COUNTY OF SAN BERNARDINO

2014 / 2015
Recommended Budget

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COUNTY OF SAN BERNARDINO

The County of San Bernardino's 2014-15 Recommended 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 Recommended Budget represents a consolidation of all County entities which includes $4.8 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 Recommended Budget book includes prior year accomplishments, departmental strategies to achieve County Goals and Objectives and departmental performance measures to demonstrate if departments are meeting the County Goals and Objectives. The following chart provides a sample of specific department performance measures for 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.

OCTOBER THROUGH DECEMBER

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

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

JANUARY AND FEBRUARY

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

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

MARCH AND APRIL

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

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

Preparation of Recommended Budget – Departments develop their respective recommended budgets and submit them to Finance and Administration for review, and to the Chief Executive Officer for recommendation, and to the Board of Supervisors for final approval. General fund departments must budget within their respective net county cost allocations given to them based on the strategic plan. Special Revenue Funds, Internal Service Funds, and Enterprise Funds may budget requirements in excess of current year sources which reflects an operational decision to utilize assets that have been carried over from the prior periods.

APRIL THROUGH JUNE

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

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

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

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

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

JULY THROUGH SEPTEMBER

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

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

Calendar for the 2014-15 Budget

January 14, 2014	Fee Instructions to Departments
December 18, 2013	Capital Improvement Call Letter to Departments
February 7, 2014	Departments Submit Fee Workbooks
January 27, 2014	Departments Submit Capital Improvement Requests
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 Internal Service Rates Approved
May 17, 2014	2014-15 Budget Workshop and Fiscal Overview
June 3, 2014	Recommended Budget Delivered to the Board of Supervisors
April 15, May 6, May 20, 2014	Fee Hearing
June 17, 2014	Budget Hearing and Adoption of 2014-15 Budget
September 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 section of the Executive Summary. This forecast highlights what costs are planned to be incurred and the revenue projections in the upcoming fiscal year, as well as the next four fiscal years. The County uses this forecast to build their fiscal plan for the five years beginning 2014-15.

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

For some departments, budgets are also built utilizing revenues generated from fees. On April 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 will also approve the necessary fund balance adjustments to special revenue funds to agree to the Auditor-Controller/Treasurer/Tax Collector's actual fund balance.

Other Entities Budget Process

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

The 2014-15 Recommended Budget, including all entities and funds discussed above, is scheduled for hearing and adoption on June 17, 2014.

Amending the Adopted Budget

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

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

Transfer of Salaries and Benefits Appropriation:

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

Transfers of Fixed Asset Appropriation:

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

Transfers impacting Operating Transfers Out Appropriation:

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

BUDGET BOOK FORMAT

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

DEPARTMENT
Department Head

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

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

*Includes Contingencies

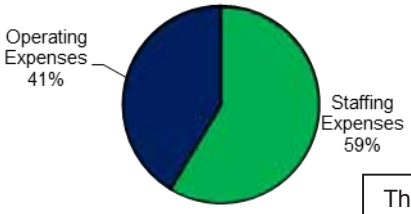
DESCRIPTION OF MAJOR SERVICES

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

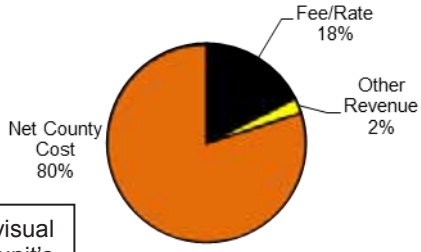
Budget at a Glance lists the budget unit's 2014-15 total requirements less reimbursements, total sources plus reimbursements, total budgeted staffing and percentage of net county cost or use of carry over funding, if any.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



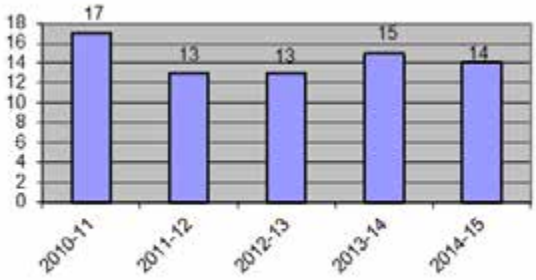
These graphs display a visual picture of the budget unit's breakdown of expenditure authority and sources for 2014-15.

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	13	12	12	12
Limited Term	0	3	3	2
Total	13	15	15	14
Staffing Expenses	$1,086,413	$1,268,452	$1,279,229	$1,233,297

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 RECOMMENDED BUDGET

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

GROUP:	-	BUDGET UNIT:	-
DEPARTMENT:	-	FUNCTION:	-
FUND:	-	ACTIVITY:	-

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	0	0	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	0	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	0	0	**0**
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	0	0	0	0	0	0	**0**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 RECOMMENDED 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 RECOMMENDED BUDGET

This narrative section briefly describes significant budgeted expenditures and sources included within the Departments' recommended 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 Modified 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
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 Committeees/Conflict of Interest

	Classification
1	Board Services Specialist
1	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.

ADMINISTRATION
SUMMARY

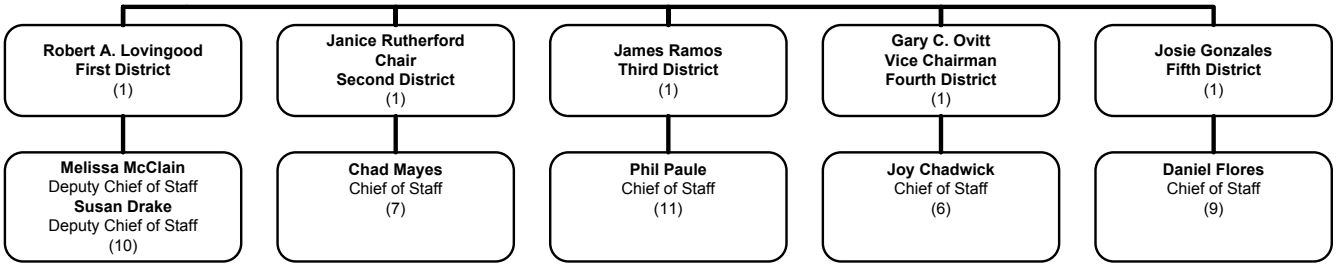
GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
BOARD OF SUPERVISORS	2				
BOARD OF SUPERVISORS	3	7,190,670	0	7,190,670	48
BOARD DISCRETIONARY FUND	7	4,641,309	0	4,641,309	0
CLERK OF THE BOARD	9	2,258,163	248,293	2,009,870	14
COUNTY ADMINISTRATIVE OFFICE	15				
COUNTY ADMINISTRATIVE OFFICE	18	4,511,139	0	4,511,139	17
LITIGATION	21	392,599	0	392,599	0
COUNTY COUNSEL	23	8,817,154	5,713,350	3,103,804	86
FINANCE AND ADMINISTRATION	29				
FINANCE AND ADMINISTRATION	32	2,889,619	0	2,889,619	18
HUMAN RESOURCES	45				
HUMAN RESOURCES	49	7,456,955	675,623	6,781,332	79
THE CENTER FOR EMPLOYEE HEALTH AND WELLNESS	52	2,152,634	2,152,634	0	12
UNEMPLOYMENT INSURANCE	55	4,000,500	0	4,000,500	0
INFORMATION SERVICES	63				
GIS AND MULTI-MEDIA SERVICES	66	2,264,212	216,872	2,047,340	13
PURCHASING	80				
PURCHASING	84	2,117,341	590,504	1,526,837	22
LOCAL AGENCY FORMATION COMMISSION	105	288,274	0	288,274	0
COUNTY SCHOOLS	107	3,270,620	0	3,270,620	0
TOTAL GENERAL FUND		52,251,189	9,597,276	42,653,913	309
CAPITAL FACILITIES LEASES	35	13,016,519	0	13,016,519	0

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Fund Balances	Staffing
FINANCE AND ADMINISTRATION:					
DISASTER RECOVERY FUND	37	29,147	6,556	22,591	0
HUMAN RESOURCES:					
COMMUTER SERVICES	57	1,538,937	722,450	816,487	3
EMPLOYEE BENEFITS AND SERVICES	60	4,616,952	3,350,235	1,266,717	31
TOTAL SPECIAL REVENUE FUNDS		6,185,036	4,079,241	2,105,795	34

INTERNAL SERVICES FUNDS	Page #	Requirements	Sources	Net Budget	Staffing
FLEET MANAGEMENT	39	36,529,788	33,841,500	(2,688,288)	86
INFORMATION SERVICES:					
COMPUTER OPERATIONS	69	26,659,144	21,973,042	(4,686,102)	120
TELECOMMUNICATION SERVICES	73	29,849,833	28,622,266	(1,227,567)	98
APPLICATION DEVELOPMENT	77	13,606,958	13,606,958	0	87
PURCHASING:					
PRINTING SERVICES	87	4,610,503	3,265,988	(1,344,515)	15
SURPLUS PROPERTY AND STORAGE OPERATIONS	90	598,004	555,876	(42,128)	3
MAIL/COURIER SERVICES	93	7,397,775	6,971,188	(426,587)	25
RISK MANAGEMENT:	96				
OPERATIONS	100	5,905,344	5,905,344	0	57
INSURANCE PROGRAMS	103	96,845,889	89,389,185	(7,456,704)	0
TOTAL INTERNAL SERVICE FUNDS		222,003,238	204,131,347	(17,871,891)	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	0	7,190,670	0	0	48
Board Discretionary Fund	4,641,309	0	4,641,309	0	0	0
Total General Fund	11,831,979	0	11,831,979	0	0	48
Total - All Funds	11,831,979	0	11,831,979	0	0	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	4,641,309
Total	**10,251,899**	**10,841,875**	**17,908,418**	**12,994,880**	**11,831,979**

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	4,641,309
Total	**10,055,011**	**10,841,875**	**17,804,942**	**12,994,880**	**11,831,979**

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.

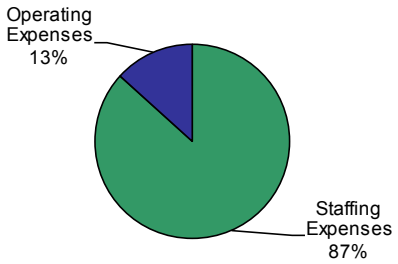
Budget at a Glance

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

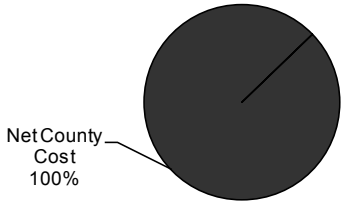
*Includes Contingencies

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

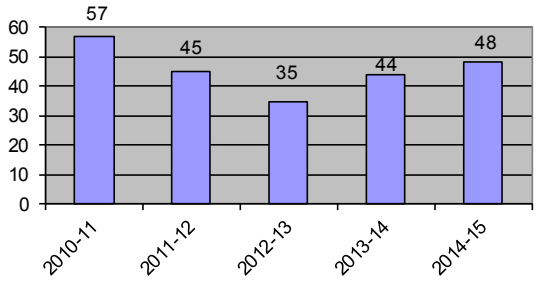


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	7,694,504	6,196,638	5,799,414	5,643,583	6,158,390	6,235,204	**76,814**
Operating Expenses	1,488,376	1,898,471	1,519,482	905,568	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	6,549,151	7,142,316	7,190,670	**48,354**
Reimbursements	(313,836)	(276,982)	(95,110)	(11,937)	0	0	**0**
Total Appropriation	8,869,044	7,818,127	7,223,786	6,537,214	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	6,537,214	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 Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	8,869,044	7,818,127	7,237,290	6,537,214	7,142,316	7,190,670	**48,354**
				Budgeted Staffing	44	48	**4**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 Liaison (First District)
- 1 Field Representative (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

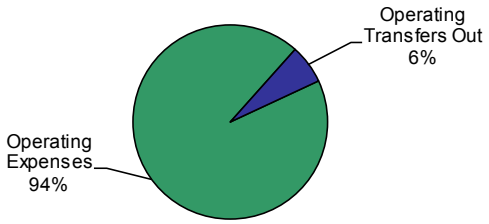
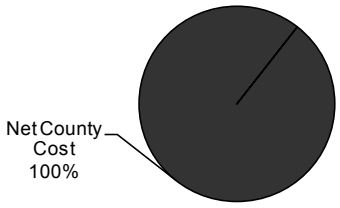
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$4,641,309
Sources/Reimbursements	$0
Net County Cost	$4,641,309
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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Board of Supervisors - 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,160,675	2,289,173	4,128,360	1,358,680	5,502,564	4,341,309	**(1,161,255)**
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	1,358,680	5,502,564	4,341,309	**(1,161,255)**
Reimbursements	(1,036,042)	0	(17,795)	0	0	0	**0**
Total Appropriation	1,124,633	2,289,173	4,110,565	1,358,680	5,502,564	4,341,309	**(1,161,255)**
Operating Transfers Out	57,358	550,890	298,750	6,500	350,000	300,000	**(50,000)**
Total Requirements	1,181,991	2,840,063	4,409,315	1,365,180	5,852,564	4,641,309	**(1,211,255)**
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 Financing Sources	196,889	0	103,989	153,925	0	0	**0**
Net County Cost	985,102	2,840,063	4,305,326	1,211,255	5,852,564	4,641,309	**(1,211,255)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Requirements of $4.6 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 $1.2 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

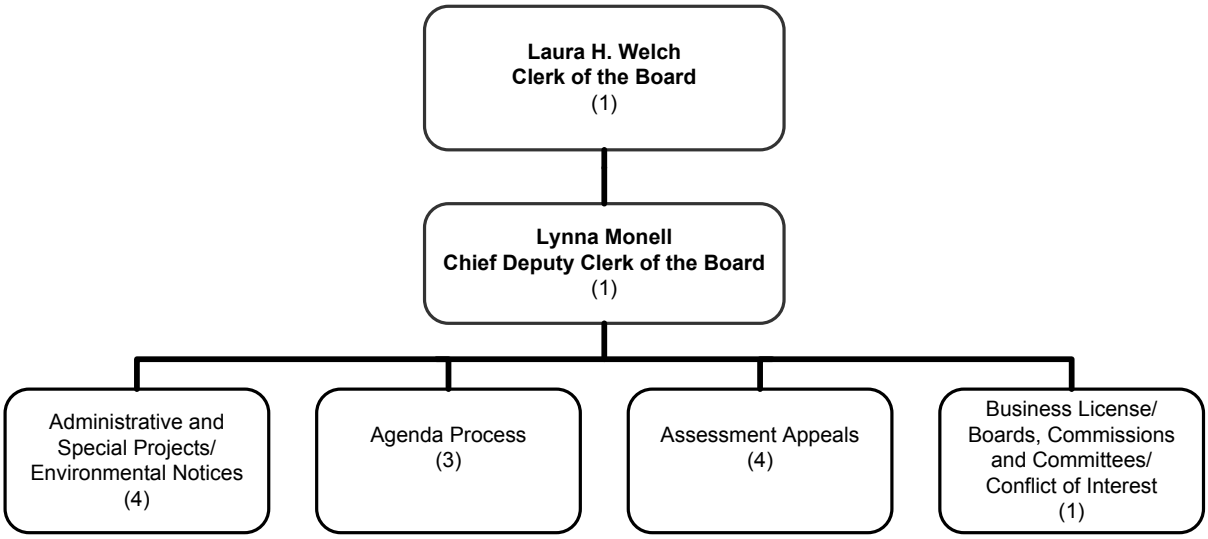
There is no staffing associated with this budget unit.

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 Estimate	2014-15 Target
Percentage of electronic submission of Assessment Appeal applications.	34%	40%	32%	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	11 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	2,354,436	2,258,163
Total	**2,013,815**	**1,840,615**	**1,871,377**	**2,354,436**	**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	2,040,858	2,009,870
Total	**1,678,660**	**1,444,049**	**1,500,239**	**2,040,858**	**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%

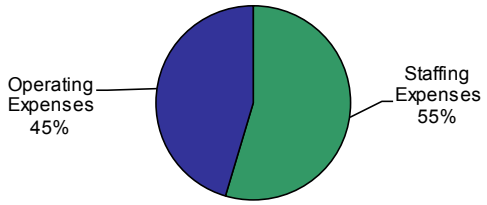
*Includes Contingencies

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.

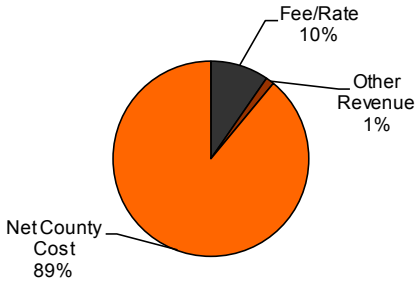
In accordance with state law, appeals of assessed property valuation are heard and determined by the County's Assessment Appeals Boards (AABs). The COB provides staff support to the AABs, facilitating the filing, hearing and disposition of thousands of appeals annually. The County requires that businesses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

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

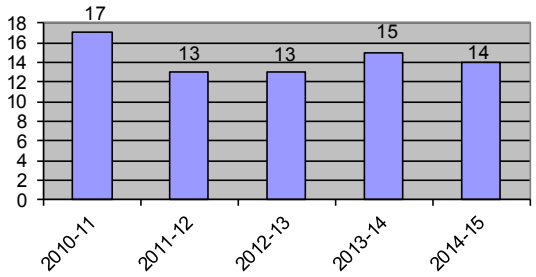


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	13	12	12	12
Limited Term	0	3	3	2
Total	13	15	15	14
Staffing Expenses	$1,086,413	$1,268,452	$1,279,229	$1,233,297

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	1,270,932	1,095,469	994,418	1,198,881	1,279,229	1,233,297	**(45,932)**
Operating Expenses	730,064	745,127	750,228	1,052,957	1,062,207	1,024,866	**(37,341)**
Capital Expenditures	0	0	0	0	13,000	0	**(13,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,000,996	1,840,596	1,744,646	2,251,838	2,354,436	2,258,163	**(96,273)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,000,996	1,840,596	1,744,646	2,251,838	2,354,436	2,258,163	**(96,273)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,000,996	1,840,596	1,744,646	2,251,838	2,354,436	2,258,163	**(96,273)**
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	232,441	279,453	216,868	**(62,585)**
Other Revenue	40,848	44,218	35,934	34,409	34,125	31,425	**(2,700)**
Total Revenue	335,154	396,547	321,331	266,850	313,578	248,293	**(65,285)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	335,154	396,547	321,331	266,850	313,578	248,293	**(65,285)**
Net County Cost	1,665,842	1,444,049	1,423,315	1,984,988	2,040,858	2,009,870	**(30,988)**
				Budgeted Staffing	15	14	**(1)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 $96,273 which includes a reduction of $45,932 in staffing expenses due to the elimination of 1 limited term position and salary and MOU adjustments. Operating expenses are decreasing by $37,341 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 Committeees/Conflict of Interest

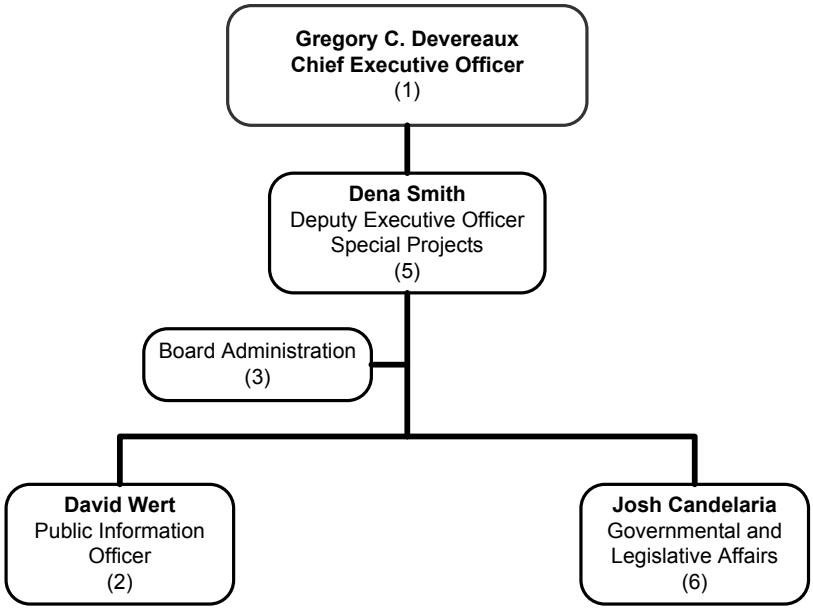
	Classification
1	Board Services Specialist
1	Total

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	0	4,511,139			17
Litigation	392,599	0	392,599			0
Total General Fund	4,903,738	0	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

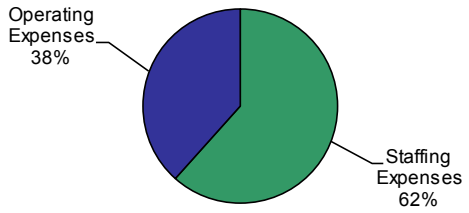
Requirements Less Reimbursements*	$5,055,836
Sources/Reimbursements	$544,697
Net County Cost	$4,511,139
Total Staff	17
Funded by Net County Cost	89%

*Includes Contingencies

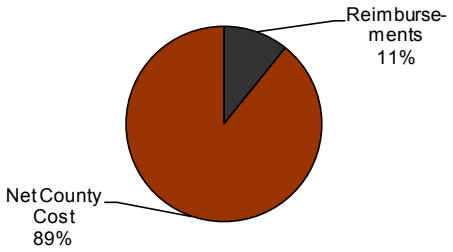
The CAO is also responsible for public information and legislative activities, and coordination of County activities with other local government entities, including cities and other counties.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

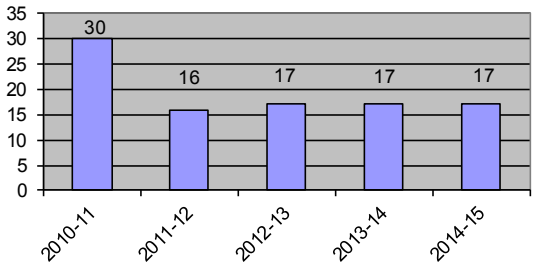


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	17	17	17	16
Limited Term	0	0	0	1
Total	17	17	17	17
Staffing Expenses	$2,774,729	$3,048,082	$3,063,714	$3,115,060

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: County Administrative Office
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	5,547,597	2,465,488	2,774,729	2,883,067	3,063,714	3,115,060	**51,346**
Operating Expenses	1,121,556	1,279,342	1,499,448	2,377,084	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	5,260,151	5,539,492	5,055,836	**(483,656)**
Reimbursements	(873,013)	(441,218)	(469,501)	(495,057)	(495,057)	(544,697)	**(49,640)**
Total Appropriation	5,796,140	3,303,612	3,804,676	4,765,094	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	4,765,094	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 Financing Sources	0	0	44,335	0	0	0	**0**
Net County Cost	5,796,140	3,303,612	3,760,341	4,765,094	5,044,435	4,511,139	**(533,296)**
				Budgeted Staffing	17	17	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Staffing expenses of $3.1 million represent the majority of expenditures in this department and fund 17 budgeted positions, which are partially offset by $236,697 in reimbursements. Operating expenses of $1.9 million include the Fair Political Practices Commission contract and the federal and state lobbyist contracts, which are partially offset by $308,000 in reimbursements from other departments for services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

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.

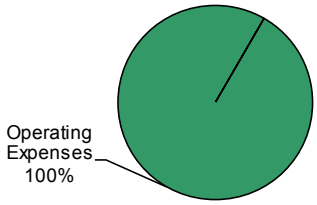
Budget at a Glance

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

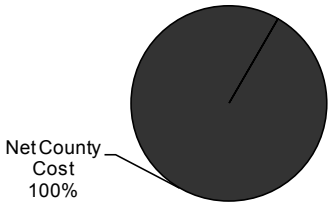
*Includes Contingencies

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	270,070	376,222	395,986	551,082	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	551,082	589,763	392,599	**(197,164)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	270,070	376,222	395,986	551,082	589,763	392,599	**(197,164)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	270,070	376,222	395,986	551,082	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 Financing Sources	48,510	1,200	800	0	0	0	**0**
Net County Cost	221,560	375,022	395,186	551,082	589,763	392,599	**(197,164)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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

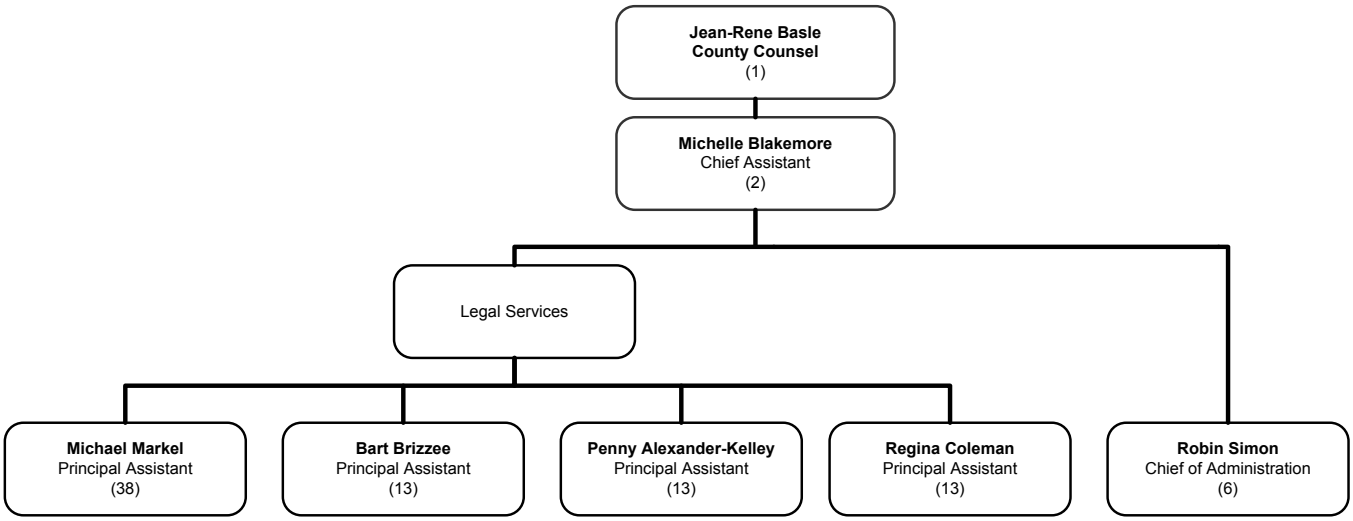
There is no staffing associated with this budget unit.

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.*
- *Develop a County Counsel intranet site so clients can access frequently requested information (i.e., forms, ordinances, standard contract language, etc.).*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	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	8,780,823	8,817,154
Total	**9,111,036**	**8,476,960**	**8,732,006**	**8,780,823**	**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	3,097,553	3,103,804
Total	**3,260,553**	**2,322,710**	**3,087,606**	**3,097,553**	**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.

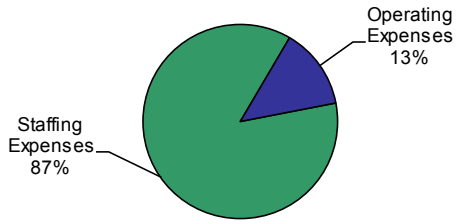
Budget at a Glance

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%

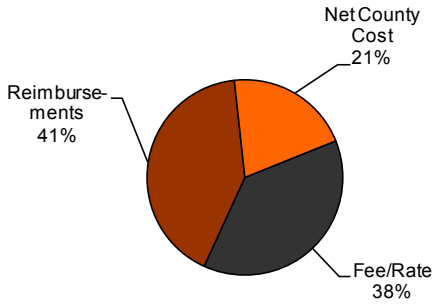
*Includes Contingencies

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

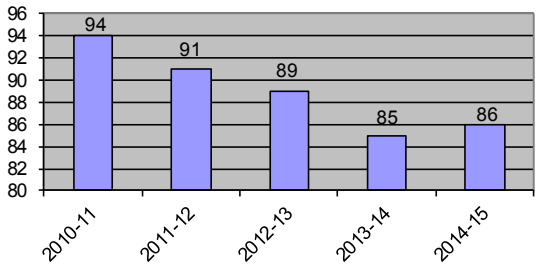


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	81	80	80	81
Limited Term	8	5	5	5
Total	89	85	85	86
Staffing Expenses	$12,866,928	$12,768,865	$12,836,450	$13,026,234

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	13,356,526	12,219,215	12,129,008	12,415,928	12,836,450	13,026,234	**189,784**
Operating Expenses	847,720	1,656,726	1,227,256	1,647,631	1,781,523	2,031,241	**249,718**
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	14,063,559	14,617,973	15,057,475	**439,502**
Reimbursements	(5,095,035)	(5,409,375)	(5,900,009)	(6,086,050)	(5,837,150)	(6,240,321)	**(403,171)**
Total Appropriation	9,109,211	8,466,566	7,456,255	7,977,509	8,780,823	8,817,154	**36,331**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	9,109,211	8,466,566	7,456,255	7,977,509	8,780,823	8,817,154	**36,331**
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	5,641,160	5,682,520	5,712,600	**30,080**
Other Revenue	606	9,653	122,492	325	750	750	**0**
Total Revenue	5,850,531	6,154,864	5,690,357	5,641,485	5,683,270	5,713,350	**30,080**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	5,850,531	6,154,864	5,690,357	5,641,485	5,683,270	5,713,350	**30,080**
Net County Cost	3,258,680	2,311,702	1,765,898	2,336,024	3,097,553	3,103,804	**6,251**
				Budgeted Staffing	85	86	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 $36,331 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 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	70	6	1	77
Total	81	5	86	78	7	1	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

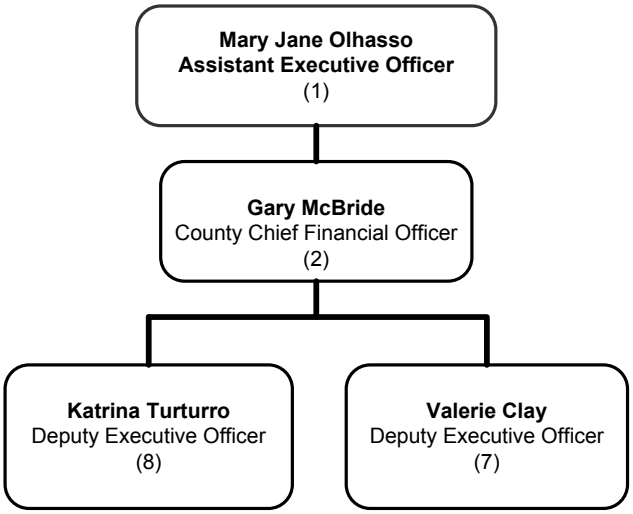
	Classification
4	Principal Assistant County Counsel
1	Extra Help Principal Assistant Co Counsel
37	Deputy County Counsel
2	Extra Help Deputy County Counsel
1	Research Attorney II
8	County Counsel Paralegal
1	Extra Help County Counsel Paralegal
2	Lead Secretary
15	Executive Secretary II
1	Office Assistant 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 Estimate	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 Facilites 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	29,147	6,556		22,591		0
Total Special Revenue Fund	29,147	6,556		22,591		0
Total - All Funds	15,935,285	6,556	15,906,138	22,591	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	16,258,391	13,052,882	13,013,014	13,016,519
Disaster Recovery Fund	173,135	209,310	18,868	24,315	29,147
Total	**54,813,494**	**18,440,236**	**15,712,236**	**15,898,915**	**15,935,285**

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	0	0	0	0
Disaster Recovery Fund	20,547	30,000	15,000	10,000	6,556
Total	**38,020,547**	**30,000**	**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	16,258,391	13,052,882	13,013,014	13,016,519
Total	**16,640,359**	**18,230,926**	**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	22,591
Total	**152,588**	**179,310**	**3,868**	**14,315**	**22,591**

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

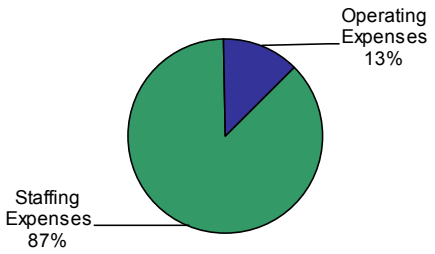
Requirements Less Reimbursements*	$3,563,661
Sources/Reimbursements	$674,042
Net County Cost	$2,889,619
Total Staff	18
Funded by Net County Cost	81%

*Includes Contingencies

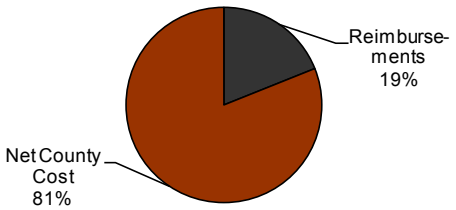
Finance and Administration is responsible for the preparation and administration of the County budget, including development of the five-year forecast and annual strategic plan; the administration and monitoring of the County general fund long-term debt portfolio, which includes both issuance and post-issuance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

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

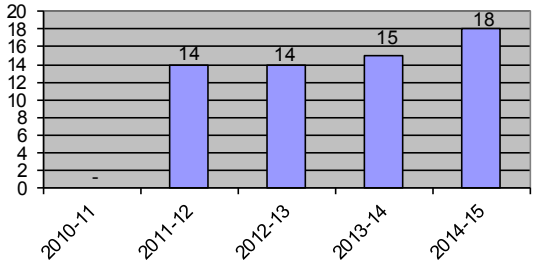


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	14	14	15	15
Limited Term	0	0	0	3
Total	14	14	15	18
Staffing Expenses	$1,840,406	$2,648,478	$2,695,315	$3,107,226

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	2,095,407	1,840,406	2,368,265	2,695,315	3,107,226	**411,911**
Operating Expenses	0	222,862	165,254	408,970	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	2,777,235	3,240,533	3,563,661	**323,128**
Reimbursements	0	(369,985)	(364,311)	(378,947)	(378,947)	(674,042)	**(295,095)**
Total Appropriation	0	1,948,284	1,641,349	2,398,288	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	2,398,288	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	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	1,948,284	1,641,349	2,398,288	2,861,586	2,889,619	**28,033**
				Budgeted Staffing	15	18	**3**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 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	18	0	0	18
Total	15	3	18	18	0	0	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

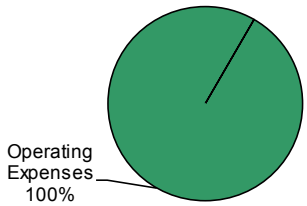
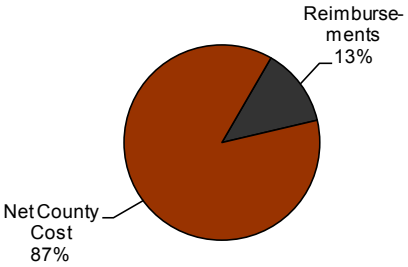
This budget unit funds the cost of long-term capital lease payments for the major County facilities financed by the general fund.

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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	54,214,260	17,993,260	14,876,470	14,709,150	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	14,709,150	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	12,767,416	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	12,767,416	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 Financing 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	12,767,562	13,013,014	13,016,519	**3,505**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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.

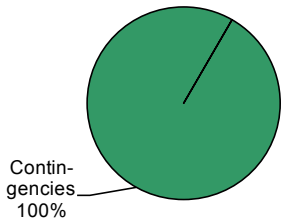
Budget at a Glance

Requirements Less Reimbursements*	$29,147
Sources/Reimbursements	$6,556
Fund Balance	$22,591
Contribution to Fund Balance	$6,556
Total Staff	0

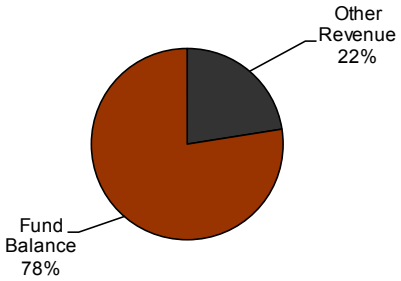
*Includes Contingencies

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	24,315	29,147	**4,832**
Total Exp Authority	0	0	0	0	24,315	29,147	**4,832**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	24,315	29,147	**4,832**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	24,315	29,147	**4,832**
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	8,276	10,000	6,556	**(3,444)**
Total Revenue	19,161	20,548	10,446	8,276	10,000	6,556	**(3,444)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	19,161	20,548	10,446	8,276	10,000	6,556	**(3,444)**
				Fund Balance	14,315	22,591	**8,276**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Other revenue of $6,556 represents anticipated interest earnings based on the entire fund balance, which consists of restricted funds due to other agencies.

BUDGET CHANGES AND OPERATIONAL IMPACT

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

STAFFING CHANGES AND OPERATIONAL IMPACT

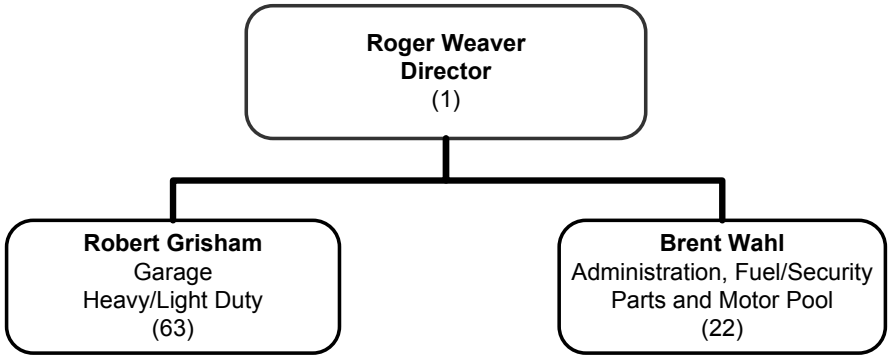
There is no staffing associated with this budget unit.

FLEET MANAGEMENT
Roger Weaver

DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



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 Estimate	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 Estimate	2014-15 Target
Value of parts inventory.	$1,250,000	$937,500	$1,000,000	$900,000
Percentage of excess/underutilized fuel tanks taken out of service.	N/A	80%	76%	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	0	0	(2,688,288)	86
Total Internal Service Funds	36,529,788	33,841,500	0	0	(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	34,174,745	36,529,788
Total	**23,769,091**	**26,621,083**	**32,101,132**	**34,174,745**	**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	33,754,034	33,841,500
Total	**23,540,033**	**26,712,665**	**29,022,731**	**33,754,034**	**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 appropriation 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.

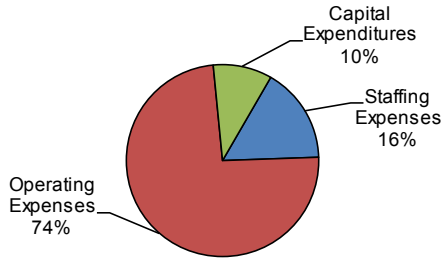
Fleet Management's Motor Pool Division has ownership and/or maintenance responsibility for approximately 1,820 automobiles, vans, pickup trucks and various specialty vehicles/equipment assigned to County departments. The Motor Pool coordinates collection and distribution of vehicle replacement funds, 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.

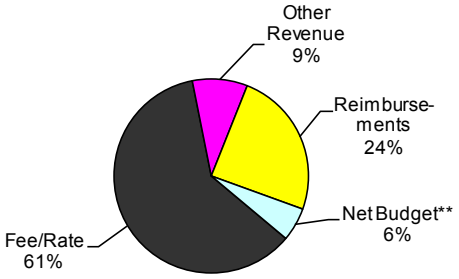
Also included in this budget unit is the department's Earned Leave Fund. This Fund was established to set aside an amount for paid time off earned by employees but not yet taken. The department's Earned Leave Fund is projected to have a cash balance of approximately $211,000 by the end of 2014-15.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



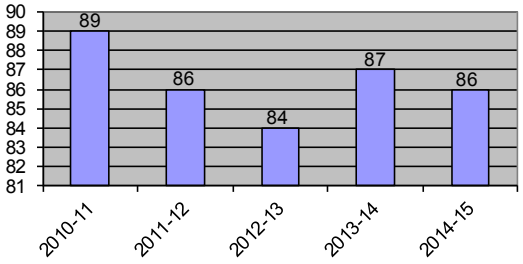
**Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	6,543,250	6,496,998	6,692,924	7,366,200	7,561,850	7,774,334	**212,484**
Operating Expenses	22,839,881	25,041,948	28,432,799	32,215,300	32,379,240	35,681,505	**3,302,265**
Capital Expenditures	2,402,530	3,420,591	5,876,289	4,606,800	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	44,188,300	45,163,390	48,291,639	**3,128,249**
Reimbursements	(8,525,117)	(9,373,177)	(10,829,975)	(11,668,400)	(11,308,201)	(11,837,651)	**(529,450)**
Total Appropriation	23,260,544	25,586,360	30,172,037	32,519,900	33,855,189	36,453,988	**2,598,799**
Operating Transfers Out	408,106	729,169	639,207	199,600	319,556	75,800	**(243,756)**
Total Requirements	23,668,650	26,315,529	30,811,244	32,719,500	34,174,745	36,529,788	**2,355,043**
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	29,150,100	29,056,000	29,344,700	**288,700**
Other Revenue	2,539,689	4,084,111	5,437,861	4,541,600	4,626,734	4,421,000	**(205,734)**
Total Revenue	23,495,359	25,851,441	29,224,009	33,691,700	33,682,734	33,765,700	**82,966**
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	33,763,000	33,754,034	33,841,500	**87,466**
Net Budget*	(171,913)	(77,523)	(1,587,235)	1,043,500	(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 RECOMMENDED 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 assigned to Fleet facilities ($2.7 million), auto liability insurance ($1.2 million), various county support charges ($1.0 million), and Global Positioning System (GPS) services ($0.5) million. 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 ($0.5 million).

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 $0.7 million from sale of fixed assets at auction.

The negative amount of $2.7 million in net budget reflects the use of unrestricted net assets to fund an above average number of capital projects planned for 2014-15. These projects include repaving at the Lena Road complex ($1.4 million), fuel tank infrastructure improvements ($0.8 million), Barstow Service Center expansion ($0.3 million), and other smaller projects totaling $0.2 million. 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 $2.4 million which includes additional appropriation for transfers to the Capital Improvement Fund for various capital improvement projects ($2.4 million), purchase of automotive parts and sublet repair services ($0.9 million), and auto liability insurance ($0.1 million). These increases are partially offset by decreases in budgeted vehicles ($0.5 million), purchases of fuel ($0.4 million), and COWCAP charges ($0.1 million).

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

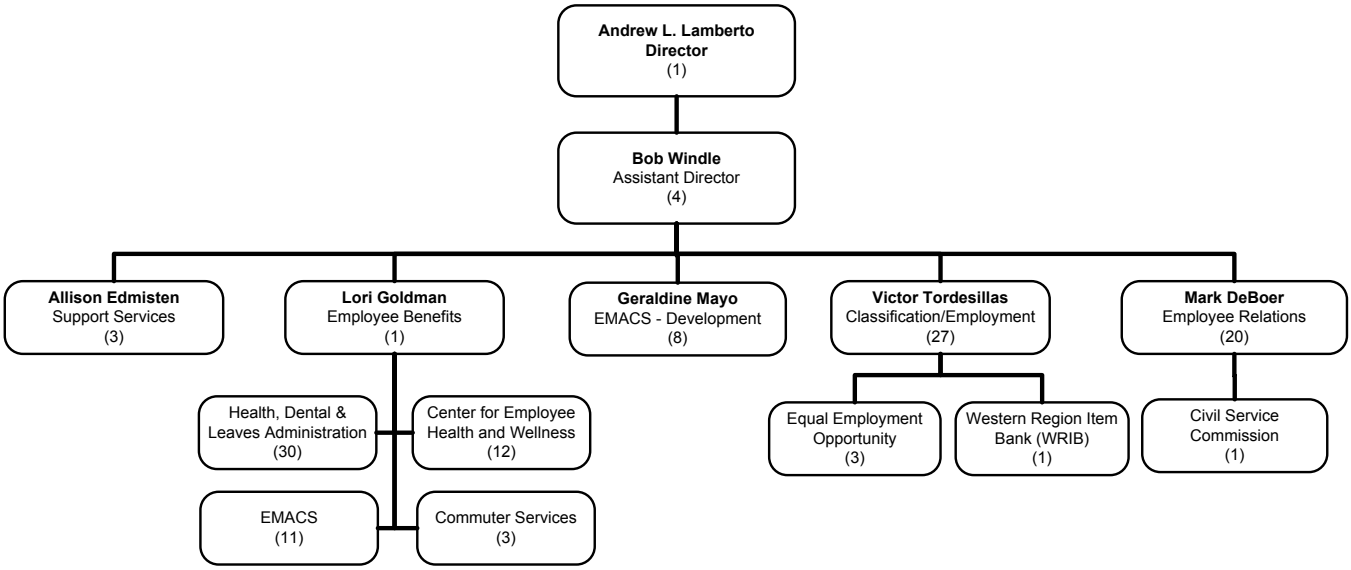
	Classification
2	Equipment Svcs Specialist II
2	Equipment Svcs Specialist I
4	Total

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 $2,305,641 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 Estimate	2014-15 Target
Meet the legislative requirement of the ACA by offering coverage to >95% of full time employees.	98%	99%	99%	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	1,538,937	722,450		816,487		3
Employee Benefits and Services	4,616,952	3,350,235		1,266,717		31
Total Special Revenue Funds	6,155,889	4,072,685		2,083,204		34
Total - All Funds	19,765,978	6,900,942	10,781,832	2,083,204		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	7,297,316	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	1,538,937
Employee Benefits and Services	3,902,200	3,722,134	3,596,366	3,543,453	4,616,952
Total	**14,659,812**	**15,179,771**	**16,917,694**	**18,437,693**	**19,765,978**

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	6,627,399	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**	**10,639,246**	**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	816,487
Employee Benefits and Services	1,198,150	922,180	555,731	590,318	1,266,717
Total	**1,824,572**	**1,740,365**	**1,374,657**	**1,413,304**	**2,083,204**

Human Resources

DESCRIPTION OF MAJOR SERVICES

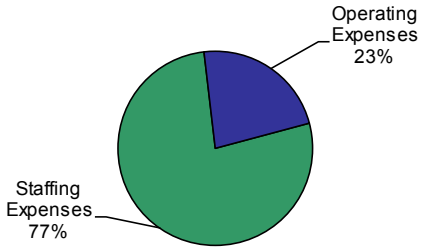
Budget at a Glance	
Requirements Less Reimbursements*	$11,828,162
Sources/Reimbursements	$5,046,830
Net County Cost	$6,781,332
Total Staff	79
Funded by Net County Cost	57%
*Includes Contingencies	

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.

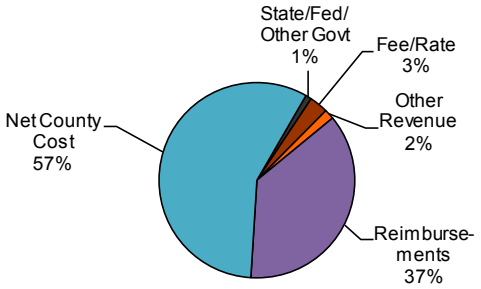
In addition, the department is responsible for the management of the Western Region Item Bank (WRIB), a cooperative, computer-based test question bank used by 120 public agencies to develop employment tests. Each WRIB participating agency pays an annual fee.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

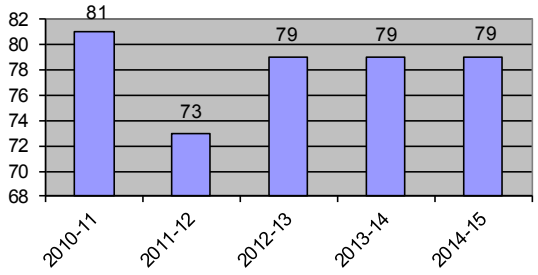


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	79	79	79	79
Limited Term	0	0	0	0
Total	79	79	79	79
Staffing Expenses	$8,449,991	$8,773,282	$8,859,991	$9,145,333

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	7,965,434	7,519,526	8,157,472	8,788,282	8,859,991	9,145,333	**285,342**
Operating Expenses	682,278	1,079,047	1,355,455	2,438,564	2,633,854	2,682,829	**48,975**
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	11,226,846	11,493,845	11,828,162	**334,317**
Reimbursements	(3,641,984)	(4,149,170)	(4,026,135)	(4,209,086)	(4,196,529)	(4,371,207)	**(174,678)**
Total Appropriation	5,005,728	4,449,403	5,486,792	7,017,760	7,297,316	7,456,955	**159,639**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	5,005,728	4,449,403	5,486,792	7,017,760	7,297,316	7,456,955	**159,639**
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	131,242	131,242	118,382	**(12,860)**
Fee/Rate	250,470	236,010	304,024	336,921	369,675	363,241	**(6,434)**
Other Revenue	27,922	57,218	185,123	119,000	169,000	194,000	**25,000**
Total Revenue	278,392	293,228	603,824	587,163	669,917	675,623	**5,706**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	278,392	293,228	603,824	587,163	669,917	675,623	**5,706**
Net County Cost	4,727,336	4,156,175	4,882,968	6,430,597	6,627,399	6,781,332	**153,933**
				Budgeted Staffing	79	79	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 $159,639 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. In addition, operating expenses are increasing due to the ISD development costs for the new software application for WRIB. These increases are offset by an increase in reimbursements for staffing costs charged to departments for services provided. Sources are increasing by $5,706 due to additional revenue from other departments for advertising and executive recruitments.

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

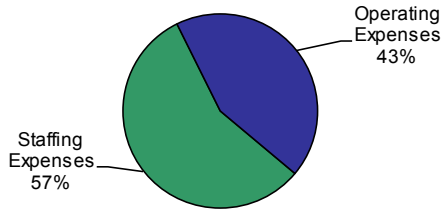
Requirements Less Reimbursements*	$2,152,634
Sources/Reimbursements	$2,152,634
Net County Cost	$0
Total Staff	12
Funded by Net County Cost	0%

*Includes Contingencies

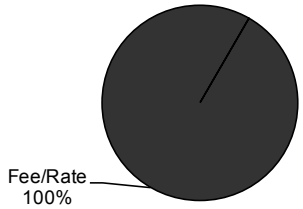
The Center for Employee Health and Wellness (CEHW) is part of the Employee Benefits and Services Division. The CEHW is responsible for employee and applicant pre-placement and in-service medical examinations, medical records, representing the County in hearings before the Civil Service Commission regarding 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

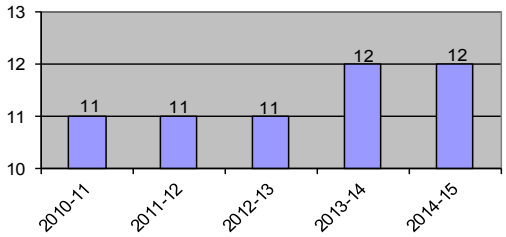


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	1,142,098	1,115,968	1,174,789	1,144,383	1,268,354	1,217,662	**(50,692)**
Operating Expenses	665,121	617,536	565,561	681,705	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	1,826,088	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	1,826,088	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	1,826,088	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	1,893,440	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	1,893,440	2,069,041	2,152,634	**83,593**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	953,156	1,046,222	1,803,638	1,893,440	2,069,041	2,152,634	**83,593**
Net County Cost	(515,450)	(92,907)	(57,213)	(67,352)	11,347	0	**(11,347)**
				Budgeted Staffing	12	12	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 19,000 employees, as well as employees of various external agencies. Revenue is collected for various pre-placement and in-service medical examinations, through fees charges 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

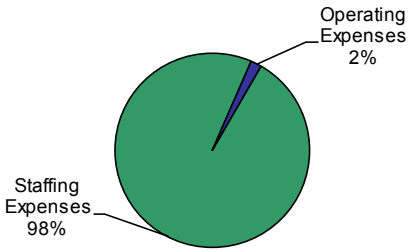
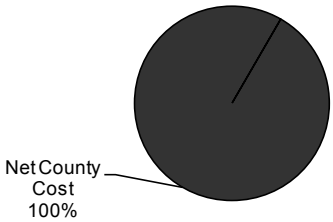
This is a mandated program based upon a 1978 amendment to the California Unemployment Insurance Code extending unemployment insurance benefits to all public employees. Management's objective for the program is cost containment. Unemployment insurance claims filed by former County employees are monitored, 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	3,968,036	4,453,787	2,733,810	3,569,299	3,935,785	3,928,714	**(7,071)**
Operating Expenses	41,991	49,477	46,253	64,715	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	3,634,014	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	3,634,014	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	3,634,014	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 Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	4,010,027	4,503,264	2,780,063	3,634,014	4,000,500	4,000,500	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Staffing expenses of $3.9 million represent the amount available 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 available for unemployment claims.

Commuter Services

DESCRIPTION OF MAJOR SERVICES

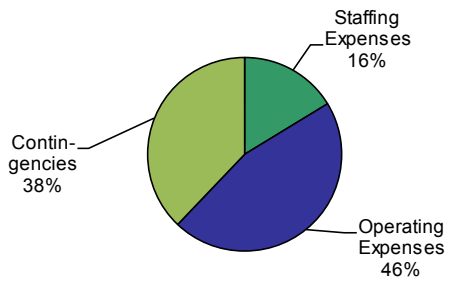
Budget at a Glance	
Requirements Less Reimbursements*	$1,538,937
Sources/Reimbursements	$722,450
Fund Balance	$816,487
Use of Fund Balance	$233,370
Total Staff	3

*Includes Contingencies

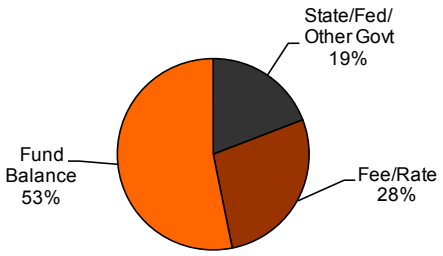
The Commuter Services budget unit was established to account for funds received under AB 2766 to fund mobile source air pollution reduction programs. AB 2766 authorizes air pollution control districts to levy fees on motor vehicles to be used to reduce air pollution. Under this program, the Department 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

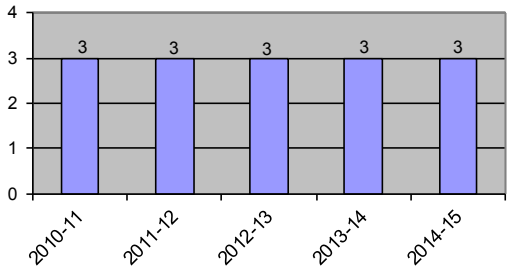


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	245,771	181,024	206,185	241,051	250,224	250,613	**389**
Operating Expenses	240,190	474,017	487,889	443,744	694,037	705,207	**11,170**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	571,775	583,117	**11,342**
Total Exp Authority	485,961	655,041	694,074	684,795	1,516,036	1,538,937	**22,901**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	485,961	655,041	694,074	684,795	1,516,036	1,538,937	**22,901**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	485,961	655,041	694,074	684,795	1,516,036	1,538,937	**22,901**
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	336,774	289,300	293,700	**4,400**
Fee/Rate	263,806	374,672	386,066	339,002	400,000	425,000	**25,000**
Other Revenue	125,286	5,151	5,429	2,520	3,750	3,750	**0**
Total Revenue	677,724	655,781	698,134	678,296	693,050	722,450	**29,400**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	677,724	655,781	698,134	678,296	693,050	722,450	**29,400**
				Fund Balance	822,986	816,487	**(6,499)**
				Budgeted Staffing	3	3	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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.

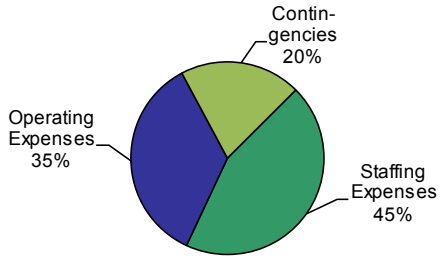
Budget at a Glance

Requirements Less Reimbursements*	$5,869,665
Sources/Reimbursements	$4,602,948
Fund Balance	$1,266,717
Use of Fund Balance	$74,604
Total Staff	31

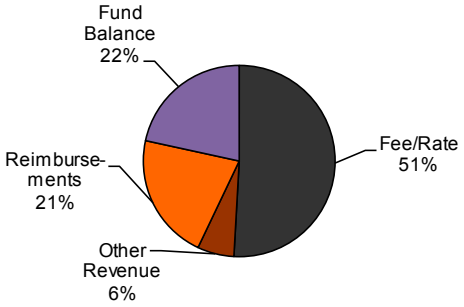
*Includes Contingencies

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

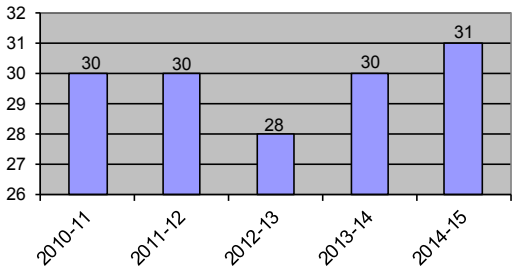


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	28	28	28	29
Limited Term	0	0	2	2
Total	28	28	30	31
Staffing Expenses	$2,375,534	$2,478,382	$2,478,382	$2,609,955

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	2,490,428	2,419,254	2,375,534	2,438,623	2,478,382	2,609,955	**131,573**
Operating Expenses	1,714,059	1,743,437	1,516,799	1,618,400	1,663,602	2,067,597	**403,995**
Capital Expenditures	29,299	0	0	0	0	0	**0**
Contingencies	0	0	0	0	671,354	1,192,113	**520,759**
Total Exp Authority	4,233,786	4,162,691	3,892,333	4,057,023	4,813,338	5,869,665	**1,056,327**
Reimbursements	(1,251,795)	(1,192,760)	(1,262,986)	(1,269,885)	(1,269,885)	(1,252,713)	**17,172**
Total Appropriation	2,981,991	2,969,931	2,629,347	2,787,138	3,543,453	4,616,952	**1,073,499**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,981,991	2,969,931	2,629,347	2,787,138	3,543,453	4,616,952	**1,073,499**
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	15,845	0	0	**0**
Fee/Rate	2,679,292	2,587,225	2,581,807	3,146,434	2,950,135	2,987,135	**37,000**
Other Revenue	11,104	1,024	66,983	301,258	3,000	363,100	**360,100**
Total Revenue	2,704,050	2,602,668	2,663,935	3,463,537	2,953,135	3,350,235	**397,100**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,704,050	2,602,668	2,663,935	3,463,537	2,953,135	3,350,235	**397,100**
				Fund Balance	590,318	1,266,717	**676,399**
				Budgeted Staffing	30	31	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.1 million as a result of an additional position, 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 of 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

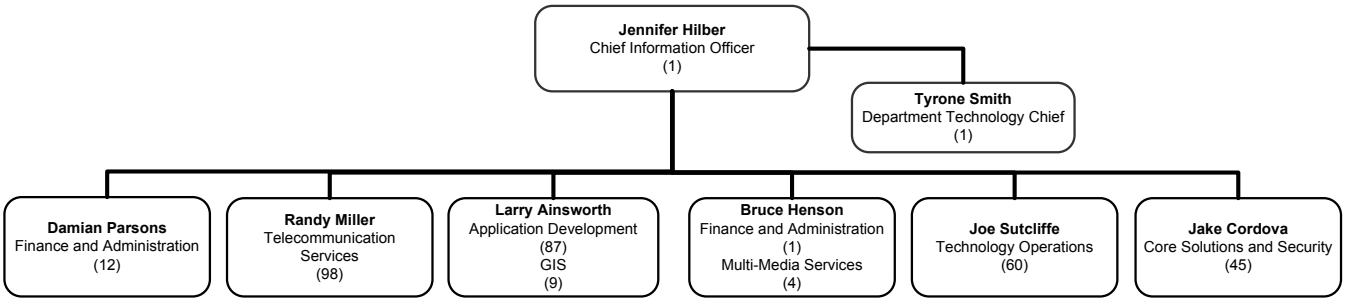
	Classification
1	Human Resources Division Chief
2	Human Resources Analyst II
5	Human Resources Analyst I
3	Staff Analyst II
1	Accounting Technician
1	Fiscal Specialist
2	Supervising Office Specialist
11	Office Specialist
1	Executive Secretary I
2	Office Assistant III
2	Public Service Employee
31	Total

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 Estimate	2014-15 Target
Complete the current year's task for migration to VOIP technology.	100%	100%	100%	100%
Maintain a 99% scheduled uptime availability.	N/A	100%	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 Estimate	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	26,659,144	21,973,042			(4,686,102)	120
Telecommunication Services	29,849,833	28,622,266			(1,227,567)	98
Total Internal Service Funds	70,115,935	64,202,266			(5,913,669)	305
Total - All Funds	72,380,147	64,419,138	2,047,340	0	(5,913,669)	318

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
GIS & Multi-Media Services*	14,885,831	15,104,820	14,681,513	15,824,820	2,264,212
Application Development	0	0	0	0	13,606,958
Computer Operations	22,238,931	24,382,374	20,999,873	24,988,940	26,659,144
Telecommunication Services	23,004,788	26,057,025	26,319,079	34,539,530	29,849,833
Total	**60,129,550**	**65,544,219**	**62,000,465**	**75,353,290**	**72,380,147**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
GIS & Multi-Media Services*	7,582,885	7,977,209	7,184,923	13,720,515	216,872
Application Development	0	0	0	0	13,606,958
Computer Operations	21,363,918	20,701,079	19,293,064	23,681,309	21,973,042
Telecommunication Services	26,516,865	25,189,630	26,050,907	31,633,450	28,622,266
Total	**55,463,668**	**53,867,918**	**52,528,894**	**69,035,274**	**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	7,127,611	7,496,590	2,104,305	2,047,340
Total	**7,302,946**	**7,127,611**	**7,496,590**	**2,104,305**	**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)	(3,681,295)	(1,706,809)	(1,307,631)	(4,686,102)
Telecommunication Services	3,512,077	(867,395)	(268,172)	(2,906,080)	(1,227,567)
Total	**2,637,064**	**(4,548,690)**	**(1,974,981)**	**(4,213,711)**	**(5,913,669)**

*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 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	

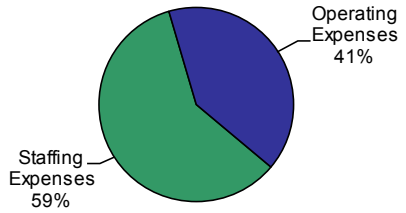
ISD's Geographical Information System team (GIS) provides products and services to all GIS stakeholders including County Departments and other regional government entities. The County frequently uses GIS aerial imagery to readily respond with accurate information to daily requests and emergency situations 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.

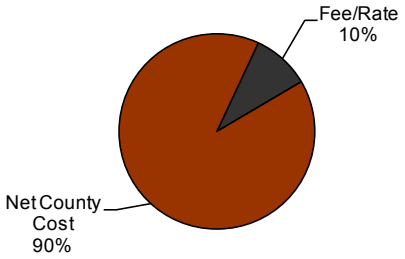
This budget unit formerly included the Application Development Division, which provides maintenance, support and enhancement services for County computer systems. This division will be budgeted in a new internal service fund in 2014-15 as the services provided by this group primarily support County departments and recover all costs via a billable hourly programming rate.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

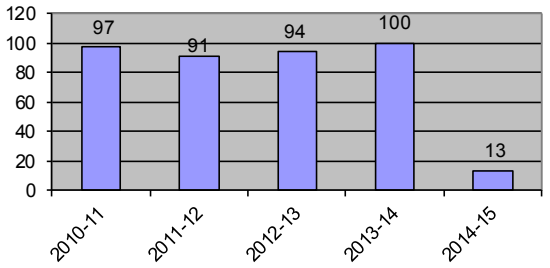


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	94	100	100	13
Limited Term	0	0	0	0
Total	94	100	100	13
Staffing Expenses	$11,760,046	$12,568,734	$12,627,617	$1,344,044

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: GIS and Multi-Media Services

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	10,808,719	10,761,155	11,342,860	11,971,361	12,627,617	1,344,044	**(11,283,573)**
Operating Expenses	2,146,621	2,391,989	3,347,472	3,317,015	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	15,288,376	16,063,076	2,264,212	**(13,798,864)**
Reimbursements	(108,758)	(98,395)	(24,960)	(53,314)	(238,256)	0	**238,256**
Total Appropriation	12,853,438	13,072,428	14,681,513	15,235,062	15,824,820	2,264,212	**(13,560,608)**
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	15,235,062	15,824,820	2,264,212	**(13,560,608)**
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	13,112,221	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	13,112,221	13,720,515	216,872	**(13,503,643)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	7,568,019	7,977,209	7,184,923	13,112,221	13,720,515	216,872	**(13,503,643)**
Net County Cost	7,317,811	7,127,611	7,496,590	2,122,841	2,104,305	2,047,340	**(56,965)**
				Budgeted Staffing	100	13	**(87)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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. Beginning in 2014-15 these services will be accounted for in an internal service fund which 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 System

	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*	$34,936,767
Sources/Reimbursements	$30,250,665
Net Budget	($4,686,102)
Estimated Unrestricted Net Assets	$4,754,434
Use of Unrestricted Net Assets	$4,686,102
Total Staff	120

*Includes Contingencies

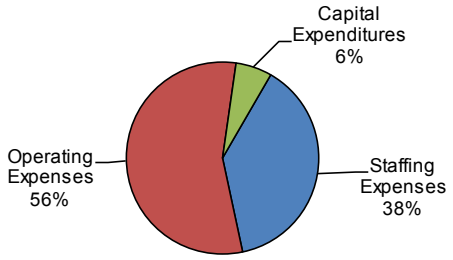
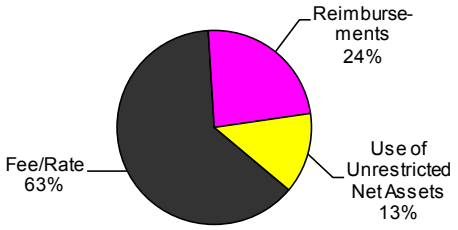
The Computer Operations division provides enterprise data center services and a portion of the County's communications services to County departments on a 24/7 basis. The Division is comprised of three sections: Finance and Administration, Technology Operations and Core Solutions and Security. This budget 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 RECOMMENDED BUDGET

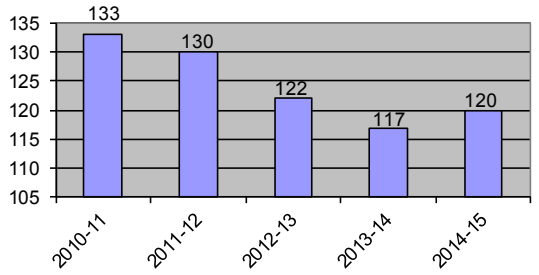
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	122	116	117	120
Limited Term	0	0	0	0
Total	122	116	117	120
Staffing Expenses	$13,144,566	$12,622,716	$12,772,324	$13,386,443

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Computer Operations

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	12,505,093	12,902,333	12,575,414	12,887,132	12,772,324	13,386,443	**614,119**
Operating Expenses	12,950,863	16,935,909	15,754,173	16,681,608	19,559,370	19,426,324	**(133,046)**
Capital Expenditures	2,611,459	2,881,538	1,992,759	2,684,981	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	32,253,721	35,017,681	34,936,767	**(80,914)**
Reimbursements	(7,884,019)	(9,355,319)	(9,906,552)	(8,853,042)	(10,028,741)	(8,277,623)	**1,751,118**
Total Appropriation	20,183,396	23,364,461	20,415,794	23,400,679	24,988,940	26,659,144	**1,670,204**
Operating Transfers Out	506,471	1,017,913	584,079	0	0	0	**0**
Total Requirements	20,689,867	24,382,374	20,999,873	23,400,679	24,988,940	26,659,144	**1,670,204**
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	20,694,764	22,256,172	21,973,042	**(283,130)**
Other Revenue	0	0	82,711	0	925,137	0	**(925,137)**
Total Revenue	21,363,918	20,701,019	19,159,764	20,694,764	23,181,309	21,973,042	**(1,208,267)**
Operating Transfers In	0	0	133,300	0	500,000	0	**(500,000)**
Total Sources	21,363,918	20,701,019	19,293,064	20,694,764	23,681,309	21,973,042	**(1,708,267)**
Net Budget*	674,051	(3,681,355)	(1,706,809)	(2,705,915)	(1,307,631)	(4,686,102)	**(3,378,471)**
				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 RECOMMENDED 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 $19.4 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 and intra-fund revenues.

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 $1.7 million primarily due to reimbursements decreasing by $1.7 million due to 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. These decreases are offset by an increase due to the transfer in of 2 positions from Risk Management.

Sources are decreasing by $1.7 million due to the elimination of $1.4 million in use of retained earnings for previous year 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 $614,119 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

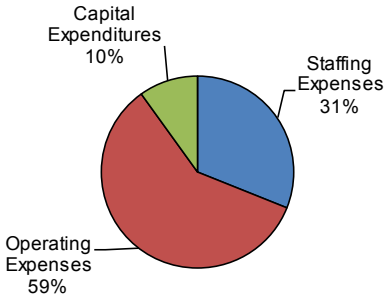
*Includes Contingencies

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.

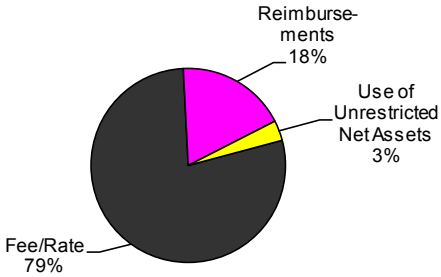
The County's regional Public Safety Radio System is in the process of being upgraded. Ongoing discretionary general funding of $20.0 million continues to be allocated for the 800 MHz Upgrade Project to address the aging public safety radio system. The revised estimated cost of the project is $158.2 million. $64.0 million has been funded to date and an additional $20.0 million is proposed for new funding 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

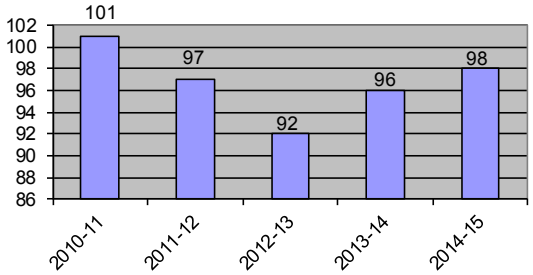


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	9,029,473	9,359,269	9,566,422	9,903,531	10,793,588	11,349,808	**556,220**
Operating Expenses	16,156,961	17,628,456	18,582,267	22,112,915	24,046,562	21,550,001	**(2,496,561)**
Capital Expenditures	1,490,297	3,458,037	3,778,000	4,157,825	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	36,174,271	40,953,650	36,524,809	**(4,428,841)**
Reimbursements	(4,887,323)	(5,417,235)	(5,813,558)	(6,216,942)	(6,414,120)	(6,674,976)	**(260,856)**
Total Appropriation	21,789,408	25,028,527	26,113,131	29,957,329	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	29,957,329	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	27,039,505	28,540,708	28,622,266	**81,558**
Other Revenue	62,627	(17,628)	351,500	51,600	3,092,742	0	**(3,092,742)**
Total Revenue	24,496,538	23,157,238	26,050,907	27,091,105	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	27,091,105	31,633,450	28,622,266	**(3,011,184)**
Net Budget*	4,694,195	(867,395)	(268,172)	(2,866,224)	(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 RECOMMENDED 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:

- $0.6 million for radio system upgrades and enhancements,
- $0.4 million for Voice Over Internet Protocol (VOIP) hardware,
- $0.2 million for Pinnacle software modules,
- $0.1 million for microwave test equipment,
- $0.3 million 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 expansion of the radio system coverage project which now resides in 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 retained earnings required 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

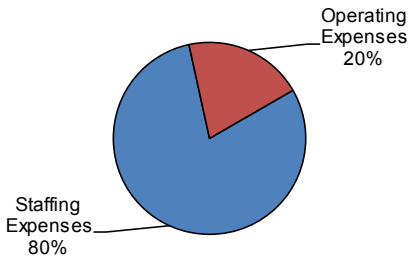
Budget at a Glance	
Requirements Less Reimbursements*	$13,962,204
Sources/Reimbursements	$13,962,204
Net Budget	$0
Estimated Unrestricted Net Assets	$0
Use of Unrestricted Net Assets	$0
Total Staff	87
*Includes Contingencies	

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.

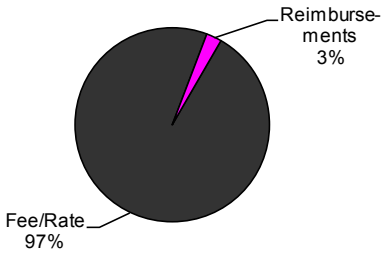
This budget unit (previously AAA ISD ADD) was traditionally funded by Net County Cost. In 2013-14 the Net County Cost allocation was replaced with revenue from charges for Application Development maintenance and support. This division will be budgeted in a new internal service fund in 2014-15 as this group primarily provides services to County departments and recovers all costs via a billable hourly programming rate.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

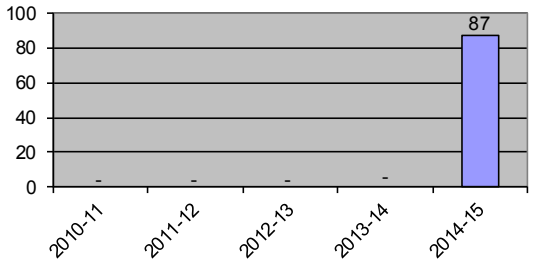


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified 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 RECOMMENDED 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 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

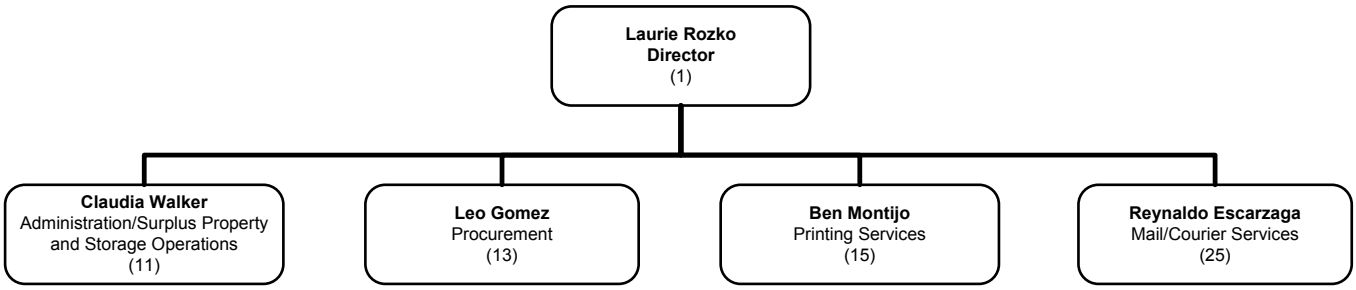
	Classification
4	Business Systems Analyst
1	Office Assistant II
1	Programmer II
19	Programmer III
49	Programmer Analyst III
1	Secretary I
7	Systems Development Team Leader
1	Systems Development Division Chief
3	IT Technical Assistant II
1	Contract Systems Development Team Leader
87	Total

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 Estimate	2014-15 Target
Average supplier satisfaction on 100% scale	87%	80%	88%	85%
Number of vendor scheduled vendor meetings and events	373	600	624	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 Estimate	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 Estimate	2014-15 Target
Number of new bids that aggregate countywide demand to achieve better pricing	3	5	4	5
Average purchasing cycle time for Open market Purchase Orders up to $100,000.	N/A	N/A	12.5	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		(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	2,227,760	2,117,341
Printing Services	4,220,738	3,837,528	3,804,878	3,779,471	4,610,503
Surplus Property and Storage Operations	403,885	363,796	373,942	370,581	598,004
Mail/Courier Services	6,321,743	6,646,394	6,921,187	6,947,787	7,397,775
Total	**12,247,883**	**12,156,541**	**13,191,152**	**13,325,599**	**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	3,876,640	3,265,988
Surplus Property and Storage Operations	360,819	271,856	269,266	375,000	555,876
Mail/Courier Services	6,302,495	6,495,026	6,772,587	6,705,583	6,971,188
Total	**11,528,668**	**11,024,056**	**11,690,350**	**11,514,299**	**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	1,670,684	1,526,837
Total	**887,825**	**808,625**	**1,162,977**	**1,670,684**	**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 appropriation 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

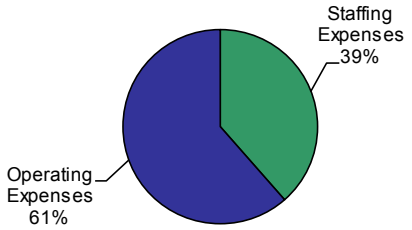
Budget at a Glance	
Requirements Less Reimbursements*	$5,419,480
Sources/Reimbursements	$3,892,643
Net County Cost	$1,526,837
Total Staff	22
Funded by Net County Cost	28%
*Includes Contingencies	

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.

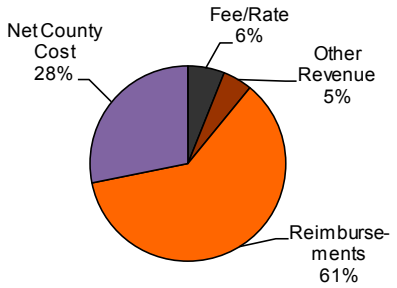
The Purchasing Department; values integrity, and strives to source quality products with reasonable prices and efficient delivery; offers progressive services and information management through the efficient use of technology and an enterprise procurement system; gives all willing vendors the opportunity 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

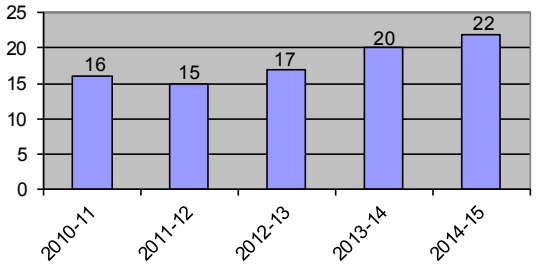


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	17	20	20	22
Limited Term	0	0	0	0
Total	17	20	20	22
Staffing Expenses	$1,538,611	$1,855,425	$1,872,083	$2,087,844

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	1,497,695	1,415,613	1,536,384	1,710,015	1,872,083	2,087,844	**215,761**
Operating Expenses	2,635,556	2,768,865	3,342,386	3,034,747	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	4,854,762	5,144,607	5,419,480	**274,873**
Reimbursements	(3,048,672)	(3,074,099)	(2,896,068)	(2,919,214)	(2,916,847)	(3,302,139)	**(385,292)**
Total Appropriation	1,301,516	1,273,208	2,039,477	1,935,548	2,227,760	2,117,341	**(110,419)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,301,516	1,273,208	2,039,477	1,935,548	2,227,760	2,117,341	**(110,419)**
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	321,220	292,492	327,504	**35,012**
Other Revenue	119,827	181,799	664,862	(46,794)	264,584	263,000	**(1,584)**
Total Revenue	413,688	487,047	1,004,857	274,426	557,076	590,504	**33,428**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	413,688	487,047	1,004,857	274,426	557,076	590,504	**33,428**
Net County Cost	887,828	786,161	1,034,620	1,661,122	1,670,684	1,526,837	**(143,847)**
				Budgeted Staffing	20	22	**2**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 $110,419 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 $385,292 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

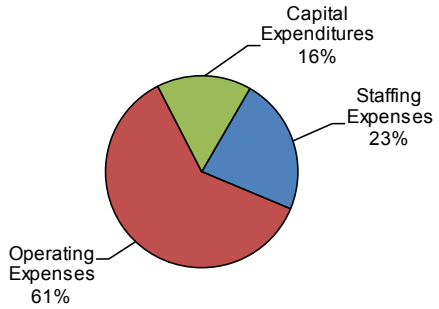
Budget at a Glance	
Requirements Less Reimbursements*	$4,610,503
Sources/Reimbursements	$3,265,988
Net Budget	($1,344,515)
Estimated Unrestricted Net Assets	$2,326,572
Use of Unrestricted Net Assets	$1,344,515
Total Staff	15
*Includes Contingencies	

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

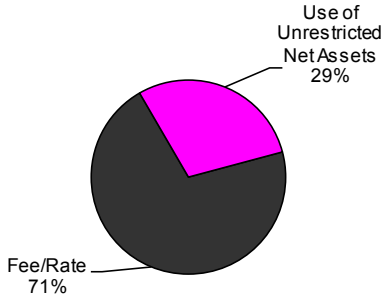
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted net assets available at the end of a fiscal year are carried over for working capital or equipment replacement. Any excess or shortage in fund balance is reviewed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

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

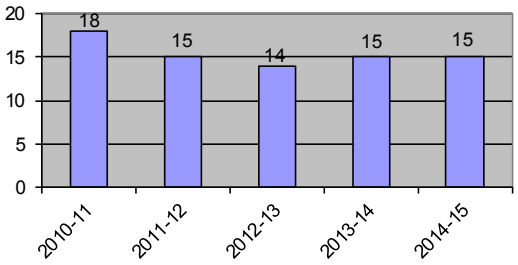


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	1,070,388	983,869	960,732	986,787	1,075,535	1,060,187	**(15,348)**
Operating Expenses	3,081,818	2,677,276	2,771,795	2,588,824	2,664,936	2,818,016	**153,080**
Capital Expenditures	67,632	19,997	52,501	92,400	39,000	732,300	**693,300**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	4,219,838	3,681,142	3,785,028	3,668,011	3,779,471	4,610,503	**831,032**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	4,219,838	3,681,142	3,785,028	3,668,011	3,779,471	4,610,503	**831,032**
Operating Transfers Out	0	27,000	0	0	0	0	**0**
Total Requirements	4,219,838	3,708,142	3,785,028	3,668,011	3,779,471	4,610,503	**831,032**
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	3,874,861	3,876,640	3,261,768	**(614,872)**
Other Revenue	0	0	10,419	32,775	0	4,220	**4,220**
Total Revenue	4,451,608	4,187,887	4,242,976	3,907,636	3,876,640	3,265,988	**(610,652)**
Operating Transfers In	0	0	(628,347)	0	0	0	**0**
Total Sources	4,451,608	4,187,887	3,614,629	3,907,636	3,876,640	3,265,988	**(610,652)**
Net Budget*	231,770	479,745	(170,399)	239,625	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 RECOMMENDED 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 has recommended that rates be adjusted 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 decrease in net budget of $1.3 million due to one-time capital expenditures which are funded by retained earnings.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $831,032 primarily due to an increase in capital expenditures of $693,300. 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 $610,652 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 recommended 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 Admin

	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

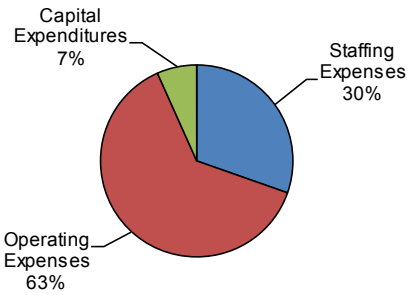
Requirements Less Reimbursements*	$598,004
Sources/Reimbursements	$555,876
Net Budget	($42,128)
Estimated Unrestricted Net Assets	$123,778
Use of Unrestricted Net Assets	$42,128
Total Staff	3

*Includes Contingencies

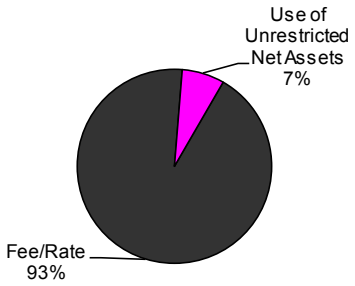
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through a 0.75% rate assessed on purchases of furniture and equipment frequently received at Surplus Property and by user rates for Storage Operations. Unrestricted net assets available at the end of a fiscal year are carried over for working capital or equipment replacement. Any excess or shortage in fund balance is reviewed and incorporated into the rate structure for the following fiscal year.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

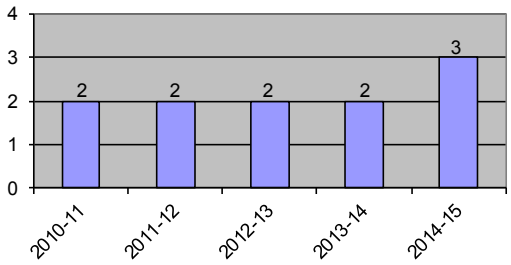


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Surplus

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	102,719	107,184	111,814	120,848	131,327	181,760	**50,433**
Operating Expenses	301,165	244,293	242,209	229,946	239,254	376,244	**136,990**
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	350,794	370,581	598,004	**227,423**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	403,884	351,477	354,023	350,794	370,581	598,004	**227,423**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	403,884	351,477	354,023	350,794	370,581	598,004	**227,423**
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	379,547	375,000	555,630	**180,630**
Other Revenue	0	0	15,120	95	0	246	**246**
Total Revenue	360,903	332,147	367,151	379,642	375,000	555,876	**180,876**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	360,903	332,147	367,151	379,642	375,000	555,876	**180,876**
Net Budget*	(42,981)	(19,330)	13,128	28,848	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 RECOMMENDED 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 a reimbursement 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 $227,423 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 $180,876 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

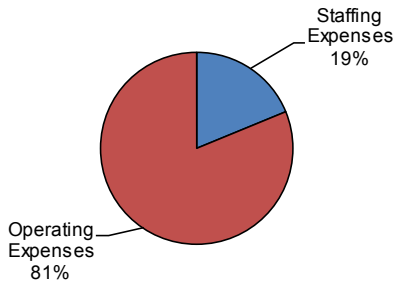
Requirements Less Reimbursements*	$7,397,775
Sources/Reimbursements	$6,971,188
Net Budget	($426,587)
Estimated Unrestricted Net Assets	$1,552,745
Use of Unrestricted Net Assets	$426,587
Total Staff	25

*Includes Contingencies

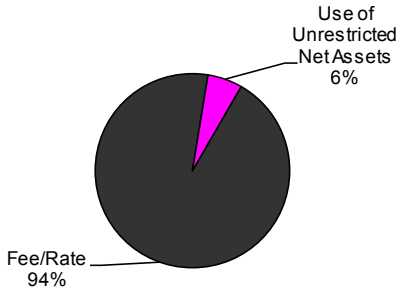
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted net assets available at the end of a fiscal year are carried over for working capital or equipment replacement.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

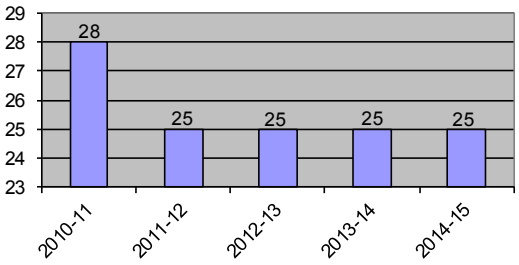


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	1,317,875	1,223,699	1,233,422	1,141,912	1,380,248	1,388,986	**8,738**
Operating Expenses	4,951,421	5,132,730	5,286,485	5,399,825	5,567,539	6,008,789	**441,250**
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	6,541,737	6,947,787	7,397,775	**449,988**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,280,023	6,356,429	6,583,493	6,541,737	6,947,787	7,397,775	**449,988**
Operating Transfers Out	40,000	0	0	0	0	0	**0**
Total Requirements	6,320,023	6,356,429	6,583,493	6,541,737	6,947,787	7,397,775	**449,988**
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	0	0	0	**0**
Fee/Rate	6,279,024	6,323,760	6,340,040	6,791,714	6,705,583	6,971,188	**265,605**
Other Revenue	0	0	19,448	2,504	0	0	**0**
Total Revenue	6,279,024	6,323,760	6,359,488	6,794,218	6,705,583	6,971,188	**265,605**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	6,279,024	6,323,760	6,359,488	6,794,218	6,705,583	6,971,188	**265,605**
Net Budget*	(40,999)	(32,669)	(224,005)	252,481	(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 RECOMMENDED 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 $449,988.

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 $265,605 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 Service 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

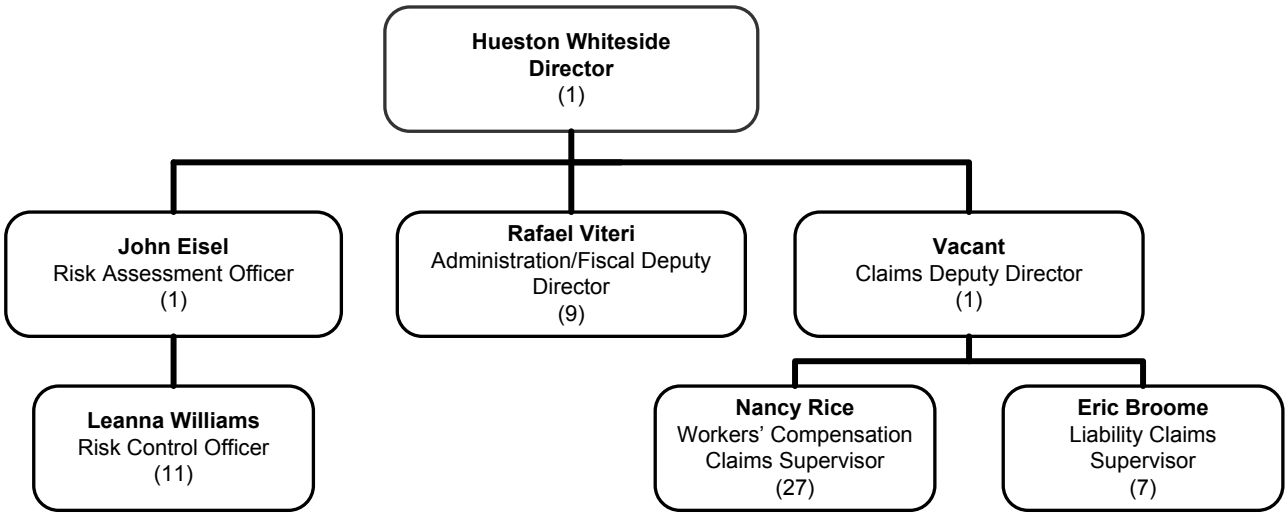
	Classification
1	Mail Services Supervisor
1	Mail Processor III
2	Mail Processor II
4	Total

RISK MANAGEMENT
Hueston Whiteside

DEPARTMENT MISSION STATEMENT

Risk Management seeks to minimize the frequency and severity of financial loss to the County through an Integrated Risk Management Program that includes identification and assessment of exposures that can result in loss, effective risk reduction and loss prevention programs for identified risks, aggressive claims management, and fiscally responsible risk financing and recovery.

ORGANIZATIONAL CHART



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 meant 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 in reviewing their higher exposure claims. Worked closely with ARMC and implemented new procedures in 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 Estimate	2014-15 Target
Cost of risk as a percent of County budget.	1.75%	<2%	1.9%	<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 Estimate	2014-15 Target
Number of people who are trained.	2,168	2,991	4,205	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 Estimate	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 Estimate	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	0	0	57
Insurance Funds	96,845,889	89,389,185	0	0	(7,456,704)	0
Total Internal Service Funds	102,751,233	95,294,529	0	0	(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	97,124,796	96,845,889
Total	**73,451,797**	**79,513,420**	**99,908,986**	**103,487,234**	**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	68,796,422	89,389,185
Total	**69,263,760**	**73,064,499**	**74,794,867**	**75,158,860**	**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 appropriation 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

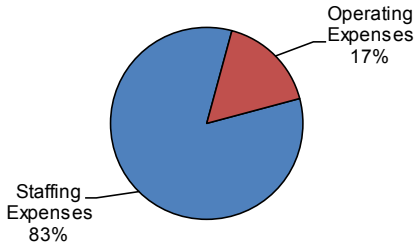
Budget at a Glance	
Requirements Less Reimbursements*	$6,554,426
Sources/Reimbursements	$6,554,426
Net Budget	$0
Estimated Unrestricted Net Assets	$204,964
Use of Unrestricted Net Assets	$0
Total Staff	57
*Includes Contingencies	

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.

