,491,007	18,870,987	19,631,304	20,372,124	**740,820**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	2,622,147	1,291,109	125,543	0	0	0	**0**
Fee/Rate	234,775	181,467	312,040	328,510	277,495	283,329	**5,834**
Other Revenue	0	38,067	30,019	40,723	0	0	**0**
Total Revenue	2,856,922	1,510,643	467,602	369,233	277,495	283,329	**5,834**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	2,856,922	1,510,643	467,602	369,233	277,495	283,329	**5,834**
Net County Cost	16,058,286	15,703,518	16,023,405	18,501,754	19,353,809	20,088,795	**734,986**
				Budgeted Staffing	2	2	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses represent utility costs for County facilities. Sources of $283,329 represent utility costs passed on to customers and third parties that occupy County-owned space.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing $740,820 primarily due to anticipated rate increases for various utilities, the addition of new facilities, and increased costs in central services and transfers. A decrease of $41,590 in capital expenditures is due to the completion of enhancements to the Utilities' payables software in 2013-14. Reimbursements of $1.3 million decreased by $61,190 due to the termination by County departments of utility service for leased space.

Sources are increasing by $5,834 for utility costs passed on to customers and third parties that occupy County-owned space. Net County Cost is increasing by $734,986 due to increased utility costs for County facilities occupied by general fund departments.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $162,990 fund 2 regular positions in the Administrative and Fiscal section of Real Estate Services. There is no change in budgeted staffing for 2014-15.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administrative and Fiscal-Real Estate Services	2	0	2	2	0	0	2
Total	2	0	2	2	0	0	2

Administrative and Fiscal
Real Estate Services

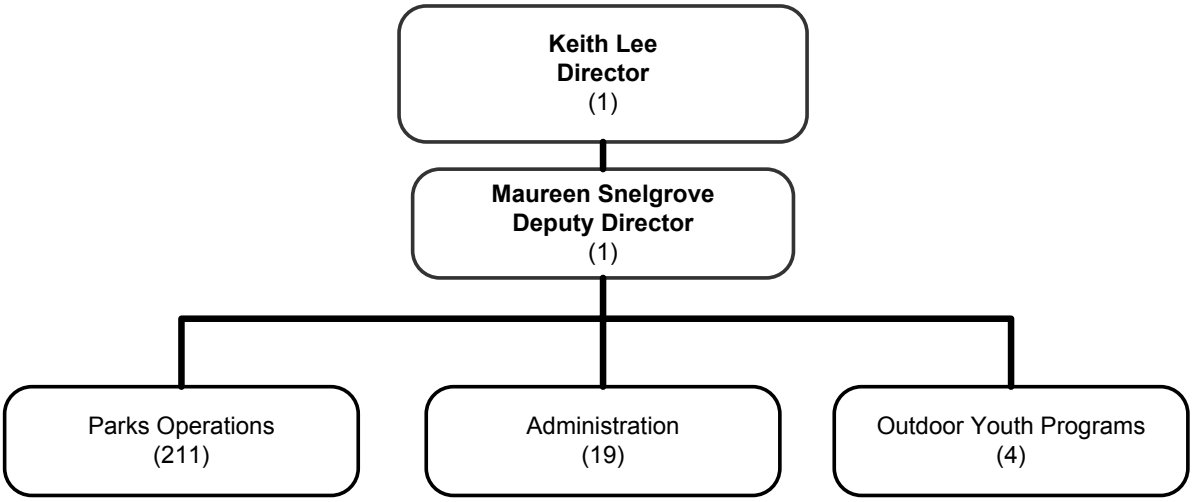
	Classification
1	Staff Analyst II
1	Fiscal Specialist
2	Total

REGIONAL PARKS
Keith Lee

DEPARTMENT MISSION STATEMENT

Regional Parks Department ensures diversified recreational opportunities for the enrichment of County residents and visitors while protecting the County's natural, cultural, historical and land resources.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Continued reduction of electrical, water and sewer utility usage at Prado and Cucamonga-Guasti Regional Parks by initiating energy efficient repairs
- Entered into a 3-year agreement (effective January 1, 2014) with Urban Parks Concessionaires (Operator) that will provide for outsourcing the daily management and operations of Lake Gregory Regional Park
- Completed Confluence Park, a recreational oasis for those who travel on the Santa Ana River Trail
- Completed the Campground "O" Restroom at Calico Ghost Town
- Completed the 12 camp sites at Cucamonga-Guasti Regional Park, and 20 full camp sites at Glen Helen Regional Park
- Entered into an agreement with Live Nation to allow concert and special event camping at Glen Helen Regional Park

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

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

Objective(s): ***• Utilize County programs and resources to support the local economy and maximize job creation.***

Department Strategy:

- *Collaborate with community partners to provide training opportunities in the field of land management.*
- *Promote youth entry into workforce/workplace environment through summer youth employment.*
- *Reserve a minimum of 50% of PSE summer positions as a means of supporting youth looking for part-time jobs.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of youth trained through collaborative programs.	N/A	N/A	N/A	15
Percentage of employed seasonal part-time youth, under the age of 21.	N/A	50%	56%	59%

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

Objective(s): ***• Live within our means, fully funding the maintenance of infrastructure and facilities, the provision of state-of-the-art basic operating systems, liabilities, and reserves; while forming capital to strategically invest in the future.***

Department Strategy:

- *Reduce reliance on the County General Fund by continuing to address infrastructure repairs and thereby reducing utility costs.*
- *Enhance and develop new amentities that will enhance the park experience for patrons, which generate additional revenues hence less reliance on the County General Fund.*
- *Continue to streamline park operations and identify supply cost inefficiencies using preventive maintenance measures to reduce ongoing repair costs.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Reduction of funding support from the County General Fund (general fund amount reduced).	N/A	1,000,000	1,000,000	1,000,000

COUNTY GOAL:	**OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**
Objective(s):	***• Promote public/private collaboration and projects that help to meet the needs of county residents.***

Department Strategy:

- *Identify partners and other sources that provide financial support for the department's Active Outdoors Program that offers outdoor recreation programming.*
- *Continue and expand outdoor recreational experiences through collaborative partnerships for fishing, camping and educational programs.*
- *Promote the park system to other government agencies and community based organizations as facilities for healthy recreational activities.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Amount of financial support received through grant funding and sponsorships to support the Active Outdoors Program.	N/A	N/A	N/A	$25,000
Number of participants served through the fishing, camping and educational programs	N/A	N/A	N/A	7,500

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Regional Parks	11,319,706	7,856,571	3,463,135			232
Total General Fund	11,319,706	7,856,571	3,463,135			232
Special Revenue Funds						
Regional Parks - Consolidated	6,838,018	3,044,440		3,793,578		0
Total Special Revenue Funds	6,838,018	3,044,440		3,793,578		0
Enterprise Fund						
Active Outdoors	63,586	62,500			(1,086)	4
Total Enterprise Fund	63,586	62,500			(1,086)	4
Total - All Funds	18,221,310	10,963,511	3,463,135	3,793,578	(1,086)	236

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Regional Parks	8,318,434	11,277,405	10,609,383	10,481,140	11,319,706
County Trail System	828,150	1,179,119	5,324,297	1,585,512	1,344,660
Proposition 40 Projects	1,741,254	552,590	5,403	286	0
San Manuel Amphitheater	2,223,840	2,739,057	2,780,921	1,527,073	1,448,890
Amphitheater Improvements at Glen Helen	458,759	513,031	563,563	581,563	551,869
Park Maintenance/Development	2,317,353	2,592,257	2,576,449	1,494,538	1,099,632
Calico Ghost Town Marketing Services	664,302	716,537	749,405	663,420	687,728
Off-Highway Vehicle License Fee	1,693,021	1,985,403	2,116,974	1,632,716	1,705,239
Regional Parks Snack Bars	36,358	53,413	35,642	12,342	0
Active Outdoors	119,922	58,892	63,456	57,877	63,586
Total	**18,401,393**	**21,667,704**	**24,825,493**	**18,036,467**	**18,221,310**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Regional Parks	7,082,004	7,713,325	7,847,404	7,863,567	7,856,571
County Trail System	628,461	717,545	4,579,940	883,940	585,000
Proposition 40 Projects	1,659,952	0	0	0	0
San Manuel Amphitheater	1,500,838	1,591,000	1,459,585	1,403,000	1,401,600
Amphitheater Improvements at Glen Helen	28,511	30,000	28,000	28,000	26,200
Park Maintenance/Development	763,635	1,156,912	360,000	414,746	342,040
Calico Ghost Town Marketing Services	482,941	469,600	394,800	385,000	384,600
Off-Highway Vehicle License Fee	336,932	311,000	308,000	310,000	305,000
Regional Parks Snack Bars	37,229	11,000	35,000	0	0
Active Outdoors	98,462	45,000	50,000	47,108	62,500
Total	**12,618,965**	**12,045,382**	**15,062,729**	**11,335,361**	**10,963,511**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Regional Parks	1,236,430	3,564,080	2,761,979	2,617,573	3,463,135
Total	**1,236,430**	**3,564,080**	**2,761,979**	**2,617,573**	**3,463,135**

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
County Trail System	199,689	461,574	744,357	701,572	759,660
Proposition 40 Projects	81,302	552,590	5,403	286	0
San Manuel Amphitheater	723,002	1,148,057	1,321,336	124,073	47,290
Amphitheater Improvements at Glen Helen	430,248	483,031	535,563	553,563	525,669
Park Maintenance/Development	1,553,718	1,435,345	2,216,449	1,079,792	757,592
Calico Ghost Town Marketing Services	181,361	246,937	354,605	278,420	303,128
Off-Highway Vehicle License Fee	1,356,089	1,674,403	1,808,974	1,322,716	1,400,239
Total	**4,525,409**	**6,001,937**	**6,986,687**	**4,060,422**	**3,793,578**

5-YEAR NET BUDGET TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Regional Parks Snack Bars	871	(42,413)	(642)	(12,342)	0
Active Outdoors	(21,460)	(13,892)	(13,456)	(10,769)	(1,086)
Total	**(20,589)**	**(56,305)**	**(14,098)**	**(23,111)**	**(1,086)**

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

Regional Parks

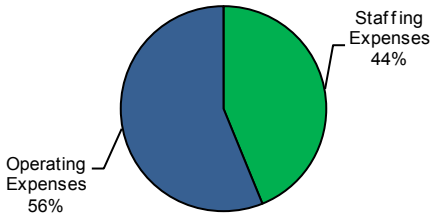
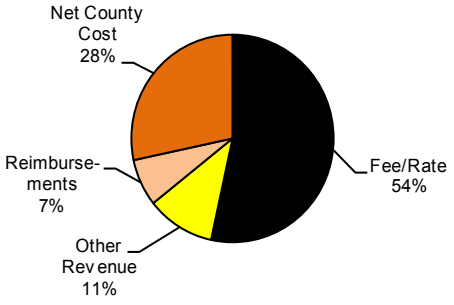
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$12,217,277
Sources/Reimbursements	$8,754,142
Net County Cost	$3,463,135
Total Staff	232
Funded by Net County Cost	28%
*Includes Contingencies	

The Regional Parks Department is responsible for the operation and maintenance of nine regional parks located throughout the County. These parks, which encompass 8,668 acres, are as follows: Prado (Chino), Cucamonga-Guasti (Ontario), Glen Helen (San Bernardino), Mojave River Forks (Summit Valley), Mojave Narrows (Victorville), Moabi (Needles), Lake Gregory (Crestline), Yucaipa, and Calico Ghost Town (Yermo). Visitors to the County parks enjoy open space, walking trails, camping, swimming, fishing, picnicking, equestrian activities and other recreational opportunities. The department hosts cultural, educational and special events through the use of park resources and contractual agreements with private and non-profit organizations. The department features special events such as Calico Ghost Haunt and the Wild West Festival at Calico Ghost Town, Huck Finn Jubilee at Cucamonga-Guasti, and Dragon Boat Races at Lake Gregory. Educational programs are the Environmental Science Day Camp at Yucaipa, and a Junior Fishing Workshop at multiple parks.

The department is also responsible for maintaining 17.8 miles of open, accessible and usable trails through the County Trails Program. Additionally, the department oversees operation of the Morongo Wildlife Preserve in Morongo Valley, administers the lease with the operators of Lake Gregory Regional Park, the San Manuel Amphitheater, Park Moabi and concession contracts that offer amenities to park users.

2014-15 ADOPTED BUDGET

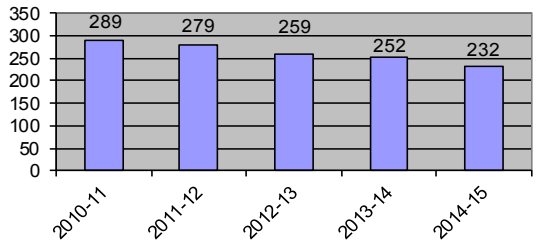
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	94	90	90	82
Limited Term	165	162	162	150
Total	259	252	252	232
Staffing Expenses	$5,616,032	$5,589,117	$5,662,538	$5,353,171

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Regional Parks
FUND: General

BUDGET UNIT: AAA CCP
FUNCTION: Recreation and Cultural Services
ACTIVITY: Recreation Facilities

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	6,726,964	5,420,195	5,408,959	5,637,957	5,662,538	5,353,171	**(309,367)**
Operating Expenses	2,031,511	6,173,142	5,832,788	5,557,737	5,559,002	6,864,106	**1,305,104**
Capital Expenditures	0	23,845	6,684	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	8,758,475	11,617,182	11,248,431	11,195,694	11,221,540	12,217,277	**995,737**
Reimbursements	(440,045)	(661,551)	(817,577)	(743,001)	(740,400)	(897,571)	**(157,171)**
Total Appropriation	8,318,430	10,955,631	10,430,854	10,452,693	10,481,140	11,319,706	**838,566**
Operating Transfers Out	0	315,000	0	0	0	0	**0**
Total Requirements	8,318,430	11,270,631	10,430,854	10,452,693	10,481,140	11,319,706	**838,566**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	6,016,066	6,423,227	5,517,926	6,426,810	6,625,492	6,524,445	**(101,047)**
Other Revenue	1,065,939	1,290,102	1,213,944	1,331,831	1,238,075	1,204,126	**(33,949)**
Total Revenue	7,082,005	7,713,329	6,731,870	7,758,641	7,863,567	7,728,571	**(134,996)**
Operating Transfers In	0	0	941,864	85	0	128,000	**128,000**
Total Sources	7,082,005	7,713,329	7,673,734	7,758,726	7,863,567	7,856,571	**(6,996)**
Net County Cost	1,236,425	3,557,302	2,757,120	2,693,967	2,617,573	3,463,135	**845,562**
				Budgeted Staffing	252	232	**(20)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $5.4 million fund 232 budgeted positions (61 full-time, 21 part-time, and 150 seasonal/extra help employees) to oversee administration, operations and maintenance for the nine regional parks, the County Trails System, and various special events/programs. Operating expenses of $6.9 million include stocking fish at park lakes, turf maintenance contracts (Prado, Cucamonga-Guasti, Yucaipa, and Glen Helen Regional Parks), supplies for general maintenance and special projects, aquatic facility supplies, office supplies, computer hardware and software replacement/upgrades, credit card use fee charges, advertising park events/amenities, restroom supplies, insurance, and COWCAP of $3.7 million. Sources of $7.9 million represent fees from camping, fishing, park entrance, swimming, facility use, special events, and concessionaire and/or partnership agreements.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $838,566. Operating expenses are increasing by $1.3 million primarily due to increases in COWCAP charges ($630,983), security services for Glen Helen and Calico Parks ($120,982), contract payments to Urban Parks for the management of Lake Gregory Regional Park ($275,000), and insurance premiums ($219,053). Reimbursements are increasing by $157,171 due to the amount of transfers from other Regional Park funds and other departments.

Sources are decreasing by $6,996, which includes a decrease in Fee/Rate revenue and Other Revenue primarily due to the reduction in revenue from the outsourcing of Lake Gregory Regional Park, and an increase in operating transfers in to reimburse park staff for project management and marketing labor. Net County Cost support from County Discretionary General Funding was increased to support the increase in COWCAP charges plus an additional $275,000 authorized on a one-time basis to fund the Lake Gregory Management Fee.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $5.4 million fund 232 budgeted positions, of which 82 are regular positions and 150 are limited term positions.

Due to projected budgetary constraints, the department continues to address program priorities and the provision of park services with a lower level of staffing resources and by a reconfiguration of position classifications which resulted in a net decrease of 20 positions.

The budget includes the addition of 2 positions: 1 Program Specialist position to provide for the full-year cost of an employee for marketing and recreational programming at various parks including Calico Ghost Town and 1 full-time General Services Worker II position for park support.

The budget includes the following reclassifications: 1 Youth Services Coordinator position reclassified to a Staff Analyst II, 1 Assistant Park Superintendent position reclassified to a Park Planner 1, and 1 Fiscal Specialist position reclassified to a Staff Aide. These reclassifications enable the department to make organizational changes and match duty/responsibility changes planned for 2014-15 with commensurate classifications for those individuals affected.

The budget includes the following deletions: 12 Public Service Employee positions and 10 General Services Worker II positions (part-time positions). Some of the related duties/responsibilities for deleted positions will be streamlined and spread to other full-time positions. The department is committed to managing park activities with this reduction in staffing.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	21	0	21	19	0	2	21
Park Operations	61	150	211	61	150	0	211
Total	82	150	232	80	150	2	232

Administration

	Classification
1	Deputy Executive Officer (Director)
1	Deputy Director
1	Administrative Analyst III
1	Administrative Supervisor
1	Program Specialist
1	Park Planner III
1	Park Planner I
1	Executive Secretary
3	Staff Analyst II
1	Revenue and Development Manager
1	Automated System Technician
2	Fiscal Speacilist
2	Staff Aide
1	Fiscal Assistant
1	Office Assistant II
1	Recreation Coordinator
1	General Service Worker II
21	Total

Park Operations

	Classification
2	Park Superintendent
4	Assistant Park Superintendent
1	Park Planner III
2	Fiscal Assistant
2	Office Assistant III
3	Ranger III
15	Ranger II
32	General Service Worker II
150	Public Service Employee
211	Total

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$6,863,018
Sources/Reimbursements	$3,069,440
Fund Balance	$3,793,578
Use of Fund Balance	$2,142,744
Total Staff	0
*Includes Contingencies	

County Trails System was established by the Board of Supervisors and the Regional Parks Department was assigned as the steward of the County's Regional Trail Program charged with the development, operation and maintenance of regional and diversified trails throughout the County. This budget unit was established to follow compliance requirements for federal and state grant funding used in the development and construction of the trail system. Currently the Department has built seven miles of the Santa Ana River Trail. This section makes the link to Riverside County, offering users over 22 miles of contiguous trail along the Santa Ana River.

San Manuel Amphitheater was established to account for lease payments received annually from the operators of the San Manuel amphitheater at Glen Helen Regional Park. Each year, approximately 70% of this revenue is transferred to the County General Fund to fund the cost of the amphitheater's debt service payment.

Amphitheater Improvements at Glen Helen was established to provide for improvements to the San Manuel Amphitheater at Glen Helen Regional Park. These improvements are designed to maintain the amphitheater and its facilities in their current condition in order to preserve a quality entertainment experience for its visitors. This budget unit is funded jointly by deposits from the County and the operators of the amphitheater.

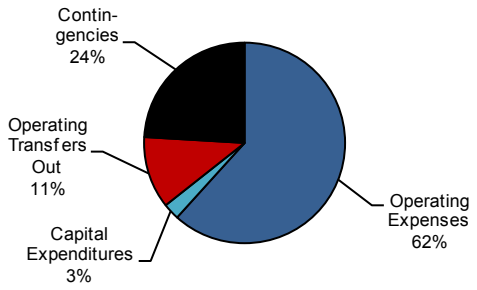
Park Maintenance/Development was established to provide for the maintenance, development and emergency repairs at all regional parks. The costs associated with this budget unit are funded through an allocation of park admission fees.

Calico Ghost Town Marketing Services was established to provide separate accountability and operations of marketing services for Calico Ghost Town Regional Park. A portion of revenues from Calico Ghost Town concessionaire operations and park admission fees are used to advertise and market several special events including Calico Days, Calico Ghost Haunt, Civil War, Bluegrass in the Spring and Wild West Days.

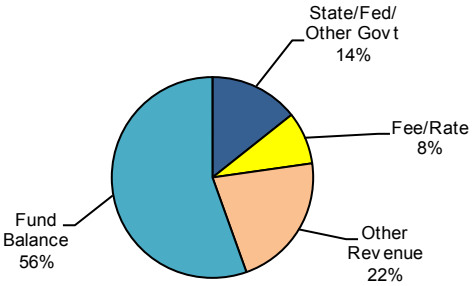
Off-Highway Vehicle License Fee was established by Off-Highway Vehicle (OHV) "in-lieu of taxes". Fees are provided from the California State Controller's Office based on the amount of OHV recreation in the County. The state collects these fees for each OHV identification plate sold by the Department of Motor Vehicles.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Regional Parks
FUND: Special Revenue - Consolidated

BUDGET UNIT: Various
FUNCTION: Recreation and Cultural Services
ACTIVITY: Recreation Facilities

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	80,626	1,758	0	0	0	0	**0**
Operating Expenses	2,889,358	2,785,782	2,822,805	2,494,026	4,775,401	4,234,281	**(541,120)**
Capital Expenditures	351,814	6,717	16,775	0	160,400	181,250	**20,850**
Contingencies	0	0	0	0	1,429,803	1,650,834	**221,031**
Total Exp Authority	3,321,798	2,794,257	2,839,580	2,494,026	6,365,604	6,066,365	**(299,239)**
Reimbursements	(25,000)	(135,600)	(185,000)	(33,000)	(25,000)	(25,000)	**0**
Total Appropriation	3,296,798	2,658,657	2,654,580	2,461,026	6,340,604	6,041,365	**(299,239)**
Operating Transfers Out	793,393	549,655	3,378,115	393,024	1,144,504	796,653	**(347,851)**
Total Requirements	4,090,191	3,208,312	6,032,695	2,854,051	7,485,108	6,838,018	**(647,090)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	2,612,227	918,473	515,914	338,868	1,087,300	978,360	**(108,940)**
Fee/Rate	944,320	778,528	967,342	547,527	630,000	576,680	**(53,320)**
Other Revenue	1,676,569	1,726,511	1,568,204	1,686,937	1,707,386	1,489,400	**(217,986)**
Total Revenue	5,233,116	3,423,512	3,051,460	2,573,332	3,424,686	3,044,440	**(380,246)**
Operating Transfers In	0	791,612	5,403	286	0	0	**0**
Total Sources	5,233,116	4,215,124	3,056,863	2,573,618	3,424,686	3,044,440	**(380,246)**
				Fund Balance	4,060,422	3,793,578	**(266,844)**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
County Trails System (Fund RTS)	1,344,660	585,000	759,660	0
San Manuel Amphitheater (Fund SGH)	1,448,890	1,401,600	47,290	0
Amphitheater Improvements at Glen Helen (Fund SGR)	551,869	26,200	525,669	0
Park Maintenance/Development (Fund SPR)	1,099,632	342,040	757,592	0
Calico Ghost Town Marketing Svs (Fund SPS)	687,728	384,600	303,128	0
Off-Highway Vehicle License Fee (Fund SBY)	1,705,239	305,000	1,400,239	0
Total Special Revenue Funds	6,838,018	3,044,440	3,793,578	0

County Trails System includes operating expenses of $830,255 for the anticipated costs for finalizing design, environmental and acquiring trail right-of-way for Phase III (Waterman Ave. to California) and Reach "A" of Phase IV of the Santa Ana River Trail (California Street to Orange Street, Redlands; 3.5 miles). Contingencies of $414,405 are set aside for unanticipated expenses. Sources are based on $485,000 in State Local Transportation Funds (SANBAG) for Phase III of the Santa Ana River Trail and state revenue of $100,000 from Prop 84 grant funds from the Coastal Conservancy for the Santa Ana River Trail (Phase IV initial funding). Grant revenue reimbursements will be contingent upon incurring project expenses first, which will create cash flow challenges for this fund. The department will work with the County Administrative Office for financial assistance prior to grant contracts or construction contracts being presented to the Board of Supervisors for approval.

San Manuel Amphitheater includes operating expenses of $1.4 million for payments to the County General Fund for the cost of the annual debt service payment for the amphitheater ($1.0 million), other payments of $442,284 for payment to the Regional Parks general fund budget unit for the upkeep and management of the amphitheater ($417,284) and to the Amphitheater Improvements at Glen Helen budget unit ($25,000) as required per the lease agreement with the operators of the amphitheater. Contingencies of $1,564 are set aside

for unanticipated expenses. Sources of $1.4 million include use of money/property as rent from the operators of the amphitheater and interest earnings.

Amphitheater Improvements at Glen Helen includes operating expenses of $300,000 which represent a provision for maintaining the amphitheater to preserve quality entertainment experiences for its visitors. Contingencies of $276,869 are set aside for unanticipated expenses. Reimbursements of $25,000 represent the County's contribution towards improvements at the amphitheater per provisions of the lease agreement. Sources of $26,200 include a $25,000 matching contribution from the operators for the amphitheater per the lease agreement.

Park Maintenance/Development includes operating expenses of $544,933 to be used in part for ongoing upgrades and implementation of a new Point of Sale system. The balance of the requirements authority is available for emergency repairs and development for the current fiscal year as well as held for repairs and development for future years. Capital expenditures for park equipment are budgeted at $141,250, which include a CAT backhoe and utility vehicles. Replacement of heavy-equipment is part of the department's plan to rotate out all non-repairable or outdated equipment with high repair costs. Contingencies of $199,339 are set aside for unanticipated expenses. Sources are anticipated at $342,040 for current services representing a portion of gate entrance fees collected throughout all regional parks.

Calico Ghost Town Marketing Services includes total operating expenses of $557,407 for the costs of producing special events at the Park, advertising of Calico Ghost Town, travel, and transfers. Travel of $14,100 is expected for participation in the annual POW-WOW International Trade Show, a crucial event in promoting Calico Ghost Town and its specialized events. Approximately 60% of the attendance at Calico Ghost Town is a result of the tours booked at this trade show. Transfers of $80,173 to the Regional Parks general fund budget unit represent the labor cost of park staff time (outside of regular duties) to produce and assist with the set up for the special events. Contingencies of $30,321 are set aside for unanticipated expenses. Sources of $384,600 include all special event gate revenue and, as stipulated in the concession contracts, the Department also contributes a percentage of the regular day fees collected throughout the year. Use of money and property revenue of $54,600 represents rent payments from Calico concessions, and interest earned on the fund balance.

Off-Highway Vehicle License Fee includes operating expenses of $554,360 for enforcement, safety, trail signage, maintenance and administration of the Off-Highway Vehicle Fund (OHV) throughout the County, at Moabi Regional Park, and Calico Ghost Town. Operating transfers out of $382,543 are programmed for Calico Ghost Town Off Highway Vehicle campground hook-ups. Contingencies of $728,336 are budgeted for unforeseen future projects. Sources consist of $305,000 that is received from the state, which is derived from vehicle registrations/licensing for use of off-highway operations in the County. The California Public Resources code 5090.50 specifies that these funds may be used for "…planning, acquisition, development, maintenance, administration, operation, enforcement, restoration, and conservation of trails, trailheads, areas and other facilities associated with the use of off-highway motor vehicles, and programs involving off-highway motor vehicle safety or education."

BUDGET CHANGES AND OPERATIONAL IMPACT

Consolidated Special Revenue Funds are decreasing requirements by $647,090, and sources are decreasing by $380,246. Decreases to requirements primarily relate to capital expenditures planned for the construction of Phase III of the Santa Ana River that were not initiated during 2013-14 as planned due to environmental delays and were re-budgeted at a lower level for 2014-15. Decreases to sources are primarily related to the lower revenues intended to fund the cost of Phase III.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.

Active Outdoors

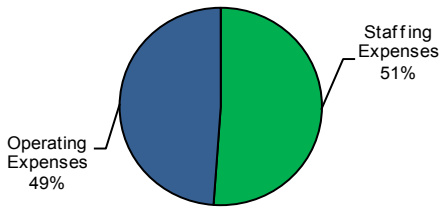
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$63,586
Sources/Reimbursements	$62,500
Net Budget	($1,086)
Estimated Unrestricted Net Assets	$22,288
Use of Unrestricted Net Assets	$1,086
Total Staff	4
*Includes Contingencies	

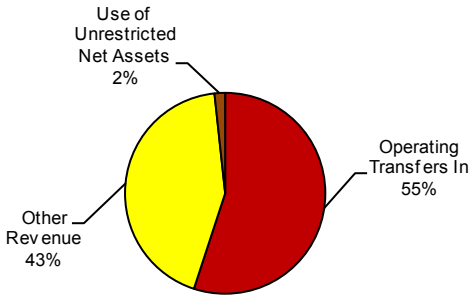
The Active Outdoors program was created to provide programs that promote a healthy outdoors lifestyle. All programs under "Active Outdoors" are funded by grants, operating transfers in from Regional Parks, or created through partnerships with local and/or state agencies. The Environmental Science Day Camp (ESDC) is a part of the program and is offered at Yucaipa Regional Park. ESDC takes place during the traditional school year, Wednesday through Friday, and follows the California State 4th & 5th grade science curriculum for wildlife, botany and geology. Each student attends the program with their class for a full day of learning, exploration, and hiking. Other programs in addition to the Environmental Science School Day Camp include the Junior Fishing Workshops and Derby, Doggie Palooza, and The Outdoor Family Program.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

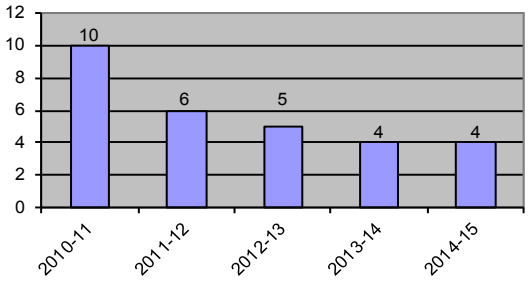


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Postitions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	0	0	0	0
Limited Term	5	4	4	4
Total	5	4	4	4
Staffing Expenses	$42,899	$34,039	$34,039	$32,525

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Regional Parks
FUND: Active Outdoors and Snack Bars

BUDGET UNIT: EME CCP & EMT CCP
FUNCTION: Recreation and Cultural Services
ACTIVITY: Recreation Facilities

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	59,561	22,253	26,534	27,043	34,039	32,525	**(1,514)**
Operating Expenses	74,681	28,794	24,122	23,632	25,080	31,061	**5,981**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	134,242	51,047	50,656	50,675	59,119	63,586	**4,467**
Reimbursements	(191)	0	0	0	0	0	**0**
Total Appropriation	134,051	51,047	50,656	50,675	59,119	63,586	**4,467**
Operating Transfers Out	0	0	0	0	11,100	0	**(11,100)**
Total Requirements	134,051	51,047	50,656	50,675	70,219	63,586	**(6,633)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	134,291	51,978	(15,587)	9,613	5,000	27,500	**22,500**
Total Revenue	134,291	51,978	(15,587)	9,613	5,000	27,500	**22,500**
Operating Transfers In	0	0	45,000	42,109	42,108	35,000	**(7,108)**
Total Sources	134,291	51,978	29,413	51,722	47,108	62,500	**15,392**
Net Budget*	240	931	(21,243)	1,047	(23,111)	(1,086)	**22,025**
				Budgeted Staffing	4	4	**0**

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $32,525 fund 4 budgeted Public Service Employee positions that will operate the Environmental Science Day Camp and other programs such as Junior Fishing Workshops and Doggie Palooza. Operating expenses of $31,061 will primarily fund services and supplies for use in the Environmental Science Day Camp program, The Outdoor Family program, and fishing poles, equipment/supplies for the Junior Fishing Workshop. Expenses also include the costs of supplies, awards and printing materials for all programs within Active Outdoors. Sources of $62,500 are anticipated through an operating transfer in from the department's Park Maintenance/Development fund in the amount of $35,000, and the balance of $27,500 through vendor fees, participation fees associated with the Junior Fishing Workshop and Doggie Palooza, as well as sponsorship revenue for The Outdoor Family program.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $6,633. Active Outdoors includes a new program for 2014-15, The Outdoor Family program. Services and supplies expenses for the program are the primary reason for the overall increase in operating expenses. Operating transfers out of $11,100 to the Regional Park's general fund budget is eliminated because of one-time program expenses incurred in 2013-14.

Sources are increasing by $15,392 due to an increase in other revenue of $22,500, which is primarily attributed to The Outdoor Family program revenues and sponsorships and a reduction of $7,108 in operating transfers in from the Regional Park Maintenance/Development fund. The Snack Bar operation at Lake Gregory was outsourced in 2012-13 and the residual funds were closed out in 2013-14.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $32,525 fund 4 budgeted limited term positions. There are no changes to budgeted staffing.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Active Outdoors	0	4	4	4	0	0	4
Total	0	4	4	4	0	0	4

Active Outdoors

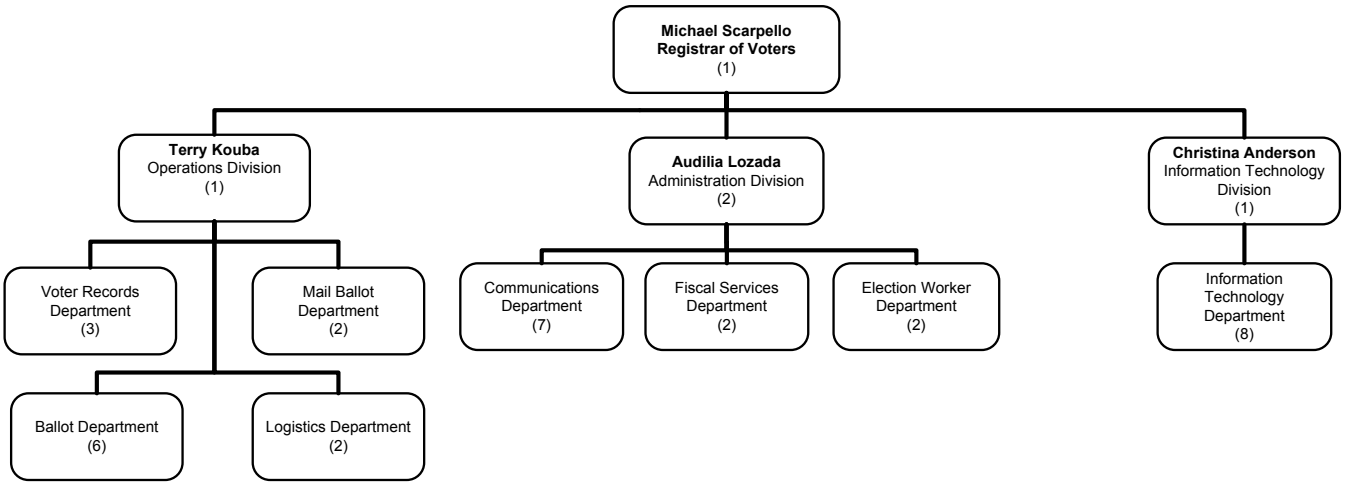
	Classification
4	Public Service Employees
4	Total

REGISTRAR OF VOTERS
Michael Scarpello

DEPARTMENT MISSION STATEMENT

The Registrar of Voters Office upholds the integrity of the electoral process by consistently conducting fair and open elections that are accessible to all and that accurately reflects the intent of the electorate, promotes public confidence, increased voter participation, and strengthens democracy while providing the highest quality of customer service.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Conducted two regularly scheduled elections and a record number of fifteen special elections.
- Conducted and completed two bid processes for the printing and mailing of official ballots and Voter Information Guides (sample ballots) resulting in two new contracts that will save $360,000 in three years.
- Renegotiated an existing contract with an election vendor that will result in savings of $38,000.
- Designed and added four new election templates into our election management software, EDATE (Election Deadline, Assignment, and Task Engine).
- Reviewed, revised, and documented over twenty-five Elections Office processes and procedures that will help make office operations more effective and efficient.
- Began a project to flowchart all Elections Office processes in an effort to visualize, find flaws, and improve processes.
- Converted a multi-piece, paper-based system used to track jurisdictions, offices, office holders, and candidates, to a single electronic system that will increase the accuracy of our records and decrease labor costs.
- Enhanced the Elections Office website by adding new interactive maps that allow voters to locate Mail Ballot drop-off locations, and by adding a new District Lookup Tool with modern looking maps seven times larger than previously displayed.
- Used GIS technology to implement both a new delivery tracking system that helps predict delivery times and monitor the progress of deliveries, as well as a new poll worker assignment system that helps assign poll workers to polling places more efficiently.

- Implemented a program to assist government agencies that are required by law to distribute voter registration applications to their customers to become compliant with the law. This resulted in an increase from 79 compliant agencies to 160 agencies.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy:
- *Expand the Elections Office Election Deadline, Assignment and Task Engine (EDATE) system to maximize effectiveness and efficiency of election operations.*
- *Review, revise, and document Elections Office policies and procedures.*
- *Expand the Elections Office website by adding new applications that query and present personalized customer information.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of new or modified tasks populated in EDATE (% of cumulative completion).	N/A	60%	60%	70%
Number of processes and procedures reviewed.	N/A	15	24	25
Number of new website customer information applications developed and released.	N/A	N/A	1	5

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy:
- *Expand the availability of voting opportunities by increasing the number of registered permanent mail ballot voters.*
- *Create cost savings by decreasing the number of polling places used in major elections by eliminating under-utilized polling places.*
- *Create cost savings by increasing the number of voters who receive their Voter Information Guide electronically.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of permanent mail ballot voters.	367,672	404,543	387,344	425,000
Percentage of reduction in the number of polling places used in major elections.	5%	5%	7%	5%
Number of voters who signed up to receive their Voter Information Guide electronically.	N/A	2,000	1,952	4,000

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Registrar of Voters	8,482,909	1,869,240	6,613,669			37
Total General Fund	8,482,909	1,869,240	6,613,669			37
Total - All Funds	8,482,909	1,869,240	6,613,669	0	0	37

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Registrar of Voters	6,911,479	7,979,388	10,477,990	9,430,680	8,482,909
Total	**6,911,479**	**7,979,388**	**10,477,990**	**9,430,680**	**8,482,909**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Registrar of Voters	3,544,044	2,843,000	2,914,734	2,498,240	1,869,240
Total	**3,544,044**	**2,843,000**	**2,914,734**	**2,498,240**	**1,869,240**

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Registrar of Voters	3,367,435	5,136,388	7,563,256	6,932,440	6,613,669
Total	**3,367,435**	**5,136,388**	**7,563,256**	**6,932,440**	**6,613,669**

Registrar of Voters

DESCRIPTION OF MAJOR SERVICES

The Elections Office of the Registrar of Voters is responsible for conducting efficient and impartial elections, and to provide the means by which every eligible citizen can exercise their voting rights and privileges, as provided by local ordinances and Federal and California Election Codes. To support this function, the department is organized into three divisions and eight sections that are in alignment with the County's goals of improving County Government operations and operating in a fiscally-responsible and business-like manner.

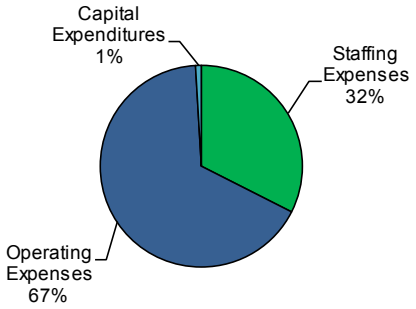
Budget at a Glance

Requirements Less Reimbursements*	$8,482,909
Sources/Reimbursements	$1,869,240
Net County Cost	$6,613,669
Total Staff	37
Funded by Net County Cost	78%

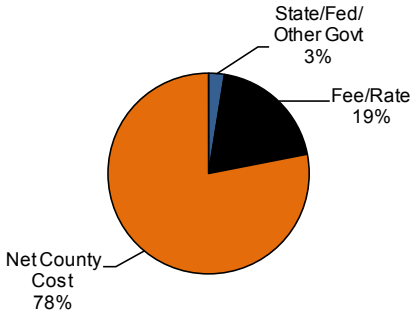
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

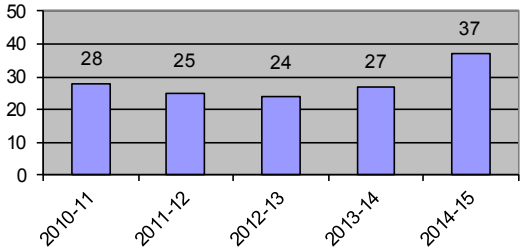


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	24	26	27	27
Limited Term	0	0	0	10
Total	24	26	27	37
Staffing Expenses	$2,517,911	$2,438,403	$2,398,780	$2,754,257

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Registrar of Voters
FUND: General

BUDGET UNIT: AAA ROV
FUNCTION: General
ACTIVITY: Elections

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	2,284,039	2,171,716	2,517,890	2,238,660	2,398,780	2,754,257	**355,477**
Operating Expenses	4,230,511	5,644,907	7,764,430	6,436,294	6,801,900	5,650,652	**(1,151,248)**
Capital Expenditures	396,516	47,420	7,980	189,273	215,000	78,000	**(137,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	6,911,066	7,864,043	10,290,300	8,864,227	9,415,680	8,482,909	**(932,771)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,911,066	7,864,043	10,290,300	8,864,227	9,415,680	8,482,909	**(932,771)**
Operating Transfers Out	0	9,785	0	15,000	15,000	0	**(15,000)**
Total Requirements	6,911,066	7,873,828	10,290,300	8,879,227	9,430,680	8,482,909	**(947,771)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	1,453,232	18,768	160,086	21,809	85,000	215,000	**130,000**
Fee/Rate	1,928,535	2,666,300	2,972,380	2,534,431	2,401,240	1,642,240	**(759,000)**
Other Revenue	162,278	145,216	39,913	19,085	12,000	12,000	**0**
Total Revenue	3,544,045	2,830,284	3,172,379	2,575,325	2,498,240	1,869,240	**(629,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	3,544,045	2,830,284	3,172,379	2,575,325	2,498,240	1,869,240	**(629,000)**
Net County Cost	3,367,021	5,043,544	7,117,921	6,303,902	6,932,440	6,613,669	**(318,771)**
				Budgeted Staffing	27	37	**10**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $8.5 million enable the department to conduct one minor (July 2014) and one major election (November 2014), and includes staffing expenditures of $2.8 million for 37 budgeted positions, operating expenses of $5.7 million, and capital expenditures of $78,000. Operating expenses primarily consist of services and supplies of $5.2 million for routine operations and election-related expenditures (such as temporary labor, ballots, postage, poll workers and other professional services). Capital expenditures of $78,000 include the purchase of two document scanners to be used for voter registration activities ($6,500 each; $13,000 total) and ballot printing equipment funded by a portion of the Federal Voting Assistance Program Grant ($65,000). Sources of $1.9 million are derived from a variety of sources. These sources include: Secretary of State quarterly postage reimbursement ($20,000), Help America Vote Act Grant ($130,000), Federal Voting Assistance Program Grant ($65,000), sale of services and products including maps, voter files and certified documents ($12,000), and election services for participating jurisdictions ($1.6 million).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and related sources will fluctuate based on a 4-year election cycle with the Presidential Election being the most costly of the major elections. Requirements are decreasing by $947,771. The department is transitioning from a two major election cycle in 2013-14 to a one major election cycle in 2014-15. The budget includes provisions for one minor and one major election as follows: July 8, 2014, for the City of Chino Special Election (minor); and the November 4, 2014 Gubernatorial General Election (major). In addition, the department has implemented numerous cost saving measures which has resulted in reduced requirements.

Sources are decreasing by $629,000. The first election is 100% reimbursable; however the Gubernatorial General Election is only 27% reimbursable.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.8 million fund 37 budgeted positions, of which 27 are regular positions and 10 are temporary help (Public Service Employees positions). The Elections Office continues to analyze its strengths and weaknesses within its organizational structure to increase its effectiveness, lower temporary help agency expenditures and provide appropriate backup for existing employees. As a result, 1 new Programmer Analyst I position was added to the Information Technology Division to primarily assist with operations application programming, web application programming and state mandated VoteCal Voter Registration project. Ten temporary help (Public Service Employee positions) were also added to reduce costly temporary help agency expenditures. An Elections Analyst position was deleted and an Office Assistant IV position (vacant) was reclassified to an Elections Technician position. This reclassification will allow the department to reassign more complex duties, including knowledgebase and phonebank coordination.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration Division	10	4	14	8	2	4	14
Operations Division	10	4	14	8	2	4	14
Technology Division	7	2	9	6	0	3	9
Total	27	10	37	22	4	11	37

Administration Division

	Classification
1	Registrar of Voters
1	Chief Deputy Registrar of Voters
1	Executive Secretary II
1	Staff Analyst II
1	Elections Specialist
1	Media Specialist I
3	Elections Technician
1	Fiscal Specialist
4	Public Service Employee
14	Total

Operations Division

	Classification
1	Chief Deputy Registrar of Voters
4	Elections Technician
2	Elections Services Assistant
1	Office Assistant IV
2	Office Assistant III
4	Public Service Employee
14	Total

Technology Division

	Classification
1	Business Systems Analyst III
1	Programmer Analyst II
1	Programmer Analyst I
2	Applications Specialist
1	Automated Systems Technician
1	Geographic Info Sys Tech II
2	Public Service Employee
9	Total

Fish and Game Commission

DESCRIPTION OF MAJOR SERVICES

The Fish and Game Commission is administered by the Special Districts Department, and its primary function is to act as the liaison between the State Department of Fish and Game, the County Board of Supervisors, and the public. The Commission makes recommendations to the Board of Supervisors on matters pertaining to wildlife in San Bernardino County.

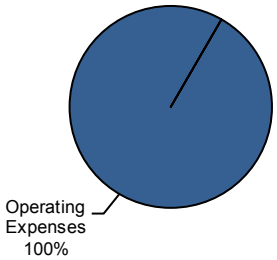
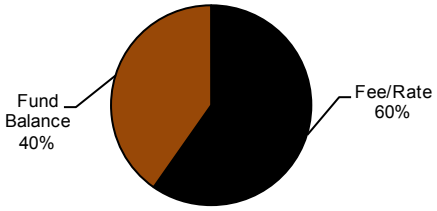
Budget at a Glance

Requirements Less Reimbursements*	$7,868
Sources/Reimbursements	$4,700
Fund Balance	$3,168
Use of Fund Balance	$3,168
Total Staff	0

*Includes Contingencies

The Fish and Game Commission budget unit receives funding from fines imposed on hunting, fishing, and environmental infractions and from the sale of hunting maps. These funds are used by the Commission to assist qualified organizations with projects that assist in enhancing wildlife and its propagation in San Bernardino County.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Funds						
Fish and Game	7,868	4,700		3,168		0
Total Special Revenue Funds	7,868	4,700		3,168		0

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Fish and Game	11,937	13,476	13,985	6,195	7,868
Total	**11,937**	**13,476**	**13,985**	**6,195**	**7,868**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Fish and Game	6,500	7,000	10,000	4,267	4,700
Total	**6,500**	**7,000**	**10,000**	**4,267**	**4,700**

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Fish and Game	5,437	6,476	3,985	1,928	3,168
Total	**5,437**	**6,476**	**3,985**	**1,928**	**3,168**

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Fish and Game

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	10,444	10,718	7,441	3,333	4,633	7,868	**3,235**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	1,562	0	**(1,562)**
Total Exp Authority	10,444	10,718	7,441	3,333	6,195	7,868	**1,673**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	10,444	10,718	7,441	3,333	6,195	7,868	**1,673**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	10,444	10,718	7,441	3,333	6,195	7,868	**1,673**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	11,118	8,156	5,385	4,572	4,267	4,700	**433**
Other Revenue	0	71	0	0	0	0	**0**
Total Revenue	11,118	8,227	5,385	4,572	4,267	4,700	**433**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	11,118	8,227	5,385	4,572	4,267	4,700	**433**
				Fund Balance	1,928	3,168	**1,240**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $7,868 includes services, supplies, and administrative costs and fund various projects such as conservation programs and education as approved by the Commission.

Fee/rate revenue of $4,700 primarily represents fines imposed on hunting, fishing, and environmental infractions and from sales of hunting maps.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1,673 due to increased operating expenses of $3,235 primarily due to costs for the purchase of additional hunting maps and contributions towards wildlife conservation and education programs.

Contingencies are decreasing by $1,562 to purchase additional hunting maps and contribute towards wildlife conservation and education programs

Fee/rate revenue is increasing by $433 due to higher than expected collection of fines.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

SPECIAL DISTRICTS DEPARTMENT

SAN BERNARDINO COUNTY

SPECIAL DISTRICTS DEPARTMENT
SUMMARY

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Fund Balance	Staffing
SPECIAL DISTRICTS	616				
GENERAL DISTRICTS - CONSOLIDATED	620	19,399,342	7,494,581	11,904,761	97
PARK DISTRICTS - CONSOLIDATED	628	3,744,002	2,268,914	1,475,088	23
BIG BEAR RECREATION AND PARK DISTRICT	635	4,450,836	3,233,688	1,217,148	64
BLOOMINGTON RECREATION & PARK DISTRICT	639	600,507	570,315	30,192	2
ROAD DISTRICTS - CONSOLIDATED	641	4,617,689	2,051,561	2,566,128	1
STREETLIGHT DISTRICTS - CONSOLIDATED	655	1,763,994	760,983	1,003,011	0
TOTAL SPECIAL REVENUE FUNDS		34,576,370	16,380,042	18,196,328	187

ENTERPRISE FUNDS	Page #	Requirements	Sources	Net Budget	Staffing
SPECIAL DISTRICTS:					
CSA 70 HAVASU LAKE	626	94,988	77,202	(17,786)	0
SANITATION DISTRICTS - CONSOLIDATED	651	9,321,748	6,855,047	(2,466,701)	0
WATER DISTRICTS - CONSOLIDATED	659	9,947,857	7,655,257	(2,292,600)	0
TOTAL ENTERPRISE FUNDS		19,364,593	14,587,506	(4,777,087)	0

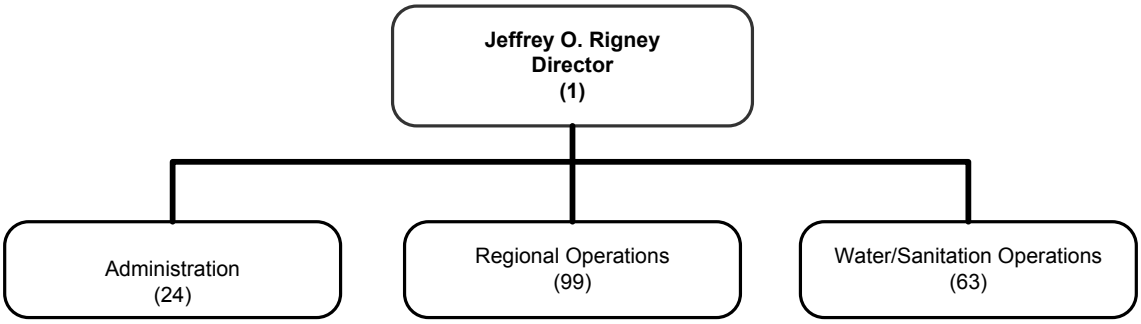
	Page #	Total Amount
CAPITAL IMPROVEMENT PROGRAM	663	20,354,386
RESERVES	674	36,911,830

SPECIAL DISTRICTS DEPARTMENT
Jeffrey O. Rigney

DEPARTMENT MISSION STATEMENT

The Special Districts Department promotes safe, healthy, enjoyable, and dynamic communities by providing essential programs and municipal services that meet the current and future needs of the communities served.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Received approval of Negative Mitigated Declaration for the Big Bear Alpine Zoo
- Reorganized the Water and Sanitation Division for cost savings and increased efficiency
- Completed the following recreation facilities:
    - MacKay Park in Lake Arrowhead
    - Sugarloaf Park addition (Big Bear Valley)
    - Wrightwood Skate Park
    - Ski Beach at Meadow Park (Big Bear Valley)
- Continued to offer expertise to other County departments including:
    - Regional Parks
    - Facilities Management
    - Arrowhead Regional Medical Center
    - Sheriff/Coroner/Public Administrator
    - Airports
    - Museum
    - Public Works

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL:	**OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**
Objective(s):	• ***Implement information management best-practices that will unify technology platforms and move toward a standardized enterprise approach.***

Department Strategy:
- *Replace manual water meter system with automated water meter infrastructure*
- *Use maintenance management system to increase preventative maintenance levels for water and sanitation systems*
- *Use technology to facilitate on-time bill payments*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Decrease in annual operating and maintenance costs per meter	N/A	N/A	N/A	35%
Exercise water valves annually	N/A	N/A	N/A	100%
Complete required video inspection and cleaning of sewer lines annually	N/A	N/A	N/A	100%
Percentage of on-time water and sewer payments	N/A	N/A	N/A	84%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Funds						
General Districts - Consolidated	19,399,342	7,494,581		11,904,761		97
Park Districts - Consolidated	3,744,002	2,268,914		1,475,088		23
Big Bear Valley Recreation and Park District	4,450,836	3,233,688		1,217,148		64
Bloomington Recreation and Park District	600,507	570,315		30,192		2
Road Districts - Consolidated	4,617,689	2,051,561		2,566,128		1
Streetlight Districts - Consolidated	1,763,994	760,983		1,003,011		0
Total Special Revenue Funds	34,576,370	16,380,042		18,196,328		187
Enterprise Funds						
CSA 70 HL Havasu Lake	94,988	77,202			(17,786)	0
Sanitation Districts - Consolidated	9,321,748	6,855,047			(2,466,701)	0
Water Districts - Consolidated	9,947,857	7,655,257			(2,292,600)	0
Total Enterprise Funds	19,364,593	14,587,506			(4,777,087)	0
Total - All Funds	53,940,963	30,967,548	0	18,196,328	(4,777,087)	187

5-YEAR REQUIREMENTS TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
General Districts - Consolidated	10,821,931	12,055,579	21,213,132	22,302,032	19,399,342
CSA 70 HL Havasu Lake	63,788	61,391	91,344	87,540	94,988
Park Districts - Consolidated	4,216,889	4,151,137	4,801,322	4,160,449	3,744,002
Big Bear Valley Recreation and Park District	3,573,829	3,832,727	3,902,227	4,082,583	4,450,836
Bloomington Recreation and Park District	1,212,198	688,550	1,116,295	695,344	600,507
Road Districts - Consolidated	3,883,186	3,713,962	3,654,828	4,753,116	4,617,689
Sanitation Districts - Consolidated	20,839,057	10,289,110	10,803,634	11,501,817	9,321,748
Streetlight Districts - Consolidated	3,190,589	1,413,810	1,394,389	1,477,953	1,763,994
Water Districts - Consolidated	11,251,210	10,398,320	12,451,646	10,991,935	9,947,857
Total	**59,052,677**	**46,604,586**	**59,428,817**	**60,052,769**	**53,940,963**

5-YEAR SOURCES TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
General Districts - Consolidated	4,662,387	4,683,484	12,476,182	12,593,697	7,494,581
CSA 70 HL Havasu Lake	66,542	66,373	92,478	77,693	77,202
Park Districts - Consolidated	2,136,032	1,949,176	3,031,039	2,398,557	2,268,914
Big Bear Valley Recreation and Park District	5,985,795	3,267,430	3,313,284	3,088,807	3,233,688
Bloomington Recreation and Park District	826,015	339,964	266,818	560,443	570,315
Road Districts - Consolidated	1,806,409	2,040,647	1,740,855	2,204,325	2,051,561
Sanitation Districts - Consolidated	15,329,024	6,135,766	6,623,369	8,875,792	6,855,047
Streetlight Districts - Consolidated	927,500	803,612	801,902	759,445	760,983
Water Districts - Consolidated	10,111,010	7,477,336	8,813,406	7,460,271	7,655,257
Total	**41,850,714**	**26,763,788**	**37,159,333**	**38,019,030**	**30,967,548**

5-YEAR FUND BALANCE TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
General Districts - Consolidated	6,159,544	7,372,095	8,736,950	9,708,335	11,904,761
Park Districts - Consolidated	2,080,857	2,201,961	1,770,283	1,761,892	1,475,088
Big Bear Valley Recreation and Park District	(2,411,966)	565,297	588,943	993,776	1,217,148
Bloomington Recreation and Park District	386,183	348,586	849,477	134,901	30,192
Road Districts - Consolidated	2,076,777	1,673,315	1,913,973	2,548,791	2,566,128
Streetlight Districts - Consolidated	2,263,089	610,198	592,487	718,508	1,003,011
Total	**10,554,484**	**12,771,452**	**14,452,113**	**15,866,203**	**18,196,328**

5-YEAR NET BUDGET TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
CSA 70 HL Havasu Lake	2,754	4,982	1,134	(9,847)	(17,786)
Sanitation Districts - Consolidated	(5,510,033)	(4,153,344)	(4,180,265)	(2,626,025)	(2,466,701)
Water Districts - Consolidated	(1,140,200)	(2,920,984)	(3,638,240)	(3,531,664)	(2,292,600)
Total	**(6,647,479)**	**(7,069,346)**	**(7,817,371)**	**(6,167,536)**	**(4,777,087)**

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

General Districts Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$32,298,134
Sources/Reimbursements	$20,393,373
Fund Balance	$11,904,761
Use of Fund Balance	$2,579,097
Total Staff	97

*Includes Contingencies

County Service Area (CSA) 40 Elephant Mountain was established by an act of the County of San Bernardino Board of Supervisors on August 11, 1969 to provide ten channels of ultra-high frequency (UHF) television translator service broadcast from Elephant Mountain, and five channels of very high frequency (VHF) television translator service broadcast from Newberry Springs to the 100 square mile area encompassing Barstow, Daggett, Hinkley, Newberry Springs and Yermo. This CSA provides service to approximately 35,000 households and is funded by property taxes and rental income.

CSA 70 Countywide was established by an act of the County of San Bernardino Board of Supervisors on December 29, 1969 to provide a centralized mechanism for administration of personnel and operations which serve all board governed special districts. The employees are engaged in multi-district operations funded by the various sanitation, water, road, streetlights, and park and recreation districts. Staff provides centralized and regional management services, administration, engineering, fiscal, human resources, lien administration, park maintenance, payroll, information services, road maintenance and inspection services.

CSA 70 D-1 Lake Arrowhead was established by an act of the County of San Bernardino Board of Supervisors on August 26, 1974 to maintain a dam located on the east side of Lake Arrowhead known as Papoose Lake. The Improvement Zone is funded by property taxes and 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. On January 23, 2004, property owners approved an annual service charge per parcel with a 2.5% annual inflationary increase, currently $633.20. The Improvement Zone is responsible for the maintenance of two detention basins and four landscaped intersections in the Bloomington area.

CSA 70 EV-1 East Valley was established by the San Bernardino County Board of Supervisors on April 23, 1996. The District is responsible for the maintenance of the Alabama Street storm drain in the Redlands Citrus Plaza area. Funding for this Improvement Zone's operation is generated through a developer buy-in charge, which was received in fiscal year 2008-09.

CSA 70 DB-2 Big Bear was established by an act of the County of San Bernardino Board of Supervisors on April 27, 2010. The Improvement Zone maintains a detention basin, open space and storm drain conveyances to the basin of a newly developed tract on Maple Drive in the Big Bear area. This Improvement Zone's operations are funded by an annual service charge levied on property owners within the District.

CSA 120 North Etiwanda Preserve was formed on July 1, 2009 as a result of Local Agency Formation Commission Resolution No. 3051. The resolution included the dissolution of CSA 70 OS-1 and OS-3. The CSA provides for the management, protection and operation of 1,202 acres of open space and mitigation property. Acreage is primarily composed of mitigated Riversidean Alluvial Fan Sage Habitat located north of Rancho Cucamonga and east of Day Creek Blvd. The CSA is primarily 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.

CSA 70 TV-2 Morongo Valley was established by an act of the County of San Bernardino Board of Supervisors on October 18, 1976 to provide nine channels of UHF television and one channel of VHF television translator service to the 38 square miles of the Morongo Valley area. This Improvement Zone provides service to approximately 2,000 households and is funded by property tax revenue.

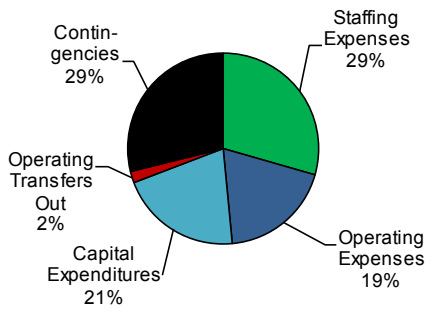
CSA 70 TV-4 Wonder Valley was established by an act of the County of San Bernardino Board of Supervisors on July 11, 1995 to provide eight channels of UHF television translator service broadcast from Pinto Mountain, for the direct benefit of Wonder Valley. This Improvement Zone is funded by a special tax of $5 per parcel on 4,871 parcels and provides basic community television program services to approximately 2,000 households. The Improvement Zone also funds a part-time TV production assistant for community television, and a basic community television program service.

CSA 70 TV-5 Mesa was established by an act of the County of San Bernardino Board of Supervisors on July 11, 1995 to provide eight channels of UHF translator service broadcast from Pinto Mountain to the 100 square mile area encompassing Copper Mesa, Desert Heights, Flamingo Heights, Landers, and Yucca Mesa. This Improvement Zone provides service to approximately 18,000 households and is funded by a special tax of $25 per improved parcel on 6,842 parcels that was approved by voters in 1995.

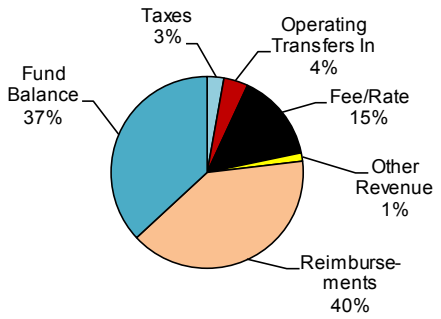
Community Facilities District (CFD 2006-1) Lytle Creek was established by the San Bernardino County Board of Supervisors on March 13, 2007. Also, on March 13, 2007, the Board adopted an ordinance authorizing the levying of special taxes to fund the maintenance of public infrastructure. 2009-10 was the first year of the special tax levy. The CFD is responsible for the maintenance of open space and storm drain protection services in the Glen Helen area.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

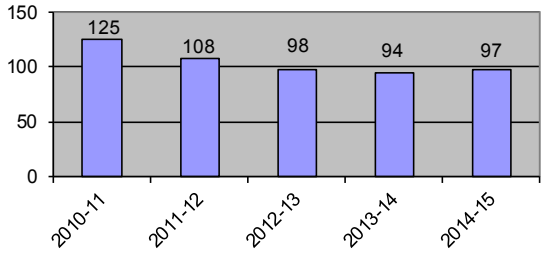


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	80	81	82	94
Limited Term	18	13	12	3
Total	98	94	94	97
Staffing Expenses	$9,339,806	$8,677,176	$8,721,044	$9,512,468

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: General Districts - Consolidated

BUDGET UNIT: Various
FUNCTION: Operations
ACTIVITY: General

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	8,044,915	7,637,383	7,265,992	7,607,690	8,721,044	9,512,468	**791,424**
Operating Expenses	4,324,568	3,431,632	4,383,885	4,113,579	6,385,792	6,146,181	**(239,611)**
Capital Expenditures	580,290	930,475	1,140,264	1,407,522	9,375,077	6,690,600	**(2,684,477)**
Contingencies	0	0	0	0	5,220,687	9,325,664	**4,104,977**
Total Exp Authority	12,949,773	11,999,490	12,790,141	13,128,790	29,702,600	31,674,913	**1,972,313**
Reimbursements	(9,375,017)	(8,611,660)	(8,530,788)	(8,289,864)	(9,685,868)	(12,898,792)	**(3,212,924)**
Total Appropriation	3,574,756	3,387,830	4,259,353	4,838,926	20,016,732	18,776,121	**(1,240,611)**
Operating Transfers Out	258,048	53,000	515,600	1,148,963	2,285,300	623,221	**(1,662,079)**
Total Requirements	3,832,804	3,440,830	4,774,953	5,987,889	22,302,032	19,399,342	**(2,902,690)**
Sources							
Taxes	932,011	927,580	923,773	949,017	909,548	907,307	**(2,241)**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	39,570	18,996	220,131	20,690	36,805	36,634	**(171)**
Fee/Rate	3,112,983	1,705,841	2,173,503	2,143,433	4,964,026	4,780,806	**(183,220)**
Other Revenue	433,153	818,097	582,092	268,269	268,818	449,398	**180,580**
Total Revenue	4,517,717	3,470,514	3,899,499	3,381,409	6,179,197	6,174,145	**(5,052)**
Operating Transfers In	0	1,211,795	1,856,365	4,727,900	6,414,500	1,320,436	**(5,094,064)**
Total Sources	4,517,717	4,682,309	5,755,864	8,109,309	12,593,697	7,494,581	**(5,099,116)**
				Fund Balance	9,708,335	11,904,761	**2,196,426**
				Budgeted Staffing	94	97	**3**

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
CSA 40 Elephant Mountain (Fund SIS)	1,410,276	360,095	1,050,181	1
CSA 70 Countywide (Fund SKV)	13,345,136	6,132,026	7,213,110	96
CSA 70 D-1 Lake Arrowhead (Fund SLA)	1,931,401	508,400	1,423,001	0
CSA 70 DB-1 Bloomington (Fund SLB)	135,131	44,244	90,887	0
CSA 70 EV-1 East Valley (Fund SFC)	210,690	251	210,439	0
CSA 70 DB-2 Big Bear (Fund EIB)	76,491	16,748	59,743	0
CSA 70 TV-2 Morongo Valley (Fund SLD)	924,555	146,066	778,489	0
CSA 70 TV-4 Wonder Valley (Fund SLF)	162,983	24,540	138,443	0
CSA 70 TV-5 Mesa (Fund SLE)	730,033	182,400	547,633	0
CFD 2006-1 Lytle Creek (Fund CXI)	388,142	28,173	359,969	0
CSA 120 North Etiwanda Preserve (Fund SOH)	84,504	51,638	32,866	0
Total Special Revenue Funds	19,399,342	7,494,581	11,904,761	97

CSA 40 Elephant Mountain – Requirements of $1.4 million include salaries and benefits that fund 1 regular position; operating expenses for television translator services operations and maintenance; purchase of a digital transmitter and equipment upgrades; travel/training costs; transfers for indirect costs for salaries/benefits and service/supplies; operating transfers out for the Pinto Mountain roadway project; and contingencies. Sources of $360,095 are primarily from property taxes and other revenue including rental income. Fund balance of $1.1 million funds budgeted contingencies and planned capital expenditures.

CSA 70 Countywide – Requirements of $13.3 million include salaries and benefits that fund 96 positions including 93 regular and 3 limited-term positions; operating expenses for department-wide administrative support services; transfers for shared positions with other departments; vehicle costs; training costs; contingencies; and contract services for other County departments. Other County departments for which services are provided include Regional Parks, Sheriff/Coroner/Public Administrator (Sheriff), Behavioral Health, Airports, and department-wide service agreements with Architecture and Engineering, County Museum, and Arrowhead Regional Medical Center. Also included in requirements are capital expenditures for vehicle and equipment purchases, as well as capital improvement projects for Lake Gregory Dam, the Glen Helen Lift Station, and improvements at Mojave Narrows. Sources of $6.1 million primarily include revenue from water and sanitation operations and maintenance for Regional Parks, Sheriff, and Airports; revenue for the capital improvement projects listed above; an operating transfer in from the County General Fund and countywide engineering and lien administration revenues. Fund balance of $7.2 million funds budgeted contingencies, current capital expenditures, and future operations.

CSA 70 D-1 Lake Arrowhead – Requirements of $1.9 million include operating and maintenance expenses for Lake Arrowhead Dam; transfers for allocated indirect costs; operating transfers out for the Rouse Road slurry seal project; and contingencies. Sources of $508,400 primarily include property taxes. Fund balance of $1.4 million funds budgeted contingencies.

CSA 70 DB-1 Bloomington – Requirements of $135,131 include operating and landscape maintenance expenses, transfers for allocated indirect costs, and contingencies. Sources of $44,244 are primarily from service charges. Fund balance of $90,887 funds budgeted contingencies.

CSA 70 EV-1 East Valley – Requirements of $210,690 include operating expenses for maintaining the Alabama Street storm drain protection and contingencies. Sources of $251 reflect interest revenue. Fund balance of $210,439 funds budgeted contingencies and future maintenance projects.

CSA 70 DB-2 Big Bear – Requirements of $76,491 include operating and maintenance expenses for a detention basin, open space, and storm drain as well as contingencies. Sources of $16,748 are primarily from service charges. Fund balance of $59,743 funds budgeted contingencies.

CSA 70 TV-2 Morongo Valley – Requirements of $924,555 include operating and maintenance expenses for television translator services; transfers for allocated indirect costs; acquisition of backup digital TV equipment; and contingencies. Sources of $146,066 are primarily from property taxes. Fund balance of $778,489 funds budgeted contingencies and planned capital expenditures.

CSA 70 TV-4 Wonder Valley – Requirements of $162,983 include operating and maintenance expenses for television translator services, transfers for allocated indirect costs, and contingencies. Sources of $24,540 are primarily from a special tax. Fund balance of $138,443 funds budgeted contingencies, planned capital expenditures and supports operations.

CSA 70 TV-5 Mesa – Requirements of $730,033 include operating and maintenance expenses for television translator services; transfers for allocated indirect costs; capital improvement projects such as installation of power poles and insulators; acquisition of backup digital TV equipment ; and contingencies. Sources of $182,400 are primarily from special taxes. Fund balance of $547,633 funds budgeted contingencies and future capital improvement projects.

CFD 2006-1 Lytle Creek – Requirements of $388,142 include operating expenses for maintaining open spaces and storm drain protection, transfers for allocated indirect costs, and contingencies. Sources of $28,173 are primarily from special taxes. Fund balance of $359,969 funds budgeted contingencies and future maintenance projects.

CSA 120 North Etiwanda Preserve – Requirements of $84,504 include operating and maintenance expenses of the preserve; conservation studies; transfers for allocated indirect costs; and contingencies. Sources of $51,638 are primarily from a Proposition 117 Habitat Conservation Grant, operating transfers in from interest earned on the endowment trust fund, and mitigation acceptance fees. Fund balance of $32,866 funds contingencies and future maintenance programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes in requirements include:

- An increase in staffing expenses of $791,424 primarily due to the net increase of 3 regular positions to support operations;
- A decrease in capital expenditures of $2.7 million due to fewer capital improvement projects as compared to 2013-14;
- An increase in reimbursements of $3.2 million primarily due to an increase of fixed asset transfers as a result of the transfer of completed capital projects to the County; and
- A decrease in operating transfers out of $1.7 million due to the cancellation of construction of an office building in CSA 70 D-1 Lake Arrowhead.

Major changes in sources include a net decrease in operating transfers in of $5.1 million due to the reclassification of revenue to reimbursements for completed capital improvement projects transferred to the County in 2014-15, offset by an increase of $1.1 million from the County General Fund for the County's Glen Helen Facilities water line project.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $9.5 million fund 97 budgeted positions of which 94 are regular positions and 3 are limited term positions and represent a net increase of 3 positions. The 2014-15 budget reflects a net increase of 12 regular positions and a decrease of 9 limited term positions. The budget includes the addition of the following 15 regular positions: 4 Maintenance Worker I's, 2 Clerk II's, 1 Treatment Plant Operator II, 1 Automated Systems Technician, 1 District Planner, 1 Management Analyst, 1 Deputy Director, 1 BG CSA 70 District Services Coordinator, 1 BG Water and Sanitation Supervisor, and 2 BG CSA 70 Customer Service Representatives. The addition of the positions detailed above is the result of a departmental reorganization, increased workload, and to meet the requirements of the Affordable Care Act. The addition of 15 regular positions is offset by the decrease of 3 regular and 9 limited term positions due to the deletion of 1 Maintenance Worker II, 1 Maintenance Worker III, 1 Payroll Specialist, 8 Public Service Employees (1 in CSA 40 Elephant Mountain and 7 in CSA 70 Countywide Water and Sanitation Division), and 1 Public Service Employee – Equipment Operator.

The 2014-15 budget also includes the reclassification of 1 Administrative Secretary I to an Administrative Secretary II.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	22	3	25	21	1	3	25
Regional Operations	9	0	9	8	0	1	9
Water/Sanitation Operations	63	0	63	48	4	11	63
Total	94	3	97	77	5	15	97

Administration

	Classification
1	Automated Systems Technician
1	BG Communications Technician
3	BG CSA 70 Build Const Eng III
1	BG CSA 70 Construction Inspector
1	BG CSA 70 Dir of Special Distr
1	BG CSA 70 Executive Assistant
1	BG CSA Assessment Technician
1	BG Deputy Director
2	BG District Planner
1	BG Engineering Technician 3
1	BG MIS Supervisor
2	BG Office Assistant II
1	BG Principal Budget Officer
3	BG Public Service Employee
2	BG Staff Analyst II
1	BG Supervising Fiscal Specialist
1	BG Div Manager, Engineering
1	Fiscal Specialist
25	Total

Regional Operations

	Classification
2	Assistant Regional Manager
1	BG CSA 18 District Coordinator
1	BG CSA 70 Dist Svcs Coordinat
1	BG District Coordinator
1	BG PSE-Equipment Operator
2	BG Regional Manager
1	BG CSA 70/Tv-5 Comm Engineer
9	Total

Water/Sanitation Operations

	Classification
1	BG Administrative Supervisor I
1	BG Auto Systems Analyst II
1	BG Automated Systems Analyst I
1	BG Buyer I
2	BG Clerk II
2	BG CSA 70 Accounts Rep
1	BG CSA 70 Administrative Secretary II
5	BG CSA 70 Customer Service Rep
15	BG CSA 70 Maint Worker I
8	BG CSA 70 Maint Worker II
6	BG CSA 70 Maint Worker III
1	BG CSA 70 Sampling Technician
1	BG Deputy Director
1	BG Electrical Technician
1	BG Electrical Technician II
1	BG Management Analyst
1	BG Regulatory Compliance Spec
2	BG Staff Analyst II
1	BG Storekeeper
1	BG Supervising Office Asst. I
2	BG Treatment Plant Operator I
1	BG Treatment Plant Operator II
3	BG Water & Sanitation Supervisor
1	BG Water & Sanitation Opertns Mgr
1	Fiscal Specialist
2	Treatment Plant Operator 4
63	Total

CSA 70 HL Havasu Lake Enterprise Fund

DESCRIPTION OF MAJOR SERVICES

County Service Area (CSA) 70, Zone HL was established by an act of the County of San Bernardino Board of Supervisors on April 1, 1990 to provide refuse collection services within the community of Havasu Lake. The CSA is funded by annual service charges assessed on property and collected through annual property taxes.

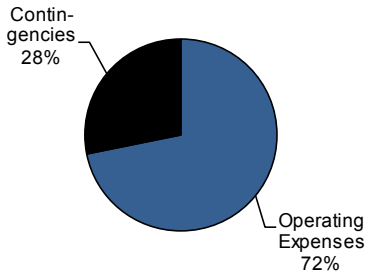
Budget at a Glance

Requirements Less Reimbursements*	$94,988
Sources/Reimbursements	$77,202
Net Budget**	($17,786)
Estimated Unrestricted Net Assets	$25,495
Use of Unrestricted Net Assets	$0
Total Staff	0

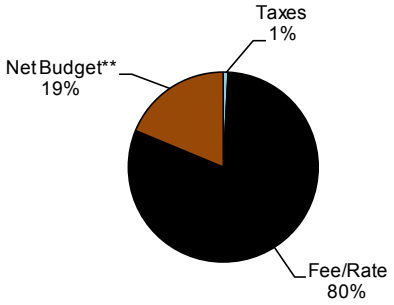
*Includes Contingencies

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



**Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise Funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Havasu Lake

BUDGET UNIT: EJA 487
FUNCTION: Operations
ACTIVITY: General

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	66,748	60,870	65,088	64,942	66,505	68,226	**1,721**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	21,035	26,762	**5,727**
Total Exp Authority	66,748	60,870	65,088	64,942	87,540	94,988	**7,448**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	66,748	60,870	65,088	64,942	87,540	94,988	**7,448**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	66,748	60,870	65,088	64,942	87,540	94,988	**7,448**
Sources							
Taxes	1,193	1,242	357	909	1,167	762	**(405)**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	63,235	63,046	69,491	71,738	76,479	76,393	**(86)**
Other Revenue	93	39	144	51	47	47	**0**
Total Revenue	64,521	64,327	69,992	72,698	77,693	77,202	**(491)**
Operating Transfers In	0	2,000	750	0	0	0	**0**
Total Sources	64,521	66,327	70,742	72,698	77,693	77,202	**(491)**
Net Budget*	(2,227)	5,457	5,654	7,756	(9,847)	(17,786)	**(7,939)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $94,988 represent operating expenses to fund professional and specialized services, transfers for allocated indirect costs, and contingencies. Sources of $77,202 primarily include user service charges.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $7,448 due to an increase in operating expenses of $1,721 and an increase in contingencies of $5,727. No significant changes in sources.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Park Districts Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$3,744,002
Sources/Reimbursements	$2,268,914
Fund Balance	$1,475,088
Use of Fund Balance	$554,482
Total Staff	23

*Includes Contingencies

The Special Districts Department provides for the management, funding, and maintenance of parks throughout the County Service Areas (CSA). Revenue is received through property taxes, state aid, federal aid and service charges.

CSA 20 Joshua Tree was established by an act of the County of San Bernardino Board of Supervisors on June 1, 1964. Resolution 1993-22 consolidated the services of fire with streetlighting, park and recreation. This park CSA provides funding for four parks, three ball fields, one recreation center building, a water playground, a skateboard park, and a 12,000 sq. ft. community center. This park CSA also provides maintenance for approximately 297 streetlights. Funding of this District is derived from property taxes and a $30 improved parcel and $10 unimproved parcel service charge. Currently there are approximately 4,468 improved parcels and 5,527 unimproved parcels.

CSA 29 Lucerne Valley was established by an act of the County of San Bernardino Board of Supervisors on December 30, 1964. The park CSA provides park and recreation services, a cemetery, television translators, and streetlighting to the community of Lucerne Valley. The park CSA serves approximately 3,000 residents and provides an equestrian center for local horse groups and for events. Services are funded by property taxes and park program fees.

CSA 42 Oro Grande was established by an act of the County of San Bernardino Board of Supervisors on December 27, 1965, to provide water, sewer, park, refuse collection, and streetlighting services to the community of Oro Grande. This park CSA serves approximately 123 residences. In 2009-10 the District consolidated park and streetlight services to increase operational efficiencies and reduce administrative activities. The park CSA funds the operation and maintenance of 40 streetlights. Services are funded by property taxes, park program fees, and other miscellaneous revenue.

CSA 56 Wrightwood was established by an act of the County of San Bernardino Board of Supervisors on September 19, 1966, to provide park and recreation services along with one community center and one senior center. The community of Wrightwood provides various park and recreation activities for approximately 3,000 users. Services are funded primarily by property taxes.

CSA 63 Oak Glen-Yucaipa was established by an act of the County of San Bernardino Board of Supervisors on December 18, 1967, to maintain a 19-acre park site which contains a historical schoolhouse, tennis court, playground, picnic area and paved parking lot for unincorporated areas in Yucaipa and Oak Glen. This park CSA is located 4 miles northeast of Yucaipa and serves approximately 10,000 park visitors annually. Services are funded primarily by property taxes.

CSA 70 M Wonder Valley is located ten miles east of Twenty-Nine Palms and was established by an act of the County of San Bernardino Board of Supervisors on July 1, 1991, to provide park services to the community of Wonder Valley. This park Improvement Zone is funded by a $10 per parcel, per year service charge levied on 4,634 parcels.

CSA 70 P-6 El Mirage was established by an act of the County of San Bernardino Board of Supervisors on October 15, 1990. This Park Improvement Zone provides park and recreation services for approximately 3,710 users through a special tax of $9.00 per parcel, per year billed on 3,549 parcels.

CSA 70 P-8 Fontana was established by an act of the County of San Bernardino Board of Supervisors and a service charge of $394 per parcel for the first year was approved on July 13, 1993, to provide park maintenance and streetlighting services for Tract 15305 in an unincorporated area east of Fontana. The property that has been maintained has been sold and the maintenance and streelighting costs will be minimal.

CSA 70 P-10 Mentone was established by an act of the County of San Bernardino Board of Supervisors on November 28, 1995, to provide park maintenance, landscaping, and streetlighting services. There are 28 streetlights in the District. The park Improvement Zone is funded by a service charge with a maximum charge of $500 per parcel, per year. The 2014-15 service charge is $375 per parcel and will be levied on 128 residential properties.

CSA 70 P-12 Montclair was established by an act of the County of San Bernardino Board of Supervisors on February 7, 2006, and voters approved a $700 per parcel, per year service charge with a 1.5% inflationary increase to provide landscaping, graffiti removal, block wall maintenance, and streetlighting services to Tract 17509 in the Montclair area. The service charge for 2014-15 is $731.98 per parcel and will be levied on 37 parcels.

CSA 70 P-13 El Rancho Verde was established by an act of the County of San Bernardino Board of Supervisors on August 1, 2006, to provide landscape improvements to the Riverside Avenue median in the unincorporated area of El Rancho Verde. A $142.65 per parcel, per year service charge for 509 parcels, approved by property owners in the improvement zone, covers ongoing maintenance costs associated with landscape improvements.

CSA 70 P-14 Mentone was established by an act of the County of San Bernardino Board of Supervisors on December 19, 2006, to provide landscape maintenance, streetlighting services and a detention basin to Tract 16602 in the Mentone area. A per parcel service charge with a 2.5% inflationary increase was approved on July 10, 2007. The 2014-15 service charge of $350 will be levied on 108 parcels.

CSA 70 P-16 Eagle Crest was established by an act of the County of San Bernardino Board of Supervisors on January 23, 2007, to provide landscape maintenance and streetlighting services to Tract 16756 in the Mentone area. A per parcel service charge with a 2.5% inflationary increase was approved to fund the services provided by this zone. The 2014-15 service charge of $407.65 will be levied on 44 parcels.

CSA 70 P-18 Randall Crossings was established by an act of the County of San Bernardino Board of Supervisors on July 9, 2013, for the purpose of drainage and landscaping for Tract No. 18822 (Randall Crossings). This zone will be responsible for maintaining two catch basins, one 12” pipe and a drainage swale with landscaping. A per parcel service charge with a 2.5% inflationary increase was approved to fund the services provided by this zone. The 2014-15 service charge of $615 per parcel will be levied on 20 parcels.

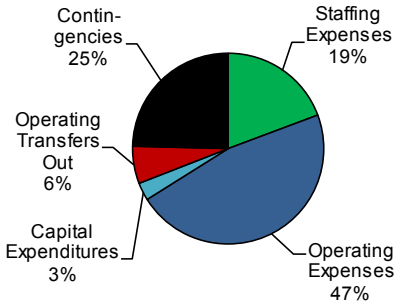
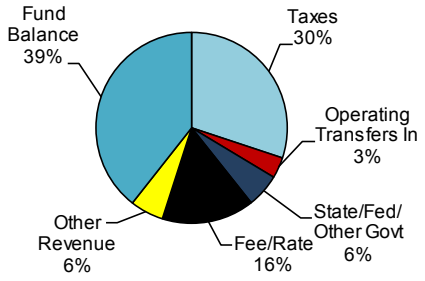
CSA 70 P-19 Gregory Crossings was established on September 24, 2013, by an act of The County of San Bernardino Board of Supervisors for the purpose of landscaping and detention basin maintenance for Tract No. 18659 (Gregory Crossings). This zone will be responsible for maintaining a 600 foot, 72 inch culvert pipe, drain and 14,579 square feet of landscaping. A per parcel service charge with a 2.5% inflationary increase was approved to fund the services provided by this zone. The 2014-15 service charge of $1,353 per parcel will be levied on 20 parcels.

CSA 70 P-20 Mulberry Heights was established by an act of the County of San Bernardino Board of Supervisors on January 14, 2014, for the purpose of landscaping and drainage maintenance of Tract No. 16753 (Mulberry Heights) in the Fontana area. This zone will be responsible for maintaining 5,385 square feet of landscaping and one 72” corrugated metal perforated pipe. A per parcel service charge with a 2.5% inflationary increase was approved to fund the services provided by this zone. The 2014-15 service charge of $107.25 per parcel will be levied on 15 parcels.

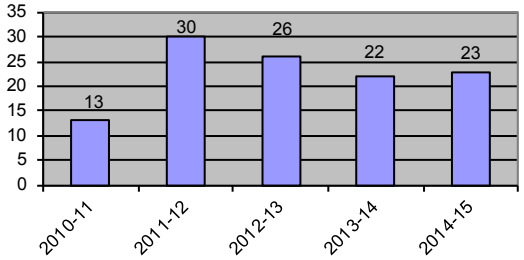
CSA 70 W Hinkley was established by an act of the County of San Bernardino Board of Supervisors on April 30, 1973, to provide park services and a community center to the community of Hinkley. The park Improvement Zone serves approximately 5,000 community residents and is funded by property taxes.

CSA 82 Searles Valley was established by an act of the County of San Bernardino Board of Supervisors on June 28, 1976. Located in the Northwest corner of the County, this budget represents maintenance costs for the roadside park in Searles Valley. This park CSA serves approximately 800 park users. The park CSA is primarily funded by revenues from CSA 82, Sanitation District (EFY-495).