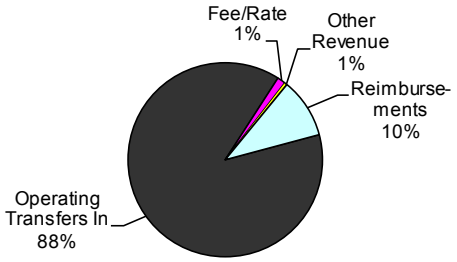
The Risk Management budget unit is an internal service fund (ISF). All operational costs are financed through Board-approved rates. As an ISF, any unrestricted net assets available at the end of a fiscal year are carried over to the next fiscal year to provide working capital, finance the replacement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

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

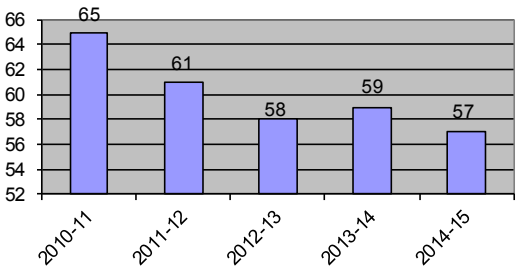


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	58	58	59	57
Limited Term	0	0	0	0
Total	58	58	59	57
Staffing Expenses	$5,078,130	$5,529,416	$5,529,416	$5,464,773

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	5,243,193	5,118,796	5,078,130	5,197,455	5,529,416	5,464,773	**(64,643)**
Operating Expenses	1,160,681	1,323,224	1,547,328	1,394,671	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	6,592,126	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	5,963,503	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	5,963,503	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	78,000	110,000	90,000	**(20,000)**
Other Revenue	(12,133)	(197,608)	(477,354)	25,000	25,000	30,000	**5,000**
Total Revenue	113,081	(91,453)	(370,393)	103,000	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	6,330,438	6,362,438	5,905,344	**(457,094)**
Net Budget*	481,944	(31,494)	(190,337)	366,935	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 RECOMMENDED 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 based primarily on lower staffing expenses due to the transfer of 2 positions to Information Services Department (ISD) and 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

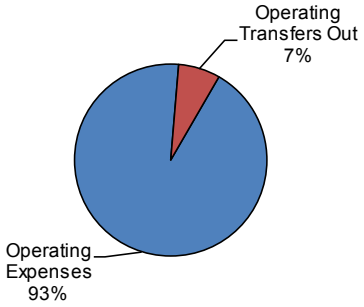
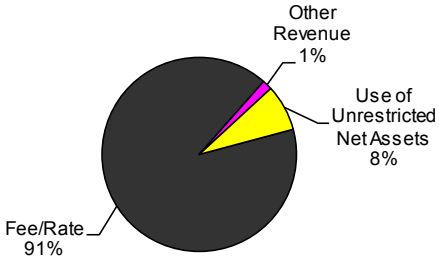
DESCRIPTION OF MAJOR SERVICES

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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	60,568,396	67,173,901	62,512,745	68,631,266	89,896,831	90,060,545	**163,714**
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	68,631,266	89,897,358	90,060,545	**163,187**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	60,568,396	67,183,011	62,520,202	68,631,266	89,897,358	90,060,545	**163,187**
Operating Transfers Out	6,558,844	6,235,825	7,059,078	6,527,445	7,227,438	6,785,344	**(442,094)**
Total Requirements	67,127,240	73,418,836	69,579,280	75,158,711	97,124,796	96,845,889	**(278,907)**
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	79,094,701	63,796,500	87,805,500	**24,009,000**
Other Revenue	3,415,163	2,334,747	3,075,228	5,795,059	4,999,922	1,583,685	**(3,416,237)**
Total Revenue	61,901,235	69,603,590	71,153,245	84,889,760	68,796,422	89,389,185	**20,592,763**
Operating Transfers In	0	0	(60,720,621)	2,667	0	0	**0**
Total Sources	61,901,235	69,603,590	10,432,624	84,892,427	68,796,422	89,389,185	**20,592,763**
Net Budget*	(5,226,005)	(3,815,246)	(59,146,656)	9,733,716	(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 RECOMMENDED BUDGET

Operating expenses of $90.0 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 $278,907 primarily as result of decreased operating transfers out representing lower program administration expenses offset by an increase in operating expenses, as a result of ongoing costly settlements and increased liability claim experience.

Sources are increasing by $20.6 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

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%

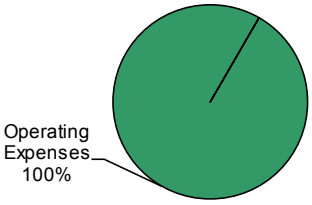
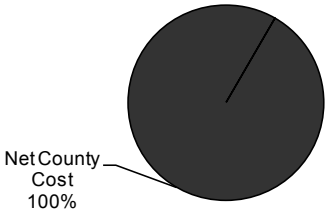
*Includes Contingencies

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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified 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 Financing 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 RECOMMENDED 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

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

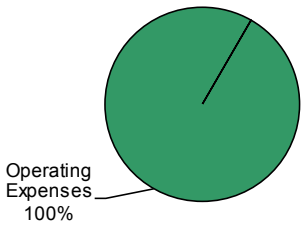
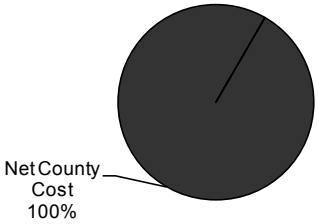
Budget at a Glance	
Requirements Less Reimbursements*	$3,270,620
Sources/Reimbursements	$0
Net County Cost	$3,270,620
Total Staff	0
Funded by Net County Cost	100%
*Includes Contingencies	

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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,897,138	3,086,460	2,814,938	2,981,036	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	2,981,036	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	2,981,036	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	2,981,036	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 Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	2,897,138	3,086,460	2,814,938	2,981,036	3,159,104	3,270,620	**111,516**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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
SUMMARY

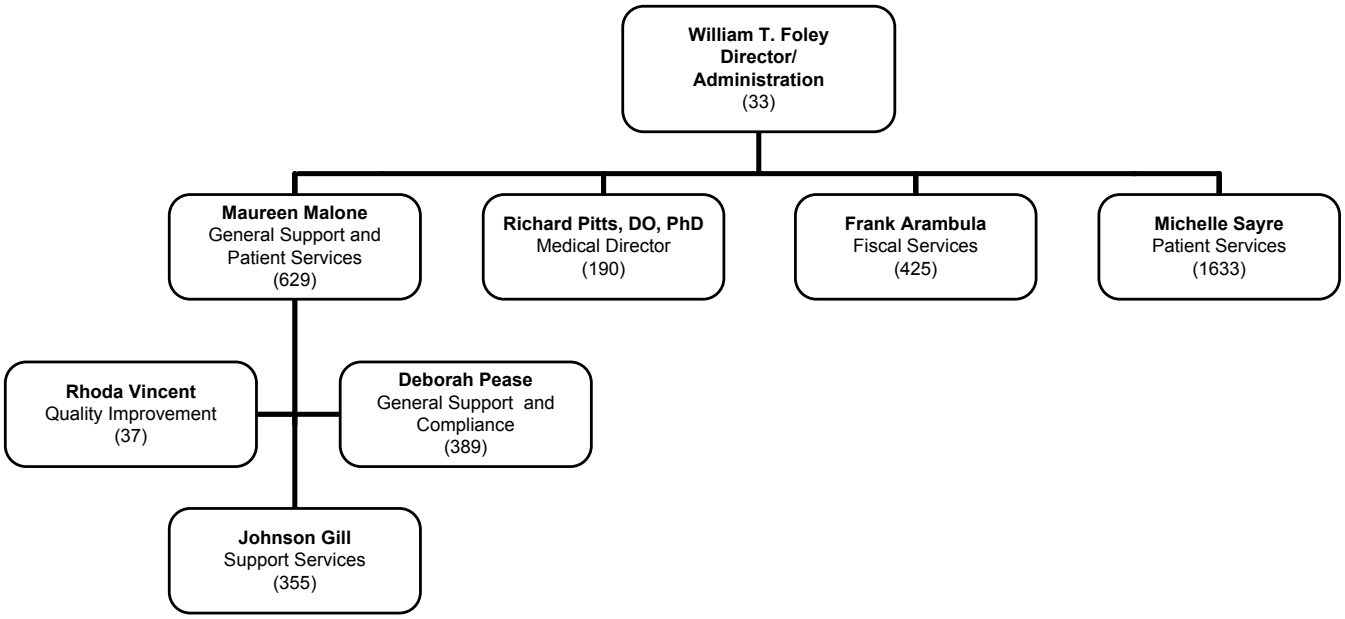
ENTERPRISE FUNDS	Page #	Requirements	Sources	Net Budget	Staffing
ARROWHEAD REGIONAL MEDICAL CENTER	112				
ARROWHEAD REGIONAL MEDICAL CENTER	116	450,920,892	442,423,843	(8,497,049)	3,691
MEDICAL CENTER LEASE PAYMENTS	123	42,049,251	42,049,251	0	0
TOTAL ENTERPRISE FUNDS		492,970,143	484,473,094	(8,497,049)	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 collected 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 Estimate	2014-15 Target
Number of clinical or operational processes reviewed.	2	N/A	6	8
ARMC patient satisfaction percentile (overall rating)	69%	72%	72%	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 Estimate	2014-15 Target
Percentage of DSRIP milestones achieved.	97%	N/A	95%	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 Estimate	2014-15 Target
Nursing registry dollars spent.	$5M	N/A	$4M	$3M

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	0	0	(8,497,049)	3,691
Medical Center Lease Payment	42,049,251	42,049,251	0	0	0	0
Total Enterprise 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	444,216,191	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**	**487,366,205**	**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	435,864,009	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**	**479,014,023**	**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 appropriation 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

Budget at a Glance	
Requirements Less Reimbursements*	$450,920,892
Sources/Reimbursements	$442,423,843
Net Budget	($8,497,049)
Estimated Unrestricted Net Assets	$26,886,322
Use of Unrestricted Net Assets	$8,497,049
Total Staff	3,691

*Includes Contingencies

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.

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.

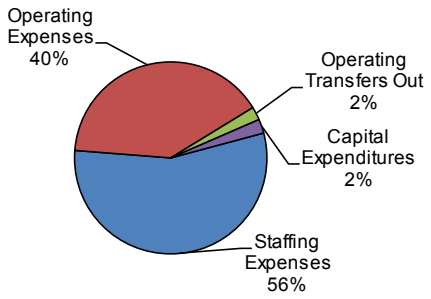
ARMC has worked diligently with the California Association of Public Hospitals to maximize funding for Medi-Cal and uninsured patients under Disproportionate Share and Safety Net Care Pool sources. These sources are provided primarily through the California section 1115 Waiver. The Waiver, implemented 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.

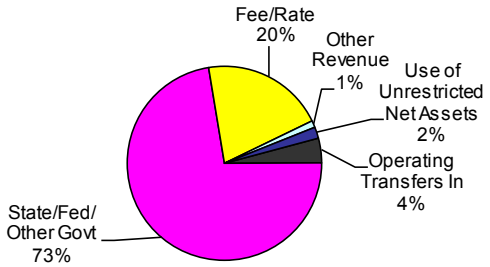
An additional funding source provided under the waiver, the Delivery System Reform Incentive Plan (DSRIP), has been an innovative approach to transforming existing delivery systems. The DSRIP has provided Infrastructure Development, Innovation Redesign, Population-Focused Improvement and Urgent Improvement 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

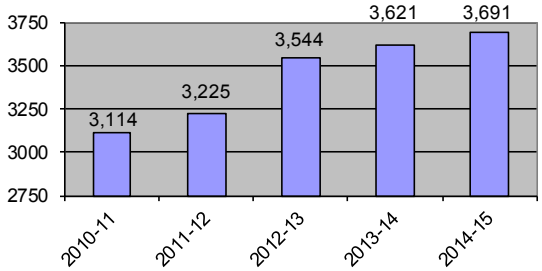


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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	$247,092,447	$249,854,047

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	201,506,225	213,355,057	231,529,363	243,073,755	247,092,447	249,854,047	**2,761,600**
Operating Expenses	168,352,555	192,521,910	189,924,979	204,369,307	179,312,122	180,362,076	**1,049,954**
Capital Expenditures	2,627,788	10,585,537	5,363,315	6,675,203	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	454,118,265	433,323,135	440,908,359	**7,585,224**
Reimbursements	(12,500)	(139,322)	(179,912)	0	0	0	**0**
Total Appropriation	372,474,068	416,323,182	426,637,745	454,118,265	433,323,135	440,908,359	**7,585,224**
Operating Transfers Out	9,808,735	8,230,697	9,618,819	49,081,424	10,893,056	10,012,533	**(880,523)**
Total Requirements	382,282,803	424,553,879	436,256,564	503,199,689	444,216,191	450,920,892	**6,704,701**
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	347,051,405	322,671,588	326,772,943	**4,101,355**
Fee/Rate	89,696,625	97,178,302	91,177,192	81,973,580	76,464,564	92,065,054	**15,600,490**
Other Revenue	14,660,124	2,151,835	30,112,490	5,023,654	6,171,757	5,130,054	**(1,041,703)**
Total Revenue	401,469,551	391,195,295	438,428,958	434,048,639	405,307,909	423,968,051	**18,660,142**
Operating Transfers In	974,630	38,312,185	23,561	63,558,372	30,556,100	18,455,792	**(12,100,308)**
Total Sources	402,444,181	429,507,480	438,452,519	497,607,011	435,864,009	442,423,843	**6,559,834**
Net Budget*	20,161,378	4,953,601	2,195,955	(5,592,678)	(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.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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. It has been two years of preparation as Medi-Cal access and eligibility was expanded through the Affordable Care Act, effective January 1, 2014.

Requirements are increasing by $6.7 million. This is primarily due to an increase of $2.8 million in staffing expenses, representing an increase in retirement costs and the addition of 70 net budgeted positions related to regulatory, quality improvement, and volume requirements. Operating expenses are increasing by $1.0 million, which includes an increase in COWCAP costs, insurance costs, and professional and special services, offset by

decreased Medically Indigent Adult program costs due to increased Medi-Cal availability. Capital expenditures are increasing by $3.8 million due to equipment replacement needs. Operating transfers out are decreasing by $0.9 million due to completion of various capital projects.

Sources are increasing by $6.6 million primarily due to the implementation of the Affordable Care Act. Medi-Cal revenues are increasing by $76.2 million, offset by a decrease of $53.0 million due to a reduction in Safety Net Care Pool and discontinuation of the Low Income Health Program (LIHP). Federal reimbursement is reduced by $19.1 million due to a reduction in Medicare inpatient payments, meaningful use grant funds, and Disproportionate Share Hospital (DSH) payments. Current services revenue is increasing by $15.6 million due to increased reimbursement from Behavioral Health, Self-Pay patients, and Commercial payers. Other operating revenue is decreasing by $1.0 million due to reduction in resident reimbursement. Realignment revenues are decreasing by $12.1 million 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 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)
Ancillary Receivables Manager (1 regular)
Assistant Manager-Laboratory (1 regular)
Assistant Manager-Medical Imaging (1 regular)
Assistant Manager-Nutrition Services (1 regular)
Clinic Assistant (8 regular)
Clinical Therapist I (2 regular)
Contract Social Svc Practitioner (1 limited term)
Custodian (15 limited term)
Family Health Clinic Office Manager (3 regular)
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 recommended 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 Family Health Clinic Care Managers and Clinic Assistant IIs, 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 Technicia
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	Clinic Assistant
51	Clinic Assistant II
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	Family Health Clinic Care Manager
3	Family Health Clinic Office 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
1	Administrative Supervisor I
2	Administrative Supervisor II
1	Ancillary Receivables Manager
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

Quality Improvement

	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

General Support and Compliance

	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

General Support and Compliance (Continued)

	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

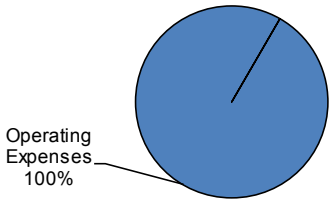
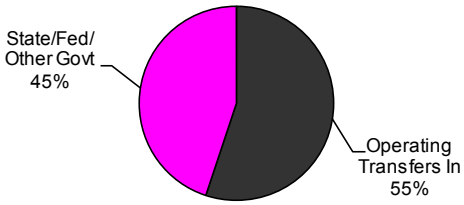
Budget at a Glance

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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	42,988,658	41,526,830	41,657,396	42,321,735	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	42,321,735	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	42,321,735	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	42,321,735	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	21,283,568	19,063,823	18,877,576	**(186,247)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	769,768	0	0	0	**0**
Total Revenue	19,500,334	18,820,181	19,671,137	21,283,568	19,063,823	18,877,576	**(186,247)**
Operating Transfers In	23,488,324	22,706,649	21,986,259	20,975,377	24,086,191	23,171,675	**(914,516)**
Total Sources	42,988,658	41,526,830	41,657,396	42,258,945	43,150,014	42,049,251	**(1,100,763)**
Net Budget*	0	0	0	(62,790)	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 RECOMMENDED 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, which results in a reduction of sources needed to meet requirements.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

ECONOMIC DEVELOPMENT AGENCY
SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
ECONOMIC DEVELOPMENT AGENCY	126				
ECONOMIC DEVELOPMENT SUMMARY	128				
ECONOMIC DEVELOPMENT	131	3,468,279	155,000	3,313,279	10
TOTAL GENERAL FUND		3,468,279	155,000	3,313,279	10

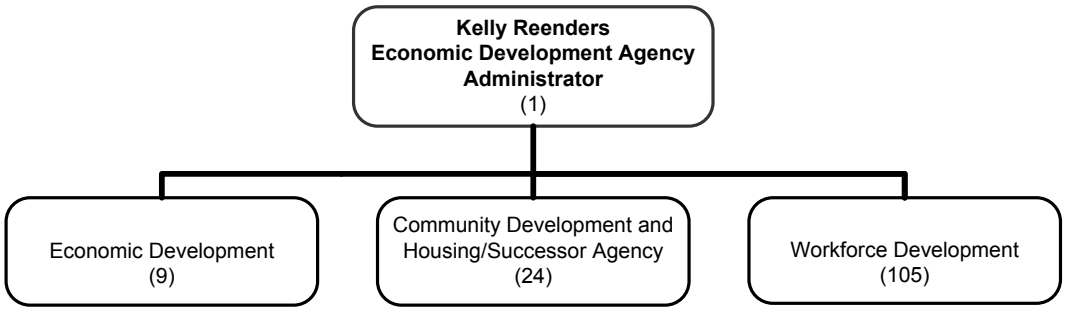
SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Fund Balance	Staffing
ECONOMIC DEVELOPMENT:					
COMMUNITY DEVELOPMENT AND HOUSING	135	50,187,969	17,689,090	32,498,879	24
WORKFORCE DEVELOPMENT	141	22,058,961	22,058,961	0	105
TOTAL SPECIAL REVENUE		72,246,930	39,748,051	32,498,879	129

ECONOMIC DEVELOPMENT AGENCY
Kelly Reenders

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 Devenlopment	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	50,187,969	17,689,090		32,498,879		24
Workforce Development	22,058,961	22,058,961		0		105
Total Special Revenue Funds	72,246,930	39,748,051		32,498,879		129
Other Agencies						
Economic and Community Development Corp	92	0		92		0
County Industrial Development Authority	52,754	120		52,634		0
Total Other Agencies	52,846	120		52,726		0
Total - All Funds	75,768,055	39,903,171	3,313,279	32,551,605	0	139

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.

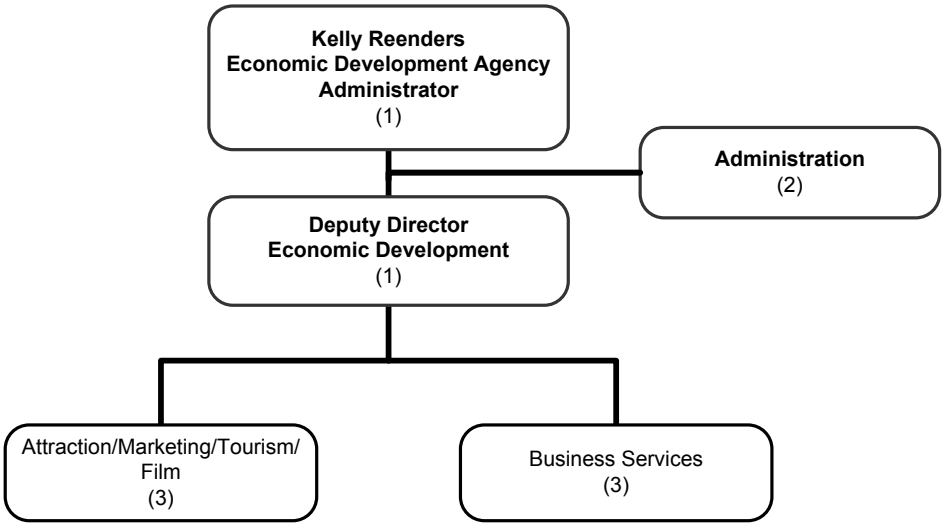
Through the combination of four entities with common goals and objectives, the Agency provides leadership and direction to all 24 cities and private economic development organizations within the County.

ECONOMIC DEVELOPMENT
Kelly Reenders

DEPARTMENT MISSION STATEMENT

The Department of Economic Development fosters sustainable economic growth opportunities for job creation and revenue enhancement through comprehensive business expansion, attraction, and retention programs and services. The Department creates strategic partnerships with public and private entities to enhance global competitiveness and entrepreneurial development.

ORGANIZATIONAL CHART



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 152 businesses as of mid-year to the County, resulting in an estimated 4,038 jobs retained. Of these businesses, 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 to 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, 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 Estimate	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.	N/A	N/A	N/A	TBD

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Economic Devenlopment	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	3,135,452	3,468,279
Total	**3,065,030**	**2,774,965**	**3,113,901**	**3,135,452**	**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	2,980,452	3,313,279
Total	**2,863,589**	**2,625,178**	**2,913,901**	**2,980,452**	**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	

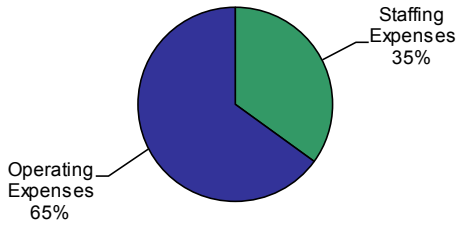
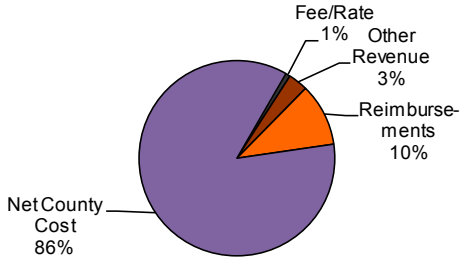
The Department of Economic Development's (ED) major goals are to foster job creation, increase private investment and enhance County revenues through the implementation of a Countywide economic development strategy. The strategy focuses on maximizing the standard of living of the County's residents, providing economic opportunities for the County's businesses, fostering a competitive environment and positioning the County as a highly competitive region for business opportunities. The strategy will emphasize industry sectors with high-growth potential and offering skilled high paying jobs.

The Department spearheads initiatives having local, national and international impact by forming internal and external strategic partnerships with key public and private sector organizations including, but not limited to, the State of California, San Bernardino County cities, the County of Riverside, as well as non-profit development corporations, developers, brokers, site selectors, corporate real estate executives and tenant representatives. Outreach to private sector stakeholders is conducted via a comprehensive media/marketing campaign.

The Department also creates and develops necessary support structures to foster a positive, creative and expanding business climate by offering a wide array of economic development programs and services including the following:

- Site Selection Assistance
- Market Analysis and Demographics
- Permitting Assistance
- Incentive Programs
- Small Business Assistance and Technical Support
- Technical assistance and marketing support to County cities and economic development stakeholders.

2014-15 RECOMMENDED BUDGET

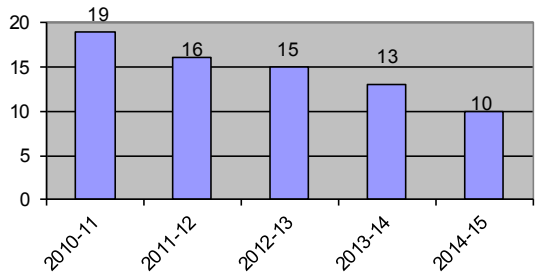
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	13	13	13	10
Limited Term	2	0	0	0
Total	15	13	13	10
Staffing Expenses	$1,650,731	$1,721,891	$1,727,509	$1,354,111

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	1,931,327	1,566,706	1,597,262	1,577,181	1,727,509	1,354,111	**(373,398)**
Operating Expenses	2,187,151	2,035,867	1,709,465	2,117,710	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	3,694,891	3,846,201	3,869,255	**23,054**
Reimbursements	(1,100,675)	(904,657)	(917,374)	(710,750)	(710,749)	(400,976)	**309,773**
Total Appropriation	3,017,803	2,697,916	2,389,353	2,984,141	3,135,452	3,468,279	**332,827**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,017,803	2,697,916	2,389,353	2,984,141	3,135,452	3,468,279	**332,827**
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	35,286	30,000	30,000	**0**
Other Revenue	158,865	116,000	165,307	125,000	125,000	125,000	**0**
Total Revenue	190,041	149,788	202,970	160,286	155,000	155,000	**0**
Operating Transfers In	11,400	0	0	0	0	0	**0**
Total Financing Sources	201,441	149,788	202,970	160,286	155,000	155,000	**0**
Net County Cost	2,816,362	2,548,128	2,186,383	2,823,855	2,980,452	3,313,279	**332,827**
				Budgeted Staffing	13	10	**(3)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 Agency staff.

Sources of $155,000 represents 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 $332,827 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 an attempt 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 in 2014-15 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

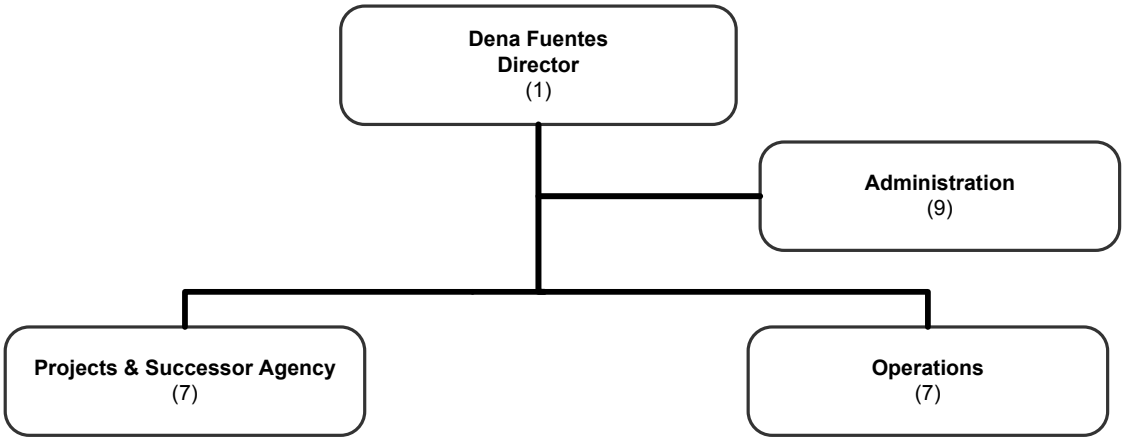
	Classification
1	Deputy Director
1	Economic Development Manager
3	Economic Dev. Coordinator III
1	ECD Technician
1	Staff Analyst II
7	Total

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 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 million of unobligated tax allocation bonds to the County for future projects in Cedar Glen and San Savaine 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 serves 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 Estimate	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 Estimate	2014-15 Target
Activities (such as direct mail, email campaigns and events) informing constituents of foreclosure prevention events and programs.	43	30	64	50
Unique page views on the County and JPA websites, which provide foreclosure prevention information to homeowners within the County.	2,924	3,000	12,000	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 Estimate	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	50,187,969	17,689,090		32,498,879		24
Total Special Revenue Funds	50,187,969	17,689,090		32,498,879		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	54,431,572	50,187,969
Total	**42,021,486**	**52,046,540**	**82,924,629**	**54,431,572**	**50,187,969**

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	19,678,738	17,689,090
Total	**24,926,121**	**32,902,601**	**36,815,627**	**19,678,738**	**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	32,498,879
Total	**17,095,365**	**19,143,939**	**46,109,002**	**34,752,834**	**32,498,879**

Community Development and Housing

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$53,710,968
Sources/Reimbursements	$21,212,089
Fund Balance	$32,498,879
Use of Fund Balance	$32,498,879
Total Staff	24

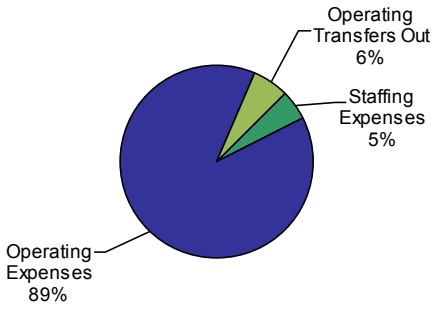
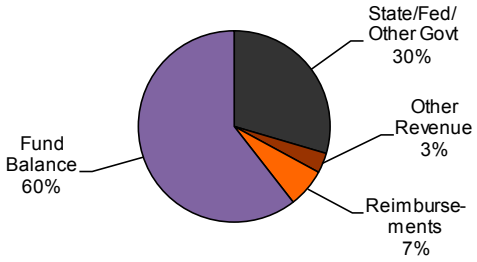
*Includes Contingencies

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 as well.

Additionally, CDH is responsible to complete the County's remaining redevelopment activities under the auspices of the County of San Bernardino's Successor Agency, Oversight Board, and Housing Successor. This includes ensuring the enforceable financial obligations are retired, selling the Successor Agency's assets, and completing all remaining capital projects. CDH also manages the Countywide Redevelopment Dissolution process for all 26 successor agencies operating in the County.

2014-15 RECOMMENDED BUDGET

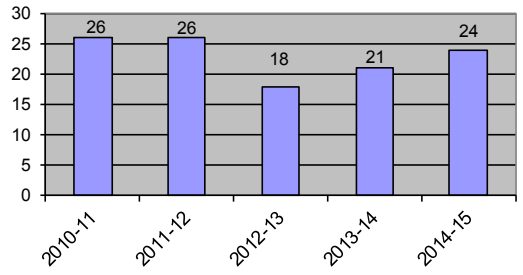
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	2,442,861	1,872,920	1,796,203	2,145,713	2,302,676	2,698,685	**396,009**
Operating Expenses	18,202,562	29,004,275	25,151,669	16,632,295	42,403,734	47,752,283	**5,348,549**
Capital Expenditures	0	2,285,449	362,157	1,405,271	4,410,000	0	**(4,410,000)**
Contingencies	0	0	0	0	6,859,189	0	**(6,859,189)**
Total Exp Authority	20,645,423	33,162,644	27,310,029	20,183,279	55,975,599	50,450,968	**(5,524,631)**
Reimbursements	(1,567,356)	(1,913,666)	(5,683,921)	(3,195,738)	(3,886,792)	(3,522,999)	**363,793**
Total Appropriation	19,078,067	31,248,978	21,626,108	16,987,541	52,088,807	46,927,969	**(5,160,838)**
Operating Transfers Out	3,269,326	3,823,296	3,997,373	1,022,310	2,342,765	3,260,000	**917,235**
Total Requirements	22,347,393	35,072,274	25,623,481	18,009,851	54,431,572	50,187,969	**(4,243,603)**
Sources							
Taxes	570	1,153,330	0	23,910	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	12,988,936	16,894,842	15,874,560	**(1,020,282)**
Fee/Rate	14,563	13,603	2,048	35,426	0	0	**0**
Other Revenue	5,072,942	3,046,400	16,327,544	1,518,215	1,908,877	1,614,530	**(294,347)**
Total Revenue	24,363,698	33,465,077	34,700,899	14,566,487	18,803,719	17,489,090	**(1,314,629)**
Operating Transfers In	907	320,852	650,425	1,189,409	875,019	200,000	**(675,019)**
Total Financing Sources	24,364,605	33,785,929	35,351,324	15,755,896	19,678,738	17,689,090	**(1,989,648)**
				Fund Balance	34,752,834	32,498,879	**(2,253,955)**
				Budgeted Staffing	21	24	**3**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Requirements of $50.2 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 $4.2 million due to the completion of a major Housing and Urban Development program (NSP 3) in 2013-14.

Sources are decreasing by $2.0 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
1	Contract Housing Project Manager
7	Total

Operations

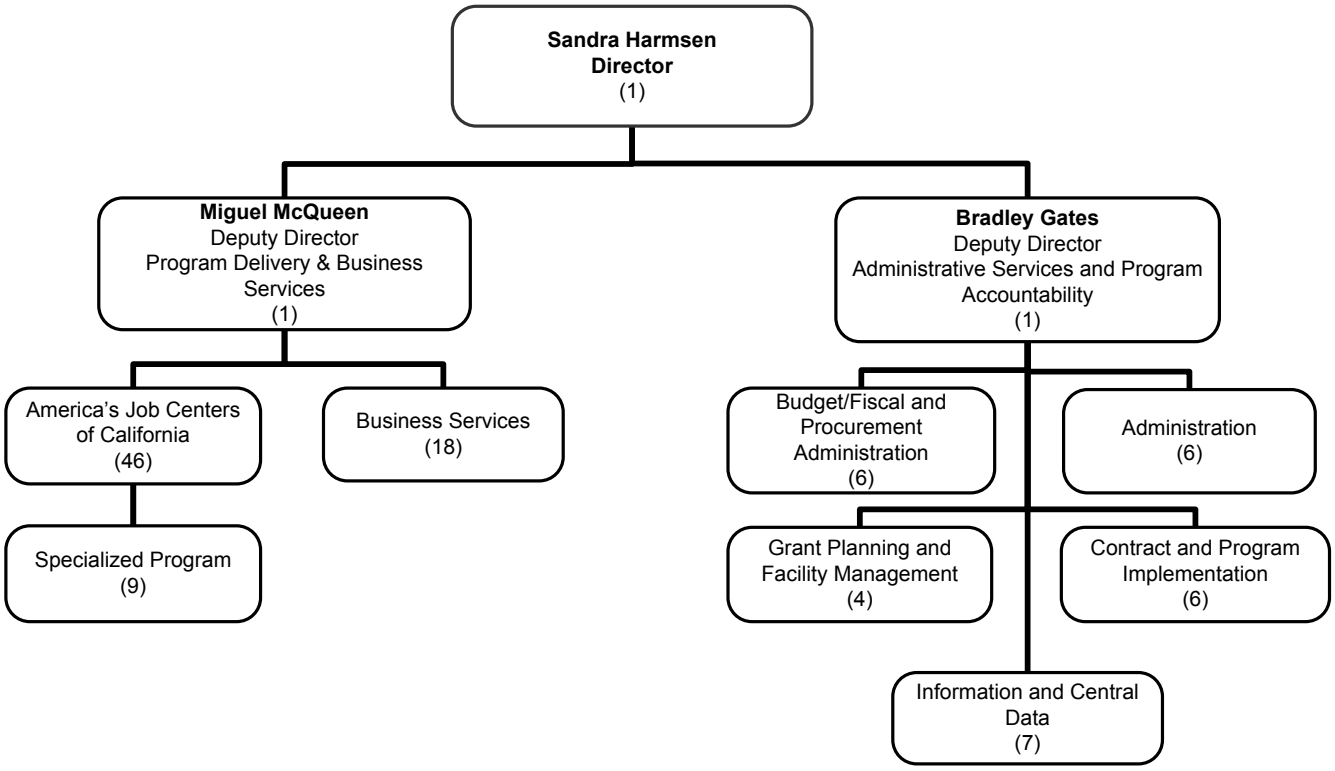
	Classification
1	Deputy Director
2	ECD Analyst II
1	CDH Housing Project Manager
2	Contract Housing Analyst
1	ECD Technician
7	Total

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 45,000 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 1,500 customers into vocational or On-the-Job training programs.
- Visited over 7,000 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 800 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*
- *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 Estimate	2014-15 Target
America's Job Center of California visits.	75,101	60,000	45,000	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	1,500	1,350
Customers receiving employer-based On-the-Job training services.	219	240	240	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	Yes	Yes	Yes
• Average Wage	Yes	Yes	Yes	Yes
• Job Retention	Yes	Yes	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 Estimate	2014-15 Target
Business visits.	6,151	6,000	7,000	7,600
Business Assessment Surveys performed (1st time visits).	2,396	2,200	2,200	2,250
Businesses served through workshop and consulting services.	479	600	800	300
Businesses served through layoff aversion consulting services.	N/A	N/A	28	30
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 of Associates Degree.*
- *Provide work experience opportunities for at-risk youth.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	2014-15 Target
At-risk youth enrolled.	625	476	549	540
At-risk youth placed in employment.	412	361	361	360
At-risk youth attaining GED, High School Diploma, Training Certificate or Associates Degree.	460	285	285	280

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Fund						
Workforce Development	22,058,961	22,058,961		0		105
Total Special Revenue Fund	22,058,961	22,058,961		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	22,058,961
Total	**23,471,089**	**21,028,929**	**24,342,129**	**23,695,986**	**22,058,961**

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	0
Total	**(221,634)**	**443,425**	**275,881**	**420,542**	**0**

Workforce Development

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$25,467,262
Sources/Reimbursements	$25,467,262
Fund Balance	$0
Contribution to Fund Balance	$1,261,288
Total Staff	105

*Includes Contingencies

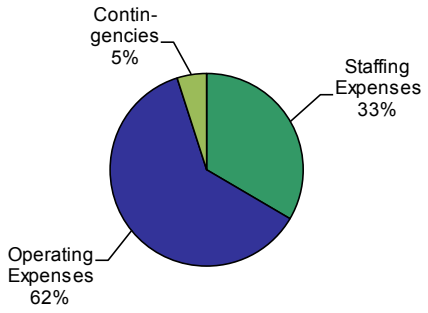
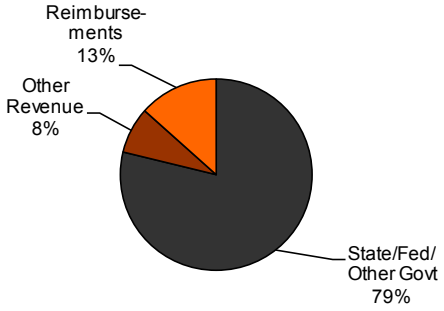
The Department of Workforce Development (WDD) provides services to job seekers, incumbent workers, youth and businesses on behalf of the Workforce Investment Board (WIB). The WIB is composed of private business representatives, labor organizations, and public sector partners who have been appointed by 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 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 RECOMMENDED BUDGET

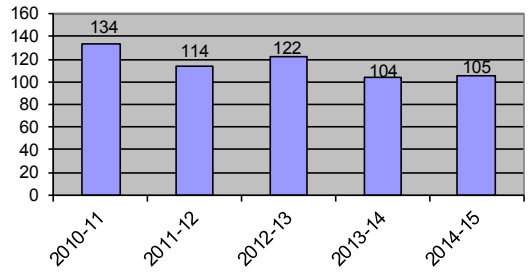
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED BUDGET

GROUP: Economic Development
DEPARTMENT: Workforce Development
FUND: Workforce Investment Fund (WIA)

BUDGET UNIT: SAC JOB
FUNCTION: Public Assistance
ACTIVITY: Training & Employment Assistance

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	8,818,615	7,352,095	7,959,401	7,166,074	8,193,690	8,519,990	**326,300**
Operating Expenses	26,303,948	15,310,596	12,240,152	15,544,409	13,837,829	15,685,984	**1,848,155**
Capital Expenditures	45,000	14,485	0	0	0	0	**0**
Contingencies	2,305,114	0	0	0	1,920,878	1,261,288	**(659,590)**
Total Exp Authority	37,472,677	22,677,176	20,199,553	22,710,483	23,952,397	25,467,262	**1,514,865**
Reimbursements	(10,207,088)	(2,203,014)	(254,623)	(2,879,064)	(256,411)	(3,408,301)	**(3,151,890)**
Total Appropriation	27,265,589	20,474,162	19,944,930	19,831,419	23,695,986	22,058,961	**(1,637,025)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	27,265,589	20,474,162	19,944,930	19,831,419	23,695,986	22,058,961	**(1,637,025)**
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	18,050,886	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	1,359,991	1,177,364	1,806,645	**629,281**
Total Revenue	27,487,223	20,413,712	20,115,387	19,410,877	23,275,444	21,876,961	**(1,398,483)**
Operating Transfers In	0	0	0	0	0	182,000	**182,000**
Total Financing Sources	27,487,223	20,413,712	20,115,387	19,410,877	23,275,444	22,058,961	**(1,216,483)**
				Fund Balance	420,542	0	**(420,542)**
				Budgeted Staffing	104	105	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 $1.6 million due to reduction of $2.0 million in state, federal, or government aid revenue which reflects the removal of the second year of 2012 funding. The department also received a revenue agreement for $0.5 million 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 increase in departmental reimbursements as a result of an MOU with the Transitional Assistance Department (TAD) for $3.0 million to provide paid work experience for CalWORKs Youth. As a result of the TAD MOU, direct services are increased by $1.9 million.

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 and 1 vacant limited term Fiscal Assistant 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, a Fiscal Assistant position was reclassified to an Accounting Technician, and a contract WIB Aide position was reclassified to a regular WIB Aide. The department has added 4 limited term 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 meet current workload demands to 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 SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
ASSESSOR/RECORDER/COUNTY CLERK	152	22,890,787	7,145,500	15,745,287	223
AUDITOR-CONTROLLER/TREASURER/ TAX COLLECTOR	162	36,880,704	26,188,884	10,691,820	296
TOTAL GENERAL FUND		59,771,491	33,334,384	26,437,107	519

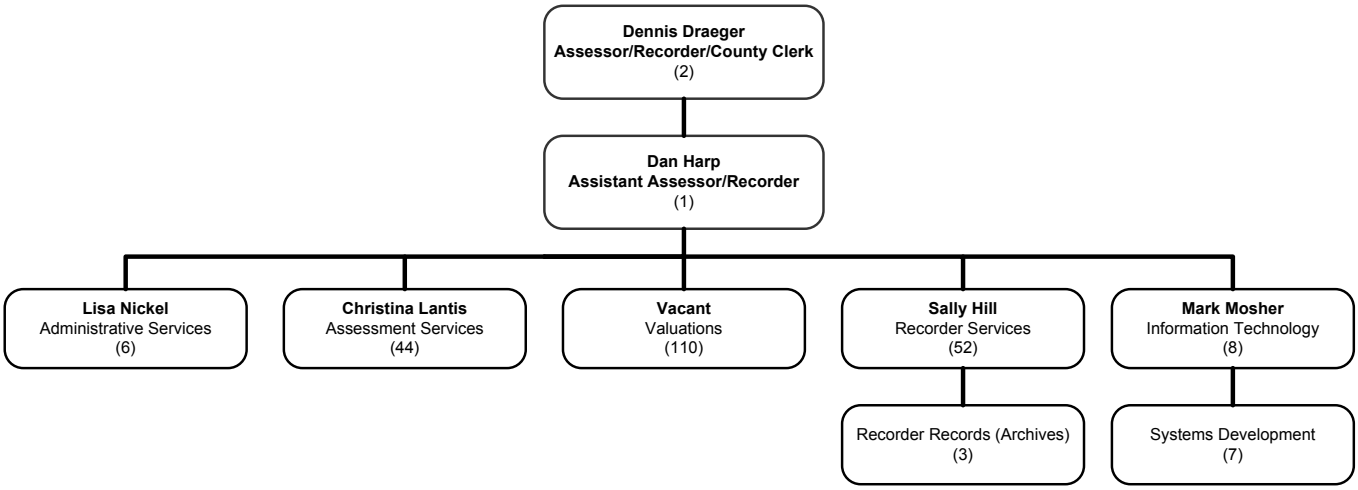
SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Fund Balance	Staffing
ASSESSOR/RECORDER/COUNTY CLERK: SPECIAL REVENUE FUNDS - CONSOLIDATED	158	12,266,053	3,779,200	8,486,853	10
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR: REDEMPTION RESTITUTION MAINTENANCE	170	1,679,166	288,500	1,390,666	0
TOTAL SPECIAL REVENUE FUNDS		13,945,219	4,067,700	9,877,519	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 million 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 Estimate	2014-15 Target
Percentage of completed appraisable events received to date in current roll year.	97.8%	99%	99%	99%
Percentage of completed Business Property Statements filed by the annual deadline.	99.7%	99%	99%	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 Estimate	2014-15 Target
Percentage of change in ownership documents completed in current roll year.	99.9%	95.5%	99.73%	95.5%

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	12,266,053	3,779,200		8,486,853		10
Total Special Revenue Funds	12,266,053	3,779,200		8,486,853		10
Total - All Funds	35,156,840	10,924,700	15,745,287	8,486,853		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	22,985,256	22,890,787
Systems Development	10,290,230	8,700,017	4,198,649	5,666,347	5,091,740
Vital Records	863,395	914,821	855,916	983,775	1,107,815
Electronic Recording	933,322	1,079,392	1,140,596	1,477,550	1,530,882
Recorder Records	1,488,363	1,545,280	1,286,217	1,470,371	1,172,833
Social Security Number Truncation	1,564,602	2,031,420	2,443,968	3,053,415	3,362,783
Total	**33,049,038**	**35,126,757**	**31,942,669**	**35,636,714**	**35,156,840**

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	15,868,654	15,745,287
Total	**14,438,311**	**14,678,459**	**15,300,823**	**15,868,654**	**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	2,716,740
Vital Records	731,582	782,821	730,232	853,775	962,815
Electronic Recording	486,854	630,962	718,292	974,598	1,122,882
Recorder Records	1,036,693	1,099,826	867,310	966,211	764,833
Social Security Number Truncation	1,074,481	1,552,368	1,991,985	2,525,435	2,919,583
Total	**11,281,856**	**10,366,994**	**6,310,427**	**8,161,366**	**8,486,853**

Assessor/Recorder/County Clerk

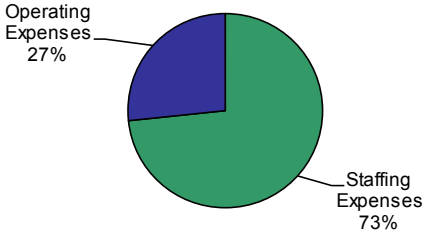
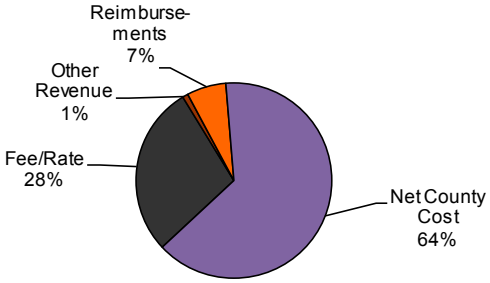
DESCRIPTION OF MAJOR SERVICES

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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

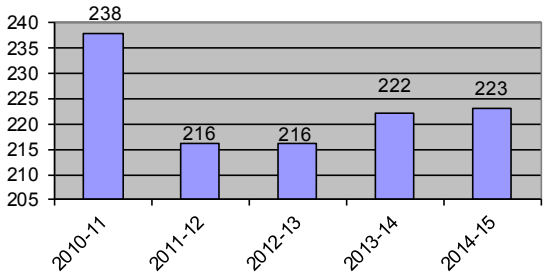
FISCAL

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	216	221	222	223
Limited Term	0	0	0	0
Total	216	221	222	223
Staffing Expenses	$17,191,081	$18,017,420	$18,205,153	$17,931,694

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	14,672,925	16,065,032	16,374,853	16,961,322	18,205,153	17,931,694	**(273,459)**
Operating Expenses	3,207,612	6,258,025	5,626,983	5,592,605	5,889,790	6,517,820	**628,030**
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	22,564,750	24,105,766	24,449,514	**343,748**
Reimbursements	(39,553)	(1,574,366)	(294,570)	(331,107)	(1,203,619)	(1,589,727)	**(386,108)**
Total Appropriation	17,908,791	20,791,184	21,749,598	22,233,643	22,902,147	22,859,787	**(42,360)**
Operating Transfers Out	0	45,000	39,952	83,109	83,109	31,000	**(52,109)**
Total Requirements	17,908,791	20,836,184	21,789,550	22,316,752	22,985,256	22,890,787	**(94,469)**
Sources							
Taxes	24,875	17,667	21,462	18,516	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	6,465,086	6,912,102	6,901,500	**(10,602)**
Other Revenue	225,669	214,607	273,254	228,628	194,500	225,500	**31,000**
Total Revenue	3,470,851	6,178,342	7,587,826	6,712,230	7,116,602	7,145,500	**28,898**
Operating Transfers In	0	0	0	1,169	0	0	**0**
Total Financing Sources	3,470,851	6,178,342	7,587,826	6,713,399	7,116,602	7,145,500	**28,898**
Net County Cost	14,437,940	14,657,842	14,201,724	15,603,353	15,868,654	15,745,287	**(123,367)**
				Budgeted Staffing	222	223	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 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 $94,469 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 documents.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $17.9 million fund 223 budgeted regular positions. An Appraiser I is being reclassified to Appraiser II 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 reclassified to Lead Legal Document Classifier to provide adequate oversight of lower level staff and enhance the efficient operation of the office. A Legal Document Classifier II is being reclassified to Legal Document Classifier I to better serve the needs of the division. A Business Applications Manager position is being moved from a Recorder special revenue fund budget, reclassified to Chief of ARC Information Technology, 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 Service	8	0	8	8	0	0	8
Assessment Services	44	0	44	40	4	0	44
Valuations	110	0	110	103	7	0	110
Recorder Services	53	0	53	47	6	0	53
Information Technology	8	0	8	6	2	0	8
Total	223	0	223	204	19	0	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	Chief of ARC Information Technology
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*	$12,266,053
Sources/Reimbursements	$3,779,200
Fund Balance	$8,486,853
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.

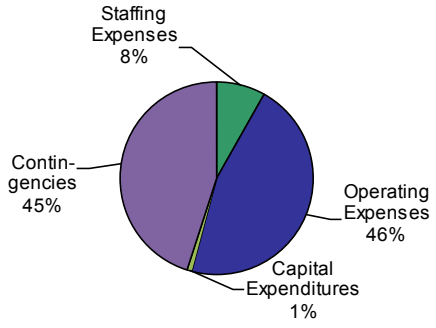
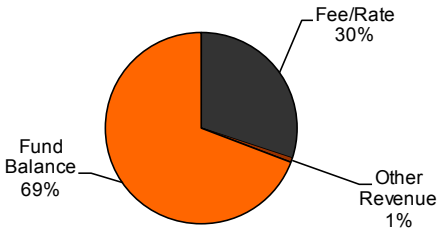
Vital Records was established to support vital records operation and retention, including the improvement and automation of vital records systems. Sources include fees collected for certified copies of vital statistics records pursuant to Health and Safety Code Section 103625(f)(g)(2). There is no staffing 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 RECOMMENDED BUDGET

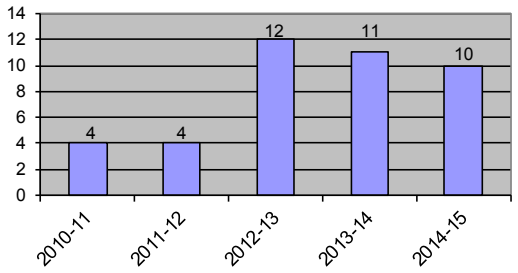
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	258,535	275,068	1,001,309	1,069,498	1,128,911	1,003,693	**(125,218)**
Operating Expenses	3,908,584	3,820,113	1,778,299	2,227,041	5,510,572	5,638,726	**128,154**
Capital Expenditures	24,460	12,173	57,022	179,875	280,000	100,000	**(180,000)**
Contingencies	0	0	0	0	5,731,975	5,523,634	**(208,341)**
Total Exp Authority	4,191,579	4,107,354	2,836,630	3,476,414	12,651,458	12,266,053	**(385,405)**
Reimbursements	(6,564)	(118,732)	0	(59,280)	0	0	**0**
Total Appropriation	4,185,015	3,988,622	2,836,630	3,417,134	12,651,458	12,266,053	**(385,405)**
Operating Transfers Out	600,919	4,000,000	0	0	0	0	**0**
Total Requirements	4,785,934	7,988,622	2,836,630	3,417,134	12,651,458	12,266,053	**(385,405)**
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	3,653,143	4,400,000	3,690,000	**(710,000)**
Other Revenue	105,125	92,356	103,089	89,478	90,092	89,200	**(892)**
Total Revenue	3,858,128	3,897,150	4,620,906	3,742,621	4,490,092	3,779,200	**(710,892)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,858,128	3,897,150	4,620,906	3,742,621	4,490,092	3,779,200	**(710,892)**
				Fund Balance	8,161,366	8,486,853	**325,487**
				Budgeted Staffing	11	10	**(1)**

FISCAL

DETAIL OF 2014-15 RECOMMENDED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Systems Development (Fund SDW)	5,091,740	2,375,000	2,716,740	7
Vital Records (Fund SDX)	1,107,815	145,000	962,815	0
Electronic Recording (Fund SIW)	1,530,882	408,000	1,122,882	0
Recorder Records (Fund SIX)	1,172,833	408,000	764,833	3
Social Security Number Truncation (Fund SST)	3,362,783	443,200	2,919,583	0
Total Special Revenue Funds	12,266,053	3,779,200	8,486,853	10

Systems Development includes $5.1 million in requirements to fund 7 positions, costs for document indexing/imaging, computer hardware, software and associated maintenance, and includes $1.3 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 $897,275 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 $973,250 in budgeted contingencies. Sources of $408,000 are from electronic recording fees and anticipated interest earnings.

Recorder Records includes $1.2 million in requirements for staffing expenses to fund 3 positions, costs associated with preservation efforts, and includes $316,709 in budgeted contingencies. Sources of $408,000 are from records fees and anticipated interest earnings.

Social Security Number Truncation includes $3.4 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 decreasing by $385,405 primarily due to decreases in equipment, professional services, contingencies, and a decrease in staffing expense due to the transfer of a position to the Assessor/Recorder/County Clerk budget unit general fund. These decreases are partially offset by increases in transfers for Information Technology costs. 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 reclassified to Chief of ARC Information Technology and 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

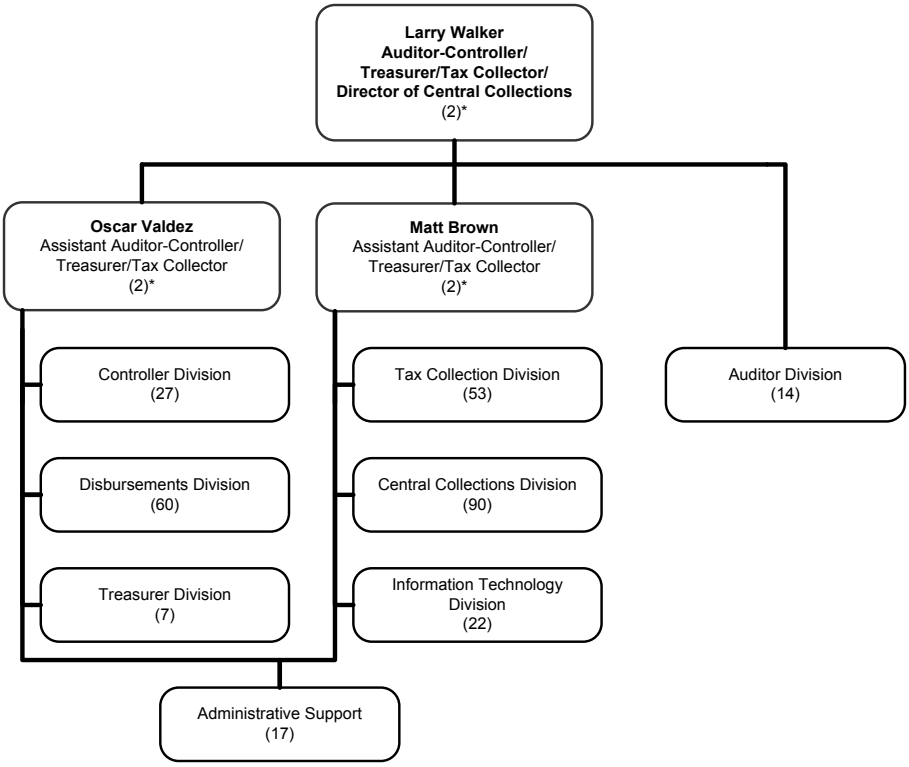
FISCAL

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 has issued 28 compliance and operational audit reports from July 1, 2013 thru March 31, 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 the Transient Occupancy Tax (bed tax) collections within the County. Since this collaboration, the Tax Collector has received information on 77 rentals not previously registered in the Transient Occupancy Tax (TOT) program. Total TOT collected in 2012-13 was $1.5 milliion, and an additional $26,512 has been collected in one quarter this fiscal year, with 29 facilities reporting for the first time.

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 Estimate	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 Estimate	2014-15 Target
Percentage of apportionments completed by the third week of the following fiscal year.	100%	100%	100%	100%

FISCAL

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 colect defaulted secured property taxes.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	2014-15 Target
County investment pool rating	Fitch - AAA	Fitch - AAA	Fitch - AAA	Fitch - AAA
Percentage of annual tax charge collected	97.2%	96%	96%	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	1,679,166	288,500		1,390,666		0
Total Special Revenue Fund	1,679,166	288,500		1,390,666		0
Total - All Funds	38,559,870	26,477,384	10,691,820	1,390,666		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	37,110,409	36,880,704
Redemption Restitution Maintenance	182,140	973,709	1,059,419	1,434,306	1,679,166
Total	**34,789,690**	**33,415,363**	**37,658,545**	**38,544,715**	**38,559,870**

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	26,084,063	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**	**26,307,863**	**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	11,026,346	10,691,820
Total	**10,481,022**	**9,317,146**	**9,573,060**	**11,026,346**	**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	1,390,666
Total	**180,350**	**182,147**	**973,619**	**1,210,506**	**1,390,666**

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.

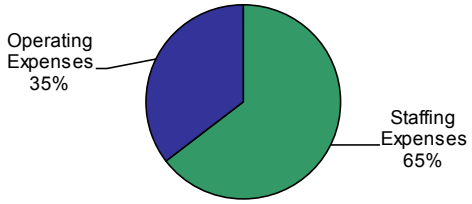
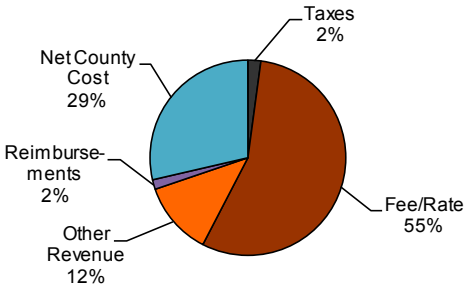
The Controller Division records the collections and performs the accounting, reporting, and claims of all County financial activities to ensure sound financial management. It is also responsible for developing and implementing accounting systems and standards and administering the Countywide Cost Allocation 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 RECOMMENDED BUDGET

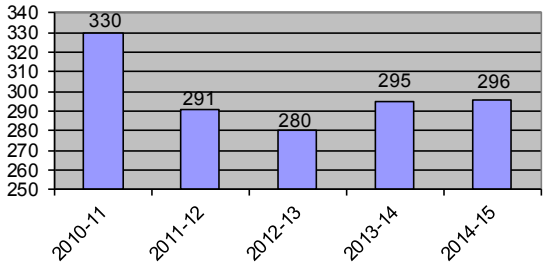
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	277	278	278	280
Limited Term	3	15	17	16
Total	280	293	295	296
Staffing Expenses	$23,797,675	$24,151,265	$24,283,195	$24,187,211

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	24,350,111	22,181,622	22,511,394	22,629,690	24,283,195	24,187,211	**(95,984)**
Operating Expenses	11,778,908	11,296,625	10,365,494	12,771,143	12,958,514	13,269,353	**310,839**
Capital Expenditures	92,306	55,963	88,481	355,000	140,000	20,000	**(120,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	36,221,325	33,534,210	32,965,369	35,755,833	37,381,709	37,476,564	**94,855**
Reimbursements	(1,614,279)	(1,258,293)	(275,419)	(274,606)	(271,300)	(595,860)	**(324,560)**
Total Appropriation	34,607,046	32,275,917	32,689,950	35,481,227	37,110,409	36,880,704	**(229,705)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	34,607,046	32,275,917	32,689,950	35,481,227	37,110,409	36,880,704	**(229,705)**
Sources							
Taxes	307,060	0	386,920	791,840	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	118,016	33,081	122,204	**89,123**
Fee/Rate	18,347,152	18,108,328	19,472,244	19,417,840	20,268,499	20,718,034	**449,535**
Other Revenue	5,382,219	4,880,121	4,887,853	4,834,994	4,887,483	4,548,646	**(338,837)**
Total Revenue	24,126,449	23,124,951	24,900,649	25,162,690	26,084,063	26,188,884	**104,821**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	24,126,449	23,124,951	24,900,649	25,162,690	26,084,063	26,188,884	**104,821**
Net County Cost	10,480,597	9,150,966	7,789,301	10,318,537	11,026,346	10,691,820	**(334,526)**
				Budgeted Staffing	295	296	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 $229,705, primarily due to a reduction in capital expenditures and an increase in reimbursements. Sources are expected to increase by $104,821, 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 bankruptcy legal counsel expenses ($50,000). The Auditor-Controller/Treasurer/Tax Collector received an increase in 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*	$1,679,166
Sources/Reimbursements	$288,500
Fund Balance	$1,390,666
Contribution to Fund Balance	$23,500
Total Staff	0

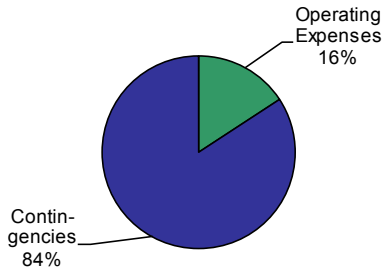
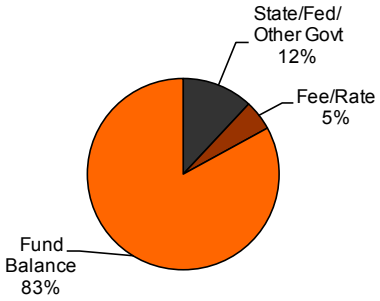
*Includes Contingencies

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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

FISCAL

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified 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	1,414,166	**(20,140)**
Total Exp Authority	0	0	0	0	1,434,306	1,679,166	**244,860**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	1,434,306	1,679,166	**244,860**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	1,434,306	1,679,166	**244,860**
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	176,760	220,000	200,000	**(20,000)**
Fee/Rate	0	0	0	0	0	85,000	**85,000**
Other Revenue	1,797	910	3,143	3,400	3,800	3,500	**(300)**
Total Revenue	1,797	791,472	236,887	180,160	223,800	288,500	**64,700**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,797	791,472	236,887	180,160	223,800	288,500	**64,700**
				Fund Balance	1,210,506	1,390,666	**180,160**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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. 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 $244,860 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 SUMMARY

	Page #	Requirements	Sources	Net County Cost	Staffing
GENERAL FUND					
HUMAN SERVICES	174				
HEALTH ADMINISTRATION	176				
HEALTH ADMINISTRATION	178	120,730,613	105,730,613	15,000,000	1
BEHAVIORAL HEALTH	184				
BEHAVIORAL HEALTH	187	172,139,912	170,147,701	1,992,211	582
PUBLIC HEALTH	200				
PUBLIC HEALTH	206	79,432,808	75,220,029	4,212,779	713
CALIFORNIA CHILDREN'S SERVICES	210	21,359,774	16,673,628	4,686,146	174
INDIGENT AMBULANCE	214	472,501	0	472,501	0
HUMAN SERVICES ADMINISTRATIVE CLAIM	219	503,236,205	489,059,585	14,176,620	4,644
AGING AND ADULT SERVICES	236				
AGING AND ADULT SERVICES	239	8,926,323	8,926,323	0	38
PUBLIC GUARDIAN-CONSERVATOR	242	814,564	202,951	611,613	19
CHILD SUPPORT SERVICES	245	40,039,593	40,039,593	0	430
HUMAN SERVICES - SUBSISTENCE PAYMENTS:					
SUBSISTENCE FUNDS - CONSOLIDATED	254	522,617,937	493,720,548	28,897,389	0
VETERANS AFFAIRS	266	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

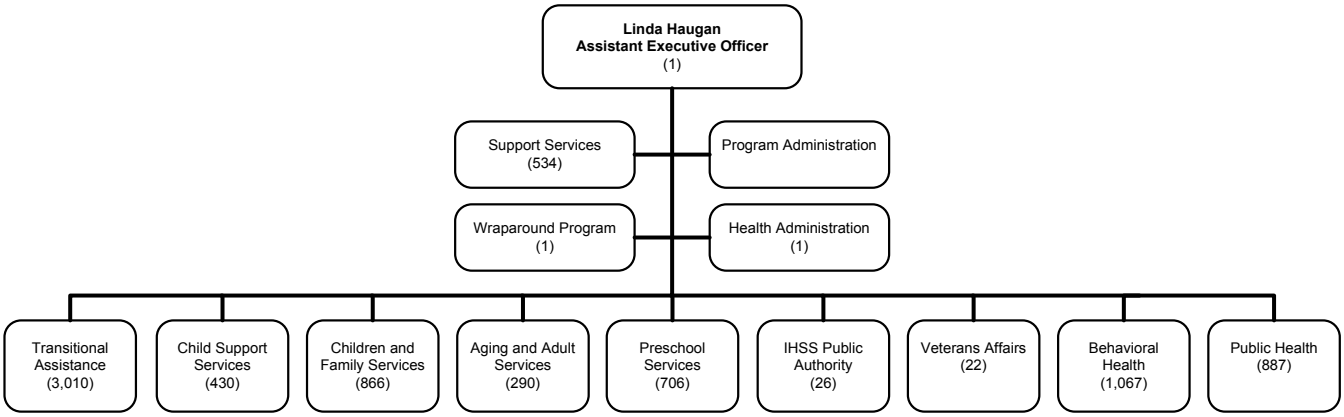
	Page #	Requirements	Sources	Fund Balance	Staffing
SPECIAL REVENUE FUNDS					
HEALTH ADMINISTRATION:					
MASTER SETTLEMENT AGREEMENT	182	38,732,453	17,508,893	21,223,560	0
BEHAVIORAL HEALTH:					
MENTAL HEALTH SERVICES ACT	192	194,759,572	122,010,783	72,748,789	485
SPECIAL REVENUE FUNDS - CONSOLIDATED	197	22,632,390	11,429,122	11,203,268	0
PUBLIC HEALTH:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	216	7,767,798	4,000,984	3,766,814	0
HUMAN SERVICES ADMINISTRATION:					
WRAPAROUND REINVESTMENT FUND	251	12,171,980	6,035,000	6,136,980	1
PRESCHOOL SERVICES	259	49,232,350	49,087,131	145,219	706
TOTAL SPECIAL REVENUE FUNDS		325,296,543	210,071,913	115,224,630	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	0	0	1
Behavioral Health (BH)	172,139,912	170,147,701	1,992,211	0	0	582
Public Health (PH)	79,432,808	75,220,029	4,212,779	0	0	713
PH - California Children's Services	21,359,774	16,673,628	4,686,146	0	0	174
PH - Indigent Ambulance	472,501	0	472,501	0	0	0
Total General Fund	394,135,608	367,771,971	26,363,637	0	0	1,470
Special Revenue Funds						
Master Settlement Agreement	38,732,453	17,508,893	0	21,223,560	0	0
BH - Mental Health Services Act	194,759,572	122,010,783	0	72,748,789	0	485
BH Special Revenue Funds - Consolidated	22,632,390	11,429,122	0	11,203,268	0	0
PH Special Revenue Funds - Consolidated	7,767,798	4,000,984	0	3,766,814	0	0
Total Special Revenue Funds	263,892,213	154,949,782	0	108,942,431	0	485
Total - All Funds	658,027,821	522,721,753	26,363,637	108,942,431	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	0	0	4,644
Aging and Adult Services - Aging Programs	8,926,323	8,926,323	0	0	0	38
Public Guardian-Conservator	814,564	202,951	611,613	0	0	19
Child Support Services	40,039,593	40,039,593	0	0	0	430
Human Services Subsistence - Consolidated	522,617,937	493,720,548	28,897,389	0	0	0
Veterans Affairs	1,985,233	550,853	1,434,380	0	0	22
Total General Fund	1,077,619,855	1,032,499,853	45,120,002	0	0	5,153
Special Revenue Funds						
Wraparound Reinvestment Fund	12,171,980	6,035,000	0	6,136,980	0	1
Preschool Services	49,232,350	49,087,131	0	145,219	0	706
Total Special Revenue Funds	61,404,330	55,122,131	0	6,282,199	0	707
Other Agencies						
IHSS Public Authority	8,249,280	6,816,432	0	1,432,848	0	26
Total Other Agencies	8,249,280	6,816,432	0	1,432,848	0	26
Total - All Funds	1,147,273,465	1,094,438,416	45,120,002	7,715,047	0	5,886

NOTE: IHSS Public Authority is reported in a separate budget document.

Human Services is composed of eight County Departments: Transitional Assistance (TAD), Children and Family Services (CFS), Aging and Adult Services (DAAS), Preschool Services, Child Support Services, Veterans Affairs, Behavioral Health (BH) and Public Health (PH). Twoo 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.

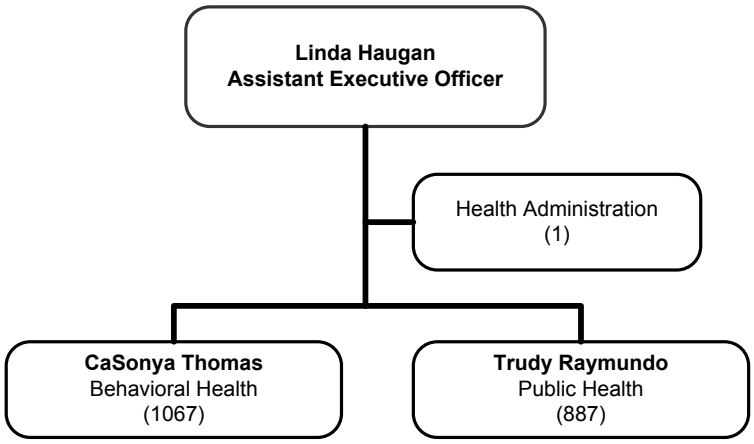
Subsistence Payments and Aid to Indigents (general relief) are either direct payments to welfare recipients or payments to organizations that provide service to the welfare recipients. The Human Services Assistant Executive Officer is responsible for all of the above budget units.

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



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	38,732,453	17,508,893		21,223,560		0
Total Special Revenue Fund	38,732,453	17,508,893		21,223,560		0
Total - All Funds	159,463,066	123,239,506	15,000,000	21,223,560	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	150,585,267	120,730,613
Master Settlement Agreement	22,852,028	23,877,171	27,207,376	38,858,857	38,732,453
Total	**74,922,145**	**67,304,906**	**129,768,021**	**189,444,124**	**159,463,066**

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	135,584,459	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**	**153,988,479**	**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	21,223,560
Total	**5,039,137**	**5,852,027**	**10,132,376**	**20,454,837**	**21,223,560**

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 a Medi-Cal and uninsured individuals to provide for uncompensated costs of care. Medi-Cal managed care payments provide for maximum reimbursement under the allowable rate range. DSRIP funding is strictly tied to results and meeting transformation milestones. These payments are reflected as a matching contribution to the state, with a return of the initial investment to this budget unit.

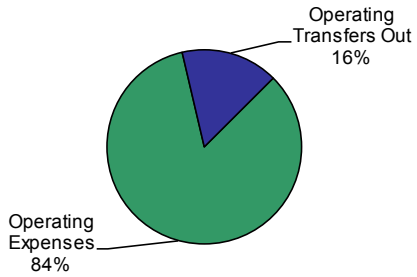
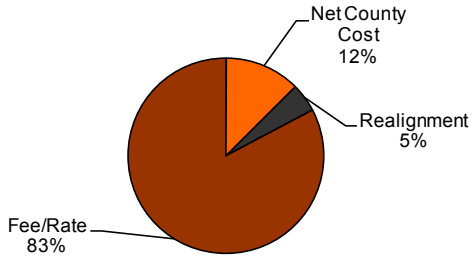
Realignment and General Fund Support

General fund support and realignment funds are used to pay for the ARMC debt service lease payments of $15.0 million, Realignment AB 8 match of $4.3 million, 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 debt service payments).

2014-15 RECOMMENDED BUDGET

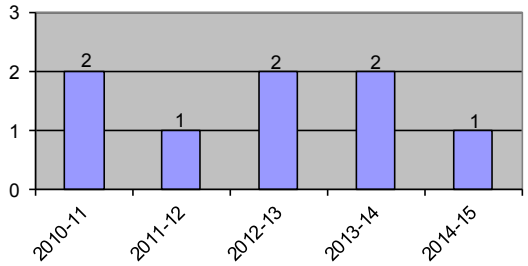
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	2	2	2	1
Limited Term	0	0	0	0
Total	2	2	2	1
Staffing Expenses	$276,027	$307,548	$308,356	$160,272

5-YEAR STAFFING TREND



HUMAN SERVICES

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	230,227	176,247	320,215	308,356	308,356	160,272	**(148,084)**
Operating Expenses	32,029,606	23,988,795	67,065,145	148,777,090	130,960,232	101,081,987	**(29,878,245)**
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	149,085,446	131,268,588	101,242,259	**(30,026,329)**
Reimbursements	0	(39,979)	0	0	0	0	**0**
Total Appropriation	32,259,833	24,125,063	67,385,360	149,085,446	131,268,588	101,242,259	**(30,026,329)**
Operating Transfers Out	19,805,002	19,023,328	18,302,938	19,316,679	19,316,679	19,488,354	**171,675**
Total Requirements	52,064,835	43,148,391	85,688,298	168,402,125	150,585,267	120,730,613	**(29,854,654)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	5,825,299	4,873,403	7,826,732	5,402,123	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	148,000,000	130,000,000	100,000,000	**(30,000,000)**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	37,070,118	28,151,026	70,688,298	153,402,123	135,584,459	105,730,613	**(29,853,846)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	37,070,118	28,151,026	70,688,298	153,402,123	135,584,459	105,730,613	**(29,853,846)**
Net County Cost	14,994,717	14,997,365	15,000,000	15,000,002	15,000,808	15,000,000	**(808)**
				Budgeted Staffing	2	1	**(1)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 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 $29.9 million due to decreased intergovernmental transfers required for DSH, DSRIP, and Medi-Cal managed care programs. Sources are decreased by $29.9 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
Administrative Analyst III	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

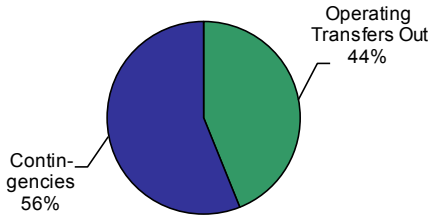
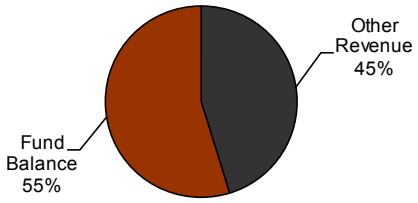
Requirements Less Reimbursements*	$38,732,453
Sources/Reimbursements	$17,508,893
Fund Balance	$21,223,560
Contribution to Fund Balance	$508,893
Total Staff	0

*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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

HUMAN SERVICES

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	21,858,857	21,732,453	**(126,404)**
Total Exp Authority	0	0	0	0	21,858,857	21,732,453	**(126,404)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	21,858,857	21,732,453	**(126,404)**
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	38,732,453	**(126,404)**
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	17,768,723	18,404,020	17,508,893	**(895,127)**
Total Revenue	17,812,890	18,134,168	27,322,460	17,768,723	18,404,020	17,508,893	**(895,127)**
Operating Transfers In	0	3,146,181	0	0	0	0	**0**
Total Financing Sources	17,812,890	21,280,349	27,322,460	17,768,723	18,404,020	17,508,893	**(895,127)**
				Fund Balance	20,454,837	21,223,560	**768,723**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 net debt service lease payment for ARMC.

Other revenue of $17.5 million reflects anticipated revenue from the major tobacco companies to the Master Settlement Agreement fund.

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

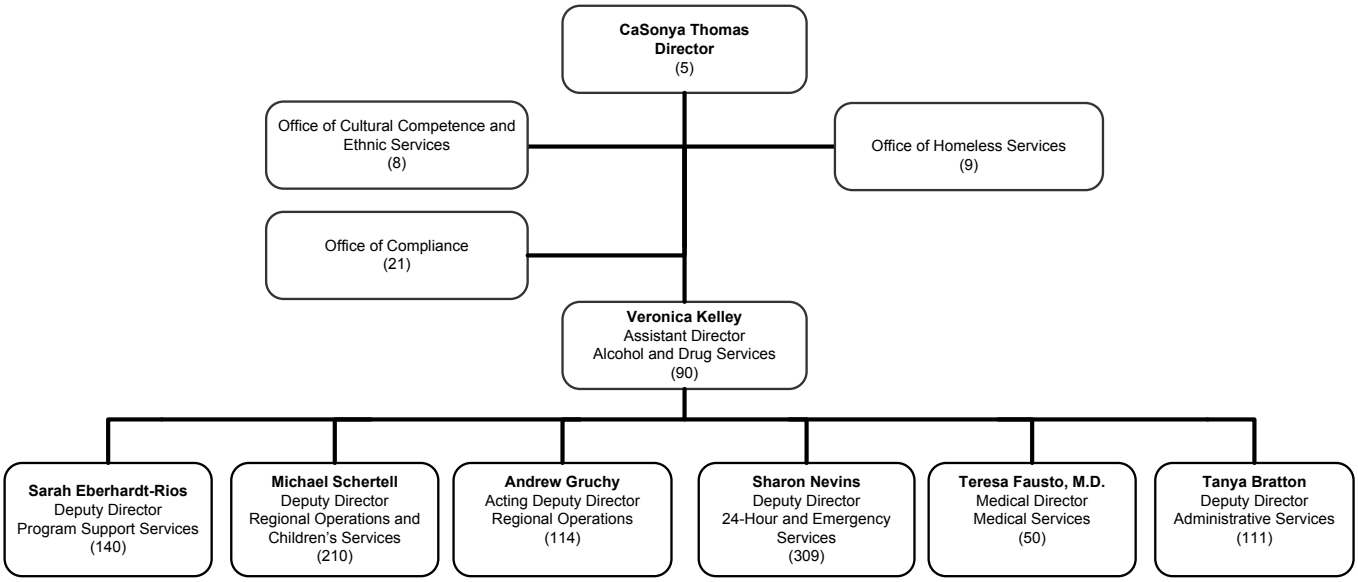
There is no staffing associated with this budget unit.

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 deomonstrated to reduce thefuture need for intensive behavioral health issues.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	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

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 Estimate	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	194,759,572	122,010,783		72,748,789		485
Special Revenue Fund-Consolidated	22,632,390	11,429,122		11,203,268		0
Total Special Revenue Fund	217,391,962	133,439,905		83,952,057		485
Total - All Funds	389,531,874	303,587,606	1,992,211	83,952,057		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	153,045,439	172,139,912
Mental Health Services Act	145,987,696	139,885,288	161,089,972	170,856,690	194,759,572
Block Grant Carryover Program	14,757,697	18,789,279	20,975,510	19,852,532	19,948,157
Court Alcohol & Drug Program	1,418,406	1,408,636	1,371,284	1,752,975	2,096,090
Driving Under the Influence Program	542,316	616,004	694,355	630,951	588,143
Total	**279,145,496**	**276,723,115**	**319,933,834**	**346,138,587**	**389,531,874**

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	151,053,228	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**	**254,626,859**	**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	72,748,789
Block Grant Carryover Program	3,660,195	7,615,431	9,182,691	8,906,302	9,146,969
Court Alcohol & Drug Program	935,337	963,737	980,284	1,351,965	1,676,377
Driving Under the Influence Program	301,347	366,798	410,355	406,951	379,922
Total	**57,436,472**	**80,553,660**	**73,696,961**	**89,519,517**	**83,952,057**

Behavioral Health

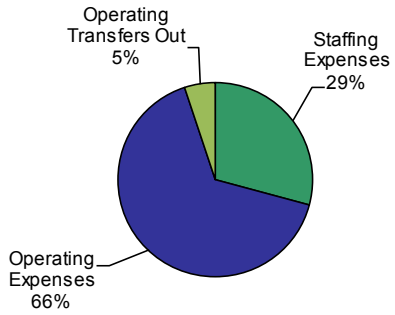
DESCRIPTION OF MAJOR SERVICES

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	

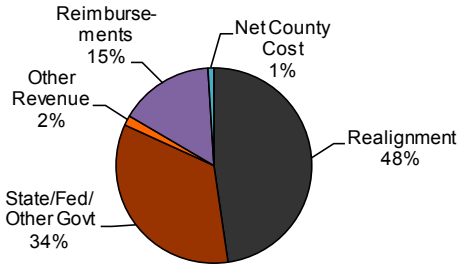
The Department of Behavioral Health is responsible for providing mental health services to county residents who are either unable to afford treatment or do not live in proximity to private services. Treatment is provided to all age groups, with primary emphasis placed on treating children, families and 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

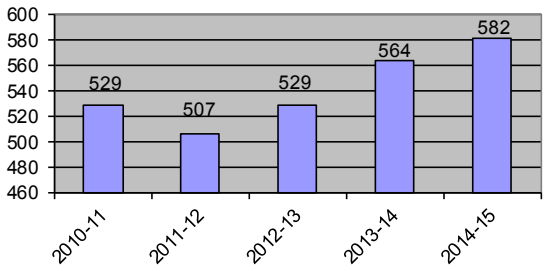


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	527	545	560	578
Limited Term	2	4	4	4
Total	529	549	564	582
Staffing Expenses	$44,648,594	$54,784,046	$55,738,345	$59,305,913

5-YEAR STAFFING TREND



HUMAN SERVICES

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	41,230,975	42,297,483	44,648,594	47,461,049	55,738,345	59,305,913	**3,567,568**
Operating Expenses	96,826,824	95,606,826	105,994,341	109,791,154	123,348,087	133,480,908	**10,132,821**
Capital Expenditures	0	52,650	74,514	833,103	833,103	678,879	**(154,224)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	138,057,799	137,956,959	150,717,449	158,085,306	179,919,535	193,465,700	**13,546,165**
Reimbursements	(23,850,322)	(24,177,009)	(24,325,743)	(23,797,246)	(28,716,849)	(31,698,832)	**(2,981,983)**
Total Appropriation	114,207,477	113,779,950	126,391,706	134,288,060	151,202,686	161,766,868	**10,564,182**
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	136,130,813	153,045,439	172,139,912	**19,094,473**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	42,142,958	52,999,648	82,744,721	85,445,973	87,968,955	97,080,904	**9,111,949**
State, Fed or Gov't Aid	69,411,012	57,998,084	40,073,886	46,780,460	59,635,830	69,484,680	**9,848,850**
Fee/Rate	289,235	217,637	241,892	217,872	247,300	259,300	**12,000**
Other Revenue	2,375,213	2,414,902	3,181,749	1,694,297	3,201,143	3,322,817	**121,674**
Total Revenue	114,218,418	113,630,271	126,242,248	134,138,602	151,053,228	170,147,701	**19,094,473**
Operating Transfers In	0	222	0	0	0	0	**0**
Total Financing Sources	114,218,418	113,630,493	126,242,248	134,138,602	151,053,228	170,147,701	**19,094,473**
Net County Cost	1,831,812	1,992,210	1,992,211	1,992,211	1,992,211	1,992,211	**0**
				Budgeted Staffing	564	582	**18**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 $19.1 million. Staffing expenses are increasing by $3.6 million. These increases reflect projected step advancements, increased employee benefits such as employee group insurance, and increased retirement and earned leave related costs, and a net increase of 18 positions. The CalWORKs program will be expanding in 2014-15 with the addition of 6 positions. The Choosing Healthy Options to Instill Change and Empowerment (CHOICE) program will also be adding 1 position. Increased demand for clinical services resulted in 7 new positions. Finally, there were 4 positions added to support expanded services in collaboration with the Transitional Assistant Department for the Family Stabilization program, established by Assembly Bill 74 in 2013.

Operating expenses are increasing by $10.1 million. An increase of $4.6 million in professional services is attributed to anticipated increases in the indigent consumers in the amount of $4.0 million and another $0.6 million 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 $0.7 million. An overall increase of $1.7 million in expenditures for information technology, rents & leases, and general liability insurance makes up the balance of the total operating expense increase.

Reimbursements are increasing by $3.0 million due primarily to an increase in mental health and substance abuse services provided to CalWORKs clients. Also included are reimbursements from Mental Health Services Act (MHSA) for staffing costs and reimbursements from the Sheriff's Department for the High Desert Detention Center expansion program.

Sources are increasing by $19.0 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. At the same time, there is a decrease in 2011 Realignment revenue of $4.3 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.

In addition, Realignment is increasing by $8.5 million in this budget unit, which reflects Realignment revenue that was budgeted in the MHSA special revenue fund in the prior year. This is offset with increases to operating transfers out in the same amount reflecting the transfer of these funds to the MHSA special revenue fund.

State and federal aid revenue is increasing by $9.8 million primarily due to increases in 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 expenses are increasing primarily due to anticipated increase in demand for services as a result of the Affordable Care Act and the CHOICE program. Budgeted staffing is increasing by 18 positions and will increase staffing expenses by $3.6 million. The budget includes the following 11 new positions:

Quality Management
1 Mental Health Nurse II

Mental Health CalWORKs
1 Clinical Therapist
1 Social Worker I
1 Mental Health Specialist

Business Services
1 Office Assistant IV

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, including 10 transfers in, deleting 2 Psychiatrists and 1 Mental Health Nurse II 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 are:

CHOICE Program
1 General Services Worker II

Children's Services
1 Office Assistant II

Mesa Clinic
2 Office Assistants II

Medical Services
2 Contract Psychiatrists

Family Stabilization
4 Mental Health Specialists

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
24-Hour and Emergency Services	95	0	95	74	20	1	95
Adminstrative 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	14	6	89
Regional Operations & Children's Svc	152	2	154	133	20	1	154
Medical Services	49	0	49	47	2	0	49
Total	578	4	582	502	69	11	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	MentalHealth 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
5	Office Assistant III
1	Office Assistant IV
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

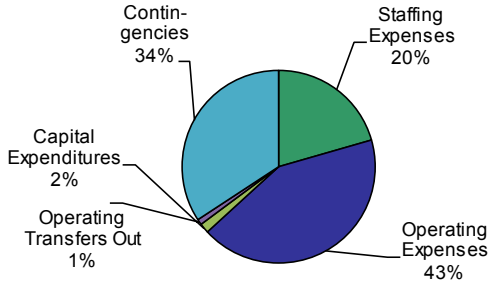
Requirements Less Reimbursements*	$195,327,965
Sources/Reimbursements	$122,579,176
Fund Balance	$72,748,789
Use of Fund Balance	$5,843,733
Total Staff	485

*Includes Contingencies

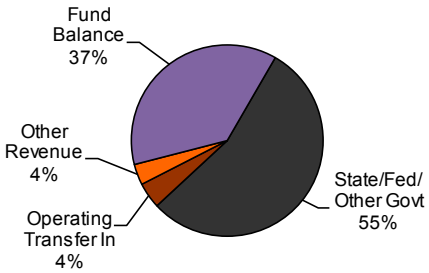
On November 2, 2004, voters passed Proposition 63, which established a state personal income tax surcharge of one percent on the portion of taxpayers' annual taxable income that exceeds $1 million. The proposition was enacted into law as the Mental Health Services Act (MHSA) effective January 1, 2005. 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

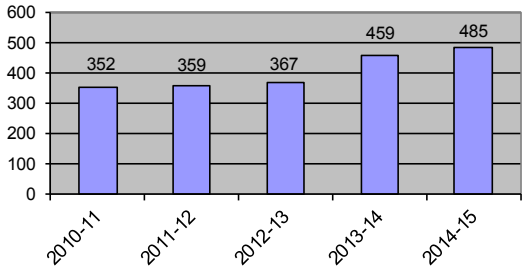


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	23,084,325	23,810,545	26,155,522	28,042,905	36,446,241	40,130,558	**3,684,317**
Operating Expenses	44,454,671	54,054,758	54,889,223	74,027,266	79,736,973	83,296,519	**3,559,546**
Capital Expenditures	891,945	4,995	165,726	2,010,984	2,562,875	3,195,832	**632,957**
Contingencies	0	0	0	0	52,599,172	66,905,056	**14,305,884**
Total Exp Authority	68,430,941	77,870,299	81,210,471	104,081,155	171,345,261	193,527,965	**22,182,704**
Reimbursements	(249,003)	(1,092,500)	(501,377)	(801,147)	(488,571)	(568,393)	**(79,822)**
Total Appropriation	68,181,938	76,777,799	80,709,094	103,280,008	170,856,690	192,959,572	**22,102,882**
Operating Transfers Out	0	0	57,472	0	0	1,800,000	**1,800,000**
Total Requirements	68,181,938	76,777,799	80,766,566	103,280,008	170,856,690	194,759,572	**23,902,882**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	1,570,578	0	9,814,518	0	**(9,814,518)**
State, Fed or Gov't Aid	91,916,293	67,633,938	90,510,717	93,129,583	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	4,044,815	4,059,938	6,844,683	**2,784,745**
Total Revenue	92,342,938	68,271,531	93,544,620	97,174,498	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 Financing Sources	92,342,938	68,271,531	94,571,216	97,174,498	92,002,391	122,010,783	**30,008,392**
				Fund Balance	78,854,299	72,748,789	**(6,105,510)**
				Budgeted Staffing	459	485	**26**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 ($14.2 million). 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. 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 support from Human Services for shared costs in providing services related to the Office of Homeless Services, administrative support provided by Behavioral Health administration and salary reimbursements from Behavioral Health Alcohol and Drug Services.

Departmental sources from state aid of $106.6 million reflect the projected receipts 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 $23.9 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 include increases to professional services and contracted service providers for mental health and prevention services in the amount of $948,136. The increase primarily reflects expansion of projects specific to the Prevention and Early Intervention Expansion plan that was approved by the Board of Supervisors on December 18, 2012. In addition, transfers out to other departments are increasing by $1.8 million as the result of increased expenditures for the existing Memorandum of Understanding (MOU) with County departments such as Children's Network, Children and Family Services, Probation and Public Defender. These departments assist in facilitating outreach and support services delivered on behalf of Behavioral Health. Transfers 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.

Capital expenditures are projected to increase by $632,957. The increase is the result of capital expenditures for the continuation of various MHSA Technology projects and Electronic Health Record and Behavioral Health Management Information Systems, as well as several vehicles for crisis services to transport clients in the High Desert and East Valley, as well as transport staff to provide on-site services and outreach activities.

Sources are increasing by $30.0 million. MHSA funding is projected to increase by $24.4 million. This increase is based on 2012-13 personal income tax surcharge cash distribution being higher than anticipated. Medi-Cal revenue is projected to increase by $4.1 million with the expansion of Screening, Assessment, Referral and Treatment (SART) services within the Prevention and Early Intervention component, as well as projected revenues from the Affordable Care Act.

Increases to operating transfers in for $8.5 million reflect changes in 2011 Realignment revenue being fully recognized in Behavioral Health's general fund budget unit as Realignment revenue before being transferred to this budget unit.

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. Twenty-nine 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 increases staffing expenses by $3.7 million.

As part of the expansion of MHSA services for programs expansion of regional clinical service, 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 to support recovery based engagement support teams, Cultural Competency and Ethnic Services to 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
2 Clinical Therapists I
1 Mental Health Clinic Supervisor
2 Mental Health Education Counselors

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 newly proposed program at the County Behavioral Health Clinics that improve assessment and referral services to meet the Mental Health Plan requirements for adult clients served at County clinics and hospitals, as well as support the Full Service Partnership program that serve clients at risk of homelessness.

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 Assistant 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	155	48	11	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	7	2	0	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	43	12	1	56
Regional Operations	33	0	33	7	16	10	33
Medical Services	1	0	1	0	0	1	1
Total	454	31	485	345	111	29	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	Cont Automated Systems Tech
1	Cont 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
0	Cont Community Liaison
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*	$22,632,390
Sources/Reimbursements	$11,429,122
Fund Balance	$11,203,268
Use of Fund Balance	$1,055,396
Total Staff	0

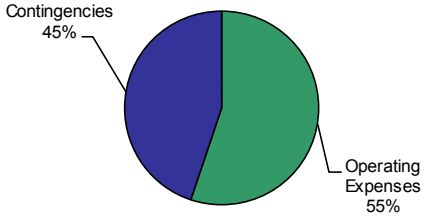
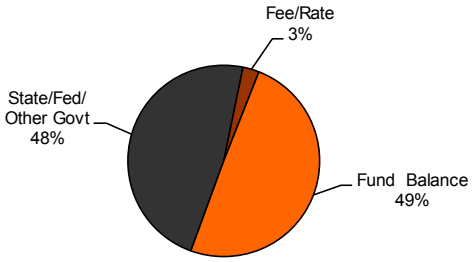
*Includes Contingencies

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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

HUMAN SERVICES

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	9,963,206	11,311,423	11,420,002	10,712,760	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	10,147,872	**(440,794)**
Total Exp Authority	9,963,206	11,311,423	11,420,002	10,712,760	22,236,458	22,632,390	**395,932**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	9,963,206	11,311,423	11,420,002	10,712,760	22,236,458	22,632,390	**395,932**
Operating Transfers Out	196,283	0	0	0	0	0	**0**
Total Requirements	10,159,489	11,311,423	11,420,002	10,712,760	22,236,458	22,632,390	**395,932**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	11,023,062	12,063,215	11,052,075	10,592,757	10,898,930	10,773,188	**(125,742)**
Fee/Rate	730,173	688,408	657,009	623,947	618,609	621,828	**3,219**
Other Revenue	89,225	56,135	137,806	34,106	53,701	34,106	**(19,595)**
Total Revenue	11,842,460	12,807,758	11,846,890	11,250,810	11,571,240	11,429,122	**(142,118)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	11,842,460	12,807,758	11,846,890	11,250,810	11,571,240	11,429,122	**(142,118)**
				Fund Balance	10,665,218	11,203,268	**538,050**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 RECOMMENDED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Block Grant Carryover Program	19,948,157	10,801,188	9,146,969	0
Court Alcohol & Drug Program	2,096,090	419,713	1,676,377	0
Driving Under the Influence Program	588,143	208,221	379,922	0
Total Special Revenue Funds	22,632,390	11,429,122	11,203,268	0

Block Grant Carryover Program has requirements of $19.9 million, which includes contingencies of $7.8 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 $2.1 million, including contingencies of $2.0 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 $588,143, which includes contingencies of $353,112. 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 $22.6 million and represent a net increase of $395,932. The increase in requirements reflects increased costs of $836,726, associated with the expansion of A&D programs such as new assessment centers, sobering centers and CalWORKS. Costs of expansion include staffing, contractor services and overall operating expenses. These increased costs are offset by a reduction in contingencies of $440,794.

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

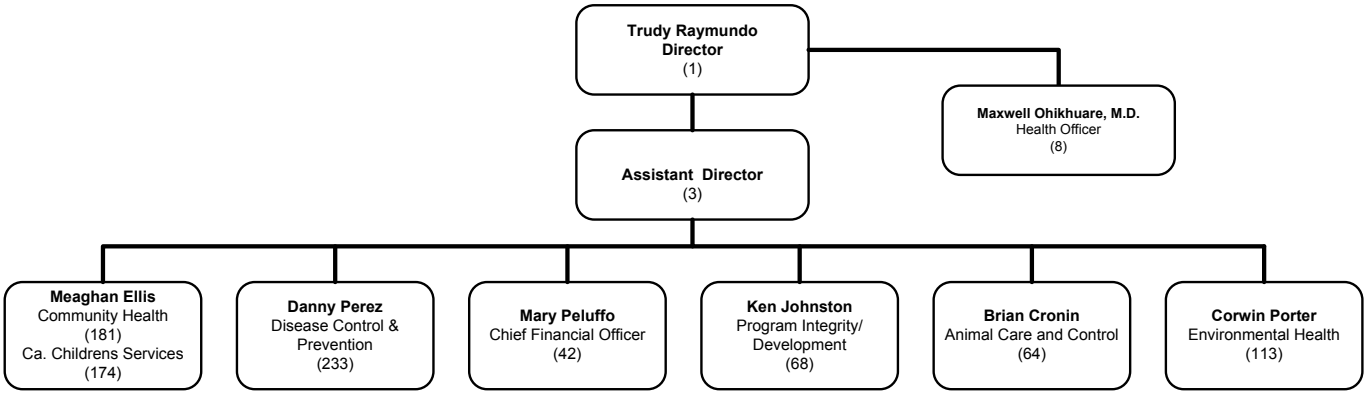
There is no budgeted staffing in these consolidated special revenue funds.

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 EH plays in the community in protecting public health from disease and injury.

- The Animal Care and Control (ACC) Division partnered with 267 non-profit, private sector animal rescue organizations in 2012-13 to receive homeless animals from ACC shelters. This number is expected to increase by 5% in fiscal year 2013-14 to 281 enrolled non-profit rescue group partners.
- 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 Estimate	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%

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 Estimate	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	125	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 Estimate	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 categorial 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 Estimate	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*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	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	0	0	713
California Children's Services	21,359,774	16,673,628	4,686,146	0	0	174
Indigent Ambulancce	472,501	0	472,501	0	0	0
Total General Fund	101,265,083	91,893,657	9,371,426	0	0	887
Special Revenue Funds						
Special Revenue Funds - Consolidated	7,767,798	4,000,984		3,766,814		0
Special Revenue Funds - Consolidated	7,767,798	4,000,984	0	3,766,814	0	0
Total - All Funds	109,032,881	95,894,641	9,371,426	3,766,814	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	79,729,138	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	2,025,439
H1N1 Preparedness	1,426,622	277,799	0	0	0
Tobacco Use Reduction Now	417,499	405,662	368,227	210,631	217,432
Vital Statistics State Fees	748,908	810,131	903,521	979,313	958,137
Vector Control Assessments	3,663,669	3,650,836	3,853,544	4,220,097	4,566,790
Total	**88,024,276**	**87,964,651**	**102,483,572**	**109,525,734**	**109,032,881**

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	4,158,590	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**	**9,420,705**	**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	71,937
H1N1 Preparedness	1,413,687	143,169	0	0	0
Tobacco Use Reduction Now	351	69,291	57,821	15,795	37,030
Vital Statistics State Fees	603,289	676,037	761,181	845,628	825,167
Vector Control Assessments	1,947,146	1,973,621	2,204,225	2,526,560	2,832,680
Total	**4,108,064**	**3,392,418**	**3,914,394**	**3,645,499**	**3,766,814**

Public Health

DESCRIPTION OF MAJOR SERVICES

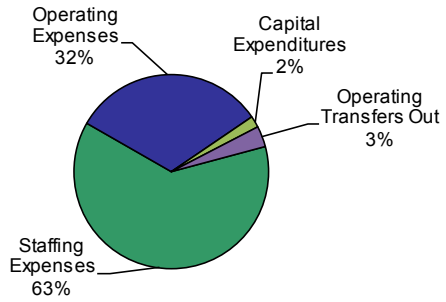
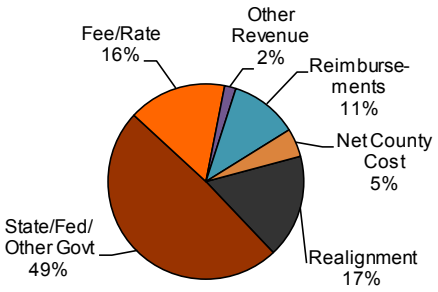
Budget at a Glance	
Requirements Less Reimbursements*	$89,411,077
Sources/Reimbursements	$85,198,298
Net County Cost	$4,212,779
Total Staff	713
Funded by Net County Cost	5%
*Includes Contingencies	

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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

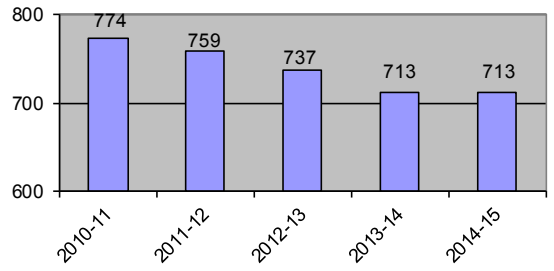
HUMAN SERVICES

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	721	694	696	685
Limited Term	16	13	17	28
Total	737	707	713	713
Staffing Expenses	$57,587,570	$56,423,231	$57,307,847	$55,849,344

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	47,808,678	49,360,670	50,290,287	51,026,728	57,307,847	55,849,344	**(1,458,503)**
Operating Expenses	26,784,393	24,837,448	24,715,779	28,456,626	32,265,932	28,769,244	**(3,496,688)**
Capital Expenditures	514,936	99,796	190,916	208,152	1,387,210	1,698,361	**311,151**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	75,108,007	74,297,914	75,196,982	79,691,506	90,960,989	86,316,949	**(4,644,040)**
Reimbursements	(12,107,264)	(10,690,494)	(9,030,219)	(9,563,433)	(11,231,851)	(9,978,269)	**1,253,582**
Total Appropriation	63,000,743	63,607,420	66,166,763	70,128,073	79,729,138	76,338,680	**(3,390,458)**
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	70,128,073	79,729,138	79,432,808	**(296,330)**
Sources							
Taxes	565	588	638	585	5,000	0	**(5,000)**
Realignment	9,970,809	11,058,864	10,638,234	15,097,941	15,485,346	15,304,571	**(180,775)**
State, Fed or Gov't Aid	33,989,349	34,181,781	33,267,521	35,279,335	44,085,987	43,749,766	**(336,221)**
Fee/Rate	13,873,892	13,676,547	15,659,730	14,303,491	14,442,808	14,482,349	**39,541**
Other Revenue	1,094,505	1,158,535	2,704,925	1,136,268	1,391,407	1,559,143	**167,736**
Total Revenue	58,929,120	60,076,315	62,271,048	65,817,620	75,410,548	75,095,829	**(314,719)**
Operating Transfers In	474,719	1,419	110,093	151,863	160,000	124,200	**(35,800)**
Total Financing Sources	59,403,839	60,077,734	62,381,141	65,969,483	75,570,548	75,220,029	**(350,519)**
Net County Cost	3,736,145	3,521,042	3,815,322	4,158,590	4,158,590	4,212,779	**54,189**
				Budgeted Staffing	713	713	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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, Realignment and Net County Cost comprise 70% of the sources for this budget unit with the remaining 30% consisting of fees, reimbursements and other revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $296,330 based on the following changes. Staffing expenses are decreasing by $1.5 million primarily due to deleting regular positions and adding limited term positions. Operating Expenses are decreasing by $3.5 million primarily due to the Capital Development – Building Capacity grant being shifted to the operating transfers out category. Capital expenditures are increasing by $311,151 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.

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 Public Health Auditor, 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 and 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
1	Public Health Auditor
4	Staff Analyst II
1	Staff Analyst I
3	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.

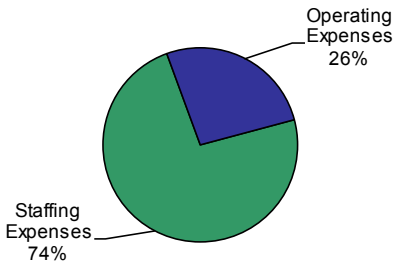
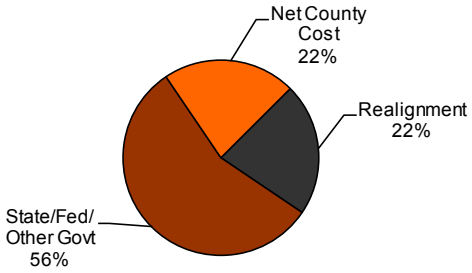
The revenue breakdown among federal, state, realignment and County general fund support depends on the type of services provided under this program. This program provides two types of services.

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 RECOMMENDED BUDGET

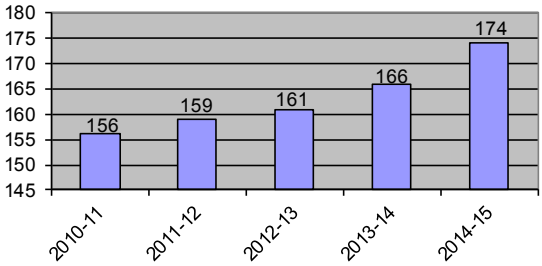
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health - California Children's Services
FUND: General

BUDGET UNIT: AAA CCS
FUNCTION: Health and Sanitation
ACTIVITY: Health

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	11,418,424	12,260,623	13,030,035	13,745,401	15,217,622	15,715,808	**498,186**
Operating Expenses	4,018,979	3,630,654	3,938,544	5,237,850	5,907,148	5,643,966	**(263,182)**
Capital Expenditures	0	6,912	163,524	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	15,437,403	15,898,189	17,132,103	18,983,251	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	18,983,251	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	18,983,251	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	2,754,462	4,673,843	4,686,146	**12,303**
State, Fed or Gov't Aid	8,659,332	9,871,730	11,110,592	13,311,030	11,645,313	11,973,482	**328,169**
Fee/Rate	12,320	9,675	13,472	14,135	14,000	14,000	**0**
Other Revenue	76,245	362	182,114	149,159	2,000	0	**(2,000)**
Total Revenue	12,090,629	12,879,122	14,128,037	16,228,786	16,335,156	16,673,628	**338,472**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	12,090,629	12,879,122	14,128,037	16,228,786	16,335,156	16,673,628	**338,472**
Net County Cost	3,342,732	2,997,355	3,002,195	2,754,465	4,789,614	4,686,146	**(103,468)**
				Budgeted Staffing	166	174	**8**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 consists of an increase of $498,186 in staffing expenses to accommodate an additional 8 positions and a net decrease of operating expenses of $263,182. Operating expense changes are made up of reductions in Professional Services, Equipment purchases, 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 Worder 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

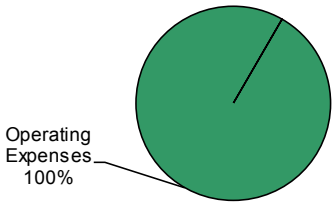
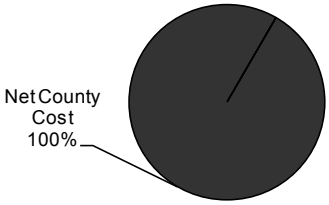
This budget unit provides funding for ambulance contractors who transport indigents to the Arrowhead Regional Medical Center or the closest hospital under certain life-threatening situations. Up to the extent of available appropriation, the fund also pays for the Sheriff/Coroner/Public Administrator's 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

HUMAN SERVICES

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified 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 Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	472,501	472,501	472,501	472,501	472,501	472,501	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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*	$7,767,798
Sources/Reimbursements	$4,000,984
Fund Balance	$3,766,814
Use of Fund Balance	$2,983
Total Staff	0
*Includes Contingencies	

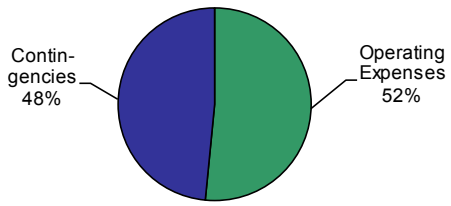
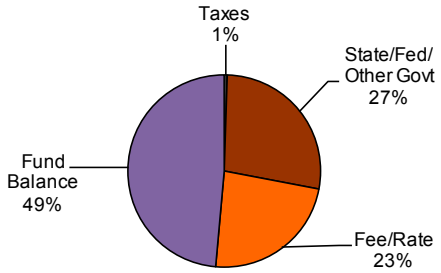
Bio-Terrorism Preparedness is supported by federal and state funding from the Centers for Disease Control, Pandemic Influenza and Cities Readiness Initiative. Funds support the Department's preparedness for and response to emergencies caused by bioterrorism, infectious disease, natural disasters and 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	5,558,287	4,055,350	4,283,291	4,483,771	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	3,763,831	**473,899**
Total Exp Authority	5,558,287	4,055,350	4,283,291	4,483,771	8,199,325	7,767,798	**(431,527)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	5,558,287	4,055,350	4,283,291	4,483,771	8,199,325	7,767,798	**(431,527)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	5,558,287	4,055,350	4,283,291	4,483,771	8,199,325	7,767,798	**(431,527)**
Sources							
Taxes	1,696,190	28,615	31,605	34,804	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	2,747,315	2,724,604	2,131,096	**(593,508)**
Fee/Rate	139,080	1,771,410	1,778,514	1,807,228	1,783,451	1,815,311	**31,860**
Other Revenue	43,383	23,308	19,385	15,739	16,827	14,941	**(1,886)**
Total Revenue	4,835,160	4,577,327	4,014,394	4,605,086	4,553,826	4,000,984	**(552,842)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,835,160	4,577,327	4,014,394	4,605,086	4,553,826	4,000,984	**(552,842)**
				Fund Balance	3,645,499	3,766,814	**121,315**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 RECOMMENDED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Bio-Terrorism Preparedness (Fund RPL)	2,025,439	1,953,502	71,937	0
Tobacco Use Reduction Now (Fund RSP)	217,432	180,402	37,030	0
Vital Statistics State Fees (Fund SCI)	958,137	132,970	825,167	0
Vector Control Assessments (Fund SNR)	4,566,790	1,734,110	2,832,680	0
Total Special Revenue Funds	7,767,798	4,000,984	3,766,814	0

Bio-terrorism Preparedness: Requirements of $2.0 million include $1.95 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 $1.95 million are primarily from federal aid.

Tobacco Use Reduction Now: Requirements of $217,432 include $195,460 in transfers to the department's general fund budget unit for the costs of the Tobacco Use Reduction Now activities and $21,972 in contingencies for future allocation. Sources of $180,402 are primarily from state aid.

Vital Statistics State Fees: Requirements of $958,137 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 $758,129 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 in transfers to the department's general fund budget unit for the operating 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 $431,527 resulting primarily from the following:

- $900,000 decrease from the use of current and roll-over Bio-Terrorism funds
- $500,000 increase in contingencies

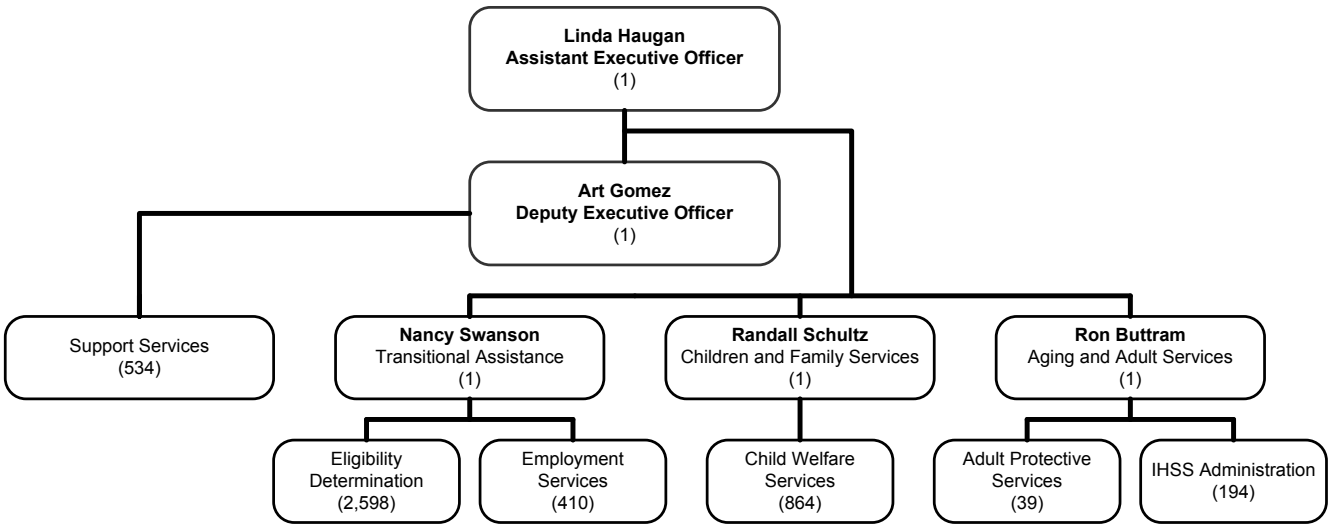
Sources are decreasing by $552,842 due to decreases in state and federal funding.

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 1.73%.

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 Estimate	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 Estimate	2014-15 Target
Percentage of participants engaged in a Federal WtW activity	47.2%	50%	47%	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 Estimate	2014-15 Target
Percentage of annual error rate for Cf benefits	1.4%	3%	2%	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 Estimate	2014-15 Target
Number of eligible County taxpayers served	7,720	7,952	10,209	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 Estimate	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 Estimate	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 Estimate	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 into foster care upon reunifying with their parents.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	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	0	0	4,644
Total General Fund	503,236,205	489,059,585	14,176,620	0	0	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	493,430,026	503,236,205
Total	**396,105,044**	**406,607,443**	**443,441,035**	**493,430,026**	**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	15,707,351	14,176,620
Total	**14,398,106**	**13,379,739**	**14,576,864**	**15,707,351**	**14,176,620**

Administrative Claim

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

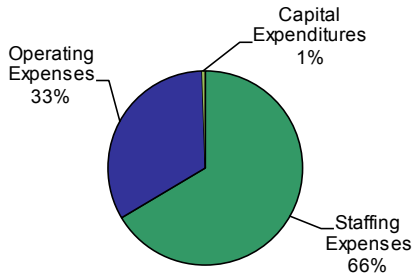
Requirements Less Reimbursements*	$505,265,577
Sources/Reimbursements	$491,088,957
Net County Cost	$14,176,620
Total Staff	4,644
Funded by Net County Cost	3%

*Includes Contingencies

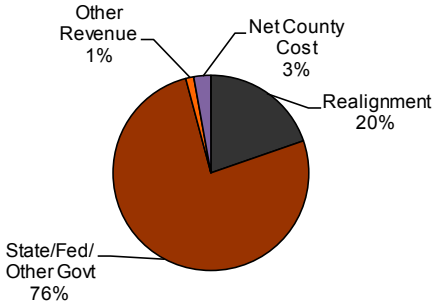
This budget unit represents the administrative claim made by the County for social services programs under applicable mandatory federal and state regulations. Transitional Assistance Department (TAD), Children and Family Services (CFS), Adult Services programs of the Department of Aging and Adult Services (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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

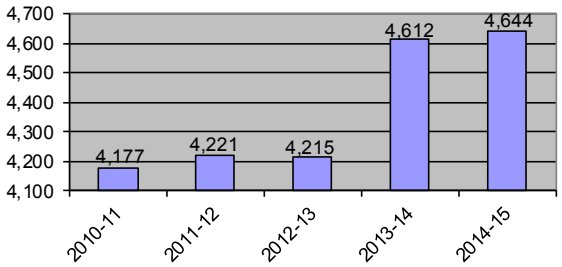


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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	$288,252,315	$313,157,634	$325,662,049	$335,773,166

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	254,846,538	271,843,443	288,252,315	311,566,747	325,662,049	335,773,166	**10,111,117**
Operating Expenses	140,128,801	135,477,082	141,603,476	153,654,468	166,707,761	166,766,011	**58,250**
Capital Expenditures	4,912,826	3,340,741	2,297,362	1,541,692	3,240,058	2,726,400	**(513,658)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	399,888,165	410,661,266	432,153,153	466,762,907	495,609,868	505,265,577	**9,655,709**
Reimbursements	(3,794,945)	(4,111,345)	(3,090,852)	(2,219,623)	(2,342,009)	(2,029,372)	**312,637**
Total Appropriation	396,093,220	406,549,921	429,062,301	464,543,284	493,267,859	503,236,205	**9,968,346**
Operating Transfers Out	0	0	0	0	162,167	0	**(162,167)**
Total Requirements	396,093,220	406,549,921	429,062,301	464,543,284	493,430,026	503,236,205	**9,806,179**
Sources							
Taxes	0	0	20	0	0	0	**0**
Realignment	45,901,973	91,537,022	87,674,828	86,630,773	92,141,867	98,865,124	**6,723,257**
State, Fed or Gov't Aid	334,195,700	299,981,728	315,372,779	356,045,141	377,123,502	382,932,325	**5,808,823**
Fee/Rate	566,073	472,249	493,751	369,636	507,487	541,550	**34,063**
Other Revenue	1,022,664	1,178,496	5,856,170	1,252,768	1,719,969	1,524,490	**(195,479)**
Total Revenue	381,686,410	393,169,495	409,397,548	444,298,318	471,492,825	483,863,489	**12,370,664**
Operating Transfers In	20,528	0	5,087,889	4,537,615	6,229,850	5,196,096	**(1,033,754)**
Total Financing Sources	381,706,938	393,169,495	414,485,437	448,835,933	477,722,675	489,059,585	**11,336,910**
Net County Cost	14,386,282	13,380,426	14,576,864	15,707,351	15,707,351	14,176,620	**(1,530,731)**
				Budgeted Staffing	4,612	4,644	**32**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 Governor's 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 modified 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 still 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.

The 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 $9.8 million from the 2013-14 budget as follows:

- Staffing expenses will increase $10.1 million over the 2013-14 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 $58,250. 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 $0.5 million due to reductions in equipment and vehicle purchases.
- Reimbursements are decreasing by $0.3 million 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 $0.2 million.
- 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		
	2009-10	2010-11	2011-12	2012-13	2013-14 Estimated	Modified Budget	2014-15 Budget	Increase/ (decrease)
Administrative Budget (DPA)								
Realignment	12.6	13.1	17.0	12.9	10.1	10.1	12.3	**2.2**
2011 Realignment	-	-	36.3	36.1	34.9	40.3	43.4	**3.1**
Net County Cost	15.6	14.4	13.4	14.6	15.7	15.7	14.2	**(1.5)**
IHSS Providers (DPA)								
Realignment	25.1	32.0	37.4	37.8	40.7	40.7	42.2	**1.5**
Net County Cost	3.9	-	-	-	-	-	-	**-**
IHSS Public Authority (DPA)								
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)								
Realignment	4.1	4.8	5.1	5.6	6.1	6.4	6.6	**0.2**
2011 Realignment	-	-	21.3	22.9	24.2	25.0	26.0	**1.0**
Net County Cost	1.9	1.6	2.0	2.0	2.0	2.0	2.1	**0.1**
Foster Care (BHI)								
Realignment	20.3	28.2	32.7	27.5	23.9	31.6	29.1	**(2.5)**
2011 Realignment	-	-	28.4	27.8	30.9	35.3	33.7	**(1.6)**
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	55.9	53.5	56.5	**3.0**
Family Support Realignment	-	-	-	-	1.4	-	14.0	**14.0**
Net County Cost	4.7	5.6	6.3	5.8	5.2	6.2	5.4	**(0.8)**
Kinship Guardianship Assistance Program (KIN)								
2011 Realignment	-	-	-	4.1	2.6	3.6	2.8	**(0.8)**
Net County Cost	1.6	1.2	0.8	0.8	1.0	0.9	1.0	**0.1**
Seriously Emotionally Disturbed (SED)								
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	2.8	3.0	3.0	**-**
Total 1991 Realignment	**64.8**	**82.7**	**93.1**	**84.7**	**81.7**	**89.8**	**91.2**	**1.4**
Total 2011 Realignment	**-**	**-**	**86.5**	**91.4**	**93.1**	**104.2**	**106.4**	**2.2**
CalWORKs MOE Realignment	**-**	**-**	**42.9**	**47.4**	**55.9**	**53.5**	**56.5**	**3.0**
Family Support Realignment	**-**	**-**	**-**	**-**	**1.4**	**-**	**14.0**	**14.0**
Grand Total Realignment	**64.8**	**82.7**	**222.5**	**223.5**	**232.1**	**247.5**	**268.1**	**20.6**
Total Net County Cost	**44.5**	**39.4**	**38.4**	**41.2**	**45.1**	**45.1**	**43.1**	**(2.0)**
Total Net County Share	**109.3**	**122.1**	**260.9**	**264.7**	**277.2**	**292.6**	**311.2**	**18.6**

In aggregate, the HS Administrative Claim (DPA) budget unit includes a $1.5 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 federal mandates do not generate state or federal revenue and are funded with Discretionary General Funding (Net County Cost) through HS. While these programs provide services that benefit HS in general, their functions do not qualify for state or federal reimbursement. These programs and their general fund impact are detailed below:

	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 Employee 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.

Additions:

- 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
- 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 – 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
    - 1 Fiscal assistant
- 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 Fiscal Assistant and 1 Supervising Fiscal Specialist to realign unit organization.
- Information and Technology Support Division –
    - Reclassification of 1 Business Systems Analyst II to an IT 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	% State	Total Federal/State	Realignment	% Realignment	Net County Cost (NCC)	% NCC	
Food Stamps	**58,943,467**	55%	35,722,454	33%	94,665,921	-		9,989,939	11%	This is the fixed County MOE for the CalWorks Single Allocation which is split between Eligibility and Food Stamps. $9,939,989
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	-		-	-	Remainder of Single Allocation for Stage 1 Childcare is $27,264,832 (provider payments) and is accounted for in ETP budget.
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	212%	2,086,034	-		37,062	2%	Other Revenue Reducing Local Share
Total	221,026,022		82,336,417		303,362,439	2,474,707		10,728,291		
Department of Children's Services										
Child Welfare Services - Basic	57,227,608	50%	-	0%	57,227,608	44,962,021	43%	1,873,395	2%	Augmentation Funds shall be used for Emergency Response, Family Maintenance, and Permanent Placement and shall not supplant existing CWS funds. These funds will be available by exhausting the total CWS Basic allocation
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%	-	-	Other Revenue Reducing Local Share
Total	63,280,783		450,268		63,731,051	51,599,907		1,873,395		
Aging and Adult Services										
In-Home Supportive Services	10,429,640	50%	10,429,640	50%	20,859,279	-		-	0%	This is the fixed County MOE for Adult Protective Services Administration. $223,897
Adult Protective Services	2,241,691	44%	-	0%	2,241,691	2,593,093	51%	223,897	4%	
IHSS Provider Payments Local Match	-	0%	-	0%	-	42,197,417	100%	-	0%	IHSS Provider Payments - State pays providers and the county is only billed for its local share of costs.
IHSS Provider Benefits Local Match	-		-		-	-		-		
IHSS PA Local Cost Match	-		-		-	-		-		IHSS medical benefits local match of $625,000.
Other Programs	-		-		-	-		-		
Total	12,671,331		10,429,640		23,100,970	44,790,510		223,897		Other Revenue Reducing Local Share
Non Claimable Costs										
PERC Training Expense	-	-	-	-	-	-		335,000	100%	
Other	-	-	-		-	-		1,016,036	100%	Misc. Revenue reducing county share
Total	-		-		-	-		1,351,036		
										Fed/State Revenue only.
Total Administrative Budget	296,978,136	59%	93,216,325	18%	390,194,460	98,865,124	20%	14,176,620	3%	

HUMAN SERVICES

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Transitional Assistance Department	3009	0	3,009	2721	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	466	65	5	536
Total	4,633	11	4,644	4,188	418	38	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 Assisstant 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 Assisstant 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 Assisstant 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 Assisstant 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 Assisstant 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	Regisrered 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	Regisrered Nurse II
16	Social Service Practitioner
43	Social Worker II
93	

Admin and Support Services

	Classification
1	Director
1	Executive Secretary II
1	Distric 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	

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
5	Administrative Supervisor II
1	Supervising Fiscal Specialist
1	Supervising Office Assistant
2	Stores Supervisor II
1	Systems Accountant II
24	Staff Analyt 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	Secretary I
1	Public Service Employee
72	

Information, Technology and Support Division

	Classification
1	Dpartment IS Administrator
1	Secretary I
3	Department Systems Engineer
4	Business Applications Manager
2	Supv. Automated Systems Analyst II
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 Assistnt
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 eview Specialist
7	HSS Quality Review Supervisor I
2	HSS Quality Review Supervisor III
3	Office Assistant II
3	Office Assistant III
1	Supervising Office Assistant
1	Supervising Office Specialist
2	Supervising Appeals Specialist I
1	Supervising Appeals Specialist II
3	Supervising Fraud Investigator I
1	Supervising Fraud Investigator II
158	

Auditing

	Classification
1	HSS Auditing Manager
2	HS Admin Manager
2	HS Internal Auditer IV
8	HS Internal Auditer III
1	HS Internal Auditer 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	Secretay 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)

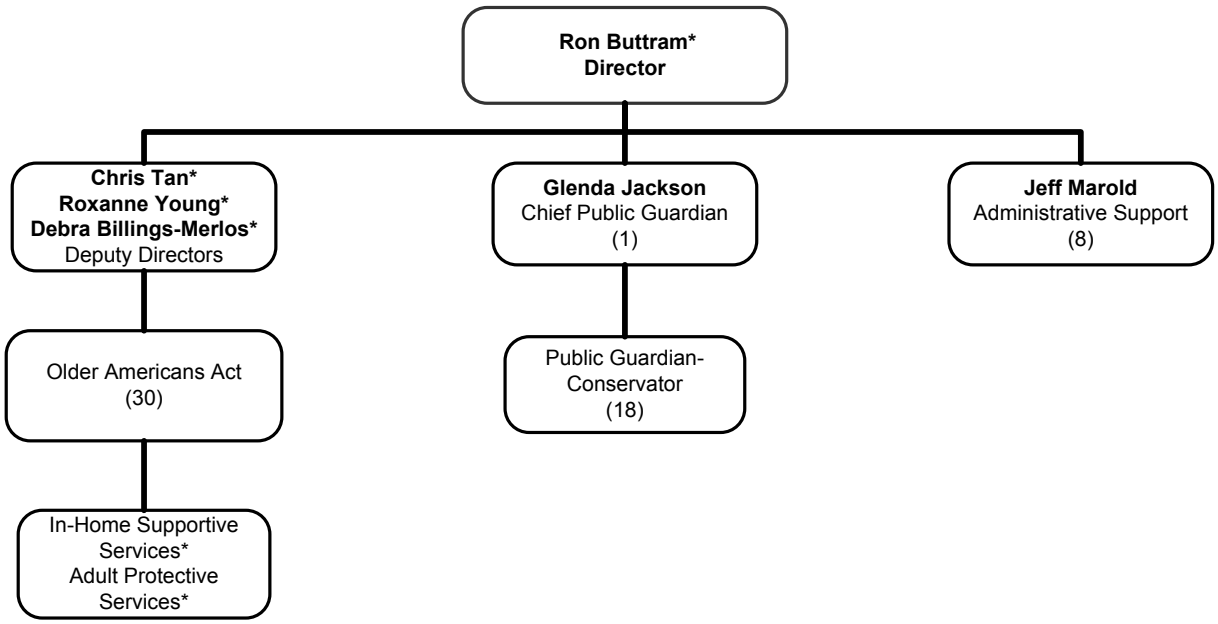
	Classification
1	CNET Comm. & Event Coordinator
1	Contract Children's Network Analyst
1	Associate CNET Officer
1	Cont Child Abuse Prev. Coordinator
1	CNET Officer
2	Office Assistant III
1	Secretary II
1	Social Worker II
1	Contract Case Coordinator
10	

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 Estimate	2014-15 Target
Percentage of conservatees' bills paid within 10 days of receipt.	82.9%	87%	90%	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 Estimate	2014-15 Target
Number of customers contacted by Senior Information and Assistance staff.	13,726	12,635	13,899	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	0	0	38
Public Guardian-Conservation	814,564	202,951	611,613	0	0	19
Total General Fund	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	9,168,115	8,926,323
Public Guardian-Conservator	540,738	644,683	950,961	916,642	814,564
Total	**11,287,374**	**9,884,129**	**11,220,724**	**10,084,757**	**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	9,168,115	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**	**9,454,965**	**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	629,792	611,613
Total	**1,371,616**	**411,699**	**625,298**	**629,792**	**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

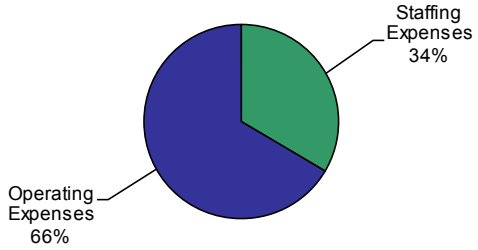
Requirements Less Reimbursements*	$9,304,666
Sources/Reimbursements	$9,304,666
Net County Cost	$0
Total Staff	38
Funded by Net County Cost	0%

*Includes Contingencies

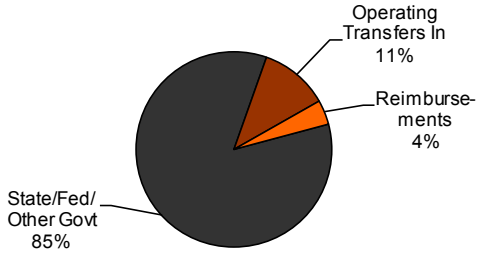
The Department works to ensure options are easily accessible to all older individuals and to have a visible resource where seniors can go or call for information. Programs offered by the Department include Senior Information and Assistance (SIA), Elderly Nutrition Program, Senior Community Service Employment 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

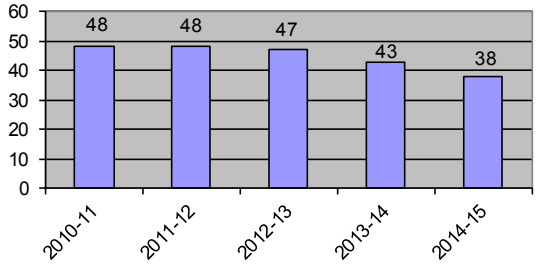


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	3,517,741	3,428,338	3,401,839	3,275,462	3,551,044	3,117,858	**(433,186)**
Operating Expenses	7,497,366	6,297,267	6,344,441	6,218,391	6,412,778	6,186,808	**(225,970)**
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	9,493,853	9,963,822	9,304,666	**(659,156)**
Reimbursements	(456,944)	(561,178)	(429,147)	(769,134)	(795,707)	(378,343)	**417,364**
Total Appropriation	10,558,163	9,164,427	9,317,133	8,724,719	9,168,115	8,926,323	**(241,792)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	10,558,163	9,164,427	9,317,133	8,724,719	9,168,115	8,926,323	**(241,792)**
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	7,504,720	7,798,328	7,868,703	**70,375**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	4,899,237	144,606	136,427	212	0	0	**0**
Total Revenue	14,410,953	8,116,804	8,412,783	7,504,932	7,798,328	7,868,703	**70,375**
Operating Transfers In	0	1,057,620	1,057,620	1,219,787	1,369,787	1,057,620	**(312,167)**
Total Financing Sources	14,410,953	9,174,424	9,470,403	8,724,719	9,168,115	8,926,323	**(241,792)**
Net County Cost	(3,852,790)	(9,997)	(153,270)	0	0	0	**0**
				Budgeted Staffing	43	38	**(5)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 MSSP 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 $241,792 due to reductions in salaries and benefits as the result of a departmental reorganization, services and supplies, contracted vendor payments, and reimbursements received from other departments.

Sources are decreasing by $241,792 primarily as a result of the elimination of a one-time operating transfer from Human Services to provide various services to clients. The increase in revenue reflects the elimination of federal sequestration budget cuts to Nutrition, Supportive Services, Family Caregiver, and Senior Employment programs.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $3.1 million funds 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 Ombudsman Field Representative). A new Supervising Accounting Technician position is being requested as a reclassification 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 Program	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 Program

	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

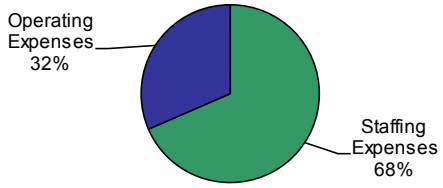
Requirements Less Reimbursements*	$2,236,756
Sources/Reimbursements	$1,625,143
Net County Cost	$611,613
Total Staff	19
Funded by Net County Cost	27%

*Includes Contingencies

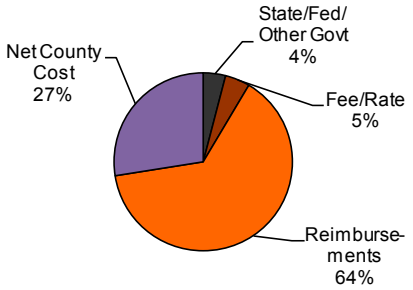
By court appointment, the Public Guardian-Conservator acts as conservator for any individuals found to be gravely disabled or to lack capacity to manage their finances and provide their own care. A conservator has the responsibility for the conservatee's care, custody and control. The conservator determines 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

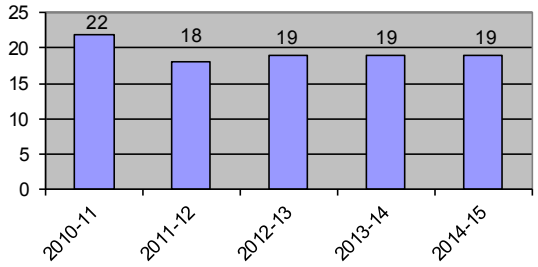


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	19	19	19	19
Limited Term	0	0	0	0
Total	19	19	19	19
Staffing Expenses	$1,497,516	$1,551,183	$1,564,342	$1,531,634

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	1,382,729	1,291,130	1,410,648	1,492,758	1,564,342	1,531,634	**(32,708)**
Operating Expenses	532,682	751,034	640,965	668,554	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	2,161,312	2,291,450	2,236,756	**(54,694)**
Reimbursements	(1,374,673)	(1,397,484)	(1,358,597)	(1,355,726)	(1,374,808)	(1,422,192)	**(47,384)**
Total Appropriation	540,738	644,680	693,016	805,586	916,642	814,564	**(102,078)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	540,738	644,680	693,016	805,586	916,642	814,564	**(102,078)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	6,084	56,250	56,250	12,951	**(43,299)**
State, Fed or Gov't Aid	242,767	97,054	140,588	115,548	120,600	90,000	**(30,600)**
Fee/Rate	109,742	135,416	96,316	99,913	110,000	100,000	**(10,000)**
Other Revenue	643	514	179	(823)	0	0	**0**
Total Revenue	353,152	232,984	243,167	270,888	286,850	202,951	**(83,899)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	353,152	232,984	243,167	270,888	286,850	202,951	**(83,899)**
Net County Cost	187,586	411,696	449,849	534,698	629,792	611,613	**(18,179)**
				Budgeted Staffing	19	19	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 $102,078 primarily due to an MOU salary adjustment and reduced transfers for shared administrative costs with DAAS and other Human Services divisions.

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

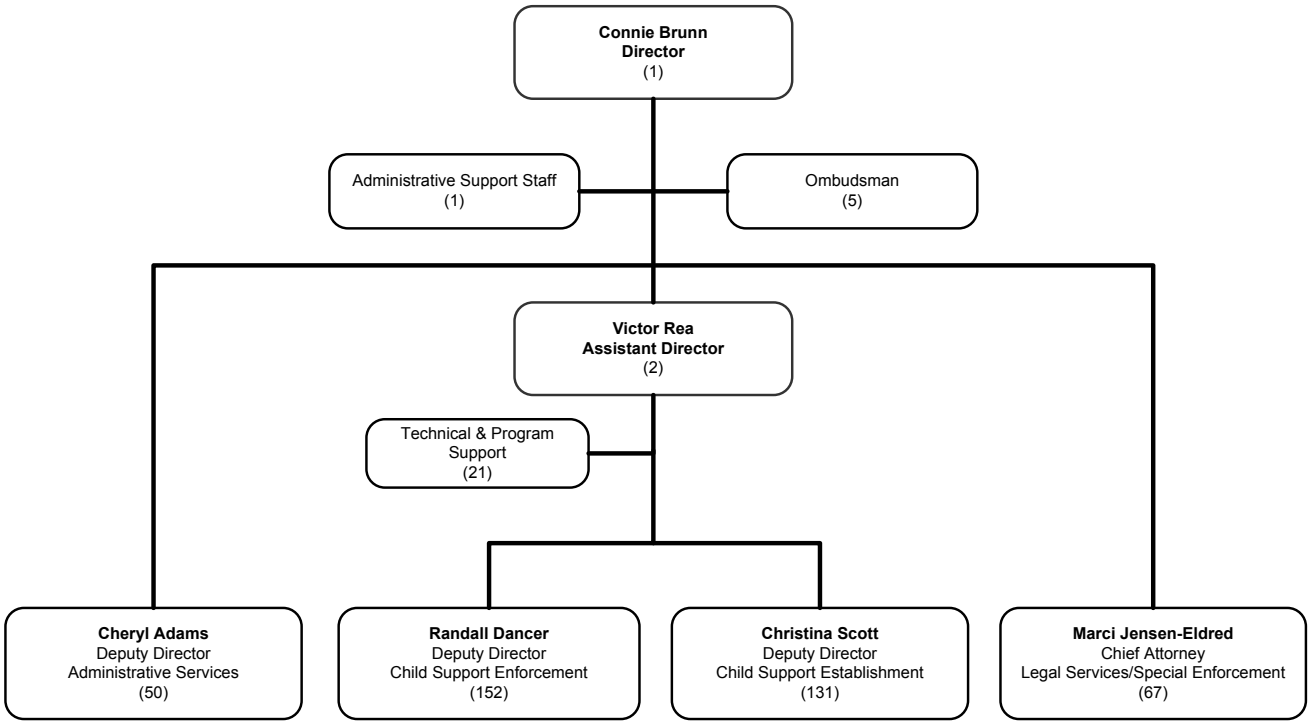
	Classification
1	Chief Public Guardian
6	Deputy Public Guardian
2	Estate Property Specialist
1	Fiscal Assistant
1	Fiscal Specialist
3	Office Assistant III
1	Social Service Aide
1	Social Service Practitioner
1	Staff Analyst II
1	Supervising Office Assistant
1	Supv. Deputy Public Guardian I
19	Total

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 Estimate	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 Estimate	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%	66%	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 Estimate	2014-15 Target
Amount of child support collected for every dollar expensed.	$4.34	$4.34	$4.34	$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	0	0	430
Total General Fund	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	40,495,812	40,039,593
Total	**39,696,127**	**38,934,431**	**39,685,993**	**40,495,812**	**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	40,495,812	40,039,593
Total	**39,696,127**	**38,934,431**	**39,685,993**	**40,495,812**	**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.

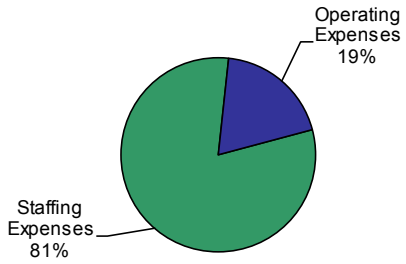
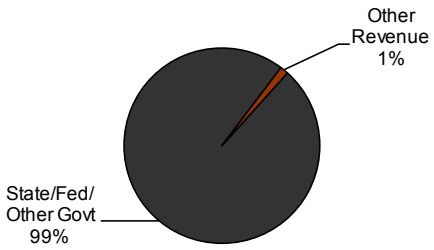
DCSS is dedicated to administering the program in a manner that puts the needs of the children first and foremost. The belief that working collaboratively with parents in understanding and meeting their obligations is a fundamental element in the success of the program.

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 RECOMMENDED BUDGET

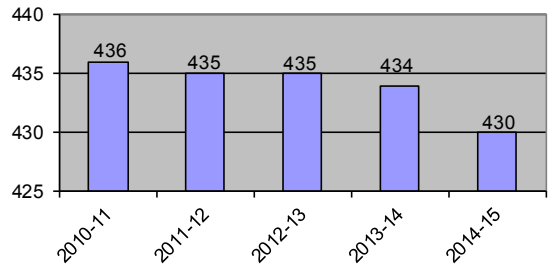
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	434	434	434	430
Limited Term	1	0	0	0
Total	435	434	434	430
Staffing Expenses	$32,073,284	$32,833,296	$32,801,846	$32,304,309

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	30,602,092	30,878,412	31,210,827	31,877,191	32,801,846	32,304,309	**(497,537)**
Operating Expenses	8,908,877	7,951,067	7,587,812	7,321,972	7,515,665	7,645,284	**129,619**
Capital Expenditures	310,853	232,668	100,033	193,925	210,962	90,000	**(120,962)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	39,821,822	39,062,147	38,898,672	39,393,088	40,528,473	40,039,593	**(488,880)**
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	39,323,116	40,495,812	40,039,593	**(456,219)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	39,696,128	38,933,966	38,768,574	39,323,116	40,495,812	40,039,593	**(456,219)**
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	38,872,270	39,487,080	39,487,792	**712**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	427,392	67,376	41,963	450,846	1,008,732	551,801	**(456,931)**
Total Revenue	39,696,127	38,932,194	38,768,354	39,323,116	40,495,812	40,039,593	**(456,219)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	39,696,127	38,932,194	38,768,354	39,323,116	40,495,812	40,039,593	**(456,219)**
Net County Cost	1	1,772	220	0	0	0	**0**
				Budgeted Staffing	434	430	**(4)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 $456,219, primarily due to the deletion of 4 positions. 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 $456,219. 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	16	0	0	16
Asst Director,Technical & Prog Sup	23	0	23	25	2	0	27
Administrative Services	50	0	50	34	3	0	37
Child Support Enforcement	152	0	152	145	7	0	152
Child Support Establishment	131	0	131	121	10	0	131
Legal Services and Special Enforcement	67	0	67	64	3	0	67
Total	430	0	430	405	25	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*	$14,171,980
Sources/Reimbursements	$8,035,000
Fund Balance	$6,136,980
Use of Fund Balance	$4,431,638
Total Staff	1

*Includes Contingencies

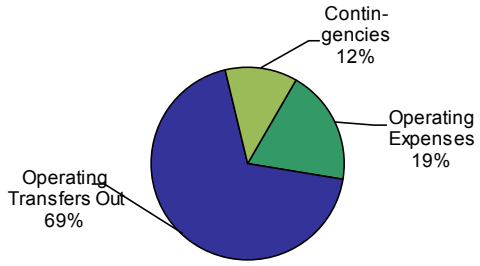
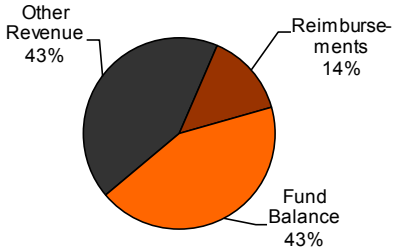
The Wraparound Services Program was created through Senate Bill (SB) 163, Chapter 795, Statutes of 1997, and is an intensive, community-based and family-centered process designed to allow children with serious behavior and/or emotional difficulties to remain in their community at the lowest level of 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

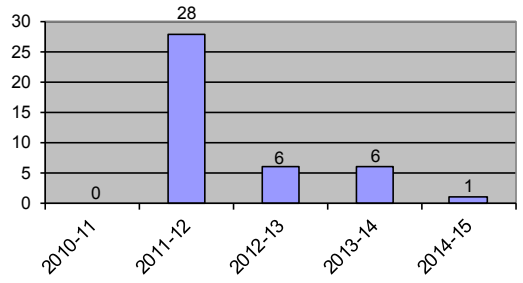
HUMAN SERVICES

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Wraparound Reinvestment Fund
FUND: Special Revenue

BUDGET UNIT: SIN BHI
FUNCTION: Public Assistance
ACTIVITY: Aid Program

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	650,051	1,203,198	189,625	124,483	302,370	48,171	**(254,199)**
Operating Expenses	2,250,552	3,257,484	1,915,383	2,625,962	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	1,705,342	**(2,071,359)**
Total Exp Authority	2,900,603	4,460,682	2,105,008	2,750,445	7,453,476	4,475,884	**(2,977,592)**
Reimbursements	(1,331,186)	(1,378,400)	(1,682,492)	(1,738,347)	(2,160,000)	(2,000,000)	**160,000**
Total Appropriation	1,569,417	3,082,282	422,516	1,012,098	5,293,476	2,475,884	**(2,817,592)**
Operating Transfers Out	0	0	10,087,889	6,500,000	10,255,602	9,696,096	**(559,506)**
Total Requirements	1,569,417	3,082,282	10,510,405	7,512,098	15,549,078	12,171,980	**(3,377,098)**
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	6,035,000	7,935,000	6,035,000	**(1,900,000)**
Total Revenue	6,550,990	6,309,157	6,071,418	6,035,000	7,935,000	6,035,000	**(1,900,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	6,550,990	6,309,157	6,071,418	6,035,000	7,935,000	6,035,000	**(1,900,000)**
				Fund Balance	7,614,078	6,136,980	**(1,477,098)**
				Budgeted Staffing	6	1	**(5)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Requirements of $12.2 million are made up of the following:

- $0.05 million which funds 1 position.
- $2.7 million in operating expenses which is made up of services and supplies, travel and public assistance expenses to support services to children in need.
- $1.7 million to contingencies to be set aside for future use.
- $2.0 million of reimbursements resulting from the retention of funds from contractor payments.
- $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 $3.4 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.
- Contingencies are decreasing by $2.1 million based on fund balance available to be used to cover future Wraparound Services program payments.
- Operating transfers out are decreasing by $0.6 million 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 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 Funds - 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.

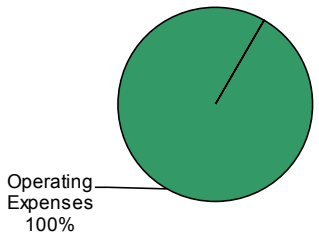
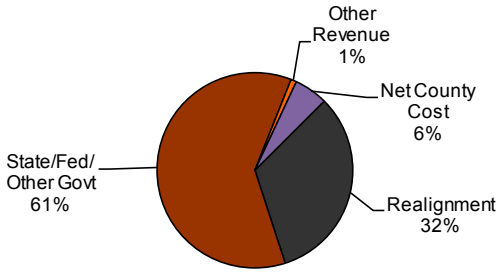
CalWORKs – All Other Families provides CalWORKs assistance payments to families eligible for aid and includes all cases that have not been identified as two-parent or zero-parent families. The federal and state governments reimburse 97.5% of the costs for this program. Approximately 47.2% of state funding 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Human Services
DEPARTMENT: Human Services Subsistence
FUND: Human Services Subsistence - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Assistance
ACTIVITY: Aid Programs

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	500,221,044	462,275,843	470,192,568	495,449,933	513,011,659	523,397,339	**10,385,680**
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	495,449,933	513,011,659	523,397,339	**10,385,680**
Reimbursements	(825,444)	(712,333)	(755,768)	(779,402)	(779,402)	(779,402)	**0**
Total Appropriation	499,395,600	461,563,510	469,436,800	494,670,531	512,232,257	522,617,937	**10,385,680**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	499,395,600	461,563,510	469,436,800	494,670,531	512,232,257	522,617,937	**10,385,680**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	36,843,043	130,852,212	135,832,835	144,227,353	155,925,138	169,312,209	**13,387,071**
State, Fed or Gov't Aid	435,168,514	305,028,947	301,519,375	314,301,269	321,354,730	317,988,199	**(3,366,531)**
Fee/Rate	1,869,596	0	0	1,442,522	50,000	1,550,140	**1,500,140**
Other Revenue	550,477	684,962	487,201	301,998	505,000	370,000	**(135,000)**
Total Revenue	474,431,630	436,566,121	437,839,411	460,273,142	477,834,868	489,220,548	**11,385,680**
Operating Transfers In	(33,419)	0	5,000,000	5,000,000	5,000,000	4,500,000	**(500,000)**
Total Financing Sources	474,398,211	436,566,121	442,839,411	465,273,142	482,834,868	493,720,548	**10,885,680**
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 $10.4 million due to a combination of caseload and grant payment increases in HS Subsistence budget units. Sources are increasing by $10.9 million which includes an increase of $13.4 million in realignment funds, a decrease of $3.4 million in federal and state revenue and an increase of $0.9 million in all other revenues. 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 offset the need for additional Net County Cost.

Realignment Breakdown and History 2011-2015 (In Millions)

	2011-12 Actual		2012-13 Actual		2013-14 Estimated		2013-14 Modified Budget		2014-15 Recommended 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	6.1	24.2	6.4	25.0	6.6	26.0	0.2	1.0
AFDC - Foster Care	32.7	28.4	27.5	27.8	23.9	31.0	31.6	35.3	29.1	33.7	(2.5)	(1.6)
Kinship Guardianship	-	-	-	4.1	-	2.6	-	3.6	-	2.8	-	(0.8)
CalWORKs Cash Aid	-	42.9	-	47.4	-	55.9	-	53.5	-	70.5	-	17.0
Total	37.8	93.1	33.1	102.7	30.0	114.2	38.0	117.9	35.7	133.5	(2.3)	15.6
Grand Total		130.9		135.8		144.2		155.9		169.2		13.3

R1 = Social Services Realignment (1991)
R2 = 2011 Realignment

DETAIL OF 2014-15 RECOMMENDED BUDGET

	2014-15			
	Requirements	Sources	Net County Cost	Staffing
Subsistence Funds				
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 $235,000. This caseload decrease, combined with a $135,000 reduction in sources due to declining SSI referrals, results in a $100,000 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. An additional $50,000 in total requirements and corresponding Net County Cost is required due to a moderate increase in grant costs.

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 $2.9 million (5.1%) 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 $2.8 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 $477,912 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 estimated to be much lower than the modified 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 $4.1 million and realignment will decrease $4.0 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 increase $15,279 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 $6.7 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, a $6.8 million increase. 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 $0.8 million due an increase in caseload and placement costs. Sources are projected to increase $0.7 million 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.

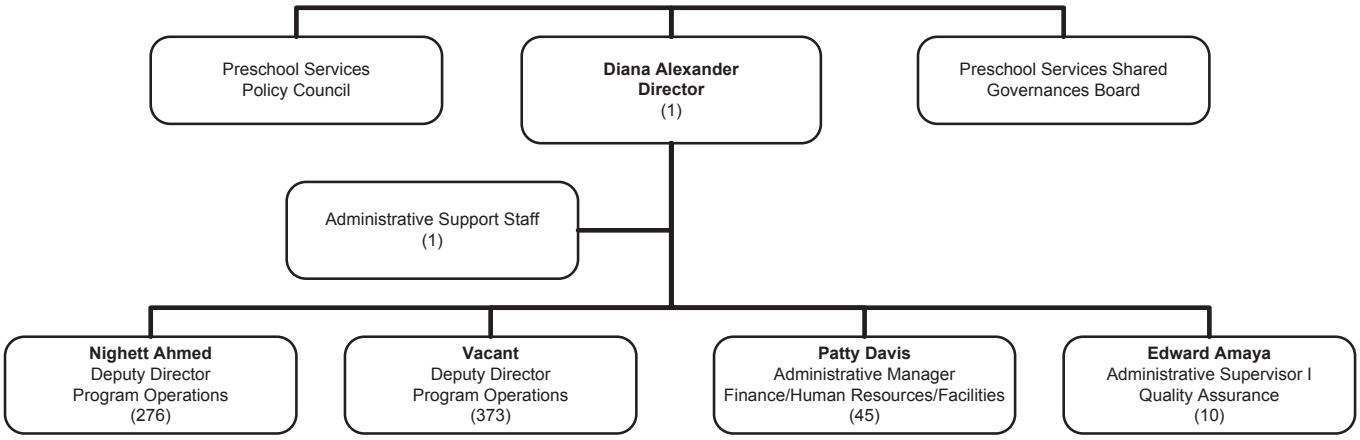
CalWORKs – 2 Parent Families includes operating expenses of $43.9 million which provides assistance payments to all cases identified as having two parents in the home or in which the parents are excluded from or ineligible for CalWORKs. A state mandated 5% grant increase and a 4% caseload increase requires a $4.4 million increase in requirements. Federal and state revenue of $42.9 million comprises 97.5% of the funding for this program, a $4.3 million increase from the 2013-14 modified 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.
- Increased service availability for homeless families at local shelters by 15%.
- 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, PSD has been able to reduce obesity in children by 12%.
- Promoted family self-sufficiency through financial literacy and educational advancement support by 248% from prior program year.
- Opened the Baker Learning Family 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 combines vocational training with on-site mentoring, financial assistance towards related educational courses and vocational training.

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 Estimate	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 healthy lifestyle.*
- *Promote nutrition education program 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 Estimate	2014-15 Target
Percentage of enrolled children identified as obese or overweight whose BMI is reduced.	N/A	10%	5%	10%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Fund						
Preschool Services	49,232,350	49,087,131		145,219		706
Total Special Revenue Fund	49,232,350	49,087,131		145,219		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	47,439,996	49,232,350
Total	**51,227,178**	**47,756,351**	**49,452,457**	**47,439,996**	**49,232,350**

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	47,389,928	49,087,131
Total	**51,109,877**	**47,739,997**	**49,383,695**	**47,389,928**	**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	145,219
Total	**117,301**	**16,354**	**68,762**	**50,068**	**145,219**

Preschool Services

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$50,053,350
Sources/Reimbursements	$49,908,131
Fund Balance	$145,219
Use of Fund Balance	$145,219
Total Staff	706

*Includes Contingencies

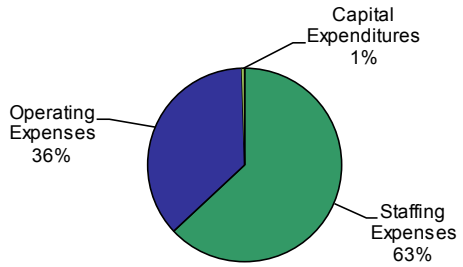
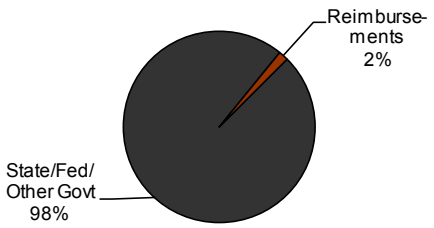
The Preschool Services Department (PSD) administers the Federal Head Start and Early Head Start programs, California Department of Education State Preschool program, as well as the Child and Adult Care Food Program in 42 locations throughout the County of San Bernardino. The programs are fully funded 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 RECOMMENDED BUDGET

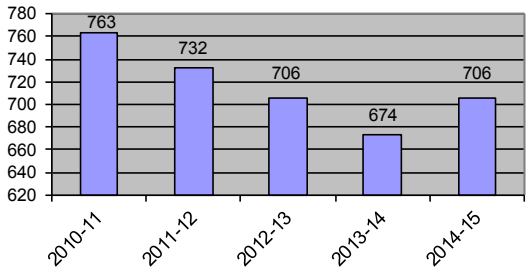
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	65	69	65	68
Limited Term	641	631	609	638
Total	706	700	674	706
Staffing Expenses	$29,434,697	$32,197,503	$29,066,259	$31,548,078

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	31,940,554	28,965,970	28,399,414	27,939,441	29,066,259	31,548,078	**2,481,819**
Operating Expenses	19,616,424	18,824,347	18,562,930	17,994,274	18,366,957	18,260,272	**(106,685)**
Capital Expenditures	360,038	286,185	238,899	116,000	644,904	245,000	**(399,904)**
Contingencies	0	0	0	0	50,068	0	**(50,068)**
Total Exp Authority	51,917,016	48,076,502	47,201,243	46,049,715	48,128,188	50,053,350	**1,925,162**
Reimbursements	(762,131)	(583,846)	(645,180)	(565,379)	(708,192)	(821,000)	**(112,808)**
Total Appropriation	51,154,885	47,492,656	46,556,063	45,484,336	47,419,996	49,232,350	**1,812,354**
Operating Transfers Out	14,287	1,070	174,712	2,838,000	20,000	0	**(20,000)**
Total Requirements	51,169,172	47,493,726	46,730,775	48,322,336	47,439,996	49,232,350	**1,792,354**
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	48,351,494	47,271,904	48,978,231	**1,706,327**
Fee/Rate	155	135	74,999	64,870	80,000	75,000	**(5,000)**
Other Revenue	423,755	598,452	295,976	1,123	38,024	33,900	**(4,124)**
Total Revenue	50,930,986	47,599,466	46,761,323	48,417,487	47,389,928	49,087,131	**1,697,203**
Operating Transfers In	0	122,015	0	0	0	0	**0**
Total Financing Sources	50,930,986	47,721,481	46,761,323	48,417,487	47,389,928	49,087,131	**1,697,203**
				Fund Balance	50,068	145,219	**95,151**
				Budgeted Staffing	674	706	**32**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Staffing expenses of $31.5 million fund 706 budgeted positions to administer preschool services programs. Operating expenses of $18.3 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 $1.8 million. Staffing expenses are increasing by $2.5 million primarily due to an increase of 32 positions, general retirement, and varied salary adjustments. Capital expenditures are decreasing by $399,904 primarily due to the reassignment of capital improvement projects to Architecture and Engineering in 2013-14. Reimbursements are increasing by $112,808 due to additional funds received from the Department of Behavioral Health for the operation of the Prevention and Early Intervention program.

Sources are increasing by $1.7 million primarily due to a restoration of sequestration of $2.5 million that is offset by $800,000 due to the termination of the First Five Pre-K program.

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 Teachers II 9 months (13), Contract PSD Teachers III 12 months (2), Contract PSD Teacher Aides II 9 months (6), Contract PSD Site Supervisors II 12 months (3), PSD Program Managers (2), and Graduate Student Interns (3). The department's increases in staff are based primarily on the restoration of federal sequestered funds and the Prevention and Early Intervention Program.

The budget also includes the deletion of a Fiscal Assistant (1), Contract PSD Program Managers (2) and Contract Site Supervisors 9 months (2). The department also deleted contract Teacher Aides I 9 months (12) and Teacher Aides I 12 months (3) and added Teacher Aides II 9 months (12) and Teacher Aides 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 II's, 3 PSD Eligibility Worker I's were reclassified to PSD Quality Assurance I, and 1 PSD Eligibility Worker I was reclassified to PSD Quality Assurance II. Also, a Contract Generalist 12 month was deleted, offset by the addition of a PSD Quality Assurance 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

Administration

	Classification
1	Administrative Manager
1	Administrative Supervisor II
1	Administrative Supervisor I
1	Supervising Accountant II
1	Supervising Fiscal Specialist
2	Accountant III
4	Staff Analyst II
1	Staff Analyst I
5	Account Technician
2	Fiscal Assistant
1	Fiscal Specialist
4	Office Assistant II
3	Office Assistant III
1	Automated Systems Technician
2	Contract Center Clerk 12 months
7	Contract General Maintenance Worker 12
1	Contract Storekeeper 9 months
2	General Maintenance Mechanic
1	General Maintenance Worker
1	Maintenance Supervisor
1	Supervising Office Assistant
1	Stores Specialist
1	Storekeeper
45	Total

Quality Assurance

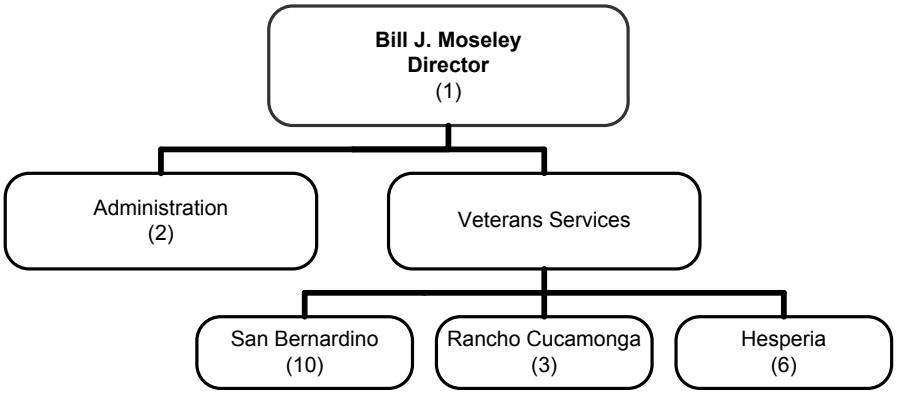
	Classification
1	Administrative Supervisor I
1	Supervising Program Specialist
1	Program Specialist II
3	Quality Assurance Specialist I
4	Quality Assurance Specialist II
10	Total

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 Estimate	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 Estimate	2014-15 Target
Percentage of pending Veterans Affairs caseload with claim reviews less than 90 days past due.	N/A	75%	75%	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	2,159,665	1,985,233
Total	**1,599,098**	**1,763,741**	**1,860,653**	**2,159,665**	**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	1,441,238	1,434,380
Total	**1,159,164**	**1,267,304**	**1,401,876**	**1,441,238**	**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:

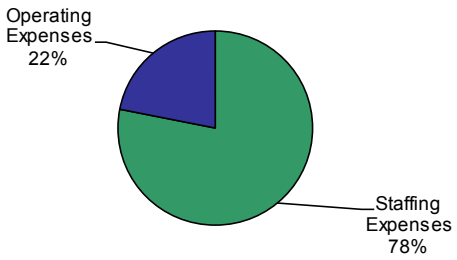
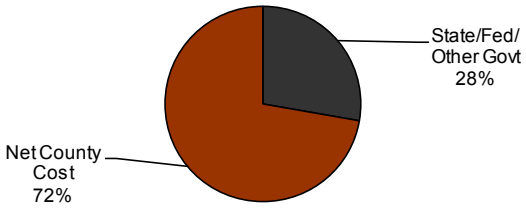
Claims Assistance
Provide benefits counseling, claim preparation, and development of material evidence. Monitor adjudication and resolve issues or questions in favor of the veteran. Provide assistance with administrative and appellate review of claims.

Information and Referral
Make referrals to other County departments, homeless providers, emergency service providers, and state 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

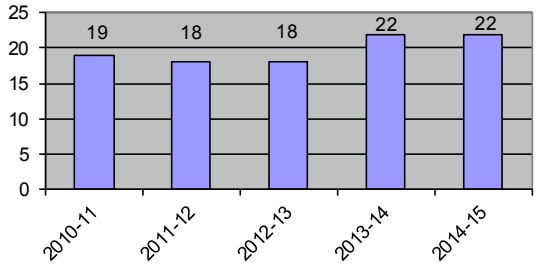
HUMAN SERVICES

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	18	18	18	18
Limited Term	0	0	4	4
Total	18	18	22	22
Staffing Expenses	$1,491,964	$1,523,035	$1,659,784	$1,550,756

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	1,325,095	1,395,429	1,467,500	1,500,007	1,659,784	1,550,756	**(109,028)**
Operating Expenses	274,004	358,753	353,508	412,743	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	1,912,750	2,159,665	1,985,233	**(174,432)**
Reimbursements	0	0	(20,000)	0	0	0	**0**
Total Appropriation	1,599,099	1,754,182	1,801,008	1,912,750	2,159,665	1,985,233	**(174,432)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,599,099	1,754,182	1,801,008	1,912,750	2,159,665	1,985,233	**(174,432)**
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	705,927	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	705,927	718,427	550,853	**(167,574)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	439,934	496,437	458,061	705,927	718,427	550,853	**(167,574)**
Net County Cost	1,159,165	1,257,745	1,342,947	1,206,823	1,441,238	1,434,380	**(6,858)**
				Budgeted Staffing	22	22	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Staffing expenses of $1.6 million 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.

Source of revenues are from the State Veterans Subvention Fund (to include 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 $174,432 primarily due to one-time costs incurred in 2013-14 for salaries and benefit, and operational costs. One-time funds in 2013-14 were from State Subvention that allowed the department to expand the department's outreach program, upgrade the VA's automated case management system and provide non-traditional therapy (Equine Assisted Therapy) for disabled veterans.

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

HUMAN SERVICES

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LAW AND JUSTICE SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
COUNTY TRIAL COURTS	274				
DRUG COURT PROGRAMS	276	46,971	46,971	0	0
GRAND JURY	278	429,069	0	429,069	0
INDIGENT DEFENSE PROGRAM	280	10,046,137	32,000	10,014,137	0
COURT FACILITIES/JUDICIAL BENEFITS	283	1,211,889	0	1,211,889	0
COURT FACILITIES PAYMENTS	285	2,536,349	0	2,536,349	0
TRIAL COURT FUNDING - MAINTENANCE OF EFFORT	287	25,509,703	14,182,000	11,327,703	0
DISTRICT ATTORNEY	295				
CRIMINAL PROSECUTION	298	65,839,206	34,878,602	30,960,604	489
LAW AND JUSTICE GROUP ADMINISTRATION	306				
LAW AND JUSTICE GROUP ADMINISTRATION	308	90,208	90,208	0	1
PROBATION	313				
ADMINISTRATION, CORRECTIONS AND DETENTION	316	143,295,001	70,214,776	73,080,225	1,183
JUVENILE JUSTICE GRANT PROGRAM	320	0	0	0	39
PUBLIC DEFENDER	325	35,524,591	3,645,749	31,878,842	247
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	331				
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	336	204,564,900	153,943,591	50,621,309	1,688
SHERIFF - DETENTIONS	342	179,208,808	42,301,233	136,907,575	1,383
SHERIFF - LAW ENFORCEMENT CONTRACTS	346	128,348,991	128,348,991	0	576
TOTAL GENERAL FUND		796,651,823	447,684,121	348,967,702	5,606

SPECIAL REVENUE FUND	Page #	Requirements	Sources	Fund Balance	Staffing
COUNTY TRIAL COURTS:					
COURTHOUSE SEISMIC SURCHARGE	289	1,655,859	1,655,859	0	0
ALTERNATE DISPUTE RESOLUTION	291	585,910	456,600	129,310	0
REGISTRATION FEES	293	171,265	2,935	168,330	0
DISTRICT ATTORNEY:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	302	10,078,536	5,721,012	4,357,524	0
LAW AND JUSTICE GROUP ADMINISTRATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	310	4,265,877	909,953	3,355,924	0
PROBATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	322	17,009,089	7,718,879	9,290,210	0
SHERIFF/CORONER/PUBLIC ADMINISTRATOR:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	350	39,077,386	16,484,705	22,592,681	0
TOTAL SPECIAL REVENUE FUNDS		72,843,922	32,949,943	39,893,979	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	1,655,859		0		0
Alternate Dispute Resolution	585,910	456,600		129,310		0
Registration Fees	171,265	2,935		168,330		0
Total Special Revenue Funds	2,413,034	2,115,394		297,640		0
Total - All Funds	42,193,152	16,376,365	25,519,147	297,640		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	25,510,051	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	585,910
Indigent Defense - Registration Fees	147,831	159,140	163,661	165,751	171,265
Total	**44,866,347**	**45,191,768**	**44,389,682**	**42,811,501**	**42,193,152**

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	14,182,000	14,182,000
Courthouse Seismic Surcharge	2,633,000	2,801,000	2,801,000	2,100,000	1,655,859
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**	**17,259,501**	**16,376,365**

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	0
Alternate Dispute Resolution	144,295	259,936	170,107	179,380	129,310
Indigent Defense - Registration Fees	134,331	147,140	155,261	159,951	168,330
Total	**278,875**	**407,223**	**325,446**	**339,375**	**297,640**

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.

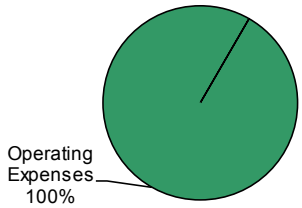
Budget at a Glance

Requirements Less Reimbursements*	$228,139
Sources/Reimbursements	$228,139
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

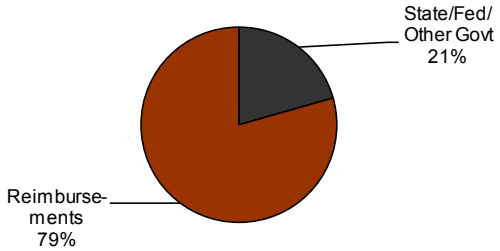
*Includes Contingencies

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Drug Court Programs
FUND: FLP

BUDGET UNIT: AAA FLP
FUNCTION: Public Protection
ACTIVITY: Judicial

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	719,123	628,585	309,613	276,952	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	276,952	583,503	228,139	**(355,364)**
Reimbursements	(290,552)	(300,384)	(156,545)	(181,168)	(202,402)	(181,168)	**21,234**
Total Appropriation	428,571	328,201	153,068	95,784	381,101	46,971	**(334,130)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	428,571	328,201	153,068	95,784	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	73,494	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	73,494	381,101	46,971	**(334,130)**
Operating Transfers In	38,315	3,000	0	0	0	0	**0**
Total Financing Sources	423,361	323,817	137,675	73,494	381,101	46,971	**(334,130)**
Net County Cost	5,210	4,384	15,393	22,290	0	0	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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

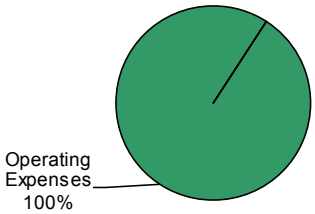
DESCRIPTION OF MAJOR SERVICES

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	

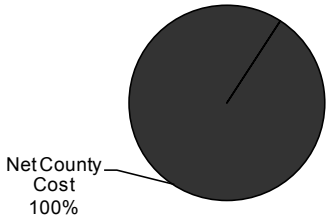
The San Bernardino County Grand Jury is appointed annually by the Superior Court. Its responsibilities include investigating local government, examining instances of public office crime and corruption, and returning indictments in certain criminal cases brought before it by the District Attorney's Office. 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	576,067	398,548	346,932	339,695	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	339,695	416,022	429,069	**13,047**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	576,067	398,548	346,932	339,695	416,022	429,069	**13,047**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	576,067	398,548	346,932	339,695	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 Financing Sources	0	0	1,430	0	0	0	**0**
Net County Cost	576,067	398,548	345,502	339,695	416,022	429,069	**13,047**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Major expenditures include transfers for staffing expenses of $117,253 to the Superior Court to fund a Grand Jury Assistant position and juror fees 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.

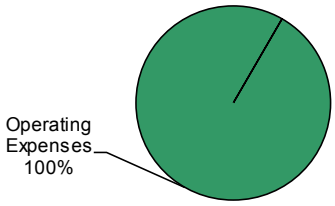
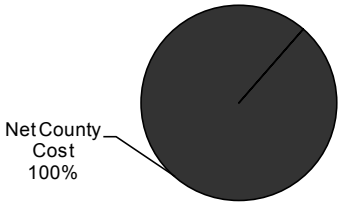
Indigent Defense Program

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.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

LAW AND JUSTICE

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	8,969,038	9,686,812	8,660,660	9,654,442	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	9,654,442	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	9,654,442	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	9,654,442	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	39,270	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	39,270	90,000	32,000	**(58,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	170,427	119,615	137,875	39,270	90,000	32,000	**(58,000)**
Net County Cost	8,798,611	9,567,197	8,522,785	9,615,172	9,715,546	10,014,137	**298,591**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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. These expenses also include costs for investigator and expert services for the Public Defender's Capital Defense Unit, reflecting the division's projected caseload. A transfer to Finance and Administration for two limited-term contract employee positions for program administration services are included in the budget.

Operating expenses also include transfers of $430,000 to the Public Defender's Capital Defense Unit's capital case defense costs, funding for two limited term contract employee positions to staff Indigent Defense during 2014-15, and services and supplies related to the two contract employee positions.

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 anticipated to be effective July 1, 2014.

Other professional and special services for court-appointed services of experts and investigators for non-capital cases is decreased by $75,000 in anticipation of ongoing reduced needs for these services since 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, previously budgeted at $100,000, is eliminated for 2014-15 due to the termination of reimbursement to the Superior Court for its previous program administration, and transfers to Finance and Administration for $200,000 fund positions to staff Indigent Defense program administration for 2014-15. Transfers also include funding for the Public Defender's Capital Defense Unit's capital case defense costs. Non-inventoriable equipment is eliminated for 2014-15, and Transfers Out is added for office equipment needed for the positions supporting the program.

STAFFING CHANGES AND OPERATIONAL IMPACT

There has traditionally been no budgeted staffing associated with this budget unit as 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 will be funded by this budget unit.

Court Facilities/Judicial Benefits

DESCRIPTION OF MAJOR SERVICES

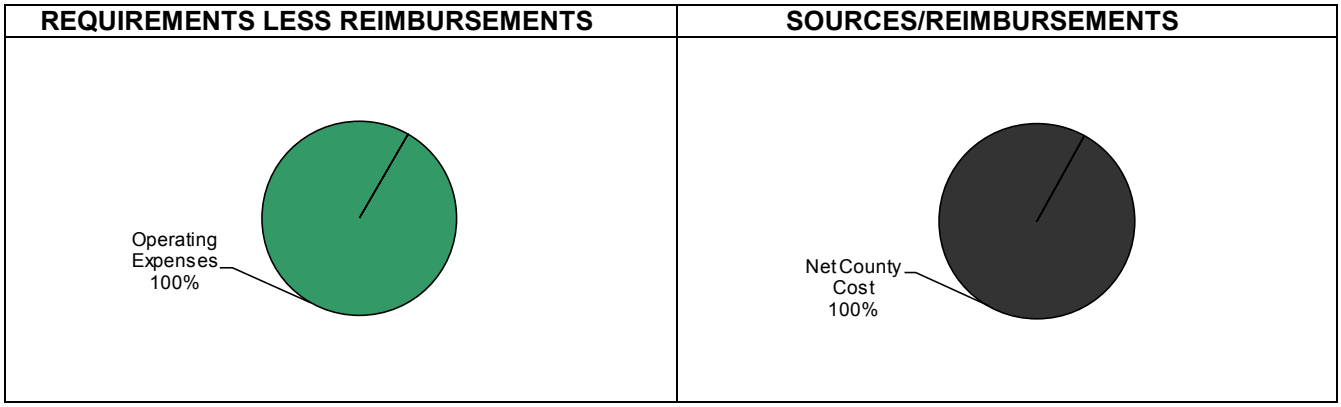
This budget unit annually appropriates an amount that the County provides in supplemental benefits for Superior Court judges appointed before January 1, 2008. These benefits include automobile, security and education allowances. This budget unit also continues to appropriate funds for property insurance 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 RECOMMENDED BUDGET



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts - Court Facilities/Judicial Benefits
FUND: General

BUDGET UNIT: AAA CTN
FUNCTION: Public Protection
ACTIVITY: Judicial

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,427,190	1,249,380	1,204,218	1,121,841	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	1,121,841	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	1,121,841	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	1,121,841	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 Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	1,427,190	1,249,380	1,204,218	1,121,841	1,216,657	1,211,889	**(4,768)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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

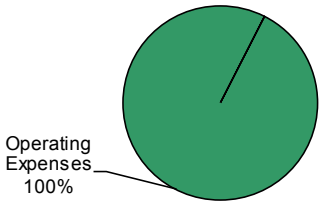
DESCRIPTION OF MAJOR SERVICES

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	

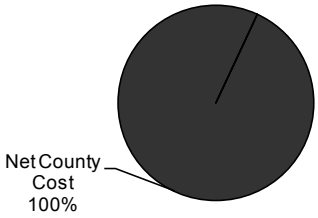
The Trial Court Facilities Act of 2002, SB 1732, requires the transfer of responsibility for funding and operation of trial court facilities from the counties to the State of California. The County must pay the state the amount that the County historically expended for the operation and maintenance of 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,504,112	2,504,112	2,504,112	2,536,349	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	2,536,349	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	2,536,349	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	2,536,349	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 Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	2,504,112	2,504,112	2,504,112	2,536,349	2,536,349	2,536,349	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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
Applelltate & 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 AOC. Funds historically spent by counties (the CFP) to maintain court facilities were to be transferred to the State and then the State would use that funding for the ongoing management, operations 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 were to be delayed until the new courthouse was 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)

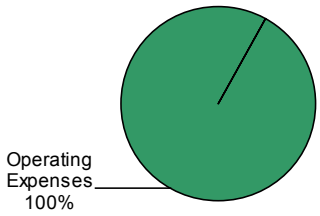
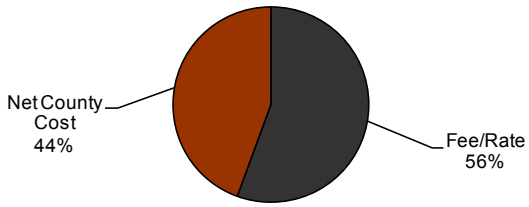
DESCRIPTION OF MAJOR SERVICES

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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

LAW AND JUSTICE

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts - Trial Court Funding MOE
FUND: General

BUDGET UNIT: AAA TRC
FUNCTION: Public Protection
ACTIVITY: Judicial

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	27,309,502	26,434,100	25,988,739	23,554,561	25,510,051	25,509,703	**(348)**
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	23,554,561	25,510,051	25,509,703	**(348)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	27,309,502	26,434,100	25,988,739	23,554,561	25,510,051	25,509,703	**(348)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	27,309,502	26,434,100	25,988,739	23,554,561	25,510,051	25,509,703	**(348)**
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	13,185,752	14,182,000	14,182,000	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	18,624,671	16,812,828	15,409,976	13,185,752	14,182,000	14,182,000	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	18,624,671	16,812,828	15,409,976	13,185,752	14,182,000	14,182,000	**0**
Net County Cost	8,684,831	9,621,272	10,578,763	10,368,809	11,328,051	11,327,703	**(348)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 be flat.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Courthouse Seismic Surcharge

DESCRIPTION OF MAJOR SERVICES

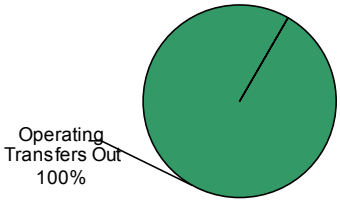
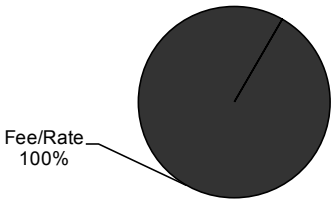
Budget at a Glance	
Requirements Less Reimbursements*	$1,655,859
Sources/Reimbursements	$1,655,859
Fund Balance	$0
Use of Fund Balance	$0
Total Staff	0

*Includes Contingencies

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.

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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

LAW AND JUSTICE

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
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	1,883,863	2,100,044	1,655,859	**(444,185)**
Total Requirements	2,633,136	2,216,152	2,142,910	1,883,863	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	1,883,819	2,100,000	1,655,859	**(444,141)**
Other Revenue	700	293	258	0	0	0	**0**
Total Revenue	2,633,033	2,216,083	2,142,875	1,883,819	2,100,000	1,655,859	**(444,141)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,633,033	2,216,083	2,142,875	1,883,819	2,100,000	1,655,859	**(444,141)**
				Fund Balance	44	0	**(44)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 collection of civil filing fees surcharge.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are decreasing by $444,141 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

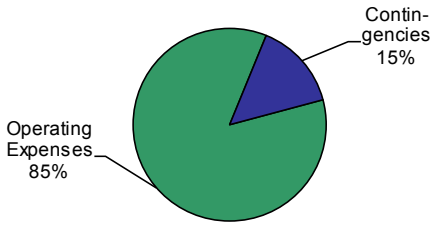
Requirements Less Reimbursements*	$585,910
Sources/Reimbursements	$456,600
Fund Balance	$129,310
Use of Fund Balance	$43,400
Total Staff	0

*Includes Contingencies

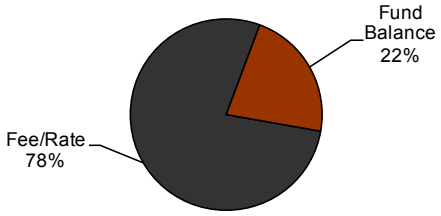
The special revenue fund was established January 1, 2005, to account for this program.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	600,000	596,500	488,096	500,000	679,980	500,000	**(179,980)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	85,910	**85,910**
Total Exp Authority	600,000	596,500	488,096	500,000	679,980	585,910	**(94,070)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	600,000	596,500	488,096	500,000	679,980	585,910	**(94,070)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	600,000	596,500	488,096	500,000	679,980	585,910	**(94,070)**
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	449,312	500,000	456,000	**(44,000)**
Other Revenue	2,298	1,027	792	600	600	600	**0**
Total Revenue	715,552	506,671	497,367	449,930	500,600	456,600	**(44,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	715,552	506,671	497,367	449,930	500,600	456,600	**(44,000)**
				Fund Balance	179,380	129,310	**(50,070)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Operating expenses of $500,000 represent costs related to contracts for mediation services.

Contingencies of $85,910 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 $94,070 due to a reduction in operating expenses partially offset by an increase in contingencies. 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 2013-14 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).

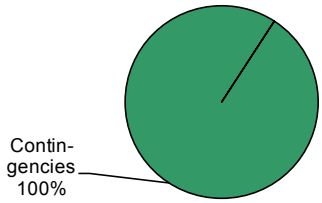
Budget at a Glance

Requirements Less Reimbursements*	$171,265
Sources/Reimbursements	$2,935
Fund Balance	$168,330
Contribution to Fund Balance	$2,935
Total Staff	0

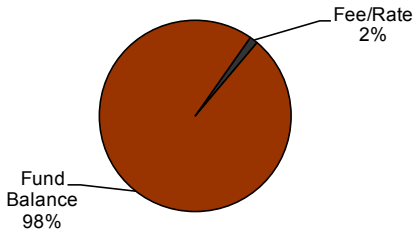
*Includes Contingencies

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	165,751	171,265	**5,514**
Total Exp Authority	0	0	0	0	165,751	171,265	**5,514**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	165,751	171,265	**5,514**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	165,751	171,265	**5,514**
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	7,559	5,000	2,400	**(2,600)**
Other Revenue	1,283	623	2,047	820	800	535	**(265)**
Total Revenue	12,705	7,993	6,069	8,379	5,800	2,935	**(2,865)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	12,705	7,993	6,069	8,379	5,800	2,935	**(2,865)**
				Fund Balance	159,951	168,330	**8,379**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Contingencies of $171,265 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

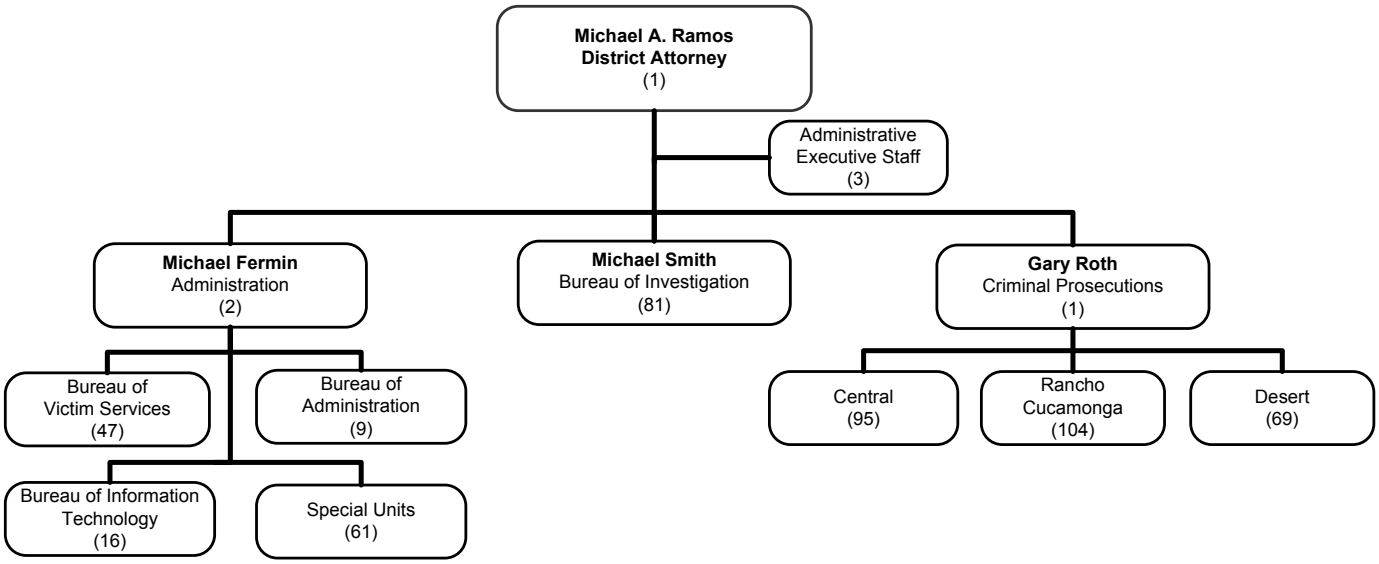
There is no staffing associated with this budget unit.

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 assisted 10,575 victims of crime.
- 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 Estimate	2014-15 Target
Number of victims provided victim services by the Department.	5,224	5,033	4,909	5,250
Number of victims served at the Children's Assessment Center.	1,275	1,274	1,574	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 Estimate	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	10,078,536	5,721,012		4,357,524		0
Total Special Revenue Funds	10,078,536	5,721,012		4,357,524		0
Total - All Funds	75,917,742	40,599,614	30,960,604	4,357,524		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	65,192,137	65,839,206
Real Estate Fraud Prosecution	1,085,923	1,629,878	1,567,585	2,130,045	1,492,443
Auto Insurance Fraud Prosecution	749,707	746,136	719,710	874,784	874,708
Workers' Comp Insurance Fraud Prosecution	2,564,599	2,613,846	2,551,674	2,619,456	2,718,641
Specialized Prosecutions	4,524,175	3,463,435	3,071,711	3,305,771	2,333,928
Vehicle Fees - Auto Theft	838,676	823,000	807,532	827,958	830,732
State Asset Forfeitures	202,012	188,012	187,177	253,048	204,848
Federal Asset Forfeitures	826,524	942,215	739,959	1,147,264	1,623,236
Total	**72,042,734**	**71,262,458**	**72,698,393**	**76,350,463**	**75,917,742**

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	31,491,701	30,960,604
Total	**36,185,570**	**32,538,191**	**32,718,255**	**31,491,701**	**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	542,443
Auto Insurance Fraud Prosecution	111,364	108,641	82,215	237,289	237,213
Workers' Comp Insurance Fraud Prosecution	389,599	440,433	378,261	253,353	473,462
Specialized Prosecutions	3,833,875	2,849,235	2,162,711	2,448,171	1,729,636
Vehicle Fees - Auto Theft	27,676	6,899	17,532	32,958	35,313
State Asset Forfeitures	(21,988)	88	27,177	83,048	69,848
Federal Asset Forfeitures	270,344	539,415	487,459	795,164	1,269,609
Total	**4,912,393**	**3,954,122**	**4,002,940**	**4,717,028**	**4,357,524**

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	

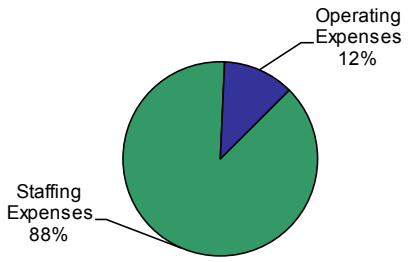
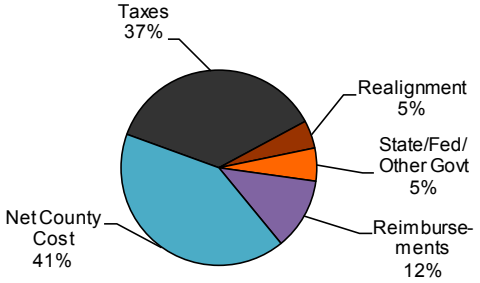
The District Attorney is the public prosecutor and has the mandated responsibility to prosecute crimes committed within the County of San Bernardino, including all city jurisdictions, pursuant to Government code 26500. Additionally, the District Attorney's Office: provides legal assistance for criminal 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

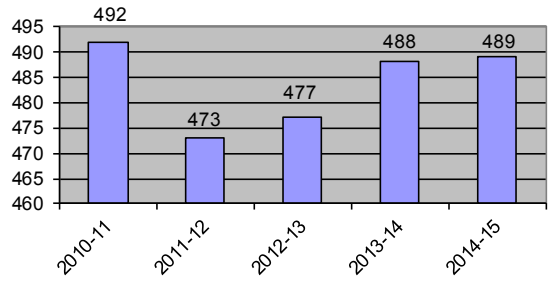
LAW AND JUSTICE

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	472	484	484	484
Limited Term	5	4	4	5
Total	477	488	488	489
Staffing Expenses	$63,857,937	$65,100,013	$65,768,787	$65,825,830

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	64,052,068	61,514,896	62,613,082	62,848,064	65,768,787	65,825,830	**57,043**
Operating Expenses	6,126,962	7,436,066	7,429,839	8,073,054	8,169,150	8,792,819	**623,669**
Capital Expenditures	66,359	16,880	0	33,000	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	70,954,118	74,150,937	74,618,649	**467,712**
Reimbursements	(9,132,312)	(8,198,605)	(8,515,366)	(8,057,524)	(9,068,300)	(8,854,443)	**213,857**
Total Appropriation	61,113,077	60,769,237	61,527,555	62,896,594	65,082,637	65,764,206	**681,569**
Operating Transfers Out	134,945	72,394	158,819	75,000	109,500	75,000	**(34,500)**
Total Requirements	61,248,022	60,841,631	61,686,374	62,971,594	65,192,137	65,839,206	**647,069**
Sources							
Taxes	20,562,500	22,242,500	25,790,117	25,672,500	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	3,736,648	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	406,573	420,523	405,173	**(15,350)**
Total Revenue	25,065,308	28,315,346	32,578,285	33,273,847	33,662,339	34,878,602	**1,216,263**
Operating Transfers In	(1,071)	0	0	0	38,097	0	**(38,097)**
Total Financing Sources	25,064,237	28,315,346	32,578,285	33,273,847	33,700,436	34,878,602	**1,178,166**
Net County Cost	36,183,785	32,526,285	29,108,089	29,697,747	31,491,701	30,960,604	**(531,097)**
				Budgeted Staffing	488	489	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

The majority of expenditures for the District Attorney's Office fund 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 revenue, and $3.7 million from various state/federal agencies.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $647,069 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, offset by a decrease in state/federal aid of $376,115. The decrease in state/federal aid revenue is primarily due to the department's inability to 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	92	3	0	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	465	24	0	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*	$10,078,536
Sources/Reimbursements	$5,721,012
Fund Balance	$4,357,524
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.