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS	5-YEAR STAFFING TREND
	

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	8	8	8	7
Limited Term	18	14	14	16
Total	26	22	22	23
Staffing Expenses	$566,682	$739,290	$734,290	$721,764

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Park Districts - Consolidated

BUDGET UNIT: Various
FUNCTION: Operations
ACTIVITY: Park

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	638,116	614,254	566,682	628,615	734,290	721,764	**(12,526)**
Operating Expenses	1,242,145	1,332,119	1,344,828	1,311,176	1,515,039	1,751,786	**236,747**
Capital Expenditures	35,773	31,141	3,882	0	103,175	112,240	**9,065**
Contingencies	0	0	0	0	1,103,664	920,606	**(183,058)**
Total Exp Authority	1,916,033	1,977,514	1,915,393	1,939,792	3,456,168	3,506,396	**50,228**
Reimbursements	(220,818)	0	(95,000)	0	0	0	**0**
Total Appropriation	1,695,215	1,977,514	1,820,393	1,939,792	3,456,168	3,506,396	**50,228**
Operating Transfers Out	390,555	412,491	122,563	394,569	704,281	237,606	**(466,675)**
Total Requirements	2,085,770	2,390,005	1,942,956	2,334,361	4,160,449	3,744,002	**(416,447)**
Sources							
Taxes	1,156,365	1,108,238	1,073,095	1,066,341	1,155,772	1,127,241	**(28,531)**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	248,148	14,112	73,040	11,783	313,673	213,013	**(100,660)**
Fee/Rate	537,154	519,669	512,809	542,930	544,884	585,372	**40,488**
Other Revenue	172,679	237,429	214,508	390,419	344,182	211,364	**(132,818)**
Total Revenue	2,114,345	1,879,448	1,873,453	2,011,473	2,358,511	2,136,990	**(221,521)**
Operating Transfers In	25,046	69,146	80,046	25,046	40,046	131,924	**91,878**
Total Sources	2,139,391	1,948,594	1,953,499	2,036,519	2,398,557	2,268,914	**(129,643)**
				Fund Balance	1,761,892	1,475,088	**(286,804)**
				Budgeted Staffing	22	23	**1**

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
CSA 20 Joshua Tree (Fund SGD)	1,248,425	981,318	267,107	9
CSA 29 Lucerne Valley (Fund SGG)	632,211	573,239	58,972	5
CSA 42 Oro Grande (Fund SIV)	45,166	36,431	8,735	1
CSA 56 Wrightwood (Fund SKD)	283,740	163,884	119,856	3
CSA 63 Oak Glen-Yucaipa (Fund SKM)	477,344	107,170	370,174	3
CSA 70 M Wonder Valley (Fund SYR)	84,733	58,495	26,238	1
CSA 70 P-6 El Mirage (Fund SYP)	78,957	50,580	28,377	1
CSA 70 P-8 Fontana (Fund SMK)	63,168	221	62,947	0
CSA 70 P-10 Mentone (Fund RGT)	104,305	49,141	55,164	0
CSA 70 P-12 Montclair (Fund SLL)	105,023	28,956	76,067	0
CSA 70 P-13 El Rancho Verde (Fund SLU)	145,500	75,742	69,758	0
CSA 70 P-14 Mentone (Fund RCZ)	264,763	38,896	225,867	0
CSA 70 P-16 Eagle Crest (Fund RWZ)	73,860	16,339	57,521	0
CSA 70 P-18 Randall Crossings (Fund SMQ)	18,509	12,000	6,509	0
CSA 70 P-19 Gregory Crossings (Fund SMR)	29,233	19,800	9,433	0
CSA 70 P-20 Mulberry Heights (Fund SMT)	22,261	21,000	1,261	0
CSA 70 W Hinkley (Fund SLT)	26,934	10,555	16,379	0
CSA 82 Searles Valley (Fund SOZ)	39,870	25,147	14,723	0
Total Special Revenue Funds	3,744,002	2,268,914	1,475,088	23

CSA 20 Joshua Tree – Requirements of $1.2 million include staffing expenses to fund 9 positions of which 5 are regular and 4 are limited-term positions; expenses for park and streetlight operations and maintenance; transfers for allocated indirect costs; capital expenditures for various park improvement projects, and operating transfers out to the Desert View Conservation project. Sources of $981,318 are primarily from property taxes, service charges, grant revenue, and other revenue for various park services and concessions. Fund balance of $267,107 primarily funds budgeted contingencies.

CSA 29 Lucerne Valley – Requirements of $632,211 include staffing expenses to fund 5 positions of which 2 are regular and 3 are limited-term positions; expenses for park operations and maintenance costs; and transfers for allocated indirect costs. Sources of $573,239 are primarily from property taxes, cemetery fees, and fees for park services. Fund balance of $58,972 primarily funds budgeted contingencies.

CSA 42 Oro Grande – Requirements of $45,166 include staffing expenses for 1 limited-term position; expenses for park operations; and transfers for allocated indirect costs. Sources of $36,431 are primarily from property taxes and operating transfers in from CSA 70 Countywide to support operations. Fund balance of $8,735 primarily funds budgeted contingencies.

CSA 56 Wrightwood – Requirements of $283,740 include staffing expenses for 3 limited-term positions; expenses for park operations and maintenance; transfers for allocated indirect costs; and contingencies. Sources of $163,884 include property taxes, rents, concessions, and interest. Fund balance of $119,856 primarily funds budgeted contingencies.

CSA 63 Oak Glen-Yucaipa – Requirements of $477,344 include staffing expenses to fund 3 limited-term positions; expenses for park operations and maintenance; transfers for allocated indirect costs; and contingencies. Sources of $107,170 are primarily from property taxes. Fund balance of $370,174 primarily funds budgeted contingencies.

CSA 70 M Wonder Valley – Requirements of $84,733 include staffing expenses for 1 limited-term position; expenses for park operations and maintenance; transfers for allocated indirect costs; and contingencies. Sources of $58,495 are primarily from service charges, rents and concessions. Fund balance of $26,238 primarily funds budgeted contingencies.

CSA 70 P-6 El Mirage – Requirements of $78,957 include staffing expenses for 1 limited-term position; expenses for park operations and maintenance; transfers for allocated indirect costs; capital expenditures for light-emitting diode (LED) streetlights; and contingencies. Sources of $50,580 are primarily from special taxes. Fund balance of $28,377 primarily funds budgeted contingencies.

CSA 70 P-8 Fontana – Requirements of $63,168 include expenses for park operations and maintenance; transfers for allocated indirect costs; and contingencies. Sources of $221 is interest revenue. Fund balance of $62,947 primarily funds budgeted contingencies and operations. The property has been sold and the maintenance and streelighting costs will be minimal. The service charge has been eliminated and any costs incurred will be funded with fund balance.

CSA 70 P-10 Mentone – Requirements of $104,305 include expenses for park operations and maintenance; transfers for allocated indirect costs; and contingencies. Sources of $49,141 are primarily from service charges. Fund balance of $55,164 primarily funds budgeted contingencies and supports operations as the available fund balance exceeds the Department's required 25% reserve threshold.

CSA 70 P-12 Montclair – Requirements of $105,023 include operating expenses for park operations and maintenance; transfers for allocated indirect costs; and contingencies. Sources of $28,956 are primarily from service charges. Fund balance of $76,067 primarily funds budgeted contingencies.

CSA 70 P-13 El Rancho Verde – Requirements of $145,500 include operating expenses for maintenance; transfers for allocated indirect costs; and contingencies. Sources of $75,742 are primarily from service charges. Fund balance of $69,758 primarily funds budgeted contingencies and supports operations as the available fund balance exceeds the Department's required 25% reserve threshold.

CSA 70 P-14 Mentone – Requirements of $264,763 include expenses for maintenance; transfers for allocated indirect costs; and contingencies. Sources of $38,896 are primarily from service charges. Fund balance of $225,867 primarily funds budgeted contingencies and supports operations as the available fund balance exceeds the Department's required 25% reserve threshold.

CSA 70 P-16 Eagle Crest – Requirements of $73,860 include expenses for maintenance; transfers for allocated indirect costs; and contingencies. Sources of $16,339 are primarily from service charges. Fund balance of $57,521 primarily funds budgeted contingencies and supports operations as the available fund balance exceeds the Department's required 25% reserve threshold.

CSA 70 P-18 Randall Crossings – Requirements of $18,509 include expenses for maintenance; transfers for allocated indirect costs; and contingencies. Sources of $12,000 are primarily from service charges. Fund Balance of $6,509 primarily funds budgeted contingencies.

CSA 70 P-19 Gregory Crossings – Requirements of $29,233 include operating expenses, maintenance, transfers for allocated indirect costs; and contingencies. Sources of $19,800 are primarily from service charges. Fund Balance of $9,433 primarily funds budgeted contingencies and supports operations.

CSA 70 P-20 Mulberry Heights – Requirements of $22,261 include operating expenses, maintenance, and transfers for allocated indirect costs; and contingencies. Sources of $21,000 are primarily from service charges. Fund balance of $1,261 supports operations as this district is in its first year of operations.

CSA 70 W Hinkley – Requirements of $26,934 include operating expenses, maintenance, transfers for allocated indirect costs; and contingencies. Sources of $10,555 are primarily from property taxes and an operating transfer in from CSA 70 Countywide to augment operations due to decreases in property taxes. Fund balance of $16,379 primarily funds budgeted contingencies and supports operations.

CSA 82 Searles Valley – Requirements of $39,870 include expenses for park operations; transfers for allocated indirect costs; and contingencies. Sources of $25,147 are primarily from an annual operating transfer in from CSA 82 Searles Valley Sanitation District. Fund balance of $14,723 primarily funds budgeted contingencies.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $416,447. Major changes in requirements include a net increase in operating expenses of $236,747 primarily due to the addition of three newly formed CSAs, an increase in services and supplies, and an increase in allocated direct and indirect costs supporting salaries and benefits and services and supplies; a planned net decrease in contingencies of $183,058 to support operations as the available fund balance of the CSAs exceed the department's required 25% reserve threshold; and a decrease in operating transfers out of $466,675 due to a reduction in operating transfers out for capital improvement projects for 2014-15.

Sources are decreasing by $129,643. Major changes in sources include a decrease in state, federal, or government aid of $100,660 due to a decrease in expected grant revenue for 2014-15.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $721,764 fund 23 budgeted positions of which 7 are regular positions and 16 are limited term positions and represent a net increase of 1 position. The budget reflects an increase of 2 limited term positions due to the addition of 2 BG CSA 29 Public Service Employees, offset by the decrease of 1 regular position due to the deletion of 1 BG Park Maintenance Work III.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Regional Operations	7	16	23	17	4	2	23
Total	7	16	23	17	4	2	23

Regional Operations

	Classification
2	BG CSA 70 Dist Svcs Coordinat
1	BG Joshua Tree PSE Attendant
2	BG Park Maint Worker 2
1	BG Park Maintenance Worker III
1	BG PSE Park Maintenance Worker
2	BG PSE Pre-School Aide
1	BG PSE Teacher
1	BG PSE-Equipment Operator
9	BG Public Service Employee
1	BG Recreation Assistant
1	CSA 70 PSE Facilities Attendant
1	Recreation Coordinator
23	Total

Big Bear Valley Recreation and Park District
Big Bear Alpine Zoo

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of Big Bear Valley Recreation and Park District and Big Bear Alpine Zoo. Revenue is received through property taxes, state aid, federal aid, service charges, and fees for park services.

Budget at a Glance

Requirements Less Reimbursements*	$4,492,336
Sources/Reimbursements	$3,275,188
Fund Balance	$1,217,148
Use of Fund Balance	$666,727
Total Staff	64

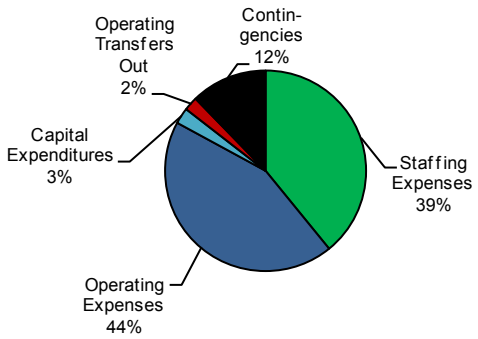
*Includes Contingencies

The Big Bear Valley Recreation and Park District was established by an act of the County of San Bernardino Board of Supervisors on April 23, 1934. The District currently maintains 6 developed parks, 2 undeveloped parks, several community buildings including the Big Bear Valley Senior Center, 3 ball fields, and a swim beach. The District serves approximately 60,000 park users and is funded by property taxes and park service fees.

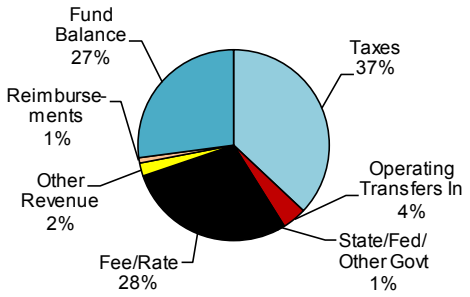
The Big Bear Alpine Zoo (formerly known as Moonridge Animal Park) is managed and funded by the Big Bear Valley Recreation and Park District and operates on 2.5 acres in the Moonridge area of Big Bear Valley. The zoo is open year round for visitors to see alpine species on exhibit. The zoo receives approximately 99,600 visitors annually.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

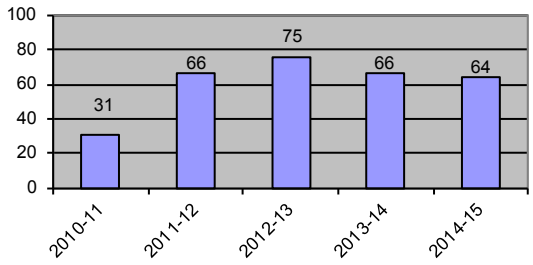


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	9	9	9	23
Limited Term	66	57	57	41
Total	75	66	66	64
Staffing Expenses	$1,377,367	$1,518,263	$1,518,263	$1,758,045

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Big Bear Recreation and Park District

BUDGET UNIT: Various
FUNCTION: Operations
ACTIVITY: Park

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	1,462,691	1,377,367	1,304,460	1,351,129	1,518,263	1,758,045	**239,782**
Operating Expenses	1,438,414	1,702,868	1,373,596	1,674,140	1,700,327	1,967,370	**267,043**
Capital Expenditures	9,374	100,767	(10,191)	40,418	52,000	116,500	**64,500**
Contingencies	0	0	0	0	753,493	550,421	**(203,072)**
Total Exp Authority	2,910,478	3,181,002	2,667,866	3,065,687	4,024,083	4,392,336	**368,253**
Reimbursements	(59,004)	(41,003)	(41,003)	(41,500)	(41,500)	(41,500)	**0**
Total Appropriation	2,851,474	3,139,999	2,626,863	3,024,187	3,982,583	4,350,836	**368,253**
Operating Transfers Out	251,968	130,000	545,412	100,000	100,000	100,000	**0**
Total Requirements	3,103,442	3,269,999	3,172,275	3,124,187	4,082,583	4,450,836	**368,253**
Sources							
Taxes	1,705,390	1,764,319	1,835,901	1,822,972	1,662,934	1,662,934	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	66,545	92,564	64,346	41,881	121,098	56,098	**(65,000)**
Fee/Rate	1,230,000	1,029,405	1,071,336	1,053,983	1,014,547	1,232,445	**217,898**
Other Revenue	156,439	173,865	395,571	258,525	111,461	98,611	**(12,850)**
Total Revenue	3,158,374	3,060,153	3,367,154	3,177,361	2,910,040	3,050,088	**140,048**
Operating Transfers In	173,152	243,149	208,000	175,532	178,767	183,600	**4,833**
Total Sources	3,331,526	3,303,302	3,575,154	3,352,893	3,088,807	3,233,688	**144,881**
				Fund Balance	993,776	1,217,148	**223,372**
				Budgeted Staffing	66	64	**(2)**

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Big Bear Valley Recreation and Park District (SSA)	3,244,954	2,223,747	1,021,207	48
Big Bear Alpine Zoo (SSF)	1,205,882	1,009,941	195,941	16
Total Special Revenue Funds	4,450,836	3,233,688	1,217,148	64

Big Bear Valley Recreation and Park District – Requirements of $3.2 million include staffing expenses to fund 48 positions of which 12 are regular positions and 36 are limited-term; operating expenses for park and facility operations and maintenance; transfers for allocated indirect costs; capital expenditures for various park improvement projects including Ranch Park improvements, Dana Park playground improvements, and the purchase of beach equipment; contingencies; and operating transfers out for the property tax share allocated to Big Bear Alpine Zoo. Sources of $2.2 million are primarily from property taxes, and fee/rate revenue from park programs, services, and concessions. Fund balance of $1.0 million primarily funds budgeted contingencies and planned use for operational requirements and to fund capital expenditures.

Big Bear Alpine Zoo (formerly known as Moonridge Animal Park) – Requirements of $1.2 million includes staffing expenses to fund 16 positions of which include 11 regular positions and 5 limited-term positions; operating expenses for park and facility operations, maintenance, animal feed, property rental, and professional veterinary services; and transfers for allocated indirect costs. Sources of $1.0 million are primarily from fee/rate revenue for entrance, park services, and concessions, operating transfers in from Big Bear Valley Recreation and Park District of a share of property tax, and interest earned on the Big Bear Alpine Zoo capital improvement project funds to assist in property rental costs until the Zoo is able to move to its new location. Fund balance of $195,941 primarily funds programmed capital improvement projects, the purchase of equipment and vehicles, and supports operations.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $368,253. Major changes in requirements include an increase in staffing expenses of $239,782 primarily from higher workers compensation costs and the reclassification of limited-term PSE positions to regular benefited positions; an increase in operating expenses of $267,043 primarily due to an increase in utility costs and increased allocations of indirect costs; an increase in capital expenditures of $64,500 due to planned improvements at Dana Park, Ranch Park, and other park improvements, the purchase of beach equipment and the purchase of an all-terrain vehicle; and a decrease in contingencies of $203,072 primarily due to the above increases.

Sources are increasing by $144,881. Major changes in sources include a decrease in state, federal, or government aid of $65,000 due to reduced levels of grant funding from a Department of Aging and Adult Services grant and an increase in fee/rate revenue of $217,898 from an increase in fees for park services.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.8 million fund 64 budgeted positions of which 23 are regular positions and 41 are limited term positions and represent a net decrease of 2 positions. The budget reflects an increase of 15 positions due to the addition of 1 BG Park Maintenance Worker 2, 2 Big Bear P&R Maintenance Worker I's, 6 Big Bear Animal Keeper I's, 1 BG Big Bear P&R PSE Park Service Employee, 1 BG Park Maintenance Worker III, 1 BG Moon Ridge Veterinarian Technician, 1 BG Big Bear Lead Animal Keeper, and 2 BG Big Bear Recreation Coordinators. The addition of the positions as detailed above is the result of an increased workload and to meet the requirements of the Affordable Care Act. These increases are offset by the deletion of 1 BG Big Bear P&R Maintenance Superintendent, 14 BG BB P&R PSE Park Service Employees, and 2 BG PSE Zoo Service Employees.

The budget also includes the reclassification of 4 regular positions, consisting of the following:

- 1 BG Office Assistant II to a Fiscal Specialist;
- 1 BG Park Maintenance Worker 1 to a BG Park Maintenance Worker 2;
- 1 BG Park Maintenance Worker 2 to a BG Park Maintenance Worker III; and
- 1 BG Park Maintenance Worker 2 to a BG Park Maintenance Worker 1.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Regional Operations	23	41	64	35	14	15	64
Total	23	41	64	35	14	15	64

Regional Operations

	Classification
38	BG BB P&R-PSE Park Serv Emp
6	BG Big Bear Animal Keeper I
3	BG Big Bear P&R Maint Worker I
1	BG Big Bear P&R Rec Superindt
1	BG General Manager
1	BG Moon Ridge Zoo Curator
3	BG Park Maint Worker 2
3	BG Park Maintenance Worker III
1	BG PSE Zoo Instructor
1	BG PSE-Food Svcs Manager
1	BG PSE-Guest Svcs Coordinator
1	BG Vet Technician
2	BG Big Bear Recreation Coordinator
1	BG Big Bear Lead Animal Keeper
1	Fiscal Specialist
64	Total

Bloomington Recreation and Park District

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$610,565
Sources/Reimbursements	$580,373
Fund Balance	$30,192
Contribution to Fund Balance	$191,925
Total Staff	2

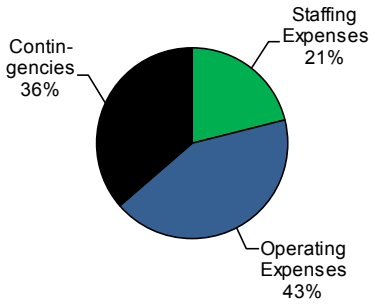
*Includes Contingencies

The Special Districts Department provides for the management, funding, and maintenance of Bloomington Recreation and Park District (District). Revenue is received through property taxes, state aid, federal aid, service charges, and fees for park services.

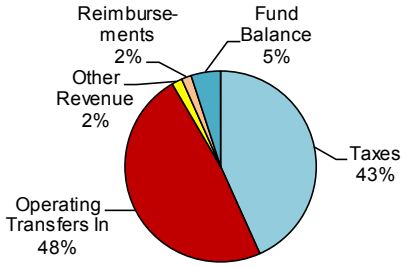
The District was established by an act of the County of San Bernardino Board of Supervisors on July 19, 1972. The District maintains 2 community parks, an equestrian arena, sports fields, and a community center which are funded primarily by property taxes and fees for park services.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

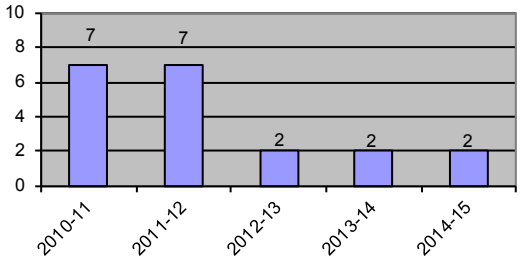


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	2	2	2	2
Limited Term	0	0	0	0
Total	2	2	2	2
Staffing Expenses	$116,806	$127,118	$127,118	$128,648

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Bloomington Recreation and Park District

BUDGET UNIT: SSD
FUNCTION: Operations
ACTIVITY: Park

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	142,184	124,732	116,807	126,055	127,118	128,648	**1,530**
Operating Expenses	173,186	236,667	218,840	237,029	239,605	259,800	**20,195**
Capital Expenditures	0	6,269	11,796	0	15,000	0	**(15,000)**
Contingencies	0	0	0	0	33,679	222,117	**188,438**
Total Exp Authority	315,369	367,667	347,442	363,084	415,402	610,565	**195,163**
Reimbursements	(17,746)	(5,784)	0	0	(10,058)	(10,058)	**0**
Total Appropriation	297,623	361,883	347,442	363,084	405,344	600,507	**195,163**
Operating Transfers Out	563,000	60,000	8,000	50,000	290,000	0	**(290,000)**
Total Requirements	860,623	421,883	355,442	413,084	695,344	600,507	**(94,837)**
Sources							
Taxes	258,579	252,151	264,109	274,192	245,932	261,663	**15,731**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	3,497	3,299	3,227	3,175	3,276	3,210	**(66)**
Fee/Rate	(1,841)	5,628	(2,297)	(2,250)	500	2,500	**2,000**
Other Revenue	563,344	16,183	10,588	26,485	310,735	10,727	**(300,008)**
Total Revenue	823,579	277,261	275,628	301,601	560,443	278,100	**(282,343)**
Operating Transfers In	0	0	12,000	0	0	292,215	**292,215**
Total Sources	823,579	277,261	287,628	301,601	560,443	570,315	**9,872**
				Fund Balance	134,901	30,192	**(104,709)**
				Budgeted Staffing	2	2	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Major expenditures for the District include staffing expenses of $128,648 to fund 2 regular positions and operating expenses of $259,800 for park operations and maintenance costs and transfers for allocated indirect costs. Major sources include taxes of $261,663 and an operating transfer in of $290,000 reflecting reimbursement for the completed Kessler Park Improvement Project.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $94,837. Major changes in requirements include an increase in contingencies of $188,438 primarily due to an operating transfer in of $290,000 for reimbursement of the completed Kessler Park improvement project and a decrease in operating transfers out of $290,000 as no capital improvement projects are programmed for 2014-15. Sources are increasing by $9,872 and include a decrease in other revenue of $300,008 and an increase in operating transfers in of $292,215 due to the reclassification of a residual equity transfer in to an operating transfer in for reimbursement of the completed Kessler Park improvement project.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no change in budgeted staffing for 2014-15.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Regional Operations	2	0	2	2	0	0	2
Total	2	0	2	2	0	0	2

Regional Operations

	Classification
2	Maintenance Worker I
2	Total

Road Districts Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$4,617,689
Sources/Reimbursements	$2,051,561
Fund Balance	$2,566,128
Use of Fund Balance	$1,062,743
Total Staff	1

*Includes Contingencies

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 to 40 County Service Areas (CSA) and Improvement Zones. Sources include property taxes, special taxes and service charges.

CSA 18 Cedarpines was established by an act of the County of San Bernardino Board of Supervisors on July 17, 1967, to maintain 17.3 miles of paved and dirt roadways, one community center and one five-acre park. This road CSA receives property tax revenue and a $50 per parcel service charge on approximately 3,781 parcels.

CSA 59 Deer Lodge Park was established by an act of the County of San Bernardino Board of Supervisors on December 19, 1966, to maintain 5 miles of paved roads. This road CSA receives property tax revenue to fund road maintenance and snow removal services. On June 7, 2011 voters approved an annual special tax of $220 per parcel per year with a 2.5% inflationary factor for road paving and road maintenance services. The 2014-15 per parcel special tax is $236.92, currently there are 706 parcels billed for the special tax.

CSA 68 Valley of the Moon was established by an act of the County of San Bernardino Board of Supervisors on December 1, 1969, to maintain 4 miles of paved roads. This road CSA receives property tax revenue to fund road maintenance and snow removal services.

CSA 69 Lake Arrowhead Road was established by an act of the County of San Bernardino Board of Supervisors on December 22, 1969, to maintain 4 miles of paved roads. This road CSA receives property tax revenue and a $100 service charge levied on each of 394 parcels of land for the maintenance of roads and snow removal services.

CSA 70 G Wrightwood Road was established by an act of the County of San Bernardino Board of Supervisors on November 29, 1971, to maintain 7.3 miles of paved and unpaved roads. This road Improvement Zone receives property tax revenue to fund road maintenance and snow removal services. On June 3, 2003, voters approved an annual special tax of $375 per parcel. There are 464 parcels currently billed the special tax in this Improvement Zone.

CSA 70 M Wonder Valley was established by an act of the County of San Bernardino Board of Supervisors on August 14, 1972, to provide road maintenance for 178.4 miles of road to the community of Wonder Valley. This road Improvement Zone is located 10 miles east of Twenty-Nine Palms and receives a $15 service charge currently billed on 4,634 parcels of land to fund its maintenance service.

Permanent Road Division (PRD) G-1 Wrightwood was established by an act of the County of San Bernardino Board of Supervisors on April 18, 2006, to provide funding for a road improvement project in CSA 70, Zone G (Wrightwood).

CSA 70 R-2 Twin Peaks was established by an act of the County of San Bernardino Board of Supervisors on November 4, 1974, to maintain 1.5 miles of paved roads. This road Improvement Zone receives property tax revenue to fund road maintenance and snow removal services. On June 3, 2008 voters approved a special tax of $225 per parcel, per year with a 2.5% inflationary factor increase each year thereafter. There are currently 303 parcels which will be billed the 2014-15 special tax of $260.94 to fund road improvements and increased operating expenses.

CSA 70 R-3 Erwin Lake was established by an act of the County of San Bernardino Board of Supervisors on November 4, 1974, to maintain 9 miles of paved roads. This road Improvement Zone receives property tax revenue and a $12 service charge currently billed on 1,114 parcels of land to fund road maintenance and snow removal services.

CSA 70 R-4 Cedar Glen was established by an act of the County of San Bernardino Board of Supervisors on September 26, 1977, to maintain 964 feet of paved roads. This road Improvement Zone receives a $100 service charge on 26 parcels to fund road maintenance and snow removal services.

CSA 70 R-5 Sugarloaf was established by an act of the County of San Bernardino Board of Supervisors on March 5, 1980, to maintain 20.9 miles of paved and unpaved roads. On May 1, 2007 voters approved a special tax of $60 per parcel, per year with a 2.5% inflationary factor. This road Improvement Zone receives a $71.34 special tax for 2014-15 on 3,520 parcels to fund road maintenance and snow removal services.

CSA 70 R-7 Lake Arrowhead was established by an act of the County of San Bernardino Board of Supervisors on December 15, 1980, to maintain 965 feet of paved roads. This road Improvement Zone receives a $700 per parcel service charge on 9 parcels to fund road maintenance and snow removal services.

CSA 70 R-8 Riverside Terrace located in the Chino area was established by an act of the County of San Bernardino Board of Supervisors on March 16, 1982, to maintain 1 mile of paved road. On June 5, 2007 voters approved an increase in the annual service charge from $250 per parcel to $350 per parcel with a 2.5% inflationary factor. The 2014-15 service charge of $376.91 will be billed on 67 parcels to fund the road maintenance services. No 2.5% annual inflationary increase is required for 2014-15.

CSA 70 R-9 Rim Forest was established by an act of the County of San Bernardino Board of Supervisors on May 9, 1983, to maintain 1 mile of paved road. This road Improvement Zone receives a $60 per parcel, per year service charge on 140 parcels to fund road maintenance and snow removal services.

CSA 70 R-12 Baldwin Lake was established by an act of the County of San Bernardino Board of Supervisors on July 9, 1984, to maintain 1.62 miles of unpaved road. On August 19, 2008 voters approved an increase in the service charge from $50 per parcel, per year to $288 per parcel, per year with an annual 2.5% inflation increase every year thereafter. There are currently 33 parcels which will be billed the $333.99 service charge for 2014-15 to fund road maintenance and snow removal services.

CSA 70 R-13 Lake Arrowhead North Shore was established by an act of the County of San Bernardino Board of Supervisors on July 9, 1984, to maintain 1.39 miles of paved roads. This road Improvement Zone receives a $100 per parcel annual service charge on 88 parcels to fund road maintenance and snow removal services.

CSA 70 R-15 Landers was established by an act of the County of San Bernardino Board of Supervisors on July 9, 1984, to maintain 162 miles of unpaved roads in the community of Landers. This road Improvement Zone receives a $20 per parcel service charge on 3,497 parcels to fund road grading and road maintenance services. CSA 70 R-15 and CSA 70 M share the cost of 1 full-time Equipment Operator I position.

CSA 70 R-16 Running Springs was voter approved and established by an act of the County of San Bernardino Board of Supervisors on May 14, 1984, to maintain .94 miles of paved roads in the community of Running Springs. This road Improvement Zone receives a $600 per parcel, per year special tax on 25 parcels to fund road maintenance and snow removal services.

CSA 70 R-19 Copper Mountain in the vicinity of 29 Palms was established by an act of the County of San Bernardino Board of Supervisors on May 19, 1986, to maintain 91.7 miles of unpaved road. This road Improvement Zone receives a $20 per parcel, per year service charge on 2,051 parcels to fund road maintenance services.

CSA 70 R-20 Flamingo Heights was established by an act of the County of San Bernardino Board of Supervisors on April 7, 1986, to maintain 36.9 miles of unpaved roads. This road Improvement Zone receives a $15 per parcel, per year service charge on 762 parcels to fund road maintenance services.

CSA 70 R-21 Mountain View was established by an act of the County of San Bernardino Board of Supervisors on August 17, 1987, to maintain approximately 1,290 feet of paved roads. This road Improvement Zone receives a $90 per parcel, per year service charge on 24 parcels to fund road maintenance and snow removal services.

CSA 70 R-22 Twin Peaks was established by an act of the County of San Bernardino Board of Supervisors on August 21, 1989, to maintain 2 miles of paved road in the community of Twin Peaks. This road Improvement Zone receives a per parcel, per year service charge of $100 on 187 parcels and a per parcel, per year special tax of $100 on 10 annexed parcels which was approved by voters on July 16, 2002 to fund road maintenance and snow removal services.

CSA 70 R-23 Mile High Park was established by an act of the County of San Bernardino Board of Supervisors on July 8, 1991, to maintain 1 mile of paved road. This road Improvement Zone receives an annual service charge of $240 on each improved parcel of land and $120 for each unimproved parcel. There are currently 58 improved parcels and 24 unimproved parcels billed to fund road maintenance and snow removal services.

CSA 70 R-25 Lucerne Valley was established by an act of the County of San Bernardino Board of Supervisors on August 21, 1989, to maintain .56 mile of unpaved road in the community of Lucerne Valley. This road Improvement Zone receives a $60 per parcel, per year service charge on 18 parcels to hold in reserve in case of emergency needs.

CSA 70 R-26 Yucca Mesa was established by an act of the County of San Bernardino Board of Supervisors on August 21, 1989, to maintain 8.8 miles of roads. This road Improvement Zone receives a $35 per parcel, per year service charge on 184 parcels to fund road maintenance and road grading services.

CSA 70 R-29 Yucca Mesa was established by an act of the County of San Bernardino Board of Supervisors on August 12, 1991, to maintain 7 miles of road. This road Improvement Zone receives a $30 per parcel, per year service charge on 209 parcels to fund road maintenance and road grading services.

CSA 70 R-30 Verdemont was established by an act of the County of San Bernardino Board of Supervisors on July 1, 1991, to maintain 1 mile of unpaved road in the Devore/Glen Helen area. This road Improvement Zone receives a $100 per parcel, per year service charge on 23 parcels to fund road maintenance and road grading services.

CSA 70 R-31 Lytle Creek was established by an act of the County of San Bernardino Board of Supervisors on August 12, 1991, to maintain 1.14 miles of paved road in the community of Lytle Creek. This road Improvement Zone receives a $30 per parcel, per year service charge on 94 parcels to fund road maintenance services.

CSA 70 R-33 Big Bear City was established by an act of the County of San Bernardino Board of Supervisors on August 22, 1995, to maintain .76 mile of paved road on Fairway Blvd. in the City of Big Bear. This road Improvement Zone receives a $100 per parcel, per year service charge on 97 parcels to fund road maintenance and snow removal services.

CSA 70 R-34 Big Bear was established by an act of the County of San Bernardino Board of Supervisors on January 11, 1994, to maintain approximately 1,026 feet of unpaved road on Alley Way in the community of Big Bear. This road Improvement Zone receives a $100 per parcel, per year service charge on 26 parcels to fund road maintenance and snow removal services.

CSA 70 R-35 Cedar Glen was established by an act of the County of San Bernardino Board of Supervisors on July 12, 1994, to maintain approximately 745 feet of paved road. This road Improvement Zone receives a $150 per parcel, per year service charge on 17 parcels to fund road maintenance and snow removal services.

CSA 70 R-36 Pan Springs was established by an act of the County of San Bernardino Board of Supervisors on July 12, 1994, to maintain .77 mile of paved road near Big Bear Airport. This road Improvement Zone receives a $100 per parcel, per year service charge on 90 parcels to fund road maintenance and snow removal services.

CSA 70 R-39 Highland Estates was established by the County of San Bernardino Board of Supervisors on January 3, 2001, to maintain 3.7 miles of paved roads. This road Improvement Zone receives a $405 per parcel, per year service charge on 177 parcels of land to fund road maintenance services.

CSA 70 R-40 Upper No. Bay, Lake Arrowhead was voter approved and established by the County of San Bernardino Board of Supervisors on March 20, 2001, to maintain approximately 0.5 miles of the paved Upper North Bay access road for residents in the Blue Jay area of Lake Arrowhead. This road Improvement Zone receives a $500 per parcel, per year special tax on 35 parcels to fund road maintenance and snow removal services.

CSA 70 R-41 Quail Summit was approved by the County of San Bernardino Board of Supervisors on January 29, 2002 to maintain approximately 1.23 miles of paved road and 11 streetlights in the Quail Summit tract in Oak Hills. On March 26, 2002, voters approved an annual service charge of $166 per parcel, per year with an annual inflationary increase of 1.5% every year thereafter. The service charge for 2014-15 is $186.99 which will be billed on 33 parcels to fund road maintenance and streetlight costs.

CSA 70 R-42 Windy Pass was approved by the County of San Bernardino Board of Supervisors on September 11, 2002 to maintain approximately 2.15 miles of paved roadway in the Barstow Heights area. On July 16, 2002, voters approved a special tax, of $750 per parcel, per year, currently billed on 60 parcels, to fund road paving and maintenance services.

CSA 70 R-44 Saw Pit Canyon was approved by voters and established by an act of the County of San Bernardino Board of Supervisors on August 16, 2005. This road Improvement Zone was formed to provide road improvement and maintenance, including: several large culverts; headwall installations and maintenance; land slide restoration; snow removal; and road grading services. This Improvement Zone receives a $1,000 per parcel, per year special tax on 11 parcels. This road Improvement Zone consists of 1.14 miles of road which includes Ascension Road, Ascension Court, and Alder Glen Road in the Sawpit Canyon area of Cedar Pines Park.

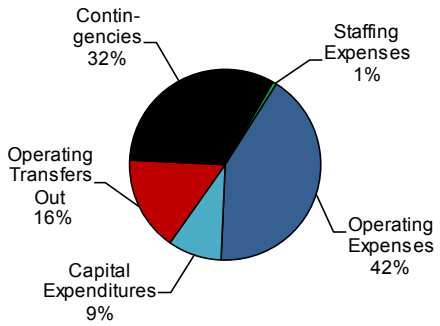
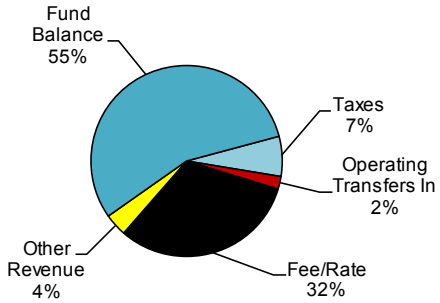
CSA 70 R-45 Erwin Lake was approved by the County of San Bernardino Board of Supervisors on August 18, 2009, to maintain approximately .72 miles of dirt road in the Erwin Lake area on the east end of Big Bear Valley. The service charge for 2014-15 is $176.61 which will be billed on 58 parcels to fund road maintenance and snow removal services.

CSA 70 R-46 So. Fairway Drive was established through voter approval on August 10, 2010, to assess a $325 per parcel per year special tax with a 2.5% inflationary factor each year thereafter. The 2014-15 special tax of $350.00 on 17 parcels will fund road maintenance, snow removal, and road grading services. This road Improvement Zone will include South Fairway Drive in the unincorporated area of Lake Arrowhead.

CSA 70 R-47 Rocky Point was voter approved and established on September 10, 2013, by an act of the San Bernardino County of Supervisors to provide road maintenance, road paving, and snow removal services in the Lake Arrowhead area. The service charge for 2014-15 of $250 will be charged to 87 parcels and includes an annual 2.5% inflationary factor for future years.

CSA 79 R-1 Green Valley Lake was established by an act of the County of San Bernardino Board of Supervisors on September 14, 1993, to maintain approximately .65 mile of paved road in "The Meadow" area of Green Valley Lake. On August 7, 2007, voters approved a $325 per parcel, per year special tax with a 2.5% inflationary factor each year thereafter. The 2014-15 special tax of $418.43 on 66 parcels will fund road maintenance, paving, and snow removal services.

2014-15 ADOPTED BUDGET

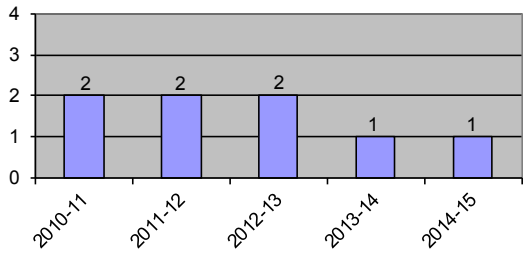
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	0	0	0	0
Limited Term	2	1	1	1
Total	2	1	1	1
Staffing Expenses	$114,331	$29,394	$29,394	$29,866

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Road Districts - Consolidated

BUDGET UNIT: Various
FUNCTION: Operations
ACTIVITY: Roads

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	62,090	78,794	80,324	26,620	29,394	29,866	**472**
Operating Expenses	1,589,095	1,454,628	1,285,872	1,140,685	1,737,716	1,926,066	**188,350**
Capital Expenditures	0	0	0	38,592	311,500	419,985	**108,485**
Contingencies	0	0	0	0	931,001	1,503,385	**572,384**
Total Exp Authority	1,651,185	1,533,422	1,366,196	1,205,897	3,009,611	3,879,302	**869,691**
Reimbursements	(10,000)	(4,089)	0	0	0	0	**0**
Total Appropriation	1,641,185	1,529,333	1,366,196	1,205,897	3,009,611	3,879,302	**869,691**
Operating Transfers Out	551,400	287,282	408,880	1,100,427	1,743,505	738,387	**(1,005,118)**
Total Requirements	2,192,585	1,816,615	1,775,076	2,306,324	4,753,116	4,617,689	**(135,427)**
Sources							
Taxes	322,429	303,969	318,892	334,302	312,829	312,608	**(221)**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	151,965	3,493	3,328	3,612	3,612	**0**
Fee/Rate	1,225,364	1,314,472	1,326,145	1,521,844	1,454,754	1,460,304	**5,550**
Other Revenue	137,199	102,972	178,129	361,364	333,730	175,613	**(158,117)**
Total Revenue	1,684,992	1,873,378	1,826,659	2,220,838	2,104,925	1,952,137	**(152,788)**
Operating Transfers In	99,361	111,171	599,380	99,388	99,400	99,424	**24**
Total Sources	1,784,353	1,984,549	2,426,039	2,320,226	2,204,325	2,051,561	**(152,764)**
				Fund Balance	2,548,791	2,566,128	**17,337**
				Budgeted Staffing	1	1	**0**

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
CSA 18 Cedarpines (Fund SFY)	541,299	262,493	278,806	0
CSA 59 Deer Lodge Park (Fund SKJ)	371,498	154,531	216,967	0
CSA 68 Valley of the Moon (Fund SKP)	94,687	41,920	52,767	0
CSA 69 Lake Arrowhead Road (Fund SKS)	107,015	63,352	43,663	0
CSA 70 G Wrightwood Road (Fund SLG)	378,178	159,696	218,482	0
CSA 70 M Wonder Valley (Fund SLP)	120,824	69,402	51,422	1
CSA 70 PRD G-1 Wrightwood (Fund SLK)	99,415	99,414	1	0
CSA 70 R-2 Twin Peaks (Fund SMA)	81,513	70,429	11,084	0
CSA 70 R-3 Erwin Lake (Fund SMD)	139,705	85,296	54,409	0
CSA 70 R-4 Cedar Glen (Fund SMG)	5,917	3,075	2,842	0
CSA 70 R-5 Sugarloaf (Fund SMP)	862,990	241,018	621,972	0
CSA 70 R-7 Lake Arrowhead (Fund SMS)	14,043	5,716	8,327	0
CSA 70 R-8 Riverside Terrace (Fund SMY)	204,131	25,775	178,356	0
CSA 70 R-9 Rim Forest (Fund SNG)	13,242	8,595	4,647	0
CSA 70 R-12 Baldwin Lake (Fund SOA)	26,885	9,869	17,016	0
CSA 70 R-13 Lake Arrowhead North Shore (Fund SOE)	31,144	8,711	22,433	0
CSA 70 R-15 Landers (Fund SOG)	133,156	68,988	64,168	0
CSA 70 R-16 Running Springs (Fund SOJ)	31,332	15,162	16,170	0
CSA 70 R-19 Copper Mountain (Fund SNA)	56,008	40,904	15,104	0
CSA 70 R-20 Flamingo Heights (Fund SNS)	24,472	11,745	12,727	0
CSA 70 R-21 Mountain View (Fund SNM)	3,738	2,834	904	0
CSA 70 R-22 Twin Peaks (Fund SOB)	33,216	19,714	13,502	0
CSA 70 R-23 Mile High Park (Fund RCA)	44,539	17,350	27,189	0
CSA 70 R-25 Lucerne Valley (Fund SOC)	1,967	1,424	543	0
CSA 70 R-26 Yucca Mesa (Fund SOD)	19,656	6,521	13,135	0
CSA 70 R-29 Yucca Mesa (Fund RCB)	13,047	6,691	6,356	0
CSA 70 R-30 Verdemont (Fund RCC)	4,048	2,711	1,337	0
CSA 70 R-31 Lytle Creek (Fund RCE)	5,256	3,023	2,233	0
CSA 70 R-33 Big Bear City (Fund RCN)	15,222	9,544	5,678	0
CSA 70 R-34 Big Bear (Fund RCM)	11,472	2,644	8,828	0
CSA 70 R-35 Cedar Glen (Fund RCQ)	4,553	2,361	2,192	0
CSA 70 R-36 Pan Springs (Fund RCR)	24,101	9,167	14,934	0
CSA 70 R-39 Highland Estates (Fund RCK)	78,305	71,843	6,462	0
CSA 70 R-40 Upper No. Bay, Lake Arrowhead (Fund RGW)	84,887	18,941	65,946	0
CSA 70 R-41 Quail Summit (Fund RGY)	25,325	8,691	16,634	0
CSA 70 R-42 Windy Pass (Fund RHL)	161,754	54,405	107,349	0
CSA 70 R-44 Saw Pit Canyon (Fund SYT)	19,359	11,503	7,856	0
CSA 70 R-45 Erwin Lake (Fund SMO)	32,633	10,722	21,911	0
CSA 70 R-46 South Fairway Drive (Fund SYX)	32,259	8,347	23,912	0
CSA 70 R-47 Rocky Point (Fund RIS)	584,985	313,500	271,485	0
CSA 79 R-1 Green Valley Lake (Fund RCP)	79,913	23,534	56,379	0
Total Special Revenue Funds	4,617,689	2,051,561	2,566,128	1

CSA 18 Cedarpines – Requirements of $541,299 primarily includes operating expenses for road maintenance, transfers for indirect costs, and contingencies. Sources of $262,493 are primarily from property taxes and service charges. Fund balance of $278,806 primarily funds budgeted contingencies and supports operations for required road repairs.

CSA 59 Deer Lodge Park – Requirements of $371,498 primarily includes operating expenses for road maintenance, transfers for indirect costs, and contingencies. Sources of $154,531 are from property tax and special tax revenues. Fund balance of $216,967 primarily funds budgeted contingencies and a road improvement project.

CSA 68 Valley of the Moon – Requirements of $94,687 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs. Sources of $41,920 are from property taxes. Fund balance of $52,767 funds future road paving projects.

CSA 69 Lake Arrowhead Road – Requirements of $107,015 primarily includes operating expenses for road maintenance and snow removal, transfers for indirect costs, and contingencies. Sources of $63,352 are from property taxes and service charges. Fund balance of $43,663 primarily funds budgeted contingencies.

CSA 70 G Wrightwood Road – Requirements of $378,178 primarily includes operating expenses for road maintenance and snow removal, transfers for indirect costs, contingencies, and operating transfers out to the CSA 70 PRD G-1 loan payment fund. Sources of $159,696 are from property taxes and special taxes. Fund balance of $218,482 funds budgeted contingencies.

CSA 70 M Wonder Valley – Requirements of $120,824 primarily includes salaries and benefits for 1 extra help position, operating expenses for road maintenance, transfers for indirect costs, and contingencies. Sources of $69,402 are from service charges. Fund balance of $51,422 funds budgeted contingencies for future required road repairs.

CSA 70 Permanent Road Division (PRD) G-1 Wrightwood – Requirements of $99,415 represents the debt payment of a project loan. Sources of $99,414 are from an operating transfer in from CSA 70 Zone G operating fund.

CSA 70 R-2 Twin Peaks – Requirements of $81,513 primarily includes operating expenses for road maintenance and snow removal, transfers for indirect costs, contingencies, and operating transfers out for a road paving project. Sources of $70,429 are from property taxes and special taxes. Fund balance of $11,084 funds budgeted contingencies.

CSA 70 R-3 Erwin Lake – Requirements of $139,705 primarily includes operating expenses for road maintenance and snow removal, transfers for indirect costs, contingencies, and operating transfers out for a road paving project. Sources of $85,296 are from property taxes and service charges. Fund balance of $54,409 funds budgeted contingencies for future road projects.

CSA 70 R-4 Cedar Glen – Requirements of $5,917 primarily includes operating expenses for road maintenance and snow removal, transfers for indirect costs, and contingencies. Sources of $3,075 are from service charges. Fund balance of $2,842 is for future road projects.

CSA 70 R-5 Sugarloaf – Requirements of $862,990 primarily include operating expenses for road maintenance and snow removal, transfers for indirect costs, contingencies, and operating transfers out for a road paving project. Sources of $241,018 are from special taxes. Fund balance of $621,972 funds budgeted contingencies and operating transfers out for a road paving project.

CSA 70 R-7 Lake Arrowhead – Requirements of $14,043 primarily includes operating expenses for road maintenance and snow removal, transfers for indirect costs, and contingencies. Sources of $5,716 are from service charges. Fund balance of $8,327 funds budgeted contingencies.

CSA 70 R-8 Riverside Terrace – Requirements of $204,131 primarily includes operating expenses for road maintenance, transfers for indirect costs, and contingencies. Sources of $25,775 are from service charges. Fund balance of $178,356 funds budgeted contingencies.

CSA 70 R-9 Rim Forest – Requirements of $13,242 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs, and contingencies. Sources of $8,595 are from service charges. Fund balance of $4,647 funds contingencies and operating expenses for required road repairs.

CSA 70 R-12 Baldwin Lake – Requirements of $26,885 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs, and contingencies. Sources of $9,869 are from service charges. Fund balance of $17,016 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-13 Lake Arrowhead North Shore – Requirements of $31,144 primarily includes operating expenses for road maintenance and snow removal and transfers for indirect costs, and contingencies. Sources of $8,711 are from service charges. Fund balance of $22,433 funds budgeted contingencies and expenses for required road repairs.

CSA 70 R-15 Landers – Requirements of $133,156 primarily includes operating expenses for road maintenance, transfers for indirect costs, and contingencies. Sources of $68,988 are from service charges. Fund balance of $64,168 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-16 Running Springs – Requirements of $31,332 primarily includes operating expenses for road maintenance and snow removal, transfers for indirect costs, and contingencies. Sources of $15,162 are from special taxes. Fund balance of $16,170 funds budgeted contingencies and expenses for required road repairs and operations.

CSA 70 R-19 Copper Mountain – Requirements of $56,008 primarily includes operating expenses for road maintenance, transfers for indirect costs, and contingencies. Sources of $40,904 are from service charges. Fund balance of $15,104 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-20 Flamingo Heights – Requirements of $24,472 primarily includes operating expenses for road maintenance and transfers for indirect costs. Sources of $11,745 are from service charges. Fund balance of $12,727 funds operating expenses for required road repairs.

CSA 70 R-21 Mountain View – Requirements of $3,738 primarily includes operating expenses for road maintenance and snow removal, transfers for indirect costs, and contingencies. Sources of $2,834 are from service charges. Fund balance of $904 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-22 Twin Peaks – Requirements of $33,216 primarily includes operating expenses for road maintenance and snow removal, transfers for indirect costs, and contingencies. Sources of $19,714 are from service charges and special taxes. Fund balance of $13,502 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-23 Mile High Park – Requirements of $44,539 primarily includes operating expenses for road maintenance and snow removal, transfers for indirect costs, and contingencies. Sources of $17,350 are from service charges. Fund balance of $27,189 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-25 Lucerne Valley – Requirements of $1,967 primarily includes operating expenses for road maintenance and transfers for indirect costs. Sources of $1,424 are from service charges. Fund balance of $543 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-26 Yucca Mesa – Requirements of $19,656 primarily includes expenses for road maintenance and grading services, transfers for indirect costs, and contingencies. Sources of $6,521 are from service charges. Fund balance of $13,135 funds budgeted contingencies.

CSA 70 R-29 Yucca Mesa – Requirements of $13,047 primarily includes operating expenses for road maintenance and grading services, transfers for indirect costs, and contingencies. Sources of $6,691 are from service charges. Fund balance of $6,356 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-30 Verdemont – Requirements of $4,048 primarily includes operating expenses for road maintenance and grading services, transfers for indirect costs, and contingencies. Sources of $2,711 are from service charges. Fund balance of $1,337 funds required road repairs and supports operations.

CSA 70 R-31 Lytle Creek – Requirements of $5,256 primarily includes operating expenses for road maintenance and grading services and transfers for indirect costs. Sources of $3,023 are from service charges. Fund balance of $2,233 funds operating expenses for required road projects.

CSA 70 R-33 Big Bear City – Requirements of $15,222 primarily includes operating expenses for road maintenance and snow removal, transfers for indirect costs, and contingencies. Sources of $9,544 are from service charges. Fund balance of $5,678 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-34 Big Bear – Requirements of $11,472 primarily includes operating expenses for road maintenance and snow removal, transfers for indirect costs, and contingencies. Sources of $2,644 are from service charges. Fund balance of $8,828 funds budgeted contingencies, expenses for required road repairs, and supports operations.

CSA 70 R-35 Cedar Glen – Requirements of $4,553 primarily includes operating expenses for road maintenance and snow removal, transfers for indirect costs, and contingencies. Sources of $2,361 are from service charges. Fund balance of $2,192 funds budgeted contingencies and supports operations.

CSA 70 R-36 Pan Springs – Requirements of $24,101 primarily includes operating expenses for road maintenance and snow removal, transfers for indirect costs, and contingencies. Sources of $9,167 are from service charges. Fund balance of $14,934 funds budgeted contingencies.

CSA 70 R-39 Highland Estates – Requirements of $78,305 primarily includes operating expenses for road maintenance, debt service for a CSA Revolving Loan, transfers for indirect costs, and contingencies. Sources of $71,843 are from service charges. Fund balance of $6,462 funds supports operations.

CSA 70 R-40 Upper No. Bay, Lake Arrowhead – Requirements of $84,887 primarily includes operating expenses for road maintenance and snow removal, transfers for indirect costs, and contingencies. Sources of $18,941 are from special taxes. Fund balance of $65,946 funds budgeted contingencies.

CSA 70 R-41 Quail Summit – Requirements of $25,325 primarily includes operating expenses for road maintenance and streetlighting, transfers for indirect costs, and contingencies. Sources of $8,691 are from service charges. Fund balance of $16,634 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-42 Windy Pass – Requirements of $161,754 primarily includes operating expenses for road maintenance and paving services, transfers for indirect costs, and contingencies. Sources of $54,405 are from special taxes. Fund balance of $107,349 funds budgeted contingencies.

CSA 70 R-44 Saw Pit Canyon – Requirements of $19,359 primarily includes operating expenses for road maintenance and transfers for indirect costs. Sources of $11,503 are from special taxes. Fund balance of $7,856 funds budgeted contingencies.

CSA 70 R-45 Erwin Lake – Requirements of $32,633 primarily includes operating expenses for road maintenance, transfers for indirect costs, and contingencies. Sources of $10,722 are from service charges. Fund balance of $21,911 funds budgeted contingencies.

CSA 70 R-46 So. Fairway Drive – Requirements of $32,259 primarily includes operating expenses for road maintenance and snow removal, transfers for indirect costs, and contingencies. Sources of $8,347 are from special taxes. Fund balance of $23,912 funds operating expenses for required road repairs.

CSA70 R-47 Rocky Point – Requirements of $584,985 primarily includes operating expenses for road maintenance, a road paving project, and debt service. Sources of $313,500 are from service charges and the receipt of a CSA Revolving Loan of $150,000. Fund balance of $271,485 funds operating expenses for required road projects and repairs.

CSA 79 R-1 Green Valley Lake – Requirements of $79,913 primarily includes operating expenses for road maintenance and snow removal, transfers for indirect costs, and contingencies. Sources of $23,534 are from special taxes. Fund balance of $56,379 funds budgeted contingencies.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $135,427. Major changes in requirements include a net increase in operating expenses of $188,350 primarily due to a decrease in scheduled road maintenance, increase in transfers out for both direct and indirect costs for supporting salaries and benefits and services and supplies, and an increase in debt payments for CSA 70 R-47 Rocky Point; an increase in capital expenditures of $108,485 due to the planned paving project for CSA 70 R-47 Rocky Point; a decrease in operating transfers out of $1.0 million due to fewer programmed road paving projects for 2014-15; and an increase in contingencies of $572,384 primarily as a result of lower than expected snowplowing for the winter of 2013. There are no major changes in sources.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $29,866 fund 1 limited term position. There is no change in staffing.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Regional Operations	0	1	1	1	0	0	1
Total	0	1	1	1	0	0	1

Regional Operations

	Classification
1	BG PSE Equipment Operator
1	Total

Sanitation Districts Enterprise Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of sanitation collection systems and wastewater treatment facilities throughout the County Service Areas (CSA) and Improvement Zones. Sources include property taxes, service charges and user fees.

Budget at a Glance

Requirements Less Reimbursements*	$9,321,748
Sources/Reimbursements	$6,855,047
Net Budget**	($2,466,701)
Estimated Unrestricted Net Assets	$2,466,701
Use of Unrestricted Net Assets	$1,468,532
Total Staff	0

*Includes Contingencies

CSA 42 Oro Grande was established by an act of the County of San Bernardino Board of Supervisors on December 27, 1965 to provide sewer services to the community of Oro Grande. This sanitation CSA is located five miles northwest of Victorville, and provides sewer services to 238 Equivalent Dwelling Units (EDU). Services are funded by user fees and service charges.

CSA 53B Fawnskin is located on the north shore of Big Bear Lake. The sanitation CSA was established by an act of the County of San Bernardino Board of Supervisors on January 2, 1968. The sewage collection system is operated by the Department and includes an innovative vacuum system, which serves 1,257 EDUs. Sewage treatment is provided by contract with Big Bear Area Regional Water Agency (BBARWA). Services are funded by user fees and service charges.

CSA 64 Spring Valley Lake was established by an act of the County of San Bernardino Board of Supervisors on December 30, 1968. This sanitation CSA is located southeast of the City of Victorville, The sewage collection system is operated by the Department and the Victor Valley Wastewater Reclamation Authority (VVWRA) provides sewer services to 4,326 EDUs and maintains three lift stations. Services are funded by property tax revenue, user fees, and service charges.

CSA 70 BL Bloomington was established on November 19, 2013, by an act of The San Bernardino County Board of Supervisors in the Bloomington area for the purpose of providing sewer service. The costs to construct the sewer line that will serve the Applicant's property will be paid by the Applicant and the sewer line will be deeded to the CSA 70 BL Bloomington upon completion. The sewer fees will be adopted in the 2015-16 Resolution Establishing Various Fees for water and sewer services.

CSA 70 GH Glen Helen was established by an act of the County of San Bernardino Board of Supervisors on August 17, 2004, to provide park and recreation, sanitation, and streetlight services to the Glen Helen area. The sanitation Improvement Zone provides sanitation services to the San Bernardino Sheriff's Department Detention facility as well as a Master Planned community currently in development. The sanitation Improvement Zone currently provides sewer service to 728 residential EDUs. Services are funded by developer contributions, user fees, and service charges.

CSA 70 S-3 Lytle Creek was established by an act of the County of San Bernardino Board of Supervisors on December 2, 1974, to provide sanitation services to residents in the Lytle Creek Community and the U.S. Forest Service. The sanitation Improvement Zone currently provides sewer service to 798 EDUs. Services are funded by user fees and service charges.

CSA 70 S-7 Lenwood was established by an act of the County of San Bernardino Board of Supervisors on December 19, 1977, to provide sewer services to the community of Lenwood. The sanitation Improvement Zone completed construction of a new sewer system to replace individual septic systems within Lenwood but is limited to specific property owners who approved assessments to pay the debt service. The City of Barstow performs routine maintenance of the system. This sanitation Improvement Zone is responsible for non-routine repairs.

CSA 70 SP-2 High Country was established by an act of the County of San Bernardino Board of Supervisors on May 20, 1985, and is located 1.5 miles west of Hesperia. The sanitation Improvement Zone owns and operates a sewer collection system that provides service to 231 EDUs in the High Country Development tract of homes.

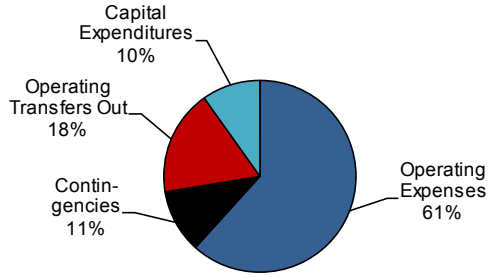
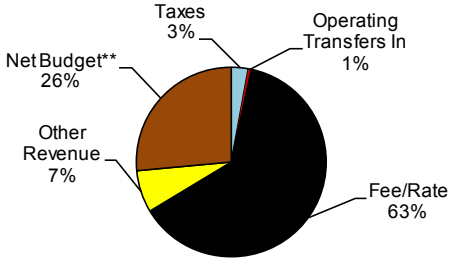
** Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

Through an out-of-area service agreement with the City of Hesperia, the Improvement Zone also provides service to 517 EDUs within city boundaries. Services are funded by user fees and service charges.

CSA 79 Green Valley Lake was established by an act of the County of San Bernardino Board of Supervisors on September 7, 1971, to maintain a sewer collection system and interceptor, with sewage treatment provided through a contract with Running Springs Water District (RSWD). The sanitation CSA provides sewer service to 1,227 EDUs. Services are funded by user fees and service charges.

CSA 82 Searles Valley was established by an act of the County of San Bernardino Board of Supervisors on June 28, 1976. On June 6, 2000, the sanitation CSA combined and included Improvement Zones SV-3 (Trona) and SV-4 (Pioneer Point) through the Board of Supervisors Resolution No. 2000-132. The newly combined sanitation CSA 82 provides sewage collection service to 759 EDUs as well as streetlight services. Services are funded by property tax revenue, user fees, and service charges.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

**Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Sanitation Districts - Consolidated

BUDGET UNIT: Various
FUNCTION: Operations
ACTIVITY: Sanitation

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	12,314,121	4,995,122	5,050,388	5,174,923	5,542,951	5,750,446	**207,495**
Capital Expenditures	11,950	6,284	7,813	1,472,216	2,389,650	915,860	**(1,473,790)**
Contingencies	0	0	0	0	1,237,816	998,169	**(239,647)**
Total Exp Authority	12,326,071	5,001,406	5,058,201	6,647,139	9,170,417	7,664,475	**(1,505,942)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	12,326,071	5,001,406	5,058,201	6,647,139	9,170,417	7,664,475	**(1,505,942)**
Operating Transfers Out	405,669	1,098,453	2,276,704	2,068,210	2,331,400	1,657,273	**(674,127)**
Total Requirements	12,731,740	6,099,859	7,334,905	8,715,349	11,501,817	9,321,748	**(2,180,069)**
Sources							
Taxes	1,118,806	199,962	233,224	269,211	204,751	267,223	**62,472**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	14,057	51,112	615	597	2,060,633	604	**(2,060,029)**
Fee/Rate	5,103,761	5,410,429	4,779,164	8,029,289	5,793,462	5,864,672	**71,210**
Other Revenue	5,079,861	397,602	769,278	1,155,407	633,092	669,745	**36,653**
Total Revenue	11,316,485	6,059,105	5,782,281	9,454,504	8,691,938	6,802,244	**(1,889,694)**
Operating Transfers In	4,954	98,769	0	69,654	183,854	52,803	**(131,051)**
Total Sources	11,321,439	6,157,874	5,782,281	9,524,158	8,875,792	6,855,047	**(2,020,745)**
Net Budget*	(1,410,301)	58,015	(1,552,624)	808,809	(2,626,025)	(2,466,701)	**159,324**
				Budgeted Staffing	0	0	**0**

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Net Budget	Staffing
Enterprise Funds				
CSA 42 Oro Grande (Fund EAP)	261,234	201,960	(59,274)	0
CSA 53 B Fawnskin (Fund EBA)	1,111,892	923,810	(188,082)	0
CSA 64 Spring Valley Lake (Fund EBM)	2,921,848	2,370,001	(551,847)	0
CSA 70 BL Bloomington (Fund EAR)	562,810	0	(562,810)	0
CSA 70 GH Glen Helen (Fund ELH)	1,393,916	1,057,127	(336,789)	0
CSA 70 S-3 Lytle Creek (Fund ECP)	734,423	620,829	(113,594)	0
CSA 70 S-7 Lenwood (Fund ECR)	104,371	9,100	(95,271)	0
CSA 70 SP-2 High Country (Fund EFA)	304,443	270,330	(34,113)	0
CSA 79 Green Valley Lake (Fund EFP)	1,436,676	994,123	(442,553)	0
CSA 82 Searles Valley (Fund EFY)	490,135	407,767	(82,368)	0
Total Enterprise Funds	9,321,748	6,855,047	(2,466,701)	0

CSA 42 Oro Grande – Requirements of $261,234 include operations and maintenance costs, charges from Victor Valley Wastewater Reclamation Authority for waste processing, transfers for allocated indirect costs, operating transfers out to a replacement reserve fund for future capital improvement projects, and contingencies. Sources of $201,960 are primarily from user fees and service charges.

CSA 53B Fawnskin – Requirements of $1.1 million include operations and maintenance costs, charges from BBARWA for waste processing, transfers for allocated indirect costs, operating transfers out to a replacement reserve fund for future capital improvement projects, and contingencies. Sources of $923,810 are primarily from user fees and service charges.

CSA 64 Spring Valley Lake – Requirements of $2.9 million include operations and maintenance costs, charges from VVWRA for waste processing, transfers for allocated indirect costs, operating transfers out to a replacement reserve fund for future capital improvement projects, and contingencies. Sources of $2.4 million are primarily from property tax revenue, user fees, and service charges.

CSA 70 BL Bloomington – Requirements of $562,810 include costs associated with the design and installation of a sewer system for the applicant. No sources are expected until the system is functional and operating. User fees will be included in the fiscal year 2015-16 Special Districts fee package.

CSA 70 GH Glen Helen – Requirements of $1.4 million include operations and maintenance costs, transfers for allocated indirect costs, operating transfers out to replacement reserves to fund capital improvement projects, and contingencies. Sources of $1.1 million are primarily from user fees, service charges, and developer contributions.

CSA 70 S-3 Lytle Creek – Requirements of $734,423 include operating and maintenance costs, transfers for allocated indirect costs, operating transfers out to replacement reserves for future capital improvement projects, and contingencies. Sources of $620,829 are primarily from user fees and service charges.

CSA 70 S-7 Lenwood – Requirements of $104,371 include operating and maintenance costs, transfers for allocated indirect costs, and contingencies. Sources of $9,100 are primarily from revenues from an out-of-area service agreement with the City of Barstow.

CSA 70 SP-2 High Country – Requirements of $304,443 include operating and maintenance costs, professional services including an agreement with the City of Hesperia for waste processing, transfers for allocated indirect costs, operating transfers out to replacement reserves to fund future projects, and contingencies. Sources of $270,330 are primarily from user fees and service charges.

CSA 79 Green Valley Lake – Requirements of $1.4 million include operating and maintenance costs, professional services including charges from RSWD for waste processing, transfers for allocated indirect costs, operating transfers out to replacement reserves to fund future projects, and contingencies. Sources of $994,123 are primarily from user fees and service charges.

CSA 82 Searles Valley – Requirements of $490,135 include operating and maintenance costs, transfers for allocated indirect costs, operating transfers out to fund maintenance in the CSA 82 park/rest stop, and to the replacement reserves to fund future improvement projects, and contingencies. Sources of $407,767 are primarily from taxes, user fees, and service charges.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $2.2 million. Major changes in requirements include an increase in operating expenses of $207,495 primarily as a result of increased allocation of both direct and indirect costs for CSA 70 Countywide support. A decrease in capital expenditures of $1.5 million is due to the near completion of CSA 70 BL Bloomington sewer system. Contingencies are decreasing by $239,647 due to planned use of unrestricted net assets for the purchase of various equipment, including: three generators for CSA 70 S-3 Lytle Creek, CSA 79 Green Valley Lake, CSA 53 B Fawnskin; the purchase of a VFD Pump for CSA 70 Glen Helen; and mainline replacements in CSA 82 Searles Valley. Operating transfers out is decreasing by $674,127 as a result of replacement reserves now being used to fund projects instead of using operating funds.

Sources are decreasing by $2.0 million. Major changes in sources consist of a decrease in state, federal, and other government aid of $2.1 million due to a decrease in Community Development and Housing grant funding for 2014-15. In 2013-14, grant funding was received for the construction of sewer lines in CSA 70 Zone BL Bloomington.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.

Streetlight Districts Special Revenue Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of streetlighting within eleven County Service Areas (CSA) and Improvement Zones throughout the County. Sources include property taxes or per parcel service charges.

Budget at a Glance

Requirements Less Reimbursements*	$1,763,994
Sources/Reimbursements	$760,983
Fund Balance	$1,003,011
Use of Fund Balance	$124,734
Total Staff	0

*Includes Contingencies

CSA 30 Red Mountain was established by an act of the County of San Bernardino Board of Supervisors on December 30, 1964 to provide funding for the maintenance and operation of 15 streetlights in the community of Red Mountain. This streetlight CSA is funded through property tax revenue.

CSA 53A Big Bear was established on September 19, 1966 by an act of the County of San Bernardino Board of Supervisors to provide streetlight services to the community of Fawnskin in the Big Bear area. This streetlight CSA receives property taxes to fund the operation and maintenance of 15 streetlights.

CSA 54 Crest Forest was established by an act of the County of San Bernardino Board of Supervisors on September 19, 1966 to provide streetlight services to the community of Crest Forest. This streetlight CSA receives property taxes to fund the operation and maintenance of 178 streetlights.

CSA 70 EV-1 Citrus Plaza was established by an act of the County of San Bernardino Board of Supervisors on April 23, 1996. Community Facilities District 2010-1 was formed in 2010 to provide an ongoing funding mechanism for the streetlight energy charges of 149 streetlights in the unincorporated area of the County known as the “Donut Hole”. The Rate and Method of Apportionment sets a special tax for each parcel to pay for the streetlighting energy charges. There are currently 50 parcels billed for this special tax.

CSA 70 GH Glen Helen was established by an act of the County of San Bernardino Board of Supervisors on August 24, 2004, to provide services for Tract 15900. Tract 15900 is an approved development of approximately 2,086 housing units in a development area known as “Lytle Creek North Development” project, which includes a provision for the installation of 283 streetlights in this area. On January 30, 2007, voters approved a service charge of $41.71 per parcel, per year with an annual 2.5% inflationary increase to fund streetlight services. The service charge for 2014-15 is $49.58 per parcel and is currently billed on 812 parcels.

CSA 70 SL-2 Chino was established by an act of the County of San Bernardino Board of Supervisors and a $122 per parcel, per year service charge with a 1.5% inflationary increase was approved by voters on November 16, 2004. The 2014-15 service charge is $100 per parcel based on requirements and available fund balance and will be billed on 26 parcels.

CSA 70 SL-3 Mentone was established by an act of the County of San Bernardino Board of Supervisors and voters approved a service charge of $40 per parcel, per year with a 1.5% annual inflationary increase on February 15, 2005. This streetlight Improvement Zone funds 12 streetlights in the community of Mentone. The 2014-15 service charge is $42.46 and 69 parcels will be billed.

CSA 70 SL-4 Bloomington was established by an act of the County of San Bernardino Board of Supervisors and voters approved a $247 per parcel, per year service charge with a 2.5% annual inflationary increase on August 22, 2006. This streetlight Improvement Zone funds 5 streetlights in the community of Bloomington. The 2014-15 service charge is $100 per parcel based on requirements and available fund balance, and will be billed on 31 parcels.

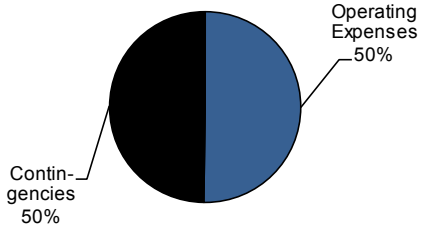
CSA 70 SL-5 Muscoy was established by an act of the County of San Bernardino Board of Supervisors and voters approved a service charge of $18 per parcel, per year with an annual 2.5% inflationary increase on June 5, 2007. The 2014-15 service charge of $18.45 will be billed on 2,160 parcels. This streetlight Improvement Zone funds 207 streetlights in the community of Muscoy.

CSA 73 Arrowbear Lake was established by an act of the County of San Bernardino Board of Supervisors on December 28, 1970. This streetlight Improvement Zone receives property taxes to fund the operation and maintenance of 17 streetlights.

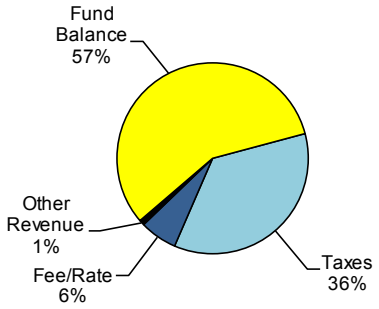
CSA SL-1 Countywide was established by an act of the County of San Bernardino Board of Supervisors on December 27, 1965. This streetlight CSA receives property taxes to fund the operation and maintenance of 3,521 streetlights in communities throughout the County.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Streetlight Districts - Consolidated

BUDGET UNIT: Various
FUNCTION: Operations
ACTIVITY: Streetlighting

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	4,364	0	0	0	0	0	**0**
Operating Expenses	2,565,860	802,750	818,576	723,411	804,522	885,717	**81,195**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	673,431	878,277	**204,846**
Total Exp Authority	2,570,224	802,750	818,576	723,411	1,477,953	1,763,994	**286,041**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,570,224	802,750	818,576	723,411	1,477,953	1,763,994	**286,041**
Operating Transfers Out	0	14,979	0	0	0	0	**0**
Total Requirements	2,570,224	817,729	818,576	723,411	1,477,953	1,763,994	**286,041**
Sources							
Taxes	797,741	654,266	696,790	754,116	625,286	626,315	**1,029**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	10,351	30,693	7,906	7,746	8,141	8,141	**0**
Fee/Rate	92,964	106,881	125,635	166,871	110,423	110,423	**0**
Other Revenue	14,941	6,302	99,946	79,179	15,595	15,595	**0**
Total Revenue	915,997	798,142	930,277	1,007,912	759,445	760,474	**1,029**
Operating Transfers In	8,980	14,979	0	0	0	509	**509**
Total Sources	924,977	813,121	930,277	1,007,912	759,445	760,983	**1,538**
				Fund Balance	718,508	1,003,011	**284,503**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
CSA 30 Red Mountain (Fund SGJ)	5,591	4,831	760	0
CSA 53A Big Bear (Fund SJP)	33,798	9,079	24,719	0
CSA 54 Crest Forest (Fund SJV)	65,904	34,497	31,407	0
CSA 70 EV-1 Citrus Plaza (Fund SQW)	102,406	42,368	60,038	0
CSA 70 GH Glen Helen (Fund RWX)	108,804	35,450	73,354	0
CSA 70 SL-2 Chino (Fund SQX)	6,585	3,127	3,458	0
CSA 70 SL-3 Mentone (Fund SQZ)	5,636	2,937	2,699	0
CSA 70 SL-4 Bloomington (Fund SMC)	36,161	4,203	31,958	0
CSA 70 SL-5 Muscoy (Fund SMJ)	90,532	40,943	49,589	0
CSA 73 Arrowbear Lake (Fund SOP)	4,368	4,366	2	0
CSA SL-1 Countywide (Fund SQV)	1,304,209	579,182	725,027	0
Total Special Revenue Funds	1,763,994	760,983	1,003,011	0

CSA 30 Red Mountain – Requirements of $5,591 include energy costs for streetlights and transfers for allocated indirect costs. Sources of $4,831 are primarily from property taxes. Fund balance of $760 is used to support operations.

CSA 53A Big Bear – Requirements of $33,798 include energy costs for streetlights, transfers for allocated indirect costs, and contingencies. Sources of $9,079 are primarily from property taxes. Fund balance of $24,719 funds budgeted contingencies and supports operations as the available fund balance exceeds the department's required 25% reserve threshold.

CSA 54 Crest Forest - Requirements of $65,904 include energy costs for streetlights, transfers for allocated indirect costs, and contingencies. Sources of $34,497 are primarily from property taxes. Fund balance of $31,407 funds budgeted contingencies and supports operations as the available fund balance exceeds the department's required 25% reserve threshold.

CSA 70 EV-1 Citrus Plaza – Requirements of $102,406 include energy costs for streetlights, transfers for allocated indirect costs, and contingencies. Sources of $42,368 are from per parcel special taxes. Fund balance of $60,038 funds budgeted contingencies and supports operations as the available fund balance exceeds the department's required 25% reserve threshold.

CSA 70 GH Glen Helen - Requirements of $108,804 primarily include energy costs for streetlights, transfers for allocated indirect costs, and contingencies. Sources of $35,450 are primarily from per parcel service charges and developer contributions. Fund balance of $73,354 funds budgeted contingencies and supports operations as the available fund balance exceeds the department's required 25% reserve threshold.

CSA 70 SL-2 Chino - Requirements of $6,585 include energy costs for streetlights, transfers for allocated indirect costs, and contingencies. Sources of $3,127 are primarily from per parcel service charges. Fund balance of $3,458 funds budgeted contingencies and supports operations as the available fund balance exceeds the department's required 25% reserve threshold.

CSA 70 SL-3 Mentone - Requirements of $5,636 primarily include energy costs for streetlights, transfers for allocated indirect costs, and contingencies. Sources of $2,937 are primarily from per parcel service charges. Fund balance of $2,699 funds budgeted contingencies and supports operations as the available fund balance exceeds the department's required 25% reserve threshold.

CSA 70 SL-4 Bloomington - Requirements of $36,161 primarily include energy costs for streetlights, transfers for allocated indirect costs, and contingencies. Sources of $4,203 are primarily from per parcel service charges. Fund balance of $31,958 funds budgeted contingencies and supports operations as the available fund balance exceeds the department's required 25% reserve threshold.

CSA 70 SL-5 Muscoy - Requirements of $90,532 primarily include energy costs for streetlights, transfers for allocated indirect costs, and contingencies. Sources of $40,943 are primarily from per parcel service charges. Fund balance of $49,589 funds budgeted contingencies and supports operations as the available fund balance exceeds the department's required 25% reserve threshold.

CSA 73 Arrowbear Lake - Requirements of $4,368 primarily include energy costs for streetlights and transfers for allocated indirect costs. Sources of $4,366 are primarily from property taxes.

CSA SL-1 Countywide - Requirements of $1.3 million primarily include energy costs for streetlights, transfers for allocated indirect costs, and contingencies. Sources of $579,182 are primarily from property taxes. Fund balance of $725,027 funds budgeted contingencies and supports operations as the available fund balance exceeds the department's required 25% reserve threshold.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $286,041. Major changes in requirements include an increase in operating expenses of $81,195 due to higher energy costs and an increase in allocation transfers for indirect costs to CSA 70 Countywide; and an increase in contingencies of $204,846 as a result of operations. There are no major changes in sources.

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 the County Service Areas (CSA) and Improvement Zones. Sources include property taxes, service charges and user fees.

Budget at a Glance	
Requirements Less Reimbursements*	$9,947,857
Sources/Reimbursements	$7,655,257
Net Budget**	($2,292,600)
Estimated Unrestricted Net Assets	$2,292,600
Use of Unrestricted Net Assets	$779,927
Total Staff	0

*Includes Contingencies

CSA 42 Oro Grande was established by an act of the County of San Bernardino Board of Supervisors on December 27, 1965, and is located 5 miles northwest of Victorville. The water CSA provides funding for the operation and maintenance of water connections for 136 customers.

CSA 64 Spring Valley Lake was established by an act of the County of San Bernardino Board of Supervisors on December 30, 1968, to provide water services in the community of Spring Valley Lake. The water CSA provides funding for the operation and maintenance of water connections for 3,834 customers. The water CSA also maintains five wells, one booster station and three water tanks.

CSA 70 CG Cedar Glen was established by an act of the County of San Bernardino Board of Supervisors on July 12, 2005, to provide water service to the community of Cedar Glen. This water Improvement Zone serves approximately 332 customers.

CSA 70 F Morongo Valley was established by an act of the County of San Bernardino Board of Supervisors on September 20, 1971, to provide water service to the community of Morongo Valley. This water Improvement Zone maintains three wells, one booster station and a reservoir that stores 260,000 gallons of water for service to 84 customers.

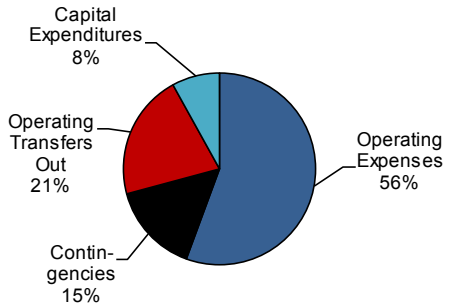
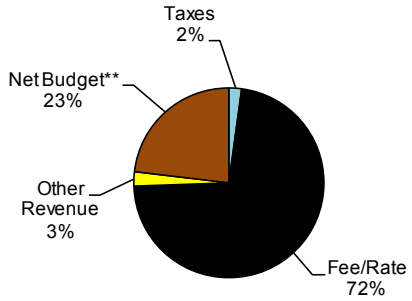
CSA 70 J Oak Hills was established by an act of the County of San Bernardino Board of Supervisors on December 28, 1971, and is located 16 miles southwest of Victorville. The water Improvement Zone provides service to 3,191 customers. This water Improvement Zone also maintains four wells, five booster stations, nine water storage reservoirs and approximately 130 miles of water pipelines ranging from 6 inches to 16 inches in diameter.

CSA 70 W-1 Goat Mountain was established by an act of the County of San Bernardino Board of Supervisors on November 5, 1973, and is located 10 miles north of Yucca Valley in the Landers area. The water Improvement Zone provides funding for the operation and maintenance of water connections for 646 customers. This water Improvement Zone also maintains three wells, two booster stations and 420,000 gallons of reservoir storage.

CSA 70 W-3 Hacienda was established by an act of the County of San Bernardino Board of Supervisors on December 6, 1976, and is located 10 miles north of Yucca Valley. The water Improvement Zone provides funding for the operation and maintenance of water connections for 167 customers. This water Improvement Zone also maintains two wells, four booster stations and 110,000 gallons of reservoir storage.

CSA 70 W-4 Pioneertown was established by an act of the County of San Bernardino Board of Supervisors on January 14, 1980, and is located five miles northwest of Yucca Valley. The water Improvement Zone provides funding for the operation and maintenance of water connections for 120 customers. This water Improvement Zone also maintains six wells and 310,000 gallons of reservoir storage.

** Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Water Districts - Consolidated

BUDGET UNIT: Various
FUNCTION: Operations
ACTIVITY: Water

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	6,230,731	6,067,743	6,042,513	5,309,720	5,430,859	5,531,645	**100,786**
Capital Expenditures	1,086,119	124,312	26,725	64,577	309,000	798,499	**489,499**
Contingencies	0	0	0	0	1,130,038	1,512,673	**382,635**
Total Exp Authority	7,316,850	6,192,055	6,069,238	5,374,296	6,869,897	7,842,817	**972,920**
Reimbursements	(8,360)	7,513	0	0	0	0	**0**
Total Appropriation	7,308,490	6,199,568	6,069,238	5,374,296	6,869,897	7,842,817	**972,920**
Operating Transfers Out	2,152,781	736,773	1,420,003	4,095,038	4,122,038	2,105,040	**(2,016,998)**
Total Requirements	9,461,271	6,936,341	7,489,241	9,469,334	10,991,935	9,947,857	**(1,044,078)**
Sources							
Taxes	312,471	225,927	201,461	205,816	262,079	214,034	**(48,045)**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	4,799	225,219	4,524	4,488	4,682	4,495	**(187)**
Fee/Rate	5,639,455	5,905,130	6,750,128	7,013,712	6,603,955	7,165,126	**561,171**
Other Revenue	287,112	622,472	437,963	229,755	300,954	239,602	**(61,352)**
Total Revenue	6,243,837	6,978,748	7,394,076	7,453,771	7,171,670	7,623,257	**451,587**
Operating Transfers In	3,783,444	554,639	312,400	127,174	288,601	32,000	**(256,601)**
Total Sources	10,027,281	7,533,387	7,706,476	7,580,945	7,460,271	7,655,257	**194,986**
Net Budget**	566,010	597,046	217,235	(1,888,389)	(3,531,664)	(2,292,600)	**1,239,064**
				Budgeted Staffing	0	0	**0**

**Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

DETAIL OF 2014-15 ADOPTED BUDGET

	2014-15			
	Requirements	Sources	Net Budget	Staffing
Enterprise Funds				
CSA 42 Oro Grande (Fund EAS)	260,075	247,100	(12,975)	0
CSA 64 Spring Valley Lake (Fund ECB)	3,712,404	2,894,871	(817,533)	0
CSA 70 CG Cedar Glen (Fund ELL)	834,364	586,177	(248,187)	0
CSA 70 F Morongo Valley (Fund EBY)	129,926	112,635	(17,291)	0
CSA 70 J Oak Hills (Fund ECA)	4,031,360	3,103,329	(928,031)	0
CSA 70 W-1 Goat Mountain (Fund ECS)	617,153	425,407	(191,746)	0
CSA 70 W-3 Hacienda (Fund ECY)	208,456	166,805	(41,651)	0
CSA 70 W-4 Pioneertown (Fund EDD)	154,119	118,933	(35,186)	0
Total Enterprise Funds	9,947,857	7,655,257	(2,292,600)	0

CSA 42 Oro Grande – Requirements of $260,075 include operating and maintenance costs, transfers for allocated indirect costs, operating transfers out to provide funding for the Chlorinator project, and contingencies. Sources of $247,100 are primarily from user fees, connection fees, and service charges.

CSA 64 Spring Valley Lake – Requirements of $3.7 million primarily include operating and maintenance costs; transfers for allocated indirect costs; operating transfers out to fund various capital improvement projects including Service Line Replacement, a Meter Replacement project, the installation of a pump and motor, a Chlorinator project, and depreciation for future replacement projects; and contingencies. Sources of $2.9 million are primarily from property taxes, user fees, and service charges.

CSA 70 CG Cedar Glen – Requirements of $834,364 include operating and maintenance costs, transfers for allocated indirect costs, operating transfers out to the replacement reserves for future projects, debt service, and contingencies. Sources of $586,177 are primarily from user fees, service charges, and special assessments.

CSA 70 F Morongo Valley – Requirements of $129,926 include operating expenses for water connection services, including operations and maintenance costs, transfers for allocated indirect costs, other charges for loan payments consisting of a CSA Revolving Loan and a County loan payment; and contingencies. Sources of $112,635 are primarily from user fees and service charges.

CSA 70 J Oak Hills – Requirements of $4.0 million primarily include operating and maintenance costs; transfers for allocated indirect costs; debt service; operating transfers out to provide funding for the Water Pipeline Replacement project, Booster Site 2 project, and the Well House project; and contingencies. Sources of $3.1 million are primarily from user fees, service charges, and an operating transfer in from the expansion reserve fund to assist in the cost of debt service.

CSA 70 W-1 Goat Mountain – Requirements of $617,153 primarily include: operating and maintenance costs; transfers for allocated indirect costs; operating transfers out to provide funding for the Rehab Pressure Reducing Valve (PRV) Stations project, the Meter Replacement project, the Service Line Replacement project, and the Chlorinator project; and contingencies. Sources of $425,407 are primarily from user fees and service charges.

CSA 70 W-3 Hacienda – Requirements of $208,456 include operating and maintenance costs, transfers for allocated indirect costs, operating transfers out to provide funding for the Meter Replacement project, and contingencies. Sources of $166,805 are primarily from user fees and service charges.

CSA 70 W-4 Pioneertown – Requirements of $154,119 primarily include operating and maintenance costs, transfers for allocated indirect costs, operating transfers out to the replacement reserves for future capital improvement projects, and contingencies. Sources of $118,933 are primarily from user fees and service charges.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $1.0 million. Major changes in requirements include an increase in operating expenses of $100,786 primarily due to an increase in the allocation of both direct and indirect costs for CSA 70 Countywide support and services and supplies; an increase in capital expenditures of $489,499 due to an increase in programmed capital improvement projects, an increase in contingencies of $382,635 to meet the Department's operating reserve requirements, and a decrease in operating transfers out of $2.0 million as a result of replacement reserves now being used to fund projects instead of the operating funds.

Sources are increasing by $194,986. Major changes in sources include an increase in fee/rate revenue of $561,171 primarily due to increased user rates in some districts and a decrease in operating transfers in of $256,601 due to capital projects being funded by replacement reserve funds rather than operations.