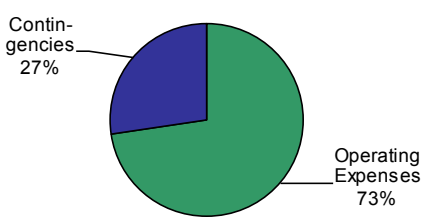
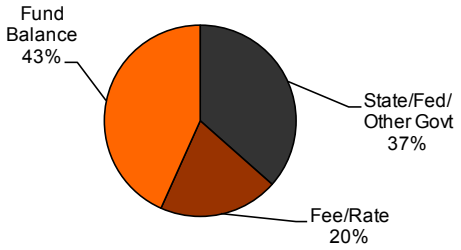
Specialized Prosecutions was established in 1990-91 with funding from various fines and forfeitures for the District Attorney's Office to prosecute crimes such as hazardous waste dumping, consumer fraud and violations of Cal/OSHA laws. Sources are transferred to the District Attorney's Criminal Prosecution 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	6,836,889	6,399,296	6,731,791	6,181,128	7,476,527	7,322,572	**(153,955)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	3,681,799	2,755,964	**(925,835)**
Total Exp Authority	6,836,889	6,399,296	6,731,791	6,181,128	11,158,326	10,078,536	**(1,079,790)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,836,889	6,399,296	6,731,791	6,181,128	11,158,326	10,078,536	**(1,079,790)**
Operating Transfers Out	(1,071)	0	0	0	0	0	**0**
Total Requirements	6,835,818	6,399,296	6,731,791	6,181,128	11,158,326	10,078,536	**(1,079,790)**
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	3,676,817	3,798,598	3,676,741	**(121,857)**
Fee/Rate	2,212,049	2,027,195	3,778,175	2,131,332	2,633,000	2,030,796	**(602,204)**
Other Revenue	41,522	23,495	17,361	13,475	9,700	13,475	**3,775**
Total Revenue	5,877,549	5,667,509	7,445,877	5,821,624	6,441,298	5,721,012	**(720,286)**
Operating Transfers In	0	780,606	0	0	0	0	**0**
Total Financing Sources	5,877,549	6,448,115	7,445,877	5,821,624	6,441,298	5,721,012	**(720,286)**
				Fund Balance	4,717,028	4,357,524	**(359,504)**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 RECOMMENDED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing *
Special Revenue Funds				
Real Estate Fraud Prosecution (Fund REB)	1,492,443	950,000	542,443	7
Auto Insurance Fraud Prosecution (Fund RIP)	874,708	637,495	237,213	5
Workers' Comp Insurance Fraud (Fund ROB)	2,718,641	2,245,179	473,462	13
Specialized Prosecutions (Fund SBI)	2,333,928	604,292	1,729,636	9
Vehicle Fees - Auto Theft (Fund SDM)	830,732	795,419	35,313	3
State Asset Forfeitures (Fund SBH)	204,848	135,000	69,848	0
Federal Asset Forfeitures (Fund SDN)	1,623,236	353,627	1,269,609	0
Total Special Revenue Funds	10,078,536	5,721,012	4,357,524	37

* Although the funding for this staffing is included in these special revenue funds, actual staffing costs are located within the District Attorney's General Fund budget unit.

Real Estate Fraud Prosecution: Requirements of $1.5 million includes transfers to the Department's Criminal Prosecution budget unit for the cost of staff assigned to real estate fraud prosecution ($1.3 million) and an amount set aside in contingencies for future allocation ($200,000). 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 $874,708 primarily 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 ($237,179). Sources of $637,495 represent projected grant funds from the California Department of Insurance.

Workers' Compensation Insurance Fraud Prosecution: Requirements of $2.7 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 an amount set aside in contingencies for future allocation ($500,000). Sources of $2.2 million reflect projected grant funds from the California Department of Insurance.

Specialized Prosecutions: Requirements of $2.3 million include transfers to the Department's Criminal Prosecution budget unit for staffing and other costs related to specialized prosecutions ($1.8 million) and an amount set aside in contingencies for future allocation ($500,000). 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 $830,732 primarily include transfer to the Department's Criminal Prosecution budget unit for costs associated with prosecuting and investigating automobile theft crimes ($768,959) and an amount set aside in contingencies for future allocation ($61,737). Sources of $795,419 represent new and renewal registration assessment on vehicles registered in San Bernardino County.

State Asset Forfeitures: Requirements of $204,848 primarily include transfers to the Department's Criminal Prosecution budget unit to help offset the costs of processing asset forfeiture cases ($204,000) and an amount set aside in contingencies for future allocation ($617). Sources of $135,000 reflect the anticipated proceeds from asset forfeitures.

Federal Asset Forfeitures: Requirements of $1.6 million include transfers to the Department's Criminal Prosecution budget unit to assist with operating expenses of the Asset Forfeiture Unit ($400,000) and an amount set aside in contingencies for future allocation ($1.2 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 $1.1 million, due to reductions in total revenue ($720,286) and fund balance ($359,504).

Sources are decreasing by $720,286 as less revenue is anticipated for 2014-15 primarily due to 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 Estimate	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	133	200
Amount of additional funding secured.	N/A	$600,000	$800,000	$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	0	0	1
Total General Fund	90,208	90,208	0	0	0	1
Special Revenue Funds						
L&J Special Revenue Consolidated	4,265,877	909,953	0	3,355,924	0	0
Total Special Revenue Funds	4,265,877	909,953	0	3,355,924	0	0
Total - All Funds	4,356,085	1,000,161	0	3,355,924	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	742,433	704,149
Southwest Border Prosecution Initiative	9,033,780	5,005,236	4,795,209	4,660,840	3,561,728
Total	**10,930,559**	**6,703,468**	**5,984,787**	**5,608,758**	**4,356,085**

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	59,746	44,196
Southwest Border Prosecution Initiative	7,345,780	4,462,236	4,445,209	4,385,840	3,311,728
Total	**7,893,611**	**5,123,690**	**4,832,229**	**4,540,494**	**3,355,924**

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.

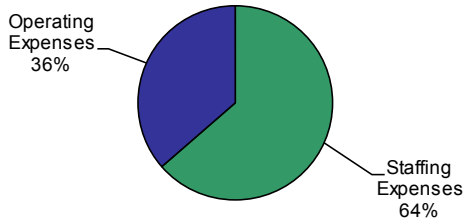
Budget at a Glance

Requirements Less Reimbursements*	$274,392
Sources/Reimbursements	$274,392
Net County Cost	$0
Total Staff	1
Funded by Net County Cost	0%

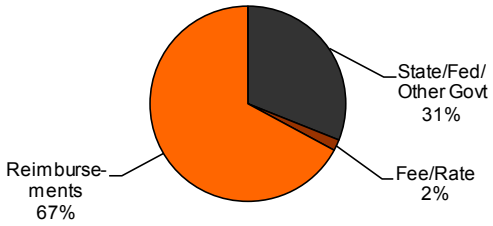
*Includes Contingencies

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

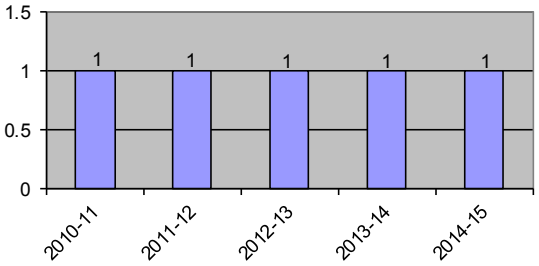


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	1	1	1	1
Limited Term	0	0	0	0
Total	1	1	1	1
Staffing Expenses	$162,040	$182,765	$183,180	$174,543

5-YEAR STAFFING TREND



LAW AND JUSTICE

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Law and Justice Group Administration
FUND: General

BUDGET UNIT: AAA LNJ
FUNCTION: Judicial
ACTIVITY: Public Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	160,014	152,242	162,040	197,207	183,180	174,543	**(8,637)**
Operating Expenses	176,854	208,045	107,305	112,969	117,523	99,849	**(17,674)**
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	310,176	300,703	274,392	**(26,311)**
Reimbursements	(29,345)	(181,299)	(163,633)	(199,824)	(190,126)	(184,184)	**5,942**
Total Appropriation	307,523	178,988	105,712	110,352	110,577	90,208	**(20,369)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	307,523	178,988	105,712	110,352	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	105,162	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	110,352	110,162	90,208	**(19,954)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	152,818	185,736	102,270	110,352	110,162	90,208	**(19,954)**
Net County Cost	154,705	(6,748)	3,442	0	415	0	**(415)**
				Budgeted Staffing	1	1	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 includes 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

LAW AND JUSTICE

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

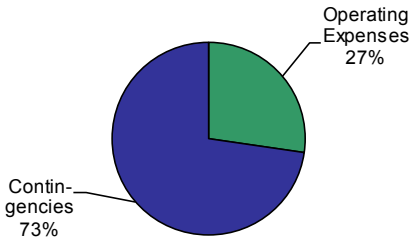
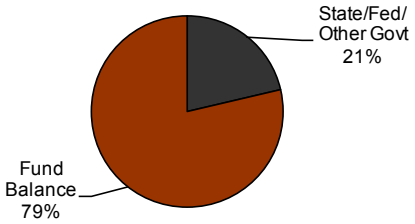
Budget at a Glance	
Requirements Less Reimbursements*	$4,265,877
Sources/Reimbursements	$909,953
Fund Balance	$3,355,924
Use of Fund Balance	$255,390
Total Staff	0

*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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

LAW AND JUSTICE

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	3,474,646	1,655,122	1,244,205	1,876,224	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	3,100,534	**(26,462)**
Total Exp Authority	3,474,646	1,655,122	1,244,205	1,876,224	5,426,254	4,265,877	**(1,160,377)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	3,474,646	1,655,122	1,244,205	1,876,224	5,426,254	4,265,877	**(1,160,377)**
Operating Transfers Out	2,085,270	3,000	0	30,000	72,117	0	**(72,117)**
Total Requirements	5,559,916	1,658,122	1,244,205	1,906,224	5,498,371	4,265,877	**(1,232,494)**
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	7,624	0	0	**0**
Total Revenue	2,509,348	1,366,663	952,469	721,464	885,760	909,953	**24,193**
Operating Transfers In	219,241	0	0	0	71,927	0	**(71,927)**
Total Financing Sources	2,728,589	1,366,663	952,469	721,464	957,687	909,953	**(47,734)**
				Fund Balance	4,540,684	3,355,924	**(1,184,760)**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 RECOMMENDED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Southwest Border Prosecution Initiative	3,561,728	250,000	3,311,728	0
JAG Consolidated	704,149	659,953	44,196	0
Total Special Revenue Funds	4,265,877	909,953	3,355,924	0

Operating expenses of $1.2 million include costs of Board-approved projects not completed in 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 $1.2 million primarily as a result of the one-time nature of grant funding.

STAFFING CHANGES AND OPERATIONAL IMPACT

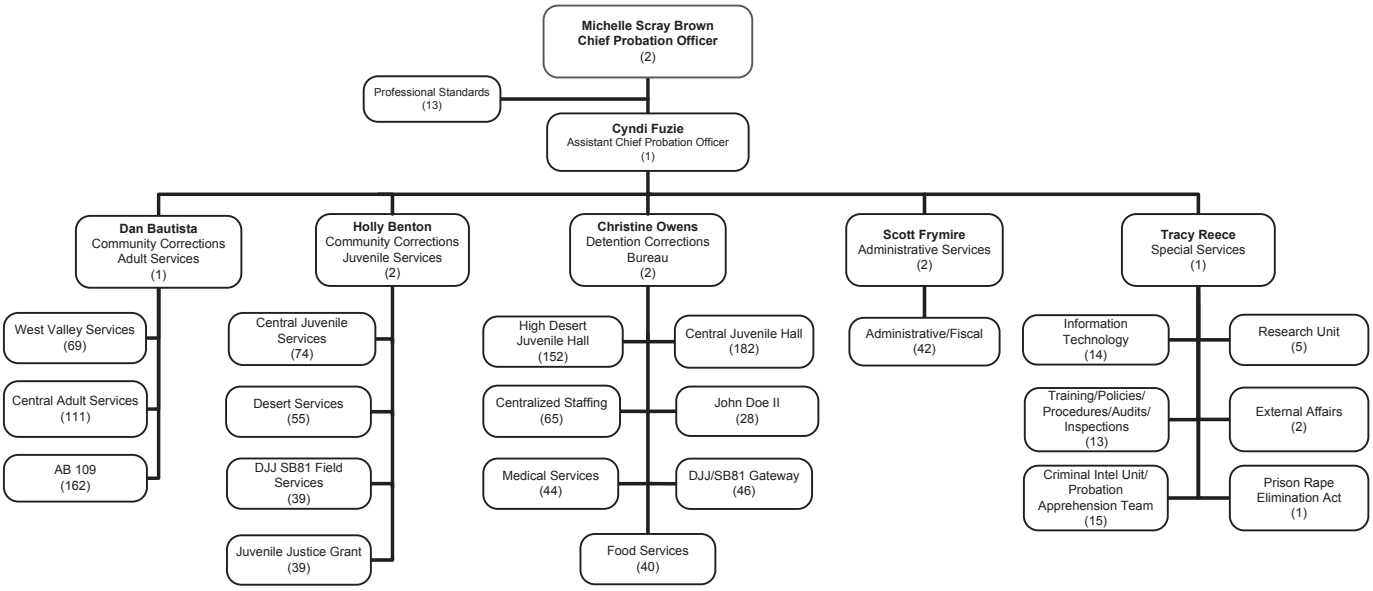
There is no staffing associated with this budget unit.

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 Estimate	2014-15 Target
Percent of adult supervision cases recidivating.	4.6%	3.5%	3.5%	27.0%
Percent of juvenile supervision cases recidivating.	6.8%	6.0%	5.5%	27.0%
Percentage of new adult supervision cases assessed within 60 days.	94.7%	94.0%	95.0%	95.5%
Percentage of new juvenile supervision cases assessed within 60 days.	96.4%	97.2%	97.2%	97.5%

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	17,009,089	7,718,879		9,290,210		0
Total Special Revenue Funds	17,009,089	7,718,879		9,290,210		0
Total - All Funds	160,304,090	77,933,655	73,080,225	9,290,210		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	150,700,320	143,295,001
Court-Ordered Placements *	1,053,834	424,717	1,529,775	0	0
Juvenile Justice Grant Progam	0	0	0	129,914	0
Juvenile Justice Crime Prevention Act	6,656,996	8,548,431	10,364,803	10,044,011	9,923,485
SB 678 - Criminal Recidivism	0	2,266,012	4,089,464	6,696,561	6,601,828
AB 1628 - Juvenile Reentry Program	0	200,000	103,372	321,642	419,000
Asset Forfeiture 15%	12,318	9,881	9,908	9,948	9,976
State Seized Assets	54,592	54,356	54,406	54,678	54,800
Total	**114,867,107**	**128,873,734**	**151,863,020**	**167,957,074**	**160,304,090**

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	83,673,881	70,214,776
Court-Ordered Placements *	0	0	0	0	0
Juvenile Justice Grant Progam	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**	**93,153,592**	**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	67,026,439	73,080,225
Court-Ordered Placements *	1,053,834	424,717	1,529,775	0	0
Juvenile Justice Grant Progam	0	0	0	129,914	0
Total	**62,379,290**	**61,957,605**	**65,807,107**	**67,156,353**	**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	4,061,568
SB 678 - Criminal Recidivism	0	0	2,267,134	3,199,003	4,855,051
AB 1628 - Juvenile Reentry Program	0	0	103,372	201,642	309,000
Asset Forfeiture 15%	12,177	9,801	9,858	9,912	9,944
State Seized Assets	53,939	53,976	54,246	54,478	54,647
Total	**339,253**	**2,737,208**	**6,836,577**	**7,647,129**	**9,290,210**

* 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.

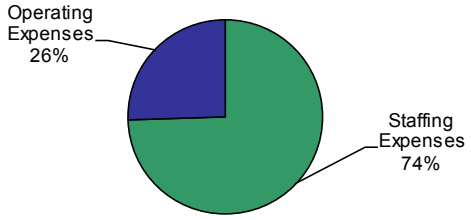
- Detention Corrections Bureau (DCB) is responsible for the County's Juvenile Detention and Assessment Centers (JDAC) and Department operated residential treatment options in secured environments for legally detained and court ordered minors. DCB works with all law enforcement agencies in the County 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.

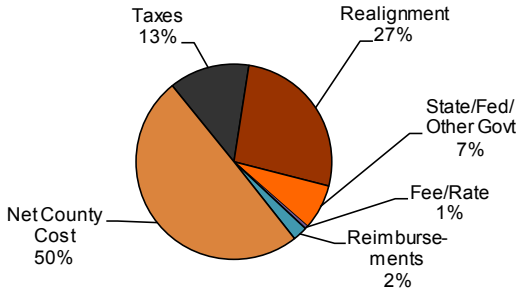
- Administrative Services Bureau (ASB) is responsible for the organizational and administrative support functions that include budgets, grants, payroll/personnel, purchasing, accounts payable, courier/file management, reception and analytical units. Each of these units work with other County agencies, 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS



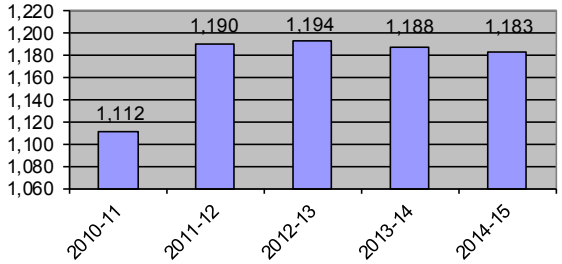


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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	$109,281,046	$108,610,000

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Probation-Administration, Corrections and Detention
FUND: General Fund

BUDGET UNIT: AAA PRB
FUNCTION: Public Protection
ACTIVITY: Detention and Corrections

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	92,466,715	92,030,807	99,610,804	105,424,932	109,281,046	108,610,000	**(671,046)**
Operating Expenses	16,437,811	24,080,295	27,367,318	30,745,663	36,732,799	37,204,272	**471,473**
Capital Expenditures	313,207	2,148,395	141,073	823,473	1,107,000	540,000	**(567,000)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	109,217,733	118,259,497	127,119,195	136,994,068	147,120,845	146,354,272	**(766,573)**
Reimbursements	(2,431,302)	(1,960,347)	(3,703,984)	(3,752,561)	(4,235,235)	(3,554,271)	**680,964**
Total Appropriation	106,786,431	116,299,150	123,415,211	133,241,507	142,885,610	142,800,001	**(85,609)**
Operating Transfers Out	293,200	796,000	923,970	8,065,173	7,814,710	495,000	**(7,319,710)**
Total Requirements	107,079,631	117,095,150	124,339,181	141,306,680	150,700,320	143,295,001	**(7,405,319)**
Sources							
Taxes	14,687,500	15,887,500	16,950,000	19,481,367	19,481,367	19,500,000	**18,633**
Realignment	2,700,630	2,700,630	24,837,053	44,093,578	47,016,796	38,987,770	**(8,029,026)**
State, Fed or Gov't Aid	26,837,964	35,691,248	18,484,743	9,915,662	15,934,618	10,985,906	**(4,948,712)**
Fee/Rate	1,516,110	1,501,502	1,152,760	789,443	1,240,100	740,100	**(500,000)**
Other Revenue	11,933	34,907	1,557,686	191	1,000	1,000	**0**
Total Revenue	45,754,137	55,815,787	62,982,242	74,280,241	83,673,881	70,214,776	**(13,459,105)**
Operating Transfers In	(54,191)	21,000	0	0	0	0	**0**
Total Financing Sources	45,699,946	55,836,787	62,982,242	74,280,241	83,673,881	70,214,776	**(13,459,105)**
Net County Cost	61,379,685	61,258,363	61,356,939	67,026,439	67,026,439	73,080,225	**6,053,786**
				Budgeted Staffing	1,188	1,183	**(5)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 funds ($28.6 million), Prop 172 revenues ($19.5 million), Youthful Offender Block Grant ($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 ($0.7 million). The department is also receiving $73.1 million of Net County Cost for 2014-15.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $7.4 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 $13.5 million primarily due to less AB 109 realignment revenue in 2014-15. The 2014-15 budget also includes a $4.9 million net reduction in state/federal aid, primarily due to less Title IV monies, 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	Asst Chief Probation Officer
4	Background Investigator
1	Chief Probation Officer
1	DepChiefProbationAdministrator
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

	Classification
1	Accountant III
1	Accounting Technician
2	Applications Specialist
1	Automated Systems Technician
1	Deputy Chief Probation Officer
2	Domestic Violence Prog Coordin
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

	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

	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	Lic Vocatnl Nurse II-Correctns
1	MentalHealth Clinic Supervisor
10	Office Assistant II
23	Office Assistant III
2	Office Assistant IV
1	Prob. Healthcare Quality 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.

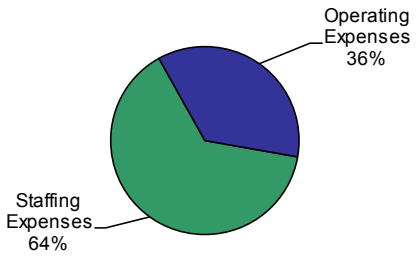
Current programs include Day Reporting Centers, School Probation Officers and a variety of other programs designed to effectively meet the diverse needs of youth.

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.

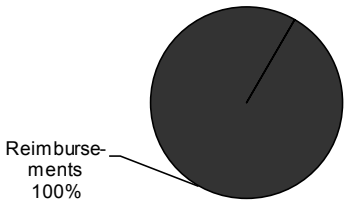
The Juvenile Justice Grant revenue is funded under the State Public Safety Realignment program.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

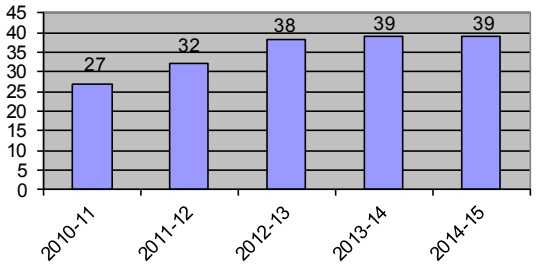


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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



LAW AND JUSTICE

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Probation - Juvenile Justice Grant Program
FUND: General

BUDGET UNIT: AAA PRG
FUNCTION: Public Protection
ACTIVITY: Detention and Corrections

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	2,446,446	2,331,320	2,899,433	3,639,985	3,970,352	3,953,392	**(16,960)**
Operating Expenses	1,535,869	2,015,070	2,421,111	2,341,011	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	5,980,996	6,559,927	6,164,764	**(395,163)**
Reimbursements	(3,982,315)	(4,346,390)	(5,519,192)	(5,851,082)	(6,430,013)	(6,164,764)	**265,249**
Total Appropriation	0	0	145	129,914	129,914	0	**(129,914)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	145	129,914	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 Financing Sources	0	0	121	0	0	0	**0**
Net County Cost	0	0	24	129,914	129,914	0	**(129,914)**
				Budgeted Staffing	39	39	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Staffing and operating expenses 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 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*	$17,009,089
Sources/Reimbursements	$7,718,879
Fund Balance	$9,290,210
Use of Fund Balance	$415,921
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.

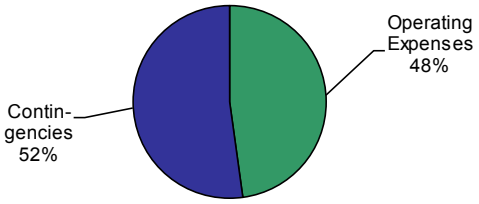
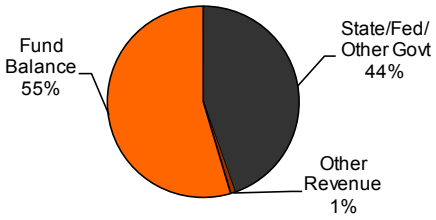
SB 678 – Criminal Recidivism allocates state funding resources to oversee programs for the purposes of reducing parolee recidivism. The funding is intended to improve evidence-based probation supervision practices and will enhance public safety outcomes among adult felons who are on probation. Improving 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

LAW AND JUSTICE

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	3,985,311	4,346,389	7,066,422	7,822,823	8,245,767	8,134,800	**(110,967)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	8,881,073	8,874,289	**(6,784)**
Total Exp Authority	3,985,311	4,346,389	7,066,422	7,822,823	17,126,840	17,009,089	**(117,751)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	3,985,311	4,346,389	7,066,422	7,822,823	17,126,840	17,009,089	**(117,751)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,985,311	4,346,389	7,066,422	7,822,823	17,126,840	17,009,089	**(117,751)**
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	9,439,833	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	26,071	27,236	20,185	**(7,051)**
Total Revenue	6,383,267	8,445,758	7,876,972	9,465,904	9,479,711	7,608,879	**(1,870,832)**
Operating Transfers In	0	0	0	0	0	110,000	**110,000**
Total Financing Sources	6,383,267	8,445,758	7,876,972	9,465,904	9,479,711	7,718,879	**(1,760,832)**
				Fund Balance	7,647,129	9,290,210	**1,643,081**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 RECOMMENDED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing *
Special Revenue Funds				
Juvenile Justice Crime Prevention Act (Fund SIG)	9,923,485	5,861,917	4,061,568	39
SB 678 - Criminal Recidivism (Fund SJB)	6,601,828	1,746,777	4,855,051	17
AB 1628 - Juvenile Reentry Program (Fund SIU)	419,000	110,000	309,000	0
Asset Forfeiture 15% (Fund SYM)	9,976	32	9,944	0
State Seized Assets (Fund SYN)	54,800	153	54,647	0
Total Special Revenue Funds	17,009,089	7,718,879	9,290,210	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 $9.9 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 $3.7 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 $6.6 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, $4.7 million is being 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 $419,000 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 $54,800 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

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

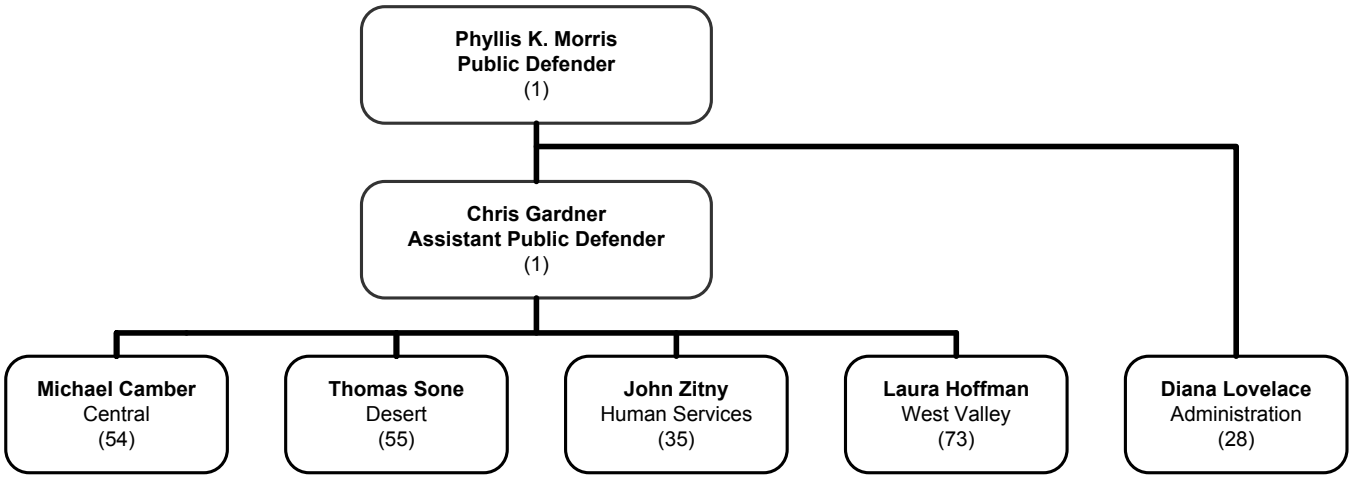
There is no staffing included in these consolidated special revenue funds.

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 Estimate	2014-15 Target
Percentage of felony cases that go to trial.	N/A	N/A	1.8%	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 Estimate	2014-15 Target
Percentage of Expungement (PC 1203.4) or Certificates of Rehabilitation requests granted.	N/A	75%	80%	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	0	0	247
Total General Fund	35,524,591	3,645,749	31,878,842	0	0	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	35,462,476	35,524,591
Total	**32,707,647**	**32,710,032**	**34,286,690**	**35,462,476**	**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	30,816,923	31,878,842
Total	**31,024,950**	**29,979,558**	**30,670,496**	**30,816,923**	**31,878,842**

Public Defender

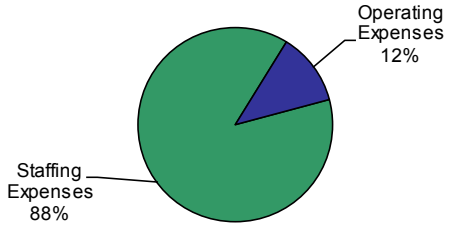
DESCRIPTION OF MAJOR SERVICES

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	

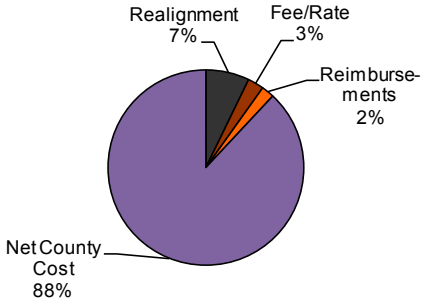
The Public Defender promotes justice and protects constitutional rights by providing mandated representation to indigent adult clients in felony, misdemeanor, and mental health civil commitment cases, as well as to clients facing probation, parole or post-community supervision release violations. The Public Defender also represents the County's children facing juvenile delinquency proceedings. Using a holistic model, 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

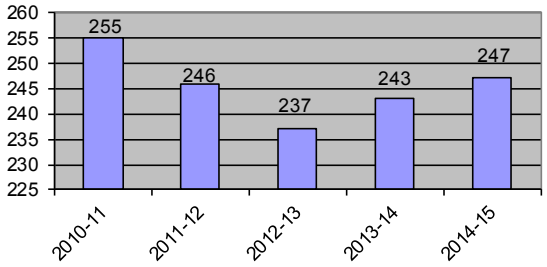


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	217	226	226	229
Limited Term	20	17	17	18
Total	237	243	243	247
Staffing Expenses	$29,184,304	$31,919,206	$32,272,722	$31,881,963

5-YEAR STAFFING TREND



LAW AND JUSTICE

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	29,660,914	28,656,046	29,184,304	30,069,874	32,272,722	31,881,963	**(390,759)**
Operating Expenses	3,431,613	4,160,083	4,274,830	3,914,929	3,969,077	4,360,874	**391,797**
Capital Expenditures	56,022	37,095	31,641	0	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	33,984,803	36,288,799	36,282,837	**(5,962)**
Reimbursements	(448,001)	(346,816)	(419,736)	(573,541)	(826,323)	(758,246)	**68,077**
Total Appropriation	32,700,548	32,506,408	33,071,039	33,411,262	35,462,476	35,524,591	**62,115**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	32,700,548	32,506,408	33,071,039	33,411,262	35,462,476	35,524,591	**62,115**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	664,689	1,535,253	2,784,093	2,784,093	2,599,597	**(184,496)**
State, Fed or Gov't Aid	654,510	817,938	864,273	127,240	732,460	84,652	**(647,808)**
Fee/Rate	1,028,025	1,248,819	1,073,299	930,068	1,129,000	961,500	**(167,500)**
Other Revenue	2,487	0	655	0	0	0	**0**
Total Revenue	1,685,022	2,731,446	3,473,480	3,841,401	4,645,553	3,645,749	**(999,804)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,685,022	2,731,446	3,473,480	3,841,401	4,645,553	3,645,749	**(999,804)**
Net County Cost	31,015,526	29,774,962	29,597,559	29,569,861	30,816,923	31,878,842	**1,061,919**
				Budgeted Staffing	243	247	**4**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 increasing by $62,115 primarily due to the reduction of reimbursements as one time Justice Assistance Grants have now been exhausted. Sources are decreasing by $1.0 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 back-filled by the County via 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 included 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

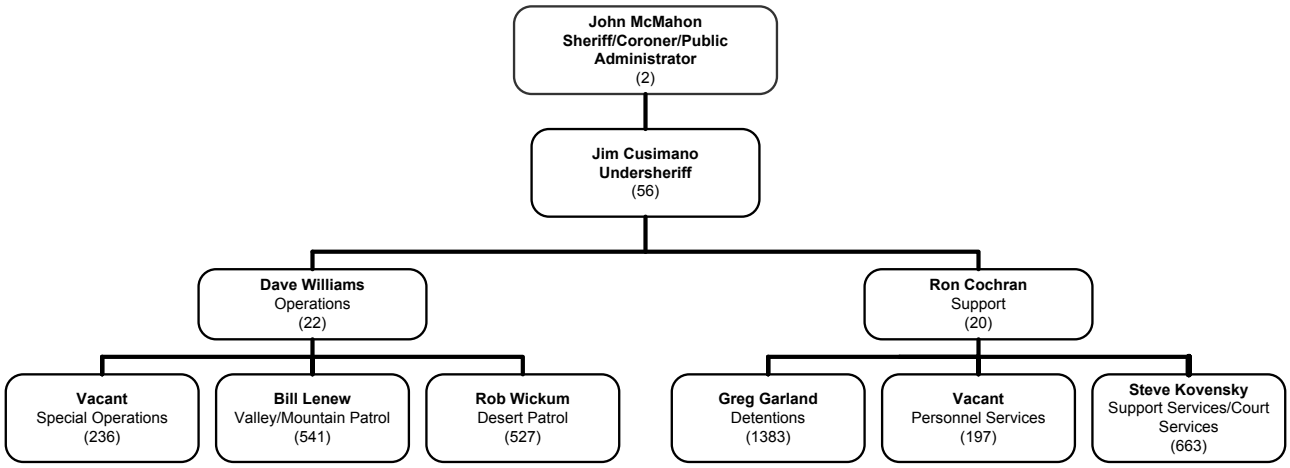
	Classification
1	Chief Deputy Public Defender
5	Supervising Deputy Public Defender
37	Deputy Public Defender
1	Supervising Investigator
12	Investigator
1	Investigative Technician II
1	Supervising Office Assistant
1	Secretary II
14	Office Assistant III
73	Total

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 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. To date, the H.O.P.E Team has made approximately 300 contacts, resulting in 154 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 in 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 Estimate	2014-15 Target
Percentage of school buildings assessed wtihin the Department's jurisdiction (Out of 100 school buildings)	N/A	20%	25%	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 Estimate	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 Estimate	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	150	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 Estimate	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	179,208,808	42,301,233	136,907,575			1,383
Sheriff- Law Enforcement Contracts	128,348,991	128,348,991	0			576
Total General Fund	512,122,699	324,593,815	187,528,884			3,647
Special Revenue Funds						
Special Revenue Funds - Consolidated	39,077,386	16,484,705		22,592,681		0
Total Special Revenue Funds	39,077,386	16,484,705		22,592,681		0
Total - All Funds	551,200,085	341,078,520	187,528,884	22,592,681	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	215,113,178	204,564,900
Sheriff - Detentions			149,699,675	168,889,535	179,208,808
Sheriff - Law Enforcement Contracts			120,240,007	131,049,358	128,348,991
IRNET Federal	2,787,967	3,168,416	3,780,283	3,415,896	3,512,836
IRNET State	165,855	160,830	193,945	250,025	321,742
Federal Seized Assets (DOJ)	9,905,768	12,813,321	8,631,593	12,438,654	13,164,900
Federal Seized Assets (Treasury)	36,786	47,148	47,258	340,629	356,327
State Seized Assets	4,178,260	4,547,778	3,983,112	4,114,963	3,863,463
Auto Theft Task Force	815,279	1,097,941	1,039,623	971,492	859,684
CAL-ID Program	3,333,449	3,777,756	5,148,322	5,367,445	5,478,748
Court Services Auto	1,715,077	2,248,002	2,165,754	2,867,527	2,963,233
Court Services Tech	1,496,146	1,815,776	2,107,422	2,347,260	2,409,150
Local Detention Facility Revenue	4,137,554	6,025,556	2,721,863	2,836,879	2,833,879
Contract Training*	4,341,764	5,485,775	5,364,819	3,328,054	3,220,983
Search and Rescue*	167,149	553,874	98,855	92,283	92,441
Aviation**	1,350,172	1,812,657	500,000	325,254	0
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**	**553,748,432**	**551,200,085**

**Funds which are to be discontinued once remaining fund balance is expended.*
***Funds which have been or plan to be discontinued in 2013-14 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	153,050,437	153,943,591
Sheriff - Detentions	0	0	48,720,153	57,391,893	42,301,233
Sheriff - Law Enforcement Contracts	0	0	119,201,662	124,029,871	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)	0
Capital Projects Fund**	87,425	40,000	94,306	(1,038)	0
Total	**277,818,397**	**289,965,772**	**325,258,269**	**350,098,814**	**341,078,520**

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	62,062,741	50,621,309
Sheriff - Detentions	0	0	100,979,522	111,497,642	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**	**180,579,870**	**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	2,502,336
IRNET State	159,741	141,830	119,945	176,025	261,142
Federal Seized Assets (DOJ)	6,202,452	9,143,321	6,904,349	8,678,654	9,105,400
Federal Seized Assets (Treasury)	36,386	36,748	36,858	335,329	351,027
State Seized Assets	3,263,235	3,522,778	2,958,112	2,899,963	2,646,963
Auto Theft Task Force	(241)	81,941	154,283	120,292	9,184
CAL-ID Program	344,725	344,725	334,352	443,890	175,000
Court Services Auto	920,147	1,355,002	1,490,754	2,059,527	2,155,233
Court Services Tech	1,071,049	1,420,776	1,712,422	1,939,260	2,002,150
Local Detention Facility Revenue	2,094,142	3,137,320	6,863	70,822	70,822
Contract Training*	1,768,127	2,245,885	3,062,099	3,328,054	3,220,983
Search and Rescue*	83,646	143,591	0	92,283	92,441
Aviation**	1,115,184	1,272,375	0	325,254	0
Public Gatherings**	99,981	208,553	0	3,461	0
Capital Projects Fund**	3,399,281	1,161,892	748,389	1,038	0
Total	**22,132,774**	**26,615,153**	**20,538,709**	**23,069,748**	**22,592,681**

**Funds which are to be discontinued once remaining fund balance is expended.*
***Funds which were discontinued in 2013-14 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

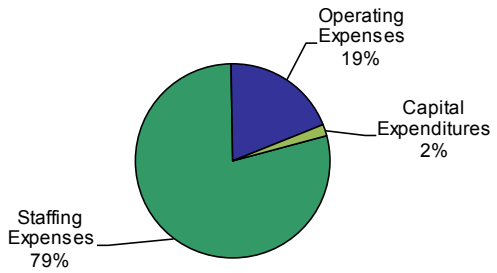
Requirements Less Reimbursements*	$242,062,658
Sources/Reimbursements	$191,441,349
Net County Cost	$50,621,309
Total Staff	1,688
Funded by Net County Cost	21%

*Includes Contingencies

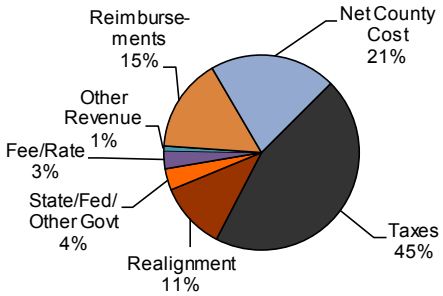
The department's general law enforcement mission is carried out through the operation of 10 County stations and a centralized headquarters, using basic crime and narcotics investigations, a crime laboratory and identification bureau, central records, two dispatch communication centers and an aviation 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

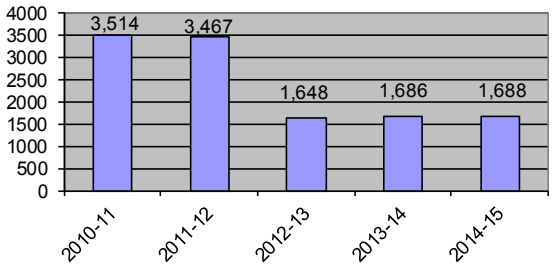


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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	$191,523,477	$190,614,437

5-YEAR STAFFING TREND



LAW AND JUSTICE

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff/Coroner/Public Administrator
FUND: Sheriff/Coroner/Public Administrator

BUDGET UNIT: AAA SHR
FUNCTION: Public Protection
ACTIVITY: Police Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	349,847,551	366,991,106	174,452,559	189,412,521	191,523,477	190,614,437	**(909,040)**
Operating Expenses	65,141,978	87,839,374	67,533,222	53,269,973	55,246,866	46,387,076	**(8,859,790)**
Capital Expenditures	8,068,482	2,812,330	5,365,923	4,093,038	6,591,021	4,622,000	**(1,969,021)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	423,058,011	457,642,810	247,351,705	246,775,532	253,361,364	241,623,513	**(11,737,851)**
Reimbursements	(9,649,530)	(15,066,541)	(45,614,298)	(36,693,516)	(38,452,937)	(37,497,758)	**955,179**
Total Appropriation	413,408,481	442,576,269	201,737,407	210,082,016	214,908,427	204,125,755	**(10,782,672)**
Operating Transfers Out	6,254	681,145	308,080	509,279	204,751	439,145	**234,394**
Total Requirements	413,414,736	443,257,414	202,045,487	210,591,295	215,113,178	204,564,900	**(10,548,278)**
Sources							
Taxes	82,250,000	88,970,000	101,728,950	102,690,000	102,690,000	109,200,000	**6,510,000**
Realignment	0	31,697,053	26,402,887	30,214,995	28,483,832	27,000,000	**(1,483,832)**
State, Fed or Gov't Aid	37,741,619	28,373,499	7,655,232	8,454,761	12,372,023	8,571,436	**(3,800,587)**
Fee/Rate	133,915,470	113,201,168	3,773,029	6,084,994	7,201,206	7,266,167	**64,961**
Other Revenue	5,937,520	7,179,891	3,602,763	1,499,514	1,446,000	1,672,211	**226,211**
Total Revenue	259,844,609	269,421,610	143,162,860	148,944,264	152,193,061	153,709,814	**1,516,753**
Operating Transfers In	1,029,365	1,147,694	619,333	848,409	857,376	233,777	**(623,599)**
Total Financing Sources	260,873,974	270,569,305	143,782,193	149,792,673	153,050,437	153,943,591	**893,154**
Net County Cost	152,540,761	172,688,109	58,263,294	60,798,622	62,062,741	50,621,309	**(11,441,432)**
				Budgeted Staffing	1,686	1,688	**2**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Requirements of $204.6 million includes 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
- $ 0.9 million in Proposition 30 funding for enhanced law enforcement
- $ 0.6 million in Proposition 69 funding related to the collection of DNA information on inmates
- $ 0.5 million from the state under the Citizen's Option for Public Safety (COPS) Program
- $ 0.5 million from proceeds from sale of fixed assets

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $10.5 million primarily due to a reduction of $6.8 million in COWCAP and Central computing expenses, due to allocating said expenses to the department's other operating funds. Staffing expenses are decreasing by $909,040 due to the net change resulting from increases in retirement costs offset by reductions in worker's compensation costs and anticipated MOU savings. The remaining $2.8 million reduction in Requirements includes a reduction in capital equipment expenditures, travel, and transfers out.

Sources are relatively flat compared to the prior year, at a net increase of $893,154. Revenues related to Proposition 172, the half cent sales tax for law enforcement, is expected to increase by $6.51 million in 2014-15 and is offset by decreases in State realignment ($1.5 million) and Federal and State funding ($3.8 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 Analysts (Recurrent positions)
- 1 Office Specialist
- 1 Fiscal Assistant
- 1 Office Assistant II
- 1 Accountant III
- 1 Detective
- 1 Automated Systems Technician

Deletions:

- 1 Automated Systems Technician
- 1 Deputy Sheriff
- 1 Sheriff's Service Specialist
- 1 Office Specialist
- 1 Criminalist II
- 1 Sheriff's Detective

The department also has various reclassifications included in the 2014-15 budget.

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
6	Sheriffs Training Specialist I
1	Sheriffs Training Specialst II
2	Sheriff's Training Supervisor
17	Sheriff's TrainingSpecialist I
1	Sheriff's TrainingSpecialst II
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*	$182,110,332
Sources/Reimbursements	$45,202,757
Net County Cost	$136,907,575
Total Staff	1,383
Funded by Net County Cost	75%
*Includes Contingencies	

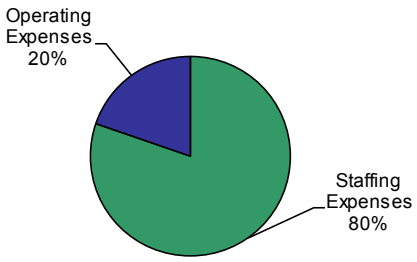
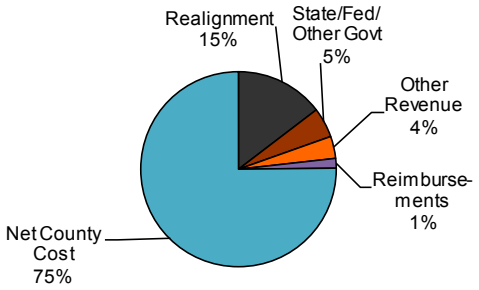
Penal Code Section 4000 designates the Sheriff to manage the County's detention facilities for the following uses: detention of persons committed in order to secure their attendance as witnesses in criminal cases; detention of persons charged with crime and committed for trial; confinement of persons 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 7,405. 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 over the prior Adelanto facility.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

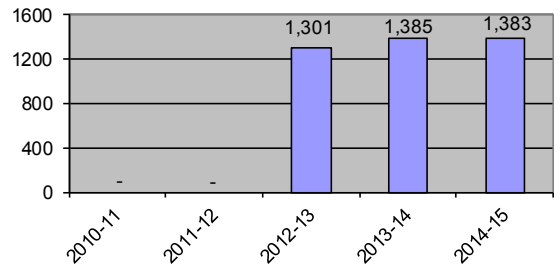
LAW AND JUSTICE

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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	$146,034,410	$145,943,060

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff-Coroner
FUND: General Fund-Detentions

BUDGET UNIT: AAA-SHD
FUNCTION: Public Protection
ACTIVITY: Detentions

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	128,245,794	125,137,667	146,034,410	145,943,060	**(91,350)**
Operating Expenses	0	0	18,149,278	25,054,763	25,604,058	35,837,668	**10,233,610**
Capital Expenditures	0	0	0	131,941	200,000	200,000	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	146,395,072	150,324,371	171,838,468	181,980,728	**10,142,260**
Reimbursements	0	0	(2,726,299)	(2,894,622)	(2,968,933)	(2,901,524)	**67,409**
Total Appropriation	0	0	143,668,773	147,429,749	168,869,535	179,079,204	**10,209,669**
Operating Transfers Out	0	0	2,004,860	5,536	20,000	129,604	**109,604**
Total Requirements	0	0	145,673,633	147,435,285	168,889,535	179,208,808	**10,319,273**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	25,128,163	34,260,471	34,260,471	26,603,551	**(7,656,920)**
State, Fed or Gov't Aid	0	0	12,685,330	9,198,331	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	6,692,887	9,387,012	6,689,581	**(2,697,431)**
Total Revenue	0	0	44,844,806	50,151,689	57,391,893	42,300,717	**(15,091,176)**
Operating Transfers In	0	0	0	0	0	516	**516**
Total Financing Sources	0	0	44,844,806	50,151,689	57,391,893	42,301,233	**(15,090,660)**
Net County Cost	0	0	100,828,827	97,283,596	111,497,642	136,907,575	**25,409,933**
				Budgeted Staffing	1,385	1,383	**(2)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Requirements of $179.2 million represents the cost to staff and operate the County's four detention facilities. This includes costs of the food services division that serves approximately 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
- $ 26.6 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
- $ .9 million from the U.S. Department of Justice, State Criminal Alien Assistance Program (SCAAP)

The 2014-15 budget also includes ongoing expenses and funding 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 $10.3 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 $3.0 million primarily consists of increased insurance costs which rose by $1.1 million over the prior year, and various increases within operating expenses totaling $1.9 million including increases in food costs and professional services expenses.

Sources are decreasing by $15.1 million primarily associated with reduced revenues across multiple programs within the department. This includes a reduction of $7.6 million in base AB 109 funding as well as 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 Marshalls, 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 $25.4 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 and 1 vacant Correctional Nurse to fund anticipated increases in the physician services contract.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Detentions	1,332	51	1,383	1,189	187	7	1,383
Total	1,332	51	1,383	1,189	187	7	1,383

Detentions

	Classification
1	Accounting Technician
6	Alcohol & Drug Counselor
2	Automated Systems Analyst I
1	Communications Technicican 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
93	Sheriff's Custody Specialist
154	Sheriff's CustodySpecial 12 hr
43	Sheriff's CustodySpecialist
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

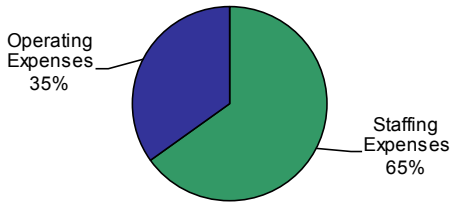
DESCRIPTION OF MAJOR SERVICES

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	

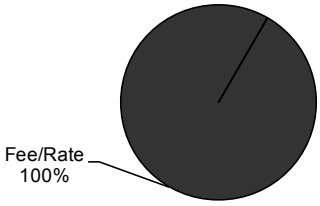
The San Bernardino County Sheriff provides contract law enforcement services to 14 cities/towns (Adelanto, Apple Valley, Big Bear, Chino Hills, Grand Terrace, Hesperia, Highland, Loma Linda, Needles, Rancho Cucamonga, Twenty-nine Palms, Victorville, Yucaipa and Yucca Valley) within San Bernardino County 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

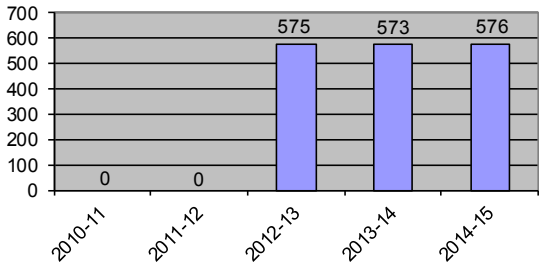


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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



LAW AND JUSTICE

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff/Coroner/Public Administration
FUND: General Fund - Contract Cities

BUDGET UNIT: AAA SHC
FUNCTION: Public Protection
ACTIVITY: Contract Cities

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	76,359,497	80,465,093	82,068,992	83,787,384	**1,718,392**
Operating Expenses	0	0	40,358,387	46,719,493	49,678,730	44,911,727	**(4,767,003)**
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	127,184,586	131,747,722	128,699,111	**(3,048,611)**
Reimbursements	0	0	(264)	(698,364)	(698,364)	(350,120)	**348,244**
Total Appropriation	0	0	116,717,620	126,486,222	131,049,358	128,348,991	**(2,700,367)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	116,717,620	126,486,222	131,049,358	128,348,991	**(2,700,367)**
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	119,757,295	124,029,871	128,348,991	**4,319,120**
Other Revenue	0	0	350	0	0	0	**0**
Total Revenue	0	0	114,848,291	119,757,295	124,029,871	128,348,991	**4,319,120**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	114,848,291	119,757,295	124,029,871	128,348,991	**4,319,120**
Net County Cost	0	0	1,869,329	6,728,927	7,019,487	0	**(7,019,487)**
				Budgeted Staffing	573	576	**3**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Requirements of $128.3 million primarily includes $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 includes 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
- $ 0.9 million for 800 Mhz radio communication charges
- $ 0.9 million for computer connectivity charges
- $ 4.5 million for miscellaneous and other administrative support charges

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $2.7 million primarily due to a reduction of $7.0 million associated with the one-time rebate of workers compensation premiums due to contract cities in 2013-14. This rebate occurred as a result of a field audit, conducted by the State Controller's Office, that determined the Workers Compensation program was funded in excess of the 80% confidence level as defined in County Policy 05-01 (formerly policy 02-09). As a result of the field audit and subsequent rebate, workers compensation rates were required to be adjusted upward to continue to operate in a fiscally prudent manner and to achieve the 80% confidence level in the workers' compensation fund (February 25, 2014 - Item No. 28).

To allow for the one-time rebate to contract cities who had participated in the County's workers compensation program, the department modified the 2013-14 Budget in the Second Quarter Budget Report (February 11, 2014 - Item No. 47) by increasing operating expenses by $7.0 million, which was funded by General Fund

contingencies. Concurrently, the previously mentioned mid-year rate adjustment resulted in increased workers compensation premiums to participating cities by $1.7 million in 2013-14. Rather than return the full $7.0 million to cities and charge them an additional $1.7 million in increased workers' compensation premiums through their law enforcement contracts, it was determined that it would be more efficient to return a net $5.3 million to the cities. The 2014-15 budget includes increased workers' compensation costs of approximately $1.0 million compared to what was previously included in law enforcement contracts. This increased cost is now funded by increased sources as the workers' compensation rates within the law enforcement contracts have been updated to current rates.

The workers' compensation reduction of $7.0 million is offset by increases in the following areas:

- Staffing costs of $1.7 million;
- Increases in services and supplies of approximately $1 million due to increased insurance costs;
- Increased central services costs of $500,000 due to increased central computing costs;
- Increased transfers of $800,000 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 $300,000 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 $4.3 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 Net County Cost totaling $7.0 million 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 Services 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*	$39,142,386
Sources/Reimbursements	$16,549,705
Fund Balance	$22,592,681
Use of Fund Balance	$17,471,024
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.

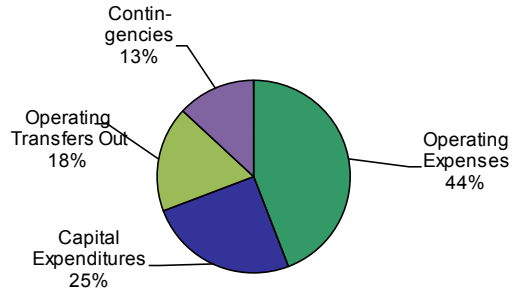
Court Services Auto accounts for processing fees collected under AB1109 and are used for purchases and maintenance of automotive equipment necessary to operate court services.

Court Services Tech accounts for processing fees collected under AB709 used for automated equipment and furnishings necessary to operate court services.

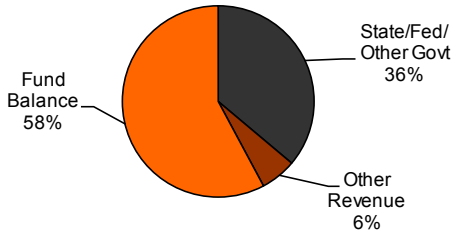
In accordance with State legislation (AB1805) effective July 1, 2007, **Local Detention Facility Revenue** accounts for an allocation of funds from the State replacing booking fees previously charged by the county to cities and local entities, as permitted by Government Code Section 29550. Funds are required to be used for the purpose of operating, renovating, remodeling, or constructing local detention facilities.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

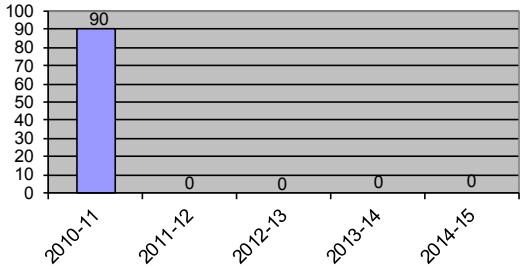


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED BUDGET

GROUP: Law and Justice
DEPARTMENT: Sheriff/Coroner/Public Administrator
FUND: Consolidated Special Revenue

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Public Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	917,453	654,613	719,829	0	0	0	**0**
Operating Expenses	10,205,450	22,062,918	13,382,093	10,086,850	16,118,374	17,276,453	**1,158,079**
Capital Expenditures	1,278,021	2,205,763	2,355,600	3,772,437	7,609,454	9,816,594	**2,207,140**
Contingencies	0	0	0	0	6,067,336	5,121,657	**(945,679)**
Total Exp Authority	12,400,924	24,923,294	16,457,522	13,859,287	29,795,164	32,214,704	**2,419,540**
Reimbursements	(122,406)	(143,076)	(115,146)	(63,932)	(60,000)	(65,000)	**(5,000)**
Total Appropriation	12,278,518	24,780,218	16,342,376	13,795,355	29,735,164	32,149,704	**2,414,540**
Operating Transfers Out	200,000	276,857	2,315,425	992,386	8,961,197	6,927,682	**(2,033,515)**
Total Requirements	12,478,518	25,057,075	18,657,801	14,787,741	38,696,361	39,077,386	**381,025**
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	12,129,083	13,281,612	14,121,805	**840,193**
Fee/Rate	3,461,229	4,072,032	3,185,873	13,224	5,000	5,000	**0**
Other Revenue	2,580,229	2,612,538	2,324,121	2,168,367	2,340,001	2,357,900	**17,899**
Total Revenue	16,916,512	18,802,024	21,182,066	14,310,674	15,626,613	16,484,705	**858,092**
Operating Transfers In	27,000	0	0	0	0	0	**0**
Total Financing Sources	16,943,512	18,802,024	21,182,066	14,310,674	15,626,613	16,484,705	**858,092**
				Fund Balance	23,069,748	22,592,681	**(477,067)**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 RECOMMENDED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
IRNET Federal (Fund SCF)	3,512,836	1,010,500	2,502,336	0
IRNET State (Fund SCX)	321,742	60,600	261,142	0
Federal Seized Assets - DOJ (Fund SCK)	13,164,900	4,059,500	9,105,400	0
Federal Seized Assets - Treasury (Fund SCO)	356,327	5,300	351,027	0
State Seized Assets (Fund SCT)	3,863,463	1,216,500	2,646,963	0
Auto Theft Task Force (Fund SCL)	859,684	850,500	9,184	0
CAL-ID Program (Fund SDA)	5,478,748	5,303,748	175,000	0
Court Services Auto (Fund SQR)	2,963,233	808,000	2,155,233	0
Court Services Tech (Fund SQT)	2,409,150	407,000	2,002,150	0
Local Detention Facility Revenue (Fund SRL)	2,833,879	2,763,057	70,822	0
Contract Training (Fund SCB*)	3,220,983	0	3,220,983	0
Search and Rescue (Fund SCW*)	92,441	0	92,441	0
Total Special Revenue Funds	39,077,386	16,484,705	22,592,681	0

** Funds to be discontinued in 2014-15.*

IRNET Federal: Requirements of $3.5 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), $1.3 million in contingencies for future allocation, and $200,000 on 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 $321,742 are budgeted for operating expenses ($60,600) and contingencies ($261,142). Sources of $60,600 include anticipated asset forfeiture funds ($60,000) and projected interest earnings ($600).

Federal Seized Assets (DOJ): Requirements of $13.2 million reflect the following: $5.0 million for improvements to the department's detention facilities and training academy, $1.0 million for general maintenance expenditures, $3.2 million for vehicle replacement, $3.0 million for equipment purchases, and $0.9 million for a proprietary law enforcement application to convert to a paperless ticketing system. Sources of $4.1 million primarily represent anticipated DOJ cases to be settled during 2014-15.

Federal Seized Assets (Treasury): Requirements of $356,327 primarily include $200,000 of computer related equipment. Sources of $5,300 represents projected asset seizures and interest earnings.

State Seized Assets: Requirements of $3.9 million includes the following: $3.2 million for projects related to the expansion and the relocation of the Aviation unit, $124,550 for equipment and vehicle purchases, as well as $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 for the resolution of asset forfeitures. Sources of $1.2 million primarily represents anticipated state asset seizures.

Auto Theft Task Force: Requirements of $859,684 provides for salary reimbursements to participating agencies, including transfers to the Sheriff/Coroner/Public Administrator's general fund budget unit to support 4 positions, and other task force operating costs. Sources of $850,500 primarily represent vehicle registration fees.

CAL-ID Program: Requirements of $5.5 million primarily include the following $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 $175,000 in contingencies for future allocation. Sources of $5.3 million is from the CAL-ID Program trust fund and directly offsets all claimable costs.

Court Services Auto: Requirements of $3.0 million includes $58,000 in operating expenses, $1.3 million to replace vehicles, and $1.6 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** and **Search and Rescue** 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. Additionally, requirements totaling $92,441 in the Search and Rescue budget unit will fund vehicle purchases for the departments search and rescue operations.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $381,025, resulting primarily from the following changes:

- $1.2 million increase in operating expenses primarily due to the planned purchase of one time computer hardware.
- $2.2 million increase in equipment for the purchase of computer equipment which is capitalized.
- $945,679 decrease in contingencies to fund new one time expenditures.
- $2.0 million decrease in operating transfers out, which is due to the end of 2013-14 construction projects.

Sources are increasing by $858,092 primarily due to the $460,000 federal seized asset cases to be settled in 2014-15 and $380,193 from CAL-ID trust fund.

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OPERATIONS AND COMMUNITY SERVICES
SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
AGRICULTURE/WEIGHTS AND MEASURES	357				
AGRICULTURE/WEIGHTS AND MEASURES	360	6,823,815	5,533,750	1,290,065	64
AIRPORTS	365				
AIRPORTS	369	2,810,030	2,810,030	0	20
ARCHITECTURE AND ENGINEERING	379	0	0	0	22
COUNTY MUSEUM	391				
COUNTY MUSEUM	394	3,191,462	457,050	2,734,412	21
LAND USE SERVICES	401				
ADMINISTRATION	406	467,142	0	467,142	36
PLANNING	409	7,962,234	3,687,107	4,275,127	31
BUILDING AND SAFETY	412	5,055,324	4,561,075	494,249	22
CODE ENFORCEMENT	415	5,430,663	858,000	4,572,663	30
FIRE HAZARD ABATEMENT	418	2,542,266	2,303,869	238,397	17
LAND DEVELOPMENT	421	1,151,667	548,398	603,269	8
PUBLIC WORKS	424				
SURVEYOR	429	3,405,098	2,840,652	564,446	25
REAL ESTATE SERVICES	454				
REAL ESTATE SERVICES	458	1,164,639	1,164,639	0	23
RENTS AND LEASES	461	1,008,033	1,008,033	0	0
COURTS PROPERTY MANAGEMENT	463	2,292,520	2,292,520	0	0
FACILITIES MANAGEMENT DIVISION	467	14,249,231	13,636,172	613,059	102
UTILITIES	470	20,372,124	283,329	20,088,795	2
REGIONAL PARKS	473				
REGIONAL PARKS	477	11,044,706	7,856,571	3,188,135	232
REGISTRAR OF VOTERS	487	8,482,909	1,869,240	6,613,669	37
TOTAL GENERAL FUND		97,453,863	51,710,435	45,743,428	692

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Fund Balance	Staffing
AGRICULTURE/WEIGHTS AND MEASURES:					
CALIFORNIA GRAZING	363	144,417	2,500	141,917	0
AIRPORTS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	372	5,382,467	3,036,030	2,346,437	0
COUNTY LIBRARY	385	18,469,363	13,975,283	4,494,080	291
PUBLIC WORKS DEPARTMENT:					
SURVEYOR					
MONUMENT PRESERVATION	432	171,931	62,000	109,931	0
TRANSPORTATION					
SPECIAL REVENUE FUNDS - CONSOLIDATED	434	132,234,182	81,531,242	50,702,940	338
FLOOD CONTROL DISTRICT					
SPECIAL REVENUE FUNDS - CONSOLIDATED	447	147,573,598	66,862,159	80,711,439	155
REAL ESTATE SERVICES:					
CHINO AGRICULTURAL PRESERVE	465	16,305,977	587,617	15,718,360	0
REGIONAL PARKS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	481	6,700,352	3,044,440	3,655,912	0
SPECIAL DISTRICTS:					
FISH AND GAME COMMISSION	493	7,994	4,700	3,294	0
TOTAL SPECIAL REVENUE FUNDS		326,990,281	169,105,971	157,884,310	629

ENTERPRISE FUNDS	Page #	Requirements	Sources	Net Budget	Staffing
AIRPORTS:					
CSA 60 APPLE VALLEY AIRPORT	375	6,450,318	2,172,644	(4,277,674)	0
CSA 60 APPLE VALLEY AIRPORT-CIP	377	3,108,798	275,000	(2,833,798)	0
COUNTY MUSEUM:					
MUSEUM STORE	398	69,131	55,000	(14,131)	2
PUBLIC WORKS DEPARTMENT:					
SOLID WASTE MANAGEMENT ENTERPRISE FUNDS - CONSOLIDATED	442	89,626,923	81,233,776	(8,393,147)	82
REGIONAL PARKS:					
ACTIVE OUTDOORS	484	63,586	62,500	(1,086)	4
TOTAL ENTERPRISE FUNDS		99,318,756	83,798,920	(15,519,836)	88

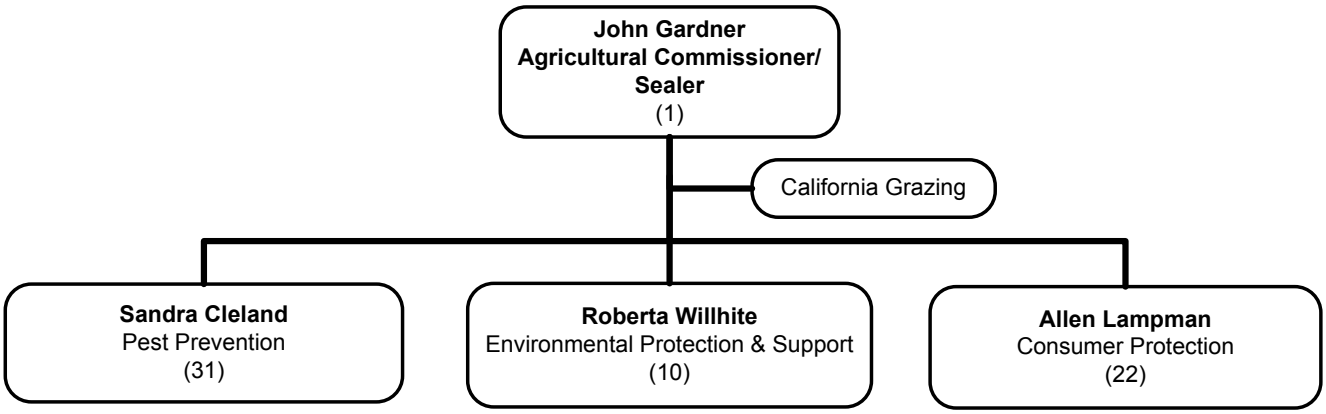
INTERNAL SERVICE FUND	Page #	Requirements	Sources	Net Budget	Staffing
SAN BERNARDINO COUNTY FLOOD CONTROL DISTRICT:					
FLOOD CONTROL EQUIPMENT	452	3,074,000	2,030,000	(1,044,000)	0
TOTAL INTERNAL SERVICES FUND		3,074,000	2,030,000	(1,044,000)	0

AGRICULTURE/WEIGHTS AND MEASURES
John Gardner

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 Estimate	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 Estimate	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	6,823,815	5,533,750	1,290,065			64
Total General Fund	6,823,815	5,533,750	1,290,065			64
Special Revenue Fund						
California Grazing	144,417	2,500		141,917		0
Total Special Revenue Fund	144,417	2,500		141,917		0
Total - All Funds	6,968,232	5,536,250	1,290,065	141,917	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	6,852,101	6,823,815
California Grazing	147,036	151,337	144,536	143,417	144,417
Total	**6,127,573**	**6,514,483**	**7,111,972**	**6,995,518**	**6,968,232**

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	1,414,251	1,290,065
Total	**595,092**	**1,051,476**	**1,295,071**	**1,414,251**	**1,290,065**

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	141,917
Total	**142,919**	**147,037**	**140,536**	**140,417**	**141,917**

Agriculture/Weights and Measures

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

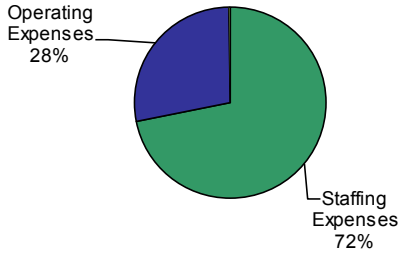
Requirements Less Reimbursements*	$6,823,815
Sources/Reimbursements	$5,533,750
Net County Cost	$1,290,065
Total Staff	64
Funded by Net County Cost	19%

*Includes Contingencies

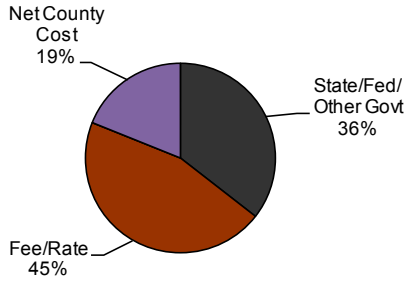
The Department of Agriculture/Weights and Measures protects the environment, public health, worker safety and the welfare of the public by helping residents and businesses comply with state and local agricultural and consumer protection laws. The department enforces plant quarantines, detects and eradicates 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

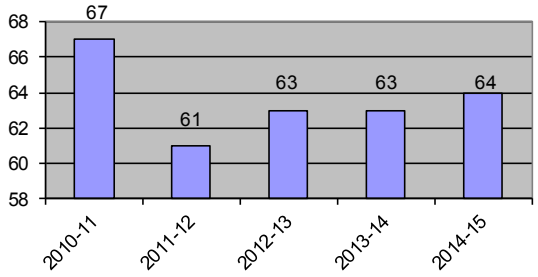


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	61	61	61	63
Limited Term	2	2	2	1
Total	63	63	63	64
Staffing Expenses	$4,790,971	$4,898,956	$4,953,977	$4,902,159

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	4,377,781	4,630,485	4,427,088	4,678,799	4,953,977	4,902,159	**(51,818)**
Operating Expenses	1,602,738	1,679,644	2,061,544	1,856,561	1,890,216	1,905,706	**15,490**
Capital Expenditures	0	0	8,870	0	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	6,535,360	6,844,193	6,823,815	**(20,378)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	5,980,519	6,310,129	6,497,502	6,535,360	6,844,193	6,823,815	**(20,378)**
Operating Transfers Out	0	0	48,000	7,908	7,908	0	**(7,908)**
Total Requirements	5,980,519	6,310,129	6,545,502	6,543,268	6,852,101	6,823,815	**(28,286)**
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	2,452,290	2,397,350	2,425,550	**28,200**
Fee/Rate	2,236,684	2,831,351	3,068,429	3,073,950	3,039,000	3,107,000	**68,000**
Other Revenue	7,163	31,849	(257)	1,250	1,500	1,200	**(300)**
Total Revenue	5,385,446	5,276,331	6,173,101	5,527,490	5,437,850	5,533,750	**95,900**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	5,385,446	5,276,331	6,173,101	5,527,490	5,437,850	5,533,750	**95,900**
Net County Cost	595,073	1,033,798	372,401	1,015,778	1,414,251	1,290,065	**(124,186)**
				Budgeted Staffing	63	64	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Staffing expenses make up the majority of expenditures within this budget unit. These expenses are necessary in order to provide mandated inspection services in the field or 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 $28,286 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.

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

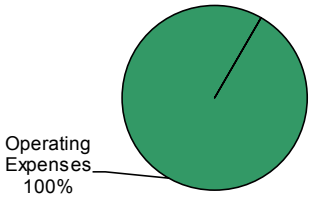
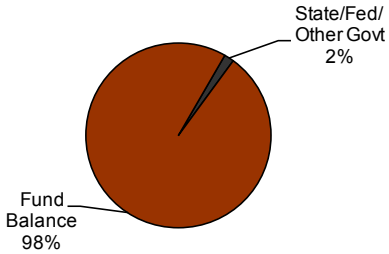
California Grazing

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$144,417
Sources/Reimbursements	$2,500
Fund Balance	$141,917
Use of Fund Balance	$141,917
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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	10,804	2,995	0	143,417	144,417	**1,000**
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	144,417	**1,000**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	10,804	2,995	0	143,417	144,417	**1,000**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	10,804	2,995	0	143,417	144,417	**1,000**
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	1,500	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	1,500	3,000	2,500	**(500)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,118	4,303	2,876	1,500	3,000	2,500	**(500)**
				Fund Balance	140,417	141,917	**1,500**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Operating expenses of $144,417 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

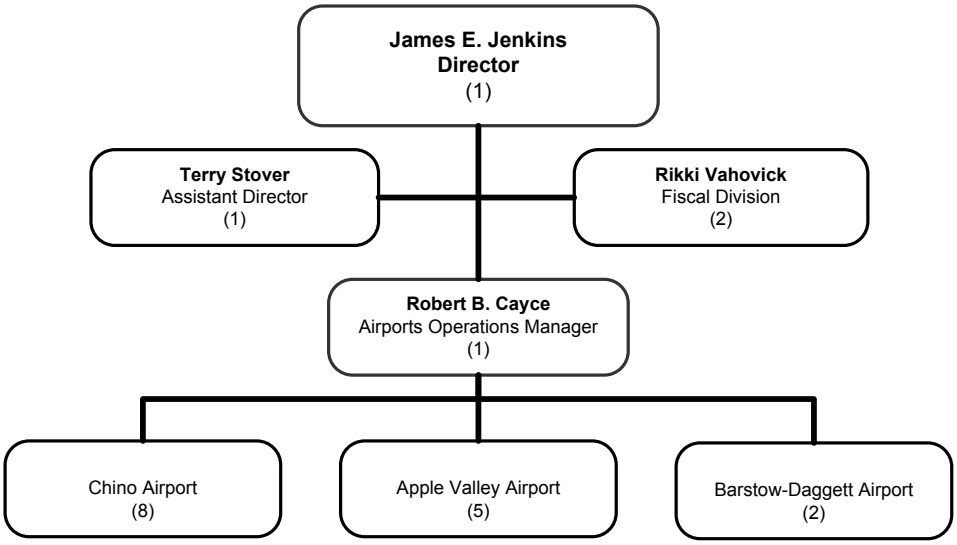
There is no staffing associated with this budget unit.

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 Estimate	2014-15 Target
Percentage of pavement rehabilitation completed (minimum 10% annually).	2%	15%	15%	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 Estimate	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 Estimate	2014-15 Target
Number of businesses operating on airport properties (commercial leases).	75	85	85	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	0			20
Total General Fund	2,810,030	2,810,030	0			20
Special Revenue Fund						
Airports Special Revenue Fund-Consolidated	5,382,467	3,036,030		2,346,437		0
Total Special Revenue Funds	5,382,467	3,036,030		2,346,437		0
Enterprise Funds						
Apple Valley Airport - Operations (CSA 60)	6,450,318	2,172,644			(4,277,674)	0
Apple Valley Airport - Cap Improv (CSA 60)	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	17,751,613	8,293,704	0	2,346,437	(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	2,934,893	2,810,030
Chino Airport Commercial Hangars	1,863,863	1,569,987	1,258,469	1,339,915	1,137,030
Chino Airport Incentive Fund	142,142	172,415	106,633	71,260	26,631
Airports Capital Improvement Program	8,063,335	4,886,535	3,935,451	5,261,792	4,218,806
Apple Valley Airport - Operations (CSA 60)	3,347,296	5,566,790	6,144,933	5,572,889	6,450,318
Apple Valley Airport - Cap. Improv (CSA 60)	6,564,764	5,360,429	4,922,355	4,117,693	3,108,798
Total	**23,069,878**	**20,442,505**	**19,247,386**	**19,298,442**	**17,751,613**

5-YEAR SOURCES TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Airports	3,088,478	2,886,349	2,879,545	2,934,893	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	2,080,103	1,899,000
Apple Valley Airport - Operations (CSA 60)	2,652,261	3,716,654	3,117,287	2,234,189	2,172,644
Apple Valley Airport - Cap. Improv (CSA 60)	46,038	(905,155)	619,918	64,000	275,000
Total	**11,489,265**	**7,537,471**	**10,171,648**	**8,519,245**	**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	0
Chino Airport Incentive Fund	83,480	172,415	1,607	27,331	26,631
Airports Capital Improvement Program	3,257,139	3,961,160	1,734,680	3,181,689	2,319,806
Total	**4,366,852**	**4,789,314**	**1,745,655**	**3,386,804**	**2,346,437**

5-YEAR NET BUDGET TREND					
	2010-11	2011-12	2012-13	2013-14	2014-15
Apple Valley Airport - Operations (CSA 60)	(695,035)	(1,850,136)	(3,027,646)	(3,338,700)	(4,277,674)
Apple Valley Airport - Cap. Improv (CSA 60)	(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 appropriation 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	

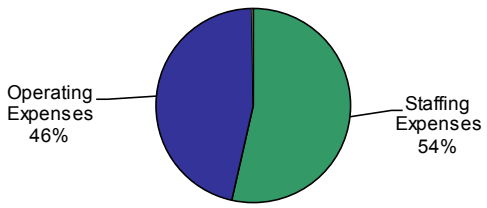
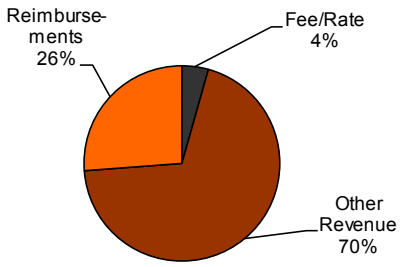
The Department of Airports provides for the management, development, maintenance and operation of six airports. The department assures that County airports are maintained and operated in compliance with state and federal regulations. The department works cooperatively with other airports located within 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 RECOMMENDED BUDGET

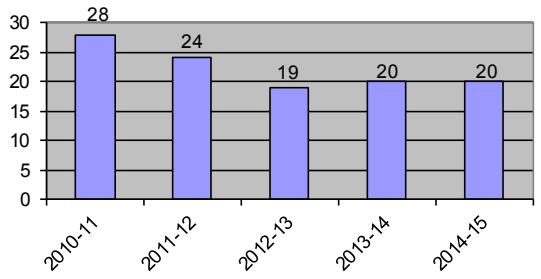
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	2,233,507	2,091,771	1,632,659	1,814,057	1,925,294	2,038,764	**113,470**
Operating Expenses	1,325,493	2,004,137	1,867,509	1,818,761	1,848,778	1,758,352	**(90,426)**
Capital Expenditures	0	0	0	8,550	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	3,641,368	3,795,122	3,807,116	**11,994**
Reimbursements	(859,932)	(1,227,613)	(886,813)	(936,993)	(1,039,925)	(997,086)	**42,839**
Total Appropriation	2,699,068	2,868,295	2,613,355	2,704,375	2,755,197	2,810,030	**54,833**
Operating Transfers Out	335,210	19,000	424,000	128,204	179,696	0	**(179,696)**
Total Requirements	3,034,278	2,887,295	3,037,355	2,832,579	2,934,893	2,810,030	**(124,863)**
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	170,304	217,563	165,878	**(51,685)**
Other Revenue	2,849,265	2,649,144	2,821,029	2,598,773	2,668,330	2,595,996	**(72,334)**
Total Revenue	3,089,479	2,884,513	3,023,510	2,809,077	2,885,893	2,761,874	**(124,019)**
Operating Transfers In	0	0	25,000	23,502	49,000	48,156	**(844)**
Total Financing Sources	3,089,479	2,884,513	3,048,510	2,832,579	2,934,893	2,810,030	**(124,863)**
Net County Cost	(55,201)	2,782	(11,155)	0	0	0	**0**
				Budgeted Staffing	20	20	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 $1.0 million are primarily for staffing costs and services/supplies expenses that are incurred by the Airport's general fund budget unit for personnel that are assigned to support the Apple Valley Airport and Chino Airport Commercial Hangar complex. Sources of $2.8 million primarily represent Rents and Concession receipts at the airports.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $124,863 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 $124,863 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 recommended reclassification of 2 positions: Staff Analyst II to Administrative Supervisor I and Fiscal Assistant to Fiscal Specialist. Reclassifying these positions will align the recommended position classifications 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	Administrative Supervisor I
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*	$5,382,467
Sources/Reimbursements	$3,036,030
Fund Balance	$2,346,437
Use of Fund Balance	$2,256,763
Total Staff	0

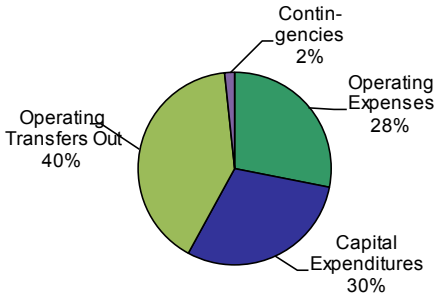
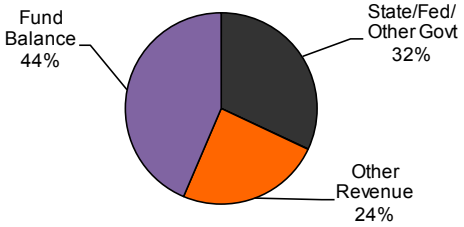
*Includes Contingencies

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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: Consolidated Special Revenue

BUDGET UNIT: Various
FUNCTION: Public Ways and Facilities
ACTIVITY: Public Ways

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,700,659	1,416,177	1,094,597	1,165,979	1,382,826	1,512,895	**130,069**
Capital Expenditures	3,536,343	2,925,116	539,298	1,242,824	1,814,566	1,607,209	**(207,357)**
Contingencies	0	0	0	0	696,497	89,674	**(606,823)**
Total Exp Authority	5,237,002	4,341,293	1,633,895	2,408,803	3,893,889	3,209,778	**(684,111)**
Reimbursements	0	0	(200,000)	0	0	0	**0**
Total Appropriation	5,237,002	4,341,293	1,433,895	2,408,803	3,893,889	3,209,778	**(684,111)**
Operating Transfers Out	234,000	442,100	1,057,764	609,791	2,779,078	2,172,689	**(606,389)**
Total Requirements	5,471,002	4,783,393	2,491,659	3,018,594	6,672,967	5,382,467	**(1,290,500)**
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	4,169	0	3,856	**3,856**
Other Revenue	937,734	587,260	926,599	1,179,994	1,043,183	552,964	**(490,219)**
Total Revenue	5,143,486	1,496,990	2,902,154	1,184,163	2,100,683	2,275,820	**175,137**
Operating Transfers In	596,210	221,100	1,111,129	794,064	1,185,480	760,210	**(425,270)**
Total Financing Sources	5,739,696	1,718,090	4,013,283	1,978,227	3,286,163	3,036,030	**(250,133)**
				Fund Balance	3,386,804	2,346,437	**(1,040,367)**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 RECOMMENDED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Chino Airport Commercial Hangars (Fund RCI)	1,137,030	1,137,030	0	0
Chino Airport Incentive Fund (Fund RCO)	26,631	0	26,631	0
Airports Capital Improvement Program (Fund RAA,RCD)	4,218,806	1,899,000	2,319,806	0
Total Special Revenue Funds	5,382,467	3,036,030	2,346,437	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 $26,631 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 $26,631.

Airports Capital Improvement Program has $4.2 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; the Barstow-Daggett Apron Rehab design for $497,719; 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: $1.3 million for the Chino Runway Safety and Fire Suppression project and $240,000 for the Kimble 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 approximately $1.3 million primarily to reflect a decrease of $606,823 in contingencies due to less fund balance available, and 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 $250,133 primarily attributed to the elimination of an operating transfers in from the Airport general fund budget to the Airport Capital Improvement Program budget due to financial constraints in the Airport general fund budget.

CSA 60 – Apple Valley Airport

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.

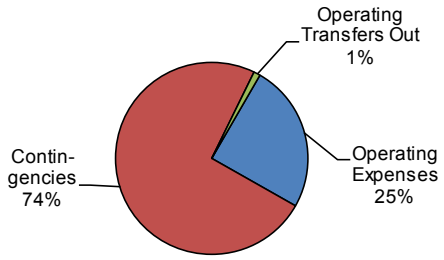
Budget at a Glance

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

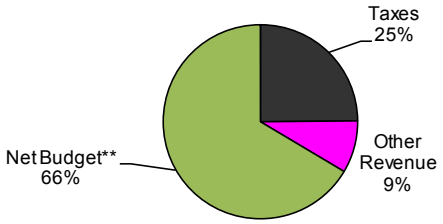
*Includes Contingencies

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: CSA 60 - Apple Valley Airport

BUDGET UNIT: EBJ 400
FUNCTION: Public Ways and Facilities
ACTIVITY: Transportation

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,365,828	1,431,095	1,465,115	1,409,195	2,029,536	1,599,978	**(429,558)**
Capital Expenditures	0	167,687	0	0	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	1,409,195	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	1,409,195	5,502,889	6,380,318	**877,429**
Operating Transfers Out	0	0	563,000	70,000	70,000	70,000	**0**
Total Requirements	1,365,828	1,598,782	2,027,933	1,479,195	5,572,889	6,450,318	**877,429**
Sources							
Taxes	1,792,854	1,888,385	1,921,496	1,578,798	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	23,547	0	0	**0**
Fee/Rate	(6,255)	(13,158)	(12,738)	13,773	3,600	12,594	**8,994**
Other Revenue	823,345	650,292	638,094	802,051	563,050	560,050	**(3,000)**
Total Revenue	2,652,259	2,557,470	2,574,418	2,418,169	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	2,418,169	2,234,189	2,172,644	**(61,545)**
Net Budget	1,286,431	958,688	546,485	938,974	(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 RECOMMENDED 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 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 Fund

DESCRIPTION OF MAJOR SERVICES

County Service Area 60 (CSA 60), through the Department of Airports, manages the Capital Improvement Program (CIP) for Apple Valley Airport. Projects include utility, storm water, fire suppression plans, Airport Master Plan and construction/rehabilitation of numerous runways, taxiways, and airport facilities. Projects are funded with proceeds from CSA 60 – Apple Valley Airport budget and when available, Federal Aviation Administration and Cal Trans Aeronautics grants.

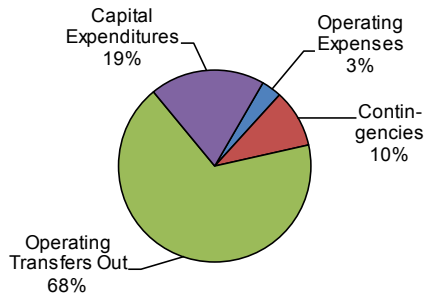
Budget at a Glance

Requirements Less Reimbursements*	$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

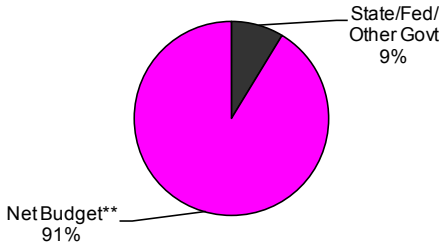
*Includes Contingencies

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: CSA - Apple Valley Airport Capital Improvement Fund

BUDGET UNIT: RAI 400
FUNCTION: Public Ways and Facilities
ACTIVITY: Transportation

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	20,834	761,633	351,499	84,807	90,000	105,837	**15,837**
Capital Expenditures	2,711	17,627	216,857	3,135	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	87,942	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	87,942	2,102,880	1,008,798	**(1,094,082)**
Operating Transfers Out	0	185,772	1,672,518	1,138,787	2,014,813	2,100,000	**85,187**
Total Requirements	23,545	965,032	2,240,874	1,226,729	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	6,834	10,000	5,000	**(5,000)**
Total Revenue	56,935	25,955	19,928	6,834	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	6,834	64,000	275,000	**211,000**
Net Budget*	33,390	(939,077)	(1,720,946)	(1,219,895)	(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 RECOMMENDED 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. Contingencies of $302,961 are set aside for future projects and/or unanticipated expenses. 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. 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

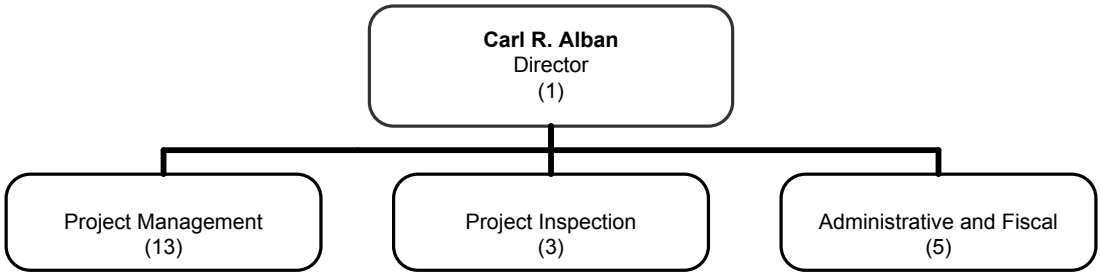
There is no staffing associated with this budget unit.

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 Estimate	2014-15 Target
Reduction in electricity usage (kilowatt hours - kWh).	400,000	830,000	814,882	830,000
Reduction in ongoing electricity costs.	$100,000	$115,000	$112,453	$115,000
Incentives received from energy savings measures.	$85,000	$175,000	$182,943	$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 Estimate	2014-15 Target
Percentage of projects completed within one year of budget approval.	N/A	90%	80%	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	14,165	0
Total	**(65,000)**	**(100,000)**	**0**	**14,165**	**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	14,165	0
Total	**(65,000)**	**(100,000)**	**0**	**14,165**	**0**

Architecture and Engineering

DESCRIPTION OF MAJOR SERVICES

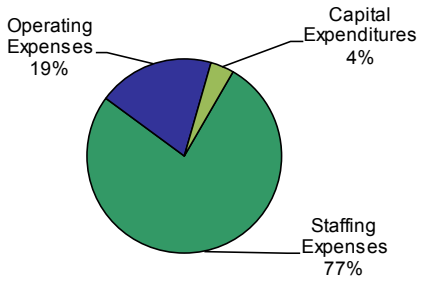
Budget at a Glance	
Requirements Less Reimbursements*	$3,254,680
Sources/Reimbursements	$3,254,680
Net County Cost	$0
Total Staff	22
Funded by Net County Cost	0%
*Includes Contingencies	

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.

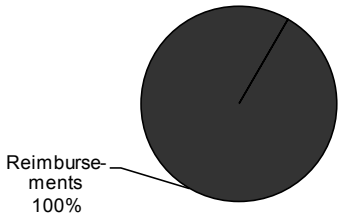
As a competitive public service organization, A&E takes pride in its ability to respond quickly to changing organizational needs and priorities, while continuing to complete quality projects in a timely and cost effective manner for the benefit of County departments and the public they serve

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

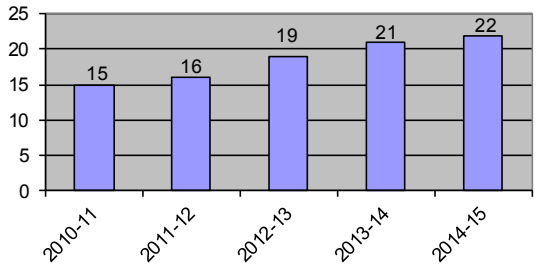


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	19	19	21	22
Limited Term	0	0	0	0
Total	19	19	21	22
Staffing Expenses	$2,077,256	$2,157,546	$2,171,711	$2,498,911

5-YEAR STAFFING TREND



OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	1,787,709	1,848,263	2,003,957	2,130,722	2,171,711	2,498,911	**327,200**
Operating Expenses	353,986	324,355	378,562	242,577	460,037	628,769	**168,732**
Capital Expenditures	98,819	99,389	53,000	55,000	40,000	127,000	**87,000**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,240,514	2,272,007	2,435,519	2,428,299	2,671,748	3,254,680	**582,932**
Reimbursements	(2,313,595)	(2,452,433)	(2,470,129)	(2,407,236)	(2,657,583)	(3,254,680)	**(597,097)**
Total Appropriation	(73,081)	(180,426)	(34,610)	21,063	14,165	0	**(14,165)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	(73,081)	(180,426)	(34,610)	21,063	14,165	0	**(14,165)**
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 Financing Sources	0	0	57,288	0	0	0	**0**
Net County Cost	(73,081)	(180,426)	(91,898)	21,063	14,165	0	**(14,165)**
				Budgeted Staffing	21	22	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 $14,165. Staffing expenses are increasing by $327,200 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 $168,732 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 $87,000 ($60,000 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 II position to be more consistent with the work being performed, increasing the number of budgeted staffing from 21 to 22 regular positions.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration and Fiscal	6	0	6	6	0	0	6
Project Mangement	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

	Classification
1	Director
1	Office Assistant III
1	Accountant III
1	Accounting Technician
1	Fiscal Specialist
1	Secretary II
6	Total

Project Management

	Classification
2	Supervising Project Manager
3	A/E Project Manager III
6	A/E Project Manager II
2	A/E Project Manager I
13	Total

Project Inspection

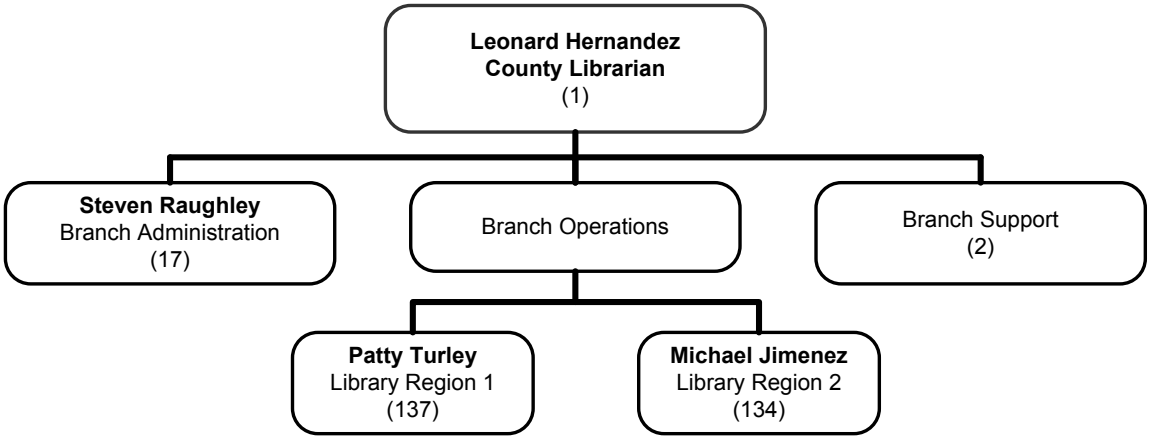
	Classification
3	Building Construction Inspector
3	Total

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 Estimate	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 Estimate	2014-15 Target
Number of Digital Materials checked out.	N/A	25,000	45,000	47,000

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Fund						
County Library	18,469,363	13,975,283		4,494,080		291
Total Special Revenue Fund	18,469,363	13,975,283		4,494,080		291
Total - All Fund	18,469,363	13,975,283	0	4,494,080	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	18,787,212	18,469,363
Total	**15,981,597**	**13,938,172**	**14,977,128**	**18,787,212**	**18,469,363**

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	14,120,732	13,975,283
Total	**15,828,469**	**13,388,182**	**13,863,670**	**14,120,732**	**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	4,494,080
Total	**153,128**	**549,990**	**1,113,458**	**4,666,480**	**4,494,080**

County Library

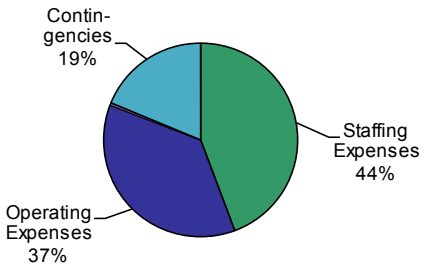
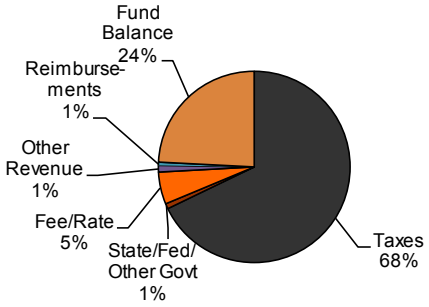
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$18,572,107
Sources/Reimbursements	$14,078,027
Fund Balance	$4,494,080
Use of Fund Balance	$1,014,900
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 RECOMMENDED BUDGET

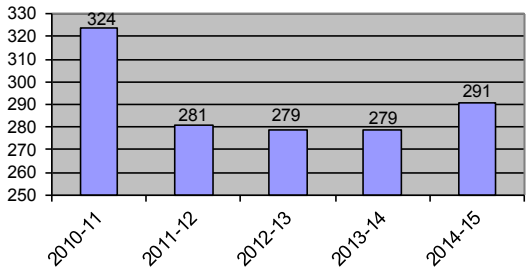
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	279	279	279	279
Limited Term	0	0	0	12
Total	279	279	279	291
Staffing Expenses	$7,752,142	$8,185,916	$8,008,916	$8,226,153

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	9,897,502	7,407,588	6,847,673	7,392,765	8,008,916	8,226,153	**217,237**
Operating Expenses	5,700,577	5,658,055	6,071,809	7,412,246	7,268,905	6,784,983	**(483,922)**
Capital Expenditures	48,093	16,256	0	24,268	30,000	20,000	**(10,000)**
Contingencies	0	0	0	0	3,468,600	3,479,180	**10,580**
Total Exp Authority	15,646,172	13,081,899	12,919,482	14,829,279	18,776,421	18,510,316	**(266,105)**
Reimbursements	(266,999)	(45,924)	(73,177)	(62,121)	(61,000)	(102,744)	**(41,744)**
Total Appropriation	15,379,173	13,035,975	12,846,305	14,767,158	18,715,421	18,407,572	**(307,849)**
Operating Transfers Out	61,791	144,870	40,825	85,832	71,791	61,791	**(10,000)**
Total Requirements	15,440,964	13,180,845	12,887,130	14,852,990	18,787,212	18,469,363	**(317,849)**
Sources							
Taxes	12,248,522	12,008,997	13,155,918	12,602,929	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	263,694	255,119	161,603	**(93,516)**
Fee/Rate	1,074,742	979,092	1,026,706	1,007,396	1,048,800	1,008,800	**(40,000)**
Other Revenue	453,898	301,477	1,749,615	718,708	256,246	207,484	**(48,762)**
Total Revenue	15,067,646	13,746,449	16,185,239	14,592,727	14,032,832	13,975,283	**(57,549)**
Operating Transfers In	761,850	0	168,397	87,863	87,900	0	**(87,900)**
Total Financing Sources	15,829,496	13,746,449	16,353,636	14,680,590	14,120,732	13,975,283	**(145,449)**
				Fund Balance	4,666,480	4,494,080	**(172,400)**
				Budgeted Staffing	279	291	**12**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 $6.8 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 $4.5 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 a decrease in operating expenses due to the elimination of one-time expenses from the prior fiscal year, which primarily consisted of higher than normal book purchases that have been scaled back to a moderate level for 2014-15. 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 Library is also 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

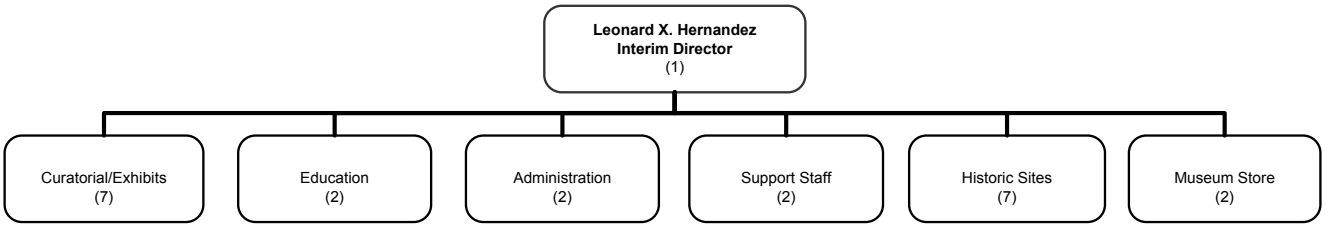
	Classification
1	Library Regional Manager
3	Librarian II
10	Librarian I
61	Library Assistant
53	Library Page
6	Student Intern
134	Total

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 Estimate	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 Estimate	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 Estimate	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	0	0	21
Total General Fund	3,191,462	457,050	2,734,412	0		21
Enterprise Fund						
Museum Store	69,131	55,000	0	0	(14,131)	2
Total Enterprise Fund	69,131	55,000	0	0	(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	3,138,460	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**	**3,205,634**	**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	2,163,454	2,734,412
Total	**1,501,918**	**1,860,548**	**1,868,163**	**2,163,454**	**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 appropriation 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

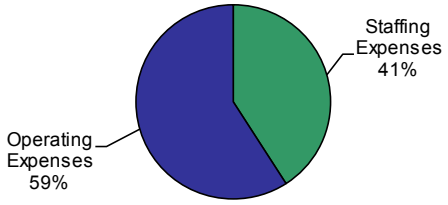
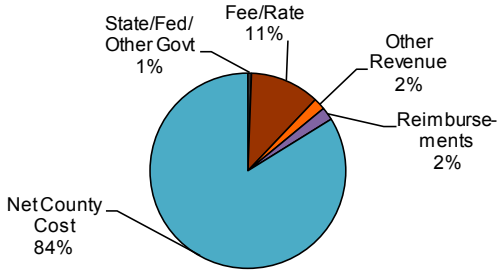
Budget at a Glance	
Requirements Less Reimbursements*	$3,261,462
Sources/Reimbursements	$527,050
Net County Cost	$2,734,412
Total Staff	21
Funded by Net County Cost	84%
*Includes Contingencies	

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 $570,958 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 RECOMMENDED BUDGET

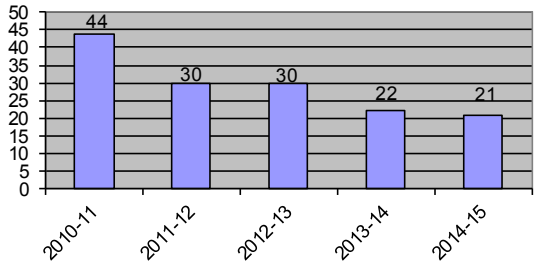
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	22	16	16	15
Limited Term	8	6	6	6
Total	30	22	22	21
Staffing Expenses	$1,997,567	$1,401,302	$1,447,789	$1,333,483

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: County Museum
FUND: General

BUDGET UNIT: AAA CCM
FUNCTION: Community & Cultural Services
ACTIVITY: Cultural

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	2,312,848	1,829,324	1,682,722	1,449,621	1,447,789	1,333,483	**(114,306)**
Operating Expenses	955,311	1,688,820	1,535,055	1,639,861	1,756,671	1,927,979	**171,308**
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	3,089,482	3,204,460	3,261,462	**57,002**
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	3,023,482	3,138,460	3,191,462	**53,002**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,117,898	3,448,469	3,081,777	3,023,482	3,138,460	3,191,462	**53,002**
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	15,000	4,250	19,250	**15,000**
Fee/Rate	413,179	744,603	804,497	403,360	830,696	374,000	**(456,696)**
Other Revenue	380,188	759,078	(151,424)	69,900	140,060	63,800	**(76,260)**
Total Revenue	1,615,956	1,589,818	680,677	488,260	975,006	457,050	**(517,956)**
Operating Transfers In	0	0	138,000	0	0	0	**0**
Total Financing Sources	1,615,956	1,589,818	818,677	488,260	975,006	457,050	**(517,956)**
Net County Cost	1,501,942	1,858,651	2,263,100	2,535,222	2,163,454	2,734,412	**570,958**
				Budgeted Staffing	22	21	**(1)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 and seven 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 $53,002 due to a decrease in staffing expenses of $114,306 primarily due to the deletion of 1 position, which will have a minimal impact on daily operations. Operating expenses are increasing by $171,308 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 $570,958 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.

2013-14 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/VVM

	Classification
6	Contract Site Managers
1	Secretary I
7	Total

Museum Store

DESCRIPTION OF MAJOR SERVICES

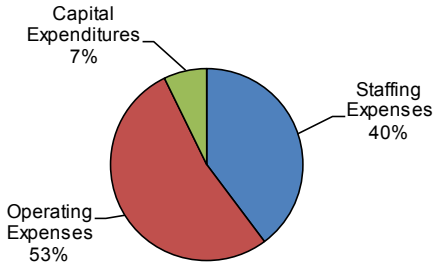
Budget at a Glance	
Requirements Less Reimbursements*	$69,131
Sources/Reimbursements	$55,000
Net Budget	($14,131)
Estimated Unrestricted Net Assets	$86,350
Use of Unrestricted Net Assets	$14,131
Total Staff	2
*Includes Contingencies	

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.

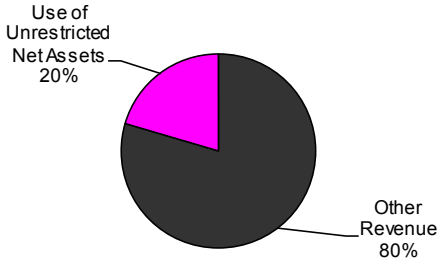
The Museum store continues to develop its operations and product offerings to ensure sales correspond with new exhibits, services, and new programs. Alternative store products will continue to be introduced and evaluated to maintain a positive cash balance.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

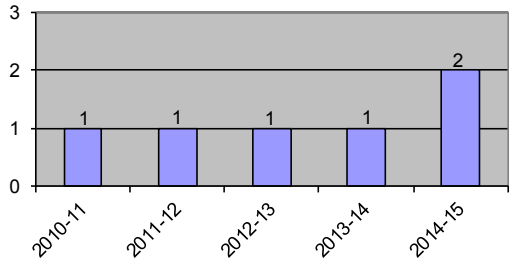


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	35,923	33,537	12,247	0	35,900	27,492	**(8,408)**
Operating Expenses	21,788	127	39,836	24,019	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	24,019	67,174	69,131	**1,957**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	57,711	33,664	52,083	24,019	67,174	69,131	**1,957**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	57,711	33,664	52,083	24,019	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	62,308	55,000	55,000	**0**
Total Revenue	70,366	66,566	43,523	62,308	55,000	55,000	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	70,366	66,566	43,523	62,308	55,000	55,000	**0**
Net Budget*	12,655	32,902	(8,560)	38,289	(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 RECOMMENDED BUDGET

Staffing expenses of $27,492 fund two part-time 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 expenses 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

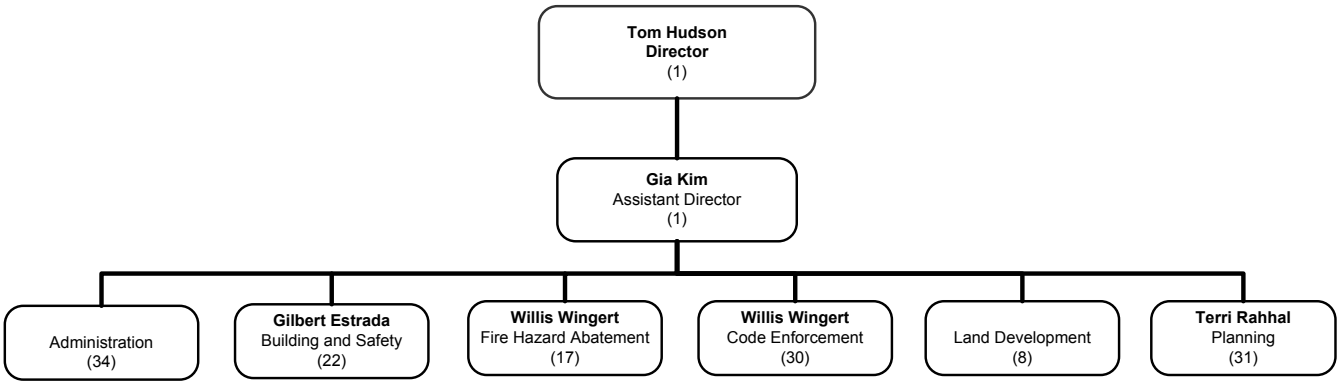
	Classification
2	General Services Worker II
2	Total

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 Estimate	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 consist with Countywide Vision*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	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:	N/A	N/A	N/A	100%
• 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				

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Administration	467,142	0	467,142	0	0	36
Planning	7,962,234	3,687,107	4,275,127	0	0	31
Building and Safety	5,055,324	4,561,075	494,249	0	0	22
Code Enforcement	5,430,663	858,000	4,572,663	0	0	30
Fire Hazard Abaatement	2,542,266	2,303,869	238,397	0	0	17
Land Development	1,151,667	548,398	603,269	0	0	8
Total General Fund	22,609,296	11,958,449	10,650,847	0	0	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	9,082,680	7,962,234
Building and Safety	3,230,783	3,481,434	3,965,842	4,294,958	5,055,324
Code Enforcement	3,817,881	4,631,393	4,629,622	5,540,668	5,430,663
Fire Hazard Abatement	1,797,208	2,040,062	1,895,018	2,511,080	2,542,266
Land Development	0	0	0	858,360	1,151,667
Total	**13,729,605**	**15,314,114**	**19,687,315**	**23,470,518**	**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	3,707,750	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	225,000	548,398
Total	**7,920,868**	**8,844,454**	**7,941,027**	**10,757,373**	**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	5,153,063	4,275,127
Building and Safety	169,366	(1,174,943)	560,658	587,208	494,249
Code Enforcement	3,116,108	4,172,646	4,220,667	4,896,912	4,572,663
Fire Hazard Abatement	(227,043)	145,181	268,748	259,830	238,397
Land Development	0	0	0	633,360	603,269
Total	**5,808,737**	**6,469,660**	**11,746,288**	**12,713,145**	**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.

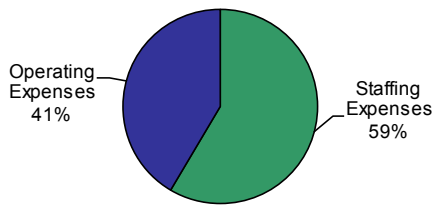
Budget at a Glance

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%

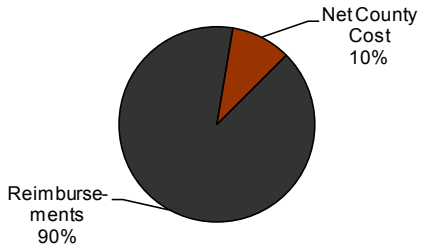
*Includes Contingencies

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

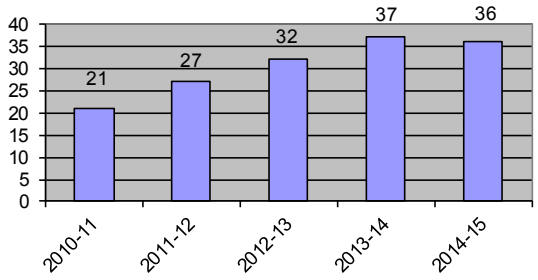


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	29	35	36	31
Limited Term	3	1	1	5
Total	32	36	37	36
Staffing Expenses	$2,363,182	$2,963,608	$2,954,322	$2,769,147

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	1,461,337	1,954,371	2,363,182	2,956,942	2,954,322	2,769,147	**(185,175)**
Operating Expenses	1,960,480	1,994,056	1,510,832	1,594,965	2,071,964	1,964,218	**(107,746)**
Capital Expenditures	0	14,976	0	0	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	4,551,907	5,726,286	4,733,365	**(992,921)**
Reimbursements	(3,111,817)	(3,725,084)	(3,852,761)	(3,878,462)	(4,543,514)	(4,266,223)	**277,291**
Total Appropriation	310,000	238,319	21,253	673,445	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	673,445	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 Financing Sources	0	0	67	0	0	0	**0**
Net County Cost	310,000	238,319	21,186	673,445	1,182,772	467,142	**(715,630)**
				Budgeted Staffing	37	36	**(1)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 are comprised of transfers-in 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 currently 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 reclassified 2 Office Assistant III positions from regular to contract. 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	29	3	4	36
Total	31	5	36	29	3	4	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

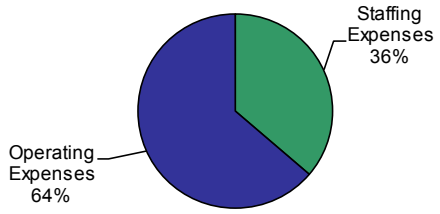
Requirements Less Reimbursements*	$7,985,293
Sources/Reimbursements	$3,710,166
Net County Cost	$4,275,127
Total Staff	31
Funded by Net County Cost	54%

*Includes Contingencies

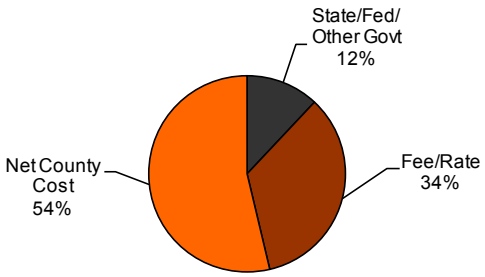
The Planning Division oversees land use, housing, and community design. Planning facilitates the review, processing, and approval of applications for land use and land divisions within the County unincorporated areas; oversees General Plan implementation, updates and annual reports as required by law; 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

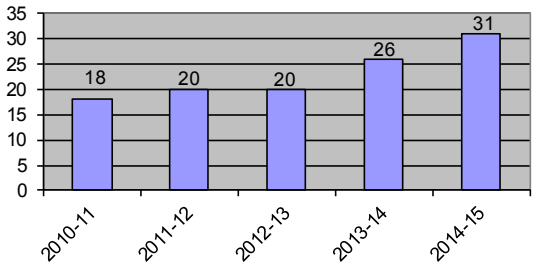


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	19	21	21	23
Limited Term	1	4	5	8
Total	20	25	26	31
Staffing Expenses	$1,754,245	$2,642,624	$2,260,748	$2,897,477

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	2,100,652	1,686,490	1,452,249	1,744,534	2,260,748	2,897,477	**636,729**
Operating Expenses	2,756,716	3,174,754	4,860,695	3,967,195	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	5,711,729	9,425,074	7,985,293	**(1,439,781)**
Reimbursements	(283,634)	(94,208)	(515,831)	(169,075)	(342,394)	(23,059)	**319,335**
Total Appropriation	4,573,734	4,767,036	5,797,113	5,542,654	9,082,680	7,962,234	**(1,120,446)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,573,734	4,767,036	5,797,113	5,542,654	9,082,680	7,962,234	**(1,120,446)**
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	125,000	700,000	955,000	**255,000**
Fee/Rate	2,045,932	1,896,415	2,550,431	2,476,782	3,228,617	2,730,606	**(498,011)**
Other Revenue	87,495	1,375	7,977	9,513	1,000	1,501	**501**
Total Revenue	2,133,427	1,897,790	2,558,408	2,611,295	3,929,617	3,687,107	**(242,510)**
Operating Transfers In	0	0	64,161	0	0	0	**0**
Total Financing Sources	2,133,427	1,897,790	2,622,569	2,611,295	3,929,617	3,687,107	**(242,510)**
Net County Cost	2,440,307	2,869,246	3,174,544	2,931,359	5,153,063	4,275,127	**(877,936)**
				Budgeted Staffing	26	31	**5**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Staffing expenses of $2.9 million fund 31 budgeted positions. Operating expenses include $308,537 related to the General Plan Update, and $418,108 in litigation expenses for the Cadiz project. Other major 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 in reimbursements 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 $877,936 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	13	12	6	31
Total	23	8	31	13	12	6	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.

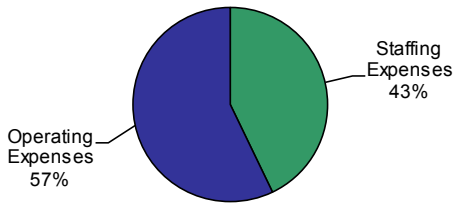
Budget at a Glance

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%

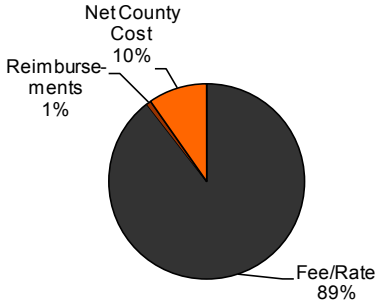
*Includes Contingencies

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

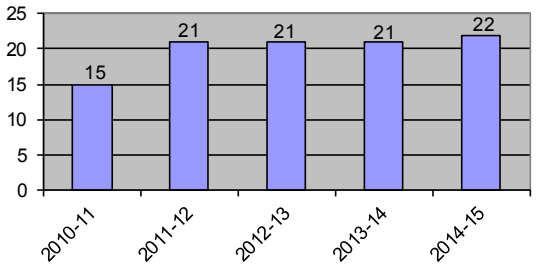


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	14	15	15	19
Limited Term	7	6	6	3
Total	21	21	21	22
Staffing Expenses	$1,864,776	$1,940,797	$1,755,798	$2,184,006

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Building and Safety
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	1,587,713	1,598,622	1,697,028	1,583,630	1,755,798	2,184,006	**428,208**
Operating Expenses	1,712,560	1,743,784	1,950,030	1,398,377	2,539,160	2,910,762	**371,602**
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	2,982,007	4,294,958	5,094,768	**799,810**
Reimbursements	(69,492)	0	0	1,367,089	0	(39,444)	**(39,444)**
Total Appropriation	3,230,781	3,342,406	3,647,058	4,349,096	4,294,958	5,055,324	**760,366**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,230,781	3,342,406	3,647,058	4,349,096	4,294,958	5,055,324	**760,366**
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	4,210,896	3,699,000	4,554,000	**855,000**
Other Revenue	21,688	12,354	7,207	(7,553)	8,750	7,075	**(1,675)**
Total Revenue	2,925,176	4,741,365	3,924,475	4,203,343	3,707,750	4,561,075	**853,325**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,925,176	4,741,365	3,924,475	4,203,343	3,707,750	4,561,075	**853,325**
Net County Cost	305,605	(1,398,959)	(277,417)	145,753	587,208	494,249	**(92,959)**
				Budgeted Staffing	21	22	**1**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 $760,366, primarily due to changes in budgeted staffing, consultant costs as a result of the vacancy of the Building Official position and building inspectors, and transfers to the Land Development division for work performed on plan reviews.

Sources are increasing by $853,325, 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 provide for meeting the increase in inspection demands. Additionally, the reclassification of a Building and Safety Engineer to a Public Works Engineer III will ensure adequate staffing for plan reviews, improving thru-put times for plan review as the demand increases in addition to having a certified engineer in the department to review more complex plans that require certification by a state certified engineer. 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
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.

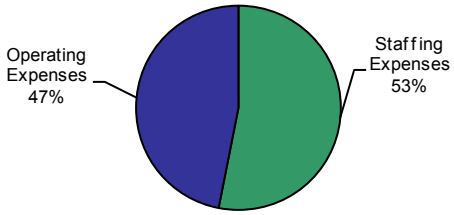
Budget at a Glance

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%

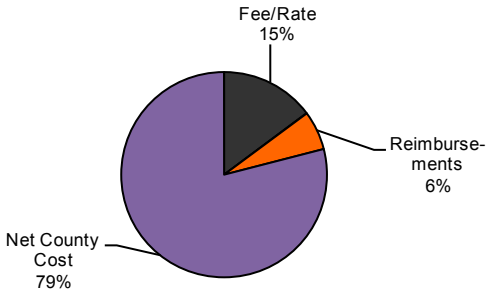
*Includes Contingencies

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

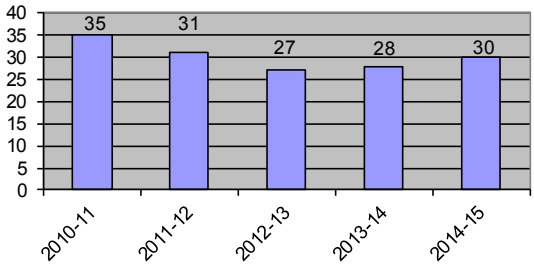


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	27	28	28	30
Limited Term	0	0	0	0
Total	27	28	28	30
Staffing Expenses	$2,884,565	$3,008,159	$3,069,609	$3,072,495

5-YEAR STAFFING TREND



OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Code Enforcement
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	2,929,381	2,878,333	2,741,668	3,071,848	3,069,609	3,072,495	**2,886**
Operating Expenses	1,534,051	2,064,049	1,853,483	2,384,871	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	5,456,719	6,196,011	5,786,679	**(409,332)**
Reimbursements	(676,998)	(403,423)	(428,149)	(675,925)	(655,343)	(356,016)	**299,327**
Total Appropriation	3,786,434	4,538,959	4,167,002	4,780,794	5,540,668	5,430,663	**(110,005)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,786,434	4,538,959	4,167,002	4,780,794	5,540,668	5,430,663	**(110,005)**
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	487,085	643,756	855,000	**211,244**
Other Revenue	7,469	834	602	3,635	0	3,000	**3,000**
Total Revenue	701,774	469,600	478,999	523,560	643,756	858,000	**214,244**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	701,774	469,600	478,999	523,560	643,756	858,000	**214,244**
Net County Cost	3,084,660	4,069,359	3,688,003	4,257,234	4,896,912	4,572,663	**(324,249)**
				Budgeted Staffing	28	30	**2**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 $110,005 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 Supervisors
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.

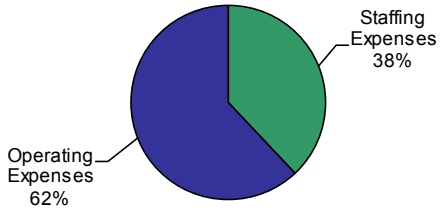
Budget at a Glance

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%

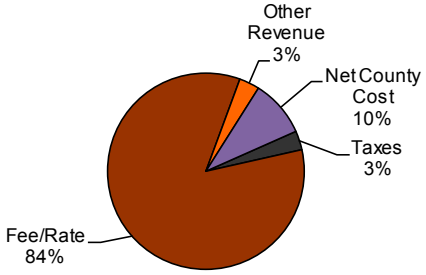
*Includes Contingencies

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

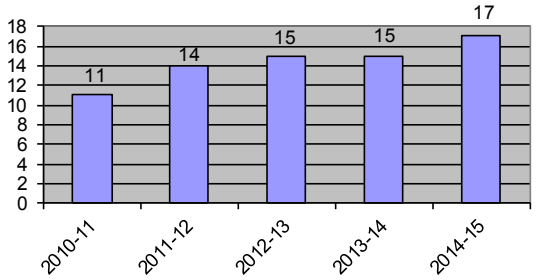


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	10	10	10	12
Limited Term	5	5	5	5
Total	15	15	15	17
Staffing Expenses	$840,507	$936,419	$941,829	$965,608

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Fire Hazard Abatement
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	742,463	752,641	805,363	941,851	941,829	965,608	**23,779**
Operating Expenses	1,081,553	1,190,646	1,042,780	1,203,580	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	2,145,431	2,556,080	2,542,266	**(13,814)**
Reimbursements	(26,808)	0	(2,385)	(3,000)	(45,000)	0	**45,000**
Total Appropriation	1,797,208	1,958,892	1,845,758	2,142,431	2,511,080	2,542,266	**31,186**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,797,208	1,958,892	1,845,758	2,142,431	2,511,080	2,542,266	**31,186**
Sources							
Taxes	47,160	54,346	53,290	56,060	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	1,778,905	1,961,569	2,138,869	**177,300**
Other Revenue	176,117	204,092	157,175	58,020	244,681	85,000	**(159,681)**
Total Revenue	2,024,252	1,908,527	1,894,353	1,892,985	2,251,250	2,303,869	**52,619**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,024,252	1,908,527	1,894,353	1,892,985	2,251,250	2,303,869	**52,619**
Net County Cost	(227,044)	50,365	(48,595)	249,446	259,830	238,397	**(21,433)**
				Budgeted Staffing	15	17	**2**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Operating expenses 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 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 $31,186, 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	14	3	0	17
Total	12	5	17	14	3	0	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.

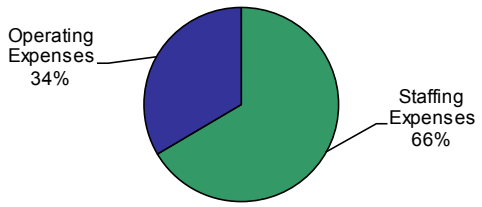
Budget at a Glance

Requirements Less Reimbursements*	$1,402,879
Sources/Reimbursements	$799,610
Net County Cost	$603,269
Total Staff	8
Funded by Net County Cost	43%

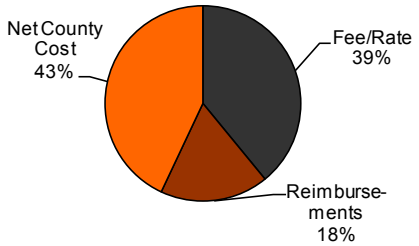
*Includes Contingencies

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

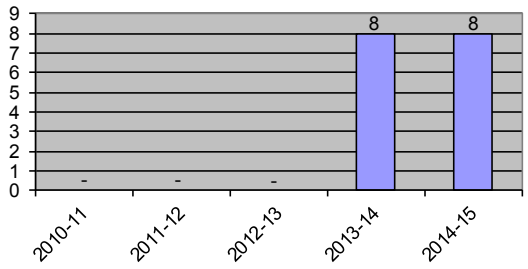


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	0	9	8	8
Limited Term	0	0	0	0
Total	0	9	8	8
Staffing Expenses	$0	$1,049,448	$1,047,524	$932,808

5-YEAR STAFFING TREND



OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Land Use Services - Land Development
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	928,397	1,047,524	932,808	**(114,716)**
Operating Expenses	0	0	0	366,368	95,657	470,071	**374,414**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	1,294,765	1,143,181	1,402,879	**259,698**
Reimbursements	0	0	0	(162,821)	(284,821)	(251,212)	**33,609**
Total Appropriation	0	0	0	1,131,944	858,360	1,151,667	**293,307**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	1,131,944	858,360	1,151,667	**293,307**
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	246,395	225,000	548,398	**323,398**
Other Revenue	0	0	0	34	0	0	**0**
Total Revenue	0	0	0	246,429	225,000	548,398	**323,398**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	246,429	225,000	548,398	**323,398**
Net County Cost	0	0	0	885,515	633,360	603,269	**(30,091)**
				Budgeted Staffing	8	8	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 direct Admin projects supported.

Sources of $548,398 are primarily comprised of fees for current services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $293,307 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 $323,398 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. Additionally, 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

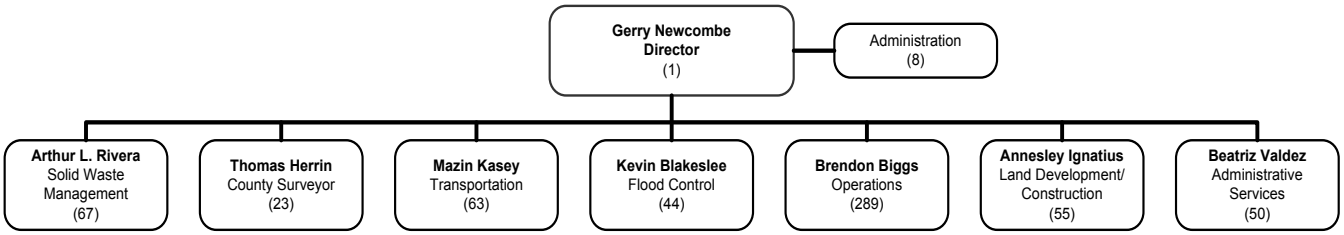
	Classification
1	Public Works Engineer IV
1	Public Works Engineer III
2	Public Works Engineer II
1	Engineering Technician V
3	Engineering Technician IV
8	Total

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 $36.6 million in capital improvement projects, including over $18.0 million in pavement improvement projects, which included 14.2 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 107.9 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; 2 bridge repair and culvert replacement projects to reopen Alabama Street at City Creek and 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; a drainage project; and an intersection realignment. The Division also started construction of a $29 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 $3.2 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's continued efforts to reduce the number of exemptions to mandatory trash service resulted in a 4.7% drop in exemptions compared to the number in 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 the 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 $4.0 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 the 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 Estimate	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 Estimate	2014-15 Target
Percentage of flood control basins cleaned out to full capacity before rainy season	N/A	99%	98%	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 Estimate	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						
Survey Monument Preservation	171,931	62,000		109,931		0
Transportation Special Revenue Funds - Consolidated	132,234,182	81,531,242		50,702,940		338
Total Special Revenue Funds	132,406,113	81,593,242		50,812,871		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
Other Agencies						
Flood Control Consolidated	147,573,598	66,862,159		80,711,439		155
Flood Control Equipment	3,074,000	2,030,000			(1,044,000)	0
Total Other Agencies	150,647,598	68,892,159		80,711,439	(1,044,000)	155
Total - All Funds	376,085,732	234,559,829	564,446	131,524,310	(9,437,147)	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	171,931
Transportation Consolidated	148,234,077	146,560,399	136,326,748	161,598,371	132,234,182
Solid Waste Enterprise Funds Consolidated	214,663,539	210,819,066	233,204,829	89,460,716	89,626,923
Flood Control Consolidated	129,491,826	125,626,420	126,541,241	153,980,829	147,573,598
Flood Control Equipment	5,094,468	7,916,830	6,726,093	2,108,000	3,074,000
Total	**501,216,100**	**494,662,900**	**506,348,984**	**410,932,830**	**376,085,732**

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	104,448,112	81,531,242
Solid Waste Enterprise Funds Consolidated	73,738,120	66,017,889	95,284,250	88,109,584	81,233,776
Flood Control Consolidated	76,194,625	70,303,083	74,247,720	71,640,524	66,862,159
Flood Control Equipment	3,052,541	3,063,700	3,075,000	2,977,000	2,030,000
Total	**232,884,001**	**230,579,144**	**247,748,189**	**270,329,388**	**234,559,829**

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	109,931
Transportation Consolidated	71,695,715	58,729,552	64,449,628	57,150,259	50,702,940
Flood Control Consolidated	53,297,201	55,323,337	52,293,521	82,340,305	80,711,439
Total	**125,116,636**	**114,190,046**	**116,749,220**	**139,539,205**	**131,524,310**

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 appropriation in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.

Surveyor

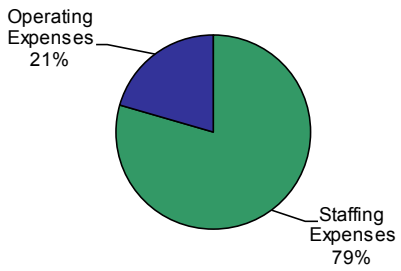
DESCRIPTION OF MAJOR SERVICES

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	

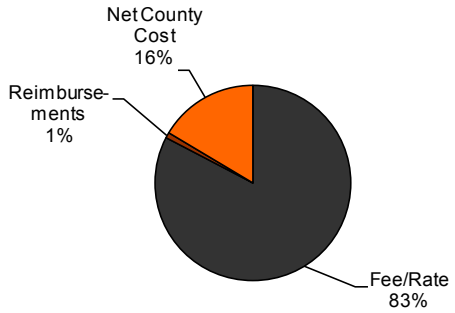
The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions and maps, perform design and construction surveys for various County departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

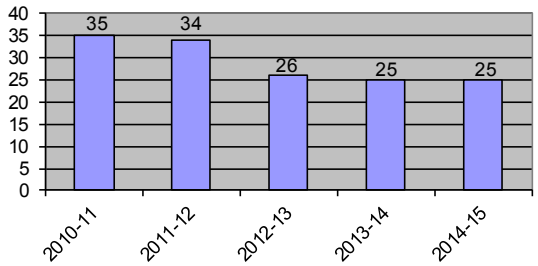


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	26	25	25	25
Limited Term	0	0	0	0
Total	26	25	25	25
Staffing Expenses	$2,805,830	$2,695,223	$2,712,842	$2,731,753

5-YEAR STAFFING TREND



OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	3,053,515	3,123,951	2,790,927	2,717,755	2,712,842	2,731,753	**18,911**
Operating Expenses	567,041	493,051	541,864	676,441	880,855	704,845	**(176,010)**
Capital Expenditures	0	0	59,710	146,000	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	3,540,196	3,743,697	3,436,598	**(307,099)**
Reimbursements	(68,212)	(80,744)	(69,395)	(32,265)	(69,424)	(31,500)	**37,924**
Total Appropriation	3,552,344	3,536,258	3,323,106	3,507,931	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	3,507,931	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	2,930,000	3,080,143	2,840,627	**(239,516)**
Other Revenue	33,456	22,494	9,473	455	12,025	25	**(12,000)**
Total Revenue	3,304,911	3,291,391	3,159,803	2,930,455	3,092,168	2,840,652	**(251,516)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,304,911	3,291,391	3,159,803	2,930,455	3,092,168	2,840,652	**(251,516)**
Net County Cost	247,433	244,867	163,303	577,476	582,105	564,446	**(17,659)**
				Budgeted Staffing	25	25	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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. The reduction in revenue is due to a reduction in work performed for the Transportation Division.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $269,175. Major changes for the Surveyor include a decrease in operating expenses of $176,010 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. In addition, 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

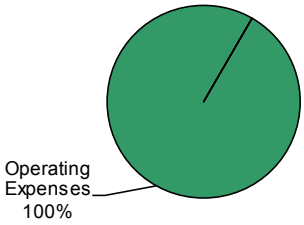
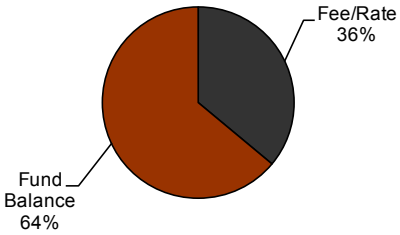
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$171,931
Sources/Reimbursements	$62,000
Fund Balance	$109,931
Use of Fund Balance	$109,931
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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works- Surveyor
FUND: Survey Monument Preservation

BUDGET UNIT: SBS SVR
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	42,685	145,131	17,550	0	55,000	171,931	**116,931**
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	171,931	**61,290**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	42,685	145,131	17,550	0	110,641	171,931	**61,290**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	42,685	145,131	17,550	0	110,641	171,931	**61,290**
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	61,290	62,000	62,000	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	56,123	59,670	60,120	61,290	62,000	62,000	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	56,123	59,670	60,120	61,290	62,000	62,000	**0**
				Fund Balance	48,641	109,931	**61,290**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Operating expenses of $171,931 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 $61,290 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*	$156,945,520
Sources/Reimbursements	$106,242,580
Fund Balance	$50,702,940
Use of Fund Balance	$21,023,737
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.

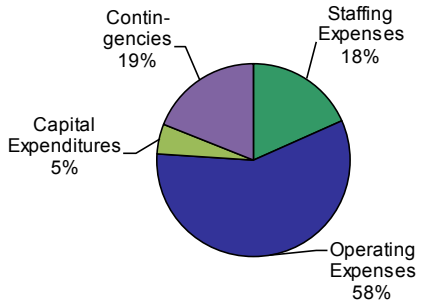
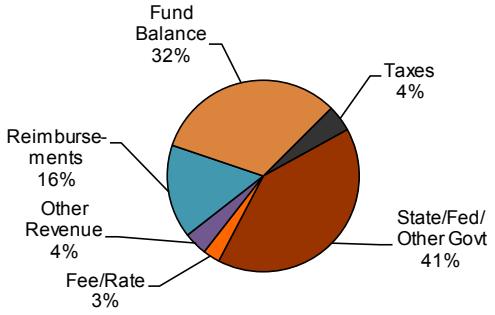
Therefore, in 2014-15, the County General Fund is contributing $1.1 million for the Slover Avenue and San Bernardino Avenue widening projects, $183,520 for the local match for the Glen Helen Parkway bridge replacement project, $300,000 for bridge studies on National Trails Highway, $75,000 for a sidewalk 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 improvements 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) is anticipated in May 2014, which will replace the current Plan adopted June 26, 2012.

2014-15 RECOMMENDED BUDGET

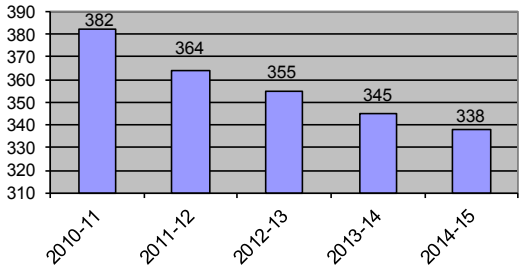
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	307	297	296	287
Limited Term	48	46	49	51
Total	355	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 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Transportation
FUND: Transportation Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Ways and Facilities
ACTIVITY: Public Ways

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	28,064,072	27,438,880	28,153,395	28,260,650	29,871,951	28,695,644	**(1,176,307)**
Operating Expenses	77,281,457	70,884,542	74,313,532	80,603,469	111,590,405	90,398,056	**(21,192,349)**
Capital Expenditures	6,556,695	6,854,687	4,246,050	5,828,087	6,788,176	7,868,000	**1,079,824**
Contingencies	0	0	0	0	39,592,256	29,679,203	**(9,913,053)**
Total Exp Authority	111,902,224	105,178,109	106,712,977	114,692,206	187,842,788	156,640,903	**(31,201,885)**
Reimbursements	(16,986,373)	(18,621,122)	(15,297,971)	(21,133,009)	(27,301,141)	(24,711,338)	**2,589,803**
Total Appropriation	94,915,851	86,556,987	91,415,006	93,559,197	160,541,647	131,929,565	**(28,612,082)**
Operating Transfers Out	214,098	5,119,090	5,158,358	716,241	1,056,724	304,617	**(752,107)**
Total Requirements	95,129,949	91,676,077	96,573,364	94,275,438	161,598,371	132,234,182	**(29,364,189)**
Sources							
Taxes	4,658,635	6,195,459	6,880,906	6,366,322	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	68,386,812	78,191,819	63,873,073	**(14,318,746)**
Fee/Rate	5,038,763	5,274,361	8,973,013	7,303,774	13,954,200	4,487,037	**(9,467,163)**
Other Revenue	882,898	2,069,182	5,993,955	670,782	508,784	512,689	**3,905**
Total Revenue	66,792,900	74,016,499	72,588,321	82,727,690	99,235,592	75,875,922	**(23,359,670)**
Operating Transfers In	9,637,047	16,234,378	11,797,291	5,100,429	5,212,520	5,655,320	**442,800**
Total Financing Sources	76,429,947	90,250,877	84,385,612	87,828,119	104,448,112	81,531,242	**(22,916,870)**
				Fund Balance	57,150,259	50,702,940	**(6,447,319)**
				Budgeted Staffing	345	338	**(7)**

DETAIL OF 2014-15 RECOMMENDED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Road Operations	92,061,327	71,322,399	20,738,928	338
Measure I	28,110,151	7,072,287	21,037,864	0
Facilities Development Plans	2,942,496	58,384	2,884,112	0
Regional Development Mitigation Plan	9,120,208	3,078,172	6,042,036	0
Total Special Revenue Funds	132,234,182	81,531,242	50,702,940	338

Road Operations has requirements of $92.1 million consisting of the following: $28.7 million for staffing expenses to fund 338 positions; $69.1 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; $24.6 million in reimbursements which includes $11.0 million from other Department of Public Works divisions for labor and equipment usage and $13.6 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 $10.7 million in contingencies of which $7.5 million is for future construction projects and a new accounting system, and $3.2 million is for future equipment replacement.

Sources of $71.3 million consists of $61.7 million in state, federal and other government aid which includes $44.4 million in Gas Tax and $17.3 million in state, federal, and other government aid for construction projects, with some of the major contributions being as follows:

- $10.0 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 in reimbursement 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 $28.1 million consisting of $15.7 million in operating expenses for road construction projects, which includes road overlays, rehabilitations and drainage improvements; $12.5 million in anticipated 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 $2.9 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, $1.2 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 $9.1 million which includes $3.9 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 $1.8 million); and $5.2 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 $29.4 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 anticipated to be completed and no longer have budget requirements are the Cherry Avenue widening project and the Cherry Avenue at Interstate 10 interchange improvement project.

Sources are decreasing by $22.9 million primarily because fewer project reimbursements are anticipated from outside agencies, such as less federal reimbursements due to the completion of the Lenwood Road and Alabama Avenue emergency projects, and less reimbursements from other agencies for projects that will be completed like the Cherry Avenue widening and Cherry Avenue at Interstate 10 interchange project right of way phase, and due to a projected decline in gas tax revenues.

The fund balance is anticipated to decrease by $6.4 million due to the anticipated completion of several Proposition 1B funded road construction projects in 2013-14.

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 and Two Hundred Sixty-Third Street guardrail installations	Measure I, Gas Tax, Federal and State grants
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 to support various IT improvements anticipated to take place next year, 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 to be deleted when vacant (Transportation Analyst II, anticipated retirement) 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	Ofice 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.

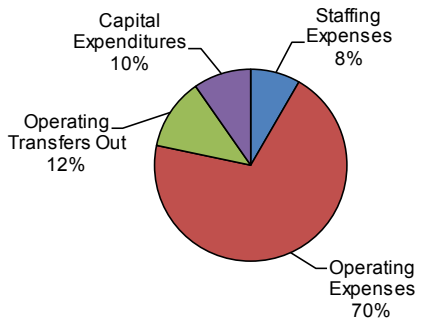
Closure and Post-Closure Maintenance Fund provides for the funding of landfill closure construction for those facilities that fall within the regulatory requirements of landfill facilities that were still actively receiving waste as of 1989. Deposits are made to this budget unit from the Solid Waste 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.

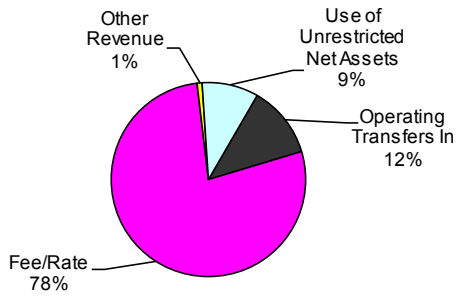
Solid Waste Management Earned Leave Fund provides for the funding of employee compensated absences which are the accumulated vacation, holiday benefits, sick pay, and compensatory time recorded as an expense and non-current liability as benefits are earned. In the event of retirement or termination, an employee is paid 100% of accumulated vacation, holiday and compensatory time. This fund was newly created in 2011-12.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

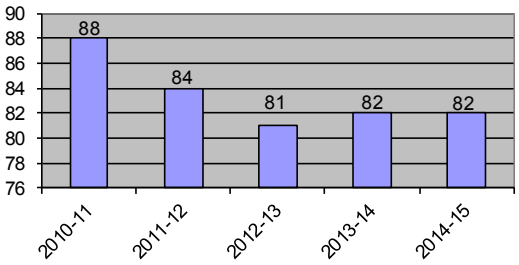


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	81	81	82	82
Limited Term	0	0	0	0
Total	81	81	82	82
Staffing Expenses	$7,153,210	$7,153,210	$7,238,412	$7,480,503

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	6,973,106	6,779,486	6,486,789	7,145,059	7,238,412	7,480,503	**242,091**
Operating Expenses	54,488,633	49,429,697	85,597,992	49,201,781	55,855,468	62,772,402	**6,916,934**
Capital Expenditures	1,565,790	6,957,075	1,079,216	6,106,844	8,415,536	8,697,964	**282,428**
Contingencies	0	0	0	0	50,000	0	**(50,000)**
Total Exp Authority	63,027,529	63,166,258	93,163,997	62,453,684	71,559,416	78,950,869	**7,391,453**
Reimbursements	0	(1,822)	(43,474)	(64,899)	(48,700)	(81,000)	**(32,300)**
Total Appropriation	63,027,529	63,164,436	93,120,523	62,388,785	71,510,716	78,869,869	**7,359,153**
Operating Transfers Out	15,200,656	6,993,468	34,002,942	10,550,000	17,950,000	10,757,054	**(7,192,946)**
Total Requirements	78,228,185	70,157,904	127,123,465	72,938,785	89,460,716	89,626,923	**166,207**
Sources							
Taxes	171,276	187,231	220,863	238,089	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	376,256	70,000	(157,125)	**(227,125)**
Fee/Rate	57,011,260	55,248,472	57,782,418	59,327,173	65,688,387	69,636,747	**3,948,360**
Other Revenue	1,666,896	1,270,846	2,419,018	1,123,234	4,171,197	758,100	**(3,413,097)**
Total Revenue	58,881,962	57,634,813	62,173,144	61,064,752	70,159,584	70,476,722	**317,138**
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	71,614,752	88,109,584	81,233,776	**(6,875,808)**
Net Budget*	(4,145,567)	(5,728,700)	(32,947,179)	(1,324,033)	(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 RECOMMENDED 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 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 funds 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's 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 increasing by $166,207. Significant changes include a net increase in operating expenses of $6.9 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 $4.8 million increase in professional services for new capital improvement projects; various repairs and maintenance at County disposal sites,

utilities, and computer software and hardware purchases. Operating transfers is decreasing by $7.2 million because the Environmental Mitigation Fund has sufficient operating cash.

Sources are decreasing by $6.9 million, primarily due to less operating transfers in needed for operating requirements and environmental costs; and a net increase of $317,138 in total revenue from an increase of $3.9 million in gate fees, primarily due to increased import tonnage offset by a decrease of $3.6 million in residual equity transfers in, interest earnings, 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*	$161,497,198
Sources/Reimbursements	$80,785,759
Fund Balance	$80,711,439
Use of Fund Balance	$36,642,056
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.

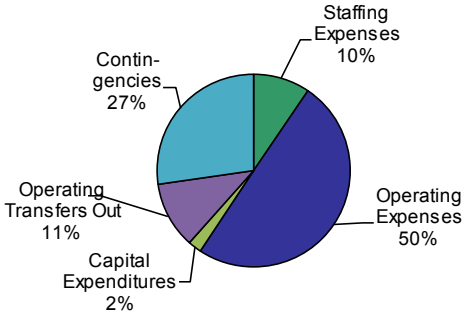
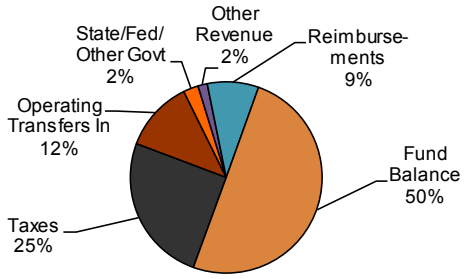
Storm Drain Construction: The District is active in comprehensive storm drain master planning/construction and cooperates with incorporated cities and other agencies in storm drain projects.

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 RECOMMENDED BUDGET

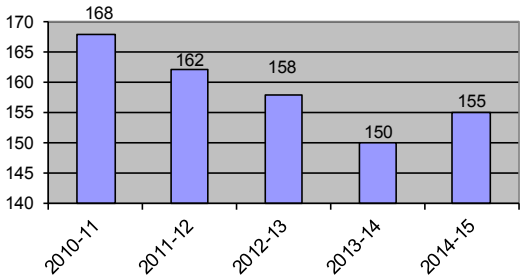
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	13,728,949	13,474,972	13,393,032	13,104,200	14,433,951	15,310,224	**876,273**
Operating Expenses	58,925,210	52,695,794	41,241,614	48,779,488	72,621,323	80,458,815	**7,837,492**
Capital Expenditures	254,417	256,334	163,184	669,213	3,194,700	3,659,000	**464,300**
Contingencies	0	0	0	0	63,810,050	44,069,383	**(19,740,667)**
Total Exp Authority	72,908,576	66,427,100	54,797,830	62,552,901	154,060,024	143,497,422	**(10,562,602)**
Reimbursements	(13,942,667)	(13,628,850)	(13,588,422)	(12,498,200)	(13,195,874)	(13,923,600)	**(727,726)**
Total Appropriation	58,965,909	52,798,250	41,209,408	50,054,701	140,864,150	129,573,822	**(11,290,328)**
Operating Transfers Out	10,129,411	12,708,146	8,911,024	12,776,434	13,116,679	17,999,776	**4,883,097**
Total Requirements	69,095,320	65,506,396	50,120,432	62,831,135	153,980,829	147,573,598	**(6,407,231)**
Sources							
Taxes	36,431,260	36,414,505	38,785,707	39,747,164	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	3,952,420	4,308,811	4,078,555	**(230,256)**
Fee/Rate	139,734	860,319	1,407,106	756,560	474,043	367,600	**(106,443)**
Other Revenue	5,016,500	1,358,472	23,583,086	2,669,691	12,225,491	2,533,128	**(9,692,363)**
Total Revenue	58,385,962	43,956,602	67,751,516	47,125,835	57,223,845	47,587,383	**(9,636,462)**
Operating Transfers In	10,781,588	18,588,629	10,211,024	14,076,434	14,416,679	19,274,776	**4,858,097**
Total Financing Sources	69,167,550	62,545,231	77,962,540	61,202,269	71,640,524	66,862,159	**(4,778,365)**
				Fund Balance	82,340,305	80,711,439	**(1,628,866)**
				Budgeted Staffing	150	155	**5**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 $80.5 million primarily include: $42.4 million in service contracts for construction projects; $12.4 million for bond payments and debt service; and $17.9 million in transfers, of which $12.0 million is for internal payroll distribution, and $2.2 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 $19.3 million ($1.3 million from the County general fund for the NPDES program and $18.0 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 $6.4 million due to a decrease in contingencies of $19.7 million primarily to fund planned construction projects, reflected in the increase in operating expenses of $7.8 million, and fund the increase in operating transfers out of $4.8 million due to additional transfers between the District's zones.

Sources are decreasing by $4.8 million primarily due to a decrease in other revenue of $9.7 million due to a decrease in anticipated land sales for 2014-15 offset by an increase in operating transfers in of $4.9 million due to additional transfers between the District's zones.

Additionally, the fund balance has decreased by $1.6 million primarily as a result of planned construction project expenses incurred 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 $5.1 million and is funded by the County ($1.3 million), the sixteen participating cities ($2.0 million) and the District ($1.8 million). Contingencies are budgeted at $44.1 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 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	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

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.

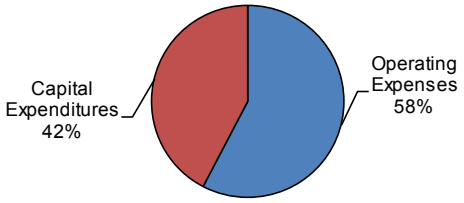
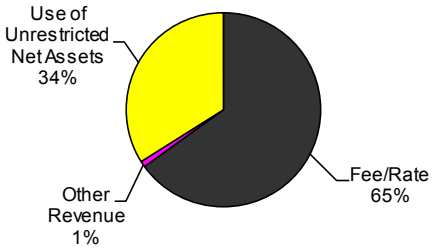
Budget at a Glance

Requirements Less Reimbursements*	$3,074,000
Sources/Reimbursements	$2,030,000
Net Budget	($1,044,000)
Estimated Unrestricted Net Assets	$6,435,335
Use of Unrestricted Net Assets	$1,044,000
Total Staff	0

*Includes Contingencies

There is no staffing associated with this budget unit.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,152,484	1,735,648	1,588,387	1,644,695	1,601,920	1,773,000	**171,080**
Capital Expenditures	0	628,932	622,759	650,000	506,080	1,301,000	**794,920**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	2,152,484	2,364,580	2,211,146	2,294,695	2,108,000	3,074,000	**966,000**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,152,484	2,364,580	2,211,146	2,294,695	2,108,000	3,074,000	**966,000**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,152,484	2,364,580	2,211,146	2,294,695	2,108,000	3,074,000	**966,000**
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	1,994,100	2,850,000	2,000,000	**(850,000)**
Other Revenue	46,967	143,025	34,973	37,720	127,000	30,000	**(97,000)**
Total Revenue	3,051,992	3,061,974	2,513,761	2,031,820	2,977,000	2,030,000	**(947,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Sources	3,051,992	3,061,974	2,513,761	2,031,820	2,977,000	2,030,000	**(947,000)**
Net Budget*	899,508	697,394	302,615	(262,875)	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 RECOMMENDED 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 $966,000 primarily due to the amount of new equipment and vehicles being purchased to replace outdated units. Sources are decreasing by $947,000 due to the decrease in rental usage revenues and a decrease in equipment sales.

STAFFING CHANGES AND OPERATIONAL IMPACT

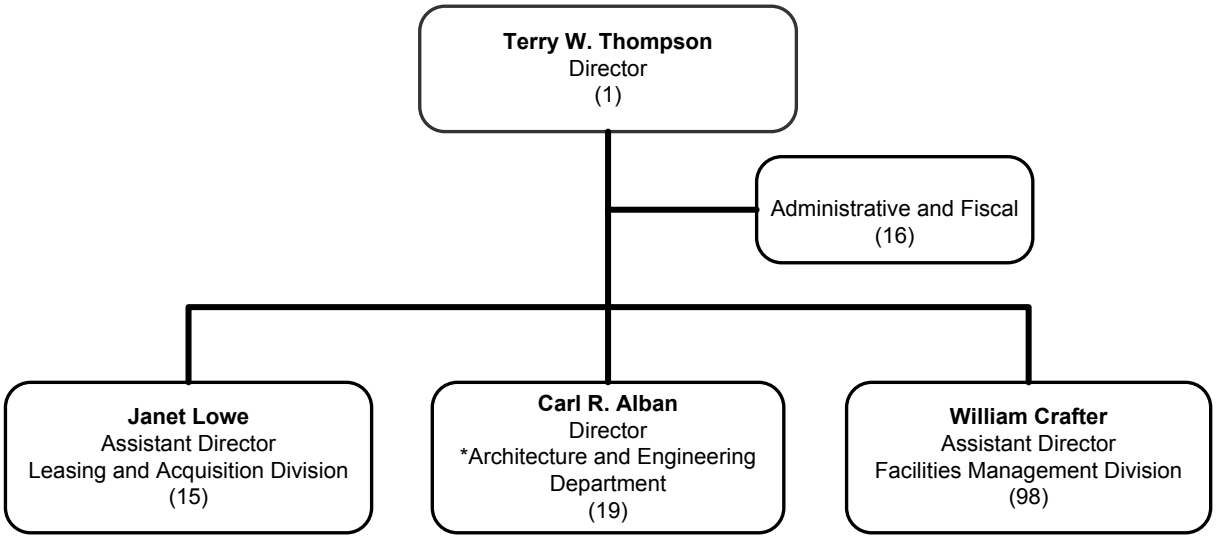
There is no staffing associated with this budget unit.

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 Estimate	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 Estimate	2014-15 Target
Number of HVAC units enrolled in the HVAC Optimization Program (563 total units).	N/A	149	149	350
Percentage of enrolled HVAC units repaired and serviced to minimum performance level (baseline) within six months of enrollment.	N/A	100%	34%	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 Estimate	2014-15 Target
Number of preventative maintenance tasks completed.	7,283	8,298	8,298	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	16,305,977	587,617		15,718,360		0
Total Special Revenue Fund	16,305,977	587,617		15,718,360		0
Total - All Funds	55,392,524	18,972,310	20,701,854	15,718,360	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	16,305,977
Architecture and Engineering	(65,000)	(100,000)	0	14,165	0
Facilities Management Division	14,679,893	11,789,944	13,268,224	13,685,548	14,249,231
Utilities	18,915,207	17,276,736	19,618,084	19,626,782	20,372,124
Total	**47,150,918**	**44,469,689**	**47,486,390**	**48,866,221**	**55,392,524**

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	12,891,045	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**	**19,577,159**	**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	14,165	0
Facilities Management Division	38,414	(436,804)	0	794,503	613,059
Utilities	16,065,389	15,791,643	19,232,792	19,349,287	20,088,795
Total	**15,865,955**	**15,254,839**	**19,232,792**	**20,165,488**	**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	15,718,360
Total	**8,872,226**	**9,362,272**	**8,797,763**	**9,123,574**	**15,718,360**

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.

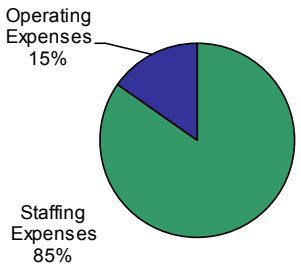
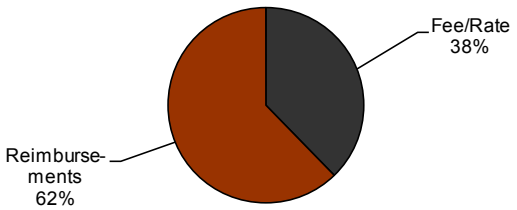
The Leasing and Acquisition Division also provides appraisal, acquisition, and relocation assistance for County departments and, upon request, to other agencies including San Bernardino Associated Governments (SANBAG), the State of California, and various cities. Staff establishes values and acquires 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 RECOMMENDED BUDGET

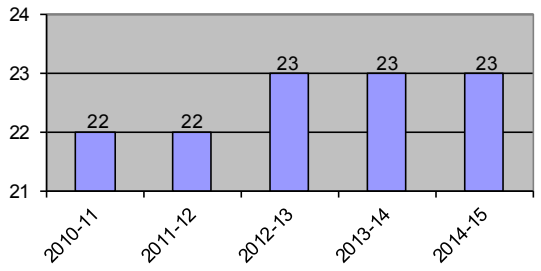
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	2,070,831	2,376,998	2,456,624	2,524,609	2,587,932	2,616,459	**28,527**
Operating Expenses	229,159	380,674	311,174	313,123	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	2,837,732	2,992,469	3,087,334	**94,865**
Reimbursements	(959,396)	(1,639,941)	(1,612,260)	(1,638,851)	(1,817,971)	(1,922,695)	**(104,724)**
Total Appropriation	1,340,594	1,117,731	1,155,538	1,198,881	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	1,198,881	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	1,210,284	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	1,210,284	1,166,965	1,164,639	**(2,326)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,505,029	1,226,271	1,286,276	1,210,284	1,166,965	1,164,639	**(2,326)**
Net County Cost	(164,435)	(108,540)	(130,738)	(11,403)	7,533	0	**(7,533)**
				Budgeted Staffing	23	23	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Staffing expenses of $2.6 million make up the majority of Real Estate Services Department's expenditures within this budget unit. 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 Countywide Integrated Workplace Management System (IWMS) previously known as Computer Aided Facilities Management (CAFM). 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 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. Changes include the deletion of 1 Real Property Agent II and the addition of 1 Business System Analyst I. There is no overall operational impact resulting from these changes.

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
2	Staff Analyst II
1	Fiscal Specialist
1	Payroll Specialist
8	Total

Leasing and Acquisition Division

	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

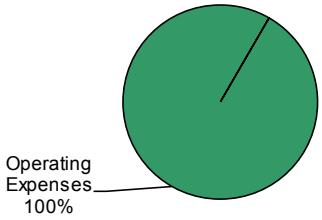
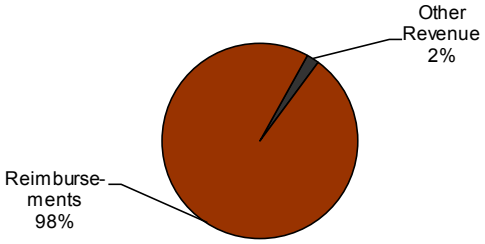
This budget unit pays rental payments for leased space utilized by County departments. These expense lease payments are reimbursed from various user departments. This budget unit also collects rental income for leases of County-owned property.

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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services - Rents and Leases
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	40,089,418	41,694,408	42,928,640	44,414,167	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	44,414,167	45,288,399	48,356,479	**3,068,080**
Reimbursements	(39,618,474)	(41,172,713)	(42,022,549)	(43,347,001)	(44,201,817)	(47,441,753)	**(3,239,936)**
Total Appropriation	470,944	521,695	906,091	1,067,166	1,086,582	914,726	**(171,856)**
Operating Transfers Out	3,250	1,315,730	627,822	1,296,778	1,322,500	93,307	**(1,229,193)**
Total Requirements	474,194	1,837,425	1,533,913	2,363,944	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	2,363,692	2,409,082	1,008,033	**(1,401,049)**
Total Revenue	480,864	1,910,190	1,807,589	2,363,944	2,409,082	1,008,033	**(1,401,049)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	480,864	1,910,190	1,807,589	2,363,944	2,409,082	1,008,033	**(1,401,049)**
Net County Cost	(6,670)	(72,765)	(273,676)	0	0	0	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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. Departmental sources of $1.0 million are lease payments from tenants for lease of County-owned property.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $1.4 million. Operating expenses are increasing by $3.0 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 are no staffing costs associated with this budget unit.

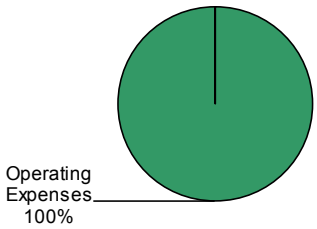
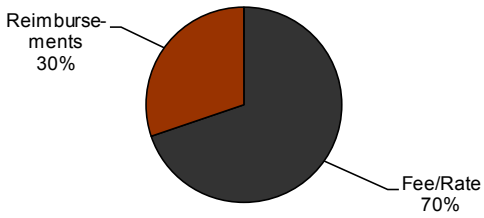
Courts Property Management

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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services - Courts Property Management
FUND: General

BUDGET UNIT: AAA CRT
FUNCTION: Public Protection
ACTIVITY: Judicial

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,894,813	3,552,861	3,526,603	2,998,388	3,143,999	3,285,011	**141,012**
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	2,998,388	3,143,999	3,285,011	**141,012**
Reimbursements	(743,199)	(1,178,626)	(1,106,595)	(895,539)	(858,663)	(992,491)	**(133,828)**
Total Appropriation	2,151,614	2,374,235	2,420,008	2,102,849	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	2,102,849	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	2,140,567	2,285,336	2,292,520	**7,184**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	2,167,395	2,374,236	2,420,008	2,140,567	2,285,336	2,292,520	**7,184**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,167,395	2,374,236	2,420,008	2,140,567	2,285,336	2,292,520	**7,184**
Net County Cost	(15,781)	(1)	0	(37,718)	0	0	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 $922,491 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.

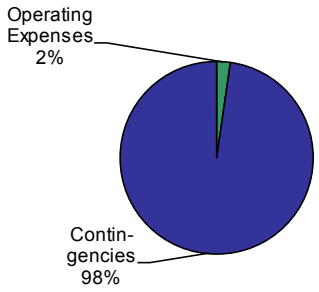
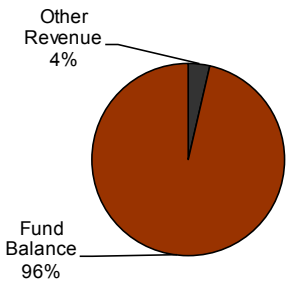
Chino Agricultural Preserve

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$16,305,977
Sources/Reimbursements	$587,617
Fund Balance	$15,718,360
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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services Department
FUND: Chino Agricultural Preserve

BUDGET UNIT: SIF INQ
FUNCTION: Public Ways and Facilities
ACTIVITY: Public Ways

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	296,529	208,743	275,922	308,920	325,946	371,630	**45,684**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	9,344,864	15,934,347	**6,589,483**
Total Exp Authority	296,529	208,743	275,922	308,920	9,670,810	16,305,977	**6,635,167**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	296,529	208,743	275,922	308,920	9,670,810	16,305,977	**6,635,167**
Operating Transfers Out	0	1,035,906	0	0	0	0	**0**
Total Requirements	296,529	1,244,649	275,922	308,920	9,670,810	16,305,977	**6,635,167**
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	6,903,706	547,236	587,617	**40,381**
Total Revenue	786,574	662,889	601,734	6,903,706	547,236	587,617	**40,381**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	786,574	662,889	601,734	6,903,706	547,236	587,617	**40,381**
				Fund Balance	9,123,574	15,718,360	**6,594,786**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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

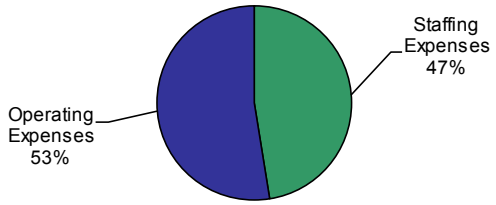
Requirements Less Reimbursements*	$17,408,669
Sources/Reimbursements	$16,795,610
Net County Cost	$613,059
Total Staff	102
Funded by Net County Cost	4%

*Includes Contingencies

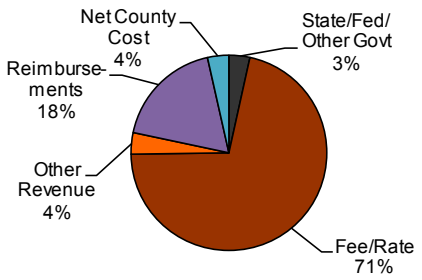
FMD's focus is on asset protection. Using data and support systems, it maintains the County's valuable facilities and equipment, preserves a high level of functionality, supports sustainability projects, and promotes responsible and efficient use of resources.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

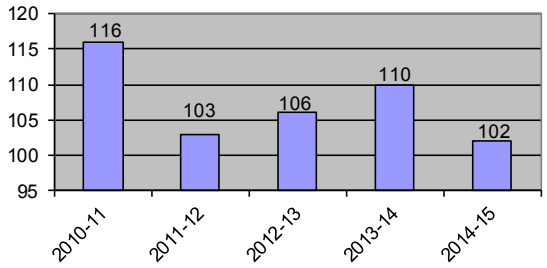


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	106	109	110	102
Limited Term	0	0	0	0
Total	106	109	110	102
Staffing Expenses	$7,991,530	$8,276,778	$8,570,655	$8,262,605

5-YEAR STAFFING TREND



OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services- Facilities Management Division
FUND: General

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	7,833,413	7,483,123	7,743,227	8,349,777	8,570,655	8,262,605	**(308,050)**
Operating Expenses	9,993,926	7,068,796	8,061,333	8,456,838	8,292,944	9,146,064	**853,120**
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	16,806,615	16,863,599	17,408,669	**545,070**
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	13,610,648	13,685,548	14,249,231	**563,683**
Operating Transfers Out	0	0	4,095	0	0	0	**0**
Total Requirements	14,677,723	11,785,665	12,814,050	13,610,648	13,685,548	14,249,231	**563,683**
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	899,830	886,866	600,000	**(286,866)**
Fee/Rate	14,599,529	11,637,129	11,161,422	11,558,445	11,629,179	12,419,930	**790,751**
Other Revenue	6,517	8,421	1,918,135	811,346	375,000	616,242	**241,242**
Total Revenue	14,628,610	12,266,554	14,283,272	13,269,621	12,891,045	13,636,172	**745,127**
Operating Transfers In	10,471	(10,471)	0	0	0	0	**0**
Total Financing Sources	14,639,081	12,256,083	14,283,272	13,269,621	12,891,045	13,636,172	**745,127**
Net County Cost	38,642	(470,418)	(1,469,222)	341,027	794,503	613,059	**(181,444)**
				Budgeted Staffing	110	102	**(8)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 offset these costs by billing County departments, the Administrative Office of the Courts, and local courts for services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $563,683 primarily due to cost increases to properly maintain County facilities ($637,131) and an increase in administrative overhead charges ($202,262). These increases are partially offset by a reduction in staffing expenses ($308,050) 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 $745,127 primarily due to an increase of $790,751 in basic service charges to County departments for grounds, custodial and maintenance services and an anticipated increase of $241,242 for requisition work requested by County departments, offset by a reduction of $286,866 in custodial revenue from the local court.

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.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	9	0	9	8	0	1	9
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

Administration

	Classification
1	Assistant Director
2	Staff Analyst II
1	Safety and Code Compliance Tech
1	Secretary II
2	Parts Specialist
1	Fiscal Specialist
1	Office Assistant II
9	Total

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

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

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.

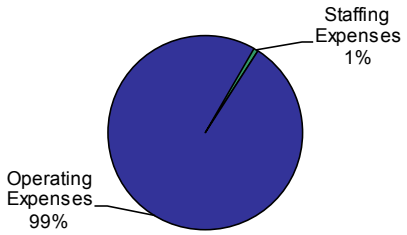
Budget at a Glance

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%

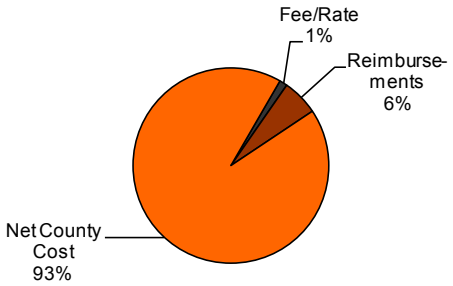
*Includes Contingencies

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

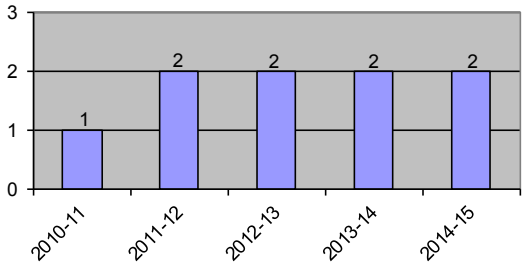


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	2	2	2	2
Limited Term	0	0	0	0
Total	2	2	2	2
Staffing Expenses	$165,278	$162,891	$164,649	$162,990

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	95,928	116,285	152,064	159,813	164,649	162,990	**(1,659)**
Operating Expenses	17,379,188	17,120,450	17,624,452	20,682,244	20,690,403	21,417,804	**727,401**
Capital Expenditures	0	0	0	128,113	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	20,970,170	20,983,165	21,667,317	**684,152**
Reimbursements	(953,696)	(1,233,232)	(1,411,052)	(1,313,062)	(1,356,383)	(1,295,193)	**61,190**
Total Appropriation	16,521,420	16,003,503	16,365,464	19,657,108	19,626,782	20,372,124	**745,342**
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	19,657,108	19,626,782	20,372,124	**745,342**
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	286,307	277,495	283,329	**5,834**
Other Revenue	0	38,067	30,019	27,000	0	0	**0**
Total Revenue	2,856,922	1,510,643	467,602	313,307	277,495	283,329	**5,834**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,856,922	1,510,643	467,602	313,307	277,495	283,329	**5,834**
Net County Cost	16,058,286	15,703,518	16,023,405	19,343,801	19,349,287	20,088,795	**739,508**
				Budgeted Staffing	2	2	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 $745,342 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 $739,508 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. There is no change in budgeted staffing for 2014-15.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Utilities	2	0	2	2	0	0	2
Total	2	0	2	2	0	0	2

Utilities

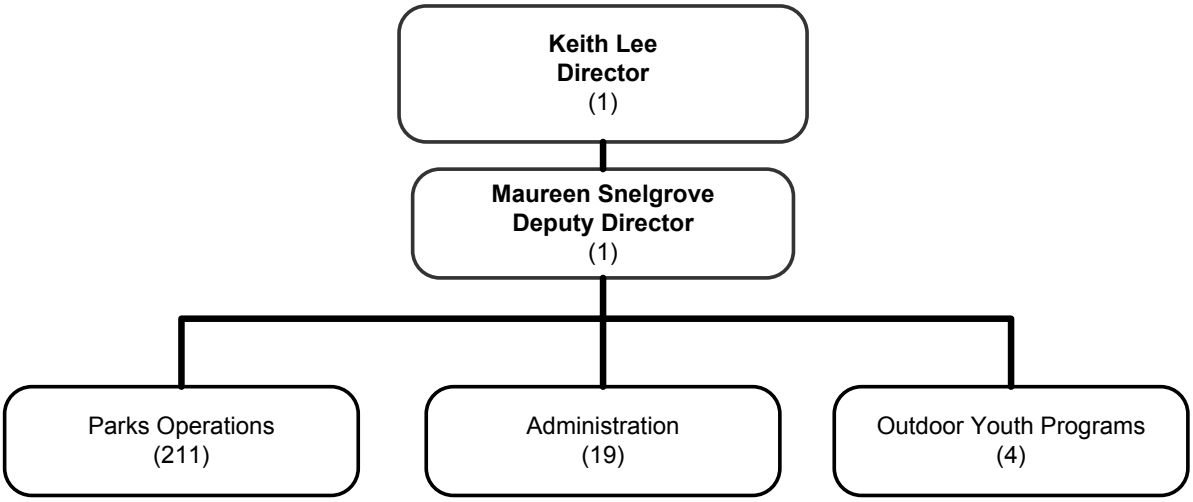
	Classification
1	Staff Analyst II
1	Fiscal Specialist
2	Total

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 Estimate	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 Estimate	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 Estimate	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	11,044,706	7,856,571	3,188,135			232
Total General Fund	11,044,706	7,856,571	3,188,135			232
Special Revenue Funds						
Regional Parks Special Revenue Fund-Consolidated	6,700,352	3,044,440		3,655,912		0
Total Special Revenue Funds	6,700,352	3,044,440		3,655,912		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	17,808,644	10,963,511	3,188,135	3,655,912	(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	10,461,140	11,044,706
County Trail System	828,150	1,179,119	5,324,297	1,585,512	1,346,672
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	1,447,326
Amphitheater Improvements at Glen Helen	458,759	513,031	563,563	581,563	551,359
Park Maintenance/Development	2,317,353	2,592,257	2,576,449	1,494,538	968,143
Calico Ghost Town Marketing Services	664,302	716,537	749,405	663,420	657,407
Off-Highway Vehicle License Fee	1,693,021	1,985,403	2,116,974	1,632,716	1,729,445
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**	**18,016,467**	**17,808,644**

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	2,597,573	3,188,135
Total	**1,236,430**	**3,564,080**	**2,761,979**	**2,597,573**	**3,188,135**

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	761,672
Proposition 40 Projects	81,302	552,590	5,403	286	0
San Manuel Amphitheater	723,002	1,148,057	1,321,336	124,073	45,726
Amphitheater Improvements at Glen Helen	430,248	483,031	535,563	553,563	525,159
Park Maintenance/Development	1,553,718	1,435,345	2,216,449	1,079,792	626,103
Calico Ghost Town Marketing Services	181,361	246,937	354,605	278,420	272,807
Off-Highway Vehicle License Fee	1,356,089	1,674,403	1,808,974	1,322,716	1,424,445
Total	**4,525,409**	**6,001,937**	**6,986,687**	**4,060,422**	**3,655,912**

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 appropriation in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.

Regional Parks

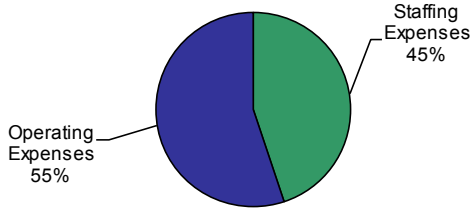
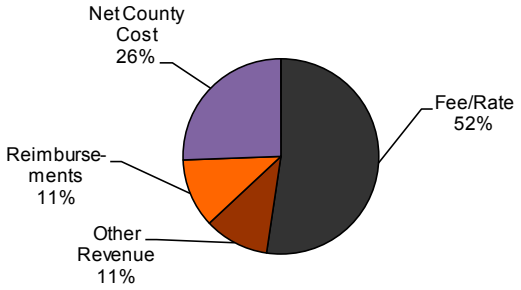
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$12,462,321
Sources/Reimbursements	$9,274,186
Net County Cost	$3,188,135
Total Staff	232
Funded by Net County Cost	26%
*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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

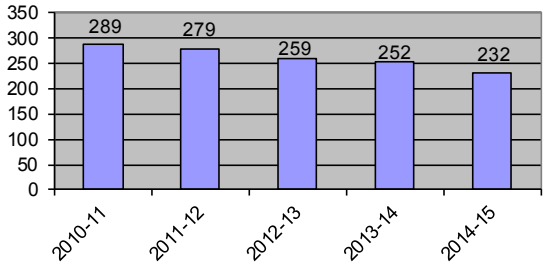
OPERATIONS & COMMUNITY SERVICES

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	94	90	90	82
Limited Term	165	162	162	150
Total	259	252	252	232
Staffing Expenses	$5,616,032	$5,589,117	$5,629,538	$5,591,687

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	6,726,964	5,420,195	5,408,959	5,369,817	5,629,538	5,591,687	**(37,851)**
Operating Expenses	2,031,511	6,173,142	5,832,788	5,654,007	5,567,002	6,870,634	**1,303,632**
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	11,023,824	11,196,540	12,462,321	**1,265,781**
Reimbursements	(440,045)	(661,551)	(817,577)	(735,400)	(735,400)	(1,417,615)	**(682,215)**
Total Appropriation	8,318,430	10,955,631	10,430,854	10,288,424	10,461,140	11,044,706	**583,566**
Operating Transfers Out	0	315,000	0	0	0	0	**0**
Total Requirements	8,318,430	11,270,631	10,430,854	10,288,424	10,461,140	11,044,706	**583,566**
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	6,705,155	6,625,492	6,524,445	**(101,047)**
Other Revenue	1,065,939	1,290,102	1,213,944	1,452,363	1,238,075	1,204,126	**(33,949)**
Total Revenue	7,082,005	7,713,329	6,731,870	8,157,518	7,863,567	7,728,571	**(134,996)**
Operating Transfers In	0	0	941,864	0	0	128,000	**128,000**
Total Financing Sources	7,082,005	7,713,329	7,673,734	8,157,518	7,863,567	7,856,571	**(6,996)**
Net County Cost	1,236,425	3,557,302	2,757,120	2,130,906	2,597,573	3,188,135	**590,562**
				Budgeted Staffing	252	232	**(20)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Staffing expenses of $5.6 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 $583,566. 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 $682,215 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 the County general fund was increased by an amount that corresponds to the increase in COWCAP charges.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $5.6 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 Manager 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
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 Manager
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*	$6,725,352
Sources/Reimbursements	$3,069,440
Fund Balance	$3,655,912
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.

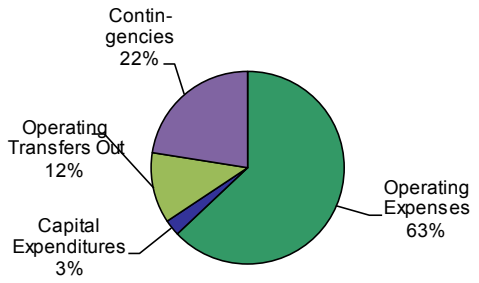
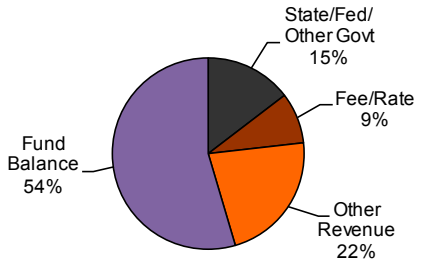
Amphitheater Improvements at Glen Helen was established to provide for improvements to the San Manuel Amphitheater at Glen Helen Regional Park. These improvements are designed to maintain the amphitheater and its facilities in their current condition in order to preserve a quality entertainment experience 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Regional Parks
FUND: Special Revenue - Consolidated

BUDGET UNIT: Various
FUNCTION: Recreation and Cultural Services
ACTIVITY: Recreation Facilities

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	80,626	1,758	0	0	0	0	**0**
Operating Expenses	2,889,358	2,785,782	2,822,805	2,306,980	4,835,401	4,234,281	**(601,120)**
Capital Expenditures	351,814	6,717	16,775	10,300	160,400	181,250	**20,850**
Contingencies	0	0	0	0	1,429,803	1,513,168	**83,365**
Total Exp Authority	3,321,798	2,794,257	2,839,580	2,317,280	6,425,604	5,928,699	**(496,905)**
Reimbursements	(25,000)	(135,600)	(185,000)	(25,000)	(25,000)	(25,000)	**0**
Total Appropriation	3,296,798	2,658,657	2,654,580	2,292,280	6,400,604	5,903,699	**(496,905)**
Operating Transfers Out	793,393	549,655	3,378,115	590,851	1,084,504	796,653	**(287,851)**
Total Requirements	4,090,191	3,208,312	6,032,695	2,883,131	7,485,108	6,700,352	**(784,756)**
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	413,868	1,087,300	978,360	**(108,940)**
Fee/Rate	944,320	778,528	967,342	476,743	630,000	576,680	**(53,320)**
Other Revenue	1,676,569	1,726,511	1,568,204	1,588,010	1,707,386	1,489,400	**(217,986)**
Total Revenue	5,233,116	3,423,512	3,051,460	2,478,621	3,424,686	3,044,440	**(380,246)**
Operating Transfers In	0	791,612	5,403	0	0	0	**0**
Total Financing Sources	5,233,116	4,215,124	3,056,863	2,478,621	3,424,686	3,044,440	**(380,246)**
				Fund Balance	4,060,422	3,655,912	**(404,510)**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 RECOMMENDED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
County Trail System (Fund RTS)	1,346,672	585,000	761,672	0
San Manuel Amphitheater (Fund SGH)	1,447,326	1,401,600	45,726	0
Amphitheater Improvements at GH (Fund SGR)	551,359	26,200	525,159	0
Park Maintenance/Development (Fund SPR)	968,143	342,040	626,103	0
Calico Ghost Town Marketing Svs (Fund SPS)	657,407	384,600	272,807	0
Off-Highway Vehicle License Fee (Fund SBY)	1,729,445	305,000	1,424,445	0
Total Special Revenue Funds	6,700,352	3,044,440	3,655,912	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). Sources are based on $485,000 in State Local Transportation Funds (SANBAG) for Phase III of the Santa Ana River Trail. State revenue of $100,000 represents an allocation of Prop 84 grant funds from the Coastal Conservancy for the Santa Ana River Trail (Phase IV initial funding). 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. Contingencies of $416,417 are set aside for unanticipated expenses.

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. 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 $276,359 are set aside for unanticipated expenses. Reimbursements of $25,000 represent the County's contribution towards improvements at the amphitheater per provisions of the lease. Sources of $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 $67,850 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. Sources of $330,000 includes 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 $752,542 are budgeted for unforeseen future projects. Sources consist of $300,000 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 $784,756, 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

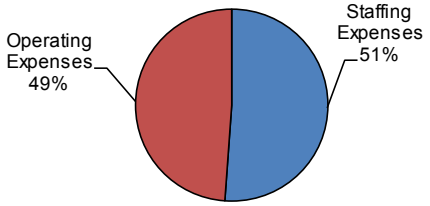
DESCRIPTION OF MAJOR SERVICES

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	

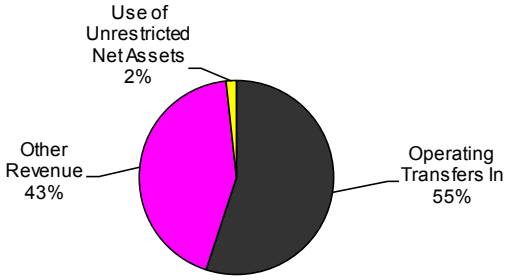
The Active Outdoors program was created to provide programs that promote a healthy outdoors lifestyle. All programs under "Active Outdoors" are funded by grants, operating transfers in from Regional Parks, or created through partnerships with local and/or state agencies. The Environmental Science Day Camp (ESDC) is a part of the program and is offered at Yucaipa. 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 Day Camp include the Junior Fishing Workshops and Derby, Doggie Palooza, and The Outdoor Family Program.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

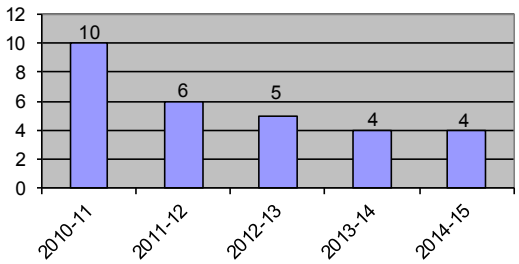


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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



OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Regional Parks
FUND: Active Outdoors

BUDGET UNIT: EME CCP
FUNCTION: Recreation and Cultural Services
ACTIVITY: Recreation Facilities

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	59,561	22,253	26,534	34,163	34,039	32,525	**(1,514)**
Operating Expenses	74,681	28,794	24,122	23,812	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	57,975	59,119	63,586	**4,467**
Reimbursements	(191)	0	0	0	0	0	**0**
Total Appropriation	134,051	51,047	50,656	57,975	59,119	63,586	**4,467**
Operating Transfers Out	0	0	0	11,100	11,100	0	**(11,100)**
Total Requirements	134,051	51,047	50,656	69,075	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)	5,471	5,000	27,500	**22,500**
Total Revenue	134,291	51,978	(15,587)	5,471	5,000	27,500	**22,500**
Operating Transfers In	0	0	45,000	42,108	42,108	35,000	**(7,108)**
Total Sources	134,291	51,978	29,413	47,579	47,108	62,500	**15,392**
Net Budget*	240	931	(21,243)	(21,496)	(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 RECOMMENDED BUDGET

Staffing expenses of $32,525 funds 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 $7,100 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

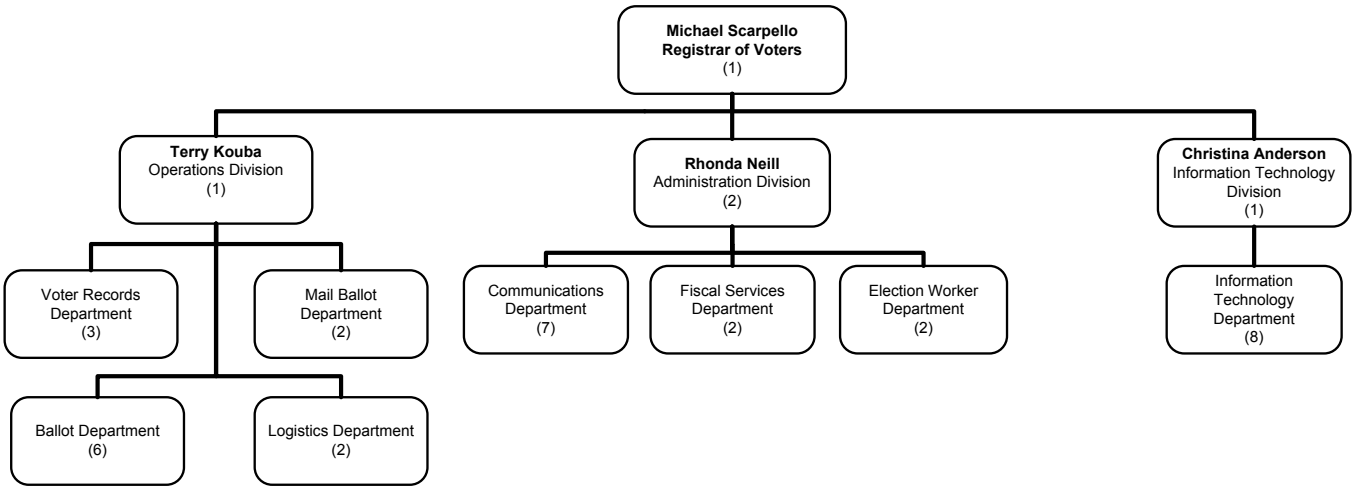
	Classification
4	Public Service Employees
4	Total

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 Estimate	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	25	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 Estimate	2014-15 Target
Number of permanent mail ballot voters.	367,672	404,543	404,543	425,000
Percentage of reduction in the number of polling places used in major elections.	5%	5%	5%	5%
Number of voters who signed up to receive their Voter Information Guide electronically.	N/A	2,000	2,000	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	9,387,721	8,482,909
Total	**6,911,479**	**7,979,388**	**10,477,990**	**9,387,721**	**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	6,889,481	6,613,669
Total	**3,367,435**	**5,136,388**	**7,563,256**	**6,889,481**	**6,613,669**

Registrar of Voters

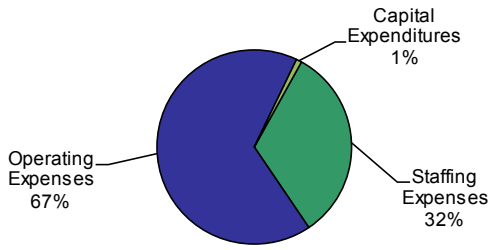
DESCRIPTION OF MAJOR SERVICES

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	

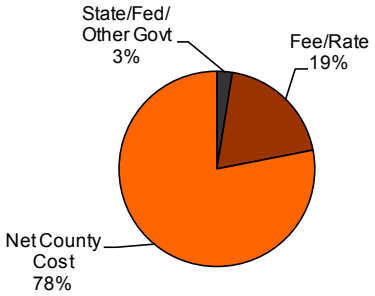
The Elections Office of the Registrar of Voters is responsible for conducting efficient and impartial elections, and to provide the means by which every eligible citizen can exercise their voting rights and privileges, as provided by local ordinances and Federal and California Election Codes. To support 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.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

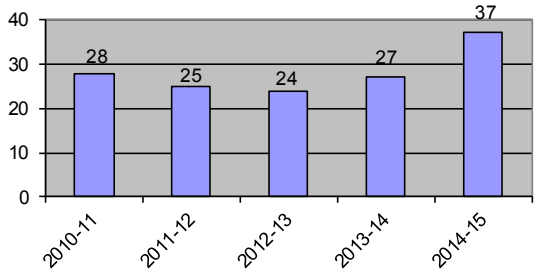


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	24	26	27	27
Limited Term	0	0	0	10
Total	24	26	27	37
Staffing Expenses	$2,517,911	$2,438,403	$2,475,821	$2,754,257

5-YEAR STAFFING TREND



OPERATIONS & COMMUNITY SERVICES

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	2,284,039	2,171,716	2,517,890	2,226,021	2,475,821	2,754,257	**278,436**
Operating Expenses	4,230,511	5,644,907	7,764,430	6,777,690	6,681,900	5,650,652	**(1,031,248)**
Capital Expenditures	396,516	47,420	7,980	180,052	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	9,183,763	9,372,721	8,482,909	**(889,812)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,911,066	7,864,043	10,290,300	9,183,763	9,372,721	8,482,909	**(889,812)**
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	9,198,763	9,387,721	8,482,909	**(904,812)**
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	20,356	85,000	215,000	**130,000**
Fee/Rate	1,928,535	2,666,300	2,972,380	2,489,691	2,401,240	1,642,240	**(759,000)**
Other Revenue	162,278	145,216	39,913	13,796	12,000	12,000	**0**
Total Revenue	3,544,045	2,830,284	3,172,379	2,523,843	2,498,240	1,869,240	**(629,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,544,045	2,830,284	3,172,379	2,523,843	2,498,240	1,869,240	**(629,000)**
Net County Cost	3,367,021	5,043,544	7,117,921	6,674,920	6,889,481	6,613,669	**(275,812)**
				Budgeted Staffing	27	37	**10**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 $904,812. The department is transitioning from a 2 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.