STAFFING CHANGES AND OPERATIONAL IMPACT

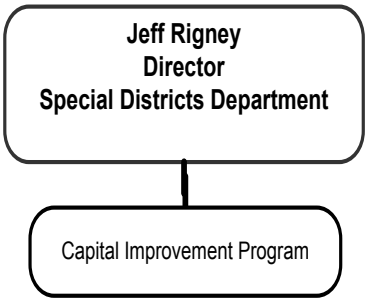
There is no staffing associated with these budget units.

Special Districts Department
CAPITAL IMPROVEMENT PROGRAM
Jeff Rigney

MISSION STATEMENT

The Capital Improvement Program receives and evaluates capital expenditure requests, recommends priorities for the acquisition or improvement of land, facilities and infrastructure, oversees and monitors major capital projects, and guides growth and change of County facilities and infrastructure by anticipating future needs.

ORGANIZATIONAL CHART



SUMMARY OF BUDGET UNITS

Funding for capital projects is included in Capital Improvement Program funds for Special Districts General, Parks, Roads, Sanitation, and Water County Service Areas and Zones.

DESCRIPTION OF MAJOR SERVICES

The Capital Improvement Program (CIP) is an internal planning tool administered by the Special Districts Department (Department) to provide the Board of Supervisors (Board) with information to assist in the decision-making process for the allocation of limited resources to capital projects. The CIP provides for the acquisition, construction, reconstruction, fixtures and equipment, renovation, rehabilitation or replacement of facilities, equipment, and infrastructure with a life expectancy of at least five years and capital costs of $5,000 or more. The program:

- Recommends priorities for capital projects based on capital improvement criteria for the Department's general, parks, roads, sanitation, and water facilities and infrastructure;
- Prepares the annual CIP budget, monitors and directs implementation of approved projects through the department;
- Provides direct oversight for major capital projects;
- Performs long-range planning to:
    - Link department capital and operational budget plans to Countywide strategic plans
    - Conduct physical condition assessments through periodic surveys of facilities to identify major, large-scale projects to repair and rehabilitate department assets
    - Identify opportunities for energy efficiencies, life-cycle increases, and maintenance operating cost reductions
    - Identify future infrastructure needs of the department
    - Develop formal estimates of costs and seek adequate project funding

BUDGET HISTORY

The CIP is funded by a number of sources, including the County general fund, and County Service Area (CSA) and Improvement Zone operating and reserve funding, and various other funding sources including grants:

- Discretionary General Funding: Funded from County General Fund discretionary dollars provided to CIP for department projects.
- Other Funding: Underlying funding source is from CSA and Improvement Zone funding, or is from a dedicated source for a specified purpose (such as grants).

The Department's CIP includes construction, rehabilitation, and repair projects for numerous facilities, structures, and infrastructure. CIP funds are budgeted in various capital budget units and expended in various capital asset object codes: 4005-Land, 4010-Improvements to Land, 4030-Structures and Improvements to Structures, 2445-Professional Services, and 5030-Operating Transfers Out.

ANALYSIS OF 2014-15 ADOPTED BUDGET

Each year, Department Regional Managers are requested to submit possible capital improvement projects for the individual CSAs and Improvement Zones, including Big Bear Recreation and Park District and Bloomington Recreation and Park District. The Engineering Division prepares feasibility studies, scopes of work, and estimates for these projects. The Engineering Division also works closely with the Administrative/Budget Division to evaluate available funding for the projects. A total of 77 projects for a total of $20.4 million are being requested by the Department within this budget for 2014-15.

2014-15 ADOPTED BUDGET

The following are funded in the 2014-15 Adopted Budget of $20.4 million:

- **General Districts** **$4.5 million**
  - Snowdrop Road - $4.0 million for design and construction of a new road in the Rancho Cucamonga area funded by a voter approved special assessment that was initiated in 2013-14.
  - CSA 40 Elephant Mountain – $150,132 for service road paving.
  - CSA 70 D-1 Lake Arrowhead Dam - $180,000 for construction of a detention basin for flood control that was initiated in 2013-14.
  - CSA 70 D-1 Lake Arrowhead Dam - $99,974 for road repair.
  - CSA 70 TV-4 Wonder Valley - $151,359 for replacing and updating television translator.

- **Park Districts** **$331,446**
  - CSA 20 Joshua Tree Park - $249,681 for Desert View Conservatory to design and construct an interpretive trail system that was initiated in 2013-14.
  - CSA 20 Joshua Tree Park - $81,752 for pavement resurfacing project.
  - CSA 20 Joshua Tree Park - $7 for roof enclosure project to transfer remaining funds to operating fund SGD-200 due to completion of project.
  - CSA 56 Wrightwood Park - $6 for Skatepark improvement fund to transfer remaining funds to operating fund due to completion of project.

- **Big Bear Valley Recreation and Park District** **$5.9 million**
  - Big Bear Alpine Zoo - $5.8 million for design and construction of a new zoo site for relocation that was initiated in 2013-14.
  - Big Bear Alpine Zoo – $83,600 from relocation project fund for lease payment for existing location.
  - Erwin Park - $1,610 for Erwin Park clubhouse renovation that was initiated in 2013-14.

- **Bloomington Recreation and Park District** **$574,143**
  - Kessler Park - $283,715 for Kessler Park improvements including ball field lighting, tot lot, and equestrian facilities that was initiated in 2013-14.
  - Kessler Park - $290,000 for Kessler Park improvement fund to transfer remaining funds to operating fund SSD-625 after reimbursement from grant.
  - Kessler Park - $425 for Kessler Park improvement fund to transfer remaining funds to operating fund SSD-625 due to completion of project.
  - Ayala Park - $3 for Ayala Park to transfer out remaining funds to operating fund SSD-625 due to completion of project.

- **Road Districts** **$1.5 million**
  - Paving Projects – $826,013 for road paving projects in CSA 59 Deer Lodge Park ($208,080), CSA 69 Lake Arrowhead ($550,323), and CSA 70 R-2 Twin Peaks ($67,610).
  - Slurry Seal Projects – $639,103 for slurry seal projects in CSA 70 R-33 Big Bear City ($19,502), R-39 Highland Estates ($154,361), R-5 Sugarloaf ($370,586), R-36 Pan Springs ($44,311), and R-42 Windy Pass ($50,343).

- **Sanitation Districts** **$3.0 million**
  - CSA 42 Oro Grande – $54,659 for replacement of 300 feet of sewer line that was initiated in 2013-14.
  - CSA 53B Fawnskin – $250,000 for vacuum system upgrades.
  - CSA 53B Fawnskin – $30,000 for manhole raising project.
  - CSA 70 GH Glen Helen – $9,500 to complete installation of manhole and piping for a Vactor Dump Basin at the waste treatment plant that was initiated in 2013-14.
  - CSA 70 GH Glen Helen – $16,000 to complete installation of an isolation valve at the Glen Helen Wastewater Treatment Plant that was initiated in 2013-14.
  - CSA 70 GH Glen Helen - $940,000 to complete construction of sludge drying beds at the Glen Helen Wastewater Treatment Plant that was initiated in 2013-14.

- CSA 70 GH Glen Helen - $68,630 to install new SCADA alarm system to monitor equipment operation at the Glen Helen Wastewater Treatment Plant.
- CSA 70 GH Glen Helen - $95,000 for clarifier upgrade project.
- CSA 70 S-3 Lytle Creek – $84,000 for Sludge Drying Bed repair/maintenance.
- CSA 70 S-3 Lytle Creek – $66,000 for chemical feed degreaser system replacement.
- CSA 79 Green Valley Lake – $359,785 to complete construction of 50,000 gallons additional wet well capacity to extend emergency response time at Awanhee Lift Station that was initiated in 2013-14.
- CSA 79 Green Valley Lake – $60,000 for televising and repair of sewer lines.
- CSA 82 Searles Valley – $375,816 for Pioneer Point outfall replacement and repairs.
- Transfers to Reserves – The following transfers to reserves are also programmed as a result of remaining fund balances following project completion or the cancellation of projects:
  - CSA 42 Oro Grande ($29,566)-cancellation of the Victor Valley Wastewater Reclamation Authority connection vault and meter project.
  - CSA 64 Spring Valley Lake ($162,852)-cancellation of manhole sealing project.
  - CSA 64 Spring Valley Lake ($106,344)-cancellation of the Victor Valley Wastewater Reclamation Authority connection vault and meter project.
  - CSA 70 S-3 Lytle Creek ($52,803)-completion of project.
  - CSA 79 Green Valley Lake ($4,500)-cancellation of manhole sealing project.
  - CSA 79 Green Valley Lake ($90,285)-cancellation of pump rehabilitation project.
  - CSA 82 Searles Valley ($100,666)-cancellation of slip lining project.

- **Water Districts** **$4.6 million**
  - CSA 70 J Oak Hills – $146,421 to complete phase I of radio read meter replacement project that was initiated in 2013-14.
  - CSA 70 J Oak Hills – $1.4 million for phase II of radio read meter replacement project.
  - CSA 70 J Oak Hills – $165,000 to complete water line extensions and looping project that was initiated in 2013-14.
  - CSA 70 J Oak Hills – $150,000 to complete pipeline replacement project east of Escondido Road that was initiated in 2013-14.
  - CSA 70 J Oak Hills – $144,500 to complete replacement of 2,500 feet of existing pipeline within the Improvement Zone that has reached its full service life. This project was initiated in 2013-14.
  - CSA 70 J Oak Hills – $71,248 to construct a new booster station at Site 2A to increase water pressure at higher elevations within the Improvement Zone.
  - CSA 70 J Oak Hills – $120,000 to complete construction project for well house that was initiated in 2013-14.
  - CSA 70 J Oak Hills – $22,400 for well house roof repairs.
  - CSA 42 Oro Grande – $110,500 for land acquisition for possible tank site.
  - CSA 42 Oro Grande – $107,000 to complete the design phase of Reservoir 2 that was initiated in 2013-14.
  - CSA 42 Oro Grande – $79,980 to complete a mainline replacement project that was initiated in 2013-14.
  - CSA 64 Spring Valley Lake – $233,330 to complete phase I of the radio read meter replacement project that was initiated in 2013-14.
  - CSA 64 Spring Valley Lake – $251,820 to complete drilling and site preparation for Well #7 that was initiated if 2013-14.
  - CSA 64 Spring Valley Lake – $250,000 to complete site preparation for new 3 million gallon reservoir that was initiated in 2013-14.
  - CSA 64 Spring Valley Lake – $1,944 to complete design of new 3 million gallon reservoir that was initiated in 2013-14.
  - CSA 64 Spring Valley Lake – $87,150 to install pump motor.
  - CSA 70 W-1 Landers – $298,916 for completion of rehabilitation of pressure relief system that was designed in 2013-14.
  - CSA 70 W-1 Landers – $61,600 for completion of rehabilitation of Reservoir A, Site 2 that was initiated in 2013-14.
  - CSA 70 W-1 Landers – $150,000 for radio read meter replacement project that was initiated in 2013-14.

- CSA 70 W-1 Landers – $150,000 to complete service line replacement project that was initiated in 2013-14.
- CSA 70 W-3 Hacienda – $50,000 for radio read meter replacement project.
- CSA 70 W-3 Hacienda – $30,390 for replacement of aged booster station.
- CSA 70 W-4 Pioneertown – $60,919 for completion of design phase for offsite supply pipeline that was initiated in 2013-14.
- CSA 70 W-4 Pioneertown – $275,000 for debt payment after grant reimbursement proceeds are received.
- Transfers to Reserves – The following transfers to reserves are also programmed as a result of remaining fund balances following project completion or the cancellation of projects:
    - CSA 70 CG Cedar Glen ($937) completion of water system improvements project.
    - CSA 70 CG Cedar Glen ($1,280) completion of water system improvements project.
    - CSA 70 J Oak Hills ($208) completion of reservoir rehabilitation project.
    - CSA 70 J Oak Hills ($58,331) cancellation of pump motor installation project.
    - CSA 64 Spring Valley Lake ($132,900) cancellation of pressure relief valve rehabilitation project.
    - CSA 64 Spring Valley Lake ($15,739) completion of well #4 rehabilitation project.
    - CSA 70 W-3 Hacienda ($500) cancellation of mainline valve insertion project.
    - CSA 70 W-4 Pioneertown ($34,194) cancellation of meter replacement project.
    - CSA 70 W-4 Pioneertown ($50) cancellation of manifold piping project.

The 2014-15 new projects in the amount of $9.2 million and carry over projects in the amount of $11.2 million are included in the department's 2014-15 CIP budgets. These projects will extend the useful life of facilities, ensure continued service of infrastructures, and decrease operating expenses in some cases.

The CIP projects below are programmed in both Capital Projects funds and enterprise funds. CIP projects that support the Department's Water and Sanitation Districts are primarily budgeted in enterprise funds.

Special Districts
2014-15 Capital Improvement Program Projects

Proj.	Location/ Address	Budget Book Group	Project Name-Description	CIP Log #	Fund	Proj #
1	CSA 70 TV-4 Wonder Valley	General Districts	Power System - replace and update the existing TV translator	1Z31	CAL	1Z31
2	CSA 70 Countywide	General Districts	Snow Drop Road Project - Design and construct a new road	4013	CLO	4013
3	CSA 40 Elephant Mountain	General Districts	Roadway Paving - paving of the service road	2005	CLY	2005
4	CSA 70 D-1 Lake Arrowhead Dam	General Districts	Detention Basin - construct a detention basin	2048	CSY	2048
5	CSA 70 D-1 Lake Arrowhead Dam	General Districts	Road Sealing	4012	CSY	4012
6	CSA 56 Wrightwood Park	Park Districts	Skatepark - to transfer remaining funds to operating fund SKD-380 due to completion of project.	2006	CDW	2006
7	CSA 20 Joshua Tree	Park Districts	Pavement Resurfacing Project	4017	CEW	4017
8	CSA 20 Joshua Tree	Park Districts	Desert View Conservation Program - design and construct improvements for an interpretive trail system	1Z05	CFU	1Z05
9	CSA 20 Joshua Tree	Park Districts	Roof enclosure project - to transfer remaining funds to operating fund due to completion of project.	3028	CQB	3028
10	Big Bear Alpine Zoo	Big Bear Valley Recreation and Park District	Relocation Project - design, construct new zoo, and relocate existing zoo to the new site	1Z19	CRR	1Z19
11	Big Bear Alpine Zoo	Big Bear Valley Recreation and Park District	Relocation Project - for lease payment at existing location until relocation has been completed	1Z19	CRR	1Z19
12	Big Bear Recreation and Park District	Big Bear Valley Recreation and Park District	Erwin Park Clubhouse Renovation	2004	CSZ	2004
13	Bloomington Recreation and Park District	Bloomington Recreation and Park Distirct	Ayala Park Improvement Project - Transfer of remaining funds to operating fund SSD-625 due to completion of project.	1Z18	CAQ	1Z18
14	Bloomington Recreation and Park District	Bloomington Recreation and Park Distirct	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	0009	CNJ	0009
15	Bloomington Recreation and Park District	Bloomington Recreation and Park District	Kessler Park Lighting - ballfield lighting, tot lot, and equestrian facilities - transfer remaining fund to operating fund SDD-625 after reimbursement of grant.	4007	CNJ	4007
16	Bloomington Recreation and Park District	Bloomington Recreation and Park District	Kessler Park Improvements - transfer remaining funds to operating fund SSD-625	NA	CNJ	NA
17	CSA 69 Lake Arrowhead	Road Districts	Road Paving Project - rehabilitate and repave road	3048	CFB	3048
18	CSA 70 R-36 Pan Springs	Road Districts	Road Slurry Seal Project - reseal existing roads	3031	CLV	3031
19	CSA 59 Deer Lodge Park	Road Districts	Road Paving Project - rehabilitate and repave road	4010	CMS	4010
20	CSA 70 R-33 Big Bear City	Road Districts	Road Slurry Seal Project - reseal existing roads	3030	CNS	3030
21	CSA 70 R-5 Sugarloaf	Road Districts	Road Slurry Seal Project - reseal existing roads	4009	CPG	4009
22	CSA 70 R-2 Twin Peaks	Road Districts	Road Paving Project - rehabilitate and repave road	4011	CPS	4011
23	CSA 70 R-39 Highland Estates	Road Districts	Road Paving Project - rehabilitate and repave road		CWF	
24	CSA 70 R-42 Windy Pass	Road Districts	Road Slurry Seal Project - reseal existing roads	3032	CWR	3032
25	CSA 70 S-3 Lytle Creek	Sanitation Districts	Repair sludge drying beds	3049	CCU	3049
26	CSA 70 S-3 Lytle Creek	Sanitation Districts	Replace chemical feed degreaser system	3043	CCU	3043
27	CSA 70 S-3 Lytle Creek	Sanitation Districts	Transfer remaining funds to reserve fund at completion of project.	0	CCU	
28	CSA 82 Searles Valley	Sanitation Districts	Transfer remaining funds to reserve fund due to cancellation of slip line project	3037	CJN	3037
29	CSA 70 GH Glen Helen	Sanitation Districts	Vactor Dump Basin - install a dump manhole and piping for vactor truck unloading at the Lytle Creek North Wastewater Treatment Plant	1Z41	CVX	1Z41
30	CSA 70 GH Glen Helen	Sanitation Districts	Clarifier upgrade project	3044	CVX	3044

Special Districts
2014-15 Capital Improvement Program Projects

	NEW PROJECTS/FUNDING			CARRYOVER				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Dept Funding	Total Carryover Balances	2014-15 Adopted Requirements	Proj.
151,359			-		151,359	151,359	151,359	1
3,950,285		3,932,707	3,932,707		17,578	17,578	3,950,285	2
150,132		99,712	99,712		50,420	50,420	150,132	3
180,000			-		180,000	180,000	180,000	4
99,974		20,000	20,000		79,974	79,974	99,974	5
6			-		6	6	6	6
81,752		50,000	50,000		31,752	31,752	81,752	7
249,681		200,000	200,000		49,681	49,681	249,681	8
7			-		7	7	7	9
5,789,297			-		5,798,055	5,798,055	5,798,055	10
83,600			-		83,600	83,600	83,600	11
1,610			-		1,610	1,610	1,610	12
3			-		3	3	3	13
1,271,372			-		283,715	283,715	283,715	14
290,000			-		290,000	290,000	290,000	15
425			-		425	425	425	16
548,529			-		550,323	550,323	550,323	17
40,125		40,125	40,125		4,186	4,186	44,311	18
190,000		190,000	190,000		18,080	18,080	208,080	19
6,735		3,000	3,000		16,502	16,502	19,502	20
375,000		340,000	340,000		30,586	30,586	370,586	21
30,000			-		67,610	67,610	67,610	22
156,072			-		154,361	154,361	154,361	23
101,900		91,000	91,000		(40,657)	(40,657)	50,343	24
84,000			-		84,000	84,000	84,000	25
66,000			-		66,000	66,000	66,000	26
52,803			-		52,803	52,803	52,803	27
100,666			-		100,666	100,666	100,666	28
9,500			-		9,500	9,500	9,500	29
95,000			-		95,000	95,000	95,000	30

Special Districts
2014-15 Capital Improvement Program Projects

Proj.	Location/ Address	Budget Book Group	Project Name-Description	CIP Log #	Fund	Proj #
31	CSA 70 GH Glen Helen	Sanitation Districts	Isolation Valve - install an isolation valve at the Glen Helen Wastewater Treatment Plant	2071	CXL	2071
32	CSA 70 GH Glen Helen	Sanitation Districts	Sludge Drying Beds - build sludge drying beds at the Glen Helen Wastewater Treatment Plant	2072	CXL	2072
33	CSA 70 GH Glen Helen	Sanitation Districts	SCADA Alarms - install new SCADA alarms for the processing equipment at the Lytle Creek North Wastewater Treatment Plant	1Z42	CXL	1Z42
34	CSA 53B Fawnskin	Sanitation Districts	Vacuum System upgrades	1Z13	EAI	1Z13
35	CSA 53B Fawnskin	Sanitation Districts	Manhole Raising project	4004	EBB	4004
36	CSA 64 Spring Valley Lake	Sanitation Districts	Transfer remaining funds to reserve fund due to cancellation of manhole sealing project	1Z33	EBL	1Z33
37	CSA 64 Spring Valley Lake	Sanitation Districts	Transfer remaining funds to reserve fund due to cancellation of Victor Valley Wastewater Reclamation Authority connection vault and meter project	2070	EBL	2070
38	CSA 82 Searles Valley	Sanitation Districts	Pioneer Point outfall replacement and repairs	4008	EFF	4008
39	CSA 42 Oro Grande	Sanitation Districts	Sewer Line Replacement - replace approximately 300 feet of existing sewerline that currently cannot be accessed by maintenance equipment	1Z32	EKA	1Z32
40	CSA 42 Oro Grande	Sanitation Districts	Transfer of funds to reserve fund due to cancellation of Victor Valley Wasterwater Reclamation Authority connection vault and meter project.	2069	EKA	2069
41	CSA 79 Green Valley Lake	Sanitation Districts	Awanhee Lift Station - construction of 50,000 gallon of additional wet well capacity to extend the needed emergency response times	1Z28	ENF	1Z28
42	CSA 79 Green Valley Lake	Sanitation Districts	Televising and repairs of sewer lines	4006	ENF	4006
43	CSA 79 Green Valley Lake	Sanitation Districts	Transfer of funds to reserve fund due to cancellation of manhole sealing project.	1006	ENF	1006
44	CSA 79 Green Valley Lake	Sanitation Districts	Transfer of funds to reserve fund due to cancellation of pump rehabilitation project	2016	ENF	2016
45	CSA 70 J Oak Hills	Water Districts	Transfer of funds to reserve fund due to completion of water reservoir rehabilitation project	1010	CAM	1010
46	CSA 70 J Oak Hills	Water Districts	Radio Read Meter - replace existing manual read meters with radio read meters for more efficient and accurate meter measurement	1Z35	CCN	1Z35
47	CSA 70 J Oak Hills	Water Districts	Radio Read Meter Phase II - replace existing manual read meters with radio read meters for more efficient and accurate meter measurement	0	CCN	
48	CSA 70 W-1 Landers	Water Districts	PRV Stations - rehabilitate the pressure relief systems	2060	CCW	2060
49	CSA 70 W-1 Landers	Water Districts	Reservoir A / Site 2 - rehabilitate reservoir A at Site 2	2061	CCW	2061
50	CSA 70 W-1 Landers	Water Districts	Radio Read Meter - replace existing manual read meters with radio read meters for more efficient and accurate meter measurement	2062	CCW	2062
51	CSA 70 W-1 Landers	Water Districts	Service Line Replacement - replace service lines as needed throughout the district	2063	CCW	2063
52	CSA 70 W-4 Pioneertown	Water Districts	Transfer of funds to reserve fund due to cancellation of meter replacement project	2050	CEA	2050
53	CSA 64 Spring Valley	Water Districts	Radio Read Meter - replace existing manual read meters with radio read meters for more efficient and accurate meter measurement	2049	CEK	2049
54	CSA 70 J Oak Hills	Water Districts	Water Line Extensions - design and construct critical pipelines to close loops and eliminate dead end lines in the system	1Z02	CJU	1Z02
55	CSA 70 W-4 Pioneertown	Water Districts	Offsite Pipeline Supply - design and construct a 3.5 mile water pipeline, a 75,000 gallon water reservoir, and a 200gpm pump station	1Z27	CQP	1Z27
56	CSA 70 W-4 Pioneertown	Water Districts	Payment of debt after proceeds of grant reimbursement are received.	360	CQP	360
57	CSA 70 J Oak Hills	Water Districts	Pipeline Replacement E. of Escondido - Project with Public Works to replace pipeline on Escondido	4016	CQR	4016
58	CSA 70 J Oak Hills	Water Districts	Water Pipeline Replacement - replace approximately 2500 feet of existing waterlines that have reached their full service life	1Z03	CQR	1Z03

Special Districts
2014-15 Capital Improvement Program Projects

	NEW PROJECTS/FUNDING			CARRYOVER				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Dept Funding	Total Carryover Balances	2014-15 Adopted Requirements	Proj.
16,000		2,200	2,200		13,800	13,800	16,000	31
940,000			-		940,000	940,000	940,000	32
68,630			-		68,630	68,630	68,630	33
250,000		214,509	214,509		35,491	35,491	250,000	34
30,000		10,303	10,303		19,697	19,697	30,000	35
			-		162,852	162,852	162,852	36
106,344			-		106,344	106,344	106,344	37
375,816		375,816	375,816			-	375,816	38
54,659			-		54,659	54,659	54,659	39
29,566			-		29,566	29,566	29,566	40
359,785		206,637	206,637		153,148	153,148	359,785	41
60,000		44,572	44,572		15,428	15,428	60,000	42
4,500			-		4,500	4,500	4,500	43
90,285			-		90,285	90,285	90,285	44
208			-		208	208	208	45
146,421			-		146,421	146,421	146,421	46
1,350,000		1,350,000	1,350,000			-	1,350,000	47
298,916			-		298,916	298,916	298,916	48
61,600			-		61,600	61,600	61,600	49
150,000		150,000	150,000			-	150,000	50
150,000		150,000	150,000			-	150,000	51
34,197			-		34,197	34,197	34,197	52
233,330		233,330	233,330			-	233,330	53
165,000		165,000	165,000			-	165,000	54
60,919		60,919	60,919			-	60,919	55
-		69,081	69,081		205,919	205,919	275,000	56
150,000		150,000	150,000			-	150,000	57
144,500		144,500	144,500			-	144,500	58

Special Districts
2014-15 Capital Improvement Program Projects

Proj.	Location/ Address	Budget Book Group	Project Name-Description	CIP Log #	Fund	Proj #
59	CSA 70 J Oak Hills	Water Districts	Booster Site 2A - construct a new replacement booster to pump additional water to high pressure zones in the district	2041	CQS	2041
60	CSA 70 J Oak Hills	Water Districts	Well House - install an enclosure around an existing well	2042	CQS	2042
61	CSA 70 J Oak Hills	Water Districts	Well house roofing repairs	2043	CQS	2043
62	CSA 70 J Oak Hills	Water Districts	Transfer of funds to reserve fund due to cancellation of pump motor installation	3039	CQS	3039
63	CSA 70 CG Cedar Glen	Water Districts	Transfer out of remaining fund to reserve fund due to completion of water system improvement project.	1Z15	CRD	1Z15
64	CSA 70 CG Cedar Glen	Water Districts	Transfer out of remaining fund to reserve fund due to completion of water system improvement project.	1Z16	CRL	1Z16
65	CSA 64 Spring Valley	Water Districts	Install pump motor	3041	CSJ	3041
66	CSA 42 Oro Grande	Water Districts	Land Acquisition / Design - the purchase of land and design	2066	EAV	2066
67	CSA 42 Oro Grande	Water Districts	Reservoir 2 (Design) - the design of reservoir 2	2067	EAV	2067
68	CSA 64 Spring Valley	Water Districts	Well #7 - design and site prep for a new well to comply with CA Dept of Health Requirements for water storage in the district	1Z37	EDB	1Z37
69	CSA 64 Spring Valley	Water Districts	Reservoir Site Preparation	1Z38	EDB	1Z38
70	CSA 64 Spring Valley	Water Districts	Transfer funds to reserve fund due to cancellation of pressure relief valve rehabilitation project.	2009	EDB	2009
71	CSA 64 Spring Valley	Water Districts	Transfer of remaining funds to reserve fund due to completion of Well #4 rehavilitation project	2010	EDB	2010
72	CSA 64 Spring Valley	Water Districts	Complete Design Phase of a reservoir to comply with CA Dept of Health requirements.	0	EDC	
73	CSA 70 W-3 Hacienda	Water Districts	Radio Read Meter - replace existing manual read meters with radio read meters for more efficient and accurate meter measurement	2056	EJQ	2056
74	CSA 70 W-3 Hacienda	Water Districts	Booster Replacement - replace aged booster stations	2059	EJQ	2059
75	CSA 70 W-3 Hacienda	Water Districts	Transfer funds to reserve fund due to cancellation of mainline valve insertion project.	350	EJQ	350
76	CSA 42 Oro Grande	Water Districts	Main Line Replacement - to replace existing water mainline	2081	ELR	2081
77	CSA 70 W-4 Pioneertown	Water Districts	Transfer of funds to reserve fund due to cancellation of manifold piping project.	360	END	360

Special Districts
2014-15 Capital Improvement Program Projects

	NEW PROJECTS/FUNDING			CARRYOVER				-
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Dept Funding	Total Carryover Balances	2014-15 Adopted Requirements	- Proj.
71,248		39,700	39,700		31,548	31,548	71,248	59
120,000		100,000	100,000		20,000	20,000	120,000	60
40,400			-		22,400	22,400	22,400	61
58,331			-		58,331	58,331	58,331	62
			-		937	937	937	63
			-		1,280	1,280	1,280	64
87,150		87,150	87,150			-	87,150	65
110,500			-		110,500	110,500	110,500	66
107,000			-		107,000	107,000	107,000	67
251,820		251,820	251,820			-	251,820	68
250,000		250,000	250,000			-	250,000	69
132,900			-		132,900	132,900	132,900	70
40,000			-		15,739	15,739	15,739	71
1,944			-		1,944	1,944	1,944	72
50,000		50,000	50,000			-	50,000	73
30,390		1,004	1,004		29,386	29,386	30,390	74
350			-		500	500	500	75
79,980		79,986	79,986		(6)	(6)	79,980	76
50			-		50	50	50	77
20,918,572	-	9,153,071	9,153,071	-	11,201,315	11,201,315	20,354,386	

SPECIAL DISTRICTS DEPARTMENT
2014-15 RESERVES

DISTRICT TYPE DISTRICT NAME and PROJECT NAME	FUND DEPT		2014-15 REQUIREMENTS	FUND BALANCE	FUNDING SOURCES OPERATING TRANSFER DISTRICT FUNDS	LOAN or GRANT	CDH	OTHER
GENERAL DISTRICTS								
CSA 70 Countywide Special Districts								
Termination Benefits Reserve	SKW	105	2,520,117	2,508,117	12,000	0	0	0
General Reserve	SKU	105	1,035,624	833,624	202,000	0	0	0
General Reserve	CAN	105	4,657,040	4,657,040	0	0	0	0
CSA Loan Fund	SKI	105	689,616	89,616	600,000	0	0	0
North Etiwanda Trust Reserve	VFG	547	1,620,065	1,610,065	10,000	0	0	0
District Totals			10,522,462	9,698,462	824,000	0	0	0
TOTAL FOR GENERAL RESERVES			10,522,462	9,698,462	824,000	0	0	0
PARK DISTRICTS								
CSA70 P-17 Bloomington								
Reserve Fund	SML	216	7,879	7,879				
District Totals			7,879	7,879	0	0	0	0
TOTAL FOR PARK RESERVES			7,879	7,879	0	0	0	0
ROAD DISTRICTS								
RESERVES MAINTAINED IN DISTRICT OPERATIONS BUDGET								
SANITATION DISTRICTS								
CSA 42 Oro Grande								
Capital Replacement Reserve	EAW	310	312,836	189,975	122,861			0
Capital Expansion Reserve	EAZ	310	8,754	8,754	0	0	0	0
District Totals			321,590	198,729	122,861	0	0	0
CSA 53 B Fawnskin								
Capital Replacement Reserve	EAE	365	1,190,187	1,074,187	116,000	0	0	0
Capital Expansion Reserve	EAK	365	179,473	175,578	3,895	0	0	0
District Totals			1,369,660	1,249,765	119,895	0	0	0
CSA 64 Spring Valley Lake								
Capital Replacement Reserve	EBR	420	2,394,660	1,505,649	889,011	0	0	0
Capital Expansion Reserve	EBU	420	1,159,537	1,140,649	18,888	0	0	0
District Totals			3,554,197	2,646,298	907,899	0	0	0
CSA 70 GH Glen Helen								
Capital Replacement Reserve	ELI	306	2,114,496	1,609,748	504,748	0	0	0
District Totals			2,114,496	1,609,748	504,748	0	0	0
CSA 70 S-3 Lytle Creek								
Capital Replacement Reserve	ECM	305	829,380	689,545	139,835	0	0	0
Capital Expansion Reserve	EFN	305	184,539	184,139	400	0	0	0
District Totals			1,013,919	873,684	140,235	0	0	0
CSA 70 SP-2 High Country								
Capital Replacement Reserve	EFU	490	447,398	437,200	10,198	0	0	0
Capital Expansion Reserve	EFX	490	325,732	324,832	900	0	0	0
District Totals			773,130	762,032	11,098	0	0	0
CSA 70 SP-7 Lenwood								
Capital Replacement Reserve	ECZ	315	369,727	369,727	0	0	0	0
Capital Expansion Reserve	ECU	315	122,119	122,119	0	0	0	0
District Totals			491,846	491,846	0	0	0	0
CSA 79 Green Valley Lake								
Capital Replacement Reserve	EFS	485	832,082	615,965	216,117	0	0	0
Capital Expansion Reserve	EJS	485	101,344	100,698	646	0	0	0
District Totals			933,426	716,663	216,763	0	0	0
CSA 82 Searles Valley								
Capital Replacement Reserve	EIG	495	523,047	421,579	101,468	0	0	0
Capital Expansion Reserve	EGB	495	257,289	256,589	700	0	0	0
District Totals			780,336	678,168	102,168	0	0	0
TOTAL FOR SANITATION RESERVES			11,352,600	9,226,933	2,125,667	0	0	0

SPECIAL DISTRICTS DEPARTMENT
2014-15 RESERVES

DISTRICT TYPE DISTRICT NAME and PROJECT NAME	FUND DEPT	2014-15 REQUIREMENTS	FUND BALANCE	FUNDING SOURCES OPERATING TRANSFER DISTRICT FUNDS	LOAN or GRANT	CDH	OTHER
STREETLIGHTS							
RESERVES MAINTAINED IN DISTRICT OPERATIONS BUDGET							
WATER DISTRICTS							
CSA 42 Oro Grande							
Capital Replacement Reserve	EAX 310	456,337	452,157	4,180	0	0	0
Capital Expansion Reserve	EAT 310	134,108	134,108	0	0	0	0
District Totals		590,445	586,265	4,180	0	0	0
CSA 64 Spring Valley Lake							
Capital Replacement Reserve	EIV 420	3,415,532	2,366,069	1,049,463	0	0	0
Capital Expansion Reserve	EBT 420	479,912	476,412	3,500	0	0	0
District Totals		3,895,444	2,842,481	1,052,963	0	0	0
CSA 70 CG Cedar Glen							
Capital Replacement Reserve	ELO 563	884,517	528,660	355,857	0	0	0
Capital Expansion Reserve	ELN 563	7,408	5,395	2,013	0	0	0
District Totals		891,925	534,055	357,870	0	0	0
CSA 70 F Morongo Valley							
Capital Replacement Reserve	EIO 135	193,481	146,474	47,007	0	0	0
Capital Expansion Reserve	EBX 135	141,023	140,523	500	0	0	0
District Totals		334,504	286,997	47,507	0	0	0
CSA 70 J Oak Hills							
Capital Replacement Reserve	EFO 165	2,968,696	2,159,627	809,069	0	0	0
Capital Expansion Reserve	EFG 165	3,091,837	3,057,837	34,000	0	0	0
Rate Stabilization Fund	EFZ 165	2,151,967	2,150,767	1,200	0	0	0
District Totals		8,212,500	7,368,231	844,269	0	0	0
CSA 70 W-1 Goat Mountain							
Capital Replacement Reserve	EFQ 345	358,764	227,316	131,448	0	0	0
Capital Expansion Reserve	EDY 345	319,263	318,263	1,000	0	0	0
District Totals		678,027	545,579	132,448	0	0	0
CSA 70 W-3 Hacienda							
Capital Replacement Reserve	EFT 350	233,697	205,872	27,825	0	0	0
Capital Expansion Reserve	ECW 350	13,721	13,571	150	0	0	0
District Totals		247,418	219,443	27,975	0	0	0
CSA 70 W-4 Pioneertown							
Capital Replacement Reserve	EFW 360	178,626	115,657	62,969	0	0	0
District Totals		178,626	115,657	62,969	0	0	0
TOTAL FOR WATER RESERVES		15,028,889	12,498,708	2,530,181	0	0	0
GRAND TOTAL FOR RESERVES		36,911,830	31,431,982	5,479,848	0	0	0

2014-15 RESERVES

The department's 2014-15 adopted reserves represent both operational and capital improvement projects/program reserves. Operational reserves include general reserves and contingencies as well as termination benefits. Capital improvement projects/program reserves include funding for future projects for both water and sanitation division for system replacement and expansion.

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FIRE PROTECTION DISTRICT

SAN BERNARDINO COUNTY

FIRE PROTECTION DISTRICT
SUMMARY

	Page #	Requirements	Sources	Fund Balance	Staffing
SPECIAL REVENUE FUNDS					
SAN BERNARDINO COUNTY FIRE PROTECTION DISTRICT	678				
FIRE ADMINISTRATION	682	23,257,957	15,765,408	7,492,549	130
MOUNTAIN REGIONAL SERVICE ZONE	686	17,477,705	14,553,801	2,923,904	96
NORTH DESERT REGIONAL SERVICE ZONE	689	46,474,606	43,376,369	3,098,237	284
SOUTH DESERT REGIONAL SERVICE ZONE	693	14,788,561	11,364,564	3,423,997	99
VALLEY REGIONAL SERVICE ZONE	697	39,870,356	35,906,999	3,963,357	191
COMMUNITY FACILITIES DISTRICT 2002-2	700	288,410	285,200	3,210	0
HAZARDOUS MATERIALS	702	9,874,789	7,989,369	1,885,420	43
HOMELAND SECURITY GRANT PROGRAM	705	3,026,507	2,977,558	48,949	0
HOUSEHOLD HAZARDOUS WASTE	707	3,988,401	3,237,622	750,779	33
OFFICE OF EMERGENCY SERVICES	710	2,387,750	1,949,678	438,072	19
TOTAL SPECIAL REVENUE FUNDS		161,435,042	137,406,568	24,028,474	895

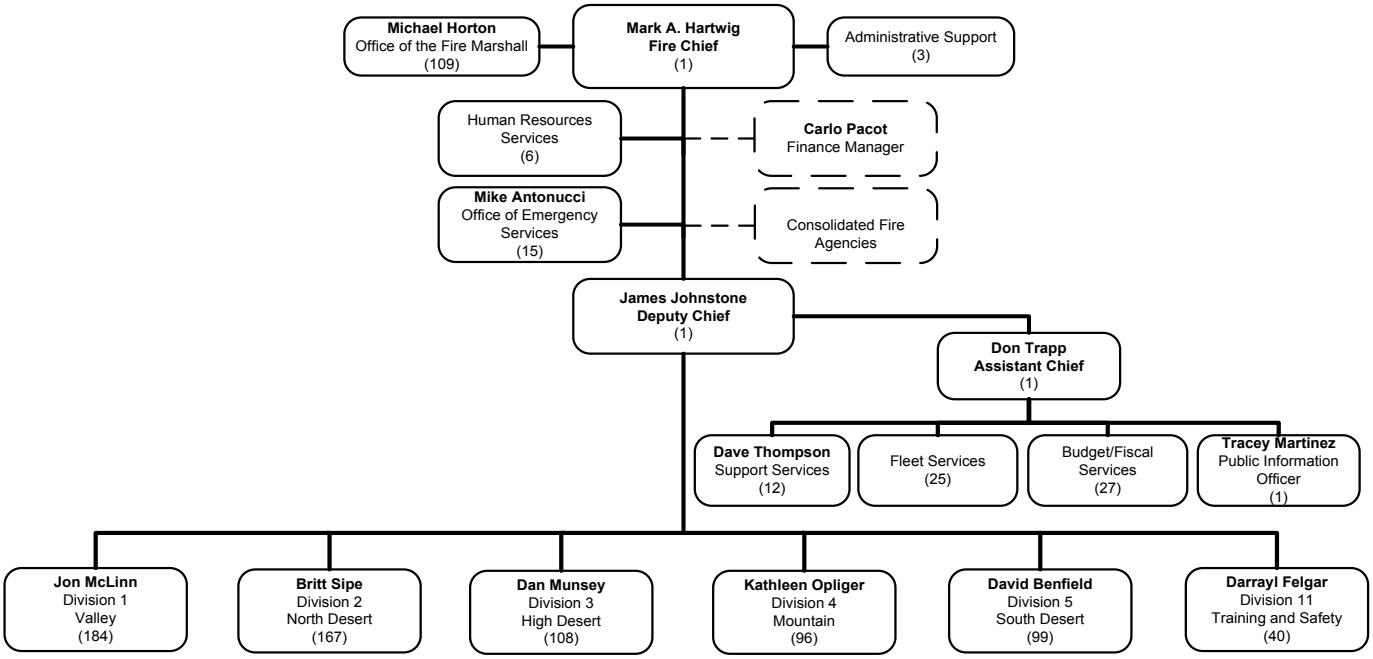
	Page #	Requirements	Sources	Fund Balance	Staffing
TERM BENEFITS AND CAPITAL REPLACEMENT SET-ASIDES	713	35,219,187	628,491	34,590,696	0

SAN BERNARDINO COUNTY FIRE PROTECTION DISTRICT
Mark A. Hartwig

DEPARTMENT MISSION STATEMENT

San Bernardino County Fire is a community based all-risk emergency services organization dedicated to the health and well-being of the citizens of San Bernardino County through a balance of regionalized services delivery and accountability to the local community.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Presented a balanced budget and minimized service reductions.
- Contracted with the Crest Forest Fire Protection District.
- Implemented a pilot all-risk Airship Program with the Sheriff/Coroner/Public Administrator.
- Implemented an Inmate Fire Crew Program in partnership with the Sheriff/Coroner/Public Administrator.
- Developed an Advanced Life Support First Responder Fee.
- Participated in the State Ground Emergency Medical Transport Program to received Federal funds for the unreimbursed cost of Medi-Cal ambulance transports.
- Integrated all fleet services with County Fleet.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **MAINTAIN PUBLIC SAFETY**

Objective(s):

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

Department Strategy:

- *Partner with County departments and outside agencies to further develop training programs.*
- *Establish a new Fire Fighter Trainee classification as the main source of new professional firefighters to be trained in the Fire Fighter Training Academy.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of Inmate Fire Crews.	N/A	5	3	5
Number of Fire Fighter Trainees that successfully complete the Training Academy.	N/A	N/A	N/A	20

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

Objective(s):

- ***Develop a long-term budget plan which brings the County into operational and programmatic balance.***
- ***Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.***
- ***Implement information management best-practices that will unify technology platforms and move toward a standardized enterprise approach.***

Department Strategy:

- *Implement electronic payment options for customers to help reduce delinquent bills.*
- *Implement electronic patient care reporting and ambulance billing using electronic tablets, web based software, and support from ICEMA to improve collection rate.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage decrease in delinquent accounts for all fees billed.	N/A	N/A	N/A	30%
Ambulance billing collection rate.	33%	N/A	30%	38%

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s):
- ***To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***
- ***Maximize the utilization of Federal and State programs and funding to address the needs of County residents.***

Department Strategy:
- *Convert Limited Term Fire Fighter Paramedics in Fire's ambulance stations to the new, non-safety classification of Ambulance Operator-Paramedic to stabilize the workforce.*
- *In collaboration and partnership with the Arrowhead Regional Medical Center (ARMC), implement a pilot community paramedic program to reduce hospital readmissions.*
- *Participate in the Federally funded Ground Emergency Medical Transport (GEMT) cost reimbursement program to reduce General Fund Subsidy.*
- *Implement billing of First Responder Fee to reduce General Fund subsidy.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Safety ambulance staff converted to the new non-safety classifications.	N/A	N/A	N/A	100%
Reduce the number of hospital readmissions to ARMC for Medicare patients.	N/A	N/A	N/A	40%
General Fund subsidy as percent of total ambulance operations cost.	77%	N/A	61%	64%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Funds						
Administration	23,257,957	15,765,408		7,492,549		130
Mountain Regional Service Zone	17,477,705	14,553,801		2,923,904		96
North Desert Regional Service Zone	46,474,606	43,376,369		3,098,237		284
South Desert Regional Service Zone	14,788,561	11,364,564		3,423,997		99
Valley Regional Service Zone	39,870,356	35,906,999		3,963,357		191
Community Facilities District 2002-2	288,410	285,200		3,210		0
Hazardous Materials	9,874,789	7,989,369		1,885,420		43
Homeland Security Grant Program	3,026,507	2,977,558		48,949		0
Household Hazardous Waste	3,988,401	3,237,622		750,779		33
Office of Emergency Services	2,387,750	1,949,678		438,072		19
Total Special Revenue Funds	161,435,042	137,406,568		24,028,474		895
Total - All Funds	161,435,042	137,406,568	0	24,028,474	0	895

5-YEAR REQUIREMENTS TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Administration	93,144,475	31,665,500	16,668,941	21,288,273	23,257,957
Mountain Regional Service Zone	9,965,600	11,901,910	12,691,500	16,725,456	17,477,705
North Desert Regional Service Zone	13,701,437	40,431,252	39,840,251	43,319,157	46,474,606
South Desert Regional Service Zone	9,201,308	11,098,009	11,281,433	12,357,680	14,788,561
Valley Regional Service Zone	10,966,952	30,274,986	32,162,486	35,141,841	39,870,356
Community Facilities District 2002-2	327,814	285,343	290,656	288,693	288,410
Hazardous Materials	0	13,286,042	11,286,098	10,049,780	9,874,789
Homeland Security Grant Program	4,295,839	3,869,371	7,380,327	6,825,508	3,026,507
Household Hazardous Waste	0	2,958,939	3,326,592	4,013,060	3,988,401
Office of Emergency Services	0	1,550,805	2,490,341	2,822,962	2,387,750
Total	**141,603,425**	**147,322,157**	**137,418,625**	**152,832,410**	**161,435,042**

5-YEAR SOURCES TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Administration	79,131,751	22,186,571	12,668,567	14,455,201	15,765,408
Mountain Regional Service Zone	8,862,536	9,414,339	9,911,632	14,761,648	14,553,801
North Desert Regional Service Zone	12,506,842	39,744,770	39,709,196	41,267,472	43,376,369
South Desert Regional Service Zone	7,576,394	10,739,733	10,662,053	11,224,014	11,364,564
Valley Regional Service Zone	9,319,351	29,965,689	31,796,320	33,252,873	35,906,999
Community Facilities District 2002-2	274,073	285,343	285,500	285,605	285,200
Hazardous Materials	0	13,286,042	9,537,660	8,175,587	7,989,369
Homeland Security Grant Program	4,294,230	3,743,510	7,305,957	6,614,229	2,977,558
Household Hazardous Waste	0	2,958,939	3,169,388	3,396,922	3,237,622
Office of Emergency Services	0	1,550,805	1,797,705	2,295,844	1,949,678
Total	**121,965,177**	**133,875,741**	**126,843,978**	**135,729,395**	**137,406,568**

5-YEAR FUND BALANCE TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Administration	14,012,724	9,478,929	4,000,374	6,833,072	7,492,549
Mountain Regional Service Zone	1,103,064	2,487,571	2,779,868	1,963,808	2,923,904
North Desert Regional Service Zone	1,194,595	686,482	131,055	2,051,685	3,098,237
South Desert Regional Service Zone	1,624,914	358,276	619,380	1,133,666	3,423,997
Valley Regional Service Zone	1,647,601	309,297	366,166	1,888,968	3,963,357
Community Facilities District 2002-2	53,741	0	5,156	3,088	3,210
Hazardous Materials	0	0	1,748,438	1,874,193	1,885,420
Homeland Security Grant Program	1,609	125,861	74,370	211,279	48,949
Household Hazardous Waste	0	0	157,204	616,138	750,779
Office of Emergency Services	0	0	692,636	527,118	438,072
Total	**19,638,248**	**13,446,416**	**10,574,647**	**17,103,015**	**24,028,474**

Note: Beginning in 2011-12, County Fire has a new financial structure.

Fire Administration

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$32,655,903
Sources/Reimbursements	$25,163,354
Fund Balance	$7,492,549
Use of Fund Balance	$0
Total Staff	130

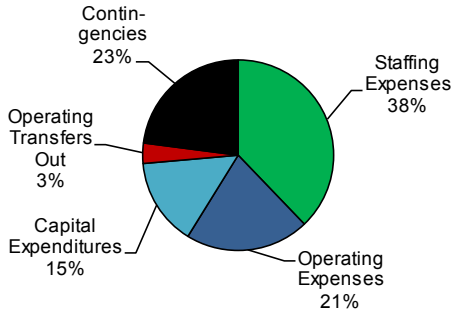
*Includes Contingencies

The San Bernardino County Fire Protection District (County Fire) covers 18,353 square miles, operates 63 fire stations and 11 facilities within four Regional Service Zones (Mountain, North Desert, South Desert and Valley), and serves 64 unincorporated communities, the City of Grand Terrace and the Town of Yucca Valley. Additionally, County Fire provides fire protection services, via contracts, to four cities (Adelanto, Needles, Victorville and Hesperia) and two independent fire protection districts (Crest Forest and Fontana). County Fire's executive management is provided by the Fire Chief, Deputy Chief, Assistant Fire Chief, Fire Marshal, as well as Division Chiefs and Program Managers.

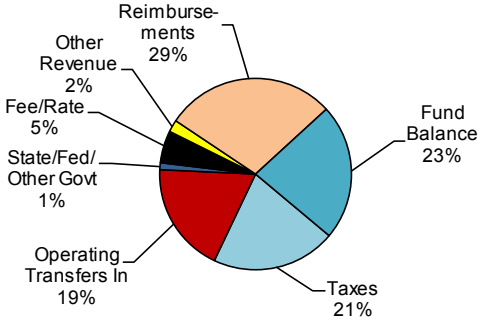
County Fire is an all-risk fire department providing emergency mitigation and management for fire suppression, emergency medical services (paramedic and non-paramedic), ambulance services, hazardous materials (HAZMAT) response, arson investigation, technical rescue including water borne, flooding and mudslide, winter rescue operations, and terrorism and weapons of mass destruction. As part of disaster preparation, response, and mitigation, the Department's Office of Emergency Services specifically provides support and assistance to the 24 cities and towns, as well as all the unincorporated portions of the County. The field functions are supported by a Countywide management system that includes organizational business practices, human resources, financial and accounting services, vehicles services and support, and equipment warehousing and distribution. County Fire also provides for the management of community safety services such as fire prevention, building construction plans and permits, household hazardous waste, Local Oversight Program for hazardous materials, HAZMAT facility inspections, planning and engineering, and public education and outreach.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

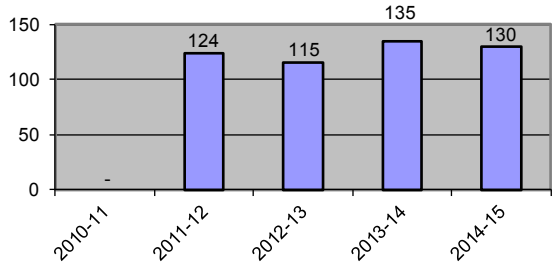


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	110	110	111	100
Limited Term	5	24	24	30
Total	115	134	135	130
Staffing Expenses	$15,445,168	$15,176,090	$15,192,179	$12,361,722

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: San Bernardino County Fire Protection District

BUDGET UNIT: FPD
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	15,309,600	15,196,124	14,872,004	15,192,179	12,361,722	**(2,830,457)**
Operating Expenses	0	4,959,975	6,217,363	7,465,290	7,821,055	6,842,250	**(978,805)**
Capital Expenditures	0	614,007	2,746,610	3,899,289	4,216,386	4,834,000	**617,614**
Contingencies	0	0	0	0	7,606,947	7,492,549	**(114,398)**
Total Exp Authority	0	20,883,582	24,160,097	26,236,583	34,836,567	31,530,521	**(3,306,046)**
Reimbursements	0	(13,725,596)	(14,752,120)	(13,405,762)	(14,606,843)	(9,397,946)	**5,208,897**
Total Appropriation	0	7,157,986	9,407,977	12,830,821	20,229,724	22,132,575	**1,902,851**
Operating Transfers Out	0	19,627,641	898,154	162,814	1,058,549	1,125,382	**66,833**
Total Requirements	0	26,785,626	10,306,131	12,993,635	21,288,273	23,257,957	**1,969,684**
Sources							
Taxes	0	6,388,303	6,385,455	7,018,044	6,529,336	6,844,234	**314,898**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	507,030	815,631	780,033	710,019	378,519	**(331,500)**
Fee/Rate	0	1,003,637	1,194,259	1,294,570	1,721,640	1,780,391	**58,751**
Other Revenue	0	12,345,854	616,551	931,612	476,666	665,916	**189,250**
Total Revenue	0	20,244,824	9,011,896	10,024,259	9,437,661	9,669,060	**231,399**
Operating Transfers In	0	13,330,430	4,191,380	3,662,848	5,017,540	6,096,348	**1,078,808**
Total Sources	0	33,575,254	13,203,276	13,687,107	14,455,201	15,765,408	**1,310,207**
				Fund Balance	6,833,072	7,492,549	**659,477**
				Budgeted Staffing	135	130	**(5)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $23.3 million, which include staffing expenses of $12.4 million and operating expenses of $6.8 million, are necessary to provide an adequate level of administrative, finance, and support services for County Fire. Capital expenditures of $4.8 million reflect County Fire's vehicle, apparatus and other equipment replacement plan. Reimbursements of $9.4 million primarily represent transfers from County Fire's regional service zones, HAZMAT, Household Hazardous Waste, and the Office of Emergency Services to fund administrative and support services functions. Contingencies of $7.5 million are available to fund future operations, including capital improvement projects and a full-scale firefighter training academy. Operating transfers out of $1.1 million primarily include the distribution of funds to the North Desert Regional Service Zone for operational support.

Sources for this budget unit consist principally of property taxes ($6.8 million); revenue generated from various fees and contract services ($1.8 million); and other revenue ($665,916) primarily from the Land Use Services

Department for use of County Fire's Hand Crews. Also included is $6.1 million of operating transfers in, which represents $2.9 million from the County general fund to help fund the 2014-15 vehicle replacement program and emergency fuel provision, as well as $3.2 million from County Fire's capital replacement set-asides to enhance funding for the cost of vehicle purchases and capital improvement projects.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements reflect a net increase of $2.0 million primarily because reimbursements and staffing expenses are decreasing by $5.2 million and $2.8 million, respectively. The decrease in reimbursements is primarily due to County Fire's 16 Battalion Chiefs being transferred to their operational regional service zones. The decrease in staffing expenses is primarily the net result of a savings from the transfer of the Battalion Chiefs, partially offset by a cost increase from the addition of the 14 new positions as described below.

Sources are increasing by $1.3 million primarily because of additional operating transfers of $1.1 million from capital replacement set-asides for vehicle purchases and capital improvement projects.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $12.4 million fund 130 budgeted positions of which 100 are regular positions and 30 are limited term positions. The net decrease in staffing of 5 positions reflects the following:

- Addition of 9 Fire Suppression Aide positions due to establishment of Special Operations under the Training and Education Division. These additions, which are primarily for more support to the Land Use fuel clearing program, will increase the Fire Hand Crew to a total of 27 positions.
- Addition of 3 positions (2 Engineers and 1 Captain) to provide full time supervision to the Inmate Fire Crew Program that will be in full force with 5 crews (for a total of 75 inmate participants) by the end of 2015.
- Addition of 1 Nurse Educator to support training of the new career ambulance operator classifications, Advance Life Support First Responder, and other medical related services.
- Transfer in of 1 Collection Officer from Hazardous Materials to consolidate fiscal staff.
- Transfer out of 16 Battalion Chiefs to County Fire's regional service zones for better cost accountability.
- Deletion of 1 Office Assistant III due to an anticipated increase in operational efficiencies for fleet services.
- Net decrease of 2 extra-help positions due to workload considerations.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	3	0	3	3	0	0	3
Administrative Support/PIO	3	1	4	4	0	0	4
Human Resources	5	1	6	6	0	0	6
Budget and Fiscal Services	22	1	23	18	4	1	23
Support Services and Warehouse	12	0	12	12	0	0	12
Office of the Fire Marshal: Fire Prevention	17	0	17	15	2	0	17
Fleet Services	25	0	25	24	1	0	25
Special Ops: Training and Safety	13	27	40	12	15	13	40
Total	100	30	130	94	22	14	130

Administration

	Classification
1	Fire Chief
1	Deputy Fire Chief
1	Assistant Fire Chief
3	Total

Administrative Support/PIO

	Classification
1	Executive Assistant
1	Public Service Employee
1	Office Specialist
1	Public Information Officer
4	Total

Budget and Fiscal Services

	Classification
1	Budget and Fiscal Manager
1	Principal Budget Officer
1	Staff Analyst II
2	Administrative Supervisor I
2	Budget Analyst II
1	Public Service Employee
1	Senior Collections Officer
1	Supervising Fiscal Specialist
5	Fiscal Assistants
1	Accounts Representative
6	Collection Officer
1	Office Assistant II
23	Total

Fleet Services

	Classification
19	Fire Agency Mechanics
2	Lead Mechanics
1	Vehicle Services Supervisor
1	Equipment Parts Chaser
2	Vehicle Parts Specialist
25	Total

Human Resources

	Classification
1	Personnel Services Supervisor
1	Human Resources Assistant
3	Payroll Specialist
1	Public Service Employee
6	Total

Support Services and Warehouse

	Classification
1	Support Services Manager
2	SCBA Technician
1	Maintenance Specialist
1	Fire Equipment Specialist
1	Fire Equipment Technician I
4	Fire Equipment Technician II
1	Fiscal Assistant
1	Warehouse Supervisor
12	Total

Office of the Fire Marshal Fire Prevention

	Classification
1	Deputy Fire Marshal – Community Safety
1	Fire Prevention Officer/Arson
3	Fire Prevention Officer
4	Fire Prevention Specialist
2	Fire Prevention Supervisor/Arson
2	Front Counter Technician
1	Office Assistant II
2	Office Assistant III
1	Administrative Secretary II
17	Total

Special Ops: Training and Safety

	Classification
1	Division Chief
3	Captain
4	Engineer
1	EMS Training Officer
2	EMS Nurse Educator
1	EMS Training Supervisor
1	Office Assistant II
1	Contract Course Instructor
1	PSE Battalion Chief
10	Fire Suppression Aide I
8	Fire Suppression Aide II
7	Fire Suppression Aide III
40	Total

Mountain Regional Service Zone

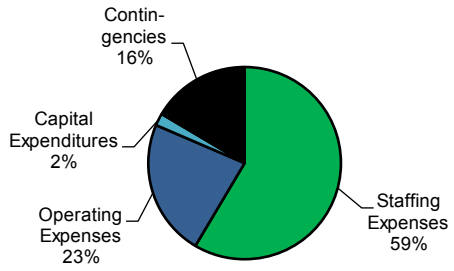
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$17,768,214
Sources/Reimbursements	$14,844,310
Fund Balance	$2,923,904
Use of Fund Balance	$0
Total Staff	96
*Includes Contingencies	

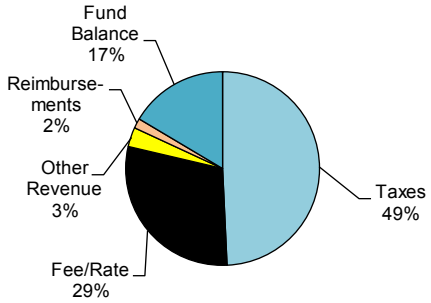
The Mountain Regional Service Zone was formed through a reorganization process effective July 1, 2008, per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection services to the areas of Angelus Oaks (Station #98), Fawnskin (Station #96), Forest Falls (Station #99), Green Valley Lake (Station #95), and Lake Arrowhead (Stations #91, #92, #93 and #94). Ambulance transport services are provided to the Lake Arrowhead community out of Stations #91, #92 and #94. Fire protection services are also provided to the Crest Forest Fire Protection District through a service contract (Stations #25 and #26). Additionally, within this regional service zone there is one voter approved special tax (Paramedic Service Zone PM-1) that provides funding for services to the community of Lake Arrowhead.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

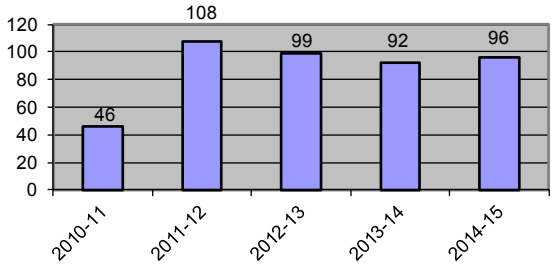


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	42	55	61	61
Limited Term	57	34	31	35
Total	99	89	92	96
Staffing Expenses	$6,949,934	$9,732,045	$9,781,797	$10,392,914

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Mountain Regional Service Zone

BUDGET UNIT: FMZ
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	6,770,388	6,475,960	6,820,843	9,648,611	9,781,797	10,392,914	**611,117**
Operating Expenses	2,619,169	2,545,021	2,605,201	3,781,209	3,988,306	4,073,596	**85,290**
Capital Expenditures	366,963	64,403	0	407,823	484,131	367,800	**(116,331)**
Contingencies	0	0	0	0	1,942,396	2,923,904	**981,508**
Total Exp Authority	9,756,520	9,085,384	9,426,044	13,837,643	16,196,630	17,758,214	**1,561,584**
Reimbursements	(244,547)	0	0	(72,685)	(72,685)	(290,509)	**(217,824)**
Total Appropriation	9,511,973	9,085,384	9,426,044	13,764,958	16,123,945	17,467,705	**1,343,760**
Operating Transfers Out	60,500	(2,799)	90,557	201,511	601,511	10,000	**(591,511)**
Total Requirements	9,572,473	9,082,585	9,516,601	13,966,469	16,725,456	17,477,705	**752,249**
Sources							
Taxes	8,276,804	8,103,047	8,218,638	8,539,167	8,448,785	8,753,466	**304,681**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	199,973	255,397	162,559	232,962	111,007	0	**(111,007)**
Fee/Rate	(97,540)	715,845	949,171	5,394,277	4,749,391	5,224,344	**474,953**
Other Revenue	5,333	154,227	196,706	161,232	127,408	16,000	**(111,408)**
Total Revenue	8,384,570	9,228,516	9,527,074	14,327,638	13,436,591	13,993,810	**557,219**
Operating Transfers In	827,291	325,810	770,238	621,518	1,325,057	559,991	**(765,066)**
Total Sources	9,211,861	9,554,326	10,297,312	14,949,156	14,761,648	14,553,801	**(207,847)**
				Fund Balance	1,963,808	2,923,904	**960,096**
				Budgeted Staffing	92	96	**4**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $17.5 million include staffing expenses of $10.4 million for 96 budgeted positions needed to provide fire protection, paramedic, and administrative services to this regional service zone, as well as operating expenses of $4.1 million to support the operations of 10 fire stations including costs related to the facilities, equipment, and various services. The most significant sources of revenue for this budget unit are property taxes ($8.8 million), fee/rate revenue from a fire protection contract, ambulance services, and special assessments ($5.2 million), and operating transfers in ($559,991) consisting of $45,281 from the County general fund to support operations and $514,710 from capital replacement set-asides for a variety of capital projects.

Within the Mountain Regional Service Zone, there is **Service Zone PM-1 Lake Arrowhead** that is funded by a voter approved special tax authorized by the Board of Supervisors in September 1986 (originally under CSA 70 Zone PM-1). This special tax provides supplemental funding to support paramedic services to the community of Lake Arrowhead. The voter approved special tax was increased by the voters in June 1991, from $10 to not to exceed $17 per parcel. For 2014-15, the amount of the special tax is set at $17 per parcel with a total parcel count of 15,688. Services are provided through Fire Stations #91, #92 and #94. This Paramedic Service Zone is separately budgeted at the organization level within the regional service zone and audited annually.

The Mountain Regional Service Zone also includes a contract with Crest Forest Fire Protection District for services provided by County Fire.

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Contract Entity				
Crest Forest Fire Protection District	4,229,040	4,229,040	0	23

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $752,249, which includes additional staffing expenses of $611,117 primarily due to the addition of 3 Battalion Chief positions transferred from County Fire Administration; additional operating expenses of $85,290 due to increases to the Crest Forest Fire contract; decreased operating transfers out of $591,511 as a result of not having to budget for the cardiac monitor transfer (new units for 2014-15 will be purchased from capital replacement set-asides) and fewer capital projects being managed by the County Architecture and Engineering Department. Contingencies are increasing by $981,508 for future year costs.

Sources are decreasing by a net amount of $207,847. Major changes in sources include increases in taxes ($304,681), and fee/rate revenue ($474,953) primarily due to the service contract with Crest Forest Fire Protection District. However, these increases are essentially offset by a $765,066 reduction in operating transfers in due to a decrease in the County general fund subsidy for 2014-15.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $10.4 million fund 96 budgeted positions of which 61 are regular positions and 35 are limited term. The Mountain Regional Service Zone has a net increase of 4 positions as follows:

- Addition of 4 Paid Call positions (1 Captain, 1 Lieutenant, 1 Engineer and 1 Firefighter) to the Crest Forest Fire Protection contract to bring the fire district up to its full fire-fighting capability.
- Transfer in of 3 Battalion Chiefs from County Fire Administration to properly account for the cost of these positions.
- Transfer out of 3 Firefighters to the North Desert Regional Service Zone because the aligning of certain positions to the new classification of ambulance operator resulted in fewer staff being available for firefighting responsibilities in the North Desert Regional Service Zone.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Mountain Regional Service Zone	61	35	96	79	10	7	96
Total	61	35	96	79	10	7	96

Mountain Regional Service Zone

	Classification
1	Office Assistant II
1	Staff Analyst
3	Ambulance Operator-EMT
3	Ambulance Operator-PM
9	Limited Term Firefighter
15	Firefighter
15	Engineer
18	Captain
3	Co Fire Dept Battalion Chief
1	Co Fire Dept Division Chief
11	PCF Firefighter
2	PCF Engineer
1	PCF Lieutenant
2	PCF Captain
10	PCF Firefighter Trainee
1	Admin Secretary I
96	Total

North Desert Regional Service Zone

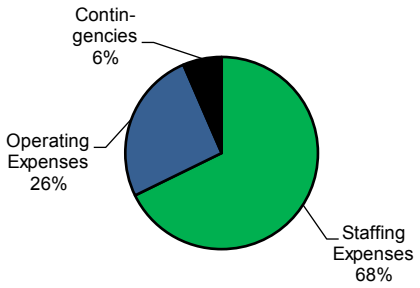
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$47,862,531
Sources/Reimbursements	$44,764,294
Fund Balance	$3,098,237
Use of Fund Balance	$0
Total Staff	284
*Includes Contingencies	

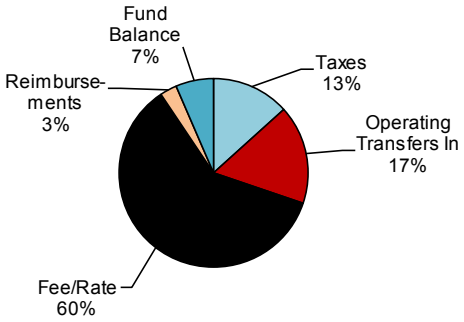
The North Desert Regional Service Zone was formed through a reorganization process effective July 1, 2008, per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection and paramedic services to the areas of Spring Valley Lake (Station #22), Summit Valley (Station #48), Lucerne Valley (Station #8), Lucerne Valley – East (Station #7), Silver Lakes (Station #4), Phelan (Station #10), Wrightwood (Station #14), Pinon Hills (Station #13), El Mirage (Station #11), Baldy Mesa (Station #16), Mt. View Acres (Station #37), Harvard (Station #52), Baker (Station #53), Hinkley (Station #56) and Searles Valley (Station #57). Fire protection services are also provided to the cities of Adelanto (Station #322) and Victorville (Stations #311, #312, #313, #314, #315 and #319) and the Hesperia Fire Protection District (Stations #301, #302, #304 and #305) through service contracts, as well as ambulance transport services in Lucerne Valley, Searles Valley and Wrightwood. Additionally, within the North Desert Regional Service Zone are four voter approved special tax fire protection zones that provide services to the communities of Red Mountain, Windy Acres, El Mirage, and Helendale/Silver Lakes.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

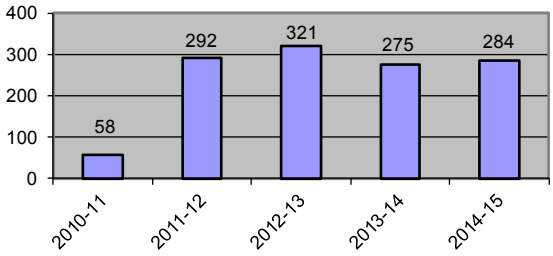


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	162	159	159	186
Limited Term	159	119	116	98
Total	321	278	275	284
Staffing Expenses	$27,721,473	$28,990,185	$29,560,095	$32,320,884

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: North Desert Regional Service Zone

BUDGET UNIT: FNZ
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	10,167,935	27,503,873	27,295,725	29,559,293	29,560,095	32,320,884	**2,760,789**
Operating Expenses	4,130,703	10,952,394	11,260,771	11,397,506	12,074,930	12,286,951	**212,021**
Capital Expenditures	337,215	1,139,713	38,924	47,502	128,175	136,459	**8,284**
Contingencies	0	0	0	0	2,051,685	3,098,237	**1,046,552**
Total Exp Authority	14,635,853	39,595,980	38,595,420	41,004,301	43,814,885	47,842,531	**4,027,646**
Reimbursements	(969,013)	(140,114)	(217,191)	(641,969)	(641,969)	(1,387,925)	**(745,956)**
Total Appropriation	13,666,839	39,455,866	38,378,229	40,362,332	43,172,916	46,454,606	**3,281,690**
Operating Transfers Out	0	0	143,680	146,241	146,241	20,000	**(126,241)**
Total Requirements	13,666,839	39,455,866	38,521,909	40,508,573	43,319,157	46,474,606	**3,155,449**
Sources							
Taxes	6,245,463	6,071,762	5,940,284	6,195,657	6,110,938	6,357,824	**246,886**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	171,989	256,100	206,451	314,471	182,291	0	**(182,291)**
Fee/Rate	19,786	26,575,916	27,756,469	28,823,764	28,397,685	28,867,956	**470,271**
Other Revenue	157,163	(307,880)	212,442	160,822	(11,367)	55,500	**66,867**
Total Revenue	6,594,400	32,595,898	34,115,646	35,494,714	34,679,547	35,281,280	**601,733**
Operating Transfers In	5,816,316	6,571,386	6,317,816	6,125,129	6,587,925	8,095,089	**1,507,164**
Total Sources	12,410,716	39,167,284	40,433,462	41,619,843	41,267,472	43,376,369	**2,108,897**
				Fund Balance	2,051,685	3,098,237	**1,046,552**
				Budgeted Staffing	275	284	**9**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $46.5 million include staffing expenses of $32.3 million for 284 budgeted positions needed to provide fire protection, paramedic, ambulance transport, and administrative services to this regional service zone, as well as operating expenses of $12.3 million to support the operations of 26 fire stations including costs related to the facilities, equipment, and various services. The most significant sources of revenue for this service zone are property taxes ($6.4 million), fee/rate revenue from fire protection contracts, ambulance services and special assessment taxes ($28.9 million), and operating transfers in of $8.1 million, which includes County general fund support of $6.8 million for suppression operations.

Within the North Desert Regional Service Zone, there are four Fire Protection Service Zones (Service Zones): FP-1 Red Mountain, FP-2 Windy Acres, FP-3 El Mirage, and FP-5 Helendale/Silver Lakes that are funded by voter approved special taxes. Each service zone is separately budgeted at the organization level within the regional service zone and audited annually. The following provides more detail of each service zone:

Service Zone FP-1 Red Mountain special tax was originally approved by the Board of Supervisors in December 1964 (originally under CSA 30 Zone FP-1). Service Zone FP-1 provides fire protection services to the community of Red Mountain and is funded by a voter approved special tax not to exceed $332 per parcel, which was approved in March 1985. For 2014-15, the amount of the special tax is set at $171 per parcel with a total parcel count of 72. County Fire provides fire protection services to Service Zone FP-1 through a contract with the Kern County Fire Department.

Service Zone FP-2 Windy Acres special tax was originally approved in January 1985 by the Board of Supervisors (originally under CSA 70 Zone FP-2). Service Zone FP-2 provides fire protection services to the community of Windy Acres and is funded by a voter approved special tax not to exceed $407 per parcel, which was approved in June 1991. For 2014-15, the amount of the special tax is set at $80 per parcel with a total parcel count of 117. County Fire provides fire protection services to Service Zone FP-2 through a contract with the Kern County Fire Department.

Service Zone FP-3 El Mirage special tax was originally approved by the Board of Supervisors in March 1987 (originally under CSA 38 N Zone FP-3). Service Zone FP-3 provides fire protection services to the community

of El Mirage and is funded by a voter approved special tax (approved in March 1987) for $9.00 per parcel with no annual inflationary adjustment. This $9.00 special tax is applicable to a total of 3,562 parcels for 2014-15. Services are provided through Fire Stations #11 and #322.

Service Zone FP-5 Helendale/Silver Lakes special tax was originally approved by the Board of Supervisors in April 2006 (originally under CSA 70 Zone FP-5). Service Zone FP-5 provides for fire protection and paramedic staffing services to the community of Helendale/Silver Lakes and is funded by a voter approved special tax in (approved in June 2006) for $117 per parcel and includes an annual cost of living increase of up to 3%. For 2014-15, the amount of the special tax is set at $139.72 per parcel with a total parcel count of 7,661. Services are provided through Fire Station #4.

Within the North Desert Regional Service Zone, County Fire also provides contract services to the cities of Adelanto, Victorville and the Hesperia Fire Protection District.

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Contract Entity				
City of Adelanto	2,397,941	2,397,941	0	11
City of Victorville	13,810,188	13,810,188	0	69
Hesperia Fire Protection District	10,554,377	10,554,377	0	63
Total Contracts	26,762,506	26,762,506	0	143

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $3.2 million primarily due to additional staffing expenses of $2.8 million from the transfer in of 6 Battalion Chief positions from County Fire Administration as well as retirement/benefit increases. Increased reimbursements of $745,956 are from the Adelanto, Hesperia and Victorville contracts for cost sharing of the Battalion Chief positions. Contingencies increased by $1.0 million and are available for future year operations.

Sources are increasing by $2.1 million. Major changes in sources include additional fee/rate revenue of $470,271 primarily due to increased fire protection contract revenue resulting from retirement and benefit increases. Operating transfers in are increasing by $1.5 million primarily because of $1.0 million of financial support budgeted from County Fire Administration for 2014-15.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $32.3 million fund 284 budgeted positions of which 186 are regular positions and 98 are limited term. Staffing increased by a net 9 positions as a result of the following:

- Transfer in of 6 Battalion Chiefs from County Fire Administration to better account for the cost of these positions.
- Addition of 3 Engineers to help maintain the fire-fighting capability of this regional service zone.
- The aligning of certain positions to the new classification of ambulance operator prompted these changes that have no overall effect on budgeted staffing:
    - Transfer in of 3 Firefighters from the Mountain Regional Service Zone.
    - Addition of 18 Ambulance Operators.
    - Deletion of 12 Limited Term Firefighters.
    - Deletion of 9 Paid Call Firefighters.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
North Desert Regional Service Zone (North Desert and High Desert Divisions)	179	96	275	211	34	30	275
Office of the Fire Marshal (OFM)	6	2	8	8	0	0	8
OFM-Hazardous Materials	1	0	1	1	0	0	1
Total	186	98	284	220	34	30	284

North Desert Regional Service Zone

	Classification
2	Office Assistant II
2	Collection Officer
2	Staff Analyst
51	Firefighter
45	Limited Term Firefighter
23	PCF Firefighter
27	PCF Firefighter Trainee
45	Engineer
51	Captain
1	PSE
2	Division Chief
6	Battalion Chief
9	Ambulance Operator-EMT
9	Ambulance Operator-Paramedic
275	Total

Office of the Fire Marshal (OFM)

	Classification
1	Office Assistant III
3	Fire Prevention Officer
1	Fire Prevention Specialist
1	Fire Prevention Supervisor
2	PSE Environmental Tech
8	Total

OFM - Hazardous Materials

	Classification
1	Environmental Specialist IV
1	Total

South Desert Regional Service Zone

DESCRIPTION OF MAJOR SERVICES

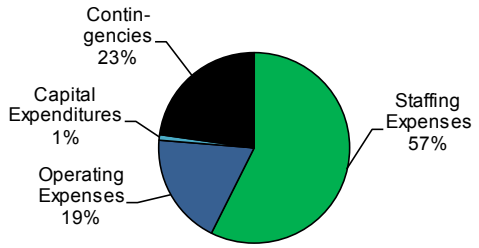
Budget at a Glance	
Requirements Less Reimbursements*	$15,052,903
Sources/Reimbursements	$11,628,906
Fund Balance	$3,423,997
Use of Fund Balance	$0
Total Staff	99

*Includes Contingencies

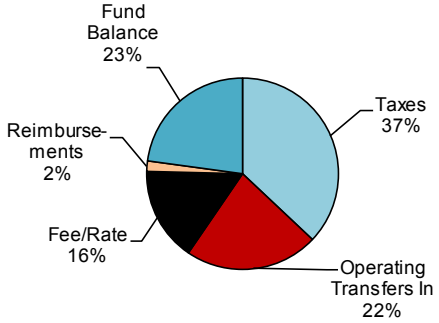
The South Desert Regional Service Zone was formed through a reorganization process effective July 1, 2008, per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection services and paramedic services, as applicable, to the areas of Big River (Station #17), Black Meadow Landing (Station #55), Havasu Landing (Station #18), Johnson Valley (Station #43), Joshua Tree (Station #36), Landers (Station #19), Panorama Heights (Station #35), Parker Strip (Station #21), Park Moabi (Station #34), Pioneertown (Station #38), Wonder Valley (Station #45), Yucca Mesa (Station #42), and Yucca Valley (Station #41). Fire protection services are also provided to the City of Needles (Station #31) through a service contract, as well as ambulance transport service to Havasu Lake and paramedic service/ambulance transport to Yucca Valley. Additionally, within the South Desert Regional Service Zone are two voter approved special tax fire protection zones that provide additional funding for services to the communities of Wonder Valley and Havasu Lake.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

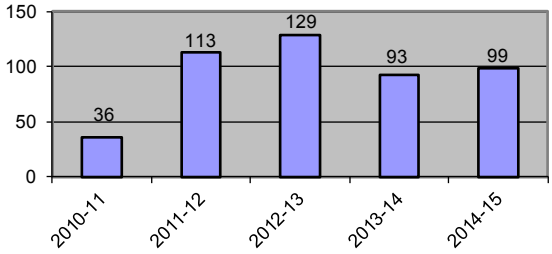


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	35	36	36	54
Limited Term	94	57	57	45
Total	129	93	93	99
Staffing Expenses	$7,097,579	$7,414,006	$7,469,031	$8,633,175

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: South Desert Regional Service Zone

BUDGET UNIT: FSZ
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	6,352,418	6,990,417	7,091,597	7,023,786	7,469,031	8,633,175	**1,164,144**
Operating Expenses	2,994,367	3,142,117	3,443,746	3,197,153	3,449,671	2,842,462	**(607,209)**
Capital Expenditures	206,753	254,782	96,116	174,363	207,236	143,269	**(63,967)**
Contingencies	0	0	0	0	1,133,666	3,423,997	**2,290,331**
Total Exp Authority	9,553,539	10,387,316	10,631,459	10,395,302	12,259,604	15,042,903	**2,783,299**
Reimbursements	(312,837)	(63,393)	(8,333)	(63,995)	(63,995)	(264,342)	**(200,347)**
Total Appropriation	9,240,702	10,323,923	10,623,126	10,331,307	12,195,609	14,778,561	**2,582,952**
Operating Transfers Out	0	739	101,877	162,071	162,071	10,000	**(152,071)**
Total Requirements	9,240,702	10,324,662	10,725,003	10,493,378	12,357,680	14,788,561	**2,430,881**
Sources							
Taxes	5,253,453	5,205,498	5,166,887	5,685,317	5,322,514	5,550,363	**227,849**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	216,203	131,992	220,097	213,243	142,073	0	**(142,073)**
Fee/Rate	(54,143)	1,630,149	2,172,834	3,099,605	1,805,160	2,375,324	**570,164**
Other Revenue	96,675	140,655	127,450	96,262	64,849	64,264	**(585)**
Total Revenue	5,512,188	7,108,294	7,687,268	9,094,427	7,334,596	7,989,951	**655,355**
Operating Transfers In	2,129,211	3,641,843	3,695,411	3,746,648	3,889,418	3,374,613	**(514,805)**
Total Sources	7,641,399	10,750,137	11,382,679	12,841,075	11,224,014	11,364,564	**140,550**
				Fund Balance	1,133,666	3,423,997	**2,290,331**
				Budgeted Staffing	93	99	**6**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $14.8 million include staffing expenses of $8.6 million for 99 budgeted positions needed to provide fire protection, paramedic, ambulance transport, and administrative services to this regional service zone. Additionally, operating expenses of $2.8 million support the operations of 14 fire stations including costs related to the facilities, equipment, various services. The most significant sources of financing for this zone are property taxes of $5.6 million, fee/rate revenue from contracts and ambulance services of $2.4 million, and operating transfers in of $3.4 million, which includes County general fund support of $3.2 million.

Within the South Desert Regional Service Zone, there are two Fire Protection Service Zones (Service Zones): FP-4 Wonder Valley and FP-6 Havasu Lake that are funded by voter approved special taxes. Each service zone is separately budgeted at the organization level within the regional service zone and audited annually. The following is more information regarding these two Service Zones:

Service Zone FP-4 Wonder Valley special tax was originally approved by the Board of Supervisors in August 1972 (originally under CSA 70 M Zone FP-4). Service Zone FP-4 provides fire protection services to the community of Wonder Valley and is funded by a voter approved special tax of $30 per parcel (approved in June 2005) with an annual 1.5% inflationary increase. For 2014-15, the amount of the special tax is set at $33.30 per parcel with a total parcel count of 4,634. Services are provided through Fire Station #45.

Service Zone FP-6 Havasu Lake special tax was originally approved by the Board of Directors of the San Bernardino County Fire Protection District in February 2009. This was the first new service zone created after the County Fire reorganization. Service Zone FP-6 provides fire protection services to the community of Havasu Lake and is funded by a voter approved special tax of $113 per parcel (approved in May 2009) with an annual 3% cost of living increase. For 2014-15, the amount of the special tax is set at $124.02 per parcel with a total parcel count of 1,345. Services are provided through Fire Station #18.

Within the South Desert Regional Service Zone, County Fire also provides contract services to the City of Needles.

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Contract Entity				
City of Needles	620,065	620,065	0	10

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $2.4 million which includes an increase in staffing expenses of $1.2 million principally because of the addition of 3 Battalion Chief positions transferred from County Fire Administration. Operating expenses are decreasing by $607,209 primarily the result of reduced transfers to Administration for the cost of the Battalion Chief positions transferred into this budget unit. Contingencies are increasing by $2.3 million and are available to fund future year projects.

Sources are increasing by $140,550, which includes additional Fee/Rate revenue of $570,164 primarily due to the annual increase in the Needles contract and additional Ambulance and Special Assessment Revenue. These increases are largely offset by a $514,805 reduction in operating transfers in due to a decrease in County general fund support for suppression operations.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $8.6 million fund 99 budgeted positions of which 54 are regular positions and 45 are limited term. Staffing increased by a net 6 positions as follows:

- Transfer in of 3 Battalion Chiefs from County Fire Administration to better account for the cost of these positions.
- Addition of 1 Lieutenant Paid Call Firefighter (PCF) to help maintain the fire-fighting capability of this regional service zone.
- The aligning of certain positions to the new classification of ambulance operator prompted these changes that have the overall effect of increasing budgeted staffing by 2 positions:
    - Addition of 18 Ambulance Operators.
    - Deletion of 3 Firefighters.
    - Deletion of 9 Limited Term Firefighters.
    - Deletion of 4 Paid Call Firefighters.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
South Desert Regional Service Zone	54	45	99	71	6	22	99
Total	54	45	99	71	6	22	99

South Desert Regional Service Zone

	Classification
1	Office Assistant II
1	Staff Analyst
9	Firefighter
15	Limited Term Firefighter
11	PCF Firefighter
15	PCF Firefighter Trainee
9	Engineer
12	Captain
2	PCF Captain
1	PCF Lieutenant
1	Division Chief
1	PCF Engineer
3	Battalion Chief
9	AO-EMT
9	AO-PM
99	Total

Valley Regional Service Zone

DESCRIPTION OF MAJOR SERVICES

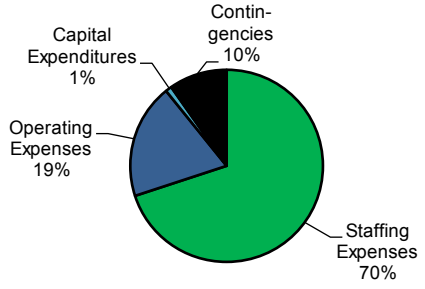
Budget at a Glance	
Requirements Less Reimbursements*	$40,695,343
Sources/Reimbursements	$36,731,986
Fund Balance	$3,963,357
Use of Fund Balance	$0
Total Staff	191

*Includes Contingencies

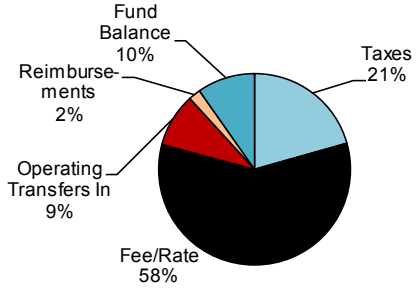
The Valley Regional Service Zone was formed through a reorganization process effective July 1, 2008, per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection and paramedic services to the unincorporated areas of Colton, Devore (Station #2), San Antonio Heights (Station #12), Lytle Creek (Station #20), Mt Baldy (Station #200), Muscoy (Station #75), Bloomington (Station #76), Grand Terrace (Station #23), Mentone (Station #9), Oak Glen (Station #555), Little Mountain and Highland. Fire protection services are also provided to the Fontana Fire Protection District (Stations #71, #72, #73, #74, #77, #78 and #79) through a service contract. Additionally, within the Valley Regional Service Zone there are two voter approved special tax paramedic service zones which provide funding for services to the communities of Highland and Yucaipa.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

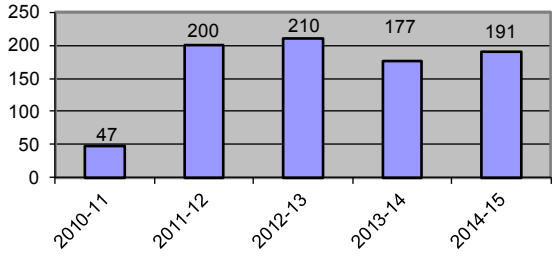


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	139	143	149	165
Limited Term	71	28	28	26
Total	210	171	177	191
Staffing Expenses	$22,599,591	$23,752,448	$24,639,951	$28,461,102

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Valley Regional Service Zone

BUDGET UNIT: FVZ
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	8,100,294	21,472,165	22,589,491	24,634,852	24,639,951	28,461,102	**3,821,151**
Operating Expenses	2,900,904	7,482,404	7,312,274	7,265,015	7,665,780	7,829,895	**164,115**
Capital Expenditures	328,431	929,252	1,147,663	318,157	360,022	430,989	**70,967**
Contingencies	0	0	0	0	1,888,968	3,963,357	**2,074,389**
Total Exp Authority	11,329,629	29,883,821	31,049,428	32,218,024	34,554,721	40,685,343	**6,130,622**
Reimbursements	(381,060)	0	(9,431)	(283,036)	(283,036)	(824,987)	**(541,951)**
Total Appropriation	10,948,569	29,883,821	31,039,997	31,934,988	34,271,685	39,860,356	**5,588,671**
Operating Transfers Out	7,000	4,759	177,234	870,156	870,156	10,000	**(860,156)**
Total Requirements	10,955,569	29,888,580	31,217,231	32,805,144	35,141,841	39,870,356	**4,728,515**
Sources							
Taxes	7,519,934	7,436,135	8,529,642	9,270,346	7,864,109	8,381,807	**517,698**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	191,404	124,760	229,176	343,966	244,304	0	**(244,304)**
Fee/Rate	(96,454)	19,744,689	20,141,452	20,946,649	20,938,855	23,840,753	**2,901,898**
Other Revenue	22,156	290,510	1,359,695	932,062	5,585	0	**(5,585)**
Total Revenue	7,637,039	27,596,094	30,259,965	31,493,023	29,052,853	32,222,560	**3,169,707**
Operating Transfers In	1,953,006	2,432,740	2,540,731	3,348,452	4,200,020	3,684,439	**(515,581)**
Total Sources	9,590,045	30,028,834	32,800,696	34,841,475	33,252,873	35,906,999	**2,654,126**
				Fund Balance	1,888,968	3,963,357	**2,074,389**
				Budgeted Staffing	177	191	**14**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $39.9 million include staffing expenses of $28.5 million for 191 budgeted positions needed to provide fire protection, paramedic, and administrative services to this regional service zone. Additionally, operating expenses of $7.8 million support the operations of 16 fire stations including costs related to the facilities, equipment, and various services. The most significant financing sources for this zone are property taxes of $8.4 million, fee/rate revenue from contracts and special assessments of $23.8 million, and operating transfers in of $3.7 million, which includes County general fund support of $3.4 million.