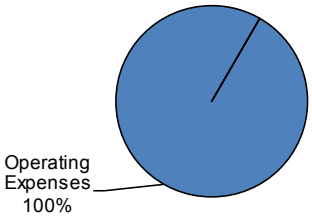
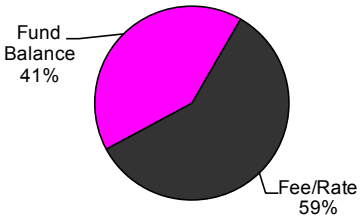
Budget at a Glance

Requirements Less Reimbursements*	$7,994
Sources/Reimbursements	$4,700
Fund Balance	$3,294
Use of Fund Balance	$3,294
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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	10,444	10,718	7,441	3,334	4,633	7,994	**3,361**
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	3,334	6,195	7,994	**1,799**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	10,444	10,718	7,441	3,334	6,195	7,994	**1,799**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	10,444	10,718	7,441	3,334	6,195	7,994	**1,799**
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	4,700	4,267	4,700	**433**
Other Revenue	0	71	0	0	0	0	**0**
Total Revenue	11,118	8,227	5,385	4,700	4,267	4,700	**433**
Operating Transfers In	0	0	0		0	0	**0**
Total Sources	11,118	8,227	5,385	4,700	4,267	4,700	**433**
				Fund Balance	1,928	3,294	**1,366**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Operating expenses of $7,994 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 $1,799 due to increased operating expenses of $3,361 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
SUMMARY

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Fund Balance	Staffing
SPECIAL DISTRICTS	496				
GENERAL DISTRICTS - CONSOLIDATED	500	15,707,324	6,394,581	9,312,743	97
PARK DISTRICTS - CONSOLIDATED	508	3,613,541	2,268,914	1,344,627	23
BIG BEAR RECREATION AND PARK DISTRICT	515	4,133,224	3,233,688	899,536	64
BLOOMINGTON RECREATION & PARK DISTRICT	519	653,390	570,315	83,075	2
ROAD DISTRICTS - CONSOLIDATED	521	4,512,845	2,051,561	2,461,284	1
STREETLIGHT DISTRICTS - CONSOLIDATED	535	1,518,734	760,983	757,751	0
TOTAL SPECIAL REVENUE FUNDS		30,139,058	15,280,042	14,859,016	187

ENTERPRISE FUNDS	Page #	Requirements	Sources	Net Budget	Staffing
SPECIAL DISTRICTS:					
CSA 70 HAVASU LAKE	506	94,988	77,202	(17,786)	0
SANITATION DISTRICTS - CONSOLIDATED	531	9,321,748	6,855,047	(2,466,701)	0
WATER DISTRICTS - CONSOLIDATED	539	9,947,857	7,655,257	(2,292,600)	0
TOTAL ENTERPRISE FUNDS		19,364,593	14,587,506	(4,777,087)	0

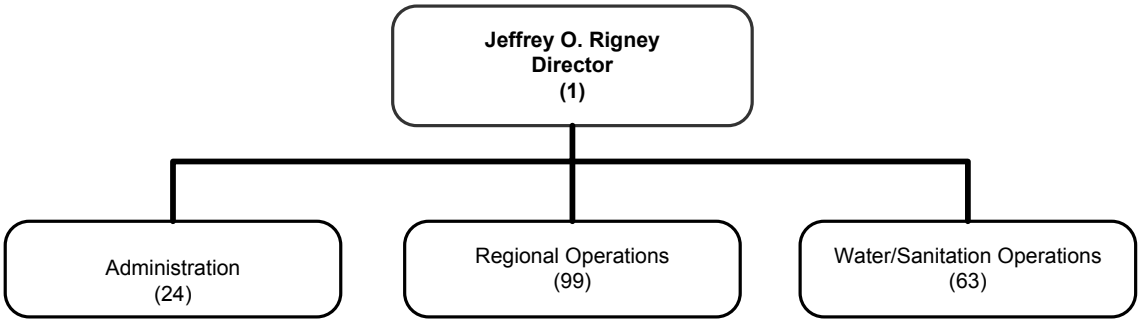
	Page #	Total Amount
CAPITAL IMPROVEMENT PROGRAM	543	20,075,421
RESERVES	554	36,924,695

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 costs 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 Estimate	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	15,707,324	6,394,581		9,312,743		97
Park Districts - Consolidated	3,613,541	2,268,914		1,344,627		23
Big Bear Valley Recreation and Park District	4,133,224	3,233,688		899,536		64
Bloomington Recreation and Park District	653,390	570,315		83,075		2
Road Districts - Consolidated	4,512,845	2,051,561		2,461,284		1
Streetlight Districts - Consolidated	1,518,734	760,983		757,751		0
Total Special Revenue Funds	30,139,058	15,280,042		14,859,016		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	49,503,651	29,867,548	0	14,859,016	(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	15,707,324
CSA 70 HL Havasu Lake	63,788	61,391	91,344	87,540	94,988
Park Districts - Consolidated	4,216,889	4,151,137	4,803,557	4,157,949	3,613,541
Big Bear Valley Recreation and Park District	3,573,829	3,832,727	3,902,227	4,082,583	4,133,224
Bloomington Recreation and Park District	1,212,198	688,550	1,116,295	695,344	653,390
Road Districts - Consolidated	3,883,186	3,713,962	3,654,828	4,603,116	4,512,845
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	1,518,734
Water Districts - Consolidated	11,251,210	10,398,320	12,451,646	10,912,582	9,947,857
Total	**59,052,677**	**46,604,586**	**59,431,052**	**59,820,916**	**49,503,651**

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	6,394,581
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	2,396,057	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	2,054,325	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	7,380,918	7,655,257
Total	**41,850,714**	**26,763,788**	**37,159,333**	**37,787,177**	**29,867,548**

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	9,312,743
Park Districts - Consolidated	2,080,857	2,201,961	1,772,518	1,761,892	1,344,627
Big Bear Valley Recreation and Park District	(2,411,966)	565,297	588,943	993,776	899,536
Bloomington Recreation and Park District	386,183	348,586	849,477	134,901	83,075
Road Districts - Consolidated	2,076,777	1,673,315	1,913,973	2,548,791	2,461,284
Streetlight Districts - Consolidated	2,263,089	610,198	592,487	718,508	757,751
Total	**10,554,484**	**12,771,452**	**14,454,348**	**15,866,203**	**14,859,016**

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 appropriation 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*	$28,606,116
Sources/Reimbursements	$19,293,373
Fund Balance	$9,312,743
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.

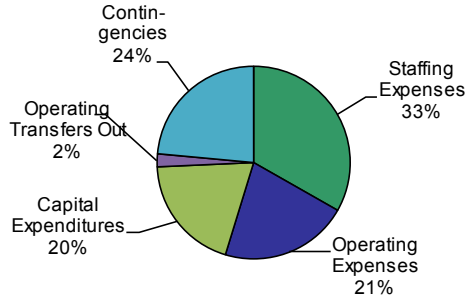
CSA 70 TV-4 Wonder Valley was established by an act of the County of San Bernardino Board of Supervisors on July 11, 1995 to provide eight channels of UHF television translator service broadcast from Pinto Mountain, for the direct benefit of Wonder Valley. This Improvement Zone is funded by a special 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.

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.

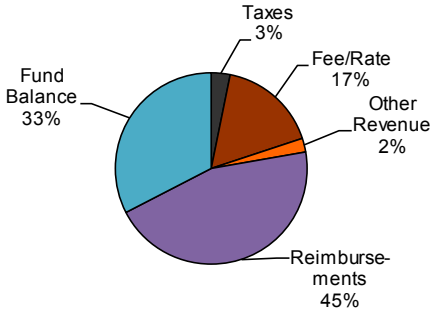
Community Facilities District (CFD 2006-1) Lytle Creek was established by the San Bernardino County Board of Supervisors on March 13, 2007. Also, on March 13, 2007, the Board adopted an ordinance authorizing the levying of special taxes to fund the maintenance of public infrastructure. 2009-10 was the 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

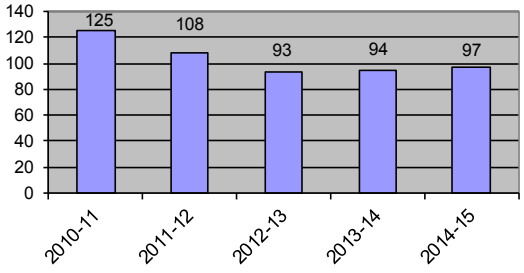


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	80	81	82	94
Limited Term	13	13	12	3
Total	93	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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	8,044,915	7,637,383	7,265,992	7,564,597	8,721,044	9,512,468	**791,424**
Operating Expenses	4,324,568	3,431,632	4,383,885	3,802,792	6,385,792	6,146,181	**(239,611)**
Capital Expenditures	580,290	930,475	1,140,264	1,073,000	9,252,077	5,590,600	**(3,661,477)**
Contingencies	0	0	0	0	5,793,687	6,733,646	**939,959**
Total Exp Authority	12,949,773	11,999,490	12,790,141	12,440,389	30,152,600	27,982,895	**(2,169,705)**
Reimbursements	(9,375,017)	(8,611,660)	(8,530,788)	(8,087,825)	(9,685,868)	(12,898,792)	**(3,212,924)**
Total Appropriation	3,574,756	3,387,830	4,259,353	4,352,564	20,466,732	15,084,103	**(5,382,629)**
Operating Transfers Out	258,048	53,000	515,600	868,963	1,835,300	623,221	**(1,212,079)**
Total Requirements	3,832,804	3,440,830	4,774,953	5,221,527	22,302,032	15,707,324	**(6,594,708)**
Sources							
Taxes	932,011	927,580	923,773	910,033	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	20,901	36,805	36,634	**(171)**
Fee/Rate	3,112,983	1,705,841	2,173,503	3,415,124	4,964,026	4,780,806	**(183,220)**
Other Revenue	433,153	818,097	582,092	319,560	268,818	449,398	**180,580**
Total Revenue	4,517,717	3,470,514	3,899,499	4,665,618	6,179,197	6,174,145	**(5,052)**
Operating Transfers In	0	1,211,795	1,856,365	160,317	6,414,500	220,436	**(6,194,064)**
Total Financing Sources	4,517,717	4,682,309	5,755,864	4,825,935	12,593,697	6,394,581	**(6,199,116)**
				Fund Balance	9,708,335	9,312,743	**(395,592)**
				Budgeted Staffing	94	97	**3**

DETAIL OF 2014-15 RECOMMENDED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
CSA 40 Elephant Mountain (Fund SIS)	1,317,655	360,095	957,560	1
CSA 70 Countywide (Fund SKV)	9,814,494	5,032,026	4,782,468	96
CSA 70 D-1 Lake Arrowhead (Fund SLA)	1,956,242	508,400	1,447,842	0
CSA 70 DB-1 Bloomington (Fund SLB)	136,522	44,244	92,278	0
CSA 70 EV-1 East Valley (Fund SFC)	214,821	251	214,570	0
CSA 70 DB-2 Big Bear (Fund EIB)	76,491	16,748	59,743	0
CSA 70 TV-2 Morongo Valley (Fund SLD)	897,688	146,066	751,622	0
CSA 70 TV-4 Wonder Valley (Fund SLF)	152,291	24,540	127,751	0
CSA 70 TV-5 Mesa (Fund SLE)	683,867	182,400	501,467	0
CFD 2006-1 Lytle Creek (Fund CXI)	385,049	28,173	356,876	0
CSA 120 North Etiwanda Preserve (Fund SOH)	72,204	51,638	20,566	0
Total Special Revenue Funds	15,707,324	6,394,581	9,312,743	97

CSA 40 Elephant Mountain – Requirements of $1.3 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. Fund balance of $957,560 funds budgeted contingencies and planned use for capital expenditures.

CSA 70 Countywide – Requirements of $9.8 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 $5.0 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; and countywide engineering and lien administration revenues. Fund balance of $4.8 million funds budgeted contingencies, current capital expenditures, and future operations.

CSA 70 D-1 Lake Arrowhead – Requirements of $2.0 million include operating and maintenance expenses for Lake Arrowhead Dam; transfers for allocated indirect operational cost reimbursements; 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 $136,522 include operating and landscape maintenance expenses, transfers for allocated indirect operational cost reimbursements, and contingencies. Sources of $44,244 are primarily from service charges. Fund balance of $92,278 funds budgeted contingencies.

CSA 70 EV-1 East Valley – Requirements of $214,821 include operating expenses for maintaining storm drain protection and contingencies. There are no anticipated sources from developers expected for 2014-15. Fund balance of $214,570 funds budgeted contingencies and planned use to support future maintenance projects.

CSA 70 DB-2 Big Bear – Requirements of $76,491 include operating and maintenance expenses for 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 $897,688 include operating and maintenance expenses for television translator services; transfers for allocated indirect operational cost reimbursements; acquisition of backup digital TV equipment; and contingencies. Sources of $146,066 are primarily from property taxes. Fund balance of $751,622 funds budgeted contingencies and planned use to fund capital expenditures.

CSA 70 TV-4 Wonder Valley – Requirements of $152,291 include operating and maintenance expenses for television translator services, transfers for allocated indirect operational cost reimbursements, and contingencies. Sources of $24,540 are primarily from a special tax. Fund balance of $127,751 funds planned budgeted contingencies and planned use to fund capital expenditures and support operations.

CSA 70 TV-5 Mesa – Requirements of $683,867 include operating and maintenance expenses for television translator services; transfers for allocated indirect operational cost reimbursements; capital improvement projects such as installation of power pole and insulators; acquisition of backup digital TV equipment ; and contingencies. Sources of $182,400 are primarily from special taxes. Fund balance of $501,467 funds budgeted contingencies and planned use to fund future additional capital improvement projects.

CFD 2006-1 Lytle Creek – Requirements of $385,049 include operating expenses for maintaining open spaces and storm drain protection, transfers for allocated indirect operational cost reimbursements, and contingencies. Sources of $28,173 are primarily from special taxes. Fund balance of $356,876 funds budgeted contingencies and future maintenance projects.

CSA 120 North Etiwanda Preserve – Requirements of $72,204 include operating and maintenance expenses of the preserve; conservation studies; transfers for allocated indirect operational cost reimbursements; and contingencies. Sources of $51,638 are primarily from Proposition 117 Habitat Conservation Grant, operating transfers in from interest earned on the endowment trust fund, and mitigation acceptance fees. Fund balance of $20,566 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 $3.7 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 assets transfers as a result of the transfer of completed capital projects to the County; and
- A decrease in operating transfers out of $1.2 million due to the cancellation of construction of an office building in CSA 70 D-1 Lake Arrowhead.

Major changes in sources include a decrease in operating transfers in of $6.2 million due to the reclassification of revenue from completed capital improvement projects transferred to the County to reimbursements for fixed assets transfers in for 2014-15.

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 Workers I, 2 Clerks II, 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 as 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 Inspect
1	BG CSA 70 Dir of Special Distr
1	BG CSA 70 Executive Assistant
1	BG CSA Assessment Tech
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 Speciali
1	BGDiv 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 T
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 Admin 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 Oper I
1	BG Treatment Plant Oper II
3	BG Water & Sanitation Supervsr
1	BG Water&Sanitation Oprtns 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 to property owners and collected through annual property taxes.

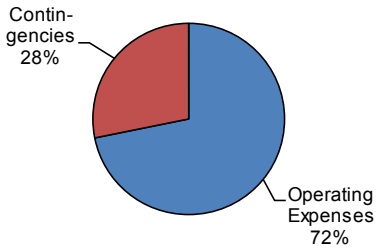
Budget at a Glance

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

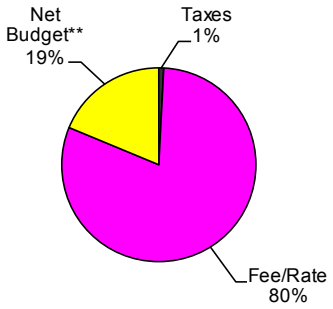
*Includes Contingencies

2014-15 RECOMMENDED 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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	66,748	60,870	65,088	67,194	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	67,194	87,540	94,988	**7,448**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	66,748	60,870	65,088	67,194	87,540	94,988	**7,448**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	66,748	60,870	65,088	67,194	87,540	94,988	**7,448**
Sources							
Taxes	1,193	1,242	357	1,100	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	73,236	76,479	76,393	**(86)**
Other Revenue	93	39	144	47	47	47	**0**
Total Revenue	64,521	64,327	69,992	74,383	77,693	77,202	**(491)**
Operating Transfers In	0	2,000	750	750	0	0	**0**
Total Sources	64,521	66,327	70,742	75,133	77,693	77,202	**(491)**
Net Budget*	(2,227)	5,457	5,654	7,939	(9,847)	(17,786)	**(7,939)**
				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 RECOMMENDED BUDGET

Requirements of $94,988 represent operating expenses to fund professional and specialized services, transfers for allocated indirect operational cost reimbursements, 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*	$3,613,541
Sources/Reimbursements	$2,268,914
Fund Balance	$1,344,627
Use of Fund Balance	$559,372
Total Staff	23

*Includes Contingencies

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 primarily by property taxes.

CSA 42 Oro Grande was established by an act of the County of San Bernardino Board of Supervisors on December 27, 1965, to provide water, sewer, park, refuse collection, and streetlighting services to the community of Oro Grande. This park CSA serves approximately 123 residences. In 2009-10 the District consolidated park and streetlight services to increase operational efficiencies and reduce administrative activities. The park CSA funds the operation and maintenance of 40 streetlights. Services are funded by property taxes, park program fees, and other miscellaneous revenue.

CSA 56 Wrightwood was established by an act of the County of San Bernardino Board of Supervisors on September 19, 1966, to provide park and recreation services along with one community center and one senior center. The community of Wrightwood provides various park and recreation activities for approximately 3,000 users. Services are funded primarily by property taxes.

CSA 63 Oak Glen-Yucaipa was established by an act of the County of San Bernardino Board of Supervisors on December 18, 1967, to maintain a 19-acre park site which contains a historical schoolhouse, tennis court, playground, picnic area and paved parking lot for unincorporated areas in Yucaipa and Oak Glen. This park CSA is located 4 miles northeast of Yucaipa and serves approximately 10,000 park visitors annually. Services are funded primarily by property taxes.

CSA 70 M Wonder Valley is located ten miles east of Twenty-Nine Palms and was established by an act of the County of San Bernardino Board of Supervisors on July 1, 1991, to provide park services to the community of Wonder Valley. This park Improvement Zone is funded by a $10 per parcel, per year service charge levied on 4,634 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 and on August 1, 2006, to provide landscape improvements to the Riverside Avenue median in the unincorporated area of El Rancho Verde. A $142.65 per parcel, per year service charge for 509 parcels, approved by property owners in the improvement zone, covers ongoing maintenance costs associated with landscape improvements.

CSA 70 P-14 Mentone was established by an act of the County of San Bernardino Board of Supervisors on December 19, 2006, to provide landscape maintenance, streetlighting services and a detention basin to Tract 16602 in the Mentone area. A per parcel service charge with a 2.5% inflationary increase was approved on July 10, 2007. The 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 District. The 2014-15 service charge of $407.65 will be levied on 44 parcels.

CSA70 P-17 Bloomington was established to provide landscape maintenance services and a detention basin to Tract 17395. A per parcel service charge with a 2.5% inflationary increase was approved to fund the services provided to this District. No increase was required for 2014-15. The 2014-15 service charge of $1,127.50 will be levied on 1 parcel.

CSA 70 P-18 Randall Crossings was established on July 9, 2013, by an act of the County of San Bernardino Board of Supervisors for the purpose of drainage and landscaping for Tract No. 18822 (Randall Crossings). This zone will be responsible for maintaining two catch basins, one 12” pipe and a drainage swale with landscaping. The 2014-15 property based charge will be $615 per parcel per year with an annual 2.5% inflationary increase.

CSA 70 P-19 Gregory Crossings was established on September 24, 2013, by an act of The County of San Bernardino Board of Supervisors for the purpose of landscaping and detention basin maintenance for Tract No. 18659 (Gregory Crossings). This zone will be responsible for maintaining a 600 foot, 72 inch culvert pipe, drain and 14,579 square feet of landscaping. The 2014-15 property based charge will be $1,353 per year with an annual 2.5% inflationary increase per parcel.

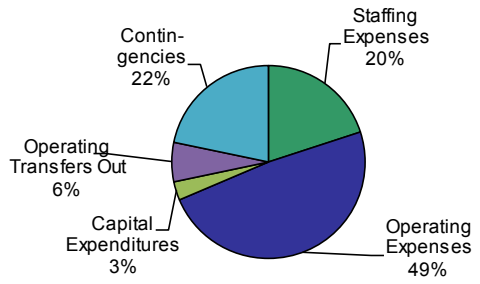
CSA 70 P-20 Mulberry Heights was established on January 14, 2014, by an act of The San Bernardino Board of Supervisors for the purpose of landscaping and drainage maintenance of Tract No. 16753 (Mulberry Heights) in the Fontana area. This zone will be responsible for maintaining 5,385 square feet of landscaping and one 72” corrugated metal perforated pipe. The 2014-15 property based rate will be $107.25 with an annual inflationary increase of 2.5% per parcel.

CSA 70 W Hinkley was established by an act of the County of San Bernardino Board of Supervisors on April 30, 1973, to provide park services and a community center to the community of Hinkley. The park Improvement Zone serves approximately 5,000 community residents and is funded by property taxes.

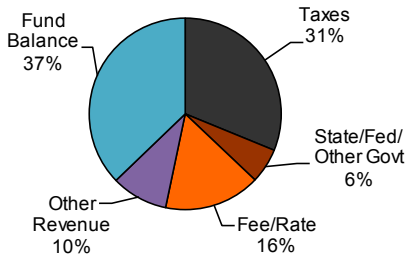
CSA 82 Searles Valley was established by an act of the County of San Bernardino Board of Supervisors on June 28, 1976. Located in the Northwest corner of the County, this budget represents maintenance costs for the roadside park in Searles Valley. This park CSA serves approximately 800 park users. The park CSA is primarily funded by revenues from CSA 82, Sanitation District (EFY-495).

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

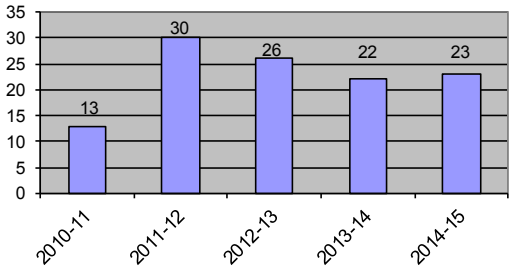


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	8	8	8	7
Limited Term	18	14	14	16
Total	26	22	22	23
Staffing Expenses	$566,682	$739,290	$739,290	$721,764

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	638,116	614,254	566,682	643,656	739,290	721,764	**(17,526)**
Operating Expenses	1,242,145	1,332,119	1,344,828	1,354,014	1,502,539	1,756,676	**254,137**
Capital Expenditures	35,773	31,141	3,882	60,000	108,175	112,240	**4,065**
Contingencies	0	0	0	0	1,103,664	785,255	**(318,409)**
Total Exp Authority	1,916,033	1,977,514	1,915,393	2,057,670	3,453,668	3,375,935	**(77,733)**
Reimbursements	(220,818)	0	(95,000)	0	0	0	**0**
Total Appropriation	1,695,215	1,977,514	1,820,393	2,057,670	3,453,668	3,375,935	**(77,733)**
Operating Transfers Out	390,555	412,491	122,563	400,399	704,281	237,606	**(466,675)**
Total Requirements	2,085,770	2,390,005	1,942,956	2,458,069	4,157,949	3,613,541	**(544,408)**
Sources							
Taxes	1,156,365	1,108,238	1,073,095	1,061,529	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	12,381	313,673	213,013	**(100,660)**
Fee/Rate	537,154	519,669	512,809	526,729	542,384	585,372	**42,988**
Other Revenue	172,679	237,429	214,508	400,119	344,182	235,242	**(108,940)**
Total Revenue	2,114,345	1,879,448	1,873,453	2,000,758	2,356,011	2,160,868	**(195,143)**
Operating Transfers In	25,046	69,146	80,046	40,046	40,046	108,046	**68,000**
Total Financing Sources	2,139,391	1,948,594	1,953,499	2,040,804	2,396,057	2,268,914	**(127,143)**
				Fund Balance	1,761,892	1,344,627	**(417,265)**
				Budgeted Staffing	22	23	**1**

DETAIL OF 2014-15 RECOMMENDED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
CSA 20 Joshua Tree (Fund SGD)	1,223,432	981,318	242,114	9
CSA 29 Lucerne Valley (Fund SGG)	614,855	573,239	41,616	5
CSA 42 Oro Grande (Fund SIV)	51,335	36,431	14,904	1
CSA 56 Wrightwood (Fund SKD)	266,671	163,884	102,787	3
CSA 63 Oak Glen-Yucaipa (Fund SKM)	440,491	107,170	333,321	3
CSA 70 M Wonder Valley (Fund SYR)	78,011	58,495	19,516	1
CSA 70 P-6 El Mirage (Fund SYP)	67,554	50,580	16,974	1
CSA 70 P-8 Fontana (Fund SMK)	26,451	221	26,230	0
CSA 70 P-10 Mentone (Fund RGT)	104,537	49,141	55,396	0
CSA 70 P-12 Montclair (Fund SLL)	106,675	28,956	77,719	0
CSA 70 P-13 El Rancho Verde (Fund SLU)	148,350	75,742	72,608	0
CSA 70 P-14 Mentone (Fund RCZ)	271,757	38,896	232,861	0
CSA 70 P-16 Eagle Crest (Fund RWZ)	71,735	16,339	55,396	0
CSA 70 P-18 Randall Crossings (Fund SMQ)	24,000	12,000	12,000	0
CSA 70 P-19 Gregory Crossings (Fund SMR)	29,217	19,800	9,417	0
CSA 70 P-20 Mulberry Heights (Fund SMT)	21,000	21,000	0	0
CSA 70 W Hinkley (Fund SLT)	24,482	10,555	13,927	0
CSA 82 Searles Valley (Fund SOZ)	42,988	25,147	17,841	0
Total Special Revenue Funds	3,613,541	2,268,914	1,344,627	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 operational cost reimbursements; 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, special assessments, grant revenue, and other revenue for various park services and concessions. Fund balance of $242,114 primarily funds budgeted contingencies.

CSA 29 Lucerne Valley – Requirements of $614,855 include: staffing expenses to fund 5 positions of which 2 are regular and 3 are a limited-term positions; expenses for park operations and maintenance costs; and transfers for allocated indirect operational cost reimbursements. Sources of $573,239 are primarily from property taxes, cemetery fees, and fees for park services. Fund balance of $41,616 primarily funds budgeted contingencies.

CSA 42 Oro Grande – Requirements of $51,335 includes: staffing expenses for 1 limited-term position; expenses for park operations; and transfers for allocated indirect operational cost reimbursements. Sources of $36,431 are primarily from property taxes and operating transfers in from CSA 70 Countywide to support operations pending a Redevelopment Agency settlement for increased share of property taxes. Fund balance of $14,904 primarily funds budgeted contingencies.

CSA 56 Wrightwood – Requirements of $266,671 include: staffing expenses for 3 limited-term positions; expenses for park operations and maintenance; transfers for allocated indirect operational cost reimbursements; and contingencies. Sources of $163,884 include property taxes, rents, concessions, and interest. Fund balance of $102,787 primarily funds budgeted contingencies.

CSA 63 Oak Glen-Yucaipa – Requirements of $440,491 include: staffing expenses to fund 3 limited-term positions; expenses for park operations and maintenance; transfers for allocated indirect operational cost reimbursements; and contingencies. Sources of $107,170 are primarily from property taxes. Fund balance of $333,321 primarily funds budgeted contingencies.

CSA 70 M Wonder Valley – Requirements of $78,011 include: staffing expenses for 1 limited-term position; expenses for park operations and maintenance; transfers for allocated indirect operational cost reimbursements; and contingencies. Sources of $58,495 are primarily from special assessments, rents and concessions. Fund balance of $19,516 primarily funds budgeted contingencies.

CSA 70 P-6 El Mirage – Requirements of $67,554 include: staffing expenses for 1 limited-term position; expenses for park operations and maintenance; transfers for allocated indirect operational cost reimbursements; capital expenditures for light-emitting diode (LED) streetlights; and contingencies. Sources of $50,580 are primarily from special taxes. Fund balance of $16,974 primarily funds budgeted contingencies.

CSA 70 P-8 Fontana – Requirements of $26,451 include expenses for park operations and maintenance; transfers for allocated indirect operational cost reimbursements; and contingencies. Sources of $221 are revenues from interest. Fund balance of $26,230 primarily funds budgeted contingencies and planned use for 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 by the fund balance.

CSA 70 P-10 Mentone – Requirements of $104,537 include: expenses for park operations and maintenance; transfers for allocated indirect operational cost reimbursements; and contingencies. Sources of $49,141 are primarily from service charges. Fund balance of $55,396 primarily funds budgeted contingencies and to support operations as the available fund balance exceeds the Department's required 25% reserve threshold.

CSA 70 P-12 Montclair – Requirements of $106,675 include: operating expenses for park operations and maintenance; transfers for allocated indirect operational cost reimbursements; and contingencies. Sources of $28,956 are primarily from service charges. Fund balance of $77,719 primarily funds budgeted contingencies.

CSA 70 P-13 El Rancho Verde – Requirements of $148,350 include: operating expenses for maintenance; transfers for allocated indirect operational cost reimbursements; and contingencies. Sources of $75,742 are primarily from service charges. Fund balance of $72,608 primarily funds budgeted contingencies and planned use to support operations as the available fund balance exceeds the Department's required 25% reserve threshold.

CSA 70 P-14 Mentone – Requirements of $271,757 include: expenses for maintenance; transfers for allocated indirect operational cost reimbursements; and contingencies. Sources of $38,896 are primarily from service charges. Fund balance of $232,861 primarily funds budgeted contingencies and planned use to support operations as the available fund balance exceeds the Department's required 25% reserve threshold.

CSA 70 P-16 Eagle Crest – Requirements of $71,735 include: expenses for maintenance; transfers for allocated indirect operational cost reimbursements; and contingencies. Sources of $16,339 are primarily from service charges. Fund balance of $55,396 primarily funds budgeted contingencies and planned use to support operations as the available fund balance exceeds the Department's required 25% reserve threshold.

CSA 70 P-18 Randall Crossings – Requirements of $24,000 include: expenses for maintenance; transfers for allocated indirect operational cost reimbursements; and contingencies. Sources of $12,000 are primarily from service charges. Fund Balance of $12,000 primarily funds budgeted contingencies.

CSA 70 P-19 Gregory Crossings – Requirements of $29,217 include operating expenses, maintenance, transfers for allocated indirect operational cost reimbursements; and contingencies. Sources of $19,800 are primarily from service charges. Fund Balance of $9,417 primarily funds budgeted contingencies and planned use to support operations.

CSA 70 P-20 Mulberry Heights – Requirements of $21,000 include operating expenses, maintenance, transfers for allocated indirect operational cost reimbursements; and contingencies. Sources of $21,000 are primarily from service charges.

CSA 70 W Hinkley – Requirements of $24,482 include operating expenses, maintenance, transfers for allocated indirect operational cost reimbursements; 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 reduction in property taxes. Fund balance $13,927 primarily funds budgeted contingencies and planned use to support operations.

CSA 82 Searles Valley – Requirements of $42,988 include: expenses for park operations; transfers for allocated indirect operational cost reimbursements; and contingencies. Sources of $25,147 are primarily from an annual operating transfer in from CSA 82 Searles Valley Sanitation District. Fund balance of $17,841 primarily funds budgeted contingencies.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $544,408. Major changes in requirements include a net increase in operating expenses of $254,137 primarily due to the addition of three newly formed CSAs, an increase in services and supplies, and an increase in allocated direct and indirect operational costs supporting salaries and benefits and services and supplies; a planned net decrease in contingencies of $318,409 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 $127,143. 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

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*	$4,174,724
Sources/Reimbursements	$3,275,188
Fund Balance	$899,536
Use of Fund Balance	$666,727
Total Staff	64

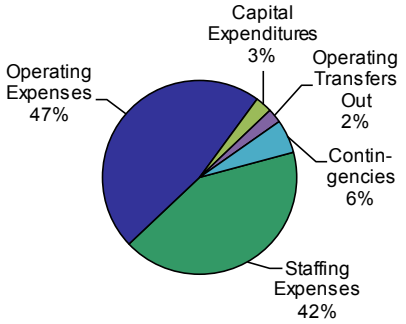
*Includes Contingencies

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.

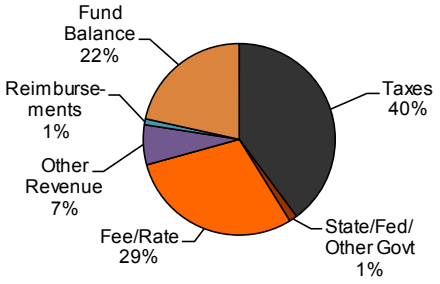
The Big Bear Alpine Zoo (formerly known as Moonridge Animal Park) is managed and funded by the Big Bear Valley Recreation and Park District and operates on 2.5 acres in the Moonridge area of Big Bear Valley. The zoo is open year round for visitors to see alpine species on exhibit. The zoo receives approximately 99,600 visitors annually.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

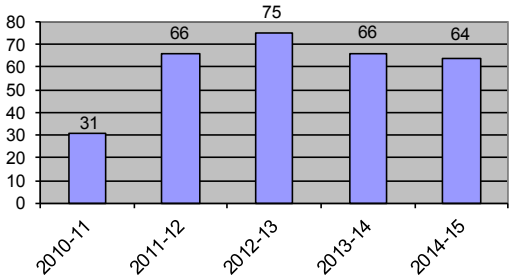


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	1,462,691	1,377,367	1,304,460	1,425,039	1,518,263	1,758,045	**239,782**
Operating Expenses	1,438,414	1,702,868	1,373,596	1,791,063	1,678,327	1,967,370	**289,043**
Capital Expenditures	9,374	100,767	(10,191)	50,000	10,000	116,500	**106,500**
Contingencies	0	0	0	0	817,493	232,809	**(584,684)**
Total Exp Authority	2,910,478	3,181,002	2,667,866	3,266,102	4,024,083	4,074,724	**50,641**
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	3,224,602	3,982,583	4,033,224	**50,641**
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	3,324,602	4,082,583	4,133,224	**50,641**
Sources							
Taxes	1,705,390	1,764,319	1,835,901	1,689,869	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	67,254	121,098	56,098	**(65,000)**
Fee/Rate	1,230,000	1,029,405	1,071,336	1,042,052	1,014,547	1,232,445	**217,898**
Other Revenue	156,439	173,865	395,571	252,420	111,461	98,611	**(12,850)**
Total Revenue	3,158,374	3,060,153	3,367,154	3,051,595	2,910,040	3,050,088	**140,048**
Operating Transfers In	173,152	243,149	208,000	178,767	178,767	183,600	**4,833**
Total Financing Sources	3,331,526	3,303,302	3,575,154	3,230,362	3,088,807	3,233,688	**144,881**
				Fund Balance	993,776	899,536	**(94,240)**
				Budgeted Staffing	66	64	**(2)**

DETAIL OF 2014-15 RECOMMENDED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
Big Bear Valley Recreation and Park District (SSA)	2,966,691	2,223,747	742,944	48
Big Bear Alpine Zoo (SSF)	1,166,533	1,009,941	156,592	16
Total Special Revenue Funds	4,133,224	3,233,688	899,536	64

Big Bear Valley Recreation and Park District – Requirements of $3.0 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 operational cost reimbursements; 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 $742,944 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 operational cost reimbursements. 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 $156,592 primarily funds programmed capital improvement projects, the purchase of equipment and vehicles, and supports operations.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $50,641. 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 $289,043 primarily due to an increase in utility costs and increased allocations for indirect costs for supporting salaries/benefits and services/supplies; an increase in capital expenditures of $106,500 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; a decrease in contingencies of $584,684 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 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 Workers 2, 2 Big Bear P&R Maintenance Workers I, 6 Big Bear Animal Keepers I, 1 BG Big Bear P&R PSE Park Service Employee, 1 BG Park Maintenance Workers 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*	$663,448
Sources/Reimbursements	$580,373
Fund Balance	$83,075
Contribution to Fund Balance	$191,925
Total Staff	2

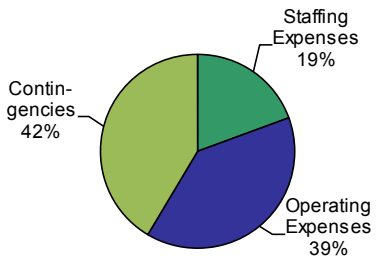
*Includes Contingencies

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.

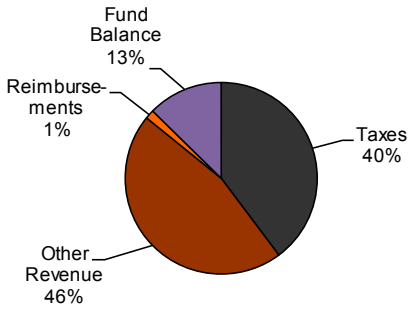
The District was established by an act of the County of San Bernardino Board of Supervisors on July 19, 1972. The District maintains 2 community parks, an equestrian arena, sports fields, and a community center which are funded primarily by property taxes and fees for park services.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

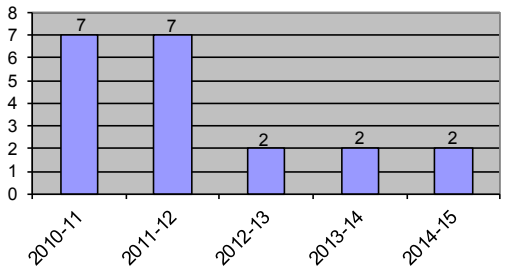


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	142,184	124,732	116,807	122,070	127,118	128,648	**1,530**
Operating Expenses	173,186	236,667	218,840	227,448	232,205	259,800	**27,595**
Capital Expenditures	0	6,269	11,796	0	15,000	0	**(15,000)**
Contingencies	0	0	0	0	41,079	275,000	**233,921**
Total Exp Authority	315,369	367,667	347,442	349,518	415,402	663,448	**248,046**
Reimbursements	(17,746)	(5,784)	0	(10,058)	(10,058)	(10,058)	**0**
Total Appropriation	297,623	361,883	347,442	339,460	405,344	653,390	**248,046**
Operating Transfers Out	563,000	60,000	8,000	0	290,000	0	**(290,000)**
Total Requirements	860,623	421,883	355,442	339,460	695,344	653,390	**(41,954)**
Sources							
Taxes	258,579	252,151	264,109	266,409	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	3,193	3,276	3,210	**(66)**
Fee/Rate	(1,841)	5,628	(2,297)	(2,297)	500	2,500	**2,000**
Other Revenue	563,344	16,183	10,588	20,329	310,735	10,727	**(300,008)**
Total Revenue	823,579	277,261	275,628	287,634	560,443	278,100	**(282,343)**
Operating Transfers In	0	0	12,000	0	0	292,215	**292,215**
Total Financing Sources	823,579	277,261	287,628	287,634	560,443	570,315	**9,872**
				Fund Balance	134,901	83,075	**(51,826)**
				Budgeted Staffing	2	2	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 operational cost reimbursements. Major sources include taxes of $261,663.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $41,954. Major changes in requirements include an increase in contingencies of $233,921 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 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

Special Districts Department provides for the management, funding, and maintenance of road districts throughout the County offering various services from snowplowing to basic road maintenance to 40 County Service Areas (CSA) and Improvement Zones. Sources include property taxes, specialty taxes and service charges.

Budget at a Glance

Requirements Less Reimbursements*	$4,512,845
Sources/Reimbursements	$2,051,561
Fund Balance	$2,461,284
Use of Fund Balance	$938,014
Total Staff	1

*Includes Contingencies

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 taxes 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 taxes 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 taxes 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 taxes 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 taxes 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 taxes 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 taxes 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 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 approved by the County of San Bernardino Board of Supervisors on March 20, 2001, to maintain approximately 0.5 miles of the paved Upper North Bay access road for residents in the Blue Jay area of Lake Arrowhead. This road Improvement Zone receives a $500 per parcel, per year special tax on 35 parcels to fund road maintenance and snow removal services.

CSA 70 R-41 Quail Summit was approved by the County of San Bernardino Board of Supervisors on January 29, 2002 to maintain approximately 1.23 miles of paved road and 11 streetlights in the Quail Summit tract in Oak Hills. On March 26, 2002, voters approved an annual service charge of $166 per parcel, per year with an annual inflationary increase of 1.5% every year thereafter. The service charge for 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 established through voter approval on August 16, 2005. This road Improvement Zone was formed to provide road improvement and maintenance, including: several large culverts; headwall installations and maintenance; land slide restoration; snow removal; and road grading services. This Improvement Zone receives a $1,000 per parcel, per year special tax on 11 parcels. This road Improvement Zone consists of 1.14 miles of road which includes Ascension Road, Ascension Court, and Alder Glen Road in the Sawpit Canyon area of Cedar Pines Park.

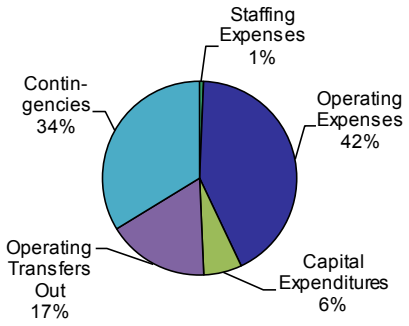
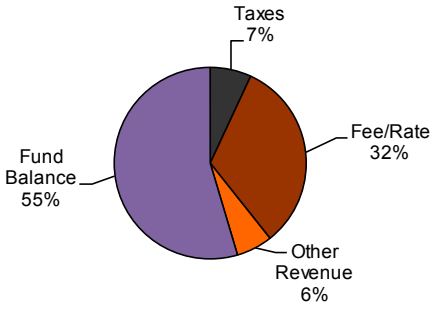
CSA 70 R-45 Erwin Lake was approved by the County of San Bernardino Board of Supervisors on August 18, 2009, to maintain approximately .72 miles of dirt road in the Erwin Lake area on the east end of Big Bear Valley. The service charge for 2014-15 is $176.61 which will be billed on 58 parcels to fund 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 established on September 10, 2013, by an act of The San Bernardino County of Supervisors. The 2014-15 service charge will be $250 per parcel with an annual 2.5% inflationary factor for road maintenance services, road paving, and snow removal services.

CSA 79 R-1 Green Valley Lake was established by an act of the County of San Bernardino Board of Supervisors on September 14, 1993, to maintain approximately .65 mile of paved road in "The Meadow" area of Green Valley Lake. On August 7, 2007, voters approved a $325 per parcel, per year special tax with a 2.5% inflationary factor each year thereafter. The 2014-15 special tax of $418.43 on 66 parcels will fund road maintenance, paving, and snow removal services.

2014-15 RECOMMENDED BUDGET

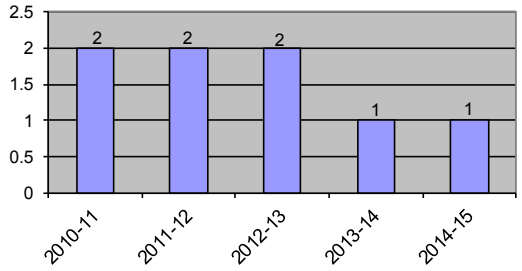
REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	62,090	78,794	80,324	25,908	29,394	29,866	**472**
Operating Expenses	1,589,095	1,454,628	1,285,872	1,099,714	1,766,393	1,909,160	**142,767**
Capital Expenditures	0	0	0	23,922	161,500	287,000	**125,500**
Contingencies	0	0	0	0	1,115,233	1,523,270	**408,037**
Total Exp Authority	1,651,185	1,533,422	1,366,196	1,149,544	3,072,520	3,749,296	**676,776**
Reimbursements	(10,000)	(4,089)	0	0	0	0	**0**
Total Appropriation	1,641,185	1,529,333	1,366,196	1,149,544	3,072,520	3,749,296	**676,776**
Operating Transfers Out	551,400	287,282	408,880	1,073,417	1,530,596	763,549	**(767,047)**
Total Requirements	2,192,585	1,816,615	1,775,076	2,222,961	4,603,116	4,512,845	**(90,271)**
Sources							
Taxes	322,429	303,969	318,892	325,594	312,829	312,608	**(221)**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	151,965	3,493	3,402	3,612	3,612	**0**
Fee/Rate	1,225,364	1,314,472	1,326,145	1,518,020	1,454,754	1,460,304	**5,550**
Other Revenue	137,199	102,972	178,129	189,057	183,730	175,613	**(8,117)**
Total Revenue	1,684,992	1,873,378	1,826,659	2,036,073	1,954,925	1,952,137	**(2,788)**
Operating Transfers In	99,361	111,171	599,380	99,381	99,400	99,424	**24**
Total Financing Sources	1,784,353	1,984,549	2,426,039	2,135,454	2,054,325	2,051,561	**(2,764)**
				Fund Balance	2,548,791	2,461,284	**(87,507)**
				Budgeted Staffing	1	1	**0**

DETAIL OF 2014-15 RECOMMENDED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
CSA 18 Cedarpines (Fund SFY)	545,426	262,493	282,933	0
CSA 59 Deer Lodge Park (Fund SKJ)	368,981	154,531	214,450	0
CSA 68 Valley of the Moon (Fund SKP)	88,735	41,920	46,815	0
CSA 69 Lake Arrowhead Road (Fund SKS)	107,685	63,352	44,333	0
CSA 70 G Wrightwood Road (Fund SLG)	379,210	159,696	219,514	0
CSA 70 M Wonder Valley (Fund SLP)	120,675	69,402	51,273	1
CSA 70 PRD G-1 Wrightwood (Fund SLK)	99,424	99,414	10	0
CSA 70 R-2 Twin Peaks (Fund SMA)	78,215	70,429	7,786	0
CSA 70 R-3 Erwin Lake (Fund SMD)	146,306	85,296	61,010	0
CSA 70 R-4 Cedar Glen (Fund SMG)	6,763	3,075	3,688	0
CSA 70 R-5 Sugarloaf (Fund SMP)	883,269	241,018	642,251	0
CSA 70 R-7 Lake Arrowhead (Fund SMS)	16,120	5,716	10,404	0
CSA 70 R-8 Riverside Terrace (Fund SMY)	207,005	25,775	181,230	0
CSA 70 R-9 Rim Forest (Fund SNG)	14,259	8,595	5,664	0
CSA 70 R-12 Baldwin Lake (Fund SOA)	28,707	9,869	18,838	0
CSA 70 R-13 Lake Arrowhead North Shore (Fund SOE)	31,804	8,711	23,093	0
CSA 70 R-15 Landers (Fund SOG)	116,387	68,988	47,399	0
CSA 70 R-16 Running Springs (Fund SOJ)	31,579	15,162	16,417	0
CSA 70 R-19 Copper Mountain (Fund SNA)	55,591	40,904	14,687	0
CSA 70 R-20 Flamingo Heights (Fund SNS)	24,506	11,745	12,761	0
CSA 70 R-21 Mountain View (Fund SNM)	3,686	2,834	852	0
CSA 70 R-22 Twin Peaks (Fund SOB)	34,147	19,714	14,433	0
CSA 70 R-23 Mile High Park (Fund RCA)	43,254	17,350	25,904	0
CSA 70 R-25 Lucerne Valley (Fund SOC)	2,156	1,424	732	0
CSA 70 R-26 Yucca Mesa (Fund SOD)	19,213	6,521	12,692	0
CSA 70 R-29 Yucca Mesa (Fund RCB)	12,871	6,691	6,180	0
CSA 70 R-30 Verdemont (Fund RCC)	4,192	2,711	1,481	0
CSA 70 R-31 Lytle Creek (Fund RCE)	4,983	3,023	1,960	0
CSA 70 R-33 Big Bear City (Fund RCN)	14,083	9,544	4,539	0
CSA 70 R-34 Big Bear (Fund RCM)	11,467	2,644	8,823	0
CSA 70 R-35 Cedar Glen (Fund RCQ)	4,467	2,361	2,106	0
CSA 70 R-36 Pan Springs (Fund RCR)	49,263	9,167	40,096	0
CSA 70 R-39 Highland Estates (Fund RCK)	78,979	71,843	7,136	0
CSA 70 R-40 Upper No. Bay, Lake Arrowhead (Fund RGW)	81,094	18,941	62,153	0
CSA 70 R-41 Quail Summit (Fund RGY)	24,095	8,691	15,404	0
CSA 70 R-42 Windy Pass (Fund RHL)	173,601	54,405	119,196	0
CSA 70 R-44 Saw Pit Canyon (Fund SYT)	19,465	11,503	7,962	0
CSA 70 R-45 Erwin Lake (Fund SMO)	34,219	10,722	23,497	0
CSA 70 R-46 South Fairway Drive (Fund SYX)	16,586	8,347	8,239	0
CSA 70 R-47 Rocky Point (Fund RIS)	452,000	313,500	138,500	0
CSA 79 R-1 Green Valley Lake (Fund RCP)	78,377	23,534	54,843	0
Total Special Revenue Funds	4,512,845	2,051,561	2,461,284	1

CSA 18 Cedarpines – Requirements of $545,426 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 $282,933 primarily funds budgeted contingencies and planned use to support operations for required road repairs.

CSA 59 Deer Lodge Park – Requirements of $368,981 primarily includes operating expenses for road maintenance, transfers for indirect costs, and contingencies. Sources of $154,531 are from property taxes and special taxes. Fund balance of $214,450 primarily funds budgeted contingencies and planned use to fund a road improvement project.

CSA 68 Valley of the Moon – Requirements of $88,735 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 $46,815 funds future road paving projects.

CSA 69 Lake Arrowhead Road – Requirements of $107,685 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 $44,333 primarily funds budgeted contingencies.

CSA 70 G Wrightwood Road – Requirements of $379,210 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 $219,514 funds budgeted contingencies.

CSA 70 M Wonder Valley – Requirements of $120,675 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 $51,273 funds budgeted contingencies for future required road repairs.

CSA 70 Permanent Road Division (PRD) G-1 Wrightwood – Requirements of $99,424 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. Fund balance of $10 funds budgeted contingencies.

CSA 70 R-2 Twin Peaks – Requirements of $78,215 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 $7,786 funds budgeted contingencies.

CSA 70 R-3 Erwin Lake – Requirements of $146,306 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 $61,010 funds budgeted contingencies for future road projects.

CSA 70 R-4 Cedar Glen – Requirements of $6,763 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 $3,688 is for future road projects.

CSA 70 R-5 Sugarloaf – Requirements of $883,269 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 $642,251 funds budgeted contingencies and operating transfers out for a road paving project.

CSA 70 R-7 Lake Arrowhead – Requirements of $16,120 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 $10,404 funds budgeted contingencies.

CSA 70 R-8 Riverside Terrace – Requirements of $207,005 primarily includes operating expenses for road maintenance, transfers for indirect costs, and contingencies. Sources of $25,775 are from service charges. Fund balance of $181,230 funds budgeted contingencies.

CSA 70 R-9 Rim Forest – Requirements of $14,259 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 $5,664 funds contingencies and operating expenses for required road repairs.

CSA 70 R-12 Baldwin Lake – Requirements of $28,707 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 $18,838 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-13 Lake Arrowhead North Shore – Requirements of $31,804 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 $23,093 funds budgeted contingencies and expenses for required road repairs.

CSA 70 R-15 Landers – Requirements of $116,387 primarily includes operating expenses for road maintenance, transfers for indirect costs, and contingencies. Sources of $68,988 are from service charges. Fund balance of $47,399 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-16 Running Springs – Requirements of $31,579 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 $16,417 funds budgeted contingencies and expenses for required road repairs and operations.

CSA 70 R-19 Copper Mountain – Requirements of $55,591 primarily includes operating expenses for road maintenance, transfers for indirect costs, and contingencies. Sources of $40,904 are from service charges. Fund balance of $14,687 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-20 Flamingo Heights – Requirements of $24,506 primarily includes operating expenses for road maintenance and transfers for indirect costs. Sources of $11,745 are from service charges. Fund balance of $12,761 funds operating expenses for required road repairs.

CSA 70 R-21 Mountain View – Requirements of $3,686 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 $852 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-22 Twin Peaks – Requirements of $34,147 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 $14,433 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-23 Mile High Park – Requirements of $43,254 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 $25,904 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-25 Lucerne Valley – Requirements of $2,156 primarily includes operating expenses for road maintenance and transfers for indirect costs. Sources of $1,424 are from service charges. Fund balance of $732 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-26 Yucca Mesa – Requirements of $19,213 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 $12,692 funds budgeted contingencies.

CSA 70 R-29 Yucca Mesa – Requirements of $12,871 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 $6,180 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-30 Verdemont – Requirements of $4,192 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 $1,481 funds required road repairs and planned use to support operations.

CSA 70 R-31 Lytle Creek – Requirements of $4,983 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 $1,960 funds operating expenses for required road projects.

CSA 70 R-33 Big Bear City – Requirements of $14,083 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 $4,539 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-34 Big Bear – Requirements of $11,467 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 $8,823 funds budgeted contingencies and expenses for required road repairs and planned use to support operations.

CSA 70 R-35 Cedar Glen – Requirements of $4,467 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 $2,106 funds budgeted contingencies and planned use to support operations.

CSA 70 R-36 Pan Springs – Requirements of $49,263 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 $40,096 funds budgeted contingencies.

CSA 70 R-39 Highland Estates – Requirements of $78,979 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 $7,136 funds planned use to support operations.

CSA 70 R-40 Upper No. Bay, Lake Arrowhead – Requirements of $81,094 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 $62,153 funds budgeted contingencies.

CSA 70 R-41 Quail Summit – Requirements of $24,095 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 $15,404 funds budgeted contingencies and operating expenses for required road repairs.

CSA 70 R-42 Windy Pass – Requirements of $173,601 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 $119,196 funds budgeted contingencies.

CSA 70 R-44 Saw Pit Canyon – Requirements of $19,465 primarily includes operating expenses for road maintenance and transfers for indirect costs. Sources of $11,503 are from special taxes. Fund balance of $7,962 funds budgeted contingencies.

CSA 70 R-45 Erwin Lake – Requirements of $34,219 primarily includes operating expenses for road maintenance, transfers for indirect costs, and contingencies. Sources of $10,722 are from service charges. Fund balance of $23,497 funds budgeted contingencies.

CSA 70 R-46 So. Fairway Drive – Requirements of $16,586 primarily includes operating expenses for road maintenance and snow removal, transfers for indirect costs, and contingencies. Sources of $8,347 are from service charges. Fund balance of $8,239 funds operating expenses for required road repairs.

CSA70 R-47 Rocky Point – Requirements of $452,000 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 $138,500 funds operating expenses for required road projects and repairs.

CSA 79 R-1 Green Valley Lake – Requirements of $78,377 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 $54,843 funds budgeted contingencies.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $90,271. Major changes in requirements include a net increase in operating expenses of $142,767 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 $125,500 due to the planned paving project for CSA 70 R-47 Rocky Point, a decrease in operating transfers out of $767,047 due to fewer programmed road paving projects for 2014-15, and an increase in contingencies of $408,037 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

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, provides sewer services to 238 Equivalent Dwelling Units (EDU).

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, which includes an innovative vacuum system, services 1,257 EDUs. Sewage treatment is provided by contract with Big Bear Area Regional Water Agency (BBARWA).

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, Victor Valley Wastewater Reclamation Authority (VVWRA) provides sewer services to 4,326 EDUs and maintains three lift stations.

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.

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.

CSA 70 S-7 Lenwood was established by an act of the County of San Bernardino Board of Supervisors on December 19, 1977, to provide sewer services to the community of Lenwood. The sanitation Improvement Zone completed construction of a new sewer system to replace individual septic systems within Lenwood but is limited to specific property owners who approved assessments to pay the debt service. The City of Barstow performs routine maintenance of the system. This sanitation Improvement Zone is responsible for non-routine repairs.

CSA 70 SP-2 High Country was established by an act of the County of San Bernardino Board of Supervisors on May 20, 1985, and is located 1.5 miles west of Hesperia. The sanitation Improvement Zone owns and operates a sewer collection system that provides service to 231 EDUs in the High Country Development tract of homes. Through an out-of-area service agreement with the City of Hesperia, the Improvement Zone also provides service to 517 EDUs within city boundaries.

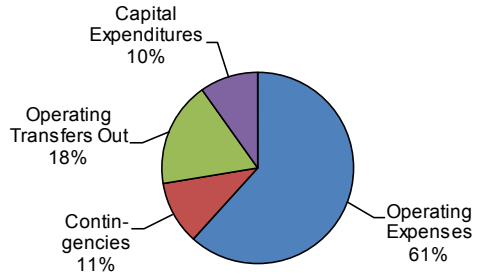
** Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

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.

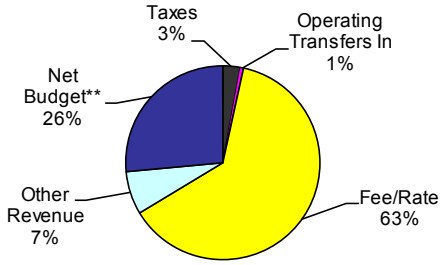
CSA 82 Searles Valley was established by an act of the County of San Bernardino Board of Supervisors on June 28, 1976. On June 6, 2000, the sanitation CSA combined and included Improvement Zones SV-3 (Trona) and SV-4 (Pioneer Point) through the Board of Supervisors Resolution No. 2000-132. The newly combined sanitation CSA 82 provides sewage collection service to 759 EDUs as well as streetlight services.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	12,314,121	4,995,122	5,050,388	4,988,045	5,417,131	5,750,446	**333,315**
Capital Expenditures	11,950	6,284	7,813	1,605,721	2,291,650	915,860	**(1,375,790)**
Contingencies	0	0	0	0	1,363,636	998,169	**(365,467)**
Total Exp Authority	12,326,071	5,001,406	5,058,201	6,593,766	9,072,417	7,664,475	**(1,407,942)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	12,326,071	5,001,406	5,058,201	6,593,766	9,072,417	7,664,475	**(1,407,942)**
Operating Transfers Out	405,669	1,098,453	2,276,704	2,166,293	2,429,400	1,657,273	**(772,127)**
Total Requirements	12,731,740	6,099,859	7,334,905	8,760,059	11,501,817	9,321,748	**(2,180,069)**
Sources							
Taxes	1,118,806	199,962	233,224	267,325	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	604	2,060,633	604	**(2,060,029)**
Fee/Rate	5,103,761	5,410,429	4,779,164	7,563,470	5,793,462	5,864,672	**71,210**
Other Revenue	5,079,861	397,602	769,278	699,682	633,092	669,745	**36,653**
Total Revenue	11,316,485	6,059,105	5,782,281	8,531,081	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	8,600,735	8,875,792	6,855,047	**(2,020,745)**
Net Budget*	(1,410,301)	58,015	(1,552,624)	(159,324)	(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 RECOMMENDED 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 operational cost reimbursements, 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 operational cost reimbursements, 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 operational cost reimbursements, operating transfers out to a replacement reserve fund for future capital improvement projects, and contingencies. Sources of $2.4 million are primarily from taxes, 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 operational cost reimbursements, 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 operational cost reimbursements, 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 operational cost reimbursements, 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 operational cost reimbursements, 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 operational cost reimbursements, 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 operational cost reimbursements, 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 $333,315 primarily as a result of increased allocation of both direct and indirect costs for CSA 70 Countywide support and a decrease in capital expenditures of $1.4 million due to the near completion of CSA 70 BL Bloomington sewer system. Contingencies are decreasing by $365,467 due to planned use of fund balance 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 $772,127 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 $2.0 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 Sanitation Districts.

Streetlight Districts Special Revenue Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

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*	$1,518,734
Sources/Reimbursements	$760,983
Fund Balance	$757,751
Use of Fund Balance	$124,732
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 providing 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 with a 1.5% inflationary increase was approved by voters on November 16, 2004. The 2014-15 service charge is $100 per parcel 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 and will be billed on 31 parcels.

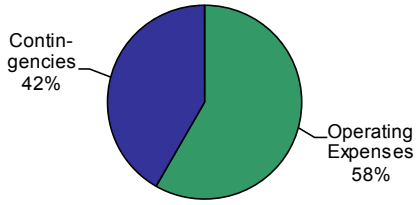
CSA 70 SL-5 Muscoy was established by an act of the County of San Bernardino Board of Supervisors and voters approved a service charge of $18 per parcel, per year with an annual 2.5% inflationary increase on June 5, 2007. The 2014-15 service charge of $18.45 will be billed on 2,160 parcels. This streetlight 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.

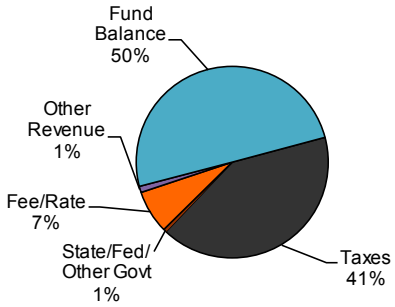
CSA SL-1 Countywide was established by an act of the County of San Bernardino Board of Supervisors on December 27, 1965. This streetlight CSA receives property taxes to fund the operation and maintenance of 3,521 streetlights in communities throughout the County.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	4,364	0	0	0	0	0	**0**
Operating Expenses	2,565,860	802,750	818,576	796,336	795,511	885,715	**90,204**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	682,442	633,019	**(49,423)**
Total Exp Authority	2,570,224	802,750	818,576	796,336	1,477,953	1,518,734	**40,781**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,570,224	802,750	818,576	796,336	1,477,953	1,518,734	**40,781**
Operating Transfers Out	0	14,979	0	0	0	0	**0**
Total Requirements	2,570,224	817,729	818,576	796,336	1,477,953	1,518,734	**40,781**
Sources							
Taxes	797,741	654,266	696,790	663,716	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	7,807	8,141	8,141	**0**
Fee/Rate	92,964	106,881	125,635	149,565	110,423	110,423	**0**
Other Revenue	14,941	6,302	99,946	14,491	15,595	15,595	**0**
Total Revenue	915,997	798,142	930,277	835,579	759,445	760,474	**1,029**
Operating Transfers In	8,980	14,979	0	0	0	509	**509**
Total Financing Sources	924,977	813,121	930,277	835,579	759,445	760,983	**1,538**
				Fund Balance	718,508	757,751	**39,243**
				Budgeted Staffing	0	0	**0**

DETAIL OF 2014-15 RECOMMENDED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Funds				
CSA 30 Red Mountain (Fund SGJ)	5,159	4,831	328	0
CSA 53A Big Bear (Fund SJP)	32,864	9,079	23,785	0
CSA 54 Crest Forest (Fund SJV)	51,569	34,497	17,072	0
CSA 70 EV-1 Citrus Plaza (Fund SQW)	90,813	42,368	48,445	0
CSA 70 GH Glen Helen (Fund RWX)	84,127	35,450	48,677	0
CSA 70 SL-2 Chino (Fund SQX)	6,292	3,127	3,165	0
CSA 70 SL-3 Mentone (Fund SQZ)	5,457	2,937	2,520	0
CSA 70 SL-4 Bloomington (Fund SMC)	34,249	4,203	30,046	0
CSA 70 SL-5 Muscoy (Fund SMJ)	85,640	40,943	44,697	0
CSA 73 Arrowbear Lake (Fund SOP)	4,366	4,366	0	0
CSA SL-1 Countywide (Fund SQV)	1,118,198	579,182	539,016	0
Total Special Revenue Funds	1,518,734	760,983	757,751	0

CSA 30 Red Mountain – Requirements are $5,159 include energy costs for streetlights and transfers for allocated indirect operational cost reimbursements. Sources of $4,831 are primarily from property taxes. Fund balance of $328 funds minor planned use to support operations.

CSA 53A Big Bear – Requirements are $32,864 include energy costs for streetlights, transfers for allocated indirect operational cost reimbursements, and contingencies. Sources of $9,079 are primarily from property taxes. Fund balance of $23,785 funds budgeted contingencies and planned use to support future operations as the available fund balance exceeds the department's required 25% reserve threshold.

CSA 54 Crest Forest - Requirements are $51,569 include energy costs for streetlights, transfers for allocated indirect operational cost reimbursements, and contingencies. Sources of $34,497 are primarily from property taxes. Fund balance of $17,072 funds budgeted contingencies and planned use to support operations as the available fund balance exceeds the department's required 25% reserve threshold.

CSA 70 EV-1 Citrus Plaza – Requirements of $90,813 include energy costs for streetlights, transfers for allocated indirect operational cost reimbursements, and contingencies. Sources of $42,368 are from per parcel special taxes. Fund balance of $48,445 funds budgeted contingencies and planned use to support operations as the available fund balance exceeds the department's required 25% reserve threshold.

CSA 70 GH Glen Helen - Requirements of $84,127 primarily include energy costs for streetlights, transfers for allocated indirect operational cost reimbursements, and contingencies. Sources of $35,450 are primarily from per parcel service charges and developer contributions. Fund balance of $48,677 funds budgeted contingencies and planned use to support operations as the available fund balance exceeds the department's required 25% reserve threshold.

CSA 70 SL-2 Chino - Requirements of $6,292 include energy costs for streetlights, transfers for allocated indirect operational cost reimbursements, and contingencies. Sources of $3,127 are primarily from per parcel service charges. Fund balance of $3,165 funds budgeted contingencies and planned use to support operations as the available fund balance exceeds the department's required 25% reserve threshold.

CSA 70 SL-3 Mentone - Requirements of $5,457 primarily include energy costs for streetlights, transfers for allocated indirect operational cost reimbursements, and contingencies. Sources of $2,937 are primarily from per parcel service charges. Fund balance of $2,520 funds budgeted contingencies and planned use to support operations as the available fund balance exceeds the department's required 25% reserve threshold.

CSA 70 SL-4 Bloomington - Requirements of $34,249 primarily include energy costs for streetlights, transfers for allocated indirect operational cost reimbursements, and contingencies. Sources of $4,203 are primarily from per parcel service charges. Fund balance of $30,046 funds budgeted contingencies and planned use to support operations as the available fund balance exceeds the department's required 25% reserve threshold.

CSA 70 SL-5 Muscoy - Requirements of $85,640 primarily include energy costs for streetlights, transfers for allocated indirect operational cost reimbursements, and contingencies. Sources of $40,943 are primarily from per parcel service charges. Fund balance of $44,697 funds budgeted contingencies and planned use to support operations as the available fund balance exceeds the department's required 25% reserve threshold.

CSA 73 Arrowbear Lake - Requirements of $4,366 primarily include energy costs for streetlights and transfers for allocated indirect operational cost reimbursements. Sources of $4,366 are primarily from property taxes.

CSA SL-1 Countywide - Requirements of $1.1 million primarily include energy costs for streetlights, transfers for allocated indirect operational cost reimbursements, and contingencies. Sources of $579,182 are primarily from property taxes. Fund balance of $539,016 funds budgeted contingencies and planned use to support operations as the available fund balance exceeds the department's required 25% reserve threshold.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $40,781. Major changes in requirements include an increase in operating expenses of $90,204 due to higher energy costs and an increase in allocation transfers for indirect costs to CSA 70 Countywide; and a planned decrease in contingencies of $49,423 to support operations as the available fund balance exceeds the department's required 25% reserve threshold. No major changes in sources.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with Streetlight Districts.

Water Districts Enterprise Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Special Districts Department provides for the management, funding, and maintenance of water distribution systems throughout unincorporated areas of the County Service Areas (CSA) and Improvement Zones. Sources include property taxes, service charges and user fees.

Budget at a Glance

Requirements Less Reimbursements*	$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.

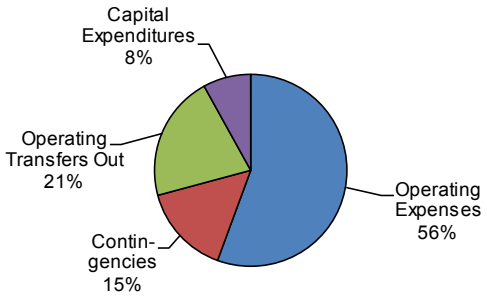
CSA 70 W-1 Goat Mountain was established by an act of the County of San Bernardino Board of Supervisors on November 5, 1973, and is located 10 miles north of Yucca Valley in the Landers area. The water Improvement Zone provides funding for the operation and maintenance of water connections for 646 customers. This water Improvement Zone also maintains three wells, two booster stations and 420,000 gallons of reservoir storage.

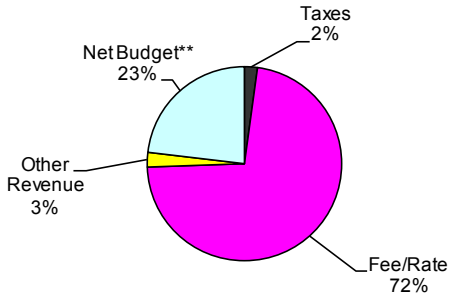
CSA 70 W-3 Hacienda was established by an act of the County of San Bernardino Board of Supervisors on December 6, 1976, and is located 10 miles north of Yucca Valley. The water Improvement Zone provides funding for the operation and maintenance of water connections for 167 customers. This water Improvement 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 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	6,230,731	6,067,743	6,042,513	5,075,719	5,268,006	5,531,645	**263,639**
Capital Expenditures	1,086,119	124,312	26,725	3,458	309,000	798,499	**489,499**
Contingencies	0	0	0	0	1,213,538	1,512,673	**299,135**
Total Exp Authority	7,316,850	6,192,055	6,069,238	5,079,177	6,790,544	7,842,817	**1,052,273**
Reimbursements	(8,360)	7,513	0	0	0	0	**0**
Total Appropriation	7,308,490	6,199,568	6,069,238	5,079,177	6,790,544	7,842,817	**1,052,273**
Operating Transfers Out	2,152,781	736,773	1,420,003	4,042,187	4,122,038	2,105,040	**(2,016,998)**
Total Requirements	9,461,271	6,936,341	7,489,241	9,121,364	10,912,582	9,947,857	**(964,725)**
Sources							
Taxes	312,471	225,927	201,461	215,465	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	4,495	4,682	4,495	**(187)**
Fee/Rate	5,639,455	5,905,130	6,750,128	7,271,588	6,603,955	7,165,126	**561,171**
Other Revenue	287,112	622,472	437,963	239,602	221,601	239,602	**18,001**
Total Revenue	6,243,837	6,978,748	7,394,076	7,731,150	7,092,317	7,623,257	**530,940**
Operating Transfers In	3,783,444	554,639	312,400	151,150	288,601	32,000	**(256,601)**
Total Sources	10,027,281	7,533,387	7,706,476	7,882,300	7,380,918	7,655,257	**274,339**
Net Budget*	566,010	597,046	217,235	(1,239,064)	(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 RECOMMENDED 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 operational cost reimbursements, 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 operational cost reimbursements; 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 operational cost reimbursements, 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 cost reimbursements, 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 operational cost reimbursements; other charges for 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 operational cost reimbursements; 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 operational cost reimbursements, 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 includes operating and maintenance costs, transfers for allocated indirect operational cost reimbursements, 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 $964,725. Major changes in requirements include an increase in operating expenses of $263,639 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 $299,135 as a result of prior year operations, 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 $274,339. 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

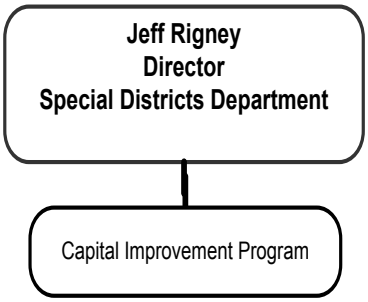
There is no staffing associated with Water Districts.

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 RECOMMENDED 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 76 projects for a total of $20.1 million are being requested by the Department within this budget for 2014-15.

2014-15 RECOMMENDED BUDGET

The following are funded in the 2014-15 Recommended Budget of $20.1 million:

- **General Districts** **$4.4 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 – $150,140 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 - $66,000 for road repair.
  - CSA 70 TV-4 Wonder Valley - $101,003 for replacing and updating television translator.

- **Park Districts**
  $273,878
  - CSA 20 Joshua Tree Park - $200,000 for Desert View Conservatory to design and construct an interpretive trail system that was initiated in 2013-14.
  - CSA 20 Joshua Tree Park - $50,000 for pavement resurfacing project.
  - CSA 20 Joshua Tree Park - $10,135 from roof enclosure project to transfer remaining funds to operating fund SGD-200 due to completion of project.
  - CSA 56 Wrightwood Park - $13,743 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 was initiated in 2013-14.
  - Big Bear Alpine Zoo – $83,600 from relocation project fund for lease payment for existing location.
  - Erwin Park - $21,685 for Erwin Park clubhouse renovation was initiated in 2013-14.

- **Bloomington Recreation and Park District**
  $598,587
  - Kessler Park - $306,372 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 - $1,790 for Ayala Park to transfer out remaining funds to operating fund SSD-625 due to completion of project.

- **Road Districts** **$1.3 million**
  - Paving Projects – $768,529 for road paving projects in CSA 59 Deer Lodge Park ($190,000), CSA 69 Lake Arrowhead ($548,529), and CSA 70 R-2 Twin Peaks ($30,000)
  - Slurry Seal Projects – $523,760 for slurry seal projects in CSA 70 R-33 Big Bear City ($6,735), R-39 Pan Springs ($40,125), R-5 Sugarloaf ($375,000), and R-42 Windy Pass ($101,900).

- **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 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 – $79,986 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 ($34,188) 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 $5.2 million and carry over projects in the amount of $14.9 million are included in the department's 2014-15 CIP program. These projects will extend the useful life of facilities, ensure continued service of infrastructures, and decrease operating expenses in some cases.

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	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-42 Windy Pass	Road Districts	Road Slurry Seal Project - reseal existing roads	3032	CWR	3032
24	CSA 70 S-3 Lytle Creek	Sanitation Districts	Repair sludge drying beds	3049	CCU	3049
25	CSA 70 S-3 Lytle Creek	Sanitation Districts	Replace chemical feed degreaser system	3043	CCU	3043
26	CSA 70 S-3 Lytle Creek	Sanitation Districts	Transfer remaining funds to reserve fund at completion of project.	0	CCU	
27	CSA 82 Searles Valley	Sanitation Districts	Transfer remaining funds to reserve fund due to cancellation of slip line project	3037	CJN	3037
28	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
29	CSA 70 GH Glen Helen	Sanitation Districts	Clarifier upgrade project	3044	CVX	3044
30	CSA 70 GH Glen Helen	Sanitation Districts	Isolation Valve - install an isolation valve at the Glen Helen Wastewater Treatment Plant	2071	CXL	2071
31	CSA 70 GH Glen Helen	Sanitation Districts	Sludge Drying Beds - build sludge drying beds at the Glen Helen Wastewater Treatment Plant	2072	CXL	2072
32	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

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 Recommended Requirements	Proj.
101,003			-		101,003	101,003	101,003	1
3,950,285			-		3,950,285	3,950,285	3,950,285	2
150,140		99,712	99,712		50,428	50,428	150,140	3
180,000			-		180,000	180,000	180,000	4
66,000		20,000	20,000		46,000	46,000	66,000	5
13,743			-		13,743	13,743	13,743	6
50,000		50,000	50,000			-	50,000	7
200,000		200,000	200,000			-	200,000	8
10,135			-		10,135	10,135	10,135	9
5,789,297			-		5,789,297	5,789,297	5,789,297	10
83,600			-		83,600	83,600	83,600	11
21,685			-		21,685	21,685	21,685	12
1,790			-		1,790	1,790	1,790	13
1,271,372			-		306,372	306,372	306,372	14
290,000			-		290,000	290,000	290,000	15
425			-		425	425	425	16
548,529			-		548,529	548,529	548,529	17
40,125		40,125	40,125			-	40,125	18
190,000		190,000	190,000			-	190,000	19
6,735		3,000	3,000		3,735	3,735	6,735	20
375,000		340,000	340,000		35,000	35,000	375,000	21
30,000			-		30,000	30,000	30,000	22
101,900		91,000	91,000		10,900	10,900	101,900	23
84,000			-		84,000	84,000	84,000	24
66,000			-		66,000	66,000	66,000	25
52,803			-		52,803	52,803	52,803	26
100,666			-		100,666	100,666	100,666	27
9,500			-		9,500	9,500	9,500	28
95,000			-		95,000	95,000	95,000	29
16,000		2,200	2,200		13,800	13,800	16,000	30
940,000			-		940,000	940,000	940,000	31
68,630			-		68,630	68,630	68,630	32

Special Districts
2014-15 Capital Improvement Program Projects

Proj.	Location/ Address	Budget Book Group	Project Name-Description	CIP Log #	Fund	Proj #
33	CSA 53B Fawnskin	Sanitation Districts	Vacuum System upgrades	1Z13	EAI	1Z13
34	CSA 53B Fawnskin	Sanitation Districts	Manhole Raising project	4004	EBB	4004
35	CSA 64 Spring Valley Lake	Sanitation Districts	Transfer remaining funds to reserve fund due to cancellation of manhole sealing project	1Z33	EBL	1Z33
36	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
37	CSA 82 Searles Valley	Sanitation Districts	Pioneer Point outfall replacement and repairs	4008	EFF	4008
38	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
39	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
40	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
41	CSA 79 Green Valley Lake	Sanitation Districts	Televising and repairs of sewer lines	4006	ENF	4006
42	CSA 79 Green Valley Lake	Sanitation Districts	Transfer of funds to reserve fund due to cancellation of manhole sealing project.	1006	ENF	1006
43	CSA 79 Green Valley Lake	Sanitation Districts	Transfer of funds to reserve fund due to cancellation of pump rehabilitation project	2016	ENF	2016
44	CSA 70 J Oak Hills	Water Districts	Transfer of funds to reserve fund due to completion of water reservoir rehabilitation project	1010	CAM	1010
45	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
46	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	
47	CSA 70 W-1 Landers	Water Districts	PRV Stations - rehabilitate the pressure relief systems	2060	CCW	2060
48	CSA 70 W-1 Landers	Water Districts	Reservoir A / Site 2 - rehabilitate reservoir A at Site 2	2061	CCW	2061
49	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
50	CSA 70 W-1 Landers	Water Districts	Service Line Replacement - replace service lines as needed throughout the district	2063	CCW	2063
51	CSA 70 W-4 Pioneertown	Water Districts	Transfer of funds to reserve fund due to cancellation of meter replacement project	2050	CEA	2050
52	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
53	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
54	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
55	CSA 70 W-4 Pioneertown	Water Districts	Payment of debt after proceeds of grant reimbursement are received.	360	CQP	360
56	CSA 70 J Oak Hills	Water Districts	Pipeline Replacement E. of Escondido - Project with Public Works to replace pipeline on Escondido	4016	CQR	4016
57	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
58	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
59	CSA 70 J Oak Hills	Water Districts	Well House - install an enclosure around an existing well	2042	CQS	2042
60	CSA 70 J Oak Hills	Water Districts	Well house roofing repairs	2043	CQS	2043

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 Recommended Requirements	Proj.
250,000		214,509	214,509		35,491	35,491	250,000	33
30,000		10,303	10,303		19,697	19,697	30,000	34
			-		162,852	162,852	162,852	35
106,344			-		106,344	106,344	106,344	36
375,816		375,816	375,816			-	375,816	37
54,659			-		54,659	54,659	54,659	38
29,566			-		29,566	29,566	29,566	39
359,785		206,637	206,637		153,148	153,148	359,785	40
60,000		44,572	44,572		15,428	15,428	60,000	41
4,500			-		4,500	4,500	4,500	42
90,285			-		90,285	90,285	90,285	43
208			-		208	208	208	44
146,421			-		146,421	146,421	146,421	45
1,350,000		1,350,000	1,350,000			-	1,350,000	46
298,916			-		298,916	298,916	298,916	47
61,600			-		61,600	61,600	61,600	48
150,000		150,000	150,000			-	150,000	49
150,000		150,000	150,000			-	150,000	50
34,188			-		34,188	34,188	34,188	51
233,330		233,330	233,330			-	233,330	52
165,000		165,000	165,000			-	165,000	53
60,919		60,919	60,919			-	60,919	54
-		69,081	69,081		205,919	205,919	275,000	55
150,000		150,000	150,000			-	150,000	56
144,500		144,500	144,500			-	144,500	57
71,248		39,700	39,700		31,548	31,548	71,248	58
120,000		100,000	100,000		20,000	20,000	120,000	59
40,400			-		22,400	22,400	22,400	60

Special Districts
2014-15 Capital Improvement Program Projects

Proj.	Location/ Address	Budget Book Group	Project Name-Description	CIP Log #	Fund	Proj #
61	CSA 70 J Oak Hills	Water Districts	Transfer of funds to reserve fund due to cancellation of pump motor installation	3039	CQS	3039
62	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
63	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
64	CSA 64 Spring Valley	Water Districts	Install pump motor	3041	CSJ	3041
65	CSA 42 Oro Grande	Water Districts	Land Acquisition / Design - the purchase of land and design	2066	EAV	2066
66	CSA 42 Oro Grande	Water Districts	Reservoir 2 (Design) - the design of reservoir 2	2067	EAV	2067
67	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
68	CSA 64 Spring Valley	Water Districts	Reservoir Site Preparation	1Z38	EDB	1Z38
69	CSA 64 Spring Valley	Water Districts	Transfer funds to reserve fund due to cancellation of pressure relief valve rehabilitation project.	2009	EDB	2009
70	CSA 64 Spring Valley	Water Districts	Transfer of remaining funds to reserve fund due to completion of Well #4 rehavilitation project	2010	EDB	2010
71	CSA 64 Spring Valley	Water Districts	Complete Design Phase of a reservoir to comply with CA Dept of Health requirements.	0	EDC	
72	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
73	CSA 70 W-3 Hacienda	Water Districts	Booster Replacement - replace aged booster stations	2059	EJQ	2059
74	CSA 70 W-3 Hacienda	Water Districts	Transfer funds to reserve fund due to cancellation of mainline valve insertion project.	350	EJQ	350
75	CSA 42 Oro Grande	Water Districts	Main Line Replacement - to replace existing water mainline	2081	ELR	2081
76	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 Recommended Requirements	Proj.
58,331			-		58,331	58,331	58,331	61
			-		937	937	937	62
			-		1,280	1,280	1,280	63
87,150		87,150	87,150			-	87,150	64
110,500			-		110,500	110,500	110,500	65
107,000			-		107,000	107,000	107,000	66
251,820		251,820	251,820			-	251,820	67
250,000		250,000	250,000			-	250,000	68
132,900			-		132,900	132,900	132,900	69
40,000			-		15,739	15,739	15,739	70
1,944			-		1,944	1,944	1,944	71
50,000		50,000	50,000			-	50,000	72
30,390		1,004	1,004		29,386	29,386	30,390	73
350			-		500	500	500	74
79,980		79,986	79,986		(6)	(6)	79,980	75
50			-		50	50	50	76
20,642,463	-	5,220,364	5,220,364	-	14,855,057	14,855,057	20,075,421	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
GENERAL DISTRICTS							
CSA 70 Countywide Special Districts							
Termination Benefits Reserve	SKW 105	2,539,022	2,527,022	12,000	0	0	0
General Reserve	SKU 105	1,035,338	833,338	202,000	0	0	0
General Reserve	CAN 105	4,649,366	4,649,366	0	0	0	0
CSA Loan Fund	SKI 105	689,328	89,328	600,000	0	0	0
North Etiwand Trust Reserve	VFG 547	1,620,065	1,610,065	10,000	0	0	0
District Totals		10,533,119	9,709,119	824,000	0	0	0
TOTAL FOR GENERAL RESERVES		10,533,119	9,709,119	824,000	0	0	0
PARK DISTRICTS							
CSA70 P-17 Bloomington							
Reserve Fund	SML 216	10,087	10,087				
District Totals		10,087	10,087	0	0	0	0
TOTAL FOR PARK RESERVES		10,087	10,087	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		36,924,695	31,444,847	5,479,848	0	0	0

2014-15 RESERVES

The department's 2014-15 recommended 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
SUMMARY

	Page #	Requirements	Sources	Fund Balance	Staffing
SPECIAL REVENUE FUNDS					
SAN BERNARDINO COUNTY FIRE PROTECTION DISTRICT	558				
FIRE ADMINISTRATION	563	23,734,977	15,765,408	7,969,569	130
MOUNTAIN REGIONAL SERVICE ZONE	567	17,703,558	14,553,801	3,149,757	96
NORTH DESERT REGIONAL SERVICE ZONE	570	45,697,743	43,376,369	2,321,374	284
SOUTH DESERT REGIONAL SERVICE ZONE	574	14,584,135	11,364,564	3,219,571	99
VALLEY REGIONAL SERVICE ZONE	578	38,290,509	35,906,999	2,383,510	191
COMMUNITY FACILITIES DISTRICT 2002-2	582	287,988	285,200	2,788	0
HAZARDOUS MATERIALS	584	11,297,457	7,989,369	3,308,088	43
HOMELAND SECURITY GRANT PROGRAM	587	3,080,349	2,977,558	102,791	0
HOUSEHOLD HAZARDOUS WASTE	589	3,798,442	3,237,622	560,820	33
OFFICE OF EMERGENCY SERVICES	592	2,798,824	1,949,678	849,146	19
TOTAL SPECIAL REVENUE FUNDS		161,273,982	137,406,568	23,867,414	895

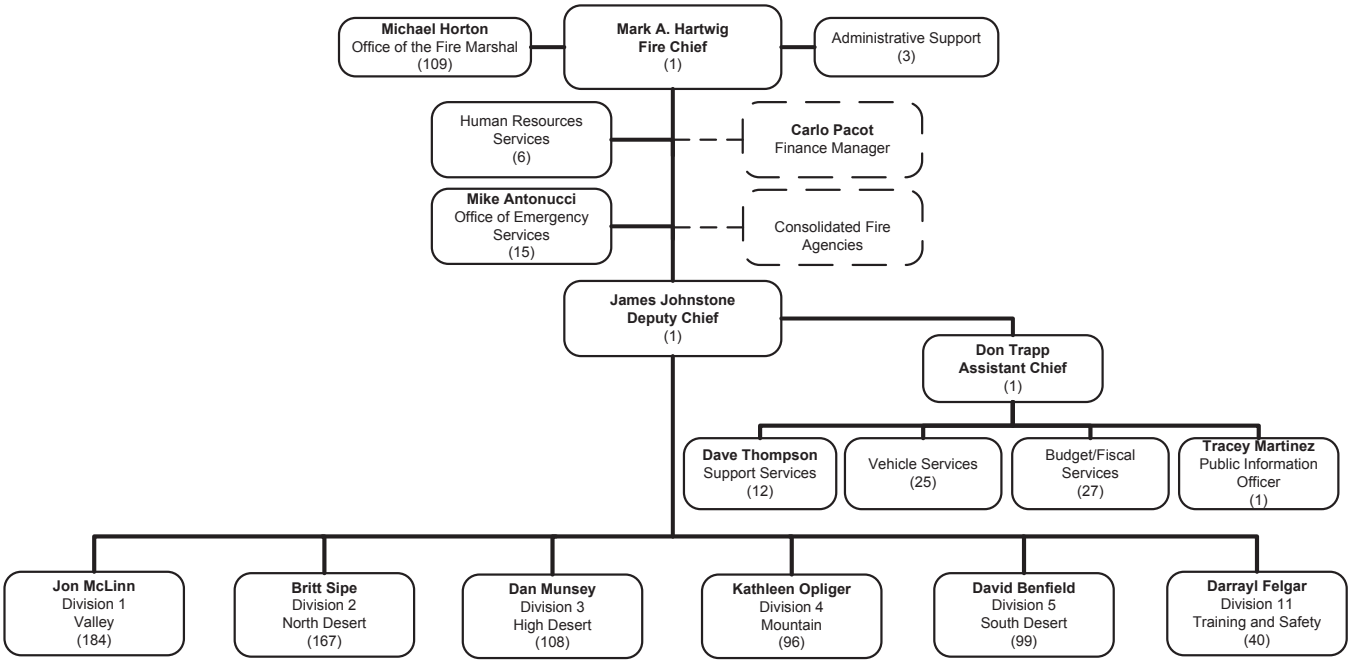
	Page #	Total Amount
TERM BENEFIT AND CAPITAL REPLACEMENT SET-ASIDES	595	32,700,124

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 the 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 Estimate	2014-15 Target
Number of Inmate Fire Crews.	N/A	5	3	5
Number of Fire Fighter Trainees that successfully completed the Fire Fighter 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 pay their bills 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 Estimate	2014-15 Target
Percentage decrease in delinquent accounts for all fees billed.	N/A	N/A	40%	30%
Ambulance billing collection rate.	33%	N/A	35%	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 Paramedic in Fire's ambulance stations to the new non-safety Ambulance Operator Paramedic classifications to stabilize the workforce.*
- *In collaboration and partnership with 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 First Responder Fee billing to reduce General Fund subsidy.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	2014-15 Target
Safety ambulance staff converted to the new non-safety classifications.	N/A	N/A	15%	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.	75%	N/A	65%	64%

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Special Revenue Funds						
Administration	23,734,977	15,765,408		7,969,569		130
Mountain Regional Service Zone	17,703,558	14,553,801		3,149,757		96
North Desert Regional Service Zone	45,697,743	43,376,369		2,321,374		284
South Desert Regional Service Zone	14,584,135	11,364,564		3,219,571		99
Valley Regional Service Zone	38,290,509	35,906,999		2,383,510		191
Community Facilities District	287,988	285,200		2,788		0
Hazardous Materials	11,297,457	7,989,369		3,308,088		43
Homeland Security Grant Program	3,080,349	2,977,558		102,791		0
Household Hazardous Waste	3,798,442	3,237,622		560,820		33
Office of Emergency Services	2,798,824	1,949,678		849,146		19
Total Special Revenue Funds	161,273,982	137,406,568		23,867,414		895
Total - All Funds	161,273,982	137,406,568		23,867,414		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	21,199,581	23,734,977
Mountain Regional Service Zone	9,965,600	11,901,910	12,691,500	16,725,456	17,703,558
North Desert Regional Service Zone	13,701,437	40,431,252	39,840,251	43,319,157	45,697,743
South Desert Regional Service Zone	9,201,308	11,098,009	11,281,433	12,336,732	14,584,135
Valley Regional Service Zone	10,966,952	30,274,986	32,162,486	35,141,841	38,290,509
Community Facilities District	327,814	285,343	290,656	288,693	287,988
Hazardous Materials	0	13,286,042	11,286,098	10,049,780	11,297,457
Homeland Security Grant Program	4,295,839	3,869,371	7,380,327	6,825,508	3,080,349
Household Hazardous Waste	0	2,958,939	3,326,592	4,013,060	3,798,442
Office of Emergency Services	0	1,550,805	2,490,341	2,822,462	2,798,824
Total	**141,603,425**	**147,322,157**	**137,418,625**	**152,722,270**	**161,273,982**

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Administration	79,131,751	22,186,571	12,668,567	14,366,509	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	11,203,066	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	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	2,295,344	1,949,678
Total	**121,965,177**	**133,875,741**	**126,843,978**	**135,619,255**	**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	7,969,569
Mountain Regional Service Zone	1,103,064	2,487,571	2,779,868	1,963,808	3,149,757
North Desert Regional Service Zone	1,194,595	686,482	131,055	2,051,685	2,321,374
South Desert Regional Service Zone	1,624,914	358,276	619,380	1,133,666	3,219,571
Valley Regional Service Zone	1,647,601	309,297	366,166	1,888,968	2,383,510
Community Facilities District	53,741	0	5,156	3,088	2,788
Hazardous Materials	0	0	1,748,438	1,874,193	3,308,088
Homeland Security Grant Program	1,609	125,861	74,370	211,279	102,791
Household Hazardous Waste	0	0	157,204	616,138	560,820
Office of Emergency Services	0	0	692,636	527,118	849,146
Total	**19,638,248**	**13,446,416**	**10,574,647**	**17,103,015**	**23,867,414**

Note: Beginning in 2011-12, County Fire had a new financial structure.

Fire Administration

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

Requirements Less Reimbursements*	$33,132,923
Sources/Reimbursements	$25,163,354
Fund Balance	$7,969,569
Use of Fund Balance	$0
Total Staff	130

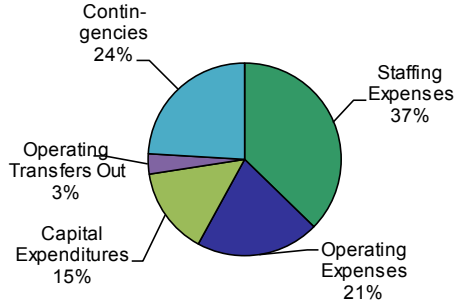
*Includes Contingencies

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), serves 64 unincorporated communities, and the City of Grand Terrace and the Town of Yucca Valley. Additionally, County Fire provides fire protection services to four cities and two independent fire protection districts which include Adelanto, Needles, Victorville, Hesperia, Crest Forest and Fontana, respectively. 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.

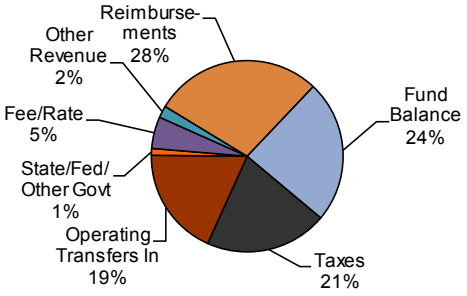
County Fire is an all-risk fire department providing emergency mitigation and management for fire suppression, emergency medical services (paramedic and non-paramedic), ambulance services, hazardous materials (HAZMAT) response, arson investigation, technical rescue including water borne, flooding and 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

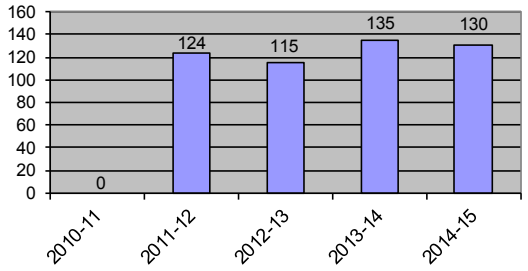


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	110	110	111	100
Limited Term	5	24	24	30
Total	115	134	135	130
Staffing Expenses	$15,196,124	$15,176,090	$15,192,179	$12,361,722

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	15,309,600	15,196,124	14,695,403	15,192,179	12,361,722	**(2,830,457)**
Operating Expenses	0	4,959,975	6,217,363	7,808,485	7,821,055	6,842,250	**(978,805)**
Capital Expenditures	0	614,007	2,746,610	3,902,849	4,127,694	4,834,000	**706,306**
Contingencies	0	0	0	0	7,606,947	7,969,569	**362,622**
Total Exp Authority	0	20,883,582	24,160,097	26,406,737	34,747,875	32,007,541	**(2,740,334)**
Reimbursements	0	(13,725,596)	(14,752,120)	(14,664,836)	(14,606,843)	(9,397,946)	**5,208,897**
Total Appropriation	0	7,157,986	9,407,977	11,741,901	20,141,032	22,609,595	**2,468,563**
Operating Transfers Out	0	19,627,641	898,154	226,981	1,058,549	1,125,382	**66,833**
Total Requirements	0	26,785,626	10,306,131	11,968,882	21,199,581	23,734,977	**2,535,396**
Sources							
Taxes	0	6,388,303	6,385,455	6,796,101	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	559,026	710,019	378,519	**(331,500)**
Fee/Rate	0	1,003,637	1,194,259	1,207,834	1,721,640	1,780,391	**58,751**
Other Revenue	0	12,345,854	616,551	594,570	476,666	665,916	**189,250**
Total Revenue	0	20,244,824	9,011,896	9,157,531	9,437,661	9,669,060	**231,399**
Operating Transfers In	0	13,330,430	4,191,380	3,947,848	4,928,848	6,096,348	**1,167,500**
Total Financing Sources	0	33,575,254	13,203,276	13,105,379	14,366,509	15,765,408	**1,398,899**
				Fund Balance	6,833,072	7,969,569	**1,136,497**
				Budgeted Staffing	135	130	**(5)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Requirements of $23.7 million represent staffing expenses of $12.4 million which make up the majority of expenditures in this budget unit and fund 130 budgeted positions. These staffing expenses are necessary to provide an adequate level of administrative, finance, and support services. Operating expenses of $6.8 million fund administrative and support services; including: training, equipment, equipment maintenance, warehouse, vehicle, special programs and communication services. Capital expenditures of $4.8 million include County Fire's vehicle, apparatus and other equipment replacement plan. Reimbursements of $9.4 million primarily represent transfers in from the regional service zones, HAZMAT, Household Hazardous Waste, and the Office of Emergency Services to fund administrative and support services functions. Contingencies of $8.0 million are to fund future operations, including capital improvement projects and a full-scale firefighter training academy. Operating transfers out of $1.1 million primarily includes the distribution of County Fire administration support to the North regional service zone and vehicle/equipment replacement set-asides.

Sources for this budget unit are as follows: $6.8 million of property taxes; $378,519 of state/federal/other government aid; $1.7 million of fee/rate revenue from contracts, various Fire Prevention fees and health fees; other revenue of $665,916, which is primarily revenue from Land Use Services for use of Hand Crews, and operating transfers in of $6.1 million which includes County general fund support of $2.9 million to fund the 2014-15 vehicle replacement program and emergency fuel as well as $3.0 million from capital replacement set-asides to enhance funding for the 2014-15 vehicle replacement program and CIP's.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $2.5 million based on the following changes. Staffing expenses are decreasing by $2.8 million due to the net reduction of 5 positions. A decrease in operating expenses of $978,805 is primarily due to technical reclassifications of internal cost allocations. Capital expenditures are increasing by $706,306 primarily due to an increase in vehicle and equipment purchases. Reimbursements are decreasing by $5.2 million primarily due to transfers of Battalion Chiefs into their operational regions. Contingencies are increasing by $362,622 primarily as a result of prior year operations.

Sources are increasing by $1.4 million. Increases in property taxes and Fire Prevention permit fee revenue are offset by State/Fed/Government aid, which is decreasing by $331,500, primarily due to a reduction in grant activity from Fire Prevention. Finally, an increase in operating transfers in of $1.2 million is due to an increased use of 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. Staffing for Fire Administration has a net decrease of 5 positions. The 16 Battalion Chiefs that were previously budgeted in this fund were moved to their respective service zones to properly account for their cost. The major operational change to this budget was the establishment of Special Operations under the Training and Education Division which increased the Fire Hand crew by 9 to a total of 27 positions mainly to provide more support to the Land Use fuel clearing program and 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 inmate participants by the end of 2015. Finally, 1 PCF position was deleted.

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	19	4	0	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/Parts	25	0	25	24	1	0	25
Special Ops: Training, Safety, and EMS Division	13	27	40	13	15	12	40
Total	100	30	130	96	22	12	130

Administration

	Classification
1	Fire Chief
1	Deputy Fire Chief
1	Assistant Fire Chief
3	Total

Administrative Support

	Classification
1	Executive Assistant
1	Public Service Employee
1	Office Specialist
3	Total

Administrative Support PIO

	Classification
1	Public Information Officer
1	Total

Human Resources

	Classification
1	Personnel Services Supervisor
1	Human Resources Assistant
3	Payroll Specialist
1	Public Service Employee
6	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

Support Services

	Classification
1	Support Services Manager
2	SBCA Technician
1	Maintenance Specialist
1	Fire Equipment Specialist
1	Fire Equipment Technician I
4	Fire Equipment Technician II
1	Fiscal Assistant
1	Warehouse Supervisor
12	Total

Office of the Fire Marshal

	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, Safety, and Emergency

	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

Fleet Services

	Classification
19	Fire Agency Mechanics
2	Lead Mechanics
1	Vehicle Services Supervisor
1	Equipment Parts Chaser
2	Vehicle Parts Specialist
25	Total

Mountain Regional Service Zone

DESCRIPTION OF MAJOR SERVICES

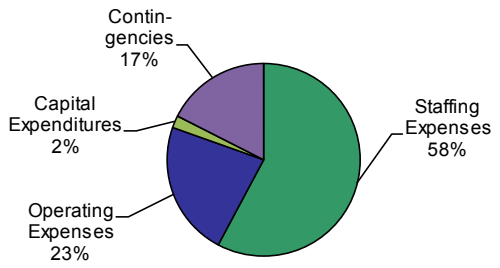
Budget at a Glance	
Requirements Less Reimbursements*	$17,994,067
Sources/Reimbursements	$14,844,310
Fund Balance	$3,149,757
Use of Fund Balance	$0
Total Staff	96

*Includes Contingencies

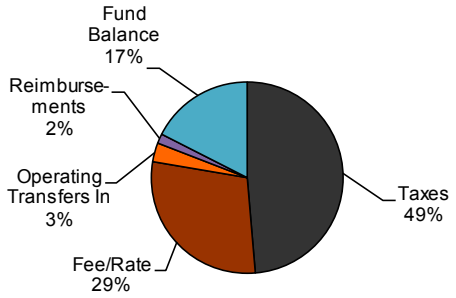
The Mountain Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection services to the areas of Angelus Oaks (Station #98), Fawnskin (Station #96), Forest Falls (Station #99), Green Valley Lake (Station #95), and Lake Arrowhead (Stations #91, #92, #93 and #94). Ambulance transport services are also 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 the Mountain Regional Service Zone there is one voter approved special tax paramedic service zone which provides services to the community of Lake Arrowhead.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

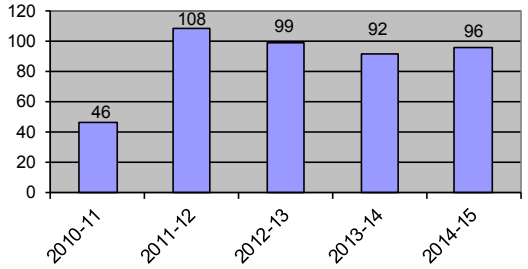


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	42	55	61	61
Limited Term	57	34	31	35
Total	99	89	92	96
Staffing Expenses	$6,820,843	$9,732,045	$9,781,797	$10,392,914

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Mountain Regional Service Zone

BUDGET UNIT: FMZ
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	6,770,388	6,475,960	6,820,843	9,679,930	9,781,797	10,392,914	**611,117**
Operating Expenses	2,619,169	2,545,021	2,605,201	3,745,980	3,988,306	4,073,596	**85,290**
Capital Expenditures	366,963	64,403	0	484,821	484,131	367,800	**(116,331)**
Contingencies	0	0	0	0	1,942,396	3,149,757	**1,207,361**
Total Exp Authority	9,756,520	9,085,384	9,426,044	13,910,731	16,196,630	17,984,067	**1,787,437**
Reimbursements	(244,547)	0	0	(74,712)	(72,685)	(290,509)	**(217,824)**
Total Appropriation	9,511,973	9,085,384	9,426,044	13,836,019	16,123,945	17,693,558	**1,569,613**
Operating Transfers Out	60,500	(2,799)	90,557	401,511	601,511	10,000	**(591,511)**
Total Requirements	9,572,473	9,082,585	9,516,601	14,237,530	16,725,456	17,703,558	**978,102**
Sources							
Taxes	8,276,804	8,103,047	8,218,638	8,605,303	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	128,079	111,007	0	**(111,007)**
Fee/Rate	(97,540)	715,845	949,171	5,775,149	4,749,391	5,224,344	**474,953**
Other Revenue	5,333	154,227	196,706	129,430	127,408	16,000	**(111,408)**
Total Revenue	8,384,570	9,228,516	9,527,074	14,637,961	13,436,591	13,993,810	**557,219**
Operating Transfers In	827,291	325,810	770,238	785,518	1,325,057	559,991	**(765,066)**
Total Financing Sources	9,211,861	9,554,326	10,297,312	15,423,479	14,761,648	14,553,801	**(207,847)**
				Fund Balance	1,963,808	3,149,757	**1,185,949**
				Budgeted Staffing	92	96	**4**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Requirements of $17.7 million include staffing expenses of $10.4 million which makes up the majority of expenditures in this budget unit and funds 96 budgeted positions. These expenses are necessary to provide fire protection, paramedic, and administrative services to the regional service zone. Additionally, operating expenses of $4.1 million support the operations of 10 fire stations including the costs related to the facilities, equipment, vehicle services, and services and supplies. The most significant sources for this service zone are property taxes of $8.8 million, fee/rate revenue from a fire protection contract, ambulance services, and special assessment revenue of $5.2 million, and operating transfers in of $559,991, which includes County general fund support of $45,281.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $978,102. Major requirement changes include an increase in staffing expenses of $611,117 primarily due to the addition of 3 Battalion Chief positions moved into this budget unit from Administration as well as retirement and benefit increases. Operating expenses increased by $85,290 primarily due to Crest Forest Fire contract increases. Operating transfers out decreased by $591,511 due to not budgeting for the cardiac monitor transfer (new ones are being purchased this year from capital replacement set-asides) and a decrease in capital improvement projects managed by the County Architecture and Engineering Department. Contingencies increased by $1.2 million to fund future year operations.

Sources are decreasing by $207,847. Major changes in sources include an increase in tax revenue of $304,681 and an increase in fee/rate revenue of $474,953 primarily due to the increase in contract services to Crest Forest Fire Protection District. These increases were offset by a reduction in operating transfer in due to less County general fund subsidy for this zone.

DETAIL OF PARAMEDIC SERVICE ZONES IN 2014-15 RECOMMENDED BUDGET

Within the Mountain Regional Service Zone, there is one Paramedic Service Zone (Service Zone) PM-1 Lake Arrowhead, which is funded by a voter approved special tax. This service zone is separately budgeted at the organization level within the regional service zone and audited annually.

Service Zone PM-1 Lake Arrowhead special tax was approved by the Board of Supervisors in September 1986 (originally under CSA 70 Zone PM-1). Service Zone PM-1 provides supplemental funding to support paramedic services to the community of Lake Arrowhead and is funded by a voter approved special tax which was increased by the voters in June 1991, from $10 to not to exceed $17 per parcel. Parcel count for 2014-15 is 15,688 and special tax budgeted revenue for 2014-15 is $266,100. Services are provided through Fire Stations #91, #92 and #94.

DETAIL OF CONTRACT SERVICES IN 2014-15 RECOMMENDED BUDGET

Within the Mountain Regional Service Zone, San Bernardino County Fire Protection provides contract services to Crest Forest Fire Protection District.

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Contract Entity				
Crest Forest Fire Protection District	4,229,040	4,229,040	0	23
Total Contract	4,229,040	4,229,040	0	23

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. The increase was due to the addition of 4 Paid Call Firefighters to the Crest Forest Fire Protection contract to bring the fire district up to its full fire-fighting capability, the transfer in of 3 Battalion Chiefs positions previously budgeted in Fire Administration (FPD) to properly account for their cost, and the transfer out of 3 Firefighters to the North Desert Zone as part of aligning positions to fully staff an ambulance with new ambulance operator class 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

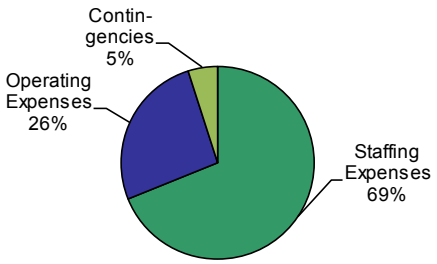
Budget at a Glance	
Requirements Less Reimbursements*	$47,085,668
Sources/Reimbursements	$44,764,294
Fund Balance	$2,321,374
Use of Fund Balance	$0
Total Staff	284

*Includes Contingencies

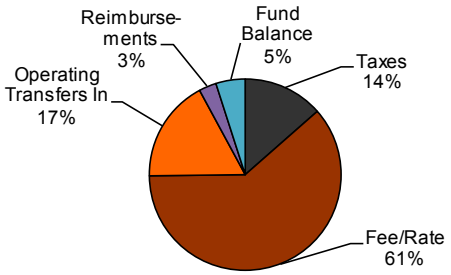
The North Desert Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection and paramedic services to the areas of Spring Valley Lake (Station #22), Summit Valley (Station #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 and ambulance transport services are provided in Lucerne Valley, Searles Valley, and Wrightwood. Additionally, within the North Desert Regional Service Zone are four voter approved special tax fire protection zones, which provide services to the communities of Red Mountain, Windy Acres, El Mirage, and Helendale/Silver Lakes.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

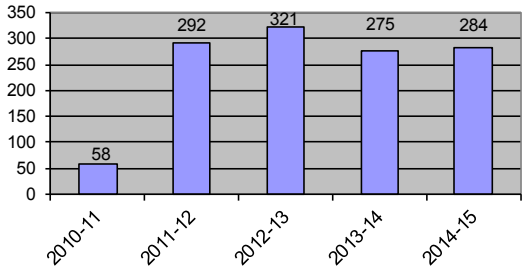


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	162	159	159	186
Limited Term	159	119	116	98
Total	321	278	275	284
Staffing Expenses	$27,295,725	$28,990,185	$29,114,095	$32,320,884

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	10,167,935	27,503,873	27,295,725	29,578,000	29,114,095	32,320,884	**3,206,789**
Operating Expenses	4,130,703	10,952,394	11,260,771	11,980,680	12,520,930	12,286,951	**(233,979)**
Capital Expenditures	337,215	1,139,713	38,924	44,822	128,175	136,459	**8,284**
Contingencies	0	0	0	0	2,051,685	2,321,374	**269,689**
Total Exp Authority	14,635,853	39,595,980	38,595,420	41,603,502	43,814,885	47,065,668	**3,250,783**
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	40,961,533	43,172,916	45,677,743	**2,504,827**
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	41,107,774	43,319,157	45,697,743	**2,378,586**
Sources							
Taxes	6,245,463	6,071,762	5,940,284	6,233,636	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	277,911	182,291	0	**(182,291)**
Fee/Rate	19,786	26,575,916	27,756,469	28,641,316	28,397,685	28,867,956	**470,271**
Other Revenue	157,163	(307,880)	212,442	45,057	(11,367)	55,500	**66,867**
Total Revenue	6,594,400	32,595,898	34,115,646	35,197,920	34,679,547	35,281,280	**601,733**
Operating Transfers In	5,816,316	6,571,386	6,317,816	6,179,543	6,587,925	8,095,089	**1,507,164**
Total Financing Sources	12,410,716	39,167,284	40,433,462	41,377,463	41,267,472	43,376,369	**2,108,897**
				Fund Balance	2,051,685	2,321,374	**269,689**
				Budgeted Staffing	275	284	**9**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Requirements of $45.7 million include staffing expenses of $32.3 million which makes up the majority of expenditures in this budget unit and funds 284 budgeted positions. These expenses are necessary to provide fire protection, paramedic, ambulance transport, and administrative services to the regional service zone. Additionally, operating expenses of $12.3 million support the operations of 26 fire stations including the costs related to the facilities, equipment, vehicle services, and services and supplies. The most significant sources for this service zone are property taxes of $6.4 million, fee/rate revenue from fire protection contracts, ambulance services and special assessment taxes of $28.9 million, and operating transfers in of $8.1 million, which includes County general fund support of $6.8 million for suppression operations.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $2.4 million. Major requirement changes include an increase in staffing expenses of $3.2 million primarily due to the addition of 6 Battalion Chief positions moved into this budget unit from Administration as well as retirement and benefit increases. Reimbursements increased by $745,956 due to transfers in from the Adelanto, Hesperia and Victorville contracts for sharing of Battalion Chief positions. Contingencies increased by $269,689 to fund future year operations.

Sources are increasing by $2.1 million. Major changes in sources include an increase in fee/rate revenue of $470,271 primarily due to an increase in Fire Protection Contract Revenue due to retirement and benefit increases. Operating Transfers In increased by $1.5 million primarily due to Fire Administration funding support of $1.0 million.

DETAIL OF FIRE PROTECTION SERVICE ZONES IN 2014-15 RECOMMENDED BUDGET

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. These 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.

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. The current special tax rate is $171 per parcel. For 2013-14, the parcel count was 72, and the actual requirements and sources were $11,247 and $6,851, respectively. Parcel count for 2014-15 is 72 parcels and special tax revenue budgeted for 2014-15 is $6,851. San Bernardino County Fire Protection District 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. The current special tax rate is $80 per parcel. For 2013-14, the parcel count was 117, and the actual requirements and sources were $19,462 and $7,359, respectively. Parcel count for 2014-15 is 117 parcels and special tax revenue budgeted for 2014-15 is $7,359. San Bernardino County Fire Protection District 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 which was approved in March 1987 for $9.00 per parcel with no approved annual inflationary rate. The current special tax rate is $9 per parcel. For 2013-14, the parcel count was 3,562 and the actual requirements and sources were $32,922 and $31,934, respectively. Parcel count for 2014-15 is 3,562 and special tax revenue budgeted for 2014-15 is $32,573. 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 which was approved in June, 2006 for $117 per parcel and includes an annual cost of living increase of up to 3%. The current special tax is $135.65 per parcel. Parcel count for 2014-15 is 7,661 and special tax revenue budgeted for 2014-15 is $992,788. Services are provided through Fire Station #4.

DETAIL OF CONTRACT SERVICES IN 2014-15 RECOMMENDED BUDGET

Within the North Desert Regional Service Zone, San Bernardino County Fire Protection provides contract services to the cities of Adelanto, Victorville and the Hesperia Fire Protection District.

	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

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 due to the transfer in of 6 Battalion Chiefs, 3 Engineers, and a transfer in from the Mountain Zone of 3 Firefighters, and 18 Ambulance Operators. These increases are offset by a decrease of 12 Limited Term Firefighters and 9 Paid Call Firefighters. The changes are necessary due to the conversion of the Limited Term Fire Fighter/Paramedics to Ambulance Operators. The addition of regular firefighters will maintain the fire-fighting capability of the zone and stabilize workforce as the result of the addition of the new Ambulance Operators.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
North Desert Regional Service Zone	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

	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

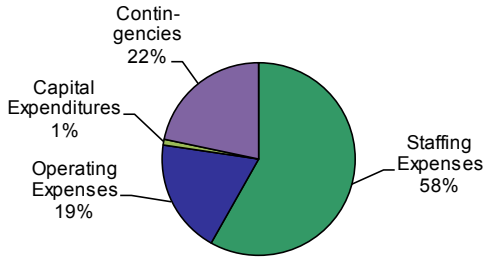
Budget at a Glance	
Requirements Less Reimbursements*	$14,848,477
Sources/Reimbursements	$11,628,906
Fund Balance	$3,219,571
Use of Fund Balance	$0
Total Staff	99

*Includes Contingencies

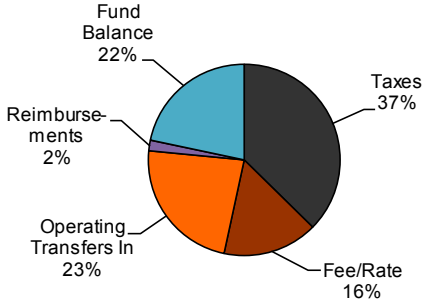
The South Desert Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection services and paramedic services, as applicable, to the areas of Big River (Station #17), 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, ambulance transport service is provided to Havasu Lake and paramedic service including ambulance transport is provided to Yucca Valley. Additionally, within the South Desert Regional Service Zone are two voter approved special tax fire protection zones which provide additional funding for services to the communities of Wonder Valley and Havasu Lake.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

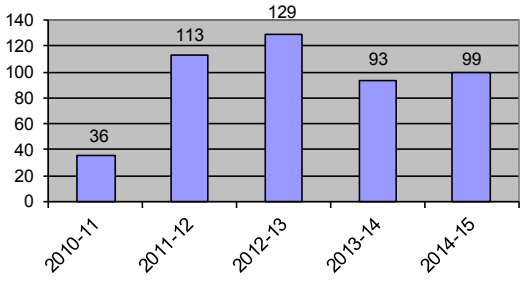


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	35	36	36	54
Limited Term	94	57	57	45
Total	129	93	93	99
Staffing Expenses	$7,091,597	$7,414,006	$7,469,031	$8,633,175

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: South Desert Regional Service Zone

BUDGET UNIT: FSZ
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	6,352,418	6,990,417	7,091,597	7,151,388	7,469,031	8,633,175	**1,164,144**
Operating Expenses	2,994,367	3,142,117	3,443,746	3,279,897	3,428,723	2,842,462	**(586,261)**
Capital Expenditures	206,753	254,782	96,116	207,236	207,236	143,269	**(63,967)**
Contingencies	0	0	0	0	1,133,666	3,219,571	**2,085,905**
Total Exp Authority	9,553,539	10,387,316	10,631,459	10,638,521	12,238,656	14,838,477	**2,599,821**
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	10,574,526	12,174,661	14,574,135	**2,399,474**
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	10,736,597	12,336,732	14,584,135	**2,247,403**
Sources							
Taxes	5,253,453	5,205,498	5,166,887	5,632,371	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	173,343	142,073	0	**(142,073)**
Fee/Rate	(54,143)	1,630,149	2,172,834	3,079,975	1,805,160	2,375,324	**570,164**
Other Revenue	96,675	140,655	127,450	68,343	64,849	64,264	**(585)**
Total Revenue	5,512,188	7,108,294	7,687,268	8,954,032	7,334,596	7,989,951	**655,355**
Operating Transfers In	2,129,211	3,641,843	3,695,411	3,868,470	3,868,470	3,374,613	**(493,857)**
Total Financing Sources	7,641,399	10,750,137	11,382,679	12,822,502	11,203,066	11,364,564	**161,498**
				Fund Balance	1,133,666	3,219,571	**2,085,905**
				Budgeted Staffing	93	99	**6**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Total requirements of $14.6 million includes staffing expenses of $8.6 million which makes up the majority of expenditures in this budget unit and funds 99 budgeted positions. These expenses are necessary to provide fire protection, paramedic, ambulance transport, and administrative services to the regional service zone. Additionally, operating expenses of $2.8 million support the operations of 14 fire stations within the zone including the costs related to the facilities, equipment, vehicle services, and services and supplies. 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.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $2.2 million which includes an increase in staffing expenses of $1.2 million primarily due to the addition of 3 Battalion Chief positions moved into this budget unit from Administration. Operating expenses are decreasing by $586,261 primarily due to the decrease of transfers for Battalion Chief positions that were transferred into this budget unit from Administration. Reimbursements are increasing by $200,347 due to transfers in from the Needles contract for sharing of Battalion Chief positions. Contingencies are increasing by $2.1 million to fund future year costs and capital improvement projects.

Sources are increasing by $161,498 which includes and increase in Fee/Rate revenue of $570,164 primarily due to the yearly increases in the Needles contract and an increase in Ambulance and Special Assessment Revenue. Operating transfers in are decreasing by $493,857 due to a decrease in County general fund support for suppression operations.

DETAIL OF FIRE PROTECTION SERVICE ZONES IN 2014-15 RECOMMENDED BUDGET

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 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.

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 which was approved in June 2005 with an annual 1.5% cost of living increase and is currently set at $32.80. For 2013-14, the parcel count was 4,634 and the actual requirements and sources were $342,157 and 150,677, respectively. The 2014-15 parcel count is 4,634 with expected revenue at $150,677. 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 for $113 per parcel which was approved in May 2009 with an annual 3% cost of living increase and is currently set at $120.40. For 2013-14, the parcel count was 1,345, and the actual requirements and sources were $233,081 and $148,233, respectively. For 2014-15, the parcel count is 1,345 with expected revenue at $150,446. Services are provided through Fire Station #18.

DETAIL OF CONTRACT SERVICES IN 2014-15 RECOMMENDED BUDGET

Within the South Desert Regional Service Zone, San Bernardino County Fire Protection District provides contract services to the City of Needles. The fund balance for the City of Needles represents the South Desert Regional Service Zone's costs associated with the mutual aid provided to unincorporated areas from the city's stations.

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Contract Entity				
City of Needles	679,797	679,797	0	10
Total Contracts	679,797	679,797	0	10

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 due to the transfer in of 3 Battalion Chiefs and the addition of 3 Captains, 1 Lieutenants (PCF), and 18 Ambulance Operators offset by a decrease of 3 Firefighters, 9 Limited Term Firefighters and seven 7 Paid Call Firefighters (PCF). The changes are necessary due to the conversion of the Limited Term Fire Fighter/Paramedics to the new ambulance class. The addition of regular firefighters will maintain the fire-fighting capability of the zone and stabilize workforce as the result of the addition of the new ambulance operator class.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
South Desert Regional Service Zone	54	45	99	68	6	25	99
Total	54	45	99	68	6	25	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	Battlation Chief
9	Ambulance Operator-EMT
9	Ambulance Operator-PM
99	Total

Valley Regional Service Zone

DESCRIPTION OF MAJOR SERVICES

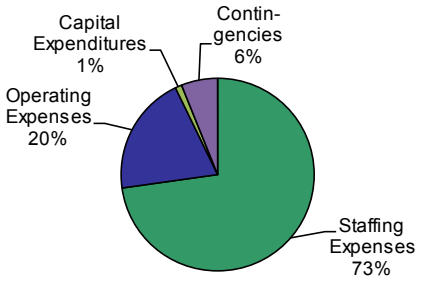
Budget at a Glance	
Requirements Less Reimbursements*	$39,115,496
Sources/Reimbursements	$36,731,986
Fund Balance	$2,383,510
Use of Fund Balance	$0
Total Staff	191

*Includes Contingencies

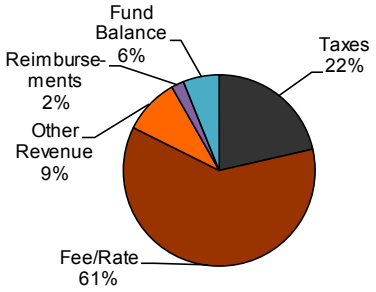
The Valley Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection and paramedic services to the unincorporated areas of Colton, Devore (Station #2), San Antonio 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 services to the communities of Highland and Yucaipa.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

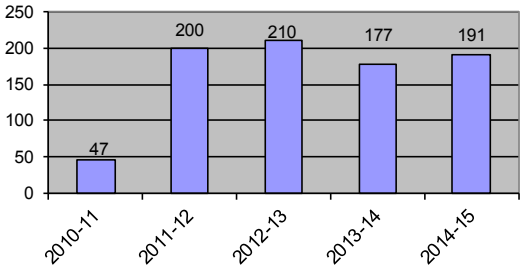


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	139	143	149	165
Limited Term	71	28	28	26
Total	210	171	177	191
Staffing Expenses	$22,589,491	$23,752,448	$24,479,951	$28,461,102

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Valley Regional Service Zone

BUDGET UNIT: FVZ
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	8,100,294	21,472,165	22,589,491	24,709,036	24,479,951	28,461,102	**3,981,151**
Operating Expenses	2,900,904	7,482,404	7,312,274	7,430,556	7,845,792	7,829,895	**(15,897)**
Capital Expenditures	328,431	929,252	1,147,663	333,791	340,010	430,989	**90,979**
Contingencies	0	0	0	0	1,888,968	2,383,510	**494,542**
Total Exp Authority	11,329,629	29,883,821	31,049,428	32,473,383	34,554,721	39,105,496	**4,550,775**
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	32,190,347	34,271,685	38,280,509	**4,008,824**
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	33,060,503	35,141,841	38,290,509	**3,148,668**
Sources							
Taxes	7,519,934	7,436,135	8,529,642	8,816,877	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	212,703	244,304	0	**(244,304)**
Fee/Rate	(96,454)	19,744,689	20,141,452	20,972,950	20,938,855	23,840,753	**2,901,898**
Other Revenue	22,156	290,510	1,359,695	45,563	5,585	0	**(5,585)**
Total Revenue	7,637,039	27,596,094	30,259,965	30,048,093	29,052,853	32,222,560	**3,169,707**
Operating Transfers In	1,953,006	2,432,740	2,540,731	3,506,952	4,200,020	3,684,439	**(515,581)**
Total Financing Sources	9,590,045	30,028,834	32,800,696	33,555,045	33,252,873	35,906,999	**2,654,126**
				Fund Balance	1,888,968	2,383,510	**494,542**
				Budgeted Staffing	177	191	**14**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Requirements of $38.3 million include staffing expenses of $28.5 million which makes up the majority of expenditures in this budget unit and funds 191 budgeted positions. These expenses are necessary to provide fire protection, paramedic, and administrative services to the regional service zone. Additionally, operating expenses of $7.8 million support the operations of 16 fire stations including the costs related to the facilities, equipment, vehicle services, and services and supplies. The most significant sources for this zone are property taxes of $8.4 million, fee/rate revenue from contracts and special assessment taxes of $23.8 million, and operating transfers in of $3.7 million, which includes County general fund support of $3.4 million.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $3.1 million. Major requirement changes include an increase in staffing expenses of $4.0 million primarily due to the addition of 3 Firefighter, 3 Engineer, and 3 Captain regular positions; 1 Paid Call Firefighter; as well as the addition of 4 Battalion Chief positions moved into this budget unit from Administration; and retirement and benefit increases. Contingencies increased by $494,542 to fund future costs.

Sources are increasing by $2.7 million. Major changes in sources include an increase in fee/rate revenue of $2.9 million primarily due to an increase in contract revenue from Fontana Fire Protection District for the 9 total regular positions mentioned above. Taxes are increasing by $517,698 due to an increase in negotiated pass-thru revenue resulting from the dissolution of redevelopment agencies.

DETAIL OF PARAMEDIC SERVICE ZONES IN 2014-15 RECOMMENDED BUDGET

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.

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 community of Highland and the unincorporated areas of City of San Bernardino through a contract with the City of San Bernardino and is funded by a voter approved special tax not to exceed $19 per residential unit and $38 per commercial unit which was approved on July 1985, including no annual cost of living rate increase. Unit count for 2014-15 is 5,040 residential and 237 commercial. Special tax revenue for 2014-15 is budgeted at $144,394.

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 in July 1999 the City of Yucaipa detached from the service zone. 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 and $35 per commercial parcel which was approved on December 1986, including no annual cost of living rate increase. Unit count for 2014-15 is 203 residential and 63 commercial. Special tax revenue for 2014-15 is budgeted at $7,675.

DETAIL OF CONTRACT SERVICES IN 2014-15 RECOMMENDED BUDGET

Within the Valley Regional Service Zone, San Bernardino County Fire Protection provides contract fire suppression, emergency medical response, and emergency management services to the Fontana Fire Protection District.

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Contract Entity				
City of Fontana	23,596,152	23,596,152	0	109
Total Contracts	23,596,152	23,596,152	0	109

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 is increasing by 14 positions due to an increase of 1 Paid Call Firefighter (PCF), 4 Battalion Chiefs transferred from Fire Administration (where it was previously budgeted) and the expansion of the Fontana contract at Station #72 with the addition of 3 Captains, 3 Engineers, and 3 Firefighters.

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
69	Firefighter
3	Limited Term Firefighter
11	PCF Firefighter
10	PCF Firefighter Trainee
39	Engineer
1	PCF Engineer
42	Captain
1	PCF Lieutenant
1	Division Chief
4	Batallion 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

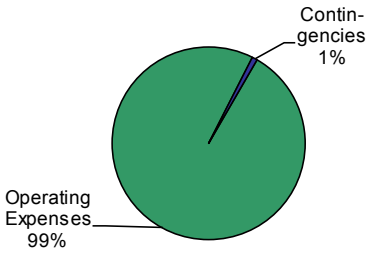
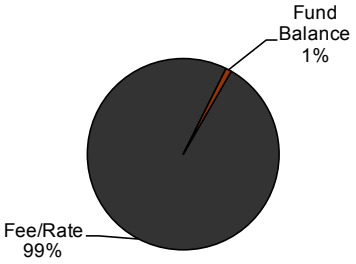
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$287,988
Sources/Reimbursements	$285,200
Fund Balance	$2,788
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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Community Facilities District 2002-2

BUDGET UNIT: SFE
FUNCTION: Public Protection
ACTIVITY: Fire Proctection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	327,814	281,944	282,009	285,500	285,605	285,500	**(105)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	3,088	2,488	**(600)**
Total Exp Authority	327,814	281,944	282,009	285,500	288,693	287,988	**(705)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	327,814	281,944	282,009	285,500	288,693	287,988	**(705)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	327,814	281,944	282,009	285,500	288,693	287,988	**(705)**
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	285,000	285,500	285,000	**(500)**
Other Revenue	945	239	564	200	105	200	**95**
Total Revenue	274,073	286,607	280,312	285,200	285,605	285,200	**(405)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	274,073	286,607	280,312	285,200	285,605	285,200	**(405)**
				Fund Balance	3,088	2,788	**(300)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Operating expenses of $285,500 include services and supplies to pay the Fontana Fire Protection District the net proceeds of the special tax levy, minus minor administrative costs, to administer the CFD. These expenditures are primarily covered by fee/rate revenue from a Special Assessment of $565 per parcel which generates $285,000 of revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

This budget is for a CFD which imposes a per parcel charge each year. The CFD is administered by County Fire and all revenue received is passed through to the Fontana Fire Protection District and it is not anticipated to have any new annexations to the CFD in 2014-15 or increases in costs. Therefore changes to this budget are minimal.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Hazardous Materials

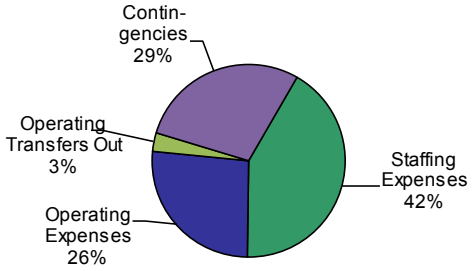
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$11,562,006
Sources/Reimbursements	$8,253,918
Fund Balance	$3,308,088
Use of Fund Balance	$0
Total Staff	43
*Includes Contingencies	

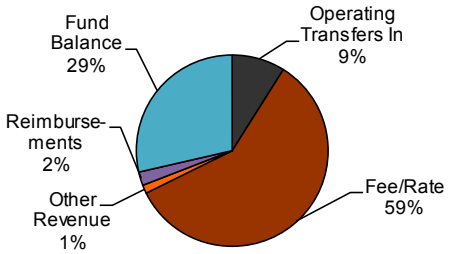
County Fire is an all-risk Department that provides for the oversight and regulation of all commercial hazardous materials and wastes. The program administered by the Office of the Fire Marshal provides services in three major areas and these services are provided to all businesses in all cities within 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 are 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. They are capable of mitigating the release as well as ensuring that any contamination resulting from the spill or release is remediated below any level of health risk concern. If there is any sign of misconduct, the program contacts the County Environmental Crimes Task Force that coordinates all investigatory activity with the District Attorney's office.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

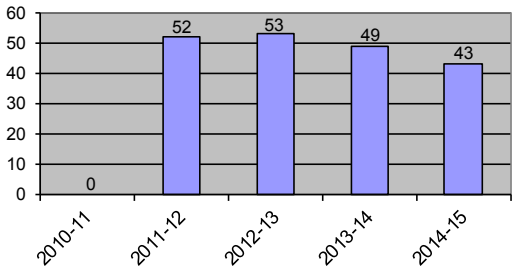


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	50	47	46	43
Limited Term	3	3	3	0
Total	53	50	49	43
Staffing Expenses	$5,113,125	$5,456,191	$5,456,191	$4,839,327

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	4,717,076	5,113,125	4,724,894	5,456,191	4,839,327	**(616,864)**
Operating Expenses	0	2,056,891	2,079,224	1,825,966	1,939,656	3,042,799	**1,103,143**
Capital Expenditures	0	2,044	632,351	342,669	629,800	10,000	**(619,800)**
Contingencies	0	0	0	0	1,874,193	3,308,088	**1,433,895**
Total Exp Authority	0	6,776,011	7,824,700	6,893,529	9,899,840	11,200,214	**1,300,374**
Reimbursements	0	(24,055)	(33,425)	(211,852)	(211,852)	(264,549)	**(52,697)**
Total Appropriation	0	6,751,956	7,791,275	6,681,677	9,687,988	10,935,665	**1,247,677**
Operating Transfers Out	0	4,804,941	0	361,792	361,792	361,792	**0**
Total Requirements	0	11,556,897	7,791,275	7,043,469	10,049,780	11,297,457	**1,247,677**
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	0	52,671	0	**(52,671)**
Fee/Rate	0	7,366,685	7,330,367	6,469,013	7,168,496	6,793,770	**(374,726)**
Other Revenue	0	341,944	373,428	130,880	131,100	162,099	**30,999**
Total Revenue	0	7,710,090	7,860,466	6,599,893	7,352,267	6,955,869	**(396,398)**
Operating Transfers In	0	5,598,468	80,942	1,877,471	823,320	1,033,500	**210,180**
Total Financing Sources	0	13,308,558	7,941,408	8,477,364	8,175,587	7,989,369	**(186,218)**
				Fund Balance	1,874,193	3,308,088	**1,433,895**
				Budgeted Staffing	49	43	**(6)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Requirements of $11.3 million represent staffing expenses of $4.8 million which make up the majority of expenditures in this budget unit and fund 43 budgeted positions. These expenses are necessary 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 and costs related to the facilities, vehicles support and services and supplies. The most significant sources for this budget unit are fee/rate revenue of $6.8 million which includes health fees, permit and inspection fees, and emergency responses and operating transfers in of $1.0 million which primarily includes transfers in from capital replacement set-asides to fund the digital records imaging project and equipment purchases.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.2 million. Major requirement changes include a decrease in staffing expenses of $616,864 primarily due to a net decrease of 6 positions, an increase in operating expenses of $1.1 million due to the records imaging project, and a decrease in capital expenditures of $619,800 due to a reduction in vehicle and equipment purchases in 2014-15. Contingencies increased by $1.4 million as a result of prior year operations.

Sources are decreasing by $186,218 due to a decrease in fee revenues and discontinued grant funding. This is offset by an increase in operating transfers in of $210,180 due to 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 and programs, reassignment of duties, and adjustment for discontinued grant funding. As a result of the above actions the following changes were made: delete 1 Hazmat Spec 3, delete 3 PSE Office Assistants, delete 1 Supervising Hazmat Specialist, delete 1 Supervising Hazmat Specialist/HM Responder Team, and transfer of 1 Collection Officer to Administration Fiscal Section (FPD) offset by the addition of 1 Hazmat Specialist 2. The staffing changes were accomplished without a reduction in service level. The operational changes increased higher level of efficiency and productivity.

Additionally, the implementation of the California Environmental Reporting System, that 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
Hazardous Materials	43	0	43	33	10	0	43
Total	43	0	43	33	10	0	43

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

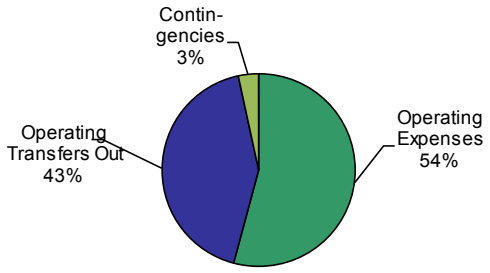
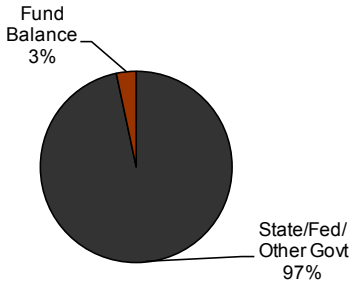
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$3,080,349
Sources/Reimbursements	$2,977,558
Fund Balance	$102,791
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 the California Governor's Office of Emergency Services (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. Cal OES has approved and awarded these grants, and the acceptance of this grant will continue San Bernardino County's effort to continue implementing the objectives and strategies of the Homeland Security Grant Program and respond to other catastrophic events.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Homeland Security Grant Program

BUDGET UNIT: SME
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,781,811	2,847,060	3,237,004	1,733,228	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	104,591	**(106,688)**
Total Exp Authority	2,780,203	2,847,060	3,237,004	1,733,228	4,017,353	1,772,937	**(2,244,416)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,780,203	2,847,060	3,237,004	1,733,228	4,017,353	1,772,937	**(2,244,416)**
Operating Transfers Out	1,393,629	882,267	1,309,022	848,040	2,808,155	1,307,412	**(1,500,743)**
Total Requirements	4,173,832	3,729,327	4,546,026	2,581,268	6,825,508	3,080,349	**(3,745,159)**
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	2,470,946	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	1,834	0	1,800	**1,800**
Total Revenue	4,221,045	3,745,340	4,685,733	2,472,780	6,614,229	2,977,558	**(3,636,671)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,221,045	3,745,340	4,685,733	2,472,780	6,614,229	2,977,558	**(3,636,671)**
				Fund Balance	211,279	102,791	**(108,488)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Requirements of $3.1 million represent operating expenses of $1.7 million which include costs related to services and supplies, central services, travel, and reimbursements to other budget units and sub-recipients of the Homeland Security Grants. Operating transfers out of $1.3 million is primarily for transfers to the Sheriff/Coroner/Public Administrator, Public Health and other County departments for grant expenditures for terrorism risk capability assessments and eligible equipment. Sources of $3.0 million include state/federal/other government aid revenue from FEMA through Cal OES for the 2012, 2013 and 2014 Homeland Security Grant Programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $3.7 million. Major requirement changes include a decrease in operating expenses of $2.1 million which is the result of decreased services and supplies due to completion of 2011 & 2012 HSGP projects in the prior year and a decrease of $1.5 million in operating transfers out due to completion of 2011 and 2012 HSGP projects in the prior year.

Sources are decreasing by $3.6 million, which represents a decrease in federal aid due to completion of 2011 HSGP and 2012 HSGP projects in the prior year.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Household Hazardous Waste

DESCRIPTION OF MAJOR SERVICES

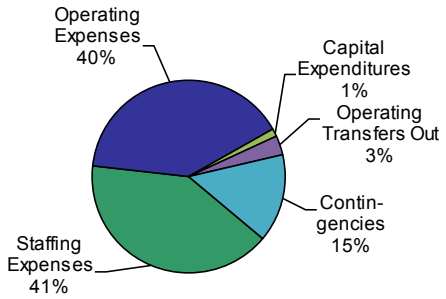
Budget at a Glance	
Requirements Less Reimbursements*	$3,798,442
Sources/Reimbursements	$3,237,622
Fund Balance	$560,820
Use of Fund Balance	$0
Total Staff	33

*Includes Contingencies

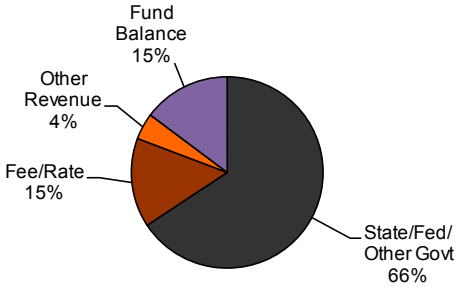
County Fire is an all-risk Department that provides a nationally recognized award-winning program for management of Household Hazardous Waste (HHW) and is administered by the Office of the Fire Marshal. These full service activities include the collection, packaging, transportation, re-use, recycling 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't go down the drain or be dumped in the landfill. The program also conducts public education programs and activities to reduce or eliminate the impact of these hazardous wastes on public health and the environment. The program contracts with every city and town in the County, except with the City of Fontana, to make these services available to almost every single resident within the County.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

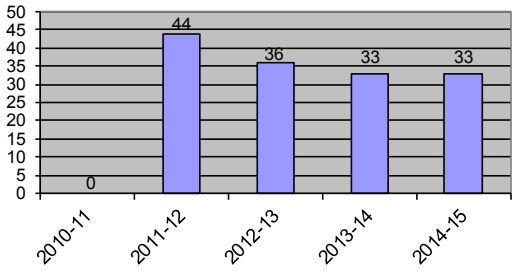


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	18	19	19	19
Limited Term	18	14	14	14
Total	36	33	33	33
Staffing Expenses	$1,336,475	$1,573,280	$1,573,280	$1,544,327

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Household Hazardous Waste

BUDGET UNIT: FHH
FUNCTION: Public Protection
ACTIVITY: Hazardous Materials

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	1,389,489	1,336,475	1,404,423	1,573,280	1,544,327	**(28,953)**
Operating Expenses	0	1,345,165	1,172,790	1,588,938	1,598,563	1,520,553	**(78,010)**
Capital Expenditures	0	0	9,672	150,000	150,000	50,000	**(100,000)**
Contingencies	0	0	0	0	616,138	560,820	**(55,318)**
Total Exp Authority	0	2,734,654	2,518,937	3,143,361	3,937,981	3,675,700	**(262,281)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	2,734,654	2,518,937	3,143,361	3,937,981	3,675,700	**(262,281)**
Operating Transfers Out	0	0	0	75,079	75,079	122,742	**47,663**
Total Requirements	0	2,734,654	2,518,937	3,218,440	4,013,060	3,798,442	**(214,618)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	0	2,281,418	2,174,399	2,275,531	2,495,531	2,495,531	**0**
Fee/Rate	0	542,304	622,089	566,591	585,591	572,591	**(13,000)**
Other Revenue	0	(865)	176,850	171,000	165,800	169,500	**3,700**
Total Revenue	0	2,822,857	2,973,338	3,013,122	3,246,922	3,237,622	**(9,300)**
Operating Transfers In	0	69,946	3,258	150,000	150,000	0	**(150,000)**
Total Financing Sources	0	2,892,803	2,976,596	3,163,122	3,396,922	3,237,622	**(159,300)**
				Fund Balance	616,138	560,820	**(55,318)**
				Budgeted Staffing	33	33	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Staffing expenses of $1.5 million which make up the majority of the expenditures in this budget unit fund 33 budgeted positions. These expenses are necessary 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 support the operations and administrative support to fulfill contracts with every city and town in the County, with the exception of the City of Fontana, to make these services available to almost every resident within the County. Primary sources of revenue include $2.5 million of state, federal, and government aid from participating contract cities, and fee/rate revenue of $572,591.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $214,618 primarily as a result of a decrease in capital expenditures of $100,000 due to the completed purchase of a box van in prior year operations and a decrease in contingencies of $55,318 as a result of prior year operations. Sources are decreasing by $159,300 primarily due to a decrease in operating transfers in for the purchase of a box van in prior year operations.

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 is no staffing changes.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Household Hazardous Waste	19	14	33	31	2	0	33
Total	19	14	33	31	2	0	33

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

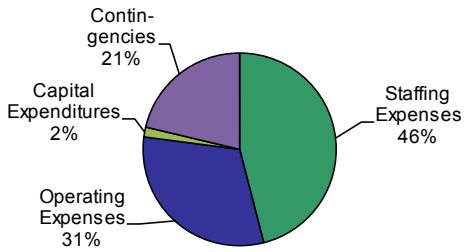
Budget at a Glance	
Requirements Less Reimbursements*	$3,989,906
Sources/Reimbursements	$3,140,760
Fund Balance	$849,146
Use of Fund Balance	$0
Total Staff	19

*Includes Contingencies

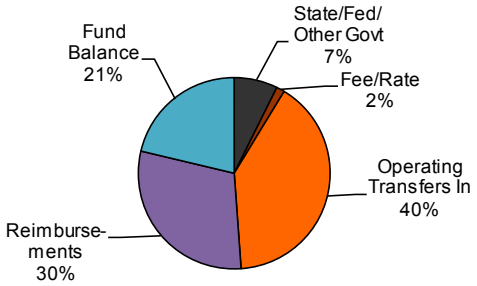
County Fire is an all-risk Department providing emergency management and disaster planning and coordination throughout the County through its Office of Emergency Services (OES). OES functions as the Lead Agency for the San Bernardino County Operational Area (OA). While County OES does not directly manage 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 the California Emergency Management Agency (Cal EMA) for all County activities. OES manages numerous grants totaling millions of dollars such as the Homeland Security Grant (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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

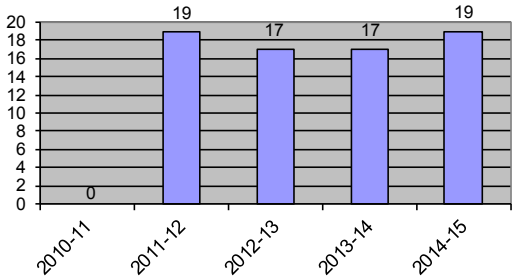


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	16	15	15	16
Limited Term	1	2	2	3
Total	17	17	17	19
Staffing Expenses	$1,325,559	$1,489,294	$1,573,294	$1,834,551

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Office of Emergency Services

BUDGET UNIT: FES
FUNCTION: Public Protection
ACTIVITY: Office of Emergency Services

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	1,437,143	1,325,559	1,342,579	1,573,294	1,834,551	**261,257**
Operating Expenses	0	740,087	1,111,341	1,775,219	1,878,545	1,240,558	**(637,987)**
Capital Expenditures	0	8,016	21,660	22,381	25,061	65,651	**40,590**
Contingencies	0	0	0	0	527,118	849,146	**322,028**
Total Exp Authority	0	2,185,245	2,458,560	3,140,179	4,004,018	3,989,906	**(14,112)**
Reimbursements	0	(668,308)	(967,650)	(1,167,120)	(1,546,560)	(1,191,082)	**355,478**
Total Appropriation	0	1,516,937	1,490,910	1,973,059	2,457,458	2,798,824	**341,366**
Operating Transfers Out	0	0	0	0	365,004	0	**(365,004)**
Total Requirements	0	1,516,937	1,490,910	1,973,059	2,822,462	2,798,824	**(23,638)**
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	930,780	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	1,612	0	1,200	**1,200**
Total Revenue	0	948,780	540,726	1,037,392	1,036,149	348,450	**(687,699)**
Operating Transfers In	0	1,240,296	776,399	1,257,695	1,259,195	1,601,228	**342,033**
Total Financing Sources	0	2,189,076	1,317,125	2,295,087	2,295,344	1,949,678	**(345,666)**
				Fund Balance	527,118	849,146	**322,028**
				Budgeted Staffing	17	19	**2**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Requirements of $2.8 million represent staffing expenses of $1.8 million which make up the majority of expenditures in this budget unit and fund 19 budgeted positions. These expenditures are necessary to provide emergency management and disaster planning and coordination throughout the San Bernardino County Operational Area. Additionally, operating expenses of $1.2 million support and assist all 24 cities and towns, as well as all the unincorporated portions of the County and include the costs related to the facilities, vehicle services, grants, and services and supplies. The most significant source for this budget unit is $1.6 million of operating transfers in which represents County general fund support.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $23,638. Staffing expenses are increasing by $261,257 due to hiring contract staff in order to effectively staff the recently-opened High Desert Emergency Operations Center. Additionally, operating expenses are decreasing by $637,987 due to a reduction in services and supplies and transfers as a result of fiscal activities related to the closing of the 2012 and 2013 EMPG grant, and completion of 2011 HSGP and 2012 HSGP projects in the prior year. Reimbursements are decreasing by $355,478 due to the 2012 and 2013 EMPG, 2011 HSGP, and 2012 HSGP grants closing. Contingencies are increasing by $322,028 to fund future operations.

Sources are decreasing by $345,666. Major sources of revenue changes include a decrease in state/federal/other government aid of $693,899 due to the 2012 and 2013 EMPG, 2011 HSGP, and 2012 HSGP grants closing and an increase in operating transfers in of $342,033 due to an increase in the County general fund subsidy.

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. Increased staffing will support the recently opened High Desert Emergency Operations Center and the Valley Emergency Operations Center. Budgeted positions are increasing by the addition of 2 Contract Emergency Services Officer positions. Two Public Service Employee (PSE) positions were deleted and two regular positions were added to perform office clerical job duties. One Staff Analyst I position was reclassified to a Staff Analyst II position. The decrease of 1 PSE Account Technician position was offset by an increase of 1 Contract Account Technician position. The operational impact of the staffing changes will allow adequate staffing coverage in order to complete grant projects and allow the OES to satisfy its contracts to provide emergency management services to the cities of Fontana and San Bernardino. Additional County general fund has been allocated to this budget unit to provide support for the recently-opened High Desert Emergency Operations Center.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Office of Emergency Services	13	2	15	13	0	2	15
Budget and Fiscal Services	3	1	4	3	1	0	4
Total	16	3	19	16	1	2	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 Manager
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

2014-15 San Bernardino County Fire Protection District
Term Benefit and Capital Replacement Set-Asides

DISTRICT TYPE DISTRICT NAME and PROJECT NAME	FUND DEPT		2014-15 REQUIREMENTS	FUND BALANCE	FINANCING SOURCES OPERATING TRANSFER DISTRICT FUNDS	LOAN or GRANT	CDH	OTHER
Termination Benefit Fund	**FTR**	**106**	**5,984,729**	**5,954,729**	**30,000**	**0**	**0**	**0**
Capital Replacement Funds								
SBCFPD - General	FAR	106	9,050,805	8,960,805	90,000	0	0	0
SBCFPD - Fire Training Tower	CRE	106	473,575	471,575	2,000	0	0	0
Mountain Regional Service Zone - General	FMR	600	2,176,736	2,168,736	8,000	0	0	0
North Desert Regional Service Zone - General	FNR	590	2,689,636	2,679,636	10,000	0	0	0
South Desert Regional Service Zone - General	FSR	610	456,554	447,554	9,000	0	0	0
Valley Regional Service Zone - General	FVR	580	3,031,759	3,017,759	14,000	0	0	0
Hazmat - General	FHR	107	7,379,928	6,919,117	460,811	0	0	0
Hazmat (CUPA Statewide Penalties) - General	FKE	107	1,320,243	1,316,243	4,000	0	0	0
Hazmat (CUPA Admin Penalties) - General	FKF	107	16,086	16,006	80	0	0	0
Hazmat (Statewide Tank Penalties) - General	FKT	107	120,073	119,473	600	0	0	0
Total Capital Replacement Set-Asides			**26,715,395**	**26,116,904**	**598,491**	**0**	**0**	**0**
Total Term Benefit and Capital Replacement Set-Asides			**32,700,124**	**32,071,633**	**628,491**	**0**	**0**	**0**

* Estimated cash balance available on July 1, 2014 for reserves.
Reserves include estimated Transfers In and Out, interest earnings and miscellaneous non-operating revenue.

TERM BENEFITS AND CAPITAL REPLACEMENT SET-ASIDES

Termination Benefit Set-Asides and Capital Replacement Set-Asides are funded with one-time unbudgeted sources of revenue. Termination Benefit Set-Asides are established to provide funding for unbudgeted termination benefits. Capital Replacement Set-Asides are established to set-aside funding for specific capital projects or for future capital needs. The Capital Replacement Set-Asides are also used to purchase new and replacement vehicles, and other equipment.

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OTHER AGENCIES
SUMMARY

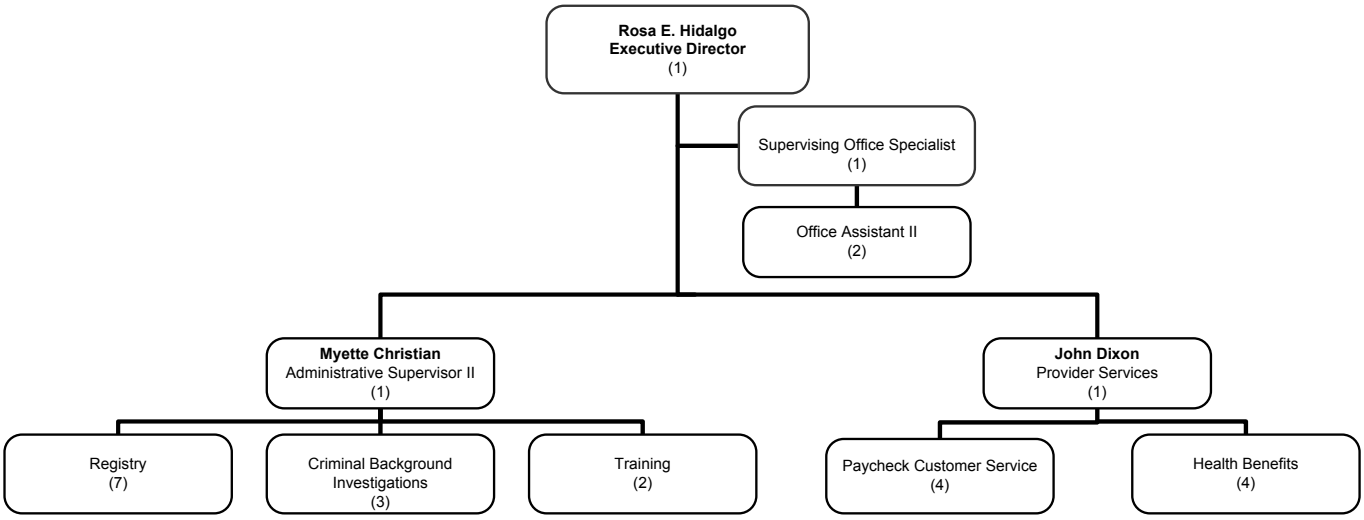
	Page #	Requirements	Sources	Fund Balance	Budgeted Staffing
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY	598	8,249,280	6,816,432	1,432,848	26
ECONOMIC AND COMMUNITY DEVELOPMENT CORP	604	92	0	92	0
COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (CoIDA)	606	52,754	120	52,634	0
INLAND COUNTIES EMERGENCY MEDICAL AGENCY	608	4,121,605	3,695,228	426,377	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 Estimate	2014-15 Target
Number of qualified providers in metropolitan areas	1,100	1,300	1,181	1,690
Number of qualified providers in rural areas	118	150	138	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 Estimate	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 Estimate	2014-15 Target
Percentage of IHSS providers trained in the Family and Friends CPR course.	18%	20%	25%	40%

SUMMARY OF BUDGET UNITS

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
Special Revenue Fund				
In-Home Supportive Services Public Authority	8,249,280	6,816,432	1,432,848	26
Total Special Revenue Fund	8,249,280	6,816,432	1,432,848	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	8,249,280
Total	**8,252,118**	**7,038,900**	**7,131,007**	**8,046,005**	**8,249,280**

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	1,432,848
Total	**1,410,655**	**1,413,762**	**1,414,369**	**1,432,848**	**1,432,848**

In-Home Supportive Services – Public Authority

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$8,249,280
Sources/Reimbursements	$6,816,432
Fund Balance	$1,432,848
Use of Fund Balance	$607
Total Staff	26

*Includes Contingencies

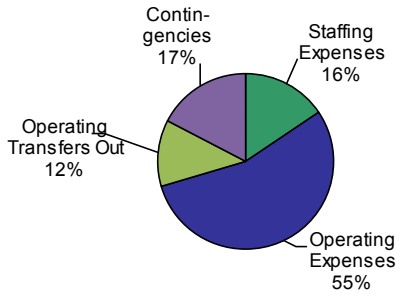
The In-Home Supportive Services (IHSS) program was created in 1973 to serve elderly, blind, and/or disabled individuals who are not able to remain safely in their home without assistance. Section 12302.25 of the Welfare and Institutions Code (WIC) mandates that each county, on or before January 1, 2003, 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:

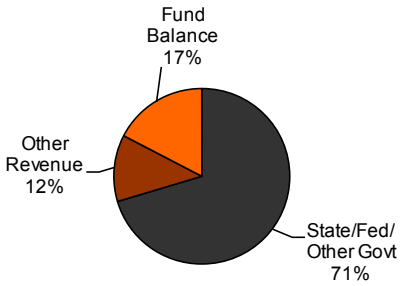
- Establish a registry of potential care providers.
- Investigate the background and qualifications of potential care providers.
- Refer potential care providers from the registry to IHSS consumers upon request.
- Provide training for both IHSS care providers and consumers.
- Perform other functions related to the delivery of IHSS as designated by the governing board.

2014-15 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

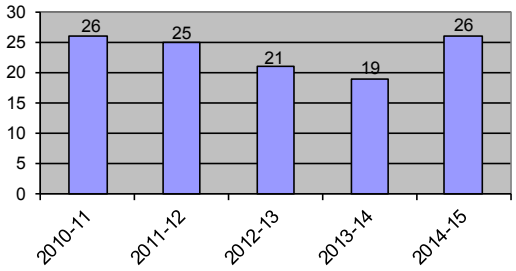


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	0	0	0	0
Limited Term	21	19	19	26
Total	21	19	19	26
Staffing Expenses	$1,260,367	$1,182,620	$1,182,620	$1,283,483

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	1,435,598	1,227,771	1,171,008	1,046,774	1,182,620	1,283,483	**100,863**
Operating Expenses	4,179,543	3,535,668	3,430,159	4,445,421	4,456,144	4,524,431	**68,287**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	1,432,241	1,432,241	**0**
Total Exp Authority	5,615,141	4,763,439	4,601,167	5,492,195	7,071,005	7,240,155	**169,150**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	5,615,141	4,763,439	4,601,167	5,492,195	7,071,005	7,240,155	**169,150**
Operating Transfers Out	0	0	0	975,000	975,000	1,009,125	**34,125**
Total Requirements	5,615,141	4,763,439	4,601,167	6,467,195	8,046,005	8,249,280	**203,275**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	975,000	975,000	0	**(975,000)**
State, Fed or Gov't Aid	4,850,185	3,912,503	4,389,445	5,489,452	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	2,743	1,500	2,000	**500**
Total Revenue	5,618,249	4,762,844	4,602,188	6,467,195	6,613,157	5,807,307	**(805,850)**
Operating Transfers In	0	0	17,457	0	0	1,009,125	**1,009,125**
Total Financing Sources	5,618,249	4,762,844	4,619,645	6,467,195	6,613,157	6,816,432	**203,275**
				Fund Balance	1,432,848	1,432,848	**0**
				Budgeted Staffing	19	26	**7**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Requirements of $8.3 million are made up of the following:

- Staffing expenses of $1.3 million which funds 26 positions.
- Operating expenses of $4.5 million which is made up of the services and supplies, licensing and maintenance of the annual registry and provider health benefits database, provider and staff training, provider background investigations and finger printing, COWCAP, and payments for provider health benefits.
- Contingencies of $1.4 million which is to be set aside 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. The increase is due to the availability of state/federal funding.

Operating transfers in of $1.0 million represents the 3.5% growth escalator as 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 increased by $203,275, which includes an increase in staffing expenses of $100,863 as a result of adding 7 new positions. The PA took responsibility for IHSS provider payroll, enrollment and orientation from the Department of 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 within the staffing expenses expenditure category offsetting the overall increase in cost. Operating expense is increasing by $68,287 to replace all computers and upgrade existing software.

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 accounting adjustment that reclassifies this source as an operating transfer in. Overall realignment usage is increasing by 3.5% 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:

Contract Staff Analyst II – Reclassified to Contract Supervising Program Specialist
Contract Fiscal Assistant – Reclassified to Contract Supervising Office Specialist
Contract Social Worker I – Reclassified to Contract Social Worker II

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	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	Administrative 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
Kelly Reenders

DESCRIPTION OF MAJOR SERVICES

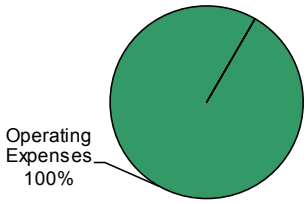
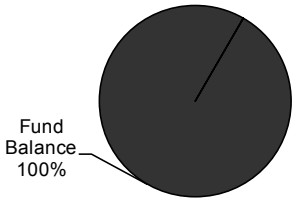
Budget at a Glance	
Requirements Less Reimbursements*	$92
Sources/Reimbursements	$0
Fund Balance	$92
Use of Fund Balance	$92
Total Staff	0

*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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development Agency
FUND: Economic and Community Development Corporation

BUDGET UNIT: SFI 499
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	93	92	**(1)**
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	92	**(1)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	93	92	**(1)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	93	92	**(1)**
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 Financing Sources	1	1	0	0	1	0	**(1)**
				Fund Balance	92	92	**0**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Operating expenses of $92 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
Kelly Reenders

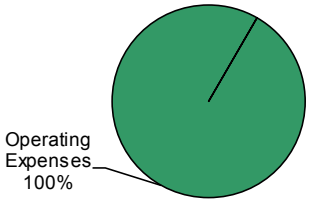
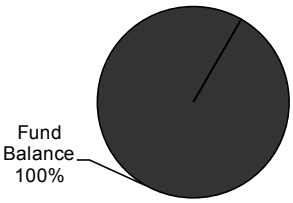
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Requirements Less Reimbursements*	$52,754
Sources/Reimbursements	$120
Fund Balance	$52,634
Use of Fund Balance	$52,634
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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
	

ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	3,797	180	187	150	53,032	52,754	**(278)**
Capital Expenditures	0	0	0	0	0	0	**0**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	3,797	180	187	150	53,032	52,754	**(278)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	3,797	180	187	150	53,032	52,754	**(278)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,797	180	187	150	53,032	52,754	**(278)**
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	120	368	120	**(248)**
Total Revenue	(14,897)	5,721	223	120	368	120	**(248)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	(14,897)	5,721	223	120	368	120	**(248)**
				Fund Balance	52,664	52,634	**(30)**
				Budgeted Staffing	0	0	**0**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Operating expenses of $52,754 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

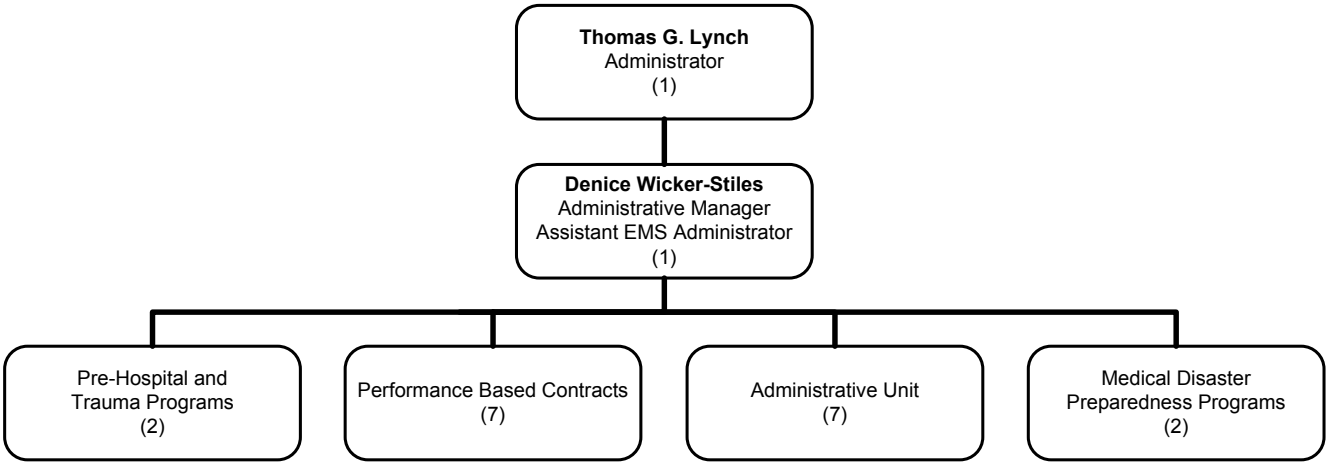
There is no staffing associated with this budget unit.

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 department activities through the 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 department activities through the 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 Estimate	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 Estimate	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 Estimate	2014-15 Target
Number of bed delay hours	N/A	12,800	20,900	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	4,121,605	3,695,228		426,377		20
Total Special Revenue Funds	4,121,605	3,695,228		426,377		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	5,314,655	4,121,605
Total	**3,808,735**	**5,715,840**	**4,946,014**	**5,314,655**	**4,121,605**

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	4,453,052	3,695,228
Total	**2,964,903**	**4,968,587**	**4,610,443**	**4,453,052**	**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	426,377
Total	**843,832**	**747,253**	**335,571**	**861,603**	**426,377**

Inland Counties Emergency Medical Agency

DESCRIPTION OF MAJOR SERVICES

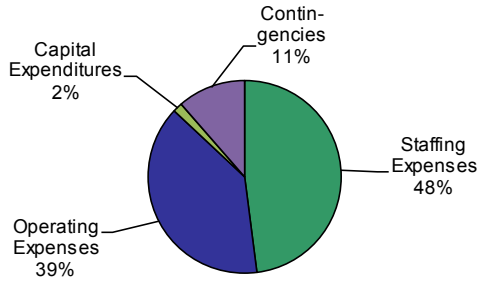
Budget at a Glance	
Requirements Less Reimbursements*	$4,121,605
Sources/Reimbursements	$3,695,228
Fund Balance	$426,377
Contribution to Fund Balance	$43,827
Total Staff	20

*Includes Contingencies

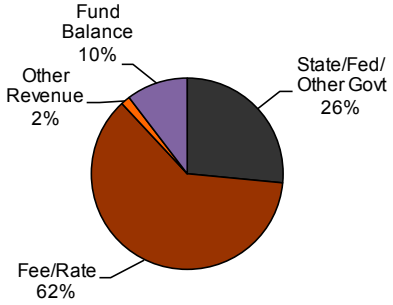
The Inland Counties Emergency Medical Agency (ICEMA) was developed under a Joint Powers Agreement with San Bernardino, Inyo and Mono Counties. ICEMA is responsible for ensuring effective emergency medical services for the three County areas. Specifically, they are charged with the coordination, evaluation 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 RECOMMENDED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS



SOURCES/REIMBURSEMENTS

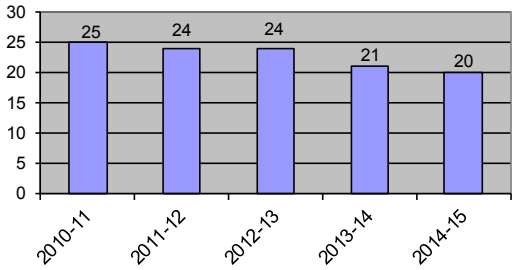


BUDGETED STAFFING

STAFFING ANALYSIS

Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended
Regular	19	16	16	16
Limited Term	5	5	5	4
Total	24	21	21	20
Staffing Expenses	$2,184,231	$2,007,361	$2,007,361	$1,977,535

5-YEAR STAFFING TREND



ANALYSIS OF 2014-15 RECOMMENDED 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 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	2,746,620	3,341,159	1,982,988	1,983,637	2,007,361	1,977,535	**(29,826)**
Operating Expenses	49,051	994,258	1,635,813	1,641,650	2,136,848	1,607,866	**(528,982)**
Capital Expenditures	320,790	638,448	356,290	115,870	52,000	66,000	**14,000**
Contingencies	0	0	0	0	612,334	470,204	**(142,130)**
Total Exp Authority	3,116,461	4,973,865	3,975,091	3,741,157	4,808,543	4,121,605	**(686,938)**
Reimbursements	0	312,179	0	0	0	0	**0**
Total Appropriation	3,116,461	5,286,044	3,975,091	3,741,157	4,808,543	4,121,605	**(686,938)**
Operating Transfers Out	0	0	0	506,112	506,112	0	**(506,112)**
Total Requirements	3,116,461	5,286,044	3,975,091	4,247,269	5,314,655	4,121,605	**(1,193,050)**
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	1,483,549	1,542,865	1,093,562	**(449,303)**
Fee/Rate	1,205,865	3,915,290	2,676,857	2,112,548	2,668,206	2,537,232	**(130,974)**
Other Revenue	569,195	8,258	49,472	21,061	34,021	21,173	**(12,848)**
Total Revenue	2,940,288	4,772,459	4,190,885	3,617,158	4,245,092	3,651,967	**(593,125)**
Operating Transfers In	32,000	7,370	287,530	194,885	207,960	43,261	**(164,699)**
Total Financing Sources	2,972,288	4,779,829	4,478,415	3,812,043	4,453,052	3,695,228	**(757,824)**
				Fund Balance	861,603	426,377	**(435,226)**
				Budgeted Staffing	21	20	**(1)**

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED 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 $1.2 million 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.

Sources are decreasing by $757,824 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 Programs	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
SUMMARY

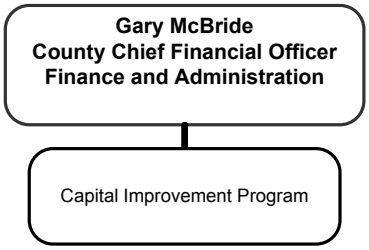
PROJECTS ADMINISTERED BY	Page #	Discretionary General Funding	Other Funding	Total
ARCHITECTURE AND ENGINEERING DEPARTMENT	628			
NEW PROJECTS		35,598,564	11,424,250	47,022,814
CARRYOVER PROJECTS		82,566,460	97,502,044	180,068,504
TOTAL PROJECTS ADMINISTERED BY ARCHITECTURE AND ENGINEERING		118,165,024	108,926,294	227,091,318
DEPARTMENT OF PUBLIC WORKS	650			
TRANSPORTATION				
NEW PROJECTS		5,655,320	14,997,662	20,652,982
CARRYOVER BALANCES		5,844,821	28,902,630	34,747,451
TOTAL PROJECTS ADMINISTERED BY TRANSPORTATION		11,500,141	43,900,292	55,400,433
SOLID WASTE MANAGEMENT	656			
NEW PROJECTS		0	11,945,354	11,945,354
CARRYOVER PROJECTS		0	2,843,500	2,843,500
TOTAL PROJECTS ADMINISTERED BY SOLID WASTE MANAGEMENT		0	14,788,854	14,788,854
TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS		11,500,141	58,689,146	70,189,287
OTHER DEPARTMENTS	658			
NEW PROJECTS		0	1,742,000	1,742,000
CARRYOVER BALANCES		0	-	-
TOTAL PROJECTS ADMINISTERED BY OTHERS		0	1,742,000	1,742,000
TOTAL 2014-15 CAPITAL IMPROVEMENT PROJECT BUDGET		**129,665,165**	**169,357,440**	**299,022,605**

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 operating cost reductions,
    - Identify future space and infrastructure needs of the County,
    - Develop formal estimates of costs and seek adequate project funding, and
    - Identify opportunities for public-private partnerships for the development of County facilities.

BUDGET HISTORY

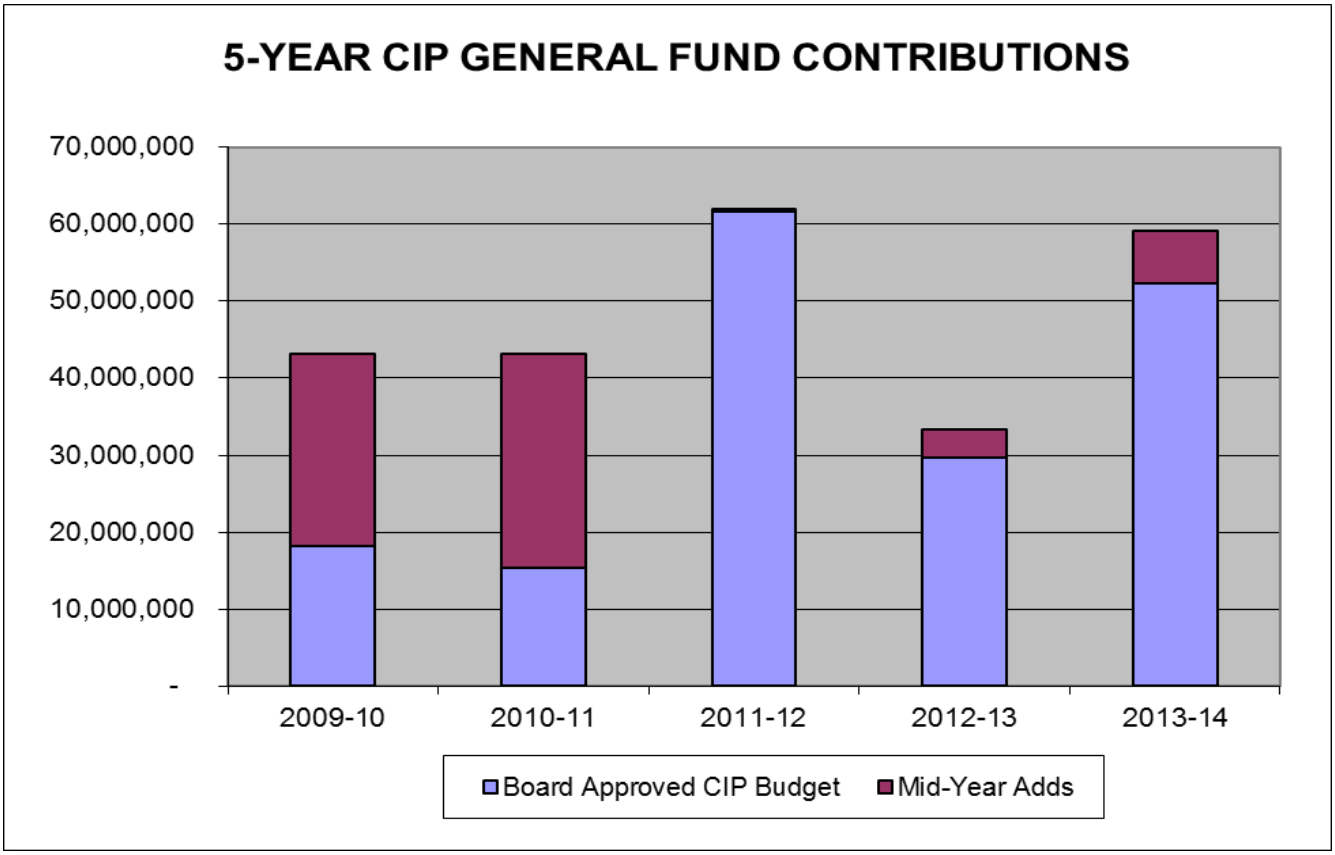
The CIP is funded by a number of sources, including the County general fund and various other funding sources:

- Discretionary General Funding: Funded from County general fund discretionary dollars provided to CIP for general fund projects.
- Other Funding: The underlying funding source is from a general fund department or from a funding source over which the Board has discretion (such as realignment, Fines and Forfeitures, special revenue, or internal service funds such as Risk Management and Fleet Management), or is from a dedicated source for a specified purpose (such as grants, Inmate Welfare Fund, enterprise funds, Courts, Library, fees, dedicated gas and sales tax, and state and federal aid).

The County's CIP includes construction, rehabilitation, and repair projects for numerous facilities and structures. Solid Waste Management and Transportation Division (road) projects are administered by the Department of Public Works (DPW). A&E administers projects for all others, including Arrowhead Regional Medical Center (ARMC), Airports, Regional Parks, general fund departments, and Community Development and Housing (CDH).

CIP funds are budgeted in various capital budget units and expended in various capital asset object codes for County-owned facilities: 4005-Land, 4010-Improvements to Land, 4030-Structures and Improvements to Structures, 4040-Equipment and 5010/5012-Transfers. The CIP budget also includes funding for non-owned facilities: 3305-Contributions to Other Agencies (for various city or community sponsored deferred maintenance/infrastructure capital projects that provide benefits to County residents), and 3310-Contributions to Non-Owned Projects (generally Community Development and Block Grant funded projects also administered by A&E).

The amount of discretionary general funding (net County cost) funding for CIP varies annually based on available one-time funding. The following chart demonstrates the Board's commitment in recent years to address the backlog of deferred maintenance projects for County buildings and infrastructure. General fund contributions to CIP over the past five years total **$240.5 million**. Contributions have averaged approximately $48.1 million per year.



ANALYSIS OF 2014-15 RECOMMENDED 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 projects.

The base budget allocation for CIP for 2013-14 was $12.0 million. For 2014-15, the CAO is recommending that the base budget allocation for CIP remain the same. This recommended funding level will allow the County to continue to invest in County building assets at an acceptable level.

2014-15 RECOMMENDED BUDGET

The following are recommended to be funded from the base budget allocation of **$12.0 million** 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 proposed 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 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 $1.8 million**
  - Interior Renovation Program – Seven projects in the total amount of $1,822,987 will renovate interior spaces in County buildings: West Valley Detention Center (WVDC) Tile Replacement ($600,000); Sheriff's Headquarters Restroom and Locker Room Upgrade ($600,000); Intern Housing Gilbert Street Repairs to Various Buildings ($202,987); Countywide Conference Room Upgrade ($100,000); Sheriff's Headquarters 2nd Floor Security Wall and Access Door ($200,000); WVDC Card Reader Installation at Nursing Stations ($90,000); and CGC Rotunda Painting ($30,000).

- **County Buildings Acquisition and Retrofit Project $1.6 million**
  - Funding in the total amount of $1,600,000 is proposed to be 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).

- **Infrastructure $0.8 million**
  - Site Infrastructure Program - Nine projects in the total amount of $824,000 will improve site infrastructure: San Bernardino-Gilbert Street-Water Line Repairs/Replacements ($350,000); Parker Sheriff's Residence Post Construct Garages ($100,000); Havasu Landing Sheriff's Residence Post Security Fence Installation ($90,000); Baker Sheriff's Residence Post Garage and Site Improvements ($74,000); 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 planned to be funded from the Pavement Management Program for 2014-15: Havasu Landing Pavement Rehabilitation ($120,000); Twin Peaks Courthouse Pavement Rehabilitation or Repair/Slurry and Stripe ($120,000); and Gilbert Street Complex Roadways ($100,000).
  - Foothill Law and Justice Center (FLJC) 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 proposed 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 recommended new projects will extend the useful life of facilities, remove potential hazards and reduce liability, and decrease operating expenses in some cases.

In addition to the base budget above of $12.0 million funded from ongoing discretionary general funding, additional ongoing discretionary general funding of $20.0 million for the 800 Megahertz (MHz) Upgrade Project and additional one-time discretionary general funding of $3.6 million is proposed for the following projects:

- **Construction/Land Acquisition** **$23.6 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 from the Future Space Needs Reserve 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 proposed for funding in 2014-15.

  - 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 will be 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.

In addition to the discretionary general funding projects identified above in the total amount of **$35.6 million,** other new projects will be funded from other sources in the total amount of **$11.4 million** including department funded projects for a total of **$47.0 million** in new projects administered by A&E. The Department of Public Works (DPW) will administer various Transportation new projects in the amount of **$20.7 million** funded with **$5.7** million in discretionary general funding and $15.0 million funded by various other sources, and Solid Waste Management new projects in the amount of **$12.0 million** utilizing other funding 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 **$81.4 million.**

The following chart demonstrates the allocation of funding sources for all new projects recommended in CIP for 2014-15:

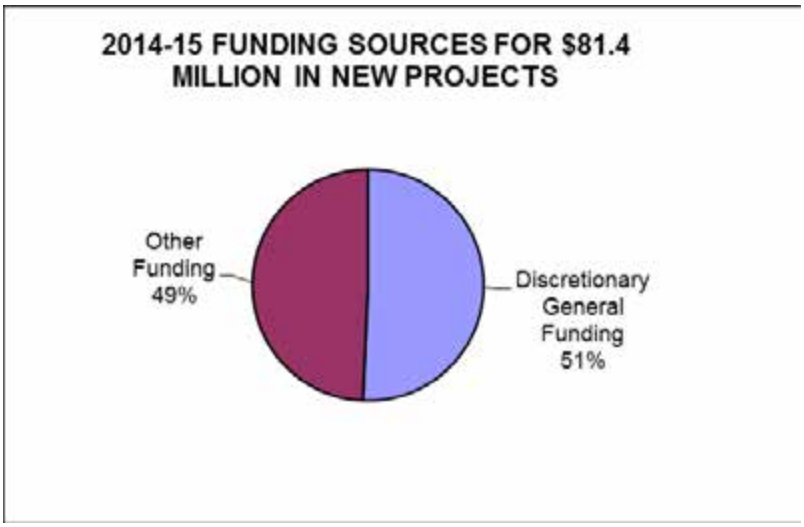


Table 1 provides a summary of all new CIP projects for 2014-15.

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	9,411,737	45,010,301
ARMC Capital Fund (Fund CJE)	-	2,012,513	2,012,513
Total New Projects Administered by A&E	**35,598,564**	**11,424,250**	**47,022,814**
NEW PROJECTS ADMINISTERED BY DPW:			
Transportation New Projects (Various Funds)	5,655,320	14,997,662	20,652,982
Solid Waste Management New Projects (Various Funds)	-	11,945,354	11,945,354
Total New Projects Administered by DPW	**5,655,320**	**26,943,016**	**32,598,336**
NEW PROJECTS ADMINISTERED BY OTHER DEPARTMENTS:			
Various Departments (Various Funds)	**-**	**1,742,000**	**1,742,000**
TOTAL NEW CIP PROJECTS	**41,253,884**	**40,109,266**	**81,363,150**

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 $180.1 million. Carryover projects administered by Department of Public Works have carryover balances of $37.6 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)	82,566,460	91,303,953	173,870,413
A&E Capital Fund (Fund CJV)	-	3,715,015	3,715,015
ARMC Capital Funds (Fund CJE)	-	2,483,076	2,483,076
Total A&E Carryover Projects	**82,566,460**	**97,502,044**	**180,068,504**
CARRYOVER PROJECTS ADMINISTERED BY DPW:			
Transportation Carryover Projects (Various Funds)	5,844,821	28,902,630	34,747,451
Solid Waste Mgmt Carryover Projects (Various Funds)	-	2,843,500	2,843,500
Total DPW Carryover Projects	**5,844,821**	**31,746,130**	**37,590,951**
CARRYOVER PROJECTS ADMINISTERED BY OTHER DEPARTMENTS:			
Various Departments (Various Funds)	-	-	-
TOTAL CARRYOVER PROJECTS	**88,411,281**	**129,248,174**	**217,659,455**

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. The total estimated project cost is $158.2 million. $64.0 million has been funded to date and an additional $20.0 million is proposed for new funding 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. On December 17, 2013 (Item No. 107), the Board approved Motorola and Aviat Networks' recommended project plans. The agreement with Motorola was amended to a not-to-exceed amount of $95.6 million, an agreement was approved with Aviat Networks in an amount not to exceed $27.7 million for equipment and services, and purchase orders were approved in the amount of $1.5 million annually for maintenance and support. 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.	**$158.2 million**	**$59.0 million**

Project	Total Project Cost	Carryover Balance
Adelanto Detention Center Expansion In December 2010, the Board approved the project budget of $120.0 million and awarded a construction contract for the 1,368 bed expansion of the Adelanto Detention Center located in Adelanto. 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. 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.	**$145.5 million**	**$3.2 million**
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 from existing CIP projects and Program budgets ($3.7 million), bringing the total funding to $48.2 million. The 2014-15 Recommended budget allocates an additional $1.6 million from the annual 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. *Budgets of $48.2 million were distributed to individual building remodel projects. Current carryover balances for those building projects are $31,606,256.	**$89.5 million**	**$4.6 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 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 is expected to be complete July 2014 with construction beginning October 2014. Upon completion in September 2015, 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**	**$15.7 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 total lease cost of $9.6 million for hangar rent funded $4.1 million from the City of Rialto for relocation cost, $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. 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. 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, fixture and equipment estimated at approximately $1.0 million that will be paid from the Sheriff's 2015-16 budget. 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

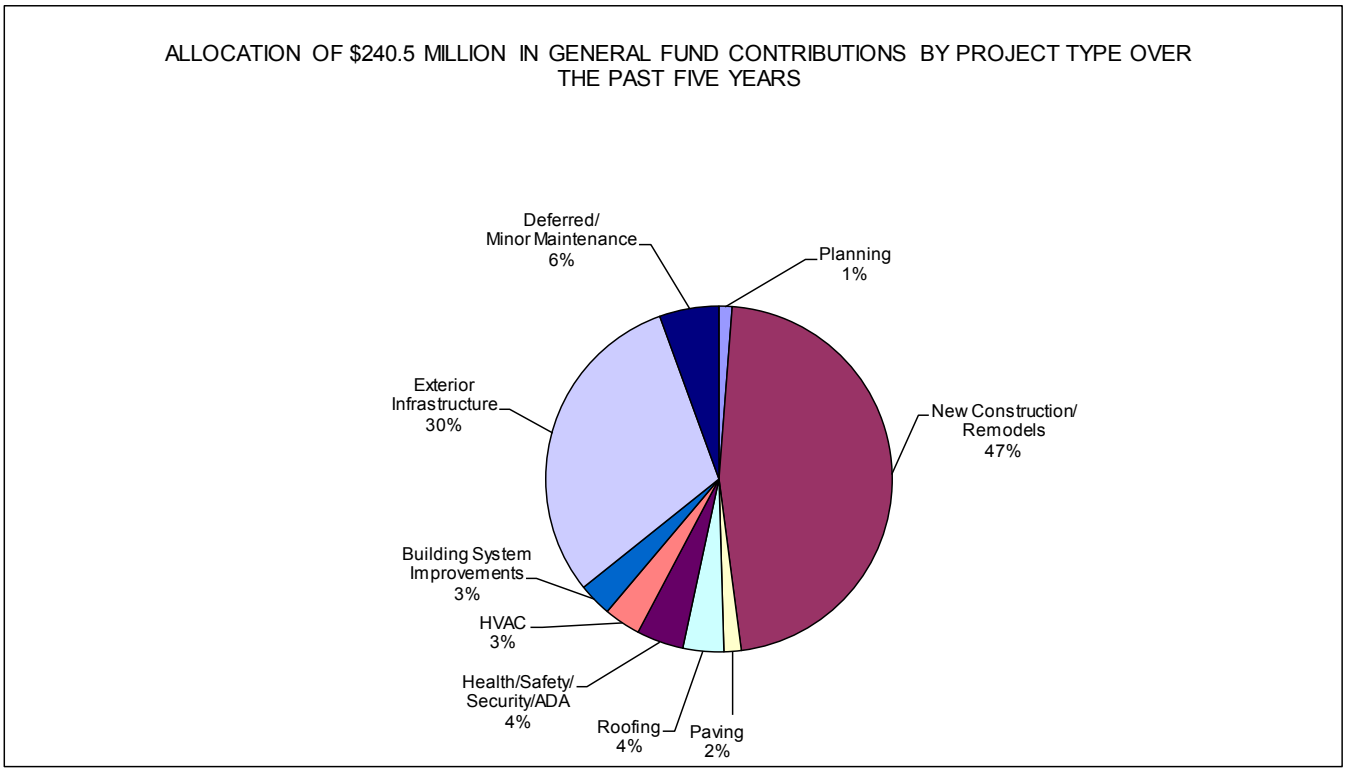
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM PLAN

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 and must be considered in the planning and approval of new projects.