Within the Valley Regional Service Zone, there are two Paramedic Service Zones (Service Zones): PM-2 Highland and PM-3 Yucaipa, which are funded by voter approved special taxes. Each service zone is separately budgeted at the organization level within the regional service zone and audited annually. The following provides additional information for these two Service Zones:

Service Zone PM-2 Highland special tax was originally approved by the Board of Supervisors on July 1985 (originally under CSA 38 L Zone PM-2). Service Zone PM-2 provides paramedic services to the unincorporated area of Highland and the unincorporated area of City of San Bernardino (City) through a contract with the City. The services are funded by a voter approved special tax not to exceed $19 per residential unit and $38 per commercial unit, with no annual cost of living rate increase. These not to exceed amounts of $19 and $38 have been approved for 2014-15 and are applicable to 5,040 residential units and 237 commercial units.

Service Zone PM-3 Yucaipa special tax was approved by the Board of Supervisors on December 1986 (originally under CSA 38 M Zone PM-3), and the City of Yucaipa detached from the service zone in July 1999. Service Zone PM-3 provides paramedic services to the unincorporated community of Yucaipa through a contract with the City of Yucaipa and is funded by a voter approved special tax not to exceed $24 per residential parcel and $35 per commercial parcel (approved in December 1986), with no annual cost of living rate increase. These not to exceed amounts of $24 and $35 have been approved for 2014-15 and are applicable to 203 residential units and 63 commercial units.

Within the Valley Regional Service Zone, County Fire also provides contract fire suppression, emergency medical response, and emergency management services to the Fontana Fire Protection District.

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Contract Entity				
City of Fontana	23,596,152	23,596,152	0	109

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $4.7 million. Major requirement changes include additional staffing expenses of $3.8 million primarily due a net increase of 14 budgeted staffing, as described below, and increased retirement/benefit costs. Contingencies are increasing by $2.1 million and are available to fund future projects.

Sources are increasing by $2.7 million. Major changes in sources include an additional $2.9 million in fee/rate revenue primarily because of increased contract revenue from the Fontana Fire Protection District due to a total of 9 regular positions being added. Taxes are increasing by $517,698 due to more negotiated pass-thru revenue resulting from the dissolution of redevelopment agencies.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $28.5 million fund 191 budgeted positions of which 165 are regular positions and 26 are limited term. Staffing for 2014-15 is increased by 14 positions as follows:

- Addition of 9 positions (3 Captains, 3 Engineers and 3 Firefighters) due to expansion of the Fontana contract for Station #72.
- Transfer in of 4 Battalion Chiefs from County Fire Administration to better account for the cost of these positions.
- Addition of 1 Paid Call Firefighter (PCF) to assist with maintaining the fire-fighting capability of this service zone.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Valley Regional Service Zone	158	26	184	149	21	14	184
Office of the Fire Marshal	7	0	7	7	0	0	7
Total	165	26	191	156	21	14	191

Valley Regional Service Zone

	Classification
2	Office Assistant II
1	Staff Analyst
66	Firefighter
6	Limited Term Firefighter
11	PCF Firefighter
10	PCF Firefighter Trainee
39	Engineer
1	PCF Engineer
42	Captain
1	PCF Lieutenant
1	Division Chief
4	Battalion Chief
184	Total

Office of the Fire Marshal

	Classification
1	Office Assistant III
1	Front Counter Technician
1	Senior Plans Examiner
2	Fire Prevention Officer
1	Fire Prevention Specialist/Arson
1	Fire Prevention Supervisor/Arson
7	Total

Community Facilities District 2002-2

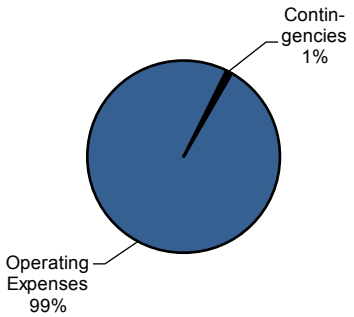
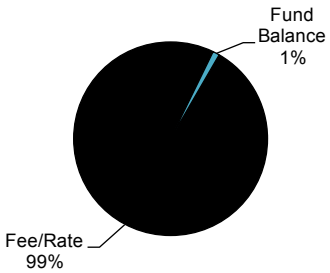
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$288,410
Sources/Reimbursements	$285,200
Fund Balance	$3,210
Use of Fund Balance	$300
Total Staff	0

*Includes Contingencies

The County of San Bernardino Board of Supervisors formed Community Facilities District (CFD) 2002-2 (Central Valley Fire Protection District-Fire Protection Services) on August 6, 2002 to ensure a financing mechanism to provide fire protection services within the boundaries of the area formerly known as Central Valley Fire Protection District, which is now part of the Fontana Fire Protection District as a result of the County Fire Reorganization LAFCO 3000 on July 1, 2008. The CFD authorizes a special tax levy each year in the approximate amount of $565 per developed acre on new non-residential development within CFD 2002-2.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Community Facilities District 2002-2

BUDGET UNIT: SFE
FUNCTION: Public Protection
ACTIVITY: Fire Proctection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	327,814	281,944	282,009	280,031	285,605	285,500	**(105)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	3,088	2,910	**(178)**
Total Exp Authority	327,814	281,944	282,009	280,031	288,693	288,410	**(283)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	327,814	281,944	282,009	280,031	288,693	288,410	**(283)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	327,814	281,944	282,009	280,031	288,693	288,410	**(283)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	273,128	286,368	279,748	279,748	285,500	285,000	**(500)**
Other Revenue	945	239	564	405	105	200	**95**
Total Revenue	274,073	286,607	280,312	280,153	285,605	285,200	**(405)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	274,073	286,607	280,312	280,153	285,605	285,200	**(405)**
				Fund Balance	3,088	3,210	**122**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $285,500 are budgeted to facilitate the transfer of net proceeds of the special tax levy, minus minor administrative costs, to the Fontana Fire Protection District. These expenses are offset by the special tax levy that is expected to generate revenue of $285,000 in 2014-15.

BUDGET CHANGES AND OPERATIONAL IMPACT

The CFD is administered by County Fire and all revenue received is passed through to the Fontana Fire Protection District. It is anticipated that this CFD will not have any new annexations or increased costs for 2014-15; therefore, changes to this budget are minimal.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Hazardous Materials

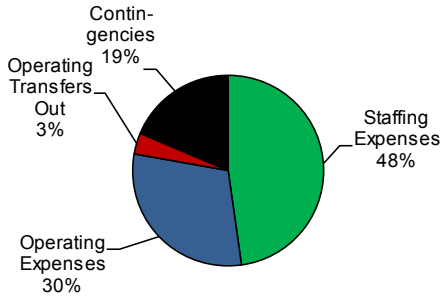
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$10,139,338
Sources/Reimbursements	$8,253,918
Fund Balance	$1,885,420
Use of Fund Balance	$0
Total Staff	43
*Includes Contingencies	

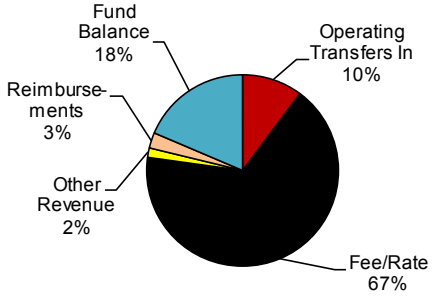
County Fire is an all-risk department that provides for the oversight and regulation of all commercial hazardous materials and wastes. The program administered by the Office of the Fire Marshal provides services in three major areas and these services are provided to all businesses in all cities within the County. The first program is the Certified Unified Program Agency (CUPA) that inspects about 4,000 businesses to ensure the proper management of hazardous materials and wastes in six areas of State regulatory concern. The second program involves the cleanup of contamination from leaking underground storage tanks. Monitoring of about one thousand underground storage facilities has led to the investigation of leaks at hundreds of facilities. Staff in this program is assigned to work with the owner of the facility to provide the best and fastest methods to remove the contamination and protect ground water. The third program provides emergency response to, and investigation of, all releases of hazardous materials. This 24/7 team responds to all types of releases from businesses, pipelines, tanker trucks and rail cars. The team is capable of mitigating the release as well as ensuring that any contamination resulting from the spill or release is remediated below any level of health risk concern. If there is any sign of misconduct, the program contacts the County Environmental Crimes Task Force that coordinates all investigatory activity with the District Attorney's office.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

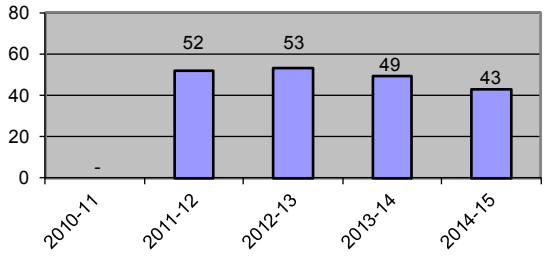


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	50	47	46	43
Limited Term	3	3	3	0
Total	53	50	49	43
Staffing Expenses	$5,931,025	$5,456,191	$5,456,191	$4,839,327

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Hazardous Materials

BUDGET UNIT: FHZ
FUNCTION: Public Protection
ACTIVITY: Hazardous Materials

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	4,717,076	5,113,125	4,651,340	5,456,191	4,839,327	**(616,864)**
Operating Expenses	0	2,056,891	2,079,224	1,768,806	1,939,656	3,042,799	**1,103,143**
Capital Expenditures	0	2,044	632,351	237,122	629,800	10,000	**(619,800)**
Contingencies	0	0	0	0	1,874,193	1,885,420	**11,227**
Total Exp Authority	0	6,776,011	7,824,700	6,657,268	9,899,840	9,777,546	**(122,294)**
Reimbursements	0	(24,055)	(33,425)	(203,695)	(211,852)	(264,549)	**(52,697)**
Total Appropriation	0	6,751,956	7,791,275	6,453,573	9,687,988	9,512,997	**(174,991)**
Operating Transfers Out	0	4,804,941	0	361,792	361,792	361,792	**0**
Total Requirements	0	11,556,897	7,791,275	6,815,365	10,049,780	9,874,789	**(174,991)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	1,461	156,671	96,783	52,671	0	**(52,671)**
Fee/Rate	0	7,366,685	7,330,367	6,344,508	7,168,496	6,793,770	**(374,726)**
Other Revenue	0	341,944	373,428	312,740	131,100	162,099	**30,999**
Total Revenue	0	7,710,090	7,860,466	6,754,031	7,352,267	6,955,869	**(396,398)**
Operating Transfers In	0	5,598,468	80,942	72,561	823,320	1,033,500	**210,180**
Total Sources	0	13,308,558	7,941,408	6,826,592	8,175,587	7,989,369	**(186,218)**
				Fund Balance	1,874,193	1,885,420	**11,227**
				Budgeted Staffing	49	43	**(6)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $9.9 million include staffing expenses of $4.8 million for 43 budgeted positions needed to provide support oversight and regulation of all commercial hazardous materials and wastes within the County. Additionally, operating expenses of $3.0 million support the operations of the Hazardous Materials program including costs related to facilities, vehicles, and various services. The most significant financing sources for this budget unit are fee/rate revenue of $6.8 million, which includes health fees, permit/inspection fees and emergency responses, and operating transfers in of $1.0 million primarily from capital replacement set-asides to fund the digital records imaging project and equipment purchases.

BUDGET CHANGES AND OPERATIONAL IMPACT

Significant changes in requirements include a $616,864 decrease in staffing expenses primarily because of a net reduction of 6 positions, a $1.1 million increase in operating expenses for the records imaging project, and a $619,800 decrease in capital expenditures due to reduced vehicle/equipment purchases planned for 2014-15.

The decrease in sources of $186,218 reflects reduced fee revenues ($374,726) and discontinued grant funding ($52,671), partially offset by additional operating transfers in of $210,180 from capital replacement set-aside for the records imaging project funded by non-compliance penalties.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $4.8 million fund 43 budgeted regular positions. Hazardous Materials reduced staff by a net 6 positions as a result of time studies to determine time on task for all activities/programs, reassignment of duties, and adjustment for discontinued grant funding. As a result of these actions, the following changes are included in the 2014-15 budget:

- Deletion of 6 positions (1 Hazardous Materials Specialist 3; 1 Supervising Hazmat Specialist; 1 Supervising Hazmat Specialist/HM Responder Team; and 3 Public Service Employees-Office Assistants).
- Transfer out of 1 Collection Officer to County Fire Administration to consolidate fiscal staff.
- Addition of 1 Hazardous Materials Specialist 2.

These staffing changes are being accomplished with negligible impact on service levels because the operational changes increased efficiency and productivity. Additionally, implementation of the California Environmental Reporting System, which created electronic submission of business plans and other processes, resulted in decreased preparation time for inspections and compliance follow up.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Office of the Fire Marshal-Hazardous Materials	43	0	43	32	10	1	43
Total	43	0	43	32	10	1	43

Office of the Fire Marshal
Hazardous Materials

	Classification
2	Accounts Representative
3	Administrative Secretary I
1	Administrative Secretary II
1	Administrative Supervisor I
1	Office Specialist
4	Hazardous Material Specialist 2/HM Responder Team
1	Hazardous Material Specialist 4/HM Responder Team
1	Hazardous Material Specialist 3
15	Hazardous Material Specialist 2
2	Hazardous Material Specialist 4
3	Hazardous Materials Specialist 3/HM Responder Team
2	Office Assistant II
3	Office Assistant III
2	Supervising Hazmat Specialist
1	Staff Analyst I
1	Fire Marshal
43	Total

Homeland Security Grant Program

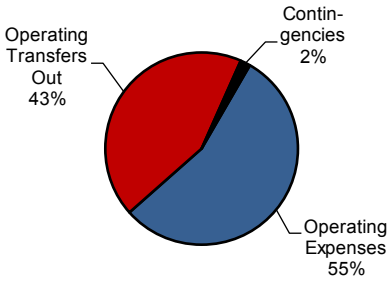
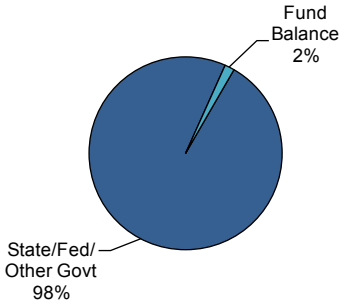
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$3,026,507
Sources/Reimbursements	$2,977,558
Fund Balance	$48,949
Contribution to Fund Balance	$1,800
Total Staff	0

*Includes Contingencies

The California Emergency Management Agency, formerly known as Cal EMA, announced on July 10, 2013 the name change to California Governor's Office of Emergency Services (Cal OES). This name change was in accordance with the provisions of the Governor's Reorganization Plan No. 2 (Government Code Section 8585 (a)(1)), dated May 3, 2012. Since 1999, grant funds have been received through Cal OES from the Federal Emergency Management Agency (FEMA) for terrorism risk capability assessments and eligible equipment for Emergency First Responders. The Homeland Security Grant Program (HSGP) is one tool among a comprehensive set of federal measures administered by Cal OES to help strengthen the state against risks associated with potential terrorist attacks. These grants allow San Bernardino County to continue implementing the objectives and strategies of the HSGP and respond to other catastrophic events.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Homeland Security Grant Program

BUDGET UNIT: SME
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,781,811	2,847,060	3,237,004	1,776,500	3,806,074	1,668,346	**(2,137,728)**
Capital Expenditures	(1,608)	0	0	0	0	0	**0**
Contingencies	0	0	0	0	211,279	50,749	**(160,530)**
Total Exp Authority	2,780,203	2,847,060	3,237,004	1,776,500	4,017,353	1,719,095	**(2,298,258)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,780,203	2,847,060	3,237,004	1,776,500	4,017,353	1,719,095	**(2,298,258)**
Operating Transfers Out	1,393,629	882,267	1,309,022	1,234,049	2,808,155	1,307,412	**(1,500,743)**
Total Requirements	4,173,832	3,729,327	4,546,026	3,010,549	6,825,508	3,026,507	**(3,799,001)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	4,226,469	3,741,039	4,682,024	2,846,944	6,614,229	2,975,758	**(3,638,471)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	(5,425)	4,301	3,709	1,275	0	1,800	**1,800**
Total Revenue	4,221,045	3,745,340	4,685,733	2,848,219	6,614,229	2,977,558	**(3,636,671)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	4,221,045	3,745,340	4,685,733	2,848,219	6,614,229	2,977,558	**(3,636,671)**
				Fund Balance	211,279	48,949	**(162,330)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $1.7 million primarily represent reimbursements to other budget units and grant sub-recipients for costs incurred in relation to the HSGP. Operating transfers out of $1.3 million are budgeted to the Sheriff/Coroner/Public Administrator, Public Health and other County departments for the cost of grant-related terrorism risk capability assessments and eligible equipment. Sources of $3.0 million include revenue from FEMA, through Cal OES, for the HSGP.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are decreasing by $3.8 million and $3.6 million, respectively, due to completion of 2011 and 2012 HSGP projects in prior year.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Household Hazardous Waste

DESCRIPTION OF MAJOR SERVICES

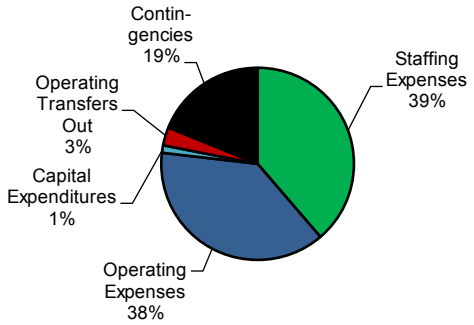
Budget at a Glance	
Requirements Less Reimbursements*	$3,988,401
Sources/Reimbursements	$3,237,622
Fund Balance	$750,779
Use of Fund Balance	$0
Total Staff	33

*Includes Contingencies

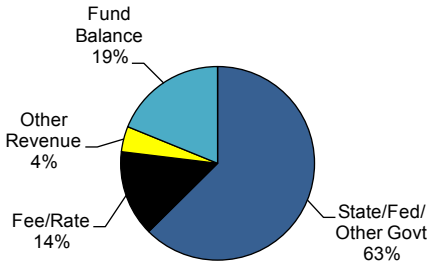
County Fire is an all-risk department that provides a nationally recognized award-winning program for management of Household Hazardous Waste (HHW). This program is administered by the Office of the Fire Marshal. These full service activities include the collection, packaging, transportation, re-use, recycling and ultimate environmentally safe disposal of HHW. The program re-uses or recycles hundreds of thousands of pounds of waste paint, used oil, batteries, pesticides and other household chemicals that can not be put down the drain or dumped in a landfill. The program also conducts public education programs and activities to reduce or eliminate the impact of these hazardous wastes on public health and the environment. With the exception of the City of Fontana, the program contracts with every city and town in the County to make these services available to almost all residents.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

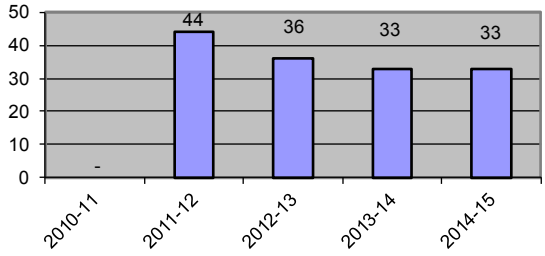


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	18	19	19	19
Limited Term	18	14	14	14
Total	36	33	33	33
Staffing Expenses	$1,532,097	$1,573,280	$1,573,280	$1,544,327

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Household Hazardous Waste

BUDGET UNIT: FHH
FUNCTION: Public Protection
ACTIVITY: Hazardous Materials

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	1,389,489	1,336,475	1,391,478	1,573,280	1,544,327	**(28,953)**
Operating Expenses	0	1,345,165	1,172,790	1,390,506	1,598,563	1,520,553	**(78,010)**
Capital Expenditures	0	0	9,672	128,786	150,000	50,000	**(100,000)**
Contingencies	0	0	0	0	616,138	750,779	**134,641**
Total Exp Authority	0	2,734,654	2,518,937	2,910,770	3,937,981	3,865,659	**(72,322)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	2,734,654	2,518,937	2,910,770	3,937,981	3,865,659	**(72,322)**
Operating Transfers Out	0	0	0	75,079	75,079	122,742	**47,663**
Total Requirements	0	2,734,654	2,518,937	2,985,849	4,013,060	3,988,401	**(24,659)**
Sources							
Taxes	0	0	0	4,507	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	2,281,418	2,174,399	2,301,070	2,495,531	2,495,531	**0**
Fee/Rate	0	542,304	622,089	627,206	585,591	572,591	**(13,000)**
Other Revenue	0	(865)	176,850	187,207	165,800	169,500	**3,700**
Total Revenue	0	2,822,857	2,973,338	3,119,990	3,246,922	3,237,622	**(9,300)**
Operating Transfers In	0	69,946	3,258	500	150,000	0	**(150,000)**
Total Sources	0	2,892,803	2,976,596	3,120,490	3,396,922	3,237,622	**(159,300)**
				Fund Balance	616,138	750,779	**134,641**
				Budgeted Staffing	33	33	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $1.5 million fund 33 budgeted positions needed to provide full service activities for the collection, packaging, transportation, re-use, recycling and ultimate environmentally safe disposal of HHW. Additionally, operating expenses of $1.5 million represent the cost of operations and administrative support to fulfill contracts with the cities and towns to ensure that these services are available to the residents of this County. The primary sources of revenue include $2.0 million from participating contract cities/towns, $572,591 generated from fees/rates, and $457,000 in state grant funds.

BUDGET CHANGES AND OPERATIONAL IMPACT

Capital expenditures are decreasing by $100,000 due to the completed purchase of a box van in prior year, while contingencies are increasing by $134,641 and are available for future year costs. Sources are decreasing by $159,300 primarily because operating transfers in are reduced due to the prior year purchase of the box van.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.5 million fund 33 budgeted positions of which 19 are regular positions and 14 are limited term positions. There are no staffing changes for 2014-15.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Office of the Fire Marshal-Household Hazardous Waste	19	14	33	31	2	0	33
Total	19	14	33	31	2	0	33

Office of the Fire Marshal
Household Hazardous Waste

	Classification
1	HHW Event Coordinator
1	Environmental Specialist III
5	Environmental Technician II
5	Environmental Technician I
14	Household Hazardous Materials
1	Office Assistant III
1	Supv Hazardous Materials Specialist
1	Hazardous Materials Specialist III
3	Environmental Technician III
1	Office Assistant II
33	Total

Office of Emergency Services

DESCRIPTION OF MAJOR SERVICES

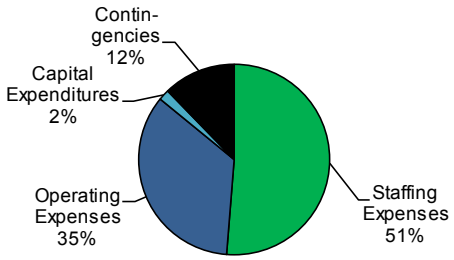
Budget at a Glance	
Requirements Less Reimbursements*	$3,578,832
Sources/Reimbursements	$3,140,760
Fund Balance	$438,072
Use of Fund Balance	$0
Total Staff	19

*Includes Contingencies

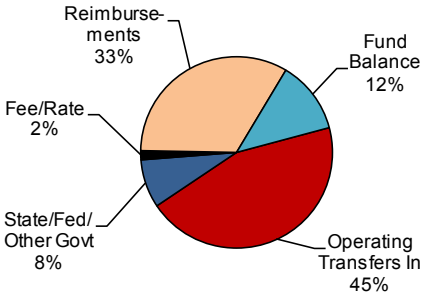
County Fire is an all-risk department providing emergency management and disaster planning and coordination throughout the County through its Office of Emergency Services (OES). OES functions as the Lead Agency for the San Bernardino County Operational Area (OA). While County OES does not directly manage field operations, it ensures the coordination of disaster response and recovery efforts through day-to-day program management and during a disaster or emergency. As part of disaster preparation, response, and mitigation, OES specifically provides support and assistance to all 24 cities and towns, as well as all the unincorporated portions of the County. It is the single point of contact for California Governor's Office of Emergency Services (Cal OES) for all County activities. OES manages numerous grants such as the Homeland Security Grant Program (HSGP) and the Emergency Management Performance Grant (EMPG), among many others. OES is also responsible for developing and implementing numerous County-wide plans such as the Hazard Mitigation Plan, the Mass Care and Shelter Plan, and the Catastrophic Recovery Plan. OES also coordinates various task forces and boards such as the County's Flood Area Safety Taskforce.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

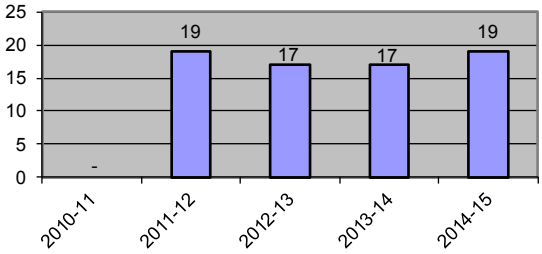


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	16	15	15	16
Limited Term	1	2	2	3
Total	17	17	17	19
Staffing Expenses	$1,536,503	$1,489,294	$1,502,567	$1,834,551

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Office of Emergency Services

BUDGET UNIT: FES
FUNCTION: Public Protection
ACTIVITY: Office of Emergency Services

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	1,437,143	1,325,559	1,340,296	1,502,567	1,834,551	**331,984**
Operating Expenses	0	740,087	1,111,341	1,386,984	1,879,045	1,240,558	**(638,487)**
Capital Expenditures	0	8,016	21,660	77,448	95,788	65,651	**(30,137)**
Contingencies	0	0	0	0	527,118	438,072	**(89,046)**
Total Exp Authority	0	2,185,245	2,458,560	2,804,728	4,004,518	3,578,832	**(425,686)**
Reimbursements	0	(668,308)	(967,650)	(709,700)	(1,546,560)	(1,191,082)	**355,478**
Total Appropriation	0	1,516,937	1,490,910	2,095,028	2,457,958	2,387,750	**(70,208)**
Operating Transfers Out	0	0	0	0	365,004	0	**(365,004)**
Total Requirements	0	1,516,937	1,490,910	2,095,028	2,822,962	2,387,750	**(435,212)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	331,882	532,594	634,929	986,149	292,250	**(693,899)**
Fee/Rate	0	0	0	105,000	50,000	55,000	**5,000**
Other Revenue	0	616,899	8,132	6,858	500	1,200	**700**
Total Revenue	0	948,780	540,726	746,787	1,036,649	348,450	**(688,199)**
Operating Transfers In	0	1,240,296	776,399	1,259,195	1,259,195	1,601,228	**342,033**
Total Sources	0	2,189,076	1,317,125	2,005,982	2,295,844	1,949,678	**(346,166)**
				Fund Balance	527,118	438,072	**(89,046)**
				Budgeted Staffing	17	19	**2**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $2.4 million include staffing expenses of $1.8 million for 19 budgeted positions needed to provide emergency management and disaster planning/coordination throughout the San Bernardino County Operational Area. Additionally, operating expenses of $1.2 million represent support and assistance to all 24 cities and towns, as well as the unincorporated portions of the County, and include costs related to facilities, vehicles, grants, and various services. The most significant source of revenue for this budget unit is a $1.6 million operating transfer in from the County general fund for financial support.

BUDGET CHANGES AND OPERATIONAL IMPACT

The $331,984 increase in staffing expenses includes the addition of two new contract positions to effectively staff the County's Emergency Operations Centers. Decreases in operating expenses ($638,487), reimbursements ($355,478), and state/federal revenue ($693,899) are all due to closure of the 2012 and 2013 EMPG grants and completion of the 2011 HSGP and 2012 HSGP projects in prior year. The $342,033 increase in operating transfers in represents additional County general fund subsidy for support of the recently-opened High Desert Emergency Operations Center.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.8 million fund 19 budgeted positions of which 16 are regular positions and 3 are limited term positions. Budgeted staffing for 2014-15 is increased by a net 2 positions as follows:

- Addition of 2 Contract Emergency Services Officers to support the High Desert Emergency Operations Center and the Valley Emergency Operations Center.
- Addition of 2 Office Assistant III positions to perform office clerical job duties.
- Deletion of 2 Public Service Employees replaced by two new regular positions.

In addition to the above, the budget includes one reclassification (Staff Analyst I to Staff Analyst II) to better reflect the duties and responsibilities of that position.

The operational impact of these staffing changes will provide for adequate staffing coverage in order to complete grant projects and allow OES to provide emergency management services to the contract cities of Fontana and San Bernardino.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Office of Emergency Services	13	2	15	11	0	4	15
Budget and Fiscal Services	3	1	4	3	1	0	4
Total	16	3	19	14	1	4	19

Office of Emergency Services

	Classification
6	Emergency Services Officer
1	Staff Analyst II
2	Contract Emergency Services Officer
1	Office of Emergency Services Manager
3	Office Assistant III
1	Assistant Office of Emergency Services
1	Administrative Secretary II
15	Total

Budget and Fiscal Services

	Classification
2	Staff Analyst II
1	Contract Accounting Technician
1	Fire Equipment Technician
4	Total

San Bernardino County Fire Protection District
2014-15 Termination Benefits and Capital Replacement Set-Asides

Description	Fund/Dept		Requirements	Fund Balance	Financing Sources: District Funds	Financing Sources: Other
Termination Benefits	**FTR**	**106**	**5,973,698**	**5,943,698**	**30,000**	**0**
Capital Replacement:						
SBCFPD - General	FAR	106	8,968,465	8,878,465	90,000	0
SBCFPD - Fire Training Tower	CRE	106	473,091	471,091	2,000	0
Mountain Regional Service Zone	FMR	600	2,110,842	2,102,842	8,000	0
North Desert Regional Service Zone	FNR	590	3,085,430	3,075,430	10,000	0
South Desert Regional Service Zone	FSR	610	697,397	688,397	9,000	0
Valley Regional Service Zone	FVR	580	4,051,376	4,037,376	14,000	0
Hazmat - General	FHR	107	7,527,327	7,066,516	460,811	0
Hazmat (CUPA Statewide Penalties)	FKE	107	2,062,950	2,058,950	4,000	0
Hazmat (CUPA Admin Penalties)	FKF	107	16,057	15,977	80	0
Hazmat (Statewide Tank Penalties)	FKT	107	252,554	251,954	600	0
Total Capital Replacement Set-Asides			**29,245,489**	**28,646,998**	**598,491**	**0**
Total Term Benefits and Capital Replacement Set-Asides			**35,219,187**	**34,590,696**	**628,491**	**0**

TERMINATION BENEFITS AND CAPITAL REPLACEMENT SET-ASIDES

Termination Benefits and Capital Replacement Set-Asides are funded with one-time sources of revenue. The amount set-aside for Termination Benefits provides a funding source to offset the costs incurred for employee termination benefits. Capital Replacement Set-Asides are established for specific capital projects or future capital needs, as well as for the purchase of new/replacement vehicles and other equipment.

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OTHER AGENCIES

SAN BERNARDINO COUNTY

OTHER AGENCIES
SUMMARY

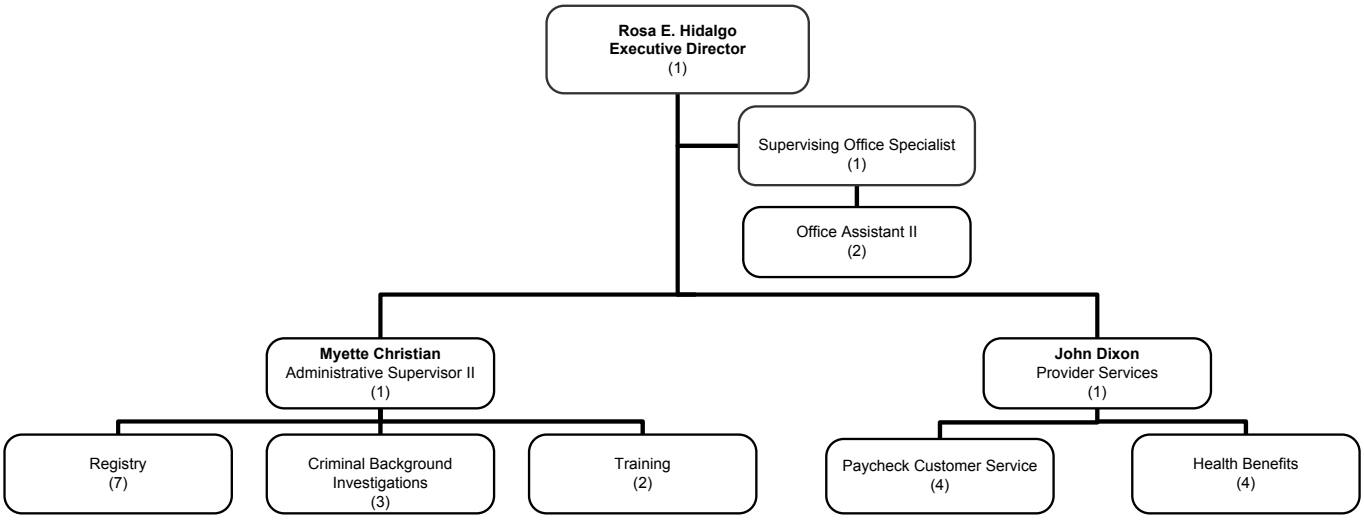
	Page #	Requirements	Sources	Fund Balance	Budgeted Staffing
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY	716	8,248,850	6,816,432	1,432,418	26
ECONOMIC AND COMMUNITY DEVELOPMENT CORP	722	93	0	93	0
COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (CoIDA)	724	56,533	120	56,413	0
INLAND COUNTIES EMERGENCY MEDICAL AGENCY	726	4,475,746	3,695,228	780,518	20

IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY
Rosa E. Hidalgo

DEPARTMENT MISSION STATEMENT

In-Home Supportive Services Public Authority improves the availability and quality of Homecare in the County of San Bernardino.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Transitioned several provider services from the Department of Aging and Adult Services to the In-Home Supportive Services Public Authority (IHSS) during January 2014. Services included provider orientation, enrollment, payroll customer service, and employment verifications which includes worker's compensation.
- Successful agreement with the Service Employees International Union United Healthcare Workers West (SEIU-UHW) for the period of July 2013 through December 2014.
- Implemented the Coordinated Care Initiative through agreement with Inland Empire Health Plan and Molina Healthcare.
- Processed over 6,750 criminal background reports through the Criminal Background Investigations Unit to comply with State of California's IHSS fraud initiative.
- Assisted over 1,644 IHSS recipients in finding a caregiver to remain safely in their home avoiding institutional placement.
- Developed consumer training program to provide increased interviewing and supervising skills in order to hire and supervise caregivers. Most of our consumers in this program are new to IHSS. Over 200 consumers were able to complete this training.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s):
- ***Maximize the utilization of Federal and State programs and funding to address the needs of County residents.***
- ***To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy:
- *Comply with new Federal legislation on overtime that will be in effect January 2015 by increasing the number of qualified providers in the Public Authority Registry.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of qualified providers in metropolitan areas	1,100	N/A	1,202	1,690
Number of qualified providers in rural areas	118	N/A	143	217

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

Objective(s):
- ***Utilize County programs and resources to support the local economy and maximize job creation.***

Department Strategy:
- *Decrease payroll processing time to allow IHSS providers to more quickly receive timesheets and paychecks which adds economic value within the county of San Bernardino*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Payroll processing time.	N/A	N/A	6 weeks	3 weeks

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s):
- ***To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.***

Department Strategy:
- *Increase number of trained IHSS providers to better assist current and new IHSS recipients (elderly and people with disabilities) to remain safely in their home.*
- *Increase number of trained residents in San Bernardino County to have a more qualified workforce.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of IHSS providers trained in the Family and Friends CPR course.	18%	20%	22%	40%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Funds						
In-Home Support Services Public Authority	8,248,850	6,816,432		1,432,418		26
Total Special Revenue Funds	8,248,850	6,816,432		1,432,418		26

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
In-Home Supportive Services Public Authority	8,252,118	7,038,900	7,131,007	8,046,005	8,248,850
Total	**8,252,118**	**7,038,900**	**7,131,007**	**8,046,005**	**8,248,850**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
In-Home Supportive Services Public Authority	6,841,463	5,625,138	5,716,638	6,613,157	6,816,432
Total	**6,841,463**	**5,625,138**	**5,716,638**	**6,613,157**	**6,816,432**

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
In-Home Supportive Services Public Authority	1,410,655	1,413,762	1,414,369	1,432,848	1,432,418
Total	**1,410,655**	**1,413,762**	**1,414,369**	**1,432,848**	**1,432,418**

In-Home Supportive Services – Public Authority

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$8,248,850
Sources/Reimbursements	$6,816,432
Fund Balance	$1,432,418
Use of Fund Balance	$607
Total Staff	26
*Includes Contingencies	

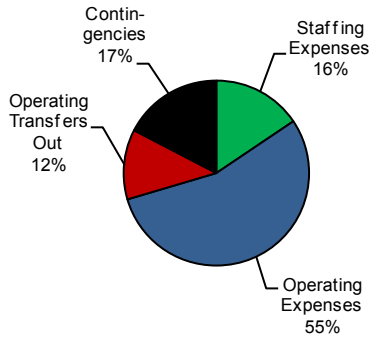
The In-Home Supportive Services (IHSS) program was created in 1973 to serve elderly, blind, and/or disabled individuals who are not able to remain safely in their home without assistance. Section 12302.25 of the Welfare and Institutions Code (WIC) mandates that each county, on or before January 1, 2003, 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.

In addition to its role in collective bargaining, the IHSS PA is required by WIC to provide the following mandated services:

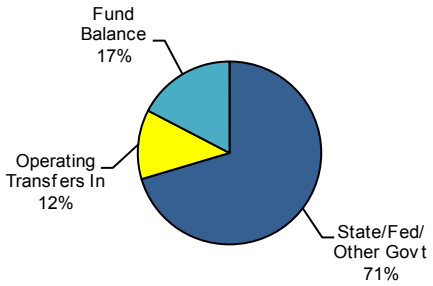
- Establish a registry of potential care providers.
- Investigate the background and qualifications of potential care providers.
- Refer potential care providers from the registry to IHSS consumers upon request.
- Provide training for both IHSS care providers and consumers.
- Perform other functions related to the delivery of IHSS as designated by the governing board.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

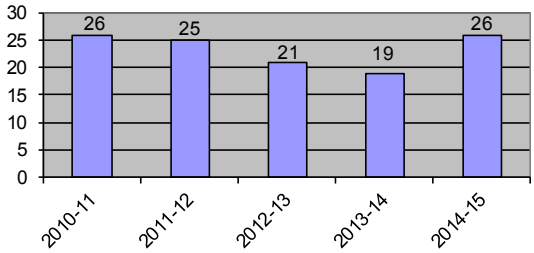


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	0	0	0	0
Limited Term	21	19	19	26
Total	21	19	19	26
Staffing Expenses	$1,260,367	$1,182,620	$1,132,620	$1,283,483

5-YEAR STAFFING TREND



OTHER AGENCIES

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: IHSS - Public Authority
FUND: IHSS - Public Authority

BUDGET UNIT: RHH 498
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	1,435,598	1,227,771	1,171,008	1,054,976	1,132,620	1,283,483	**150,863**
Operating Expenses	4,179,543	3,535,668	3,430,159	4,480,612	4,506,144	4,524,431	**18,287**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	1,432,241	1,431,811	**(430)**
Total Exp Authority	5,615,141	4,763,439	4,601,167	5,535,588	7,071,005	7,239,725	**168,720**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	5,615,141	4,763,439	4,601,167	5,535,588	7,071,005	7,239,725	**168,720**
Operating Transfers Out	0	0	0	0	975,000	1,009,125	**34,125**
Total Requirements	5,615,141	4,763,439	4,601,167	5,535,588	8,046,005	8,248,850	**202,845**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	975,000	0	**(975,000)**
State, Fed or Gov't Aid	4,850,185	3,912,503	4,389,445	5,532,146	5,636,657	5,805,307	**168,650**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	768,064	850,341	212,743	2,812	1,500	2,000	**500**
Total Revenue	5,618,249	4,762,844	4,602,188	5,534,958	6,613,157	5,807,307	**(805,850)**
Operating Transfers In	0	0	17,457	0	0	1,009,125	**1,009,125**
Total Sources	5,618,249	4,762,844	4,619,645	5,534,958	6,613,157	6,816,432	**203,275**
				Fund Balance	1,432,848	1,432,418	**(430)**
				Budgeted Staffing	19	26	**7**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Requirements of $8.2 million are made up of the following:

- Staffing expenses of $1.3 million which funds 26 positions.
- Operating expenses of $4.5 million which consists of licensing and maintenance costs of the annual registry and provider health benefits database, provider and staff training, provider background investigations and finger printing, COWCAP, and payments for provider health benefits.
- Contingencies of $1.4 million established to guarantee appropriate cash flow due to retroactive reimbursements from federal and state funding sources.
- Operating transfers out of $1.0 million which represents the required local share match for Public Authority (PA) administration and health benefits paid to the State as part of the new mandated Maintenance of Effort (MOE) agreement. The HS Administrative Claim budget unit makes the entire match payment to the State for all IHSS MOE components.

State, federal, and other government aid revenue and other revenue of $5.8 million represents the state and federal mandated share of PA expenditures.

Operating transfers in of $1.0 million represent the match mandated by State legislation due to the recent changes made to the IHSS MOE funding structure. This is funded with 1991 Social Services Realignment transferred from the HS Administrative Claim budget unit.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $202,845, which includes an increase in staffing expenses of $150,863 as a result of adding 7 new positions. The PA took responsibility for IHSS provider payroll, enrollment and orientation from the Department of Aging and Adult Services and will be adding an additional Office Assistant position due to overall workload needs. The cost of 6 of the 7 positions is directly abated by Aging and Adult Services, offsetting the overall increase in cost. Operating expense is increasing by $18,287 to replace all computers and upgrade existing software and other miscellaneous increases.

Sources are increasing by $203,275 due to an increase in available federal/state funding of $168,650. Realignment is decreasing by $975,000 due to an accounting adjustment that reclassifies this source as an operating transfer in. Overall realignment usage is increasing by 3.5% or $34,125, from $975,000 to $1,009,125, as mandated by State legislation with the recent changes made to the IHSS MOE funding structure.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $1.3 million fund 26 limited term budgeted positions. Due to new responsibilities mandated by State and Federal agencies, such as the Cal MediConnect initiative, the Affordable Care Act, and new Federal legislation on overtime and services for homecare workers, the department required a restructuring of existing staff to be able to adequately cover the new work requirements. Detailed changes are outlined below:

In 2014-15 the PA will take over Provider Payroll, Enrollment and Orientations from the Department of Aging and Adult Services and have added the following positions to meet the increased workload:

- 3 Contract Office Assistant IV
- 2 Contract Office Assistant III
- 2 Contract Office Assistant II

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	0	4	4	4	0	0	4
Background Checks	0	3	3	3	0	0	3
Provider Services	0	9	9	3	0	6	9
Registry	0	8	8	7	0	1	8
Training	0	2	2	2	0	0	2
Total	0	26	26	19	0	7	26

Administration

	Classification
1	Contract Executive Director
1	Contract Supervising Office Specialist
2	Contract Office Assistant II
4	Total

Background Checks

	Classification
2	Contract Office Assistant III
1	Contract Office Assistant IV
3	Total

Provider Services

	Classification
1	Contract Supervising Program Spec
1	Contract Office Assistant IV
3	Contract Office Assistant III
4	Contract Office Assistant II
9	Total

Registry

	Classification
1	Contract Admin. Supervisor II
5	Contract Social Worker II
2	Contract Office Assistant III
8	Total

Training

	Classification
1	Contract Office Assistant IV
1	Contract Office Assistant II
2	Total

ECONOMIC AND COMMUNITY DEVELOPMENT CORPORATION
Mary Jane Olhasso

DESCRIPTION OF MAJOR SERVICES

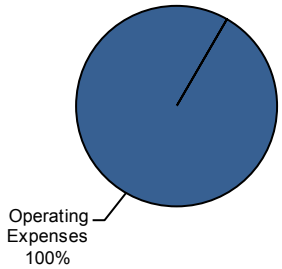
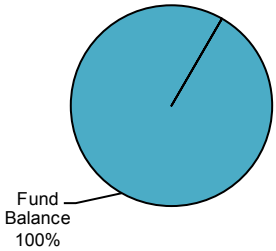
Budget at a Glance	
Requirements Less Reimbursements*	$93
Sources/Reimbursements	$0
Fund Balance	$93
Use of Fund Balance	$93
Total Staff	0

*Includes Contingencies

In September 1987, the Board of Supervisors formed the County of San Bernardino Economic and Community Development Corporation to provide additional methods of financing the acquisition of property, for and on behalf of private enterprise, to promote and enhance economic development and increase opportunities for useful employment. On May 8, 2012 (Item #45), the Board of Supervisors amended the Articles of Incorporation and the By-Laws to enable the Corporation to establish an Advisory Board that would comply with the requirements for designation as a Community Development Entity (CDE) by the Community Development Financial Institution Fund of the United States Department of the Treasury. The Corporation was designated as a CDE in December 2012. The Corporation will apply for New Market Tax Credits, as they become available, which if awarded will be used to attract investments in businesses located in eligible census tracts.

The annual Economic and Community Development Corporation budget provides for professional services related to the issuance of bonds, promotion of the financing program and other program related costs. Economic and Community Development Corporation is a function of the Economic Development Agency.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

OTHER AGENCIES

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development Agency
FUND: Economic and Community Development Corporation

BUDGET UNIT: SFI 499
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	93	93	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	93	93	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	93	93	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	93	93	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	1	1	0	0	1	0	**(1)**
Total Revenue	1	1	0	0	1	0	**(1)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	1	1	0	0	1	0	**(1)**
				Fund Balance	92	93	**1**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $93 represent costs associated with maintaining the Economic and Community Development Corporation. If a decision is made to issue bonds or to expand the existing services the budget would be modified to increase operating expenses for costs associated with the issuance of bonds, the expanded services and/or other related costs. The increase in operating expenses would be offset by a budget adjustment for the anticipated revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Since no bonds are planned to be issued due to low market interest rates, total requirements reflect the available fund balance.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

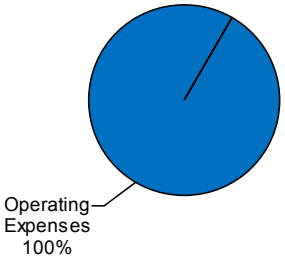
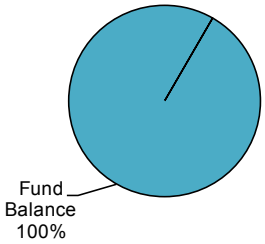
COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY
Mary Jane Olhasso

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$56,533
Sources/Reimbursements	$120
Fund Balance	$56,413
Use of Fund Balance	$56,413
Total Staff	0
*Includes Contingencies	

In March 1981, the Board of Supervisors created the San Bernardino County Industrial Development Authority (CoIDA) to issue tax-exempt industrial bonds for the furtherance of economic development and the creation of new jobs within the County. The annual CoIDA budget typically provides for funding for the cost of professional services related to the issuance of bonds, promotion of the financing program and other program related costs. CoIDA is a function within the Economic Development Agency.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

OTHER AGENCIES

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development Agency
FUND: Industrial Development Authority

BUDGET UNIT: SPG 510
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	3,797	180	187	81	53,032	56,533	**3,501**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,797	180	187	81	53,032	56,533	**3,501**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	3,797	180	187	81	53,032	56,533	**3,501**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,797	180	187	81	53,032	56,533	**3,501**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	0	0	0	0	0	**0**
Fee/Rate	(14,897)	1,827	0	0	0	0	**0**
Other Revenue	0	3,894	223	3,831	368	120	**(248)**
Total Revenue	(14,897)	5,721	223	3,831	368	120	**(248)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	(14,897)	5,721	223	3,831	368	120	**(248)**
				Fund Balance	52,664	56,413	**3,749**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Operating expenses of $56,533 represent professional services associated with the issuance of bonds, promotion of the financing program, and other related costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Since no bonds are planned to be issued due to low market rates, total requirements reflect the available fund balance and other revenue anticipated in 2014-15.

STAFFING CHANGES AND OPERATIONAL IMPACT

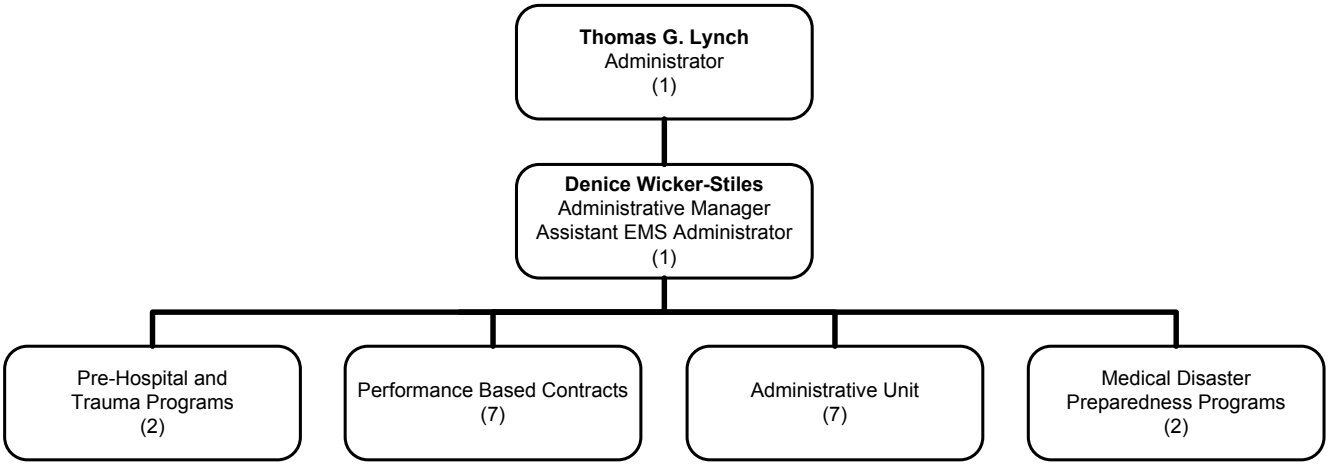
There is no staffing associated with this budget unit.

INLAND COUNTIES EMERGENCY MEDICAL AGENCY (ICEMA)
Thomas G. Lynch

DEPARTMENT MISSION STATEMENT

Inland Counties Emergency Medical Agency ensures an effective system of quality patient care and coordinated emergency medical response by planning, implementing, and evaluating an effective emergency medical services system including fire departments and public ambulances, pre-hospital providers, and hospitals, including specialty care hospitals, such as trauma and cardiac care hospitals.

ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Expanded data collection and participation in the electronic patient care record management system in order to increase the efficiency and effectiveness of the County's Emergency Medical Services (EMS) system and provided real-time patient care data for quality care and medical control.
- Developed a service contract with the California Emergency Medical Services Authority to fund development of a statewide data repository. ICEMA subsequently submitted nearly one million EMS patient care records collected statewide to the national database, marking the first data submission for the state of California.
- Developed a service contract with the California Emergency Medical Services Authority to fund development of a health information exchange between prehospital personnel and hospitals for improved patient care.
- Reorganized stakeholder committees to increase stakeholder input and improve staff efficiency and effectiveness.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: **PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

Objective(s): • ***Maximize the utilization of Federal and State programs and funding to address the needs of County residents.***

Department Strategy:
- *Cooperatively develop service contracts with State agencies to fund department activities.*
- *Ensure EMS Continuing Education/Training Programs are compliant with Title 22, California Code of Regulations and educational standards.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of new revenue contract workplans/applications submitted	N/A	N/A	2	4
Number of EMS Continuing Education providers audited	N/A	N/A	0	20

COUNTY GOAL: **IMPROVE COUNTY GOVERNMENT OPERATIONS**

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

Department Strategy:
- *Ensure patient safety and improve patient care through quality improvement review of air transport documentation.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Percentage of air transports reviewed for quality improvement	N/A	N/A	10%	100%

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

Objective(s): • ***Promote public/private collaboration and projects that help to meet the needs of county residents.***

Department Strategy:
- *Collaboratively develop policies and procedures to reduce the number of hours of bed delay*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Actual	2014-15 Target
Number of bed delay hours	N/A	12,800	20,400	18,810

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Funds						
Inland Counties Emergency Medical Agency	4,475,746	3,695,228		780,518		20
Total Special Revenue Funds	4,475,746	3,695,228		780,518		20

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Inland Counties Emergency Medical Agency	3,808,735	5,715,840	4,946,014	5,389,655	4,475,746
Total	**3,808,735**	**5,715,840**	**4,946,014**	**5,389,655**	**4,475,746**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Inland Counties Emergency Medical Agency	2,964,903	4,968,587	4,610,443	4,528,052	3,695,228
Total	**2,964,903**	**4,968,587**	**4,610,443**	**4,528,052**	**3,695,228**

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Inland Counties Emergency Medical Agency	843,832	747,253	335,571	861,603	780,518
Total	**843,832**	**747,253**	**335,571**	**861,603**	**780,518**

Inland Counties Emergency Medical Agency

DESCRIPTION OF MAJOR SERVICES

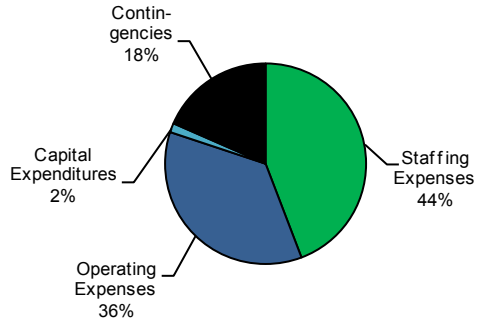
Budget at a Glance	
Requirements Less Reimbursements*	$4,475,746
Sources/Reimbursements	$3,695,228
Fund Balance	$780,518
Contribution to Fund Balance	$43,827
Total Staff	20

*Includes Contingencies

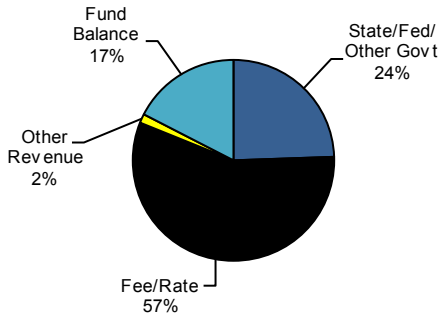
The Inland Counties Emergency Medical Agency (ICEMA) was developed under a Joint Powers Agreement with San Bernardino, Inyo and Mono Counties. ICEMA is responsible for ensuring effective emergency medical services for the three County areas. Specifically, they are charged with the coordination, evaluation and monitoring of emergency medical services within public and private pre-hospital providers, specialty hospitals, paramedic base hospitals, as well as the effectiveness of Emergency Medical Services (EMS) educational programs and medical disaster preparedness.

2014-15 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

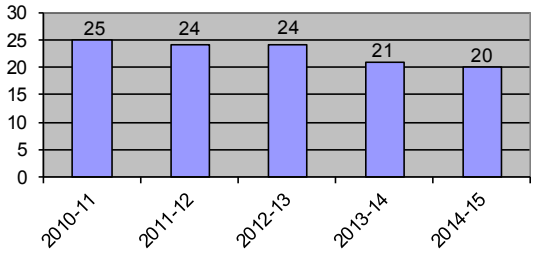


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Final	2014-15 Adopted
Regular	19	16	16	16
Limited Term	5	5	5	4
Total	24	21	21	20
Staffing Expenses	$2,184,231	$2,007,361	$2,057,361	$1,977,535

5-YEAR STAFFING TREND



OTHER AGENCIES

ANALYSIS OF 2014-15 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Inland Counties Emergency Medical Agency
FUND: ICEMA

BUDGET UNIT: SMI ICM
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2013-14 Final Budget	2014-15 Adopted Budget	Change From 2013-14 Final Budget
Requirements							
Staffing Expenses	2,746,620	3,341,159	1,982,988	2,035,785	2,057,361	1,977,535	**(79,826)**
Operating Expenses	49,051	994,258	1,635,813	1,737,636	2,161,848	1,607,866	**(553,982)**
Capital Expenditures	320,790	638,448	356,290	49,439	52,000	66,000	**14,000**
Contingencies	0	0	0	0	612,334	824,345	**212,011**
Total Exp Authority	3,116,461	4,973,865	3,975,091	3,822,860	4,883,543	4,475,746	**(407,797)**
Reimbursements	0	312,179	0	0	0	0	**0**
Total Appropriation	3,116,461	5,286,044	3,975,091	3,822,860	4,883,543	4,475,746	**(407,797)**
Operating Transfers Out	0	0	0	110,000	506,112	0	**(506,112)**
Total Requirements	3,116,461	5,286,044	3,975,091	3,932,860	5,389,655	4,475,746	**(913,909)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	1,165,228	848,911	1,464,556	1,430,177	1,542,865	1,093,562	**(449,303)**
Fee/Rate	1,205,865	3,915,290	2,676,857	2,129,954	2,668,206	2,537,232	**(130,974)**
Other Revenue	569,195	8,258	49,472	16,869	34,021	21,173	**(12,848)**
Total Revenue	2,940,288	4,772,459	4,190,885	3,576,999	4,245,092	3,651,967	**(593,125)**
Operating Transfers In	32,000	7,370	287,530	261,360	282,960	43,261	**(239,699)**
Total Sources	2,972,288	4,779,829	4,478,415	3,838,359	4,528,052	3,695,228	**(832,824)**
				Fund Balance	861,603	780,518	**(81,085)**
				Budgeted Staffing	21	20	**(1)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 ADOPTED BUDGET

Staffing expenses of $2.0 million fund 20 budgeted positions.

Operating expenses of $1.6 million are primarily comprised of other professional and specialized services ($177,000), Hospital Preparedness Program expense ($179,639), computer software and hardware expense ($167,810), services and supplies transfers out for building lease expenses ($436,859), and COWCAP ($122,361).

Sources of $3.7 million are primarily comprised of fees for current services, performance based contract revenues and state and federal grant funds.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $913,909 due to the reduction in the purchase of equipment and supplies for the Hospital Preparedness Program, a reduction in computer software expenses, and elimination of a one-time operating transfer out, offset by an increase in contingencies.

Sources are decreasing by $832,824 as a result of decreased federal, state and SB612/1773 (Maddy) funding.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.0 million fund 20 budgeted positions, of which 16 are regular positions and 4 are limited term positions. Despite increases to benefit costs, a small overall reduction occurred due to the elimination of one contract position.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	8	1	9	9	0	0	9
Pre-Hospital and Trauma Programs	0	2	2	2	0	0	2
Performance Based Contracts	6	1	7	7	0	0	7
Medical Disaster Preparedness Program	2	0	2	2	0	0	2
Total	16	4	20	20	0	0	20

Administration

	Classification
1	Contract EMS Administrator
1	Administrative Manager
1	Emergency Medical Servcs Specialist
3	Office Assistant III
1	Office Assistant II
1	Secretary I
1	Fiscal Assistant
9	Total

Pre-Hospital and Trauma Programs

	Classification
1	Contract EMS Nurse
1	Contract EMS Trauma Nurse
2	Total

Performance Based Contracts

	Classification
1	Public Health Program Coordinator
1	Contract EMS Technical Consultant
1	EMS Nurse
1	Staff Analyst II
1	Medical Emergency Planning Specialist
1	Statistical Analyst
1	Office Assistant III
7	Total

Medical Disaster Preparedness Programs

	Classification
1	Nurse Educator
1	Emergency Medical Servcs Specialist
2	Total

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CAPITAL IMPROVEMENT PROGRAM

SAN BERNARDINO COUNTY

CAPITAL IMPROVEMENT PROGRAM
SUMMARY

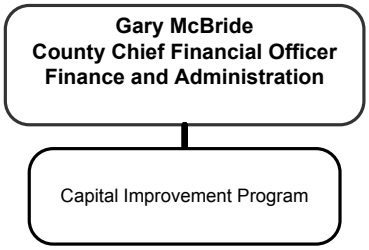
PROJECTS ADMINISTERED BY	Page #	Discretionary General Funding	Other Funding	Total
ARCHITECTURE AND ENGINEERING DEPARTMENT	746			
NEW PROJECTS		35,698,564	16,887,320	52,585,884
CARRYOVER PROJECTS		78,433,219	78,096,331	156,529,550
TOTAL PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING		114,131,783	94,983,651	209,115,434
DEPARTMENT OF PUBLIC WORKS	768			
TRANSPORTATION				
NEW PROJECTS		5,655,320	17,569,662	23,224,982
CARRYOVER BALANCES		5,844,821	27,701,686	33,546,507
TOTAL PROJECTS ADMINISTERED BY TRANSPORTATION		11,500,141	45,271,348	56,771,489
SOLID WASTE MANAGEMENT	774			
NEW PROJECTS		-	11,945,354	11,945,354
CARRYOVER PROJECTS		-	2,843,500	2,843,500
TOTAL PROJECTS ADMINISTERED BY SOLID WASTE MANAGEMENT		-	14,788,854	14,788,854
TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS		11,500,141	60,060,202	71,560,343
OTHER DEPARTMENTS	776			
NEW PROJECTS		-	1,742,000	1,742,000
CARRYOVER BALANCES		-	-	-
TOTAL PROJECTS ADMINISTERED BY OTHERS		-	1,742,000	1,742,000
TOTAL 2014-15 CAPITAL IMPROVEMENT PROJECT BUDGET		**125,631,924**	**156,785,853**	**282,417,777**

CAPITAL IMPROVEMENT PROGRAM
Gary McBride

MISSION STATEMENT

The Capital Improvement Program receives and evaluates capital expenditure requests, recommends priorities for the acquisition or improvement of land, facilities and infrastructure, oversees and monitors major capital projects, and guides growth and change of County facilities and infrastructure by anticipating future needs.

ORGANIZATIONAL CHART



SUMMARY OF BUDGET UNITS

Funding for capital projects is included in the Architecture and Engineering Department (A&E) Capital Improvement Program (CIP) funds, and specific Arrowhead Regional Medical Center (ARMC), Airports, Regional Parks, Transportation, and Solid Waste Management CIP funds.

DESCRIPTION OF MAJOR SERVICES

The Capital Improvement Program (CIP) is an internal planning tool administered by the County Administrative Office (CAO) to provide the Board of Supervisors (Board) with information to assist in the decision-making process for the allocation of limited resources to capital projects. The CIP provides for the acquisition, construction, reconstruction, initial fixtures and equipment, renovation, rehabilitation or replacement of facilities or equipment with a life expectancy of at least five years and capital costs in excess of $5,000. The program:

- Receives and evaluates requests to lease or expand leased space or to vacate, occupy, alter, remodel or construct County-owned space, land, or facilities;
- Recommends priorities for capital projects based on criteria in the Capital Budget Policy for government facilities, regional parks, airports, transportation, and solid waste facilities;
- Prepares the annual CIP budget, monitors and directs implementation of approved projects through the Architecture and Engineering (A&E), Real Estate Services, Airports, Regional Parks and Public Works departments;
- Provides direct oversight for major capital projects;
- Develops and implements facility standards and maintains land and building inventories;
- Performs long-range planning to:
    - Link department capital and operational budget plans to Countywide strategic plans,
    - Conduct physical condition assessments through periodic surveys of facilities to identify major, large-scale projects to repair and rehabilitate County assets,
    - Identify opportunities for energy efficiencies, life-cycle increases, and maintenance 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, and
    - Identify and develop estimates of major maintenance and repairs needed to county facilities.

The CIP section of the budget book includes:

- A summary of new projects administered by A&E, the Department of Public Works (DPW) – Transportation and Solid Waste Management Divisions, and small capital projects managed by other County departments
- A status of large, multi-year carryover construction projects managed by A&E, and
- A five-year capital plan for major maintenance and repairs of the County's facilities, including roofing, paving, heating, ventilation and air conditioning, interior and exterior renovations, and infrastructure projects.

Information on CIP projects for Special Districts, managed by Special Districts, are found in the Special Districts Department section of this budget book. Information on CIP projects for the Flood Control District, managed by the Flood Control District, are found in the Operations and Community Services section of this budget book.

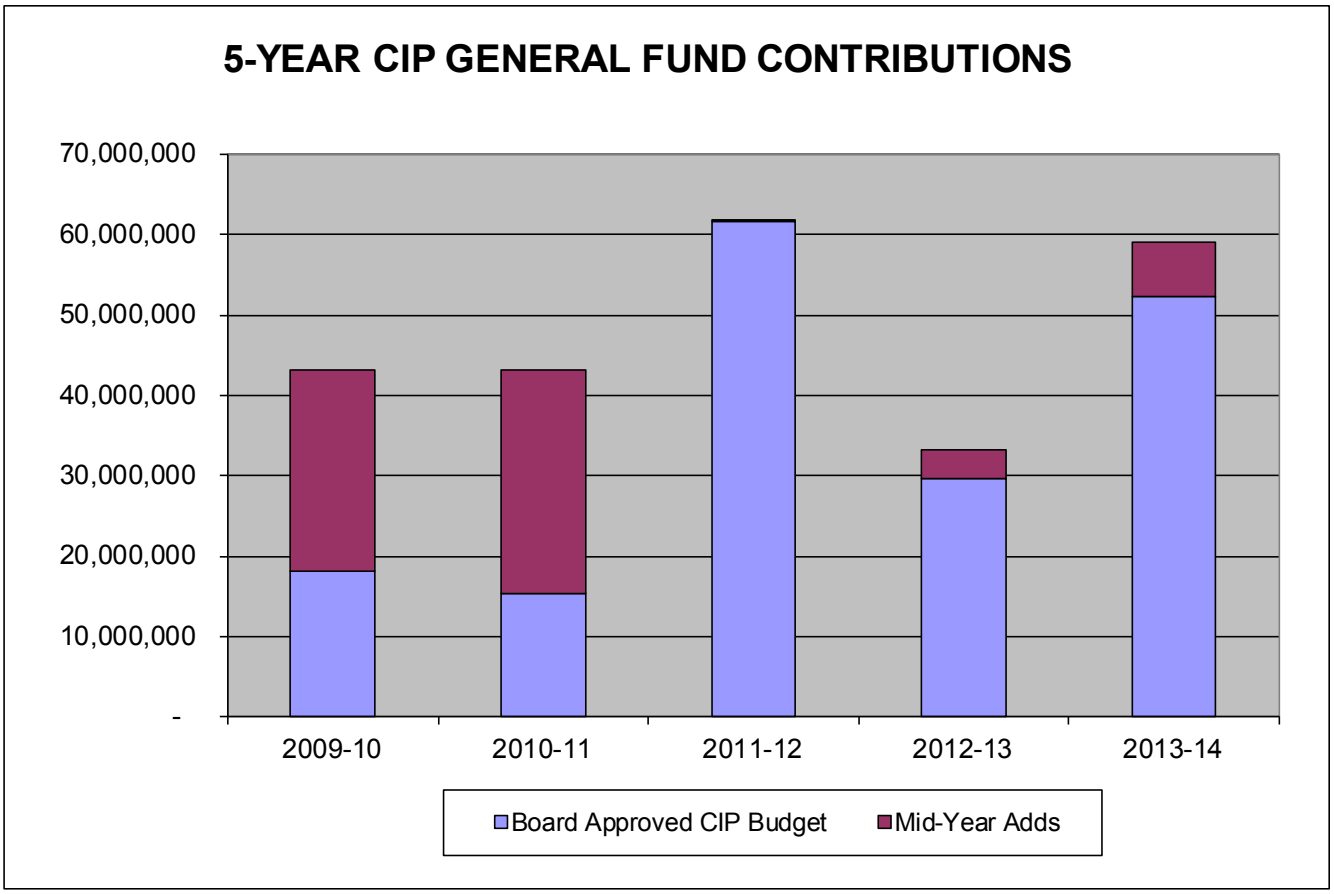
BUDGET HISTORY

The County's CIP is funded by the County general fund and various other funding sources:

- Discretionary General Funding: Projects managed by A&E include general rehabilitation and repair projects based on a five-year capital plan for County facilities and structures. These are funded utilizing an annual ongoing base budget of Discretionary General Funding which is currently $12.0 million. Additional major projects may be funded from one-time Discretionary General Funding for acquisition, construction or major remodel projects.

- Department/Other Funding: A&E also manages department funded projects where the underlying funding source is from a general fund department or from a funding source over which the Board has discretion (such as realignment, fines and forfeitures, or internal service funds such as Risk Management and Fleet Management), or is from a dedicated source for a specific purpose (such as grants, Inmate Welfare Fund, enterprise funds, Courts, Library, fees, dedicated gas and sales tax, and state and federal aid).

The amount of Discretionary General Funding (Net County Cost) allocated for CIP varies annually based on available one-time funding. The following chart demonstrates the Board's commitment in recent years to address the backlog of deferred maintenance projects and new investment in Capital facilities and projects. General fund contributions to CIP over the past five years total **$240.5 million**, which includes both the ongoing allocation primarily used for maintenance, rehabilitation and repair projects, and additional allocations, both ongoing and one-time for additional capital projects. Contributions have averaged approximately $48.1 million per year.



CIP funds are budgeted in various capital budget units and expended in various capital asset object codes for County-owned facilities: 4005-Land, 4010-Improvements to Land, 4030-Structures and Improvements to Structures, 4040-Equipment and 5010/5012-Transfers. The CIP budget also includes funding for non-owned facilities: 3305-Contributions to Other Agencies (for various city or community sponsored deferred maintenance/infrastructure capital projects that provide benefits to County residents), and 3310-Contributions to Non-Owned Projects (generally Community Development and Block Grant funded projects also administered by A&E).

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 Utility 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.

2014-15 ADOPTED BUDGET

On January 6, 2014, County departments were requested to submit CIP requests for Discretionary General Funding for 2014-15. The CAO received 166 requests from 21 departments with an estimated total project cost of $152.0 million. Departments submitting more than one CIP request prioritized their requests. CIP requests were also submitted by A&E, Facilities Management and Regional Parks for general maintenance and repair capital projects. Projects were evaluated and prioritized by representatives from the County Administrative Office (CAO), Real Estate Services, A&E and Facilities Management.

The base budget allocation for CIP for 2013-14 was $12.0 million. Based on the submittals, for 2014-15, the CAO recommended that the base budget allocation for CIP remain the same. This funding level allows the County to continue to invest in County building assets for maintenance and repairs at an acceptable level.

The following are funded from the Discretionary General Funding base budget allocation of **$12.0 million** for major maintenance, repair and rehabilitation projects for 2014-15:

- **Deferred Maintenance** **$3.6 million**
  - Minor CIP Program – This program will address minor deferred or unscheduled maintenance projects for County facilities in the total amount of $2,398,564. One project will replace the sewage ejection pump at the 303 Building located at 303 W. 3rd Street in San Bernardino ($40,000). The balance of the funding will be for projects identified and implemented as they occur during the year.
  - Regional Parks Improvement Program – This program will address various deferred maintenance or infrastructure improvement projects at Regional Park facilities in the total amount of $1,000,000. Seven projects are funded at Glen Helen, Calico, Mojave Narrows, Cucamonga-Guasti, and Yucaipa Regional Parks for 2014-15.
  - Exterior Renovation Program - This program will make various improvements to renovate building exteriors in the amount of $160,000. Three projects are currently planned: Apple Valley Library Exterior Repair/Painting/Wet Seal Windows ($100,000); Barstow Library Exterior Painting ($35,000); and Twin Peaks Building Wet Seal Windows ($25,000).
  - Needles Complex/Courthouse Exterior Reseal and Paint – This project will reseal and paint the exterior of the Needles Courthouse and County Building located at 1111 Bailey Avenue. The funding sources are Discretionary General Funding of $59,545 and the Administrative Office of the Courts (AOC) ($30,455) for the Court's share of capital costs.
  - Big Bear Courthouse Exterior Repair/Painting – This project will paint the exterior of the courthouse. The funding sources are Discretionary General Funding of $31,544 and the AOC ($8,456) for the Court's share of capital costs.
  .
- **Heating, Ventilation and Air Conditioning (HVAC)** **$2.4 million**
  - HVAC Program - Three HVAC projects in the total amount of $2,145,000 are planned for 2014-15: County Government Center HVAC Modifications-1st and 2nd Floors ($1,500,000); Countywide-Various-HVAC Control Upgrades ($500,000); and 303 Building Fan Coil Units for IDF Rooms ($145,000).
  - County Government Center (CGC) Central Plant Cooling Tower, Pumps, Electrical and Controls – This project will replace a cooling tower, pumps, electrical and controls at the CGC Central Plant located at 351 N. Arrowhead Avenue in San Bernardino. The funding sources are Discretionary General Funding of $235,900 and the AOC ($114,100) for the Court's share of capital costs.

- **Interior Renovations/Remodels** **$1.9 million**
  - Coroner Building Expansion Project – This project will expand the Coroner Building approximately 3,800 square feet. The funding source is Discretionary General Funding of $1,415,000. Additional operating costs for the expansion area are approximately $23,000 annually.

- Interior Renovation Program – Funding of $461,987 will renovate interior spaces in County buildings: Intern Housing Gilbert Street Repairs to Various Buildings ($202,987); Countywide Conference Room Upgrade ($100,000); and CGC Rotunda Painting ($30,000); and leave a portion of funding unallocated ($129,000) for other interior renovation projects as they are identified.
- Sheriff's Scientific Investigations Division Remodel – This project will remodel the Scientific Investigations Division space located at 200 S. Lena Road in San Bernardino. The funding source is Discretionary General Funding of $110,000.

- **County Buildings Acquisition and Retrofit Project** **$1.6 million**
  - Funding in the total amount of $1,600,000 is added to the Buildings Acquisition and Retrofit Project for paving, sidewalks and new landscaping improvements to the CGC Campus ($1,000,000) and Energy Management Controls (EMC) for the 268 Building ($600,000) in San Bernardino.

- **Infrastructure** **$0.7 million**
  - Site Infrastructure Program - Seven projects in the total amount of $660,000 will improve site infrastructure: San Bernardino-Gilbert Street-Water Line Repairs/Replacements ($350,000); Parker Sheriff's Residence Post Construct Garages ($100,000); San Bernardino Mtn. View Sidewalks ($50,000); San Bernardino Gilbert Street Vaults ($25,000); Countywide Backflow Cages ($50,000); Fontana Office Building Remove and Replace Sidewalks ($50,000); and San Bernardino Phoenix Building Remove and Replace Westside Patio ($35,000).

- **Paving** **$0.6 million**
  - Pavement Management Program - Three paving projects in the total amount of $340,000 are funded for 2014-15: Havasu Landing Pavement Rehabilitation ($120,000); Twin Peaks Building Pavement Rehabilitation or Repair/Slurry and Stripe ($120,000); and Gilbert Street Complex Roadways ($100,000).
  - Rancho Courthouse Pavement Rehabilitation – This project will rehabilitate the pavement at FLJC. The funding sources are Discretionary General Funding of $191,600 and the AOC ($608,400) for the Court's share of capital costs.
  - Victorville Courthouse Parking Lot Rehabilitation - This project will rehabilitate the parking lot at the Victorville Courthouse. The funding sources are Discretionary General Funding of $90,860 and the AOC ($109,140) for the Court's share of capital costs.

- **Building System Improvements** **$0.6 million**
  - Boiler Replacement Program – One project in the total amount of $565,000 will replace domestic water/heating hot water storage tanks at West Valley Detention Center.

- **Roofing** **$0.3 million**
  - Roofing Repairs/Replacement Program – Three projects in the total amount of $250,000 are funded for 2014-15: Coroner Roof Repairs ($100,000); Preschool Services-1499 Tippecanoe Roofing Repair ($80,000); and Barstow Public Health Roof Leak ($70,000).

- **Health/Safety/Americans with Disabilities Act (ADA)** **$0.3 million**
  - Americans with Disabilities Act (ADA) Program – This program will make ADA improvements to County facilities in the total amount of $160,000. Two projects are planned: Lake Gregory Regional Park South Shore Entry ADA Improvements ($50,000); and Public Works Buildings ADA Path of Travel ($50,000). The balance of the funding will be for projects identified and implemented as they occur during the year.
  - Fire/Life Safety Program – This program will address fire/life safety projects for County facilities in the amount of $125,000. Projects are identified and implemented as they occur during the year.

The 2014-15 new projects will extend the useful life of facilities, remove potential hazards and reduce liability, and decrease operating expenses in some cases.

In addition to the base budget of $12.0 million funded from ongoing Discretionary General Funding, additional ongoing Discretionary General Funding of $20.0 million for the 800 Megahertz (MHz) Upgrade Project and additional one-time Discretionary General Funding of $3.7 million was allocated for the following projects:

- **Construction/Land Acquisition** **$23.7 million**
  - 800 MHz Upgrade Project – This project will address the upgrade of the aging 800 MHz digital radio system. The Board previously approved redirecting an annual allocation for Future Space Needs to fund this project. The total estimated project cost has been adjusted from $175.0 million to $158.2 million with a project duration of seven years. $24.0 million was funded in 2010-11, $20.0 million in 2011-12, $20.0 million in 2013-14; and $20.0 million is included in the 2014-15 CIP.

  - Acquisition of Land in Colton – This project is to acquire 6.64 acres of land adjacent to the Arrowhead Regional Medical Center (ARMC) from the Colton Joint Unified School District in the amount of $2,170,000 plus $30,000 for escrow, title, and staff time related to the purchase for a total of $2.2 million. The property may be available to meet future parking and facility expansion requirements for ARMC. Until such time as future projects are identified, annual ongoing maintenance costs, consisting primarily of weed control, will be minimal to maintain the land.

  - 210 Lena Road Complex Repaving Project – This project in the total amount of $2.85 million will rehabilitate the concrete and asphalt for the Fleet Management/County Fire/Public Works Complex at Third Street and Lena Road in San Bernardino. The project is funded by Discretionary General Funding in the amount of $1,398,564 and Fleet Management's Internal Service Fund Retained Earnings ($1,451,436). Rehabilitation of the parking lots and roads will reduce ongoing maintenance costs for the facilities.

  - ARMC Detainee Monitoring Facilities Design Project – This project in the amount of $100,000 will provide the design to remodel detainee facilities at the ARMC. The funding source is Discretionary General Funding.

In addition to the Discretionary General Funding projects identified above in the total amount of **$35.7 million,** other new projects will be funded from other sources in the total amount of **$16.9 million** including department funded projects for a grand total of **$52.6 million** in new projects administered by A&E. The Department of Public Works (DPW) will administer various new Transportation projects in the amount of **$23.2 million** funded with $5.6 million in Discretionary General Funding and $17.6 million funded by various other sources. DPW will also administer Solid Waste Management new projects in the amount of **$12.0 million** funded by Solid Waste department sources. In addition, various departments will manage smaller CIP projects with total departmental funding of **$1.7 million** with oversight and inspection provided by A&E as needed. In 2014-15, the total budget for new CIP projects is **$89.5 million.**

The following chart demonstrates the allocation of funding sources for all new projects funded in CIP for 2014-15:

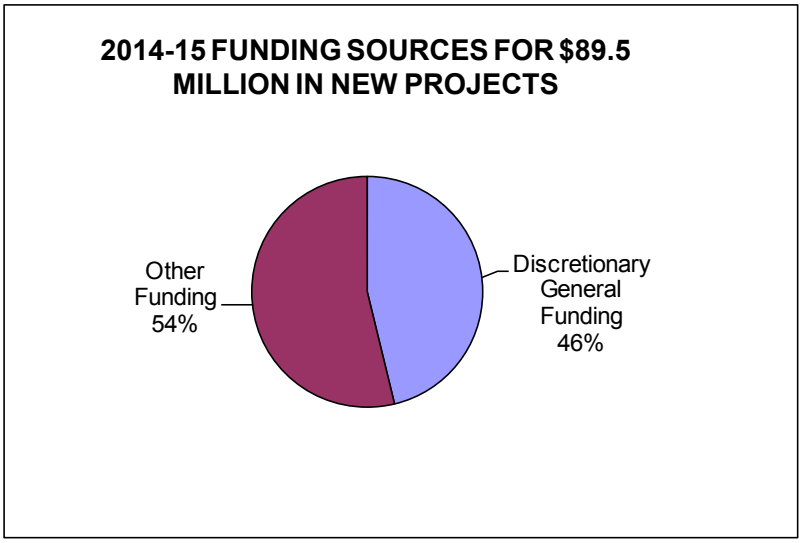


Table 1 provides a summary of all new CIP projects for 2014-15.

Table 1

SUMMARY OF 2014-15 NEW CIP PROJECTS	Discretionary General Funding	Other Funding	Total New Projects
NEW PROJECTS ADMINISTERED BY A&E:			
A&E Capital Fund (Fund CJP)	35,598,564	14,771,907	50,370,471
ARMC Capital Fund (Fund CJE)	100,000	2,115,413	2,215,413
Total New Projects Administered by A&E	**35,698,564**	**16,887,320**	**52,585,884**
NEW PROJECTS ADMINISTERED BY DPW:			
Transportation New Projects (Various Funds)	5,655,320	17,569,662	23,224,982
Solid Waste Management New Projects (Various Funds)	-	11,945,354	11,945,354
Total New Projects Administered by DPW	**5,655,320**	**29,515,016**	**35,170,336**
NEW PROJECTS ADMINISTERED BY OTHER DEPARTMENTS:			
Various Departments (Various Funds)	-	1,742,000	1,742,000
TOTAL NEW CIP PROJECTS	**41,353,884**	**48,144,336**	**89,498,220**

REVIEW OF CARRYOVER PROJECTS

Large capital projects often span more than one fiscal year and project balances are carried over annually until project completion. Carryover projects administered by A&E have projected carryover balances of approximately $156.5 million. Carryover projects administered by the Department of Public Works have carryover balances of $36.4 million. Table 2 provides a summary of all Carryover Projects.

Table 2

SUMMARY OF 2014-15 CARRYOVER BALANCES	Discretionary General Funding	Other Funding	Carryover Balance
CARRYOVER PROJECTS ADMINISTERED BY A&E:			
A&E Capital Fund (Fund CJP)	78,433,219	73,255,896	151,689,115
A&E Capital Fund (Fund CJV)	-	2,475,008	2,475,008
ARMC Capital Funds (Fund CJE)	-	2,365,427	2,365,427
Total A&E Carryover Projects	**78,433,219**	**78,096,331**	**156,529,550**
CARRYOVER PROJECTS ADMINISTERED BY DPW:			
Transportation Carryover Projects (Various Funds)	5,844,821	27,701,686	33,546,507
Solid Waste Mgmt Carryover Projects (Various Funds)	-	2,843,500	2,843,500
Total DPW Carryover Projects	**5,844,821**	**30,545,186**	**36,390,007**
CARRYOVER PROJECTS ADMINISTERED BY OTHER DEPARTMENTS:			
Various Departments (Various Funds)	-	-	-
TOTAL CARRYOVER PROJECTS	**84,278,040**	**108,641,517**	**192,919,557**

Following is a status of the large carryover construction projects administered by A&E:

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. $64.0 million had been allocated to this project through 2013-14. Approximately $5.0 million had been expended for infrastructure to support the upgrade at the High Desert Government Center Public Safety Operations Center ($4.8 million) and for a consultant agreement with Motorola for pre-project planning ($220,000), leaving approximately $59.0 million available as of December 17, 2013 when the Board approved a project budget of $158.2 million (Item No. 107); approved Motorola and Aviat Networks' recommended project plans; amended Motorola's agreement to a not-to-exceed amount of $95.6 million; approved an agreement with Aviat Networks in an amount not to exceed $27.7 million for equipment and services; and approved purchase orders in the amount of $1.5 million annually for maintenance and support. Approximately $15.0 million was expended January through June 2014 for digital radios and various equipment ($13.8 million) and for antenna site upgrades at seven locations ($1.4 million) leaving a carryover balance of $44.0 million. An additional $20.0 million is funded in 2014-15 bringing the total allocated to this project to $84.0 million with a total of $20.0 million expended to date. The upgrade project will be implemented in five phases over a seven-year period. Aviat Networks is in the process of completing microwave path surveys to ensure the Motorola upgraded radio system will be successfully interconnected. Phase I to acquire/lease new sites and modify leases for existing sites for tower construction and upgrades, and the procurement of digital radios and various equipment from Motorola with features and capabilities that improve law enforcement safety are already underway. **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 (IAM ISD) costs are based on annual Board approved Internal Service Fund rates and reimbursed by numerous internal and external public safety radio system users.	**$158.2 million**	**$44.0 million**
High Desert Detention Center (formerly Adelanto Detention Center) Expansion Project In December 2010, the Board approved the project budget of $120.0 million and awarded a construction contract for the 1,368 bed expansion of the High Desert Detention Center located in Adelanto. In 2012-13, the Board approved three increases bringing the total construction budget to $144.0 million. In addition, the Sheriff anticipates transition planning costs of $1.5 million bringing the total project cost to $145.5 million. The project is funded with a combination of a grant from the State of California under the Public Safety and Offender Rehabilitation Services Act of 2007 (AB900) and by the County from the Future Space Needs Reserve. The current estimate of the State's share of the project cost is $100.0 million. The County's total share of the one-time projected cost is $45.5 million. Construction commenced in January 2011 and completed January 2014, although there are project close-out items still pending.	**$145.5 million**	**$3.2 million**

Project	Total Project Cost	Carryover Balance
High Desert Detention Center (formerly Adelanto Detention Center) Expansion Project (Continued) **Operational Impact:** Estimated annual staffing costs and operating costs are $39.1 million. It is anticipated the full operation of this facility will be phased in over a period of time depending on availability of funding and will be included within the Sheriff Department's budget allocation. In the 2014-15 budget, $11.5 million in ongoing Discretionary General Funding is allocated for phase one staffing of the facility.		
County Buildings Acquisition and Retrofit Project In 2011-12, the Board allocated one-time Discretionary General Funding of $30.0 million to acquire and complete tenant improvements to existing buildings and to complete the seismic retrofit and modernization of certain existing buildings in San Bernardino. Since that time, additional funding of $18.2 million has been added from Discretionary General Funding ($14.5 million, including $4.5 million for acquisition of office space in Victorville) and funding from existing CIP projects and Program budgets ($3.7 million), bringing the total funding to $48.2 million. The 2014-15 budget allocates an additional $1.6 million from the annual ongoing base allocation for the CIP to this project for a total of $49.8 million funded to date. Activities during 2013-14 included completion of parking studies, acquisition of a 14,167 square foot existing office building in Victorville for the District Attorney, planning for County Government Center (CGC) campus improvements, and selection of design-build contractors for the remodel of the 303 W. 3rd Street and 268 Hospitality Lane buildings in San Bernardino. In 2014-15, improvements will be completed for the 303 and 268 Buildings; design will be completed for the 222 Hospitality, 316 Mtn. View Avenue buildings, and for the CGC campus street and parking lot improvements. The project is estimated to take four years to complete. The current estimated total cost of the project is $85.0 million for San Bernardino and $4.5 million for Victorville for a total of $89.5 million. Approximately $39.7 million is not currently funded. It is anticipated that $10.0 million will be funded from the annual base allocation for the CIP over the next four years (the project duration in San Bernardino and included in the five-year capital plan) and $4.0 million has been set-aside in County Reserves. The sale of general fund surplus properties in the amount of $25.7 million is expected to make additional funding available to complete this project. **Operational Impact:** The acquisition of approximately 120,000 square feet of additional office space resulted in increased annual operating costs of approximately $850,000 primarily for facilities maintenance and utilities, offset by annual lease savings of $323,000 and annual lease revenue of $485,000. There are no other operational or staffing costs associated with this project. *Budgets of $48.2 million were distributed to individual building remodel projects. Current carryover balances for those building projects are $31,315,000.	**$89.5 million**	**$3.0 million***

Project	Total Project Cost	Carryover Balance
Sheriff's Crime Lab Expansion The Board approved $1.3 million for design in 2012-13 and $15.7 million for construction in 2013-14 funded from Discretionary General Funding for a total project cost of $17.0 million to expand the existing Sheriff's Crime Lab located at 200 S. Lena Road in San Bernardino. On May 7, 2013 (Item No. 15), the Board approved a contract for design to expand the building approximately 20,000 square feet. Design completed July 2014 and construction is expected to commence October 2014 and be completed in September 2015. **Operational Impact:** Estimated operations and maintenance and utility costs are $120,000 annually and will be funded from the Sheriff Department budget. There are no additional staffing costs associated with this project.	**$17.0 million**	**$15.9 million**
Sheriff's Aviation Relocation from Rialto Airport to San Bernardino International Airport This project relocates the Sheriff's Aviation Division from Rialto Airport located at 1776 Miro Way to San Bernardino International Airport (SBIA) and consolidates space currently leased at SBIA into a new facility. The San Bernardino International Airport Authority (SBIAA) will construct approximately 50,000 square feet of maintenance and hangar space and approximately 11,640 square feet of office space on 8 acres of land at SBIA with oversight and inspection by the County's Architecture and Engineering Department. On February 25, 2014 (Item No.45), the Board approved a 25-year lease with SBIAA for a total lease cost of $9.6 million for hangar rent funded with $4.1 million from the City of Rialto for relocation costs, $1.0 million from the Sheriff's Asset Seizure Fund, and $4.5 million from one-time Discretionary General Funding approved by the Board in the 2013-14 budget. The hangar rent will be paid in full upon completion of the aviation facility improvements. Other one-time costs associated with this new aviation facility include A&E project management oversight, Information Services Department charges to establish telephone and data communications, moving expense, and the purchase of furniture, fixtures and equipment estimated at approximately $1.0 million that will be paid from the Sheriff's 2015-16 budget. **Operational Impact:** The agreement also provides for ground rent over the 25-year term in the total amount of approximately $2.7 million to be paid from the Sheriff's budget. Annual ground lease payments ($82,196) and operating costs and utility expense ($390,800) for the new space are partially offset by lease and operating cost savings from the termination of the existing Sheriff aviation hangar and office space leases at SBIA and Rialto estimated at $171,500 annually. There are no additional staffing costs associated with this project.	**$9.6 million**	**$9.6 million**

A summary of new projects and previously approved CIP projects still in progress is provided in:

- Exhibit A – 2014-15 Capital Improvement Program Projects Administered by Architecture and Engineering Department
- Exhibit B – 2014-15 Capital Improvement Program Projects Administered by Department of Public Works-Transportation
- Exhibit C – 2014-15 Capital Improvement Program Projects Administered by Department of Public Works-Solid Waste Management
- Exhibit D – 2014-15 Capital Improvement Program Projects Administered by Other Departments

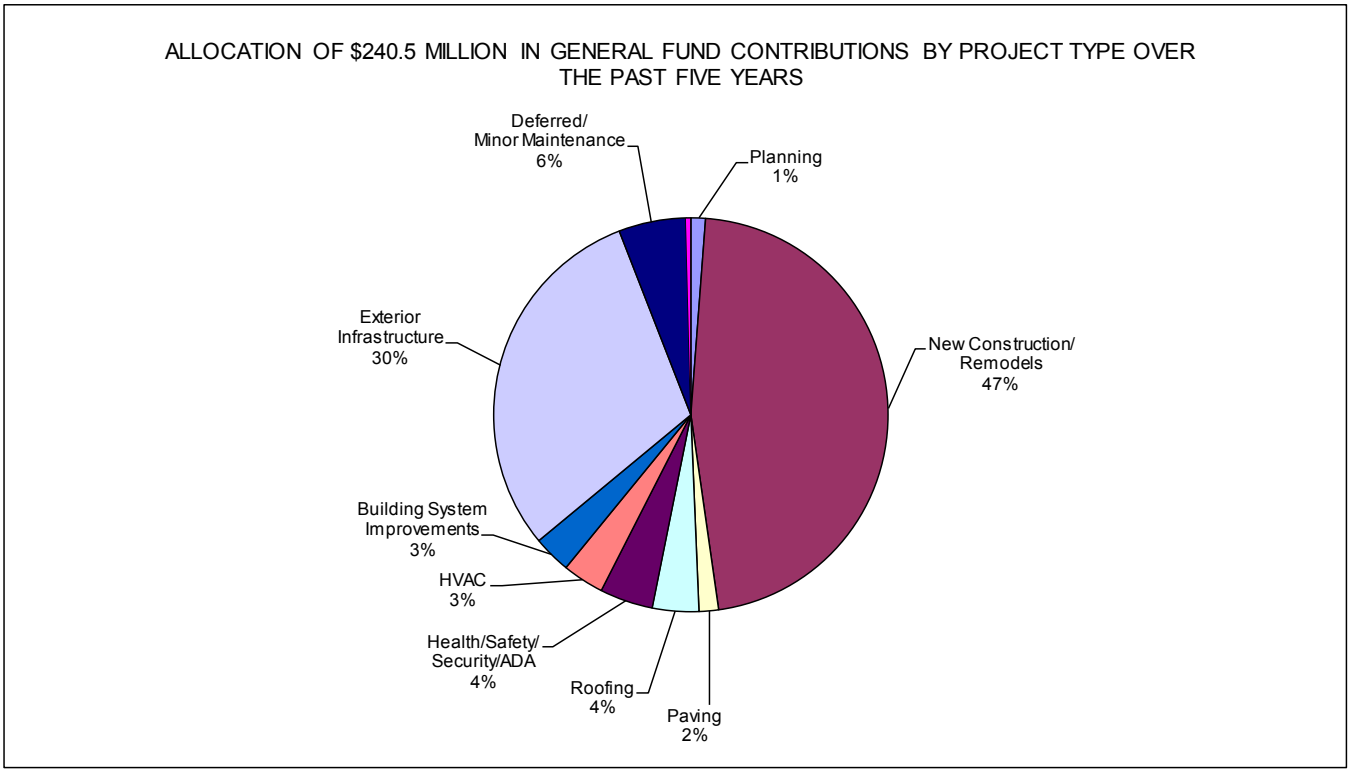
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM PLAN

The Five-Year CIP is reviewed annually and revised based on current circumstances and opportunities and considers historic requirements and expenditures for capital projects. While the Five-Year CIP does not appropriate funds, it does serve as a budgeting tool to set priorities, identify needed capital projects, estimate capital requirements, and coordinate financing and timing. It identifies projects for annual funding, focuses resources in program areas, and supports the County Goals and Objectives. It also identifies project impacts on future operating budgets, including additional staffing, maintenance, and other recurring operational expenditures that require ongoing funding that must be considered in the planning and approval of new projects.

The current general fund annual allocation for CIP projects is $12.0 million and the focus is on maintenance. That funding has been programmed over the next five years and is summarized on Exhibit E – 2014-15 through 2018-19 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 $240.5 million in general fund contributions for the CIP. The following chart indicates how those resources have been allocated by project type:



CIP NEEDS ADDRESSED IN THIS PROGRAM

The Five-Year CIP addresses the following needs:

- **Departmental Requirements**
  - Carpet/paint
  - Minor remodels
  - Restroom upgrades/ADA improvements

- **Building Systems**
  - Backlog of deferred maintenance
  - Moving towards emphasis on Preventative Maintenance
  - Emphasis on energy efficiency projects

- **Building Exterior/Interior Renovations**

- **Site Infrastructure**
  - Landscaping, irrigation and lighting
  - Increases parking and provides pavement management

- **County Buildings Acquisition and Retrofit Project**
  - Allocates from $1.3 to $2.9 million per year to the County Buildings Acquisition and Retrofit Project

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
1	Adelanto-9428 Commerce Way	Architecture and Engineering (A&E)	High Desert Detention Center (HDDC) Existing Housing Unit Upgrade	15-137	CJP	4Y68
2	Adelanto-9428 Commerce Way	Sheriff	HDDC Roof Replacement	12-067	CJP	2X00
3	Adelanto-9428 Commerce Way	Sheriff	HDDC Heating Ventilation and Air Conditioning (HVAC) Project		CJP	2X60
4	Adelanto-9428 Commerce Way	Sheriff	HDDC Video Visitation Remote Access Project funded with AB 109 Growth funds	15-166	CJP	5S10
5	Adelanto-9428 Commerce Way	Sheriff	HDDC Jail Expansion	07-305	CJV	7700
6	Apple Valley-21101 Dale Evans Parkway	Probation	HDJDAC Employee Parking Expansion funded by the Department budget	13-214	CJP	3P15
7	Apple Valley-21101 Dale Evans Pkwy	A&E	HDJDAC Metal Roofing Repair	15-169	CJP	4Y56
8	Apple Valley-21101 Dale Evans Pkwy	A&E	HDJDAC Facility Sewer Reimbursement	On-going	CJP	AVWD
9	Apple Valley-21101 Dale Evans Pkwy	Probation	High Desert Juvenile Detention and Assessment Center (HDJDAC) Cameras/Card Access System funded by Probation Department budget	11-185	CJP	1P04
10	Apple Valley-21101 Dale Evans Pkwy	Probation	HDJDAC Outdoor Visitor Enclosure funded with Excess Prop 172 funds	13-212	CJP	3P10
11	Apple Valley-21101 Dale Evans Pkwy	Probation	HDJDAC Field Improvements funded by the Probation Department budget.	13-217	CJP	4P05
12	Apple Valley-21101 Dale Evans Pkwy	Probation	HDJDAC Parking Lot Seal and Restripe.	14-191	CJP	4Y15
13	Apple Valley-21101 Dale Evans Pwy	A&E	HDJDAC Secondary Water Source	NA	CJP	7705
14	Apple Valley-21600 Corwin Rd.	Airports	Apple Valley Airport Fuel Facility Replacement funded by County Service Area 60 (CSA60)	12-194	CJP	2J05
15	Apple Valley-21600 Corwin Rd.	Airports	Apple Valley Airport T-Hangar Improvements funded by CSA60	14-001	CJP	4J05
16	Apple Valley-21600 Corwin Rd.	Airports	Mill and overlay the airport terminal parking lot including regrading areas with poor drainage and restriping at the Apple Valley Airport funded by CIP fund (RAI) and Operating fund (EBJ) - CSA 60	15-013	CJP	5J05
17	Apple Valley-21600 Corwin Rd.	Airports	Taxiway reconstruction with drainage improvements funded by CIP fund RAI and Operating fund (EBJ) - CSA60	15-014	CJP	5J10
18	Baker-56775-56756 Park Rd.	Sheriff	Baker Sheriff's Residence Post Improvements to Garage and Site Project funded by Sheriff's Special Revenue funding (SCT)	15-129	CJP	5S65
19	Baker-56778 Park Rd.	Sheriff	Baker Sheriff's Residence Post Improvements funded by Discretionary General Funding and State Asset Forfeiture funding	11-101 11-102	CJP	1Z10
20	Baldy Mesa-11855 E. St.	County Fire	Station 16 Kitchen Remodel funded by Reserves (FNR 590 5000)	15-040	CJP	5K10
21	Barstow-200-201 E. Buena Vista St.	A&E	Barstow Office Building Demolition	14-120	CJP	4X60
22	Barstow-220 E. Buena Vista St.	A&E	Barstow Probation Roofing Replacement	14-015	CJP	4X32
23	Barstow-220 E. Buena Vista St.	Probation	Barstow Buena Vista Rehab funded by AB109	15-004	CJP	5P05
24	Barstow-29802 Highway 58	Fleet Management	Expand the Barstow Service Center approximately 4,100 square feet to add bay and office space to the existing facility shared with Public Works Department funded by Fleet Management Retained Earnings	15-007	CJP	5F10
25	Barstow-301 E. Mtn. View	Assessor-Recorder-County Clerk	Carpet and paint funded by Discretionary General Funding; Department will fund furniture, fixtures and equipment (FF&E)	15-096	CJP	5K50
26	Barstow-301 E. Mtn. View Ave.	A&E	Barstow County Office Leak Repairs	14-081	CJP	4Y72
27	Big Bear-477 Summit Blvd.	A&E	Big Bear Courthouse Elevator Modernization funded by Discretionary General Funding (78.86%-$118,290) and Administrative Office of the Courts (AOC) (21.14%-$31,710)	14-093	CJP	4X01

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Adopted Requirements	Proj.
450,000			-	450,000		450,000	450,000	1
840,000			-	772,435		772,435	772,435	2
2,335,000			-	2,169,857		2,169,857	2,169,857	3
150,000		150,000	150,000			-	150,000	4
143,550,000			-		2,008,051	2,008,051	2,008,051	5
300,000			-		39,629	39,629	39,629	6
30,000			-	30,000		30,000	30,000	7
105,386			-	105,386		105,386	105,386	8
678,389			-		624,496	624,496	624,496	9
240,000			-		170,704	170,704	170,704	10
7,500			-		2,850	2,850	2,850	11
37,000			-	125		125	125	12
1,400,000			-	1,400,000		1,400,000	1,400,000	13
3,360,000			-		550,355	550,355	550,355	14
250,000			-		250,000	250,000	250,000	15
200,000		200,000	200,000			-	200,000	16
250,000		250,000	250,000			-	250,000	17
74,000		74,000	74,000			-	74,000	18
400,000			-		739	739	739	19
53,200		53,200	53,200			-	53,200	20
215,000			-	1,426		1,426	1,426	21
110,000			-	17,671		17,671	17,671	22
495,000		495,000	495,000			-	495,000	23
250,000		250,000	250,000			-	250,000	24
31,000		31,000	31,000			-	31,000	25
32,000			-	6,936		6,936	6,936	26
150,000			-	2,888	5,130	8,018	8,018	27

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
28	Big Bear-477 Summit Blvd.	A&E/FM	Roof package HVAC Unit Replacement		CJP	044A
29	Big Bear-477 Summit Blvd.	A&E/FM	Big Bear Courthouse exterior repair/painting funded by Discretionary General Funding ($31,544-78.86%) and AOC ($8,456-21.14%)	15-161	CJP	5T25
30	Blue Jay-26830 Hwy 189	Public Works	Blue Jay Transportation Yard Roofing funded by Transportation Gas Tax	14-057	CJP	4K01
31	Chino-16700 S. Euclid Ave.	Regional Parks	Prado Regional Park Electrical Upgrade Phase 2	14-073	CJP	4X54
32	Chino-7000 Merrill Ave.	Airports	Chino Airport Retention and Storm Water Conveyance Phase II funded by the Department budget	09-170	CJP	2J03
33	Chino-7000 Merrill Ave.	Airports	Chino Airport Groundwater Assessment Phase III funded by Discretioinary General Funding and Airports Capital Improvement Fund (RAA APT)	10-160	CJP	2J04
34	Chino-7000 Merrill Ave.	Airports	Chino Airport Runway Safety Fire Suppression funded 10% Capital Improvement Fund (RAA) and 90% Federal Aviation Administration (FAA)	14-009	CJP	4J10
35	Chino-7000 Merrill Ave.	Airports	Chino Airport Groundwater Assessment Phase IV - Install Monitoring Wells Project funded by Airport Capital Improvement fund	15-172	CJP	4J15
36	Chino-7000 Merrill Ave.	Airports	Chino Airport Hangar Repair Inspection and oversight funded from insurance	NA	CJP	4K13
37	Colton-400 N. Pepper Ave.	A&E/FM	ARMC Site Investigation for Irrigation Damage	NA	CJP	046A
38	Colton-400 N. Pepper Ave.	Arrowhead Regional Medical Center (ARMC)	ARMC Cath Lab Suite Replacement funded by ARMC Enterprise Funds	12-116	CJE	2G15
39	Colton-400 N. Pepper Ave.	ARMC	Patient Lifts Project funded by ARMC Enterprise Funds	13-048	CJE	3G05
40	Colton-400 N. Pepper Ave.	ARMC	Centralized Electronic Surveillance for BH funded by ARMC Enterprise Funds	13-049	CJE	3G10
41	Colton-400 N. Pepper Ave.	ARMC	Behavioral Health Security Fencing funded by ARMC Enterprise Funds	13-050	CJE	3G15
42	Colton-400 N. Pepper Ave.	ARMC	Conversion to Hot/Cold Fresh Food Tray Line funded by ARMC Enterprise Funds	13-056	CJE	3G45
43	Colton-400 N. Pepper Ave.	ARMC	ARMC HIM Coding Remodel funded by ARMC Enterprise Funds	13-233	CJE	3G55
44	Colton-400 N. Pepper Ave.	ARMC	ARMC Data Center Cooling and Electrical Upgrade funded by ARMC Enterprise Funds	13-237	CJE	3G60
45	Colton-400 N. Pepper Ave.	ARMC	ARMC Fetal Monitors Replacement funded by ARMC Enterprise Funds	14-048	CJE	4G05
46	Colton-400 N. Pepper Ave.	ARMC	ARMC Ceiling Mounted Patient Lift Installation funded by ARMC Enterprise Funds	14-052	CJE	4G25
47	Colton-400 N. Pepper Ave.	ARMC	ARMC Parking Lot ADA Improvement Upgrade funded by ARMC Enterprise Funds	14-055 15-091	CJE	4G40
48	Colton-400 N. Pepper Ave.	ARMC	ARMC OB Portpartum Service Expansion and Remodel funded by ARMC Enterprise Funds	14-105	CJE	4G45
49	Colton-400 N. Pepper Ave.	ARMC	ARMC Medical Office Building Exam Room Expansion funded by ARMC Enterprise Funds	14-134	CJE	4G50
50	Colton-400 N. Pepper Ave.	ARMC	ARMC Sterile Processing Department Exhaust Fan and Coling Unit Replacement Project funded by ARMC Enterprise Funds	14-130	CJE	4G55
51	Colton-400 N. Pepper Ave.	ARMC	Clean Steam Humidifier Rebuild funded by ARMC Enterprise Funds	15-084	CJE	5G05
52	Colton-400 N. Pepper Ave.	ARMC	Ceiling Mounted Patient Lift Installation funded by ARMC Enterprise Funds.	15-085	CJE	5G10
53	Colton-400 N. Pepper Ave.	ARMC	Central Plant Building Automation Upgrade funded by ARMC Enterprise Funds	15-086	CJE	5G15
54	Colton-400 N. Pepper Ave.	ARMC	Breathing Air Systems Upgrade funded by ARMC Enterprise Funds	15-087	CJE	5G20
55	Colton-400 N. Pepper Ave.	ARMC	MRI and Patient Tower Roof Restoration funded by ARMC Enterprise Funds	15-088	CJE	5G25
56	Colton-400 N. Pepper Ave.	ARMC	Walk-in Freezer Repair funded by ARMC Enterprise Funds	15-089	CJE	5G30
57	Colton-400 N. Pepper Ave.	ARMC	Oak Room Expansion funded by ARMC Enterprise Funds	15-090	CJE	5G35

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Adopted Requirements	Proj.
255,000			-	233,596		233,596	233,596	28
40,000	31,544	8,456	40,000			-	40,000	29
70,000			-		18,544	18,544	18,544	30
150,000			-	2,565		2,565	2,565	31
332,570			-		331,686	331,686	331,686	32
505,344			-		102,479	102,479	102,479	33
1,000,000			-		998,575	998,575	998,575	34
675,000		675,000	675,000		(1,358)	(1,358)	673,642	35
2,500			-		229	229	229	36
9,339			-	1,538		1,538	1,538	37
433,267			-		324,824	324,824	324,824	38
400,000			-		177,935	177,935	177,935	39
685,419			-		69,345	69,345	69,345	40
121,300			-		99,734	99,734	99,734	41
285,314			-		97,959	97,959	97,959	42
130,000			-		103,326	103,326	103,326	43
591,100			-		504,162	504,162	504,162	44
30,000			-		29,381	29,381	29,381	45
225,000			-		223,426	223,426	223,426	46
459,853		229,927	229,927		25,524	25,524	255,451	47
513,600			-		513,047	513,047	513,047	48
122,000			-		121,558	121,558	121,558	49
52,900		52,900	52,900			-	52,900	50
82,225		82,225	82,225			-	82,225	51
393,418		393,418	393,418			-	393,418	52
194,243		194,243	194,243			-	194,243	53
172,195		172,195	172,195			-	172,195	54
341,550		341,550	341,550			-	341,550	55
102,670		102,670	102,670			-	102,670	56
275,000		275,000	275,000			-	275,000	57

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
58	Colton-400 N. Pepper Ave.	ARMC	Installation of smoke detectors and audio-visual alarm devision in 8 physician sleep rooms funded by ARMC Enterprise Funds	15-113	CJE	5G45
59	Colton-400 N. Pepper Ave.	ARMC	Emergency Department Electronic Domumentation System Project. The total project cost is $268,400. Equipment in the amount of $130,000 will be funded by ARMC. The construction portion of $138,400 is included in the CIP.	15-166	CJE	5G50
60	Colton-400 N. Pepper Ave.	ARMC	ARMC Detainee Monitoring Faciities Design Project	14-207	CJ	5G55
61	Colton-400 N. Pepper Ave.	ARMC	Acquisition of 6.64 acres of land	15-167	CJP	5X05
62	Colton-400 N. Pepper Ave.	ARMC	Angio/Cath Lab Suite funded by ARMC Enterprise Funds.	11-181	CJE	1G20
63	Countywide-Various	A&E	Countywide HVAC Control System Upgrade	13-100	CJP	3X20
64	Countywide-Various	A&E	Countywide Conference Room Upgrade	14-087	CJP	4X39
65	Countywide-Various	A&E	Americans with Disabilities Act (ADA) Program-Unprogrammed ($60,000); New Projects: -Lake Gregory Regional Park-Crestline-24171 Lake Drive-South Shore Entry ADA Improvements ($50,000) -Public Works Building-San Bernardino-825 E. 3rd St.-ADA Path of Travel ($50,000)	Program	CJP	ADA
66	Countywide-Various	A&E	ADA Management	Program	CJP	ADAM
67	Countywide-Various	A&E	Boiler Replacements Program-New Project: -West Valley Adult Detention Center-Rancho Cucamonga-9500 Etiwanda Ave.-Domestic Water/Heating Hot Water Storage Tank Replacement	Program	CJP	BOIL
68	Countywide-Various	A&E	Minor CIP Administration	Program	CJP	CIPA
69	Countywide-Various	A&E	Capital Improvement Program Residual	Program	CJP	CJPR
70	Countywide-Various	A&E	Court Buildings Capital Projects	Program	CJP	CRTB
71	Countywide-Various	A&E	Countywide Elevator Modernization	Program	CJP	ELEV
72	Countywide-Various	A&E	Energy Projects Program	Program	CJP	ENGR
73	Countywide-Various	A&E	Countywide Exterior Renovation Program-New Projects: -Barstow Library-Barstow-304 E. Buena Vista-Exterior Painting ($35,000) -Apple Valley Library-Apple Valley-14901 Dale Evans Pkwy-Exterior repair/paintingl; wet seal windows ($100,000) -Twin Peaks Building-Twin Peaks-26010 Highway 189-Wet seal windows ($25,000)	Program	CJP	EXTR
74	Countywide-Various	A&E	Countywide Generator Replacements	Program	CJP	GENR
75	Countywide-Various	A&E	HVAC Upgrades/Maintenance /Replacement-New Projects: -Countywide-Various-HVAC Control Upgrades ($500,000) to be managed by Facilities Management and Information Services. -County Government Center-San Bernardino-385 N. Arrowhead Ave.-HVAC Modifications-1st and 2nd Floors ($1,500,000) -303 Building-San Bernardino-303 W. 3rd St.-Fan Coil Units for IDF Rooms on Floors 1-6 ($145,000)	Program	CJP	HVAC
76	Countywide-Various	A&E	Countywide Interior Renovation Program-Unprogrammed ($129,000) - New Projects: -Countywide-Various-Conference Room Upgrade ($100,000) -County Government Center-San Bernardino-385 N. Arrowhead Ave.-Rotunda painting ($30,000) -Intern Housing-San Bernardino-900 E. Gilbert St.-Repairs to Various Buildings ($202,987)	Program	CJP	INTR

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Adopted Requirements	Proj.
82,885	-	82,885	82,885			-	82,885	58
138,400		138,400	138,400			-	138,400	59
100,000	100,000		100,000			-	100,000	60
2,200,000	2,200,000		2,200,000			-	2,200,000	61
444,144			-		75,206	75,206	75,206	62
760,000			-	41,819		41,819	41,819	63
125,000			-	119,875		119,875	119,875	64
250,275	160,000		160,000	90,275		90,275	250,275	65
13,544			-	13,544		13,544	13,544	66
720,663	565,000		565,000	155,663		155,663	720,663	67
30,489			-	30,489		30,489	30,489	68
624,751			-	624,751		624,751	624,751	69
200,000			-	200,000		200,000	200,000	70
199,871			-	199,871		199,871	199,871	71
884,316			-	884,316		884,316	884,316	72
192,414	160,000		160,000	32,414		32,414	192,414	73
97,079			-	97,079		97,079	97,079	74
2,243,853	2,145,000		2,145,000	98,853		98,853	2,243,853	75
466,982	461,987		461,987	4,995		4,995	466,982	76

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
77	Countywide-Various	A&E/FM	Minor Capital Improvements Program-Unprogrammed ($2,358,564). New Project: -303 Building-Sewage Ejection Pump Replacement ($40,000)	Program	CJP	MCIP
78	Countywide-Various	A&E	Paving Program Budget-New Projects: -Gilbert Street Complex-San Bernardino-Gilbert St.-Roadways (allowance) ($100,000) -Havasu Landing-Havasu-1 Tidwell Ln.-Pavement Rehabilitation ($120,000) (CIP 15-144) -Twin Peaks Building-Twin Peaks-26010 Hwy 189-Pavement Rehabilitation or Repair/Slurry and Stripe ($120,000)	Program	CJP	PAVE
79	Countywide-Various	A&E	Regional Parks Improvement Program-New Projects: -Glen Helen Regional Park-Devore-2555 Glen Helen Parkway-Sewer Main Installation-Phase II ($250,000) to be managed by Special Districts. -Glen Helen Regional Park-Devore-2555 Glen Helen Parkway-Campground Enhancements ($50,000) -Calico-36600 Ghost Town Rd.-Well-Water Quality Improvements ($500,000) to be managed by Special Districts -Mojave Narrows Regional Park-Victorville-18000 Yates Road-Disc Golf ($10,000) to be managed by Regional Parks. -Yucaipa Regional Park-Yucaipa-33900 Oak Glen Road-Restroom Upgrades (combine with 2013-14 funding) ($100,000) -Cucamonga-Guasti Regional Park-Ontario-800 N. Archibald Ave.-Improvements to Dry Camping Sites ($60,000) to be managed by Special Districts -Cucamonga-Guasti Regional Park-Ontario-800 N. Archibald Ave.-Add Dechlorination Unit ($30,000)	15-122	CJP	REGP
80	Countywide-Various	A&E	Roofing Program Budget-New Projects: -Coroner-San Bernardino-175 N. Lena Rd.-Roof Repairs ($100,000) -Preschool Services-San Bernardino-1499 Tippecanoe-Roofing Repair ($80,000) -Barstow Public Health-Barstow-303 E. Mtn. View Ave. Roof Leak ($70,000)	15-123	CJP	ROOF
81	Countywide-Various	A&E	Site Infrastructure Program-New Projects: -San Bernardino-340 and 364 Mtn. View sidewalks ($50,000) -San Bernardino-Gilbert St. Vaults ($25,000) -Countywide-Various-County Backflow Cages ($50,000) -San Bernardino-Gilbert Street-Water Line Repairs/Replacements ($350,000) managed by Special Districts -San Bernardino-820 E. Gilbert St.-Phoenix Building Remove and Replace Westside Patio ($35,000) -Fontana-17830 Arrow Boulevard-Fontana Office Building Remove and Replace Sidewalks ($50,000) -Parker-2449 Parker Dam Road-Sheriff's Parker Residence Post Construct Garages (2nd Year Funding) ($100,000)	15-124	CJP	SITE

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Adopted Requirements	Proj.
2,638,473	2,398,564		2,398,564	239,909		239,909	2,638,473	77
455,509	340,000		340,000	115,509		115,509	455,509	78
1,052,035	1,000,000		1,000,000	52,035		52,035	1,052,035	79
370,118	250,000		250,000	120,118		120,118	370,118	80
858,969	660,000		660,000	198,969		198,969	858,969	81

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
82	Countywide-Various	A&E/FM	HVAC Optimization Project	Program	CJP	4Y76
83	Countywide-Various	A&E/FM	Fire/Life Safety Program	Program	CJP	SAFE
84	Countywide-Various	Fleet Management	Install/replace 34 fuel tanks over a four-year period. Phase I - $809,000 (2014-15), Phase II - $800,000 (2015-16), Phase III - $700,000 (2016-17) and Phase IV - $700,000 (2017-18) funded by Fleet Management Retained Earnings	15-009	CJP	5F15
85	Countywide-Various	Information Services Department (ISD)	800 MHz Upgrade Project-$45,000 transferred to ISD Garden Office Remodel project (Org 4W02); $1,400,000 transferred to Rialto Antenna Site Upgrade (Org 4W01)	Various	CJP	2V03
86	Countywide-Various	Sheriff	All Type 1 and Type 2 Jail and Court Facilities Security Log Checker System Project	15-171	CJP	5S35
87	Crestline-24171 Lake Dr.	Regional Parks	Lake Gregory Dam Rehabilitation Project Phase II	NA	CJP	4R10
88	Crestline-24640 San Moritz Dr.	A&E	Demolish Resident Cabin at Lake Gregory	NA	CJP	4X98
89	Devore-18000 Institution Rd.	A&E	Glen Helen Rehabilitation Center (GHRC) Shower Remodel	14-195	CJP	4Y66
90	Devore-18000 Institution Rd.	A&E	GHRC Video Camera Installation	15-102	CJP	4Y67
91	Devore-18000 Institution Rd.	County Fire	Special Operations/Training 4,800 SF Butler Building funded by Reserves (FPD 106 800)	15-072	CJP	5K35
92	Devore-18000 Institution Rd.	Sheriff	Sheriff Training Center Expansion funded by State Asset Forfeiture and Law and Justice Funds	12-009	CJP	2S00
93	Devore-18000 Institution Rd.	Sheriff	Sheriff GHRC Security Improvements	13-162	CJP	3S08
94	Devore-18000 Institution Rd.	Sheriff	GHRC Recreation Yard Improvement Project funded by Inmate Welfare Fund	13-149	CJP	3S11
95	Devore-18000 Institution Rd.	Sheriff	Sheriff's Academy Scenario Village - Phase I funded from Federal Asset Forfeiture Funds (SHR SCK)	13-153	CJP	3S13
96	Devore-18000 Institution Rd.	Sheriff	Sheriff Training Academy Range Lead Traps funded from Discretionary General Funding ($375,000) and Sheriff's Asset Forfeiture Funding ($750,000)	13-115	CJP	3X14
97	Devore-18000 Institution Rd.	Sheriff	GHRC Sheriff's Roofing Rehabilitation	14-084	CJP	4X55
98	Devore-18000 Institution Rd.	Sheriff	GHRC Replacement Cooking Equipment Replacement funded by AB109 Growth funds	15-167	CJP	5S15
99	Devore-18000 Institution Rd.	Sheriff	GHRC Replacement of Laundry Equipment funded by AB109 Growth funds	15-168	CJP	5S20
100	Devore-19777 Shelter Way	Public Health	Devore Public Health Animal Control Improvements	13-221	CJP	3X75
101	Devore-2555 Glen Helen Parkway	Regional Parks	Glen Helen Regional Park (GHRP) Electrical Repair funded by insurance.	14-118	CJP	4X10
102	Devore-2555 Glen Helen Parkway	Regional Parks	GHRP Sewer Main Extension	14-074	CJP	4X20
103	Fawnskin-39188 Rim of the World Dr.	County Fire	Station 96 Apparatus Bay Remodel funded by Reserves (FMZ 600 4000)	15-056	CJP	5K25
104	Fontana-17830 Arrow Boulevard	A&E	Fontana Substation Parking Lot Renovation	15-146	CJP	4Y35
105	Fontana-17830 Arrow Boulevard	Probation	Fontana Building Remodel for West Valley Day Reporting Center funded by AB109	14-116	CJP	4P10
106	Havasu Landing-1 Tidwell Ln.	A&E	Havasu Landing Roofing and Awning Replacement	15-131	CJP	4Y71
107	Hesperia-16453 Bear Valley Rd.	Public Health	Public Health Clinic Remodel/Expansion Project funded by a federal grant	13-129	CJP	3U05
108	High Desert-To Be Determined	Public Health	High Desert Animal Shelter	10-109	CJP	0X80
109	Lake Arrowhead-27470 North Bay Rd.	County Fire	Station 94 Covered Parking funded by Reserves (FMZ 600 4000)	15-060	CJP	5K30

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Adopted Requirements	Proj.
60,000			-	60,000		60,000	60,000	82
125,000	125,000		125,000			-	125,000	83
809,000		809,000	809,000			-	809,000	84
158,215,198	20,000,000		20,000,000		43,948,935	43,948,935	63,948,935	85
500,000		500,000	500,000			-	500,000	86
450,000			-		6,006	6,006	6,006	87
45,000			-	39,091		39,091	39,091	88
312,000			-	311,268		311,268	311,268	89
300,000			-	299,268		299,268	299,268	90
233,000		233,000	233,000			-	233,000	91
2,385,000			-		2,161,822	2,161,822	2,161,822	92
2,388,000			-	750		750	750	93
140,000			-		11,485	11,485	11,485	94
300,000			-		199,022	199,022	199,022	95
1,125,000			-	375,000	645,543	1,020,543	1,020,543	96
344,189			-	66,661		66,661	66,661	97
261,000		261,000	261,000			-	261,000	98
80,000		80,000	80,000			-	80,000	99
250,000			-	26,774		26,774	26,774	100
316,412			-		145,300	145,300	145,300	101
250,000			-	127,417		127,417	127,417	102
66,500		66,500	66,500			-	66,500	103
100,000			-	580		580	580	104
5,095,000			-		5,090,444	5,090,444	5,090,444	105
60,000			-	60,000		60,000	60,000	106
3,333,675			-		1,000	1,000	1,000	107
1,235,000			-	1,235,000		1,235,000	1,235,000	108
133,000		133,000	133,000			-	133,000	109

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
110	Lake Arrowhead-301 S. SH 173	County Fire	Station 91 Admin Window Replacement funded from Minor CIP and County Fire	13-016	CJP	3K01
111	Lake Arrowhead-301 S. SH 173	County Fire	Station 91 Concrete Project funded by Reserves (FMR 600 4000)	14-041	CJP	4K04
112	Lake Arrowhead-981 N. SH 173	County Fire	Station 92 Parking Structure	14-042	CJP	4K05
113	Lake Arrowhead-981 N. SH 173	County Fire	Station 92 Covered Parking funded by Reserves (FMZ 600 4000)	15-051	CJP	5K20
114	Lake Havasu-1 Tidwell Ln.	Sheriff	Havasu Landing Fuel Generator Replacement	NA	CJP	3X74
115	Lake Havasu-1 Tidwell Ln.	Sheriff	Havasu Landing Inmate Quarters Renovation funded from Inmate Welfare Fund.	14-123	CJP	4S15
116	Lake Havasu-1 Tidwell Ln.	Sheriff	Havasu Landing Sheriff's Residence Post Security Fence Installation Project funded by Sheriff's Special Revenue funding (SCT)	15-103	CJP	5S60
117	Mentone-1300 Crafton Ave.	County Fire	Station 9 Bathroom Remodel funded by Reserves (FVR 580 4000)	15-030	CJP	5K05
118	Mt. Baldy-APN 0353-151-12	Public Works	Mt. Baldy Transportation Yard Cinder Building	14-062	CJP	4K02
119	Needles-1 Park Moabi Rd.	A&E	Colorado River Station Roofing Replacement	15-143	CJP	4Y69
120	Needles-100 Park Moabi Rd.	Regional Parks	Moabi Regional Park Off Highway Vehicle (OHV) Area funded by the OHV fund (SBY AMS)	13-163	CJP	3R05
121	Needles-100 Park Moabi Rd.	Regional Parks	Park Moabi Boaters' Area Improvements funded $840,000/grant and $77,700 Regional Parks Maintenance and Development budget (SPR CCR).	14-117	CJP	4R05
122	Needles-1111 E. Bailey Ave.	A&E	Needles Library Paint and Carpet Replacement	15-002	CJP	4Y63
123	Needles-1111 E. Bailey Ave.	A&E/FM	Courthouse Exterior Reseal and Paint funded Discretionary General Funding ($50,895-78%) and AOC ($14,355-22%)	15-159	CJP	5T20
124	Needles-1111 E. Bailey Ave.	A&E/FM	County Building Exterior Reseal & Paint funded Discretionary General Funding ($8,650-34.95%) and AOC ($16,100-65.05%)	15-160	CJP	5T30
125	Needles-1111 E. Bailey Ave.	Assessor-Recorder	Assessor Needles Office Expansion funded by the Department budget	13-211	CJP	4K12
126	Needles-TBD	County Fire	Needles Fire Station	12-137	CJP	2Y30
127	Ontario-555 W. Maple Ave.	Preschool Services	Preschool Services Maple Resurfacing of Blacktop funded from federal funding through Administration for Children and Families (ACF)	14-177	CJP	4K17
128	Ontario-555 W. Maple Ave.	Preschool Services	Preschool Services Maple Restrooms Remodel funded through ACF	14-178	CJP	4K18
129	Ontario-555 W. Maple Ave.	Preschool Services	Preschool Services Maple New Windows Installation funded through ACF	14-181	CJP	4K19
130	Ontario-555 W. Maple Ave.	Preschool Services	Preschool Services Maple Panic Bars/Hardware Installation funded from federal funding through ACF	14-179	CJP	4K20
131	Ontario-800 N. Archibald Ave.	Regional Parks	Cucamonga-Guasti Regional Park Electrical Service	14-073	CJP	4X24
132	Parker Dam-1790 Parker Dam Rd.	A&E	Colorado River Reporting Station Roofing Repair	14-196	CJP	4Y70
133	Parker Dam-1790 Parker Dam Rd.	Sheriff	Sheriff's Parker Dam Resident Housing Garages funded from the Sheriff's Special Revenue Fund (SCT SHR)	13-191	CJP	3S15
134	Phelan-9898 Clovis Rd.	A&E	Phelan Library Paint and Carpet Replacement	15-001	CJP	4Y62
135	Rancho Cucamonga-8303 N. Haven Ave.	A&E	Rancho Courthouse Base Isolation Testing	07-180	CJP	7200

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Adopted Requirements	Proj.
702,000			-		433,129	433,129	433,129	110
200,000			-		200,000	200,000	200,000	111
100,000			-		100,000	100,000	100,000	112
133,000		133,000	133,000			-	133,000	113
60,000			-	33,912		33,912	33,912	114
20,000			-		20,000	20,000	20,000	115
90,000		90,000	90,000			-	90,000	116
46,550		46,550	46,550			-	46,550	117
20,000			-		20,000	20,000	20,000	118
18,600			-	18,600		18,600	18,600	119
293,280			-		293,280	293,280	293,280	120
917,700			-		894,860	894,860	894,860	121
75,000			-	75,000		75,000	75,000	122
65,250	50,895	14,355	65,250			-	65,250	123
24,750	8,650	16,100	24,750			-	24,750	124
40,500			-		39,336	39,336	39,336	125
2,985,323			-	2,813,249		2,813,249	2,813,249	126
200,000			-		85,655	85,655	85,655	127
420,000			-		406,429	406,429	406,429	128
10,000			-		9,628	9,628	9,628	129
24,000			-		22,831	22,831	22,831	130
200,000			-	182,604		182,604	182,604	131
60,000			-	60,000		60,000	60,000	132
175,000			-		157,947	157,947	157,947	133
90,000			-	89,750		89,750	89,750	134
80,000			-	80,000		80,000	80,000	135

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
136	Rancho Cucamonga-8303 N. Haven Ave.	A&E	Rancho Courthouse Chiller Replacement funded by Discretional General Funding (23.95%-$219,301) and by AOC (76.05%-$696,359)	14-186	CJP	4Y25
137	Rancho Cucamonga-8303 N. Haven Ave.	A&E	Rancho Courthouse Design for Court Reorganization	14-193	CJP	4Y58
138	Rancho Cucamonga-8303 N. Haven Ave.	A&E	Rancho Courthouse Elevator 1-4 Modernization funded by Discretionary General Funding (23.95%-$251,475) and AOC (76.05%-$798,525)	14-194	CJP	4Y59
139	Rancho Cucamonga-8303 N. Haven Ave.	A&E	Probation Office Electrical/Plumbing Modifications	NA	CJP	4Y74
140	Rancho Cucamonga-8303 N. Haven Ave.	A&E/FM	Rancho Courthouse Pavement Rehabilitation funded Discretionary General Funding ($191,600-23.95%) and AOC ($608,400 - 76.05%)	15-163	CJP	5T15
141	Rancho Cucamonga-9324 San Bernardino Rd.	Preschool Services	Preschool Services Cucamonga Flooring funded from federal funding through ACF	14-180	CJP	4K22
142	Rancho Cucamonga-9478 Etiwanda Ave.	A&E	West Valley Day Reporting Center (WVDRC) Boilers Replacement	14-195	CJP	4Y60
143	Rancho Cucamonga-9478 Etiwanda Ave.	Probation	WVDRC Fire Inspection Modifications funded by AB109	14-183	CJP	4P20
144	Rancho Cucamonga-9500 Etiwanda Ave.	A&E	West Valley Detention Center (WVDC) HVAC Phase II	14-079	CJP	4X26
145	Rancho Cucamonga-9500 Etiwanda Ave.	A&E	WVDC Inmate Shower Renovation	14-087	CJP	4X38
146	Rancho Cucamonga-9500 Etiwanda Ave.	A&E	WVDC Roofing Repair/Replacement	15-139	CJP	4Y55
147	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	West Valley Detention Center (WVDC) Revocation Hearing Rooms Remodel funded from Federal Asset Forfeiture funds (SCK SHR) ($250,000) and AB109 Growth Funds ($1,250,000)	13-146 15-125	CJP	3S10
148	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	WVDC ADA Improvements Project - Additional funding required increasing project budget from $4.3 million to $6.3 million funded by CDBG. Additional funding will also be required for additional updates/costs unknown and unfunded at this time.	15-134	CJP	3S16
149	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	WVDC Generators Replacement	13-102	CJP	3X60
150	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	WVDC Perimeter Security Enhancement	14-017	CJP	4X51
151	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	WVDC Security Controls Upgrade	NA	CJP	4X85
152	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	WVDC Replacement of Laundry Equipment funded with AB109 Growth funds	15-169	CJP	5S25
153	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	WVDC Plumbing Overhaul funded with AB109 Growth Funds	15-170	CJP	5S30
154	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	WVDC Tile Replacement (2nd Year Funding) funded with AB 109 Growth Funds	15-176	CJP	5S40
155	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	WVDC Nurse Card Readers Installation project funded with AB 109 Growth Funds	15-105	CJP	5S45
156	Redlands-2024 Orange Tree Ln.	A&E	Museum Entry and Patio Deck Resurfacing	14-086	CJP	4X35
157	Redlands-2024 Orange Tree Ln.	A&E	Museum Paint and Seal Dome	14-086	CJP	4X36
158	Redlands-2024 Orange Tree Ln.	A&E	Museum Association Metal Roofing Repair	15-170	CJP	4Y57
159	Redlands-2024 Orange Tree Ln.	Museum	Museum Hall of History Refurbishing	08-206	CJV	8X78
160	Rialto-1743 Miro Way	A&E	Office of Emergency Services Rialto Generator Replacement	NA	CJP	3X72
161	Rialto-1743 Miro Way	ISD	ISD Rialto 800 MHz Antenna Site Upgrade funded from the 800 MHz Upgrade Project (Org 2V03)		CJP	4W01
162	Rialto-850 E. Foothill Blvd.	ARMC	ARMC Westside Family Health Center Clinic Firewall Installation fundedwith ARMC Enterprise Funds.	14-139	CJE	4G60
163	Running Springs-1896 Wilderness Rd.	Public Works	Running Springs Equipment Storage funded by Transportation Gas Tax	11-197	CJP	1Z72
164	San Bernardino-104 W. 4th St.	A&E	104 Building Exterior Improvements	12-102	CJP	3D05
165	San Bernardino-104 W. 4th St.	Probation	Probation Remodel for AB109 Space funded by AB109	12-147	CJP	2Y12

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Adopted Requirements	Proj.
915,660			-		260,307	260,307	260,307	136
200,000			-	200,000		200,000	200,000	137
1,050,000			-	251,407	798,525	1,049,932	1,049,932	138
8,908			-	307		307	307	139
800,000	191,600	608,400	800,000			-	800,000	140
60,000			-		58,609	58,609	58,609	141
175,000			-	174,400		174,400	174,400	142
32,000			-		31,435	31,435	31,435	143
395,000			-	282,917		282,917	282,917	144
600,000			-	581,062		581,062	581,062	145
425,000			-	424,013		424,013	424,013	146
1,500,000		1,250,000	1,250,000		162,975	162,975	1,412,975	147
6,300,000		2,000,000	2,000,000		695,564	695,564	2,695,564	148
1,600,000			-	279,010		279,010	279,010	149
950,000			-	114,948		114,948	114,948	150
5,000,000			-	4,889,290		4,889,290	4,889,290	151
80,000		80,000	80,000			-	80,000	152
759,720		759,720	759,720			-	759,720	153
600,000		600,000	600,000			-	600,000	154
87,750		87,750	87,750			-	87,750	155
51,500			-	25,027		25,027	25,027	156
222,500			-	73,501		73,501	73,501	157
30,000			-	29,250		29,250	29,250	158
3,150,730			-		8,504	8,504	8,504	159
70,000			-	42,373		42,373	42,373	160
1,400,000			-	1,393,608		1,393,608	1,393,608	161
50,000		50,000	50,000			-	50,000	162
1,003,000			-		5,547	5,547	5,547	163
500,000			-	500,000		500,000	500,000	164
1,464,539			-		166,914	166,914	166,914	165

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
166	San Bernardino-1499 S. Tippecanoe	Preschool Services	Butler Building Improvements funded by the Department budget	13-044	CJP	3K04
167	San Bernardino-157/175 W. 5th St.	A&E	157-175 Building Seismic Retrofit and Improvements	12-102	CJP	3D06
168	San Bernardino-172 W. 3rd St.	A&E	172 Building Seismic Retrofit and Improvements	12-102	CJP	3D07
169	San Bernardino-172 W. 3rd St.	A&E	172 Buildilng Replace Oil Switches	14-088	CJP	4X45
170	San Bernardino-175 S. Lena Rd.	A&E	Coroner Building Parking Lot Renovation	15-167	CJP	4Y45
171	San Bernardino-175 S. Lena Rd.	Sheriff	Coroner Building Expansion Project funded with Discretionary General Funding	15-100	CJP	5X10
172	San Bernardino-175 W. 5th St.	Probation	Probation Crime Intelligence Unit Remodel funded by AB109	13-119	CJP	3P05
173	San Bernardino-200 S. Lena Rd.	Facilities Management (FM)	Facilities Management Parking Lot and Driveway Rehab	14-085	CJP	4X15
174	San Bernardino-200 S. Lena Rd.	Sheriff	Sheriff's Crime Lab	07-293	CJP	2Y65
175	San Bernardino-200 S. Lena Rd.	Sheriff	Sheriff's Scientific Investigations Division Remodel funded by Discretionary General Funding	15-174	CJP	5S05
176	San Bernardino-210 N. Lena Rd.	Fleet Management	Fleet Management Shop Heaters Building 7 funded from Fleet Management Internal Service Fund (ISF) Retained Earnings	14-143	CJP	4F10
177	San Bernardino-210 N. Lena Rd.	Fleet Management	Fleet Management Infrastructure Improvements funded from Fleet Management ISF Retained Earnings	14-145	CJP	4F15
178	San Bernardino-210 N. Lena Road	Fleet Management/ Public Works	Pavement Management funded Discretionary General Funding ($1,398,564) and Fleet Management ISF Retained Earnings ($1,451,436)	15-165	CJP	5K55
179	San Bernardino-222 W. Hospitality Ln.	A&E	222 Building Sign Project funded by SANBAG	12-133	CJP	2X88
180	San Bernardino-222 W. Hospitality Ln.	A&E	222 Building Remodel	12-102	CJP	3D04
181	San Bernardino-222 W. Hospitality Ln.	A&E/FM	222 Building AC-1 Damper Assembly Replacement		CJP	038A
182	San Bernardino-222 W. Hospitality Ln., 3rd Floor	Risk Management	Executive Conference Room Remodel funded by Insurance Programs ISF	15-095	CJP	5K45
183	San Bernardino-268 W. Hospitality Ln.	A&E	268 Building Improvements	12-102	CJP	3D15
184	San Bernardino-303 Vanderbilt	A&E	Behavioral Health Move to IEHP	12-102	CJP	3D14
185	San Bernardino-303 W. 3rd St.	A&E	303 Building Remodel	12-102	CJP	3D09
186	San Bernardino-303 W. 3rd St.	A&E/FM	303 Building Elevator Upgrade	12-073	CJP	2X39
187	San Bernardino-303 W. 3rd St.	District Attorney	District Attorney 303 Building 6th Floor Conference Room Remodel funded by the Department budget	13-216	CJP	3K46
188	San Bernardino-316 Mtn. View	A&E	316 Mtn. View Building Remodel	12-102	CJP	3D11
189	San Bernardino-316 Mtn. View	A&E	316 Mtn. View Replace Oil Switches	14-088	CJP	4X49
190	San Bernardino-351 Mtn. View	A&E	351 Mtn. View Building Remodel	12-102	CJP	3D08
191	San Bernardino-351 Mtn. View	A&E	351 Mtn. View Replace Oil Switches	14-088	CJP	4X47
192	San Bernardino-351 N. Arrowhead Ave.	A&E	Superblock Steam Piping Replacement	13-109	CJP	3X57
193	San Bernardino-351 N. Arrowhead Ave.	A&E/FM	County Government Center Central Plant-Cooling Tower, Pumps, Electrical and Controls funded by Discretionary General Funding ($235,900-67.4%) and AOC ($114,100-32.6%)	15-150	CJP	5T05
194	San Bernardino-364 Mtn. View	A&E	364 Mtn. View Replace Oil Switches	14-088	CJP	4X48
195	San Bernardino-385 N. Arrowhead Ave.	A&E	County Government Center (CGC) Exterior Walkway Tile and Grout Replacement	NA	CJP	4X63
196	San Bernardino-385 N. Arrowhead Ave.	A&E	CGC Conference Room Skylight Replacement Project	NA	CJP	4X66
197	San Bernardino-385 N. Arrowhead Ave.	A&E	CGC Board of Supervisors Dais Modification	NA	CJP	4X80

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Adopted Requirements	Proj.
46,100			-		41,888	41,888	41,888	166
4,057,903			-	3,877,779		3,877,779	3,877,779	167
6,500,000			-	6,500,000		6,500,000	6,500,000	168
78,000			-	3,366		3,366	3,366	169
120,000			-	15,036		15,036	15,036	170
1,415,000	1,415,000		1,415,000			-	1,415,000	171
296,000			-		124,182	124,182	124,182	172
220,000			-	182,675		182,675	182,675	173
17,000,000			-	15,894,988		15,894,988	15,894,988	174
110,000	110,000		110,000			-	110,000	175
9,000			-		8,500	8,500	8,500	176
170,000			-		168,752	168,752	168,752	177
2,850,000	1,398,564	1,451,436	2,850,000			-	2,850,000	178
5,000			-		5,000	5,000	5,000	179
1,000,000			-	1,000,000		1,000,000	1,000,000	180
25,000			-	24,878		24,878	24,878	181
16,000		16,000	16,000			-	16,000	182
6,000,000			-	5,878,274		5,878,274	5,878,274	183
100,000			-	66,218		66,218	66,218	184
6,300,000			-	6,155,334		6,155,334	6,155,334	185
780,000			-	66,609		66,609	66,609	186
44,000			-		4,922	4,922	4,922	187
-			-			-	-	188
67,000			-	3,351		3,351	3,351	189
2,000,000			-	2,000,000		2,000,000	2,000,000	190
69,000			-	3,691		3,691	3,691	191
397,102				1,000		1,000	1,000	192
350,000	235,900	114,100	350,000			-	350,000	193
69,000			-	2,680		2,680	2,680	194
270,000			-	18,405		18,405	18,405	195
25,000			-	375		375	375	196
5,000			-	4,173		4,173	4,173	197

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
198	San Bernardino-385 N. Arrowhead Ave.	Land Use Services	CGC Land Use Services Remodel	14-128	CJP	4X56
199	San Bernardino-401 N. Arrowhead Ave.	A&E	401 Building Remodel	12-102	CJP	3D12
200	San Bernardino-401 N. Arrowhead Ave.	A&E/FM	401 Building HVAC Chiller Repair		CJP	043A
201	San Bernardino-4280 Hallmark Parkway	Preschool Services	Preschool Services Warehouse Building Acquisition funded by a federal grant	13-225	CJP	4K06
202	San Bernardino-503 E. Central Ave.	Preschool Services	Preschool Services Mill Center Parking Expansion funded from federal funding through ACF	14-174	CJP	4K16
203	San Bernardino-630 E. Rialto Ave.	A&E/FM	Central Detention Center (CDC) Chiller #1 - Condensor Retube		CJP	042A
204	San Bernardino-630 E. Rialto Ave.	Sheriff	CDC Domestic Water Repair		CJP	033A
205	San Bernardino-655 E. 3rd St.	Sheriff	Sheriff's Bureau of Administration Expansion funded by Sheriff's Special Revenue Fund budget (SCT)	14-115	CJP	4S10
206	San Bernardino-655 E. 3rd St.	Sheriff	Sheriff's Headquarters Restroom and Locker Room Upgrade funded by Sheriff's Special Revenue funding (SCT)	15-127	CJP	5S50
207	San Bernardino-655 E. 3rd St.	Sheriff	Sheriff's Headquarters 2nd Floor Security Wall and Access Door Project funded by Sheriff's Special Revenue funding (SCT)	15-104	CJP	5S55
208	San Bernardino-670 E. Gilbert St.	ISD	ISD Chief Information Officer Office Remodel funded by ISF retained earnings (IAJ)	14-206	CJP	5V10
209	San Bernardino-670 E. Gilbert St.	ISD	ISD Data Center UPS Upgrade funded by ISF Retained Earnings	11-003	CJP	1V20
210	San Bernardino-670 E. Gilbert St.	ISD	ISD Elevator Modernization funded by ISF Retained Earnings	14-072	CJP	4V05
211	San Bernardino-670 E. Gilbert St.	ISD	ISD Electronic Expansion Valves funded by ISF Retained Earnings.	14-136	CJP	4V15
212	San Bernardino-670 E. Gilbert St.	ISD	ISD Paving Repair/Overlay funded by ISF Retained Earnings	14-095	CJP	4V20
213	San Bernardino-670 E. Gilbert St.	ISD	ISD Data Center Tile Replacement funded by ISF Retained Earnings	14-173	CJP	4V35
214	San Bernardino-670 E. Gilbert St.	ISD	Grind, compact and resurface rear parking lot funded by ISF Retained Earnings (IAJ and IAM)	15-093	CJP	5V05
215	San Bernardino-700 E. Gilbert St.	A&E	Children's Assessment Center Flood Remediation funded by Minor CIP and insurance reimbursement		CJP	2Y25
216	San Bernardino-700 E. Gilbert St.	Children's Assessment Center	Children's Assessment Center Relocation/Remodel	13-123	CJP	3X16
217	San Bernardino-740 E. Gilbert St.	Probation	Probation Administrative Secured Storage funded by AB109	15-005	CJP	4P25
218	San Bernardino-777 E. Rialto Ave.	A&E	Rialto-Lena Water Quality Management Program Improvements	NA	CJP	4X16
219	San Bernardino-777 E. Rialto Ave.	A&E	777 Building - Install bollards at warehouse doors	14-081	CJP	4Y61
220	San Bernardino-777 E. Rialto Ave.	A&E	Purchasing Serrano Conference Room Sound-proofing	15-111	CJP	4Y64
221	San Bernardino-777 E. Rialto Ave.	A&E	Purchasing Carpet Replacement	15-112	CJP	4Y65
222	San Bernardino-825 E. 3rd St.	A&E	825 Building Remodel	12-102	CJP	3D13
223	San Bernardino-825 E. 3rd St.	A&E	825 Building Exterior Seal and Paint	NA	CJP	4Y10
224	San Bernardino-825 E. 3rd St.	A&E	825 Building Office Area Water Damage Repairs	NA	CJP	4Y73
225	San Bernardino-825 E. 3rd St.	A&E/FM	825 Building Re-Roof funded by Transportation Gas Tax	11-084	CJP	1X90
226	San Bernardino-825 E. 3rd St.	Public Works	825 Building Ventilation and Ducting funded by Transportation Gas Tax	14-063	CJP	4K03
227	San Bernardino-825 E. 3rd St., Building 6	Public Works	Building 6 Reroof funded by Transportation Gas Tax (SAA TRA TRA)	15-073	CJP	5K40
228	San Bernardino-900 E. Gilbert St.	A&E	Juvenile Delinquency Court Chiller and Pump Improvements	NA	CJP	3X70
229	San Bernardino-900 E. Gilbert St.	A&E	Regional Youth Education Facility (RYEF) Generator Removal/Temporary Connections	14-082	CJP	4X53

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Adopted Requirements	Proj.
1,686,000			-	140,394		140,394	140,394	198
-			-			-	-	199
45,000			-	9,026		9,026	9,026	200
1,894,000			-		1,888,428	1,888,428	1,888,428	201
250,000			-		249,024	249,024	249,024	202
118,000			-	98,476		98,476	98,476	203
300,000			-	261,782		261,782	261,782	204
42,000			-		16,935	16,935	16,935	205
600,000		600,000	600,000			-	600,000	206
200,000		200,000	200,000			-	200,000	207
55,000		55,000	55,000			-	55,000	208
4,729,705			-		3,843,616	3,843,616	3,843,616	209
500,000			-		181,171	181,171	181,171	210
19,975			-		19,225	19,225	19,225	211
16,000			-		16,000	16,000	16,000	212
217,000			-		216,563	216,563	216,563	213
517,000		517,000	517,000			-	517,000	214
87,000			-	65,757	15,765	81,522	81,522	215
1,000,000			-	79,067		79,067	79,067	216
228,000			-		227,932	227,932	227,932	217
360,000			-	283,918		283,918	283,918	218
10,000			-	9,250		9,250	9,250	219
8,640			-	8,640		8,640	8,640	220
42,000			-	41,498		41,498	41,498	221
-			-			-	-	222
125,000			-	4,690		4,690	4,690	223
7,105			-	4,957		4,957	4,957	224
310,000			-		1,000	1,000	1,000	225
15,000			-		14,498	14,498	14,498	226
125,000		125,000	125,000			-	125,000	227
310,000			-	308,232		308,232	308,232	228
85,000			-	3,128		3,128	3,128	229

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
230	San Bernardino-900 E. Gilbert St.	Courts/ Probation	Juvenile Delinquency Court Upgrade Project	13-183	CJP	3X58
231	San Bernardino-900 E. Gilbert St.	ISD	ISD Garden Office No. 2 Remodel funded by 800MHz Upgrade Project (Org 2V03)	Various	CJP	4W02
232	San Bernardino-900 E. Gilbert St.	Probation	Gateway at RYEF Improvement Project funded by Juvenile Probation Camp Funding (JPCF)	14-124	CJP	4P15
233	San Bernardino-900 E. Gilbert St.	Probation	Gateway at RYEF Security Window Installation funded by Juvenile Probation Camp Funding (JPCF)	14-205	CJP	5P10
234	San Bernardino-Gilbert St.	A&E	Gilbert Street Replace Oil Switches	14-088	CJP	4X46
235	San Bernardino-Gilbert St.	A&E	Gilbert Street Switch Gear Maintenance	14-088	CJP	4X50
236	San Bernardino-Hospitality Lane	A&E	Hospitality Lane Additional Parking Acquisition and Improvements	12-102	CJP	3D03
237	San Bernardino-San Bernardino International Airport	Sheriff	Sheriff Aviation Relocation Oversight funded from Sheriff State Asset Forfeiture funds	14-095	CJP	4S20
238	San Bernardino-San Bernardino International Airport	Sheriff	Sheriff's Aviation Relocation funded $4.1 million by City of Rialto, $1.0 million Sheriff State Asset Forfeiture Funds and $4.5 million Discretionary General Funding	14-095	CJP	4X05
239	San Bernardino-TBD	Sheriff	Space Programming for Sheriff's Narcotics/SED/IRNET Consolidation	14-197	CJP	4X99
240	San Bernardino-Various	A&E	County Buildings Acquisition and Retrofit Project- $46,175,544 was the beginning funding in 2013-14. During 2013-14, an additional $2,014,290 was transferred to the project from Program budgets for a total of $48,189,834 funded to date. For 2014-15, $1.6 million is approved to be funded from the $12.0 million base budget for CIP for County Government Center campus improvements ($1,000,000) and 268 Building EMC Controls ($600,000). Following is the distribution of budget in the amount of $49,789,834 to individual building projects: -County Buildings Acquisition and Retrofit Project- $4,560,571 (Org 2X64) -Downtown Building Project Master Planning Budget- $250,000 (Org 3D00) -County Government Center Campus Improvements- $2,164,290 (Org 3D01) -268 Building Acquisition and Improvements- $12,327,097 (Org 3D02) -Hospitality Lane Additional Parking Acquisition and Improvements-$1,815,000 (Org 3D03) -222 Building Remodel-$1,000,000 (Org 3D04) -104 Building Exterior Improvements-$500,000 (Org -157-175 Building Seismic Retrofit and Improvements- $4,057,903 (Org 3D06) -172 Building Seismic Retrofit and Improvements- $6,500,000 (Org 3D07) -351 Building Remodel-$2,000,000 (Org 3D08) -303 Building Remodel-Phase I-$6,300,000 (Org 3D09) -316 Building Remodel-$0 (Org 3D11) -401 Building Remodel-$0 (Org 3D12) -825 Building Remodel-$0 (Org 3D13) -Behavioral Health Move to IEHP-$100,000 (Org 3D14) -268 Building Remodel-$6,000,000 (Org 3D15) -15371 Civic, VV Acquisition-$2,210,672 (Org 4D16) -15456 Sage, VV Acquisition-$2,601 (Org 4D17) -150 W. 5th Acquisition-$1,700 (Org 4D18)	12-102	CJP	2X64

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Adopted Requirements	Proj.
1,500,000			-	1,374,066		1,374,066	1,374,066	230
40,000			-	11,438		11,438	11,438	231
400,000			-		398,041	398,041	398,041	232
7,700		7,700	7,700			-	7,700	233
85,000			-	4,222		4,222	4,222	234
60,000			-	2,934		2,934	2,934	235
1,815,000			-	296,672		296,672	296,672	236
60,000			-		57,867	57,867	57,867	237
9,600,000			-	4,499,855	5,100,000	9,599,855	9,599,855	238
25,000			-	25,000		25,000	25,000	239
	1,600,000		1,600,000	2,960,571		2,960,571	4,560,571	240

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
241	San Bernardino-Various	A&E	Downtown Building Project Master Planning Budget	12-102	CJP	3D00
242	San Bernardino-Various	A&E	County Government Center Campus Improvements	12-102	CJP	3D01
243	Victorville-14455 Civic Dr.	A&E/FM	Victorville Courthouse Parking Lot Rehabilitation and ADA Improvements funded County ($90,860-35.75%) and AOC ($109,140-64.25%)	15-157	CJP	5T10
244	Victorville-14455 Civic Dr.	District Attorney	District Attorney Remodel Victorville Courthouse	14-064	CJP	4X42
245	Victorville-14555 Civic Dr.	Sheriff	High Desert Special Operations Center Remodel funded from the Sheriff's Special Revenue Fund (SCT SHR)	13-190	CJP	3S14
246	Victorville-15371 Civic Dr.	District Attorney	Victorville DA Building Remodel funded by the Department budget	14-152	CJP	4K21
247	Victorville-18000 Yates Rd.	A&E	Mojave Narrows Regional Park Levee Debris Removal	I	CJP	4Y77
248	Victorville-18000 Yates Rd.	Regional Parks	Mojave Narrows Regional Park Water Service Improvements	14-075	CJP	4X21
249	Victorville-To Be Determined	Fleet Management	Acquisition of 3 acre site to construct new 11,300 square foot High Desert Service Center in the Victorville area funded by Fleet Management ISF Retained Earnings	15-006	CJP	5F05
250	Wrightwood-5980 Elm St.	County Fire	Station 14 Kitchen Remodel funded by Reserves (FNR 590 5000)	15-043	CJP	5K15
251	Yermo-36600 Ghost Town Rd.	Regional Parks	Calico Ghost Town OHV Campground Hook-ups funded by OHV fund	13-227	CJP	3R14
252	Yermo-36600 Ghost Town Rd.	Regional Parks	Calico Ghost Town Water Qualify Improvements	09-047	CJV	9X20
253	Yucaipa-33900 Oak Glen Rd.	Regional Parks	Yucaipa Regional Park Restroom Rehabilitation	14-075	CJP	4X22
	TOTAL PROJECTS ADMINISTERED BY A&E					

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Adopted Requirements	Proj.
250,000			-	37,850		37,850	37,850	241
2,164,290			-	2,042,302		2,042,302	2,042,302	242
200,000	90,860	109,140	200,000			-	200,000	243
220,000			-	189,237		189,237	189,237	244
569,726			-		568	568	568	245
35,000			-		35,000	35,000	35,000	246
40,000			-	6,216		6,216	6,216	247
150,000			-	139,076		139,076	139,076	248
1,555,000		1,555,000	1,555,000			-	1,555,000	249
66,500		66,500	66,500			-	66,500	250
500,000			-		454,433	454,433	454,433	251
800,000			-		458,453	458,453	458,453	252
100,000			-	95,189		95,189	95,189	253
479,778,032	**35,698,564**	**16,887,320**	**52,585,884**	**78,433,219**	**78,096,331**	**156,529,550**	**209,115,434**	

Exhibit B
2014-15 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

Proj.	Location/ Address	Department	Project Name-Description	Fund
1	Amboy	Transportation	National Trails Highway, Amboy Rd E 17 miles - Centerline/edgeline raised pavement markers. HSIP 90%, Gas Tax match	SAA
2	Amboy	Transportation	National Trails Highway Bridges - Design/Project Report for Repair/Replace. General Fund	SAA
3	Apple Valley	Transportation	Rock Springs Road Bridge 54-C670 @ Mojave River - Design Bridge Replacement. Fee Plan (construction not funded)	SXP
4	Apple Valley	Transportation	Yard 16 (Apple Valley Area) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax & Measure I	SAA
5	Baker	Transportation	Baker Boulevard Bridge 54-C127, 0.25M W of SH 127 - Feasibility Study for Bridge Replacement. HBP 88.53%, Gas Tax match	SAA
6	Barstow Heights	Transportation	H Street & Others - Repave - PCI (City Lead). Measure I	SXC
7	Barstow Heights	Transportation	Rimrock Road, O St E/Agarita Ave - Repave - PCI (City Lead). Measure I	SXC
8	Big Bear	Transportation	Division Drive & Sugarpine Road - Repave - PCI. Gas Tax and City	SAA
9	Big River	Transportation	Yard 2 (Big River Area) Parker Dam Rd & Others - Maintenance Overlays / Seals - PCI. Gas Tax & Measure I	SAA
10	Big River	Transportation	Parker Dam Road - Guardrail installation. Gas Tax	SAA
11	Big River	Transportation	Yard 2 (Big River Area) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax	SAA
12	Bloomington	Transportation	Cedar Avenue @ I-10 - Interchange (construction not funded). 2013/14 Design phase, STP	SAA
13	Bloomington	Transportation	Yard 3 (Bloomington Area) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax	SAA
14	Calico / Daggett / Lenwood	Transportation	Yard 12 (Calico/Daggett/Lenwood Areas) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax & Measure I	SAA
15	Chino	Transportation	Pipe Line and Ramonsa Avenues, various locations - Repave - PCI. Gas Tax & City participation	SAA
16	Colton	Transportation	Yard 5 (Colton Area) Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax & City participation	SAA
17	Crestline	Transportation	San Moritz Way @ San Moritz Drive, Drainage Improvements. Gas Tax	SAA
18	Crestline	Transportation	Yard 7 (Crestline Area) Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax & Measure I	SAA
19	Crestline	Transportation	Yard 7 (Crestline Area) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax	SAA
20	Del Rosa	Transportation	Sterling Avenue & Del Rosa Drive - Repave - PCI. Gas Tax & City participation	SAA
21	Del Rosa	Transportation	Yard 5/Sterling Avenue (Del Rosa Area) Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax	SAA
22	Fontana	Transportation	Beech Avenue @ Pine Street - Install Crosswalk Lights. HSIP 90%, Gas Tax match	SAA
23	Fontana	Transportation	Cherry Avenue @ I-10 - Improve interchange. SANBAG, Regional Fee Plan, City of Fontana, RDA	SAA
24	Fontana	Transportation	Etiwanda Avenue, I-10 N to 0.88 miles north of San Bernardino Avneue - Repave - PCI. EDA & Gas Tax	SAA
25	Fontana	Transportation	San Bernardino Avenue, Calabash Ave E to Fontana Ave - Widen Roadway. General Fund, SANBAG, Development Fees & Measure I, (w/PCI Component)	SAA
26	Fontana	Transportation	Slover Ave Ph 2, Tamarind to Alder and Linden to Cedar - Widening. General Fund, SANBAG (w/PCI Component)	SAA
27	Fontana	Transportation	Yard 3 (Fontana Area) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax	SAA
28	Fontana	Transportation	Live Oak Avenue & Ceres Avenue - Repave - PCI. Gas Tax & Measure I	SAA
29	Goffs	Transportation	Yard 15 (Goffs/Essex Area) Various Roads - Goffs Rd/Lanfair Rd - Maintenance Overlays / Seals - PCI. Gas Tax	SAA

Exhibit B
2014-15 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances	2014-15 Adopted Requirements	Proj.
778,400			-		778,400	778,400	778,400	1
5,300,000	300,000		300,000			-	300,000	2
1,850,000			-		718,034	718,034	718,034	3
500,000		500,000	500,000			-	500,000	4
2,900,000			-		195,500	195,500	195,500	5
564,080			-		564,080	564,080	564,080	6
760,000			-		760,000	760,000	760,000	7
782,000		782,000	782,000			-	782,000	8
220,000			-		220,000	220,000	220,000	9
74,000		74,000	74,000			-	74,000	10
650,000		650,000	650,000			-	650,000	11
53,000,000			-		500,000	500,000	500,000	12
143,000		143,000	143,000			-	143,000	13
650,000		650,000	650,000			-	650,000	14
1,000,000		1,000,000	1,000,000			-	1,000,000	15
338,000			-		338,000	338,000	338,000	16
160,000			-		132,850	132,850	132,850	17
505,000		505,000	505,000			-	505,000	18
187,000		187,000	187,000			-	187,000	19
467,000		467,000	467,000			-	467,000	20
107,767			-		107,767	107,767	107,767	21
76,000			-		53,513	53,513	53,513	22
76,000,000			-		254,000	254,000	254,000	23
1,017,000		1,017,000	1,017,000			-	1,017,000	24
3,000,000	930,000		930,000		2,070,000	2,070,000	3,000,000	25
3,577,000	138,800		138,800		2,708,200	2,708,200	2,847,000	26
6,000		6,000	6,000			-	6,000	27
1,200,000		1,200,000	1,200,000				1,200,000	28
1,880,000		1,880,000	1,880,000			-	1,880,000	29

Exhibit B
2014-15 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

Proj.	Location/ Address	Department	Project Name-Description	Fund
30	Helendale	Transportation	Shadow Mountain Road, Helendale Road to National Trails Highway - Design road, grade separation & bridge. Local Fee Plan (construction not funded)	SWD
31	Helendale	Transportation	Silver Lakes Area - Vista Rd/Helendale Rd/Shadow Mtn Rd - Repave - PCI. Measure I	SXC
32	Joshua Tree	Transportation	Construct sidewalk near the Joshua Tree National Park Visitor's Center	SAA
33	Lake Arrowhead	Transportation	North Bay Road - Repave - PCI. Gas Tax & Measure I	SAA
34	Lake Arrowhead	Transportation	Yard 8 (Lake Arrowhead Area) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax	SAA
35	Lenwood	Transportation	Lenwood Road, Lenwood Rd north to Main St - Design Grade Separation. Measure I, SANBAG, City of Barstow	RWR
36	Ludlow	Transportation	Dola Ditch Bridge on Nat Trls Hwy, Br No 54C 285, 2.08M E of Kelbaker - Design Bridge replacement. HBP 88.53%, Gas Tax match	SAA
37	Ludlow	Transportation	Lanzit Ditch Bridge on Nat Trls Hwy, Br No 54C 286, 2.77M E of Kelbaker - Design Bridge replacement. HBP 88.53%, Gas Tax match	SAA
38	Ludlow	Transportation	National Trails Hwy Bridge @ Avon Wash Bridge #54C-239 (9.48M E, Crucero Rd) - Bridge Repair. HBP 88.53%, Gas Tax match	SAA
39	Ludlow	Transportation	National Trails Hwy Bridge @ Kalmia Ditch Bridge #54C-242 (11.8M E, Crucero Rd) - Bridge Repair. HBP 88.53%, Gas Tax match	SAA
40	Lytle Creek	Transportation	Glen Helen Pkwy @ Cajon Wash - Bridge Replacement. HBP 88.53%, General Fund & Measure I match	SAA
41	Lytle Creek	Transportation	Glen Helen Pkwy @ UPRR-BNSF Crossing - Grade Separation. General Fund, SANBAG, TCIF, Measure I, Railroads	SAA
42	Montclair	Transportation	Yard 3 (Montclair Area) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax	SAA
43	Montclair	Transportation	Central Avenue @ Phillips Blvd - Signal (participate with City). Gas Tax	SAA
44	Moonridge	Transportation	Yard 9, Various Road - SC3000 Leveling - PCI. Gas Tax & Measure I	SAA
45	Morongo Basin / Joshua Tree	Transportation	Yard 10 (Morongo Basin & Joshua Tree Area) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax & Measure I	SAA
46	Morongo Basin / Joshua Tree	Transportation	Yard 10 Various Roads - Repave - PCI. Federal STP & Gas Tax match	SAA
47	Muscoy	Transportation	Yard 5 (Muscoy Area) Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax & SD 5 Discretionary	SAA
48	Needles	Transportation	Needles Highway N Street N&E to State Line - Design Passing Lanes. STP, PLH (construction not funded)	SAA
49	Oak Hills	Transportation	Ranchero Road .30M E of Mariposa E to 1.00M E of Escondido Ave - Design Roadway widening. Measure I (construction not funded)	RWV
50	Oro Grande	Transportation	National Trails Highway, Victorville City Limit northeast to Hinkley Rd - Repave - PCI. Gas Tax & Measure I	SAA
51	Phelan / Wrightwood / Victorville	Transportation	Yard 11 (Phelan/Wrightwood and Victorville Areas) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax & Measure I	SAA
52	Pinon Hills	Transportation	Two Hundred Sixty-Third Street - Guardrail installation. Gas Tax	SAA
53	Redlands	Transportation	Garnet Street, Mill Creek Br No. 54C 420 - Bridge replacement. Design-HBP 80%, Gas Tax match 20%, Construction-HBP 100%	SAA
54	Redlands	Transportation	Barton Road, New Jersey east to San Timoteo Canyon - Chip Seals / surface Seals - PCI (City lead). Gas Tax & Measure I	SAA
55	Rialto	Transportation	Jurupa and Cactus Avenues, various locations - Repave - PCI. Gas Tax, Measure I & City participation	SAA
56	San Antonio Heights	Transportation	San Antonio Heights Area - Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax & Measure I	SAA
57	San Bernardino	Transportation	Del Rosa Drive, Base Line north to Pacific Street - Repave - PCI. Gas Tax & City participation	SAA

Exhibit B
2014-15 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances	2014-15 Adopted Requirements	Proj.
3,140,000			-		180,000	180,000	180,000	30
2,572,000			-		2,572,000	2,572,000	2,572,000	31
75,000	75,000		75,000			-	75,000	32
2,585,000		274,000	274,000			-	274,000	33
782,000		782,000	782,000			-	782,000	34
31,500,000			-		10,000	10,000	10,000	35
750,000			-		70,000	70,000	70,000	36
1,000,000			-		70,000	70,000	70,000	37
307,000			-		237,000	237,000	237,000	38
307,000			-		256,000	256,000	256,000	39
18,848,000	183,520		183,520		1,416,480	1,416,480	1,600,000	40
29,500,000	4,028,000		4,028,000		10,049,000	10,049,000	14,077,000	41
81,000		81,000	81,000			-	81,000	42
27,500		27,500	27,500			-	27,500	43
120,000		120,000	120,000				120,000	44
500,000			-		500,000	500,000	500,000	45
200,000		200,000	200,000			-	200,000	46
1,247,950		1,247,950	1,247,950	44,821		44,821	1,292,771	47
12,701,000			-		750,000	750,000	750,000	48
11,300,000			-		3,000	3,000	3,000	49
977,000		977,000	977,000				977,000	50
637,000		637,000	637,000			-	637,000	51
98,000		98,000	98,000			-	98,000	52
6,500,000			-		194,944	194,944	194,944	53
12,000		12,000	12,000			-	12,000	54
1,512,000		1,512,000	1,512,000			-	1,512,000	55
822,000		822,000	822,000			-	822,000	56
747,000		747,000	747,000			-	747,000	57

Exhibit B
2014-15 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

Proj.	Location/ Address	Department	Project Name-Description	Fund
58	San Bernardino	Transportation	Pacific St, ADA Ramp & Flashing Lighted Crosswalk. SR2S	SAA
59	Spring Valley Lake	Transportation	Yates Road, .24M N of Chinquapin Dr E & S to .02M S of Fortuna, Signal at Ridge Crest & Chinquapin - Widen, repave (City lead, County share only). Measure I, Regional Fee Plan, General Fund (already transferred, w/PCI Component)	SAA
60	Trona	Transportation	Yard 13 (Trona Area) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax & Measure I	SAA
61	Verdemont	Transportation	Institution Rd, .20M W of Verdemont Rch Rd east .40M - Repave. General Fund (transferred previously)	SAA
62	Victorville	Transportation	Luna Road, San Martin to El Rio Road - Repave - PCI. Measure I & City participation	SXF
63	Yermo	Transportation	Yermo Road at Manix Wash - Design bridge replacement. HBP 88.53%, Gas Tax match	SAA
	TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION			

Acronyms/Symbols:

HBP	Federal Highway Bridge Program
HSIP	Highway Safety Improvement Program
PLH	Public Lands Highway Program
SR2S	State Safe Routes to School Program
STP	Federal Surface Transportation Program
TCIF	Trade Corridor Improvement Fund (under Prop 1B)
PCI	Project Protects/Improves the Pavement Condition

Exhibit B
2014-15 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances	2014-15 Adopted Requirements	Proj.
407,900			-		246,614	246,614	246,614	58
2,870,000			-		246,304	246,304	246,304	59
222,212		222,212	222,212			-	222,212	60
7,000,000			-	5,800,000	-	5,800,000	5,800,000	61
749,000		749,000	749,000			-	749,000	62
1,867,231			-		1,500,000	1,500,000	1,500,000	63
299,657,040	**5,655,320**	**17,569,662**	**23,224,982**	**5,844,821**	**27,701,686**	**33,546,507**	**56,771,489**	

Exhibit C
2014-15 Capital Improvement Program Projects
Administered by Department of Public Works – Solid Waste Management

Proj.	Location/ Address	Department	Project Name-Description	Fund
1	Heaps Peak	Solid Waste	Entrance Road and Scalehouse Construction	EAA
2	Landers	Solid Waste	Scalehouse Construction	EAA
3	San Timoteo	Solid Waste	Entrance and Access Road Construction	EAA
4	Mid-Valley	Solid Waste	Unit 1 South & West Slopes Partial Final Closure Construction	EAB
5	Apple Valley	Solid Waste	BLM Land Purchase	EAC
6	Barstow	Solid Waste	Fencing(Perimeter/Tortoise)	EAC
7	Landers	Solid Waste	Landfill Lateral Expansion	EAC
8	Mid-Valley	Solid Waste	Unit 3 Phase 6 & 7 Liner	EAC
9	San Timoteo	Solid Waste	Landfill Lateral Expansion	EAC
10	Countywide	Solid Waste	Landfill Gas Extraction System OM&M	EAL
11	Countywide	Solid Waste	WQM&RP 4010 - NonRtn OM&M 2 (13-366)	EAL
12	Barstow	Solid Waste	LFGES Construction	EAL
13	Big Bear	Solid Waste	LFGES Phase 2 Construction	EAL
14	Heaps Peak	Solid Waste	Heaps Peak - East Slope Stabilization - Construction	EAL
15	Milliken	Solid Waste	Easement Agreements- Edison (Milliken)	EAL
16	Yucaipa	Solid Waste	GW CAP Construction (Full Scale Treatment System)	EAL
	TOTAL PROJECTS ADMINISTERED BY PUBLIC WORKS-SOLID WASTE MANAGEMENT			

Exhibit C
2014-15 Capital Improvement Program Projects
Administered by Department of Public Works – Solid Waste Management

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances	2014-15 Adopted Requirements	Proj.
1,650,000		1,650,000	1,650,000			-	1,650,000	1
125,000		125,000	125,000			-	125,000	2
1,750,000		1,750,000	1,750,000			-	1,750,000	3
3,391,000		1,703,500	1,703,500		1,687,500	1,687,500	3,391,000	4
22,500		22,500	22,500			-	22,500	5
400,000		400,000	400,000			-	400,000	6
72,890		16,890	16,890		56,000	56,000	72,890	7
2,350,000		2,350,000	2,350,000			-	2,350,000	8
700,000		700,000	700,000			-	700,000	9
700,000		700,000	700,000			-	700,000	10
375,000		-	-		375,000	375,000	375,000	11
847,000		847,000	847,000			-	847,000	12
400,000		400,000	400,000			-	400,000	13
1,530,000		1,030,000	1,030,000		500,000	500,000	1,530,000	14
5,464		5,464	5,464			-	5,464	15
470,000		245,000	245,000		225,000	225,000	470,000	16
14,788,854	**-**	**11,945,354**	**11,945,354**	**-**	**2,843,500**	**2,843,500**	**14,788,854**	

Exhibit D
2014-15 Capital Improvement Program Projects
Administered by Other Departments

Proj.	Location/ Address	Department	Project Name-Description	CIP #	Fund
1	Apple Valley-21600 Corwin Road	Airports	Reconstruct Ramona, Fresno and Navajo frontage roads at the Apple Valley Airport and add curb and gutter on the airport side of the road funded by CIP fund RAI and Operating fund (EBJ) (CSA60)	15-012	PW
2	Big Bear City-42090 N. Shore Dr.	Public Works	Big Bear Yard Residence Remodel funded by Transportation Gas Tax (SAA TRA TRA)	15-074	PW
3	Big Bear City-42090 N. Shore Dr.	Public Works	Big Bear Yard Crew Room Remodel funded by Transportation Gas Tax (SAA TRA TRA)	15-078	PW
4	Big River-7120-7110 Tecumseh Ave.	Public Works	Big River Driveway Paving funded by Transportation Gas Tax (SAA TRA TRA)	15-079	PW
5	San Bernardino-210 N. Lena Rd.	Fleet Management	Install automated reservation and keybox dispensing systems to automate the Lena Road Motor Pool vehicle dispatching process funded by Fleet Management Retained Earnings.	15-010	FM
6	San Bernardino-210 N. Lena Rd.	Fleet Management	Replace existing 15-year old car wash at the Fleet Lena Road facility with a more efficient model funded by Fleet Management Retained Earnings.	15-011	FM
7	San Bernardino-210 N. Lena Rd.	Fleet Management	Install tire storage units in the Auto Shop area funded by Fleet Management Retained Earnings.	15-008	FM
8	San Bernardino-777 E. Rialto Ave.	Purchasing	Upgrade Surplus Property's network connectivity by installing busiiness class LAN switch, fiber optic cable and data cabinet funded by Surplus Inernal Service Fund.	15-110	ISD
9	San Bernardino-825 E. 3rd St.	Public Works	Install Generator for Department Operations Center (DOC) or Alternate DOC funded by Transportation Gas Tax (SAA TRA TRA/Flood Control.	15-081	PW
10	San Bernardino-825 E. 3rd St.	Public Works	Electrical Wiring for Emergency Generator funded by Transportation Gas Tax (SAA TRA TRA)/Flood Control.	15-082	PW
11	San Bernardino-825 E. 3rd St.	Public Works	Electrical Wiring for Alternate DOC Emergency Generator funded by Transportation Gas Tax (SAA TRA TRA)/Flood Control.	15-083	PW
12	Trona-80311 Trona Rd.	Public Works	Trona Yard House Demolition funded by Transportation Gas Tax (SAA TRA TRA).	15-075	PW
13	Trona-80311 Trona Rd.	Public Works	Trona Yard Modular House Installation funded by Transportation Gas Tax (SAA TRA TRA)	15-076	PW
14	Victorville-12397 Sycamore St.	Public Works	Baldy Mesa Yard Crew Room Remodel funded by Transportation Gas Tax (SAA TRA TRA)	15-077	PW
15	Victorville-12397 Sycamore St.	Public Works	Baldy Mesa Yard Office Remodel funded by Transportation Gas Tax (SAA TRA TRA)	15-080	PW
	TOTAL PROJECTS ADMINISTERED BY OTHER DEPARTMENTS				

Exhibit D
2014-15 Capital Improvement Program Projects
Administered by Other Departments

Total Project Cost	NEW PROJECTS Discretionary General Funding	NEW PROJECTS Department/ Other Funding	NEW PROJECTS Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	CARRYOVER PROJECTS Department/ Other Funding	CARRYOVER PROJECTS Carryover Balances	2014-15 Adopted Requirements	Proj.
1,200,000		1,200,000	1,200,000				1,200,000	1
35,000		35,000	35,000				35,000	2
12,000		12,000	12,000				12,000	3
60,000		60,000	60,000				60,000	4
70,000		70,000	70,000				70,000	5
100,000		100,000	100,000				100,000	6
30,000		30,000	30,000				30,000	7
10,000		10,000	10,000				10,000	8
60,000		60,000	60,000				60,000	9
40,000		40,000	40,000				40,000	10
10,000		10,000	10,000				10,000	11
20,000		20,000	20,000				20,000	12
70,000		70,000	70,000				70,000	13
15,000		15,000	15,000				15,000	14
10,000		10,000	10,000				10,000	15
1,742,000	**-**	**1,742,000**	**1,742,000**	**-**	**-**	**-**	**1,742,000**	

Exhibit E
2014-15 Through 2018-19
5 Year Capital Improvement Program
By Project Type

Description	Proposed Year 1 (2014-15)	Proposed Year 2 (2015-16)
Minor Capital Improvement Program	2,398,564	2,000,000
303 Building Sewage Ejection Pump Replacement - $40,000		
ADA Improvements Program	160,000	300,000
Lake Gregory Regional Park North/South Entry ADA Improvements - $50,000		
Public Works Building ADA Path of Travel - $50,000		
Regional Parks Improvements Program	1,000,000	1,000,000
Glen Helen Regional Park Sewer Main Installation Phase II - $250,000		
Glen Helen Regional Park Campground Enhancements - $50,000		
Calico Regional Park Water Quality Improvements - $500,000		
Mojave Narrows Regional Park Disc Golf - $10,000		
Yucaipa Regional Park Restroom Upgrades - $100,000		
Guasti Regional Park Dry Camping Site Improvements - $60,000		
Guasti Regional Park Dechlorination Unit - $30,000		
HVAC Upgrades/Maintenance/Replacement:	1,880,900	2,400,000
Countywide HVAC Control Upgrades-$500,000	500,000	500,000
County Government Center HVAC Modifications-1st and 2nd Floors - $1,500,000		
County Government Center Cooling Tower Replacement - $235,900		
303 Building Fan Coil Units - $145,000		
Boiler Replacements:	565,000	250,000
WVDC Domestic Water/Heating Hot Water Storage Tank		
Emergency Generators:	-	200,000
Elevator Modernization:	-	400,000
Fire/Life Safety Program	125,000	150,000
Roofing Repair/Replacement Program:	250,000	500,000
Coroner Building Roof Repair - $100,000		
Pre-School Services Roofing Repair - $80,000		
Barstow Public Health Roof Leak - $70,000		
Pavement Management Program	622,460	850,000
Victorville Courthouse Parking Lot Rehabilitation - $90,860		
Gilbert Street Complex Roadways - $100,000		
Sheriff's Havasu Landing Residence Post Pavement Rehabilitation - $120,000		
Twin Peaks Office Building Pavement Rehabilitation - $120,000		
Rancho Courthouse Pavement Rehabilitation - $191,600		
Energy Efficiency Program:	-	150,000
Exterior Renovation Program:	251,089	600,000
Needles Complex Exterior Seal & Paint - $59,545		
Barstow Library Exterior Paint - $35,000		
Big Bear Office Building Exterior Repair/Painting - $31,544		
Apple Valley Library Exterior Painting & Window Seal - $100,000		
Twin Peaks Office Building Window Seal - $25,000		

Exhibit E
2014-15 Through 2018-19
5 Year Capital Improvement Program
By Project Type

Proposed Year 3 (2016-17)	Proposed Year 4 (2017-18)	Proposed Year 5 (2018-19)	Total One-Time Capital Cost
2,000,000	2,000,000	2,000,000	10,398,564
300,000	300,000	300,000	1,360,000
			2,000,000
2,400,000	2,000,000	2,000,000	10,680,900
500,000	500,000	500,000	2,500,000
150,000	150,000	150,000	1,265,000
200,000	200,000	200,000	800,000
400,000	400,000	400,000	1,600,000
150,000	150,000	150,000	725,000
400,000	400,000	400,000	1,950,000
850,000	850,000	850,000	4,022,460
150,000	150,000	150,000	600,000
600,000	600,000	600,000	2,651,089

Exhibit E
2014-15 Through 2018-19
5 Year Capital Improvement Program
By Project Type

Description	Proposed Year 1 (2014-15)	Proposed Year 2 (2015-16)
Interior Renovation Program	361,987	500,000
Unprogrammed - $129,000		
Countywide Conference Room Upgrade-$100,000	100,000	100,000
County Government Center Rotunda Painting - $30,000		
Intern Housing Repairs to Various Buildings - $202,987		
Site Infrastructure Program:	660,000	800,000
340 and 364 Mtn. View Sidewalk Repair - $50,000		
Gilbert Street Vault Access Repairs - $25,000		
Countywide Backflow Cage Installations - $50,000		
Gilbert Street Campus Water Line Replacement - $350,000		
Phoenix Building Westside Patio Replacement - $35,000		
Fontana Office Building Sidewalk Replacement - $50,000		
Sheriff's Parker Residence Post Garages - $100,000		
Buildings Acquisition and Retrofit Program	1,600,000	1,300,000
268 Building EMC Controls - $600,000		
County Government Center Campus Improvements - $1,000,000		
Miscellaneous	1,525,000	
Coroner Building Expansion Project - $1,415,000		
Sheriff's Investigation Division Remodel - $110,000		
TOTAL BUDGET	**12,000,000**	**12,000,000**

Exhibit E
2014-15 Through 2018-19
5 Year Capital Improvement Program
By Project Type

Proposed Year 3 (2016-17)	Proposed Year 4 (2017-18)	Proposed Year 5 (2018-19)	Total One-Time Capital Cost
500,000	500,000	500,000	2,361,987
100,000	100,000	100,000	500,000
2,000,000	800,000	800,000	5,060,000
1,300,000	2,900,000	2,900,000	10,000,000
			1,525,000
12,000,000	**12,000,000**	**12,000,000**	**60,000,000**

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APPENDICES

SAN BERNARDINO COUNTY

ADMINISTRATION

	Fiscal Year 2012-13 Actual Amount	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Final Budget	Fiscal Year 2014-15 Adopted Budget	Change From Prior Year	Percent Change From Prior Year
Requirements						
Staffing Expenses	87,283,868	95,853,594	97,185,171	99,065,395	1,880,224	1.93%
Operating Expenses	158,593,565	193,956,682	207,591,667	204,851,094	(2,740,573)	-1.32%
Capital Expenditures	11,849,583	13,962,844	14,156,014	11,281,300	(2,874,714)	-20.31%
Reimbursements	(42,228,525)	(43,042,356)	(43,847,856)	(44,179,697)	(331,841)	0.76%
Contingencies	0	1,362,244	1,308,744	1,537,311	228,567	17.46%
Subtotal	215,498,491	262,093,008	276,393,740	272,555,403	(3,838,337)	-1.39%
Operating Transfers Out	8,800,566	10,296,994	7,896,994	7,161,144	(735,850)	-9.32%
Total	224,299,057	272,390,002	284,290,734	279,716,547	(4,574,187)	-1.61%
Sources						
Taxes	0	0	0	0	0	0.00%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	114,677	131,242	131,242	118,382	(12,860)	-9.80%
State and Federal Aid	321,784	289,300	289,300	293,700	4,400	1.52%
Fee/Rate	166,000,368	180,455,434	180,570,434	204,632,906	24,062,472	13.33%
Other Revenue	(50,256,234)	6,982,723	17,359,015	6,901,904	(10,457,111)	-60.24%
Operating Transfers In	6,242,937	6,298,738	6,798,738	5,861,144	(937,594)	-13.79%
Fund Balance/Use of Unrestricted Net Assets	62,103,653	34,531,031	34,531,031	19,689,648	(14,841,383)	-42.98%
General Fund Allocation/Net County Cost	39,771,872	43,701,534	44,610,974	42,218,863	(2,392,111)	-5.36%
Total	224,299,057	272,390,002	284,290,734	279,716,547	(4,574,187)	-1.61%
Budgeted Staffing*	797	818	821	834	13	1.58%

*2012-13 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

*Restatement represents the transfer of Priority Policy Needs budget unit to Administration from Other Funding.