The current general fund annual allocation for CIP projects is $12.0 million and the focus is on maintenance. That funding has been programmed over the next five years and is summarized on Exhibit E – 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

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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)	HDDC Existing Housing Unit Upgrade	15-137	CJP	4Y68
2	Adelanto-9428 Commerce Way	Sheriff/Coroner/ Public Administrator (Sheriff)	High Desert Detention Center (HDDC) Roof Replacement	12-067	CJP	2X00
3	Adelanto-9428 Commerce Way	Sheriff	High Desert Detention Center Heating Ventilation and Air Conditioning (HVAC) Project		CJP	2X60
4	Adelanto-9428 Commerce Way	Sheriff	Adelanto Jail Expansion	07-305	CJV	7700
5	Apple Valley-21101 Dale Evans Parkway	Probation	HDJDAC Cameras/Card Access System funded by Probation Department budget.	11-185	CJP	1P04
6	Apple Valley-21101 Dale Evans Parkway	Probation	High Desert Juvenile Detention and Assessment Center (HDJDAC) Outdoor Visitor Enclosure funded with Excess Prop 172 funds	13-212	CJP	3P10
7	Apple Valley-21101 Dale Evans Parkway	Probation	HDJDAC Employee Parking Expansion funded by the department budget	13-214	CJP	3P15
8	Apple Valley-21101 Dale Evans Parkway	Probation	HDJDAC Field Improvements funded by the Probation Department budget.	13-217	CJP	4P05
9	Apple Valley-21101 Dale Evans Pkwy	A&E	HDJDAC Metal Roofing Repair	15-169	CJP	4Y56
10	Apple Valley-21101 Dale Evans Pkwy	A&E	HDJDAC Facility Sewer Reimbursement	On-going	CJP	AVWD
11	Apple Valley-21101 Dale Evans Pkwy	Probation	HDJDAC Parking Lot Seal and Restripe.	14-191	CJP	4Y15
12	Apple Valley-21101 Dale Evans Pwy	A&E	HDJDAC Secondary Water Source	NA	CJP	7705
13	Apple Valley-21600 Corwin Rd.	Airports	Apple Valley Airport Fuel Facility Replacement funded by County Services Area 60 (CSA60)	12-194	CJP	2J05
14	Apple Valley-21600 Corwin Rd.	Airports	Apple Valley Airport T-Hangar Improvements funded by CSA60	14-001	CJP	4J05
15	Apple Valley-21600 Corwin Road	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) (County Service Area 60 (CSA 60))	15-013	CJP	5J05
16	Apple Valley-21600 Corwin Road	Airports	Taxiway reconstruction with drainage improvements funded by CIP fund RAI and Operating fund (EBJ) (CSA60)	15-014	CJP	5J10
17	Baker-56778 Park Rd.	Sheriff	Baker Sheriff's Residence Post Improvements funded by general fund and State Asset Forfeiture funding	11-101 11-102	CJP	1Z10
18	Baldy Mesa-11855 E. St.	County Fire	Station 16 Kitchen Remodel funded by Reserves (FNR 590 5000)	15-040	CJP	5K10
19	Barstow-200-201 E. Buena Vista	A&E	Barstow Office Building Demolition	14-120	CJP	4X60
20	Barstow-220 E. Buena Vista St.	Probation	Barstow Buena Vista Rehab funded by AB109.	15-004	CJP	5P05
21	Barstow-220 E. Buena Vista St.	A&E	Barstow Probation Roofing Replacement	14-015	CJP	4X32
22	Barstow-225 E. Mt. View	A&E	Barstow SubStation Parking Lot Slurry Seal and Stripe	15-166	CJP	4Y30
23	Barstow-225 E. Mt. View	Sheriff	Barstow Sheriff's Station North Jail Area Emergency Electrical		CJP	031A
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. Mountain View	Assessor-Recorder-County Clerk	Carpet and paint and new furniture. Requesting Discretionary General Funding for carpet/paint. Department will fund FF&E.	15-096	CJP	5K50
26	Barstow-303 E. Mt. View Ave.	A&E	Barstow PH Air Handler	14-079	CJP	4X28
27	Barstow-304 E. Buena Vista	A&E	Barstow Library Pavement Rehab	13-105	CJP	3X46

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

	NEW PROJECTS/FUNDING			CARRYOVER				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Recommended Requirements	Proj.
450,000			-	450,000		450,000	450,000	1
840,000			-	772,435		772,435	772,435	2
2,335,000			-	2,262,257		2,262,257	2,262,257	3
143,550,000			-		3,207,693	3,207,693	3,207,693	4
678,389			-		632,967	632,967	632,967	5
240,000			-		197,848	197,848	197,848	6
300,000			-		275,515	275,515	275,515	7
7,500			-		4,988	4,988	4,988	8
30,000			-	30,000		30,000	30,000	9
105,386			-	105,386		105,386	105,386	10
37,000			-	37,000		37,000	37,000	11
1,400,000			-	1,400,000		1,400,000	1,400,000	12
3,360,000			-		550,814	550,814	550,814	13
250,000			-		250,000	250,000	250,000	14
200,000		200,000	200,000			-	200,000	15
250,000		250,000	250,000			-	250,000	16
400,000			-		739	739	739	17
53,200		53,200	53,200			-	53,200	18
215,000			-	209,977		209,977	209,977	19
495,000		495,000	495,000			-	495,000	20
110,000			-	99,008		99,008	99,008	21
30,000			-	30,000		30,000	30,000	22
25,000			-	25,000		25,000	25,000	23
250,000		250,000	250,000			-	250,000	24
31,000		31,000	31,000			-	31,000	25
83,000			-	7,989		7,989	7,989	26
205,000			-	2,148		2,148	2,148	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	Barstow-304 E. Buena Vista	Library	Barstow County Library Door Replacement funded by the Library Special Revenue budget (SAP CLB).	14-129	CJP	4L01
29	Big Bear-41930 Garstin Dr.	A&E	Big Bear Library Roof Replacement	13-104	CJP	3X42
30	Big Bear-477 Summit Boulevard	A&E	Big Bear County Building-Big Bear-477 Summit Ave.- Exterior repair/painting funded County ($31,544-78.86%) and AOC ($8,456-21.14%)	15-161	CJP	5T25
31	Big Bear-477 Summit Boulevard	A&E	Big Bear Courthouse Elevator Modernization funded by general fund (78.86%-$118,290) and AOC (21.14%-$31,710)	14-093	CJP	4X01
32	Big Bear-477 Summit Boulevard	A&E	Big Bear Sheriff's Station Sub-Floor Replacement	NA	CJP	4X97
33	Blue Jay-26830 Hwy 189	Public Works	Blue Jay Transportation Yard Roofing funded by Transportation Gas Tax	14-057	CJP	4K01
34	Chino-16700 S. Euclid Ave.	Regional Parks	Prado Regional Park Electrical Upgrade Phase 2	14-073	CJP	4X54
35	Chino-7000 Merrill Ave.	Airports	Chino Airport- Retention & Storm Water Conveyance Phase II funded by the department budget	09-170	CJP	2J03
36	Chino-7000 Merrill Ave.	Airports	Chino Airport Groundwater Assessment Phase III funded by the general fund and Airports Capital Improvement Fund (RAA APT)	10-160	CJP	2J04
37	Chino-7000 Merrill Ave.	Airports	Chino Airport Runway Safety Fire Suppression funded 10% CIP fund RAA and 90% Federal Aviation Administration (FAA) funds	14-009	CJP	4J10
38	Chino-7000 Merrill Ave.	Airports	Chino Airport Hangar Repair Inspection and oversight funded from insurance	NA	CJP	4K13
39	Colton-400 N. Pepper Ave.	Arrowhead Regional Medical Center (ARMC)	ARMC Cath Lab Suite Replacement funded by ARMC Enterprise Funds	12-116	CJE	2G15
40	Colton-400 N. Pepper Ave.	ARMC	Patient Lifts Project funded by ARMC Enterprise Funds	13-048	CJE	3G05
41	Colton-400 N. Pepper Ave.	ARMC	Centralized Electronic Surveillance for BH funded by ARMC Enterprise Funds	13-049	CJE	3G10
42	Colton-400 N. Pepper Ave.	ARMC	Behavioral Health Security Fencing funded by ARMC Enterprise Funds	13-050	CJE	3G15
43	Colton-400 N. Pepper Ave.	ARMC	Conversion to Hot/Cold Fresh Food Tray Line funded by ARMC Enterprise Funds	13-056	CJE	3G45
44	Colton-400 N. Pepper Ave.	ARMC	ARMC HIM Coding Remodel funded by ARMC Enterprise Funds	13-233	CJE	3G55
45	Colton-400 N. Pepper Ave.	ARMC	ARMC Data Center Cooling and Electrical Upgrade funded by ARMC Enterprise Funds	13-237	CJE	3G60
46	Colton-400 N. Pepper Ave.	ARMC	ARMC Fetal Monitors Replacement funded by ARMC Enterprise Funds	14-048	CJE	4G05
47	Colton-400 N. Pepper Ave.	ARMC	ARMC Ceiling Mounted Patient Lift Installation funded by ARMC Enterprise Funds	14-052	CJE	4G25
48	Colton-400 N. Pepper Ave.	ARMC	ARMC Parking Lot ADA Improvement Upgrade funded by ARMC Enterprise Funds	14-055 15-091	CJE	4G40
49	Colton-400 N. Pepper Ave.	ARMC	ARMC OB Portpartum Service Expansion and Remodel funded by ARMC Enterprise Funds	14-105	CJE	4G45
50	Colton-400 N. Pepper Ave.	ARMC	ARMC Medical Office Building Exam Room Expansion funded by ARMC Enterprise Funds	14-134	CJE	4G50
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/FUNDING			CARRYOVER				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Recommended Requirements	Proj.
12,500			-		12,500	12,500	12,500	28
200,000			-	97,141		97,141	97,141	29
40,000	31,544	8,456	40,000			-	40,000	30
150,000			-	118,290	25,634	143,924	143,924	31
17,000			-	17,000		17,000	17,000	32
70,000			-		59,355	59,355	59,355	33
150,000			-	132,613		132,613	132,613	34
332,570			-		331,686	331,686	331,686	35
505,344			-		102,479	102,479	102,479	36
1,000,000			-		999,323	999,323	999,323	37
2,500			-		2,500	2,500	2,500	38
433,267			-		330,118	330,118	330,118	39
400,000			-		195,638	195,638	195,638	40
685,419			-		114,414	114,414	114,414	41
121,300			-		103,477	103,477	103,477	42
285,314			-		88,980	88,980	88,980	43
130,000			-		109,056	109,056	109,056	44
591,100			-		512,474	512,474	512,474	45
30,000			-		29,381	29,381	29,381	46
225,000			-		224,773	224,773	224,773	47
459,853		229,927	229,927		63,959	63,959	293,886	48
513,600			-		513,600	513,600	513,600	49
122,000			-		122,000	122,000	122,000	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	Angio/Cath Lab Suite funded by ARMC Enterprise Funds.	11-181	CJE	1G20
61	Colton-400 N. Pepper Ave.	ARMC	Acquisition of 6.64 acres of land	15-167	CJP	5X05
62	Countywide-Various	Information Services Department (ISD)	800 MHz Replacement Project- $40,000 has been transferred to ISD Garden Office Remodel project (Org 4W02).	Various	CJP	2V03
63	Countywide-Various	A&E/FM	Countywide HVAC Control System Upgrade	13-100	CJP	3X20
64	Countywide-Various	A&E/FM	Countywide Conference Room Upgrade	14-087	CJP	4X39
65	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
66	Countywide-Various	A&E/FM	Americans with Disabilities Act (ADA) Program-($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
67	Countywide-Various	A&E/FM	ADA Management	Program	CJP	ADAM
68	Countywide-Various	A&E/FM	Boiler Replacements Program-New Project: -West Valley Adult Detention Center-Rancho Cucamonga-9500 Etiwanda Ave.-Domestic Water/Heating Hot Water Storage Tank Replacement ($565,000)	Program	CJP	BOIL
69	Countywide-Various	A&E/FM	Minor CIP Administration	Program	CJP	CIPA
70	Countywide-Various	A&E/FM	Capital Improvement Program Residual	Program	CJP	CJPR
71	Countywide-Various	A&E/FM	Court Buildings Capital Projects	Program	CJP	CRTB
72	Countywide-Various	A&E/FM	Countywide Elevator Modernization	Program	CJP	ELEV
73	Countywide-Various	A&E/FM	Energy Projects Program	Program	CJP	ENGR
74	Countywide-Various	A&E/FM	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
75	Countywide-Various	A&E/FM	Fire/Life Safety Program	Program	CJP	FIRE
76	Countywide-Various	A&E/FM	Countywide Generator Replacements	Program	CJP	GENR
77	Countywide-Various	A&E/FM	Heating, Ventilation and Air Conditioning (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

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	NEW PROJECTS/FUNDING			CARRYOVER				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Recommended Requirements	Proj.
82,885	-	82,885	82,885			-	82,885	58
138,400		138,400	138,400			-	138,400	59
444,144			-		75,206	75,206	75,206	60
2,200,000	2,200,000		2,200,000			-	2,200,000	61
158,215,198	20,000,000		20,000,000		58,960,000	58,960,000	78,960,000	62
760,000			-	41,819		41,819	41,819	63
125,000			-	124,875		124,875	124,875	64
809,000		809,000	809,000			-	809,000	65
249,727	160,000		160,000	89,727		89,727	249,727	66
13,544			-	13,544		13,544	13,544	67
720,663	565,000		565,000	155,663		155,663	720,663	68
19,280			-	19,280		19,280	19,280	69
333,495			-	333,495		333,495	333,495	70
200,000			-	200,000		200,000	200,000	71
199,871			-	199,871		199,871	199,871	72
942,354			-	942,354		942,354	942,354	73
185,442	160,000		160,000	25,442		25,442	185,442	74
125,000	125,000		125,000			-	125,000	75
21,342			-	21,342		21,342	21,342	76
2,213,604	2,145,000		2,145,000	68,604		68,604	2,213,604	77

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Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
78	Countywide-Various	A&E/FM	Countywide Interior Renovation Program-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) -WVDC-Rancho Cucamonga-9500 Etiwanda Avenue-Tile Replacement (2nd Year Funding) ($600,000) -Sheriff's Headquarters-SanBernardino-655 E. Third Street-Restroom and Locker Room Upgrade ($600,000) -Sheriff's Headquarters-San Bernardino-655 E. Third Street-2nd Floor Security Wall and Access Door ($200,000) -West Valley Detention Center-Rancho Cucamonga-9500 Etiwanda Ave.-Card Reader Installation at Nursing Stations ($90,000)	Program	CJP	INTR
79	Countywide-Various	A&E/FM	Minor Capital Improvements Program ($2,358,564). New Project: -303 Building-Sewage Ejection Pump Replacement ($40,000)	Program	CJP	MCIP
80	Countywide-Various	A&E/FM	Paving Program Budget -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 Courthouse-Twin Peaks-26010 Hwy 189-Pavement Rehabilitation or Repair/Slurry and Stripe ($120,000)	Program	CJP	PAVE
81	Countywide-Various	A&E/FM	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) -Guasti Regional Park-Ontario-800 N. Archibald Ave.-Improvements to Dry Camping Sites ($60,000) to be managed by Special Districts -Guasti Regional Park-Ontario-800 N. Archibald Ave.-Add Dechlorination Unit ($30,000)	Program	CJP	REGP

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	NEW PROJECTS/FUNDING			CARRYOVER				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Recommended Requirements	Proj.
1,825,664	1,822,987		1,822,987	2,677		2,677	1,825,664	78
2,259,584	2,398,564		2,398,564	1,259,584		1,259,584	3,658,148	79
375,695	340,000		340,000	35,695		35,695	375,695	80
1,051,819	1,000,000		1,000,000	51,819		51,819	1,051,819	81

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Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
82	Countywide-Various	A&E/FM	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)	Program	CJP	ROOF
83	Countywide-Various	A&E/FM	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 -Baker-56775 and 56756 Park-Sheriff's Residence Post Improvements to Garage and Site ($74,000) -Havasu Landing-1 Tidwell Lane-Sheriff's Residence Post Security Fence Installation ($90,000) -San Bernardno-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-1 Parker Dam Road-Sheriff's Parker Residence Post Construct Garages (2nd Year Funding) ($100,000)	Program	CJP	SITE
84	Crestline-24171 Lake Dr.	Regional Parks	Lake Gregory Dam Rehabilitation Project Phase II	NA	CJP	4R10
85	Crestline-24640 San Moritz Dr.	A&E	Demolish Resident Cabin at Lake Gregory	NA	CJP	4X98
86	Devore-18000 Institution Rd.	A&E	GHRC Shower Remodel	14-195	CJP	4Y66
87	Devore-18000 Institution Rd.	A&E	GHRC Video Camera Installation	15-102	CJP	4Y67
88	Devore-18000 Institution Rd.	County Fire	Special Operations/Training 4,800 SF Butler Building funded by Reserves (FPD 106 800)	15-072	CJP	5K35
89	Devore-18000 Institution Rd.	Sheriff	Sheriff Training Center Expansion funded by State Asset Forfeiture and Law and Justice Funds	12-009	CJP	2S00
90	Devore-18000 Institution Rd.	Sheriff	Sheriff Glen Helen Rehabilitation Center GHRC) Security Improvements	13-162	CJP	3S08
91	Devore-18000 Institution Rd.	Sheriff	Sheriff's Academy Scenario Village - Phase I funded from Federal Asset Forfeiture Funds (SHR SCK)	13-153	CJP	3S13
92	Devore-18000 Institution Rd.	Sheriff	Sheriff Training Academy Range Lead Traps funded from general fund and Sheriff's Asset Forfeiture Funding	13-115	CJP	3X14
93	Devore-18000 Institution Rd.	Sheriff	GHRC ROP ADA Improvements	NA	CJP	4X07
94	Devore-18000 Institution Rd.	Sheriff	Glen Helen Sheriff's Roofing Rehabilitation	14-084	CJP	4X55
95	Devore-18000 Institution Rd.	Sheriff	Sheriff's Regional Training Center	08-207	CJV	8X84
96	Devore-18958 Institution Rd.	Sheriff	EVOC Roadway/Track Pavement Management funded $164,450 general fund and $29,550 Sheriff's budget.	13-145	CJP	3S09
97	Devore-19777 Shelter Way	Public Health	Devore Public Health Animal Control Improvements	13-221	CJP	3X75
98	Devore-2555 Glen Helen Parkway	Regional Parks	Glen Helen Regional Park (GHRP) Electrical Repair funded by insurance.	14-118	CJP	4X10
99	Devore-2555 Glen Helen Parkway	Regional Parks	GHRP Sewer Main Extension	14-074	CJP	4X20
100	Fawnskin-39188 Rim of the World Dr.	County Fire	Station 96 Apparatus Bay Remodel funded by Reserves (FMZ 600 4000)	15-056	CJP	5K25
101	Fontana-17830 Arrow Boulevard	A&E	Fontana Substation Parking Lot Renovation	15-146	CJP	4Y35
102	Fontana-17830 Arrow Boulevard	Probation	Fontana Building Remodel for West Valley Day Reporting Center funded by AB109	14-116	CJP	4P10
103	Havasu Landing-1 Tidwell Ln.	A&E	Havasu Landing Roofing and Awning Replacement	15-131	CJP	4Y71
104	Hesperia-15900 Smoketree Rd.	A&E	High Desert Government Center (HDGC) Public Safety Operations Center (PSOC)	12-099	CJP	2X62
105	Hesperia-16453 Bear Valley Rd.	Public Health	Public Health Clinic Remodel/Expansion Project funded by a federal grant	13-129	CJP	3U05

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	NEW PROJECTS/FUNDING			CARRYOVER				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Recommended Requirements	Proj.
271,094	250,000		250,000	20,894		20,894	270,894	82
829,301	824,000		824,000	5,301		5,301	829,301	83
450,000			-		6,054	6,054	6,054	84
45,000			-	45,000		45,000	45,000	85
312,000			-	312,000		312,000	312,000	86
300,000			-	300,000		300,000	300,000	87
233,000		233,000	233,000			-	233,000	88
2,385,000			-		2,185,470	2,185,470	2,185,470	89
2,388,000			-	428,057		428,057	428,057	90
300,000			-		216,042	216,042	216,042	91
1,125,000			-	203,846		203,846	203,846	92
20,000			-	2,199		2,199	2,199	93
344,189			-	307,196		307,196	307,196	94
1,150,000			-		3,888	3,888	3,888	95
194,000			-	164,450	23,074	187,524	187,524	96
250,000			-	215,206		215,206	215,206	97
316,412			-		212,346	212,346	212,346	98
250,000			-	247,839		247,839	247,839	99
66,500		66,500	66,500			-	66,500	100
100,000			-	100,000		100,000	100,000	101
5,095,000			-		5,095,000	5,095,000	5,095,000	102
60,000			-	60,000		60,000	60,000	103
15,250,000			-	508		508	508	104
3,333,675			-		3,042,797	3,042,797	3,042,797	105

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Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
106	High Desert-To Be Determined	Public Health	High Desert Animal Shelter	10-109	CJP	0X80
107	Lake Arrowhead-27470 North Bay Rd.	County Fire	Station 94 Covered Parking funded by Reserves (FMZ 600 4000)	15-060	CJP	5K30
108	Lake Arrowhead-301 SH 173	County Fire	County Fire Station 91 Admin Window Replacement funded from Minor CIP and County Fire	13-016	CJP	3K01
109	Lake Arrowhead-301 SH 173	County Fire	County Fire Station 91 Concrete Project funded by Reserves (FMR 600 4000)	14-041	CJP	4K04
110	Lake Arrowhead-981 N. SH 173	County Fire	County Fire Station 92 Parking Structure	14-042	CJP	4K05
111	Lake Arrowhead-981 N. SH 173	County Fire	Station 92 Covered Parking funded by Reserves (FMZ 600 4000)	15-051	CJP	5K20
112	Lake Havasu-1 Tidwell Ln.	Sheriff	Havasu Landing Inmate Quarters Renovation funded from Inmate Welfare Fund.	14-123	CJP	4S15
113	Lake Havasu-Havasu Landing	Sheriff	Havasu Landing Fuel Generator Replacement	NA	CJP	3X74
114	Mentone-1300 Crafton Ave.	County Fire	Station 9 Bathroom Remodel funded by Reserves (FVR 580 4000)	15-030	CJP	5K05
115	Mentone-1331 Opal Ave.	Library	Mentone Library Exterior Painting funded by the Library Department budget.	14-182	CJP	4L02
116	Mt. Baldy-APN 0353-151-12	Public Works	Mt Baldy Transportation Yard Cinder Building	14-062	CJP	4K02
117	Needles-1 Park Moabi Rd.	A&E	Colorado River Station Roofing Replacement	15-143	CJP	4Y69
118	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
119	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
120	Needles-1111 E. Bailey Ave.	A&E	Needles Complex Pavement and Rehab funded by the Pavement Management Program and Administrative Office of the Courts (AOC)	13-112	CJP	3X13
121	Needles-1111 E. Bailey Ave.	A&E	Needles Library Paint and Carpet Replacement	15-002	CJP	4Y63
122	Needles-1111 E. Bailey Ave.	A&E/FM	Courthouse Exterior Reseal & Paint funded County ($50,895-78%) and AOC ($14,355-22%)	15-159	CJP	5T20
123	Needles-1111 E. Bailey Ave.	A&E/FM	County Building Exterior Reseal & Paint funded County ($8,650-34.95%) and AOC ($16,100-65.05%)	15-160	CJP	5T30
124	Needles-1111 E. Bailey Ave.	Assessor-Recorder-County Clerk	Assessor Needles Office Expansion funded by the department budget	13-211	CJP	4K12
125	Needles-TBD	County Fire	Needles Fire Station	12-137 13-095	CJP	2Y30
126	Ontario-555 W. Maple Ave.	Preschool Services	Preschool Services Maple Resurfacing of Blacktop funded from federal funding through Administration for Children and Families	14-177	CJP	4K17
127	Ontario-555 W. Maple Ave.	Preschool Services	Preschool Services Maple Restrooms Remodel funded through Administration for Children and Families	14-178	CJP	4K18
128	Ontario-555 W. Maple Ave.	Preschool Services	Preschool Services Maple New Windows Installation funded through Administration for Children and Families	14-181	CJP	4K19
129	Ontario-555 W. Maple Ave.	Preschool Services	Preschool Services Maple Panic Bars/Hardware Installation funded from federal funding through Administration for Children and Families	14-179	CJP	4K20
130	Ontario-800 N. Archibald Ave.	Regional Parks	Cucamonga-Guasti Electrical Services	14-073	CJP	4X24
131	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
132	Parker Dam-1790 Parker Dam Rd.	A&E	Colorado River Reporting Station Roofing Repair	14-196	CJP	4Y70
133	Phelan-9898 Clovis Rd.	A&E	Phelan Library Paint and Carpet Replacement	15-001	CJP	4Y62
134	Rancho Cucamonga-8303 N. Haven Ave.	A&E	Rancho Courthouse Sprinkler Head Replacement funded by general fund (23.95%-$10,000) and AOC (76.05%-$31,754)	14-092	CJP	4X04
135	Rancho Cucamonga-8303 N. Haven Ave.	A&E	FLJC Chiller Replacement funded by general fund (23.95%-$219,301) and by AOC (76.05%-$696,359).	14-186	CJP	4Y25

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	NEW PROJECTS/FUNDING			CARRYOVER				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Recommended Requirements	Proj.
1,235,000			-	1,235,000		1,235,000	1,235,000	106
133,000		133,000	133,000			-	133,000	107
702,000			-	419,000	273,555	692,555	692,555	108
200,000			-		200,000	200,000	200,000	109
100,000			-		100,000	100,000	100,000	110
133,000		133,000	133,000			-	133,000	111
20,000			-		20,000	20,000	20,000	112
60,000			-	50,972		50,972	50,972	113
46,550		46,550	46,550			-	46,550	114
25,000			-		25,000	25,000	25,000	115
20,000			-		20,000	20,000	20,000	116
18,600			-	18,600		18,600	18,600	117
293,280			-		293,280	293,280	293,280	118
917,700			-		917,700	917,700	917,700	119
317,000			-		8,842	8,842	8,842	120
75,000			-	75,000		75,000	75,000	121
65,250	50,895	14,355	65,250			-	65,250	122
24,750	8,650	16,100	24,750			-	24,750	123
40,500			-		40,500	40,500	40,500	124
2,985,323			-	2,812,604		2,812,604	2,812,604	125
200,000			-		200,000	200,000	200,000	126
420,000			-		420,000	420,000	420,000	127
10,000			-		10,000	10,000	10,000	128
24,000			-		24,000	24,000	24,000	129
200,000			-	200,000		200,000	200,000	130
175,000			-		159,509	159,509	159,509	131
60,000			-	60,000		60,000	60,000	132
90,000			-	90,000		90,000	90,000	133
41,754			-	10,000	23,522	33,522	33,522	134
915,660			-	219,301	696,359	915,660	915,660	135

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Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
136	Rancho Cucamonga-8303 N. Haven Ave.	A&E	Rancho Courthouse Design for Court Reorganization	14-193	CJP	4Y58
137	Rancho Cucamonga-8303 N. Haven Ave.	A&E	FLJC Elevator 1-4 Modernization funded by general fund (23.95%-$251,475) and AOC (76.05%-$798,525).	14-194	CJP	4Y59
138	Rancho Cucamonga-8303 N. Haven Ave.	A&E	Rancho Courthouse Base Isolation Testing	07-180	CJP	7200
139	Rancho Cucamonga-8303 N. Haven Ave.	A&E	Foothill Law and Justice Center Pavement Rehabilitation funded County ($191,600-23.95%) and AOC ($608,400 - 76.05%)	15-163	CJP	5T15
140	Rancho Cucamonga-8303 N. Haven Ave.	Probation	Probation Electrical Modification at FLJC funded by Probation Department budget.	14-187	CJP	039A
141	Rancho Cucamonga-8575 Haven Ave.	A&E	Rancho Office Building Entry Door Installation Project	14-122	CJP	4X61
142	Rancho Cucamonga-9324 San Bernardino Rd.	Preschool Services	Preschool Services Cucamonga Flooring funded from federal funding through Administration for Children and Families	14-180	CJP	4K22
143	Rancho Cucamonga-9478 Etiwanda Ave.	A&E	West Valley Day Reporting Center Boilers Replacement	14-195	CJP	4Y60
144	Rancho Cucamonga-9478 Etiwanda Ave.	Probation	WVDRC Fire Inspection Modifications funded by AB109.	14-183	CJP	4P20
145	Rancho Cucamonga-9500 Etiwanda Ave.	A&E	WVDC HVAC Phase II	14-079	CJP	4X26
146	Rancho Cucamonga-9500 Etiwanda Ave.	A&E	WVDC Inmate Shower Renovation	14-087	CJP	4X38
147	Rancho Cucamonga-9500 Etiwanda Ave.	A&E	GHRC Roofing Repair/Replacement	15-139	CJP	4Y55
148	Rancho Cucamonga-9500 Etiwanda Ave.	Probation	WVDRC Emergency Access Door Modifications		CJP	035A
149	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
150	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	West Valley Detention Center (WVDC) Revocation Hearing Rooms Remodel funded from Federal Asset Forfeiture funds (SCK SHR)	13-146	CJP	3S10
151	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	WVDC Recreation Yard Improvement Project funded by Inmate Welfare Fund	13-149	CJP	3S11
152	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	WVDC Generators Replacement	13-102	CJP	3X60
153	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	WVDC Perimeter Security Enhancement	14-017	CJP	4X51
154	Rancho Cucamonga-9500 Etiwanda Ave.	Sheriff	West Valley Detention Center (WVDC) Security Controls Upgrade	NA	CJP	4X85
155	Redlands-2024 Orange Tree Ln.	A&E	Museum Flooding Mitigation	13-109	CJP	3X54
156	Redlands-2024 Orange Tree Ln.	A&E	Redlands Museum Association Buildings Exterior Renovation	14-086	CJP	4X34
157	Redlands-2024 Orange Tree Ln.	A&E	Museum Entry and Patio Deck Resurfacing	14-086	CJP	4X35
158	Redlands-2024 Orange Tree Ln.	A&E	Redlands Museum Paint and Seal Dome	14-086	CJP	4X36
159	Redlands-2024 Orange Tree Ln.	A&E	Museum Association Building Flooring	NA	CJP	4X90
160	Redlands-2024 Orange Tree Ln.	A&E	Museum Association Metal Roofing Repair	15-170	CJP	4Y57
161	Redlands-2024 Orange Tree Ln.	Museum	Museum Sewer Line Modification	NA	CJP	3X76
162	Redlands-2024 Orange Tree Ln.	Museum	Hall of History Refurbishing	08-206	CJV	8X78
163	Rialto-1743 Miro Way	A&E	Office of Emergency Services Rialto Generator Replacement	NA	CJP	3X72
164	Rialto-1743 Miro Way	A&E	Sheriff Dispatch Rialto Generator Replacement	NA	CJP	3X73
165	Running Springs-1896 Wilderness Rd.	Public Works	Running Springs Equipment Storage funded by Transportation Gas Tax.	11-197	CJP	1Z72

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Administered by Architecture and Engineering Department

	NEW PROJECTS/FUNDING			CARRYOVER				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Recommended Requirements	Proj.
200,000			-	200,000		200,000	200,000	136
1,050,000			-	251,475	798,525	1,050,000	1,050,000	137
80,000			-	80,000		80,000	80,000	138
800,000	191,600	608,400	800,000			-	800,000	139
5,000			-		5,000	5,000	5,000	140
22,000			-	163		163	163	141
60,000			-		60,000	60,000	60,000	142
175,000			-	175,000		175,000	175,000	143
32,000			-		32,000	32,000	32,000	144
395,000			-	363,503		363,503	363,503	145
600,000			-	594,560		594,560	594,560	146
425,000			-	425,000		425,000	425,000	147
23,000			-	23,000		23,000	23,000	148
6,300,000		2,000,000	2,000,000		(1,258,306)	(1,258,306)	741,694	149
250,000			-		222,426	222,426	222,426	150
140,000			-		129,604	129,604	129,604	151
1,600,000			-	709,211		709,211	709,211	152
950,000			-	342,696		342,696	342,696	153
5,000,000			-	4,977,900		4,977,900	4,977,900	154
300,000			-	56,790		56,790	56,790	155
955,900			-	3,317		3,317	3,317	156
51,500			-	50,625		50,625	50,625	157
222,500			-	180,243		180,243	180,243	158
11,500			-	1,096		1,096	1,096	159
30,000			-	30,000		30,000	30,000	160
74,114			-	48,086		48,086	48,086	161
3,150,730			-		8,504	8,504	8,504	162
70,000			-	42,373		42,373	42,373	163
65,000			-	31,575		31,575	31,575	164
1,003,000			-		111,559	111,559	111,559	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-104 W. 4th St.	A&E	104 Building Exterior Improvements	12-102	CJP	3D05
167	San Bernardino-104 W. 4th St.	Probation	Probation Remodel for AB109 Space funded by AB109	12-147	CJP	2Y12
168	San Bernardino-1499 S. Tippecanoe	Preschool Services	Butler Building Improvements funded by the department budget.	13-044	CJP	3K04
169	San Bernardino-157 W. 5th St.	A&E	157 Building Seismic Retrofit and Improvements	12-102	CJP	3D06
170	San Bernardino-157 W. 5th St.	A&E	157 Building Exterior Wall Repair	NA	CJP	4Y05
171	San Bernardino-172 W. 3rd St.	A&E	172 Building Seismic Retrofit and Improvements	12-102	CJP	3D07
172	San Bernardino-172 W. 3rd St.	A&E	172 W. 3rd Replace Oil Switches	14-088	CJP	4X45
173	San Bernardino-175 N. Lena Rd.	A&E	Coroner Building Parking Lot Renovation	15-167	CJP	4Y45
174	San Bernardino-175 W. 5th St.	Probation	Probation Crime Intelligence Unit Remodel funded by AB109	13-119	CJP	3P05
175	San Bernardino-200 S. Lena Rd.	Facilities Mgmt.	FM Parking Lot and Driveway Rehab	14-085	CJP	4X15
176	San Bernardino-200 S. Lena Rd.	Sheriff	Sheriff's Crime Lab	07-293	CJP	2Y65
177	San Bernardino-200 S. Lena Rd.	Sheriff	Sheriff's Scientific Investigations Division Remodel funded by Sheriff's department budget	15-164	CJP	5S05
178	San Bernardino-210 N. Lena Rd.	Fleet Management	Fleet Management Door Replacement Phase I funded by Fleet Management Internal Service Funds (ISF) Retained Earnings	14-184	CJP	4F05
179	San Bernardino-210 N. Lena Rd.	Fleet Management	Fleet Management Shop Heaters Building 7 funded from Fleet Management ISF Retained Earnings	14-143	CJP	4F10
180	San Bernardino-210 N. Lena Rd.	Fleet Management	Fleet Management Infrastructure Improvements funded from Fleet Management ISF Retained Earnings	14-145	CJP	4F15
181	San Bernardino-210 N. Lena Road	Fleet Management/ Public Works	Pavement Management funded General Fund/Public Works Share $1,398,564; Fleet Internal Service Funds Retained Earnings-$1,451,436	15-165	CJP	5K55
182	San Bernardino-222 W. Hospitality Ln.	A&E	Hall of Records Sign Project funded by SANBAG	12-133	CJP	2X88
183	San Bernardino-222 W. Hospitality Ln.	A&E	222 Building Remodel	12-102	CJP	3D04
184	San Bernardino-222 W. Hospitality Ln.	A&E/FM	Hall of Records AC-1 Damper Assembly Replacement		CJP	038A
185	San Bernardino-222 W. Hospitality Ln.	Assessor-Recorder-County Clerk	Assessor-Recorder Glass Door/Blinds funded by the department budget	14-022	CJP	4K07
186	San Bernardino-222 W. Hospitality Ln., 3rd Floor	Risk Management	Executive Conference Room Remodel funded by Insurance Programs Internal Service Funds.	15-095	CJP	5K45
187	San Bernardino-268 W. Hospitality Ln.	A&E	268 Building Improvements	12-102	CJP	3D15
188	San Bernardino-303 Vanderbilt	A&E	Behavioral Health Move to IEHP	12-102	CJP	3D14
189	San Bernardino-303 W. 3rd St.	A&E	303 Building Remodel	12-102	CJP	3D09
190	San Bernardino-303 W. 3rd St.	A&E/FM	303 Building Elevator Upgrade	12-073	CJP	2X39
191	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
192	San Bernardino-316 Mtn. View Ave.	A&E	316 Building Remodel	12-102	CJP	3D11
193	San Bernardino-316 Mtn. View Ave.	A&E	316 Mtn. View Replace Oil Switches	14-088	CJP	4X49
194	San Bernardino-340 Mtn. View Avenue	A&E	340 Mtn. View Building Waterline Repair	NA	CJP	4X70
195	San Bernardino-351 Mtn. View Ave.	A&E	351 Building Remodel	12-102	CJP	3D08
196	San Bernardino-351 Mtn. View Ave.	A&E	351 Mtn. View Replace Oil Switches	14-088	CJP	4X47
197	San Bernardino-351 N. Arrowhead Ave.	A&E/FM	County Government Center Central Plant-Cooling Tower, Pumps, Electrical and Controls funded by County ($235,900-67.4%) and Administrative Office of the Courts (AOC) ($114,100-32.6%)	15-150	CJP	5T05

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

	NEW PROJECTS/FUNDING			CARRYOVER				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Recommended Requirements	Proj.
500,000			-	500,000		500,000	500,000	166
1,464,539			-		340,282	340,282	340,282	167
46,100			-		41,888	41,888	41,888	168
4,057,903			-	3,884,665		3,884,665	3,884,665	169
30,000			-	30,000		30,000	30,000	170
6,500,000			-	6,500,000		6,500,000	6,500,000	171
78,000			-	75,656		75,656	75,656	172
120,000			-	120,000		120,000	120,000	173
296,000			-		129,316	129,316	129,316	174
220,000			-	213,653		213,653	213,653	175
17,000,000			-	15,742,565		15,742,565	15,742,565	176
110,000		110,000	110,000			-	110,000	177
45,000			-		45,000	45,000	45,000	178
9,000			-		9,000	9,000	9,000	179
170,000			-		170,000	170,000	170,000	180
2,850,000	1,398,564	1,451,436	2,850,000			-	2,850,000	181
5,000			-		5,000	5,000	5,000	182
1,000,000			-	1,000,000		1,000,000	1,000,000	183
25,000			-	25,000		25,000	25,000	184
15,000			-		15,000	15,000	15,000	185
16,000		16,000	16,000			-	16,000	186
6,000,000			-	5,944,561		5,944,561	5,944,561	187
100,000			-	66,218		66,218	66,218	188
6,300,000			-	6,184,825		6,184,825	6,184,825	189
780,000			-	75,032		75,032	75,032	190
44,000			-		7,118	7,118	7,118	191
-			-			-	-	192
67,000			-	65,046		65,046	65,046	193
53,000			-	3,213		3,213	3,213	194
2,000,000			-	2,000,000		2,000,000	2,000,000	195
69,000			-	67,009		67,009	67,009	196
350,000	235,900	114,100	350,000			-	350,000	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-364 Mtn. View Ave.	A&E	364 Mtn. View Replace Oil Switches	14-088	CJP	4X48
199	San Bernardino-385 N. Arrowhead Ave.	A&E	CGC HVAC Study	14-079	CJP	4X25
200	San Bernardino-385 N. Arrowhead Ave.	A&E	CGC Exterior Walkway Tile and Grout Replacement	NA	CJP	4X63
201	San Bernardino-385 N. Arrowhead Ave.	A&E	CGC Conference Room Skylight Replacement Project	NA	CJP	4X66
202	San Bernardino-385 N. Arrowhead Ave.	A&E	CGC BOS Dais Modification	NA	CJP	4X80
203	San Bernardino-385 N. Arrowhead Ave.	A&E/FM	CGC Chilled Water Repairs		CJP	037A
204	San Bernardino-385 N. Arrowhead Ave.	Land Use Services	CGC Land Use Services Remodel	14-128	CJP	4X56
205	San Bernardino-401 Arrowhead Ave.	A&E	401 Building Remodel	12-102	CJP	3D12
206	San Bernardino-4280 Hallmark Parkway	Preschool Services	Preschool Services Warehouse Building Acquisition funded by a federal grant	13-225	CJP	4K06
207	San Bernardino-503 E. Central Ave.	Preschool Services	Preschool Services Mill Center Parking Expansion funded from federal funding through Administration for Children and Families	14-174	CJP	4K16
208	San Bernardino-630 E. Rialto Ave.	Sheriff	CDC Domestic Water Repair		CJP	033A
209	San Bernardino-655 E. 3rd St.	Sheriff	Sheriff's Bureau of Administration Expansion funded from Sheriff's budget (SCT SHR SHR)	14-115	CJP	4S10
210	San Bernardino-670 E. Gilbert St.	ISD	ISD Data Center UPS Upgrade funded by Internal Service Funds Retained Earnings.	11-003	CJP	1V20
211	San Bernardino-670 E. Gilbert St.	ISS	ISD Elevator Modernization funded by ISD Internal Services Fund (ISF) Retained Earnings	14-072	CJP	4V05
212	San Bernardino-670 E. Gilbert St.	ISD	Grind, compact and resurface rear parking lot funded by Internal Service Fund (ISF) Retained Earnings (IAJ and IAM).	15-093	CJP	5V05
213	San Bernardino-670 E. Gilbert St.	ISD	ISD Electronic Expansion Valves funded from ISD ISF Retained Earnings.	14-136	CJP	4V15
214	San Bernardino-670 E. Gilbert St.	ISD	ISD Paving Repair/Overlay funded from ISD ISF Retained Earnings	14-095	CJP	4V20
215	San Bernardino-670 E. Gilbert St.	ISD	ISD Driveway Resurfacing funded with ISD ISF Retained Earnings	14-168	CJP	4V25
216	San Bernardino-670 E. Gilbert St.	ISD	ISD Front Parking Lot Resurfacing funded with ISD ISF Retained Earnings	14-169	CJP	4V30
217	San Bernardino-670 E. Gilbert St.	ISD	ISD Data Center Tile Replacement funded with ISD ISF Retained Earnings	14-173	CJP	4V35
218	San Bernardino-700 E. Gilbert St.	A&E	Children's Assessment Center Flood Remediation funded by Minor CIP and insurance reimbursement.		CJP	2Y25
219	San Bernardino-700 E. Gilbert St.	Children's Assessment Center	Children's Assessment Center Relocation/Remodel	13-123	CJP	3X16
220	San Bernardino-700 E. Gilbert St.	Children's Assessment Center	Children's Assessment Center Landscaping	14-125	CJP	4K09
221	San Bernardino-740 E. Gilbert St.	Probation	Probation Administrative Secured Storage funded by AB109.	15-005	CJP	4P25
222	San Bernardino-777 E. Rialto Ave.	A&E	Rancho Lena WQMP Improvements	NA	CJP	4X16
223	San Bernardino-777 E. Rialto Ave.	A&E	Purchasing Serrano Conference Room Sound-proofing	15-111	CJP	4Y64
224	San Bernardino-777 E. Rialto Ave.	A&E	Purchasing Carpet Replacement	15-112	CJP	4Y65
225	San Bernardino-777 E. Rialto Ave.	Registrar of Voters	Registrar of Voters (ROV) Office Remodel funded by the department budget	14-126	CJP	4K10
226	San Bernardino-780 E. Gilbert St.	A&E	Gilbert Street Warehouse Exterior Painting	13-107	CJP	3X51
227	San Bernardino-825 E. 3rd St.	A&E	825 Building Remodel	12-102	CJP	3D13
228	San Bernardino-825 E. 3rd St.	A&E	Public Works Building Exterior Seal and Paint	NA	CJP	4Y10
229	San Bernardino-825 E. 3rd St.	A&E/FM	Department of Public Works Building Re-Roof funded by Transportation Gas Tax.	11-084	CJP	1X90

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

	NEW PROJECTS/FUNDING			CARRYOVER				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Recommended Requirements	Proj.
69,000			-	67,099		67,099	67,099	198
52,220			-	761		761	761	199
270,000			-	81,904		81,904	81,904	200
25,000			-	7,635		7,635	7,635	201
5,000			-	4,241		4,241	4,241	202
15,000			-	15,000		15,000	15,000	203
1,686,000			-	684,485		684,485	684,485	204
-			-			-	-	205
1,894,000			-		1,890,000	1,890,000	1,890,000	206
250,000			-		250,000	250,000	250,000	207
300,000			-	292,357		292,357	292,357	208
42,000			-		42,000	42,000	42,000	209
4,729,705			-		3,848,634	3,848,634	3,848,634	210
500,000			-		484,944	484,944	484,944	211
517,000		517,000	517,000			-	517,000	212
19,975			-		19,975	19,975	19,975	213
16,000			-		16,000	16,000	16,000	214
81,771			-		81,771	81,771	81,771	215
428,000			-		428,000	428,000	428,000	216
217,000			-		217,000	217,000	217,000	217
87,000			-	26,472	57,000	83,472	83,472	218
1,000,000			-	2,921		2,921	2,921	219
80,000			-		75,812	75,812	75,812	220
228,000			-		228,000	228,000	228,000	221
360,000			-	357,377		357,377	357,377	222
8,640			-	8,640		8,640	8,640	223
42,000			-	42,000		42,000	42,000	224
15,000			-		4,647	4,647	4,647	225
95,000			-	5,202		5,202	5,202	226
-			-			-	-	227
125,000			-	125,000		125,000	125,000	228
310,000			-		66	66	66	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-825 E. 3rd St.	Public Works	Public Works Building Ventilation and Ducting funded by Transportation Gas Tax	14-063	CJP	4K03
231	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
232	San Bernardino-860 E. Gilbert St.	Children and Family Services	Children and Family Services Dependency Court Improvements funded by the department budget.	13-066	CJP	3K07
233	San Bernardino-900 E. Gilbert St.	A&E	Juvenile Delinquency Court Chiller and Pump Improvements	NA	CJP	3X70
234	San Bernardino-900 E. Gilbert St.	A&E	RYEF Generator Removal/Temporary Connections	14-082	CJP	4X53
235	San Bernardino-900 E. Gilbert St.	Courts/ Probation	Juvenile Delinquency Court Upgrade Project	13-183	CJP	3X58
236	San Bernardino-900 E. Gilbert St.	ISD	ISD Garden Office No. 2 Remodel funded by 800MHz (Org 2V03)	Various	CJP	4W02
237	San Bernardino-900 E. Gilbert St.	Probation	Gateway at RYEF Improvement Project funded by Juvenile Probation Camp Funding (JPCF).	14-124	CJP	4P15
238	San Bernardino-Gilbert St.	A&E	Gilbert Street Replace Oil Switches	14-088	CJP	4X46
239	San Bernardino-Gilbert St.	A&E	Gilbert Street Switch Gear Maintenance	14-088	CJP	4X50
240	San Bernardino-Hospitality Lane	A&E	Hospitality Lane Additional Parking Acquisition and Improvements	12-102	CJP	3D03
241	San Bernardino-San Bernardino International Airport	Sheriff	Sheriff Aviation Relocation Oversight funded from Sheriff State Asset Forfeiture funds.	14-095	CJP	4S20
242	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 general fund.	14-095	CJP	4X05
243	San Bernardino-TBD	Sheriff	Space Programming for Sheriff's Narcotics/SED/IRNET Consolidation	14-197	CJP	4X99
244	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 proposed 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 3D05)	12-102	CJP	2X64

Exhibit A
2014-15 Capital Improvement Program Projects
Administered by Architecture and Engineering Department

	NEW PROJECTS/FUNDING			CARRYOVER				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Recommended Requirements	Proj.
15,000			-		15,000	15,000	15,000	230
125,000		125,000	125,000			-	125,000	231
95,000			-		95,000	95,000	95,000	232
310,000			-	310,000		310,000	310,000	233
85,000			-	83,088		83,088	83,088	234
1,500,000			-	1,385,425		1,385,425	1,385,425	235
40,000				40,000		40,000	40,000	236
400,000			-		400,000	400,000	400,000	237
85,000			-	81,606		81,606	81,606	238
60,000			-	59,393		59,393	59,393	239
1,815,000			-	454,527		454,527	454,527	240
60,000			-		60,000	60,000	60,000	241
9,600,000			-	4,500,000	5,099,855	9,599,855	9,599,855	242
25,000			-	25,000		25,000	25,000	243
	1,600,000		1,600,000	2,960,571		2,960,571	4,560,571	244

Exhibit A
2014-15 Capital Improvement Program Projects
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Proj.	Location/ Address	Department	Project Name-Description	CIP Log #	Fund	Proj #
244	San Bernardino-Various **continued**	A&E	-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)			
245	San Bernardino-Various	A&E	Downtown Building Project Master Planning Budget	12-102	CJP	3D00
246	San Bernardino-Various	A&E	County Government Center Campus Improvements	12-102	CJP	3D01
247	Twin Peaks-26010 Highway 189	A&E	Twin Peaks Chiller	14-079	CJP	4X29
248	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
249	Victorville-14455 Civic Dr.	District Attorney	DA Remodel Victorville Courthouse	14-064	CJP	4X42
250	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
251	Victorville-15371 Civic Dr.	A&E	Victorville DA Building Parking Renovation	15-168	CJP	4Y50
252	Victorville-15371 Civic Dr.	District Attorney	Victorville DA Building Remodel funded by the department budget	14-152	CJP	4K21
253	Victorville-18000 Yates Rd.	Regional Parks	Mojave Narrows Water Service Improvements	14-075	CJP	4X21
254	Victorville-To Be Determined	Fleet Management	Acquire 3 acre site and construct a new 11,300 square foot High Desert Service Center in the Victorville area funded by Fleet Management Retained Earnings.	15-006	CJP	5F05
255	Wrightwood-5980 Elm St.	County Fire	Station 14 Kitchen Remodel funded by Reserves (FNR 590 5000)	15-043	CJP	5K15
256	Yermo-36600 Ghost Town Rd.	Regional Parks	Calico Regional Park Sewer Manhole Replacement	13-086	CJP	3R11
257	Yermo-36600 Ghost Town Rd.	Regional Parks	Calico Ghost Town OHV Campground Hook-ups funded by OHV fund	13-227	CJP	3R14
258	Yermo-36600 Ghost Town Rd.	Regional Parks	Calico Ghost Town Water Qualify Improvements	09-047	CJV	9X20
259	Yucaipa-33900 Oak GlenRd.	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
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	NEW PROJECTS/FUNDING			CARRYOVER				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2014-15 Recommended Requirements	Proj.
								244
250,000			-	39,074		39,074	39,074	245
2,164,290			-	2,071,815		2,071,815	2,071,815	246
245,000			-	26,426		26,426	26,426	247
200,000	90,860	109,140	200,000			-	200,000	248
220,000			-	218,734		218,734	218,734	249
569,726			-		10,127	10,127	10,127	250
70,000			-	70,000		70,000	70,000	251
35,000			-		35,000	35,000	35,000	252
150,000			-	149,223		149,223	149,223	253
1,555,000		1,555,000	1,555,000			-	1,555,000	254
66,500		66,500	66,500			-	66,500	255
268,575			-	206,109		206,109	206,109	256
500,000			-		462,312	462,312	462,312	257
800,000			-		494,930	494,930	494,930	258
100,000			-	95,311		95,311	95,311	259
491,335,980	**35,598,564**	**11,424,250**	**47,022,814**	**82,566,460**	**97,502,044**	**180,068,504**	**227,091,318**	

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, Rimrock Rd N/08m N,Armory Rd - 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 participation	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, Pacific Street north to Highland Avenue - 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	Tamarind Avenue, Santa Ana Ave N/Slover Ave (partial) - Maintenance Overlays / Seals - PCI. Gas Tax	SAA
23	Fontana	Transportation	Beech Avenue, Arrow Route N/Sh66 - Repave - PCI. Measure I	SXE
24	Fontana	Transportation	Beech Avenue @ Pine Street - Install Crosswalk Lights. HSIP 90%, Gas Tax match	SAA
25	Fontana	Transportation	Beech Avenue, Randall Ave N/Arrow Rte - Repave - PCI. Measure I	SXE
26	Fontana	Transportation	Cherry Avenue @ I-10 - Improve interchange. SANBAG, Regional Fee Plan, City of Fontana, RDA	SAA
27	Fontana	Transportation	Etiwanda Avenue, I-10 N to 0.88 miles north of San Bernardino Avneue - Repave - PCI. EDA & Gas Tax	SAA
28	Fontana	Transportation	San Bernardino Avenue, Calabash Ave E to Fontana Ave - Widen Roadway. General Fund, SANBAG, Development Fees & Measure I, (w/PCI Component)	SAA
29	Fontana	Transportation	Slover Ave Ph 2, Tamarind to Alder and Linden to Cedar - Widening. General Fund, SANBAG (w/PCI Component)	SAA

Exhibit B
2014-15 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

	NEW PROJECTS/FUNDING			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances	2014-15 Recommended Requirements	Proj.
778,400			-		778,400	778,400	778,400	1
5,300,000	300,000		300,000			-	300,000	
1,850,000			-		718,034	718,034	718,034	3
125,000		125,000	125,000			-	125,000	4
2,900,000			-		195,500	195,500	195,500	5
460,000			-		462,000	462,000	462,000	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
450,000		450,000	450,000			-	450,000	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
583,000		583,000	583,000			-	583,000	20
107,767			-		107,767	107,767	107,767	21
45,000		45,000	45,000			-	45,000	22
438,024			-		438,024	438,024	438,024	23
76,000			-		53,513	53,513	53,513	24
865,000			-		865,000	865,000	865,000	25
76,000,000			-		254,000	254,000	254,000	26
1,017,000		1,017,000	1,017,000			-	1,017,000	27
3,000,000	930,000		930,000		2,070,000	2,070,000	3,000,000	28
3,577,000	138,800		138,800		2,708,200	2,708,200	2,847,000	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	Fontana	Transportation	Yard 3 (Fontana Area) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax	SAA
31	Goffs	Transportation	Yard 15 (Goffs/Essex Area) Various Roads - Goffs Rd/Lanfair Rd - Maintenance Overlays / Seals - PCI. Gas Tax	SAA
32	Helendale	Transportation	Shadow Mountain Road, Helendale Road to National Trails Highway - Design road, grade separation & bridge. Local Fee Plan (construction not funded)	SWD
33	Helendale	Transportation	Silver Lakes Area - Vista Rd/Helendale Rd/Shadow Mtn Rd - Repave - PCI. Measure I	SXC
34	Joshua Tree	Transportation	Construct sidewalk near the Joshua Tree National Park Visitor's Center	SAA
35	Lake Arrowhead	Transportation	North Bay Road - Repave - PCI. Measure I	SXD
36	Lake Arrowhead	Transportation	Yard 8 (Lake Arrowhead Area) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax	SAA
37	Lenwood	Transportation	Lenwood Road, Lenwood Rd north to Main St - Design Grade Separation. Measure I, SANBAG, City of Barstow	RWR
38	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
39	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
40	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
41	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
42	Lytle Creek	Transportation	Glen Helen Pkwy @ Cajon Wash - Bridge Replacement. HBP 88.53%, Measure I match	SAA
43	Lytle Creek	Transportation	Glen Helen Pkwy @ UPRR-BNSF Crossing - Grade Separation. General Fund, SANBAG, TCIF, Measure I, Railroads	SAA
44	Montclair	Transportation	Yard 3 (Montclair Area) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax	SAA
45	Montclair	Transportation	Central Avenue @ Phillips Blvd - Signal (participate with City). Gas Tax	SAA
46	Morongo Basin / Joshua Tree	Transportation	Yard 10 (Morongo Basin & Joshua Tree Area) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax & Measure I	SAA
47	Morongo Basin / Joshua Tree	Transportation	Yard 10 Various Roads - Repave - PCI. Federal STP & Gas Tax match	SAA
48	Muscoy	Transportation	Yard 5 (Muscoy Area) Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax & SD 5 Discretionary	SAA
49	Needles	Transportation	Needles Highway N Street N&E to State Line - Design Passing Lanes. STP, PLH (construction not funded)	SAA
50	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
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	Rialto	Transportation	Jurupa and Cactus Avenues, various locations - Repave - PCI. Gas Tax, Measure I & City participation	SAA
55	San Antonio Heights	Transportation	San Antonio Heights Area - Various Roads - Chip Seals / Surface Seals - PCI. Gas Tax & Measure I	SAA
56	San Bernardino	Transportation	Del Rosa Drive, Base Line north to Pacific Street - Repave - PCI. Gas Tax & City participation	SAA
57	San Bernardino	Transportation	Pacific St, ADA Ramp & Flashing Lighted Crosswalk. SR2S	SAA

Exhibit B
2014-15 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

	NEW PROJECTS/FUNDING			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances	2014-15 Recommended Requirements	Proj.
6,000		6,000	6,000			-	6,000	30
1,880,000		1,880,000	1,880,000			-	1,880,000	31
3,140,000			-		180,000	180,000	180,000	32
2,572,000			-		2,572,000	2,572,000	2,572,000	33
75,000	75,000		75,000			-	75,000	34
2,585,000		274,000	274,000			-	274,000	35
782,000		782,000	782,000			-	782,000	36
31,500,000			-		10,000	10,000	10,000	37
750,000			-		70,000	70,000	70,000	38
1,000,000			-		70,000	70,000	70,000	39
307,000			-		237,000	237,000	237,000	40
307,000			-		256,000	256,000	256,000	41
18,848,000	183,520		183,520		1,416,480	1,416,480	1,600,000	42
29,500,000	4,028,000		4,028,000		10,049,000	10,049,000	14,077,000	43
81,000		81,000	81,000			-	81,000	44
27,500		27,500	27,500			-	27,500	45
500,000			-		500,000	500,000	500,000	46
200,000		200,000	200,000			-	200,000	47
1,247,950		1,247,950	1,247,950	44,821		44,821	1,292,771	48
12,701,000			-		750,000	750,000	750,000	49
11,300,000			-		3,000	3,000	3,000	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
1,394,000		1,394,000	1,394,000			-	1,394,000	54
1,091,000		1,091,000	1,091,000			-	1,091,000	55
747,000		747,000	747,000			-	747,000	56
407,900			-		246,614	246,614	246,614	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	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
59	Trona	Transportation	Yard 13 (Trona Area) Various Roads - Maintenance Overlays / Seals - PCI. Gas Tax & Measure I	SAA
60	Verdemont	Transportation	Institution Rd, .20M W of Verdemont Rch Rd east .40M - Repave. General Fund (transferred previously)	SAA
61	Victorville	Transportation	Luna Road, San Martin to El Rio Road - Repave - PCI. Measure I & City participation	SXF
62	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/FUNDING			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances	2014-15 Recommended Requirements	Proj.
2,870,000			-		246,304	246,304	246,304	58
222,212		222,212	222,212			-	222,212	59
7,000,000			-	5,800,000	-	5,800,000	5,800,000	60
749,000		749,000	749,000			-	749,000	61
1,867,231			-		1,500,000	1,500,000	1,500,000	62
298,283,984	**5,655,320**	**14,997,662**	**20,652,982**	**5,844,821**	**28,902,630**	**34,747,451**	**55,400,433**	

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/FUNDING			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances	2013-14 Recommended 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	Dist	Department	Project Name-Description	CIP #	Fund
1	Apple Valley-21600 Corwin Road	1	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.	3	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.	3	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.	1	Public Works	Big River Driveway Paving funded by Transportation Gas Tax (SAA TRA TRA)	15-079	PW
5	San Bernardino-210 N. Lena Rd.	5	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.	5	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.	5	Fleet Management (FM)	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.	5	Purchasing	Upgrade Surplus Property's network connectivity by installing busiiness class LAN switch, fiber optic cable and data cabinet funded by Surpluls Inernal Service Fund.	15-110	ISD
9	San Bernardino-825 E. 3rd St.	5	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.	5	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.	6	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.	1	Public Works	Trona Yard House Demolition funded by Transportation Gas Tax (SAA TRA TRA).	15-075	PW
13	Trona-80311 Trona Rd.	1	Public Works	Trona Yard Modular House Installation funded by Transportation Gas Tax (SAA TRA TRA)	15-076	PW
14	Victorville-12397 Sycamore St.	1	Public Works	Baldy Mesa Yard Crew Room Remodel funded by Transportation Gas Tax (SAA TRA TRA)	15-077	PW
15	Victorville-12397 Sycamore St.	1	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/FUNDING Discretionary General Funding	Department/ Other Funding	Total New Projects	CARRYOVER Discretionary General Funding	Department/ Other Funding	Carryover Balances	2013-14 Recommended 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 Hardware and HVAC Controls Upgrade-$500,000	500,000	500,000
County Government Center HVAC Modifications (Floors 1 &2) - $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
Sheriff's Coroner Building Metal Roofing Repair - $100,000		
Pre-School Services Roofing Repair - $80,000		
Barstow Public Health Roofing Repairs - 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		
Foothill Law & Justice Center 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:	1,722,987	500,000
Countywide Conference Room Upgrade-$100,000	100,000	100,000
County Government Center Rotunda Painting - $30,000		
Gilbert Street Cottage Repairs - $202,987		
West Valley Detention Center Tile Replacement - $600,000		
Sheriff's Headquarters Restroom & Locker Room Upgrade - $600,000		
Sheriff's Headquarters 2nd Floor Security Wall & Access Door - $200,000		
West Valley Detention Center Nursing Station Card Readers - $90,000		
Site Infrastructure Program:	824,000	800,000
Public Defender/Public Health Sidewalk Repair - $50,000		
Gilbert Street Vault Access Repairs - $25,000		
Countywide Backflow Cage Installations - $50,000		
Gilbert Street Campus Waterline Replacement - $350,000		
Sheriff's Baker Residence Post Garage & Site Improvements - $74,000		
Sheriff's Havasu Landing Residence Post Security Fencing - $90,000		
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 HVAC Controls, Distribution, and Balance - $600,000		
County Government Center Campus Improvements - $1,000,000		
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	3,722,987
100,000	100,000	100,000	500,000
2,000,000	800,000	800,000	5,224,000
1,300,000	2,900,000	2,900,000	10,000,000
12,000,000	**12,000,000**	**12,000,000**	**60,000,000**

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COUNTY OF SAN BERNARDINO

General Fund	
Aging and Adult Services - Aging Programs	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	AAI CAO
2011 Realignment	AAJ CAO

Special Revenue Funds	
Agriculture/Weights and Measures - California Grazing	SCD ARE
Airports - Capital Improvement Program	RAA APT
Airports - Capital Improvement Program	RAW APT
Airports - Capital Improvement Program	RCD APT
Airports - Chino Airport Commercial Hangars	RCI APT
Airports - Chino Airport Incentive Fund	RCO APT
Assessor/Recorder/County Clerk - Electronic Recording	SIW REC
Assessor/Recorder/County Clerk - Recorder Records	SIX REC
Assessor/Recorder/County Clerk - Social Security Number Truncation	SST REC
Assessor/Recorder/County Clerk - Systems Development	SDW REC
Assessor/Recorder/County Clerk - Vital Records	SDX REC
Auditor-Controller/Treasurer/Tax Collector - Redemption Restitution Maintenance	SDQ TTX
Behavioral Health - Block Grant Carryover Program	SDH MLH
Behavioral Health - Court Alcohol and Drug Program	SDI MLH
Behavioral Health - Driving Under the Influence Programs	SDC MLH

Special Revenue Funds	
Behavioral Health - Mental Health Services Act	RCT MLH
Community Development and Housing	SAR ECD
Community Development and Housing	SAS ECD
Community Development and Housing	SAT ECD
Community Development and Housing	SAU ECD
Community Development and Housing	SAV ECD
Community Development and Housing	SBA ECD
Community Development and Housing	SBC ECD
Community Development and Housing	SBD ECD
Community Development and Housing	SBE ECD
Community Development and Housing	SBQ ECD
Community Development and Housing	SBR ECD
Community Development and Housing	SBT ECD
Community Development and Housing	SBW ECD
Community Development and Housing	SBZ ECD
Community Development and Housing	SCS ECD
Community Development and Housing	SDJ ECD
Community Development and Housing	SDK ECD
Community Development and Housing	SDR ECD
Community Development and Housing	SEI ECD
Community Development and Housing	SIH ECD
Community Development and Housing	SIL ECD
Community Development and Housing	SIO ECD
Community Development and Housing	SIR ECD
County Library	SAP CLB
County Trial Courts - Alternate Dispute Resolution	SEF CAO
County Trial Courts - Courthouse Seismic Surcharge	RSE CAO
County Trial Courts - Registration Fees	RMX IDC
District Attorney - Auto Insurance Fraud Prosecution	RIP DAT
District Attorney - Federal Asset Forfeitures	SDN DAT
District Attorney - Real Estate Fraud Prosecution	REB DAT
District Attorney - Specialized Prosecutions	SBI DAT
District Attorney - State Asset Forfeitures	SBH DAT
District Attorney - Vehicle Fees - Auto Theft	SDM DAT
District Attorney - Workers' Compensation Insurance Fraud Prosecution	ROB DAT
Economic Development - Housing Successor	MPW 644
Economic Development - Housing Successor	SPE RDA
Economic Development - Housing Successor	SPH RDA
Economic Development - Housing Successor	SPL CED
Economic Development - Housing Successor	SPM MIS
Economic Development - San Bernardino Valley Enterprise Zone	SYZ EDF
Finance and Administration - Disaster Recovery Fund	SFH CAO
Health Administration - Master Settlement Agreement	RSM MSA
Human Resources - Commuter Services	SDF HRD
Human Resources - Employee Benefits and Services	SDG HRD
Human Services - Wraparound Reinvestment Fund	SIN BHI
Law and Justice Group - 2012 Justice Assistance Grant	SDZ LNJ
Law and Justice Group - 2011 Justice Assistance Grant	SDO LNJ
Law and Justice Group - 2010 Justice Assistance Grant	SIQ LNJ
Law and Justice Group - 2009 Justice Assistance Grant	SDT LNJ
Law and Justice Group - 2009 Recovery Act Justice Assistance Grant (JAG)	SIT LNJ
Law and Justice Group - Southwest Border Prosecution Initiative	SWI LNJ

Special Revenue Funds

Preschool Services	RSC HPS
Probation - Asset Forfeiture 15%	SYM PRB
Probation - Criminal Recidivism (SB 678)	SJB PRB
Probation - Juvenile Justice Crime Prevention Act	SIG PRG
Probation - Juvenile Re-Entry Program (AB 1628)	SIU PRB
Probation - State Seized Assets	SYN PRB
Public Health - Bio-Terrorism Preparedness	RPL PHL
Public Health - H1N1 Preparedness	RPM PHL
Public Health - Tobacco Use Reduction Now	RSP PHL
Public Health - Vector Control Assessments	SNR PHL
Public Health - Vital Statistics State Fees	SCI PHL
Public Works - Surveyor - Survey Monument Preservation	SBS SVR
Public Works - Transportation - Developer Fees	SVC TRA
Public Works - Transportation - Facilities Development Plans	SWB TRA
Public Works - Transportation - Facilities Development Plans	SWD TRA
Public Works - Transportation - Facilities Development Plans	SWG TRA
Public Works - Transportation - Facilities Development Plans	SWJ TRA
Public Works - Transportation - Facilities Development Plans	SWN TRA
Public Works - Transportation - Facilities Development Plans	SWO TRA
Public Works - Transportation - Facilities Development Plans	SWQ TRA
Public Works - Transportation - Facilities Development Plans	SWX TRA
Public Works - Transportation - Facilities Development Plans	SXP TRA
Public Works - Transportation - Facilities Development Plans	SXQ TRA
Public Works - Transportation - Measure I Program	RRR TRA
Public Works - Transportation - Measure I Program	RRS TRA
Public Works - Transportation - Measure I Program	RRT TRA
Public Works - Transportation - Measure I Program	RRU TRA
Public Works - Transportation - Measure I Program	RRV TRA
Public Works - Transportation - Measure I Program	RWR TRA
Public Works - Transportation - Measure I Program	RWS TRA
Public Works - Transportation - Measure I Program	RWT TRA
Public Works - Transportation - Measure I Program	RWU TRA
Public Works - Transportation - Measure I Program	RWV TRA
Public Works - Transportation - Measure I Program	SWR TRA
Public Works - Transportation - Measure I Program	SWS TRA
Public Works - Transportation - Measure I Program	SWT TRA
Public Works - Transportation - Measure I Program	SWU TRA
Public Works - Transportation - Measure I Program	SWV TRA
Public Works - Transportation - Measure I Program	SWW TRA
Public Works - Transportation - Measure I Program	SXA TRA
Public Works - Transportation - Measure I Program	SXB TRA
Public Works - Transportation - Measure I Program	SXC TRA
Public Works - Transportation - Measure I Program	SXD TRA
Public Works - Transportation - Measure I Program	SXE TRA
Public Works - Transportation - Measure I Program	SXF TRA
Public Works - Transportation - Measure I Program	SXG TRA
Public Works - Transportation - Measure I Program	SXO TRA
Public Works - Transportation - Measure I Program	SXU TRA
Public Works - Transportation - Measure I Program	SXV TRA
Public Works - Transportation - Measure I Program	SXW TRA
Public Works - Transportation - Measure I Program	SXY TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEA TRA

Special Revenue Funds

Public Works - Transportation - Regional Development Mitigation Plan	SEH TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEJ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEK TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEM TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEO TRA
Public Works - Transportation - Regional Development Mitigation Plan	SER TRA
Public Works - Transportation - Regional Development Mitigation Plan	SES TRA
Public Works - Transportation - Regional Development Mitigation Plan	SET TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEV TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEZ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFA TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFJ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFK TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFR TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFT TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGB TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGC TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGL TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGO TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGT TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGU TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGV TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHB TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHC TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHF TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHH TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHI TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHK TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHL TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHO TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHQ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHR TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHU TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHX TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHY TRA
Public Works - Transportation - Regional Development Mitigation Plan	SIA TRA
Public Works - Transportation - Regional Development Mitigation Plan	SID TRA
Public Works - Transportation - Road Operations	SAA TRA
Public Works - Transportation - Road Operations	SVF TRA
Public Works - Transportation - Road Operations	SVK TRA
Public Works - Transportation - Road Operations	SVL TRA
Public Works - Transportation - Road Operations	SVM TRA
Public Works - Transportation - Road Operations	SXI TRA
Real Estate Services - Chino Agricultural Preserve	SIF INQ

Special Revenue Funds	
Regional Parks - Calico Ghost Town Marketing Services	SPS CCR
Regional Parks - County Trails System	RTS CCP
Regional Parks - San Manuel Amphitheater	SGH CAO
Regional Parks - Off-Highway Vehicle License Fee	SBY AMS
Regional Parks - Park Maintenance/Development	SPR CCR
Regional Parks - Amphitheater Improvements at Glen Helen	SGR RGP
Regional Parks - Proposition 40 Projects	RKM RGP
Sheriff/Coroner/Public Administrator- Aviation	SCE SHR
Sheriff/Coroner/Public Administrator - CAL-ID Program	SDA SHR
Sheriff/Coroner/Public Administrator - Capital Projects Fund	SQA SHR
Sheriff/Coroner/Public Administrator - Contract Training	SCB SHR
Sheriff/Coroner/Public Administrator- Court Services Auto	SQR SHR
Sheriff/Coroner/Public Administrator - Court Services Tech	SQT SHR
Sheriff/Coroner/Public Administrator - Federal Seized Assets (DOJ)	SCK SHR
Sheriff/Coroner/Public Administrator - Federal Seized Assets (Treasury)	SCO SHR
Sheriff/Coroner/Public Administrator - IRNET Federal	SCF SHR
Sheriff/Coroner/Public Administrator - IRNET State	SCX SHR
Sheriff/Coroner/Public Administrator - Local Detention Facility Revenue	SRL SHR
Sheriff/Coroner/Public Administrator - Public Gatherings	SCC SHR
Sheriff/Coroner/Public Administrator - Search and Rescue	SCW SHR
Sheriff/Coroner/Public Administrator - State Seized Assets	SCT SHR
Sheriff/Coroner/Public Administrator - Auto Theft Task Force	SCL SHR
Special Districts - Fish and Game Commission	SBV CAO
Workforce Development	SAC JOB

Capital Improvement Funds	
Architecture and Engineering - Capital Improvements and Maintenance	CJP CIP
Architecture and Engineering - Capital Improvements and Maintenance	CJV CIP
Architecture and Engineering - Courthouse Capital Improvement Program	CJY CIP
Architecture and Engineering - Capital Improvements and Maintenance	CMV CIP
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

Finance and Administration - Computer Operations - Earned Leave	IBT ISD
Fleet Management - Garage	ICB VHS
Fleet Management - Garage - Earned Leave	IDJ VHS
Fleet Management - Motor Pool	IBA VHS
Fleet Management - Motor Pool - Earned Leave	IDH VHS
Information Services - 800 Mhz Rebanding Project	IBT ISD
Information Services - Computer Operations	IAJ ISD
Information Services - Computer Operations - Earned Leave	IDD ISD
Information Services - Telecommunication Services	IAM ISD
Information Services - Telecommunication Services - Earned Leave	IDE ISD
Purchasing - Mail/Courier Services	IAY PUR
Purchasing - Mail/Courier Services - Earned Leave	IDG PUR
Purchasing - Printing Services	IAG PUR
Purchasing - Printing Services - Earned Leave	IDC PUR
Purchasing - Surplus Property and Storage Operations	IAV PUR
Purchasing - Surplus Property and Storage Operations- Earned Leave	IDF PUR
Risk Management - Earned Leave	IDI RMG
Risk Management - Insurance Programs	IAA RMG
Risk Management - Insurance Programs	IAB RMG
Risk Management - Insurance Programs	IAD RMG
Risk Management - Insurance Programs	IAE RMG
Risk Management - Insurance Programs	IAF RMG
Risk Management - Insurance Programs	IAH RMG
Risk Management - Insurance Programs	IAI RMG
Risk Management - Insurance Programs	IAL RMG
Risk Management - Insurance Programs	IAN RMG
Risk Management - Insurance Programs	IAO RMG
Risk Management - Insurance Programs	IAQ RMG
Risk Management - Insurance Programs	IAR RMG
Risk Management - Insurance Programs	IAT RMG
Risk Management - Insurance Programs	IAU RMG
Risk Management - Insurance Programs	IAW RMG
Risk Management - Insurance Programs	IBR RMG
Risk Management - Insurance Programs	IBS RMG
Risk Management - Insurance Programs	IMM RMG
Risk Management - Insurance Programs	ISB RMG
Risk Management - Operations	IBP RMG

SPECIAL DISTRICTS DEPARTMENT

Capital Improvement Funds	
CSA 70 TV-4 Wonder Valley	CAL 332
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 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

Capital Improvement Funds

Bloomington Park	CAQ 625
Bloomington Park	CNJ 625

APPENDICES

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 106
Household Hazardous Waste	FHH 107
Office of Emergency Services	FES 108
Termination Benefits Set-Asides	FTR 106
SBCFPD - General	FAR 106
Mountain Regional Service Zone - General	FMR 600
North Desert Regional Service Zone - General	FNR 590
South Desert Regional Service Zone - General	FSR 610
Valley Regional Service Zone - General	FVR 580
Hazmat - General	FHR 107
Hazmat (CUPA Statewide Penalties) - General	FKE 107
Hazmat (CUPA Admin Penalties) - General	FKF 107
Hazmat (Statewide Tank Penalties) - General	FKT 107

OTHER AGENCIES

Capital Improvement Funds	
In Home Supportive Services Public Authority	RHH 498
Economic Development Corporation	SFI 499
County Industrial Development Authority	SPG 510
Inland Counties Emergency Medical Agency	SMI ICM

1991 Realignment: In 1991-92, the state approved the Health and Welfare Realignment Program that involves a shift of program responsibilities from the state to the counties. This shift is funded through a corresponding shift of dedicated Sales Tax and Vehicle License Fee revenue.

2011 Realignment: In 2011-12, the state approved AB 109, the Public Safety Realignment Act, which shifted custodial responsibility of non-violent, non-sex, and non-sex-against-children ('Triple-Nons') offenders to local jails. In addition, the parole function of the state was delegated to County Probation departments. In conjunction with Public Safety Realignment, the state also shifted full financial burden of many social service and mental health programs to the County. While the state no longer shares in the cost, it has dedicated a portion of the state sales tax (1.0625%) revenue along with a portion of vehicle license fees for these realigned programs.

AB 74: In 2013-2014, the state approved AB 74 which made several statutory changes to the CalWORKS and CalFRESH program. Those changes include the establishment of a family stabilization component effective January 1, 2014 to assist CalWORKS recipients who are experiencing an identified situation or crisis that is destabilizing their family and interferes with their participation in the welfare-to-work activities and services.

AB 109: Assembly Bill 109, the Public Safety Realignment Act, signed April 4, 2011, transfers responsibility for housing/supervising inmate and parolee populations classified as "low-level" offenders from the California Department of Corrections and Rehabilitation (CDCR) to counties effective October 1, 2011.

AB 233: The Lockyer – Isenberg Trial Court Funding Act of 1997 went into effect January 1, 1998 and fundamentally changed how the trial courts are funded by transferring primary responsibility for funding the courts to the state, including sole responsibility for funding future growth in court operations costs.

AB 900: Assembly Bill 900, Public Safety and Offender Rehabilitation Services Act, signed May 3, 2007, provides that the State Public Works Board (SPWB) and the California Department of Corrections and Rehabilitation (CDCR) are authorized to enter into agreements with participating counties for the acquisition, design and construction of local jail facilities for projects approved by the State Corrections Standards Authority (CSA). Up to $1.2 billion is authorized by the legislation for county jail construction. Funds are being distributed in two phases.

AB 1805: Effective July 1, 2007, Assembly Bill 1805 preserved county authority to charge booking fees under Government Code Section 29550 et seq; and created a new statutory structure whereby counties - subject to an appropriation by the state – receive funding directly in local detention facility revenue accounts. Under this alternative to booking fees, revenues received are to be used exclusively for the purpose of operation, renovation, remodeling or constructing local detention facilities and related equipment.

AB 3000: Effective September 2002, Assembly Bill 3000 Court Surcharge Guideline, prioritized the distribution of criminal case installment payments of fines and penalties.

ABx1 26: Assembly Bill x1 26, the Dissolution Act, signed June 29, 2011, mandates the elimination of every redevelopment agency in California effective February 1, 2012, and mandates all unobligated funds be distributed to the appropriate taxing entities.

Accrual: An accrual is an accounting entry that recognizes revenue when earned and expenses when incurred. An accrual is made at the end of the fiscal year to ensure revenue and expenses are recorded in the appropriate fiscal year.

Activity: A component within a fund; usually a specific line of work performed to accomplish a function for which a governmental unit is responsible.

Adopted Budget: The original spending plan at the beginning of the fiscal year, typically adopted by the Board of Supervisors in June for the upcoming fiscal year. It may vary from the Recommended Budget.

Affordable Care Act (ACA): In March 2010, President Obama signed comprehensive health reform, the Patient Protection and Affordable Care Act into law. The legislation includes a long list of health-related provisions that began taking effect in 2010 and will continue to be rolled out over the next four years. Key provisions are

intended to extend coverage to millions of uninsured Americans, to implement measures that will lower health care costs and improve system efficiency, and to eliminate industry practices that include rescission and denial of coverage due to pre-existing conditions. The most significant part of this Federal Healthcare Reform legislation will extend coverage to an expanded population effective January 1, 2014 through new eligibility processes for Medi-cal and the implementation of insurance exchanges.

Amortization: The process of gradually extinguishing an asset on the books.

Appropriation: An appropriation is the amount of authority to spend less reimbursements. It represents the authorization for the County to make expenditures/incur obligations for a specified purpose and period of time.

ARRA: ARRA is an acronym used for American Recovery and Reinvestment Act of 2009, also known as Economic Stimulus Funds. The three immediate goals of ARRA are to create new jobs and save existing ones, spur economic activity and invest in long-term growth, and foster unprecedented levels of accountability and transparency in government spending.

Balanced Budget: Total sources, including carry-over fund balances, equals the total requirements and reserves.

Budgeted Staffing: The number of positions (headcount) funded in a budget unit.

Budget Unit: An organizational component which is represented by the combination of a fund and department into one unit for purposes of budgeting.

CalFresh: The CalFresh Program, federally known as the Supplemental Nutritional Assistance Program, is a Federally funded program that helps low-income people buy the food they need for good health. The CalFresh program helps to improve the health and well-being of qualifies households and individuals by providing them a means to meet their nutritional needs.

Capital Expenditures: An asset of a long-term character such as land, buildings, furniture, and other equipment costing $5,000 or more and having a useful life of one year or more. Additionally, computer software is capitalized if the value is $100,000 or greater.

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

Central Services: The Central Services expense category, replaces Central Computer and was set up beginning fiscal year 2010-11 to allocate both the Information Services and Facilities Management Departments' associated charges.

- Information Services Department computer charges are Countywide costs for computer infrastructure such as email, wide area network, payroll processing, and software/hardware staff support. Each department's Central Computer budget amount is estimated at the beginning of the fiscal year by the Information Services Department and is billed based on that estimate.
- Facilities Management Department charges are for basic services provided to departments including grounds, custodial, and maintenance. Each department's budget amount for grounds, custodial, and maintenance is based on an annual average cost per square foot.

Contingencies: An amount set aside within a budget for unforeseen expenditure requirements. Board action must be taken to spend contingency funds and a 4/5 vote is required for approval.

County Fire: San Bernardino County Fire Protection District

COWCAP: COWCAP is an acronym for County Wide Cost Allocation Plan. It is the method by which indirect support costs for services such as Human Resources, Payroll, Purchasing, etc. are allocated to departments. It is prepared annually by the County Auditor-Controller/Treasurer/Tax Collector in accordance with Code of

Federal Regulations (2 CFR Part 225), which is the guideline for state and federal reimbursements for indirect costs.

Department: An organizational unit used by County management to group programs of a like nature. In terms of financial structure, departments may have multiple funding sources, i.e. general fund, special revenue fund, etc. that are based on specified uses. The combinations of the various funds are consolidated at the department level.

Depreciation: The recording of expiration in the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

Deficit: Insufficient sources to fully fund expenditures and other disbursements during a fiscal year.

Discretionary General Funding: Describes the overall process of administering net county cost, which is the amount contributed by the County general fund from its discretionary revenue sources to fund the activities of a department.

Discretionary Revenue: Revenue not legally designated for a specific purpose or program that can be appropriated at the discretion of the Board of Supervisors.

Dispute Resolution Programs Act of 1986: Authorizes the local establishment and funding of dispute resolution programs as an alternative to more formal court proceedings.

Employee Health and Productivity Program (EHaP): A modified duty/return to work program that utilizes specialized nurses to obtain effective and timely treatment for injured or ill employees. Overall goals are to return the employee to the workplace as soon as possible and to increase the health and productivity of employees through health promotion and risk reduction programs.

Encumbrance: An encumbrance is not an expenditure or a liability but merely a reserve of appropriation in a given fiscal year for a specific expenditure.

Enterprise Funds: Enterprise Funds are established to account for operations that are funded and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be funded or recovered primarily through operational revenues.

Expenditure: Decreases in net financial resources. An expenditure includes current operating expenses that require the present or future use of resources.

Final Budget: A budget unit's adopted spending plan and financing, including all mid-year adjustments through the fourth quarter.

Fiscal Year: The County's twelve-month accounting period (July 1 through the following June 30), which varies from the calendar year and the federal fiscal year.

Function: A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. This designation is specified by the State Controller. For example: "Public Protection" is the function of the Sheriff/Coroner/Public Administrator Department.

Fund: A legal unit that provides for the segregation of moneys or other resources in the County treasury for specific activities or obligations in accordance with specific restrictions or limitations. A separate set of accounts must be maintained for each fund to show its assets, liabilities, reserves, and fund balance, as well as its income and expenditures. The assets of a fund may also be placed into separate accounts to provide for limitations on specific fund income or expenditures.

Fund Balance: An amount comprised of accumulated excess or deficiency of revenues less expenditures of a fund, including the cancellation of prior year encumbrances. This is measured at the end of each fiscal year.

Fund balance may be used in the budget unit for the upcoming year as a funding source for one-time projects or services.

Fund Balance Classifications: Beginning in 2010-11, GASB 54 requires that financial statements for governmental funds classify fund balance in one of the following five components:

- Nonspendable fund balance – assets that will never convert to cash, or will not convert soon enough to affect the current period, or resources that must be maintained intact pursuant to legal or contractual requirements;
- Restricted fund balance – resources that are subject to externally enforceable limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments, constitutional provision, or enabling legislation;
- Committed fund balance – resources that are constrained by self-imposed limitations set in place prior to the end of the period by the highest level of decision making, and remain binding unless removed in the same manner;
- Assigned fund balance – resources that are limited resulting from an intended use established by either the highest level of decision making, or the official or body designated for that purpose;
- Unassigned fund balance – residual net resources that cannot be classified in one of the other four categories.

GASB 34: Governmental Accounting Standards Board (GASB), Statement 34 establishes requirements for the annual financial reports of state and local governments. The goal is to make annual reports easier to understand and more useful to people who use governmental financial information to make decisions. There are many components of GASB 34, but as it relates to the budget, it is primarily composed of how services provided between County budget units are accounted for. GASB 34 specifies how payments for services should be accounted for (either as reimbursements or as departmental revenues). All transactions between departments within the same fund (i.e. general fund) are budgeted as reimbursements. While the net impact is zero, reclassifications between these two categories cause inconsistencies when comparing year-to-year budgets by specific expense or revenue categories.

GASB 51: Governmental Accounting Standards Board (GASB), Statement 51 establishes requirements for the annual financial reports of state and local governments. The objective of this statement is to enhance the comparability of the accounting and financial reporting of intangible assets among state and local governments, and requires that all intangible assets not specifically excluded by its scope provisions be classified as capital assets.

GASB 54: Governmental Accounting Standards Board (GASB), Statement 54 establishes requirements for the annual financial reports of state and local governments to be implemented for periods beginning after June 15, 2010. The objective of this statement is to enhance the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying the existing governmental fund type definitions. The main components of GASB 54 and how they relate to budget primarily consists of replacing existing fund balance classifications (reserved and unreserved) with new classifications (nonspendable, restricted, committed, assigned, and unassigned) that observe the constraints imposed upon the use of the resources reported in governmental funds. In addition, special revenue fund type was clarified and affects the activities required to be reported in that fund type.

General Fund: The General Fund is the predominate fund for funding County programs.

Geographic Information System (GIS): A geographic information system integrates hardware, software, and data for capturing, managing, analyzing, and displaying all forms of geographically referenced information.

Governmental Funds: Governmental funds consist of the general fund, special revenue funds, capital projects funds and debt service funds.

Grants: A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

Headcount: Actual number of individuals carried in a budget unit's payroll, as opposed to the equivalent number computed from wages budgeted.

Housing Successor: ABx1 26, the Dissolution Act, mandates the elimination of every redevelopment agency in California effective February 1, 2012. The Housing Successor retained the housing functions of the former Redevelopment Agency (RDA) and has all rights, power, duties, and obligations related to building, preserving, and rehabilitating affordable housing for low to moderate income households.

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

Limited Term: A position designation for non-regular positions, consisting of contract, extra-help, or recurrent position types.

Mandate: A program that meets constitutional, statutory or court-ordered requirements from either federal or state entities.

Memorandum of Understanding (MOU): For budget purposes, the MOU refers to a negotiated and approved labor agreement between the County and an employee labor organization or group that details the salary, benefits, and other conditions of employment.

Mid-Year Adjustments: Board approved budget changes subsequent to adoption.

Mission: A clear, concise statement of purpose for the entire department. The mission focuses on the broad, yet distinct, results the department will achieve for its customers.

Modified Budget: A budget unit's adopted requirements and sources, including any mid-year adjustments.

Net Budget: Total Sources less Total Requirements in a proprietary fund.

Net County Cost: Net county cost (or discretionary general funding) is the amount contributed to County general fund departments from discretionary revenue sources to fund the activities of a department.

Operating Expenses: A category of expenditures within a budget unit for all standard costs of daily operations, including such items as office supplies, training, contractual services, and travel.

Operating Transfers In/Out: A method of providing financing from one budget unit to another for the implementation of a project or program.

Performance Measure: An ongoing, quantitative indicator of resources consumed, workload, productivity, efficiency, and effectiveness. Performance measures should relate to objectives and allow for measurement of the same thing over time.

Position: A specific employment, whether occupied or vacant, involving duties requiring the services of one person. A position whether full or part-time is reflected as 1 in budgeted staffing amounts.

Proposition 1B: As approved by the voters in the November 2006 general elections, Proposition 1B enacts the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006 to authorize $19.925 billion of state general obligation bonds for transportation infrastructure improvements.

Proposition 30 (Prop 30): A ballot measure approved by California voters on November 6, 2012, that increased taxes on earnings over $250,000 for seven years (2012-2018) and increased sales taxes by ¼ cent for four years (2013-2016) to fund schools. The measure is expected to generate an average of $6 billion annually, and also guarantees Public Safety Realignment funding.

Proposition 63: On November 2, 2004, voters passed Proposition 63, which established a state personal income tax surcharge of one percent on the portion of taxpayers' annual taxable income that exceeds $1 million. The proposition was enacted into law as the Mental Health Services Act (MHSA) effective January 1, 2005. The overall purpose and intent is "to reduce the long term adverse impact on individuals, families, and state and local budgets resulting from untreated serious mental illness to insure that all funds are expended in the most cost effective manner and to ensure accountability to taxpayers and to the public".

Proposition 172 (Prop 172): A permanent extension of a half-cent Local Public Safety Sales Tax approved by California voters on November 2, 1993. Proceeds of this sales tax must be dedicated to public safety.

Proprietary Funds: Classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Public Service Employee (PSE): PSEs are employees assigned to entry-level positions in a variety of fields and occupations for a limited duration. They are not full-time, regular County employees. PSEs are subject to an expedited recruiting process to accommodate additional workload or to manage one-time special projects. They do not receive the full range of benefits or have the civil service status of regular County employees.

Recommended Budget: A recommended budget is the working document of the fiscal year under discussion.

Redevelopment Agency: In 1951 the California Redevelopment Law (CRL) was enacted, which gave California cities and counties the authority to create redevelopment agencies. The CRL provided the local redevelopment agencies powerful local tools to eliminate urban decay, apply for grants, create jobs, build community facilities and infrastructure and attract economic reinvestment. Eventually, the CRL was expanded to assist in the creation of low and moderate income housing. A redevelopment agency, a separate legal entity, was responsible for the implementation of the CRL for the local communities. A redevelopment agency had the ability to create project areas, to purchase and assemble development sites, build infrastructure, construct deed-restricted affordable housing, and issue debt. An agency paid for these improvements through the utilization of tax increment financing. Redevelopment agencies and tax increment financing were eliminated by the state effective February 1, 2012.

Reimbursements: Amount received as payment of the cost of work, or service performed, or of other expenditures made, for or on behalf of another governmental unit or department. Reimbursements represent the recovery of expenditures and are considered a source.

Requirements: A department's appropriation or authority to spend plus department's budgeted operating transfers out.

Restricted Funds: Restricted funds consist of two restricted funding sources – Prop 172, 1991 Realignment and 2011 Realignment. Prop 172 revenue assists in funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments. 1991 Realignment assists in funding mental health, social services, and health programs within the County. 2011 Realignment assists in funding public safety, mental health, social services, and health programs within the County.

Revenue: The addition of cash or other current assets to governmental funds (receipts) which do not increase any liability or reserve and do not represent the recovery of an expenditure, i.e., reimbursements. Generally, revenue is derived from taxes, licenses and fees, or investment earnings. Revenues are deposited in a budget unit for future appropriation.

Retirement Incentive Program (RIP): A program offered to County employees in 2008-09 to obtain personnel cost savings in a manner that minimized the financial impact to the County. County employees retiring by June 30, 2009 were made eligible to receive $250 for each completed quarter of continuous County service, payable annually over five years. As part of the RIP, it was expected that the resulting vacated positions would not be filled for a period of five years (although some exceptions applied) and that payment would be suspended if the participating employee returned to work for the County in any capacity.

SB 90 State-Mandated Local Program: State reimbursements to local governments for the cost of activities required by State legislative and executive acts.

SB 163: Wraparound Services Program is an intensive, community-based and family centered process designed to allow children with serious behavior and/or emotional difficulties to remain in their community at the lowest level of care possible instead of being placed in a group home setting. This bill allows counties to accumulate savings realized from a wraparound program and requires that the savings be reinvested in a Child Welfare Services program.

SB 676: Effective July 1, 2010 this California Senate Bill increased the maximum fee collected from indigent defendants from $25 to $50.

SB 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
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
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

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James C. Ramos, Third District Supervisor | Josie Gonzales, Fifth District Supervisor

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