CAPITAL FACILITIES LEASES

	Fiscal Year 2012-13 Actual Amount	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Final Budget	Fiscal Year 2014-15 Adopted Budget	Change From Prior Year	Percent Change From Prior Year
Requirements						
Staffing Expenses	0	0	0	0	0	0.00%
Operating Expenses	14,876,470	14,954,748	14,954,748	14,960,588	5,840	0.04%
Capital Expenditures	0	0	0	0	0	0.00%
Reimbursements	(1,945,536)	(1,941,734)	(1,941,734)	(1,944,069)	(2,335)	0.12%
Contingencies	0	0	0	0	0	0.00%
Subtotal	12,930,934	13,013,014	13,013,014	13,016,519	3,505	0.03%
Operating Transfers Out	0	0	0	0	0	0.00%
Total	12,930,934	13,013,014	13,013,014	13,016,519	3,505	0.03%
Sources						
Taxes	0	0	0	0	0	0.00%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State and Federal Aid	0	0	0	0	0	0.00%
Fee/Rate	0	0	0	0	0	0.00%
Other Revenue	10,500	0	0	0	0	0.00%
Operating Transfers In	0	0	0	0	0	0.00%
Fund Balance/Net Assets	0	0	0	0	0	0.00%
General Fund Allocation/Net County Cost	12,920,434	13,013,014	13,013,014	13,016,519	3,505	0.03%
Total	12,930,934	13,013,014	13,013,014	13,016,519	3,505	0.03%

ARROWHEAD REGIONAL MEDICAL CENTER

	Fiscal Year 2012-13 Actual Amount	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Final Budget	Fiscal Year 2014-15 Adopted Budget	Change From Prior Year	Percent Change From Prior Year
Requirements						
Staffing Expenses	231,529,363	244,234,021	249,592,447	249,854,047	261,600	0.10%
Operating Expenses	231,582,375	222,164,334	257,462,136	222,411,327	(35,050,809)	-13.61%
Capital Expenditures	6,193,103	10,153,227	11,048,726	15,273,076	4,224,350	38.23%
Reimbursements	(179,912)	0	0	0	0	0.00%
Contingencies	0	0	0	0	0	0.00%
Subtotal	469,124,929	476,551,582	518,103,309	487,538,450	(30,564,859)	-5.90%
Operating Transfers Out	9,618,819	10,596,425	49,112,581	10,012,533	(39,100,048)	-79.61%
Total	478,743,748	487,148,007	567,215,890	497,550,983	(69,664,907)	-12.28%
Sources						
Taxes	0	0	0	0	0	0.00%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State and Federal Aid	336,040,645	331,418,413	367,235,411	345,650,519	(21,584,892)	-5.88%
Fee/Rate	91,177,192	76,464,564	88,464,564	92,065,054	3,600,490	4.07%
Other Revenue	30,101,859	6,022,851	6,192,072	5,130,054	(1,062,018)	-17.15%
Operating Transfers In	23,628,639	64,186,827	96,268,491	43,739,980	(52,528,511)	-54.56%
Fund Balance/Net Assets	(2,204,587)	9,055,352	9,055,352	10,965,376	1,910,024	21.09%
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
Total	478,743,748	487,148,007	567,215,890	497,550,983	(69,664,907)	-12.28%
Budgeted Staffing*	3,544	3,608	3,621	3,691	70	1.93%

*2012-13 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

ECONOMIC DEVELOPMENT AGENCY

	Fiscal Year 2012-13 Actual Amount	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Final Budget	Fiscal Year 2014-15 Adopted Budget	Change From Prior Year	Percent Change From Prior Year
Requirements						
Staffing Expenses	11,352,866	12,218,257	12,234,163	12,572,786	338,623	2.77%
Operating Expenses	39,101,288	57,059,703	60,977,548	66,237,472	5,259,924	8.63%
Capital Expenditures	362,157	0	4,410,000	0	(4,410,000)	-100.00%
Reimbursements	(6,855,918)	(4,853,952)	(7,518,788)	(7,332,276)	186,512	-2.48%
Contingencies	0	12,559,785	8,780,067	1,395,867	(7,384,200)	-84.10%
Subtotal	43,960,393	76,983,793	78,882,990	72,873,849	(6,009,141)	-7.62%
Operating Transfers Out	3,997,373	2,342,765	2,342,765	3,260,000	917,235	39.15%
Total	47,957,766	79,326,558	81,225,755	76,133,849	(5,091,906)	-6.27%
Sources						
Taxes	0	0	0	0	0	0.00%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	141,315	159,003	159,003	182,000	22,997	14.46%
State and Federal Aid	37,533,996	37,003,328	38,837,119	35,944,876	(2,892,243)	-7.45%
Fee/Rate	39,711	30,000	30,000	30,000	0	0.00%
Other Revenue	17,304,097	3,161,741	3,211,241	3,546,175	334,934	10.43%
Operating Transfers In	650,425	824,276	824,276	200,000	(624,276)	-75.74%
Fund Balance/Net Assets	(9,898,161)	35,173,376	35,173,376	32,917,519	(2,255,857)	-6.41%
General Fund Allocation/Net County Cost	2,186,383	2,974,834	2,990,740	3,313,279	322,539	10.78%
Total	47,957,766	79,326,558	81,225,755	76,133,849	(5,091,906)	-6.27%
Budgeted Staffing*	155	137	138	139	1	0.72%

*2012-13 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

FISCAL

	Fiscal Year 2012-13 Actual Amount	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Final Budget	Fiscal Year 2014-15 Adopted Budget	Change From Prior Year	Percent Change From Prior Year
Requirements						
Staffing Expenses	39,887,556	43,297,596	44,204,132	43,122,598	(1,081,534)	-2.45%
Operating Expenses	17,770,774	24,467,808	24,696,376	25,690,899	994,523	4.03%
Capital Expenditures	187,835	390,000	645,823	120,000	(525,823)	-81.42%
Reimbursements	(569,989)	(1,474,919)	(1,534,919)	(2,185,587)	(650,668)	42.39%
Contingencies	0	7,166,281	7,226,281	7,344,014	117,733	1.63%
Subtotal	57,276,176	73,846,766	75,237,693	74,091,924	(1,145,769)	-1.52%
Operating Transfers Out	39,952	7,000	75,609	31,000	(44,609)	-59.00%
Total	57,316,128	73,853,766	75,313,302	74,122,924	(1,190,378)	-1.58%
Sources						
Taxes	408,383	905,000	905,000	818,500	(86,500)	-9.56%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State and Federal Aid	387,376	253,081	253,081	322,204	69,123	27.31%
Fee/Rate	31,283,171	31,569,571	31,920,601	31,394,534	(526,067)	-1.65%
Other Revenue	5,353,901	5,175,875	5,270,875	4,866,846	(404,029)	-7.67%
Operating Transfers In	0	0	0	0	0	0.00%
Fund Balance/Net Assets	(2,021,164)	9,371,872	9,371,872	10,283,733	911,861	9.73%
General Fund Allocation/Net County Cost	21,904,461	26,578,367	27,591,873	26,437,107	(1,154,766)	-4.19%
Total	57,316,128	73,853,766	75,313,302	74,122,924	(1,190,378)	-1.58%
Budgeted Staffing*	508	525	528	529	1	0.19%

*2012-13 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

HUMAN SERVICES

	Fiscal Year 2012-13 Actual Amount	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Final Budget	Fiscal Year 2014-15 Adopted Budget	Change From Prior Year	Percent Change From Prior Year
Requirements						
Staffing Expenses	488,776,822	545,553,560	560,230,874	577,035,867	16,804,993	3.00%
Operating Expenses	919,979,970	1,046,548,783	1,147,605,094	1,095,128,884	(52,476,210)	-4.57%
Capital Expenditures	3,230,975	7,703,403	8,557,586	8,634,472	76,886	0.90%
Reimbursements	(41,971,345)	(47,199,027)	(54,802,550)	(49,675,803)	5,126,747	-9.35%
Contingencies	0	96,115,822	85,984,228	92,173,189	6,188,961	7.20%
Subtotal	1,370,016,422	1,648,722,541	1,747,575,232	1,723,296,609	(24,278,623)	-1.39%
Operating Transfers Out	47,495,463	48,420,351	51,388,503	61,451,622	10,063,119	19.58%
Total	1,417,511,885	1,697,142,892	1,798,963,735	1,784,748,231	(14,215,504)	-0.79%
Sources						
Taxes	32,262	33,944	33,944	39,636	5,692	16.77%
1991 Realignment	156,374,225	165,333,733	175,011,565	186,194,550	11,182,985	6.39%
2011 Realignment	185,008,961	201,130,818	205,813,660	204,797,968	(1,015,692)	-0.49%
State and Federal Aid	886,816,019	978,145,124	992,137,111	1,042,644,124	50,507,013	5.09%
Fee/Rate	81,877,250	107,722,804	178,573,795	119,459,478	(59,114,317)	-33.10%
Other Revenue	47,901,347	37,491,597	38,335,761	37,799,774	(535,987)	-1.40%
Operating Transfers In	12,282,198	12,602,787	12,759,637	19,408,207	6,648,570	52.11%
Fund Balance/Net Assets	(19,876,666)	121,283,999	121,283,999	102,920,855	(18,363,144)	-15.14%
General Fund Allocation/Net County Cost	67,096,289	73,398,086	75,014,263	71,483,639	(3,530,624)	-4.71%
Total	1,417,511,885	1,697,142,892	1,798,963,735	1,784,748,231	(14,215,504)	-0.79%
Budgeted Staffing*	7,242	7,459	7,714	7,815	101	1.31%

*2012-13 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

LAW AND JUSTICE

		Fiscal Year 2012-13 Actual Amount	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Final Budget	Fiscal Year 2014-15 Adopted Budget	Change From Prior Year	Percent Change From Prior Year
Requirements							
Staffing Expenses		574,247,341	609,756,351	634,827,204	630,790,609	(4,036,595)	-0.64%
Operating Expenses		235,803,391	245,378,100	260,016,184	253,437,331	(6,578,853)	-2.53%
Capital Expenditures		8,092,370	15,029,200	13,507,784	15,218,594	1,710,810	12.67%
Reimbursements		(66,934,462)	(62,804,030)	(63,140,058)	(60,511,478)	2,628,580	-4.16%
Contingencies		0	20,009,807	22,044,935	21,749,486	(295,449)	-1.34%
	Subtotal	751,208,640	827,369,428	867,256,049	860,684,542	(6,571,507)	-0.76%
Operating Transfers Out		7,854,065	10,874,266	19,747,129	13,836,694	(5,910,435)	-29.93%
	Total	759,062,705	838,243,694	887,003,178	874,521,236	(12,481,942)	-1.41%
Sources							
Taxes		144,469,067	146,700,000	147,843,867	156,000,000	8,156,133	5.52%
1991 Realignment		2,700,630	2,700,630	2,700,630	2,700,630	0	0.00%
2011 Realignment		78,235,515	96,791,817	114,282,818	99,807,112	(14,475,706)	-12.67%
State and Federal Aid		71,251,358	69,715,013	76,487,403	58,814,026	(17,673,377)	-23.11%
Fee/Rate		146,012,185	151,852,781	151,756,638	155,685,663	3,929,025	2.59%
Other Revenue		15,112,875	13,627,872	13,632,872	11,011,155	(2,621,717)	-19.23%
Operating Transfers In		619,333	857,376	1,549,001	234,293	(1,314,708)	-84.87%
Fund Balance/Net Assets		(3,771,092)	40,313,774	40,313,774	41,300,655	986,881	2.45%
General Fund Allocation/Net County Cost		304,432,834	315,684,431	338,436,175	348,967,702	10,531,527	3.11%
	Total	759,062,705	838,243,694	887,003,178	874,521,236	(12,481,942)	-1.41%
Budgeted Staffing*		5,471	5,540	5,603	5,606	3	0.05%

*2012-13 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

OPERATIONS AND COMMUNITY SERVICES

	Fiscal Year 2012-13 Actual Amount	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Final Budget	Fiscal Year 2014-15 Adopted Budget	Change From Prior Year	Percent Change From Prior Year
Requirements						
Staffing Expenses	81,402,247	89,260,360	89,732,782	89,938,410	205,628	0.23%
Operating Expenses	273,987,259	291,772,953	299,622,661	297,861,516	(1,761,145)	-0.59%
Capital Expenditures	6,043,305	13,463,169	18,417,841	18,696,896	279,055	1.52%
Reimbursements	(74,125,724)	(88,180,050)	(91,316,878)	(92,560,208)	(1,243,330)	1.36%
Contingencies	0	54,444,626	56,099,904	52,456,367	(3,643,537)	-6.49%
Subtotal	287,307,087	360,761,058	372,556,310	366,392,981	(6,163,329)	-1.65%
Operating Transfers Out	44,867,465	23,513,242	24,580,801	14,186,111	(10,394,690)	-42.29%
Total	332,174,552	384,274,300	397,137,111	380,579,092	(16,558,019)	-4.17%
Sources						
Taxes	20,310,980	19,328,456	19,328,456	19,919,519	591,063	3.06%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State and Federal Aid	59,905,947	82,510,649	86,192,033	65,311,329	(20,880,704)	-24.23%
Fee/Rate	108,254,756	121,650,532	123,061,686	117,421,366	(5,640,320)	-4.58%
Other Revenue	21,246,324	11,985,095	17,239,174	9,788,751	(7,450,423)	-43.22%
Operating Transfers In	46,299,386	23,871,217	24,527,008	17,383,740	(7,143,268)	-29.12%
Fund Balance/Net Assets	42,853,154	79,964,942	79,964,942	104,670,959	24,706,017	30.90%
General Fund Allocation/Net County Cost	33,304,005	44,963,409	46,823,812	46,083,428	(740,384)	-1.58%
Total	332,174,552	384,274,300	397,137,111	380,579,092	(16,558,019)	-4.17%
Budgeted Staffing*	1,406	1,403	1,411	1,409	(2)	-0.14%

*2012-13 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

BOARD GOVERNED COUNTY SERVICE AREAS

	Fiscal Year 2012-13 Actual Amount	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Final Budget	Fiscal Year 2014-15 Adopted Budget	Change From Prior Year	Percent Change From Prior Year
Requirements						
Staffing Expenses	9,334,265	11,091,241	11,130,109	12,150,791	1,020,682	9.17%
Operating Expenses	22,399,095	26,144,402	28,424,267	28,628,776	204,509	0.72%
Capital Expenditures	3,902,845	28,084,156	39,965,355	26,988,676	(12,976,679)	-32.47%
Reimbursements	(9,220,726)	(7,835,283)	(9,737,426)	(13,240,350)	(3,502,924)	35.97%
Contingencies	0	47,620,753	42,569,515	53,566,934	10,997,419	25.83%
Subtotal	26,415,479	105,105,269	112,351,820	108,094,827	(4,256,993)	-3.79%
Operating Transfers Out	8,324,916	18,608,273	21,797,209	12,671,468	(9,125,741)	-41.87%
Total	34,740,395	123,713,542	134,149,029	120,766,295	(13,382,734)	-9.98%
Sources						
Taxes	7,544,791	7,116,050	7,116,050	7,030,541	(85,509)	-1.20%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State and Federal Aid	437,310	3,521,568	5,581,568	726,131	(4,855,437)	-86.99%
Fee/Rate	17,209,840	21,738,510	20,814,367	21,698,226	883,859	4.25%
Other Revenue	3,417,870	2,585,330	7,596,094	6,980,833	(615,261)	-8.10%
Operating Transfers In	8,723,818	21,546,732	25,835,598	11,612,318	(14,223,280)	-55.05%
Fund Balance/Net Assets	(2,593,234)	67,205,352	67,205,352	72,718,246	5,512,894	8.20%
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
Total	34,740,395	123,713,542	134,149,029	120,766,295	(13,382,734)	-9.98%
Budgeted Staffing*	203	185	185	187	2	1.08%

*2012-13 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

FIRE PROTECTION DISTRICT

	Fiscal Year 2012-13 Actual Amount	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Final Budget	Fiscal Year 2014-15 Adopted Budget	Change From Prior Year	Percent Change From Prior Year
Requirements						
Staffing Expenses	86,644,072	99,410,237	101,001,789	106,368,700	5,366,911	5.31%
Operating Expenses	38,721,714	42,113,300	45,525,341	41,722,460	(3,802,881)	-8.35%
Capital Expenditures	4,692,996	30,127,730	30,550,300	7,437,209	(23,113,091)	-75.66%
Reimbursements	(15,988,150)	(16,535,234)	(17,426,940)	(13,621,340)	3,805,600	-21.84%
Contingencies	0	17,883,451	17,855,478	46,503,900	28,648,422	160.45%
Subtotal	114,070,632	172,999,484	177,505,968	188,410,929	10,904,961	6.14%
Operating Transfers Out	2,720,525	6,583,413	9,484,307	8,243,300	(1,241,007)	-13.08%
Total	116,791,157	179,582,897	186,990,275	196,654,229	9,663,954	5.17%
Sources						
Taxes	34,240,901	33,399,288	34,275,682	35,887,694	1,612,012	4.70%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State and Federal Aid	9,179,605	8,113,169	11,538,274	6,142,058	(5,396,216)	-46.77%
Fee/Rate	61,154,564	65,160,381	65,702,318	69,795,129	4,092,811	6.23%
Other Revenue	3,517,536	941,947	1,095,326	1,278,159	182,833	16.69%
Operating Transfers In	19,237,602	22,700,664	25,111,227	24,932,019	(179,208)	-0.71%
Fund Balance/Net Assets	(10,539,051)	49,267,448	49,267,448	58,619,170	9,351,722	18.98%
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
Total	116,791,157	179,582,897	186,990,275	196,654,229	9,663,954	5.17%
Budgeted Staffing*	994	865	871	895	24	2.76%

*2012-13 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

FLOOD CONTROL DISTRICT

	Fiscal Year 2012-13 Actual Amount	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Final Budget	Fiscal Year 2014-15 Adopted Budget	Change From Prior Year	Percent Change From Prior Year
Requirements						
Staffing Expenses	13,393,032	14,307,908	14,433,951	15,310,224	876,273	6.07%
Operating Expenses	42,800,922	74,380,366	74,342,631	83,836,809	9,494,178	12.77%
Capital Expenditures	785,942	3,622,700	3,850,780	4,960,000	1,109,220	28.81%
Reimbursements	(13,588,422)	(13,195,874)	(13,195,874)	(13,923,600)	(727,726)	5.51%
Contingencies	0	63,810,050	63,810,050	47,432,516	(16,377,534)	-25.67%
Subtotal	43,391,474	142,925,150	143,241,538	137,615,949	(5,625,589)	-3.93%
Operating Transfers Out	8,911,024	12,316,679	13,150,313	19,375,984	6,225,671	47.34%
Total	52,302,498	155,241,829	156,391,851	156,991,933	600,082	0.38%
Sources						
Taxes	38,785,707	40,215,500	40,215,500	40,608,100	392,600	0.98%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State and Federal Aid	3,967,641	4,308,811	4,428,199	4,078,555	(349,644)	-7.90%
Fee/Rate	3,885,894	3,324,043	3,324,043	2,367,600	(956,443)	-28.77%
Other Revenue	22,889,339	12,305,491	12,502,491	2,563,128	(9,939,363)	-79.50%
Operating Transfers In	10,211,024	13,616,679	14,450,313	20,650,984	6,200,671	42.91%
Fund Balance/Net Assets	(27,437,107)	81,471,305	81,471,305	86,723,566	5,252,261	6.45%
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
Total	52,302,498	155,241,829	156,391,851	156,991,933	600,082	0.38%
Budgeted Staffing*	158	146	150	155	5	3.33%

*2012-13 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

OTHER AGENCIES

	Fiscal Year 2012-13 Actual Amount	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Final Budget	Fiscal Year 2014-15 Adopted Budget	Change From Prior Year	Percent Change From Prior Year
Requirements						
Staffing Expenses	3,153,996	3,189,981	3,189,981	3,261,018	71,037	2.23%
Operating Expenses	5,066,159	6,274,557	6,721,117	6,188,923	(532,194)	-7.92%
Capital Expenditures	356,290	0	52,000	66,000	14,000	26.92%
Reimbursements	0	0	0	0	0	0.00%
Contingencies	0	2,407,648	2,044,575	2,256,156	211,581	10.35%
Subtotal	8,576,445	11,872,186	12,007,673	11,772,097	(235,576)	-1.96%
Operating Transfers Out	0	975,000	1,481,112	1,009,125	(471,987)	-31.87%
Total	8,576,445	12,847,186	13,488,785	12,781,222	(707,563)	-5.25%
Sources						
Taxes	0	0	0	0	0	0.00%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State and Federal Aid	5,854,001	6,710,883	7,179,522	6,898,869	(280,653)	-3.91%
Fee/Rate	2,676,858	2,668,206	2,668,206	2,537,232	(130,974)	-4.91%
Other Revenue	279,895	35,890	35,890	23,293	(12,597)	-35.10%
Operating Transfers In	287,530	1,085,000	1,257,960	1,052,386	(205,574)	-16.34%
Fund Balance/Net Assets	(521,839)	2,347,207	2,347,207	2,269,442	(77,765)	-3.31%
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
Total	8,576,445	12,847,186	13,488,785	12,781,222	(707,563)	-5.25%
Budgeted Staffing*	45	40	40	46	6	15.00%

*2012-13 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

CAPITAL IMPROVEMENT PROGRAM

	Fiscal Year 2012-13 Actual Amount	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Final Budget	Fiscal Year 2014-15 Adopted Budget	Change From Prior Year	Percent Change From Prior Year
Requirements						
Staffing Expenses	0	0	0	0	0	0.00%
Operating Expenses	9,744,763	112,504	1,412,121	361,907	(1,050,214)	-74.37%
Capital Expenditures	86,269,147	174,686,629	201,952,211	204,172,687	2,220,476	1.10%
Reimbursements	0	0	(6,934,089)	(10,985,465)	(4,051,376)	58.43%
Contingencies	0	0	0	0	0	0.00%
Subtotal	96,013,910	174,799,133	196,430,243	193,549,129	(2,881,114)	-1.47%
Operating Transfers Out	20,839,799	3,302,765	1,098,729	960,013	(138,716)	-12.63%
Total	116,853,709	178,101,898	197,528,972	194,509,142	(3,019,830)	-1.53%
Sources						
Taxes	0	0	0	0	0	0.00%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State and Federal Aid	16,324,760	24,092,460	25,942,277	4,318,837	(21,623,440)	-83.35%
Fee/Rate	106,292	62,186	487,186	6,499	(480,687)	-98.67%
Other Revenue	369,766	4,114,068	5,581,928	4,100,000	(1,481,928)	-26.55%
Operating Transfers In	66,990,068	78,079,322	93,763,720	53,600,880	(40,162,840)	-42.83%
Fund Balance/Net Assets	33,062,823	71,753,862	71,753,861	132,482,926	60,729,065	84.64%
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
Total	116,853,709	178,101,898	197,528,972	194,509,142	(3,019,830)	-1.53%

OTHER - FUNDING

	Fiscal Year 2012-13 Actual Amount	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Final Budget	Fiscal Year 2014-15 Adopted Budget	Change From Prior Year	Percent Change From Prior Year
Requirements						
Staffing Expenses	0	0	0	0	0	0.00%
Operating Expenses	14,175,359	8,925,768	12,721,526	9,232,353	(3,489,173)	-27.43%
Capital Expenditures	0	11,500,000	11,500,000	11,500,000	0	0.00%
Reimbursements	0	0	0	0	0	0.00%
Contingencies	0	213,255,817	39,299,649	79,015,889	39,716,240	101.06%
Subtotal	14,175,359	233,681,585	63,521,175	99,748,242	36,227,067	57.03%
Operating Transfers Out	81,661,951	122,058,522	174,266,440	81,142,720	(93,123,720)	-53.44%
Contributions to Reserves	0	12,668,192	133,256,914	48,227,450		
Total	95,837,310	368,408,299	371,044,529	229,118,412	(141,926,117)	-38.25%
Sources						
Taxes	466,895,205	445,382,478	447,922,948	473,339,637	25,416,689	5.67%
1991 Realignment	1,799,000	1,799,000	1,799,000	1,799,000	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State and Federal Aid	4,327,116	3,077,399	3,077,399	1,927,482	(1,149,917)	-37.37%
Fee/Rate	70,536,413	73,870,278	71,981,138	76,234,479	4,253,341	5.91%
Other Revenue	115,748,994	27,620,748	27,284,456	28,905,000	1,620,544	5.94%
Operating Transfers In	51,132,768	39,527,688	31,827,688	32,959,432	1,131,744	3.56%
Fund Balance/Net Assets	(5,354,145)	67,113,262	105,301,630	49,521,357	(55,780,273)	-52.97%
General Fund Unreserved Fund Balance	(127,631,763)	194,412,332	194,412,332	110,316,025	(84,096,307)	-43.26%
Use of Reserves	0	35,918,789	35,918,789	5,636,537	(30,282,252)	-84.31%
General Fund Allocation/Net County Cost	(481,616,278)	(520,313,675)	(548,480,851)	(551,520,537)	(3,039,686)	0.55%
Total	95,837,310	368,408,299	371,044,529	229,118,412	(141,926,117)	-38.25%

PROJECTED CHANGES IN BUDGETARY FUND BALANCE – GOVERNMENTAL FUNDS

	General Fund	Restricted General Fund	Special Revenue Funds	Capital Project Funds	Permanent Fund
2014-15 Beginning Budgetary Fund Balance	**110,316,025**	**267,210,614**	**448,464,065**	**150,948,085**	**1,610,065**
Add:					
Revenues	2,527,851,108	516,249,924	557,796,369	12,378,981	10,000
Other Financing Sources	26,800,000	6,159,432	64,451,318	54,634,717	
Use of Reserves	5,636,537	-			
Total Available Financing	2,670,603,670	789,619,970	1,070,711,752	217,961,783	1,620,065
Less:					
Expenditures	2,505,542,047	507,175,752	702,644,416	215,529,290	
Other Financing Uses	62,394,294	18,748,410	74,391,260	1,368,251	8,000
Increase in Reserves	48,227,450				
Total Requirements	2,616,163,791	525,924,162	777,035,676	216,897,541	8,000
2014-15 Projected Ending Budgetary Fund Balance	**54,439,879**	**263,695,808**	**293,676,076**	**1,064,242**	**1,612,065**

General Fund

For the General Fund, budgetary fund balance is expected to decrease by $55.9 million. This is due primarily to a net change in Reserves of $42.6 million. This increase primarily includes contributions of $15.1 to the labor reserve, $7.9 million to the earned leave reserve, $9.0 million for Transportation projects, and $12.2 million for various capital improvement projects.

Restricted General Fund

The restricted General Fund includes the 1991 and 2011 Realignment funds, the Proposition 172 Fund and the Automated Systems Development fund. Fund balance in the Restricted General Fund is expected to decrease slightly by $3.5 million.

For the Realignment funds, anticipated revenue exceeds departmental usage by $8.3 million. Realignment expenditure levels, budgeted based on requirements with adjustments for recent program changes, continue to be monitored closely as revenues to pay these expenses are directly dependent on the health of the economy.

For the Automated Systems Development Fund, the budget appropriates the entire fund balance of $11.9 million. However, this is a large project which will likely span many fiscal years.

Special Revenue Funds

In accordance with Section 29009 of the California Government Code, the entire unreserved fund balance in special revenue funds must be appropriated each year. Budgeted contingencies are appropriated for future or unplanned expenditures that are not anticipated for the current budget year. The projected 2014-15 ending fund balance of $293.7 million is the contingency appropriation. Therefore, overall fund balances in the special revenue funds are anticipated to decrease by $154.8 million from a beginning budgetary fund balance of $448.5 million. Fund balance at the end of this fiscal year will be carried over to the 2015-16 budget.

Significant details regarding projected reductions in fund balances for Special Revenue Funds:

- **Flood Control District** anticipates a $38.2 million reduction in fund balance due to expenditures related to large construction contracts.
- **Public Works Transportation** anticipates a $36.6 million reduction in fund balance to fund a variety of road related projects for 2014-15.
- **Community Development and Housing** anticipates a decrease in fund balance of $23.0 million to fund Community Development programs.
- **Sheriff/Coroner/Public Administrator** anticipates a $17.2 million reduction in fund balance due to planned operating, fixed asset, and capital expenditures.
- **Fire Protection District** budgets a $12.1 million reduction related to the appropriation of fund balance in the Capital Replacement set-asides to make funds available for planned and future capital needs.
- **Behavioral Health – Mental Health Services Act (MHSA)** budget unit projects a $5.8 million decrease in fund balance primarily due to an increase in staffing expenses for programs proposed through the Mental Health Services Act Community Program Planning Process for 2014-15.

Capital Project Funds

Capital project funds normally appropriate the entire fund balance each year by project; therefore, the projected ending fund balance is a nominal $1.1 million. Historically, amounts budgeted in capital projects funds each year are greater than the amounts actually expended because large capital projects often span many fiscal years and project balances are carried over annually until project completion. Hence, the actual ending fund balance is typically much greater than budgeted.

Permanent Fund

Permanent funds account for legally restricted resources provided in trust in which the earnings but not the principal can be used to support the primary governments programs.

Special Districts Department permanent fund accounts for an endowment for the North Etiwanda Preserve. Fund balance is anticipated to increase slightly as planned needs are less than anticipated interest revenue.

COUNTY OF SAN BERNARDINO

General Fund

Aging and Adult Services - Aging Programs	AAF OOA
Aging and Adult Services - Public Guardian-Conservator	AAA PGD
Agriculture/Weights and Measures	AAA AWM
Airports	AAA APT
Architecture and Engineering	AAA ANE
Assessor/Recorder/County Clerk	AAA ASR
Auditor-Controller/Treasurer/Tax Collector	AAA ATX
Behavioral Health	AAA MLH
Board of Supervisors	AAA BDF
Board of Supervisors - Board Discretionary Fund	AAA CNA
Child Support Services	AAA DCS
Clerk of the Board	AAA CBD
County Administrative Office	AAA CAO
County Administrative Office - Earned Leave	ACA CAO
County Administrative Office - Litigation	AAA LIT
County Counsel	AAA CCL
County Museum	AAA CCM
County Schools	AAA SCL
County Trial Courts - Court Facilities Payments	AAA CFP
County Trial Courts - Court Facilities/Judicial Benefits	AAA CTN
County Trial Courts - Drug Court Programs	AAA FLP
County Trial Courts - Grand Jury	AAA GJY
County Trial Courts - Indigent Defense Program	AAA IDC
County Trial Courts - Trial Court Funding - Maintenance of Effort	AAA TRC
District Attorney - Criminal Prosecution	AAA DAT
Economic Development	AAA EDF
Finance and Administration	AAA FAB
Finance and Administration - Capital Facilities Leases	AAA JPL
Health Administration	AAA HCC
Human Resources	AAA HRD
Human Resources - The Center for Employee Health and Wellness	AAA OCH
Human Resources - Unemployment Insurance	AAA UNI
Human Services - Administrative Claim	AAA DPA
Human Services - AFDC - Foster Care	AAB BHI
Human Services - Aid to Adoptive Children	AAB ATC
Human Services - Aid to Indigents (General Relief)	AAA ATI
Human Services - CalWORKs - 2 Parent Families	AAB UPP
Human Services - CalWORKs - All Other Families	AAB FGR
Human Services - Cash Assistance for Immigrants	AAB CAS
Human Services - Domestic Violence / Child Abuse Services	AAA DVC
Human Services - Entitlement Payments (Child Care)	AAA ETP
Human Services - Kinship Guardianship Assistance Program	AAB KIN
Human Services - Out-of-Home Child Care	AAA OCC
Human Services - Refugee Cash Assistance	AAB CAP
Information Services - Application Development	AAA ISD
Land Use Services - Administration	AAA LUS
Land Use Services - Building and Safety	AAA BNS
Land Use Services - Code Enforcement	AAA CEN
Land Use Services - Fire Hazard Abatement	AAA WAB
Land Use Services - Land Development	AAA LND
Land Use Services - Planning	AAA PLN
Law and Justice Group Administration	AAA LNJ

General Fund	
Local Agency Formation Commission	AAA LAF
Probation - Administration, Corrections and Detention	AAA PRB
Probation - Court-Ordered Placements	AAA PYA
Probation - Juvenile Justice Grant Program	AAA PRG
Public Defender	AAA PBD
Public Health	AAA PHL
Public Health - California Children's Services	AAA CCS
Public Health - Indigent Ambulance	AAA EMC
Public Works - Surveyor	AAA SVR
Purchasing	AAA PUR
Real Estate Services	AAA RPR
Real Estate Services - Courts Property Management	AAA CRT
Real Estate Services - Facilities Management Division	AAA FMD
Real Estate Services - Rents and Leases	AAA RNT
Real Estate Services - Utilities	AAA UTL
Regional Parks	AAA CCP
Registrar of Voters	AAA ROV
Sheriff/Coroner/Public Administrator	AAA SHR
Sheriff/Coroner/Public Administrator - Detentions	AAA SHD
Sheriff/Coroner/Public Administrator - Law Enforcement Contracts	AAA SHC
Veterans Affairs	AAA VAF

Restricted General Funds	
Automated Systems Development	AAP CAO
Prop 172 - District Attorney	AAG DAT
Prop 172 - Probation	AAG PRB
Prop 172 - Sheriff	AAG SHR
1991 Realignment - Behavioral Health	AAC HCC
1991 Realignment - Health Services	AAE HCC
1991 Realignment - Social Services	AAD HCC
2011 Realignment - Law and Justice	AAH CAO
2011 Realignment - CalWORKs Maintenance of Effort (MOE)	AAI CAO
2011 Realignment - Support Services	AAJ CAO
Family Support Realignment	AAK CAO

Special Revenue Funds	
Agriculture/Weights and Measures - California Grazing	SCD ARE
Airports - Capital Improvement Program	RAA APT
Airports - Capital Improvement Program	RAW APT
Airports - Capital Improvement Program	RCD APT
Airports - Chino Airport Commercial Hangars	RCI APT
Airports - Chino Airport Incentive Fund	RCO APT
Assessor/Recorder/County Clerk - Electronic Recording	SIW REC
Assessor/Recorder/County Clerk - Recorder Records	SIX REC
Assessor/Recorder/County Clerk - Social Security Number Truncation	SST REC
Assessor/Recorder/County Clerk - Systems Development	SDW REC
Assessor/Recorder/County Clerk - Vital Records	SDX REC
Auditor-Controller/Treasurer/Tax Collector - Redemption Restitution Maintenance	SDQ TTX
Behavioral Health - Block Grant Carryover Program	SDH MLH
Behavioral Health - Court Alcohol and Drug Program	SDI MLH
Behavioral Health - Driving Under the Influence Programs	SDC MLH

Special Revenue Funds	
Behavioral Health - Mental Health Services Act	RCT MLH
Community Development and Housing	SAR ECD
Community Development and Housing	SAS ECD
Community Development and Housing	SAU ECD
Community Development and Housing	SAV ECD
Community Development and Housing	SBA ECD
Community Development and Housing	SBD ECD
Community Development and Housing	SBE ECD
Community Development and Housing	SBQ ECD
Community Development and Housing	SBR ECD
Community Development and Housing	SBW ECD
Community Development and Housing	SBZ ECD
Community Development and Housing	SCS ECD
Community Development and Housing	SDJ ECD
Community Development and Housing	SDK ECD
Community Development and Housing	SDR ECD
Community Development and Housing	SIH ECD
Community Development and Housing	SIL ECD
Community Development and Housing	SIO ECD
Community Development and Housing	SIR ECD
County Library	SAP CLB
County Trial Courts - Alternate Dispute Resolution	SEF CAO
County Trial Courts - Courthouse Seismic Surcharge	RSE CAO
County Trial Courts - Registration Fees	RMX IDC
District Attorney - Auto Insurance Fraud Prosecution	RIP DAT
District Attorney - Federal Asset Forfeitures	SDN DAT
District Attorney - Real Estate Fraud Prosecution	REB DAT
District Attorney - Specialized Prosecutions	SBI DAT
District Attorney - State Asset Forfeitures	SBH DAT
District Attorney - Vehicle Fees - Auto Theft	SDM DAT
District Attorney - Workers' Compensation Insurance Fraud Prosecution	ROB DAT
Economic Development - Housing Successor	MPW 644
Economic Development - Housing Successor	SPE RDA
Economic Development - Housing Successor	SPH RDA
Economic Development - Housing Successor	SPL CED
Economic Development - Housing Successor	SPM MIS
Economic Development - San Bernardino Valley Enterprise Zone	SYZ EDF
Economic Development - Housing Successor	CPW RDA
Finance and Administration - Disaster Recovery Fund	SFH CAO
Flood Control Administration	RFY 097
Flood Control Administration	RFZ 097
Flood Control - Local Area Drainage Plans	RLC 099
Flood Control - Local Area Drainage Plans	RLD 099
Flood Control - Local Area Drainage Plans	RLF 099
Flood Control - Local Area Drainage Plans	RLG 099
Flood Control - Local Area Drainage Plans	RLJ 099
Flood Control - Zone 1	RFA 091
Flood Control - Zone 1	RFB 091
Flood Control - Zone 2	RFF 092
Flood Control - Zone 3	RFL 093
Flood Control - Zone 3	RFM 093
Flood Control - Zone 4	RFQ 094
Flood Control - Zone 5	RFT 095
Flood Control - Zone 6	RFV 096

Special Revenue Funds

Health Administration - Master Settlement Agreement	RSM MSA
Human Resources - Commuter Services	SDF HRD
Human Resources - Employee Benefits and Services	SDG HRD
Human Services - Wraparound Reinvestment Fund	SIN BHI
Law and Justice Group - 2012 Justice Assistance Grant	SDZ LNJ
Law and Justice Group - 2011 Justice Assistance Grant	SDO LNJ
Law and Justice Group - 2010 Justice Assistance Grant	SIQ LNJ
Law and Justice Group - 2009 Justice Assistance Grant	SDT LNJ
Law and Justice Group - 2009 Recovery Act Justice Assistance Grant (JAG)	SIT LNJ
Law and Justice Group - Southwest Border Prosecution Initiative	SWI LNJ
Preschool Services	RSC HPS
Probation - Asset Forfeiture 15%	SYM PRB
Probation - Criminal Recidivism (SB 678)	SJB PRB
Probation - Juvenile Justice Crime Prevention Act	SIG PRG
Probation - Juvenile Re-Entry Program (AB 1628)	SIU PRB
Probation - State Seized Assets	SYN PRB
Public Health - Bio-Terrorism Preparedness	RPL PHL
Public Health - Tobacco Use Reduction Now	RSP PHL
Public Health - Vector Control Assessments	SNR PHL
Public Health - Vital Statistics State Fees	SCI PHL
Public Works - Surveyor - Survey Monument Preservation	SBS SVR
Public Works - Transportation - Developer Fees	SVC TRA
Public Works - Transportation - Facilities Development Plans	SWB TRA
Public Works - Transportation - Facilities Development Plans	SWD TRA
Public Works - Transportation - Facilities Development Plans	SWG TRA
Public Works - Transportation - Facilities Development Plans	SWJ TRA
Public Works - Transportation - Facilities Development Plans	SWN TRA
Public Works - Transportation - Facilities Development Plans	SWO TRA
Public Works - Transportation - Facilities Development Plans	SWQ TRA
Public Works - Transportation - Facilities Development Plans	SWX TRA
Public Works - Transportation - Facilities Development Plans	SXP TRA
Public Works - Transportation - Facilities Development Plans	SXQ TRA
Public Works - Transportation - Measure I Program	RRR TRA
Public Works - Transportation - Measure I Program	RRS TRA
Public Works - Transportation - Measure I Program	RRT TRA
Public Works - Transportation - Measure I Program	RRU TRA
Public Works - Transportation - Measure I Program	RRV TRA
Public Works - Transportation - Measure I Program	RWR TRA
Public Works - Transportation - Measure I Program	RWS TRA
Public Works - Transportation - Measure I Program	RWT TRA
Public Works - Transportation - Measure I Program	RWU TRA
Public Works - Transportation - Measure I Program	RWV TRA
Public Works - Transportation - Measure I Program	SWR TRA
Public Works - Transportation - Measure I Program	SWS TRA
Public Works - Transportation - Measure I Program	SWT TRA
Public Works - Transportation - Measure I Program	SWU TRA
Public Works - Transportation - Measure I Program	SWV TRA
Public Works - Transportation - Measure I Program	SWW TRA
Public Works - Transportation - Measure I Program	SXA TRA
Public Works - Transportation - Measure I Program	SXB TRA
Public Works - Transportation - Measure I Program	SXC TRA
Public Works - Transportation - Measure I Program	SXD TRA
Public Works - Transportation - Measure I Program	SXE TRA
Public Works - Transportation - Measure I Program	SXF TRA
Public Works - Transportation - Measure I Program	SXG TRA

Special Revenue Funds

Public Works - Transportation - Measure I Program	SXO TRA
Public Works - Transportation - Measure I Program	SXU TRA
Public Works - Transportation - Measure I Program	SXV TRA
Public Works - Transportation - Measure I Program	SXW TRA
Public Works - Transportation - Measure I Program	SXY TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEA TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEH TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEJ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEK TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEM TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEO TRA
Public Works - Transportation - Regional Development Mitigation Plan	SER TRA
Public Works - Transportation - Regional Development Mitigation Plan	SES TRA
Public Works - Transportation - Regional Development Mitigation Plan	SET TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEV TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEZ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFA TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFJ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFK TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFR TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFT TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGB TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGC TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGL TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGO TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGT TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGU TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGV TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHB TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHC TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHF TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHH TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHI TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHK TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHL TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHO TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHQ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHR TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHU TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHX TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHY TRA
Public Works - Transportation - Regional Development Mitigation Plan	SIA TRA
Public Works - Transportation - Regional Development Mitigation Plan	SID TRA
Public Works - Transportation - Road Operations	SAA TRA
Public Works - Transportation - Road Operations	SVF TRA
Public Works - Transportation - Road Operations	SVK TRA
Public Works - Transportation - Road Operations	SVJ TRA

Special Revenue Funds	
Public Works - Transportation - Road Operations	SVM TRA
Public Works - Transportation - Road Operations	SXI TRA
Real Estate Services - Chino Agricultural Preserve	SIF INQ
Regional Parks - Calico Ghost Town Marketing Services	SPS CCR
Regional Parks - County Trails System	RTS CCP
Regional Parks - San Manuel Amphitheater	SGH CAO
Regional Parks - Off-Highway Vehicle License Fee	SBY AMS
Regional Parks - Park Maintenance/Development	SPR CCR
Regional Parks - Amphitheater Improvements at Glen Helen	SGR RGP
Regional Parks - Proposition 40 Projects	RKM RGP
Sheriff/Coroner/Public Administrator- Aviation	SCE SHR
Sheriff/Coroner/Public Administrator - CAL-ID Program	SDA SHR
Sheriff/Coroner/Public Administrator - Capital Projects Fund	SQA SHR
Sheriff/Coroner/Public Administrator - Contract Training	SCB SHR
Sheriff/Coroner/Public Administrator- Court Services Auto	SQR SHR
Sheriff/Coroner/Public Administrator - Court Services Tech	SQT SHR
Sheriff/Coroner/Public Administrator - Federal Seized Assets (DOJ)	SCK SHR
Sheriff/Coroner/Public Administrator - Federal Seized Assets (Treasury)	SCO SHR
Sheriff/Coroner/Public Administrator - IRNET Federal	SCF SHR
Sheriff/Coroner/Public Administrator - IRNET State	SCX SHR
Sheriff/Coroner/Public Administrator - Local Detention Facility Revenue	SRL SHR
Sheriff/Coroner/Public Administrator - Public Gatherings	SCC SHR
Sheriff/Coroner/Public Administrator - Search and Rescue	SCW SHR
Sheriff/Coroner/Public Administrator - State Seized Assets	SCT SHR
Sheriff/Coroner/Public Administrator - Auto Theft Task Force	SCL SHR
Special Districts - Fish and Game Commission	SBV CAO
Workforce Development	SAC JOB

Capital Improvement Funds	
Architecture and Engineering - Capital Improvements and Maintenance	CJP CIP
Architecture and Engineering - Capital Improvements and Maintenance	CJV CIP
Architecture and Engineering - Courthouse Capital Improvement Program	CJY CIP
Architecture and Engineering - Capital Improvements and Maintenance	CMV CIP
Arrowhead Regional Medical Center - Capital Improvements	CJE CIP
Arrowhead Regional Medical Center - Capital Improvements	CJZ CIP

Enterprise Funds	
Airports - Apple Valley Airport - Operations (CSA 60)	EBJ 400
Airports - Apple Valley Airport - Capital Improvement (CSA 60)	RAI 400
Arrowhead Regional Medical Center (ARMC)	EAD MCR
Arrowhead Regional Medical Center - Earned Leave	IDB MCR
Arrowhead Regional Medical Center - Medical Center Lease Payments	EMD JPL
County Museum - Museum Store	EMM CCR
Public Works - Solid Waste Management - Earned Leave	IDA SWM
Public Works - Solid Waste Management - Environmental Fund	EAL SWM
Public Works - Solid Waste Management - Environmental Mitigation Fund	EWD SWM
Public Works - Solid Waste Management - Operations	EAA SWM
Public Works - Solid Waste Management - Site Closure and Maintenance	EAB SWM
Public Works - Solid Waste Management - Site Enhancement, Expansion, and Acquisition	EAC SWM
Public Works - Solid Waste Management - Closure and Post Closure Maintenance	EAN SWM
Public Works - Solid Waste Management - Earned leave Fund	IDA SWM
Regional Parks - Active Outdoors	EME CCP
Regional Parks - Snack Bars	EMO CCR
Regional Parks - Snack Bars	EMP CCR
Regional Parks - Snack Bars	EMT CCR

Internal Service Funds	
Fleet Management - Garage	IFM FLT
Fleet Management - Garage - Earned Leave	IDJ FLT
Flood Control Administration	ICA 097
Information Services - Computer Operations	IAJ ISD
Information Services - Telecommunication Services	IAM ISD
Information Services - Application Development	IPD ISD
Purchasing - Mail/Courier Services	IAY PUR
Purchasing - Mail/Courier Services - Earned Leave	IDG PUR
Purchasing - Printing Services	IAG PUR
Purchasing - Printing Services - Earned Leave	IDC PUR
Purchasing - Surplus Property and Storage Operations	IAV PUR
Purchasing - Surplus Property and Storage Operations- Earned Leave	IDF PUR
Risk Management - Earned Leave	IDI RMG
Risk Management - Insurance Programs	IAA RMG
Risk Management - Insurance Programs	IAB RMG
Risk Management - Insurance Programs	IAD RMG
Risk Management - Insurance Programs	IAE RMG
Risk Management - Insurance Programs	IAF RMG
Risk Management - Insurance Programs	IAH RMG
Risk Management - Insurance Programs	IAI RMG
Risk Management - Insurance Programs	IAL RMG
Risk Management - Insurance Programs	IAN RMG
Risk Management - Insurance Programs	IAO RMG
Risk Management - Insurance Programs	IAQ RMG
Risk Management - Insurance Programs	IAR RMG
Risk Management - Insurance Programs	IAT RMG
Risk Management - Insurance Programs	IAU RMG
Risk Management - Insurance Programs	IAW RMG
Risk Management - Insurance Programs	IBR RMG
Risk Management - Insurance Programs	IBS RMG
Risk Management - Insurance Programs	IMM RMG
Risk Management - Insurance Programs	ISB RMG
Risk Management - Insurance Programs	IAX RMG
Risk Management - Insurance Programs	IBB RMG
Risk Management - Insurance Programs	IBC RMG
Risk Management - Insurance Programs	IBD RMG
Risk Management - Insurance Programs	IBF RMG
Risk Management - Insurance Programs	IBG RMG
Risk Management - Insurance Programs	IBH RMG
Risk Management - Insurance Programs	IBI RMG
Risk Management - Insurance Programs	IBK RMG
Risk Management - Insurance Programs	IBL RMG
Risk Management - Insurance Programs	IBM RMG
Risk Management - Operations	IBP RMG

SPECIAL DISTRICTS DEPARTMENT

Capital Improvement Funds	
CSA 70 TV-4 Wonder Valley	CAL 332
CSA 70	CEA 360
CSA70 Countywide - Snowdrop Road	CLO 105
CSA 40 Elephant Mountain	CLY 300
CSA 70 D-1 Lake Arrowhead Dam	CSY 130
CSA 20 Joshua Tree	CEW 200
CSA 20 Joshua Tree	CFU 200
CSA 56 Wrightwood	CDW 380
CSA 20 Joshua Tree	CQB 200
CSA 69 Lake Arrowhead	CFB 445
CSA 70 R-36 Pan Springs	CLV 541
CSA 59 Deer Lodge Park	CMS 395
CSA 70 R-33 Big Bear City	CNS 537
CSA 70 R-5 Sugarloaf	CPG 240
CSA 70 R-2 Twin Peaks	CPS 225
CSA 70 Imp. Zone R-39	CWF 527
CSA 70 R-42 Windy Pass	CWR 559

Enterprise Funds	
CSA70-DB2 Big Bear	EIB 570
CSA 42 Oro Grande (EAP)	EAP 310
CSA 53 B Fawnskin (EBA)	EBA 365
CSA 64 Spring Valley Lake (EBM)	EBM 420
CSA 70 BL Bloomington	EAR 333
CSA 70 GH Glen Helen (ELH)	ELH 306
CSA 70 S-3 Lytle Creek (ECP)	ECP 305
CSA 70 S-7 Lenwood (ECR)	ECR 315
CSA 70 SP-2 High Country (EFA)	EFA 490
CSA 79 Green Valley Lake (EFP)	EFP 485
CSA 82 Searles Valley (EFY)	EFY 495
CSA 42 Oro Grande (EAS)	EAS 310
CSA 64 Spring Valley Lake (ECB)	ECB 420
CSA 70 CG Cedar Glen (ELL)	ELL 563
CSA 70 F Morongo Valley (EBY)	EBY 135
CSA 70 J Oak Hills (ECA)	ECA 165
CSA 70 W-1 Goat Mountain (ECS)	ECS 345
CSA 70 W-3 Hacienda (ECY)	ECY 350
CSA 70 W-4 Pioneertown (EDD)	EDD 360
CSA 70 HL Havasu Lake	EJA 487
CSA 70 S-3 Lytle Creek	CCU 305
CSA 70 GH Glen Helen	CVX 306
CSA 70 GH Glen Helen	CXL 306
CSA 53B Fawnskin	EAI 365
CSA 53B Fawnskin	EBB 365
CSA 82 Searles Valley	EFF 495
CSA 42 Oro Grande	EKA 310
CSA 79 Green Valley Lake	ENF 485
CSA 82 Searles Valley	CJN 495
CSA 64 Spring Valley Lake	EBL 420

Enterprise Funds	
CSA 70 J Oak Hills	CCN 165
CSA 70 W-1 Landers	CCW 345
CSA 64 Spring Valley Lake	CEK 420
CSA 70 J Oak Hills	CJU 165
CSA 70 W-4 Pioneertown	CQP 360
CSA 70 J Oak Hills	CQR 165
CSA 70 J Oak Hills	CQS 165
CSA 64 Spring Valley Lake	CSJ 420
CSA 42 Oro Grande	EAV 310
CSA 64 Spring Valley Lake	EDB 420
CSA 64 Spring Valley Lake	EDC 420
CSA 70 W-3 Hacienda	EJQ 350
CSA 42 Oro Grande	ELR 310
CSA 70 J Oak Hills	CAM 165
CSA 70 CG Cedar Glen	CRD 563
CSA 70 CG Cedar Glen	CRL 563
CSA 70 W-4 Pioneertown	END 360
CSA 42 Oro Grande Capital Replacement Reserve	EAW 310
CSA 42 Oro Grande Capital Expansion Reserve	EAZ 310
CSA 53 B Fawnskin Capital Replacement Reserve	EAE 365
CSA 53 B Fawnskin Capital Expansion Reserve	EAK 365
CSA 64 Spring Valley Lake Capital Replacement Reserve	EBR 420
CSA 64 Spring Valley Lake Capital Expansion Reserve	EBU 420
CSA 70 GH Glen Helen Capital Replacement Reserve	ELI 306
CSA 70 S-3 Lytle Creek Capital Replacement Reserve	ECM 305
CSA 70 S-3 Lytle Creek Capital Expansion Reserve	EFN 305
CSA 70 SP-2 High Country Capital Replacement Reserve	EFU 490
CSA 70 SP-2 High Country Capital Expansion Reserve	EFX 490
CSA 70 SP-7 Lenwood Capital Replacement Reserve	ECZ 315
CSA 70 SP-7 Lenwood Capital Expansion Reserve	ECU 315
CSA 79 Green Valley Lake Capital Replacement Reserve	EFS 485
CSA 79 Green Valley Lake Capital Expansion Reserve	EJS 485
CSA 82 Searles Valley Capital Replacement Reserve	EIG 495
CSA 82 Searles Valley Capital Expansion Reserve	EGB 495
CSA 42 Oro Grande Capital Replacement Reserve	EAX 310
CSA 42 Oro Grande Capital Expansion Reserve	EAT 310
CSA 64 Spring Valley Lake Capital Replacement Reserve	EIV 420
CSA 64 Spring Valley Lake Capital Expansion Reserve	EBT 420
CSA 70 CG Cedar Glen Capital Replacement Reserve	ELO 563
CSA 70 CG Cedar Glen Capital Expansion Reserve	ELN 563
CSA 70 F Morongo Valley Capital Replacement Reserve	EIO 135
CSA 70 F Morongo Valley Capital Expansion Reserve	EBX 135
CSA 70 J Oak Hills Capital Replacement Reserve	EFO 165
CSA 70 J Oak Hills Capital Expansion Reserve	EFG 165
CSA 70 J Oak Hills Rate Stabilization Fund	EFZ 165
CSA 70 W-1 Goat Mountain Capital Replacement Reserve	EFQ 345
CSA 70 W-1 Goat Mountain Capital Expansion Reserve	EDY 345
CSA 70 W-3 Hacienda Capital Replacement Reserve	EFT 350
CSA 70 W-3 Hacienda Capital Expansion Reserve	ECW 350
CSA 70 W-4 Pioneertown Capital Replacement Reserve	EFW 360

Permanent Fund	
CSA 70 North Etiwanda Trust Reserve	VFG 547

Special Revenue Funds	
CFD 2006-1 Lytle Creek-Db	CXI 306
CSA70-EV-1 East Valley	SFC 103
CSA40 Elephant Mtn	SIS 300
CSA70 Countywide	SKV 105
CSA70-D1 Lk Arrowhead	SLA 130
CSA70-DB1 Bloomington	SLB 131
CSA70-TV-2 Morongo Valley	SLD 330
CSA70-TV-5 Mesa	SLE 331
CSA70-TV-4 Wonder Valley	SLF 332
CSA120 N. Etiwanda(VFG)	SOH 547
CSA70 P14 Mentone	RCZ 497
CSA70 P10-Mentone	RGT 208
CSA70 P16-Eagle Crest	RWZ 565
CSA20-Joshua Tree	SGD 200
CSA29 Lucerne Valley	SGG 245
CSA42-Oro Grande	SIV 310
CSA56-Wrightwood	SKD 380
CSA63-Oak Glen/Yucaipa	SKM 415
CSA70 P12-Montclair	SLL 132
CSA70 W Hinkley	SLT 335
CSA70 P13 El Rancho Verde	SLU 204
CSA70 P 8-Fontana	SMK 214
CSA 70 P-18 Randall Crossing Fontana	SMQ 217
CSA 70 P-19 Gregory Crossing Bloom	SMR 218
CSA 70 P-20 Mulberry Heights	SMT 219
CSA82 Searles Valley	SOZ 495
CSA70 P 6 El Mirage	SYP 212
CSA70 M Wonder Valley	SYR 205
CSA18 Cedar Pines	SFY 190
CSA59 Deer Lodge Park	SKJ 395
CSA68 Valley of the Moon	SKP 440
CSA69 Lk Arrowhead	SKS 445
CSA70 G Wrightwood	SLG 155
CSA70 M Wonder Valley	SLP 180
CSA70 PRD G1	SLK 155
CSA70 R-12 Baldwin Lk	SOA 270
CSA70 R-13 Lk Arrowhead N	SOE 275
CSA70 R-15 Landers	SOG 280
CSA70 R-16 Running Springs	SOJ 285
CSA70 R-19 Copper Mtn	SNA 470
CSA70 R-2 Twin Peaks	SMA 225
CSA70 R-20 Flamingo Heights	SNS 410
CSA70 R-21 Mountain View	SNM 480
CSA70 R-22 Twin Peaks	SOB 543
CSA70 R-23 Mile High Park	RCA 531
CSA70 R-25 Lucerne Valley	SOC 544
CSA70 R-26 Yucca Mesa	SOD 542
CSA70 R-29 Yucca Mesa	RCB 532

Special Revenue Funds

CSA70 R-3 Erwin Lk.	SMD 230
CSA70 R-30 Verdemont	RCC 533
CSA70 R-31 Lytle Creek	RCE 534
CSA70 R-33 Big Bear City	RCN 537
CSA70 R-34 Big Bear Rd.	RCM 538
CSA70 R-35 Cedar Glen	RCQ 539
CSA70 R-36 Pan Springs	RCR 541
CSA70 R-39 Highland Estates-Phelan	RCK 527
CSA70 R-4 Cedar Glen	SMG 235
CSA70 R-40 Upper N. Bay Lk Arrowhead	RGW 553
CSA70 R-41 Quail Summit	RGY 557
CSA70 R-42 Windy Pass	RHL 559
CSA70 R-44 Saw Pit Canyon	SYT 562
CSA70 R-45 Erwin Lake	SMO 564
CSA70 R-46 S. Fairway Dr.	SYX 566
CSA70 R-47 Rocky Point	RIS 567
CSA70 R-5 Sugarloaf	SMP 240
CSA70 R-7 Lk Arrowhead	SMS 465
CSA70 R-8 Riverside Terrace	SMY 255
CSA70 R-9 Rim Forest	SNG 260
CSA79 R-1 Green Valley Lk	RCP 485
CSA 30 Red Mountain (SGJ)	SGJ 250
CSA 53 A Big Bear (SJP)	SJP 365
CSA 54 Crest Forest (SJV)	SJV 370
CSA 70 EV-1 Citrus Plaza (SQW)	SQW 103
CSA 70 GH Glen Helen (RWX)	RWX 306
CSA 70 SL-2 Chino (SQX)	SQX 577
CSA 70 SL-3 Mentone (SQZ)	SQZ 578
CSA 70 SL-4 Bloomington (SMC)	SMC 202
CSA 70 SL-5 Muscoy (SMJ)	SMJ 210
CSA 73 Arrowbear Lake (SOP)	SOP 460
CSA SL-1 Countywide (SQV)	SQV 575
CSA 70 Termination Benefits Reserve	SKW 105
CSA 70 General Reserve	SKU 105
CSA 70 General Reserve	CAN 105
CSA 70 CSA Loan Fund	SKI 105

BLOOMINGTON RECREATION AND PARK

Special Revenue Funds

Bloomington Park	SSD 625
CSA 70 P-17 Bloomington	SML 216

Capital Improvement Funds

Bloomington Park	CAQ 625
Bloomington Park	CNJ 625

BIG BEAR RECREATION AND PARK

Special Revenue Funds

Big Bear Park	SSA 620
Big Bear Alpine Zoo	SSF 620

Capital Improvement Funds

Big Bear Park	CSZ 620
Big Bear Alpine Zoo	CRR 620

FIRE PROTECTION DISTRICT

Capital Improvement Funds

SBCFPD - Fire Training Tower	CRE 106

Special Revenue Funds

Administration	FPD 106
Mountain Regional Service Zone	FMZ 600
North Desert Regional Service Zone	FNZ 590
South Desert Regional Service Zone	FSZ 610
Valley Regional Service Zone	FVZ 580
Community Facilities District 2002-2	SFE 106
Hazardous Materials	FHZ 107
Homeland Security Grant Program	SME 108
Household Hazardous Waste	FHH 107
Office of Emergency Services	FES 108
Termination Benefits Set-Asides	FTR 106
SBCFPD - General	FAR 106
Mountain Regional Service Zone - General	FMR 600
North Desert Regional Service Zone - General	FNR 590
South Desert Regional Service Zone - General	FSR 610
Valley Regional Service Zone - General	FVR 580
Hazmat - General	FHR 107
Hazmat (CUPA Statewide Penalties) - General	FKE 107
Hazmat (CUPA Admin Penalties) - General	FKF 107
Hazmat (Statewide Tank Penalties) - General	FKT 107

OTHER AGENCIES

Capital Improvement Funds

In Home Supportive Services Public Authority	RHH 498
Economic Development Corporation	SFI 499
County Industrial Development Authority	SPG 510
Inland Counties Emergency Medical Agency	SMI ICM

1991 Realignment: In 1991-92, the state approved the Health and Welfare Realignment Program that involves a shift of program responsibilities from the state to the counties. This shift is funded through a corresponding shift of dedicated Sales Tax and Vehicle License Fee revenue.

2011 Realignment: In 2011-12, the state approved AB 109, the Public Safety Realignment Act, which shifted custodial responsibility of non-violent, non-sex, and non-sex-against-children ('Triple-Nons') offenders to local jails. In addition, the parole function of the state was delegated to County Probation departments. In conjunction with Public Safety Realignment, the state also shifted full financial burden of many social service and mental health programs to the County. While the state no longer shares in the cost, it has dedicated a portion of the state sales tax (1.0625%) revenue along with a portion of vehicle license fees for these realigned programs.

AB 74: In 2013-2014, the state approved AB 74 which made several statutory changes to the CalWORKS and CalFRESH program. Those changes include the establishment of a family stabilization component effective January 1, 2014 to assist CalWORKS recipients who are experiencing an identified situation or crisis that is destabilizing their family and interferes with their participation in the welfare-to-work activities and services.

AB 109: Assembly Bill 109, the Public Safety Realignment Act, signed April 4, 2011, transfers responsibility for housing/supervising inmate and parolee populations classified as "low-level" offenders from the California Department of Corrections and Rehabilitation (CDCR) to counties effective October 1, 2011.

AB 233: The Lockyer – Isenberg Trial Court Funding Act of 1997 went into effect January 1, 1998 and fundamentally changed how the trial courts are funded by transferring primary responsibility for funding the courts to the state, including sole responsibility for funding future growth in court operations costs.

AB 900: Assembly Bill 900, Public Safety and Offender Rehabilitation Services Act, signed May 3, 2007, provides that the State Public Works Board (SPWB) and the California Department of Corrections and Rehabilitation (CDCR) are authorized to enter into agreements with participating counties for the acquisition, design and construction of local jail facilities for projects approved by the State Corrections Standards Authority (CSA). Up to $1.2 billion is authorized by the legislation for county jail construction. Funds are being distributed in two phases.

AB 1805: Effective July 1, 2007, Assembly Bill 1805 preserved county authority to charge booking fees under Government Code Section 29550 et seq; and created a new statutory structure whereby counties - subject to an appropriation by the state – receive funding directly in local detention facility revenue accounts. Under this alternative to booking fees, revenues received are to be used exclusively for the purpose of operation, renovation, remodeling or constructing local detention facilities and related equipment.

AB 3000: Effective September 2002, Assembly Bill 3000 Court Surcharge Guideline, prioritized the distribution of criminal case installment payments of fines and penalties.

ABx1 26: Assembly Bill x1 26, the Dissolution Act, signed June 29, 2011, mandates the elimination of every redevelopment agency in California effective February 1, 2012, and mandates all unobligated funds be distributed to the appropriate taxing entities.

Accrual: An accrual is an accounting entry that recognizes revenue when earned and expenses when incurred. An accrual is made at the end of the fiscal year to ensure revenue and expenses are recorded in the appropriate fiscal year.

Activity: A component within a fund; usually a specific line of work performed to accomplish a function for which a governmental unit is responsible.

Adopted Budget: The original spending plan at the beginning of the fiscal year, typically adopted by the Board of Supervisors in June for the upcoming fiscal year. It may vary from the Recommended Budget.

Affordable Care Act (ACA): In March 2010, President Obama signed comprehensive health reform, the Patient Protection and Affordable Care Act into law. The legislation includes a long list of health-related provisions that began taking effect in 2010 and will continue to be rolled out over the next four years. Key provisions are

intended to extend coverage to millions of uninsured Americans, to implement measures that will lower health care costs and improve system efficiency, and to eliminate industry practices that include rescission and denial of coverage due to pre-existing conditions. The most significant part of this Federal Healthcare Reform legislation will extend coverage to an expanded population effective January 1, 2014 through new eligibility processes for Medi-cal and the implementation of insurance exchanges.

Amortization: The process of gradually extinguishing an asset on the books.

Appropriation: An appropriation is the amount of authority to spend less reimbursements. It represents the authorization for the County to make expenditures/incur obligations for a specified purpose and period of time.

ARRA: ARRA is an acronym used for American Recovery and Reinvestment Act of 2009, also known as Economic Stimulus Funds. The three immediate goals of ARRA are to create new jobs and save existing ones, spur economic activity and invest in long-term growth, and foster unprecedented levels of accountability and transparency in government spending.

Balanced Budget: Total sources, including carry-over fund balances, equals the total requirements and reserves.

Budgeted Staffing: The number of positions (headcount) funded in a budget unit.

Budget Unit: An organizational component which is represented by the combination of a fund and department into one unit for purposes of budgeting.

CalFresh: The CalFresh Program, federally known as the Supplemental Nutritional Assistance Program, is a Federally funded program that helps low-income people buy the food they need for good health. The CalFresh program helps to improve the health and well-being of qualified households and individuals by providing them a means to meet their nutritional needs.

Capital Expenditures: An asset of a long-term character such as land, buildings, furniture, and other equipment costing $5,000 or more and having a useful life of one year or more. Additionally, computer software is capitalized if the value is $100,000 or greater.

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

Central Services: The Central Services expense category, replaces Central Computer and was set up beginning fiscal year 2010-11 to allocate both the Information Services and Facilities Management Departments' associated charges.

- Information Services Department computer charges are Countywide costs for computer infrastructure such as email, wide area network, payroll processing, and software/hardware staff support. Each department's Central Computer budget amount is estimated at the beginning of the fiscal year by the Information Services Department and is billed based on that estimate.
- Facilities Management Department charges are for basic services provided to departments including grounds, custodial, and maintenance. Each department's budget amount for grounds, custodial, and maintenance is based on an annual average cost per square foot.

Contingencies: An amount set aside within a budget for unforeseen expenditure requirements. Board action must be taken to spend contingency funds and a 4/5 vote is required for approval.

County Fire: San Bernardino County Fire Protection District

COWCAP: COWCAP is an acronym for County Wide Cost Allocation Plan. It is the method by which indirect support costs for services such as Human Resources, Payroll, Purchasing, etc. are allocated to departments. It is prepared annually by the County Auditor-Controller/Treasurer/Tax Collector in accordance with Code of

Federal Regulations (2 CFR Part 225), which is the guideline for state and federal reimbursements for indirect costs.

Department: An organizational unit used by County management to group programs of a like nature. In terms of financial structure, departments may have multiple funding sources, i.e. general fund, special revenue fund, etc. that are based on specified uses. The combinations of the various funds are consolidated at the department level.

Depreciation: The recording of expiration in the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

Deficit: Insufficient sources to fully fund expenditures and other disbursements during a fiscal year.

Discretionary General Funding: Describes the overall process of administering net county cost, which is the amount contributed by the County general fund from its discretionary revenue sources to fund the activities of a department.

Discretionary Revenue: Revenue not legally designated for a specific purpose or program that can be appropriated at the discretion of the Board of Supervisors.

Dispute Resolution Programs Act of 1986: Authorizes the local establishment and funding of dispute resolution programs as an alternative to more formal court proceedings.

Employee Health and Productivity Program (EHaP): A modified duty/return to work program that utilizes specialized nurses to obtain effective and timely treatment for injured or ill employees. Overall goals are to return the employee to the workplace as soon as possible and to increase the health and productivity of employees through health promotion and risk reduction programs.

Encumbrance: An encumbrance is not an expenditure or a liability but merely a reserve of appropriation in a given fiscal year for a specific expenditure.

Enterprise Funds: Enterprise Funds are established to account for operations that are funded and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be funded or recovered primarily through operational revenues.

Expenditure: Decreases in net financial resources. An expenditure includes current operating expenses that require the present or future use of resources.

Final Budget: A budget unit's adopted spending plan and financing, including all mid-year adjustments through the fourth quarter.

Fiscal Year: The County's twelve-month accounting period (July 1 through the following June 30), which varies from the calendar year and the federal fiscal year.

Function: A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. This designation is specified by the State Controller. For example: "Public Protection" is the function of the Sheriff/Coroner/Public Administrator Department.

Fund: A legal unit that provides for the segregation of moneys or other resources in the County treasury for specific activities or obligations in accordance with specific restrictions or limitations. A separate set of accounts must be maintained for each fund to show its assets, liabilities, reserves, and fund balance, as well as its income and expenditures. The assets of a fund may also be placed into separate accounts to provide for limitations on specific fund income or expenditures.

Fund Balance: An amount comprised of accumulated excess or deficiency of revenues less expenditures of a fund, including the cancellation of prior year encumbrances. This is measured at the end of each fiscal year.

Fund balance may be used in the budget unit for the upcoming year as a funding source for one-time projects or services.

Fund Balance Classifications: Beginning in 2010-11, GASB 54 requires that financial statements for governmental funds classify fund balance in one of the following five components:

- Nonspendable fund balance – assets that will never convert to cash, or will not convert soon enough to affect the current period, or resources that must be maintained intact pursuant to legal or contractual requirements;
- Restricted fund balance – resources that are subject to externally enforceable limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments, constitutional provision, or enabling legislation;
- Committed fund balance – resources that are constrained by self-imposed limitations set in place prior to the end of the period by the highest level of decision making, and remain binding unless removed in the same manner;
- Assigned fund balance – resources that are limited resulting from an intended use established by either the highest level of decision making, or the official or body designated for that purpose;
- Unassigned fund balance – residual net resources that cannot be classified in one of the other four categories.

GASB 34: Governmental Accounting Standards Board (GASB), Statement 34 establishes requirements for the annual financial reports of state and local governments. The goal is to make annual reports easier to understand and more useful to people who use governmental financial information to make decisions. There are many components of GASB 34, but as it relates to the budget, it is primarily composed of how services provided between County budget units are accounted for. GASB 34 specifies how payments for services should be accounted for (either as reimbursements or as departmental revenues). All transactions between departments within the same fund (i.e. general fund) are budgeted as reimbursements. While the net impact is zero, reclassifications between these two categories cause inconsistencies when comparing year-to-year budgets by specific expense or revenue categories.

GASB 51: Governmental Accounting Standards Board (GASB), Statement 51 establishes requirements for the annual financial reports of state and local governments. The objective of this statement is to enhance the comparability of the accounting and financial reporting of intangible assets among state and local governments, and requires that all intangible assets not specifically excluded by its scope provisions be classified as capital assets.

GASB 54: Governmental Accounting Standards Board (GASB), Statement 54 establishes requirements for the annual financial reports of state and local governments to be implemented for periods beginning after June 15, 2010. The objective of this statement is to enhance the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying the existing governmental fund type definitions. The main components of GASB 54 and how they relate to budget primarily consists of replacing existing fund balance classifications (reserved and unreserved) with new classifications (nonspendable, restricted, committed, assigned, and unassigned) that observe the constraints imposed upon the use of the resources reported in governmental funds. In addition, special revenue fund type was clarified and affects the activities required to be reported in that fund type.

General Fund: The General Fund is the predominate fund for funding County programs.

Geographic Information System (GIS): A geographic information system integrates hardware, software, and data for capturing, managing, analyzing, and displaying all forms of geographically referenced information.

Governmental Funds: Governmental funds consist of the general fund, special revenue funds, capital projects funds and debt service funds.

Grants: A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

Headcount: Actual number of individuals carried in a budget unit's payroll, as opposed to the equivalent number computed from wages budgeted.

Housing Successor: ABx1 26, the Dissolution Act, mandates the elimination of every redevelopment agency in California effective February 1, 2012. The Housing Successor retained the housing functions of the former Redevelopment Agency (RDA) and has all rights, power, duties, and obligations related to building, preserving, and rehabilitating affordable housing for low to moderate income households.

Internal Service Funds (ISF): Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis.

Limited Term: A position designation for non-regular positions, consisting of contract, extra-help, or recurrent position types.

Mandate: A program that meets constitutional, statutory or court-ordered requirements from either federal or state entities.

Memorandum of Understanding (MOU): For budget purposes, the MOU refers to a negotiated and approved labor agreement between the County and an employee labor organization or group that details the salary, benefits, and other conditions of employment.

Mid-Year Adjustments: Board approved budget changes subsequent to adoption.

Mission: A clear, concise statement of purpose for the entire department. The mission focuses on the broad, yet distinct, results the department will achieve for its customers.

Modified Budget: A budget unit's adopted requirements and sources, including any mid-year adjustments.

Net Budget: Total Sources less Total Requirements in a proprietary fund.

Net County Cost: Net county cost (or discretionary general funding) is the amount contributed to County general fund departments from discretionary revenue sources to fund the activities of a department.

Operating Expenses: A category of expenditures within a budget unit for all standard costs of daily operations, including such items as office supplies, training, contractual services, and travel.

Operating Transfers In/Out: A method of providing financing from one budget unit to another for the implementation of a project or program.

Performance Measure: An ongoing, quantitative indicator of resources consumed, workload, productivity, efficiency, and effectiveness. Performance measures should relate to objectives and allow for measurement of the same thing over time.

Position: A specific employment, whether occupied or vacant, involving duties requiring the services of one person. A position whether full or part-time is reflected as 1 in budgeted staffing amounts.

Proposition 1B: As approved by the voters in the November 2006 general elections, Proposition 1B enacts the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006 to authorize $19.925 billion of state general obligation bonds for transportation infrastructure improvements.

Proposition 30 (Prop 30): A ballot measure approved by California voters on November 6, 2012, that increased taxes on earnings over $250,000 for seven years (2012-2018) and increased sales taxes by ¼ cent for four years (2013-2016) to fund schools. The measure is expected to generate an average of $6 billion annually, and also guarantees Public Safety Realignment funding.

Proposition 63: On November 2, 2004, voters passed Proposition 63, which established a state personal income tax surcharge of one percent on the portion of taxpayers' annual taxable income that exceeds $1 million. The proposition was enacted into law as the Mental Health Services Act (MHSA) effective January 1, 2005. The overall purpose and intent is "to reduce the long term adverse impact on individuals, families, and state and local budgets resulting from untreated serious mental illness to insure that all funds are expended in the most cost effective manner and to ensure accountability to taxpayers and to the public".

Proposition 172 (Prop 172): A permanent extension of a half-cent Local Public Safety Sales Tax approved by California voters on November 2, 1993. Proceeds of this sales tax must be dedicated to public safety.

Proprietary Funds: Classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Public Service Employee (PSE): PSEs are employees assigned to entry-level positions in a variety of fields and occupations for a limited duration. They are not full-time, regular County employees. PSEs are subject to an expedited recruiting process to accommodate additional workload or to manage one-time special projects. They do not receive the full range of benefits or have the civil service status of regular County employees.

Recommended Budget: A recommended budget is the working document of the fiscal year under discussion.

Redevelopment Agency: In 1951 the California Redevelopment Law (CRL) was enacted, which gave California cities and counties the authority to create redevelopment agencies. The CRL provided the local redevelopment agencies powerful local tools to eliminate urban decay, apply for grants, create jobs, build community facilities and infrastructure and attract economic reinvestment. Eventually, the CRL was expanded to assist in the creation of low and moderate income housing. A redevelopment agency, a separate legal entity, was responsible for the implementation of the CRL for the local communities. A redevelopment agency had the ability to create project areas, to purchase and assemble development sites, build infrastructure, construct deed-restricted affordable housing, and issue debt. An agency paid for these improvements through the utilization of tax increment financing. Redevelopment agencies and tax increment financing were eliminated by the state effective February 1, 2012.

Reimbursements: Amount received as payment of the cost of work, or service performed, or of other expenditures made, for or on behalf of another governmental unit or department. Reimbursements represent the recovery of expenditures and are considered a source.

Requirements: A department's appropriation or authority to spend plus department's budgeted operating transfers out.

Restricted Funds: Restricted funds consist of limited use budgets – Prop 172, 1991 Realignment, 2011 Realignment and Automated Systems Development. 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. Automated Systems Development is funding that is set aside for the purpose of developing, upgrading, and/or replacing the County's Financial Accounting System (FAS), a core information technology system; and for other future developments.

Revenue: The addition of cash or other current assets to governmental funds (receipts) which do not increase any liability or reserve and do not represent the recovery of an expenditure, i.e., reimbursements. Generally, revenue is derived from taxes, licenses and fees, or investment earnings. Revenues are deposited in a budget unit for future appropriation.

Retirement Incentive Program (RIP): A program offered to County employees in 2008-09 to obtain personnel cost savings in a manner that minimized the financial impact to the County. County employees retiring by June 30, 2009 were made eligible to receive $250 for each completed quarter of continuous County service, payable annually over five years. As part of the RIP, it was expected that the resulting vacated positions would not be filled for a period of five years (although some exceptions applied) and that payment would be suspended if the participating employee returned to work for the County in any capacity.

SB 90 State-Mandated Local Program: State reimbursements to local governments for the cost of activities required by State legislative and executive acts.

SB 163: Wraparound Services Program is an intensive, community-based and family centered process designed to allow children with serious behavior and/or emotional difficulties to remain in their community at the lowest level of care possible instead of being placed in a group home setting. This bill allows counties to accumulate savings realized from a wraparound program and requires that the savings be reinvested in a Child Welfare Services program.

SB 676: Effective July 1, 2010 this California Senate Bill increased the maximum fee collected from indigent defendants from $25 to $50.

SB 920: Medi-Cal Program – which is administered by the State Department of Health Care Services for qualified low-income persons to receive health care services. The program is, in part, governed and funded by federal Medicaid Program provisions.

SB 1246: Implemented in 1980, is a fee on issued marriage licenses targeted "for the purpose of aiding victims of domestic violence by providing them a place to escape from the destructive environment in an undisclosed and secured location." To qualify for these funds, an agency must provide services to victims of domestic violence and their children that include shelter on a 24-hour, seven days a week basis, a 24-hour crisis line, temporary housing and food facilities, psychological support and peer counseling, referrals to existing services in the community, a drop-in center to assist victims who have not yet made the decision to leave their homes, arrangements for school age children to continue their education during their stay at the shelter, emergency transportation to the shelter, and arrangements for assistance from local law enforcement where appropriate.

SB 1732: Trial Court Facilities Act of 2002, requires the transfer of responsibility for funding and operation of trial court facilities from the counties to the State of California.

Set-Aside Contingency: A contingency made up from available balances materializing throughout one or more fiscal years which are not required to support disbursements of a legal or emergency nature and are held (set-aside) for future funding requirements.

Sources: Amount of funding available to departments such as revenue, reimbursements, operating transfers in, fund balance and reserves.

Special Revenue Funds: Special Revenue Funds are used to account for the proceeds of specific sources of revenue whereby the use of such revenue is restricted by law for particular functions or activities of government. State Government Code Section 29009 requires that the entire unreserved fund balance must be appropriated each year. The amount not expended is carried over to the subsequent year's budget.

Staffing Expenses: A category of expenditures within a budget unit for all costs related to employees including salary, retirement, employee benefits and workers compensation insurance.

Step Increases: An employee, based upon the completion of the required service hours in their classification, satisfactory work performance, and appointing authority recommendation, may receive step advancements. Step advancements within the base salary range shall be based on one (1) or two (2) step increments depending on hire date and bargaining unit. Each increment is 2.5%.

Structurally Balanced Budget: The annual operating budget will be structurally balanced upon adoption of the Board of Supervisors. One-time sources will not be spent on ongoing expenditures.

Successor Agency: A separate public entity from the public agency that had formed the former redevelopment agency. Its purpose is to expeditiously wind down the affairs of the former redevelopment agency pursuant to ABx1 26 and AB 1484 and in accordance with the direction of the oversight board. The primary task of the Agency is to continue to make payments due from its enforceable obligations.

Three Strikes Reform Act: Passed by the California voters in November 2012, this initiative redefined the parameters leading to mandatory 25-year to life sentences for previously twice convicted felons.

Total Expenditure Authority: The authorized expenditure limit for a budget unit for the current fiscal year.

Transfers: The movement of resources from one budget unit to another usually for payment of services received.

Trend: A documented recurrence of a measurable event or circumstance over time that is increasing, decreasing or even staying the same.

Unrestricted Net Assets: That portion of net assets that is neither restricted nor invested in capital assets (net of related debt).

A&E: Architecture and Engineering Department
AAA: Area Agency of Aging
AABs: Assessment Appeals Boards
AB: Assembly Bill
ACF: Administration for Children and Families
ACIP: Airport Capital Improvement Program
ACC: Animal Care and Control
ACS: American College of Surgeons
ACT: Animal Cruelty Task
ADA: Americans with Disabilities Act
ADC: Adelanto Detention Center
ADP: State Department of Alcohol and Drug Programs
ADS: Alcohol and Drug Services
AFDC: Aid to Families with Dependent Children
AFIS: Automated Fingerprint Identification System
AJCC: Americas Job Centers of California
ALS: Advanced Life Support
AMS: Agenda Management System
AOC: Administrative Office of the Courts
AOPA: Aircraft Owners and Pilots Association
APS: Adult Protective Services
AQMD: Air Quality Management District
ARC: Assessor-Recorder-Clerk
ARMC: Arrowhead Regional Medical Center
ARRA: American Recovery and Reinvestment Act
ASB: Administrative Services Bureau
ASVAB: Armed Services Vocational Aptitude Battery
ATC: Aid to Adoptive Children
ATC: Auditor-Controller/Treasurer/Tax Collector
BAM: Business Applications Manager
BBARWA: Big Bear Area Regional Wastewater Agency
BCCs: Boards, Commissions, and Committees
BG: Board Governed
BH: Behavioral Health
BLM: Bureau of Land Management
BLS: Basic Life Support
BMI: Body Mass Index
BMX: Bicycle Motorcross
BOS: Board of Supervisors
BRT: Business Resource Team
BZPP: Buffer Zone Protection Program
CAD: Computer Aided Design
CAD: Computer Aided Dispatch
CAEZ: California Enterprise Zone Association
CAFM: Computer Aided Facilities Management
CAFR: Comprehensive Annual Financial Report
Cal EMA: California Emergency Management Agency
CAL MMET: California Multi-Jurisdictional Methamphetamine Enforcement Team
CALTRANS: California Department of Transportation
CalWORKs: California Work Opportunities and Responsibilities to Kids
CAO: County Administrative Office
CA-PREP: California Personal Resonsibility Education Program
CARE: Coordinated Asthma Referral Education
CAS: Cash Assistance for Immigrants
CASE: Coalition Against Sexual Exploitation
CBO: Community Based Organization
CBP: Customs and Border Protection
CCB: Community Corrections Bureau
CCH: Cardiac Care Hospitals
CCS: California Children's Services
CDA: California Department of Aging
CDBG: Community Development Block Grant
CDBG–R: Community Development Block Grant, Economic Stimulus Funds (also ARRA)
CDC: Centers for Disease Control
CDC: Central Detention Center
CDCR: California Department of Corrections and Rehabilitation
CDFA: California Department of Food and Agriculture
CDH: Community Development and Housing
CDPH: California Department of Public Health
CEC: California Emergency Commission
Cedar Glen: Cedar Glen Disaster Recovery Project Area
CEHW: Center for Employee Health and Wellness
CEO: Chief Executive Officer
CEQA: California Environmental Quality Act
CERS: California Electronic Reporting System
CERT: Community Emergency Response Team
CeRTNA: California e-Recording Transaction Network Authority Network Authority
CFCO: Community First Choice Options
CFD: Community Facilities District
CFS: Children and Family Services
CGC: County Government Center
CGRP: Cucamonga-Guasti Regional Park
CHCF: California Healthcare Foundation
CHIP: Community Health Improvement Program
CI/KR: Critical Infrastructure and Key Resource
CIP: Capital Improvement Program
CIU: Criminal Intelligence Unit
CLUP: Comprehensive Land Use Plan

CMP: Congestion Management Program
CMRS: County's Maintained Road System
CMS: Center for Medicare & Medicaid Services
CMSP: County Medical Services Program
CNET: Children's Network
CNI: California Necessities Index
COB: Clerk of the Board
CoIDA: San Bernardino County Industrial Development Authority
COLA: Cost of Living Adjustment
CONFIRE: Consolidated Fire Agencies
COP: Certificates of Participation
COPPS: Community Oriented Policing and Problem Solving
COPS: Citizens' Option for Public Safety
CoRDA: County of San Bernardino Redevelopment Agency
County Fire: San Bernardino County Fire Protection District
COWCAP: Countywide Cost Allocation Plan
CPOC: Chief Probation Officers of California
CPR: Cardiopulmonary resusication
CPU: Central Processing Unit
CRI: Cities Readiness Initiative
CRM: Community Relationship Management
CSA: County Service Area
CSAC: California State Association of Counties
CSC: Customer Service Center
CSU: Customer Service Unit
CTC: Contract Transaction Charge
CUPA: Certified Unified Program Agency
CWA: County Wide Area
CWS: Child Welfare Services
DA: District Attorney
DAAS: Department of Aging and Adult Services
DBH: Department of Behavioral Health
DCB: Detention Corrections Bureau
DCSS: Department of Child Support Services
DHCS: State Department of Health Care Services
DJJ: Department of Juvenile Justice
DMH: State Department of Mental Health
DMV: Department of Motor Vehicles
DNA: Deoxyribonucleic Acid
DOJ: Department of Justice
DOL: Department of Labor
DPH: Department of Public Health
DPW: Department of Public Works
DRC: Day Reporting Center
DRDP-PS: Desired Results Developmental Profile Preschool
DRDP-R: Desired Results Developmental Profile-Revised
DRM: Department of Risk Management
DSH: Disproportionate Share Hospital
DSRIP: Delivery System Reform Incentive Plan
DUI: Driving Under the Influence
DUILA: Drug Use is Life Abuse
DVD: Digital Video Discs
EAP: Employee Assistance Program
ECD: Economic and Community Development
ED: Department of Economic Development
EDA: Economic Development Agency
EDATE: Election, Deadline, Assignment and Task Engine
EDD: California Employment Development Department
EDU: Equivalent Dwelling Units
EEO: Equal Employment Office
EFC: Extended Foster Care
EFT: Electronic Funds Transfer
EHaP: Employee Health and Productivity Program
EIA: Excess Insurance Authority
EIR: Environmental Impact Report
EKG: Electro Cardio Graph
EMACS: Employee Management and Compensation System
EMF: Environmental Mitigation Fund
EMPG: Emergency Management Performance Grant
EMS: Emergency Medical Services
EMSA: Emergency Medical Services Authority
EOC: Emergency Operations Center
ePro: Electronic Procurement
EPSDT: Early and Periodic Screening, Diagnosis and Treatment
ERAF: Educational Revenue Augmentation Fund
ERC: Employment Resource Center
ERRP: Early Retiree Reimbursement Program
ESDC: Environmental Science Day Camp
ESG: Emergency Solutions Grant
EVOC: Emergency Vehicle Operations Center
F2F: Family-to-Family
FAA: Federal Aviation Administration
FAR: Sheriff/Fire Air Rescue
FAS: Financial Accounting System
FAST: Flood Area Safety Taskforce
FCC: Federal Communications Commission
FCSP: Family Caregiver Support Program
FEMA: Federal Emergency Management Agency
FFH: Foster Family Home

FGR: Cash Aid for All other Families
FHWA: Federal Highway Administration
FLJC: Foothill Law and Justice Center
FLSA: Fair Labor Standards Act
FMAP: Federal Medical Assistance Percentage
FMD: Facilities Management Division
FMIS: Fleet Management Information System
FML: Family Medical Leave
FMLA: Family Medical Leave Act
FNS: Food and Nutrition Services
FPACT: Family Planning, Access, Care, and Treatment
FPD: Fire Protection District
FRA: Frequency Reconfiguration Agreement
FSP: Food Stamp Participation
GAAP: Generally Accepted Accounting Principles
GASB: Governmental Accounting Standards Board
GED: General Equivalency Diploma
GEMT: Ground Emergency Medical Transport
GFOA: Government Finance Officers Association
GHRC: Glen Helen Regional Center
GHRP: Glen Helen Regional Park
GIS: Geographic Information System
GME: Graduate Medical Education
GPS: Global Positioning System
GR: General Relief
GREAT: Gang Resistance Education and Training
GRIP: Gang Reduction Intervention Program
GSA: General Services Administration
GSB: General Services Building
GWTS: Groundwater Treatment System
HAVA: Help America Vote Act of 2002
HAZMAT: Hazardous Materials
HAZMF: Hazmat Certificate
HAZUS: Hazmat Full Urban Search and Rescue Partial Certificates
HBP: Highway Bridge Program
HCF: Hundred Cubic Feet
HDDC: High Desert Detention Center
HDGC: High Desert Government Center
HDJDAC: High Desert Juvenile Detention and Assessment Center
HEAP: Home Energy Assistance Program
HELP: Health Education Liason Program
HFAP: Health Care Facilities Accreditation Program
HHW: Household Hazardous Waste
HICAP: Health Insurance Counseling and Advocacy Program
HIDTA: High Intensity Drug Trafficking Area
HOME: HOME Investment Partnership Act Grant
H.O.P.E.: Homeless Outreach and Proactive Enforcement
HPRP: Housing Preservation and Rapid Re-housing Program
HR: Human Resources
HRP: Home Rehabilitation Program
HS: Human Services
HSGP: Homeland Security Grant Program
HSS: Human Services System
HUD: Housing and Urban Development
HVAC: Heating, Ventilation, and Air Conditioning
ICE: Immigration and Customs Enforcement
ICEMA: Inland Counties Emergency Medical Agency
IEP: Individualized Education Program
IEUW: Inland Empire United Way
IGT: Intergovernmental Transfers
IHSS: In-Home Supportive Services
IHSSPA: In Home Supportive Services Public Authority
ILP: Independent Living Program
IMLS: Institute of Museum and Library Services
IP: Internet Protocol
IRNET: Inland Regional Narcotics Enforcement Team
ISD: Information Services Department
ISF: Internal Service Fund
IT: Information Technology
ITSD: Information Technology and Support Division
IVDA: Inland Valley Development Agency
IWMS: Integrated Workplace Management System
JDAC: Juvenile Detention and Assessment Center
JIMS: Jail Informaiton Management System
JJCPA: Juvenile Justice Crime Prevention Act
JOCS: Job Order Contract System
JPA: Joint Powers Agreement
JPA: Joint Powers Authority
JPF: Juvenile Probation Funding
JTGC: Joshua Tree Government Center
Kin-Gap: Kinship Guardianship Assistance Program
kWh: Kilowatt Hour
LACSD: Lake Arrowhead Community Services District
LAD: Leasing and Acquisition Division
LAFCO: Local Agency Formation Commission
LED: Light-emitting diode
LEED: Leadership in Energy and Environmental Design
LEINC: Law Enforcement Intelligence Network Center
LET: Let's End Truancy
LFGES: Landfill Gas Extraction System
LGRP: Lake Gregory Regional Park
LIFT: Low-Income First-Time Mothers
LIHP: Low Income Health Plan
LLUMC: Loma Linda University Medical Center
LQG: Large Quantity Generator

MAA: Medi-Cal Administrative Activities
MAC: Municipal Advisory Council
MCAC: Major Crimes Against Children
MCLE: Minimum Continuing Legal Education
MDAQMD: Mojave Desert Air Quality Management District
MDCs: Mobile Data Computers
MDT: Multi-Disciplinary Team
MHM!: My Health Matters!
MHSA: Mental Health Services Act
MHz: Megahertz
MIPPA: Medicare Improvements for Patients and Providers Act
MMA: Multi-Media Services
MOE: Maintenance of Effort
MOU: Memorandum of Understanding
MRI: Magnetic Resonance Imaging
MSA: Master Settlement Agreement
MSSP: Multipurpose Senior Services Program
N/A: Not Applicable
NACCHO: National Association of County and City Health Officials
NACo: National Association of Counties
NATE: North American Techncian Excellence
NBAA: National Business Aviation Association
NEPA: National Environmental Policy Act
NHoR: New Hall of Records
NIP: Neighborhood Initiative Program
NISG: Neighborhood Initiative Special Grant
NPDES: National Pollutant Discharge Elimination System
NPM: Non-Participating Manufacturers
NRCS: National Resources Conservation Service
NSP: Neighborhood Stabilization Program
OA: Operational Area
OAA: Older Americans Act
OCE: Office of Compliance and Ethics
OES: Office of Emergency Services
OFM: Office of Fire Marshal
OHV: Off-Highway Vehicle
OM&M: Operations Maintenance and Monitoring
OMB: Ombudsman
OPF: Official Personnel File
ORG: Organization
OSHA: Occupational Safety and Health Administration
PA: Public Authority
PACE: Pro Active Code Enforcement Program
PACE: Process Approach to Case Excellence
PAS: Performance Assessment System
PAT: Probation Apprehension Team
PATH: Project for Assistance in Transition from Homelessness
PBX: Private Branch Exchange
PC: Penal Code
PCE: Perchloroethylene
PCF: Paid Call Firefighter
PCI: Pavement Condition Index
PCO: Probation Corrections Officer
PD: Public Defender
PEI/TREP: Prevention and Early Intervention/Transportation Reimbursement Escort Program
PEPRA: Public Employee's Pension Reform Act
PERC: Performance, Education and Resource Center
PFA: Planning Funding Agreement
PG: Programmed Maintenance
PH: Public Health
PHER: Public Health Emergency Response
PID: Program Integrity Division
PIMS: Property Information Management System
PIN: Personal Identification Number
PL: Public Law
PLF: State Public Library Fund
PLH: Public Lands Highway
PM: Preventative Maintenance
PM: Programmed Maintenance
PO: Probation Officer
POS: Point of Sale
POST: Peace Officers Standards of Training
PREA: Prison Rape Elimination Act
PRD: Permanent Road Division
Prop: Proposition
PRV: Pressure Reducing Valve
PSART: Perinatal Screening, Assessment, Referral and Treatment
PSD: Preschool Services Department
PSE: Public Service Employee
PSIC: Public Safety Interoperable Communications
PSOC: Public Safety Operations Center
PSSF: Promoting Safe and Stable Families
QSS: Quality Supportive Services
R&P: Recreation and Park
RCRA: Resource Conservation & Recovery Act
RDA: Redevelopment Agency
RECPG: Renewable Energy and Conservation Element for the County Federal Plan

RESD: Real Estate Services Department
RFP: Request for Proposal
RGP: Rescue Group Partners
RIAC: Range Improvement Advisory Committee
RIP: Retirement Incentive Program
ROPS: Recognized Obligation Payment Schedules
ROV: Registrar of Voters
RPR: Real Estate Services
RPTTF: Redevelopment Property Tax Trust Fund
RSWD: Running Springs Water District
RZH: Roberti-Z'Berg-Harris
SAMHSA: Substance Abuse and Mental Health Services Administration
SANBAG: San Bernardino Associated Governments
SANCATT: San Bernardino County Auto Theft Task Force
SAPT: Substance Abuse Prevention and Treatment
SART: Screening, Assessment, Referral, and Treatment
SAUSA: Special Assistant United States Attorney
SB: Senate Bill
SBCFPD: San Bernardino County Fire Protection District
SBCL: San Bernardino County Library
SBCM: San Bernardino County Museum
SBIAA: San Bernardino International Airport Authority
SBPEA: San Bernardino Public Employees' Association
SBVEZ: San Bernardino Valley Enterprise Zone
SCAAP: State Criminal Alien and Assistance Program
SCADA: Supervisory Control and Data Acquisition
SCAG: Southern California Association of Governments
SCAQMD: South Coast Air Quality Management District
SCBA: Self-Contained Breathing Apparatus
SCE: Southern California Edison
SCSEP: Senior Community Service Employment Program
SED: Seriously Emotionally Disturbed
SHPO: State Historic Preservation Office
SIA: Senior Information and Assistance
SMARA: Surface Mining and Reclamation Act
SRZS: Safe Routes to Schools
SSB: Special Services Bureau
SSI/SSP: Supplemental Security Income/State Supplementary Payment
SSI: Social Security Income
SSN: Social Security Number
STC: Standards for Training and Corrections
STEP: Subsidized Training and Employment Program
STOP: Support and Therapeutic Options Program
STORM: Storage Technology Optical Records Management
STP: Surface Transportation Program
STSL: San Timoteo Sanitary Landfill
SUV: Sport Utility Vehicle
SWAT: Special Weapons and Tactics
SWBPI: Southwest Border Prosecution Initiative
SWMD: Solid Waste Management Division
TA: Transition Authority
TAD: Transitional Assistance Department
TAY: Transitional Age Youth
TBD: To Be Determined
TC: Transitional Conferences
TCE: Trichloroethylene
TDM: Team Decision Making
TENS: Telephonic Emergency Notification System
TFS: Team Foundation Services
THPP: Transitional Housing Program-Plus
TIC: Thermal Imaging Camera
TLICP: Targeted Low Income Children's Program
TOP: Training Online Program
TOT: Transient Occupancy Tax
TRANs: Tax Revenue Anticipation Notes
TURN: Tobacco Use Reduction Now
U.S. Postal: United States Postal
UDEL: Uniform District Election Law
UHF: Ultra High Frequency
ULEV: Ultra Low Emission Vehicle
UPP: Cash Aid for 2 Parent Families
UPS: Uninterruptible Power Supply
USARF: Urban Search and Rescue Full Certificate
USARP: Urban Search and Rescue Partial Certificate
USDA: United States Department of Agriculture
USFS: United States Forest Service
USPS: United States Postal Services
UTL: Utilities
VA: Veterans Affairs
VEAP: Veteran Employment Assistance Program
VHF: Very High Frequency
VITA: Volunteer Income Tax Assistance
VLF: Vehicle License Fee
VOIP: Voice Over Internet Protocol
VSS: Visual Source Safe
VVEDA: Victor Valley Economic Development Authority
WAN: Wide Area Network
WDD: Department of Workforce Development
WECA: West End Communications Authority
WEX: Work Experience
WIA: Workforce Investment Act
WIB: Workforce Investment Board
WIC: Welfare and Institutions Code
WIC: Women, Infant, and Children
WPR: Work Participation Rate
WRIB: Western Region Item Bank
WTW: Welfare to Work
WVDC: West Valley Detention Center
WVJDAC: West Valley Juvenile Detention and Assessment Center

State Controller Schedules **Schedule 1**
County Budget Act

County of San Bernardino
All Funds Summary
Fiscal Year 2015

Fund Name	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	Fund Balance Available June 30, 2014	Decreases to Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balances	Total Financing Uses
1	2	3	4	5	6	7	8
Governmental Funds							
General Fund	377,526,639	5,636,537	2,342,394,819	2,725,557,995	2,677,330,545	48,227,450	2,725,557,995
Special Revenue Funds	276,134,117	0	388,287,187	664,421,304	664,421,304	0	664,421,304
Capital Project Funds	142,623,559	0	62,045,216	204,668,775	204,668,775	0	204,668,775
Total All Funds	**796,284,315**	**5,636,537**	**2,792,727,222**	**3,594,648,074**	**3,546,420,624**	**48,227,450**	**3,594,648,074**

State Controller Schedules
County Budget Act

Schedule 2

County of San Bernardino
Governmental Funds Summary
Fiscal Year 2015

Fund Name	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	Fund Balance Available June 30, 2014	Decreases to Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balances	Total Financing Uses
1	2	3	4	5	6	7	8
General Fund							
General Fund	110,316,025	5,636,537	2,554,651,108	2,670,603,670	2,622,376,220	48,227,450	2,670,603,670
Restricted General Fund	267,210,614		(212,256,289)	54,954,325	54,954,325		54,954,325
Total General Fund	**377,526,639**	**5,636,537**	**2,342,394,819**	**2,725,557,995**	**2,677,330,545**	**48,227,450**	**2,725,557,995**
Special Revenue Funds							
Agricultural, Weights & Measures - California Grazing Fees	143,135		2,500	145,635	145,635		145,635
Airports - Special Aviation	3,120,208		3,036,030	6,156,238	6,156,238		6,156,238
Assessor - Recording Fees	8,894,183		3,779,200	12,673,383	12,673,383		12,673,383
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance	1,389,550		288,500	1,678,050	1,678,050		1,678,050
Behavioral Health - Block Grant Carryover	7,316,418		10,801,188	18,117,606	18,117,606		18,117,606
Behavioral Health - Driving Under the Influence Programs	435,335		208,221	643,556	643,556		643,556
Behavioral Health - Mental Health Services Act	60,619,852		122,010,783	182,630,635	182,630,635		182,630,635
Census 2010	16		0	16	16		16
Community Development and Housing	23,013,371		17,670,090	40,683,461	40,683,461		40,683,461
County Library	6,240,597		13,975,283	20,215,880	20,215,880		20,215,880
County Trial Courts - Alternate Dispute Resolution Program	97,244		456,600	553,844	553,844		553,844
County Trial Courts - Court Alcohol and Drug Program	1,735,524		419,713	2,155,237	2,155,237		2,155,237
County Trial Courts - Courthouse Seismic Surcharge	39		1,655,820	1,655,859	1,655,859		1,655,859
County Trial Courts - Registration Fees	163,557		2,935	166,492	166,492		166,492
District Attorney Special Projects	4,455,979		5,721,012	10,176,991	10,176,991		10,176,991
Finance and Administration - Disaster Recovery Fund	22,287		6,556	28,843	28,843		28,843
Human Resources - Commuter Services	850,141		722,450	1,572,591	1,572,591		1,572,591
Human Resources - Employee Benefits and Services	890,501		3,350,235	4,240,736	4,240,736		4,240,736
Human Services - Domestic Violence/Child Abuse Surcharges	559,409		426,000	985,409	985,409		985,409
Human Services - Marriage License Fees Surcharge	267,039		350,000	617,039	617,039		617,039
Human Services - Wraparound Reinvestment Fund	7,710,232		6,035,000	13,745,232	13,745,232		13,745,232
Local Law Enforcement Block Grant	3,401,081		909,953	4,311,034	4,311,034		4,311,034
Master Settlement Agreement	21,449,512		17,508,893	38,958,405	38,958,405		38,958,405
Preschool Services	(77,191)		49,087,131	49,009,940	49,009,940		49,009,940
Probation - Asset Forfeiture	64,597		185	64,782	64,782		64,782
Probation - Criminal Recidivism SB 678	4,914,385		1,746,777	6,661,162	6,661,162		6,661,162
Probation - Juvenile Justice Grant Program	4,884,845		5,861,917	10,746,762	10,746,762		10,746,762
Probation - Juvenile Re-Entry Program AB 1628	345,951		110,000	455,951	455,951		455,951
Public Health - Bio-Terrorism Preparedness	1,611		1,953,502	1,955,113	1,955,113		1,955,113
Public Health - Tobacco Use Reduction Now	27,362		180,402	207,764	207,764		207,764
Public Health - Vector Control Assessments	2,877,756		1,734,110	4,611,866	4,611,866		4,611,866
Public Health - Vital Statistics State Fees	824,444		132,970	957,414	957,414		957,414
Public Works - Special Transportation	34,049,035		10,208,908	44,257,943	44,257,943		44,257,943
Public Works - Surveyor - Survey Monument Preservation	113,401		62,000	175,401	175,401		175,401
Public Works - Transportation - Road Operations	33,122,623		65,841,517	98,964,140	98,964,140		98,964,140
Real Estate Services - Chino Agricultural Preserve	15,676,849		587,617	16,264,466	16,264,466		16,264,466
Regional Parks - Calico Ghost Town Marketing Services	303,128		384,600	687,728	687,728		687,728
Regional Parks - County Trail System	759,660		585,000	1,344,660	1,344,660		1,344,660
Regional Parks - Off-Highway Vehicle License Fees	1,400,239		305,000	1,705,239	1,705,239		1,705,239
Regional Parks - Park Maintenance and Development	757,592		342,040	1,099,632	1,099,632		1,099,632
Regional Parks - Proposition 40 Projects	1		(1)	0	0		0
Regional Parks - San Manuel Amphitheater	47,290		1,401,600	1,448,890	1,448,890		1,448,890
Regional Parks - San Manuel Amphitheater Improvements	525,669		26,200	551,869	551,869		551,869
Sheriff's Special Projects	22,972,977		16,335,089	39,308,066	39,308,066		39,308,066
Special Districts - Fish and Game Commission	3,168		4,700	7,868	7,868		7,868
Workforce Development	(236,485)		22,058,961	21,822,476	21,822,476		21,822,476
Total Special Revenue Funds	**276,134,117**	**0**	**388,287,187**	**664,421,304**	**664,421,304**	**0**	**664,421,304**
Capital Project Funds							
Capital Improvements Fund	132,482,926		62,026,216	194,509,142	194,509,142		194,509,142
Redevelopment Agency (Housing Successor)	10,140,633		19,000	10,159,633	10,159,633		10,159,633
Total Capital Project Funds	**142,623,559**	**0**	**62,045,216**	**204,668,775**	**204,668,775**	**0**	**204,668,775**
Total Governmental Funds	**796,284,315**	**5,636,537**	**2,792,727,222**	**3,594,648,074**	**3,546,420,624**	**48,227,450**	**3,594,648,074**

State Controller Schedules
County Budget Act

Schedule 3

County of San Bernardino
Fund Balance - Governmental Funds
Fiscal Year 2015

Fund Name	Total Fund Balance June 30, 2014	Less: Obligated Fund Balances: Encumbrances	Less: Obligated Fund Balances: Nonspendable, Restricted and Committed	Less: Obligated Fund Balances: Assigned	Fund Balances Available (GAAP Basis) June 30, 2014	Minus GASB 31 Adjustment	Fund Balances Available (Budgetary Basis) June 30, 2014
1	2	3	4	5	6	7	8
General Fund							
General Fund	441,222,568	(28,261,567)	(301,780,800)	(555,445)	110,624,756	(308,731)	110,316,025
Restricted General Fund	267,289,334	(69,385)	0	0	267,219,949	(9,335)	267,210,614
Total General Fund	**708,511,902**	**(28,330,952)**	**(301,780,800)**	**(555,445)**	**377,844,705**	**(318,066)**	**377,526,639**
Special Revenue Funds							
Agricultural, Weights & Measures - California Grazing Fees	143,135	0	0	0	143,135	0	143,135
Airports - Special Aviation	3,803,336	(681,867)	0	0	3,121,469	(1,261)	3,120,208
Assessor - Recording Fees	10,575,627	(1,679,818)	0	0	8,895,809	(1,626)	8,894,183
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance	1,389,942	0	0	0	1,389,942	(392)	1,389,550
Behavioral Health - Block Grant Carryover	7,318,755	0	0	0	7,318,755	(2,337)	7,316,418
Behavioral Health - Driving Under the Influence Programs	435,502	0	0	0	435,502	(167)	435,335
Behavioral Health - Mental Health Services Act	92,985,367	(10,177,956)	(22,152,363)	0	60,655,048	(35,196)	60,619,852
Census 2010	16	0	0	0	16	0	16
Community Development and Housing	25,343,519	(458,581)	(1,863,329)	0	23,021,609	(8,238)	23,013,371
County Library	6,305,486	(55,914)	0	(8,975)	6,240,597	0	6,240,597
County Trial Courts - Alternate Dispute Resolution Program	97,299	0	0	0	97,299	(55)	97,244
County Trial Courts - Court Alcohol and Drug Program	1,736,053	0	0	0	1,736,053	(529)	1,735,524
County Trial Courts - Courthouse Seismic Surcharge	56	0	0	0	56	(17)	39
County Trial Courts - Registration Fees	163,612	0	0	0	163,612	(55)	163,557
District Attorney Special Projects	4,457,256	0	0	0	4,457,256	(1,277)	4,455,979
Finance and Administration - Disaster Recovery Fund	23,135	0	0	0	23,135	(848)	22,287
Human Resources - Commuter Services	850,394	0	0	0	850,394	(253)	850,141
Human Resources - Employee Benefits and Services	890,827	0	0	0	890,827	(326)	890,501
Human Services - Domestic Violence/Child Abuse Surcharges	559,740	0	0	0	559,740	(331)	559,409
Human Services - Marriage License Fees Surcharge	267,039	0	0	0	267,039	0	267,039
Human Services - Wraparound Reinvestment Fund	7,735,656	(21,946)	0	0	7,713,710	(3,478)	7,710,232
Local Law Enforcement Block Grant	3,402,583	0	0	0	3,402,583	(1,502)	3,401,081
Master Settlement Agreement	21,457,319	0	0	0	21,457,319	(7,807)	21,449,512
Preschool Services	12,136	(79,457)	0	(9,500)	(76,821)	(370)	(77,191)
Probation - Asset Forfeiture	64,619	0	0	0	64,619	(22)	64,597
Probation - Criminal Recidivism SB 678	4,915,624	0	0	0	4,915,624	(1,239)	4,914,385
Probation - Juvenile Justice Grant Program	4,886,406	0	0	0	4,886,406	(1,561)	4,884,845
Probation - Juvenile Re-Entry Program AB 1628	345,951	0	0	0	345,951	0	345,951
Public Health - Bio-Terrorism Preparedness	1,782	0	0	0	1,782	(171)	1,611
Public Health - Tobacco Use Reduction Now	27,376	0	0	0	27,376	(14)	27,362
Public Health - Vector Control Assessments	2,878,718	0	0	0	2,878,718	(962)	2,877,756
Public Health - Vital Statistics State Fees	824,740	0	0	0	824,740	(296)	824,444
Public Works - Special Transportation	34,981,920	(922,281)	0	0	34,059,639	(10,604)	34,049,035
Public Works - Surveyor - Survey Monument Preservation	113,401	0	0	0	113,401	0	113,401
Public Works - Transportation - Road Operations	43,265,739	(9,955,671)	(172,650)	(2,500)	33,134,918	(12,295)	33,122,623
Real Estate Services - Chino Agricultural Preserve	15,692,650	(11,994)	0	0	15,680,656	(3,807)	15,676,849
Regional Parks - Calico Ghost Town Marketing Services	306,239	(3,000)	0	0	303,239	(111)	303,128
Regional Parks - County Trail System	770,249	(10,300)	0	0	759,949	(289)	759,660
Regional Parks - Off-Highway Vehicle License Fees	1,400,800	0	0	0	1,400,800	(561)	1,400,239
Regional Parks - Park Maintenance and Development	758,589	(690)	0	0	757,899	(307)	757,592
Regional Parks - Proposition 40 Projects	1	0	0	0	1	0	1
Regional Parks - San Manuel Amphitheater	47,636	0	0	0	47,636	(346)	47,290
Regional Parks - San Manuel Amphitheater Improvements	525,858	0	0	0	525,858	(189)	525,669
Sheriff's Special Projects	23,777,623	(789,680)	0	(6,000)	22,981,943	(8,966)	22,972,977
Special Districts - Fish and Game Commission	3,168	0	0	0	3,168	0	3,168
Workforce Development	(79,957)	(155,084)	0	(1,000)	(236,041)	(444)	(236,485)
Total Special Revenue Funds	**325,462,922**	**(25,004,239)**	**(24,188,342)**	**(27,975)**	**276,242,366**	**(108,249)**	**276,134,117**
Capital Project Funds							
Capital Improvements Fund	137,272,306	(4,789,066)	0	0	132,483,240	(314)	132,482,926
Redevelopment Agency (Housing Successor)	10,188,851	(44,520)	0	0	10,144,331	(3,698)	10,140,633
Total Capital Project Funds	**147,461,157**	**(4,833,586)**	**0**	**0**	**142,627,571**	**(4,012)**	**142,623,559**
Total Governmental Funds	**1,181,435,981**	**(58,168,777)**	**(325,969,142)**	**(583,420)**	**796,714,642**	**(430,327)**	**796,284,315**

State Controller Schedules
County Budget Act

Schedule 4

County of San Bernardino
Obligated Fund Balances - By Governmental Funds
Fiscal Year 2015

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2014	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
1	2	3	4	5	6	7
General Fund						
General Fund						
General Reserves	82,440,902					82,440,902
Restricted - Teeter	12,392,430					12,392,430
Nonspendable - Prepaid Items	1,761,037					1,761,037
Nonspendable - Loans Receivable	11,136,867					11,136,867
Nonspendable - Land Held For Resale	548,622					548,622
Nonspendable - Inventory	1,138,418					1,138,418
Committed - Restitution	1,545,025					1,545,025
Committed - New Property Tax System	20,000,000					20,000,000
Committed - Medical Center Debt Service	32,074,905					32,074,905
Committed - Insurance	3,000,000					3,000,000
Committed - New Financial Accounting System	13,000,000					13,000,000
Committed - Permit Systems Upgrade	2,000,000			2,160,902	2,160,902	4,160,902
Committed - Glen Helen Grade Separation	5,328,000	5,328,000	5,328,000			0
Committed - Worker's Compensation Rebate	16,742,096					16,742,096
Committed - West Valley Detention Center	7,000,000					7,000,000
Committed - Land Use Services General Plan	5,400,000	308,537	308,537			5,091,463
Committed - Rim Forest Drainage	5,900,000					5,900,000
Committed - Glen Helen Rehabilitation Center	22,500,000					22,500,000
Committed - Adelanto Detention Center	9,969,361					9,969,361
Committed - RDA Overpayment	3,800,000					3,800,000
Committed - Building Acquisition and Retrofit	4,000,000					4,000,000
Committed - Animal Shelter	10,000,000					10,000,000
Committed - Cal Fresh Waiver Discontinuance	5,000,000					5,000,000
Committed - 303 Building Upgrades	4,000,000					4,000,000
Committed - DA Rancho Court Remodel	0			1,570,000	1,570,000	1,570,000
Committed - Public Defender Court Remodel	0			600,000	600,000	600,000
Committed - Sheriff Building	0			5,000,000	5,000,000	5,000,000
Committed - Lake Gregory Dam	0			5,000,000	5,000,000	5,000,000
Committed - Glen Helen Parkway Bridge	0			1,844,651	1,844,651	1,844,651
Committed - Rock Springs Bridge	0			2,107,000	2,107,000	2,107,000
Committed - National Trails Highway	0			5,000,000	5,000,000	5,000,000
Committed - Labor	0			15,100,000	15,100,000	15,100,000
Committed - Asset Replacement	0			1,899,098	1,899,098	1,899,098
Committed - Future Retirement Rate	8,500,000					8,500,000
Committed - Earned Leave	2,000,000			7,945,799	7,945,799	9,945,799
Committed - CSA Revolving Loan	10,603,137					10,603,137
Assigned - Revolving Funds	398,000					398,000
Assigned - Imprest Cash	120,010					120,010
Assigned - Change Funds	37,435					37,435
Total General Fund	**302,336,245**	**5,636,537**	**5,636,537**	**48,227,450**	**48,227,450**	**344,927,158**

State Controller Schedules
County Budget Act

Schedule 4

County of San Bernardino
Obligated Fund Balances - By Governmental Funds
Fiscal Year 2015

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2014	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
1	2	3	4	5	6	7
Special Revenue Funds						
County Library						
Assigned - Imprest Cash	2,500					2,500
Assigned - Change Funds	6,475					6,475
Community Development and Housing						
Restricted - Land Held For Resale	1,863,329					1,863,329
Preschool Services						
Assigned - Imprest Cash	9,500					9,500
Behavioral Health - Mental Services Health Act						
Committed - General Purpose	22,152,363					22,152,363
Sheriff's Special Projects						
Assigned - Imprest Cash	1,000					1,000
Assigned - Revolving Funds	5,000					5,000
Public Works - Transportation - Road Operations						
Nonspendable - Inventory	172,650					172,650
Assigned - Imprest Cash	2,500					2,500
Workforce Development						
Assigned - Imprest Cash	1,000					1,000
Total Special Revenue Funds	**24,216,317**	**0**	**0**	**0**	**0**	**24,216,317**
Total Governmental Funds	**326,552,562**	**5,636,537**	**5,636,537**	**48,227,450**	**48,227,450**	**369,143,475**

State Controller Schedules **Schedule 5**
County Budget Act

County of San Bernardino
Summary of Additional Financing Sources by Source and Fund
Governmental Funds
Fiscal Year 2015

Description	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3	4	5
Summarization by Source				
Taxes	629,643,673	663,068,686	647,759,353	647,759,353
Licenses, Permits and Franchises	21,962,660	24,385,358	22,864,218	22,864,218
Fines, Forfeitures and Penalties	11,751,541	10,024,581	8,881,104	8,881,104
Revenue from Use of Money and Property	45,861,305	37,086,835	37,245,184	37,245,184
Intergovernmental Revenues	1,544,984,671	1,663,090,074	1,568,138,850	1,488,644,563
Charges for Current Services	364,941,314	463,918,251	411,370,279	411,251,804
Other Revenues	111,279,010	68,743,602	62,194,115	62,194,115
Other Financing Sources	210,762,324	134,268,192	115,882,737	113,886,881
Total Summarization by Source	**2,941,186,497**	**3,064,585,580**	**2,874,335,840**	**2,792,727,222**

State Controller Schedules **Schedule 5**
County Budget Act

County of San Bernardino
Summary of Additional Financing Sources by Source and Fund
Governmental Funds
Fiscal Year 2015

Description	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3	4	5
Summarization by Fund				
General Fund	2,404,886,740	2,506,723,515	2,550,882,638	2,554,651,108
Restricted General Fund	48,864,606	72,570,948	(160,057,123)	(212,256,289)
Agricultural, Weights & Measures - California Grazing Fees	2,876	2,718	2,500	2,500
Airports - Special Aviation	4,013,243	2,444,223	3,036,030	3,036,030
Assessor - Recording Fees	4,620,906	3,679,677	3,779,200	3,779,200
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenan	236,887	179,045	288,500	288,500
Behavioral Health - Block Grant Carryover	11,182,796	8,457,654	10,801,188	10,801,188
Behavioral Health - Driving Under the Influence Programs	230,098	214,624	208,221	208,221
Behavioral Health - Mental Health Services Act	94,571,216	95,737,015	122,010,783	122,010,783
Census 2010	17	0	0	0
Community Development and Housing	23,834,352	14,605,147	17,670,090	17,670,090
County Library	16,353,636	16,276,288	13,975,283	13,975,283
County Trial Courts - Alternate Dispute Resolution Program	497,367	417,865	456,600	456,600
County Trial Courts - Court Alcohol and Drug Program	433,997	445,873	419,713	419,713
County Trial Courts - Courthouse Seismic Surcharge	2,142,876	1,818,625	1,655,859	1,655,820
County Trial Courts - Registration Fees	4,691	3,606	2,935	2,935
District Attorney Special Projects	7,445,877	5,907,531	5,721,012	5,721,012
Economic Development - San Bernardino Valley Enterprise Zone	(137)	(0)	0	0
Finance and Administration - Disaster Recovery Fund	10,446	7,973	6,556	6,556
Human Resources - Commuter Services	698,134	670,942	722,450	722,450
Human Resources - Employee Benefits and Services	2,663,935	3,074,970	3,350,235	3,350,235
Human Services - Domestic Violence/Child Abuse	438,724	446,263	426,000	426,000
Human Services - Marriage License Fees Surcharge	339,151	365,942	350,000	350,000
Human Services - Wraparound Reinvestment Fund	6,071,418	7,310,709	6,035,000	6,035,000
Local Law Enforcement Block Grant	952,469	799,706	909,953	909,953
Master Settlement Agreement	27,322,460	17,994,676	17,508,893	17,508,893
Preschool Services	46,761,324	45,682,189	49,087,131	49,087,131
Probation - Asset Forfeiture	286	208	185	185
Probation - Criminal Recidivism SB 678	2,479,099	3,523,711	1,746,777	1,746,777
Probation - Juvenile Justice Grant Program	5,299,319	6,556,973	5,861,917	5,861,917
Probation - Juvenile Re-Entry Program AB1628	98,269	144,310	110,000	110,000
Public Health - Bio-Terrorism Preparedness	1,972,427	2,299,649	1,953,502	1,953,502
Public Health - Tobacco Use Reduction Now	217,895	142,034	180,402	180,402
Public Health - Vector Control Assessments	1,696,347	1,717,926	1,734,110	1,734,110
Public Health - Vital Statistics State Fees	127,725	146,243	132,970	132,970
Public Works - Special Transportation	9,833,021	15,024,941	10,208,843	10,208,908
Public Works - Surveyor - Survey Monument Preservation	60,120	64,760	62,000	62,000
Public Works - Transportation - Road Operations	74,552,590	82,210,963	71,322,399	65,841,517
Real Estate Services - Chino Agricultural Preserve	601,734	6,879,007	587,617	587,617
Regional Parks - Calico Ghost Town Marketing Services	502,398	421,911	384,600	384,600
Regional Parks - County Trail System	33,490	269,754	585,000	585,000
Regional Parks - Off-Highway Vehicle License Fees	249,630	247,046	305,000	305,000
Regional Parks - Park Maintenance and Development	773,960	204,874	342,040	342,040
Regional Parks - Proposition 40 Projects	286	1	0	(1)
Regional Parks - San Manuel Amphitheater	1,469,779	1,403,258	1,401,600	1,401,600
Regional Parks - San Manuel Amphitheater Improvements	27,319	26,774	26,200	26,200
Sheriff's Special Projects	21,182,065	14,703,809	16,484,705	16,335,089
Special Districts - Fish and Game Commission	5,385	4,572	4,700	4,700
Workforce Development	20,115,387	16,274,521	22,058,961	22,058,961
Capital Improvements Fund	83,790,888	106,445,823	89,573,665	62,026,216
Redevelopment Agency (Housing Successor)	11,516,972	34,789	19,000	19,000
Total Summarization by Fund	**2,941,186,497**	**3,064,585,580**	**2,874,335,840**	**2,792,727,222**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
GENERAL FUND							
General Fund							
	Taxes						
		Property Taxes - Current Secured 1%	8015	161,386,404	160,604,294	164,850,701	164,850,701
		Property Taxes - Current Unsecured	8025	6,747,802	7,169,470	7,348,500	7,348,500
		Property Taxes - Current Utility Unitary	8035	13,983,337	15,668,606	15,300,000	15,300,000
		Property Taxes - Prior Secured	8115	(123,049)	(71,085)	2,290,000	2,290,000
		Property Taxes - Prior Unsecured	8125	283,912	232,605	0	0
		Property Tax In Lieu of VLF	8137	202,181,646	208,073,777	215,356,359	215,356,359
		Penalties, Interest and Costs	8140, 8145	4,819,000	4,803,415	2,458,500	2,458,500
		Property Tax - RDA Successor Agency Liquidation of Asset	8147	0	392,540	0	0
		Negotiated Pass Thru	8161	28,456,271	29,434,255	28,980,000	28,980,000
		Residual Balance	8166	11,314,471	24,091,900	2,500,000	2,500,000
		Statutory Pass Thru	8172,8178	1,858,398	1,821,191	0	0
		Property Tax augmentation	8180	20	0	0	0
		Other Taxes - Aircraft Tax	8210	733,441	629,863	790,000	790,000
		Other Taxes - Delinquent Mobile Home	8215	91	143	0	0
		Other Taxes - Racehorse	8225	157	558	0	0
		Other Taxes - Supplemental Rolls	8230, 8235	2,608,373	5,469,430	3,000,000	3,000,000
		Other Taxes - Property Transfer	8280	6,404,573	7,342,678	7,500,000	7,500,000
		Other Taxes - Hotel/Motel	8290	1,519,054	1,617,040	1,500,000	1,500,000
		In Lieu Local Sales & Use Tax	8291	6,889,266	6,793,790	5,699,232	5,699,232
		Sales and Use Taxes	8295	16,694,649	15,863,568	14,545,906	14,545,906
		1/2% Sales Tax - Public Safety	8296	144,469,067	151,769,588	156,000,000	156,000,000
		Total Taxes		**610,226,883**	**641,707,627**	**628,119,198**	**628,119,198**
	Licenses, Permits and Franchises						
		Animal Licenses	8305	641,557	741,490	780,000	780,000
		Business Licenses	8315	60,977	74,432	78,668	78,668
		Construction Permits	8330	3,865,213	5,449,976	4,500,000	4,500,000
		Other Licenses and Permits	8350	11,160,403	11,212,160	11,132,166	11,132,166
		Cable Television	8355	1,629,786	1,649,827	1,500,000	1,500,000
		Gas	8360	1,116,573	1,102,244	1,300,000	1,300,000
		Water	8365	267,367	268,530	271,128	271,128
		Electricity	8370	2,760,141	3,412,326	2,840,000	2,840,000
		Pipeline	8375	54,127	54,485	60,000	60,000
		Total Licenses, Permits and Franchises		**21,556,144**	**23,965,469**	**22,461,962**	**22,461,962**
	Fines, Forfeitures and Penalties						
		Vehicle Code Fines	8400	25,803	23,520	33,000	33,000
		Victim Restitution	8405	0	421	0	0
		Parking Fines	8425	99,170	97,782	80,000	80,000
		Other Court Fines	8435	7,940,448	7,613,414	6,700,000	6,700,000
		Dog Citation Fines	8436	12,774	27,234	25,000	25,000
		Court Administration Assessments	8438	811	636	2,000	2,000
		Warrant Servicing	8440,8450	1,014	555	500	500
		Other Forfeitures	8465	367,125	361,645	455,000	455,000
		Penalties	8480	79,567	81,555	80,500	80,500
		District Attorney Forfeitures	8490	0	36,715	0	0
		Total Fines, Forfeitures and Penalties		**8,526,711**	**8,243,477**	**7,376,000**	**7,376,000**
	Revenue From Use of Money and Property						
		Interest	8500, 8501	24,039,107	24,776,589	28,159,500	28,159,500
		SB90 Interest on Late Payments	8502	0	105,896	0	0
		Rents and Concessions	8525	5,383,134	6,035,000	4,711,808	4,711,808
		Rents and Concessions-Vending Machines	8530	(336,246)	2,367	27,000	27,000
		Interest - Excess Proceeds	8552	11,989,547	1,677,242	0	0
		Total Revenue From Use of Money and Property		**41,075,542**	**32,597,095**	**32,898,308**	**32,898,308**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
	Intergovernmental Revenues						
		State					
		Aviation - State Matching	8600	40,000	40,000	0	0
		State Vehicle License Fees In Lieu	8615	894,275	744,559	0	0
		State Other In Lieu Tax	8625	644	594	0	0
		Welfare Administration	8650	72,709,080	73,125,673	57,059,657	57,059,657
		Aid for Children	8665	152,269,153	140,034,211	102,356,305	102,356,305
		Health Administration	8690	34,394,234	43,872,323	51,058,880	51,058,880
		Realignment Revenue	8700	161,776,692	165,935,220	176,704,530	176,704,530
		Aid to Crippled Children	8705	10,536,712	11,932,451	11,348,482	11,348,482
		Aid for Health	8710	1,872,386	1,624,316	2,264,690	2,264,690
		Realignment 2011	8711	250,246,266	297,869,666	314,834,642	318,603,112
		Aid for Mental Health	8720	8,333	21,944	12,500	12,500
		Aid for Agriculture	8735	3,064,815	2,374,448	2,387,550	2,387,550
		Aid for Disaster	8750	22,906	17,358	0	0
		State Aid for Veterans Affairs	8795	155,670	385,707	264,353	264,353
		Cops Program	8797	1,700,256	1,500,091	1,711,269	1,711,269
		Homeowner's Tax Relief	8800	2,251,359	2,258,692	2,118,939	2,118,939
		Other State Support	8820	277,154	165,548	277,250	277,250
		Other State Aid	8840	2,556,523	6,411,146	5,487,658	5,487,658
		Medi-Cal - Inpatient	8855	36,195,032	43,094,531	62,156,866	62,156,866
		Medi-Cal - Outpatient	8860	2,365,996	2,825,595	3,429,153	3,429,153
		STC 924 Program	8885	906,125	987,250	945,225	945,225
		SB 90 Mandated Cost Reimbursement	8895	2,758,810	1,309,510	1,381,152	1,381,152
		Assembly Bills and Senate Bills	8900	1,076,113	1,928,663	1,900,000	1,900,000
		State - Unrestricted Grants	8955	20,012,298	21,672,418	22,834,808	22,834,808
		Total State		**758,090,831**	**820,131,916**	**820,533,909**	**824,302,379**
		Federal					
		Welfare Administration	9000	172,543,594	184,775,390	206,945,456	206,945,456
		Aid for Children	9010	147,566,859	153,360,811	213,509,940	213,509,940
		Health Administration	9060	50,025,088	63,477,706	77,129,110	77,129,110
		Medicare - Inpatient	9080	60,149	422,516	132,000	132,000
		Medicare - Outpatient	9085	102,652	95,482	100,084	100,084
		Federal - Capital Grants	9090	0	0	160,000	160,000
		Federal - Grants	9094	41,450,227	40,434,296	45,056,974	45,056,974
		Aid for Disaster - FEMA	9095	73,303	4,628	0	0
		Other In-Lieu Taxes	9130	3,179,096	3,100,792	1,872,482	1,872,482
		Other Gov Agencies - Fed Only	9145	10,521,409	6,434,045	6,087,000	6,087,000
		Other Federal Aid	9150	4,475,954	4,627,911	4,613,068	4,613,068
		Federal - Pass Through	9155	26,229,075	28,006,353	30,078,192	30,078,192
		ARRA/Federal Direct	9160	125,543	0	0	0
		ARRA/Pass-Through	9170	(613,365)	0	0	0
		Total Federal		**455,739,585**	**484,739,930**	**585,684,306**	**585,684,306**
		Other					
		Aid From Other Governmental Agencies	8842	0	0	292,015	292,015
		Total Other		**0**	**0**	**292,015**	**292,015**
		Total Intergovernmental Revenues		**1,213,830,416**	**1,304,871,846**	**1,406,510,230**	**1,410,278,700**

APPENDICES

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
	Charges For Current Services						
		Special Assessments All Prior Years	8155	184,449	258,599	207,500	207,500
		Special Assessments-Current Year	8160	761,408	764,589	647,500	647,500
		Adoption Fees	9200, 9205	41,792	154,045	82,550	82,550
		Agricultural Services	9220	2,090,736	1,926,898	2,450,329	2,450,329
		Weed Abatement Contracts	9235	118,605	136,071	278,569	278,569
		SB 813 Implementation Cost	9245	1,290,894	1,432,121	1,327,236	1,327,236
		ABX1 26 ATC Admin Cost Reimbursement	9250	1,683,084	1,011,380	1,132,780	1,132,780
		Assessment and Tax Collection Fees	9255	2,365,989	2,997,791	2,836,064	2,836,064
		Tax Sale Fees	9260	331,888	565,270	347,832	347,832
		Reimbursement Fee-Tax Deeded Property	9265	1,288,147	1,422,638	618,630	618,630
		Exclusion Fees	9270	115,660	136,517	131,000	131,000
		Auditing Fees	9280	720,255	585,515	712,741	712,741
		Accounting Services	9285	4,008,907	4,070,082	4,929,212	4,929,212
		Electronic Monitoring	9290	1,355	1,736	0	0
		Change of Plea	9295	11,840	11,515	12,000	12,000
		Probation Diversion Fees	9300	14,568	12,974	15,000	15,000
		Sealing of Records	9305	14,361	12,854	15,000	15,000
		Institutional Care and Services	9315	4,126,196	4,132,137	4,943,298	4,943,298
		Adult Supervision Fees	9325	552,487	512,713	360,000	360,000
		Civil Process Service	9355	1,547,458	1,343,784	1,750,000	1,750,000
		Registration Fees	9360	671,359	740,786	676,272	676,272
		Court Fees - Other	9376	5,939,753	6,422,212	6,300,000	6,300,000
		Court Installment Fees	9380	19,737	17,783	18,000	18,000
		Reimbursement Welfare Child Support Collections	9400	0	1,773,291	1,550,140	1,550,140
		Health Fees	9415	2,521,271	2,493,510	3,001,056	3,001,056
		Health Service Fees	9425	64,244,075	152,922,985	100,427,491	100,427,491
		Private Pay - Inpatient	9435	85,531	66,700	69,300	69,300
		Private Pay - Outpatient	9440	57,473	51,850	58,504	58,504
		Coroner's Removal Fees	9490	217,555	203,525	250,000	250,000
		Coroner's Report Fees	9495	32,055	37,791	30,000	30,000
		Mental Health Services	9500	111,885	(4,820)	0	0
		Humane Services	9520	1,353,650	1,214,352	1,305,000	1,305,000
		Telephone & Telegraph	9530	182,013	157,096	150,000	150,000
		Educational Services	9540	351,729	389,824	336,000	336,000
		Election Services	9545	2,971,999	2,536,846	1,642,000	1,642,000
		Estate Fees	9550	162,318	213,877	245,000	245,000
		Legal Services	9555	6,065,727	5,914,149	6,093,200	6,093,200
		Legal Services - Justice Courts	9556	899,062	1,732,880	785,000	785,000
		Law Enforcement Services	9565	115,630,773	120,488,581	131,972,158	131,972,158
		Substance Abuse Test Fee	9576	216	169	100	100
		Park and Recreation Fees	9580	5,517,926	6,426,810	6,524,445	6,524,445
		Museum Admission Fees	9585	184,155	198,494	163,000	163,000
		Personnel Services	9595	234,600	147,050	204,000	204,000
		Credit Card Service Fees	9605	30,832	28,988	30,000	30,000
		Collection Fees	9610	4,870,917	4,695,096	5,170,134	5,170,134
		Vital Records	9622	874,725	1,141,417	1,100,000	1,100,000
		Sale of Public Information	9623	730,336	610,331	650,000	650,000
		County Clerk	9624	933,507	1,004,336	1,000,000	1,000,000
		Recording Fees	9625	9,529,807	7,864,569	8,345,140	8,345,140
		Adult Investigations Fees	9635	190,832	127,392	78,000	78,000
		Facilities Development Fees	9650	0	1,429	1,200	1,200
		Planning Services	9655	1,298,163	1,885,529	1,932,252	1,932,252
		Land Development Engineering Svcs	9657	3,150,330	3,326,867	2,990,627	2,990,627
		EIR Consultant Fees	9660	1,048,854	652,323	1,035,552	1,035,552
		Contract Transaction Charge	9675	22,426	15,026	0	0
		Sanitation Services	9700	264,265	4,834	0	0
		Map Automation Fees	9712, 9713	2,597	4,169	2,597	2,597
		Fuel Flowage	9745	103,631	122,984	107,800	107,800
		Landing Fees	9750	1,874	2,994	1,950	1,950
		Subrogation For Departments	9770	77,618	35,793	50,000	50,000
		Reimbursement for Indirect Costs	9795	53,319,061	53,845,382	57,921,243	57,921,243
		Other Services	9800	25,414,457	27,065,772	27,744,978	27,744,978
		ISD Direct Labor Services	9815	6,806,497	12,288,401	0	0
		Operating Revenue From Outside Agencies	9880	56,108	336,184	34,968	34,968
		Total Charges For Current Services		**337,451,782**	**440,694,785**	**392,794,348**	**392,794,348**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
	Other Revenue						
		Property Tax Secured Unclaimed Refunds	8112	0	0	400,000	400,000
		DDR - LMIHF Unencumbered Fund	8173	12,621,506	3,424,657	0	0
		DDR - Other Unencumbered Fund	8174	31,424,227	2,275,911	0	0
		Assessor Revenue/Municipal Court Suspense	9905	39,666	35,443	32,500	32,500
		PIMS Access Fee	9906	28,545	25,138	23,500	23,500
		Revenue Applicable to Prior Years	9910	597,288	106,334	300,000	300,000
		Taxable Sales to the Public	9920	41,709	44,171	37,047	37,047
		Other Sales	9930	334,434	303,495	222,000	222,000
		Contributions and Donations	9940,9945	40,898	52,677	34,700	34,700
		Litigation Settlement	9948	17,372	1,787,678	0	0
		Evidence and Seizures	9950	16,588	0	0	0
		Other Revenues	9955+	20,628,218	23,143,731	20,934,480	20,934,480
		Total Other Revenue		**65,790,452**	**31,199,236**	**21,984,227**	**21,984,227**
	Other Financing Sources						
		Operating Transfers In	9975	58,076,085	29,663,500	38,088,365	38,088,365
		Sale of Fixed Assets	9980, 9982	3,562,328	665,702	650,000	650,000
		Residual Equity Transfers In	9995	79,415,663	197,391	0	0
		Residual Equity Transfers Out	9999	(34,625,266)	(7,082,614)	0	0
		Total Other Financing Sources		**106,428,810**	**23,443,979**	**38,738,365**	**38,738,365**
TOTAL General Fund Financing Sources				**2,404,886,740**	**2,506,723,515**	**2,550,882,638**	**2,554,651,108**
Restricted General Fund							
	Taxes						
		1/2% Sales Tax - Public Safety	8296	(651,639)	1,123,851	0	0
		Total Taxes		**(651,639)**	**1,123,851**	**0**	**0**
	Revenue From Use of Money and Property						
		Interest	8500, 8501	115,336	87,133	100,000	100,000
		Total Revenue From Use of Money and Property		**115,336**	**87,133**	**100,000**	**100,000**
	Intergovernmental Revenues						
		State					
		Realignment Revenue	8700	(167,678,498)	(161,315,568)	(355,124,842)	(387,993,412)
		Realignment 2011	8711	(252,330,691)	(317,275,623)	(327,341,637)	(346,672,233)
		Social Services Realignment	8712	97,614,978	104,558,491	97,675,824	97,675,824
		Family Support Realignment	8713	0	6,994,825	13,989,650	13,989,650
		Realignment Revenue for Health	8715	12,845,582	7,534,568	14,234,074	14,234,074
		CalWorks Realignment MOE	8717	45,280,810	55,572,677	56,467,777	56,467,777
		Law and Justice Realignment	8718	85,856,909	127,794,849	97,874,281	97,874,281
		Support Services Realignment	8719	133,970,030	138,567,088	144,093,619	144,093,619
		Mental Health Realignment	8722	53,008,206	54,493,219	53,567,672	53,567,672
		Vehicle License Fees Realignment	8725	34,674,150	41,269,146	38,247,027	38,247,027
		Total State		**43,241,476**	**58,193,672**	**(166,316,555)**	**(218,515,721)**
		Total Intergovernmental Revenues		**43,241,476**	**58,193,672**	**(166,316,555)**	**(218,515,721)**
	Other Revenue						
		Other Revenues	9955+	0	0	0	0
		Total Other Revenue		**0**	**0**	**0**	**0**
	Other Financing Sources						
		Operating Transfers In	9975	6,159,432	6,159,432	6,159,432	6,159,432
		Residual Equity Transfers In	9995	0	7,006,860	0	0
		Total Other Financing Sources		**6,159,432**	**13,166,292**	**6,159,432**	**6,159,432**
TOTAL Restricted General Fund Financing Sources				**48,864,606**	**72,570,948**	**(160,057,123)**	**(212,256,289)**
TOTAL General Fund Financing Sources				**2,453,751,346**	**2,579,294,463**	**2,390,825,515**	**2,342,394,819**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
SPECIAL REVENUE FUNDS							
County Trial Courts - Alternate Dispute Resolution Program							
	Revenue From Use of Money and Property						
		Interest	8500	792	516	600	600
		Total Revenue From Use of Money and Property		**792**	**516**	**600**	**600**
	Intergovernmental Revenues						
		State					
		Other State Aid	8840	13	18	0	0
		Total State		**13**	**18**	**0**	**0**
		Total Intergovernmental Revenues		**13**	**18**	**0**	**0**
	Charges For Current Services						
		Court Fees - Civil	9375	496,563	417,331	456,000	456,000
		Total Charges For Current Services		**496,563**	**417,331**	**456,000**	**456,000**
TOTAL County Trial Courts - Alternate Dispute Resolution Program Financing Sources				**497,367**	**417,865**	**456,600**	**456,600**
Public Health - Bio-Terrorism Preparedness							
	Revenue From Use of Money and Property						
		Interest	8500	5,085	1,611	2,708	2,708
		Total Revenue From Use of Money and Property		**5,085**	**1,611**	**2,708**	**2,708**
	Intergovernmental Revenues						
		State					
		Aid for Health	8710	116,612	129,542	130,087	130,087
		Total State		**116,612**	**129,542**	**130,087**	**130,087**
		Federal					
		Federal - Grants	9094	309,834	0	0	0
		Federal - Pass Through	9155	1,540,896	2,168,496	1,820,707	1,820,707
		Total Federal		**1,850,730**	**2,168,496**	**1,820,707**	**1,820,707**
		Total Intergovernmental Revenues		**1,967,342**	**2,298,038**	**1,950,794**	**1,950,794**
TOTAL Public Health - Bio-Terrorism Preparedness Financing Sources				**1,972,427**	**2,299,649**	**1,953,502**	**1,953,502**
Behavioral Health - Block Grant Carryover							
	Revenue From Use of Money and Property						
		Interest	8500	48,511	21,980	28,000	28,000
		Total Revenue From Use of Money and Property		**48,511**	**21,980**	**28,000**	**28,000**
	Intergovernmental Revenues						
		State					
		Realignment 2011	8711	2,197,147	(911,938)	0	0
		Total State		**2,197,147**	**(911,938)**	**0**	**0**
		Federal					
		Federal - Grants	9094	8,854,928	9,325,601	10,773,188	10,773,188
		Total Federal		**8,854,928**	**9,325,601**	**10,773,188**	**10,773,188**
		Total Intergovernmental Revenues		**11,052,075**	**8,413,663**	**10,773,188**	**10,773,188**
	Other Revenue						
		Other Revenue	9970	0	22,011	0	0
		Total Other Financing Sources		**0**	**22,011**	**0**	**0**
	Other financing Sources						
		Residual Equity Transfers In	9995	82,210	0	0	0
		Total Other Financing Sources		**82,210**	**0**	**0**	**0**
TOTAL Behavioral Health - Block Grant Carryover Financing Sources				**11,182,796**	**8,457,654**	**10,801,188**	**10,801,188**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
Regional Parks - Calico Marketing Services							
	Revenue From Use of Money and Property						
		Interest	8500	1,734	1,043	600	600
		Rents and Concessions	8525	61,494	80,524	50,000	50,000
		Total Revenue From Use of Money and Property		**63,228**	**81,567**	**50,600**	**50,600**
	Charges For Current Services						
		Park and Recreation Fees	9580	414,952	356,692	330,000	330,000
		Total Charges For Current Services		**414,952**	**356,692**	**330,000**	**330,000**
	Other Revenue						
		Taxable Sales to the Public	9920	100	0	0	0
		Other Sales	9930	6,350	9,064	2,000	2,000
		Other Revenues	9955+	12,148	(25,412)	2,000	2,000
		Total Other Revenue		**18,598**	**(16,348)**	**4,000**	**4,000**
	Other Financing Sources						
		Residual Equity Transfers In	9995	5,620	0	0	0
		Total Other Financing Sources		**5,620**	**0**	**0**	**0**
TOTAL Regional Parks - Calico Marketing Services Financing Sources				**502,398**	**421,911**	**384,600**	**384,600**
Agricultural, Weights & Measures - California Grazing Fees							
	Intergovernmental Revenues						
		Federal					
		Grazing Fees	9115	2,876	2,718	2,500	2,500
		Total Federal		**2,876**	**2,718**	**2,500**	**2,500**
		Total Intergovernmental Revenues		**2,876**	**2,718**	**2,500**	**2,500**
TOTAL Agricultural, Weights & Measures - California Grazing Fees Financing Sources				**2,876**	**2,718**	**2,500**	**2,500**
Census 2010							
	Revenue From Use of Money and Property						
		Interest	8500	17	0	0	0
		Total Revenue From Use of Money and Property		**17**	**0**	**0**	**0**
TOTAL Census 2010 Financing Sources				**17**	**0**	**0**	**0**
Real Estate Services - Chino Agriculture Preserve							
	Revenue From Use of Money and Property						
		Interest	8500	38,322	35,811	144,923	144,923
		Rents and Concessions	8525	563,412	521,733	442,694	442,694
		Total Revenue From Use of Money and Property		**601,734**	**557,544**	**587,617**	**587,617**
	Other Financing Sources						
		Sale of Fixed Assets	9980	0	6,321,463	0	0
		Total Other Financing Sources		**0**	**6,321,463**	**0**	**0**
TOTAL Real Estate Services - Chino Agriculture Preserve Financing Sources				**601,734**	**6,879,007**	**587,617**	**587,617**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
Human Resources - Commuter Services							
	Revenue From Use of Money and Property						
		Interest	8500	3,123	2,378	3,750	3,750
		Total Revenue From Use of Money and Property		**3,123**	**2,378**	**3,750**	**3,750**
	Intergovernmental Revenues						
		Federal					
		Other Gov Agencies - Fed Only	9145	306,639	371,537	293,700	293,700
		Total Federal		**306,639**	**371,537**	**293,700**	**293,700**
		Total Intergovernmental Revenues		**306,639**	**371,537**	**293,700**	**293,700**
	Charges For Current Services						
		Other Services	9800	386,066	297,028	425,000	425,000
		Total Charges For Current Services		**386,066**	**297,028**	**425,000**	**425,000**
	Other Financing Sources						
		Residual Equity Transfers In	9995	2,306	0	0	0
		Total Other Financing Sources		**2,306**	**0**	**0**	**0**
TOTAL Human Resources - Commuter Services Financing Sources				**698,134**	**670,942**	**722,450**	**722,450**
Special Districts - Fish And Game Commission							
	Fines, Forfeitures and Penalties						
		Other Court Fines	8435	4,394	3,952	4,200	4,200
		Total Fines, Forfeitures and Penalties		**4,394**	**3,952**	**4,200**	**4,200**
	Charges For Current Services						
		Other Services	9800	991	620	500	500
		Total Charges For Current Services		**991**	**620**	**500**	**500**
TOTAL Special Districts - Fish And Game Commission Financing Sources				**5,385**	**4,572**	**4,700**	**4,700**
County Library							
	Taxes						
		Property Taxes - Current Secured 1%	8015	8,952,391	9,364,968	9,285,804	9,285,804
		Property Taxes - Current Unsecured	8025	391,991	416,649	409,022	409,022
		Property Taxes - Current Utility Unitary	8035	506,487	563,829	526,796	526,796
		Property Taxes - Prior Secured	8115	345,347	(4,142)	18,362	18,362
		Property Taxes - Prior Unsecured	8125	16,485	13,512	17,342	17,342
		Penalties, Interest and Costs	8145	15,675	11,430	25,503	25,503
		Property Taxes - Successor Agency Liquidation of Asset	8147	0	38,012	0	0
		Negotiated Pass Thru	8161	2,265,950	2,618,635	2,263,562	2,263,562
		Residual Balance	8166	497,131	593,003	0	0
		Statutory Pass Thru	8172	101,052	130,294	0	0
		5% Supplemental Administration Change	8176	(5,906)	(7,193)	0	0
		Other Taxes - Supplemental Rolls	8230, 8235	69,316	144,395	51,005	51,005
		Total Taxes		**13,155,918**	**13,883,392**	**12,597,396**	**12,597,396**
	Intergovernmental Revenues						
		State					
		Homeowner's Tax Relief	8800	124,477	122,299	124,603	124,603
		State - Unrestricted Grants	8955	112,967	89,772	0	0
		Total State		**237,444**	**212,071**	**124,603**	**124,603**
		Federal					
		Federal - Grants	9094	15,556	35,933	37,000	37,000
		Total Federal		**15,556**	**35,933**	**37,000**	**37,000**
		Total Intergovernmental Revenues		**253,000**	**248,004**	**161,603**	**161,603**
	Charges For Current Services						
		Library Services	9575	1,026,707	1,046,064	1,008,800	1,008,800
		Total Charges For Current Services		**1,026,707**	**1,046,064**	**1,008,800**	**1,008,800**
	Other Revenue						
		DDR - LMIHF Unencumbered Funds	8173	631,740	253,230	0	0
		DDR - Other Unencumbered Funds	8174	644,414	202,748	0	0
		Other Revenues	9955+	366,622	554,985	207,484	207,484
		Total Other Revenue		**1,642,776**	**1,010,963**	**207,484**	**207,484**
	Other Financing Sources						
		Operating Transfers In	9975	168,397	87,863	0	0
		Residual Equity Transfers In	9995	106,839	0	0	0
		Total Other Financing Sources		**275,236**	**87,863**	**0**	**0**
TOTAL County Library Financing Sources				**16,353,636**	**16,276,288**	**13,975,283**	**13,975,283**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
Regional Parks - County Trail System							
	Revenue From Use of Money and Property						
		Interest	8500	3,490	2,719	0	0
		Total Revenue From Use of Money and Property		**3,490**	**2,719**	**0**	**0**
	Intergovernmental Revenues						
		State					
		State - Capital Grants	8760	0	0	100,000	100,000
		State - Unrestricted Grants	8955	30,000	0	0	0
		Total State		**30,000**	**0**	**100,000**	**100,000**
		Federal					
		Federal - Capital Grants	9090	0	97,100	485,000	485,000
		Federal - Grants	9094	0	0	0	0
		Total Federal		**0**	**97,100**	**485,000**	**485,000**
		Total Intergovernmental Revenues		**30,000**	**97,100**	**585,000**	**585,000**
	Other Revenue						
		Other Revenues	9955+	0	169,935	0	0
		Total Other Revenue		**0**	**169,935**	**0**	**0**
TOTAL Regional Parks - County Trail System Financing Sources				**33,490**	**269,754**	**585,000**	**585,000**
County Trial Courts - Court Alcohol And Drug Program							
	Fines, Forfeitures and Penalties						
		Other Court Fines	8435	428,948	440,893	415,108	415,108
		Total Fines, Forfeitures and Penalties		**428,948**	**440,893**	**415,108**	**415,108**
	Revenue From Use of Money and Property						
		Interest	8500	5,049	4,980	4,605	4,605
		Total Revenue From Use of Money and Property		**5,049**	**4,980**	**4,605**	**4,605**
TOTAL County Trial Courts - Court Alcohol And Drug Program Financing Sources				**433,997**	**445,873**	**419,713**	**419,713**
County Trial Courts - Courthouse Seismic Surcharge							
	Revenue From Use of Money and Property						
		Interest	8500	258	160	111	111
		Total Revenue From Use of Money and Property		**258**	**160**	**111**	**111**
	Charges For Current Services						
		Court Fees - Civil	9375	2,142,617	1,818,464	1,655,748	1,655,709
		Total Charges For Current Services		**2,142,617**	**1,818,464**	**1,655,748**	**1,655,709**
TOTAL County Trial Courts - Courthouse Seismic Surcharge Financing Sources				**2,142,876**	**1,818,625**	**1,655,859**	**1,655,820**
Probation - Criminal Recidivism SB 678							
	Revenue From Use of Money and Property						
		Interest	8500	10,230	11,656	3,000	3,000
		Total Revenue From Use of Money and Property		**10,230**	**11,656**	**3,000**	**3,000**
	Intergovernmental Revenues						
		State					
		Welfare Administration	8650	2,468,870	3,512,055	1,743,777	1,743,777
		Total State		**2,468,870**	**3,512,055**	**1,743,777**	**1,743,777**
		Federal					
		ARRA/Pass-Through	9170	(1)	0	0	0
		Total Federal		**(1)**	**0**	**0**	**0**
		Total Intergovernmental Revenues		**2,468,869**	**3,512,055**	**1,743,777**	**1,743,777**
TOTAL Probation - Criminal Recidivism SB 678 Financing Sources				**2,479,099**	**3,523,711**	**1,746,777**	**1,746,777**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
Finance and Administration - Disaster Recovery Fund							
	Revenue From Use of Money and Property						
		Interest	8500	10,446	7,973	6,556	6,556
		Total Revenue From Use of Money and Property		**10,446**	**7,973**	**6,556**	**6,556**
	Intergovernmental Revenues						
		State					
		State Aid For Disaster	8750	0	0	0	0
		Total State		**0**	**0**	**0**	**0**
		Federal					
		Federal Aid For Disaster	9095	0	0	0	0
		Total Federal		**0**	**0**	**0**	**0**
		Total Intergovernmental Revenues		**0**	**0**	**0**	**0**
	Other Financing Sources						
		Operating Transfers In	9975	0	0	0	0
		Total Other Financing Sources		**0**	**0**	**0**	**0**
TOTAL Finance and Administration - Disaster Recovery Fund Financing Sources				**10,446**	**7,973**	**6,556**	**6,556**
District Attorney Special Projects							
	Fines, Forfeitures and Penalties						
		Forfeitures - District Attorney	8490	2,789,352	1,335,675	1,080,796	1,080,796
		Total Fines, Forfeitures and Penalties		**2,789,352**	**1,335,675**	**1,080,796**	**1,080,796**
	Revenue From Use of Money and Property						
		Interest	8500	12,661	12,015	13,475	13,475
		Total Revenue From Use of Money and Property		**12,661**	**12,015**	**13,475**	**13,475**
	Intergovernmental Revenues						
		State					
		Other State Aid	8840	806,507	834,316	795,000	795,000
		State - Unrestricted Grants	8955	2,843,834	2,881,741	2,881,741	2,881,741
		Total State		**3,650,341**	**3,716,057**	**3,676,741**	**3,676,741**
		Total Intergovernmental Revenues		**3,650,341**	**3,716,057**	**3,676,741**	**3,676,741**
	Charges For Current Services						
		Other Services	9800	988,824	847,222	950,000	950,000
		Total Charges For Current Services		**988,824**	**847,222**	**950,000**	**950,000**
	Other Revenue						
		Other Revenues	9955+	4,700	(3,438)	0	0
		Total Other Revenue		**4,700**	**(3,438)**	**0**	**0**
TOTAL District Attorney Special Projects Financing Sources				**7,445,877**	**5,907,531**	**5,721,012**	**5,721,012**
Human Services - Domestic Violence/Child Abuse							
	Revenue From Use of Money and Property						
		Interest	8500	5,128	3,118	5,000	5,000
		Total Revenue From Use of Money and Property		**5,128**	**3,118**	**5,000**	**5,000**
	Intergovernmental Revenues						
		State					
		Other State Aid	8840	57,268	60,776	55,000	55,000
		Total State		**57,268**	**60,776**	**55,000**	**55,000**
		Total Intergovernmental Revenues		**57,268**	**60,776**	**55,000**	**55,000**
	Charges For Current Services						
		Other Services	9800	376,328	382,369	366,000	366,000
		Total Charges For Current Services		**376,328**	**382,369**	**366,000**	**366,000**
TOTAL Human Services - Domestic Violence/Child Abuse Financing Sources				**438,724**	**446,263**	**426,000**	**426,000**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
Behavioral Health - Driving Under The Influence							
	Revenue From Use of Money and Property						
		Interest	8500	2,037	1,570	1,501	1,501
		Total Revenue From Use of Money and Property		**2,037**	**1,570**	**1,501**	**1,501**
	Charges For Current Services						
		Mental Health Services	9500	228,061	213,054	206,720	206,720
		Total Charges For Current Services		**228,061**	**213,054**	**206,720**	**206,720**
TOTAL Behavioral Health - Driving Under The Influence Financing Sources				**230,098**	**214,624**	**208,221**	**208,221**
Community Development and Housing							
	Taxes						
		Penalties, Interest and Costs	8140, 8145	0	23,410	0	0
		Total Taxes		**0**	**23,410**	**0**	**0**
	Fines, Forfeitures and Penalties						
		Penalties	8480	2,048	186	0	0
		Total Fines, Forfeitures and Penalties		**2,048**	**186**	**0**	**0**
	Revenue From Use of Money and Property						
		Interest	8500	222,945	191,393	80,910	80,910
		Rents and Concessions	8525	500	500	0	0
		Total Revenue From Use of Money and Property		**223,445**	**191,893**	**80,910**	**80,910**
	Intergovernmental Revenues						
		State					
		State Traffic Congestion	8850	147	815	0	0
		Total State		**147**	**815**	**0**	**0**
		Federal					
		Federal - Grants	9094	18,044,514	11,701,255	15,874,560	15,874,560
		Other Government Agencies - Federal Only	9145	161,904	0	0	0
		ARRA/Federal Direct	9160	204,028	0	0	0
		Total Federal		**18,410,447**	**11,701,255**	**15,874,560**	**15,874,560**
		Other					
		Local Governmental Agencies	8842	(39,287)	245,906	0	0
		Total Other		**(39,287)**	**245,906**	**0**	**0**
		Total Intergovernmental Revenues		**18,371,307**	**11,947,976**	**15,874,560**	**15,874,560**
	Charges For Current Services						
		Special Assessments All Prior Years	8155	0	30,788	0	0
		Sanitation Services	9700	0	144	0	0
		Other Services	9800	0	1,365	0	0
		Total Charges For Current Services		**0**	**32,297**	**0**	**0**
	Other Revenue						
		Other Revenues	9955+	3,820,994	1,585,110	1,514,620	1,514,620
		Total Other Revenue		**3,820,994**	**1,585,110**	**1,514,620**	**1,514,620**
	Other Financing Sources						
		Residual Equity Transfers In	9995	683,983	8,260	0	0
		Residual Equity Transfers Out	9999	82,150	(8,260)	0	0
		Operating Transfers In	9975	650,425	824,276	200,000	200,000
		Total Other Financing Sources		**1,416,559**	**824,276**	**200,000**	**200,000**
TOTAL Community Development and Housing Financing Sources				**23,834,352**	**14,605,147**	**17,670,090**	**17,670,090**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
Human Resources - Employee Benefits and Services							
	Revenue From Use of Money and Property						
		Interest	8500	2,404	3,064	3,100	3,100
		Total Revenue From Use of Money and Property		**2,404**	**3,064**	**3,100**	**3,100**
	Intergovernmental Revenues						
		State					
		SB 90 Mandated Cost Reimbursement	8895	15,145	17,597	0	0
		Total State		**15,145**	**17,597**	**0**	**0**
		Total Intergovernmental Revenues		**15,145**	**17,597**	**0**	**0**
	Charges For Current Services						
		Other Services	9800	2,581,807	3,065,639	2,987,135	2,987,135
		Total Charges For Current Services		**2,581,807**	**3,065,639**	**2,987,135**	**2,987,135**
	Other Financing Sources						
		Residual Equity Transfers In	9995	39,762	0	0	0
		Total Other Financing Sources		39,762	0	0	0
	Other Revenue						
		Other Revenues	9955+	24,817	(11,330)	360,000	360,000
		Total Other Revenue		**24,817**	**(11,330)**	**360,000**	**360,000**
TOTAL Human Resources - Employee Benefits and Services Financing Sources				**2,663,935**	**3,074,970**	**3,350,235**	**3,350,235**
Probation - Juvenile Justice Grant Program							
	Revenue From Use of Money and Property						
		Interest	8500	17,824	14,684	17,000	17,000
		Total Revenue From Use of Money and Property		**17,824**	**14,684**	**17,000**	**17,000**
	Intergovernmental Revenues						
		State					
		Juvenile Justice Program	8799	5,281,495	6,542,024	5,844,917	5,844,917
		Total State		**5,281,495**	**6,542,024**	**5,844,917**	**5,844,917**
		Total Intergovernmental Revenues		**5,281,495**	**6,542,024**	**5,844,917**	**5,844,917**
	Other Revenue						
		Other Revenues	9955+	0	265	0	0
		Total Other Revenue		**0**	**265**	**0**	**0**
TOTAL Probation - Juvenile Justice Grant program Financing Sources				**5,299,319**	**6,556,973**	**5,861,917**	**5,861,917**
Probation - Juvenile Re-Entry Program AB 1628							
	Intergovernmental Revenues						
		State					
		Realignment 2011	8711	98,269	144,310	0	0
		Total State		**98,269**	**144,310**	**0**	**0**
		Total Intergovernmental Revenues		**98,269**	**144,310**	**0**	**0**
	Other Financing Sources	Operating Transfers In	9975	0	0	110,000	110,000
		Total Other Financing Sources		**0**	**0**	**110,000**	**110,000**
TOTAL Probation - Juvenile Re-Entry Program AB 1628 Financing Sources				**98,269**	**144,310**	**110,000**	**110,000**
Local Law Enforcement Block Grant							
	Revenue From Use of Money and Property						
		Interest	8500	19,835	14,129	0	0
		Total Revenue From Use of Money and Property		**19,835**	**14,129**	**0**	**0**
	Intergovernmental Revenues						
		Federal					
		Federal - Grants	9094	657,791	610,760	659,953	659,953
		Other Federal Aid	9150	274,843	103,080	250,000	250,000
		Total Federal		**932,634**	**713,840**	**909,953**	**909,953**
		Total Intergovernmental Revenues		**932,634**	**713,840**	**909,953**	**909,953**
	Other Financing Sources	Residual Equity Transfers Out	9999	0	(190)	0	0
		Operating Transfers In	9975	0	71,927	0	0
		Total Other Financing Sources		**0**	**71,737**	**0**	**0**
TOTAL Local Enforcement Block Grant Financing Sources				**952,469**	**799,706**	**909,953**	**909,953**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
Human Services - Marriage License Fees Surcharge							
	Other Revenue						
		Other Revenues	9955+	339,151	365,942	350,000	350,000
		Total Other Revenue		**339,151**	**365,942**	**350,000**	**350,000**
TOTAL Human Services - Marriage License Fees Surcharge Financing Sources				**339,151**	**365,942**	**350,000**	**350,000**
Behavioral Health - Mental Health Services Act							
	Revenue From Use of Money and Property						
		Interest	8500	398,006	331,080	329,986	329,986
		Rents and Concessions	8525	35,811	107,118	116,856	116,856
		Total Revenue From Use of Money and Property		**433,817**	**438,198**	**446,842**	**446,842**
	Intergovernmental Revenues						
		State					
		Realignment 2011	8711	1,570,578	5,827,284	0	0
		Other State Support	8820	76,182,591	64,318,069	85,737,193	85,737,193
		Other State Aid	8840	2,007,982	0	0	0
		Medi-Cal - Inpatient	8855	11,142,200	19,399,714	19,603,708	19,603,708
		Total Intergovernmental Revenues - State		**90,903,350**	**89,545,067**	**105,340,901**	**105,340,901**
		Federal					
		Medicare Outpatient	9085	0	(25)	0	0
		Federal - Grants	9094	1,177,945	1,343,996	1,294,908	1,294,908
		Total Intergovernmental Revenues - Federal		**1,177,945**	**1,343,971**	**1,294,908**	**1,294,908**
		Total Intergovernmental Revenues		**92,081,295**	**90,889,038**	**106,635,809**	**106,635,809**
	Charges For Current Services						
		Health Fees	9415	0	100	0	0
		Total Charges For Current Services		**0**	**100**	**0**	**0**
	Other Revenue						
		Revenue Applicable to Prior Years	9910	65,086	6,851	0	0
		Other Revenues	9955+	346,845	4,402,827	6,397,841	6,397,841
		Total Other Revenue		**411,931**	**4,409,678**	**6,397,841**	**6,397,841**
	Other Financing Sources						
		Residual Equity Transfers In	9995	617,577	0	0	0
		Operating Transfers In	9975	1,026,596	0	8,530,291	8,530,291
		Total Other Financing Sources		**1,644,173**	**0**	**8,530,291**	**8,530,291**
TOTAL Behavioral Health - Mental Health Services Act Financing Sources				**94,571,216**	**95,737,015**	**122,010,783**	**122,010,783**
Assessor - Recording Fees							
	Revenue From Use of Money and Property						
		Interest	8500	17,368	15,290	14,200	14,200
		Total Revenue From Use of Money and Property		**17,368**	**15,290**	**14,200**	**14,200**
	Charges For Current Services						
		Vitals and Health Statistic Fees	9430	129,864	158,168	145,000	145,000
		Recorder Modernization	9630	2,877,751	2,252,507	2,300,000	2,300,000
		Electronic Recording	9631	494,304	381,408	405,000	405,000
		ACR Records Revenue	9632	494,304	381,409	405,000	405,000
		Redaction Fee	9633	521,594	415,890	435,000	435,000
		Total Charges For Current Services		**4,517,817**	**3,589,381**	**3,690,000**	**3,690,000**
	Other Revenue						
		Other Revenues	9955+	75,000	75,000	75,000	75,000
		Total Other Revenue		**75,000**	**75,000**	**75,000**	**75,000**
	Other Financing Sources						
		Residual Equity Transfers In	9995	10,721	6	0	0
		Total Other Financing Sources		10,721	6	0	0
TOTAL Assessor - Recording Fees Financing Sources				**4,620,906**	**3,679,677**	**3,779,200**	**3,779,200**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
Regional Parks - Off-Highway Vehicle License Fees							
	Revenue From Use of Money and Property						
		Interest	8500	8,707	5,278	5,000	5,000
		Total Revenue From Use of Money and Property		**8,707**	**5,278**	**5,000**	**5,000**
	Intergovernmental Revenues						
		State					
		Other State Aid	8840	315,923	241,768	300,000	300,000
		Total State		**315,923**	**241,768**	**300,000**	**300,000**
		Total Intergovernmental Revenues		**315,923**	**241,768**	**300,000**	**300,000**
	Other Revenue						
		Other	9970	(75,000)	0	0	0
		Total Other Revenue		**(75,000)**	**0**	**0**	**0**
TOTAL Regional Parks - Off-Highway Vehicle License Fees Financing Sources				**249,630**	**247,046**	**305,000**	**305,000**
Regional Parks - Park Maintenance and Development							
	Revenue From Use of Money and Property						
		Interest	8500	9,454	2,887	2,000	2,000
		Total Revenue From Use of Money and Property		**9,454**	**2,887**	**2,000**	**2,000**
	Intergovernmental Revenues						
		State					
		Aid for Disaster	8750	34,793	0	0	0
		State - Unrestricted Grants	8955	0	0	93,360	93,360
		Total State		**34,793**	**0**	**93,360**	**93,360**
		Federal					
		Aid for Disaster - FEMA	9095	135,199	0	0	0
		Total Federal		**135,199**	**0**	**0**	**0**
		Total Intergovernmental Revenues		**169,992**	**0**	**93,360**	**93,360**
	Charges For Current Services						
		Park and Recreation Fees	9580	210,978	190,835	246,680	246,680
		Operating Revenue From Outside Agencies	9880	341,412	0	0	0
		Total Charges For Current Services		**552,390**	**190,835**	**246,680**	**246,680**
	Other Revenue						
		Taxable Sales to the Public	9920	0	120	0	0
		Other Sales	9930	860	0	0	0
		Other Revenues	9955+	610	(354)	0	0
		Total Other Revenue		**1,470**	**(234)**	**0**	**0**
	Other Financing Sources						
		Operating Transfers In	9975	5,403	286	0	0
		Residual Equity Transfers In	9995	35,252	11,100	0	0
		Total Other Financing Sources		**40,655**	**11,386**	**0**	**0**
TOTAL Regional Parks - Park Maintenance and Development Financing Sources				**773,960**	**204,874**	**342,040**	**342,040**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
Preschool Services							
	Revenue From Use of Money and Property						
		Interest	8500	3,818	3,477	0	0
		Total Revenue From Use of Money and Property		**3,818**	**3,477**	**0**	**0**
	Intergovernmental Revenues						
		State					
		Aid for Children	8665	2,957,628	3,139,632	3,117,938	3,117,938
		Aid for Agriculture	8735	2,197,170	2,093,034	2,217,609	2,217,609
		Other State Aid	8840	1,220,941	1,036,262	971,088	971,088
		State - Unrestricted Grants	8955	15,000	15,000	15,000	15,000
		Total State		**6,390,739**	**6,283,928**	**6,321,635**	**6,321,635**
		Federal					
		Aid for Day Care	9030	39,999,608	39,279,228	42,656,596	42,656,596
		ARRA/Federal Direct	9160	1	0	0	0
		Total Federal		**39,999,609**	**39,279,228**	**42,656,596**	**42,656,596**
		Other					
		Aid From Other Governmental Agencies	8842	0	0	0	0
		Total Other		**0**	**0**	**0**	**0**
		Total Intergovernmental Revenues		**46,390,348**	**45,563,156**	**48,978,231**	**48,978,231**
	Charges For Current Services						
		Other Services	9800	74,999	61,902	75,000	75,000
		Total Charges For Current Services		**74,999**	**61,902**	**75,000**	**75,000**
	Other Revenue						
		Revenue Applicable to Prior Years	9910	51,221	221	0	0
		Contributions and Donations	9945	801	1,725	0	0
		Other Revenues	9955+	124,731	(1,025)	33,900	33,900
		Total Other Revenue		**176,753**	**921**	**33,900**	**33,900**
	Other Financing Sources						
		Operating Transfers In	9975	0	41,458	0	0
		Sale of Fixed Assets	9980, 9982	11,967	11,275	0	0
		Residual Equity Transfers In	9995	103,438	0	0	0
		Total Other Financing Sources		**115,405**	**52,733**	**0**	**0**
TOTAL Preschool Services Financing Sources				**46,761,324**	**45,682,189**	**49,087,131**	**49,087,131**
Probation - Asset Forfeiture							
	Revenue From Use of Money and Property						
		Interest	8500	286	208	185	185
		Total Revenue From Use of Money and Property		**286**	**208**	**185**	**185**
TOTAL Probation - Asset Forfeiture Financing Sources				**286**	**208**	**185**	**185**
Regional Parks - Proposition 40 Projects							
	Revenue From Use of Money and Property						
		Interest	8500	286	1	0	0
		Total Revenue From Use of Money and Property		**286**	**1**	**0**	**0**
	Other Revenue						
		Other Revenues	9955+	0	0	0	(1)
		Total Other Revenue		**0**	**0**	**0**	**(1)**
TOTAL Regional Parks - Proposition 40 Projects Financing Sources				**286**	**1**	**0**	**(1)**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance							
	Revenue From Use of Money and Property						
		Interest	8500	3,143	3,690	3,500	3,500
		Total Revenue From Use of Money and Property		**3,143**	**3,690**	**3,500**	**3,500**
	Intergovernmental Revenues						
		State					
		Court Services Restitution	8640	233,744	175,355	200,000	200,000
		Total State		233,744	175,355	200,000	200,000
		Total Intergovernmental Revenues		**233,744**	**175,355**	**200,000**	**200,000**
	Charges For Current Services						
		Other Services	9800	0	0	85,000	85,000
		Total Charges For Current Services		**0**	**0**	**85,000**	**85,000**
TOTAL Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance Financing Sources				**236,887**	**179,045**	**288,500**	**288,500**
County Trial Courts - Registration Fees							
	Revenue From Use of Money and Property						
		Interest	8500	669	521	535	535
		Total Revenue From Use of Money and Property		**669**	**521**	**535**	**535**
	Charges For Current Services						
		Registration Fees	9360	4,022	2,798	2,400	2,400
		Total Charges For Current Services		**4,022**	**2,798**	**2,400**	**2,400**
	Other Revenue						
		Other Revenue	9955+	0	286	0	0
		Total Other Revenue		**0**	**286**	**0**	**0**
TOTAL County Trial Courts - Registration Fees Financing Sources				**4,691**	**3,606**	**2,935**	**2,935**
Economic Development - San Bernardino Valley Enterprise Zone							
	Revenue From Use of Money and Property						
		Interest	8500	(137)	(0)	0	0
		Total Revenue From Use of Money and Property		**(137)**	**(0)**	**0**	**0**
TOTAL Economic Development - San Bernardino Valley Enterprise Zone Financing Sources				**(137)**	**(0)**	**0**	**0**
Regional Parks - San Manuel Amphitheater							
	Revenue From Use of Money and Property						
		Interest	8500	6,694	3,258	1,600	1,600
		Rents and Concessions	8525	1,463,086	1,400,000	1,400,000	1,400,000
		Total Revenue From Use of Money and Property		**1,469,779**	**1,403,258**	**1,401,600**	**1,401,600**
TOTAL Regional Parks - San Manuel Amphitheater Financing Sources				**1,469,779**	**1,403,258**	**1,401,600**	**1,401,600**
Regional Parks - San Manuel Amphitheater Improvements							
	Revenue From Use of Money and Property						
		Interest	8500	2,319	1,774	1,200	1,200
		Total Revenue From Use of Money and Property		**2,319**	**1,774**	**1,200**	**1,200**
	Other Revenue						
		Other Revenues	9955+	25,000	25,000	25,000	25,000
		Total Other Revenue		**25,000**	**25,000**	**25,000**	**25,000**
TOTAL Regional Parks - San Manuel Amphitheater Improvements Financing Sources				**27,319**	**26,774**	**26,200**	**26,200**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
Sheriff's Special Projects							
	Fines, Forfeitures and Penalties						
		Other Forfeitures	8465	0	0	5,000	5,000
		Total Fines, Forfeitures and Penalties		**0**	**0**	**5,000**	**5,000**
	Revenue From Use of Money and Property						
		Interest	8500	94,127	84,299	76,900	76,900
		Total Revenue From Use of Money and Property		**94,127**	**84,299**	**76,900**	**76,900**
	Intergovernmental Revenues						
		State					
		Other State Aid	8840	4,103,486	3,728,650	3,818,057	3,818,057
		Total State		**4,103,486**	**3,728,650**	**3,818,057**	**3,818,057**
		Federal					
		Other Federal Aid	9150	8,036,391	5,191,454	5,000,000	5,000,000
		Total Federal		**8,036,391**	**5,191,454**	**5,000,000**	**5,000,000**
		Other					
		Aid From Other Governmental Agencies	8842	3,532,195	3,577,684	5,303,748	5,303,748
		Total Other		**3,532,195**	**3,577,684**	**5,303,748**	**5,303,748**
		Total Intergovernmental Revenues		**15,672,072**	**12,497,788**	**14,121,805**	**14,121,805**
	Charges For Current Services						
		Law Enforcement Services	9565	3,008,880	(157,934)	0	0
		Other Services	9800	176,992	(8,945)	0	0
		Total Charges For Current Services		**3,185,873**	**(166,879)**	**0**	**0**
	Other Revenue						
		Prior Years Revenue	9910	0	792	0	0
		Contributions	9945	0	1,701	0	0
		Evidence and Seizures	9950	177,570	144,140	156,000	156,000
		Other Revenues	9955+	2,157,519	2,033,319	2,125,000	2,125,000
		Total Other Revenue		**2,335,089**	**2,179,952**	**2,281,000**	**2,281,000**
	Other Financing Sources						
		Residual Equity Transfers In	9995	76,084	(72,530)	0	0
		Residual Equity Transfers Out	9999	(181,179)	181,179	0	(149,616)
		Total Other Financing Sources		**(105,095)**	**108,649**	**0**	**(149,616)**
TOTAL Sheriff's Special Projects Financing Sources				**21,182,065**	**14,703,809**	**16,484,705**	**16,335,089**

State Controller Schedules **Schedule 6**
County Budget Act

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
Airports - Special Aviation							
	Licenses, Permits, and Franchises						
		Water	8365	94	2,162	2,256	2,256
		Total Licenses, Permits, and Franchises		94	2,162	2,256	2,256
	Fines, Forfeitures, & Penalties						
		Penalties	8480	90	398	0	0
		Total Fines, Forfeitures, and Penalties		90	398	0	0
	Revenue From Use of Money and Property						
		Interest	8500	15,444	11,862	5,500	5,500
		Rents and Concessions	8525	573,532	466,931	547,464	547,464
		Total Revenue From Use of Money and Property		**588,976**	**478,793**	**552,964**	**552,964**
	Intergovernmental Revenues						
		State					
		Aviation - State Matching	8600	50,453	0	0	0
		Total State		**50,453**	**0**	**0**	**0**
		Federal					
		Federal - Capital Grants	9090	1,924,918	0	1,719,000	1,719,000
		Aid for Disaster - FEMA	9095	0	0	0	0
		Total Federal		**1,924,918**	**0**	**1,719,000**	**1,719,000**
		Total Intergovernmental Revenues		**1,975,371**	**0**	**1,719,000**	**1,719,000**
	Charges For Current Services						
		Fuel Flowage	9745	0	4,868	1,600	1,600
		Total Charges For Current Services		**0**	**4,868**	**1,600**	**1,600**
	Other Revenue						
		Other Revenues	9955+	211,710	1,199,187	0	0
		Total Other Revenue		**211,710**	**1,199,187**	**0**	**0**
	Other Financing Sources						
		Operating Transfers In	9975	1,111,129	758,816	760,210	760,210
		Residual Equity Transfers In	9995	125,874	0	0	0
		Total Other Financing Sources		**1,237,003**	**758,816**	**760,210**	**760,210**
TOTAL Airports - Special Aviation Financing Sources				**4,013,243**	**2,444,223**	**3,036,030**	**3,036,030**
Public Works - Special Transportation							
	Taxes						
		Sales and Use Taxes	8295	6,880,906	6,293,699	7,003,123	7,003,123
		Total Taxes		**6,880,906**	**6,293,699**	**7,003,123**	**7,003,123**
	Revenue From Use of Money and Property						
		Interest	8500	107,091	99,753	102,139	102,139
		Total Revenue From Use of Money and Property		**107,091**	**99,753**	**102,139**	**102,139**
	Intergovernmental Revenues						
		Federal					
		Federal - Capital Grants	9090	8,751	5,429	0	0
		Total Federal		**8,751**	**5,429**	**0**	**0**
		Other					
		Aid From Other Governmental Agencies	8842	325,533	3,626,119	2,128,200	2,128,200
		Prop 1B Highway Safety	8890	0	712,647	0	0
		Total Other		**325,533**	**4,338,766**	**2,128,200**	**2,128,200**
		Total Intergovernmental Revenues		**334,284**	**4,344,195**	**2,128,200**	**2,128,200**
	Charges For Current Services						
		Facilities Development Fees	9650	2,384,956	4,250,117	975,381	975,446
		Other Services	9800	24,140	0	0	0
		Total Charges For Current Services		**2,409,096**	**4,250,117**	**975,381**	**975,446**
	Other Revenue						
		Taxable Sales to the Public	9920	203	0	0	0
		Other Revenues	9955+	60	37,177	0	0
		Total Other Revenue		**264**	**37,177**	**0**	**0**
	Other Financing Sources						
		Residual Equity Transfers In	9995	102,225	2,057,560	405,585	407,951
		Residual Equity Transfers Out	9999	(845)	(2,057,560)	(405,585)	(407,951)
		Total Other Financing Sources		**101,380**	**0**	**0**	**0**
TOTAL Public Works - Special Transportation Financing Sources				**9,833,021**	**15,024,941**	**10,208,843**	**10,208,908**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
Public Works - Surveyor - Survey Monument Preservation							
	Charges For Current Services						
		Other Services	9800	60,120	64,760	62,000	62,000
		Total Charges For Current Services		**60,120**	**64,760**	**62,000**	**62,000**
TOTAL Public Works - Surveyor - Survey Monument Preservation Financing Sources				**60,120**	**64,760**	**62,000**	**62,000**
Master Settlement Agreement							
	Revenue From Use of Money and Property						
		Interest	8500	51,628	73,440	47,815	47,815
		Total Revenue From Use of Money and Property		**51,628**	**73,440**	**47,815**	**47,815**
	Other Revenue						
		Other Revenues	9955+	27,260,221	17,921,235	17,461,078	17,461,078
		Total Other Revenue		**27,260,221**	**17,921,235**	**17,461,078**	**17,461,078**
	Other Financing Sources						
		Residual Equity Transfers In	9995	10,611	0	0	0
		Total Other Financing Sources		**10,611**	**0**	**0**	**0**
TOTAL Master Settlement Agreement Financing Sources				**27,322,460**	**17,994,676**	**17,508,893**	**17,508,893**
Public Health - Tobacco Use Reduction Now							
	Revenue From Use of Money and Property						
		Interest	8500	347	132	100	100
		Total Revenue From Use of Money and Property		**347**	**132**	**100**	**100**
	Intergovernmental Revenues						
		State					
		State - Unrestricted Grants	8955	217,548	141,901	180,302	180,302
		Total State		**217,548**	**141,901**	**180,302**	**180,302**
		Total Intergovernmental Revenues		**217,548**	**141,901**	**180,302**	**180,302**
TOTAL Public Health - Tobacco Use Reduction Now Financing Sources				**217,895**	**142,034**	**180,402**	**180,402**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
Public Works - Transportation - Road Operations							
	Licenses, Permits and Franchises						
		Road Permits	8335	406,422	417,727	400,000	400,000
		Total Licenses, Permits and Franchises		**406,422**	**417,727**	**400,000**	**400,000**
	Revenue From Use of Money and Property						
		Interest	8500	213,238	116,742	63,150	63,150
		Rents and Concessions	8525	13,949	23,111	2,000	2,000
		Total Revenue From Use of Money and Property		**227,187**	**139,853**	**65,150**	**65,150**
	Intergovernmental Revenues						
		State					
		Highway Users Tax	8605	40,057,591	50,567,862	44,364,720	41,864,720
		Aid for Disaster	8750	26,012	34,720	0	0
		Aid for Exchange/Matching Funds	8765	1,194,369	1,194,369	1,194,369	1,194,369
		Other State Support	8820	1,924,893	1,933,998	725,000	725,000
		Total State		**43,202,865**	**53,730,949**	**46,284,089**	**43,784,089**
		Federal					
		Federal - Capital Grants	9090	1,064,696	6,150,722	5,239,586	4,858,704
		Aid for Disaster - FEMA	9095	0	112,391	0	0
		Aid for Disaster - FHER	9100	813,284	2,342,960	0	0
		Forest Reserve Revenue	9105	172,198	185,458	172,198	172,198
		Total Federal		**2,050,178**	**8,791,532**	**5,411,784**	**5,030,902**
		Other					
		Aid From Other Governmental Agencies	8842	5,153,121	4,926,928	5,277,000	3,977,000
		Prop 1B Highway Safety	8890	0	3,745,931	4,772,000	3,472,000
		Total Other		**5,153,121**	**8,672,859**	**10,049,000**	**7,449,000**
		Total Intergovernmental Revenues		**50,406,163**	**71,195,340**	**61,744,873**	**56,263,991**
	Charges For Current Services						
		Planning Services	9655	3,910	7,020	7,500	7,500
		Land Development Engineering Svcs	9657	167,580	35,464	0	0
		Developers Buy-in Fee	9665	238,825	866,588	500,000	500,000
		Permit and Inspection Fees	9680	104,733	197,151	200,000	200,000
		Road and Street Services	9690	48,210	41,644	25,000	25,000
		Subrogation For Departments	9770	4,529	17,960	25,000	25,000
		Other Services	9800	5,589,708	3,514,940	2,354,156	2,354,156
		Total Charges For Current Services		**6,157,495**	**4,680,767**	**3,111,656**	**3,111,656**
	Other Revenue						
		Taxable Sales to the Public	9920	3,594	195	100	100
		Revenue Applicable to Prior Years	9910	2,467,238	328,833	0	0
		Other Sales	9930	130,197	3,162	26,500	26,500
		Other Revenues	9955+	47,470	88,516	218,800	218,800
		Total Other Revenue		**2,648,499**	**420,707**	**245,400**	**245,400**
	Other Financing Sources						
		Operating Transfers In	9975	11,797,291	5,100,429	5,655,320	5,655,320
		Residual Equity Transfers In	9995	5,908,335	0	0	0
		Residual Equity Transfers Out	9999	(3,002,112)	0	0	0
		Sale of Fixed Assets	9980, 9982	3,310	256,141	100,000	100,000
		Total Other Financing Sources		**14,706,824**	**5,356,570**	**5,755,320**	**5,755,320**
TOTAL Public Works - Transportation - Road Operations Financing Sources				**74,552,590**	**82,210,963**	**71,322,399**	**65,841,517**
Public Health - Vector Control Assessments							
	Taxes						
		Penalties, Interest and Costs	8140, 8145	31,605	36,707	39,636	39,636
		Total Taxes		**31,605**	**36,707**	**39,636**	**39,636**
	Revenue From Use of Money and Property						
		Interest	8500	10,494	9,047	9,163	9,163
		Total Revenue From Use of Money and Property		**10,494**	**9,047**	**9,163**	**9,163**
	Charges For Current Services						
		Special Assessments All Prior Years	8155	76,929	83,988	97,803	97,803
		Special Assessments-Current Year	8160	1,577,318	1,588,184	1,587,508	1,587,508
		Total Charges For Current Services		**1,654,247**	**1,672,172**	**1,685,311**	**1,685,311**
TOTAL Public Health - Vector Control Assessments Financing Sources				**1,696,347**	**1,717,926**	**1,734,110**	**1,734,110**

State Controller Schedules **Schedule 6**
County Budget Act

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
Public Health - Vital Statistics State Fees							
	Revenue From Use of Money and Property						
		Interest	8500	3,458	2,786	2,970	2,970
		Total Revenue From Use of Money and Property		**3,458**	**2,786**	**2,970**	**2,970**
	Charges For Current Services						
		Recording Fees	9625	124,266	143,457	130,000	130,000
		Total Charges For Current Services		**124,266**	**143,457**	**130,000**	**130,000**
TOTAL Public Health - Vital Statistics State Fees Financing Sources				**127,725**	**146,243**	**132,970**	**132,970**
Workforce Development							
	Revenue From Use of Money and Property						
		Interest	8500	5,745	4,174	4,100	4,100
		Rents and Concessions	8525	481,548	631,729	647,980	647,980
		Total Revenue From Use of Money and Property		**487,294**	**635,903**	**652,080**	**652,080**
	Intergovernmental Revenues						
		State					
		Realignment 2011	8711	141,315	192,506	0	0
		Total State		**141,315**	**192,506**	**0**	**0**
		Federal					
		Federal - Grants	9094	18,994,529	14,830,891	20,070,316	20,070,316
		ARRA/Pass-Through	9170	168,160	0	0	0
		Total Federal		**19,162,689**	**14,830,891**	**20,070,316**	**20,070,316**
		Total Intergovernmental Revenues		**19,304,004**	**15,023,397**	**20,070,316**	**20,070,316**
	Other Financing Sources						
		Operating Transfers In	9975	0	0	182,000	182,000
		Residual Equity Transfers In	9995	85,505	16	0	0
		Total Other Financing Sources		**85,505**	**16**	**182,000**	**182,000**
	Other Revenue						
		Prior Years Revenue	9910	0	271	0	0
		Other Revenues	9955+	238,584	614,935	1,154,565	1,154,565
		Total Other Revenue		**238,584**	**615,206**	**1,154,565**	**1,154,565**
TOTAL Workforce Development Financing Sources				**20,115,387**	**16,274,521**	**22,058,961**	**22,058,961**
Human Services - Wraparound Reinvestment Fund							
	Revenue From Use of Money and Property						
		Interest	8500	61,930	32,721	35,000	35,000
		Total Revenue From Use of Money and Property		**61,930**	**32,721**	**35,000**	**35,000**
	Other Revenue						
		Other Revenues	9955+	6,000,810	7,277,988	6,000,000	6,000,000
		Total Other Revenue		**6,000,810**	**7,277,988**	**6,000,000**	**6,000,000**
	Other Financing Sources						
		Residual Equity Transfers In	9995	8,678	0	0	0
		Total Other Financing Sources		**8,678**	**0**	**0**	**0**
TOTAL Human Services - Wraparound Reinvestment Fund Financing Sources				**6,071,418**	**7,310,709**	**6,035,000**	**6,035,000**
TOTAL Special Revenue Funds Financing Sources				**392,127,292**	**378,810,505**	**393,917,660**	**388,287,187**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2015

Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3		4	5	6	7
CAPITAL PROJECTS FUND							
Capital Improvements Fund							
	Revenue From Use of Money and Property						
		Interest	8500	4,828	2,952	0	0
		Total Revenue From Use of Money and Property		**4,828**	**2,952**	**0**	**0**
	Intergovernmental Revenues						
		State					
		Other State Aid	8840	16,233,427	21,847,140	29,342,203	3,759,494
		Total State		**16,233,427**	**21,847,140**	**29,342,203**	**3,759,494**
		Federal					
		Federal - Grants	9094	22,000	19,765	559,343	559,343
		Federal Aid for Disaster - Fema	9095	69,333	0	0	0
		Total Federal		**91,333**	**19,765**	**559,343**	**559,343**
		Total Intergovernmental Revenues		**16,324,760**	**21,866,905**	**29,901,546**	**4,318,837**
	Charges For Current Services						
		Other Services	9800	106,292	252,408	125,000	6,499
		Total Charges For Current Services		**106,292**	**252,408**	**125,000**	**6,499**
	Other Revenue						
		Other Revenues	9955+	327,192	259,152	4,100,000	4,100,000
		Total Other Revenue		**327,192**	**259,152**	**4,100,000**	**4,100,000**
	Other Financing Sources						
		Operating Transfers In	9975	66,990,068	84,059,806	55,447,119	53,600,880
		Sale of Fixed Assets	9980	37,747	4,600	0	0
		Residual Equity Transfers In	9995	60,635,649	39,971,605	946,518	3,375,970
		Residual Equity Transfers Out	9999	(60,635,649)	(39,971,605)	(946,518)	(3,375,970)
		Total Other Financing Sources		**67,027,815**	**84,064,406**	**55,447,119**	**53,600,880**
TOTAL Capital Improvements Fund Financing Sources				**83,790,888**	**106,445,823**	**89,573,665**	**62,026,216**
Redevelopment Agency (Housing Successor)							
	Revenue From Use of Money and Property						
		Interest	8500	48,258	34,789	19,000	19,000
		Total Revenue From Use of Money and Property		**48,258**	**34,789**	**19,000**	**19,000**
	Other Financing Sources						
		Residual Equity Transfers In	9995	11,480,545	12,855	0	0
		Residual Equity Transfers Out	9985	(11,831)	(12,855)	0	0
		Total Other Financing Sources		**11,468,714**	**0**	**0**	**0**
TOTAL Redevelopment Agency (Housing Successor)				**11,516,972**	**34,789**	**19,000**	**19,000**
TOTAL Capital Projects Funds Financing Sources				**95,307,860**	**106,480,612**	**89,592,665**	**62,045,216**
		TOTAL ALL FUNDS		**2,941,186,497**	**3,064,585,580**	**2,874,335,840**	**2,792,727,222**

State Controller Schedules **Schedule 7**
County Budget Act

County of San Bernardino
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2015

Description	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3	4	5
Summarization by Function				
General	379,446,547	324,083,212	475,828,182	459,596,589
Public Protection	830,161,965	882,138,893	933,912,825	937,368,011
Public Ways and Facilities	99,886,641	92,200,950	105,736,639	115,880,188
Health and Sanitation	411,909,154	617,287,251	576,364,266	576,364,266
Public Assistance	1,015,563,346	1,054,316,118	1,161,894,441	1,161,956,092
Education	15,702,068	17,813,675	18,260,803	19,960,803
Recreation and Cultural Services	19,545,327	16,310,020	19,423,352	19,698,352
Total Financing Uses by Function	**2,772,215,047**	**3,004,150,119**	**3,291,420,508**	**3,290,824,301**
Appropriation for Contingencies				
General Fund	0	0	8,923,944	54,439,879
Restricted General Fund	0	0	23,357,361	24,337,187
Airports - Special Aviation	0	0	89,674	863,445
Assessor - Recording Fees	0	0	5,523,634	5,930,964
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance	0	0	1,414,166	1,413,050
Behavioral Health - Block Grant Carryover	0	0	7,764,027	5,933,476
Behavioral Health - Driving Under the Influence Programs	0	0	353,112	408,525
Behavioral Health - Mental Health Services Act	0	0	66,905,056	54,776,119
County Library	0	0	3,479,180	3,525,697
County Trial Courts - Alternate Dispute Resolution Program	0	0	85,910	53,844
County Trial Courts - Court Alcohol and Drug Program	0	0	2,030,733	2,089,880
County Trial Courts - Registration Fees	0	0	171,265	166,492
District Attorney Special Projects	0	0	2,755,964	2,854,419
Finance and Administration - Disaster Recovery Fund	0	0	29,147	28,843
Human Resources - Commuter Services	0	0	583,117	616,771
Human Resources - Employee Benefits and Services	0	0	1,192,113	815,897
Human Services - Domestic Violence/Child Abuse	0	0	138,640	221,009
Human Services - Marriage License Fees Surcharge	0	0	0	17,814
Human Services - Wraparound Reinvestment Fund	0	0	1,705,342	3,278,594
Local Law Enforcement Block Grant	0	0	3,100,534	3,145,691
Master Settlement Agreement	0	0	21,732,453	21,958,405
Probation - Criminal Recidivism SB 678	0	0	4,696,568	4,755,902
Probation - Juvenile Justice Grant Program	0	0	3,758,721	4,581,998
Probation - Juvenile Re-Entry Program AB 1628	0	0	419,000	455,951

State Controller Schedules **Schedule 7**
County Budget Act

County of San Bernardino
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2015

Description	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3	4	5
Appropriation for Contingencies-Continued				
Public Health - Bio-Terrorism Preparedness	0	0	74,645	4,319
Public Health - Tobacco Use Reduction Now	0	0	21,972	12,304
Public Health - Vector Control Assessments	0	0	2,909,085	2,954,161
Public Health - Vital Statistics State Fees	0	0	758,129	757,406
Public Works - Special Transportation	0	0	18,980,926	19,268,713
Public Works - Transportation - Road Operations	0	0	10,698,277	11,254,842
Real Estate Services - Chino Agricultural Preserve	0	0	15,934,347	15,892,836
Regional Parks - County Trail System	0	0	416,417	414,405
Regional Parks - Calico Ghost Town Marketing Services	0	0	0	30,321
Regional Parks - Off-Highway Vehicle License Fees	0	0	752,542	728,336
Regional Parks - Park Maintenance and Development	0	0	67,850	199,339
Regional Parks - San Manuel Amphitheater	0	0	0	1,564
Regional Parks - San Manuel Amphitheater Improvements	0	0	276,359	276,869
Sheriff's Special Projects	0	0	5,121,657	5,735,189
Workforce Development	0	0	1,261,288	1,024,803
Redevelopment Agency (Housing Successor)	0	0	0	371,064
Total Appropriation for Contingencies	**2**	**3**	**217,483,159**	**255,596,328**
Subtotal Financing Uses	**2,772,215,049**	**3,004,150,122**	**3,508,903,667**	**3,546,420,629**
Provisions for Reserves and Designations				
General Fund	0	0	48,227,450	48,227,450
Total Financing Uses	**2,772,215,049**	**3,004,150,122**	**3,557,131,117**	**3,594,648,079**

State Controller Schedules **Schedule 7**
County Budget Act

County of San Bernardino
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2015

Description	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3	4	5
Summarization by Fund				
General Fund	2,277,254,977	2,501,570,339	2,620,214,315	2,670,603,670
Restricted General Fund	78,635	71,942,076	53,997,136	54,954,325
Agricultural, Weights & Measures - California Grazing Fees	2,995	0	144,417	145,635
Airports - Special Aviation	2,491,659	2,711,821	5,382,467	6,156,238
Assessor - Recording Fees	2,836,629	2,947,098	12,266,053	12,673,383
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance	0	0	1,679,166	1,678,050
Behavioral Health - Block Grant Carryover	11,124,185	10,047,538	19,948,157	18,117,606
Behavioral Health - Driving Under the Influence Programs	233,502	186,240	588,143	643,556
Behavioral Health - Mental Health Services Act	80,766,566	114,043,773	194,759,572	182,630,635
Census 2010	4,779	0	0	16
Community Development and Housing	25,623,482	15,225,500	40,399,403	40,683,461
County Library	12,887,130	14,722,725	18,469,363	20,215,880
County Trial Courts - Alternate Dispute Resolution Program	488,096	500,000	585,910	553,844
County Trial Courts - Court Alcohol and Drug Program	62,315	62,315	2,096,090	2,155,237
County Trial Courts - Courthouse Seismic Surcharge	2,142,910	1,818,629	1,655,859	1,655,859
County Trial Courts - Registration Fees	0	0	171,265	166,492
District Attorney Special Projects	6,731,790	6,168,581	10,078,536	10,176,991
Finance and Administration - Disaster Recovery Fund	0	0	29,147	28,843
Human Resources - Commuter Services	694,073	643,786	1,538,937	1,572,591
Human Resources - Employee Benefits and Services	2,629,348	2,792,787	4,616,952	4,240,736
Human Services - Domestic Violence/Child Abuse	747,095	701,977	903,040	985,409
Human Services - Marriage License Fees Surcharge	216,368	238,700	599,225	617,039
Human Services - Wraparound Reinvestment Fund	10,510,404	7,214,555	12,171,980	13,745,232
Local Law Enforcement Block Grant	1,244,205	1,939,309	4,265,877	4,311,034
Master Settlement Agreement	17,000,000	17,000,000	38,732,453	38,958,405
Preschool Services	46,730,775	46,084,345	49,232,350	49,009,940
Probation - Asset Forfeiture	0	0	64,776	64,782
Probation - Criminal Recidivism SB 678	1,547,229	1,808,329	6,601,828	6,661,162
Probation - Juvenile Justice Grant Program	5,519,192	5,854,222	9,923,485	10,746,762
Probation - Juvenile Re-Entry Program AB 1628	0	0	419,000	455,951
Public Health - Bio-Terrorism Preparedness	2,606,078	2,555,555	2,025,439	1,955,113
Public Health - Tobacco Use Reduction Now	259,922	130,467	217,432	207,764
Public Health - Vector Control Assessments	1,374,013	1,366,730	4,566,790	4,611,866
Public Health - Vital Statistics State Fees	43,278	167,427	958,137	957,414
Public Works - Special Transportation	5,768,488	9,310,997	40,172,855	44,257,943
Public Works - Surveyor - Survey Monument Preservation	17,550	0	171,931	175,401
Public Works - Transportation - Road Operations	90,804,876	79,588,284	92,061,327	98,964,140

State Controller Schedules **Schedule 7**
County Budget Act

County of San Bernardino
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2015

Description	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3	4	5
Summarization by Fund-Continued				
Real Estate Services - Chino Agricultural Preserve	275,923	325,732	16,305,977	16,264,466
Regional Parks - Calico Ghost Town Marketing Services	608,143	397,403	657,407	687,728
Regional Parks - County Trail System	76,275	225,053	1,346,672	1,344,660
Regional Parks - Off-Highway Vehicle License Fees	744,311	169,523	1,729,445	1,705,239
Regional Parks - Park Maintenance and Development	1,922,202	527,075	968,143	1,099,632
Regional Parks - Proposition 40 Projects	5,403	286	0	0
Regional Parks - San Manuel Amphitheater	2,667,042	1,480,042	1,447,326	1,448,890
Regional Parks - San Manuel Amphitheater Improvements	9,319	54,668	551,359	551,869
Sheriff's Special Projects	18,657,802	15,274,130	39,077,386	39,308,066
Special Districts - Fish and Game Commission	7,441	3,333	7,994	7,868
Workforce Development	19,944,931	17,213,765	22,058,961	21,822,476
Capital Improvements	116,853,711	47,738,824	211,483,064	194,509,142
Redevelopment Agency (Housing Successor)	0	1,396,179	9,788,566	10,159,633
Total Financing Uses	**2,772,215,049**	**3,004,150,122**	**3,557,131,117**	**3,594,648,079**

State Controller Schedules **Schedule 8**
County Budget Act

County of San Bernardino
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2015

Description	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3	4	5
GENERAL FUNCTION				
Legislative and Administrative:				
Board of Supervisors	7,237,290	6,481,627	7,190,670	7,190,670
County Administrative Office	3,804,676	4,401,928	4,511,139	4,511,139
Clerk of the Board	1,744,646	2,222,058	2,258,163	2,258,163
Board Discretionary Funding	4,409,315	1,800,230	4,641,309	4,206,259
Litigation	395,986	436,481	392,599	392,599
Census 2010	4,779	0	0	16
Total Legislative and Administrative	17,596,692	15,342,324	18,993,880	18,558,846
Finance:				
Assessor-Recorder-County Clerk	21,789,550	22,504,713	22,890,787	22,890,787
Auditor-Controller/Treasurer/Tax Collector	32,689,948	34,606,919	36,880,704	36,880,704
Finance and Administration	1,641,349	2,569,204	2,889,619	2,889,619
Non Departmental	94,790,433	101,151,807	68,694,294	69,894,294
Purchasing	2,039,477	1,973,113	2,117,341	2,117,341
Redemption Restitution Maintenance	0	0	265,000	265,000
Total Finance	152,950,757	162,805,756	133,737,745	134,937,745
Counsel:				
County Counsel	7,456,256	7,778,075	8,817,154	8,817,154
Personnel:				
Human Resources	5,486,793	6,955,968	7,456,955	7,456,955
Center for Employee Health and Wellness	1,746,425	1,752,694	2,152,634	2,152,634
Unemployment Insurance	2,780,063	2,649,376	4,000,500	4,000,500
Total Personnel	10,013,281	11,358,039	13,610,089	13,610,089
Elections:				
Registrar of Voters	10,290,300	8,879,227	8,482,909	8,482,909
Property Management:				
Architecture and Engineering	(34,609)	30,936	0	0
Facilities Management	12,814,051	14,345,425	14,249,231	14,249,231
Capital Facilities Leases	12,930,934	12,723,643	13,016,519	13,016,519
Rents and Leases	1,533,913	2,184,937	1,008,033	1,008,033
Real Estate Services	1,155,537	1,201,660	1,164,639	1,164,639
Utilities	16,491,008	18,870,987	20,372,124	20,372,124
Total Property Management	44,890,833	49,357,587	49,810,546	49,810,546
Plant Acquisition:				
Capital Improvements Fund	116,853,711	47,738,824	211,483,064	194,509,142
Special Aviation - State	2,491,659	2,711,821	5,292,793	5,292,793
Courthouse Seismic Surcharge	2,142,910	1,818,629	1,655,859	1,655,859
Total Plant Acquisition	121,488,280	52,269,275	218,431,716	201,457,794
Other General:				
Application Development	14,681,514	(9,795)	0	0
Automated Systems Development	78,635	52,637	11,891,365	11,868,728
Information Services Department	0	14,853,910	2,264,212	2,264,212
Redevelopment Agency (Housing Successor)	0	1,396,179	9,788,566	9,788,566
Total Other General	14,760,149	16,292,931	23,944,143	23,921,506
TOTAL GENERAL FUNCTION	**379,446,547**	**324,083,212**	**475,828,182**	**459,596,589**

State Controller Schedules **Schedule 8**
County Budget Act

County of San Bernardino
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2015

Description	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3	4	5
PUBLIC PROTECTION FUNCTION				
Judicial:				
Court Facilities Payments	2,504,112	2,523,246	2,536,349	2,536,349
Courts Property Management	2,420,008	2,105,042	2,292,520	2,292,520
Court Facilities/Judicial Benefits	1,204,218	1,125,448	1,211,889	1,211,889
District Attorney - Criminal Prosecution	61,686,375	63,187,033	65,839,206	65,839,206
Child Support Services	38,768,574	40,498,922	40,039,593	40,039,593
Drug Court Programs	153,068	78,760	46,971	46,971
Grand Jury	346,932	321,069	429,069	429,069
Indigent Defense Program	8,660,660	9,315,420	10,046,137	10,046,137
Law and Justice Group Administration	105,711	110,110	90,208	90,208
Public Defender	33,071,040	33,865,534	35,524,591	35,524,591
Court-Ordered Placements	235,220	0	0	0
Trial Court Funding - Maintenance of Effort	25,988,739	25,882,314	25,509,703	25,509,703
District Attorney - Real Estate Fraud	974,070	1,217,675	1,278,136	1,278,136
District Attorney - Auto Insurance Fraud	482,531	492,748	637,529	637,529
District Attorney - Worker's Comp. Ins. Fraud	2,332,934	1,948,401	2,244,289	2,244,289
Drug Forfeiture/Hazardous Waste Awards	2,942,256	2,509,757	3,162,618	3,162,618
Marriage License Fee Program	216,368	238,700	599,225	599,225
Local Law Enforcement Block Grant	1,244,205	1,939,309	1,165,343	1,165,343
Alternate Dispute Resolution	488,096	500,000	500,000	500,000
Probation Asset Forfeiture	0	0	64,776	64,782
Total Judicial	183,825,114	187,859,486	193,218,152	193,218,158
Police Protection:				
Sheriff-Coroner/Public Administrator	318,763,107	344,582,677	332,913,891	332,913,891
Sheriff's Special Projects	18,657,802	15,274,130	33,955,729	33,572,877
Total Police Protection	337,420,909	359,856,808	366,869,620	366,486,768
Detention and Correction:				
Probation	124,338,665	137,846,871	143,295,001	143,295,001
Sheriff-Coroner/Public Administrator	145,673,633	153,907,783	179,208,808	182,977,278
Juvenile Justice Grant Program	5,519,192	5,854,222	6,164,764	6,164,764
	1,547,229	1,808,329	1,905,260	1,905,260
Total Detention and Correction	277,078,719	299,417,204	330,573,833	334,342,303
Protective Inspection:				
Agriculture, Weights and Measures	6,571,224	6,638,810	6,823,815	6,888,815
Fire Hazard Abatement	1,845,758	2,087,272	2,542,266	2,542,266
Total Protective Inspection	8,416,982	8,726,083	9,366,081	9,431,081

State Controller Schedules **Schedule 8**
County Budget Act

County of San Bernardino
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2015

Description	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3	4	5
Other Protection:				
Land Use Services - Building and Safety	3,647,058	4,052,040	5,055,324	5,055,324
Land Use Services - Code Enforcement	4,167,001	5,197,088	5,430,663	5,430,663
Local Agency Formation Commission	301,000	288,274	288,274	288,274
Land Use Services - Land Development	0	1,053,458	1,151,667	1,151,667
Land Use Services - Administration	21,253	1,107,093	467,142	467,142
Public Guardian - Conservator	693,016	858,975	814,564	814,564
Land Use Services - Planning	5,797,113	4,591,466	7,962,234	7,962,234
Public Works - Surveyor	3,323,107	3,624,932	3,405,098	3,405,098
2011 Realignment (AB 109)	0	0	292,618	292,618
Bio-Terrorism Preparedness	2,606,078	2,555,555	1,950,794	1,950,794
Survey Monument Preservation	17,550	0	171,931	175,401
Fish and Game Commission	7,441	3,333	7,994	7,868
California Grazing	2,995	0	144,417	145,635
Micrographics Fees	2,836,629	2,947,098	6,742,419	6,742,419
Total Other Protection	23,420,241	26,279,312	33,885,139	33,889,701
TOTAL PUBLIC PROTECTION FUNCTION	**830,161,965**	**882,138,893**	**933,912,825**	**937,368,011**
PUBLIC WAYS AND FACILITIES FUNCTION				
Public Ways:				
Special Transportation	5,768,488	9,310,997	21,591,929	25,389,230
Road Operations	90,804,876	79,588,284	80,963,050	87,309,298
Chino Agricultural Preserve	275,923	325,732	371,630	371,630
Total Public Ways	96,849,286	89,225,013	102,926,609	113,070,158
Transportation Terminals:				
Airports	3,037,355	2,975,936	2,810,030	2,810,030
TOTAL PUBLIC WAYS AND FACILITIES FUNCTION	**99,886,641**	**92,200,950**	**105,736,639**	**115,880,188**

State Controller Schedules **Schedule 8**
County Budget Act

County of San Bernardino
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2015

Description	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3	4	5
HEALTH AND SANITATION FUNCTION				
Health:				
Public Health	66,196,463	69,101,262	79,432,808	79,432,808
Tobacco Use Reduction Now	259,922	130,467	195,460	195,460
Vital Statistics State Fees	43,278	167,427	200,008	200,008
Commuter Services	694,073	643,786	955,820	955,820
Employee Benefits and Services	2,629,348	2,792,787	3,424,839	3,424,839
Vector Control Assessments	1,374,013	1,366,730	1,657,705	1,657,705
Total Health	71,197,096	74,202,458	85,866,640	85,866,640
Hospital Care:				
California Children's Services	17,130,232	17,957,172	21,359,774	21,359,774
Indigent Ambulance	472,501	472,501	472,501	472,501
Health Administration	85,688,298	170,459,118	120,730,613	120,730,613
Behavioral Health	128,234,459	140,966,696	172,139,912	172,139,912
Health Realignment	0	71,889,439	18,455,792	18,455,792
Mental Health Services Act	80,766,566	114,043,773	127,854,516	127,854,516
Master Settlement Agreement	17,000,000	17,000,000	17,000,000	17,000,000
Driving Under the Influence Programs	233,502	186,240	235,031	235,031
Block Grant Carryover Program	11,124,185	10,047,538	12,184,130	12,184,130
Court Alcohol and Drug Program	62,315	62,315	65,357	65,357
Total Hospital Care	340,712,058	543,084,792	490,497,626	490,497,626
TOTAL HEALTH AND SANITATION FUNCTION	**411,909,154**	**617,287,251**	**576,364,266**	**576,364,266**
PUBLIC ASSISTANCE FUNCTION				
Administration:				
Human Services - Administrative Claim	429,062,301	469,804,002	503,236,205	503,236,205
Domestic Violence/Child Abuse Services	531,812	531,812	531,812	531,812
Aging and Adult Services	9,317,195	8,592,561	8,926,323	8,926,323
Domestic Violence/Child Abuse	747,095	701,977	764,400	764,400
Total Administration	439,658,404	479,630,352	513,458,740	513,458,740
Aid Programs:				
Entitlement Payments (Child Care)	19,787,301	22,225,591	26,360,535	26,360,535
Out-of-Home Child Care	798,565	847,440	860,566	860,566
Aid to Adoptive Children	52,761,824	56,268,030	59,208,232	59,208,232
AFDC - Foster Care	109,266,525	110,465,309	124,188,480	124,188,480
Refugee Cash Assistance Program	47,975	80,305	91,197	91,197
Cash Assistance For Immigrants	1,704,029	1,842,157	2,121,954	2,121,954
CalWorks - All Other Families	237,821,499	242,815,444	255,137,220	255,137,220
Kinship Guardianship Assistance Program	6,801,588	7,999,864	8,741,496	8,741,496
CalWorks - 2 Parent Families	38,460,391	40,559,530	43,900,248	43,900,248
Wraparound Reinvestment Fund	10,510,404	7,214,555	10,466,638	10,466,638
Total Aid Programs	477,960,100	490,318,226	531,076,566	531,076,566

State Controller Schedules **Schedule 8**
County Budget Act

County of San Bernardino
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2015

Description	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended	FY 2015 Adopted by the Board of Supervisors
1	2	3	4	5
General Relief:				
Aid to Indigents	1,455,292	1,374,335	1,476,197	1,476,197
Veterans' Services:				
Veterans' Affairs	1,801,008	1,937,293	1,985,233	1,985,233
Other Assistance:				
Community Development and Housing	25,623,482	15,225,500	40,399,403	40,683,464
Economic Development	2,389,354	2,532,302	3,468,279	3,468,279
Preschool Services	46,730,775	46,084,345	49,232,350	49,009,940
Workforce Development	19,944,931	17,213,765	20,797,673	20,797,673
Total Other Assistance	94,688,541	81,055,912	113,897,705	113,959,356
TOTAL PUBLIC ASSISTANCE FUNCTION	**1,015,563,346**	**1,054,316,118**	**1,161,894,441**	**1,161,956,092**
EDUCATION FUNCTION				
School Administration:				
County Schools	2,814,937	3,090,951	3,270,620	3,270,620
Total School Administration	2,814,937	3,090,951	3,270,620	3,270,620
Library:				
County Library	12,887,130	14,722,725	14,990,183	16,690,183
TOTAL EDUCATION FUNCTION	**15,702,068**	**17,813,675**	**18,260,803**	**19,960,803**
RECREATION AND CULTURAL SERVICES FUNCTION				
Recreation Facilities:				
Regional Parks	10,430,854	10,452,693	11,044,706	11,319,706
Proposition 40 Projects	5,403	286	0	0
County Trail System	76,275	225,053	930,255	930,255
Off-Highway Vehicle License Fees	744,311	169,523	976,903	976,903
San Manuel Amphitheater	2,667,042	1,480,042	1,447,326	1,447,326
San Manuel Amphitheater Improvements	9,319	54,668	275,000	275,000
Park Maintenance/Development	1,922,202	527,075	900,293	900,293
Calico Marketing Services	608,143	397,403	657,407	657,407
Total Recreation Facilities	16,463,549	13,306,744	16,231,890	16,506,890
Culture:				
County Museum	3,081,777	3,003,276	3,191,462	3,191,462
Total Culture	3,081,777	3,003,276	3,191,462	3,191,462
TOTAL RECREATION AND CULTURAL SERVICES FUNCTION	**19,545,327**	**16,310,020**	**19,423,352**	**19,698,352**
TOTAL SPECIFIC FINANCING USES	**2,772,215,047**	**3,004,150,119**	**3,291,420,508**	**3,290,824,301**

State Controller Schedules
County Budget Act

County Budget Form
Schedule 12

County of San Bernardino
Special Districts and Other Agencies Summary - Non Enterprise
Fiscal Year 2015

District Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Available June 30, 2014	Decreases To Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases To Obligated Fund Balances	Total Financing Uses
COUNTY SERVICE AREAS - CAPITAL PROJECTS							
CSA 70 TV-4/5 PNTO MTN PWR CBL	151,359	0	0	151,359	151,359	0	151,359
WRIGHTWOOD PARK CIP PROJECTS	6	0	0	6	6	0	6
CSA 70 W-4 PNR TWN UPG WLL SCR	34,197	0	0	34,197	34,197	0	34,197
CSA20 JSH TR BALL FIELD IMPROV	31,752	0	50,000	81,752	81,752	0	81,752
CSA #69 LAKE ARROWHEAD ROAD	550,323	0	0	550,323	550,323	0	550,323
CSA20 JSH TR DESERT VIEW CONS	49,681	0	200,000	249,681	249,681	0	249,681
DEVORE WTR SYSTEM IMPROV	10	0	(10)	0	0	0	0
COUNTYWIDE IMPROVEMENTS	17,578	0	3,932,707	3,950,285	3,950,285	0	3,950,285
CSA 70 R-36 ROAD IMPROVEMENTS	4,186	0	40,125	44,311	44,311	0	44,311
CSA 40 CAPITAL IMPROVEMENTS	50,420	0	99,712	150,132	150,132	0	150,132
CSA 59 ROAD PAVING	18,080	0	190,000	208,080	208,080	0	208,080
CSA 70 R-43 ROAD IMPROVEMENTS	16,502	0	3,000	19,502	19,502	0	19,502
CSA 70 R-5 SGRLF RD SLURRY	30,586	0	340,000	370,586	370,586	0	370,586
R-2 ROAD IMPROVEMENT PROJECT	67,610	0	0	67,610	67,610	0	67,610
CSA 20 REPLACE SR CTR KITCHEN	7	0	0	7	7	0	7
ENGINEERING FOR PARK PROJECT	259,974	0	20,000	279,974	279,974	0	279,974
CSA 70 R-39 ASPHALT & BERM	154,361	0	0	154,361	154,361	0	154,361
CSA 70 R-42 WINDY PASS PAVING	(40,657)	0	91,000	50,343	50,343	0	50,343
TOTAL COUNTY SERVICE AREAS - CAPITAL PROJECTS	**1,395,975**	**0**	**4,966,534**	**6,362,509**	**6,362,509**	**0**	**6,362,509**
COUNTY SERVICE AREAS - SPECIAL REVENUE							
CSA 18 CEDARPINES PRK	278,806	0	262,493	541,299	541,299	0	541,299
CSA 20 JOSHUA TREE	267,107	0	981,318	1,248,425	1,248,425	0	1,248,425
CSA 29 LUCERNE VALLEY	58,972	0	573,239	632,211	632,211	0	632,211
CSA 30 STREET LIGHTS	760	0	4,831	5,591	5,591	0	5,591
CSA 40 ELEPHANT MTN	1,050,181	0	360,095	1,410,276	1,410,276	0	1,410,276
CSA 42 PARK	8,735	0	36,431	45,166	45,166	0	45,166
CSA 53A BIG BEAR	24,719	0	9,079	33,798	33,798	0	33,798
CSA 54 CREST FOREST	31,407	0	34,497	65,904	65,904	0	65,904
CSA 56 WRIGHTWOOD	119,856	0	163,884	283,740	283,740	0	283,740
CSA 59 DEER LODGE PRK	216,967	0	154,531	371,498	371,498	0	371,498
CSA 63 YUCAIPA	370,174	0	107,170	477,344	477,344	0	477,344
CSA 68 VLLY OF THE MOON	52,767	0	41,920	94,687	94,687	0	94,687
CSA 69 LAKE ARROWHD	43,663	0	63,352	107,015	107,015	0	107,015
CSA 70:							
COUNTYWIDE	7,213,110	0	6,132,026	13,345,136	13,345,136	0	13,345,136
COUNTYWIDE-TERM BENEFITS	2,508,117	0	12,000	2,520,117	2,520,117	0	2,520,117
COUNTYWIDE-EQUIPMENT REP	833,624	0	202,000	1,035,624	1,035,624	0	1,035,624
COUNTYWIDE AUGMENTATION RESERVE	4,657,040	0	0	4,657,040	4,657,040	0	4,657,040
COUNTYWIDE CSA LOAN FUND (RESERVE)	89,616	0	600,000	689,616	689,616	0	689,616
CFD 2006-1 LYTLE CREEK DB	359,969	0	28,173	388,142	388,142	0	388,142
ZONE EV-1 EAST VALLEY	210,439	0	251	210,690	210,690	0	210,690
ZONE D-1 LAKE ARROW DAM	1,423,001	0	508,400	1,931,401	1,931,401	0	1,931,401
ZONE DB-1 BLOOMINGTON	90,887	0	44,244	135,131	135,131	0	135,131
ZONE EV-1 CITRUS STREETLIGHTING	60,038	0	42,368	102,406	102,406	0	102,406
ZONE G WRIGHTWOOD	218,482	0	159,696	378,178	378,178	0	378,178
PRD G-1 WRIGHTWOOD	1	0	99,414	99,415	99,415	0	99,415
ZONE GH GLEN HELEN STREETLIGHTING	73,354	0	35,450	108,804	108,804	0	108,804
ZONE M WONDER VLLY	26,238	0	58,495	84,733	84,733	0	84,733
ZONE M WONDER VLLY	51,422	0	69,402	120,824	120,824	0	120,824
ZONE OS-1 N.ETIWANDA PRE	32,866	0	51,638	84,504	84,504	0	84,504
ZONE OS-3 N.ETIWANDA POS	2	0	(2)	0	0	0	0
ZONE P-6 EL MIRAGE	28,377	0	50,580	78,957	78,957	0	78,957
ZONE P-8 FONTANA	62,947	0	221	63,168	63,168	0	63,168
ZONE P-10 MENTONE	55,164	0	49,141	104,305	104,305	0	104,305
ZONE P-12 MONTCLAIR	76,067	0	28,956	105,023	105,023	0	105,023
ZONE P-13 EL RANCHO VERDE	69,758	0	75,742	145,500	145,500	0	145,500
ZONE P-14 MENTONE	225,867	0	38,896	264,763	264,763	0	264,763
ZONE P-16 EAGLE CREST	57,521	0	16,339	73,860	73,860	0	73,860

State Controller Schedules
County Budget Act

County Budget Form
Schedule 12

County of San Bernardino
Special Districts and Other Agencies Summary - Non Enterprise
Fiscal Year 2015

District Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Available June 30, 2014	Decreases To Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases To Obligated Fund Balances	Total Financing Uses
ZONE P-17 BLOOMINGTON	7,879	0	0	7,879	7,879	0	7,879
ZONE P-18 RANDALL CROSSINGS	6,509	0	12,000	18,509	18,509	0	18,509
ZONE P-19 GREGORY CROSSINGS	9,433	0	19,800	29,233	29,233	0	29,233
ZONE P-20 MULBERRY HEIGHTS	1,261	0	21,000	22,261	22,261	0	22,261
ZONE R-2 TWIN PEAKS	11,084	0	70,429	81,513	81,513	0	81,513
ZONE R-3 ERWIN LAKE	54,409	0	85,296	139,705	139,705	0	139,705
ZONE R-4 CEDARGLEN	2,842	0	3,075	5,917	5,917	0	5,917
ZONE R-5 SUGARLOAF	621,972	0	241,018	862,990	862,990	0	862,990
ZONE R-7 LAKE ARROWHD	8,327	0	5,716	14,043	14,043	0	14,043
ZONE R-8 RIVERSIDE TERRACE	178,356	0	25,775	204,131	204,131	0	204,131
ZONE R-9 RIM FOREST	4,647	0	8,595	13,242	13,242	0	13,242
ZONE R-12 BALDWIN LK	17,016	0	9,869	26,885	26,885	0	26,885
ZONE R-13 LK ARRHD N.SH.	22,433	0	8,711	31,144	31,144	0	31,144
ZONE R-15 LANDERS	64,168	0	68,988	133,156	133,156	0	133,156
ZONE R-16 RN. SPRGS. TR	16,170	0	15,162	31,332	31,332	0	31,332
ZONE R-19 COPPER MTN	15,104	0	40,904	56,008	56,008	0	56,008
ZONE R-20 FLAMINGO HTS	12,727	0	11,745	24,472	24,472	0	24,472
ZONE R-21 MTN. VIEW	904	0	2,834	3,738	3,738	0	3,738
ZONE R-22 TWIN PEAKS	13,502	0	19,714	33,216	33,216	0	33,216
ZONE R-23 MILE HIGH	27,189	0	17,350	44,539	44,539	0	44,539
ZONE R-25 LUCERNE	543	0	1,424	1,967	1,967	0	1,967
ZONE R-26 YUCCA MESA	13,135	0	6,521	19,656	19,656	0	19,656
ZONE R-29 YUCCA MESA	6,356	0	6,691	13,047	13,047	0	13,047
ZONE R-30 VERDEMONT	1,337	0	2,711	4,048	4,048	0	4,048
ZONE R-31 LYTLE CREEK	2,233	0	3,023	5,256	5,256	0	5,256
ZONE R-33 FAIRWAY BLV	5,678	0	9,544	15,222	15,222	0	15,222
ZONE R-34 BIG BEAR RDS	8,828	0	2,644	11,472	11,472	0	11,472
ZONE R-35 CEDAR GLEN	2,192	0	2,361	4,553	4,553	0	4,553
ZONE R-36 PAN SPRINGS	14,934	0	9,167	24,101	24,101	0	24,101
ZONE R-39 HIGHLAND ESTATES	6,462	0	71,843	78,305	78,305	0	78,305
ZONE R-40 UPPER NO. BAY LK ARROW	65,946	0	18,941	84,887	84,887	0	84,887
ZONE R-41 QUAIL SUMMIT	16,634	0	8,691	25,325	25,325	0	25,325
ZONE R-42 WINDY PASS	107,349	0	54,405	161,754	161,754	0	161,754
ZONE R-44 SAW PIT CANYON	7,856	0	11,503	19,359	19,359	0	19,359
ZONE R-45 ERWIN LAKE	21,911	0	10,722	32,633	32,633	0	32,633
ZONE R-46 S. FAIRWAY DRIVE	23,912	0	8,347	32,259	32,259	0	32,259
ZONE R-47 ROCKY POINT	271,485	0	313,500	584,985	584,985	0	584,985
ZONE TV-2 MORONGO	778,489	0	146,066	924,555	924,555	0	924,555
ZONE TV-4 WONDER VALLEY	138,443	0	24,540	162,983	162,983	0	162,983
ZONE TV-5 MESA	547,633	0	182,400	730,033	730,033	0	730,033
ZONE W HINKLEY PARK	16,379	0	10,555	26,934	26,934	0	26,934
CSA 73 ARROWBEAR	2	0	4,366	4,368	4,368	0	4,368
CSA 79 R-1 THE MEADOW	56,379	0	23,534	79,913	79,913	0	79,913
CSA 82 ROADSIDE PARK	14,723	0	25,147	39,870	39,870	0	39,870
CSA SL-1 VALLEY WIDE	725,027	0	579,182	1,304,209	1,304,209	0	1,304,209
CSA SL-2 CHINO	3,458	0	3,127	6,585	6,585	0	6,585
CSA SL-3 MENTONE	2,699	0	2,937	5,636	5,636	0	5,636
CSA SL-4 BLOOMINGTON	31,958	0	4,203	36,161	36,161	0	36,161
CSA SL-5 MUSCOY	49,589	0	40,943	90,532	90,532	0	90,532
TOTAL COUNTY SERVICE AREAS - SPECIAL REVENUE	**25,027,343**	**0**	**13,373,289**	**38,358,812**	**38,358,812**	**0**	**38,358,812**
FIRE PROTECTION AND SERVICE ZONES							
SAN BERNARDINO CO FIRE PROTECTION DISTRICT	7,492,549	0	15,765,408	23,257,957	23,257,957	0	23,257,957
SBCFPD GENERAL RESERVES	8,878,465	0	90,000	8,968,465	8,968,465	0	8,968,465
SBCFPD TERMINATION BENEFITS	5,943,698	0	30,000	5,973,698	5,973,698	0	5,973,698
OFFICE OF EMERGENCY SERVICES	438,072	0	1,949,678	2,387,750	2,387,750	0	2,387,750
HOUSEHOLD HAZARDOUS WASTE	750,779	0	3,237,622	3,988,401	3,988,401	0	3,988,401
HAZARDOUS MATERIALS	1,885,420	0	7,989,369	9,874,789	9,874,789	0	9,874,789
HAZMAT GENERAL RESERVES	7,066,516	0	460,811	7,527,327	7,527,327	0	7,527,327
HAZMAT (CUPA-STATEWIDE PENALTIES) GENERAL	2,058,950	0	4,000	2,062,950	2,062,950	0	2,062,950
HAZMAT (CUPA-ADMIN PENALTIES) GENERAL	15,977	0	80	16,057	16,057	0	16,057
HAZMAT (STATEWIDE TANK PENALTIES) GENERAL	251,954	0	600	252,554	252,554	0	252,554
MOUNTAIN REGIONAL SERVICE ZONE	2,923,904	0	14,553,801	17,477,705	17,477,705	0	17,477,705
MOUNTAIN REGIONAL SERVICE ZONE-RESERVES	2,102,842	0	8,000	2,110,842	2,110,842	0	2,110,842
NORTH DESERT REGIONAL SERVICE ZONE	3,098,237	0	43,376,369	46,474,606	46,474,606	0	46,474,606
NORTH DESERT REGIONAL SERVICE ZONE-RESERVES	3,075,430	0	10,000	3,085,430	3,085,430	0	3,085,430
SOUTH DESERT REGIONAL SERVICE ZONE	3,423,997	0	11,364,564	14,788,561	14,788,561	0	14,788,561
SOUTH DESERT REGIONAL SERVICE ZONE-RESERVES	688,397	0	9,000	697,397	697,397	0	697,397
VALLEY REGIONAL SERVICE ZONE	3,963,357	0	35,906,999	39,870,356	39,870,356	0	39,870,356
VALLEY REGIONAL SERVICE ZONE-RESERVES	4,037,376	0	14,000	4,051,376	4,051,376	0	4,051,376
CFPD 2007 STATE HMLND SCRTY GRANT	48,949	0	2,977,558	3,026,507	3,026,507	0	3,026,507
CFPD FDRL PRE-MTGTN/TREE RMVL GRANT	45,274	0	0	45,274	45,274	0	45,274
CFPD KAISER COMM	3,210	0	285,200	288,410	288,410	0	288,410
TOTAL FIRE PROTECTION AND SERVICE ZONES	**58,193,353**	**0**	**138,033,059**	**196,226,412**	**196,226,412**	**0**	**196,226,412**

State Controller Schedules
County Budget Act

County Budget Form
Schedule 12

County of San Bernardino
Special Districts and Other Agencies Summary - Non Enterprise
Fiscal Year 2015

District Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Available June 30, 2014	Decreases To Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases To Obligated Fund Balances	Total Financing Uses
FLOOD CONTROL DISTRICT							
FLOOD CONTROL	85,679,566	0	68,238,367	153,917,933	153,917,933	0	153,917,933
TOTAL FLOOD CONTROL DISTRICT	**85,679,566**	**0**	**68,238,367**	**153,917,933**	**153,917,933**	**0**	**153,917,933**
PARK DISTRICTS - CAPITAL PROJECTS							
BLOOMINGTON PARK	52	0	(52)	0	0	0	0
BLOOMINGTON PARK SOCCER FIELD	3	0	0	3	3	0	3
KESSLER PARK BALL FIELD	574,140	0	0	574,140	574,140	0	574,140
MOONRIDGE ANIMAL PARK RELOCATION	5,881,655	0	0	5,881,655	5,881,655	0	5,881,655
ERWIN PARK IMPROVEMENTS	1,610	0	0	1,610	1,610	0	1,610
TOTAL PARK DISTRICTS - CAPITAL PROJECTS	**6,457,460**	**0**	**(52)**	**6,457,408**	**6,457,408**	**0**	**6,457,408**
PARK DISTRICTS - SPECIAL REVENUE							
BIG BEAR PARK	1,217,148	0	3,233,688	4,450,836	4,450,836	0	4,450,836
BLOOMINGTON PARK	30,192	0	570,315	600,507	600,507	0	600,507
TOTAL PARK DISTRICTS - SPECIAL REVENUE	**1,247,340**	**0**	**3,804,003**	**5,051,343**	**5,051,343**	**0**	**5,051,343**
OTHER AGENCIES							
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY	1,432,418	0	6,816,432	8,248,850	8,248,850	0	8,248,850
ECONOMIC AND COMMUNITY DEVELOPMENT CORPORATION	93	0	0	93	93	0	93
INLAND COUNTIES EMERGENCY MEDICAL AGENCY	780,518	0	3,695,228	4,475,746	4,475,746	0	4,475,746
COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (COIDA)	56,413	0	120	56,533	56,533	0	56,533
TOTAL OTHER AGENCIES	**2,269,442**	**0**	**10,511,780**	**12,781,222**	**12,781,222**	**0**	**12,781,222**
GRAND TOTAL	**180,270,479**	**0**	**238,926,980**	**419,155,639**	**419,155,639**	**0**	**419,155,639**

State Controller Schedules
County Budget Act

County Budget Form
Schedule 13

County of San Bernardino
Fund Balance - Special Districts and Other Agencies- Non Enterprise
Fiscal Year 2015

District Name	Total Fund Balance June 30, 2014	Less: Obligated Fund Balances: Encumbrances	Less: Obligated Fund Balances: Nonspendable, Restricted and Committed	Less: Obligated Fund Balances: Assigned	Fund Balances Available (GAAP Basis) June 30, 2014	Minus GASB 31 Adjustment	Fund Balances Available (Budgetary Basis) June 30, 2014
COUNTY SERVICE AREAS - CAPITAL PROJECTS							
CSA 70 TV-4/5 PNTO MTN PWR CBL	151,397	0	0	0	151,397	(38)	151,359
WRIGHTWOOD PARK CIP PROJECTS	41	0	0	0	41	(35)	6
CSA 70 W-4 PNR TWN UPG WLL SCR	34,209	0	0	0	34,209	(12)	34,197
CSA20 JSH TR BALL FIELD IMPROV	31,767	0	0	0	31,767	(15)	31,752
CSA #69 LAKE ARROWHEAD ROAD	550,367	0	0	0	550,367	(44)	550,323
CSA20 JSH TR DESERT VIEW CONS	49,681	0	0	0	49,681	0	49,681
CSA 70 WAREHOUSE/SHOP STRUCTUR	12	0	0	0	12	(12)	0
DEVORE WTR SYSTEM IMPROV	15	0	0	0	15	(5)	10
COUNTYWIDE IMPROVEMENTS	17,604	0	0	0	17,604	(26)	17,578
CSA 70 R-36 ROAD IMPROVEMENTS	4,187	0	0	0	4,187	(1)	4,186
CSA 40 CAPITAL IMPROVEMENTS	50,437	0	0	0	50,437	(17)	50,420
CSA 59 ROAD PAVING	18,080	0	0	0	18,080	0	18,080
CSA 70 R-43 ROAD IMPROVEMENTS	16,514	0	0	0	16,514	(12)	16,502
CSA 70 R-5 SGRLF RD SLURRY	30,586	0	0	0	30,586	0	30,586
R-2 ROAD IMPROVEMENT PROJECT	67,622	0	0	0	67,622	(12)	67,610
CSA 20 REPLACE SR CTR KITCHEN	12	0	0	0	12	(5)	7
ENGINEERING FOR PARK PROJECT	260,057	0	0	0	260,057	(83)	259,974
CSA 70 R-39 ASPHALT & BERM	154,367	0	0	0	154,367	(6)	154,361
CSA 70 R-42 WINDY PASS PAVING	9,761	(50,418)	0	0	(40,657)	0	(40,657)
TOTAL COUNTY SERVICE AREAS - CAPITAL PROJECTS	**1,446,716**	**(50,418)**	**0**	**0**	**1,396,298**	**(323)**	**1,395,975**
COUNTY SERVICE AREAS - SPECIAL REVENUE							
CSA 18 CEDARPINES PRK	292,992	(14,100)	0	0	278,892	(86)	278,806
CSA 20 JOSHUA TREE	267,733	0	0	(500)	267,233	(126)	267,107
CSA 29 LUCERNE VALLEY	66,595	0	0	(7,623)	58,972	0	58,972
CSA 30 STREET LIGHTS	760	0	0	0	760	0	760
CSA 40 ELEPHANT MTN	1,050,514	0	0	0	1,050,514	(333)	1,050,181
CSA 42 PARK	8,735	0	0	0	8,735	0	8,735
CSA 53A BIG BEAR	24,727	0	0	0	24,727	(8)	24,719
CSA 54 CREST FOREST	31,416	0	0	0	31,416	(9)	31,407
CSA 56 WRIGHTWOOD	120,217	0	0	(305)	119,912	(56)	119,856
CSA 59 DEER LODGE PRK	217,026	0	0	0	217,026	(59)	216,967
CSA 63 YUCAIPA	375,891	0	0	(5,590)	370,301	(127)	370,174
CSA 68 VLLY OF THE MOON	52,780	0	0	0	52,780	(13)	52,767
CSA 69 LAKE ARROWHD	43,773	0	0	0	43,773	(110)	43,663
CSA 70:							
COUNTYWIDE	7,877,106	(660,059)	0	(1,000)	7,216,047	(2,937)	7,213,110
COUNTYWIDE-TERM BENEFITS	2,508,978	0	0	0	2,508,978	(861)	2,508,117
COUNTYWIDE-EQUIPMENT REP	833,814	0	0	0	833,814	(190)	833,624
COUNTYWIDE AUGMENTATION RESERVE	4,658,633	0	0	0	4,658,633	(1,593)	4,657,040
COUNTYWIDE CSA LOAN FUND (RESERVE)	339,647	0	(250,000)	0	89,647	(31)	89,616
CFD 2006-1 LYTLE CREEK DB	360,088	0	0	0	360,088	(119)	359,969
ZONE EV-1 EAST VALLEY	210,518	0	0	0	210,518	(79)	210,439
ZONE D-1 LAKE ARROW DAM	1,423,516	0	0	0	1,423,516	(515)	1,423,001
ZONE DB-1 BLOOMINGTON	90,917	0	0	0	90,917	(30)	90,887
ZONE EV-1 CITRUS STREETLIGHTING	60,055	0	0	0	60,055	(17)	60,038
ZONE G WRIGHTWOOD	218,558	0	0	0	218,558	(76)	218,482
PRD G-1 WRIGHTWOOD	2	0	0	0	2	(1)	1
ZONE GH GLEN HELEN STREETLIGHTING	73,374	0	0	0	73,374	(20)	73,354
ZONE M WONDER VLLY	26,550	0	0	(300)	26,250	(12)	26,238
ZONE M WONDER VLLY	51,439	0	0	0	51,439	(17)	51,422
ZONE OS-1 N.ETIWANDA PRE	32,879	0	0	0	32,879	(13)	32,866
ZONE OS-3 N.ETIWANDA POS	2	0	0	0	2	0	2
ZONE P-6 EL MIRAGE	28,387	0	0	0	28,387	(10)	28,377
ZONE P-8 FONTANA	62,966	0	0	0	62,966	(19)	62,947
ZONE P-10 MENTONE	55,186	0	0	0	55,186	(22)	55,164
ZONE P-12 MONTCLAIR	76,092	0	0	0	76,092	(25)	76,067
ZONE P-13 EL RANCHO VERDE	78,553	(8,768)	0	0	69,785	(27)	69,758
ZONE P-14 MENTONE	225,947	0	0	0	225,947	(80)	225,867
ZONE P-16 EAGLE CREST	57,540	0	0	0	57,540	(19)	57,521

State Controller Schedules
County Budget Act

County Budget Form
Schedule 13

County of San Bernardino
Fund Balance - Special Districts and Other Agencies- Non Enterprise
Fiscal Year 2015

District Name	Total Fund Balance June 30, 2014	Less: Obligated Fund Balances: Encumbrances	Nonspendable, Restricted and Committed	Assigned	Fund Balances Available (GAAP Basis) June 30, 2014	Minus GASB 31 Adjustment	Fund Balances Available (Budgetary Basis) June 30, 2014
ZONE P-17 BLOOMINGTON	7,881	0	0	0	7,881	(2)	7,879
ZONE P-18 RANDALL CROSSINGS	6,510	0	0	0	6,510	(1)	6,509
ZONE P-19 GREGORY CROSSINGS	9,435	0	0	0	9,435	(2)	9,433
ZONE P-20 MULBERRY HEIGHTS	1,261	0	0	0	1,261	0	1,261
ZONE R-2 TWIN PEAKS	11,105	0	0	0	11,105	(21)	11,084
ZONE R-3 ERWIN LAKE	54,422	0	0	0	54,422	(13)	54,409
ZONE R-4 CEDARGLEN	2,844	0	0	0	2,844	(2)	2,842
ZONE R-5 SUGARLOAF	622,176	0	0	0	622,176	(204)	621,972
ZONE R-7 LAKE ARROWHD	8,330	0	0	0	8,330	(3)	8,327
ZONE R-8 RIVERSIDE TERRACE	178,415	0	0	0	178,415	(59)	178,356
ZONE R-9 RIM FOREST	4,648	0	0	0	4,648	(1)	4,647
ZONE R-12 BALDWIN LK	17,022	0	0	0	17,022	(6)	17,016
ZONE R-13 LK ARRHD N.SH.	22,441	0	0	0	22,441	(8)	22,433
ZONE R-15 LANDERS	64,192	0	0	0	64,192	(24)	64,168
ZONE R-16 RN. SPRGS. TR	16,175	0	0	0	16,175	(5)	16,170
ZONE R-19 COPPER MTN	15,110	0	0	0	15,110	(6)	15,104
ZONE R-20 FLAMINGO HTS	12,731	0	0	0	12,731	(4)	12,727
ZONE R-21 MTN. VIEW	906	0	0	0	906	(2)	904
ZONE R-22 TWIN PEAKS	13,505	0	0	0	13,505	(3)	13,502
ZONE R-23 MILE HIGH	27,198	0	0	0	27,198	(9)	27,189
ZONE R-25 LUCERNE	544	0	0	0	544	(1)	543
ZONE R-26 YUCCA MESA	13,139	0	0	0	13,139	(4)	13,135
ZONE R-29 YUCCA MESA	6,358	0	0	0	6,358	(2)	6,356
ZONE R-30 VERDEMONT	1,338	0	0	0	1,338	(1)	1,337
ZONE R-31 LYTLE CREEK	2,234	0	0	0	2,234	(1)	2,233
ZONE R-33 FAIRWAY BLV	5,682	0	0	0	5,682	(4)	5,678
ZONE R-34 BIG BEAR RDS	8,831	0	0	0	8,831	(3)	8,828
ZONE R-35 CEDAR GLEN	2,193	0	0	0	2,193	(1)	2,192
ZONE R-36 PAN SPRINGS	14,946	0	0	0	14,946	(12)	14,934
ZONE R-39 HIGHLAND ESTATES	6,481	0	0	0	6,481	(19)	6,462
ZONE R-40 UPPER NO. BAY LK ARROW	65,966	0	0	0	65,966	(20)	65,946
ZONE R-41 QUAIL SUMMIT	16,639	0	0	0	16,639	(5)	16,634
ZONE R-42 WINDY PASS	107,382	0	0	0	107,382	(33)	107,349
ZONE R-44 SAW PIT CANYON	7,857	0	0	0	7,857	(1)	7,856
ZONE R-45 ERWIN LAKE	21,918	0	0	0	21,918	(7)	21,911
ZONE R-46 S. FAIRWAY DRIVE	23,915	0	0	0	23,915	(3)	23,912
ZONE R-47 ROCKY POINT	271,509	0	0	0	271,509	(24)	271,485
ZONE TV-2 MORONGO	778,735	0	0	0	778,735	(246)	778,489
ZONE TV-4 WONDER VALLEY	138,502	0	0	0	138,502	(59)	138,443
ZONE TV-5 MESA	547,799	0	0	0	547,799	(166)	547,633
ZONE W HINKLEY PARK	16,386	0	0	0	16,386	(7)	16,379
CSA 73 ARROWBEAR	2	0	0	0	2	0	2
CSA 79 R-1 THE MEADOW	56,392	0	0	0	56,392	(13)	56,379
CSA 82 ROADSIDE PARK	14,729	0	0	0	14,729	(6)	14,723
CSA SL-1 VALLEY WIDE	725,228	0	0	0	725,228	(201)	725,027
CSA SL-2 CHINO	3,460	0	0	0	3,460	(2)	3,458
CSA SL-3 MENTONE	2,700	0	0	0	2,700	(1)	2,699
CSA SL-4 BLOOMINGTON	31,969	0	0	0	31,969	(11)	31,958
CSA SL-5 MUSCOY	49,604	0	0	0	49,604	(15)	49,589
TOTAL COUNTY SERVICE AREAS	**25,984,471**	**(682,927)**	**(250,000)**	**(15,318)**	**25,036,226**	**(8,883)**	**25,027,343**
FIRE PROTECTION AND SERVICE ZONES							
SAN BERNARDINO CO FIRE PROTECTION ZONE	9,691,513	(2,193,968)	0	(2,005)	7,495,540	(2,991)	7,492,549
MOUNTAIN REGIONAL SERVICE ZONE	3,119,992	(194,050)	0	(500)	2,925,442	(1,538)	2,923,904
NORTH DESERT REGIONAL SERVICE ZONE	3,101,702	0	0	(1,650)	3,100,052	(1,815)	3,098,237
SOUTH DESERT REGIONAL SERVICE ZONE	3,467,759	(42,286)	0	(600)	3,424,873	(876)	3,423,997
VALLEY REGIONAL SERVICE ZONE	3,991,988	(25,731)	0	(800)	3,965,457	(2,100)	3,963,357
OFFICE OF EMERGENCY SERVICES	460,574	(22,118)	0	(250)	438,206	(134)	438,072
HOUSEHOLD HAZARDOUS WASTE	751,395	0	0	(300)	751,095	(316)	750,779
HAZMAT	1,885,884	0	0	(25)	1,885,859	(439)	1,885,420
CFD 2007 STATE HMLND SCRTY GRANT	50,585	(1,500)	0	0	49,085	(136)	48,949
CFD EQUIPMENT REPLACEMENT	8,881,440	0	0	0	8,881,440	(2,975)	8,878,465
HAZMAT EQUIPMENT REPLACEMENT	7,068,784	0	0	0	7,068,784	(2,268)	7,066,516
HAZMAT (CUPA-STATEWIDE PENALTIES) GENERAL	2,059,523	0	0	0	2,059,523	(573)	2,058,950
HAZMAT (CUPA-ADMIN PENALTIES) GENERAL	15,982	0	0	0	15,982	(5)	15,977
HAZMAT (STATEWIDE TANK PENALTIES) GENERAL	252,016	0	0	0	252,016	(62)	251,954
MOUNTAIN RSZ EQUIPMENT REPLACEMENT	2,103,559	0	0	0	2,103,559	(717)	2,102,842
NORTH DESERT RSZ EQUIPMENT REPLACEMENT	3,076,383	0	0	0	3,076,383	(953)	3,075,430
SOUTH DESERT RSZ EQUIPMENT REPLACEMENT	688,592	0	0	0	688,592	(195)	688,397
VALLEY RSZ EQUIPMENT REPLACEMENT	4,038,488	0	0	0	4,038,488	(1,112)	4,037,376
CFD FDRL PRE-MTGTN/TREE RMVL GRANT	45,333	0	0	0	45,333	(59)	45,274
CFD KAISER COMM	3,253	0	0	0	3,253	(43)	3,210
CFD TERMINATION BENEFITS	5,945,714	0	0	0	5,945,714	(2,016)	5,943,698
TOTAL FIRE PROTECTION AND SERVICE ZONES	**60,700,459**	**(2,479,653)**	**0**	**(6,130)**	**58,214,676**	**(21,323)**	**58,193,353**

State Controller Schedules
County Budget Act

County Budget Form
Schedule 13

County of San Bernardino
Fund Balance - Special Districts and Other Agencies- Non Enterprise
Fiscal Year 2015

District Name	Total Fund Balance June 30, 2014	Less: Obligated Fund Balances: Encumbrances	Less: Obligated Fund Balances: Nonspendable, Restricted and Committed	Less: Obligated Fund Balances: Assigned	Fund Balances Available (GAAP Basis) June 30, 2014	Minus GASB 31 Adjustment	Fund Balances Available (Budgetary Basis) June 30, 2014
FLOOD CONTROL DISTRICT							
FLOOD CONTROL	92,813,084	(7,065,674)	0	(325)	85,747,085	(67,519)	85,679,566
TOTAL FLOOD CONTROL DISTRICT	**92,813,084**	**(7,065,674)**	**0**	**(325)**	**85,747,085**	**(67,519)**	**85,679,566**
PARK DISTRICTS - CAPITAL PROJECTS							
BLOOMINGTON PARK	5	0	0	0	5	(2)	3
BLOOMINGTON PARK SOCCER FIELD	57	0	0	0	57	(5)	52
KESSLER PARK BALL FIELD	574,455	0	0	0	574,455	(315)	574,140
MOONRIDGE ANIMAL PARK RELOCATION	5,887,923	(4,235)	0	0	5,883,688	(2,033)	5,881,655
ERWIN PARK IMPROVEMENTS	8,810	(7,200)	0	0	1,610	0	1,610
TOTAL PARK DISTRICTS - CAPITAL PROJECTS	**6,471,250**	**(11,435)**	**0**	**0**	**6,459,815**	**(2,355)**	**6,457,460**
PARK DISTRICTS - SPECIAL REVENUE							
BIG BEAR PARK	1,270,049		0	(52,474)	1,217,575	(427)	1,217,148
BLOOMINGTON PARK	48,501	(18,271)	0	0	30,230	(38)	30,192
TOTAL PARK DISTRICTS - SPECIAL REVENUE	**1,318,550**	**(18,271)**	**0**	**(52,474)**	**1,247,805**	**(465)**	**1,247,340**
OTHER AGENCIES							
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY	1,432,717	0	0	0	1,432,717	(299)	1,432,418
ECONOMIC AND COMMUNITY DEVELOPMENT CORPORATIOI	93	0	0	0	93	0	93
INLAND COUNTIES EMERGENCY MEDICAL AGENCY	753,899	26,750	0	0	780,649	(131)	780,518
COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (COIDA)	56,432	0	0	0	56,432	(19)	56,413
TOTAL OTHER AGENCIES	**2,243,141**	**26,750**	**0**	**0**	**2,269,891**	**(449)**	**2,269,442**
GRAND TOTAL	**190,977,671**	**(10,281,628)**	**(250,000)**	**(74,247)**	**180,371,796**	**(101,317)**	**180,270,479**

State Controller Schedules
County Budget Act

County Budget Form
Schedule 14

County of San Bernardino
Special Districts and Other Agencies - Non Enterprise
Obligated Fund Balances
Fiscal Year 2015

District Name	Obligated Fund Balances June 30, 2014	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
COUNTY SERVICE AREAS						
CSA 20 JOSHUA TREE - PARK & STREETLIGHTS						
Assigned - Imprest Cash	500					500
CSA 29 LUCERNE VALLEY PARK						
Assigned - Imprest Cash	500					500
Assigned - Special Activities	7,123					7,123
CSA 56 WRIGHTWOOD						
Assigned - Imprest Cash	300					300
Assigned - Special Activities	5					5
CSA 63 OAK GLEN/YUCAIPA - PARK						
Assigned - Imprest Cash	300					300
Assigned - Other Reserves	5,290					5,290
CSA 70 COUNTYWIDE GENERAL						
Assigned - Imprest Cash	1,000					1,000
CSA 70 COUNTYWIDE CSA LOAN FUND (RESERVE)						
Committed - CSA Loan Fund	250,000					250,000
ZONE M WONDER VALLEY - PARK						
Assigned - Imprest Cash	300					300
TOTAL COUNTY SERVICE AREAS	**265,318**	**0**	**0**	**0**	**0**	**265,318**
FIRE PROTECTION AND SERVICE ZONES						
SAN BERNARDINO COUNTY FIRE PROTECTION DISTRICT						
Assigned - Imprest Cash	1,850					1,850
Assigned - Change Fund	155					155
HOUSEHOLD HAZARDOUS WASTE						
Assigned - Change Fund	300					300
HAZARDOUS WASTE						
Assigned - Imprest Cash	25					25
OFFICE OF EMERGENCY SERVICES						
Assigned - Imprest Cash	250					250
MOUNTAIN REGIONAL SERVICE ZONE						
Assigned - Imprest Cash	500					500
NORTH DESERT REGIONAL SERVICE ZONE						
Assigned - Imprest Cash	1,650					1,650
SOUTH DESERT REGIONAL SERVICE ZONE						
Assigned - Imprest Cash	600					600
VALLEY REGIONAL SERVICE ZONE						
Assigned - Imprest Cash	800					800
TOTAL FIRE PROTECTION AND SERVICE ZONES	**6,130**	**0**	**0**	**0**	**0**	**6,130**

State Controller Schedules
County Budget Act

County Budget Form
Schedule 14

County of San Bernardino
Special Districts and Other Agencies - Non Enterprise
Obligated Fund Balances
0

District Name	Obligated Fund Balances June 30, 2014	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
FLOOD CONTROL DISTRICT						
FLOOD CONTROL ADMIN - GENERAL						
Assigned - Change Fund	325					325
TOTAL FLOOD CONTROL DISTRICT	**325**	**0**	**0**	**0**	**0**	**325**
PARK DISTRICTS - SPECIAL REVENUE						
BIG BEAR VALLEY RECREATION & PARK						
Assigned - Imprest Cash	1,600					1,600
Assigned - Change Fund	675					675
Assigned - Special Activities	50,199					50,199
TOTAL PARK DISTRICTS - SPECIAL REVENUE	**52,474**	**0**	**0**	**0**	**0**	**52,474**
GRAND TOTAL	**324,247**	**0**	**0**	**0**	**0**	**324,247**

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

Gregory C. Devereaux, Chief Executive Officer

County of San Bernardino Administrative Office | 385 N. Arrowhead Ave., 5th Floor | San Bernardino, CA 92415 | 909.387.5417